



ANNUAL REPORT 2025-26

INDIGENOUS LAND AND SEA CORPORATION



Australian Government
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.

Contents

Introduction	2
Part One: Overview	9
Part Two: Performance	19
Part Three: Subsidiaries and ILSC-held agribusinesses	81
Part Four: Governance	93
Part Five: People	117
Part Six: Finance	142
Appendix 1: Commonwealth Climate Disclosure	198
Guide to access	211

Introduction

People. Country. Opportunity.

In all our activities the Indigenous Land and Sea Corporation (ILSC) pays respect to the Traditional Owners and Custodians of the lands and waters on which we work. We honour the resilience and continuing connection to Country, culture and community of all Aboriginal and Torres Strait Islander peoples across Australia. We recognise the decisions we make today will impact the lives of generations to come.

The ILSC respects Indigenous cultures and has taken all reasonable steps to ensure that the contents of this publication do not offend Aboriginal and Torres Strait Islander peoples. Aboriginal and Torres Strait Islander readers are advised that this publication may contain the names or images of people who have passed away.

About this report

September 2026

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www.ilsc.gov.au

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Cover photo: *Wirawi*, Australia's first Indigenous-run ferry, is operated by Tribal Warrior Aboriginal Corporation for cultural cruises on Sydney Harbour, NSW. Image credit: Paul Bramble.

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The document must be attributed as the Indigenous Land and Sea Corporation 2025-26 Annual Report.

Letter of Transmittal

11 September 2026

Senator the Hon Malarndirri McCarthy
Minister for Indigenous Australians
Parliament House
Canberra ACT 2600

Dear Minister

On behalf of the Board of the Indigenous Land and Sea Corporation (ILSC), I am pleased to present our Annual Report for the financial year ended 30 June 2026.

The Board is responsible for preparing and giving the Annual Report to you in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Board approved the Annual Report by resolution of Directors on 11 September 2026.

The report includes the ILSC's annual performance statements and audited consolidated financial statements in accordance with paragraph 39(1)(b) of the PGPA Act and section 16F of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

I am satisfied that the ILSC has prepared a fraud risk assessment and fraud control plan and has in place appropriate fraud prevention, detection, investigation and reporting and data collection procedures and processes that meet the ILSC's needs and comply with section 10 of the PGPA Rule.

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

Yours sincerely

A handwritten signature in black ink, appearing to be 'IH' followed by a long horizontal stroke.

Ian Hamm

ILSC Chair

Foreword from the ILSC Chair

On behalf of the Indigenous Land and Sea Corporation (ILSC) Board, I am pleased to present the 2025-26 Annual Report.

This is our third year delivering the National Indigenous Land and Sea Strategy (NILSS) 2023-28, shaped by what First Nations peoples told us they wanted during our largest ever consultation process in 2022.

It also marked the third year of a journey to better align our strategic direction under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act) with our planning, delivery and reporting obligations under the *Public Governance, Performance and Accountability Act 2013*.

In our first year of NILSS delivery, the strategy's 27 commitments – the promises we made to First Nations peoples – became the key activities in our Corporate Plan. In the second, we re-shaped our Annual Performance Statements around the NILSS strategic priorities. This year, we developed revised Portfolio Budget Statements measures for implementation from 2026-27, replacing measures that had not been updated since 2017.

The revised measures will shift our focus from outputs and activities towards a more meaningful assessment of efficiency and outcomes, and will better reflect what the ILSC is trying to achieve for Aboriginal and Torres Strait Islander peoples – including a Value for Money measure that will incorporate actual achievement against planned NILSS actions.

We also endorsed our Indigenous Evaluation Framework, which will be embedded within our Performance Framework over 2026-27 to ensure Indigenous perspectives, priorities and preferences are appropriately considered across our monitoring, evaluation and reporting activities.

From next year, our Annual Performance Statements will provide a more explicit reflection of our performance on delivering the NILSS, and of our accountability to the communities we serve.

Meanwhile our 2025-26 Annual Performance Statements (Part Two) – reported against our existing PBS measures – showed that 72 per cent of the NILSS actions we set for the year were completed or on track, and we achieved, substantially achieved or exceeded eight of our 10 Portfolio Budget Statements measures.

With 2025-26 the midpoint of the strategy, the Board also looked beyond the measures to ask a harder question: is the ILSC changing in the ways needed to deliver meaningfully different outcomes for First Nations peoples by 2028?

The scale of organisational change required is significant, and requires sustained capability building, careful prioritisation and sequencing. There is genuine achievement across a number of areas, and there is also clear recognition that some actions have not moved at the pace we committed to. For those actions, delivery has been extended across the final two years and is being actively managed through revised planning and oversight arrangements, including reformed NILSS governance that elevates accountability to the highest levels of the organisation.

Another major 2025-26 achievement was the completion of the Voyages Indigenous Tourism Australia Pty Ltd sale on 27 February 2026, marking the end of a long and complex chapter. Operational responsibility at Yulara and Mossman Gorge has transferred to Experience Australia Group Pty Ltd (trading as Journey Beyond) while we continue working with Anangu and Kuku Yalanji peoples on the transfer of the underlying land and buildings to Traditional Owner corporations.

The transition of the National Centre of Indigenous Excellence Ltd to Indigenous-led custodianship also continued, though not within the timeframe we had anticipated. Part Three provides further detail on both.

Other 2025-26 highlights included:

- under Returning Country, the return of 13 land and water-based interests to Indigenous care and control, exceeding our target of 10 and including five properties held by the ILSC for more than 15 years
- under Managing Country, the introduction of a revised Our Country Our Future funding model in June 2026, with clearer investment priorities and more accessible pathways across the Plan, Manage and Return funding streams
- under Sector Leadership, the launch of the online Knowledge Hub and Future Industries Grants program, supporting 18 Indigenous corporations to explore opportunities in priority sectors, and the concept of a national Caring for Country framework put forward at the AIATSIS Summit in June 2026
- under Meaningful Connection, the release of an Indigenous Engagement Framework and continued inland water policy work through the First Nations Water Working Group; our activities also leveraged a \$56.6 million investment into Indigenous-held land and water assets – \$2.5 million from proponents and \$54.1 million from external partners – in addition to significant in-kind assistance
- under Cultural Leadership, the release of the ILSC Cultural Frameworks and continued implementation of the Indigenous Employment Strategy 2023-28 and Innovate Reconciliation Action Plan 2024-26
- our first Commonwealth Climate Disclosure, recognising that climate change is central to the ILSC's mandate to support First Nations peoples to access, use and Care for Country – see Appendix 1.

This year, our established work through the First Nations Economic Empowerment Alliance moved into implementation, as the ILSC became a signatory to the First Nations Economic Partnership Agreement, a landmark collaboration between the Alliance, the Coalition of Peaks and the Commonwealth, to drive First Nations economic empowerment.

With our partners we are progressing a First Nations Economic Framework to help shape institutional and investment architecture for the years ahead, and we remain committed to this broader partnership as a means of unlocking the economic potential of Indigenous land, enterprise and innovation.

We also continued our engagement with the National Indigenous Australians Agency (NIAA), the Torres Strait Regional Authority and Indigenous Business Australia on potential amendments to the ATSI Act, aimed at strengthening our ability to respond to the aspirations of First Nations peoples seeking to generate economic outcomes from Country. And we continued our work with NIAA and Commonwealth departments on options to improve the sustainability of our funding arrangements, including the annual drawdown from the Aboriginal and Torres Strait Islander Land and Sea Future Fund.

Alongside this Annual Report, we publish Returning and Managing Country, profiling our 2025-26 projects and returning to a former project to find out what changed as a result of ILSC funding. The NILSS Progress Report provides a more detailed account of our annual progress against the NILSS; the 2025-26 edition will include a final report on our Innovate Reconciliation Action Plan 2024-26. Both will be released in December 2026 and I commend them to readers seeking a fuller picture of the ILSC's work and influence.

I close by recognising the outgoing Directors who contributed to the Board's work this year: former Deputy Chair Ms Claire Filson, Ms Kristy Masella, Ms Gail Reynolds-Adamson AM and Mr Roy Ah-See – and in welcoming our new Directors, Ms Jahna Cedar OAM (Deputy Chair), Dr Cass Hunter-Ross, Dr Heron Loban and Mr Marcus Stewart AM. I also acknowledge the strong working relationship between the Board and Group CEO Joe Morrison, the commitment of ILSC staff to delivering the NILSS, and the First Nations peoples, communities and organisations whose trust in the ILSC makes this work possible.

Ian Hamm

A handwritten signature in black ink, appearing to be 'IH' followed by a long horizontal stroke.

ILSC Chair

September 2026

Our strategic framework

ILSC purpose

ATSI Act

To assist Indigenous people to acquire land and water rights and to manage land and water so as to provide economic, environmental, social or cultural benefits

Our vision

Indigenous people enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings

Our long-term outcomes

Indigenous people are:

- > maintaining and growing the value and productivity of Country
- > owning and managing Country sustainably
- > influencing policy and opportunity for Country
- > strengthening culture through reconnection to Country

Our strategic priorities

Returning Country

Expand Indigenous rights and interests in Country

Managing Country

Grow Indigenous-led initiatives on Country

Sector Leadership

Increase Indigenous influence on priority sectors

Meaningful Connection

Build beneficial partnerships

Excellent Service

Provide high-quality services

Cultural Leadership

Step up as a culturally capable leader

Enabled by

- > Aboriginal and Torres Strait Islander Land and Sea Future Fund
- > Social and human capital, staff, stakeholders, expertise, partnerships, relationships and knowledge

Legislated performance standards

PGPA Act

Guides the ILSC's governance, planning, accountability and reporting

Strategic documents

Statutory strategies, plans, reports and frameworks for achieving our purposes and measuring our success

- > NILSS, RILSS, Corporate Plan, Portfolio Budget Statement, Performance Framework, Annual Report (Annual Performance Statement)

Our guiding principles

- > Caring for Country
- > Self-determination
- > Partnership

Our strategic documents

National Indigenous Land and Sea Strategy

- **ATSI Act**
- **Our chief policy document (5 years)**
 - Sets the ILSC's strategic direction, guiding our functions and performance
 - Defines areas for ILSC investment through six strategic priorities and associated commitments

Regional Indigenous Land and Sea Strategy

- **ATSI Act**
- **Our regional policy documents (5 years)**
 - Highlights regional opportunities aligned to the NILSS strategic priorities and commitments

Performance Framework

- **PGPA Act**
- **Our monitoring, evaluation and reporting approach**
 - A combination of measures and methods that enable an assessment of the extent to which we are achieving *Our purpose*

Portfolio Budget Statements (Prime Minister and Cabinet)

- **PGPA Act**
- **What targets we expect to achieve with our funding**
 - Annual statement setting out how the ILSC's funding will be expended over four years and how the impact of that expenditure will be measured

Corporate Plan

- **PGPA Act**
- **What we do, where, why and how**
 - Primary planning document providing more detail on implementing the NILSS direction
 - Includes operating context, key activities, performance measures, subsidiary operations, partnerships, funding and program structure, people and capability, and risk management

Annual Report

- **PGPA Act**
- **What we did and how we went**
 - Summary of actual performance against planned performance forecast in the Corporate Plan and Portfolio Budget Statement
 - Summary of performance against the ILSC's long-term outcomes
 - Financial and non-financial performance statements and reports

PGPA Act - *Public Governance, Performance and Accountability Act 2013*

ATSI Act - *Aboriginal and Torres Strait Islander Act 2005*

Part One: Overview

This Overview introduces the Indigenous Land and Sea Corporation (ILSC), including our purpose, operating environment, strategic framework, governance, funding and operations. It provides context for the financial and non-financial performance reported for 2025-26 in delivering our purpose under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act).

What we do and why

The ILSC was established in 1995 to provide for the contemporary and future land and water needs of First Nations peoples, particularly those unlikely to benefit from native title or land rights – see *Legislative context and purpose* (page 10).

We carry out our purpose by:

- investing in projects, providing funding for Indigenous peoples to acquire, manage or develop land and water interests
- providing advice and capability support, including training, knowledge and systems that support sustainable land and water management
- connecting Indigenous property holders with networks, markets, opportunities and partnerships.

Through our activities Indigenous peoples are generating economic, cultural, social and environmental capital from Country, creating greater opportunities for prosperous, self-sustaining, self-determined and culturally centred futures.

Our long-term vision is for ***Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings.***

Operating environment

‘Country’ is at the heart of all our activities.

Physically, Country represents the lands, waterways, seas, skies and Milky Way to which Indigenous peoples are connected.

Less tangibly, it refers to the cultural assets, cultural knowledge and intellectual property collectively held by Aboriginal and Torres Strait Islander peoples and associated with their Country.

From cities to regional and remote areas and the coast, the ILSC works across diverse geographic and cultural contexts. Our challenge is to keep pace with the needs and aspirations of Indigenous peoples and work in partnership across this diversity, maximising opportunities to unlock and grow Country so that First Nations peoples can determine their own futures.

Legislative context and purpose

The ILSC commenced on 1 June 1995 as the Indigenous Land Corporation (ILC). We were established following the High Court’s Mabo decision in 1992 and the enactment of the *Native Title Act 1993*. Our purpose and functions are set out in the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act), and complement the recognition and protection of native title under the Native Title Act.

In 2019, the ILC became the Indigenous Land and Sea Corporation (ILSC) with the *Aboriginal and Torres Strait Islander Amendment (Indigenous Land Corporation) Act 2018* extending our remit to include water-based (saltwater and freshwater) interests.

Our purpose

The ILSC’s purpose, as defined in section 191B of the amended ATSI Act, is to assist Aboriginal persons and Torres Strait Islander peoples –

- to acquire land and water-related rights; and
- to manage Indigenous-held land and Indigenous waters

– so as to provide economic, environmental, social or cultural benefits for Aboriginal and Torres Strait Islander people.

The ILSC is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Long-term outcomes

Aligned with our purpose under the ATSI Act we have identified a series of long-term outcomes (or changes) that Indigenous peoples are expected to accrue from involvement in our activities:

- Indigenous people are growing the value and productivity of Country.
- Indigenous people are owning and managing Country sustainably.
- Indigenous people are driving and influencing policy and opportunity for Country.
- Indigenous people are preserving and protecting culture through reconnection to Country.

National strategy

Under section 191N of the ATSI Act, the ILSC must produce, and regularly review, a National Indigenous Land and Sea Strategy (NILSS) that outlines how we will deliver our purpose under the Act. Our primary policy document, the current NILSS 2023-28 – and its three associated regional strategies – set the ILSC's strategic direction and guide our performance and function. Its development was underpinned by an extensive, nation-wide community consultation period undertaken in 2022, and the strategy makes 27 commitments to Aboriginal and Torres Strait Islander peoples. Those commitments translate to our key activities in the Corporate Plan, linking our legislated purpose and strategic direction under the ATSI Act with our annual planning and performance reporting under the PGPA Act. We implement these commitments through an Annual Action Plan that sets out the actions to be progressed each year.

The NILSS consists of three guiding principles and six strategic priorities.

Guiding principles

- **Caring for Country** – care for and consider Country in all that we do and support Indigenous peoples to look after Country their way.
- **Self-determination** – remove barriers to self-determination within the ILSC to provide Indigenous peoples with power and control over their Country and development.
- **Partnership** – shift the distribution of power and how we work to be an equal partner to Indigenous peoples and provide choice in ways to work with us.

Strategic priorities

- **Returning Country** – expand Indigenous rights and interests in Country.
- **Managing Country** – grow Indigenous-led initiatives on Country.
- **Sector Leadership** – increase Indigenous influence on priority sectors.
- **Meaningful Connection** – build beneficial partnerships.
- **Excellent Service** – provide high-quality services.
- **Cultural Leadership** – step up as a culturally capable leader.

The NILSS – and its associated Regional Indigenous Land and Sea Strategies – can be accessed at www.ilsc.gov.au

Performance

Part Two presents the ILSC Group's 2025-26 Annual Performance Statements, summarising our performance against the 2025-26 Corporate Plan and Portfolio Budget Statements targets and providing additional information on progress against the 2025-26 NILSS Annual Action Plan. The analysis applies the Value for Money evaluation approach to funded programs and internal performance and is organised around the six NILSS strategic priorities.

Alongside the statutory Annual Performance Statements, we produce two accessible, annual companion publications:

- Returning and Managing Country revisits selected projects to examine what changed as a result of ILSC funding, and summarises projects funded during the previous financial year and the outcomes they are expected to contribute to.
- The NILSS Progress Report provides a snapshot of annual progress in implementing the NILSS.

The NILSS Progress Report for 2025-26 will reflect our third year delivering the national strategy and will include a report on our performance in delivering our Innovate Reconciliation Action Plan 2024-26 which expires in October 2026.

Both publications will be available in December 2026.

Funding

The ILSC is funded by the Aboriginal and Torres Strait Islander Land and Sea Future Fund. The ILSC received \$66.4 million in 2025-26, equivalent to the legislated annual allocation of \$45 million (in 2010 values).

A full account of ILSC finances – including our audited 2025-26 financial statements – is provided in Part Six.

Governance

The ILSC's primary decision-making body is a seven-member Board, whose members are appointed by the Minister for Indigenous Australians. The Board is responsible for ensuring the proper and efficient performance of the ILSC's functions and for determining the ILSC's policy with respect to any matter (see section 191W of the ATSI Act).

As the governing body (as defined in the PGPA Act) the Board is also the Accountable Authority under the PGPA Act.

A full account of ILSC governance is provided in Part Four.

Strategic framework

The National Indigenous Land and Sea Strategy is the chief component of the ILSC's strategic framework (see page 7). This framework is underpinned by a series of plans, strategies and reports required under the PGPA Act and ATSI Act – see page 8.

These documents, which connect 'who we are' to 'why we are', 'what we do' and 'how we went', are also the key external-facing expressions of the ILSC Performance Framework, collectively reflecting the continuous improvement cycle of 'plan – deliver – monitor – review'.

They can be accessed at www.ilsc.gov.au

Operations

ILSC operations are delivered via three main mechanisms.

Our Country Our Future program

The ILSC's principal funding program, Our Country Our Future (OCOF), supports Indigenous groups to acquire land, water and water-related rights and interests, and to manage or develop Indigenous-held Country. Indigenous groups initiate projects; if required, the ILSC provides eligibility advice, capability support and assistance with developing partnerships.

Prospective projects undergo due diligence and are assessed against criteria including expected Indigenous benefits, sustainability and value for money. Funding decisions also consider the project type and value, relevant investment priorities, the comparative merit of proposals and the resources available to the ILSC.

The program is delivered from our three divisional offices: Western (Perth), Central (Adelaide) and Eastern (Brisbane).

Following an independent review completed in 2024-25, the ILSC revised OCOF during 2025-26 to improve the accessibility, equity and proportionality of the funding model and strengthen its alignment with the NILSS 2023-28. The revised program was introduced in June 2026, with updated guidelines, an Expression of Interest stage and three funding streams:

- **Plan**, for planning and capability-building projects
- **Manage**, for projects supporting the management and development of Country
- **Return**, for the acquisition of land, water and water-related rights and interests.

The revised model also introduced more proportionate application and assessment processes and clearer investment priorities. An implementation review is scheduled in 2026-27.

OCOF funds are delivered through several other initiatives supporting distinct elements of our acquisition and management functions:

- **Urgent Health and Safety program**, where grants are offered to remedy situations posing immediate risk to human or animal safety on Indigenous-held land
- **Disaster Recovery Quick Response Grants**, up to \$20,000 grants offered through a streamlined application and assessment process to enable eligible Indigenous corporations to safely access property following damage from a declared natural disaster
- **OCOF Evaluation Fund**, to improve internal evaluation capacity and capability, and to support Indigenous OCOF project proponents to undertake formal evaluations supporting their own evaluation objectives
- **Sponsorship program**, where we support Indigenous-led activities that have clear outcomes for First Nations peoples and that contribute to knowledge sharing and a stronger Indigenous voice in all land and water activities. We also provide opportunities for Indigenous peoples to increase their representation and contribution to significant events, conferences, and forums relating to land and water management.

Two additional pilot programs in 2025-26 also leveraged ILSC funds to support the delivery of NILSS commitments:

- **Future Industries Grants Program**, which offered grants of up to \$50,000 to eligible Indigenous corporations to access independent specialist advice about economic opportunities on Country in the priority sectors identified in the NILSS: carbon, renewables and clean energy, environmental markets, inland water, and fisheries and aquaculture. The pilot aimed to help corporations make informed decisions about potential Indigenous businesses or income streams.
- **Indigenous Landholder Support Program**, which offered grants of up to \$50,000 to eligible landholders of ILSC-granted Country to support their self-determination goals. The pilot sought to re-engage with post-grant landholders, better identify threats and opportunities affecting their properties, support long-term planning for the management of Country and trial a more agile, capability-building approach to funding.

Subsidiaries

The ILSC and its subsidiaries make up the ILSC Group. Our subsidiaries have been specifically structured to generate outcomes by operating commercially in industry sectors in which Indigenous peoples may hold a competitive advantage. During 2025-26, the ILSC continued to transition its subsidiaries towards Indigenous ownership or control, consistent with our broader divestment objectives.

- **Voyages Indigenous Tourism Australia Pty Ltd** (divested on 27 February 2026) – owned and managed Ayers Rock Resort in the NT and managed the Mossman Gorge Cultural Centre in Far North Qld on behalf of the ILSC.
- **National Centre of Indigenous Excellence Ltd** – an ILSC-developed social enterprise based in Redfern, Sydney, NSW on the path to divestment.
- **ILSC Employment Pty Ltd** – oversees the labour hire operations associated with certain ILSC-held properties of former ILSC subsidiary Primary Partners Pty Ltd. ILSC Employment will be wound up once the commercial agribusiness properties are divested.

See Part Three for a full account of 2025-26 subsidiary activities.

Externally funded land management programs

The ILSC is involved in a variety of externally funded land management projects and programs which leverage our specific skills, scope and scale.

Real Jobs Program, NT

Through the Real Jobs Program (RJP), the ILSC supports Indigenous partner organisations in the NT to deliver meaningful employment, training and career pathways across land management, Indigenous-led tourism and agribusiness. The program contributes to the National Indigenous Land and Sea Strategy by strengthening Indigenous-led management of Country, supporting local enterprises and enabling community-controlled organisations to deliver practical, place-based outcomes.

Through these projects, Indigenous people work on and maintain connections to Country, build skills, and contribute to the protection and sustainable management of Indigenous-held land and cultural heritage.

The ILSC has delivered the RJP through three-year Commonwealth funding cycles since the program was established in 2007, maintaining continuity for long-standing partners while strengthening alignment with ILSC priorities.

In 2025-26, the ILSC commenced the first year of a new three-year grant round which provides \$35.1 million for program delivery and administration. Thirteen RJP partners were approved for project funding in 2025-26.

Savanna Fire Management Program, NT

The Savanna Fire Management (SFM) Program supports the coordination, training, start-up, and early operational costs of new carbon projects on Aboriginal lands across the NT. Funded by INPEX Operations Australia on behalf of Ichthys LNG joint venture partners, the program operates as a voluntary carbon offset initiative. SFM investments enable Indigenous organisations and ranger groups to conduct fire management activities, improving access to, and management of Country, and generating social, cultural, environmental and economic benefits. Collectively, participating projects have generated more than 250,000 Australian carbon credit units and they continue to work to improve their emissions reduction performance. The program also supports the development of regional governance structures, laying the foundation for independent, sustainable carbon enterprises.

Indigenous Agricultural Product Framework

The Indigenous Agricultural Product Framework project was finalised during 2025-26 and the National Farmers' Federation (NFF) published its report and recommendations in December 2025. Key achievements included:

- a consensus definition of an 'Indigenous agricultural product', developed through extensive engagement and co-design with Indigenous agricultural producers
- the framework itself, and its five defining characteristics (Aboriginal and Torres Strait Islander business ownership, connection to culture, connection to Country, Caring for Country, and benefit-sharing with community)
- an evidence base underpinning the value of having a credential system for Indigenous agricultural producers
- an assessment of credential models and governance that considers interoperability and international traceability frameworks
- an understanding of regulatory and other barriers which may impact the export readiness of Indigenous producers.

Initiated in May 2023, the NFF delivered the project on behalf of the ILSC, with funding from the Department of Agriculture, Fisheries and Forestry's National Agriculture Traceability Program. The framework is expected to inform future policy development regarding support for the Indigenous agricultural sector.

Indigenous Ranger Infrastructure Program

On 23 June 2026, the ILSC received a \$35 million grant from the National Indigenous Australians Agency (NIAA), funded through the Indigenous Advancement Strategy, for the delivery of an Indigenous Ranger Infrastructure Program. Developed in collaboration with NIAA, and to be known as the Ranger Infrastructure Fund, the fund will invest in the infrastructure that enables First Nations ranger groups to continue their caring for Country work. Delivery commences in 2026-27.

Other functions and initiatives

Default Prescribed Body Corporate

The ILSC is named as a default Prescribed Body Corporate (PBC) under regulation 4 of the *Native Title (Prescribed Bodies Corporate) Regulations 1999*. On 2 July 2022, the ILSC was appointed as an agent PBC for the Birriman-gan Common Law Holders¹. Since then, we have held meetings with members of the Birriman-gan claim group, engaged a development anthropologist to assist in determining appropriate decision-making principles, and sought legal advice to assist with our role as default PBC. The ILSC has engaged with Common Law Holders to establish a Working Group to advise the ILSC on our functions as agent PBC and the development of locally led decision-making arrangements. The Working Group met four times in 2025-26 and is progressing governance arrangements for a future corporation that will become the Registered Native Title Body Corporate.

National programs connected to NILSS 2023-28 delivery

Since February 2024, and in direct response to our NILSS consultation, the ILSC has been defining strategies to ensure Indigenous peoples and organisations have greater influence in five priority sectors – inland water; fisheries and aquaculture; carbon; environmental markets; and renewables and clean energy. These initiatives continued our progression of the Sector Leadership priority set out in the NILSS – see Part Two for more information.

During this period the ILSC has also been working with internal teams to review ILSC policies and processes associated with the return and management of Country. Initiatives have predominantly progressed NILSS commitments to identify and address key threats and opportunities on ILSC-held and granted properties; to accelerate divestment of ILSC-held properties; and to help the ILSC improve access to Country for First Nations groups who currently have no, or limited, access to their Country. Further information is provided under the Returning Country and Managing Country sections of Part Two.

Work continued in 2025-26 to embed these functions and initiatives into the ILSC's ongoing business operations. Remaining activities are scheduled to transition during 2026-27.

¹ See the National Native Title Register for further details: www.nntt.gov.au

Alignment with Australian Government priorities

The ILSC has committed to perform its functions to support Australian Government priorities in Indigenous Affairs (to the extent allowed by its legislation) including:

- the National Agreement on Closing the Gap – particularly target 15 which seeks a 15 per cent increase in Indigenous peoples ownership of Australia's land and sea Country by 2030; once determined, the proposed inland water target (15c) will also see the ILSC working in collaboration with agencies to support achievement in this area
- the Indigenous Advancement Strategy managed by the National Indigenous Australians Agency, complemented by the ILSC's acquisition and management activities
- the First Nations Economic Partnership Agreement 2025-30, a collaboration between the First Nations Economic Empowerment Alliance, the Coalition of Peaks and the Australian Government
- the ILSC's 2025-26 Portfolio Budget Statements (Prime Minister and Cabinet Portfolio) and specifically Outcome 1: 'Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.'

Part Two: Performance

Statements of preparation

As the accountable authority of the Indigenous Land and Sea Corporation (ILSC) I present the 2025-26 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, the annual performance statements accurately present the ILSC's performance in the reporting period and comply with subsection 39(2) of the PGPA Act.

A handwritten signature in black ink, appearing to be 'IH' followed by a long horizontal stroke.

Ian Hamm

ILSC Chair

11 September 2026

ILSC Group Annual Performance Statements for 2025-26

This statement provides:

- a summary of the ILSC's 2025-26 performance through the four lenses of the Value for Money evaluation approach (applied to the ILSC's funded programs)
- a summary of overall performance against each target set out in the 2025-26 Portfolio Budget Statements (PBS) and the 2025-26 Corporate Plan
- a summary of overall performance against the National Indigenous Land and Sea Strategy 2023-28 (NILSS) Annual Action Plan for 2025-26
- narrative summaries, aligned with the six NILSS strategic priorities – **Returning Country, Managing Country, Sector Leadership, Meaningful Connection, Excellent Service** and **Cultural Leadership** – describing contributions towards PBS and Corporate Plan targets and NILSS actions
- an overview of continued work on realigning, extending and maturing the ILSC Performance Framework.

The ILSC is satisfied that our 2025-26 outcomes represent strong performance against our purpose under the *Aboriginal and Torres Strait Islander Act 2005* (ATSIA Act), and progress towards our vision for 'Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings'.

Looking forward

The ILSC amended our PBS measures in late 2025 to better align with the NILSS, reduce overlap with Corporate Plan measures and, where possible, improve cultural appropriateness.

Amendments were published in the 2026-27 Corporate Plan on the ILSC website www.ilsc.gov.au

Value for Money – 2025-26 performance summary

The ILSC Performance Framework uses a Value for Money (VfM) evaluation approach² which provides four lenses through which to assess 2025-26 performance in conjunction with our PBS and Corporate Plan quantitative measures.

The lenses – economy, efficiency, effectiveness and equity – use rubrics to support consistent consideration of contextual factors associated with project delivery rather than relying solely on quantitative indicators. Context can either enhance performance or disrupt delivery, often in ways that are beyond the control of project proponents, such as global economic conditions or natural disasters.

Table 1 sets out the results of applying the VfM methodology to all projects associated with the ILSC's major programs: Our Country Our Future, Real Jobs Program and Savanna Fire Management Program.

Table 1 Assessment of ILSC active projects¹ against Value for Money criteria, 2025-26

Criteria	Assessment/definition	Results
Technical efficiency Are projects meeting expectations considering context?	A. Proportion of planned indicators from active projects that were met or exceeded	81% ²
	B. Proportion of indicator groups from active projects with 'adequate' or better performance rating ³	98.7% ⁴
Dynamic efficiency Are proponents actively considering and adapting to change?	Proportion of active projects with 'adequate' or better performance rating ⁵	100% ⁵
Effectiveness Are project activities leading to outcomes?	Proportion of active projects with 'adequate' or better performance rating ³	99% ⁶
Equity Are project activities inclusive of different Indigenous beneficiaries?	Proportion of active projects with 'adequate' or better performance rating ⁸	99% ⁷
Economy To what extent is the ILSC showing good stewardship and choosing the right investments?	Overall ILSC performance against all criteria (average)	95%

1 Includes active projects including sub-projects with verified reporting.

2 Calculated by comparing the value of planned vs achieved values for each project indicator from 85 projects with verified reporting.

3 Performance ratings represent evaluative judgements of performance made by ILSC project staff against a rubric with five standards that takes into consideration observed and reported information and operating context.

4 Results from 92 projects with completed 'output' performance assessment ratings.

5 Results from 88 projects with completed 'adaptability' performance assessment ratings.

6 Results from 92 projects with completed 'outcome' performance assessment ratings.

7 Results from 87 active projects with completed 'beneficiary' performance assessment ratings.

8 Performance ratings represent evaluative judgements of performance self-assessed by project proponents against a rubric with four standards that takes into consideration operating context.

² Further detail on the application of the Value for Money methodology by the ILSC can be found on page 75.

Efficiency

Technical efficiency relates to whether projects are delivering planned outputs on schedule and within budget. The measure incorporates assessment of whether a project achieved its planned outputs (Technical efficiency A), as well as the evaluative judgements of ILSC staff on project performance when considering delivery context (Technical efficiency B). Together, these measures offer a more balanced and meaningful insight into project performance, particularly during challenging circumstances, such as inflation and natural disasters.

Results: 81 per cent of planned indicators were achieved or exceeded (Technical efficiency A); and 98.7 per cent were assessed by ILSC project staff as performing at a standard of 'adequate' or higher when considering the context in which delivery occurred (Technical efficiency B).

Projects generally met reasonable expectations for delivery, with proponents reporting implementation of planned activities across environmental management, cultural engagement, enterprise development, infrastructure, health services and community programs.

Specific project activities included cultural burning and land management activities, biodiversity and environmental management works, community workshops, cultural camps, training initiatives, business development activities, health service delivery and infrastructure improvements. Several proponents reported that new facilities, equipment or operational systems had strengthened their capacity to deliver services and undertake activities on Country. Collectively, the reports indicate that projects continued to generate tangible outputs supporting cultural, environmental, social and economic objectives.

Dynamic efficiency provides insight into whether proponents are adapting proactively or reactively in response to operating context, lessons learned, emergent needs, opportunities relating to projects and/or broader priorities. Proactive, regular reviews and timely response to learnings are considered strong indicators of likely project success.

Results: 100 per cent of proponents reported proactively planning and adapting to change this year. Projects generally demonstrated responsiveness to changing circumstances, with proponents reporting mechanisms to review progress, respond to challenges and identify opportunities for improvement.

Proponents described a range of formal and informal approaches to project review and adaptation, including governance meetings, operational planning sessions, strategic reviews and monitoring frameworks. These processes were used to assess progress, inform decision-making and guide future activities. Several proponents reported adapting project delivery in response to factors such as construction delays, weather events, workforce pressures, funding constraints and changing community needs. Common responses included revising work plans, adjusting priorities, strengthening partnerships and reallocating resources to maintain project progress and support long-term objectives.

Effectiveness

Effectiveness rates the extent to which, in the judgement of proponents and project staff, project outputs are achieving, or progressing towards achieving, desired outcomes.

Results: 99 per cent of projects were considered effective, with projects generally producing outcomes aligned with their intended objectives.

Reported outcomes included improved access to culturally safe services, increased participation in cultural activities, stronger connection to Country, improved organisational capability and expanded employment and enterprise opportunities. Several organisations reported increased community engagement, stronger partnerships and improved capacity to deliver programs and services. Proponents also noted outcomes associated with business diversification, workforce development and enhanced access to community infrastructure and facilities.

Equity

Equity considers who the project benefits. It rates whether efforts are made to ensure inclusivity and broad distribution of benefits. The ILSC prioritises projects which benefit as many Indigenous peoples as practical, across diverse ages, genders and abilities.

Results: 99 per cent of responses were rated 'adequate' or higher, with reporting indicating that most projects benefited a reasonable proportion of intended Indigenous beneficiaries, with participation reported across different age groups, family groups and community roles.

Proponents reported benefits for a diverse range of Indigenous peoples, including Traditional Owners, Elders, children, young people, families, artists, rangers, students, trainees and employees. Many reports described activities that brought together different generations through cultural learning, knowledge sharing and participation on Country. Several proponents also noted that benefits extended beyond direct participants through improved community services, employment opportunities, cultural activities and access to community facilities. Some projects were designed to support specific groups, reflecting identified community priorities and needs.

Economy

Good *economy* is defined by the ILSC as good stewardship of resources through selecting and supporting investments that deliver benefits for Aboriginal and Torres Strait Islander peoples.

At present, the economy assessment is derived from project-level performance across the above criteria for all ILSC-funded and hosted programs. This approach provides a consistent, evidence-based assessment based on completed and verified project reporting. The 2025-26 results draw on the subset of active projects that had completed this process at the time of analysis, representing just over half of the active project portfolio.

As implementation of the ILSC's Value for Money methodology matures, the ILSC intends to progressively expand the assessment framework beyond funded projects to incorporate a broader range of organisational activities and functions, providing a more comprehensive organisation-wide view of stewardship, value creation and performance.

Economy is currently assessed by averaging performance across the criteria set out in Table 1 and assigning a standard based on the following thresholds:

- >85% Excellent
- 70 – 84% Good
- 50 – 69% Adequate
- <50% Poor/at risk

This composite score provides an indication of the extent to which funded projects are delivering intended benefits, achieving planned outcomes, responding to changing circumstances and reaching Indigenous beneficiaries. Together, these factors provide insight into whether ILSC investments are being translated into meaningful outcomes for Aboriginal and Torres Strait Islander peoples.

Results: The 2025-26 economy criteria score rating is 'Excellent' (95%). This result indicates that projects selected for investment are performing well across all Value for Money assessment criteria. This provides evidence that ILSC resources are being directed towards projects that are delivering planned activities, generating benefits for Indigenous beneficiaries, progressing towards intended outcomes and demonstrating resilience in changing operating environments. Collectively, these results support the conclusion that the ILSC is exercising good stewardship of resources by investing in projects with a strong likelihood of creating value for Aboriginal and Torres Strait Islander peoples.

Measures and targets – overall 2025-26 performance summary

Reporting against Corporate Plan and PBS performance measures reflects the structure of the 2025-26 Corporate Plan. Measures have been mapped to the six NILSS strategic priorities – **Returning Country, Managing Country, Sector Leadership, Meaningful Connection, Excellent Service and Cultural Leadership** – as well as the four long-term outcomes that we expect to see accruing to Country through our activities –

- 1. Indigenous people are growing the value and productivity of Country
- 2. Indigenous people are owning and managing Country sustainably
- 3. Indigenous people are driving and influencing policy and opportunity for Country
- 4. Indigenous people are preserving and protecting culture through reconnection to Country

– and which map our trajectory from activities to impact for Aboriginal and Torres Strait Islander peoples.

Table 2 sets out the ratings structure for overall assessment of the ILSC’s performance in meeting our 2025-26 Corporate Plan and PBS targets. Note that actual performance against planned indicators is also considered in the ‘technical efficiency’ VfM results (page 22). Cumulative Corporate Plan targets are assessed against progress towards the end-of-period target, rather than by applying the annual percentage thresholds.

Table 2 Rating structure for assessing ILSC performance

Proportion of target achieved	Performance classification
<70%	Not achieved
70% – 84%	Partially achieved
85% – 99%	Substantially achieved
100%	Achieved
>100%	Exceeded
N/A	On track (cumulative measure)

Results

Table 3 presents results against Corporate Plan and PBS targets along with a performance rating (as per Table 2), and the corresponding strategic priorities, strategic outcomes, and long-term outcomes.

Table 3 Performance against 2025-26 Corporate Plan and Portfolio Budget Statements targets

Long-term outcome(s)	Corporate Plan and PBS targets	2025-26 targets	2025-26 actual	Performance rating	Page reference
ALL STRATEGIC PRIORITIES					
All	PBS targets Deliverable 3 Number of active acquisition and management projects	120	165	Exceeded	Page 32
	KPI 6 ILSC Group contribution to the Indigenous Estate ¹		Qualitative		Woven into narrative
STRATEGIC PRIORITY 1 RETURNING COUNTRY					
Strategic outcome The ILSC uses diverse, innovative approaches that amplify expansion of legal rights over Country for Indigenous Australians					
1, 2	Corporate Plan target 1. By 2029, the ILSC will have acquired 322 land or water-based interests since inception, for the benefit of Indigenous corporations ²	322	320	On track	Page 43
	Corporate Plan target 2. By 2029, the ILSC will have returned a total of 303 land or water-based interests to Indigenous care and control since inception ²	303	291	On track	Page 45
	PBS target Deliverable 1 Interests in land and water/waters acquired	5	6	Exceeded	Page 43
	PBS target Deliverable 2 Interests granted	10	13	Exceeded	Page 45
STRATEGIC PRIORITY 2 MANAGING COUNTRY					
Strategic outcome Indigenous groups can readily access fit-for-purpose ILSC services that enable management of Country on their own terms					
1, 2	PBS target KPI 1a Number of Indigenous staff directly employed across the ILSC Group	400	328	Partially achieved	Page 51
	PBS target KPI 1b Number of Indigenous employment outcomes enabled by ILSC funded projects active in financial year	500	655	Exceeded	Page 51
	PBS target KPI 2a Number of Indigenous trainees hosted/employed across the ILSC Group	150	143	Substantially achieved	Page 54

PBS target KPI 2b Number of Indigenous training completions enabled by ILSC funded projects active in financial year	1,000	2,341	Exceeded	Page 54
PBS target KPI 3 Indigenous business development. Number of Indigenous enterprises assisted by ILSC Group projects	50	59	Exceeded	Page 57
Corporate Plan target 3. By 2029, the ILSC will have assisted in the establishment of and/or improved the productivity, efficiency and/or resilience of 50 businesses per year	50	59	Exceeded	Page 57
Corporate Plan target 4. The proportion of ILSC granted assets returned to the ILSC and/or lost to Indigenous care or control is decreasing year on year	<14%	13.4%	On track	Page 50
Corporate Plan target 5. 80% of all projected indicators are met	80%	81%	Exceeded	Page 21
Corporate Plan target 6. The extent of Indigenous participation in capability-building activities related to ownership and/or management of Country and/or enterprise	1,959	3,416	Exceeded	Page 54
PBS target (KPI 4)/Corporate Plan target 7. Protection of Indigenous culture, heritage and the environment Proportion of ILSC Group projects commenced in the reporting period that maintained or protected Indigenous culture, heritage and/or the environment	50%	45%	Substantially achieved	Page 58

STRATEGIC PRIORITY 3 SECTOR LEADERSHIP**Strategic outcome** Indigenous groups have greater influence and leadership within priority sectors

All	Corporate Plan target 8. 20% of new active projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community	20%	29%	Exceeded	Page 61
	Corporate Plan target 9. 40% of new active projects drive policy and opportunity for Indigenous Australians	40%	49%	Exceeded	Page 61
	Corporate Plan target 10. 40% of new active projects have transformative elements intended to drive planned and ongoing change to enterprise(s), Country and/or the lives of Indigenous beneficiaries ³	40%	36%	Substantially achieved	Page 61
	Corporate Plan target 11. Invest in strategic projects to benefit Indigenous Australians		Qualitative		Page 61
	Corporate Plan target 12. The proportion of new projects involving Indigenous people and/or corporations established in decision-making structures across geography, industry or sector leadership bodies assisted by ILSC investment is increasing year on year ^{3,4}	>32%	15%	Not achieved	Page 61

STRATEGIC PRIORITY 4 MEANINGFUL CONNECTION**Strategic outcome** Partnerships with the ILSC are open, transparent, accountable, respectful and mutually beneficial

All	PBS target KPI 5/Corporate Plan target 13. Collaboration. Proportion of ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group) ³	60%	45%	Partially achieved	Page 65
	Corporate Plan target 14. Extent of engagement, facilitation and advocacy activities		Qualitative		Page 65
	Corporate Plan target 15. Invest in sponsorships to enhance the ability of Indigenous Australians to undertake Country management activities and engage in policy development		Qualitative		Page 65

STRATEGIC PRIORITY 5 EXCELLENT SERVICE					
Strategic outcome The ILSC demonstrably meets the needs and standards of Indigenous stakeholders and continuously seeks opportunities for improvement					
All	Corporate Plan target 16. Continuously improve performance of whole of ILSC against internal Value for Money standards	No target set	Qualitative	Establishing to embedding	Page 69
STRATEGIC PRIORITY 6 CULTURAL LEADERSHIP					
Strategic outcome The ILSC exemplifies cultural leadership, setting the standard for other government agencies and partners; and Indigenous interests, aspirations, preferences and priorities are considered in all aspects of the ILSC's operations					
All	Corporate Plan target 17. Investment in culturally appropriate practices		Qualitative		Page 72

1 KPI 6 narrative is reflected in Corporate Plan measures 11, 14, 15, 17. 'Indigenous Estate' wording reflects formal Portfolio Budget Statements; this is now referred to by the ILSC Board's preferred term of 'Country'. See the Guide to Access (page 211) for additional explanation.

2 Measure relates to location acquisition and grant activity. Location totals vary over time due to mergers, subdivisions, reacquisitions and releases.

3 Performance against this target is subject to the type and number of applications received in the reporting period.

4 Incorrectly identified in the Corporate Plan as 'Number of Indigenous people and/or corporations'.

Analysis

Overall, the ILSC substantially achieved, achieved or exceeded eight of the 10 Deliverables and KPIs set out in the 2025-26 PBS; the remaining two targets were partially achieved.

Our key acquisition and divestment targets – **Deliverable 1** and **Deliverable 2** – were exceeded. Deliverable 1's target was again kept at a lower level during 2025-26 to reflect the ILSC's resource reallocation to delivering NILSS actions. However, a strong pipeline of projects developed in previous years continues to drive achievement. The **Deliverable 2** target was raised to 10 and was exceeded, with the return of 13 interests: 12 land-based interests comprising just over 670,222 hectares, and one freshwater interest reflecting our commitment to prioritise acquisition of water interests. Six of these divestments were also acquired in 2025-26. Of the other seven divestments, five were acquired more than 15 years ago, reflecting our commitment to ramp up divestment of ILSC-held properties.

We exceeded our **Deliverable 3** target with 165 active projects against a target of 120. Of these, 72 projects commenced in 2025-26 and 93 continued from previous years. This reflects a diversity of projects generating benefits over multiple years for First Nations peoples across Country.

Targets for **KPIs 1 and 2**, respectively associated with employment and training outcomes, were maintained at the same level in 2025-26, except for **KPI 1b** which was increased following a very strong result against the lower 2024-25 target. In 2025-26, **KPI 1a** (direct employment) was partially achieved, and **KPI 2a** (direct trainees) was substantially achieved. This reflects our transition away from ILSC-held and managed agribusiness properties. It also reflects reduced subsidiary contributions following the divestment of Voyages Indigenous Tourism Australia Pty Ltd in February 2026 and reduced business operations at the National Centre of Indigenous Excellence Ltd ahead of divestment. Targets for **KPI 1b** (enabled employment) and **KPI 2b** (enabled training completions) were both exceeded, reflecting a strong performance by proponents of our funded projects.

KPI 3, 4 and 5 targets were all maintained at the same level as 2024-25; KPI 3 was exceeded, KPI 4 was substantially achieved and KPI 5 was partially achieved.

KPI 6 is a qualitative measure with achievements incorporated in the narrative under each section.

For the 17 Corporate Plan targets (Table 3), one target was not achieved. All others were either exceeded, substantially achieved, partially achieved or on track. Details are provided below:

- **1, 2 and 4** are cumulative targets intended to track long-term trends relating to acquisitions, grants and interests returned or lost to Country; these are all on track.
- **3, 7 and 13** are equivalent to **PBS KPI 3, 4 and 5**, and have been reported above.
- **5** calculates the proportion of planned vs achieved indicators across active projects; this target was exceeded.
- **6** is an aggregate measure of Indigenous participation in capability-building activities intended to complement **PBS KPI 2a and 2b** – this was exceeded.
- **8, 9, 10 and 12** reflect the ILSC's commitment to raising the profile of Indigenous achievement and culture, removing barriers and facilitating participation and leadership – **8** and **9** were exceeded; **10** was substantially achieved; and **12** was not achieved.
- **11, 14, 15, 16 and 17** are qualitative and align with **PBS KPI 6** – key achievements are reported in the respective sections.

2025-26 NILSS Annual Action Plan results

NILSS Annual Action Plans align to, or augment, the ILSC’s existing Corporate Plan and Portfolio Budget Statements targets. This section summarises progress against the 2025-26 NILSS Annual Action Plan. Where relevant, further detail has been provided under the strategic priority sections that follow.

The 2025-26 NILSS Annual Action Plan consisted of 68 discrete actions aligned to the six NILSS strategic priorities and designed to contribute to the NILSS commitments (‘what we will do’ statements in the strategy). Three of these actions were superseded during the year, with the work absorbed into other actions as we refined our approach. Table 4 summarises progress against the remaining 65 active actions.

Table 4 2025-26 NILSS Annual Action Plan completion*

Status	Actions
Complete	26 (40%)
On track	21 (32%)
Behind	13 (20%)
Critical	5 (8%)
Total	65

* Excludes three superseded actions.

The 2025-26 results show that the ILSC continued to make progress across most actions, while some actions took longer than anticipated. In particular, the year highlighted the importance of prioritisation, sustained capability building and careful sequencing to support internal change and ensure progress translates into lasting outcomes for First Nations peoples.

Further information on how the NILSS 2023-28 underpins our strategic direction and operational planning is provided in Part Four (page 108), along with the planned improvements to program management over the remaining years of the strategy.

A dedicated NILSS Progress Report 2025-26 will be released in December 2026 at www.ilsc.gov.au

From 2026-27, the NILSS Annual Action Plan delivery will form the basis of a PBS performance measure and associated target.

All strategic priorities

All active projects (PBS Deliverable 3)

This measure aligns with all strategic priorities and long-term outcomes. It is an activity indicator that provides insight into the breadth of ‘active’ projects supported by the ILSC.

For an ‘active’ project to be in scope for annual reporting, it must meet one or more of four criteria:

- It has been in the ‘implementation’ stage at any time during the financial year.
- It relates to a land/water holding or interest acquired within three years.
- It relates to a land/water holding or interest divested or granted during the financial year.
- It relates to a land/water holding or interest expected to be divested or granted within 12 months of the financial year.

Most ILSC projects are implemented over at least two financial years, often longer depending on their nature and complexity. Sponsorship, Urgent Health and Safety, Disaster Recovery, Future Industries Grant program and Indigenous Landholder Support Program projects are exceptions, as they are usually completed within the year. See Part One for more information on the different funding programs supported by the ILSC.

Results

Tables 5 and 6 summarise achievements against Deliverable 3 for 2025-26.

Table 5 Total number of active projects (PBS Deliverable 3)

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target Deliverable 3	Number of active acquisition and management projects	120	117	120	165

Table 6 Active projects by ILSC program/subsidiary

Type of project	Number
Our Country Our Future projects	162
Projects managed by Voyages	2
Projects managed by National Centre of Indigenous Excellence Ltd	1
Total	165*

* Includes 43 active acquisition and 122 active management projects. Management projects include Voyages (2); National Centre of Indigenous Excellence Ltd (1); Sponsorships (4); Disaster Recovery Quick Response (17); Strategic projects (12); Urgent Health and Safety (2); Agribusiness team (6); Real Jobs Program (1 plus 13 sub-projects); Savanna Fire Management Program (1, plus 8 sub-projects); Indigenous Landholder Support Program (11), Future Industries Grants program (18) and OCOF (47).

Analysis

Table 5 shows the ILSC and our subsidiaries exceeded the target of 120 for Deliverable 3 with 165 active projects in 2025-26; of these, 72 projects commenced in 2025-26 and 93 continued from previous years. The increase in active projects reflects the broader range of delivery mechanisms supporting NILSS implementation, including activity through piloting targeted Future Industries Grants program and the Indigenous Landholder Support Program.

Table 6 provides more detailed information on contributions by different ILSC and subsidiary programs towards Deliverable 3.

At 30 June 2026 there were a further 15 Our Country Our Future proposals under active assessment estimated at just over \$10 million. Four of these proposals are acquisition projects worth an estimated \$2 million, and 11 are management proposals worth an estimated \$8 million.

Table 7 (A – C) and footnotes set out more detailed information about each new project approved for funding in 2025-26. Details of project partners – those with financial and/or in-kind contributions committed at 30 June 2026 – are provided where relevant.

ILSC-funded projects in 2025-26, Central region

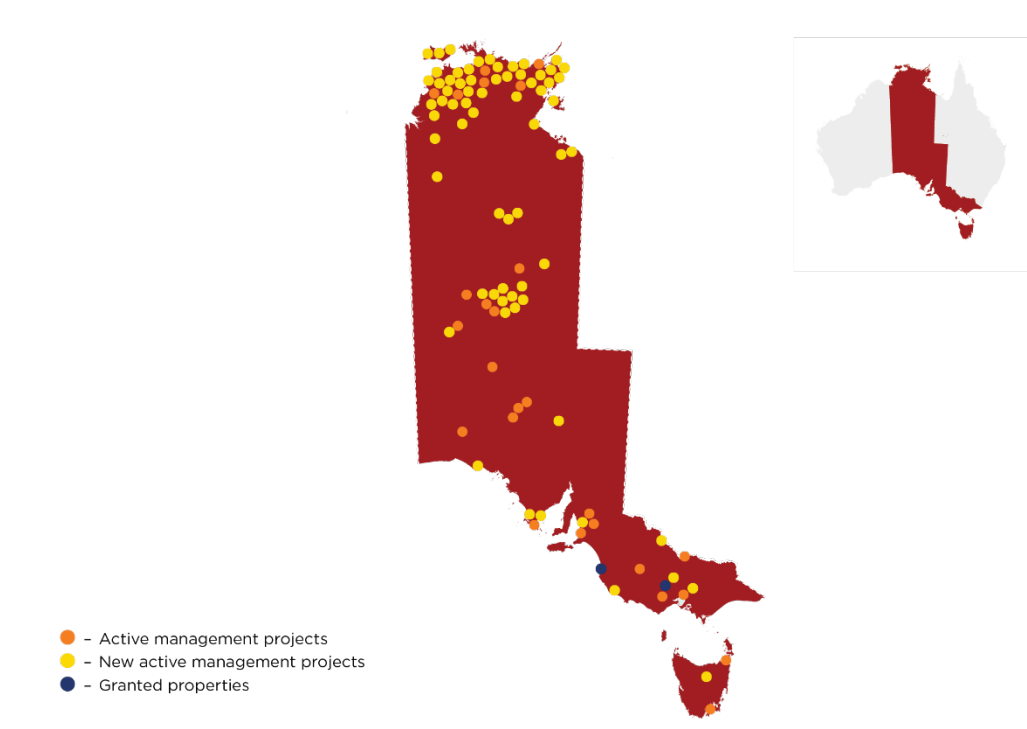


Table 7A ILSC-funded projects commencing ‘active’ status in 2025-26, Central region

Project name, proponent, location and partners	Description
Project name Angkerle Atwatye (Standley Chasm) – Disaster Recovery Proponent Angkerle Aboriginal Corporation Location NT	Addressed flood damage
Project name Arafura Swamp Rangers AC FIG Proponent Arafura Swamp Rangers Aboriginal Corporation Location NT	Procured specialist services for vegetation surveys, drone flights, satellite image analysis and reporting, supporting a broader land and water management initiative
Project name Baniyala Garrangali AC – Disaster Recovery Proponent Baniyala Garrangali Aboriginal Corporation Location NT	Completed clean-up and repair works following cyclone damage and restored the house to a safe and habitable condition
Project name Buymarr Homeland – Disaster Recovery Proponent Wangurri Djerrkura Aboriginal Corporation Location NT	Undertook repairs and grading of cyclone-damaged access roads to restore safe and reliable property access

Project name Crocodile Island Rangers Equipment ¹ Proponent Milingimbi Outstations Progress Resource Aboriginal Corporation Location NT	Purchased essential ranger equipment, including a vessel and tractor, to support management activities and improve safe access across land and sea Country
Project name CS Pastoral Hydraulic Picket Driver Proponent CS Pastoral Pty Ltd Location NT	Purchased a post driver attachment to support contract fencing activities and youth engagement programs
Project name Garawa SFM Project ^{1,3,4} Proponent Northern Land Council Location NT	Supported sustainable fire management to generate carbon credits, improve land management, and create local employment
Project name Glen Boree ILSP Proponent Wirangu Association Location SA	Reviewed property lease arrangements, strengthened governance, and assessed infrastructure risks to support effective property management
Project name Groote Aqua AC FIG Proponent Groote Aqua Aboriginal Corporation Location NT	Updated business and strategic plans to assess aquaculture opportunities, guide future development and support long-term commercial sustainability
Project name Gurutjanga Cultural Acquisition VIC OCOF 2026 ^{1,2} Proponent Dja Dja Wurrung Clans Aboriginal Corporation Location Vic	Acquisition of a culturally significant property to protect Aboriginal heritage, support access to Country, and enable future cultural, tourism and land management activities
Project name Hoddle Street – Djirra ILSP Proponent Aboriginal and Torres Strait Islander Corporation Family Violence Prevention and Legal Service (Victoria) Location Vic	Undertook expansion planning to identify larger facilities and support growing demand for Aboriginal family violence services
Project name Jarrdimba Bayamuku AC FIG Proponent Jarrdimba Bayamuku (Strengthening the Children) Aboriginal Corporation Location NT	Obtained ecological advice to support wetland protection and inform exclusion fencing and conservation planning
Project name Judbarra SFM ^{1,3,4} Proponent Northern Land Council Location NT	Supported the development of a savanna fire management project to generate carbon revenue and Indigenous employment
Project name Land and Sea Aboriginal Corporation Tasmania FIG Proponent Land and Sea Aboriginal Corporation Tasmania Location Tas	Obtained specialist advice to assess fisheries sector opportunities and inform future development
Project name Laynhapuy Homelands AC – Disaster Recovery Grant Proponent Laynhapuy Homelands Aboriginal Corporation Location NT	Completed repairs to flood-damaged infrastructure, including roof and power supply works, to restore safety and access to the property
Project name Laynhapuy Homelands AC FIG Proponent Laynhapuy Homelands Aboriginal Corporation Location NT	Captured and analysed satellite imagery to support floodplain management, monitor feral animal impacts, and inform future carbon and nature repair opportunities

Project name Ltyentye Apurte Microgrid Project ^{1,3} Proponent Atyenhenge-Atherre Aboriginal Corporation Partner Australian Renewable Energy Agency Location NT	Contributed to the development of a renewable energy microgrid to improve community energy reliability and resilience
Project name Mary River Roadhouse ILSP Proponent Werenbun Association Aboriginal Corporation Location NT	Obtained financial and legal due diligence to assess the reactivation of the roadhouse and support informed decision-making
Project name Me-Mandook Galk – Indigenous Cultural and Environmental Resource Centre ^{1,3} Proponent Nalderun Education Aboriginal Corporation Partner Victorian DPC, Maldon and District Financial Services Ltd Location Vic	Contributed to the development of an Indigenous Cultural and Environmental Resource Centre to support on-Country cultural, environmental and community programs
Project name Mimal Land Management FIG Proponent Mimal Land Management Aboriginal Corporation Location NT	Obtained specialist legal advice to support project governance, compliance, and the development of agreements for a carbon project
Project name Montillie SA ILSP Proponent Gabalidi Garngoo Association Inc Location SA	Undertook governance, operational and lease reviews, and updated policies and procedures to strengthen compliance and organisational management
Project name Namultja Planning Project ³ Proponent Namultja Aboriginal Corporation Location NT	Supported a three-stage planning project covering governance and land rights, property needs analysis, and strategic business planning
Project name Nauiyu Nambiyu Disaster Recovery Proponent Nauiyu Nambiyu Aboriginal Corporation Location NT	Funded works to clean up and secure the property, restoring safe access across the site
Project name Ooratippra Station ILSP ³ Proponent Ooratippra Aboriginal Corporation Location NT	Engaged specialist support to establish a cattle enterprise, develop a business plan, and strengthen financial and management capability
Project name Pioneer Football & Community Club Disaster Recovery Proponent Pioneer Football and Community Club Incorporated Location NT	Purchased equipment and completed clean-up works to restore property safety, access and normal operations
Project name Real Jobs Program ^{1,3,4} Proponent ILSC Location NT	Funding for the Real Jobs Program
Project name Seaview ILSP ³ Proponent Akenta Inc Location SA	Undertook operational, governance and horticultural reviews to support future planning and compliance
Project name First Nations Clean Energy Symposium Proponent Origin Energy Retail Limited Location Qld	Supported First Nations participation in a sponsored event through travel, accommodation and attendance assistance

Project name Savanna Fire Forum Sponsorship Proponent Indigenous Carbon Industry Network Location NT	Supported a savanna fire management forum focused on fire practices, fire science, carbon opportunities, technology and Indigenous leadership in caring for Country
Project name NAILSMA Reimagining Conservation Forum Sponsorship Proponent Indigenous Carbon Industry Network Location Qld	Provided sponsorship for a forum promoting Indigenous knowledge and cultural approaches to conservation
Project name Traditional Indigenous Knowledges Forum Sponsorship Proponent SA Native Title Services Location SA	Sponsored a forum promoting Indigenous knowledge and traditional land management practices for biodiversity conservation and caring for Country
Project name Stuarts Creek Feasibility Project ^{1,3} Proponent Arabana Aboriginal Corporation Location SA	Undertook feasibility and due diligence assessments to inform potential acquisition and future management of the Stuart Creek Station
Project name Tiwi Enterprises – Disaster Recovery Grant Cyclone Fina Proponent Tiwi Enterprises Ltd Location NT	Funded cyclone clean-up activities and purchased essential equipment to restore access
Project name Tyntyndyer ILSP Proponent Tyntyndyer Homestead Incorporated Location Vic	Undertook capacity building activities to strengthen governance and support land management planning

AC – Aboriginal Corporation; FIG – Future Industries Grant; ILSP – Indigenous Landholder Support Program; SFM – Savanna Fire Management Program

1 ILSC funding of \$100,000 or more

2 Acquisition project

3 Funding to be released next financial year

4 ILSC-led strategic project

ILSC-funded projects in 2025-26, Eastern region

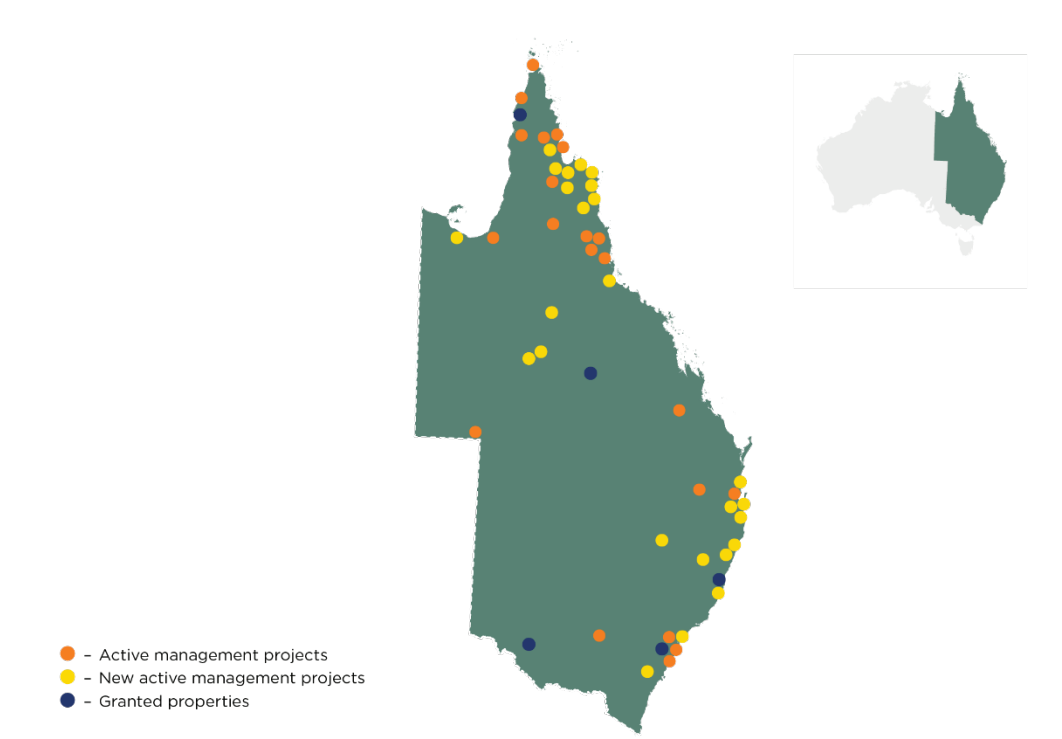


Table 7B ILSC-funded projects commencing ‘active’ status in 2025-26, Eastern region

Project name, proponent, location and partners	Description
Project name Balnggarrawarra/Melsonby Land Trust – Disaster Recovery Proponent Balnggarrawarra Gaarraay Land Trust Location Qld	Address flood-related safety repairs to restore the homestead to a safe and habitable condition
Project name Banbai Land Enterprises Inc/Guyra Local Aboriginal – Disaster Recovery Proponent Guyra Aboriginal Land Council Location NSW	Repaired and upgraded flood-damaged access roads on the property to restore safe and reliable access
Project name Bawinanga Homelands AC FIG Proponent Bawinanga Homelands Aboriginal Corporation Location NT	Undertook an assessment of the Feral Ungulate Carbon Method to evaluate greenhouse gas emissions from feral animal impacts on wet floodplain soils
Project name Binthi Land Holding Group AC FIG Proponent Binthi Land Holding Group Aboriginal Corporation Location Qld	Procured independent, specialist advice relating to Inland Water and Environmental Markets sectors
Project name Brisbane Indigenous Media Association Ltd – Disaster Recovery Proponent Brisbane Indigenous Media Association Inc, trading as 989fm Location Qld	Completed repairs to cyclone-damaged property, including roof, ceiling, carpet and door works, to restore the house and prevent further water damage

Project name Eleanor Duncan Community Hub ¹ Proponent Eleanor Duncan Aboriginal Services Partner Department of Health and Aged Care (Commonwealth), Department of Primary Industries and Regional Development Location NSW	Contributed to funding for the renovation and fit-out of a community hub and car park to improve community access, services and activities
Project name Gadigal Information Service Aboriginal Corporation ^{1,4} Proponent Gadigal Information Service Aboriginal Corporation Location NSW	Provided financial assistance to stabilise operations, support service delivery, and strengthen the long-term sustainability of an Aboriginal-owned media and cultural organisation
Project name Gangalidda and Garawa Native Title AC FIG Proponent Gangalidda & Garawa Native Title AC Location Qld	Obtained specialist advice to support engagement and negotiations on renewable energy projects
Project name Gujaga Foundation Commercial Office ^{1,2} Proponent Gujaga Foundation Partner Paul Ramsay Foundation ⁵ Location NSW	Acquisition of commercial premises to support the growth of language, cultural, research and community activities
Project name Gurehlgam Community Post Grant – Urgent Health and Safety Request Proponent Gurehlgam Corporation Ltd Location NSW	Addressed critical building infrastructure issues, including repairs to stormwater damage, to prevent further deterioration and ensure structural safety
Project name Hope Vale Foundation Ltd FIG Proponent Hope Vale Foundation Ltd Location Qld	Explore market validation and industry feasibility for an Indigenous-led cherabin freshwater prawn industry
Project name Jabalbina Yalanji AC FIG Proponent Jabalbina Yalanji Aboriginal Corporation Location Qld	Obtained specialist advice to assess a solar and battery energy project
Project name Jibija Ung-Gwee – Disaster Recovery Proponent Jibija Ung-gwee Pty Ltd Location Qld	Repaired flood-damaged internal roads and fence line tracks to restore safe property access and operations
Project name Jibija Ung-Gwee – Disaster Recovery Proponent Jibija Ung-gwee Pty Ltd Location Qld	Repaired flood-damaged roads and fence lines to restore safe access
Project name Juunjuwarra AC FIG Proponent Juunjuwarra Aboriginal Corporation Location Qld	Obtained specialist advice to support the development and registration of a savanna fire management carbon project
Project name Kinchela Boys Home – Disaster Recovery Grant Proponent Kinchela Boys Home Aboriginal Corporation Location NSW	Flood clean-up and safety work to restore affected premises to a safe and operational condition
Project name Minjerribah Moorgumpin Elders In Council FIG Proponent Minjerribah Moorgumpin Elders in Council Aboriginal Corporation Location Qld	Obtained specialist advice to assess oyster aquaculture opportunities and develop a business plan to support future enterprise growth
Project name Minyumai Land Holding Aboriginal Corporation – Disaster Recovery Proponent Minyumai Land Holding Aboriginal Corporation Location NSW	Repaired cyclone-damaged road infrastructure and culverts to restore safe access to cultural and environmental sites within the Indigenous Protected Area

Project name Miyay Birray Youth Service – Community Multi-purpose Centre ^{1,3} Proponent Miyay Birray Youth Service Inc Partner Aboriginal Affairs NSW, Regional NSW Location NSW	Constructed and fitted out a multipurpose shed to support the delivery of community programs and activities
Project name Mt Baird Station ILSP ³ Proponent Binthi Land Holding Group Aboriginal Corporation Location Qld	Developed a business plan to guide future economic development, conservation and land management activities on the station
Project name Mungalla Station Infrastructure – Urgent Health and Safety ^{1,3} Proponent Mungalla Aboriginal Corporation for Business Location Qld	Upgraded property infrastructure by replacing a dilapidated amenities block to improve safety and functionality
Project name Nari Nari Tribal Council – The Great Cumbung ^{1,2} Proponent Nari Nari Tribal Council Partner The Nature Conservancy Australia, Philanthropy, Chris Grubb – philanthropist, NIAA, Bank Australia, Department of Climate Change, Energy, the Environment and Water Location NSW	Funded the acquisition of the culturally and ecologically significant Great Cumbung Swamp
Project name Ngula Wiwuni-Wa ILSP ³ Proponent Burrandies Aboriginal Corporation Location SA	Undertook feasibility planning for short- and long-term property development opportunities
Project name Quandamooka Yoolooburrabee AC FIG Proponent Quandamooka Yoolooburrabee Aboriginal Corporation RNTBC Location Qld	Obtained specialist advice to assess renewable energy opportunities and identify suitable locations for future energy generation projects
Project name Torquay Station – Disaster Recovery Proponent SJ & SC Reddie Location Qld	Funded repairs to flood-damaged infrastructure to restore property operations and access following severe weather events
Project name Wunthulpu Aboriginal Land Trust – Disaster Recovery Proponent Wunthulpu Aboriginal Land Trust Location Qld	Cyclone clean-up works to remove hazardous trees and debris, address erosion damage, and restore safe access across the property
Project name Indigenous Carbon Industry Network Strategic Support 2025 ^{1,3,4} Proponent Indigenous Carbon Industry Network Location Multi-state	Strategic support of the Indigenous Carbon Industry Network

AC – Aboriginal Corporation; FIG – Future Industries Grant; ILSP – Indigenous Landholder Support Program

1 ILSC funding of \$100,000 or more

2 Acquisition project

3 Funding to be released next financial year

4 ILSC-led strategic project

5 Partner contribution value to be confirmed in 2026-27

ILSC-funded projects in 2025-26, Western region

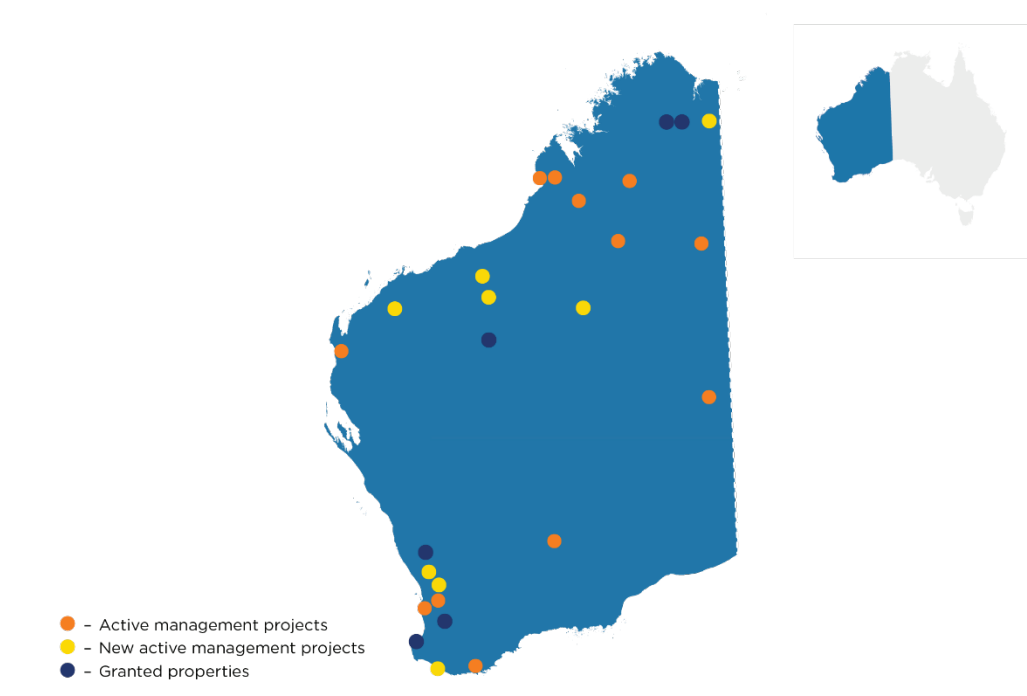


Table 7C ILSC-funded projects commencing ‘active’ status in 2025-26, Western region

Project name, proponent, location and partners	Description
Project name Coobabla Farm – Urgent Health and Safety – Fire Fighting Vehicle and Unit Proponent Woolah-Wah Land Aboriginal Corporation Location WA	Purchased a fire fighting vehicle and unit
Project name JYAC (Western Desert Lands) FIG Proponent Jamukurnu-Yapalikurnu Aboriginal Corporation Location WA	Obtained specialist advice to assess groundwater opportunities and support future water use and licensing options
Project name Kanyininpa Jukurrpa Ranger Base Acquisition (Newman) ^{1,2} Proponent Kalyuku Ninti – Puntuku Ngurra Limited Location WA Partners Lotterywest, Perpetual Trustee Company Limited (WA), BHP Billiton	Acquisition of an industrial property to establish a ranger base and support expanded land management operations
Project name Karri Karrak Head Office Ranger Base Acquisition ^{1,2,3} Proponent Karri Karrak Aboriginal Corporation Location WA	Acquisition of a head office and ranger base on Country to support planning, member services and land management operations

Project name Lily Lagoon Resort Refurbishment ^{1,3} Proponent Wunan Foundation Inc Location WA Partner Department of Social Services (Cth)	Constructed a training kitchen and dining facility to support Aboriginal employment and skills development in tourism and hospitality
Project name Malimup Springs ILSP Proponent Kaitijin Mia Mia Aboriginal Foundation Location WA	Developed a master plan to guide the future development of a Bush University, Healing Centre and associated social enterprise initiatives
Project name Nyamal AC FIG Proponent Nyamal Aboriginal Corporation Location WA	Engaged commercial lawyers and consultants to undertake a scope of work in the renewable and clean energy sector
Project name Palyku-Jartayi AC FIG Proponent Palyku-Jartayi Aboriginal Corporation RNTBC Location WA	Obtained specialist legal advice on land tenure and structuring options to support renewable energy development on Country
Project name Robe River Services Pty Ltd – FIG Proponent Robe River Services Pty Ltd Location WA	Obtained specialist advice to assess renewable energy opportunities through a pre-feasibility study on Indigenous-held land
Project name West Swan Primary School ILSP ³ Proponent Manguri Land Enterprise Inc Location WA	Developed a comprehensive Indigenous-led agribusiness blueprint for its Manguri property in West Swan
Project name Yued Ranger Base ^{1,2} Proponent Yued Aboriginal Corporation Location WA	Acquisition of a ranger base to support land management operations, secure equipment and strengthen community presence

AC – Aboriginal Corporation; FIG – Future Industries Grant; ILSP – Indigenous Landholder Support Program

1 ILSC funding of \$100,000 or more

2 Acquisition project

3 Funding to be released next financial year

Strategic priority 1 Returning Country

Expanding Indigenous rights and interests in Country is central to the ILSC’s purpose under the ATSI Act. This strategic priority seeks to increase Indigenous ownership, control and access to Country through innovative acquisition, divestment and related support activities. It also drives the ILSC to continuously refine our services and approaches to ensure they remain responsive to the aspirations of Aboriginal and Torres Strait Islander peoples and the opportunities presented by a changing operating environment.

Interests in land and water/waters acquired (PBS Deliverable 1)

Deliverable 1 is a progress indicator that tracks achievement against the ILSC’s core land and water acquisition functions.

The ILSC prioritises the acquisition of land and water interests that can generate sustained benefits for Indigenous landholders while strengthening the long-term value of Country. Stakeholder feedback received through the 2022 NILSS consultation indicated stronger interest in supporting aspirations through the management and protection of Country, as well as greater emphasis on freshwater and saltwater interests and initiatives that improve access to Country.

In response, the ILSC has maintained the acquisition target of five projects, first introduced in 2023-24, to support a greater focus on the strategic quality and characteristics of acquisitions rather than the number completed.

Results

Table 8 summarises achievements relating to the acquisition of land and water for 2025-26.

Table 8 Total interests in land and waters acquired (PBS Deliverable 1)

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target Deliverable 1	Interests in land and water/waters acquired	5	7	5	6
Corporate Plan target	By 2029, the ILSC will have acquired 322 land or water-based interests since inception for the benefit of Indigenous corporations ¹	299	313	322 ²	320

1 This is an activity measure reflecting the number of acquisition transactions conducted over time, including reacquisitions.
2 Data cleaning conducted in 2024-25 impacted the cumulative acquisition total, resulting in a revised 2025-26 target.

Analysis

The target for Deliverable 1 was exceeded in 2025-26 with the acquisition of six locations against a target of five; this over-achievement reflects the pipeline of acquisition projects proposed by Indigenous groups over the past two years.

Six acquisitions were returned to Indigenous care and control during 2025-26, covering more than 21,400 hectares. This included The Great Cumbung, a culturally and ecologically significant freshwater wetland and reflects the NILSS commitment to prioritise water interests.

With 320 land/water-based interests acquired since the ILSC’s inception in 1995, achievement is on track against the cumulative Corporate Plan target of 322. This cumulative total reflects an adjustment following a data cleaning exercise in 2024-25 that addressed discrepancies in historical records.

Table 9 provides an overview of each acquisition completed during 2025-26.

Table 9 New interests in land and water acquired, 2025-26

Property name	Location	Size (ha)	Date acquired	Acquired to:
Yued Ranger Base	Moora, WA	0.13	12 November 2025	Establish a ranger base on Country to support new ranger program
Kanyirninpa Jukurrpa Ranger Base	Newman, WA	0.20	11 December 2025	Extend existing ranger base to expand land management operations
The Great Cumbung	Maude, NSW	21,378.21	22 January 2026	Reconfigure water flows to improve health of culturally and ecologically-significant wetland ecosystems
Maroubra Rd	Maroubra, NSW	0.06	24 April 2026	Support expansion of existing language, cultural and research activities
Gurutjanga	Smeaton, Vic	40.26	12 June 2026	Improve access to and management of culturally significant sites, and potential participation in nature repair market
Burler Drive	Vasse, WA	0.03	30 June 2026	Support ranger base expansion and upgrades

Interests in land and water granted (PBS Deliverable 2)

Interests in land and water granted is a progress indicator that tracks achievement against the ILSC’s core land and water divestment functions.

The ILSC has a statutory obligation to divest or grant all acquired land and water interests to Indigenous corporations and prioritises acquisitions that can be immediately divested to enable the most efficient generation of benefits to Indigenous peoples.

This approach recognises that ownership of Country advances self-determination more strongly than leasehold or other tenure arrangements. A secure economic base supports enterprise development and associated benefits such as employment, training, improving the management and protection of culturally and/or environmentally significant Country, and/or securing/expanding the delivery of culturally safe services.

Results

Table 10 provides an overview of each grant completed during 2025-26.

Table 10 Total interests in land and water granted

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target Deliverable 2	Interests in land and water/waters granted	8	12	10	13
Corporate Plan target	By 2029, the ILSC will have returned 303 land or water-based interests to Indigenous care and control since inception ¹	258	277	303 ²	291

1 This is an activity measure reflecting the number of grant transactions conducted over time, including re-grants of properties previously reacquired.

2 Data cleaning conducted in 2024-25 impacted the cumulative acquisition total, resulting in a revised 2025-26 target.

Analysis

In 2025-26 the target for Deliverable 2 was exceeded, with 13 grants of land and water-based interests encompassing just over 670,222 hectares and valued collectively at \$106.2 million (Table 11). Of these, six were acquired and granted simultaneously³, and seven were divested following a period of landholding by the ILSC.

Five of the 13 interests had been held by the ILSC for more than 15 years; their return reflects our efforts to accelerate divestment of ILSC-held properties, a NILSS commitment.

³ These acquisitions were achieved via a Grant of Monies to the new titleholding entity, enabling their direct acquisition of the relevant asset.

With 291 land/water-based interests granted since the ILSC's inception in 1995, achievement is on track against the cumulative Corporate Plan target of 303. This cumulative total reflects an adjustment following a data cleaning exercise that addressed discrepancies in historical records.

Table 11 Interests in land granted, 2025-26

Property name	Location	Size (ha)	Date granted	Title-holding body
Yued Ranger Base	Moora, WA	0.13	12 November 2025	Yued Aboriginal Corporation
Kanyirninpa Jukurrpa Ranger Base	Newman, WA	0.20	11 December 2025	Kalyuku Ninti – Puntuku Ngurra Limited
Weipa Hostel	Weipa, Qld	1.10	19 December 2025	CYG Holdings Pty Limited
The Great Cumbung	Maude, NSW	21,378.21	22 January 2026	Nari Nari Tribal Council
Karunjie	Wyndham, WA	273,941.00	11 February 2026	Wilinggin Aboriginal Corporation
Durack River	Wyndham, WA	365,208.00	11 February 2026	Wilinggin Aboriginal Corporation
Maroubra Rd	Maroubra, NSW	0.06	24 April 2026	Gujaga Foundation
Gibbagunya	Darkan, WA	631.41	21 May 2026	Gnaala Karla Booja Aboriginal Corporation
Gurutjanga	Smeaton, Vic	40.26	12 June 2026	Dja Dja Wurrung Clans Aboriginal Corporation
Bonney Terrace	Kingston, SA	0.09	19 June 2026	Kungari Association Incorporated
Bollanolla Farm	Nambucca Heads, NSW	128.00	24 June 2026	Jaanyмили Bawrrunga Aboriginal Corporation
Gracevale Station	Dunrobin, Qld	8,893.93	26 June 2026	Yambangku Aboriginal Cultural Heritage and Tourism Development Aboriginal Corporation
Burler Drive	Vasse, WA	0.03	30 June 2026	Karri Karrak Aboriginal Corporation

Grants of interests in land and water approved but not completed in 2025-26

The ILSC aims to minimise the time between acquisition and grant of a land/water holding. However, ownership may be retained for a longer period in circumstances where the prospective title-holding body is building its capacity, or where additional investment in the land/water holding is required before it can meet its operational costs and/or support sustainable enterprise/s.

In these cases, the ILSC will work with prospective title-holding bodies during an initial lease-holding period to set out strategies and a clear pathway to achieve divestment.

An additional property was approved for divestment in May 2026 but contracting was not complete by 30 June 2026 (Table 12).

Table 12 Interests approved for grant and awaiting transfer

Property name	Location	Size (ha)	Board approval date	Prospective title-holding body
Port Smith Bird Park	Lagrange, WA	3.89	May 2026	Karajarri Traditional Lands Association Aboriginal Corporation RNTBC

Other NILSS highlights

Policy and process improvements undertaken during 2025-26 contributed to the delivery of the Returning Country strategic priority.

Key achievements included:

- acquisition of one land interest – inclusive of a freshwater interest comprising an ecologically and culturally significant wetland and potential access to an environmental water allocation currently held by the Commonwealth – supporting the NILSS commitment to prioritise access to water and water-related rights
- completion of the disposal of the ILSC’s interests in Voyages Indigenous Tourism Australia Pty Ltd, with the sale and debt extinguishment finalised in February 2026
- continued collaborative planning for divestment of agribusiness-related business interests, including Gunbalanya Station
- improved access to Country through six management projects that increased opportunities for proponents to physically access and use Country, supporting nations with limited access to their traditional lands.

Strategic priority 2 Managing Country

The other aspect of the ILSC's core purpose under the ATSI Act is to assist Aboriginal and Torres Strait Islander peoples to manage their land and water. This section outlines key progress indicators across multiple dimensions of sustainable Country management, as supported by ILSC programs. These include:

- tracking consent changes and long-term outcomes relating to ILSC-granted Country
- direct and enabled employment; and the development of new or improved enterprises advancing economic self-determination
- diverse capability-building intended to strengthen skills and foster long-term success
- prioritising improved access to Country, supporting cultural practices, and improving on-ground management of Country.

In addition, we remain committed to rapid and effective responses to threats impacting people, livestock and Country – delivered through our Disaster Recovery Quick Response and Urgent Health and Safety grant programs.

Together, these efforts reflect our commitment to provide flexible and clear processes to empower groups and promote resilient, culturally grounded and sustainable stewardship of Country.

ILSC-granted Country – consent changes

Related to our land/water acquisition and grant functions (Deliverables 1 and 2), the ILSC has continuing responsibilities for granted land/water as well as interests in properties transferred to the ILSC from organisations such as the former Aboriginal and Torres Strait Islander Commission.

Section 191S of the ATSI Act sets out that a land/water holder cannot dispose of or mortgage an ILSC-divested land/water interest without ILSC consent. The caveats placed on the titles of divested properties help to ensure that the land/water continues to deliver benefits for First Nations peoples, remains under Indigenous control, and is used for the beneficial purposes for which it was acquired. As such, caveats serve to secure sustained beneficial land/water ownership for future generations. The ILSC's caveat does not affect an Indigenous corporation's normal use and enjoyment of their property or their full ownership of the land or water interests.

The ILSC occasionally receives requests to dispose of, or mortgage, property from Indigenous corporations pursuing expanded economic development opportunities, or seeking to change their focus or reduce organisational risk. Each case is considered on its merit.

In 2025-26, six consents were approved (Table 13): four related to lease adjustments, one to register a long-term carbon project, and one to allow for subdivision following native title determination.

Table 13 Approved requests from Indigenous landholders

Group	Location	Request
Kooma Aboriginal Corporation for Land	Qld	Registration of carbon project
Kulla Lands Trust*	Qld	Removal of caveat to allow for subdivision, with boundaries in alignment with native title determination
Nari Nari Tribal Council*	NSW	Adjustment of entity name on lease
Walhallow Murri Enterprises Aboriginal Corporation	NSW	Lift caveat to allow for lease extension
Maari Ma Health Aboriginal Corporation	NSW	Lift caveat to allow for sub-lease and extension
Gulgul Nyugang Aboriginal Corporation	NSW	Lift caveat to allow for sub-lease

* Decision made in 2024-25

In addition, three enquiries and one consent request remain under review; caveat conditions on one property are currently being investigated following de-registration of the title-holding body; and one consent application was declined.

ILSC-granted Country – reacquisition and loss

The ILSC maintains a watching brief on our divested land/water holdings to ensure that benefits for First Nations peoples continue to be generated from their use, and that they are not at risk of being lost to Indigenous care or control. Where a group experiences difficulties in maintaining their land or water holdings, we may move to reacquire the location to prevent this loss. The ILSC may then seek to grant the asset to an alternative group through an appropriate divestment pathway. This is consistent with the requirements of the ATSI Act that the ILSC grant all acquired rights and interests and ensure that beneficial outcomes can be delivered to Aboriginal and Torres Strait Islander peoples through the care, use and management of the asset.

One reacquisition was completed during 2025-26 – Middle Park (Qld) – due to a compliance issue.

On occasion, a property may be sold on the open market if a suitable Indigenous title-holding body cannot be found and the location has no specific cultural values and/or is deemed to be unsuitable by the Indigenous title-holding body. The ILSC records this as a ‘release’ from Indigenous care and control. Where a property is released due to unsuitability, an alternative property may be acquired that better meets the requirements and aspirations of the Indigenous title-holding body.

This year, there has been one release – Baldvis Farm Greenhouse in WA. Its release was made in collaboration with the Traditional Owner-led landholding body after changes to the original capability partnership meant the proposed location no longer met the operational requirements of the Indigenous title-holding body.

Results

Table 14 presents an outcome indicator measure that provides insight into the long-term performance of our portfolio of granted locations by calculating the proportion of ILSC-granted locations that have been returned to the ILSC (‘reacquired’) and/or lost (sold on the open market) since ILSC inception.

Table 14 Granted locations reacquired and/or lost to Indigenous care or control

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
Corporate Plan target	The proportion of ILSC granted assets returned to the ILSC and/or lost to Indigenous care or control is decreasing year on year ¹	<13.1%	14%	<14% ²	13.4%

1 Total losses/reacquisitions as a proportion of the total number of grants since the inception of the ILSC: TL/TGx100.
2 Data cleaning conducted in 2024-25 impacted the cumulative acquisition total.

Analysis

Achievement against this Corporate Plan measure (Table 14) decreased from 14 per cent in 2024-25 to 13.4 per cent in 2025-26. This result reflects the strong economic stewardship demonstrated by Indigenous title-holding bodies and their ongoing commitment to sustainable property management.

The cumulative total reflects an adjustment following a data cleaning exercise in 2024-25 that addressed discrepancies in historical records.

Indigenous employment (PBS KPI 1)

KPI 1 measures employment outcomes, reflecting the ILSC Board and Australian Government commitment to economic empowerment and independence.

The ILSC reports achievement against two employment categories:

- *Direct*: employment that is directly funded by the ILSC.
- *Enabled*: employment that is enabled through funding partnerships between the ILSC and third parties.

Direct Indigenous employment, including investment in ongoing career development, is prioritised across the ILSC and our subsidiaries, and our performance is aggregated here for KPI 1a. Further information about employment for the ILSC and each of our subsidiaries is provided in Part Three and Part Five of the Annual Report.

Enabled Indigenous employment refers to employees engaged by external parties – Indigenous corporations, land/water holders, service delivery agencies, and enterprises – achieved through our acquisition and management projects.

Results

Table 15 summarises achievements against Indigenous employment (KPI 1) for 2025-26.

Table 15 Total Indigenous employment

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target KPI 1a*	Number of Indigenous staff directly employed across the ILSC Group	400	357	400	328
PBS target KPI 1b	Number of Indigenous employment outcomes enabled by ILSC funded projects active in financial year	300	596	500	655

* 'Flow data' is used to calculate the number of employment outcomes provided through ILSC funding (both direct and enabled) rather than a year end (30 June) 'point in time' head count. This choice reflects the seasonal nature of work and employment across two key sectors – agribusiness and tourism – in which employment occurs.

Analysis

During 2025-26, KPI 1a was partially achieved and KPI 1b exceeded its target.

Direct Indigenous employment (PBS KPI 1a)

The following section provides an overview of contributions to direct Indigenous employment across the ILSC Group. Additional information relating to Indigenous employment is provided in Part Three and Part Five of the Annual Report.

ILSC

The ILSC directly employs Indigenous staff across all business areas. In 2025-26, we employed 38 Indigenous people over the year (flow data), an increase from 33 in 2024-25. At 30 June 2026 the proportion of Indigenous employees within the ILSC increased to 30.1 per cent, an increase from 25 per cent in 2024-25.

ILSC Employment Pty Ltd

During 2025-26, ILSC Employment employed 63 Indigenous people (flow data) to fulfil roles across four ILSC-held properties, a reduction from 72 in 2024-25. At 30 June 2026 the proportion of Indigenous employees was 74.2 per cent.

Voyages Indigenous Tourism Australia Pty Ltd

During 2025-26, Voyages employed 208 (flow data) Indigenous people in roles across its two tourism properties (Ayers Rock Resort and Mossman Gorge Cultural Centre) and its corporate office in Sydney; this represented a decrease from 236 Indigenous people employed during 2024-25. At Voyages' 27 February 2026 divestment, the proportion of Indigenous employees remained the same as 2024-25 (26.4 per cent).

Ayers Rock Resort provided the greatest number of opportunities with its 173 Indigenous employees representing 24.5 per cent of the resort's workforce (2024-25: 206 Indigenous employees; 25 per cent).

Mossman Gorge Cultural Centre provided the greatest rate of participation with its 55 Indigenous employees representing 66.3 per cent of the centre's workforce (2024-25: 51 Indigenous employees; 67.1 per cent).

National Centre of Indigenous Excellence Ltd

In 2025-26, NCIE Ltd directly employed 19 Indigenous people (flow data), up from 16 in 2024-25. At 30 June 2026 Indigenous employees represented 21 per cent of the workforce, a reduction from 27.6 per cent in 2024-25.

Enabled Indigenous employment (KPI 1b)

The following section provides an overview of contributions to enabled Indigenous employment through ILSC-funded projects and hosted programs, including the Real Jobs Program (RJP) and Savanna Fire Management (SFM) Program.

Proponents' ability to meet their employment targets suggests that ILSC investment is a useful catalyst of Indigenous employment opportunities. However, as the nature or term of employment is not captured, the extent to which economic and other benefits are flowing to First Nations peoples cannot be fully quantified. More detail about contributions across the ILSC Group, RJP and SFM is provided below.

ILSC Group

Of the 655 enabled employment outcomes, 324 were engaged by third parties through management and acquisition projects associated with the Our Country Our Future program and nine were engaged through the Voyages Artists in Residence program at Ayers Rock Resort.

Real Jobs Program

In 2025-26, the first year of a new three-year grant round (see Part One: Overview), RJP continued to support Aboriginal and Torres Strait Islander employment, training (see KPI 2b, page 55) and enterprise development (see KPI 3, page 57), while partners transitioned to new funding agreements. The program:

- allocated \$10.8 million to projects supporting 98.2 full time equivalent positions across continuing partner projects
- reported 242 Indigenous employment outcomes, 334 Indigenous people with improved access to Country and/or cultural sites, 280 Indigenous people accessing culturally safe services and activities, and 431 Indigenous participants in cultural activities and events
- supported 173 on-ground management activities, including conservation, monitoring, fire management, revegetation and weed management.

Capability-building (incl. PBS KPI 2)

This section considers capability-building progress indicators which reflect the ILSC Board and Australian Government commitment to capability-building that leads to economic empowerment and independence.

The ILSC and our subsidiaries directly invest in ongoing career development opportunities. We also provide funding support to third parties to enable training outcomes through Indigenous corporations, land/water-holders, service delivery agencies and enterprises.

Capability-building activities supported by the ILSC contribute to improving proponent knowledge and skills in sustainably owning and managing Country. We support formal and informal learning activities such as training participation, cultural traditional knowledge sharing, participatory planning, and working with partners (reported in the Meaningful Connection strategic priority section).

The ILSC reports achievement against the following capability-building indicators:

- *Direct*: trainees directly hosted or employed by the ILSC Group – KPI 2a.
- *Enabled*: training courses completed by participants in funded projects – KPI 2b.
- *Capability-building participation* – overall participation in training, planning and/or cultural knowledge sharing activities.

Results

Table 16 summarises contributions towards Indigenous capability-building for 2025-26.

Table 16 Total Indigenous capability-building

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target KPI 2a	Number of Indigenous trainees hosted/employed across the ILSC Group	150	191	150	143
PBS target KPI 2b	Number of Indigenous training completions enabled by ILSC funded projects active in financial year	1,000	1,208	1,000	2,341
Corporate Plan target	The extent of Indigenous participation in capability-building activities related to ownership and/or management of Country and/or enterprise	1,959	2,337	1,959	3,416

Analysis

In 2025-26, the target for KPI 2a was substantially achieved, and the other two targets were exceeded. More information is provided in the next sections.

Indigenous trainees directly hosted/employed by the ILSC Group (KPI 2a)

In total, 143 trainees were directly hosted/employed by the ILSC Group, all supported by Voyages.

Voyages Indigenous Tourism Australia Pty Ltd

In 2025-26, Voyages supported 143 Indigenous trainees and apprentices; 56 were newly engaged (2024-25: 191 Indigenous trainees; 53 newly engaged). These represent trainees and apprentices who undertook accredited, industry-driven, enterprise-based training in hospitality and tourism at the National Indigenous Training Academy (NITA).

Voyages continued its commitment to Indigenous career progression, maintaining the Indigenous Future Leaders Program at Ayers Rock Resort, and continuing its support for NITA graduates at both Ayers Rock Resort and Mossman Gorge Cultural Centre through the 'Train the Trainer' Program. This program mentors participants towards Certificate IV in Training and Assessment to become full time trainers with NITA.

A broad range of training programs delivered by Voyages via its Education and Employment Pathways Program based at Ayers Rock Resort also supported job seekers with foundation skills to transition into traineeships, apprenticeships and jobs.

In addition to hosting NITA trainees during 2025-26, Mossman Gorge Cultural Centre facilitated traineeship work placements with a range of leading regional employers including Sheraton, Back Country Bliss, Silky Oaks Lodge and Wildlife Sanctuary Port Douglas.

Indigenous training completions enabled (KPI 2b)

During 2025-26, 2,341 Indigenous training completions were enabled through ILSC and Real Jobs Program projects, exceeding the target of 1,000.

Real Jobs Program

The Real Jobs Program core objective is to employ and train Indigenous peoples and to build individual capacity to take up employment outside the program.

During 2025-26, 258 training courses were completed, representing just over 11 per cent of the total training completions reported for KPI 2b across the ILSC Group.

The completed training courses included land management, machinery and equipment operations, feral animal management, firearms training, machinery inspections, remote first aid, remote pilot licence, cultural site conservation, chemical use, snake handling, emergency management, wildlife management, chainsaw operations, coxswain certificate, planning and leadership.

Our Country Our Future active projects

During 2025-26, 2,083 additional training completions were reported through Our Country Our Future funded projects, representing just under 89 per cent of the total achieved against KPI 2b.

Most training courses related to Country management or industry-specific training and were under one year in duration. Forty-two were accredited courses.

Specific training courses included land management, tourism, caring for Country, short range marine radio, wildfire suppression, fencing machinery operation, land restoration, land assessment and use, truck licence, forklift licence, coxswain licence, commercial fishing, hospitality, horticulture, heritage works, health and wellbeing, clean energy, language, land restoration and threatened species management.

Indigenous participation in capability building activities

The Corporate Plan measure in this section is intended to provide additional insight into the total breadth of Indigenous participation in capability-building activities as a result of ILSC support, which complements the measure of completed training courses (KPI 2b).

In 2025-26, 3,416 Indigenous participants⁴ were reported as building knowledge and capability under this measure, exceeding the target of 1,959. Of these:

- 1,964 Indigenous people participated in professional development, industry-specific, Country management and/or other training activities through 55 projects
- 1,363 Indigenous people participated in planning activities relating to enterprise, healthy Country, or feasibility studies through 66 projects – this reflects the ability of proponents to remain responsive to global and local changes, including climate, economic and other impacts to Country, and to adopt suitable risk mitigation measures
- 93 Indigenous people participated in cultural knowledge sharing activities through five projects.

⁴ Includes participation in planning, training and traditional knowledge sharing activities reported through active projects.

Indigenous business development (PBS KPI 3)

This progress indicator tracks the ILSC’s contribution to economic outcomes through our support for new and improved Indigenous enterprises on Country. It reflects the ILSC Board and Australian Government commitment to economic empowerment and independence which is seen as a key driver for Indigenous self-determination and inter-generational wealth creation, as well as a key enabler for achieving sustainable cultural and environmental outcomes.

It identifies all Indigenous majority-owned commercial enterprises that have been created and/or have improved enterprise productivity, efficiency and/or resilience as a result of ILSC funding. We report only the number of unique enterprises; many of these have undertaken more than one improvement.

Results

Table 17 identifies Indigenous businesses supported during 2025-26.

Table 17 Indigenous business development

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target KPI 3	Number of Indigenous enterprises assisted by ILSC Group projects	50	45	50	59
Corporate Plan target	By 2029, the ILSC will have assisted in the establishment of and/or improved the productivity, efficiency and/or resilience of 50 businesses per year	50	45	50	59

Analysis

During 2025-26, 59 unique enterprises were either created or improved through 47 active projects, exceeding the target of 50.

Of these, the Real Jobs Program supported 19 existing enterprises, primarily to improve their efficiency and productivity.

Our Country Our Future projects reported the creation of three new enterprises, focusing on arts and culture, and conservation. A further 37 unique enterprises implemented one or more of the following improvements:

- 28 enterprises enhanced productivity through improvements to workforce capability/capacity, systems or processes, plant and equipment and/or infrastructure
- 31 enterprises increased operational efficiency through infrastructure improvements, plant and equipment, workforce capability and/or increased workforce capacity
- 33 enterprises increased resilience primarily through diversification of income streams, planning, partnerships and/or governance improvements.

Protection of Indigenous culture, heritage and the environment (PBS KPI 4)

This is a composite measure that incorporates a range of indicators relating to enabling improved access to Country; strengthening and revitalising culture; and on-ground caring for Country activities. Collectively, these measures reflect the ILSC’s core purpose under the ATSI Act, and the ILSC Board’s commitment to redressing dispossession, and fostering and strengthening Indigenous culture and connection to Country.

This measure considers only the proportion of active projects (as identified in Deliverable 3) that commenced in the reporting period with either planned or actual achievements against relevant sub-measures.

Results

Table 18 summarises achievements relating to the protection of Indigenous culture, heritage and the environment for 2025-26.

Table 18 Protection of Indigenous culture, heritage and environment

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target KPI 4/ Corporate Plan target	Proportion of ILSC Group projects commenced in the reporting period* that maintained or protected Indigenous culture, heritage and/or the environment	50%	28%	50%	45%

* Excludes projects from the Future Industries Grants program, Indigenous Landholder Support Program, Disaster Recovery, Urgent Health and Safety, and Sponsorship programs.

Analysis

In 2025-26, nine projects included cultural and environmental heritage aspects. These accounted for 45 per cent of new active projects relevant for this indicator, substantially achieving the KPI 4 target of 50 per cent.

Contributing indicators are summarised below:

- *Improved access to Country*⁵ was reported in three projects, with 754 Indigenous people with improved ability to access Country
- *Cultural participation and revitalisation activities* were reported in five projects involving 330 Indigenous participants, 456 non-Indigenous participants, and 124 events; events included performance, professional services, knowledge-sharing and visits to Country
- *On-ground management activities* were reported in one project, relating to ranger operations delivered according to a joint management agreement.

⁵ This measure identifies improved ability to access Country, not actual Country visits; this is in alignment with the ILSC’s purpose of redressing historical dispossession, generally associated with acquisition projects.

Disaster Recovery Quick Response and Urgent Health and Safety grants

During 2025-26, 17 Disaster Recovery Quick Response projects were funded a total of just over \$236,000 to rapidly respond to damage from declared natural disaster events in Qld, the NT and NSW. Three projects received an Urgent Health and Safety grant; two to address structural building issues and one to purchase a fit-for-purpose fire-fighting vehicle.

Other NILSS highlights

In addition to the active projects reported elsewhere in this chapter (see Tables 5 – 7C), the ILSC undertook a range of activities during 2025-26 to support delivery of the Managing Country strategic priority.

Key activities included continuing to fulfil the ILSC's statutory responsibilities as prescribed body corporate agent for the Birriman-gan native title holders, and progressing implementation of a post-grant engagement approach focused on supporting Indigenous landholders after divestment. The approach builds on earlier audit findings and strengthened risk management processes to support the sustainable management of Indigenous-held assets.

Strategic priority 3 Sector Leadership

To deliver on our purpose under the ATSI Act, we prioritise projects that create meaningful pathways to First Nations leadership, innovation and influence. These include initiatives that:

- elevate the visibility and profile of Indigenous communities
- deliver transformational outcomes for First Nations groups and organisations
- drive Indigenous economic opportunity and enterprise development
- enable First Nations participation in policy development or influence over decision-making processes
- promote First Nations active engagement in priority sectors, particularly those linked to governance and strategic leadership.

Through these targeted investments, the ILSC aims to foster enduring social, cultural, environmental and economic benefits, while strengthening Indigenous leadership and self-determination across Country.

Results

Table 19 summarises achievements against a series of progress indicators relating to this strategic priority. Note that only projects commencing in the current reporting period are included in these measures.

Table 19 Sector Leadership targets

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
Corporate Plan targets	20% of new active projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community	20%	65%	20%	29%
	40% of new active projects drive policy and opportunity for Indigenous Australians	30%	55%	40%	49%
	40% of new active projects have transformative elements intended to drive planned and ongoing change to enterprise(s), Country and/or the lives of Indigenous beneficiaries	40%	57%	40%	36%
	The proportion of new projects involving Indigenous people and/or corporations established in decision-making structures across geography, industry or sector leadership bodies assisted by ILSC investment is increasing year on year*	19%	32%	>32%	15%
	Invest in strategic projects to benefit Indigenous Australians	Qualitative			

* Incorrectly listed in the Corporate Plan 2025-26 as 'the number of Indigenous people and/or corporations established in decision-making structures across geography, industry or sector leadership bodies assisted by ILSC investment is increasing year on year'.

Analysis

During 2025-26, two targets were exceeded; one was substantially achieved and one was not achieved. Further analysis is provided in the following sections including progress against the qualitative strategic projects target.

Raising profile of Indigenous communities

This is a strategic indicator that reflects the ILSC's prioritisation of new projects that contribute to raising the profile of Indigenous communities, culture and Country.

The target for this measure was exceeded in 2025-26 at 29 per cent (21 projects).

Relevant project activities reported against this measure include:

- centrally located, highly visible premises delivering culturally appropriate services, activities and events
- collaborative conservation of culturally and environmentally significant sites
- development of Indigenous agriculture framework encompassing traceability and certification systems
- feasibility and enabling investigations into increasing involvement and profile into key sectors, including carbon, clean energy, fisheries and/or aquaculture
- sponsorship of forums and conferences aimed at supporting and advancing the achievements of different First Nations groups and sectors.

Projects that drive policy and opportunity

The ILSC prioritises projects with activities that broadly drive policy and legislation development, and/or opportunities of any kind that advance the interests of Aboriginal and Torres Strait Islander peoples.

In 2025-26, the target was exceeded for this measure at 49 per cent (35 projects). These included:

- engagement, advocacy and research contributing to Indigenous health, safety and wellbeing; youth justice; housing and homelessness; and child protection, tourism, and ranger policy agenda
- participation in renewable energy Indigenous Land Use Agreements, driving opportunity for development for other Traditional Owners and industry
- strengthened attractiveness of partnerships and co-investment in fee-for-service Indigenous Ranger groups
- improving effectiveness of Country planning and management generating greater benefits to more Traditional Owners.

Projects that involve transformative activities

The ILSC also prioritises projects that have a transformative element intended to drive planned and ongoing positive change for Indigenous enterprises, Country, the lives of Indigenous proponents and/or broader Indigenous beneficiaries.

In 2025-26, this priority was reflected in 26 projects (36% of the total), substantially achieving the target. These included:

- investigations into new income streams associated with alternative opportunities to better support community aspirations and interests
- ownership of Country enabling restoration and protection of culturally significant sites
- ownership of Country providing improved stability to pursue new delivery opportunities
- restoration of cultural flows to environmentally and culturally significant freshwater wetlands
- language revitalisation and preservation of cultural artefacts strengthening culture and connection to Country.

Establishment in decision-making positions

This measure reflects the ILSC’s commitment to increasing Indigenous representation in decision-making at all levels to drive positive systems change.

The 2025-26 result of 15 per cent (11 projects) did not achieve the target of more than the 32 per cent achieved in 2024-25. As the ILSC operates a demand-driven funding model, achievement against strategic alignment measures can fluctuate from year to year, reflecting the priorities and proposals brought forward by applicants.

Activities included:

- the involvement of Indigenous people on a water entitlements program, providing advice on appropriate management approaches
- the establishment of an Indigenous leadership group to provide advice on the implementation of an Indigenous agricultural product framework
- the involvement of Indigenous fire practitioners in co-management approaches to planning and governance, increasing their recognition as authorities in fire management
- the development of a collaborative network of Indigenous entities to maximise knowledge-sharing and strengthen Indigenous voices engaged in land and water management
- collaboration with multiple government agencies and universities to contribute to restoration of sea Country health and community wellbeing
- enabling the continuation of Indigenous leadership, governance and decision-making within Aboriginal media, cultural programming and community engagement.

ILSC-led strategic projects

The ILSC proactively seeks strategic opportunities across geographies, markets, industry sectors or areas of need to benefit First Nations peoples and assist them to meet their aspirations.

Table 20 contains one ILSC-led strategic project for 2025-26. This foundational project is now complete and will be used to inform future policy development. See Part One for more information.

Table 20 ILSC-led strategic projects

Project name, proponent, location and partners	Description
Project name Indigenous Agriculture Product Framework	Developed a framework for Indigenous agricultural product certification and traceability
Location Multi-state	
Partner Department of Agriculture – Canberra	

Other NILSS highlights

A range of activities were undertaken during 2025-26 to support delivery of the Sector Leadership strategic priority.

Key achievements included:

- funding 18 new projects under the pilot FIG program (see Tables 5 – 7C) which provided up to \$50,000 to assist groups to access professional services or technical advice to develop opportunities for Country in priority sectors; see Part One for detail on the FIG program
- funding for three new OCOF projects (Tables 5 – 7C) aligned to priority sectors
- commencing implementation of sector leadership strategies across the carbon, renewables and clean energy, environmental markets, inland water, and fisheries and aquaculture sectors to support increased Indigenous participation and leadership
- establishing ongoing mechanisms for engagement with Indigenous leaders and strengthening relationships with peak bodies operating across the carbon, environmental markets, renewables and inland water sectors
- publishing the online Knowledge Hub – www.ilsc.gov.au/knowledge-hub – making information and resources available to external stakeholders
- progressing guidance materials to support First Nations participation in the Nature Repair Market, including collaboration with a Knowledge Network of Indigenous representatives to develop resources and inform policy discussions on the recognition of cultural knowledge and values within the market
- guidance developed on the sale of carbon credits generated on ILSC-held/managed locations
- launched the concept of a national framework for the coordination and delivery of caring for Country activities.

Strategic priority 4 Meaningful Connection

This priority commits the ILSC to building trusted, mutually beneficial partnerships that support delivery of the NILSS. It also reflects the ILSC’s commitment to strengthening our role as a broker, partner and facilitator, using our position to support collaboration, amplify Indigenous voices and provide access to capacity and capability support where needed. This approach is consistent with stakeholder feedback received through development of the NILSS.

Collaboration (PBS KPI 5)

This is an activity indicator that assesses the proportion of ILSC-funded projects that include partnerships forged between applicants and third parties, as well as quantifying the financial and in-kind contributions to these projects.

Collaboration through effective public and private partnerships is a key strategy that can add significant value through leveraging the ILSC’s own funding and expertise, as well as that of the proponent. Partnerships can strongly contribute towards improved capacity, capability and policy outcomes for all involved, including ILSC staff, project proponents and beneficiaries.

The measure itself includes only the proportion of active projects that commenced in the current reporting period, and which have committed contributions by third party project partners – government and non-government. This enables us to more effectively track our success in leveraging external funding from other parties.

Contributions made by applicants are also measured and reported below.

Results

Table 21 summarises Meaningful Connection targets and achievements for 2025-26.

Table 21 Meaningful Connection targets

Performance target	Definition	2024-25 targets	2024-25 achieved	2025-26 targets	2025-26 achieved
PBS target KPI 5/ Corporate Plan target	Proportion of projects commenced in the reporting period* that involved contributions from third parties (beyond immediate beneficiary group)	60%	40%	60%	45%
Corporate Plan target	Extent of engagement, facilitation and advocacy activities	Qualitative – progress update			
Corporate Plan target	Invest in sponsorships to enhance the ability of Indigenous Australians to undertake Country management activities and engage in policy development	Qualitative – progress update			

* Excludes projects from the Future Industries Grants program, Indigenous Landholder Support Program, Disaster Recovery, Urgent Health and Safety, and Sponsorship programs.

Analysis

In 2025-26, the PBS/Corporate Plan target for collaboration was partially achieved with 45 per cent of qualifying new active projects attracting a third-party partner. Nine new projects reported a third-party partner committing financial contributions; five reported more than one partnership.

Collectively, these projects attracted just over \$54.1 million in additional funding from 18 third-party organisations, including government, industry (mining, financial services, renewable energy), philanthropic and other non-government contributors⁶.

Finally, an additional \$9 million contributed from third-party partners was not committed at the time of data extraction. This is not unusual as some funding partners prefer to delay commitment until after approval of other funding, including from the ILSC.

In addition to the above financial contributions from third-party partners, applicants committed almost \$2.5 million of their own funding to eight projects; plus an additional \$936,706 which was not committed at the time of data extraction.

Sponsorships

In 2025-26, the ILSC invested \$140,000 to sponsor four events focused on savanna fire management, clean energy, traditional knowledge and conservation. The events offered opportunities for Aboriginal and Torres Strait Islander peoples to connect and collaborate with one another, and with other participants (e.g. representatives from academic, research, industry and government), sharing knowledge and approaches to address challenges and achieve shared goals.

Participation in policy, industry and Indigenous forums

In recent years the ILSC has actively built stakeholder awareness of our purpose and our strategic approaches through formal consultation and involvement in industry and government events and conferences.

Table 22 provides details of events attended by ILSC officers in 2025-26.

⁶ Third party contributors were Aboriginal Affairs NSW, Australian Renewable Energy Agency, Bank Australia, BHP, Chris Grubb – philanthropist, Department of Agriculture, Fisheries and Forestry (Cth), Department of Climate Change, Energy, the Environment and Water (Cth), Department of Health, Disability and Ageing (Cth), Department of Primary Industries and Regional Development (NSW), Department of Social Services (Cth), Department of Premier and Cabinet (Vic), Lotterywest (WA Government), Maldon and District Financial Services Ltd, National Indigenous Australians Agency (Cth), Perpetual Trustee Company Limited, Regional NSW and The Nature Conservancy Australia, and a philanthropy donation.

Table 22 Events attended by ILSC officers

Date	Event	Location
July 2025	First Nations Economic Empowerment Alliance Meeting – Working Group	Virtual
July 2025	Economic Development Steering Committee – Working Group	Virtual
July 2025	Responsible Investment Association Australasia (RIAA) Working Group – Networking Meeting – present on the work of the ILSC	Virtual
July 2025	2025 Developing Northern Australia Conference	Cairns, Qld
August 2025	First Nations Water Working Group Workshop	Virtual
August 2025	National Water Agreement Joint Policy Roadmap Interagency Workshop – Engaging Aboriginal and Torres Strait Islander Peoples, Department of Climate Change, Energy, the Environment and Water	Virtual
August 2025	First Nations Economic Empowerment Alliance Meeting – Working Group	Virtual
August 2025	Roundtable on Economic Growth and Productivity – Minister for Indigenous Australians Roundtable	Adelaide, SA
August 2025	Indigenous Economic Opportunity Steering Group	Virtual
August 2025	Indigenous Portfolio Agency Heads, National Indigenous Australians Agency – meeting	Virtual
August 2025	Prescribed Body Corporate (PBC) Regional Forum – North Queensland Land Council – presentation	Townsville, Qld
September 2025	ILSC/National Indigenous Australians Agency – interagency meeting	Virtual
September 2025	ILSC/National Native Title Council – interagency meeting	Virtual
September 2025	Economic Development Steering Committee – Working Group 2	Virtual
September 2025	ILSC/North Australian Indigenous Land and Sea Management Alliance – interagency meeting	Virtual
September 2025	Indigenous Rangers Cross Jurisdictional Working Group, National Indigenous Australians Agency	Virtual
October 2025	Australian Carbon Credit Unit Scheme exposure draft savanna methods – workshop – Department of Climate Change, Energy, the Environment and Water	Canberra, ACT
October 2025	First Nations Water Branch Bilateral Meeting, Department of Climate Change, Energy, the Environment and Water	Virtual
October 2025	2025-26 Higher Risk Weather Season Preparedness Interagency Briefing, National Emergency Management Agency – First Nations peak bodies and stakeholders	Virtual
December 2025	Indigenous Rangers Cross Jurisdictional Working Group, National Indigenous Australians Agency	Virtual
February 2026	Agency Briefing: Recommended Model for Basin First Nations Enduring Water Holding Arrangements, Department of Climate Change, Energy, the Environment and Water First Nations Water Branch – presentation	Virtual
February 2026	Futures of Seafood: Pathway to a Thriving Australian Seafood Community. Seafood Industry Australia – presentation	Virtual
February 2026	ILSC/National Indigenous Australians Agency, Land and Sea Management Bilateral Meeting	Virtual
February 2026	Nature Repair Market Indigenous Project Partners Workshop	Darwin, NT
February 2026	Indigenous Carbon Industry Network, Savanna Fire Forum	Darwin, NT
March 2026	Aboriginal Legal Service (NSW/ACT) – presentation	Virtual

March 2026	Indigenous Rangers Cross Jurisdictional Working Group, National Indigenous Australians Agency	Virtual
March 2026	First Nations Water Branch Bilateral Meeting, Department of Climate Change, Energy, the Environment and Water	Virtual
May 2026	Carbon Market Institute, Carbon Farming Forum	Perth, WA
May 2026	Nature Repair Market Indigenous Project Partners Workshop	Perth, WA
June 2026	2026 AIATSIS Summit	Gold Coast, Qld
June 2026	Caring for Country Framework, 2026 AIATSIS Summit, ILSC-hosted and facilitated workshop	Gold Coast, Qld
June 2026	ILSC/National Indigenous Australians Agency, Land and Sea Management Bilateral Meeting	Virtual

During 2025-26, ILSC senior leadership participated in 33 recorded engagement activities involving government agencies, Indigenous organisations, industry groups, research organisations and other stakeholders. Engagements included conferences, workshops, working groups, interagency meetings, stakeholder forums and presentations, held virtually and in locations across Australia.

Participants performed a range of roles including attendee, participant, presenter, speaker, facilitator and convenor. The ILSC also convened and facilitated selected workshops, working groups and strategic discussions to support collaboration and shared priorities.

These activities supported relationship building, information sharing and collaboration across Indigenous economic development, land and water management, caring for Country, environmental markets, carbon and clean energy opportunities, and broader policy and program development.

Other NILSS highlights

In addition to the 18 active Future Industries Grant projects reported elsewhere (see Tables 5 – 7C), a range of activities were undertaken during 2025-26 to support delivery of the Meaningful Connection strategic priority.

Key achievements included:

- finalising and releasing the Indigenous Engagement Framework and associated engagement principles, drawing on internationally recognised engagement practices to support more culturally appropriate partnerships and stakeholder engagement
- refreshing the ILSC website to improve access to information on ILSC services, programs and funding opportunities for First Nations peoples
- continuing interagency collaboration to improve coordination and reduce duplication, including regular engagement with the National Indigenous Australians Agency on matters relating to the Indigenous Ranger sector.

Strategic priority 5 Excellent Service

This strategic priority focuses on tailoring our services and capability to meet the needs of the Indigenous organisations we work with. We are actively identifying opportunities for continuous improvement and, over time, expect to better demonstrate the extent to which we are meeting our stakeholders’ needs.

Table 23 Excellent Service targets

Performance target	Definition	Qualitative
Corporate Plan target Continuously improve performance of whole of ILSC against internal Value for Money standards	Whole of organisation Value for Money performance criteria and standards	Progress update

Results and analysis

One qualitative target is defined in Table 23.

This target is measured through an internal survey based on the ILSC’s Value for Money (VfM) evaluation methodology. The survey was piloted in 2023-24 and refined in response to participant feedback before being repeated in June 2026.

Results are presented in Table 24.

Results indicate that the aggregated organisational assessment sits between the *Establishing* and *Embedding* maturity standards across the Value for Money criteria. This suggests the organisation is generally meeting expectations across most areas, with some practices exceeding expectations and opportunities remaining for further development and continuous improvement.

Table 24 Internal performance assessment – overall organisation results

Criteria and ‘what good looks like’ statements (target state) ¹	Standard achieved and definition ^{2,3}
Economy – the ILSC practises good stewardship of resources (including staff), and makes sound and defensible investments (time and money)	
Allocative efficiency – the ILSC is investing time, money, energy, priority on the right things, and not doing the wrong things	
Technical efficiency – the ILSC is doing the right things in the right way, achieving timely delivery, on track and on budget	Establishing to Embedding
Dynamic efficiency – the ILSC is demonstrating and enabling a continuous improvement culture, so that we become more efficient and effective over time	Overall, the ILSC is generally meeting expectations in this area (bearing in mind context), allowing for a few minor exceptions, and exceeding in some areas.
Equity – the ILSC is inclusive, actively addresses disadvantage and prioritises improvement in equity particularly for Indigenous Australians (in line with ILSC mandate) and other disadvantaged groups	There is evidence of progress but improvements or development efforts may be needed in some areas.
Relational efficiency – the ILSC has trusting relationships and open communications with internal and external stakeholders to avoid wasting resources	
Effectiveness – the ILSC is growing internal and external capital, building value, achieving intended outcomes	

1 Criteria and standard descriptors were identified and refined through a series of workshops involving all ILSC staff.
2 Standards (from low to high) are Underperforming; Emerging, Establishing, Embedding, Enhancing.
3 Standards shown are a summary of organisation-level assessments generated through rubric-based aggregation of team results across multiple survey questions, criteria and sub-criteria.

Findings from the 2023-24 pilot informed a program of 31 continuous improvement actions implemented during 2025-26. Most actions aligned with NILSS commitments and related to workforce capability, service improvement, accountability and information sharing, and cultural leadership and capability. Actions delivered during the year included workload management tools, wellbeing initiatives, enhanced internal collaboration and knowledge sharing, strengthened governance arrangements, and improvements to system and service support.

Results from the June 2026 survey will inform a further cycle of continuous improvement activities during 2026-27. From 2026-27 the survey will be conducted annually and form the basis of a PBS performance measure and associated target.

Other NILSS highlights

During 2025-26, a range of initiatives were undertaken to support delivery of the Excellent Service strategic priority. Key achievements included:

- launching the new Our Country Our Future program model, introducing distinct funding streams and a pre-qualification process, with an implementation review scheduled for late 2026
- completing a business case for an Aboriginal and Torres Strait Islander Land and Sea Future Fund drawdown and providing it to the National Indigenous Australians Agency, with the Minister subsequently briefed
- strengthening governance arrangements for monitoring and reporting progress against the NILSS, including Annual Action Plans and public progress reporting
- refining the internal continuous improvement framework, survey and processes to maintain alignment with the NILSS planning framework
- advancing cyber security improvements following the establishment of new ICT infrastructure roles
- completing preparatory work for the 2026-27 internal systems reform program, covering finance, contract management, stakeholder management and human resources systems.

Strategic priority 6 Cultural Leadership

The ILSC is committed to embedding culturally appropriate practices across the organisation and aims to set a benchmark for cultural leadership among government agencies and partners. A major focus is ensuring Indigenous interests, aspirations, preferences and priorities are considered in all aspects of our operations. This includes fostering a more inclusive and culturally safe workplace and positioning the ILSC as an employer of choice for First Nations peoples.

Table 25 identifies one qualitative target for this strategic priority.

Table 25 Cultural Leadership targets

Performance target	Definition	Qualitative
Corporate Plan target Investment in culturally appropriate practices	Indigenous Evaluation Framework developed	Progress update
	Indigenous proponent-led evaluations underway	
	Deliver the Indigenous Employment Strategy	
	Deliver the Reconciliation Action Plan	

Indigenous Evaluation Framework

The Indigenous Evaluation Framework (IEF) and its implementation plan were endorsed by the ILSC Board and Audit and Risk Committee in late 2025. The implementation plan includes a staged pathway and supporting actions to guide and monitor progress.

The IEF aims to ensure Indigenous perspectives, priorities and preferences are appropriately considered across the ILSC’s monitoring, evaluation and reporting activities. It establishes a set of principles, protocols and processes aligned with the Productivity Commission’s Indigenous Evaluation Strategy (2020), providing a framework to strengthen existing practice and support continuous learning and improvement.

Implementation commenced during 2025-26 through the development of governance arrangements, an Indigenous review process, and a review of existing evaluation and reporting practices. Over time, the IEF will be embedded within the ILSC Performance Framework, with its principles applied across relevant monitoring, evaluation and reporting processes. An updated Performance and Evaluation Framework reflecting these changes is expected to be released during 2026-27.

Indigenous proponent-led evaluations

As part of our ongoing commitment to culturally appropriate evaluation practice, the ILSC continues to support proponent-led evaluations of projects funded through the Our Country Our Future program.

Eligible proponents are invited to participate and may access advice, funding support (within approved limits) and contract management assistance. Proponents retain control of the evaluation process, including determining the focus, timing and methodology, and engage an independent evaluator of their choosing.

During 2025-26, one evaluation was completed, which resulted in a culturally focused return-on-investment framework to assess and weight benefits generated across multiple enterprises.

One evaluation remained in progress at year-end. This involves development of a framework to assess the mix of social enterprises most likely to optimise positive social, cultural and economic impacts. A further three proponents have been invited to undertake evaluations and were considering participation at 30 June 2026.

Indigenous Employment Strategy

The ILSC's Indigenous Employment Strategy (IES) 2023-28 supports the attraction, development and retention of Indigenous employees, while strengthening cultural inclusion and Indigenous leadership across the organisation. Aligned with the NILSS Cultural Leadership strategic priority, the IES is implemented through an action plan focused on attraction and recruitment, career pathways and opportunities, retention, cultural inclusion, and leadership and accountability.

Implementation is monitored through the Indigenous Consultative Group, with support from People and Capability and oversight by the Group Chief Executive Officer.

Progress during the year included development of the ILSC Cultural Frameworks, implementation of a First Nations Employee Mentoring Program, delivery of the second Indigenous Staff Forum, progression of arrangements to re-establish traineeship and cadetship pathways, and participation by Indigenous employees in professional development and sector leadership opportunities. Further detail is provided in Table 26.

Results and analysis

During 2025-26, Indigenous representation within the ILSC increased to 30.1 per cent, up from 25 per cent in the previous year.

Table 26 summarises achievements against all IES actions in 2025-26.

Table 26 Indigenous Employment Strategy action results, 2025-26

IES action status	Number
Complete	25 (45%)
On track	22 (40%)
Delayed	8 (14%)

Reconciliation Action Plan

During 2025-26, the ILSC continued implementation of our Innovate Reconciliation Action Plan (RAP) 2024-26 which expires in October 2026. The RAP remains aligned with the NILSS and Indigenous Employment Strategy and is structured around four pillars: Relationships, Respect, Opportunities, and Governance and Reporting.

Planning also commenced for the next phase of the ILSC’s reconciliation journey. Development of a new RAP will begin following completion of the current plan, with interim deliverables to ensure continuity while the new RAP is being developed.

Progress against RAP actions and deliverables continued to be monitored throughout the year, supporting accountability and ongoing improvement in cultural capability across the organisation. Most deliverables were completed or remained on track at 30 June 2026, with several scheduled for completion early in 2026-27.

Highlights during the year included publication of the Indigenous Evaluation Framework, Indigenous Engagement Framework, Cultural Frameworks (comprising capability, safety and wellbeing); release of the ILSC Cultural Terminology and Protocol Guide; development of more culturally appropriate PBS measures; registration for the Supply Nation JumpStart volunteering program and Workplace RAP Barometer; and revisions to the Procurement Policy to strengthen support for Indigenous businesses.

A final report on the completed RAP will be provided as part of the NILSS Progress Report to be released in December 2026.

Results and analysis

Table 27 summarises achievements against RAP deliverables.

Table 27 Reconciliation Action Plan results, 2025-26

RAP deliverable status	Complete
Complete	35 (59%)
In progress	19 (32%)
Not started	3 (5%)
Out of scope*	2 (3%)

* During 2025-26, two deliverables were assessed as out of scope for completion due to resource constraints and external dependencies.

Measuring and evaluating performance at the ILSC

A requirement under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the ILSC's Annual Performance Statements are influenced by ongoing improvements to ILSC processes, systems and associated methods for performance monitoring, evaluation and reporting.

The ILSC Performance Framework

The ILSC Performance Framework is conceptually based on a program logic and theory of value creation (Figure 1) and employs a Value for Money⁷ (VfM) evaluation methodology, which considers performance from the four perspectives of economy, efficiency, effectiveness and equity.

The VfM approach helps facilitate a richer insight into the value and performance of ILSC activities at multiple scales and enables us to more confidently report and track the extent to which First Nations peoples – through our programs – are generating and building economic, social, cultural and environmental capital and reaping outcomes.

The VfM methodology has been used to assess all projects associated with the Our Country Our Future, Real Jobs and Savanna Fire Management programs since 2021-22.

Performance measures and targets

The ILSC maintains a combination of qualitative and quantitative performance measures linked to the conceptual framework set out in our Performance Framework. Collectively, these measures provide insights into the activities and outcomes achieved in partnership with Aboriginal and Torres Strait Islander peoples.

Portfolio Budget Statements Deliverables and KPIs

The 2025-26 Portfolio Budget Statements (PBS) continued the ILSC's commitment to achieving targets against three Deliverables and six Key Performance Indicators (KPIs) which collectively contribute to the ILSC's PBS outcome:

Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.

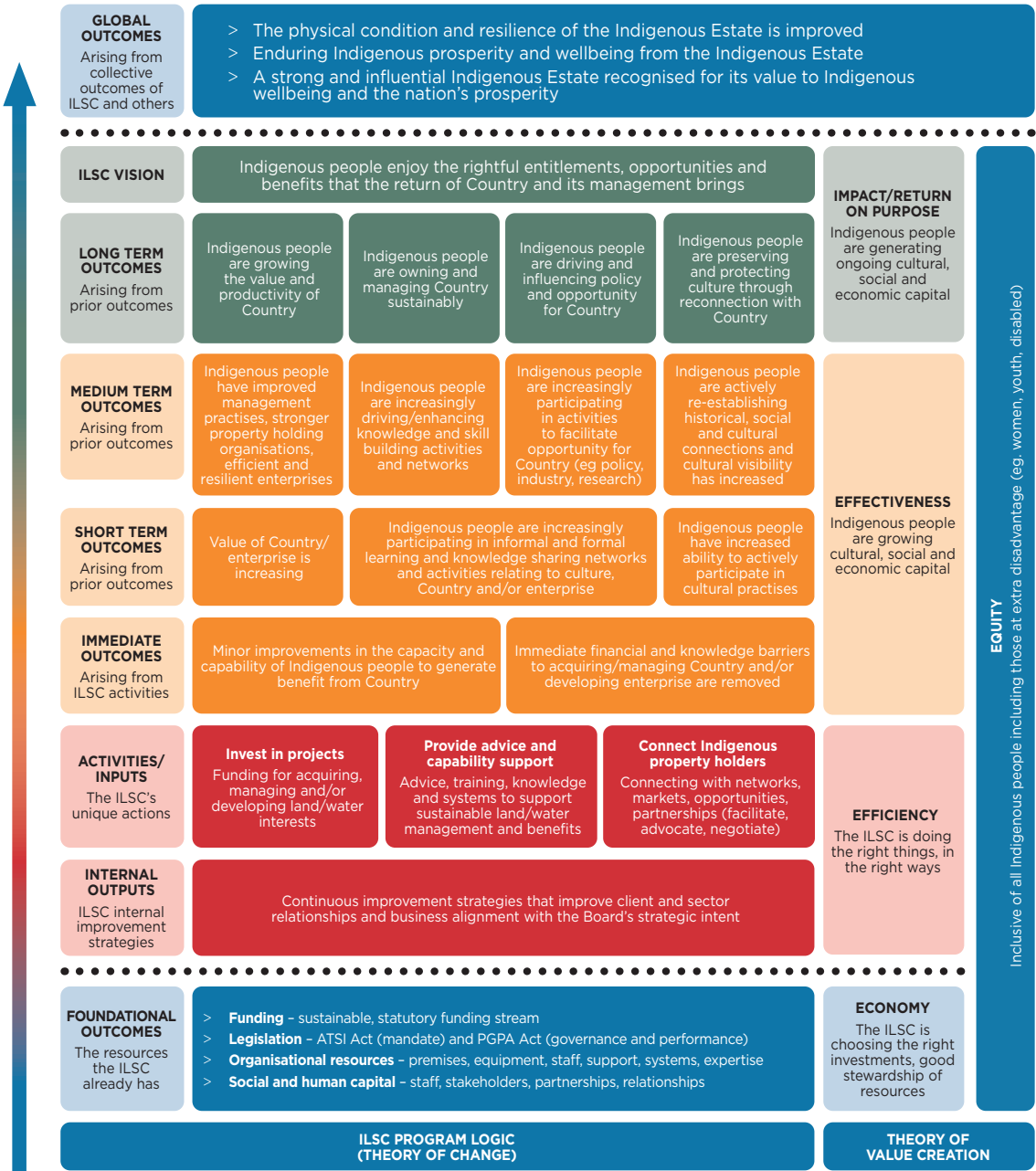
The current suite of PBS measures has been revised for reporting from 2026-27.

Corporate Plan targets

The ILSC's 2025-26 Corporate Plan included 17 measures (three of which overlap with PBS KPI 3, 4 and 5) (see Table 3) that aligned with the ILSC Performance Framework, and that provide additional information to complement reporting against the NILSS.

⁷ The ILSC Performance Framework is based on the 'Value for Investment' approach, used globally to evaluate complex and hard-to-measure programs and policy reforms (King J (2019) *Evaluation and Value for Money: Development of an approach using explicit evaluative reasoning*. Doctoral dissertation. University of Melbourne).

Figure 1 Theory of change/value creation concepts underpinning the ILSC Performance Framework



Data sources

To enable reporting against the ILSC performance measures and targets, information is collated on all active projects related to the acquisition and management of Country, as well as relevant internal achievements generated across the ILSC and our subsidiaries during 2025-26. We draw on information from:

- corporate databases (human resources and training data from the ILSC and our subsidiaries)
- data supplied by ILSC subsidiaries (data on benefits achieved by subsidiary activities)
- progress reports provided by recipients of ILSC assistance (data on benefits achieved and rubric-based performance assessed by funding recipients) and entered into Altus, the ILSC's project management system
- rubric-based performance assessments conducted by project staff against Value for Money criteria (based on knowledge accumulated throughout the year and including progress reports and correspondence with proponents).

Where data is collected from external sources, every effort is made to verify the accuracy of the data as it is received; however, exactness cannot be guaranteed.

In Figure 2 the ILSC's PBS Deliverables and KPIs have been mapped to the ILSC Program Logic where they represent a combination of progress and outcome indicators towards our long-term outcomes.

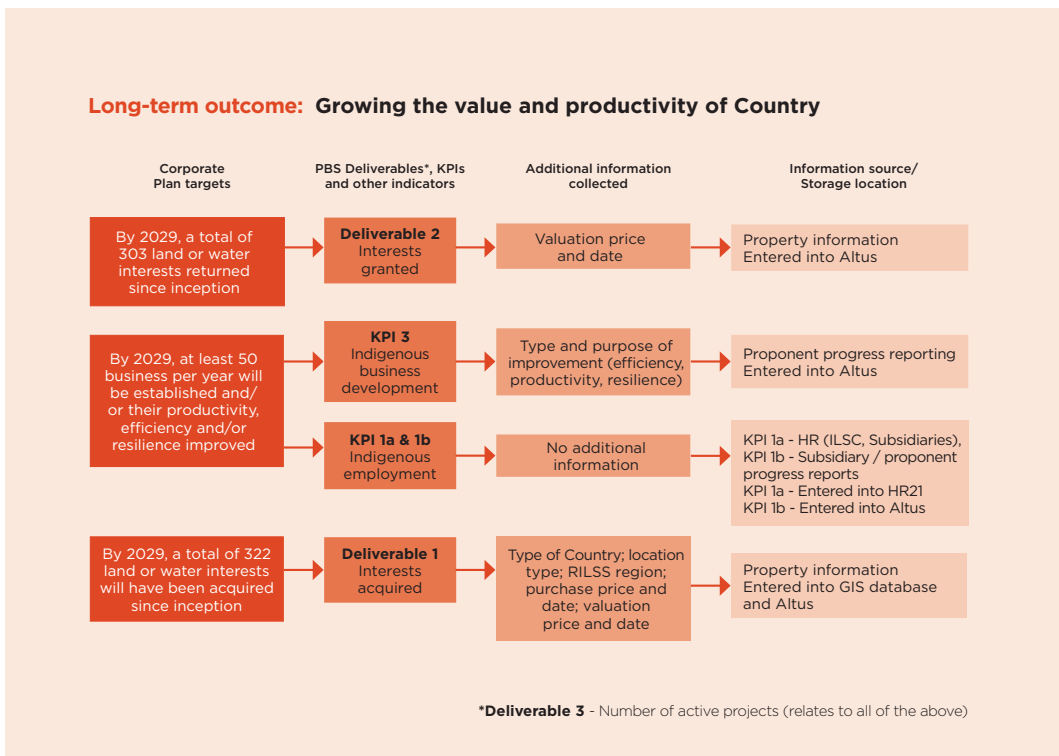
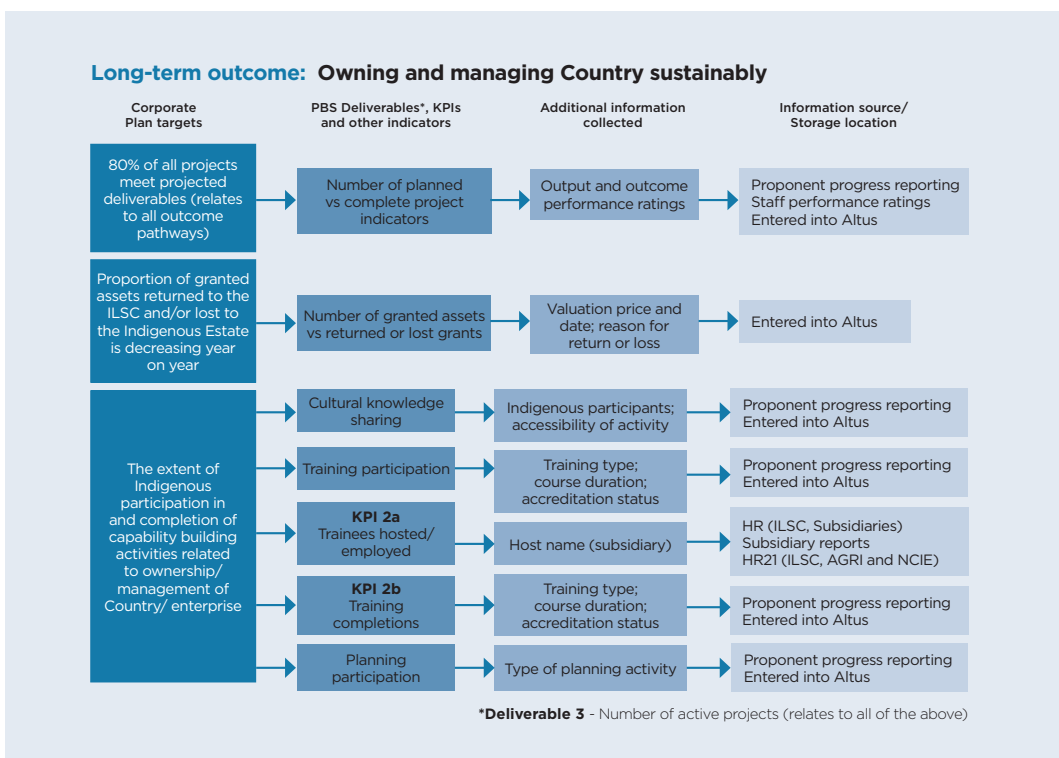
Internal audit

The ILSC's Internal Audit program – conducted by KPMG for 2025-26 – included an annual review of how the Annual Performance Statements data is extracted, analysed and reported.

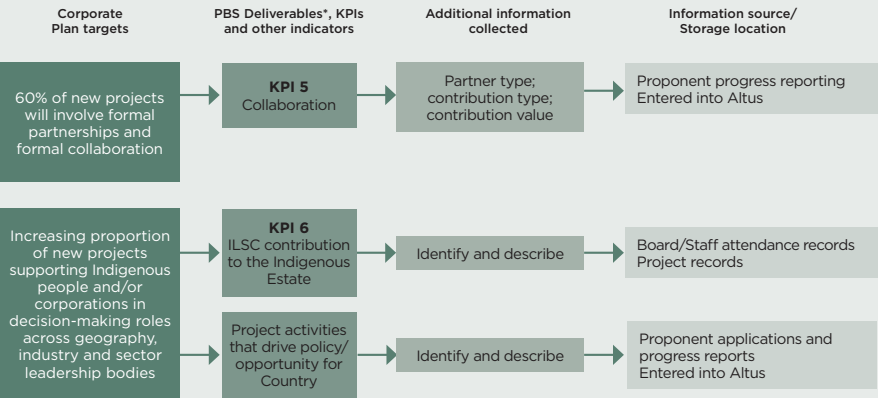
The scope of works included:

- a review of the ILSC's requirements as described in the PBS and Corporate Plan, as required by both the ATSI Act and PGPA Act and in accordance with the Australian Government's Resource Management Guide Annual performance statements for Commonwealth entities and the Commonwealth Performance Framework
- understanding the processes related to the reporting and calculating of the Annual Performance Statements measures, and considering the risks and controls at each stage of the process
- a review of the appropriateness of the current processes and controls used to develop the Annual Performance Statements
- consideration of opportunities to introduce better practice and process improvements.

Data reported against PBS and Corporate Plan targets, and Value for Money results, is drawn from information systematically extracted and verified as in scope through the internal audit process.

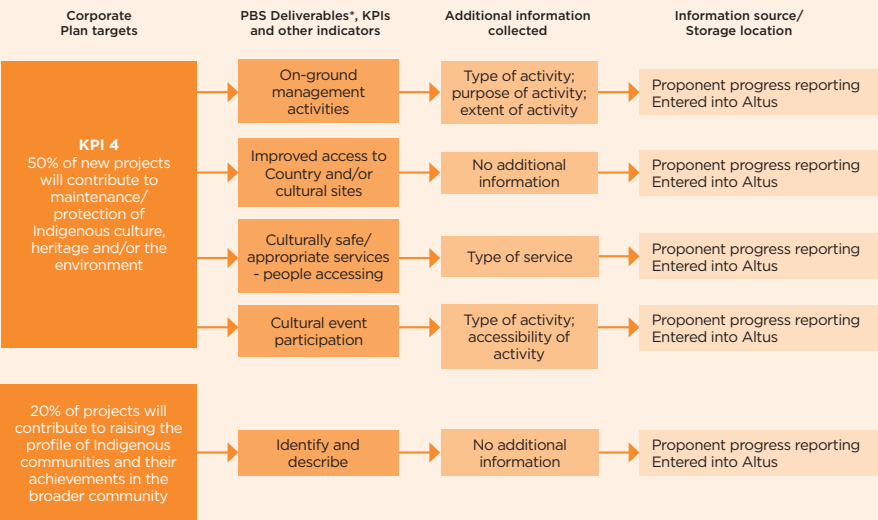
Figure 2 Information sources and indicators for the ILSC targets, deliverables and KPIs

Long-term outcome: Driving and influencing policy and opportunity



*Deliverable 3 - Number of active projects (relates to all of the above)

Long-term outcome: Preserving and protecting Indigenous culture



*Deliverable 3 - Number of active projects (relates to all of the above)

Looking ahead

The ILSC will continue to strengthen and refine our Performance Framework to ensure it remains aligned with the NILSS, emerging organisational priorities and contemporary evaluation practice.

Priorities for 2026-27 include:

- updating the Performance Framework to reflect recent developments, including the Indigenous Evaluation Framework, Continuous Improvement Framework and revised PBS measures
- continuing to review and refine performance measures to improve cultural appropriateness and strengthen alignment with the NILSS
- progressing implementation of the Indigenous Evaluation Framework and monitoring progress against its implementation pathway
- incorporating learnings from internal reviews, evaluations and project reporting into annual continuous improvement activities
- strengthening the evidence base supporting Value for Money assessments through the development of service standards and other performance benchmarks.

Part Three: Subsidiaries and ILSC-held agribusinesses

ILSC Group at 30 June 2026

ILSC Group at 30 June 2026
Indigenous Land and Sea Corporation
Head office: Adelaide, SA
ABN 59 912 679 254

<p>National Centre of Indigenous Excellence Ltd ABN 98 133 644 578 Head office: Redfern, NSW CEO: Grant Cameron</p>	<p>ILSC Employment Pty Ltd ABN 67 668 482 639 Head office: Adelaide, SA CEO: Joe Morrison</p>
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The ILSC’s wholly owned subsidiaries were established to assist the ILSC to deliver its statutory purpose of assisting Aboriginal and Torres Strait Islander peoples to generate social, environmental, cultural and economic capital. Subsidiaries are governed by the ATSI Act (Part 4A), the PGPA Act (section 86) and the *Corporations Act 2001*.

Voyages Indigenous Tourism Australia Pty Ltd was divested during the reporting period. Consistent with our divestment objective and our National Indigenous Land and Sea Strategy, the ILSC is working to transition its remaining subsidiaries and ILSC-held commercial agribusinesses to Indigenous ownership or control, where appropriate. Part Three provides additional information on their operations and performance during 2025-26, including progress towards divestment or transition. Information on subsidiary governance, work health and safety, employment arrangements and performance is also provided elsewhere in the annual report.

Voyages Indigenous Tourism Australia Pty Ltd

The ILSC established Voyages Indigenous Tourism Australia Pty Ltd (Voyages) to own and manage Ayers Rock Resort (acquired in May 2011) at Yulara, NT, supporting the development of Indigenous tourism in Australia.

In addition to Ayers Rock Resort, Voyages also operated the Mossman Gorge Cultural Centre, a cultural tourism enterprise developed by the ILSC on ILSC-held land. Located on Kuku Yalanji Country, north of Cairns, Qld, the Centre was established in partnership with Traditional Owners.

Voyages was also the founder and sole member of the Anangu Communities Foundation (formerly Muṯitjulu Foundation). The Foundation supports Anangu people from the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara communities surrounding Ayers Rock Resort through improved health, education, and greater economic participation.

27 February divestment

The sale of Voyages Indigenous Tourism Australia Pty Ltd to Experience Australia Group Pty Ltd (trading as Journey Beyond) was completed on 27 February 2026. Voyages has since been renamed Voyages Tourism Australia Pty Ltd. This report refers to the entity by the name it held while it was an ILSC subsidiary.

Under the sale agreement, Journey Beyond acquired all of the shares issued in Voyages and has therefore taken control of Voyages. Voyages has retained the day to day operational responsibility for Ayers Rock Resort and Mossman Gorge Cultural Centre, while the land and fixed buildings at Yulara were transferred to the ILSC. The land and buildings at both sites are intended to transfer separately to Traditional Owner corporations (see Looking forward, page 86).

Results in this section are reported to 27 February 2026.

Results to 27 February 2026

Business performance

Voyages' operations generated Earnings Before Interest, Taxation, Depreciation and Amortisation (EBITDA) of \$25.1 million for the period from 1 July 2025 to 27 February 2026. Both the ANZ and Northern Australian Infrastructure Facility loans were fully repaid as part of the completion of the sale.

Mossman Gorge Cultural Centre

Mossman Gorge Cultural Centre welcomed 179,499 visitors during the reporting period, providing an authentic cultural and rainforest experience while supporting Indigenous employment and economic participation.

The Centre generated revenue of \$5.16 million against a budget of \$5.3 million, with EBITDA of \$780,000 against a budget of \$1.03 million. The result was impacted by the recognition of prior years' Queensland payroll tax liabilities and softer tourism conditions across Tropical North Queensland.

Key activities to 27 February included:

- introduction of new cultural tourism experiences to diversify the visitor offering and support revenue growth
- continued investment in infrastructure, fleet renewal, and operational improvements
- expansion of industry partnerships and local sales initiatives to drive visitation
- ongoing support for Indigenous employment, training, and cultural knowledge sharing.

Despite challenging market conditions, the Centre continued to strengthen its cultural tourism offering, operational performance and strategic partnerships, positioning the business for future growth and sustainability.

Indigenous employment and training

See the Annual Performance Statements (Part Two) for more information.

Indigenous engagement (Ayers Rock Resort)

Voyages continued to strengthen community and stakeholder relationships across the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara (NPY) region to build mutually beneficial outcomes for local communities and Ayers Rock Resort. Through strategic regional partnerships and an increased capacity for Anangu engagement, Voyages has partnered with communities to advance employment, education, enterprise and social outcomes. This work continued to be guided by the Voyages Anangu Advisory Group, comprising senior Anangu representatives from communities across the NPY region, and by the co-designed Ngapartji Ngapartji Anangu Engagement Framework, which established a shared vision and priorities for Education, Employment and Enterprise.

Anangu continued to play a significant role in the Ayers Rock Resort workforce through direct employment, traineeships and flexible supported employment pathways. Voyages' place-based engagement model supported Anangu to participate in meaningful employment while maintaining connection to Country, culture and family responsibilities. Anangu are employed across Guest Activities, Hotel Operations, Indigenous Engagement, Retail, Technical Services and other operational areas.

Key engagement activities for the period included:

- expansion of National Indigenous Training Academy (NITA) opportunities for Anangu, including Certificate III Hospitality and the new Certificate III Tourism qualification, co-designed specifically for Anangu to strengthen pathways into cultural tourism and support the sharing of culture on Country
- an expanded Real Jobs Program which supported accommodation for Anangu from communities beyond Mutitjulu to participate in employment opportunities at Ayers Rock Resort while maintaining important cultural and community connections
- continued delivery of Anangu-co-designed cultural tourism experiences, Wintjiri Wiru and Sunrise Journeys, generating social, cultural and economic benefits for Anangu communities
- ongoing investment in cultural capability through Anangu-led Culture and Life training for employees across Ayers Rock Resort and the Voyages corporate office
- Education and Employment Pathways Program initiatives – see next section.

Education and Employment Pathways Program

This integrated program works closely with schools, communities and regional partners across the NPY region and Central Australia to strengthen education, career and employment opportunities for young Aboriginal people. Community-based delivery is complemented by hosted work exposure visits, Ayers Rock Resort familiarisation programs and targeted work experience placements where students experience careers in hospitality, housekeeping, front office, landscaping, guest activities and tourism. Students also experience Wintjiri Wiru and the NITA, with senior students supported to transition into traineeships, apprenticeships and employment opportunities.

Partnerships with organisations continue to strengthen pathways into employment and vocational education – this includes the Kulintja Kutju Empowered Communities initiative, Mutitjulu Community Aboriginal Corporation, Pitjantjatjara Yankunytjatjara Education Committee, NPY Women's Council, Clontarf and regional schools.

Alongside these initiatives, the program continues to build the capacity of Anangu job seekers and support their successful transition into employment through community engagement, recruitment support, mentoring and culturally responsive onboarding. In partnership with regional employment providers and communities, the program continues to:

- deliver employment readiness training with community employment providers
- support Anangu to obtain identification and documentation required for employment
- facilitate work exposure, workplace familiarisation and targeted work experience opportunities
- guide applicants through the Voyages' recruitment process
- provide culturally safe onboarding and orientation
- deliver ongoing mentoring and post-placement support to strengthen retention and career progression.

Wellbeing Program

This program supports the Ayers Rock Resort workforce and business partner community through a culturally responsive social and emotional wellbeing framework informed by the National Strategic Framework for Aboriginal and Torres Strait Islander Peoples' Mental Health and Social and Emotional Wellbeing.

The program provides professional counselling, crisis intervention, therapeutic support and wellbeing education, while working closely with regional partners including Headspace, Central Australian Aboriginal Congress and other specialist service providers. During the period to 27 February, the counselling team delivered more than 280 professional counselling sessions, alongside individual wellbeing planning for NITA trainees and coordinated support for employees requiring additional assistance.

The Wellbeing Program also facilitates orientation programs, Mental Health First Aid, crisis response training and community wellbeing activities that strengthen resilience, promote healthy lifestyles and foster connection across the Yulara community.

Anangu Communities Foundation

The Anangu Communities Foundation continued to strengthen its role as a trusted regional partner for Anangu communities by supporting locally led initiatives that preserve culture, strengthen community wellbeing and create opportunities across the APY and NPY regions.

In 2025-26, the Foundation invested more than \$300,000 in community-led initiatives including:

- Mirlirrjarra Arts – ceramic studio initiative to expand creative practice, strengthen cultural knowledge and support local artists
- Docker River Band – support for the WA Border album launch, national touring and creative development, creating new opportunities for Anangu musicians
- Iwiri Arts – enabling the Iwiri Choir to perform at the 40th anniversary of the Uluru-Kata Tjuta Handback celebrations
- NPY Women's Council – publication and launch of the second edition of Traditional Healers of Central Australia: Ngangkari, celebrating and preserving the knowledge of senior Ngangkari
- MoneyMob Talkabout – establishment of the Uwankaraku Tjungungku Kulira Wangkapai ('Everyone Talking and Thinking Together') initiative to strengthen community-led financial capability and decision-making
- Iwiri Arts – Language, Voice and Access: Building Anangu Interpreters On Country, developing the next generation of Anangu interpreters and translators through culturally grounded, on-Country training.

Collectively, these investments demonstrate the Foundation's commitment to supporting Anangu-led initiatives that strengthen language, culture, health, education, artistic expression and community capacity, delivering lasting social, cultural and economic benefits for communities across the APY and NPY regions.

At 27 February 2026, the Foundation's closing balance of net assets was \$852,700 (30 June 2025: \$805,356) and revenue was \$233,200. Voyages continued to match guest and staff donations dollar for dollar with matching donations totalling \$38,412 to 27 February 2026.

Looking forward

Following completion of the Voyages sale to Journey Beyond, the ILSC's continuing role is to support the transfer of land and buildings at Yulara and Mossman Gorge to the relevant Traditional Owners.

At Yulara, the Anangu-led corporation formation process reported in 2024-25 concluded with the establishment of the Yulara Anangu Corporation. The proposed land transfer would be accompanied by the assignment of the 90-year lease to Voyages (now Voyages Tourism Australia Pty Ltd), entered into at the completion of the sale to Journey Beyond. Divestment of the Yulara land to Anangu is expected to be finalised in 2026-27.

At Mossman Gorge, the proposed transfer of land and buildings to a corporation representing the Kuku Yalanji people would be accompanied by the assignment of the 10-year lease to Voyages (now Voyages Tourism Australia Pty Ltd), entered into at the completion of the sale to Journey Beyond. This transfer is contingent on resolution of the native title application covering the Mossman Gorge Cultural Centre site and does not yet have a confirmed completion date.

The return of Country and operational assets has been occurring through a multi-year community consultation and engagement program with Anangu in Central Australia and the Kuku Yalanji people of Mossman Gorge. Once complete, the proposed arrangements are expected to provide Anangu and Kuku Yalanji Traditional Owner corporations with land and buildings, ongoing rental income from the leases, and continued training, employment and cultural tourism business opportunities. Arrangements relating to future housing and infrastructure development on Country are documented for Yulara, and remain subject to discussion for Mossman Gorge.

National Centre of Indigenous Excellence Ltd

The National Centre of Indigenous Excellence Ltd (NCIE Ltd), operating at 180 George Street, Redfern, is a not-for-profit social enterprise delivering community-facing services and programs including the Fitness and Aquatics Centre, cultural and youth initiatives, and partnerships that support health, education and employment outcomes.

180 George Street, Redfern was transferred to the New South Wales Aboriginal Land Council (NSWALC) on 30 June 2022.

During 2025 the ILSC continued an expression of interest (EOI) and request for proposal process to enable the divestment of NCIE Ltd. The intent of this divestment is to enable locally controlled organisations to continue to operate a viable and vibrant community space, deliver health and wellbeing programs for the elderly and youth, operate the Fitness and Aquatics Centre, and support education, wellbeing, and pathways to employment. These programs are integral to NCIE Ltd's mission and a cornerstone of its not-for-profit status.

During this divestment process, the ILSC's Corporate Services functions have continued to provide support in finance, work health and safety, information and communications technology, governance and risk management.

Results in 2025-26

Throughout 2025-26, NCIE Ltd continued to operate its programs and services and build partnerships, while addressing infrastructure issues and progressing towards Indigenous-led custodianship.

Key organisation-wide achievements included:

- ongoing work to strengthen marketing, communications, storytelling and community engagement capability, supporting the organisation's strategic positioning, impact reporting, and awareness of NCIE Ltd's programs and services
- the appointment of a People and Safety Business Partner, strengthening workforce support, organisational capability, and workplace safety
- a renewed leadership focus on accountability, governance, and organisational planning, establishing a strong foundation for NCIE Ltd's future direction and sustainability
- continued strengthening and expansion of strategic partnerships – including with the National Indigenous Australians Agency, Quay Clean, Tribal Warrior, Metropolitan Local Aboriginal Land Council, Westpac and Yibirmarra – supporting increased funding, enhanced service delivery, improved community outcomes and the growth of cultural initiatives aligned with NCIE Ltd's vision and purpose
- retention of Royal Life Saving Australia's 5-star pool safety rating and completion of a Comcare audit, reinforcing NCIE Ltd's ongoing commitment to maintaining safe, compliant and high-quality operations.

These achievements reflect NCIE Ltd's continued commitment to strengthening organisational capability, deepening partnerships, and creating positive and lasting impact for community through Indigenous-led leadership and innovation.

NCIE Ltd services

During 2025-26, NCIE Ltd continued to deliver its core Fitness and Aquatics services while strengthening operational capability, expanding cultural immersion offerings, enhancing community programs, and deepening strategic partnerships.

Key achievements and areas of focus included:

- delivery of a corporate cultural immersion session for National Reconciliation Week, piloted as a fee-for-service initiative and engaging 25 external participants – an important step towards a new revenue stream
- strengthened partnerships supporting program delivery, community initiatives, and infrastructure improvements, including Quay Clean's support of the NCIE Ltd van artwork wrap and ongoing operational maintenance costs, and the Envirobank Caring for Country initiative, including its engagement with Young, Fit and Deadly participants
- the contribution of Jawun secondees, who provided valuable expertise and support across several strategic projects, including the Empowering Impact measurement framework, corporate partnerships and grants development, and NCIE Ltd divestment transition preparation
- hosting the Jawun Executive Meeting onsite, showcasing NCIE Ltd's programs and community impact to corporate and community leaders
- significant investment in physical infrastructure including LED lighting upgrades and major roof repairs (Building F), a new field maintenance contractor (Sydney University), Heating, Ventilation and Air Conditioning (HVAC) upgrades and repairs, pool leak investigations, and plant room repairs
- securing \$185,168 of National Indigenous Australians Agency funding for the Young, Fit and Deadly program, ensuring its continued delivery throughout 2025-26.

These achievements demonstrate NCIE Ltd's continued focus on sustainable operations, culturally led programming, strong partnerships, and investment in the infrastructure required to support long-term community impact.

Business performance

NCIE Ltd's 2025-26 financial performance reflected continued operational progress alongside ongoing structural and infrastructure challenges.

The majority of revenue was generated through NCIE Ltd's core operations, including Fitness and Aquatics Centre memberships, casual visit fees, venue hire and program delivery fees. These services continued to provide a strong foundation for NCIE Ltd's financial sustainability while supporting community access and engagement.

Fitness and Aquatics Centre membership levels remained broadly stable throughout the year, with a modest decline in 2026. NCIE Ltd is focused on revitalising membership growth through targeted initiatives, including gym equipment upgrades, enhanced member experiences, and targeted marketing strategies to attract new members, including corporate membership opportunities.

Site utilisation continued to improve across key areas, including field bookings, pool sessions and community gym participation, demonstrating continued demand for NCIE Ltd's facilities and services.

In 2025-26, NCIE Ltd's own-source income (before ILSC grant funding) was \$2.3 million (2024-25: \$2.2 million). NCIE Ltd generated a deficit of \$1 million in 2025-26 (2024-25: deficit \$1.3 million). Before ILSC financial support of \$2.3 million (2024-25: \$1.8 million), the result was a deficit of \$3.3 million (2024-25: deficit \$3.2 million).

Indigenous employment and training

See the Annual Performance Statements (Part Two) for more information.

Engagement and social impact

During 2025-26, NCIE Ltd continued to strengthen its role as a centre for cultural connection, health, wellbeing and community development. Through community programs, events and cultural initiatives, NCIE Ltd continued to create meaningful opportunities for participation, connection and engagement.

Key highlights included:

- growth and impact of the Young, Fit and Deadly program, which continued to provide a culturally safe space for Aboriginal and Torres Strait Islander children, and where increasing enrolments indicate sustained program demand
- strong youth engagement and community connection through Friday Night Live and other youth-focused programs, supported by partnerships with Tribal Warrior and corporate sponsorship from NASCA
- NCIE Ltd's Community Redfern NAIDOC event, which received highly positive feedback from community members, stakeholders and vendors, reinforcing NCIE Ltd's role in creating inclusive spaces for cultural celebration and connection
- continued development and delivery of cultural immersion opportunities for corporate partners and conference clients, including Welcome to Country ceremonies, traditional food experiences and smoking ceremonies.

Looking forward

As at 30 June 2026, NCIE Ltd continued to progress its transition pathway, with planning and discussions advancing with joint venture partners who will take over control of NCIE Ltd. While documentation, including a new lease agreement for NCIE Ltd to continue to occupy the Redfern site, are progressing, they are not yet finalised. However, the joint venture partners, both being Indigenous-led custodians, continued to provide leadership, guidance and support throughout the transition process.

Strategic priorities for 2026-27 continue a focus on:

- resetting and aligning NCIE Ltd's organisational strategy and operating model, including revenue stream analysis and the development of a 'strategy on a page' to ensure alignment with the future custodians' vision, priorities and long-term objectives
- workforce development and employment pathways that support skills development, training and increased Indigenous employment, and the establishment of sustainable roles aligned with future custodianship objectives
- advancing planning and funding opportunities for essential infrastructure improvements to support the continued operation, safety and sustainability of the site
- revenue growth through partnerships and programming, building on NCIE Ltd's strong corporate and community networks to expand revenue opportunities through corporate memberships, cultural programs, and community-led initiatives.

These priorities will guide NCIE Ltd's ongoing transformation, strengthen organisational capability, and support a sustainable future that continues to deliver meaningful outcomes for community, culture and future generations.

ILSC Employment Pty Ltd

ILSC Employment Pty Ltd is an ILSC subsidiary that was established on 2 June 2023 to take over labour hire operations from former ILSC subsidiary Primary Partners Pty Ltd.

Results in 2025-26

Operations

ILSC Employment exists solely as an employment vehicle for employees working on ILSC-held properties. At 30 June 2026, employees were engaged for Banka Banka Station (NT), Gunbalanya Meats (NT), and Gunbalanya Station (NT). Jumbun (Qld) ceased to have employees from 30 March 2026. ILSC and ILSC Employment have entered into an agreement for labour supply and costs reimbursement.

Further information on employment arrangements and statistics can be found in Part Five.

Indigenous employment and training

See the Annual Performance Statements (Part Two) for more information.

Looking forward

ILSC Employment will continue to exist as an employment vehicle for these properties while the ILSC seeks new Indigenous owners.

ILSC-held agribusinesses

At 30 June 2026 the ILSC remained involved in commercial agribusiness operations on four ILSC-held properties located in Qld and the NT (Table 28). Discussions are ongoing with relevant stakeholders regarding their transition to Indigenous ownership. As the ILSC progresses towards this goal, the management of these operations is conducted by ILSC staff and third-party management companies.

Table 28 ILSC’s agribusiness portfolio, at 30 June 2026

Property	Areas in hectares	Status at 30 June 2026	Livestock numbers at 30 June 2026
Queensland			
Crocodile/Welcome, via Laura	124,800	ILSC-held, managed by New Harvest	5,986 (cattle)
Merepah, via Coen	186,000	ILSC-held, managed by Moomba-Awu Aboriginal Corporation	506 (cattle)
Northern Territory			
Gunbalanya Station	55,000	ILSC-held, staff employed under ILSC Employment Pty Ltd	1,654 (cattle)
Gunbalanya Meats	N/A	ILSC-held, staff employed under ILSC Employment Pty Ltd	0

Indigenous employment and training

Gunbalanya Station and Gunbalanya Meats staff are employed via ILSC subsidiary ILSC Employment Pty Ltd. See the Annual Performance Statements (Part Two) for more information.

Looking forward

Through ongoing engagement with Traditional Owners, the ILSC continues to support Indigenous landowners in identifying the most suitable future uses for their land, whether through direct business operation, lease agreements or alternative business arrangements. This support includes business planning and capability development, ensuring Indigenous landowners are well-positioned to achieve sustainable outcomes beyond the ILSC’s involvement with the property.

Part Four: Governance

ILSC overview (excluding subsidiaries)

ILSC BOARD	
BOARD COMMITTEES	
Audit and Risk	
Remuneration and Nomination	
ILSC GROUP CHIEF EXECUTIVE OFFICER	
Executive Team	
NATIONAL OPERATIONAL UNITS	NATIONAL SUPPORT UNITS
Program Delivery including: Central Divisional Office (SA, NT, Vic, Tas) Adelaide, SA Eastern Divisional Office (Qld, NSW) Brisbane, Qld Western Divisional Office (WA) Perth, WA Agribusiness Strategic Operations	Office of the CEO including Board Secretariat and Communications Policy, Strategy and Performance Corporate services units including Finance, Information Communication and Technology, People and Capability, and Risk and Assurance Legal
STAKEHOLDERS AND ACCOUNTABILITIES	
Beneficiaries and partners Aboriginal and Torres Strait Islander rights holders, peoples and communities, including Traditional Owners, landholders, land councils, corporations, business operators, contractors, and service providers Government Parliament of Australia Prime Minister – Minister for Indigenous Australians Department of the Prime Minister and Cabinet – lead portfolio agency National Indigenous Australians Agency Potential project partners and/or co-investors Indigenous Business Australia and other portfolio agencies Other Australian, state/territory and local government entities including regulators Private-sector companies and peak bodies in relevant industries Non-government organisations (philanthropic, not-for-profit) Academia/research centres	

Governance framework

Legislation

The ILSC operates under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act), which sets out our purpose, functions and powers. The ILSC is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The ILSC Board is the Accountable Authority under the PGPA Act.

Budget

While the ILSC's operations are primarily funded by the Aboriginal and Torres Strait Islander Land and Sea Future Fund (Part Six), we participate in the whole-of-government budget process through the Portfolio Budget Statements for the Prime Minister and Cabinet Portfolio. The ILSC and its continuing subsidiaries are included in the General Government Sector. Voyages Indigenous Tourism Australia Pty Ltd was classified as a Public Non-Financial Corporation.

Responsible Minister

During 2025-26 the responsible Minister for the ILSC was Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians, who has held the portfolio since 29 July 2024.

The PGPA Act requires that the ILSC keep the Minister informed of its operations, including any events of significance, and provide both the Minister and the Minister for Finance with reports, documents and information that they may request. The ILSC Board is also required to notify the Minister of any significant non-compliance with finance law. The ILSC Board has determined that there has been no significant non-compliance with finance law during the reporting period that needed to be notified to the Minister.

General policies of the Australian Government

The ILSC must comply with any Australian Government Policy Order to the extent that it applies to the ILSC. The Senate Procedural Order of Continuing Effect (Senate Order) applies to corporate Commonwealth entities from 1 July 2017; it requires a list of active contracts at or above \$100,000 (GST inclusive) to be published on an agency's website. The Minister is required to table a letter in accordance with the Senate Order, providing a link to the location on the ILSC website.

Related party transactions

The ILSC has a system of delegated powers that enables decisions to be made on a range of transactions at the appropriate organisational level. The Board Governance Charter adopts better practices as contained in the Australian National Audit Office Better Practice Guide on Governance and the Australian Stock Exchange Corporate Governance Guidelines.

The Charter requires the disclosure of any conflict of interests including all related party transactions, and this matter is reported on at each ILSC Board meeting.

The Executive Team is required to provide an Annual Declaration of Interest. In 2025-26, the ILSC reported a series of transactions with 11 related parties, two of which are other Commonwealth related entities. Note 12B (Transactions with Related Parties) to the Financial Statements of the ILSC sets out the ILSC's related party disclosure for 2025-26.

ILSC Board

The seven-member ILSC Board is the ILSC's primary decision-making body. The Board determines the ILSC's strategic direction and policies and is responsible for the proper and efficient performance of the ILSC's functions.

The Board is governed by a Board Charter that sets out Directors' legal, financial and conflict-of-interest responsibilities so they can discharge their obligations to the highest standards in accordance with the PGPA Act.

Key objectives of the Board include:

- achieving the ILSC purpose as set out in the ATSI Act
- providing accountable, effective, measurable and strategic leadership
- exercising control over the ILSC and subsidiary operations, including consideration and adoption of appropriate risk-management strategies
- reviewing and enhancing Board governance arrangements.

The Board may delegate any or all its powers and functions, in writing, to the ILSC Group CEO or to ILSC staff members. Accordingly, decision-making within the ILSC is governed by the Instrument of Delegations.

This includes where the decision is to approve the ILSC's payment for a good or service from another Commonwealth entity or company, or to provide a grant to another Commonwealth entity or company.

Directors

Table 29 lists the ILSC Board Directors and their terms.

Five of the seven Directors, including the Chair, must be Aboriginal and/or Torres Strait Islander people. All Directors are appointed by the Minister for Indigenous Australians.

During 2025-26, the appointments of Directors Ah-See, Filson, Reynolds-Adamson AM and Masella concluded on 19 May 2026. Director Hamm was reappointed for a further three-year term as Chair from 20 May 2026, and Directors Cedar OAM, Hunter-Ross, Loban and Stewart AM were appointed from 20 May 2026. Two positions remain vacant.

Table 29 ILSC Board of Directors and their terms, in order of appointment, 2025-26

Director	Appointed from	Appointed to*
Mr Roy Ah-See	16 Mar 2019	19 May 2026
Ms Claire Filson, Deputy Chair	06 Aug 2021	19 May 2026
Mr Ian Hamm, Chair	01 Dec 2021	19 May 2029
Ms Lynette (Gail) Reynolds-Adamson AM	04 Jan 2022	19 May 2026
Ms Kristy Masella	16 Mar 2022	19 May 2026
Ms Jahna Cedar OAM, Deputy Chair	20 May 2026	19 May 2029
Dr Cass Hunter-Ross	20 May 2026	19 May 2030
Dr Heron Loban	20 May 2026	19 May 2030
Mr Marcus Stewart AM	20 May 2026	19 May 2030

* The terms of Directors Ah-See, Filson, Hamm, Reynolds-Adamson AM and Masella expired during 2024-25. Under the ATSI Act, ILSC Directors whose term has expired automatically continue to hold office until the responsible Minister renews their term or makes a new appointment.

The following are short biographies of ILSC Directors who served during 2025-26. All were non-executive Directors and all, except Director Filson, are Aboriginal and/or Torres Strait Islander people.

Mr Ian Hamm, ILSC Chair

Ian Hamm is a Yorta Yorta man and a respected advocate for Aboriginal and Torres Strait Islander peoples. With a distinguished career spanning government and the community sectors, he has been instrumental in contributing to Closing the Gap and advancing Aboriginal representation in high-level decision-making.

Ian has led strategic reforms in government and numerous organisations and remains deeply committed to advocacy and mentoring. In addition to his ILSC Chair role, he is Chair of the First Nations Foundation, a Board Director of The Healing Foundation, and former Chair of Connecting Home Ltd, a Victorian Stolen Generations service. In recognition of his work, Ian was awarded an Honorary Doctor of Business by Swinburne University of Technology.

Ms Claire Filson, ILSC Deputy Chair to 19 May 2026

Claire Filson is a non-executive director with more than 25 years' experience on state and federal government boards, and in superannuation and infrastructure businesses.

Claire has chaired audit, risk, finance and remuneration committees, and has extensive experience in financial services, superannuation, insurance, funds management, infrastructure and property including ports, roads, rail and utilities. Her knowledge and skills include corporate legal advice, strategic risk management, compliance and governance.

Claire currently sits on the boards of the National Centre for Indigenous Excellence and Greater Western Water, and is Deputy Chair of the Portable Long Service Benefits Authority.

Ms Jahna Cedar OAM, Deputy Chair from 20 May 2026

Jahna Cedar is a proud Niyaparli woman from the Pilbara region of WA, with ancestral ties to the Bardi Gija peoples of the Kimberley. She brings more than 25 years' experience in Aboriginal governance, community development, strategic leadership, economic participation and cultural advocacy. As founder of Jahna Cedar Consulting, Jahna has worked with Aboriginal organisations, government agencies, corporate entities and community leaders to strengthen governance capability, cultural integrity and outcomes for First Nations peoples. Her work spans strategic planning, governance reform, leadership development, reconciliation, cultural engagement and organisational transformation.

Jahna is recognised for bridging cultural and corporate governance systems, advocating for approaches grounded in self-determination, accountability and respect for Indigenous knowledge systems. She is a passionate advocate for creating pathways that empower First Nations communities through leadership, economic participation and intergenerational opportunity. She serves in national leadership and governance roles, including as Co-Chair of First Nations X and Deputy Chairperson of Lowitja Institute, and has represented Indigenous Australia internationally.

Jahna's leadership and community contribution have been recognised through honours including the Medal of the Order of Australia (OAM) for service to the Aboriginal community of WA, Business News '40under40 First Among Equals', Telstra Business Women's Awards WA (Purpose and Social Enterprise Winner), and the Australian Awards for Excellence in Women's Leadership.

Mr Roy Ah-See

Roy Ah-See is a Wiradjuri man born and raised on Nanima Reserve, near Wellington, NSW. Roy owns RC Associates, a 100 per cent Aboriginal-owned and operated company. He was elected to the NSW Aboriginal Land Council in 2007 and served as Chair from 2015 until mid-2019. He is also a member of the Darkinjung Local Aboriginal Land Council and Gandangara Local Aboriginal Land Council.

In 2017, Roy was selected as a member of the Prime Minister's Indigenous Advisory Council and the Advisory Committee for the Australian Law Reform Commission's inquiry into the incarceration rate of Aboriginal and Torres Strait Islander peoples. In 2024, he was appointed CEO of Forster Aboriginal Land Council.

He has served on the NSW Local Government and Shires Association and has worked in government agencies and Aboriginal community-controlled organisations.

Roy also has qualifications in social welfare and volunteers to support Aboriginal men experiencing challenges with drugs and alcohol.

Dr Cass Hunter-Ross

Cass Hunter-Ross is a descendant of the Kuku Yalanji and Maluligal nations in Far North Qld. She has extensive experience working at the interface of science and economics at institutions supporting Indigenous leaders, senior managers and policy advisers to design and deliver responses that address key challenges. Her work includes supporting partnerships between First Nations peoples and blue economy industries to transition from transactional to transformative relationships, and building national and international networks of Indigenous practitioners that place Indigenous peoples at the centre of environmental and economic advancement. Cass has advised senior leaders and Commonwealth and state governments on transformative policy directions and on ethically, respectfully, and strategically building more diverse partnerships and outcomes from reform agendas. She is a member of the Minister for the Environment and Water's Indigenous Advisory Committee and serves on several committees, including the Australian Institute of Marine Science Council and the Fisheries Research and Development Corporation Indigenous Reference Group.

Dr Heron Loban

Heron Loban is a proud descendant of the Mabuyag and Boigu peoples. She has worked as a lawyer, academic and consultant, and has held positions in not-for-profit companies and on state, territory and Commonwealth advisory groups on telecommunications and digital inclusion, consumer protection and the criminal justice system.

She is the Managing Director of Mura Lagh, a First Nations-owned and led consulting firm, and a director of the Australian Financial Complaints Authority. As a lawyer, Heron worked as Principal Legal Officer at Gur A Baradharaw Kod Torres Strait Sea and Land Council, CEO of the Torres Strait and NPA Legal Service, and as a solicitor with the Torres Strait Regional Authority.

Ms Kristy Masella

Kristy Masella is a proud Murri, part of the inner Sydney and Central Qld Aboriginal and Australian South Sea Islander communities. She brings more than 35 years of executive leadership and governance experience across human services, Indigenous affairs, employment, education and government systems, including leadership of large, purpose-driven organisations operating in complex policy, funding and regulatory environments.

Her career has focused on advancing inclusion, human rights and improved outcomes for vulnerable communities, while supporting strong governance, financial sustainability and long-term strategic impact. She has led organisations and initiatives in complex social policy and human services environments, with a focus on empowerment, self-determination, healing and long-term community impact.

She is Managing Director of the Aboriginal Employment Strategy Group, one of Australia's largest not-for-profit Indigenous employment and group training organisations. In this role, she leads national workforce participation, community partnerships, organisational sustainability and social impact initiatives.

Kristy holds a Master of Human Rights Law and Policy from the University of NSW, a Graduate Certificate in Human and Community Services (Interpersonal Trauma) from the University of Sydney, and a Bachelor of Arts (Journalism) from the University of Queensland.

Ms Lynette (Gail) Reynolds-Adamson AM

Gail Reynolds-Adamson is a descendant of the Wadjuri Peoples from the eastern border of the Nyungar Nation (Esperance) and of the Mirning Peoples ('Whale people'), her mother's Country, which stretches along WA's south coast to the SA border.

Gail has been Chair of the Esperance Tjaltjraak Native Title Aboriginal Corporation RNTBC since its establishment in 2015. She is also Chair of South East Aboriginal Health Service, and a member of the King's Trust Australia and Odonata boards. Previously, Gail was Chair of Goldfields Esperance Development Commission, and an Indigenous Business Australia and Horizon Power board member.

She also operates a specialist training and consultancy business, partnering with government agencies, corporations and mining companies to support meaningful engagement with First Nations peoples. Her expertise has been sought by mining companies to work directly with boards, senior leadership teams, and top 300 executives across Australia and internationally.

Mr Marcus Stewart AM

Marcus Stewart is a proud Nira illim bulluk man of the Taungurung Nation. He is one of Australia's most renowned and trusted Indigenous leaders, a media commentator and adviser to Fortune 500, NASDAQ and ASX top 20 companies. As the inaugural Co-Chair of the First Peoples' Assembly of Victoria, Marcus led nation-first reform through the establishment of the Yoorrook Justice Commission, Australia's first truth-telling process with the strength and power of a royal commission. In this role, Marcus became a trusted partner of government, setting up the design and infrastructure for Australia's first Treaty, while also holding government to account through media engagement. Marcus is regularly called upon for commentary for television, radio and print.

Marcus has nearly two decades of experience advising some of the world's largest companies on strategy, change management and public policy.

Board meetings

There were 12 Board meetings held in 2025-26. Directors' attendance is outlined in Table 30.

Table 30 ILSC Board meeting dates, locations and attendance, 2025-26

Meeting No.	Date	Location	Attendees	Apology / Approved Leave of Absence / Sorry Business
330	01 Jul 2025*	Teams	Ah-See, Filson, Hamm, Masella, Reynolds-Adamson	
331	22 Jul 2025*	Teams	Ah-See, Hamm, Masella, Reynolds-Adamson	Filson
332	13 Aug 2025	Teams	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
333	26 Sep 2025	Teams	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
334	02 Oct 2025*	Teams	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
335	15 Oct 2025	Perth	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
336	03 Dec 2025*	Teams	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
337	03 Dec 2025	Teams	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
338	11 Feb 2026	Teams	Ah-See, Filson, Hamm, Masella	Reynolds-Adamson
339	23 Feb 2026*	Teams	Ah-See, Filson, Hamm, Masella, Reynolds-Adamson	
340	15 Apr 2026	Teams	Filson, Hamm, Masella, Reynolds-Adamson	Ah-See
341	10 Jun 2026	Brisbane	Cedar, Hamm, Hunter-Ross, Loban	Stewart

* Out-of-session meeting.

Board committees

The following Board committees were in place during 2025-26.

Audit and Risk Committee

The Audit and Risk Committee (ARC) provides independent assurance and advice to the Board on the ILSC Group’s systems for managing risk, control and compliance, financial statements, and performance reporting responsibilities as required by subsection 45(1) of the PGPA Act. The ARC Charter is available at www.ilsc.gov.au/sites/default/files/2025-12/ILSC-Audit-and-Risk-Committee-Charter-Dec-2025.pdf

The ARC is comprised of Independent Members and ILSC Directors. During 2025-26, the Committee’s construct changed following the conclusion of Ms Helen Moore’s term as an Independent Member on 31 January 2026 and changes to ILSC Board membership on 19 May 2026. Board Directors Dr Cass Hunter-Ross and Mr Marcus Stewart AM were appointed as ARC members from 11 June 2026. The Committee held five meetings during 2025-26, including two out-of-session meetings.

Table 31 sets out each member’s appointment period, relevant qualifications, knowledge, skills or experience, meeting attendance and remuneration.

Table 31 Audit and Risk Committee membership, meetings and remuneration, 2025-26

Member	Appointment	Meetings attended	Total annual remuneration ¹
<p>Ms Karen Prentis, Independent Chair</p> <p>Karen is an experienced non-executive director and Chair, with extensive leadership and experience in corporate governance, risk management, strategy and financial stewardship across the public, private and not-for-profit sectors. Her current appointments include Pro-Chancellor of Griffith University, Chair of audit and risk committees for government and statutory authorities, and non-executive director roles on two financial services boards. She is a Graduate of the Australian Institute of Company Directors and holds a Bachelor of Economics and a Master of Administration.</p>	<p>From: 02 Feb 2021</p> <p>To: 31 Jan 2027</p>	5 of 5	\$44,697

Mr Anthony Evans, Independent Member Tony is a certified practising accountant with extensive financial, audit, risk and governance experience as a senior executive and non-executive director across the public, private and not-for-profit sectors. In addition to a range of board and committee appointments, Tony has been a member of the Finance, Audit and Risk Management Committee of the Australian Health Practitioner Regulation Agency, and a non-executive director of the Noongar Advisory Company Ltd. Tony holds a Bachelor of Business (Accounting) and is a Fellow of CPA Australia, the Governance Institute of Australia, and the Australian Institute of Company Directors.	From: 02 Feb 2021 To: 31 Jan 2027	5 of 5	\$26,412 (ex GST)
Ms Helen Moore, Independent Member Helen, now retired, was an independent member/chair of several audit committees across all levels of government, and served as a non-executive director for various entities. She has more than 20 years' experience as an executive leading corporate services (including finance) in statutory authorities and local government in Qld. Helen is a Fellow of CPA Australia, an Australian Institute of Company Directors graduate, and holds a Bachelor of Business (Accounting).	From: 02 Feb 2021 To: 31 Jan 2026	2 of 3	\$16,683
Ms Claire Filson, ILSC Director (Deputy Chair)² See Director biography	From: 05 Nov 2021 To: 19 May 2026	3 of 5	\$0
Ms Lynette (Gail) Reynolds-Adamson AM, ILSC Director² See Director biography	From: 10 Apr 2024 To: 19 May 2026	2 of 5	\$8,000 (ex GST)
Ms Kristy Masella, ILSC Director² See Director biography	From: 16 Oct 2024 To: 19 May 2026	4 of 5	\$8,000 (ex GST)
Dr Cass Hunter-Ross, ILSC Director^{2,3} See Director biography	From: 11 Jun 2026	0 of 0	\$495 (ex GST)
Mr Marcus Stewart AM, ILSC Director^{2,3} See Director biography	From: 11 Jun 2026	0 of 0	\$495 (ex GST)

1 GST inclusive (unless otherwise stated).

2 A Director (other than the Chair or Deputy Chair of the Board) who is also appointed to the Audit and Risk Committee is entitled to additional fees of \$9,040 per annum.

3 No committee meetings were held between Dr Hunter-Ross's and Mr Stewart's appointments on 11 June 2026 and the end of the reporting period. Remuneration reflects amounts accrued at the end of the reporting period.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee (RANC) assists the Board to select and monitor the performance of the ILSC Group CEO; consider and make recommendations about appointments to Board committees and subsidiary boards; and oversee and make recommendations on ILSC Group-wide remuneration policy.

Committee members during 2025-26 are shown in Table 32.

Table 32 Remuneration and Nomination Committee members

Member	Appointed from	Appointed to
Ms Gail Reynolds-Adamson AM, Chair	04 Jan 2022	19 May 2026
Ms Cathy Doyle, Independent Member	01 Dec 2021	05 May 2028
Dr Heron Loban, Chair	11 Jun 2026	Ongoing

Indigenous Evaluation Framework Committee

The Indigenous Evaluation Framework Committee was established on 14 August 2024. Cessation of the Committee occurred on 3 December 2025.

Safety, Wellbeing and Culture Committee

The Safety, Wellbeing and Culture Committee was established on 11 June 2025 to assist the Board in discharging its responsibilities in overseeing the ILSC’s work health and safety, wellbeing and culture strategy. Cessation of the Committee occurred on 10 June 2026.

Subsidiary governance and management

During 2025-26 the ILSC operated three subsidiaries: Voyages Indigenous Tourism Australia Pty Ltd (Voyages), National Centre of Indigenous Excellence Ltd and ILSC Employment Pty Ltd. Voyages ceased to be an ILSC subsidiary when it was divested on 27 February 2026.

During 2025-26, each ILSC subsidiary had its own Board of Directors (Table 33).

Table 33 ILSC subsidiary boards, 2025-26

Voyages Indigenous Tourism Australia Pty Ltd	National Centre of Indigenous Excellence Ltd	ILSC Employment Pty Ltd
Mr Richard Allert, Chair	Mr Ian Hamm, Chair	Ms Kristy Masella, Chair ¹
Ms Patricia Angus	Ms Claire Filson ¹	Mr Joseph (Joe) Morrison
Ms Kristy Masella	Mr Joseph (Joe) Morrison	Mr Matthew Salmon ²
Mr Joseph (Joe) Morrison	Ms Jahna Cedar ²	
Ms Dana Ronan		

1 Tenure concluded on 19 May 2026.
2 Tenure commenced on 11 June 2026.

Subsidiary activities are managed by arrangements with the ILSC under section 191G of the ATSI Act. The ILSC Board issues Statements of Expectation and/or Operating Guidelines to each subsidiary, setting out the ILSC’s expectations including outcomes to be achieved by subsidiaries.

The ILSC Board appoints Directors to subsidiary boards which may include some ILSC Directors as well as Independent Members. Subsidiary Boards establish committees, where appropriate.

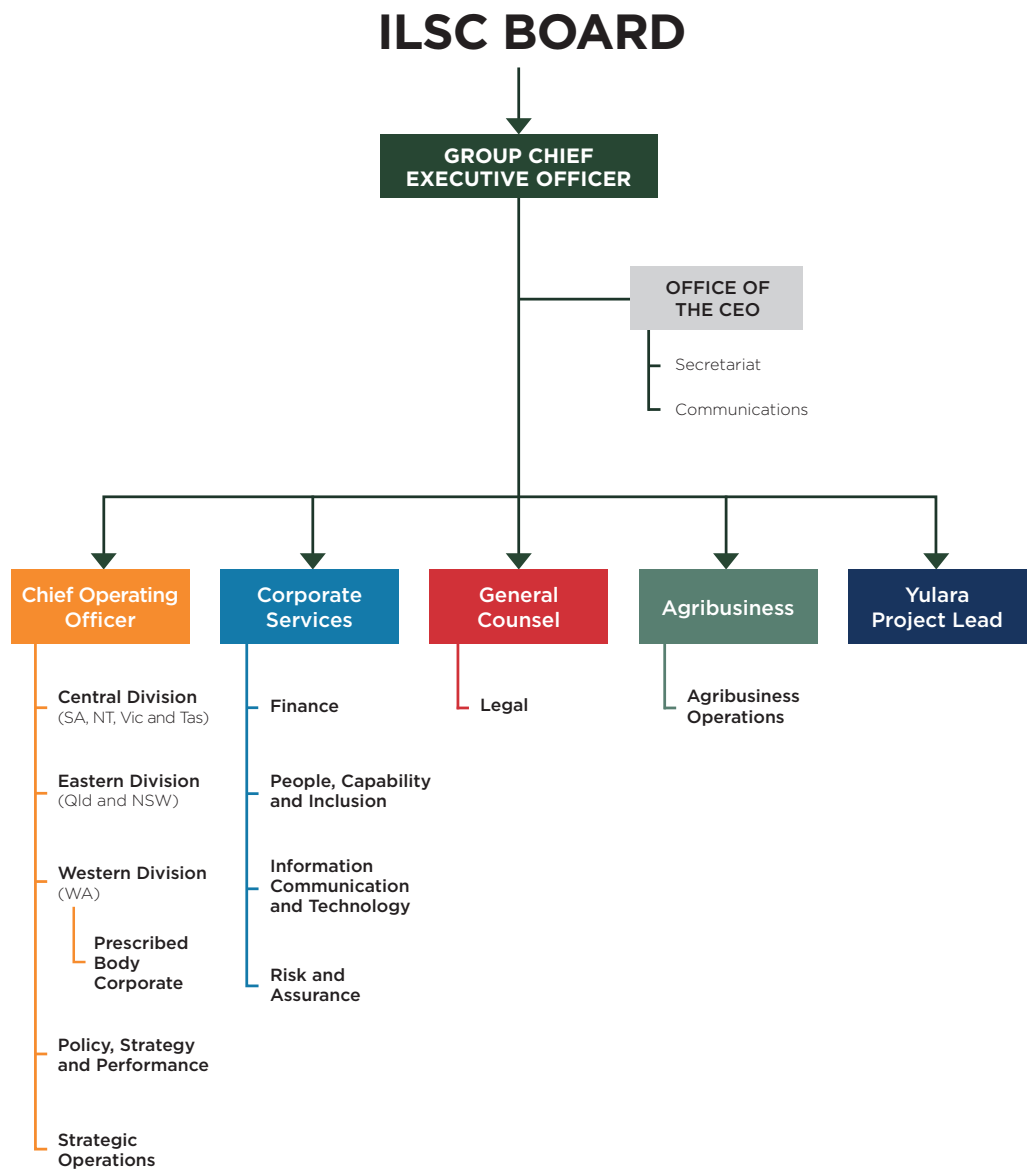
During 2025-26, Voyages and NCIE Ltd had their own management structures headed by a CEO. ILSC Employment is managed within the ILSC.

NCIE Ltd received corporate services support from the ILSC in the areas of human resources, information technology, finance, risk management and legal.

Detailed 2025-26 reports for ILSC subsidiaries are available in Part Three.

ILSC organisational chart

At 30 June 2026



ILSC administration

The ILSC Group CEO is a statutory officer appointed by the Board and responsible for managing the day-to-day administration of the ILSC according to directions and policies set by the Board. The ILSC Group CEO is supported by the Executive Team in strategic, operational and administrative matters, and in carrying out the decisions of the Board.

Mr Joe Morrison commenced as ILSC Group CEO on 18 January 2021. On 12 July 2024, the ILSC Board resolved to extend Mr Morrison's term for a further three years through to 30 June 2027.

The ILSC administration (excluding subsidiaries) is a dispersed entity that works from three main office locations: Adelaide, Brisbane, and Perth, with staff also located in Alice Springs and Darwin (NT), Geelong (Vic), and Gundaroo (NSW). Virtual meeting systems facilitate business-as-usual between offices, and support both remote and flexible working arrangements.

The ILSC Group CEO, Executive Team, management and employees participate in several committees where policy, operational, technical or staffing issues are deliberated (Table 34); the Executive Team meets regularly; other committees meet regularly or as required.

The National Indigenous Land and Sea Strategy (NILSS) Steering Committee (NSC) was dissolved at the June 2026 Board meeting (see page 108 for more detail).

Table 34 ILSC management committees, 30 June 2026

Team/Committee	Members	Description
Executive Team	ILSC Group CEO Chief Operating Officer Chief Financial Officer General Counsel	Senior management forum to discuss and progress corporate, policy and operational matters, and assist the ILSC Group CEO to fulfill statutory responsibilities according to directions
Consultative Committee	Elected staff representatives ILSC Group CEO (or CEO representative) Manager, People & Capability	Forum for discussion of issues relating to general employee conditions and ILSC Enterprise Agreement
Indigenous Consultative Group	Elected Indigenous staff members ILSC Group CEO Manager, People & Capability Senior Indigenous Employment & Engagement Advisor	Forum for discussion of matters and policies relating to Indigenous employees including the Indigenous Employment Strategy
Business Continuity and Crisis Management Team	Chief Operating Officer Chief Financial Officer General Counsel	Responsible for reviewing and approving operational risk mitigation strategies related to disruption, including provision of advice to the ILSC Group CEO to inform decision-making required to address organisation-wide impacts
Group WHS Advisory Committee	Senior Safety and Wellbeing Advisor Safety and Learning Coordinator WHS Manager (Voyages) Safety and Compliance Officer (NCIE Ltd)	Forum with ILSC and subsidiaries to discuss, monitor and address work health and safety matters arising within the ILSC Group to ensure sharing of lessons learned and continuous improvement
ILSC WHS Committee	Elected health and safety representatives Senior Safety and Wellbeing Advisor Safety and Learning Coordinator	Forum to raise, discuss, monitor and address work health and safety matters arising within the ILSC

Strategic and operational planning

The ILSC's strategic direction and operations are guided by the delivery of the National Indigenous Land and Sea Strategy (NILSS) 2023-28, our primary policy document under the ATSI Act. The NILSS outlines what we plan to do to deliver our purpose and improve our services to Aboriginal and Torres Strait Islander peoples to June 2028. Its 27 commitments – the 'what we will do' statements in the document – are aligned to six strategic priorities.

The Corporate Plan is the ILSC's primary planning document under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and works alongside the NILSS. The NILSS commitments form the Corporate Plan's key activities and flow through to our NILSS Annual Action Plan (published alongside our Corporate Plan), which identifies the specific actions we will undertake each year. Those actions contribute to the achievement of our Corporate Plan and Portfolio Budget Statements performance measures and targets, with detailed progress reported in our Annual Performance Statements (Part Two).

This approach connects our statutory purpose and strategic direction under the ATSI Act with our annual planning, delivery, monitoring and reporting obligations under the PGPA Act.

The 2025-26 reporting period was the third year of NILSS delivery. During the year we continued to build on the foundations established in the first two years of implementation, including through reviews, new processes and work to improve our systems, services and ways of working. This work has continued to create momentum across our six strategic priorities, while reinforcing that the scale of organisational change required to deliver the NILSS is significant and requires sustained capability building, prioritisation and careful sequencing. For most of the actions that were assessed as behind or critical (see Part Two), delivery has been extended across the final two years of the strategy and is being actively managed through revised delivery planning and oversight arrangements.

During 2025-26, the NILSS Steering Committee continued to oversee NILSS Annual Action Plan delivery, meeting six times before being dissolved at the June 2026 Board meeting. In 2026-27, the committee will be replaced by a reformed governance model and program management approach to strengthen accountability, oversight, delivery planning and monitoring over the remaining years of the strategy.

During the year, the ILSC also developed revised PBS performance measures for implementation from 2026-27. The work supported the continuing maturation of the ILSC Performance Framework including its improved alignment to the NILSS. The revised measures shift the focus from outputs, activities and alignment towards more meaningful assessment of efficiency and outcomes. They are intended to strengthen reporting on the ILSC's performance and value to Aboriginal and Torres Strait Islander peoples, highlight areas for improvement and strengthen alignment with section 16EA of the Public Governance, Performance and Accountability Rule 2014.

The revised measures provide a further step in integrating our strategic responsibilities under the ATSI Act with our planning, performance and accountability responsibilities under the PGPA Act. From 2026-27, actual achievement against planned NILSS actions will be incorporated into a PBS Value for Money technical efficiency measure, supported by narrative reporting on progress against NILSS commitments and actions.

Procurement

The ILSC’s Procurement Policy and Procedure is based on principles set out in the Commonwealth Procurement Rules: value for money; encouraging competition; efficient, effective, economical and ethical procurement; accountability and transparency; and procurement risk management. It describes staff responsibilities and required actions.

In line with the Australian Government’s commitment to Indigenous procurement and the ILSC’s legislative responsibilities under section 191F(2) of the ATSI Act, the ILSC Procurement Policy aims to optimise the purchase of goods and services from First Nations businesses. This supports the growth and sustainability of First Nations enterprises and contributes to increased employment opportunities for First Nations peoples.

Suppliers are engaged through either contracts or standard purchase orders, depending on the nature and value of the good or service. For high volume/low value goods and services, the ILSC uses corporate credit cards for efficiency.

ILSC Group First Nations procurement

In 2025-26 the ILSC Group recorded First Nations procurement of 11.5 per cent at a value of \$12.3 million (Table 35). Voyages’ procurement data relates to the period 1 July 2025 to its divestment date of 27 February 2026.

Table 35 Total ILSC Group First Nations procurement (GST inclusive) for 2025-26

Category	ILSC	NCIE Ltd	Sub-Total	Voyages	Total
Total First Nations procurement \$'000	6,581	244	6,825	5,503	12,328
Total eligible procurement \$'000	26,196	1,318	27,514	80,127	107,641
First Nations procurement %	25.1	18.5	24.8	6.9	11.5

Service standards

The ILSC Service Charter sets out the standards of service the ILSC strives to provide its clients through program delivery, policy development, communication and consultation. The Service Charter is available on the ILSC’s website or by contacting any ILSC office.

The Complaints Handling System encompasses internal processes as well as timeframes within which the ILSC must respond to complaints.

Both the Service Charter and Complaints Handling Procedure encourage resolution of complaints at the Divisional Office level, while also providing for their referral to the ILSC’s Chief Operating Officer where necessary.

Assurance and risk management

The ILSC Group's Enterprise Risk Management (ERM) Framework comprises the Enterprise Risk Management Policy, Enterprise Risk Management Guidelines, and Risk Appetite Statement. The Framework adopts a whole-of-enterprise approach to risk management, integrating risk consideration and management into all functions, programs, operations and decision-making processes across the Group.

The Enterprise Risk Management Policy and Guidelines have been updated to align with the Commonwealth Risk Management Policy, supporting the consistent application of contemporary risk management practices across the organisation. The ILSC Group remains committed to embedding effective risk management across all policies, procedures and business activities.

The ERM Framework is reviewed annually to ensure it remains fit for purpose and responsive to the Group's strategic and operational environment. Across the ILSC Group, each entity's executive and audit committee arrangements review the effectiveness of risk management, internal control, and compliance systems through oversight activities, including the Internal Audit Program.

Audit

The ILSC Group's external auditor is the Auditor-General, with audits conducted through the Australian National Audit Office. Audit strategies are agreed by the Auditor-General, the ILSC and each subsidiary for the conduct of the audit of the financial statements.

The Audit and Risk Committee (Table 31) provides oversight of the Internal Audit Program. The annual program is outsourced and designed to provide assurance that key risks and compliance requirements are managed appropriately and in a timely manner.

Insurance and indemnities

The ILSC manages insurable risks through Comcover, the Australian Government's self-managed risk fund. Comcover provides cover for a range of organisational risks, including Directors' and Officers' liability, supporting the ILSC's approach to sound governance and risk management. The ILSC also maintains deeds of access and indemnity for Board Directors and the ILSC Group CEO. These arrangements provide protection for liabilities incurred in the proper discharge of duties, except liabilities arising from criminal conduct, statutory breaches or a lack of good faith.

Fraud control and awareness

The ILSC maintains a rigorous Fraud and Corruption Control and Awareness Program to minimise the risks of fraud and corruption and deal with any allegations of fraud and corruption that arise. The ILSC Board confirms that the ILSC complies with the Commonwealth Fraud and Corruption Control Framework 2024. The ILSC has taken all reasonable measures to minimise the incidence of fraud and corruption and to investigate and recover the proceeds of any fraud and corruption against the ILSC. It has in place fraud and corruption risk assessment and control plans, as well as fraud and corruption prevention, detection, investigation, reporting and data collection procedures to meet the specific needs of the ILSC Group and comply with relevant guidelines.

Ethical conduct and workplace standards

The ILSC maintains ethical standards through its Code of Conduct and Workplace Respect Policy, which set expectations for lawful, respectful and accountable conduct. Employees are required to uphold and promote these standards in their day-to-day work. The Workplace Respect Policy replaced the previous Anti-Harassment, Bullying and Discrimination Policy in June 2025.

Consultants

The ILSC engages consultants on the same basis as it procures all goods and services. In 2025-26 the ILSC continued to contract consultants to provide specialist professional services, and where independent advice, review or evaluation was required. Consultants were selected by tender or direct sourcing.

Table 36 identifies spending on consultants across the ILSC Group, by financial year of expenditure. Voyages' consultant data relates to the period 1 July 2025 to its divestment date of 27 February 2026. Expenditure comprises actual spend on consultant arrangements, irrespective of the year of commencement of the arrangement agreement.

During 2025-26, expenditure on consultancy contracts totalled \$12 million. This comprised \$1.7 million across 81 new consultancy contracts and \$10.3 million across 59 ongoing consultancy contracts.

Table 36 ILSC Group spending on consultants (GST exclusive), 2024-26

Financial year	2023-24	2024-25	2025-26
Expenditure (\$ million)	8	11	12

External scrutiny

In 2025-26 there were no judicial, administrative tribunal, or Australian Information Commissioner decisions that had, or may have, a significant impact on the operations at the ILSC.

No reports dealing with the ILSC have been prepared by the Auditor-General or the Office of the Australian Information Commissioner.

Parliamentary committees

The ILSC Group CEO, supported by senior executives, appeared before the Senate Estimates Committee (Finance and Public Administration) for Cross Portfolio Indigenous Matters on:

- Wednesday 8 October 2025
- Tuesday 2 December 2025

Freedom of Information

The ILSC is subject to the *Freedom of Information Act 1982* and displays on its website a plan showing the information it publishes under that Act. The information is at

www.ilsc.gov.au/about/ilsc-publications

Work health and safety

The ILSC is committed to providing and maintaining a safe and healthy workplace for workers, contractors, volunteers and visitors. We collaborate with staff and stakeholders to improve our systems, practices and standards so that work health and safety (WHS) risks are identified, reduced and managed or eliminated. Senior leaders, managers and workers share responsibility for implementing our health, safety and wellbeing strategies, and meeting the ILSC's WHS commitments.

The following information summarises WHS performance and initiatives across the ILSC Group for the reporting period. Voyages data covers the period to divestment, and subsidiary information reflects the operating arrangements in place during 2025-26.

ILSC

In 2025-26, there were 34 workplace incidents and two workers' compensation claims. No incidents were notifiable to Comcare, the WHS regulator.

WHS initiatives included:

- contractor management, including pre-qualifications and induction
- management of remote fieldwork travel and associated procedures and processes
- review of corporate roles for first aiders, wardens, harassment contact officers and health and safety representatives
- implementation of health and wellbeing initiatives, including flu vaccinations, skin checks, eye assessments, fitness challenges and health and wellbeing webinars
- WHS hazard and risk management, training/toolbox talks and inspections
- developing, consulting on and implementing the ILSC Psychological Health and Safety Framework and associated guidelines, including face-to-face workshops and online training
- implementing a First Nations-specific Employee Assistance Program
- planning, developing and consulting on the ILSC Cultural Safety Framework, with implementation expected to be completed in late 2026.

External audit

Comcare, the ILSC's WHS regulator, completed a proactive WHS inspection under its 2025-26 Regional Engagement Plan. The inspection focused on risk management, commenced on 6 January 2026 and included a site visit to the Adelaide office on 26 February 2026. Comcare confirmed that the ILSC demonstrated compliance within the scope of the inspection, which is now formally closed.

ILSC Employment Ltd/agribusiness properties

In 2025-26, there were three workplace incidents and no new workers' compensation claims. No incidents were notifiable to Comcare.

WHS initiatives included:

- maintaining plant and equipment, including lifecycle management
- holding regular safety talks
- conducting regular inspections to focus on priority areas and hazard reduction
- updating Northern Land Council work permits for all non-local workers
- delivering WHS training, including new-starter onboarding and inductions, hazard and incident reporting, plant and equipment familiarisation, personal protective equipment, knife handling (Gunbalanya Meats), food safety (Gunbalanya Meats) and firearms safety (Gunbalanya Meats and Station).

National Centre of Indigenous Excellence Ltd

In 2025-26, there were three workplace incidents and one new workers' compensation claim. One incident was reported to Comcare; however, it was later assessed as not meeting the definition of a notifiable incident because it related to a medical episode involving a venue user and did not arise from venue factors or hazards.

WHS initiatives included:

- commencing First Aid and CPR training for all NCIE Ltd employees
- implementing new child safety requirements recommended by the Australian Children's Education and Care Quality Authority and the NSW Office of the Children's Guardian
- commencing a new child safety induction for all employees
- providing refresher training on the Lucidity WHS management system and WHS induction for all new employees
- undertaking daily and weekly safety walkthroughs to identify workplace hazards and urgent maintenance needs
- holding regular Health and Safety Committee meetings and increasing employee consultation across the organisation to manage risks
- completing a Comcare inspection, with a recommendation to integrate risk appetite and tolerance into the WHS management framework
- reviewing and updating the WHS management framework and supporting documents
- preparing documentation of aquatics staff training, qualifications, workplace policies, processes and procedures ahead of the annual Royal Lifeguard Aquatic Facility Assessment scheduled for 13 August 2026
- appointing a People and Safety Business Partner to support WHS, governance and wellbeing at NCIE Ltd.

Voyages Indigenous Tourism Australia Pty Ltd

Voyages information is based on monthly reports available to the ILSC for the period to divestment on 27 February 2026. The ILSC requested updated information from Voyages but had not received it when this report was finalised.

Based on the available reporting, Voyages recorded seven lost-time injuries and 19 workers' compensation claims. No incidents were reported as notifiable to Comcare.

WHS initiatives included:

- continuing a partnership with an external physiotherapy provider to support workplace conditioning and reduce musculoskeletal injuries
- maintaining departmental WHS plans, achieving the 90 per cent compliance target and supporting a proactive WHS culture through workplace inspections, training and hazard and incident reporting
- participating in the Comcare Regulatory Operations SA/NT Regional Engagement Program 2025-26, receiving recommendations to improve consultation, cooperation and coordination
- continuing Safety Element internal audits
- reviewing and implementing the WHS training package for managers to improve understanding of WHS legislation and 'person conducting a business or undertaking' (PCBU) requirements
- continuing WHS management performance review meetings
- migrating the Lucidity WHS and incident management system from the ILSC system to a Voyages-managed system to support divestment.

Environmental performance

Under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), the ILSC is required to report on its environmental performance and contribution to ecologically sustainable development. We remain committed to the principles of ecologically sustainable development set out in section 3A of the EPBC Act.

During 2025-26, the ILSC continued to apply sound environmental and land management practices in our operations, including the respectful management of cultural and sacred sites, in accordance with both the ATSI Act and the EPBC Act.

The ILSC's most significant environmental impacts arise from corporate administration including office operations and travel. We reduce our administrative environmental footprint by:

- defaulting office printers to black-and-white and double-sided printing, and using electronic document management systems and mobile technology
- using teleconferencing and videoconferencing where possible to reduce the need for interstate travel
- providing recycling stations in all offices with waste separated into landfill, mixed recycling, wastepaper and compost streams.

The ILSC's greenhouse gas emissions inventory for 2025-26, including the methodology, assumptions and data limitations applied, is reported in the Commonwealth Climate Disclosure (Appendix 1).

Part Five: People

Employee arrangements: ILSC

The ILSC Group CEO is responsible for the engagement of employees necessary to perform the functions of the ILSC. Tables 37 – 40 set out ILSC employees by employment status and diversity group.

At 30 June 2026 the ILSC (excluding its subsidiaries) had 103 employees (head count). This is a decrease from 2024-25 (112 head count).

During 2025-26 the ILSC engaged 17 new employees (eight woman/female and nine man/male) and 26 employees separated, resulting in a 24.5 per cent average turnover (2024-25: 16.8 per cent). At 30 June 2026 the proportion of Indigenous employees was 30.1 per cent and woman/female employees 62.1 per cent.

Table 37 ILSC employees by employment status (head count), 30 June 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
Ongoing, full time	46	53	19	23	65	76
Ongoing, part time	9	9	3	1	12	10
Fixed term, full time	26	8	6	6	32	14
Fixed term, part time	2	2	-	1	2	3
Casual	1	-	-	-	1	-
TOTAL	84	72	28	31	112	103

Table 40 ILSC employees by diversity group (head count), 30 June 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
Northern Territory	7	3	-	1	7	4
Woman/Female	4	2	-	1	4	3
Man/Male	3	1	-	-	3	1
Queensland	9	9	5	6	14	15
Woman/Female	6	8	3	4	9	12
Man/Male	3	1	2	2	5	3
South Australia	58	50	16	16	74	66
Woman/Female	32	28	10	10	42	38
Man/Male	26	22	6	6	32	28
Victoria	-	-	1	1	1	1
Woman/Female	-	-	-	-	-	-
Man/Male	-	-	1	1	1	1
Western Australia	9	9	6	7	15	16
Woman/Female	8	7	3	4	11	11
Man/Male	1	2	3	3	4	5
New South Wales	1	1	-	-	1	1
Woman/Female	-	-	-	-	-	-
Man/Male	1	1	-	-	1	1
TOTAL	84	72	28	31	112	103

Remuneration framework and governance

The ILSC Remuneration and Nominations Committee (RANC) makes recommendations to the ILSC Board on ILSC Group remuneration policy. Any reports in relation to the remuneration framework applicable to the ILSC, including any proposed changes, are presented to the RANC.

The ILSC Group CEO's remuneration arrangements are administered by the Australian Government Remuneration Tribunal under the Principal Executive Office classification. The ILSC Board considers, reviews and recommends the remuneration review and arrangements of the ILSC Group CEO through the RANC.

The Australian Public Service (APS) Executive Remuneration Management Policy and the Public Sector Workplace Relations Policy set out arrangements for managing executive remuneration at the ILSC. Executive positions at the ILSC are evaluated and benchmarked based on the APS Executive Salary Guidelines with reviews conducted by independent consultants.

Executive employees are employed under individual common law contracts. They may access a vehicle allowance or leasing arrangements, parking, business-class travel for official journeys of more than two hours, airline lounge membership, mobile phones and salary-sacrificing arrangements.

All other ILSC employees are engaged under the Indigenous Land and Sea Corporation Enterprise Agreement 2025 – 24 May 2028. Benefits under the agreement include access to the employee assistance program, study assistance, professional membership reimbursement, flexible work arrangements, a healthy employee scheme (individual and team), eyesight testing for screen-based work and vaccinations.

Key management personnel

During the reporting period ending 30 June 2026, 17 ILSC Board Directors and executives met the definition of key management personnel (KMP)⁸. Their names, positions, periods as KMP and details of remuneration are set out in Tables 41 and 42. Several ILSC Board Directors appointment terms ended during the year and new Directors were appointed; further information about ILSC Board appointments and terms is set out in Part Four.

Table 41 ILSC key management personnel – appointments and tenure, 2025-26

Name	Position Title	Term as KMP
Roy Ah-See	ILSC Board Director	01.07.2025 – 19.05.2026
Jahna Cedar	ILSC Board – Deputy Chair	20.05.2026 onwards
Trevor Edmond	General Counsel	01.03.2026 onwards
Claire Filson	ILSC Board – Deputy Chair	01.07.2025 – 19.05.2026
Ian Hamm	ILSC Board – Chair	Full year
Cass Hunter-Ross	ILSC Board Director	20.05.2026 onwards
Victoria (Tori) Kurtze	General Counsel	01.07.2025 – 15.08.2025
Giovanni (John) Lionello	Executive Director Corporate (Acting)	01.07.2025 – 20.02.2026
Heron Loban	ILSC Board Director	20.05.2026 onwards
Kristy Masella	ILSC Board Director	01.07.2025 – 19.05.2026
Joseph (Joe) Morrison	Group Chief Executive Officer	Full year
Lynette (Gail) Reynolds-Adamson	ILSC Board Director	01.07.2025 – 19.05.2026
Caitlin Richards	General Counsel	08.09.2025 onwards
Matthew Salmon	Chief Operating Officer	Full year* Acting Group CEO 29.09.2025 – 07.10.2025 and 01.04.2026 – 24.04.2026
David Silcock	Executive Director Corporate	01.07.2025 – 02.07.2025
Marcus Stewart	ILSC Board Director	20.05.2026 onwards
Giuseppe (Joe) Valenti	Chief Financial Officer	23.02.2026 onwards

* Resigned, with employment ceasing on 13 August 2026.

⁸ The ILSC defines key management personnel in accordance with Department of Finance Resource Management Guideline (RMG) Number 138. RMG 138 consolidates information from and refers to the Public Governance, Performance and Accountability Rule and Australian Accounting Standards Board 124.

Table 42 ILSC key management personnel remuneration, 2025-26

	Position Title	Short-Term Benefits ¹			Post-Employment Benefits ²	Other Long-Term Benefits ³			Termination Benefits ⁴	Total Remuneration ⁵
		Base Salary	Bonuses	Other Benefits and Allowances		Superannuation contributions	Long service leave	Other Long-Term Benefits		
Roy Ah-See	ILSC Board Director	\$39,118	-	-	\$6,024	-	-	-	-	\$45,142
Jahna Cedar	ILSC Board Director	\$7,585	-	-	\$1,168	-	-	-	-	\$8,753
Trevor Edmond	General Counsel	\$37,174	-	\$782	\$14,434	-	-	-	-	\$52,390
Claire Filson	ILSC Board – Deputy Chair	\$58,659	-	-	\$9,033	-	-	-	-	\$67,692
Ian Hamm	ILSC Board – Chair	\$87,996	-	-	\$13,551	-	-	-	-	\$101,547
Cass Hunter-Ross	ILSC Board Director	\$5,058	-	-	\$779	-	-	-	-	\$5,837
Victoria (Tori) Kurtze	General Counsel	\$35,178	-	\$87	\$5,118	-	-	-	-	\$40,383
Giovanni (John) Lionello	Executive Director Corporate (Acting)	\$149,562	-	\$1,077	\$21,473	\$4,077	-	-	-	\$176,189
Heron Loban	ILSC Board Director	\$5,058	-	-	\$779	-	-	-	-	\$5,837
Kristy Masella ⁷	ILSC Board Director	\$47,354	-	-	\$7,292	-	-	-	-	\$54,646
Joseph (Joe) Morrison	Group Chief Executive Officer	\$382,271	\$62,755	-	\$30,116	\$2,794	-	-	-	\$477,936

Lynette (Gail) Reynolds-Adamson⁷	ILSC Board Director	\$47,354	-	-	\$7,224	-	-	\$54,578
Caitlin Richards	General Counsel	\$205,215	-	\$1,131	\$23,739	\$5,856	-	\$235,941
Matthew Salmon⁸	Chief Operating Officer	\$323,425	-	\$711	\$51,184	\$2,646	-	\$377,966
David Silcock	Executive Director Corporate	\$87,867	-	\$21	\$231	-	\$85,442	\$173,561
Marcus Stewart	ILSC Board Director	\$5,058	-	-	\$779	-	-	\$5,837
Giuseppe (Joe) Valenti	Chief Financial Officer	\$115,975	-	-	\$16,295	\$1,396	-	\$133,666

1 Short-Term Benefits include:

- Base Salary – salary calculated on an accrual basis (actual earnings), annual leave expenses, and higher duties allowance (where applicable)
- Bonuses – Table 42 presents bonuses that relate to 2024-25 and that were determined (and paid) in 2025-26
- Other Benefits and Allowances – includes car parking benefits/allowances and fringe benefits tax.

2 Post-Employment Benefits include employer superannuation contributions for individuals in a defined superannuation contribution scheme (e.g. PSSap and super choice), individuals in a defined superannuation benefit scheme (e.g. PSS and CSS) superannuation includes the relevant Notional Employer Contribution Rate amount and the Employer Productivity Superannuation Contribution and accrual for the period.

3 Other Long-Term Benefits include long service leave expenses for the period and bonuses deferred for more than 12 months.

4 Termination Benefits include voluntary redundancy and ex-gratia payments.

5 Total Remuneration includes Short-Term Benefits, Post-Employment Benefits, Other Long-Term Benefits and Termination Benefits.

6 Trevor Edmond was appointed General Counsel from 01.03.2026. Mr Edmond was classified as a senior executive for the rest of the 2025-26 year.

7 Kristy Masella and Lynette (Gail) Reynolds-Adamson each receive an additional payment for their services on the Audit and Risk Committee. This amount is included within Base Salary.

8 Matthew Salmon, Chief Operating Officer remuneration for full year (as a KMP) includes Acting Group Chief Executive Officer remuneration.

During 2025-26, the ILSC had 10 senior executives who were not key management personnel. Table 43 reports the average total remuneration of senior executives who received remuneration during the reporting period. Where total remuneration is \$220,000 or less, it is reported in the \$0 – \$220,000 band. Remuneration above \$220,000 is presented in \$25,000 bands. The average figures presented in each band are based on the total amount for the category divided by the number of senior executives in the band.

Table 43 ILSC senior executive remuneration, 2025-26

Total Remuneration Bands	Number of senior executives	Short-Term Benefits			Post-Employment Benefits	Other Long-Term Benefits		Termination Benefits	Total Remuneration
		Average Base Salary	Average Bonuses	Average Other Benefits and Allowances		Average Long Service Leave	Average Other Long-Term Benefits		
\$0 – \$220,000	4	\$27,987	-	\$37	\$4,128	\$17,113	-	-	\$49,265
\$220,001 – \$245,000	3	\$150,445	-	\$779	\$22,103	\$48,113	-	\$12,043	\$233,483
\$245,001 – \$270,000	3	\$197,743	-	\$1,171	\$29,040	\$18,418	-	\$11,120	\$257,492

During 2025-26, the IL SC had one employee who met the definition of other highly paid staff (Table 44). For 2025-26, the threshold remuneration amount was \$265,000.

Table 44 IL SC other highly paid staff remuneration, 2025-26

Total Remuneration Bands	Number of other highly paid staff	Short-Term Benefits			Post-Employment Benefits	Other Long-Term Benefits		Termination Benefits	Total Remuneration
		Average Base Salary	Average Bonuses	Average Other Benefits and Allowances		Average Long Service Leave	Average Other Long-Term Benefits		
\$265,000 – \$270,000	-	-	-	-	-	-	-	-	-
\$270,001 – \$295,000	1	\$156,309	-	\$753	\$18,897	\$79,427	-	\$17,136	\$272,522

Employee arrangements: ILSC Employment Pty Ltd

Tables 45 – 47 set out ILSC Employment employees by employment status and diversity group.

At 30 June 2026 ILSC Employment had 31 employees across three ILSC-held properties – Banka Banka Station (NT), Gunbalanya Meats (NT), and Gunbalanya Station (NT).

During 2025-26, ILSC Employment engaged 37 new or returning employees (10 woman/female and 27 man/male) while 49 employees separated, resulting in a 132.1 per cent average turnover. At 30 June 2026 Indigenous employees represented 74.2 per cent of ILSC Employment employees and woman/female employees represented 19.4 per cent.

The high turnover reflects the casual or seasonal nature of work in the agricultural sector.

All casual employees are engaged under the National Indigenous Pastoral Enterprises Pty Ltd Enterprise Agreement⁹. Benefits under the Enterprise Agreement include an employee assistance program, learning and development, time off in lieu provisions, board and/or lodging and vaccinations.

As part of ILSC Employment’s attraction and retention strategy, property managers and similar level positions are engaged on individual common law contracts. This enables flexible remuneration arrangements including the private use of work-related vehicles, housing, remote location allowances and salary-sacrificing provisions.

There are no ongoing employees.

Table 45 ILSC Employment employees by employment status (head count), 30 June 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
Fixed term, full time	1	1	5	5	6	6
Fixed term, part time	-	-	-	-	-	-
Casual	5	7	32	18	37	25
TOTAL	6	8	37	23	43	31

⁹ National Indigenous Pastoral Enterprises Pty Ltd was the predecessor to Primary Partners Pty Ltd and the company name in effect at the time of the Enterprise Agreement being established.

Table 47 ILSC Employment employees by diversity group (head count), 30 June 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
NT	6	8	36	23	42	31
Woman/Female	2	1	8	5	10	6
Man/Male	4	7	28	18	32	23
Qld	-	-	1	-	1	-
Woman/Female	-	-	-	-	-	-
Man/Male	-	-	1	-	1	-
TOTAL	6	8	37	23	43	31

Employee arrangements: National Centre of Indigenous Excellence Ltd

Tables 48 – 51 set out National Centre of Indigenous Excellence Ltd (NCIE Ltd) employees by employment status and diversity group.

On 30 June 2026, NCIE Ltd had 68 employees (head count) (2024-25: 58 head count) all of whom are in NSW.

During 2025-26 NCIE Ltd engaged 37 new employees (25 woman/female and 12 man/male) and 27 employees separated, resulting in a 39.7 per cent average turnover (2024-25: 55 per cent).

On 30 June 2026 the proportion of Indigenous employees was 21 per cent.

The majority of NCIE Ltd employees (approximately 78 per cent) are engaged on a casual basis, reflecting the operational nature of the Fitness and Aquatics service and program delivery at the site, as well as the current divestment process. Benefits provided under these agreements include access to an employee assistance program, complimentary gym membership, learning and development opportunities and salary-sacrificing provisions.

The NCIE Ltd management team is engaged on individual fixed term common law contracts. Other employees, depending on their positions, are engaged on either individual fixed term common law contracts or individual employment agreements with terms and conditions aligned to the relevant modern award. NCIE Ltd had 10 ongoing employees at 30 June 2026. This number is expected to increase in line with the introduction of the two-year maximum term for fixed term contracts under Fair Work reforms.

Table 48 NCIE Ltd employees by employment status (head count), 30 June 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
Ongoing, full time	6	7	2	3	8	10
Fixed term, full time	2	3	1	-	3	3
Fixed term, part time	2	2	-	-	2	2
Casual	32	42	13	11	45	53
TOTAL	42	54	16	14	58	68

Table 51 NCIE Ltd employees by diversity group (head count), 30 June 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
NSW	42	54	16	14	58	68
Woman/Female	24	34	9	8	33	42
Man/Male	18	20	7	6	25	26
TOTAL	42	54	16	14	58	68

Employee arrangements: Voyages Indigenous Tourism Australia Pty Ltd

Tables 52 – 55 set out Voyages Indigenous Tourism Australia Pty Ltd (Voyages) employees by employment status and diversity group.

Figures for Voyages are reported as at 27 February 2026, reflecting the date Voyages ceased to be a member of the ILSC Group.

As at 27 February 2026, Voyages had 871 employees (head count) (2024-25: 982 head count). From 1 July 2025 to 27 February 2026, Voyages engaged 485 new employees (241 woman/female and 244 man/male) and 596 employees separated, resulting in a 68.4 per cent average turnover rate (2024-25: 68.1 per cent).

During this period Indigenous employees represented 26.4 per cent of Voyages employees (2024-25: 26.4 per cent), and woman/female employees represented 35.4 per cent (2024-25: 49.6 per cent).

Table 52 Voyages employees by employment status (head count), 27 February 2026.

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
Ongoing, full time	666	595	147	137	813	732
Ongoing, part time	9	9	5	8	14	17
Fixed term, full time	27	7	88	69	115	76
Fixed term, part time	-	-	1	-	1	-
Casual	21	30	18	16	39	46
TOTAL	723	641	259	230	982	871

Table 55 Voyages employees by diversity group (head count), as at 27 February 2026

	Non-Indigenous		Indigenous		Total	
	24-25	25-26	24-25	25-26	24-25	25-26
NSW	79	81	2	2	81	83
Woman/Female	62	62	1	1	63	63
Man/Male	17	19	1	1	18	20
NT	619	532	206	173	825	705
Woman/Female	294	232	115	89	409	321
Man/Male	325	300	91	84	416	384
Qld	25	28	51	55	76	83
Woman/Female	11	14	32	30	43	44
Man/Male	14	14	19	25	33	39
TOTAL	723	641	259	230	982	871

Remuneration framework and governance

Remuneration and benefits for all Voyages employees were guided by the organisation's Remuneration and Benefits Policy and associated plans. This framework established market-competitive, fair and equitable guidelines designed to attract and retain talent in a competitive commercial marketplace, appropriately remunerate employees for their contributions, and incentivise high performance while maintaining a positive organisational culture.

Ultimate responsibility for Voyages remuneration policy and practices rested with the ILSC Board through the Board of Voyages. Oversight was delegated to the Voyages Remuneration and Nominations Committee, a sub-committee of the Voyages Board. Day-to-day management of remuneration practices was overseen by the Voyages CEO.

Annual remuneration benchmarking was conducted using data from Seek.com, Hays, Robert Half Salary Survey and Indeed to ensure market competitiveness.

Voyages employees were engaged under various employment arrangements including common law contracts, enterprise agreements and relevant modern awards.

In 2025-26, remuneration and benefits were in place for the following employee categories:

- executive management, including the Chief Executive Officer (CEO) – base salary and superannuation, employee benefits (including professional development contributions, memberships and travel provisions), and accommodation support for executives whose primary residence differs from their work location
- senior management and senior professionals – base salary and superannuation and employee benefits, including professional development contributions and memberships
- all other employees – access to relocation reimbursement, flexible work arrangements, uniforms, study support, training workshops, courses and career development opportunities.

Additional remote location benefits for executive management, senior management and senior professionals include housing and utilities, motor vehicle allowances, food and beverage allowances and vacation bonuses. All other remote employees had access to relocation and vacation allowances, performance and attendance bonuses, and meal and housing subsidies.

Executive management, senior management and senior professionals with performance-based employment contracts were eligible for the short-term incentive bonus plan operating during the reporting period.

A proportion of remuneration is at-risk and subject to performance and conditions for the CEO (30 per cent); executive management and Executive Assistant to the CEO (20 per cent); Resort General Manager (15 per cent); and senior professionals (10 per cent).

Key management personnel

For the period 1 July 2025 to 27 February 2026, Voyages had 11 directors and executives who met the definition of key management personnel (KMP). Their names, details of remuneration and terms as KMP are set out in Tables 56 and 57. Voyages had no employees who met the definitions of senior executive or other highly paid staff.

Table 56 Voyages key management personnel – appointments and tenure, 1 July 2025 to 27 February 2026

Name	Position Title	Term as KMP
Richard Allert	Voyages Board – Chair	Full period
Patricia Angus	Voyages Board Director	Full period
Ana Sofia Ayala	Chief Marketing Officer	Full period
Matthew Cameron-Smith	Chief Executive Officer	Full period
Gemma Hillis	Chief People and Culture Officer	Full period
Kristin Howden	Chief Legal and Compliance Officer	Full period
Kristy Masella	Voyages Board Director	Full period
Dana Ronan	Voyages Board Director	Full period
Grant Sayer	Chief ICT Officer	Full period
Mark Watson	Chief Financial Officer	Full period
David White	Chief Operations Officer	Full period

Table 57 Voyages key management personnel remuneration, 1 July 2025 – 27 February 2026

	Position Title	Short-Term Benefits ¹				Post-Employment Benefits ²		Other Long-Term Benefits ³		Termination Benefits ⁴	Total Remuneration ⁵
		Base Salary	Bonuses	Other Benefits and Allowances	Superannuation contributions	Long service leave	Other Long-Term Benefits				
Richard Allert	Board Director – Chair	\$58,839	-	-	\$7,076	-	-	-	-	-	\$65,915
Patricia Angus	Board Director	\$40,080	-	-	\$4,713	-	-	-	-	-	\$44,793
Ana Sofia Ayala	Chief Marketing Officer	\$227,869	\$115,058	-	\$21,693	\$10,269	-	-	-	-	\$374,889
Matthew Cameron-Smith	Chief Executive Officer	\$489,407	\$472,980	\$41,075	\$22,500	\$22,486	-	-	-	-	\$1,048,448
Gemma Hillis	Chief People and Culture Officer	\$211,980	\$100,475	-	\$20,223	\$7,307	-	-	-	-	\$339,985
Kristin Howden	Chief Legal and Compliance Officer	\$240,930	\$118,770	-	\$21,978	\$12,283	-	-	-	-	\$393,961
Kristy Masella	Board Director	\$30,087	-	-	\$3,539	-	-	-	-	-	\$33,626

Dana Ronan	Board Director	\$30,087	-	-	\$3,539	-	-	\$33,626
Grant Sayer	Chief ICT Officer	\$190,977	\$105,780	-	\$20,204	\$6,193	-	\$323,154
Mark Watson	Interim Chief Financial Officer	\$291,568 ⁶	-	-	-	-	-	\$291,568
David White	Chief Operations Officer	\$260,618	\$179,406	-	\$22,200	\$12,705	-	\$474,929

1 Short-Term Benefits include:

- Base Salary – salary calculated on an accrual basis (actual earnings), annual leave expenses and higher duties allowance (where applicable)
- Bonuses – Table 57 presents bonuses that relate to 2024-25 and that were determined (and paid) in 2025-26 (and includes divestment standard practice retention bonuses)
- Other Benefits and Allowances – motor vehicle, car parking benefits/allowances and fringe benefits tax.

2 Post-Employment Benefits include employer superannuation contributions for individuals in a defined superannuation contribution scheme (e.g. PSSap and super choice), individuals in a defined superannuation benefit scheme (e.g. PSS and CSS) superannuation includes the relevant Notional Employer Contribution Rate amount and the Employer Productivity Superannuation Contribution and accrual for the period.

3 Other Long-Term Benefits include long service leave expenses for the period and bonuses deferred for more than 12 months.

4 Termination Benefits include voluntary redundancy and ex-gratia payments.

5 Total Remuneration includes Short-Term Benefits, Post-Employment Benefits, Other Long-Term Benefits and Termination Benefits.

6 Amount represents fees paid to a third party to engage Mr Watson as Interim Chief Financial Officer.

Part Six: Finance

Aboriginal and Torres Strait Islander Land and Sea Future Fund

In 2025-26, the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF) remained the primary ILSC funding source. The ATSILSFF was established on 1 February 2019¹⁰ under the *Aboriginal and Torres Strait Islander Land and Sea Future Fund Act 2018* (ATSILSFF Act), alongside amendments to the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act). It is managed by the Future Fund Management Agency and Board of Guardians. Funding is released annually to the ILSC through the ILSC Funding Special Account under section 20(3) of the ATSILSFF Act.

At 30 June 2026, the ATSILSFF balance was \$2,652 million.

Table 58 summarises funding received by the ILSC through ATSILSFF, formerly the Land Account, since July 2004.

Table 58 Funding received from the Land Account and ATSILSFF since July 2004*

Financial year	Amount (\$ million)	Financial year	Amount (\$ million)
2004-05	4	2015-16	50.7
2005-06	23.8	2016-17	51.4
2006-07	96.4	2017-18	52.3
2007-08	-	2018-19	53.3
2008-09	44.8	2019-20	54.1
2009-10	-	2020-21	54.8
2010-11	45	2021-22	55.7
2011-12	51.3	2022-23	58.2
2012-13	65.9	2023-24	62.2
2013-14	52.5	2024-25	64.9
2014-15	49.9	2025-26	66.4

* A dash indicates that no funding was received.

¹⁰ The Aboriginal and Torres Strait Islander Land and Sea Future Fund replaced the Aboriginal and Torres Strait Islander Land Account (Land Account) on 1 February 2019 as the ILSC's primary funding source.

The ILSC will receive a minimum guaranteed annual payment from the ATSILSFF of \$45 million (2010-11 values), indexed annually by the Consumer Price Index. The ATSILSFF Act also provides for additional payments to be made as determined by the Minister for Finance and the Minister for Indigenous Australians, and based on advice from the Future Fund Board. No additional payments have been made in recent years.

Under the ATSILSFF Act, the ILSC Board may, after the Future Fund Board publishes each quarterly report, request the Minister for Indigenous Australians to convene a meeting of National Indigenous Australians Agency, Department of Finance and ILSC officials to discuss the performance of the ATSILSFF. No meetings were held in 2025-26.

Management of ILSC investment funds

The ILSC invests its funds in accordance with policy set by the ILSC Board. Section 193K of the ATSI Act exempts the ILSC from complying with section 59(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) dealing with authorised investments.

The investment policy objectives include: the protection of the investments' capital value, the maintenance of liquidity, and an acceptable risk-return investment profile. The investment portfolio is monitored by the Board and the returns on investments supplement annual payments from the ATSILSFF to fund the ILSC's functional and operational expenditure.

Overview of ILSC Group financial results

Under section 191H of the ATSI Act, the ILSC can invest money of the ILSC. At 30 June 2026 the ILSC Group had \$108.4 million in cash reserves and investments (30 June 2025: \$87.6 million). These funds support the ILSC's functional and operational expenditure.

The ILSC acquires land and water-related interests to grant to Indigenous corporations. At 30 June 2026 the ILSC-held properties valued at \$392.4 million. This amount included the land and fixtures on which Ayers Rock Resort operates, which the ILSC took ownership of upon the sale of Voyages. While the ILSC holds properties, it is responsible for maintenance and statutory costs.

The ILSC holds livestock on some of its properties. At 30 June 2026 the ILSC Group held 8,146 head of livestock at a value of \$6.5 million. In accordance with Australian Accounting Standards, the ILSC values the livestock on a market value basis. Accordingly, positive changes in the market value of livestock in any given period are recognised as a gain, while negative movements are recognised as an expense in the Statement of Comprehensive Income. Transfers between properties do not create profits or losses. See Part Three for information on ILSC-held commercial agribusinesses.

The ILSC seeks regular independent valuations of its non-financial assets. Valuations are conducted with sufficient frequency to ensure that the carrying amount of assets does not differ materially from the assets' fair values at reporting date.

The financial statements presented in this Annual Report represent the consolidation of the entire ILSC Group, comprising the Indigenous Land and Sea Corporation, National Centre of Indigenous Excellence Ltd, Voyages Indigenous Tourism Australia Pty Ltd (up to 27 February 2026), and ILSC Employment Pty Ltd.

The Group generated a loss after income tax of \$292.9 million in 2025-26, which includes a profit of \$2.6 million in relation to the operations of Voyages, up to the date of its sale on 27 February 2026, offset by the loss on disposal of the discontinued operation for \$71.2 million. The Group's loss further included the expense provision raised for land and fixtures on which Ayers Rock Resort and Mossman Gorge Cultural Centre operate on as property held for grant of \$228.9 million, recognised in accordance with the Group's accounting policy, as part of the plan for divestment of these assets.

In addition to direct spending on the acquisition and management of land and water-related interests (including the carrying on of businesses), the ILSC Group incurs travel and staff costs related to:

- conducting community consultations
- delivering the National Indigenous Land and Sea Strategy
- managing land, water-related or other interests held by the ILSC, pending divestment
- monitoring activities related to the ILSC's acquisition and management functions
- providing management and administrative support to commercial businesses run on ILSC-held properties
- evaluating programs and opportunities.

The ILSC experiences variances between budget estimates and actual performance due to some or all of the following:

- actual timing of implementation of projects considered and approved in a financial year
- operating results of ILSC business activities
- changes in the market value of livestock
- changes in the value of non-financial assets.

Total resourcing of the agency (Table 59) represents the funds available to the ILSC to carry out its legislated functions.

In accordance with the Australian Government's budgetary framework, the ILSC prepares budget estimates for the coming financial year and three future years.

Table 59 Agency Resource Statement*

	2025-26 Actual \$'000
Opening balance/cash reserves at 1 July	66,363
Funds from Government	
Ordinary annual services (Appropriation Bill No. 1)	10,071
Special Accounts	
Aboriginal and Torres Strait Islander Land and Sea Future Fund	66,419
Total funds from Government	76,490
Funds from other sources	
Interest	8,538
Other	51,550
Total funds from other sources	60,088
TOTAL NET RESOURCING FOR ILSC	202,941
Payments made	94,568
CLOSING BALANCE/CASH RESERVES AT 30 JUNE	108,373

* Represents the ILSC Group excluding its subsidiary Voyages.



INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Australians

Opinion

In my opinion, the financial statements of the Indigenous Land and Sea Corporation and its subsidiaries (together the Consolidated Entity) for the year ended 30 June 2026:

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

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

- Statement by the Accountable Authority, Chief Executive Officer and Chief Financial Officer;
- Consolidated Statement of Comprehensive Income;
- Consolidated Statement of Financial Position;
- Consolidated Statement of Changes in Equity;
- Consolidated Cash Flow Statement; and
- Notes to and forming part of the financial statements comprising material accounting information and other explanatory information.

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

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

In preparing the financial statements, the Board is responsible for assessing the ability of the Consolidated Entity to continue as a going concern, taking into account whether the entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable,

matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office



Colin Bienke
Audit Principal

Delegate of the Auditor-General

Canberra
21 September 2026



PEOPLE. COUNTRY. OPPORTUNITY.
ABN 59 912 679 254

**Statement by the Accountable Authority, Chief Executive Officer
and Chief Financial Officer**

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

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

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


Signed.....

Mr Ian Hamm
Chair


Signed.....

Ms Jahna Cedar
Deputy Chair


Signed.....

Mr Joseph Morrison
Group Chief Executive Officer


Signed.....

Mr Joe Valenti
Group Chief Financial Officer

18 September 2026

Indigenous Land and Sea Corporation Contents

Primary Financial Statement

Consolidated Statement of Comprehensive Income
 Consolidated Statement of Financial Position
 Consolidated Statement of Changes in Equity
 Consolidated Cash Flow Statement

Notes to the financial statements

Overview

Financial Performance

- 1 Expenses
 - A Provision for property held for grant and assets held in trust
 - B Employee benefits
 - C Suppliers
 - D Grant funding
 - E Depreciation and amortisation
 - F Finance costs
- 2 Own-source revenue
 - A Interest
 - B Revenue from contracts with customers
 - C Unsatisfied obligations
 - D Grants
 - E Other revenue
- 3 (Losses)/ gains
 - A Net gain in the net market value of livestock
 - B Net (loss)/ gain from disposal of assets
 - C Other net (loss)
- 4 Revenue from Government

Taxation

- 5 Income tax
 - A Income tax expense/ (benefit)
 - B Deferred income tax

Financial Position

- 6 Financial assets
 - A Cash and cash equivalents
 - B Trade and other receivables
 - C Investments
 - D Other financial assets
- 7 Non-financial assets
 - A Biological assets
 - B Inventory - other
 - C Inventory - property held for grant and provision for property held for grant
 - D Assets held in trust and provision for assets held in trust
 - E Land, property, plant and equipment
 - F Intangible assets
 - G Commitments - property plant and equipment

- 8 Payables
 - A Suppliers
 - B Other payables
 - C Interest bearing loans
 - D Leases
 - E Other financial liabilities
- 9 Other provisions
 - A Provision for make good
 - B Provision for property, plant and equipment

People and Relationships

- 10 Employee provisions
- 11 Key management personnel remuneration
- 12 Related party disclosure
 - A Related party relationships
 - B Transactions with related parties
 - C ILSC Group
 - D Transactions with wholly-owned entities

Managing Uncertainties

- 13 Contingent assets and liabilities
 - A Quantifiable contingencies
 - B Unquantifiable contingencies
- 14 Financial instruments
 - A Categories of financial instruments
 - B Net gain on financial assets
 - C Net loss on financial liabilities
- 15 Fair value measurement

Parent Information

- 16 Indigenous Land and Sea Corporation

Other Information

- 17 Current/non-current distinction for assets and liabilities
- 18 Discontinued Operations

Auditor's Remuneration

- 19 Audit fees and other services

Indigenous Land and Sea Corporation
Consolidated Statement of Comprehensive Income
for the year ended 30 June 2026

	Notes	Consol 2026 \$'000	Consol 2025 \$'000 Restated
NET COST OF SERVICES			
Expenses			
Provision for property held for grant and assets held in trust	1A	234,136	8,088
Employee benefits	1B	23,294	23,921
Suppliers	1C	29,595	25,974
Grant funding	1D	32,474	48,120
Depreciation and amortisation	1E	2,939	3,284
Finance costs	1F	1	1
Total expenses		322,439	109,388
Own-source income			
Own-source revenue			
Interest	2A	3,442	4,033
Revenue from contracts with customers	2B	4,979	4,993
Grants	2D	272	185
Other revenue	2E	11,299	6,313
Total own-source revenue		19,992	15,524
Gains/ (losses)			
Net gain in the net market value of livestock	3A	2,813	767
Net (loss)/ gain from disposal of assets	3B	(111)	(367)
Other net (loss)	3C	(1,126)	(264)
Total (losses)/ gains		1,576	136
Total own-source income		21,568	15,660
Net cost of services		(300,871)	(93,728)
Revenue from Government			
Revenue from Government	4	76,490	74,950
(Loss) before income tax on continuing operations		(224,381)	(18,778)
Income tax expense/ (benefit)	5A	-	-
(Loss) from continuing operations attributable to the Australian Government		(224,381)	(18,778)
(Loss)/ Profit after tax from discontinuing operations	18	(68,601)	8,416
(Loss) for the year attributable to the Australian Government		(292,982)	(10,362)
Other comprehensive income			
Changes in asset revaluation reserve	7E	-	(4,756)
Tax effect of revaluations		-	1,568
Changes in other reserves	7F	(117)	159
Total comprehensive (loss) attributable to the Australian Government		(293,099)	(13,391)

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

Indigenous Land and Sea Corporation
Consolidated Statement of Financial Position
as at 30 June 2026

	Notes	Consol 2026 \$'000	Consol 2025 \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	6A	89,924	87,597
Trade and other receivables	6B	1,581	12,107
Investments	6C	18,446	-
Other financial assets	6D	235	1,152
Total financial assets		<u>110,186</u>	<u>100,856</u>
Non-financial assets¹			
Biological assets	7A	6,507	5,400
Inventory - other	7B	148	4,479
Inventory - property held for grant	7C	337,907	109,051
Assets held in trust	7D	52,955	52,137
Land	7E	989	77,983
Other property, plant and equipment	7E	16,679	338,264
Intangible assets	7F	7,004	17,542
Prepayments		353	4,941
Deferred tax asset	5B	-	17,826
Total non-financial assets		<u>422,542</u>	<u>627,623</u>
Total assets		<u>532,728</u>	<u>728,479</u>
LIABILITIES			
Payables			
Suppliers creditors	8A	48,682	30,157
Other payables	8B	3,321	19,934
Total payables		<u>52,003</u>	<u>50,091</u>
Interest bearing liabilities			
Interest bearing loans	8C	-	123,076
Leases	8D	3,759	21,781
Total interest bearing liabilities		<u>3,759</u>	<u>144,857</u>
Provisions			
Employee provisions	10	4,360	13,021
Provision for property held for grant	7C	337,907	109,051
Provision for assets held in trust	7D	52,955	52,137
Other provisions	9	259	1,309
Total provisions		<u>395,481</u>	<u>175,518</u>
Total liabilities		<u>451,243</u>	<u>370,466</u>
NET ASSETS		<u>81,485</u>	<u>358,013</u>
EQUITY			
Parent entity interest			
Reserves		7,471	46,329
Retained surplus		74,014	311,684
Total parent entity interest		<u>81,485</u>	<u>358,013</u>
TOTAL EQUITY		<u>81,485</u>	<u>358,013</u>

The above statement should be read in conjunction with the accompanying notes, including in relation to the current and non-current split at Note 17.

¹ Right-of-use assets are included in the following line items: Land and Other Property, Plant and Equipment

Indigenous Land and Sea Corporation
Consolidated Statement of Changes in Equity
for the year ended 30 June 2026

Consolidated	Retained Surplus		Asset Revaluation Reserve		Other Reserves ¹		Total Equity	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Opening Balance as at 1 July	311,684	320,082	45,675	50,827	654	495	358,013	371,404
Balance carried forward from previous period								
Comprehensive (loss)/ Income	(224,381)	(10,362)	-	-	-	-	(224,381)	(10,362)
(Loss) for the period from continuing operations								
Profit/ (loss) for the period from discontinued operation	(68,601)	-	-	-	-	-	(68,601)	-
Other comprehensive income:								
Fair value revaluation of intangible assets	-	-	-	-	(117)	159	(117)	159
Fair value revaluation of property, plant and equipment	-	-	-	(4,756)	-	-	-	(4,756)
Tax effect of revaluations	-	-	-	1,568	-	-	-	1,568
Total comprehensive (loss)/ income attributable to the Australian Government	(292,982)	(10,362)	-	(3,188)	(117)	159	(293,099)	(13,391)
Tax effect on asset revaluation reserve ²	-	-	16,571	-	-	-	16,571	-
Amount transferred from revaluation reserve for property, plant and equipment classified as held for grant	55,237	-	(55,237)	-	-	-	-	-
Amount transferred to/ (from) revaluation reserve for property, plant and equipment disposed of	75	1,964	(75)	(1,964)	-	-	-	-
Closing balance at 30 June attributable to the Australian Government	74,014	311,684	6,934	45,675	537	654	81,485	358,013

¹Other reserves incorporate the fair value revaluation movement of intangible assets (refer Note 7F).

²Tax effect adjustment originated as a result of the transfer of the asset reserve and tax balances from Voyages following transfer of assets to ILSC.
The above statement should be read in conjunction with the accompanying notes.

**Indigenous Land and Sea Corporation
Consolidated Cash Flow Statement
for the year ended 30 June 2026**

	Notes	Consol 2026 \$'000	Consol 2025 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations from Government		10,071	10,087
Receipts from Government		70,443	68,618
Goods and services		196,641	231,973
Interest		3,854	4,717
Other		16,078	16,231
Total cash received		<u>297,087</u>	<u>331,626</u>
Cash used			
Employees		(87,665)	(113,754)
Suppliers		(140,236)	(180,538)
Interest paid		(7,295)	(6,323)
Interest payments on lease liabilities		(1,944)	(1,329)
Net GST paid		12,480	(4,744)
Total cash used		<u>(224,660)</u>	<u>(306,688)</u>
Net cash provided from operating activities		<u>72,427</u>	<u>24,938</u>
INVESTING ACTIVITIES			
Cash received			
Proceeds from the sale of property, plant and equipment		3,700	-
Investments		-	16,000
Proceeds from disposal of subsidiary (net of cash disposed)		85,089	-
Advances from loans		-	8
Total cash received		<u>88,789</u>	<u>16,008</u>
Cash used			
Purchase of property, plant and equipment		(13,505)	(18,889)
Purchase of intangibles		-	(2,305)
Investments		(18,446)	-
Advances from loans		(290)	-
Total cash used		<u>(32,241)</u>	<u>(21,194)</u>
Net cash provided from/ (used by) investing activities		<u>56,548</u>	<u>(5,186)</u>
FINANCING ACTIVITIES			
Cash used			
Repayment of loans		(123,858)	(5,968)
Principal payments of lease liabilities		(2,790)	(3,774)
Total cash used		<u>(126,648)</u>	<u>(9,742)</u>
Net cash (used by) financing activities		<u>(126,648)</u>	<u>(9,742)</u>
Net increase in cash held		2,327	10,010
Cash at the beginning of the reporting period		87,597	77,587
Cash at the end of the reporting period	6A	<u>89,924</u>	<u>87,597</u>

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

Indigenous Land and Sea Corporation
Notes to and forming part of the financial statements
for the year ended 30 June 2026

Overview

Objective of the Indigenous Land and Sea Corporation

The Indigenous Land and Sea Corporation (ILSC) parent entity is a Corporate Commonwealth entity established on 1 June 1995 and governed by the *Aboriginal and Torres Strait Islander Act 2005* (ATSIA Act). The ILSC was established to provide economic, environmental, social and cultural benefits for Aboriginal and Torres Strait Islander people by assisting with acquisition and management of rights and interests in land, salt water and fresh water country. It is a not for profit entity.

The ILSC may make arrangements with its controlled entities to carry out functions of the ILSC. The address of the Group's registered office is GPO Box 652, Adelaide, South Australia 5001.

Principles of consolidation

The consolidated financial statements are those of ILSC and its controlled entities (the Group), comprising:

- ILSC (the Parent Entity)
- National Centre of Indigenous Excellence Ltd (NCIE)
- Voyages Indigenous Tourism Australia Pty Ltd (Voyages) - up to 27 February 2026
- ILSC Employment Pty Ltd (ILSCE)

Controlled entities are all those entities (including special purpose entities) over which the ILSC has the power to govern the financial and operating policies so as to obtain benefits from their activities.

Controlled entities are consolidated from the date on which control is obtained through to the date on which control ceases. The financial statements of the controlled entities are prepared for the same reporting period as the parent entity, using consistent accounting policies. Adjustments are made to align any inconsistent accounting policies that may exist. In preparing the consolidated financial statements, all intercompany balances and transactions, income and expenses and profit and losses resulting from intra-group transactions have been eliminated in full.

Basis of preparation of the financial statements

The consolidated financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The consolidated financial statements have been prepared in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)* and
- Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

Basis of preparation of the financial statements (continued)

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

Unless alternative treatment is specifically required by an accounting standard or the FRRs, assets and liabilities are recognised in the Consolidated Statement of Financial Position when, and only when, it is probable that future economic benefits will flow to the entity or a future sacrifice of economic benefits will be required and the amounts of the assets and liabilities can be reliably measured.

Significant accounting judgements, estimates and assumptions

The preparation of the financial statements requires judgements, estimates and assumptions that affect the amounts reported in the financial statements. These judgements and estimates are continually evaluated in relation to assets, liabilities, contingent liabilities, revenue and expenses. The Group bases its judgements and estimates on historical experience and on other various factors that are believed to be reasonable under the circumstances, the result of which form the basis of the carrying values of assets and liabilities that are not readily apparent from other sources.

Key judgements require an assessment of future forecast performance of the Group, and, at the time of this report, those assumptions have inherent uncertainty.

These judgments and estimates include:

- Assessing the fair value of property, plant and equipment, refer to note 7E;
- Determining the net realisable value of inventory, taking into account any inventory that has become slow moving, refer to notes 7B, C, D;
- Analysing the methodology used to estimate the fair value of biological assets and consider any revision to the provision balance, refer to note 7A;
- Revising estimates of expected credit losses attributable to accounts receivable arising from sales to customers on credit terms, including the incorporation of forward-looking information to supplement historical credit loss rates, refer to note 6B; and
- The period for utilisation of accumulated tax losses recorded as deferred tax assets, refer to note 5B.

New and amended standards and interpretations*Adoption of new Australian Accounting Standards requirements*

All new accounting standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the Group's financial statements.

Set out below are new and amended standards that have been issued but are not yet effective for the 2025-26 reporting period that are relevant to the Group.

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
<i>AASB 18 Presentation and Disclosure in Financial Statements</i>	<p>AASB 18 will replace AASB 101 Presentation of Financial Statements. As a result, the requirements in AASB 101 will be:</p> <ul style="list-style-type: none"> (a) replaced by new requirements in AASB 18; (b) transferred to AASB 18 with only limited wording changes; or (c) moved to AASB 108 Basis of Preparation of Financial Statements or AASB 7 Financial Instruments: Disclosures with only limited wording changes. <p>AASB 18 has also introduced changes to AASB 107 Statement of Cash Flows, AASB 133 Earnings per Share and AASB 134 Interim Financial Reporting.</p> <p>AASB 18 applies to annual reporting periods beginning on or after 1 January 2027. Earlier application is permitted. However, AASB applies to non-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028.</p>

New and amended standards and interpretations (continued)

AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments	<p>AASB 2024-2 amends AASB 7 Financial Instruments: Disclosures and AASB 9 Financial Instruments in relation to the classification and measurement requirements in AASB 9 and related requirements in AASB 7.</p> <p>This Standard amends requirements related to:</p> <ul style="list-style-type: none"> a) settling financial liabilities using an electronic payment system; and b) assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features. <p>This Standard also amends disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and adds disclosure requirements for financial instruments with contingent features that do not relate directly to basic lending risks and costs.</p> <p>AASB 2024-2 applies to annual periods beginning on or after 1 January 2026.</p>
AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11	<p>AASB 2024-3 makes minor amendments to AASB 1 First-time Adoption of Australian Accounting Standards, AASB 7 Financial Instruments: Disclosures, AASB 9 Financial Instruments, AASB 10 Consolidated Financial Statements and AASB 107 Statement of Cash Flows to address inconsistencies or to clarify requirements.</p> <p>The Standard applies to annual periods beginning on or after 1 January 2026.</p>
AASB 2025-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments: Tier 2 Disclosures	<p>AASB 2025-2 amends AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities.</p> <p>The amendments require a Tier 2 entity to disclose information related to financial instruments with contractual terms that could change the amount of the contractual cash flows based on the occurrence or non-occurrence of a contingent event. Such an event must not relate directly to changes in basic lending risks and costs. For example, the terms of a financial liability could specify changes in the cash flows if the entity reduces its carbon emissions.</p> <p>AASB 2025-2 applies to annual periods beginning on or after 1 January 2026</p>

Several other amendments and interpretations apply for the first time in the year ended 30 June 2026, but do not have an impact on the consolidated financial statements of the Group. The Group has not early adopted any other standards, interpretations or amendments that have been issued but are not yet effective.

Future Australian Accounting Standards requirements

New standards, revised standards, interpretations and amending standards, issued prior to the signing of the statements, which are applicable to future reporting periods have been fully assessed by the Group and are not expected to have a substantial impact on the Group.

Comparative figures

Where necessary, comparative figures have been adjusted to conform with changes in presentation in these financial statements.

Budgetary reporting

Australian Accounting Standard *AASB 1055 – Budgetary Reporting* is a standard that came into effect for the financial year ended 30 June 2015. The budgetary reporting requirements in this standard only apply to an entity within the General Government Sector (GGS) where budgeted information about controlled or administered items is separately identified as relating to that entity within the budgetary information presented to Parliament. Accordingly, for example, where:

- a consolidated GGS budget presented to Parliament incorporates a budget of an entity within the GGS in a way that the individual entity's budget is not separately identified as relating to that entity; and
- a separate individual budget is not presented to Parliament for that entity;

that entity's budget is not regarded as having been presented to Parliament and therefore the entity is not required to report the budgetary information specified in this Standard.

AASB 1055 does not apply to the ILSC due to the fact that:

- Voyages is classified as a Public Non-Financial Corporation and therefore is not included in the budget presented to Parliament.
- The budget presented to Parliament is a consolidation of the ILSC and its controlled entities other than Voyages and therefore is not a separate individual budget presented to Parliament for the ILSC entity or any separate entity within the Group.

Events after the reporting period

No matters or circumstances have arisen since the end of the reporting period which significantly affected or may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial years.

Consol	Consol
2026	2025
\$'000	\$'000
	Restated

Financial Performance

This section analyses the financial performance of the Group for the year ended 30 June 2026.

1. Expenses

1A. Provision for property held for grant and assets held in trust

Increase in the provision for property held for grant	233,318	8,088
Increase in the provision for assets held in trust	818	-
Total increase in provision	234,136	8,088

A provision is raised in the Statement of Comprehensive Income for the full cost of property and related infrastructure purchases held for grant and held in trust representing the sacrifice of future benefits embodied in the assets. On transfer, the asset and provision are offset against one another. The above disclosure should be read in conjunction with the accompanying notes 7C and 7D.

During the financial year, Voyages transferred land, fixtures and fittings on which Ayers Rock Resort operates on to ILSC for \$283.2m. Upon finalisation of the transfer, ILSC has recognised these land, fixtures and fittings as property held for grant, with a corresponding provision raised against the asset value, in accordance with its accounting policy.

1B. Employee benefits

Wages and salaries	19,815	20,608
Superannuation		
Defined contribution plans	2,410	2,383
Defined benefit plan	1,069	899
Separation and redundancy	-	31
Total employee benefits	23,294	23,921

Accounting Policy

Accounting policy for employee-related expenses is contained in the People and Relationships section.

1C. Suppliers

Goods and services supplied or rendered

Raw materials and consumables	178	170
Repairs and maintenance	3,704	3,635
Staff related expenses	1,055	903
Utilities, rates and services	796	651
Consultants	10,664	6,357
Agribusiness supplies and expenses	1,439	1,255
Marketing	334	227
Travel	1,017	1,256
Information and communication expenses	1,461	1,384
Resort supplies and expenses	1	1
Fuels	692	562
Insurance	419	510
Audit fees	253	278
Other expenses	5,300	6,388
Total goods and services supplied or rendered	27,313	23,577

Other supplier expenses:

Operating lease rentals: Short-term leases	1,940	2,053
Workers compensation expenses	342	344
Total other supplier expenses	2,282	2,397

Total suppliers	29,595	25,974
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Consol 2026 \$'000	Consol 2025 \$'000
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Accounting PolicyShort-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Group has short-term lease commitments of \$103,768 as at 30 June 2026.

The Group has one low-value lease commitment agreement, comprised of 18 leased items measured at \$8,761 each for a combined overall commitment total of \$36,139 as at 30 June 2026.

The above lease disclosures should be read in conjunction with the accompanying notes 1F, 2E, 7E and 8D.

Consol 2026 \$'000	Consol 2025 \$'000 Restated
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1D. Grant funding

Grant funding	32,474	48,120
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Grant funding to Indigenous corporations provides assistance for acquiring and managing rights and interests in land, salt water and fresh water country interests.

1E. Depreciation and amortisation

Land - Right-of-use asset	31	32
Buildings and infrastructure	1,711	1,815
Plant and equipment	153	235
Furniture and fittings	19	34
Motor vehicles	150	241
Computer equipment	69	94
Leasehold improvements	677	704
Total depreciation	2,810	3,155
Software	129	129
Total amortisation	129	129
Total depreciation and amortisation	2,939	3,284

Accounting Policy

Accounting policy for depreciation and amortisation expense is contained in Notes 7E and 7F.

1F. Finance costs

Loan interest	1	1
Total finance costs	1	1

All borrowing costs are expensed as incurred.

The above lease disclosures should be read in conjunction with the accompanying notes 1C, 2E, 7E and 8D.

	Consol 2026 \$'000	Consol 2025 \$'000 Restated
2. Own-source revenue		
2A. Interest		
Term deposits interest	2,400	3,115
Interest on bank and other securities	1,042	918
Total interest	<u>3,442</u>	<u>4,033</u>

Interest revenue is recognised using the effective interest method.

2B. Revenue from contracts with customers

Sale of goods	2,341	2,267
Rendering of services	2,638	2,726
Total revenue from contracts with customers	<u>4,979</u>	<u>4,993</u>
Disaggregation of revenue from contracts with customers		
Agribusiness		
Fodder and mixed ration	1,462	1,609
Agistment fees	551	660
Meat	879	658
Fitness and Aquatics	1,065	1,027
Conference and Venue Hire	677	724
Other sale of goods	345	315
Total revenue from contracts with customers	<u>4,979</u>	<u>4,993</u>

Accounting Policy

Revenue is recognised to the extent that the Group has satisfied a performance obligation and the transaction price can be readily identified. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment.

The timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Group have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Grant income arising from an agreement which contains enforceable and sufficiently specific performance obligations is recognised when control of each performance obligation is satisfied.

The performance obligations vary, but control transfers over the life of the contract. Where control is transferred over time, the revenue recognition is based on cost incurred.

Information about the Group's performance obligations is summarised below:

Agribusiness

Sale of fodder and mixed ration - Providing food to cattle.

Agistment fees - Providing accommodation for cattle prior to being shipped.

Meat - Providing meat to customers.

Fitness and Aquatics - Providing classes or access to gym and pool facilities.

Conference and Venue Hire - Providing a room for a conference to be held in and providing food and beverage when the conference is held.

Sale of goods and rendering of services does not include income from biological assets. See Notes 3A and 7A in relation to recognition of income from biological assets.

	Consol 2026	Consol 2025
Notes	\$'000	\$'000
		Restated

2C. Unsatisfied obligations

The transaction prices allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 30 June are, as follows:

Within one year	8A	19,333	-
More than one year		20,000	-
		<u>39,333</u>	<u>-</u>

2D. Grants

Grants from:

Department of Climate Change, Energy, Environment & Water	185	-
State and Territory Governments	60	149
Corporate sponsorship	27	-
Other grants	-	36

Total grants	<u>272</u>	<u>185</u>
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The Group receives grants from Commonwealth Government departments, State and Territory Government departments and corporations. Grants which are either not enforceable or do not have sufficiently specific performance obligations are in scope of AASB 1058. Assets arising from grants in scope of AASB 1058 are recognised at their fair value when the asset is received. These assets are generally cash. Once the assets have been recognised then the income is recognised.

2E. Other revenue

Diesel fuel rebate	144	98
Grant recovery	897	356
Insurance recovery	531	292
Lease income	2,585	195
Carbon and environment programmes	5,142	5,170
Resources received for no consideration/ at nominal amounts ¹		
Inventory - property held for grant	2,000	-
Other revenue	0	202

Total other revenue	<u>11,299</u>	<u>6,313</u>
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¹ Resources received for no consideration/ at nominal amounts are recognised as revenue when, and only when, a fair value can be reliably determined.

Consol 2026 \$'000	Consol 2025 \$'000 Restated
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2E. Other revenue (continued)

ILSC has entered into a lease with Voyages following the share sale agreement to lease the land at Yulara and Mossman Gorge on which both Ayers Rock Resort (ARR) and Mossman Gorge Cultural Centre (MGCC) operate on. The ARR lease is a 50-year lease (with 2 x 29-year option terms) whilst the MGCC lease is a 10-year lease (with 1 x 10-year option). The ARR lease is a triple net lease – meaning Voyages will be responsible for all costs relating to the land (including capital improvements, works and repairs and maintenance) whilst the MGCC lease is a double net lease – meaning Voyages is responsible for all costs relating to the land except for items of a capital and structural nature (although Voyages is responsible for some capital and structural repairs/ works).

The above lease disclosures should be read in conjunction with the accompanying notes 1C, 1F, 7E and 8D.

3. (Losses)/ gains**3A. Net gain in the net market value of livestock**

Net gain in the net market value during the reporting period

Cattle	2,830	860
Gross change in net market value	2,830	860
(increase)/ decrease in provision for deaths	(17)	(93)
Net gain in the net market value of livestock	2,813	767

Net market value is fair value less costs to sell.

The gross change in net market value of \$2,830,000 incorporates a gain associated with natural increase of \$594,000 and a change in net market value of \$2,438,000, offset by losses associated with deaths/rations/other of \$202,000 - also refer to note 7A *Biological Assets*.

3B. Net (loss)/ gain from disposal of assets

Net (loss)/ gain from disposal of assets	(111)	(367)
Total net (loss)/ gain from disposal of assets	(111)	(367)

3C. Other net (loss)

Impairment (loss) on trade and other receivables	(1,126)	(264)
Total net (loss)	(1,126)	(264)

	Consol 2026 \$'000	Consol 2025 \$'000 Restated
4. Revenue from Government		
Department of the Prime Minister and Cabinet		
Corporate Commonwealth entity payment ¹	10,071	10,087
Receipts from the ATSILSFF ²	66,419	64,863
Total revenue from Government	76,490	74,950

¹The amounts received by the Group as a Corporate Commonwealth Entity payment are for the support of jobs in the Northern Territory in land management and pastoral activities. The income is recognised on receipt and corresponding payments are recognised as expenses when incurred or when paid to third parties.

²The ILSC was established under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act) and is controlled by the Commonwealth of Australia. The ILSC receives a legislated annual payment from the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF).

The ATSILSFF payment is administered by the Department of the Prime Minister and Cabinet. Receipts are recognised at the time ILSC becomes entitled to receive the revenue.

Consol 2026 \$'000	Consol 2025 \$'000 Restated
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Taxation

This section analyses the taxation of the Group. ILSC Employment is the only remaining entity in the Group subject to all Commonwealth and State taxation, including income tax.

5. Income tax

5A. Income tax expense/ (benefit)

The major components of income tax expense/ (benefit) are:

Current income tax:

Current income tax charge	-	-
Income tax expense/ (benefit) reported in Statement of Comprehensive Income	-	-

Numerical reconciliation between aggregate tax expenses recognised in the Statement of Comprehensive Income and tax as calculated per the statutory income tax rate (ILSC Employment only):

Total accounting (loss)	(224,381)	(18,778)
Accounting profit/ (loss) not subject to income tax	224,381	18,778
Total accounting profit/ (loss) subject to income tax	-	-
Income tax expense/ (benefit) on profit/ (loss) at statutory rate (30%)	-	-
Value of deferred tax assets not recognised/derecognised	-	-
Other	-	-
Aggregate income tax expense/ (benefit)	-	-

5B. Deferred income tax

Deferred tax relates to the following:

	Statement of Financial Position		Statement of Comprehensive Income	
	Consol 2026 \$'000	Consol 2025 \$'000	Consol 2026 \$'000	Consol 2025 \$'000
Provision for doubtful debts	-	138	-	(87)
Provision for employee entitlements	-	3,042	-	(244)
Fixed assets	-	(12,711)	-	(5,404)
Other	-	(35)	-	(243)
Losses available for offsetting future taxable income	-	31,297	-	1,724
Financial liabilities	-	315	-	4,779
Value of net deferred tax assets not recognised – current year	-	-	-	-
Value of net deferred tax assets not recognised – prior years	-	(4,220)	-	-
Deferred tax expense			-	525
Net deferred tax assets	-	17,826		
<i>Reconciliation of net deferred tax asset:</i>				
Opening balance as of 1 July	17,826	16,783		
Tax (expense)/ benefit during the period recognised in Statement of Comprehensive Income	-	(525)		
Value of net deferred tax assets not recognised	(17,826)	-		
Amounts recorded within equity	-	1,568		
Closing balance as at 30 June	-	17,826		

In accordance with Section 193P of the *Aboriginal and Torres Strait Islander Act 2005*, the ILSC is subject to all Commonwealth and State taxation except income tax and stamp duty (where land is divested to an Aboriginal Corporation within 12 months).

Voyages and ILSC Employment are subject to all Commonwealth and State taxation.

NCIE has been granted exemption from Commonwealth and State taxation as a result of being recognised as a Public Benevolent Institution.

Accounting Policy

Current tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities based on the current period's taxable income. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

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

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

- where the deferred income tax liability 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; or
- when the taxable temporary differences are associated with investments in subsidiaries and 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 income tax assets are recognised for all deductible temporary differences, carry-forward of unused tax credits and unused tax losses, 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 income 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; or
- when the deductible temporary differences are associated with investments in subsidiaries, deferred tax assets are only recognised 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.

Forecasted taxable profits have been based on the forecasts used in the valuation assessment. Refer to the Overview section and note 7E for further disclosure on the uncertainty in the assumptions for the forecasts.

The carrying amounts of deferred income tax assets are 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 income tax asset to be utilised.

Unrecognised deferred income tax assets are reassessed 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.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to 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.

Consol	Consol
2026	2025
\$'000	\$'000

Financial Position

This section analyses the Group's assets used to conduct its operations and the operational liabilities incurred as a result.

Employee-related information is disclosed in the People and Relationships section.

6. Financial assets

6A. Cash and cash equivalents

Cash at bank and on hand	57,088	33,395
Short-term deposits	32,836	54,202
Total cash and cash equivalents	<u>89,924</u>	<u>87,597</u>

Accounting Policy

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

- a) cash on hand and demand; and
- b) deposits with a bank or financial institution held at call or with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of change in value.

The closing balance of Cash at bank and on hand includes sinking fund amounts relating to assets held in trust of \$2,921,500 (2025: \$2,808,100), amounts held on behalf of the Group \$323,000 (2025: \$1,471,000) and cash advances \$1,000 (2025: \$1,000).

6B. Trade and other receivables

Goods and services receivables	1,275	5,999
Other receivables:		
Interest receivable	354	217
Other debtors	41	6,470
Total other receivables	<u>395</u>	<u>6,687</u>
Total trade and other receivables (gross)	1,670	12,686
Less: Expected credit loss allowance	(89)	(579)
Total trade and other receivables (net)	<u>1,581</u>	<u>12,107</u>
<i>Reconciliation of expected credit loss allowance</i>		
Opening balance	(579)	(670)
Amounts written off	3	361
Amounts recovered or reversed	564	87
Decrease recognised in net cost of services	(77)	(357)
Closing balance	<u>(89)</u>	<u>(579)</u>

Credit terms for goods and services are generally within 28 days (2025: 28 days).

Accounting Policy

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

	Consol 2026 \$'000	Consol 2025 \$'000
6C. Investments		
Term deposits	18,446	-
Total investments	<u>18,446</u>	<u>-</u>

Accounting Policy

Term deposits generally have a maturity of three to six months and earn interest at fixed rates. The carrying amounts of term deposits are recorded at amortised cost.

6D. Other financial assets

Repayable loans provided to Indigenous corporations	2,263	2,101
Total other financial assets (gross)	<u>2,263</u>	<u>2,101</u>
Less: Provision for impairment other financial assets	(2,028)	(949)
Total other financial assets (net)	<u>235</u>	<u>1,152</u>

Accounting PolicyRepayable loans provided to Indigenous corporations

Repayable loans provided to Indigenous corporations are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are carried at amortised cost with losses recognised through profit or loss when there is an expected credit loss.

	Consol 2026 \$'000	Consol 2025 \$'000
7. Non-financial assets		
7A. Biological assets		
Livestock	6,721	5,597
Provision for livestock deaths	(214)	(197)
Total biological assets	<u>6,507</u>	<u>5,400</u>
	Consol 2026 \$'000	Consol 2026 Number
<i>Movement in livestock:</i>		
Opening on hand (at net market value)	5,597	9,556
Less provision for deaths	(197)	
Net sales	(1,706)	(2,331)
Purchases	-	-
Natural increase	594	1,132
Deaths/rations/other	(202)	(211)
Change in net market value	2,438	
Change in provision for deaths	(17)	
Closing on hand (at net market value)	<u>6,507</u>	<u>8,146</u>

Livestock on hand at the beginning of the reporting period at net market value (excluding provision for deaths) was \$5,597,000 comprised of 9,556 head of cattle. Livestock on hand at the end of the reporting period at net market value (excluding provision for deaths) was \$6,721,000 comprised of 8,146 head of cattle.

	Consol 2025 \$'000	Consol 2025 Number
Cattle	5,597	9,556
	<u>5,597</u>	<u>9,556</u>
	Consol 2026 \$'000	Consol 2026 Number
Cattle	6,721	8,146
	<u>6,721</u>	<u>8,146</u>

Accounting Policy

Biological assets consist of livestock. Livestock is held for trading purposes and includes cattle. Livestock is accounted for in accordance with AASB 141 *Agriculture* and measured at fair value less costs to sell (net market value). Gains or losses on changes in the net market value of livestock are recognised in the Statement of Comprehensive Income.

Musters or counts are performed on each of the properties at least annually which are used to substantiate the size of the herd/flock and breeding and death rates in accordance with standard industry practice. Where the musters/counts do not coincide with the reporting period, the most recent muster/count numbers are used.

Where musters/counts are expected to coincide with reporting periods but are unable to be completed due to circumstances outside of the control of the Group (e.g. weather), natural increase and deaths are estimated based on the most recent muster results and where relevant, long term historical natural increase and mortality rates for the relevant property. Where estimates of natural increase cannot be reliably made, no natural increase since the most recent muster/count is recorded. Paddock records are maintained on all properties.

The net market value is determined by independent valuations undertaken by industry experts based on the value which could be expected to be received from the disposal of livestock in an active and liquid market after deducting costs expected to be incurred in realising the proceeds of such a disposal. The valuation takes into account the general make up of the herd/flock as at reporting date and the use and productivity of the animals to be valued.

Provision for deaths is equivalent to 3.2% (2025: 3.5%) of the value of livestock held at reporting date. The provision for deaths each year reflects estimated unrecorded livestock deaths as at reporting date. The likelihood of unrecorded deaths at reporting date decreases when the annual mustering process has been completed on or close to reporting date.

	Consol 2026 \$'000	Consol 2025 \$'000
7B. Inventory - other		
Inventory held for sale	8	4,411
Agricultural produce	140	68
Carrying amount 30 June	<u>148</u>	<u>4,479</u>

Total amount of other inventory expensed during the period is \$778,044 (2025: \$4,479,000).

Accounting Policy

Inventories held for sale are valued at the lower of cost and net realisable value.

Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition.

7C. Inventory - property held for grant and provision for property held for grant

Property held for grant	337,907	109,051
Less: Provision for property held for grant	(337,907)	(109,051)
Carrying amount 30 June	<u>-</u>	<u>-</u>
A summary of the movement in property held for grant is as follows:		
Opening balance 1 July	109,051	112,280
Additions to 30 June	4,197	8,088
Reclassified from property, plant and equipment	229,121	-
Total Additions (Note 1A)	233,318	8,088
Granted to 30 June	(1,741)	(11,317)
Disposal of assets held for grant	(2,721)	-
Net movement	228,856	(3,229)
Carrying amount 30 June	<u>337,907</u>	<u>109,051</u>

Accounting Policy

Property held for grant is land and waters, improvements, plant and equipment held for grant which represents properties purchased for the purpose of grant to appropriate organisations in line with the legislative function and objectives of the Group. These assets are held for distribution at no consideration in the ordinary course of business of the Group. Accordingly, these assets are classified as inventory held for distribution in accordance with AASB 102 Inventories.

Property held for grant is initially recorded at cost. Property held for grant acquired for free, or for a nominal amount, is recognised initially at current replacement cost at the date of acquisition. Ongoing, the assets are valued at cost and adjusted when applicable for any loss of service potential. Any adjustment is expensed to the Statement of Comprehensive Income.

Property purchases (including the related improvements, plant, equipment, acquisition and holding costs) are capitalised on purchase. At this time a provision is raised against the Statement of Comprehensive Income for the full cost of the purchase representing the sacrifice of the future benefits embodied in the assets. On transfer, the asset and provision are offset against one another.

Where the infrastructure and plant and equipment are used in the production or supply of goods or services on an ongoing basis the corresponding asset is classified as property, plant and equipment in accordance with AASB 116 *Property, Plant and Equipment*.

	Consol 2026 \$'000	Consol 2025 \$'000
7D. Assets held in trust and provision for assets held in trust		
Assets held in trust	52,955	52,137
Less: Provision for assets held in trust	(52,955)	(52,137)
Carrying amount 30 June	-	-
Total amount held at the beginning of the reporting period	52,137	52,137
Additions (Note 1A)	818	-
Total amount held at the end of the reporting period	52,955	52,137

Non-monetary assets

The ILSC (the Parent Entity) entered into a Deed of Gift and Trust with Rio Tinto Aluminium Limited ('Rio Tinto') in 2009. Pursuant to that deed, Rio Tinto gifted the property known as Weipa Hostel to the ILSC to hold in a charitable purpose trust for the benefit of Aboriginal and Torres Strait Islander students so as to enhance their educational opportunities. At the time of gift and creation of the trust the estimated value of the land was \$3,583,000. Additional capital works of \$22,100,000 were incurred for the construction of buildings. The capital works were funded by a grant of money.

The ILSC (the Parent Entity) entered into a Deed of Gift and Trust with The Christian Brothers in 2012. Pursuant to that deed, The Christian Brothers gifted the property known as Clontarf for the spiritual betterment, education, welfare and development of the Aboriginal people and Torres Strait Islanders in Western Australia. The property must be granted to an Aboriginal and Torres Strait Islander Corporation within 80 years from the date of the deed, otherwise the title to the property will revert to The Christian Brothers.

Accounting Policy

Assets held in trust are primarily land and buildings gifted to the Group and are subject to trust deeds. The assets are held for the purpose of grant to appropriate organisations in line with the legislative function and objectives of the Group.

Property held in trust is initially recorded at fair value. Contributions of assets at no cost of acquisition or for nominal consideration are recognised at their fair value (deemed cost) and a gain recognised in the Statement of Comprehensive Income. Ongoing, the assets are valued at cost.

Property purchases (including the related improvements, plant, equipment, acquisition and holding costs) are capitalised on purchase.

At initial recognition, a provision is raised against the Statement of Comprehensive Income for the full amount of the asset representing the sacrifice of the future benefits embodied in the asset.

The asset and provision offset against one another.

7E. Land, property, plant and equipment

Reconciliation of opening and closing balances:

	Other Property, Plant and Equipment								
	Land	Building & Infrastructure Improvements	Plant and Equipment	Furniture & Fittings	Motor Vehicles	Computer Equipment	Leasehold Improvements	Total PPE	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net book value as at 1 July 2025	77,983	273,131	47,590	10,363	3,738	1,584	1,858	338,264	416,247
Additions	-	2,526	10,915	-	-	6	58	13,505	13,505
By purchase	-	-	-	-	-	-	-	-	-
Transfers between asset classes	-	-	-	(5)	-	-	5	-	-
Revaluation and impairments recognised in other comprehensive income	-	-	-	-	-	-	-	-	-
Remeasurement of right-of-use assets	37	118	2,428	-	-	-	-	2,546	2,583
Assets in a disposal group for discontinued operations	-	(127,559)	(31,275)	(8,984)	(2,095)	(1,007)	-	(170,920)	(170,920)
Depreciation	-	(6,077)	(2,684)	(1,252)	(458)	(292)	(678)	(11,441)	(11,441)
Depreciation of right-of-use assets	(31)	(846)	-	-	-	-	-	(846)	(877)
Other movements	-	(22)	(2,347)	12	(94)	218	-	(2,233)	(2,233)
Reclassified to property held for grant	(77,000)	(128,318)	(23,803)	-	-	-	-	(152,121)	(229,121)
Disposals	-	-	(68)	(7)	-	-	-	(75)	(75)
Total as at 30 June 2026	989	12,953	756	127	1,091	509	1,243	16,679	17,668
Carrying amount of right-of-use assets	989	2,558	-	-	-	-	-	2,558	3,547

7E. Land, property, plant and equipment (continued)
Reconciliation of opening and closing balances:

	Other Property, Plant and Equipment								Total PPE	Total Total
	Land	Building & Infrastructure Improvements	Plant and Equipment	Furniture & Fittings	Motor Vehicles	Computer Equipment	Leasehold Improvements			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net book value as at 1 July 2024	72,609	290,894	46,361	11,295	2,552	746	2,285	354,133	426,742	
Additions By purchase	-	7,897	6,436	1,163	1,980	1,384	29	18,889	18,889	18,889
Revaluation and impairments recognised in other comprehensive income	5,746	(10,891)	49	3	103	(14)	248	(10,502)	(4,756)	(4,756)
Remeasurement of right-of-use assets	(340)	280	-	-	-	-	-	280	(60)	(60)
Depreciation	-	(9,354)	(4,041)	(2,095)	(714)	(371)	(704)	(17,279)	(17,279)	(17,279)
Depreciation of right-of-use assets	(32)	(2,704)	(1,196)	-	(84)	(158)	-	(4,142)	(4,174)	(4,174)
Disposals	-	(2,991)	(19)	(3)	(99)	(3)	-	(3,115)	(3,115)	(3,115)
Net book value as at 30 June 2025	77,983	273,131	47,590	10,363	3,738	1,584	1,858	338,263	416,247	
Carrying amount of right-of-use assets	1,088	5,408	2,459	-	-	-	-	7,867	8,955	

	Consol 2026 \$'000	Consol 2025 \$'000
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Buildings and infrastructure on properties that are under construction or significant redevelopment have not been revalued as at 30 June as the cost of construction or redevelopment reflects the fair value of the assets. The total value of assets under construction is as follows:

Building and infrastructure improvements	43	6,019
Plant and equipment	-	3,486
Furniture and fittings	-	545
Motor vehicles	-	43
Computer systems	-	746
	<u>43</u>	<u>10,839</u>

(Decrement)/ Increment in asset revaluation reserve:

As a result of disposal/transfer:

Land	(55,237)	-
Buildings and structures	-	(1,773)
Plant and equipment	(67)	(78)
Furniture and fittings	(7)	-
Motor vehicles	-	(111)
Computer systems	(1)	(2)
	<u>(55,312)</u>	<u>(1,964)</u>

As a result of revaluation:

Land	-	5,746
Buildings and structures	-	(10,891)
Plant and equipment	-	49
Furniture and fittings	-	3
Motor vehicles	-	103
Computer systems	-	(14)
Leasehold improvements	-	248
	<u>-</u>	<u>(4,756)</u>

Total (decrement) in asset revaluation reserve	<u>(55,312)</u>	<u>(6,720)</u>
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Accounting Policy

The Group maintains asset registers for property, plant and equipment. A stocktake to verify property, plant and equipment is undertaken at least annually. All revaluations are conducted in accordance with the valuation policy. All assets were assessed for impairment at 30 June in accordance with AASB 136 *Impairment of Assets*.

Property, plant and equipment are recorded at cost on acquisition (except for assets acquired at no cost). The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Property, plant and equipment acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$1,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to “make good” provisions in property leases taken up by the Group where there exists an obligation to restore the property to its original condition. These costs are included in the value of the Group’s ROU Asset Building & Infrastructure Improvements with a corresponding provision for the “make good” recognised.

Leased Right-of-use (ROU) Assets

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

An impairment review is undertaken for any ROU lease asset that shows indicators of impairment and an impairment loss is recognised against any ROU lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

Right-of-use assets

NT Airport lease

The Group has a lease contract with the Northern Territory government for the Yulara airport for a term of 25 years, which expires on 30 June 2032. The lease contract contains variable payments based on CPI and an extension option of 25 years at the end of the current lease term.

Other leases

The Group has lease contracts for various items of plant, vehicles and other equipment used in its operations. Leases of plant generally have lease terms between 10 and 15 years, while motor vehicles and other equipment generally have lease terms between 2 and 5 years. The Group’s obligations under its leases are secured by the lessor’s title to the leased assets. Generally, the Group is restricted from assigning and subleasing the leased assets and some contracts require the Group to maintain certain financial ratios. Lease contracts contain variable lease payments that are limited to CPI.

Revaluation

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) is carried at fair value less subsequent accumulated depreciation and accumulated revaluation decrement adjustments. Valuations are conducted with sufficient frequency to ensure that the carrying amount of assets do not differ materially from the assets fair value at reporting date. Independent valuations will be undertaken at not more than three-yearly intervals, unless there is a significant change to circumstances that warrants an earlier valuation or if the nature of the property, plant and equipment experiences significant and volatile changes in fair value.

Fair values for each class of assets are determined as shown below:

<i>Asset class:</i>	<i>Fair value measured at:</i>
Land	Market selling price
Building structures and improvements	Market selling price and current replacement cost
Plant and equipment	Market selling price
Motor vehicles	Market selling price
Leasehold improvements	Market selling price and current replacement cost
Office equipment, furniture and fittings and computer systems	Market selling price and current replacement cost

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation and amortisation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using either the diminishing value or the straight-line method of depreciation. Leasehold improvements are amortised over the lower of the estimated useful life of the improvements or the unexpired period of the lease.

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

Depreciation rates applying to each class of assets are as follows:

	Diminishing Value 2026	Diminishing Value 2025	Prime Cost 2026	Prime Cost 2025
Buildings and infrastructure	2-40%	2-40%	2.5-40%	2.5-40%
Plant and equipment	3.5-80%	3.5-80%	5-80%	5-80%
Office equipment	20-50%	20-50%	20-50%	20-50%
Motor vehicles	6.5-100%	6.5-100%	20-45%	20-45%
Furniture and fittings	1-80%	1-80%	8-80%	8-80%
Computer equipment	4.5-67%	4.5-67%	40-67%	40-67%
Leasehold improvements	2-100%	2-100%	10-67%	10-67%

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

Impairment

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

The recoverable amount of an asset is the higher of fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its current replacement cost.

Derecognition

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

7F. Intangible assets*Reconciliation of opening and closing balances:*

	Software \$'000	Trade marks and licences \$'000	Other contracts and relationships \$'000	Carbon Rights \$'000	Total \$'000
As at 1 July 2025					
Gross book value	17,847	20,479	3,243	4,927	46,496
Accumulated amortisation and impairment	(10,541)	(15,170)	(3,243)	-	(28,954)
Total as at 1 July 2025	7,306	5,309	-	4,927	17,542
Additions					
By purchase	-	-	-	-	-
Revaluation/ impairments recognised in other comprehensive income	-	-	-	(117)	(117)
Assets in a disposal group for discontinued operations	(3,495)	(5,309)	-	-	(8,804)
Amortisation and impairment	(1,322)	-	-	-	(1,322)
Other movements recognised through profit and loss	-	-	-	1,937	1,937
Disposals	(1,829)	-	-	(403)	(2,232)
Total as at 30 June 2026	660	-	-	6,344	7,004
Total as at 30 June 2026 represented by:					
Gross book value	12,523	15,170	3,243	6,344	37,280
Accumulated amortisation and impairment	(11,863)	(15,170)	(3,243)	-	(30,276)
Total as at 30 June 2026	660	-	-	6,344	7,004

7F. Intangible assets (continued)
Reconciliation of opening and closing balances:

	Software \$'000	Trade marks and licences \$'000	Other contracts and relationships \$'000	Carbon Rights \$'000	Total \$'000
As at 1 July 2024					
Gross book value	15,542	20,479	3,243	2,896	42,160
Accumulated amortisation and impairment	(8,719)	(15,170)	(3,243)	-	(27,132)
Total as at 1 July 2024	6,823	5,309	-	2,896	15,028
Additions					
By purchase	2,305	-	-	-	2,305
Revaluation/ impairments recognised in other comprehensive income	-	-	-	159	159
Amortisation and impairment	(1,822)	-	-	-	(1,822)
Other movements recognised through profit and loss	-	-	-	1,872	1,872
Total as at 30 June 2025	7,306	5,309	-	4,927	17,542
Total as at 30 June 2025 represented by:					
Gross book value	17,847	20,479	3,243	4,927	46,496
Accumulated amortisation and impairment	(10,541)	(15,170)	(3,243)	-	(28,954)
Total as at 30 June 2025	7,306	5,309	-	4,927	17,542

Accounting Policy

The Group's intangible assets comprise internally developed and externally acquired software for internal use, and software, brands, leases, licences and contractual relationships acquired through business combinations. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software

All software assets were assessed for impairment as at 30 June, and adjustments made for those determined to be impaired.

Capitalised software is amortised on a straight-line basis over its estimated useful life. Useful lives are:

	Consol 2026	Consol 2025
Software	1-10 years	1-10 years

Trade marks

Brands includes trademarks, business names and other collateral, acquired through business combination. Brands have an indefinite useful life, so are not subject to amortisation. Impairment is tested annually by comparing carrying value with the asset's recoverable amount. Recoverable amount is the higher of the asset's fair value less costs to sell and value in use.

Carbon Rights

The Group earn Kyoto Australian Carbon Credits (KACCU's) from the Clean Energy Regulator (CER) for fire management and savanna burning projects across Australia. Carbon rights are recognised as an intangible asset upon meeting recognition requirements. Carbon rights are measured at fair value based on the existence of an active market, and have an indefinite useful life, so are not subject to amortisation. The fair value represents the exit price that market participants would pay in an orderly transaction and is determined by the spot price of KACCU's. Impairment is tested annually by comparing carrying value with the asset's recoverable amount. Sensitivity to market price movements is illustrated as follows: a 10% decrease (increase) in the per-credit market price would result in a corresponding decrease (increase) of \$0.63 million in the carrying value.

	2026		2025	
	Units	\$'000	Units	\$'000
Opening Balance (1 July)	138,377	4,927	85,794	2,896
Units sold	(11,318)	(403)	-	-
Units revalued	127,059	(117)	85,794	159
Units generated	40,536	1,937	52,583	1,872
Closing Balance (30 June)	167,595	6,344	138,377	4,927

Impairment

All intangible assets were assessed for impairment at 30 June. Where indications of impairment exist, an asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset.

	Consol 2026 \$'000	Consol 2025 \$'000
7G. Commitments - property plant and equipment		
Capital commitments payable		
Capital commitments	92	8
Total capital commitments	<u>92</u>	<u>8</u>
Commitments are payable as follows:		
One year or less	92	8
Total capital commitments payable	<u>92</u>	<u>8</u>

At 30 June 2026 the Group had capital commitments for plant and equipment at various Agribusiness operations.

Consol 2026 \$'000	Consol 2025 \$'000
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8. Payables

8A. Suppliers

Trade creditors and accruals	9,349	30,157
Contract liabilities from contracts with customers	39,333	-
Total suppliers	<u>48,682</u>	<u>30,157</u>

Accounting Policy

Supplier and other payables are carried at amortised cost and not interest bearing. Due to their short term nature, they are not discounted. Liabilities are recognised to the extent that the goods and services have been received (and irrespective of having been invoiced). The amounts are unsecured and usually paid within 30 days of recognition.

The contract liabilities from contracts with customers are associated with Government grants and other income where performance obligations have not yet been met for the parent entity, ILSC. The 2026 balance includes funds received in June 2026 for a \$35m supplementary grant funding program, with funds to be utilised in future financial years.

8B. Other payables

Salaries and wages	641	719
Superannuation payable	97	2,250
Net GST (receivable)/ payable to ATO	(455)	(914)
Unearned income received in advance	91	15,041
Sinking fund	2,921	2,808
Other payables	26	30
Total other payables	<u>3,321</u>	<u>19,934</u>

Accounting Policy

Income received in advance for provision of goods and services is initially recognised as unearned, and included in other payables. It is recognised as revenue in the period when the services are performed.

8C. Interest bearing loans

ANZ Bank	-	101,354
Northern Australia Infrastructure Facility (NAIF)	-	21,722
Total interest bearing loans	<u>-</u>	<u>123,076</u>

The interest-bearing loans with ANZ Bank and NAIF were settled in full with the proceeds from the sale of Voyages.

The Group has entered into a financing facility with Westpac. This facility has a limit of \$20.0m with a facility end date of March 2030. As at 30 June 2026, no amounts had been drawn from the facility. Access and use of this facility is subject to meeting financial covenants related to EBITDA and total assets, both of which were met at the end of the reporting period.

Interest on the Group's total borrowing facilities during the current financial year was an average of 5.2% (2025: 5.0%).

	Consol 2026 \$'000	Consol 2025 \$'000
8D. Leases		
Lease liabilities	3,759	21,781
Total lease liabilities	<u>3,759</u>	<u>21,781</u>
Maturity analysis - contractual discounted cash flows		
Within 1 year	869	3,681
Between 1 to 5 years	2,051	11,980
More than 5 years	<u>839</u>	<u>6,120</u>
Total lease liabilities	<u>3,759</u>	<u>21,781</u>

Accounting Policy

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

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

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

Under AASB 16 *Leases*, the Group has lease contracts for land, buildings, vehicles, solar photovoltaic systems, drones and various other equipment used in its operations. The Group's obligations under its leases are secured by the lessor's title to the leased assets.

The lease terms are generally between:

	Years
Land	2 - 47
Buildings	2.5 - 10
Vehicles	2 - 5
Drones	5
Solar photovoltaic systems	20

The Group has lease contracts for solar photovoltaic systems that may contain variable payments. Annual rent may be varied downwards should performance not meet agreed electricity efficiency levels. Current system performance would indicate that the application of this adjustment is unlikely to occur.

Total cash outflow for leases during the year was \$4,734,000 (2025: \$5,103,000).

The above lease disclosures should be read in conjunction with the accompanying notes 1C, 1F, 2E and 7E.

Consol	Consol
2026	2025
\$'000	\$'000

9. Other provisions

9A. Provision for make good

As at 1 July	351	351
Amounts reversed	(92)	-
Total as at 30 June	259	351

The Group currently has four agreements for the leasing of premises which have provisions requiring the Group to restore the premises to their original condition at the conclusion of the leases. The Group has made a provision to reflect the present value of these obligations.

9B. Provision for property, plant and equipment

As at 1 July	958	2,343
Amounts utilised	(958)	(1,385)
Total as at 30 June	-	958

The provision is in relation to required infrastructure improvements associated with the share sale of Primary Partners Pty Ltd. These infrastructure improvements are to be carried out at Roebuck Export Depot.

People and Relationships

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

	Consol 2026 \$'000	Consol 2025 \$'000
10. Employee provisions		
Annual leave	1,815	6,140
Long service leave	2,545	5,975
Employee benefits	-	906
Total employee provisions	<u>4,360</u>	<u>13,021</u>
Movement in annual leave provision		
Opening balance	6,140	
Leave paid	(5,569)	
Movement in provision	<u>1,244</u>	
Closing balance	<u>1,815</u>	
Movement in long service leave provision		
Opening balance	5,975	
Leave paid	(662)	
Movement in provision	<u>(2,768)</u>	
Closing balance	<u>2,545</u>	

Accounting Policy

Benefits

Liabilities for short-term employee benefits (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of the end of the reporting period are measured at their nominal amounts.

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

Other long-term employee benefits liabilities are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will apply at the time the leave is taken, including the Group's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

Separation and redundancy

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

Superannuation

Employees of the Group are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Scheme (PSS) or the PSS Accumulation Plan (PSSap). The CSS and PSS are defined benefit schemes of the Australian Government. The PSSap is a defined contribution scheme.

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

The Group makes employer contributions to employee superannuation schemes at rates determined by the actuary to be sufficient to meet the cost to the Australian Government of the superannuation entitlements of the Group's employees. The Group accounts for the contributions as if they were contributions to defined contribution schemes.

Superannuation contributions on behalf of employees of the Group's wholly-owned subsidiaries are made in accordance with their employment contracts, mainly to industry superannuation funds which are defined contribution schemes.

The liability for superannuation recognised as at 30 June represents outstanding contributions accrued as at the reporting date.

11. Key management personnel remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, including any director (whether executive or otherwise) of the Group. The Group has determined the key management personnel to be the Board of Directors, Chief Executive Officers and other Senior Executive Level staff of the ILSC and its significant controlled entities.

	Consol 2026 \$'000	Consol 2025 \$'000
Key management personnel remuneration is reported in the table below:		
Short-term employee benefits	4,396	5,203
Post-employment benefits	357	416
Other long-term employee benefits	88	117
Termination benefits	85	-
Total key management personnel remuneration expenses	<u>4,926</u>	<u>5,736</u>

The total number of key management personnel included in the above table is 28 (2025: 26).

12. Related party disclosure

12A. Related party relationships

The parent entity to the Group is the Australian Government. ILSC is an Australian Government-controlled entity. Related parties are key management personnel, subsidiaries, entities controlled by related parties and other Australian Government-controlled entities.

Key management personnel

Key management personnel are described in note 11.

Subsidiaries of ILSC

National Centre of Indigenous Excellence Ltd (NCIE)
 Voyages Indigenous Tourism Australia Pty Ltd (Voyages) - up to 27 February 2026
 ILSC Employment Pty Ltd (ILSCE)

Other Australian Government-controlled entities

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

The Group also receives grants from other Australian Government-controlled entities consistent with normal day to day business operations.

12B. Transactions with related parties

Key management personnel

No key management personnel has received or became entitled to receive, during or since the end of the financial year, a benefit due to any contract or contracts made by the Group other than disclosed below.

	Consol	Consol
	2026	2025
	\$'000	\$'000
The following transactions with KMP related parties occurred during the financial year:		
Purchases from related parties:	877	1,273
Sales to related parties:	233	987
Donations to related parties:	-	-
Grants to related parties:	-	410
Grants from/returned from related parties:	173	2
The following balances with KMP related parties are outstanding at year end:		
Amounts owed by related parties ¹	-	43
Amounts owed to related parties ¹	-	29

The amounts are reported GST exclusive.

¹ The amounts are classified as trade receivables and trade payables, respectively.

12C. ILSC Group

The following table provides ILSC's ownership percentage in each of its controlled and non-controlled entities at 30 June, all of which are incorporated in Australia:

	2026 %	2025 %
National Centre of Indigenous Excellence Ltd	100	100
Voyages Indigenous Tourism Australia Pty Ltd	0	100
ILSC Employment Pty Ltd	100	100

National Centre of Indigenous Excellence Ltd - NCIE was incorporated to manage the National Centre of Indigenous Excellence in Redfern NSW on behalf of the ILSC. Following the divestment of the land and buildings which NCIE operated on during FY22, the services that NCIE now provide are through the Fitness and Aquatics Centre and by facility and equipment hire. No income or property of NCIE may be paid or transferred, directly to any member of NCIE whether by way of dividend, bonus or otherwise. The ILSC is the sole member of NCIE.

Voyages Indigenous Tourism Australia Pty Ltd - Voyages was incorporated to own and manage Ayers Rock Resort in Yulara NT on behalf of the ILSC. The sale of Voyages was finalised on 27 February 2026, please refer to Note 18.

ILSC Employment Pty Ltd - ILSC Employment Pty Ltd (ILSCE), acts as the labour hire company for ILSC. ILSCE exists solely as an employment vehicle for employees working on four ILSC-held properties.

12D. Transactions with wholly-owned entities

The ILSC is the ultimate parent entity in the wholly-owned group comprising itself and its wholly owned subsidiaries NCIE, and ILSCE at 30 June 2026.

Section 191G of the ATSI Act allows the ILSC to create subsidiaries and to fund them by way of loan or grant.

During the year, the ILSC provided financial support to NCIE as follows:
NCIE - \$2,305,020 (2025: \$1,800,000)

In 2011 the ILSC provided Voyages with loan funding associated with the purchase of ARR. During the year, Voyages made \$3.1m (2025: \$3.9m) of repayments to the intercompany loan to the ILSC.

The 30 June 2026 loan balance owing is \$0.0m (2025: \$338.0m) and includes interest charged in FY26 of \$5.1m (2025: \$10.0m). The loan includes ILSC funding provided during the year ended 30 June 2026 in support of Indigenous Training and Employment projects of \$1.2m (2025: \$2.0m), working capital funding of \$0.0m (2025: \$2.5m). Additionally, ILSC provided funding for wage subsidies of \$0.3m (2025: \$0.3m).

Prior to the completion of the sale of Voyages, the land, fixtures and fittings on which Ayers Rock Resort (ARR) operates on was transferred from Voyages to ILSC for an agreed value of \$215.1m. The agreed value was based on a recent valuation undertaken of ARR by Colliers. Settlement of the \$215.1m between ILSC and Voyages was through a reduction in the intercompany loan balance. As a result, at the timing of the disposal of Voyages, the remaining intercompany loan balance of \$125.1m was forgiven in accordance with an agreement entered into between ILSC and Voyages, please refer to Note 18.

In accordance with the labour hire agreement between ILSC and ILSCE, ILSCE operates on a full-cost recovery basis. During the year ILSCE has incurred employment costs associated with salaries and wages of \$1.8m (2025: \$1.75m) and other employee related costs of \$0.1m (2025: \$0.1m). These costs have been recovered from ILSC resulting in ILSCE recording revenue of \$1.9m (2025: \$1.85m).

Managing Uncertainties

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

13. Contingent assets and liabilities

13A. Quantifiable contingencies

Following the transfer of the land, fixtures and fittings from Voyages to ILSC (refer note 18), should ILSC not divest and grant these assets to an Indigenous Corporation within twelve months of the transfer, then the exemption under s.193R of the *ATS/ Act* will not apply and the ILSC may potentially be liable for payment of stamp duty on transfer of assets. The estimated stamp duty payable is in the vicinity of \$12m to \$13m. The Group has determined that any potential payment of stamp duty is low as the Group is working closely with an Indigenous Corporation with discussions at an advanced stage, with the aim to divest and grant these assets within twelve months of the transfer.

13B. Unquantifiable contingencies

The Group is in discussion with third parties with regards to the transitions of some of its pastoral enterprises. In some instances, negotiations are reasonably advanced, but remain incomplete and the amounts of any obligations cannot be measured with sufficient reliability at the date of this report.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable and contingent liabilities are disclosed unless the probability of an outflow is remote.

Consol	Consol
2026	2025
\$'000	\$'000

14. Financial instruments

14A. Categories of financial instruments

Financial assets

Financial assets at amortised cost

Cash and cash equivalents	89,924	87,597
Receivables	1,581	12,107
Repayable grants / advances	235	1,152
Term deposits	18,446	-
Total financial assets at amortised cost	110,186	100,856
Total financial assets	110,186	100,856

Financial liabilities

Financial liabilities measured at amortised cost

Supplier payables	48,682	30,157
Other payables	3,776	20,848
Interest bearing loans	-	123,076
Total financial liabilities measured at amortised cost	52,458	174,081
Total financial liabilities	52,458	174,081

	Consol 2026 \$'000	Consol 2025 \$'000 Restated
14B. Net gain on financial assets		
Financial assets at amortised cost		
Interest revenue	3,442	4,391
Net gain on financial assets at amortised cost	3,442	4,391
Net gain on financial assets	3,442	4,391
14C. Net loss on financial liabilities		
Financial liabilities measured at amortised cost		
Interest expense	1	1
Net loss on financial liabilities measured at amortised cost	1	1
Net loss on financial liabilities	1	1

Accounting Policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the Group classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- the financial asset is held in order to collect the contractual cash flows; and
- the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial Assets at Amortised Cost include:

- Cash and cash equivalents
- Trade and other receivables which generally have 28 day terms
- Repayable grants which are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market
- Fixed rate term deposits placed with major banks

Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets and the cash flows meet the SPPI test.

Any gains or losses as a result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

Financial Assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets are classified as financial assets at fair value through profit or loss where the financial assets either don't meet the criteria of financial assets held at amortised cost or at FVOCI (i.e. mandatorily held at FVTPL) or may be designated.

Financial assets at FVTPL are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest earned on the financial asset.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

Financial Liabilities at Amortised Cost

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

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced). Due to their short-term nature they are not discounted. The amounts are unsecured and usually paid within 30 days of recognition.

Derivative financial instrumentsInterest rate swaps

The Group uses derivative financial instruments, being interest rate swaps, to hedge its interest rate risks of its secured bank loan. The interest rate swaps are initially recognised at fair value on the date on which the contract is entered into and are subsequently remeasured at fair value at balance date. Interest rate swaps are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

The interest rate swaps are not designated as cash flow hedges and are entered into for periods consistent with interest rate exposure of the underlying transactions.

Consol	Consol
2026	2025
\$'000	\$'000

15. Fair value measurement

	Fair value measurements at the end of the reporting period	
Non-financial assets		
Land	989	77,983
Buildings and infrastructure improvements	12,953	273,131
Plant and equipment	756	47,590
Furniture and fittings	127	10,363
Motor vehicles	1,091	3,738
Computer equipment	509	1,584
Leasehold improvements	1,243	1,858
Biological assets	6,507	5,400
Carbon rights	6,344	4,927
Financial assets		
Derivative financial assets	-	228

Accounting Policy

Fair value measurement

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.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

External valuers are involved for valuation of significant assets, such as property, plant and equipment. Involvement of external valuers is determined annually. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of their nature, characteristics and risk.

	2026 \$'000	2025 \$'000
Parent Information		
16. Indigenous Land and Sea Corporation		
Assets		
Financial assets	109,475	406,218
Non-financial assets	422,127	204,862
Total assets	531,602	611,080
Liabilities		
Payables	46,299	7,402
Interest bearing liabilities	3,759	3,655
Provisions	395,175	167,191
Total liabilities	445,233	178,248
Net assets	86,369	432,832
Equity		
Retained surplus	78,995	425,266
Asset revaluation reserve	7,374	7,566
Net equity	86,369	432,832
Net (loss)/ profit of the parent entity	(346,344)	(10,039)
Total comprehensive (loss)/ profit of the parent entity	(346,461)	(9,435)

Consol	Consol
2026	2025
\$'000	\$'000

Other Information

17. Current/non-current distinction for assets and liabilities

Assets expected to be recovered in:

No more than 12 months

Cash and cash equivalents	89,924	87,597
Trade and other receivables	1,581	12,107
Investments	18,446	-
Biological assets	763	2,481
Inventory - other	148	4,479
Prepayments	353	4,941
Inventory - property held for grant	236,843	22,069
Assets held in trust	25,717	25,717
Total no more than 12 months	373,775	159,391

More than 12 months

Other financial assets	235	1,152
Biological assets	5,744	2,919
Inventory - property held for grant	101,064	86,982
Assets held in trust	27,238	26,420
Land	989	77,983
Property, plant and equipment	16,679	338,264
Intangible assets	7,004	17,542
Deferred Tax Asset	-	17,826
Total more than 12 months	158,953	569,088

Total assets

532,728	728,479
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Liabilities expected to be settled in:

No more than 12 months

Suppliers	48,682	30,157
Other payables	3,321	19,799
Interest bearing loans	-	6,162
Lease liabilities	869	3,681
Employee provisions	2,930	9,980
Provision for property held for grant	236,843	22,069
Provision for assets held in trust	25,717	25,717
Other provisions	-	958
Total no more than 12 months	318,362	118,523

More than 12 months

Other payables	-	135
Interest bearing loans	-	116,914
Lease liabilities	2,890	18,100
Employee provisions	1,430	3,041
Provision for property held for grant	101,064	86,982
Provision for assets held in trust	27,238	26,420
Other provisions	259	351
Total more than 12 months	132,881	251,943

Total liabilities

451,243	370,466
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Net assets

81,485	358,013
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18. Discontinued Operations

On 27 February 2026, the Group disposed of its 100% ownership interest in Voyages to Experience Australia Group Pty Ltd (trading as Journey Beyond), through a share sale resulting in a loss of control. The transaction resulted in the Group relinquishing control of Voyages and therefore has been accounted for as a disposal of a wholly owned subsidiary in accordance with AASB 10 *Consolidated Financial Statements*. As a result, Voyages operations have been classified as a discontinued operation for the period. The results of the discontinued operation, together with the gain or loss on disposal, have been presented separately from continuing operations in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*.

	2026 \$'000	2025 \$'000
Revenue	148,247	216,289
Expenses	(143,750)	(207,348)
Profit/ (loss) before tax from discontinued operation	4,497	8,941
Income tax (expense)/ benefit	(1,897)	(525)
Profit/ (loss) of discontinued operation attributable to parent	2,600	8,416
Gain/ (loss) on sale of the discontinued operation	(71,202)	-
Profit/ (loss) for the year after tax from discontinued operation	(68,601)	8,416

The net cash flows incurred by discontinued operation are, as follows:

Net cash provided by operating activities	25,221	39,789
Net cash provided by investing activities	120,717	(22,598)
Net cash provided by financing activities	(128,763)	(8,662)
Net cash flows for the period	17,175	8,529

Prior to the completion of the sale of Voyages, the land, fixtures and fittings on which Ayers Rock Resort (ARR) operates on was transferred from Voyages to ILSC for an agreed value of \$215.1m. The agreed value was based on a recent valuation undertaken of ARR by Colliers. Settlement of the \$215.1m between ILSC and Voyages was through a reduction in the intercompany loan balance. As a result, at the timing of the disposal of Voyages, the remaining intercompany loan balance of \$125.1m was forgiven in accordance with an agreement entered into between ILSC and Voyages. ILSC has recognised this loss of \$125.1m in its parent note however on consolidation, this loss amount has been eliminated.

The carrying values of assets and liabilities of the discontinued operation as at the date of sale, 27 February 2026, are outlined below:

	27 February 2026 \$'000
Assets disposed of:	
Cash and short-term deposits	38,410
Trade and other receivables	11,353
Inventory	5,135
Property, plant and equipment	170,920
Intangible assets	8,804
Deferred tax assets	32,500
Other assets	3,754
Total assets of discontinued operation	270,875
Liabilities disposed of:	
Trade and other payables	(50,139)
Lease liabilities	(19,878)
Provisions	(8,566)
Total liabilities of discontinued operation	(78,583)
Net assets of the discontinued operation	192,292

	27 February 2026 \$'000
Consideration received	
Purchase price	123,500
Net Consideration	123,500
Transaction costs	(2,410)
Carrying value of discontinued operation	(192,292)
Gain/(loss) on sale of the discontinued operation	(71,202)

	Consol 2026 \$'000	Consol 2025 \$'000
Auditor's Remuneration		
19. Audit fees and other services		
Amounts received or due and receivable by the Company Auditors for:		
An audit or review of the financial report for the entity provided by Australian National Audit Office	253	278
Other services in relation to the entity provided by Ernst & Young	6	26
Total Auditor's remuneration	259	304

Appendix 1:

Commonwealth Climate Disclosure

Aboriginal and Torres Strait Islander peoples are among those most affected by climate change in Australia, with deep connections to land, freshwater and sea Country that are threatened by rising temperatures, changing rainfall patterns, more severe weather events and ecosystem degradation. As an organisation whose purpose is to support First Nations peoples to access, use, and Care for Country, responding to climate change is central to the Indigenous Land and Sea Corporation's (ILSC) mandate and to this disclosure.

The Commonwealth Climate Disclosure (CCD) Policy requires Commonwealth entities to publicly disclose their exposure to climate risks and opportunities and their actions to manage them¹¹. This is the ILSC's first disclosure, prepared in accordance with the Year 1 CCD Requirements¹².

The ILSC was classified as a Tranche 2 entity for 2025-26. This disclosure covers the ILSC as a parent entity and does not extend to subsidiaries. Voyages Indigenous Tourism Australia Pty Ltd (Voyages) was excluded from the scope of this assessment given the advanced stage of its divestment when the assessment commenced. Voyages was divested on 27 February 2026 and the ILSC anticipates reclassification as a Tranche 3 entity for its 2026-27 disclosure.

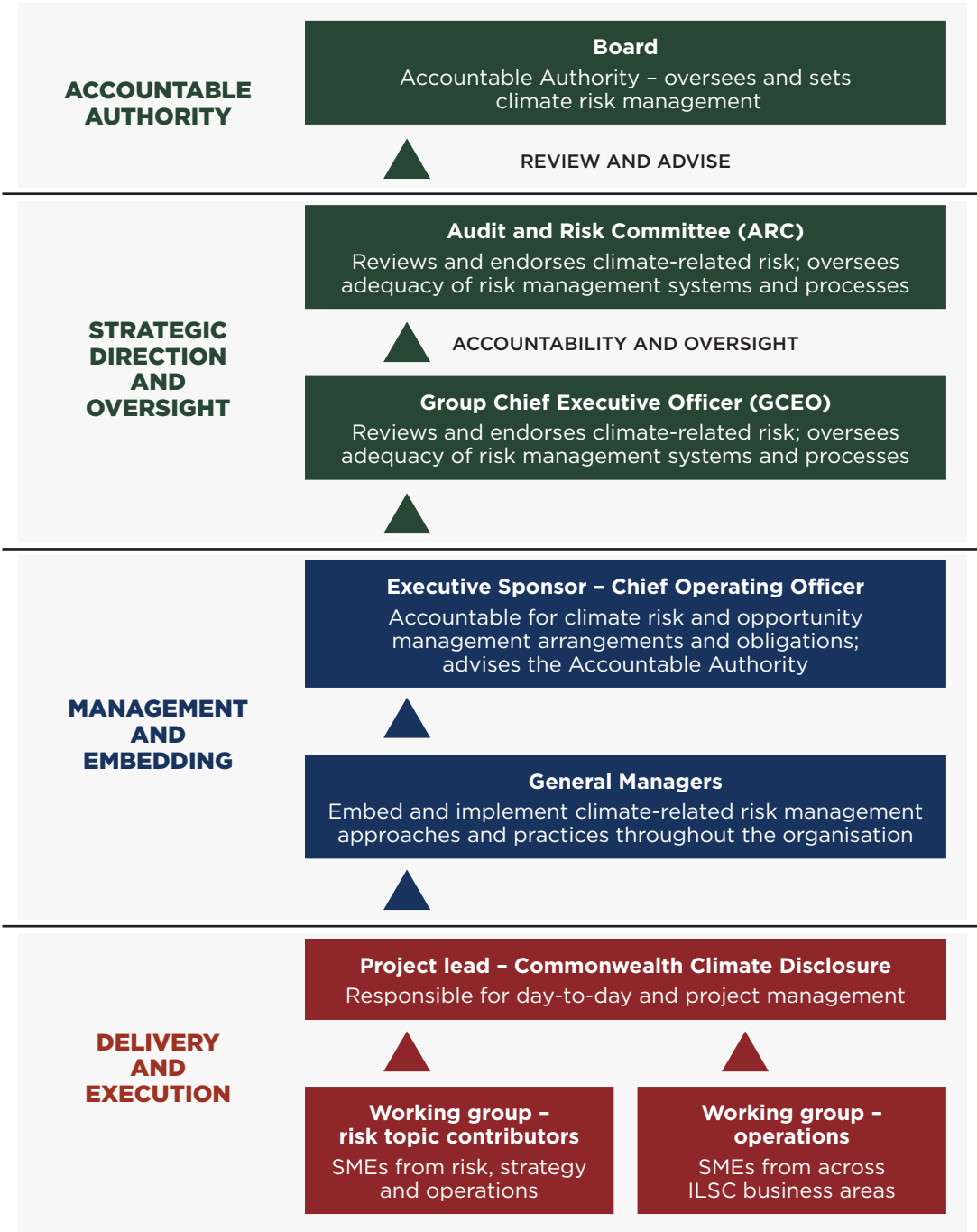
Governance

Figure 3 summarises the ILSC's Year 1 climate disclosure governance structure, showing the relationship between the Board, Audit and Risk Committee (ARC), Group Chief Executive Officer (GCEO), ILSC Executive Team, General Managers and project lead in overseeing and managing climate-related risks and opportunities.

¹¹ This disclosure contains forward-looking statements, including commitments to undertake further work in 2026-27 and beyond. These statements reflect the ILSC's intentions and understanding at the time of reporting and are subject to change. Actual outcomes may differ materially from those described due to factors including changes in government policy or legislative requirements, resource and capacity constraints, or staffing or organisational change.

¹² The ILSC has applied the completeness principle to the following disclosures: G1(a)(ii), G1(a)(iv), G1(a)(v), R1(a)(v), R1(b), M5-M9.

Figure 3 Governance structure for Year 1 Commonwealth Climate Disclosure



Accountable authority and oversight structure

The ILSC Board is the Accountable Authority as defined under section 12 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and is responsible for the oversight of climate-related risks and opportunities across the organisation. In accordance with the Board Charter, the Board meets at least eight times per year. During the 2025-26 disclosure period, the Board received three updates on Climate Risk and Opportunity Management Program (CROMP) progress.

Roles and responsibilities

The Board's role, as detailed in the Board Charter, includes compliance with the PGPA Act, the PGPA Rule, and the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act). The Board works closely with the ARC to seek advice and assurance on risk reporting and controls, including on climate-related risks and opportunities. In 2026-27, the ILSC will review Board and Committee charters and the Enterprise Risk Management Framework (ERMF) to ensure climate risk considerations are appropriately recognised and roles and responsibilities are clearly defined.

The GCEO is the assignee for climate risk oversight, with responsibilities deputised by the Board. The GCEO is supported by the ILSC Executive Team – comprising the Chief Operating Officer, Chief Financial Officer and General Counsel – who are collectively responsible for day-to-day climate risk governance. General Managers are responsible for managing climate-related risks within their respective business units. This arrangement currently operates in practice, with formal documentation of delegation arrangements to be progressed in 2026-27; this includes clarifying the role of the ARC and the ILSC's Risk and Assurance team in ongoing climate risk management, and updates to relevant role descriptions and governance charters.

Controls and procedures for climate risk oversight

In 2025-26, the primary controls and procedures used to support the GCEO's oversight of climate-related risks and opportunities are:

- the CROMP assessment process, which provides a structured methodology for identifying, assessing, prioritising and managing climate-related risks and opportunities
- the GCEO sign-off mechanism, under which all climate risk management decisions and materials are reviewed and approved by the GCEO prior to presentation to the Board and the ARC
- the ARC governance reporting cycle, through which the Board receives regular updates on climate disclosure progress and the ARC provides advice on the adequacy of climate risk reporting.

During 2026-27, the Risk and Assurance team will commence planning to:

- integrate climate risk into the ERMF and risk register
- determine how management oversees governance processes, controls and procedures for climate-related risks and opportunities.

How the Board considers climate-related risks and opportunities in strategy, risk management and major decisions

The Board, ARC and GCEO are responsible for ensuring the risk management framework is embedded into operational and strategic documents.

The ILSC's existing ERMF likelihood and consequence criteria provided a useful foundation for this assessment and were adapted for use in the climate risk register. However, the suitability of the ERMF as an ongoing management framework for climate-related risks which have distinct characteristics including longer time horizons, scenario dependency, and cascading effects is being separately assessed.

The ILSC has not yet formally documented how climate-related risks and opportunities are considered in major transaction decisions and the prioritisation of funds. Integration with the ERMF, business unit planning processes, and the corporate budgeting cycle is planned for 2026-27. Progress will be reported in the 2026-27 disclosure.

As a Corporate Commonwealth Entity, the ILSC is not subject to the Australian Public Service (APS) Net Zero by 2030 target requirements. The ILSC supports the principles of the Net Zero in Government Operations Strategy and is committed to reducing emissions from its corporate operations. It will establish a corporate emissions baseline during 2026-27 and intends to set an entity-specific emissions reduction target for those operations by 2027-28, and to report progress annually.

Climate-related skills and competencies

The Board has agreed to incorporate climate-related skills into its annual self-evaluation to identify capability gaps. The People and Capability team is leading the ILSC's climate skills and capability assessment across the organisation. In 2026-27, climate-related skills will be added to the ILSC's learning and development plan to identify staff training needs, and a more systematic approach to building climate capability at the Board, Executive and staff levels will be developed. Members of the ILSC's CROMP stakeholder groups have completed the free climate-related training modules available on the APS Academy to build internal capability.

Alignment with the Australian Government's Approach to Climate Risk and Opportunity Management

The ILSC is integrating climate risk and opportunity management into its existing business processes and governance arrangements as part of its first CROMP assessment cycle, including examining whether the current ERMF is appropriate for identifying and managing climate-related risks.

The ILSC's approach aligns with the expectations set out in the Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026. In 2025-26, the ILSC completed elements of CROMP Steps 1 to 4, noting that governance processes for climate risk management are still maturing and progress will be reported in the 2026-27 disclosure.

Strategy

The ILSC completed its first organisational climate risk and opportunity assessment in 2025-26 in accordance with the CROMP. The assessment involved seven workshops across two stakeholder groups drawn from operational and strategic roles across the ILSC.

Scope of the assessment

The ILSC's climate risk and opportunity assessment covers the ILSC as a parent entity, excluding subsidiaries and externally funded programs from the scope of the assessment. The assessment is Australia-wide, consistent with the ILSC's national mandate.

Risks and opportunities were assessed against low and moderate emission scenarios, corresponding to Shared Socioeconomic Pathways SSP1-2.6 and SSP2-4.5 respectively for physical risks, and corresponding low and moderate transition scenarios.

Risks and opportunities were assessed across three timeframes: current state (present day), 2030 (short term), and 2050 (medium term). The ILSC defines these timeframes consistent with CROMP guidance. The ILSC expects identified physical risks to increase in severity over time as climate change intensifies. Transition risks are expected to be most acute in the short to medium term, potentially stabilising as climate policy settings mature and low-emissions technology becomes more widely available.

Material climate-related risks and opportunities

The assessment identified three aspects of the ILSC's operations and mandate that are most exposed to the effects of climate change:

1. Supporting Indigenous peoples to access, use and Care for Country

Encompasses the ILSC's primary grant program, Our Country Our Future (OCOF), including land acquisitions, managing Country projects and land-holding to grant processes.

2. Staff safety and business continuity

Encompasses risks from chronic and acute climate impacts that may disrupt staff and office operations, creating potential work health and safety obligations and business continuity impacts.

3. Social and cultural licence and trust with First Nations communities

The ILSC's reputation and social and cultural licence to operate depends on enabling the delivery of meaningful environmental and cultural outcomes for First Nations peoples. Loss of that licence and trust would fundamentally threaten the ILSC's ability to deliver its core purpose.

Following prioritisation against the ILSC's ERMF, risk appetite and a structured set of prioritisation filters, six operational risks have been identified as material for disclosure in 2025-26. Table 60 summarises the six material climate-related risks identified for disclosure in 2025-26, grouped by exposed area, risk type and timeframe.

Table 60 Material climate-related risks identified for disclosure, 2025-26

Climate-related risk	Risk statement	Risk type	Timeframe
Supporting Indigenous peoples to access, use and Care for Country	1. Severe weather damage to Our Country Our Future (OCOF)-funded projects disrupting First Nations activities and reducing program delivery outcomes on Country	Physical	Current
	2. Absence of climate risk assessment requirements in ILSC project planning creating stranded asset risk through transfer of climate-exposed properties to First Nations communities	Transition	Current
	3. Rising insurance, energy and emissions costs increasing the operating costs of Country-based enterprises and placing pressure on First Nations communities and the ILSC's program budget	Transition	Short term (2030)
	4. Climate-related supply chain disruptions increasing construction costs and lead times for OCOF project delivery and maintenance	Transition	Short term (2030)
Staff safety and business continuity	5. Severe weather events disrupting operations requiring activation of immature business continuity arrangements	Physical	Current
Social and cultural licence and trust with First Nations communities	6. Reputational harm from perceptions that the ILSC is failing to demonstrate climate leadership or is transferring climate risk to First Nations communities through inadequate internal processes	Transition	Current

Effects on the ILSC's operational model

The ILSC's operational model is already affected by climate-related changes, particularly acute and chronic physical risks such as severe weather and declining rainfall impact across ILSC project types. Increasing frequency of severe weather events at the ILSC's office locations will require increasing activation of staff health and safety and business continuity arrangements.

Transition risks are expected to become more material. Rising costs for insurance, construction materials and energy, reflecting both supply chain disruption and increasing carbon pricing, will place additional pressure on OCOF project budgets. The ILSC receives a minimum annual payment from the Aboriginal and Torres Strait Islander Land and Sea Future Fund, indexed to the Consumer Price Index, which does not adjust for real increases in program delivery costs. This meaningfully constrains the ILSC's ability to respond to climate-related cost pressures on Country.

Stakeholder expectations for climate-informed program design are increasing, and the ILSC's social and cultural licence and trust with First Nations communities depends in part on its ability to demonstrate that it is not transferring unmanaged climate risk through its divestment and grant processes.

By 2050, physical risks to land and sea Country are expected to intensify significantly under both low and moderate emission scenarios. Extended drought, more severe bushfire seasons and chronic shifts in rainfall patterns create risks to long-term on-Country outcomes. These risks could erode the ILSC's social and cultural licence and increase the potential for stranded assets on both ILSC-held and post-divestment properties.

The highest concentration of climate risk effects occurs across two areas of ILSC business. The first is properties the ILSC retains an interest in, particularly ILSC-held properties in northern and southern Australia. Physical risks such as extreme heat, severe weather events, drought, bushfire and shifting rainfall patterns increase maintenance costs for land holdings. This affects the long-term viability of properties awaiting divestment and may impact the capacity of First Nations groups to achieve on-Country outcomes on ILSC-granted properties.

The second is the ILSC's OCOF program delivery function, where climate change affects the economic and environmental viability of projects supported through OCOF grants. Transition risks, including rising insurance and supply chain costs, carbon pricing and changing community expectations about climate-informed program delivery, compound these effects.

Risk management

In 2025-26, the ILSC completed elements of CROMP Steps 1 – 4. The ILSC plans to progress remaining aspects as well as steps 5 and 6 in 2026-27.

The climate risk assessment has been conducted through a dedicated CROMP process operating in parallel with, rather than integrated into, the ILSC's existing enterprise risk management arrangements. Full integration of climate risk management into the ILSC's overall risk management process has not yet been achieved. Progress towards integration is planned for 2026-27. Key steps will include incorporating climate risks into the enterprise risk register, reviewing the ERMF for climate risk suitability, updating business continuity plans and embedding climate risk reporting into existing governance and assurance cycles.

Identifying and assessing climate-related risks

The ILSC's assessment drew on both internal and external data sources.

Internal sources included the ILSC's ERMF, 10 years of insurance claims data, incident registers, and structured input from two internal stakeholder groups comprising risk, strategy, finance, governance, and program delivery subject matter experts. The ILSC did not engage with external stakeholders during this assessment cycle, as there was not enough time to develop appropriate mechanisms. This is a gap to be addressed in future cycles.

External sources included the Intergovernmental Panel on Climate Change Sixth Assessment Report, the State of the Climate 2024 report (CSIRO), the Australian Climate Service's nationally significant climate risk assessment for Aboriginal and Torres Strait Islander peoples (2025), and the climate scenario and transition summaries in the CROMP Organisation Application Guide appendix.

Key areas of uncertainty in this assessment include the breadth of the geographic scope relative to the depth of analysis achievable in Year 1; the absence of property-specific or community-level climate data; and the early stage of the ILSC's climate risk capability.

How the nature, likelihood and magnitude of risks are assessed

The effects of identified climate-related risks were assessed using the likelihood and consequence criteria adapted from the ILSC's existing ERMF. Risks were rated across the current period, 2030, and 2050 under low and moderate emission scenarios, producing residual risk ratings that reflect known controls.

A Climate Risk Prioritisation Framework was developed and piloted for this assessment cycle, comprising a risk matrix and five prioritisation filters. This framework was applied to the full register of 46 identified risks and opportunities, from which six have been selected for disclosure in this report. The Climate Risk Prioritisation Framework will continue to be refined in 2026-27.

How climate-related risks are prioritised relative to other risks

Climate-related risks were prioritised based on their residual risk rating against the ILSC's Risk Appetite and Tolerance Statements, consistent with how other enterprise risks are managed. The prioritisation process was subject to quality assurance by the ILSC's Risk and Assurance team and reviewed by Stakeholder Group 1 governance and risk experts prior to finalisation. Formal integration of climate risk prioritisation into the broader enterprise risk register is planned for 2026-27.

Managing and monitoring climate-related risks

In 2025-26, climate-related risks are being managed through the CROMP process, which operates alongside the ILSC's existing risk management arrangements. Work is also underway to determine whether the ILSC's existing ERMF is suitable for managing climate-related risks, given the unique characteristics of climate risk (e.g. longer time horizons, scenario dependency, and cascading physical and transition risk interactions) or whether supplementary arrangements are required.

Formal risk treatment plans for priority climate risks have not yet been developed, and a systematic approach to monitoring those risks on an ongoing basis has not yet been established; this includes defining reporting frequency, ownership and escalation thresholds. The formal treatment plans and approach will be progressed in 2026-27 through CROMP Steps 5 and 6, with early treatment actions already identified through the ILSC's business planning and budgeting processes.

This is the ILSC's first climate disclosure; no comparison with a previous reporting period is applicable.

Climate-related opportunities

Climate-related opportunities relevant to the ILSC's operations and mandate were identified through the CROMP assessment process. Opportunities identified include carbon farming and carbon credit activities on ILSC-held and OCOF-funded properties, energy transition projects, water resource management, fire management, and shifts in viable agricultural and aquaculture activity associated with changing climate conditions.

Formal prioritisation of climate-related opportunities has been deferred to a future assessment cycle; a watching list is being maintained in the interim. Several opportunity areas are already being explored through existing business activities and the OCOF program.

Metrics and targets

Climate-related metrics

The ILSC discloses its greenhouse gas emissions for 2025-26 in accordance with the APS Net Zero Emissions Reporting Framework. The emissions inventory is prepared on an operational control basis in accordance with the Framework. The organisational boundary was reassessed during 2025-26 and 14 additional operational locations were identified as being under the ILSC's operational control. These have been included in the greenhouse gas inventory.

Previous reporting was limited to office locations. Reported emissions are therefore not directly comparable with prior reporting periods.

Estimates and data limitations

Some activity data was estimated or unavailable at the time of reporting. The following estimates were applied, using conservative assumptions:

- Where the electricity billing period does not align with the end of the financial year, a daily average was used to determine the emissions for the financial year.
- A portion of stationary fuel data, AvGas, was estimated based on recorded helicopter flight hours due to unavailable fuel usage records. Fuel consumption was estimated using an assumed Robinson R22 helicopter model with an estimated consumption rate of 34 litres per flight hour, based on publicly available industry information. Total fuel consumption was calculated by multiplying flight hours by the assumed fuel consumption rate.
- Diesel consumption reported under 'other energy' was estimated. Diesel was stored in shared fuel tanks and used across both stationary equipment, generator and vehicles. Fuel use was not recorded by asset type. In the absence of sufficient records to accurately allocate diesel consumption between a generator and vehicles, all diesel consumption was allocated to stationary fuels for emissions reporting purposes. Opening and closing diesel tank balances were also estimated as physical inventory records were unavailable. Total stationary fuel consumption was calculated using diesel purchase records adjusted for the estimated opening and closing tank balances. The estimates were based on management judgement.
- A portion of office solid waste data was estimated based on office headcount, due to the unavailability of site-specific waste collection data for two office locations. Waste generation was estimated by applying the waste generated per employee at a comparable office location to the headcount at each office. The calculation inputs were derived from measured waste data for the comparable office and employee headcount records. The estimation assumes that waste generation per employee is comparable across the office locations.

- A portion of solid waste data was estimated based on the capacity of council waste bins and the number of waste collections per year, due to the unavailability of measured waste weight data. Waste generation was calculated by multiplying the estimated bin capacity by the number of collections during 2025-26. The calculation inputs were based on available council bin size information and the number of collections. The estimation assumes that each bin was collected at full capacity at the time of collection.
- Solid waste data from the butcher shop was estimated based on the number of cattle slaughtered, due to the absence of direct measurements of waste generated. Waste generation was estimated by calculating the difference between live animal weight and chilled carcass weight, with bone waste assumed to represent 35 per cent of the chilled carcass weight. Calculation inputs included the number of cattle slaughtered, estimated live weight, chilled carcass weight and the assumed bone waste percentage. The estimation assumes that the difference between live weight and chilled carcass weight represents the primary source of solid waste and that bone waste accounts for 35 per cent of chilled carcass weight.
- A portion of hire car data was unable to be sourced and has not been included.

Future reports may include further amendments as data quality improves over time.

Emissions reporting

Table 61 present the ILSC's greenhouse gas emissions for 2025-26. Emissions have been calculated using the Department of Finance 2025-26 emissions reporting template, applying the methodologies, inputs and assumptions set out in the Emissions Reporting Framework. Emissions are expressed as tonnes of carbon dioxide equivalent (t CO₂-e).

The data shows the ILSC's emissions by source, with electricity emissions calculated using the location-based accounting method. Electricity greenhouse gas emissions are reported using both the location-based and market-based accounting methods, together with electricity consumption and renewable electricity data in kilowatt hours (kWh).

Scope 3 emissions are limited to the sources required by the Emissions Reporting Framework: electricity transmission and distribution losses and the extraction, production and transport of energy sources; solid waste; fleet and other vehicles; domestic commercial flights; hire cars; and travel accommodation. The ILSC has not deviated from the Framework.

Table 61 ILSC, excluding subsidiaries, carbon dioxide emissions, 2025-26**2025-26 GREENHOUSE GAS EMISSIONS INVENTORY – LOCATION-BASED METHOD**

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach) ¹	N/A	321.22	47.96	369.18
Natural gas	0.00	N/A	0.00	0.00
Solid waste	49.43	N/A	257.07	306.50
Refrigerants ²	0.00	N/A	N/A	0.00
Fleet and other vehicles	98.72	N/A	25.27	123.99
Domestic commercial flights	N/A	N/A	177.42	177.42
Domestic hire car	N/A	N/A	9.30	9.30
Domestic travel accommodation	N/A	N/A	18.12	18.12
Other energy	5,572.05	N/A	1,381.32	6,953.37
Total t CO₂-e	5,720.20	321.22	1,916.46	7,957.88

The table above presents Scope 1, Scope 2, Scope 3 and Total emissions as tonnes carbon dioxide equivalent (t CO₂-e).

1 Electricity emissions are calculated using the location-based method.

2 Refrigerants are being phased and an optional source in 2025-26 emissions reporting. See the Emissions Reporting Framework for more details.

2025-26 ELECTRICITY GREENHOUSE GAS EMISSIONS

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	321.22	47.96	369.18	590,518.37
Market-based electricity emissions	379.52	51.54	431.06	468,539.74
Total renewable electricity consumed¹	-	-	-	121,978.63
<i>Renewable power percentage²</i>	N/A	N/A	N/A	102,100.63
<i>Jurisdictional renewable power percentage³</i>	N/A	N/A	N/A	-
<i>GreenPower</i>	N/A	N/A	N/A	19,878.00
<i>Behind-the-meter solar</i>	N/A	N/A	N/A	-
<i>Total renewable electricity produced</i>	N/A	N/A	N/A	-
<i>Large-scale generation certificates</i>	N/A	N/A	N/A	-

The table above presents emissions related to electricity usage using both the location-based and market-based accounting methods. Scope 2, Scope 3 and Total emissions are presented as tonnes carbon dioxide equivalent (t CO₂-e). Electricity usage data is reported in kilowatt hours (kWh).

1 Total renewable electricity excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).

2 The renewable power percentage accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target.

3 Jurisdictional Renewable Power refers to the Jurisdictional Renewable Power Percentage (JRPP). Currently, the Australian Capital Territory is the only jurisdiction with JRPP.

Climate-related targets

The ILSC is a corporate Commonwealth entity and is not required to meet the APS Net Zero by 2030 target. Corporate Commonwealth entities may adopt it voluntarily or are encouraged to set their own emissions reduction targets. The ILSC Board has determined that the ILSC will not adopt the APS Net Zero by 2030 target and will instead develop an entity-specific target for the ILSC's corporate operations. The ILSC supports the principles of the Net Zero in Government Operations Strategy and is committed to reducing emissions from its corporate operations.

The ILSC will establish a corporate emissions baseline during 2026-27 and set an entity-specific emissions reduction target for its corporate operations by 2027-28. The target metrics and the approach to setting and reviewing the target will be developed alongside the baseline and disclosed once established. Progress will be reported annually through the ILSC's climate disclosure in the ILSC annual report.

Guide to access

Acronyms, abbreviations and terminology

AASB	Australian Accounting Standards Board
ABN	Australian Business Number
ACT	Australian Capital Territory
AM	Member of the Order of Australia
ANZ	Australia and New Zealand Banking Group Limited
APS	Australian Public Service
ARC	Audit and Risk Committee
ARR	Ayers Rock Resort
ATO	Australian Taxation Office
ATSI Act	<i>Aboriginal and Torres Strait Islander Act 2005</i>
ATSILSFF	Aboriginal and Torres Strait Islander Land and Sea Future Fund
CEO	Chief Executive Officer
CPA Australia	Professional organisation for Certified Practising Accountants in Australia
CPI	Consumer Price Index
CSS	Commonwealth Superannuation Scheme
EBITDA	Earnings before interest, taxes, depreciation and amortisation
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
FOI Act	<i>Freedom of Information Act 1982</i>
GCEO	Group Chief Executive Officer
GST	Goods and Services Tax
ICT	Information and Communication Technology
ILSC	Indigenous Land and Sea Corporation
ILSC Group	ILSC and subsidiary companies
ILSCE	ILSC Employment Pty Ltd

Indigenous Estate	Also referred to as 'Country', the tangible and intangible aspects of Indigenous Australia collectively held by First Nations peoples. This includes the land and water under Indigenous care and control and cultural assets, cultural knowledge and intellectual property collectively held by First Nations peoples and associated with their Country.
KMP	Key management personnel
KPI	Key Performance Indicator
Mabo judgment	Mabo and Others v Queensland (No 2) (High Court, 1992)
Minister	Minister for Indigenous Australians (except where otherwise indicated in text)
NAIDOC	National Aborigines' and Islanders' Day Observance Committee
NAILSMA	North Australian Indigenous Land and Sea Management Alliance Ltd
NCIE Ltd	National Centre of Indigenous Excellence Ltd
NIAA	National Indigenous Australians Agency
NILSS	National Indigenous Land and Sea Strategy
NSW	New South Wales
NT	Northern Territory
OCOF	Our Country Our Future (ILSC funding program)
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PPE	Property, plant and equipment
PPPL	Primary Partners Pty Ltd
PSSap	Public Sector Scheme Accumulation Plan
Qld	Queensland
RNTBC	Registered Native Title Body Corporate
SA	South Australia
Tas	Tasmania
Vic	Victoria
Voyages	Voyages Indigenous Tourism Australia Pty Ltd
WA	Western Australia
WHS	Work health and safety

List of requirements

Requirement	PGPA Rule 2014 Reference (unless otherwise indicated)	Page reference
Financial Statements	PGPA Act 2013 s43(4); PGPA (Financial Reporting) Rule 2015	149
Financial Statements: Auditor-General's report	PGPA Act 2013 s43(4)	146
Financial Statements: signed statement by the Accountable Authority, Chief Executive Officer and Chief Financial Officer	PGPA Act 2013 s42	148
Fraud risk assessment and control	s10	111
Approval by Accountable Authority	17BB	3
Parliamentary standards of presentation	17BC	Throughout
Plain English, clear design, defining acronyms and technical terms	17BD	Throughout; 159
Establishing legislation	17BE(a)	7-8, 10
Objects, functions and purposes	17BE(b)(i)(ii)	9-11
Responsible minister	17BE(c)	94
Ministerial directions	17BE(d)	Not applicable – 94 refers
Government policy orders	17BE(e)	94
Details of non-compliance with government policy orders, ministerial directions or finance law	17BE(f)(h)(i)	Not applicable – 94 refers
Annual Performance Statements	17BE(g)	Part Two (from page 20)
Information about Accountable Authority including Directors' names, qualifications, experience and number of meetings attended	17BE(j)	95-100
Organisational structure	17BE(k)	105
Employee statistics – full time, part time, gender, location	17BE(ka)	Part Five (from page 117)
Location of major activities and facilities	17BE(l)	34-42 (ILSC projects); 81 (ILSC Group head offices); XX (ILSC

		Group programs)
Main corporate governance practices used by entity	17BE(m)	7-8; 93-94; 101-104; 110-111
Related entity transactions	17BE(n)(o)	95
Significant activities and changes that affected the operations or structure of the entity	17BE(p)	4-6; 86; 104-105; 108
External scrutiny, reports, judgments	17BE(q)(r)	112
Obtaining information from subsidiaries	17BE(s)	Part Three (from page 81), with additional context and data throughout
Indemnities and insurance premiums for officers	17BE(t)	110
Audit committee information – function, membership, remuneration, member knowledge/skills/experience, attendance	17BE(taa)	101-102
Information about executive remuneration	17BE(ta)	121-125; 138-141
Disclosure requirements for government business enterprises	17BF	Not applicable
Consultants engaged	17AG(a)(b)	111
Work health and safety	WHS Act 2011, Schedule 2	113
Ecologically sustainable development and environmental performance, and the Commonwealth Climate Disclosure (including emissions reporting)	EPBC Act 1999, s516A	116; Appendix 1
Information publication scheme	FOI Act 1982, Part II	112

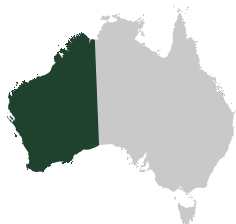


Australian Government
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.



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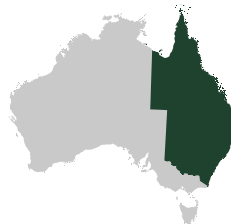
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