



ANNUAL REPORT

2024/2025

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The 2024/2025 financial year was a landmark period of transformation for Regional Business HQ. Our transition from an Incorporated Association under the *Associations Incorporation Act (Qld) 1981* to a Company Limited by Guarantee under the *Corporations Act (Cth) 2001* marks a significant milestone in our journey. This new structure not only strengthens our governance but also positions us to expand our operations interstate, ensuring we can continue to support and grow regional businesses well into the future.

FINANCIAL PERFORMANCE

This year, Regional Business HQ recorded a loss of \$66,507. Key factors influencing this outcome included reduced income from the DigiGrow Project, owing to the extension of the contract through to December 2025, bad debts amounting to \$8,000 incurred by GROEI Pty Ltd under the Talent Accelerate Program, and depreciation expenses totalling \$50,180. Despite these challenges, our financial position is stable, and we are building a more resilient business that is less reliant on government funding.

DELIVERING ON OUR STRATEGIC ROADMAP

Throughout the year, we continued to deliver on our 2023–2026 Strategic Roadmap, which is guiding our evolution into the leading support hub for businesses across the country. This roadmap is built on three core pillars:

Delivering on our Strategic Roadmap

We have focused on four key strategies under this pillar. Our team has expanded service delivery across Queensland and into interstate markets, with the DigiGrow Project standing out as a flagship initiative. By leveraging the Digital Solutions Program, we have built the capability of businesses in remote North Queensland,

helping them adapt to digital transformation and drive regional economic growth. We have also worked closely with industry and government to grow our services and establish ourselves as a thought leader in the business and startup space, with staff members invited to speak at events across Queensland.

Leveraging systems and processes for optimal service delivery

To provide free and low-cost support to businesses, our team has continually sought smarter ways to work, leveraging technology to streamline systems and processes. We have refined our service delivery model, introduced value-based packages, and invested in digital platforms to improve efficiency, security, and business management. These efforts have enabled us to diversify our revenue streams and build a more resilient organisation, while maintaining high standards of service for both funded programs and fee-for-service clients.

Positioning for the future

Our team has remained focused on professional and personal development, offering growth opportunities to all employees, especially those funded under contracts that came to an end. We have invested in our workforce, upgraded our facilities, and forged strategic partnerships with non-competing organisations to create mutually beneficial outcomes.

As we look ahead, I am confident that Regional Business HQ is well positioned to achieve sustainable growth and deliver lasting impact for businesses and communities across Australia. On behalf of the Board, I thank our dedicated staff, volunteers, and partners for their unwavering commitment and hard work throughout this transformative year.



CHIEF EXECUTIVE OFFICER'S REPORT

As we reflect on the past year at Regional Business HQ, I am proud to share the remarkable progress we have made in supporting businesses across regional Queensland. Our commitment to innovation, collaboration, and resilience has enabled us to deliver outstanding operational performance, even as we navigated a rapidly changing environment. This year, we provided around \$90,000 in in-kind or discounted services to businesses in regional Australia.

SUPPORT: EMPOWERING BUSINESSES

Throughout 2024/2025, our team delivered vital support services through a mix of funded programs and fee-for-service offerings. Highlights include the Digital Solutions Program, DigiGrow roadshows, and the Business Disaster Preparedness Program, which collectively reached thousands of businesses and strengthened resilience across our communities. We also launched the Regional Enablers Program, fostering innovation-driven enterprises and building networks for future growth. Our support services have diversified, with tailored assistance in grant writing, strategic planning, career coaching, and more.

TRAINING: BUILDING SKILLS FOR THE FUTURE

We continued to invest in the professional development of our business community through a diverse range of training programs. From public speaking bootcamps and business starter webinars to conflict resolution and leadership development, our qualified staff equipped participants with the skills needed to thrive in today's dynamic landscape. Our writing and digital training offerings empowered individuals and teams to communicate with clarity and impact.

SUPPORT: EMPOWERING BUSINESSES

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which collectively reached thousands of businesses and strengthened resilience across our communities. We also launched the Regional Enablers Program, fostering innovation-driven enterprises and building networks for future growth. Our support services have diversified, with tailored assistance in grant writing, strategic planning, career coaching, and more.

EVENTS: CONNECTING AND INSPIRING

Our events calendar was packed with opportunities for learning, networking, and celebration. International Women's Day, Conversations that Matter, the Hinkler Innovation Awards, and the Agtech Showcase brought together thought leaders, innovators, and community members to share insights and tackle pressing challenges. These events not only inspired attendees but also reinforced our commitment to driving positive change in the region.

None of these achievements would be possible without the dedication, expertise, and passion of our staff. I extend my heartfelt thanks to every member of our team, whose commitment to our mission and values has made a tangible difference in the lives of the businesses and communities we serve. Your hard work, adaptability, and collaborative spirit are the foundation of our success.

As we look ahead, I am confident that Regional Business HQ will continue to innovate, support, and accelerate growth across regional Queensland. Thank you for being part of this journey.



At Regional Business HQ, we don't just support businesses, we help them thrive. With deep roots in the community and a forward-thinking approach, we provide the tools, spaces, and guidance that empower businesses across regional Queensland to grow, innovate, and succeed.

VISION

The leading provider for regional businesses delivering support, services, education and resources.

MISSION

We drive regional economic prosperity, employment growth and stronger business communities.

VALUES



People

- Treat everyone with respect
- Communicate willingly and openly
- Embrace change
- Continue learning
- Encourage curiosity



Integrity

- Be truthful and transparent
- Earn and maintain trust
- Take responsibility for actions
- Respect and safeguard confidentiality
- Have the courage to do what is right



Community

- Seek ways to contribute
- Demonstrate empathy and understanding
- Champion collaboration
- Make a positive impact
- Actively engage with our community

DIGITAL SOLUTIONS PROGRAM KEY STATISTICS

102

Digital Action Plans

455

Hours of one-on-one mentoring

183

Workshops

4,028

Registrations

87

In person workshops

96

Online workshops

BUSINESS DISASTER PROGRAM KEY STATISTICS

68

Emergency Response Plans



2,501

Attendees at Information sessions

26

Information sessions held



157

Stakeholder engagements

PILLARS TO ACHIEVE SUCCESS



Regional Business HQ is one of the last surviving Business Enterprise Centres in Queensland. Throughout the years, funding and programs have been cut from BEC service delivery. Regional Business HQ has been able to survive through being flexible and adapting to changing needs. To be able to continue providing valuable low cost service with the businesses community into the future and reduce our reliance on government funding, we have developed the following pillars to achieve success.

1 Grow the Regional Business HQ Brand

1. Expand our service delivery across regional areas through collaboration and innovation
2. Grow our reputation as a Thought Leader for regional business
3. Implement effective marketing and sales strategies
4. Collaborate with industry and government to grow regional-based services

2 Leverage systems and processes for optimal service delivery

1. Evolve the Regional Business HQ Service Delivery Model
2. Create Client Service Packages with value pricing models
3. Leverage technology to improve service delivery, security, and business management
4. Support delivery with productive internal operations

3 Positioning for the future

1. Develop our workforce for the future to align with strategic goals
2. Ensure appropriate spaces for current and future needs
3. Align with relevant non-competing partners for mutually beneficial outcomes



SERVICE DELIVERY MODEL

Our work is delivered across four key elements.

- Support: Strategic advice, document support, and operational guidance to help businesses to grow and succeed.
- Training: Programs and training solutions that help businesses stay competitive and adapt to market demands.
- Spaces: Affordable, professional workspaces, incubators, coworking hubs, and offices designed to spark collaboration.
- Events: Workshops and networking events that connect businesses, share insights, and inspire problem-solving.



Throughout 2024/2025, we continued to provide vital business support services to entrepreneurs, startups, and small businesses, including but not limited to mentoring, consulting, and access to resources. We did this through a mix of funded programs and fee-for-service offering.

DIGITAL SOLUTIONS PROGRAM

In 2024/2025, we continued to deliver the Digital Solutions Program throughout Queensland. This year, we developed 102 Digital Action Plans, delivered 455 hours of one-on-one mentoring and hosted 183 workshops. Of the 183 workshops, we hosted 87 in person and 96 online and had more than 4,028 registrations to attend these. Approximately 48% of the in-person workshops were held in regional Queensland locations, which is in line with the distribution of small business ABNs across the state.

DIGIGROW PROGRAM

Throughout the year, we continued to deliver the second and third roadshows for the DigiGrow Program. The DigiGrow program leverages the Digital Solutions program to further help businesses in Queensland's remote north-west.

In September 2024, the second roadshow was delivered where we held 12 workshops across 12 locations from Doomadgee to Hughenden. The final roadshow started in March 2025, however due to the North West Queensland floods and road closures the roadshow needed to be rescheduled. The third roadshow was delivered in September and October 2025 where we held 12 workshops across 12 locations.

This year, the DigiGrow Program has supported 55 businesses to progress their digital transformation in the North West Queensland region.

BUSINESS DISASTER PREPAREDNESS PROGRAM

For the first half of the 2024/2025 year, we continued delivering the Business Disaster Preparedness program. The program was established to strengthen the resilience of small businesses against natural and other emergencies across Bundaberg, Fraser Coast, South Burnett, and Gympie.

Under the program, 157 engagements were undertaken with key stakeholder to promote update of the Emergency Response Plans.

We sponsored existing chamber and similar events to speak directly to businesses. More than 2,500 businesses were reached under these activities.

Comprehensive advertising campaigns were completed across a mix of radio, paper, social media and electronic communications.

Throughout the program, 68 plans were completed across the eligible local government areas with the vast majority of survey respondents outlining they felt more prepared for their next disaster.



REGIONAL ENABLERS PROGRAM

In October 2024, Regional Business HQ was successful in the application to the Queensland Government's Regional Enablers Program. The program runs from January 2025 until December 2027 and is designed to:

- Foster innovation activities and services that empower Innovation-Driven Enterprises (IDEs)
- Enhance Bundaberg's regional innovation ecosystem by providing services that support IDEs
- Build and strengthen networks that encourage collaboration and promote IDE growth
- Speed up the adoption of technological innovations

During the first six months from January to June 2025, we led six businesses on delegations to EvokeAG and Tropical Innovation Festival.

We also hosted two agtech webinars and facilitated the Mayors Telstra Innovation Awards (MTIA). We also provided judging, mentoring and MC services for MTIA.

We also developed the frameworks for a solutions exchange, agtech directory and an agtech ready reckoner tool.

Planning was also commenced for key events that will fall into the next financial year.

TALENT ACCELERATE

Regional Business HQ was engaged by Groei to provide wrap around services for businesses engaged in a pilot program to look at alternative training pathways for young people.

The team provided project support from June 2024 through to February 2025, providing connections to local manufacturers, event management, stakeholder engagement and wrap around support for business.

In addition to managing local events, we engaged more than 100 times with over 30 local businesses to provide placements for local youth.

SUPPORT SERVICES

As part of our diversification strategy, we provided support to more than 20 clients across the following areas:

- Grant writing
- Tender management and writing
- Capability Statement development
- Business Plan development
- Workplace mediation services
- Career coaching
- Team building sessions
- Strategic Planning
- Facilitation services
- Master of Ceremonies duties
- Leadership development and coaching
- Community engagement assistance
- Secretarial support
- Marketing support
- Business mentoring

Throughout the year, our qualified staff provided in-house and general training for businesses across a number of different areas including communication, digital skills, business advice and leadership.

PUBLIC SPEAKING

The ability to connect with an audience and articulate ideas with clarity and confidence is a powerful asset in any professional setting. Our public speaking workshops are designed to equip participants with the tools needed to communicate persuasively, present with presence, and lead with influence.

During the year, we conducted Public Speaking Bootcamps in Toowoomba and Rockhampton. These are intensive one-day workshops designed to equip participants with essential tools.

We conducted in-house training for clients across the Wide Bay, Central Queensland and Southern Downs. We were also engaged to provide pitch mentoring to Mayor's Telstra Innovation Awards participants.

BUSINESS STARTER WORKSHOPS

In April 2025 we commenced running monthly Business Starter webinars.

The Business Starter Webinar is designed to help participants lay a strong foundation so they can move forward with confidence and the right knowledge to make informed decisions.

Initial take up of these webinars has been slow, however, we believe that the content is core to RBHQ's purpose and mission so we will continue to make it available.

CONFLICT RESOLUTION

With a Nationally Accredited Mediator on staff, we are able to offer qualified conflict resolution training. This is helpful when organisations have general conflict amongst a larger group rather than a dispute between two specific individuals.

In June 2025 we conducted our first in-house training in this area with Avenues Disability & Lifestyle Support in Gympie.

WRITING

Our writing training is designed to empower individuals and teams with the skills to communicate clearly, confidently, and persuasively in a professional context.

Whether participants are preparing grant applications, business plans, capability statements, or marketing content, our training equips them with practical tools to write with purpose and impact.

Offerings this year have included a Writing for Government workshop held at RBHQ in May along with numerous online content writing workshops run through the Digital Solutions Program.

LEADERSHIP AND TEAM DEVELOPMENT

Regional Business HQ is licensed to use the TICK Personality Profiling system. This system provides an easy-to-understand way for people to learn more about themselves and others, then use it to make better decisions and generate the results they want.

This training is generally incorporated into other sessions and throughout the year was used for leadership development, team building, sales and customer service.

This year it has been used with legal and service industries across the Wide Bay region as part of in-house leadership training and team conflict resolution workshops.

We believe that the right environment can spark innovation and accelerate growth. That's why we've developed a suite of professional spaces tailored to meet the needs of entrepreneurs, startups, and established businesses. Throughout the year, we maintained three core locations: HQ and the Generator in Bundaberg, and the Generator in Gympie.

HQ BUILDING

Located in the heart of Bundaberg, our HQ building at 20B Quay Street home to a 28-space business incubator and five meeting rooms.

Throughout the year, we had 36 businesses homed as tenants within the building. Of these 20 were incubators starting out, 5 were continuing past their incubator period and 11 were at commercial rates.

Our meeting rooms were well used with greater than 50% occupancy. Our most popular room was the Neville and Webb rooms.

VIRTUAL TENANCIES

We offer virtual tenancy options at the HQ building and Generator in Gympie. These are available for businesses seeking a business address or regional presence without a physical office. Under this option, we provide reception services, collect deliveries and take messages and enquiries on behalf of our virtual tenants.

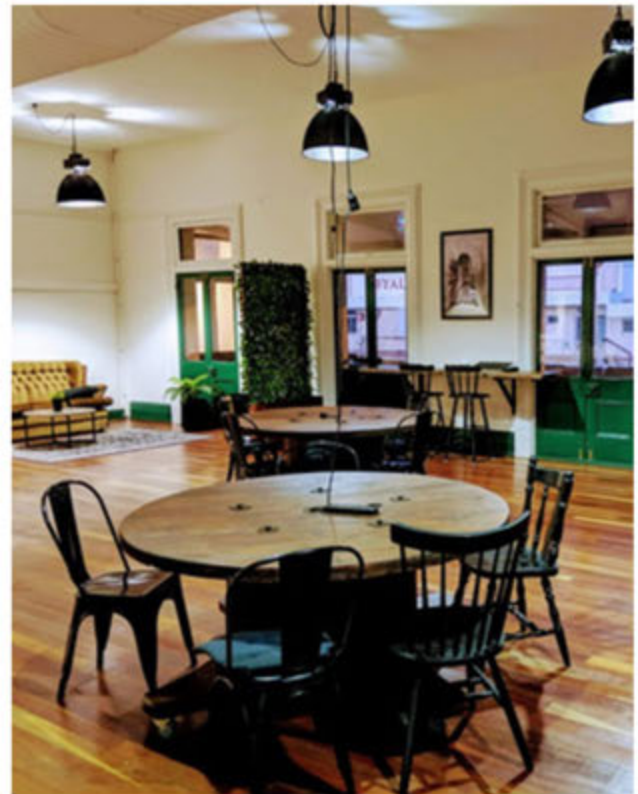
In 2024/2025 we had 16 virtual tenants, with 14 using the HQ building and 2 using the Gympie Generator. This service isn't offered at the Generator Bundaberg due to the operational set up of the location.

GENERATOR BUNDABERG

The Generator Bundaberg is a vibrant coworking and innovation hub located in the historic Bundaberg Clock Tower building above the post office at Level 1, 155A Bourbong Street.

The primary use of this facility is the coworking aspect of the location. During 2024/2025, we had 79 long-term coworkers under either a VIP or scale up membership. The site was also popular for day passes, with more than 373 day passes purchased.

We have two private offices, and these were fully booked throughout the year.



GENERATOR GYMPIE

Regional Business HQ opened the Generator in Gympie in 2019, when we were awarded the Entrepreneurship Facilitators Service by the Australian Government. Despite the program being cancelled in early 2024, we continued to maintain the building at 232 Mary Street, Gympie.

The building hosts 4 meeting rooms, a private office and coworking space. The primary use of this facility during the year was the hire of meeting rooms and private office. During 2024/2025, we had six VIP workers under a long-term arrangement. The site also grew in popularity throughout the period as a coworking site, with more than 32 day passes purchased.

In June 2025, the building that was the home of the Generator was sold. We moved to a new location in July 2025, which has one private office, which is booked full time and two consulting suites available for hire.

INTERNATIONAL WOMEN'S DAY

Our International Women's Day (IWD) Breakfast is a pivotal event that brings together the community to celebrate the social, cultural, and political achievements of women. This gathering is designed to inspire and empower businesswomen by providing a platform for them to connect, reflect on their journeys, and discuss the challenges and triumphs they have experienced.

This year the event broke with our tradition of having it on IWD (8 March) due it being a Saturday. Instead it was held on Friday 7 March 2025 at the Bundaberg Multiplex with all 150 tickets being sold. The featured speakers were Bree Watson, CEO of Bundaberg Fruit & Vegetable Growers, Trudy Azzopardi, founder of Azzopardi Finance, and Brooklyn Sauer, student, surf lifesaver, singer and shark attack survivor.

The event was proudly by supported by Ergon Energy, Auswide Bank, and Bundaberg Regional Council's Small Business Friendly and Bundaberg Jobs Commitment initiatives.



CONVERSATIONS THAT MATTER

Conversations that Matter (CTM) is an annual event designed to tackle pressing and often uncomfortable topics that are crucial for the business community to address. This reporting year saw two CTM events on 17 October 2024 and 14 May 2025.

The October event topic was "Navigating Toxic Work Environments: Handling psychopaths, narcissists, and gaslighting" and featured organisational psychologist, Dr Vicki Webster. It was attended by 40 people at The Waves, some of whom came to RBHQ afterwards for a masterclass with Vicki.

The May event at Brothers Sports Club recognised Domestic and Family Violence Prevention Month. The featured speakers were Grant Marcus, Chief Inspector, QPS Bundaberg, Lyne Booth, CEO, Edon Place and Deneita Fewquandie, Australian Human Resource Institute Certified Practitioner. It was attended by 32 people from various sectors of the community.

HINKLER INNOVATION INITIATIVE AND AWARDS

The Hinkler Innovation Initiative is a community-led program designed to foster and champion innovation across the Bundaberg Region. Inspired by the pioneering spirit of Bert Hinkler, a local innovator and explorer, the initiative provides a platform to connect global thought leaders with local innovators, strengthening the region's innovation ecosystem.

The 2024 Hinkler Innovation Award breakfast was held at the Bundaberg Multiplex as part of the Agtech Showcase. Naturally, the focus of the keynote speakers was agricultural innovation.

The winner of the Hinkler Innovation Award was Gina Dang of SSS Strawberries and Gina's Table. Specifically, their innovation related to their special freeze-drying process. This process has created a range of healthy food products, significantly reduced waste from fruit crops and provided a new income stream for the business. The award was accepted by Tam Thanh Dang on Gina's behalf.



AGTECH SHOWCASE

The Agtech Showcase is an annual event designed to highlight innovation and emerging technologies within the agricultural sector. Each year, the showcase brings together local growers, industry experts, and technology providers to explore solutions that improve productivity, sustainability, and regional growth.

The 2024 event was held at the Bundaberg Multiplex on 22-23 October and was attended by 105 people from all over Australia including growers, industry and government representatives. The speaking program covered a range of agtech related topics from blending traditional techniques to AI, pollination and reducing packaging waste. The event area included 16 exhibitors who showcased their products and services.

The morning of day two incorporated the Hinkler Innovation Award breakfast and the afternoon saw delegates enjoy a site visit to their choice of Bundaberg Brewed Drinks or a local farm.





CORPORATE GOVERNANCE



BOARD OF DIRECTORS

Regional Business HQ is governed by a volunteer Board of Directors. The Directors are all ordinary members of the organisation.

Directors are appointed for a three-year term are proposed and seconded by existing members.

Regional Business HQ does not pay Directors, however will cover ticket expenses for attending events or functions in their capacity as a Director of the organisation.

STRUCTURAL CHANGE

In June 2024, Regional Business HQ began the process of transitioning from an incorporated association under the *Associations Incorporation Act (Qld) 1981* to a Company Limited by Guarantee under the *Corporations Act (Cth) 2001*. This process commenced in June 2024 and we officially transferred from an Incorporated Association to a Company Limited by Guarantee in January 2025.

MEETINGS OF THE BOARD

Board meetings are held every month except December. A standard agenda is discussed at the meeting and 11 meetings were held during the year. Attendance at meetings during the year are as follows:

Tony Castro	10
Maria Ebert	7
Tanya Howard	9
Brant Duff	11
Kelly Dwyer	9
Stuart Bonnett	11
Bree Watson	2
Sotera Trevaskis	1

VACANCIES DURING THE TERM

After six years of serving on the Board of Directors, Bree Watson stood aside in September 2024 to pursue other options.

A skills matrix assessment was completed on
2024/2025 Annual Report

existing Board members and gaps were identified. An Expression of Interest was released requesting candidates to submit information for consideration.

After interviews and careful consideration, Sotera Trevaskis was invited to fill the vacant position.

CONFLICTS OF INTEREST

Regional Business HQ has a policy and procedure to identify and manage conflicts of interest that may arise for Directors and employees. A register of interests is kept and all Directors and senior staff complete a disclose of interests. This is regularly reviewed and a standing item on the agenda of all Board meetings.

RISK MANAGEMENT

Regional Business HQ adopts a comprehensive and systematic approach to risk management, ensuring the organisation's resilience, compliance, and ability to deliver on its mission. Risk management at Regional Business HQ is guided by a formal policy framework, overseen by the Board in consultation with executive management. The policy defines risk management as the culture, processes, and structures directed towards the effective management of potential opportunities and threats.

INFORMATION SECURITY AND COMPLIANCE

The Information Security Management System (ISMS) manual outlines how Regional Business HQ safeguards the accuracy and completeness of information and processing methods. Risk management in this context includes risk assessment, treatment, acceptance, and evaluation, with clear documentation and control measures. Only authorised users have access to relevant documentation, and the Chief Executive Officer is responsible for document control.

Our Board of Directors play a crucial role in guiding our strategic direction and ensuring that we fulfill our mission. Comprising experienced professionals from diverse backgrounds, our board brings a wealth of knowledge and expertise to our organisation.

BOARD OF DIRECTORS



TONY CASTRO
Chairperson

Tony is a member on the Management Committee of The Waves as secretary and has held that position for the past 28 years. He also has a position on the Club's corporate governance sub-committee.



MARIA EBERT
Secretary

Maria was re-elected as a Director in 2021 having previously served on the board from 2016-2020 and currently co-owns and manages an incorporated legal practice that provides legal services online across Australia.



BRANT DUFF
Treasurer

Brant is Secretary and treasurer of the organisation and has been a serving Director since 2015. Brant is a commercial real estate agent with Four Walls Realty.



KELLY DWYER
Director

Kelly joined the Board in 2021. She was born in Bundaberg and joined Charltons Lawyers in 2017. Kelly became a Partner of the firm in January 2019. Kelly graduated from the Queensland University of Technology with dual degrees in Law and Business.



STUART BONNET
Director

Stuart Bonnett brings to his role extensive experience in business development, community engagement, and account management. Having served on various boards, Stuart brings a valuable contribution to Regional Business HQ.



TANYA HOWARD
Director

Tanya joined the Board in 2023 and is Manager of Bundaberg CANEGROWERS Ltd. Tanya has been employed by Bundaberg CANEGROWERS for over 20 years.



SOTERA TREVASKIS
Director

Sotera joined the Board in May 2025 and is the Director of Regional Development for Regional Development Australia. Sotera brings valuable experience in regional engagement and collaborative project delivery to the board.



BREE WATSON
Director

After serving on the Regional Business HQ Board for more than 6 years, Bree stood down from the Board in January 2025. Bree's knowledge and guidance was invaluable during her time as a Director.

OUR PEOPLE

Our core team of dedicated professionals provide diverse expertise and are all committed to supporting and nurturing businesses across regional Queensland. Our team is supported by a network of experts and mentors across the country.



BROOKE FOSSEY

Chief Executive Officer

As CEO, Brooke implements activities to achieve the strategic plan and is responsible for day-to-day running of the organisation.



GEORGIA BURGESS

Operations Manager

As Operations Manager, Georgia oversees contract delivery, facilities management, and HR operations.



DAVID WISE

Business Advisor

As Business Advisor, David supports business growth while leading marketing and communications initiatives.



JASON VIRTUE

Business Advisor

As Business Advisor, Jason delivered the Business Disaster Preparedness Program, and provided business advisory services.



HELEN SCHIROK

Business Advisor

As Business Advisor, Helen delivered the Business Disaster Preparedness Program, and provided business advisory services.



ANNE KERBY

Community Manager

As Community Manager, Anne led the Regional Enablers Program to December 2024 and oversaw operations of the Bundaberg Generator.



JOSH PHILLIPS

Community Manager

Josh came on board in February, replacing Anne and the lead for the Regional Enablers Program and Bundaberg Generator.



KAITLYN HARNELL

Marketing Assistant

A newly created role, Kaitlyn was responsible for informing and implementing a comprehensive marketing strategy.



KRISTY CALLAGHAN

Finance Officer

As Finance Officer, Kristy manages budgets, financial reporting, and ensures compliance with financial policies.



EDEN WILLIAMS

Administration Officer

As Administration officer, Eden is the first point of contact Generator Gympie, provides staff support and project administration.



JASMINE LANG

Receptionist

As receptionist, Jasmine serves as the front face of our HQ and provided office assistance through to December 2025.



ISOBEL PHILIPPI

Receptionist

Isobel replaced Jasmine after Jasmine left to complete her lap of Australia.



FINANCIAL STATEMENTS



REGIONAL BUSINESS HQ LIMITED

**FINANCIAL REPORT
FOR THE YEAR ENDED
30 JUNE 2025**

Liability limited by scheme approved under
Professional Standards Legislation

Regional Business HQ Limited

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Regional Business HQ Limited

Responsible persons' report

30 June 2025

The responsible persons present their report on Regional Business HQ Limited for the financial year ended 30 June 2025.

Information on responsible persons

The names of each person who has been a responsible person during the year and to date of the report are:

- Antonio Castro
- Maria Ebert
- Tanya Howard
- Brant Duff
- Kelly Dwyer
- Stuart Bonnett
- Bree Watson - resigned 17/1/2025
- Sotera Trevaskis - appointed 19/5/2025

Responsible persons have been in office since the start of the financial year to the date of the report unless otherwise stated.

Principal activities

The principal activity of Regional Business HQ Limited during the financial year was to support businesses with the aim of fostering long-term regional job growth. This was achieved by assisting both emerging and established businesses through initiatives such as leasing office space and conference rooms, providing tailored support, offering training opportunities, and delivering a range of programs.

No significant changes in the nature of the Company's activity occurred during the financial year.

Operating results

The surplus/(deficit) of the Company amounted to (\$66,508) (2024: \$167,027).

Review of operations

A review of the operations of the Company during the financial year and the results of those operations show:

During the 2024/2025 financial year, Regional Business HQ transitioned from an Incorporated Association to a Company Limited by Guarantee. This transition now allows Regional Business HQ to operate outside of Queensland.

This years loss was influenced by:

- Reduced income from the DigiGrow Project, owing to an extension of the contract through to December 2025
- Bad debts amounting to \$8,000 incurred by GROEI Pty Ltd under the Talent Accelerate Program
- Depreciation expenses totalling \$50,180

Regional Business HQ Limited

Responsible persons' report

30 June 2025

Review of operations (continued)

Assets related to building improvements from previous years, which were previously recorded under the Furniture and Equipment at Cost account, have now been reclassified to the Building Improvement account. The associated accumulated depreciation has also been moved accordingly to ensure the accounts accurately reflect these changes. This has seen an increase in the Building Improvements and Building Improvements Accumulated Depreciation figures and a reduction in the Furniture and Equipment at Cost and Furniture and Equipment Accum Depreciation figures on the Balance Sheet.

With Regional Business HQ signing a three-year Lease Agreement for the Generator Bundaberg during the 2024/2025 financial year, new right-of-use asset and lease liability accounts have been established to reflect and recognise the value of this lease on the balance sheet as we were operating on a month on month basis previously. This has seen an increase in Regional Business HQ's assets and liabilities figures

Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Company during the year.

Events after the reporting date

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

Future developments and results

The building housing the Gympie Generator was sold by the landlord and Regional Business HQ transitioned to a new premise in late July 2025 under a two-year lease. This will impact liabilities for the coming year.

Regional Business HQ has also secured funding over a twelve month period to run the Growing Resilient care Program in Rockhampton, Livingstone, Bundaberg and Fraser Coast council areas. This will have a material uplift in revenue.

Environmental issues

The Company's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Indemnification and insurance of officers and auditors

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of Regional Business HQ Limited.

Auditor's Independence Declaration

The lead auditor's independence declaration in accordance with section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, for the year ended 30 June 2025 has been received and can be found in the financial report.

Regional Business HQ Limited

Responsible persons' report

30 June 2025

Signed in accordance with a resolution of those charged with governance.



.....
Name:

Responsible person

Dated: *13-11-2025*



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Auditor's independence declaration to the responsible persons of Regional Business HQ Limited

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

- no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

B.V.

Bradley Grogan

Partner

DGZ Chartered Accountants

24 Barolin Street, Bundaberg

17 November 2025

Regional Business HQ Limited

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue	5	700,648	816,056
Other income	5	195,414	187,638
Finance income	6	28,687	15,454
Lease income	15	283,789	238,031
Administrative expenses		(734,422)	(604,818)
Finance expenses	6	(964)	-
Impairment losses on receivables		(8,000)	-
Marketing expenses		(38,480)	(53,221)
Occupancy costs		(138,603)	(152,967)
Depreciation expenses		(32,459)	(26,786)
Depreciation of right-of-use assets		(17,721)	-
Insurance		(41,463)	(24,845)
Legal fees		(2,845)	(4,780)
Motor vehicles expenses		(10,024)	(9,121)
Other expenses		(68,265)	(27,571)
Service related expenses		(181,800)	(186,043)
Profit/(loss) for the year		(66,508)	167,027
Other comprehensive income/(loss)			
Items that will not be classified subsequently to surplus or deficit			
Revaluation changes for property, plant and equipment		(46,852)	(218,994)
Other comprehensive income/(loss) for the year		(46,852)	(218,994)
Total comprehensive income/(loss) for the year		(113,360)	(51,967)

The accompanying notes form part of these financial statements.

Regional Business HQ Limited

Statement of financial position

As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	9	822,258	849,951
Trade and other receivables	10	48,255	156,923
Fringe benefit tax receivable	11	1,752	987
Other assets	12	42,969	31,861
Total current assets		915,234	1,039,722
Non-current assets			
Property, plant and equipment	13	1,969,708	2,016,444
Intangible assets	14	23,128	23,128
Right-of-use assets	15	88,606	-
Total non-current assets		2,081,442	2,039,572
Total assets		2,996,676	3,079,294
Liabilities			
Current liabilities			
Trade and other payables	16	89,764	97,729
Borrowings	17	10,162	14,833
Employee benefits	18	38,382	41,304
Contract liabilities	19	46,487	89,736
Lease liabilities	15	34,600	-
Total current liabilities		219,395	243,602
Non-current liabilities			
Lease liabilities	15	54,949	-
Total liabilities		274,344	243,602
Net assets		2,722,332	2,835,692
Equity			
Retained earnings		2,158,178	2,224,686
Reserves	22	564,154	611,006
Total equity		2,722,332	2,835,692

The accompanying notes form part of these financial statements.

Regional Business HQ Limited

Statement of changes in equity
For the year ended 30 June 2025

2024	Retained earnings	Revaluation surplus	Total equity
	\$	\$	\$
Opening balance	2,057,659	830,000	2,887,659
Profit/(loss) for the year	167,027	-	167,027
Other comprehensive income/(loss)	-	(218,994)	(218,994)
Closing balance	2,224,686	611,006	2,835,692

2025	Retained earnings	Revaluation surplus	Total equity
	\$	\$	\$
Opening balance	2,224,686	611,006	2,835,692
Profit/(loss) for the year	(66,508)	-	(66,508)
Other comprehensive income/(loss)	-	(46,852)	(46,852)
Closing balance	2,158,178	564,154	2,722,332

The accompanying notes form part of these financial statements.

Regional Business HQ Limited

Statement of cash flows
For the year ended 30 June 2025

	2025	2024
	\$	\$
Cash flows from operating activities:		
Receipts from customers	1,112,408	867,017
Receipt from grants	127,435	319,692
Interest received	28,687	15,454
Payments to suppliers and employees	(1,238,328)	(1,076,580)
Fringe benefits tax paid	(3,106)	-
Net cash flows from/(used in) operating activities	27,096	125,583
Cash flows from investing activities:		
Purchase of property, plant and equipment	(32,576)	(46,057)
Net cash provided by/(used in) investing activities	(32,576)	(46,057)
Cash flows from financing activities:		
Repayment of lease liabilities	(17,542)	-
Net cash provided by/(used in) financing activities	(17,542)	-
Net increase/(decrease) in cash and cash equivalents	(23,022)	79,526
Cash and cash equivalents at beginning of year	835,118	755,592
Cash and cash equivalents at end of financial year	812,096	835,118

The accompanying notes form part of these financial statements.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

1. Introduction

The financial report covers Regional Business HQ Limited as an individual entity. Regional Business HQ Limited is a not-for-profit Company, registered and domiciled in Australia.

The principal activities of the Company for the year ended 30 June 2025 were strengthening business and growing employment for the betterment of our local communities through providing work spaces, business advice and support, and facilities for meetings and events.

The functional and presentation currency of Regional Business HQ Limited is Australian dollars.

The financial report was authorised for issue by the Responsible persons.

Comparatives are consistent with prior years, unless otherwise stated.

2. Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Act 2012*.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Material accounting policy information is consistent with prior reporting periods unless otherwise stated.

3. Material accounting policy information

a. Income tax

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

b. Borrowing costs

All borrowing costs are recognised as an expense in the period in which they are incurred.

c. Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

3. Material accounting policy information (continued)

d. Impairment of non-financial assets

At the end of each reporting period the Company determines whether there is evidence of an impairment indicator for non-financial assets.

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) is estimated.

The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use. Value in use is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

e. Financial instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

i. Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

Amortised cost

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

3. Material accounting policy information (continued)

e. Financial instruments (continued)

i. Financial assets (continued)

Amortised cost (continued)

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Fair value through other comprehensive income

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at FVTPL.

Net gains or losses, including any interest income are recognised in profit or loss.

Impairment of financial assets

Impairment of financial assets is recognised on an expected credit loss (ECL) basis for the following assets:

- financial assets measured at amortised cost
- debt investments measured at FVOCI.

When determining whether the credit risk of a financial assets has increased significant since initial recognition and when estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Company's historical experience and informed credit assessment and including forward looking information.

Where the simplified approach to expected credit loss (ECL) is not applied, the Company uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Company uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Company in full, without recourse to the Company to actions such as realising security (if any is held); or
- the financial assets is more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the Company in accordance with the contract and the cash flows expected to be received. This is applied using a probability weighted approach.

3. Material accounting policy information (continued)

e. Financial instruments (continued)

i. Financial assets (continued)

Trade receivables and contracts assets

Impairment of trade receivables and contract assets have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

The Company has determined the probability of non-payment of the receivable and contract asset and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Other financial assets measured at amortised cost

Impairment of other financial assets measured at amortised cost are determined using the expected credit loss model in AASB 9. On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

ii. Financial liabilities

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Company comprise trade payables, bank and other loans and lease liabilities.

f. Adoption of new and revised accounting standards

The Company has adopted all standards which became effective for the first time at 30 June 2025, refer to the Change in accounting policy note, for details of the changes due to standards adopted.

g. New accounting standards and interpretations

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The Company has decided not to early adopt these Standards.

4. Critical accounting estimates and judgements

The responsible persons make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

a. Key estimates - impairment of property, plant and equipment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

b. Key estimates - revenue recognition

When determining the nature, timing and amount of revenue to be recognised, the following critical estimates and judgements were applied and are considered to be those that have the most significant effect on revenue recognition.

Funding agreements

The company recognises revenue received from funding agreements initially on the balance sheet as a contract liability. Once the company has fulfilled milestones in accordance with agreements and incurred expenses, the income is recognised in the profit and loss. Overheads and other expenses not specifically for the project have been estimated monthly for allocation.

c. Key estimates - property held at fair value

An independent valuation of property (land and buildings) carried at fair value was obtained on 30 June 2024. The responsible persons have reviewed this valuation and updated it based on valuation indexes for the area in which the property is located. The valuation is an estimation which would only be realised if the property is sold.

Note 24 provides information on inputs and techniques to determine valuation.

d. Key estimates - receivables

The receivables at the reporting date have been reviewed to specifically provide for any debts which are considered irrecoverable. The remaining debts have been subject to expected credit loss testing based on the history of the association with the counterparty, the current economic climate and any future expectations relating to the industry and circumstances of the counterparty.

4. Critical accounting estimates and judgements (continued)

e. Key judgments - lease classification

The Company is a party to a number of lease arrangements. A review of the minimum lease payments, lease term, other terms and conditions in the lease have caused some leases to be classified as operating leases and therefore there are no entries on the statement of financial position in relation to these assets or lease liability.

5. Revenue and other income

a. Accounting policy

i. Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of control of promised goods or services to customers at an amount that reflects the consideration the Company expects to receive in exchange for those goods or services.

Generally, 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 Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

ii. Revenue recognition policy for contracts which are either not enforceable or do not have sufficiently specific performance obligations

The revenue recognition policies for the principal revenue streams of the Company are:

Operating grants

Operating grants are recognised where there is reasonable assurance that the grant will be received and all grant conditions will be met. Income is reported on the profit and loss statement when project expenses are incurred.

iii. Statement of financial position balances relating to revenue recognition

Contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or the before payment is due, the Company presents the contract as a contract asset, unless the Company's rights to that amount of consideration are unconditional, in which case the Company recognises a receivable.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

5. Revenue and other income (continued)

a. Accounting policy (continued)

iii. Statement of financial position balances relating to revenue recognition (continued)

Contract assets and liabilities (continued)

When an amount of consideration is received from a customer prior to the entity transferring a good or service to the customer, the Company presents the contract as a contract liability.

iv. Rental income

Investment property revenue is recognised on a straight-line basis over a period of the lease term so as to reflect a constant periodic rate of return on the net investment.

v. Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

vi. Volunteer services

No amounts are included in the financial statements for services donated by volunteers.

b. Revenue from continuing operations

	2025	2024
	\$	\$
Revenue recognised on receipt (not enforceable or not sufficiently specific performance obligations - AASB 1058)		
Government revenue (including grants)	223,004	382,686
Other revenue from other sources	477,644	433,370
	700,648	816,056

c. Other income

	2025	2024
	\$	\$
Rental income	195,414	187,638

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

5. Revenue and other income (continued)

d. Government grants and other assistance

	2025	2024
	\$	\$
Commonwealth government	16,927	204,442
State government	206,077	108,324
Local government	-	69,920
	223,004	382,686

6. Finance income and expenses

Finance income	2025	2024
	\$	\$
Interest income	28,687	15,454

Finance expenses	2025	2024
	\$	\$
Interest expense	(964)	-

7. Result for the year

The result for the year includes the following expenses:

	2025	2024
	\$	\$
Other expenses	68,265	27,571

8. Auditor's remuneration

	2025	2024
	\$	\$
Remuneration of the auditor of the Company, DGZ Chartered Accountants, for:		
Auditing or reviewing the financial statements	5,500	4,700

9. Cash and cash equivalents

a. Accounting policy

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

9. Cash and cash equivalents (continued)

b. Cash and cash equivalent details

	2025	2024
	\$	\$
Cash at bank	822,108	849,801
Cash on hand	150	150
	822,258	849,951

c. Reconciliation of cash

Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:

	2025	2024
	\$	\$
Cash and cash equivalents		
Cash at bank		
Auswide - BBEC - Account 1	1	385,400
Auswide - BBEC - Account 2	-	18,153
Auswide - BBEC - Account 3	328,029	312,499
Auswide - BBEC - Account 4	-	133,123
Stripe - RBHQ	1,281	626
Auswide - RBHQ - Account 1	31,410	-
Auswide - RBHQ - Account 2	304,725	-
Auswide - RBHQ - Account 3	156,662	-
Total Cash at bank	822,108	849,801
Cash on hand	150	150
Total Cash and cash equivalents	822,258	849,951
Bank overdraft	(10,162)	(14,833)
	812,096	835,118

10. Trade and other receivables

	2025	2024
	\$	\$
Current		
Trade receivables	45,255	153,923
Other trade and other receivables		
Generator Security Bond Paid	3,000	3,000
	48,255	156,923

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

10. Trade and other receivables (continued)

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

Collateral held as security

The Company does not hold any collateral over any receivables balances.

11. Tax assets and liabilities

Current tax assets	2025	2024
	\$	\$
Other current tax receivable		
Fringe Benefits Tax	1,752	987
	1,752	987

12. Other assets

Current	2025	2024
	\$	\$
Prepayments	42,969	31,861

13. Property, plant and equipment

a. Accounting policy

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the Company, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

13. Property, plant and equipment (continued)

a. Accounting policy (continued)

Depreciation (continued)

The estimated depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Land, Buildings and Improvements	2.5% - 12.5%
Furniture, fixtures and fittings	5% - 50%
Motor vehicles	12.5%
Other pooled property, plant and equipment	37.5%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

When an asset is disposed, the gain or loss is calculated by comparing proceeds received with its carrying amount and is taken to profit or loss.

b. Property, plant and equipment details

Summary	2025 \$	2024 \$
Land, buildings and improvements	1,933,823	1,920,000
Furniture, fixtures and fittings	13,370	62,140
Motor vehicles	17,573	26,396
Other pooled property, plant and equipment	4,942	7,908
	1,969,708	2,016,444

2024	Land, Buildings and Improvements \$	Furniture, fixtures and fittings \$	Motor vehicles \$	Other pooled property, plant and equipment \$	Total \$
Opening balance	2,115,689	52,606	35,219	12,653	2,216,167
Additions	24,685	21,372	-	-	46,057
Revaluation changes	(218,994)	-	-	-	(218,994)
Depreciation	(1,380)	(11,838)	(8,823)	(4,745)	(26,786)
Closing balance	1,920,000	62,140	26,396	7,908	2,016,444

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

13. Property, plant and equipment (continued)

b. Property, plant and equipment details (continued)

2024	Land, Buildings and Improvements \$	Furniture, fixtures and fittings \$	Motor vehicles \$	Other pooled property, plant and equipment \$	Total \$
As at 30 June 2024					
At cost	1,921,673	162,186	70,582	7,908	2,162,349
Accumulated depreciation	(1,673)	(100,046)	(44,186)	-	(145,905)
	1,920,000	62,140	26,396	7,908	2,016,444

2025	Land Buildings and Improvements \$	Furniture, fixtures and fittings \$	Motor vehicles \$	Other pooled property, plant and equipment \$	Total \$
Opening balance	1,920,000	62,140	26,396	7,908	2,016,444
Additions	28,207	4,368	-	-	32,575
Transfers	46,851	(46,851)	-	-	-
Revaluation changes	(46,851)	-	-	-	(46,851)
Depreciation	(14,384)	(6,287)	(8,823)	(2,966)	(32,460)
Closing balance	1,933,823	13,370	17,573	4,942	1,969,708

As at 30 June 2025					
At cost	2,020,855	40,596	70,582	4,942	2,136,975
Accumulated depreciation	(87,032)	(27,226)	(53,009)	-	(167,267)
	1,933,823	13,370	17,573	4,942	1,969,708

14. Intangible assets

a. Accounting policy

Goodwill

Goodwill is carried at cost.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

14. Intangible assets (continued)

b. Intangible asset details

Summary	2025	2024
	\$	\$
Goodwill		
The Generator at Cost	23,128	23,128
	23,128	23,128

15. Leases

a. Accounting policy

At inception of a contract, the Company assesses whether a lease exists.

i. Lessee accounting

The non-lease components included in the lease agreement have been separated and are recognised as an expense as incurred.

The Company has chosen not to apply AASB 16 to leases of intangible assets.

At the lease commencement, the Company recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods only where the Company believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model, depreciated over the lease term on a straight-line basis.

Exceptions to lease accounting

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

ii. Lessor accounting

When the Company is a lessor, the lease is classified as either an operating or finance lease at inception date based on whether substantially all of the risks and rewards incidental to ownership of the underlying asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When the Company has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

15. Leases (continued)

a. Accounting policy (continued)

ii. Lessor accounting (continued)

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income from operating leases is recognised on a straight-line basis over the lease term. Finance income under a finance lease is recorded on a basis to reflect a constant periodic rate of return on the Company's net investment in the lease.

The leases in place where the Company is a lessor have been classified as operating leases.

b. Company as a lessee

The Company has leases over assets including land and buildings.

i. Terms and conditions of leases

Building lease - The Generator

Expiry Date - 15/1/2028

Options - 3 x 1 year

ii. Right-of-use assets

2025	Buildings \$
Opening balance	-
Additions	106,327
Depreciation charge	(17,721)
Closing balance	88,606

iii. Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	2025 \$
< 1 year	36,017
1 - 5 years	55,921
Total undiscounted lease liabilities	91,938
Lease liabilities included in the statement of financial position	89,549

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

15. Leases (continued)

b. Company as a lessee (continued)

iv. Extension options

A number of the building leases contain extension options which allow the Company to extend the lease term.

The Company includes options in the leases to provide flexibility and certainty to the Company operations and reduce costs of moving premises and the extension options are at the Company's discretion.

At commencement date and each subsequent reporting date, the Company assesses where it is reasonably certain that the extension options will be exercised.

There are potential future lease payments which are not included in lease liabilities as the Company has assessed that the exercise of the option is not reasonably certain.

v. Statement of profit or loss and other comprehensive income

The amounts recognised in the statement of profit or loss and other comprehensive income relating to leases where the Company is a lessee are shown below:

	2025
	\$
Depreciation of right-of-use assets	(17,721)
	(17,721)

c. Company as a lessor

i. Operating leases

The Company leases out a number of properties. These leases have been classified as operating leases for financial reporting purposes and the assets are included as buildings in the statement of financial position.

The amounts recognised in the statement of profit or loss and other comprehensive income relating to operating leases where the Company is a lessor are shown below:

	2025	2024
	\$	\$
Lease income	283,789	238,031

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

16. Trade and other payables

Current	2025	2024
	\$	\$
Trade payables	17,798	29,023
GST payable	15,902	13,627
PAYG Withholdings Payable	9,148	8,044
Superannuation Payable	4,768	-
Customer Security Deposits Held	18,337	18,364
Income in Advance	23,811	28,671
	89,764	97,729

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

17. Borrowings

Current	2025	2024
	\$	\$
Secured		
ANZ Credit Card Account	10,162	14,833

a. Summary of borrowings

The ANZ Credit Card has a \$20,000 credit limit.

b. Defaults and breaches

During the current and prior year, there were no defaults or breaches on any of the loans.

18. Employee benefits

a. Accounting policy

Provision is made for the Company's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

b. Employee benefit details

Current	2025	2024
	\$	\$
Long service leave	12,571	13,809
Annual leave	25,811	27,495
	38,382	41,304

Regional Business HQ Limited

Notes to the financial statements

For the year ended 30 June 2025

19. Contract balances

The Company has recognised the following contract assets and liabilities from contracts with customers:

Current contract liabilities	2025	2024
	\$	\$
Grant monies received in advance		
Business Disaster Preparedness - BFC	-	46,888
Business Disaster Preparedness - GSB	-	42,848
Regional Enablers Program Funding	46,487	-
Total Grant monies received in advance	46,487	89,736

When grant money is received it is shown as a contract liability. Once performance obligations or milestones have been reached in accordance with funding agreements, the company transfers across to the profit and loss, recognising the income when expenses have been incurred.

a. Significant changes in contract assets and liabilities

Various changes occurred throughout the year, some projects finished and some were extended, all in accordance with funding agreements. Some milestone payments were not received until after the end of the year, the company already incurred expenses against these project so the income was required to be recognised in the correct year.

20. Financial risk management

The Company is exposed to a variety of financial risks through its use of financial instruments.

The Company's overall risk management plan seeks to minimise potential adverse effects due to the unpredictability of financial markets.

The most significant financial risks to which the Company is exposed to are described below:

Specific risks

- Liquidity risk
- Credit risk
- Market risk - currency risk, interest rate risk and price risk

Financial instruments used

The principal categories of financial instruments used by the Company are:

- Trade receivables
- Cash at bank
- Bank overdraft
- Trade and other payables
- Lease liabilities

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

20. Financial risk management (continued)

Financial assets	2025	2024
	\$	\$
Held at amortised cost		
Cash and cash equivalents	822,258	849,951
Trade and other receivables	48,255	156,923
	870,513	1,006,874

a. Objectives, policies and processes

Those charged with governance has overall responsibility for the establishment of the Company's financial risk management framework. This includes the development of policies covering specific areas such as interest rate risk, liquidity risk and credit risk.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities.

The day-to-day risk management is carried out by the Company's finance function under policies and objectives which have been approved by those charged with governance. The Chief Financial Officer has been delegated the authority for designing and implementing processes that follow the objectives and policies. This includes monitoring the levels of exposure to interest rate risk and assessment of market forecasts for interest rate movements.

Those charged with governance receives monthly reports which provide details of the effectiveness of the processes and policies in place.

Mitigation strategies for specific risks faced are described below:

b. Liquidity risk

Liquidity risk arises from the Company's management of working capital and the finance charges and principal repayments on its debt instruments. It is the risk that the Company will encounter difficulty in meeting its financial obligations as they fall due.

The Company's policy is to ensure that it will always have sufficient cash to allow it to meet its liabilities as and when they fall due. The Company maintains cash to meet its liquidity requirements for up to 30-day periods. Funding for long-term liquidity needs is additionally secured by an adequate amount of committed credit facilities and the ability to sell long-term financial assets.

The Company manages its liquidity needs by carefully monitoring scheduled debt servicing payments for long-term financial liabilities as well as cash-outflows due in day-to-day business.

Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well a rolling 30-day projection. Long-term liquidity needs for a 180-day and a 360-day period are identified monthly.

20. Financial risk management (continued)

b. Liquidity risk (continued)

At the reporting date, these reports indicate that the Company expected to have sufficient liquid resources to meet its obligations under all reasonably expected circumstances and will not need to draw down any of the financing facilities.

Financial guarantee liabilities are treated as payable on demand since the Company has no control over the timing of any potential settlement of the liabilities.

The timing of cash flows presented in the table to settle financial liabilities reflects the earliest contractual settlement dates and does not reflect management's expectations that banking facilities will be rolled forward. The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

c. Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Company.

Credit risk arises from cash and cash equivalents and deposits with banks and financial institutions, as well as credit exposure to wholesale and retail customers, including outstanding receivables and committed transactions.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

i. Trade receivables and contract assets

Trade receivables consist of a number of customers. Ongoing credit evaluation is performed on the financial condition of accounts receivable.

The Company has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered. The Company review includes external ratings, if they are available, financial statements, credit agency information and industry information.

Those charged with governance receives monthly reports summarising the turnover, trade receivables balance and aging profile of each of the key customers individually.

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer.

Management considers that all the financial assets that are not impaired for each of the reporting dates under review are of good credit quality, including those that are past due.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

20. Financial risk management (continued)

c. Credit risk (continued)

i. Trade receivables and contract assets (continued)

The Company has no significant concentration of credit risk with respect to any single counterparty or group of counterparties.

d. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

i. Interest rate risk

The Company is exposed to interest rate risk as funds are borrowed at fixed rates. Borrowings issued at fixed rates expose the Company to fair value interest rate risk.

ii. Price risk

Price risk relates to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices of securities held being available-for-sale or fair value through profit and loss.

21. Key management personnel remuneration

Total key management personnel (KMP) of Regional Business HQ Limited is not disclosed as there was only one remunerated KMP member during the year.

22. Reserves

	2025	2024
	\$	\$
Revaluation surplus		
Building Revaluation Reserve	564,154	611,006
	564,154	611,006

a. Revaluation surplus

The asset revaluation reserve records fair value movements on property, plant and equipment held under the revaluation model.

23. Members' guarantee

The Company is registered with the *Australian Charities and Not-for-profits Commission Act 2012* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$1.00 each towards meeting any outstanding obligations of the Company. At 30 June 2025 the number of members was 27.

24. Fair value measurement

The Company measures the following assets and liabilities at fair value on a recurring basis:

- Property, plant and equipment
 - Buildings
 - Furniture, fixtures and fittings
 - Motor vehicles
 - Other property, plant and equipment

a. Fair value hierarchy

AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

- | | |
|---------|--|
| Level 1 | Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date. |
| Level 2 | Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. |
| Level 3 | Unobservable inputs for the asset or liability. |

i. Transfers between levels of the hierarchy

There were no transfers between levels of the fair value hierarchy.

ii. Highest and best use

The current use of each asset measured at fair value is considered to be its highest and best use.

25. Contingencies

In the opinion of the responsible persons, the Company did not have any contingencies at 2025 (2024: None).

26. Related parties

a. The Company's main related parties are as follows:

Key management personnel - refer to Note 21.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

b. Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

26. Related parties (continued)

b. Transactions with related parties (continued)

Name	Position	Related Party Transactions
Antonio Castro	Chair/Company Secretary	Board member of The Waves Sports Club and Edon Place. RBHQ holds events at The Waves Sports Club for a fee for service arrangement. Organisation of these events have been co-ordinated through their functions manager. The Waves Sports Club is also a paid Associate Member of RBHQ.
Maria Ebert	Director	Retired
Brant Duff	Director	Works for Four Walls Realty
Bree Watson	Director	Works for Bundaberg Fruit and Vegetable Growers Ltd. Room hire for a fee. Membership fees for each organisation are under a reciprocal membership arrangement.
Kelly Dwyer	Director	Works for Charlton Lawyers and is a Board member of Edon Place. RBHQ has used the services of Charlton Lawyers for a fee. Charlton Lawyers are a paid associate member with RBHQ. Spouse has a lease agreement as a tenant with RBHQ.
Tanya Howard	Director	Works for Bundaberg Canegrowers Ltd.
Stuart Bonnett	Director	Works for Royal Flying Doctor Service.
Sotera Trevaskis	Director	Works for Regional Development Australia.
Brooke Fossey	Chief Executive Officer	Treasurer of Bundaberg & District Chamber of Commerce. RBHQ purchases tickets to Chamber of Commerce organised events/breakfasts and vice-versa. Chamber of Commerce purchases tickets to RBHQ events for a fee. RBHQ provides Secretarial Support Services to the Chamber of Commerce for a fee. Room Hire fees for monthly meetings are donated by RBHQ to Chamber of Commerce.

Regional Business HQ Limited

Notes to the financial statements
For the year ended 30 June 2025

27. Cash flow information

Reconciliation of net income to net cash provided by operating activities:

	2025	2024
	\$	\$
Profit/(loss) for the year	(66,508)	167,027
Add / (less) non-cash items:		
Depreciation and amortisation	50,180	26,786
Impairment of receivables	8,000	-
Changes in assets and liabilities:		
(increase) / decrease in receivables	100,668	(96,024)
(increase) / decrease in other assets	(11,108)	(19,165)
increase / (decrease) in payables	(7,965)	(45,002)
increase / (decrease) in employee benefits	(2,922)	2,225
increase / (decrease) in contract liabilities	(43,249)	89,736
Cash flows from operations	27,096	125,583

28. Events occurring after the reporting date

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

29. Statutory information

The registered office and principal place of business of the Company is:

Regional Business HQ Limited
20b Quay Street
Bundaberg Qld Australia
4670

Regional Business HQ Limited

Responsible persons' declaration

The responsible persons declare that in the responsible persons' opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2022*.



Antonio Castro

Responsible person

Dated: 13-11-2025

INDEPENDENT AUDITOR'S REPORT



To the Members of REGIONAL BUSINESS HQ LIMITED

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Opinion

We have audited the financial report of Regional Business HQ Limited (the registered entity), which comprises the Statement of Financial Position as at 30 June 2025, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes to the Financial Statements, including a summary of significant accounting policies, and the responsible persons' declaration.

In our opinion the accompanying financial report of Regional Business HQ Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- a) giving a true and fair view of the registered entity's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information included in the registered entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Report

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

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

Bradley Grogan
B Bus(Acc) FCA

Scott Grogan
B Bus(Acc) CA SMSF Specialist

Jody Blake
B Com(Acc) CA

Paul Stewart
B Bus(Acc) Affiliate CAANZ

ABN: 20 741 591 824

Those charged with governance are responsible for overseeing the registered entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

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


As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, 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 our 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 registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management'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 registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

DGZ
Chartered Accountants

17 November 2025


.....
Bradley V Grogan
Partner

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