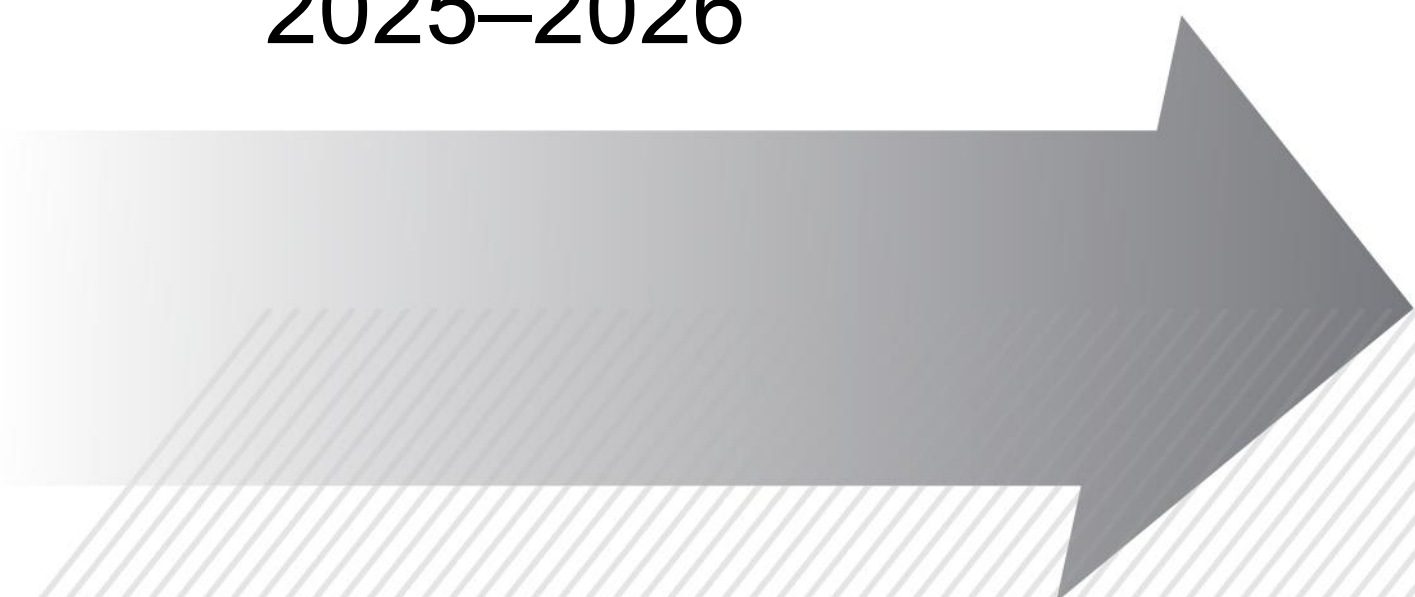


Trade and Investment Queensland

Annual Report

2025–2026



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Public availability

Copies of the *TIQ Annual Report 2025–26* are available online at [trade-and-investment-queensland-annual-report-2025-26.pdf](#) or by contacting our office.

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Letter of compliance

9 September 2026

The Honourable Ros Bates MP

Minister for Finance, Trade, Employment and Training
GPO Box 15483
CITY EAST QLD 4002

Dear Minister,

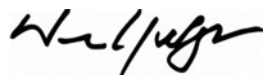
I am pleased to present to the Parliament the Annual Report 2025–26 and financial statements for Trade and Investment Queensland.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 65.

Yours sincerely



Hon. William Hodgman AC

TIQ Board Chair
Trade and Investment Queensland

Chair's message

Trade and Investment Queensland (TIQ) continues to deliver – driving economic growth by expanding trade, attracting strategic investment and strengthening our state's international competitiveness; despite an increasingly complex and volatile global environment.

The escalation of conflict in the Middle East this year brought another significant layer of disruption and uncertainty to the forefront. For TIQ, with an office and staff in the region, our immediate priority was the safety and wellbeing of our people.

Maintaining continuity of service for our Queensland exporters was the other key priority, with TIQ activating a trade disruption response, providing real-time market intelligence, and delivering targeted export and logistics assistance.

As a leading global trade and investment agency, TIQ has continued to strengthen Queensland's international position through a number of new market strategies – including for India, Europe and the United Kingdom, and the Pacific – the expansion of its global network, major trade and investment activities, and the launch of the new *QueensLand of Opportunity* global business brand.

This bold new global business brand, developed by TIQ, is designed to put the state on the world stage as the destination to invest, trade, study and work, providing a clear and unified identity for international business promotion.

Launched in March, the Queensland Exporter Academy is a valuable source of support for exporters and export-ready businesses across the state. Strong early engagement reflects the demand for practical assistance, with the Academy providing training, mentoring, market intelligence, practical tools and funding support to help Queensland businesses build capability, grow their international presence and seize new opportunities in global markets.

TIQ exceeded all non-financial targets, facilitating more investment and export outcomes than any other financial year. The 514 export and investment outcomes valued at \$3.06 billion achieved are expected to create 3,700 Queensland jobs. This was a 15 per cent increase in the number of outcomes and a 19 per cent increase in value on 2024–25 results and reflects TIQ's continued focus on practical outcomes for businesses, industries, regions and communities.

The Board greatly appreciates the determined leadership and advocacy of the Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training, and her support for our activities across Queensland and the world.

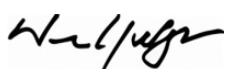
In 2025–26, TIQ supported planning and delivery of ten international trade missions – three led by the Trade Minister, one by the Premier, and six by portfolio ministers, to a total of 15 key markets.

Inbound delegations are also a critical part of trade and investment attraction with 152 delegations hosted or organised by TIQ in 2025–26.

The Board has undergone change this year, and I want to acknowledge and thank my predecessor, Daniel Gschwind, who was Chair for three years making a significant contribution to the organisation. I also thank Professor Scott Sheppard, Angela Young, Jack Reis and Delvene Cockatoo-Collins for their valued service.

Our renewed Board is embracing the responsibility of providing strategic oversight and support to TIQ, alongside CEO Justin McGowan and an executive leadership team that has maintained the momentum and delivered record outcomes for the organisation and our State.

Together, I am confident we will achieve another successful year and continue to enhance Queensland's reputation as a world-class place to trade, invest, study and work – delivering real benefits for the people of Queensland.



Hon. William Hodgman AC
TIQ Board Chair

Chief Executive Officer's message

In 2025–26, Trade and Investment Queensland helped Queensland small and family businesses, investors, education providers and regions achieve more through our strong business connections, in the midst of an increasingly complex and disrupted global trading environment.

It was a year that required agility, persistence and close support for our clients. Across Queensland and our international network, our teams worked to convert opportunity into practical outcomes for businesses, regions and the state.

TIQ exceeded all financial year targets, achieving 474 export outcomes valued at \$941.9 million and 40 investment outcomes worth \$2.116 billion. These investment outcomes are anticipated to support the creation of 3,700 jobs across Queensland. Compared with 2024–25, TIQ increased export outcomes, export value, investment value and expected jobs created by 18 per cent, 38 per cent, 13 per cent and 48 per cent respectively.

Just as importantly, our clients continued to value the support they received. TIQ achieved a client satisfaction rate of 92.9 per cent and a net promoter score of 89. During the year, we supported 1,636 Queensland businesses, including 781 regional businesses and 35 Aboriginal and Torres Strait Islander businesses. We also supported 16 new exporters and helped 102 businesses enter a new market to achieve commercial outcomes.

Our work in priority markets delivered strong results. The first full year of the Japan and China market strategies contributed to export value increases of 19 per cent and 54 per cent respectively. Four additional market strategies were launched during 2025–26 to guide Queensland's trade, investment and international education engagement.

Major platforms and programs generated significant outcomes, including nearly \$48 million from World Expo 2025 Osaka, \$130 million from the China International Import Expo and \$19 million from grant recipients. TIQ also facilitated ten trade and investment missions to 15 key markets including Japan, South Korea, Taiwan, Europe and the UK. The agency also facilitated 83 investor delegations to Queensland.

The escalation of conflict in the Middle East in March required an immediate and coordinated response. Our first priority was the safety and wellbeing of our staff in the region.

The Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training, announced strengthened support for exporters, through the new Market Accelerator grant program and the new Queensland Exporter Academy. These initiatives are designed to help more businesses build capability, access new markets and pursue sustainable growth.

During the year, we launched the *QueensLand of Opportunity* global business brand and the *I chose Queensland* international education campaign, expanded our global footprint with a new Hanoi office and presence in Paris and announced two other new international locations.

Strong results matter, but they are not the end point. They give us a platform to keep improving, support more Queensland businesses, and deliver more for the State.

I thank TIQ's staff across Queensland and around the world for their professionalism, energy and commitment to our clients. Their work is central to Queensland's success in global markets.



Justin McGowan
Chief Executive Officer
Trade and Investment Queensland

About TIQ

Governing legislation

Trade and Investment Queensland (TIQ) was announced as a statutory body in June 2013.

The enabling legislation was the *Revenue Amendment and Trade and Investment Queensland Act 2013*, reverting in August 2013 to the *Trade and Investment Queensland Act 2013* (the Act).

TIQ's objective under the Act is: *"to achieve economic and social benefits for Queensland by facilitating, supporting and encouraging trade, investment and other commercial opportunities for Queensland, including between Queensland and foreign countries."*

TIQ's global headquarters is 1 William Street, Brisbane, Queensland. TIQ also has eight regional Queensland offices and operates in 28 overseas locations across 19 markets.

Responsible Minister

The Honourable Ros Bates MP was sworn in as the Minister for Finance, Trade, Employment and Training on 1 November 2024, and is also the Minister responsible for international education and training.

Our vision and purpose

We make global trade and investment possibilities a reality for Queensland, by growing international trade and investment and attracting global talent and international students to Queensland.

Our priorities

- Promote Queensland
- Boost exports
- Grow investment and jobs
- Be a trusted partner

Our values

- **Ambitious and decisive:** we think big and take action, appropriately embracing risk
- **Client-focused:** we provide services that exceed expectations
- **Empower our people:** we devolve decision-making, recognising everyone's capabilities
- **Accountable:** we take responsibility for our actions and behave ethically.

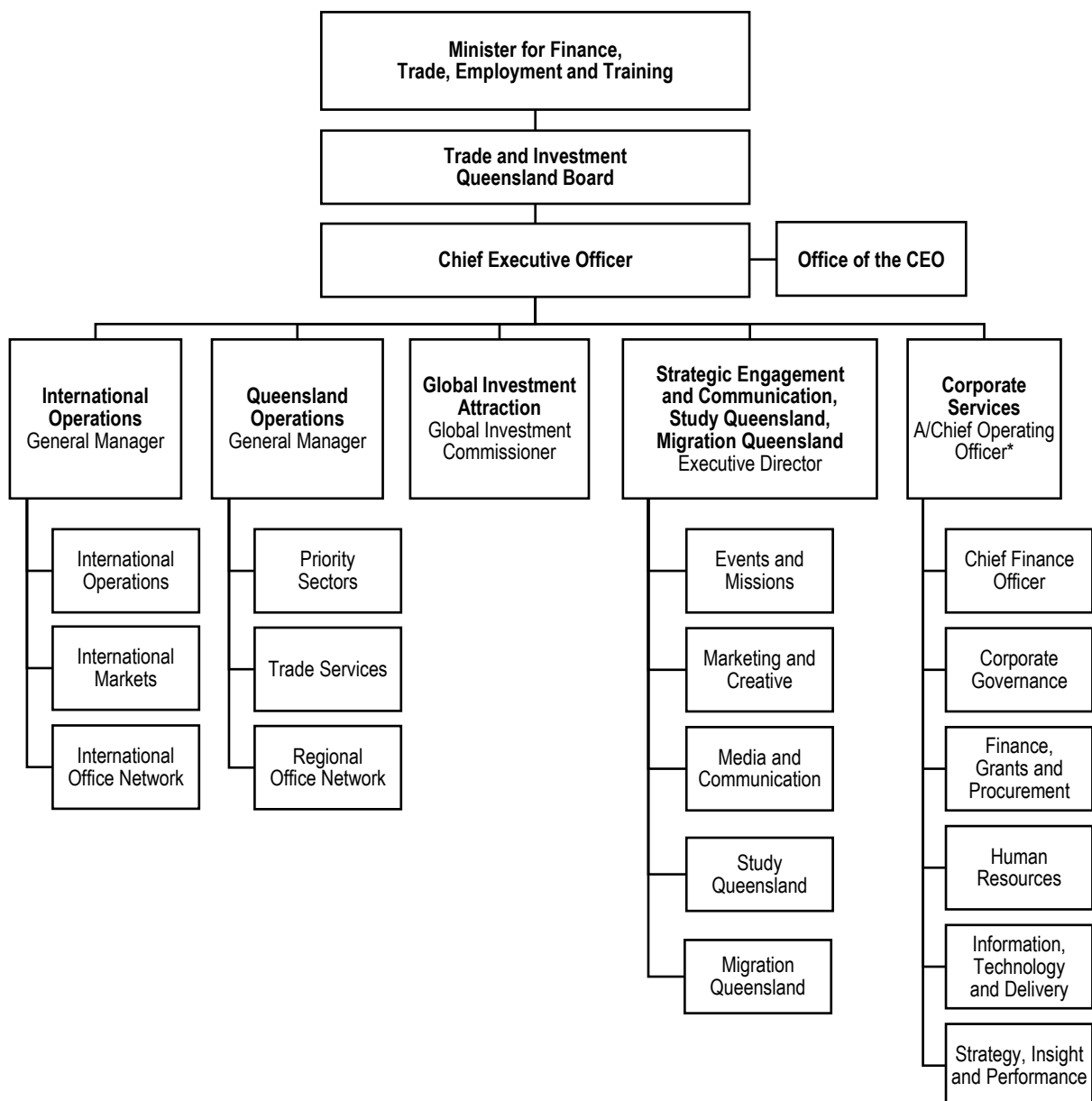
Contribution to Government's objectives for the community

TIQ works to provide:

- *A better lifestyle through a stronger economy*, through strengthening trading relationships, promoting existing and emerging industries in international markets, supporting small and family businesses, and growing regional exports.
- *A plan for Queensland's future*, through leveraging the 2032 Olympic and Paralympic Games to promote the state's business credentials and drive trade and investment.

TIQ's structure

Organisational chart as at 30 June 2026.



*Position replaced by a Deputy Chief Executive Officer in 2026–27

Business units

Office of the Chief Executive Officer

The Office of the Chief Executive Officer (OCEO) team provides executive support services to TIQ's CEO, Board Chair, and Executive Leadership Team (ELT). Key services include managing internal and external communication for the CEO, coordinating support across the agency for external engagements undertaken by the CEO and Board Chair, and coordinating and providing secretariat support to ELT meetings.

The OCEO is the central liaison point for the agency, ministerial offices and other government agencies and leads regular meetings with Ministers' offices. The team supports the broader agency with ministerial and executive correspondence management and assists with the planning and delivery of international trade missions and visits led by the CEO, Board Chair and Ministers.

Global Investment Attraction

The Global Investment Attraction (GIA) team is responsible for securing productive foreign direct investment (FDI) into Queensland to support job creation, new capital investment and continued growth of the state's economy. It achieves this through proactive client targeting, business matching with potential local partners, providing advice on Queensland's competitive advantages, and organising tailored site visits and local introductions to connect investors to clients and specific investment opportunities.

The GIA team works collaboratively across TIQ and other key stakeholders to support lead generation activities and facilitate priority inward investment projects. The team acts as a facilitator for overseas investors to access 'Team Queensland' support – closely working with other state and federal agencies to coordinate investment activities. GIA also represents TIQ on various government investment committees and working groups.

International Operations

TIQ's international network currently operates across 28 locations in 19 markets, overseen by 12 Trade and Investment Commissioners. The network is grouped into seven regions – Greater China; the United Kingdom, Europe and the Middle East; North Asia; South Asia; Southeast Asia; the Americas; and the Pacific – ensuring TIQ delivers in locations of demand for clients, or where investment leads are promising.

TIQ's international offices are responsible for business development, providing the connections and market insights that support Queensland exporters in achieving success in overseas markets; and for attracting FDI into Queensland.

The international network is also responsible for the programming and delivery of international ministerial trade missions and business delegations and managing Queensland's presence at major international trade events.

International Operations works with foreign national and subnational governments, as well as international business chambers, on trade and investment matters, and hosts diplomatic visitors and government delegations to further Queensland's economic interests.

International Operations is also responsible for the development of trade and investment strategies addressing opportunities and challenges in overseas markets.

Queensland Operations

Queensland Operations is a frontline client-facing team providing service delivery and advice to Queensland businesses to develop and realise their export and investment attraction potential. This is through an advisory Trade Services unit, four priority sector teams, and regional officers based in Ipswich, Sunshine Coast, Toowoomba, Bundaberg, Townsville, Mackay, Cairns and Gladstone. Staff based in Brisbane currently support clients across the Gold Coast.

Support includes assisting with sourcing sector and market information, providing advice, facilitating introductions, leading outbound trade and investment missions and leading and supporting inbound buyer and investor missions in collaboration with other state government departments.

Queensland Operations is responsible for the development and delivery of programs and initiatives that build capacity and support businesses in achieving accelerated success in new markets. These include the delivery of the Queensland Exporter Academy, a key ministerial announcement launched at the inaugural Queensland Exporter Conference, held in March 2026. The Queensland Exporter Academy includes grant and capability uplift programs, and sector, market, and economic insight webinars, roundtables and trade and investment groups across Queensland.

Strategic Engagement and Communication

The Strategic Engagement and Communication (SEC) division delivers the following functions:

- Strategic external and internal communication
- Media engagement, including social media channels
- Marketing, creative and digital services
- Major events and international trade mission planning.

SEC also collaborates across TIQ and partners with other Queensland Government agencies and stakeholders to deliver significant flagship events including the annual Premier of Queensland's Export Awards.

The team delivers all branding, messaging and key events on behalf of the organisation and works across TIQ and with other agencies on international missions, major projects and promotions. This includes managing and implementing the State's *QueensLand of Opportunity* global business brand.

Study Queensland and Migration Queensland

Study Queensland (SQ) leads whole-of-government support for the International Education and Training (IET) sector – Queensland's largest services export.

SQ's Brisbane-based team is connected globally through education specialists and Directors of Research Partnerships located in priority international markets that work collaboratively to promote Queensland as a leading destination for education, training, research and innovation. The team also works to grow the sector's market diversification efforts; connect students to support services and industries to improve the student experience and support Queensland's workforce needs; and provide sector development support and undertake strong advocacy across all levels of government.

Migration Queensland (MQ) is responsible for business and skilled visa nomination. In partnership with the Department of Home Affairs, MQ nominates successful business and skilled visa applicants wanting to establish themselves in Queensland. MQ works closely with TIQ's regional and global network, migration agencies, business, industry bodies and stakeholders to promote Queensland as a destination of choice for migration.

The Skilled Workforce Attraction Office (SWAO) advocates for and coordinates Queensland's skilled migration needs, promotes the state as a leading destination for international talent, educates industry and employers on the value of a diverse workforce and visa pathways to help address critical workforce gaps, and enhances the delivery of the State Nominated Migration Program (SNMP).

Corporate Services

Corporate Services supports TIQ's operations both in Queensland and across its international network by providing the governance, financial, people, and operational foundations that enable the organisation to achieve its strategic objectives and deliver services effectively. As a central enabling division, Corporate Services delivers the frameworks, systems, expertise, and support services that underpin organisational performance and ensure the efficient management of resources across the agency.

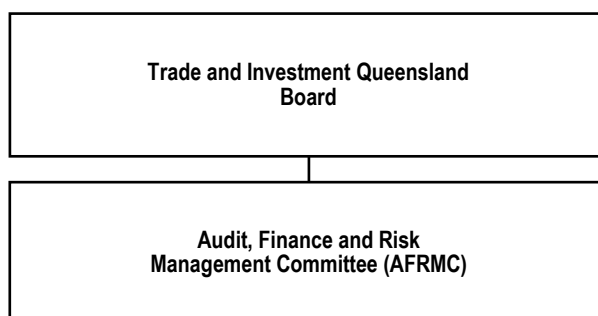
Through strategic planning, performance management, insights provision, financial stewardship, risk and compliance oversight, workforce support, and corporate governance, the division ensures that TIQ's Queensland-based and offshore teams have the systems, resources, controls, and support required to operate effectively, remain compliant with local and international regulations, and deliver outcomes for Queensland businesses and investors.

The division comprises five business units responsible for a broad range of corporate functions, including strategic and business planning, enterprise performance reporting, data and insights management, governance, risk management, fraud and integrity controls, audit and assurance, financial management and accounting, budgeting and forecasting, procurement, grants administration, work health and safety, human resources, workforce capability, and learning and development.

Corporate Services plays a critical role in supporting informed decision-making by providing timely reporting, performance insights, and financial analysis to the Executive Leadership Team and the TIQ Board. It also ensures appropriate governance and accountability mechanisms are in place to support effective oversight, manage organisational risk, and promote continuous improvement across the agency.

Working closely with business areas throughout Queensland and TIQ's international offices, the division enables a consistent and coordinated approach to corporate management while addressing the unique operational requirements of a globally dispersed workforce. Through the delivery of responsive, customer-focused corporate services, the division helps ensure TIQ remains agile, sustainable, and well-positioned to deliver on the Queensland Government's trade and investment objectives.

TIQ Board and subcommittees



The TIQ Board comprises seven members, including the Chairperson, Deputy Chairperson, three independent members and two Directors-General from Queensland departments who have responsibility for administering the TIQ Act and *State Development and Public Works Organisation Act 1971*. All Board members are appointed by the Governor in Council.

The Board has one formal sub-committee – the Audit, Finance and Risk Management Committee (AFRMC). A second sub-committee, the First Nations Advisory Committee (FNAC) met in September and November 2025, with its activities subsequently being embedded within TIQ's operations.

Board members

Hon. William (Will) Hodgman AC – Chairperson

Will was appointed on 6 October 2025. Will brings a rare combination of government, diplomatic, legal, and commercial leadership experience. He was Premier of Tasmania from 2014 to 2020, leading a government that transformed the State's economy from the worst performing in the nation to the best. After retiring as a Member of Parliament, Will was appointed as the inaugural Chair of the Australian Business Growth Fund, launching a \$540 million fund backed by the Commonwealth Government and Australia's major banks to provide equity funding for SMEs. In 2020, he was appointed as Australia's top diplomat to Singapore at the height of the global pandemic, leading a team that strengthened trade, the green and digital economies, defence and public health care. Will is a lawyer and practised for seven years in Australia and the United

Kingdom in civil and commercial litigation, criminal law and prosecuting cases of child abuse. In 2024 he was appointed as the inaugural Chair of Invest Gold Coast. Will was appointed a Companion of the Order of Australia (AC) in 2026 for his service to the people of Tasmania, to economic growth and policy reform, to the law and to the community.

Professor Scott Sheppard – Deputy Chairperson

Scott was appointed on 1 July 2021. He is an Adjunct Professor at QUT and has previously held positions as the Deputy Vice-Chancellor and Vice-President (International and External Relations) at QUT, Minister-Counsellor Education and Science at the Australian Embassy in Beijing, Consul Economic in Hong Kong and Queensland Commissioner to China. Scott has lived and worked in Taiwan, Hong Kong, Shanghai and Beijing for more than 12 years. Scott was also the Chair of the Queensland Health Services Export Consortia, a Co-Chair for the national University Foreign Interference Taskforce Working Group and held several other advisory roles. Scott's appointment to the Board and the AFRMC concluded on 30 June 2026.

Ms Josie Angus – Member

Josie was appointed on 20 February 2026. Josie, along with her husband Blair and their four adult children, owns and manages a vertically integrated prime cattle business. Angus Pastoral Company runs 42,000 head of cattle across 400,000 acres in Central and Northern Queensland. The couple launched a branded beef strategy in 1999 and Signature Beef now packs into multiple brands enjoyed in 30 countries. They also embarked on building an ambitious export-accredited on-farm processing operation, Signature Onfarm, which can process up to 50,000 head per year and generates a range of high-quality bespoke beef products. Josie, who has previously been a board member of TIQ, is a current Cattle Australia representative on the Export Meat Industry Advisory Group and is a former chair of Queensland Food Futures, which provides advocacy and educational services to enhance our farming industries. Together, the Angus family have been the recipients of many awards, including the inaugural Rabobank Innovative Producer Award.

Ms Lisa France – Member

Lisa was appointed on 20 February 2026. Lisa is an experienced international leader with more than 30 years across engineering, environmental services and corporate affairs in the resources and energy sectors. Her rare combination of environmental expertise, energy capability and political insight allows her to navigate complex issues and shape practical, long-term solutions. Currently the General Manager for Energy and Advanced Facilities at Sener Australia, Lisa is a recognised environmental scientist with global project experience, advising on major resource and infrastructure developments. She is also an accomplished speaker who has represented Australia internationally on environmental and energy matters. Lisa previously served as the Queensland Member for Pumicestone and Assistant Minister for Natural Resources and Mines, as well as Assistant Minister for Finance, Administration and Regulatory Reform. Her blend of technical knowledge, policy experience and strategic thinking positions her as a trusted adviser and strong advocate for Australia's sustainable energy transition.

Mr Jeff Pfaff – Member

Jeff was appointed on 20 February 2026. Jeff is a finance professional with over 30 years of experience across both the public and private sectors. His career includes senior roles as a partner at a large professional services firm and, prior to that, within the Commonwealth Government. Jeff has advised some of Australia's largest public and private companies across sectors, including education, property, agriculture, resources and financial services. He also has extensive experience advising Australian inbound investors and has worked on some of Queensland's largest infrastructure projects. He is the Managing Director of Tax Navigate Australia, a boutique taxation advisory firm that has a particular focus on the marine sector. Outside his professional career, Jeff sits on the boards of several charities and not-for-profits across sport, the environment and health.

Mr John Sosso – Ex-Officio

John was appointed on 20 November 2024. As at 30 June 2026, John was the Director-General of the Department of State Development, Infrastructure and Planning. He graduated from the University of Queensland with Honours Degrees in Law and Public Administration. After serving as a private solicitor, he joined the Queensland Department of Justice in 1984 in the Policy and Legislation Division. Subsequently, he served in senior roles in the Department of Justice, Department of Consumers Affairs, and Department of Emergency Services. He served as Deputy Director-General of the Department of Premier and Cabinet

between 1996 and 1998. During that time, he acted as both Director-General and Coordinator-General on a number of occasions. As a Member and Deputy President of the National Native Title Tribunal between 2000 and 2012, he mediated, arbitrated, and negotiated native title claims and litigation throughout Australia. John's Board appointment concluded on 10 July 2026.

Mr Peter McKay – Ex-Officio

Peter was appointed on 20 November 2024. Peter is Director-General of the Department of Trade, Employment and Training. With more than 25 years' experience across the Queensland public sector, he is an accomplished executive leader with a strong track record across service delivery, policy, corporate and regulatory functions. Peter is committed to strong leadership, practical partnerships and better public services. He is focused on growing Queensland's skilled workforce, expanding opportunities for industry and communities, and improving the economic and social futures of Queenslanders. Before joining the Department of Trade, Employment and Training, Peter held senior roles in the Department of the Premier and Cabinet, the Public Sector Commission and the Office of Industrial Relations.

Mr Daniel Gschwind – Ex-Chairperson

Daniel was appointed on 6 October 2022. He was formerly the CEO of Queensland Tourism Industry Council from 2001 to 2022. Daniel was appointed as Professor of Practice for the Griffith Institute for Tourism at Griffith University in 2022 and has been an Adjunct Professor at the University of Queensland since 2002. Daniel is also a Director of Tourism Whitsundays, Chair of the Tourism Reef Advisory Committee of the Great Barrier Reef Marine Park Authority, Chair of Queensland Music Trails, and is the Honorary Consul for Switzerland in Queensland. Daniel's Board appointment concluded on 5 October 2025.

Ms Angela Young – Ex-Member

Angela was appointed on 6 October 2022 and brings over 20 years of experience in entrepreneurship and business development through providing strategic business growth advice to high-growth startups and small-to-medium enterprises. Angela co-founded a private equity firm that scaled to an international consumer electronics group where she found her passion for sharing experiences and helping others navigate the complexities and challenges involved in running a high-growth business, including the potential for collapse. Angela has since facilitated programs and provided tailored advice to founders of high-growth businesses during her role as Director of BDO for Startups. Angela's Board appointment concluded on 5 October 2025.

Mr Jack Reis – Ex-Member

Jack was appointed on 1 July 2024. Jack has proud Badulaig heritage, stemming from Badu Island in the Torres Strait. He was the inaugural 2022 Supply Nation Indigenous Entrepreneur of Australia and was also the 2023 Indigenous Cyber Security Executive of Australia. He is the son of a cattle farmer from Chinchilla and is an avid fan of rugby league, signing his first NRL contract when just 17 years old. Jack is a founding member and the Chair of cyber security firm, Baidam. Jack's appointment to the Board concluded on 19 February 2026.

Ms Delvene Cockatoo-Collins – Ex-Member

Delvene was appointed on 1 July 2024. Delvene is a proud Quandamooka woman from North Stradbroke Island in Queensland's Southeast who expresses the stories of her family's lived experience on Minjerribah (North Stradbroke Island) and responds artistically to historical images and texts. She was the designer of a suite of artworks and design including the winners and commemorative medals for the Gold Coast Commonwealth Games 2018. She designed the Brisbane Broncos 2024 NRL Indigenous Round Jersey and artwork at the Brisbane International Terminal and has worked with the US travel company Avanti Destinations through the launch of their Australian and Pacific Itineraries. Delvene is the founder of Minjerribah Art Studio and is exporting original artworks, ceramics and clothing. Delvene's appointment to the Board concluded on 19 February 2026.

Board meeting attendance 2025–26

Member	20-Aug-25	03-Dec-25	11-Mar-26	10-Jun-26
Mr Daniel Gschwind (Chair) ¹	Attended			
Hon. William Hodgman (Chair) ²		Attended	Attended	Attended
Professor Scott Sheppard	Attended	Attended	Attended	Attended
Ms Angela Young ¹	Attended			
Mr Jack Reis ³	Attended	Attended		
Ms Delvene Cockatoo-Collins ³	Attended	Attended		
Ms Josie Angus ⁴			Attended	Attended
Ms Lisa France ⁴			Attended	Attended
Mr Jeff Pfaff ⁴			Attended	Attended
Mr John Sosso	Attended	Attended	Attended	Attended
Mr Peter McKay	Apology	Attended	Attended	Attended

1. Conclusion of appointment 5 October 2025.

2. Commencement of appointment 6 October 2025.

3. Conclusion of appointment 19 February 2026.

4. Commencement of appointment on 20 February 2026.

Audit, Finance and Risk Management Committee

The Audit, Finance and Risk Management Committee (AFRMC) is responsible and accountable to the TIQ Board and provides independent assurance and assistance to the Board in accordance with accountability requirements as prescribed in the TIQ Act, *Financial Accountability Act 2009* (FAA) and *Financial and Performance Management Standard 2019* (FPMS) in alignment with Queensland Treasury Audit Committee Guidelines – Improving Accountability and Performance and better practice guides.

The AFRMC consists of three members who are appointed by the TIQ Board and representatives from Deloitte (internal auditors) and the Queensland Audit Office (QAO) (external auditors) who attend for the duration of each AFRMC meeting. The AFRMC held four meetings in 2025–26.

Committee members

Ms Helen Moore – Chairperson

Helen was appointed on 14 August 2023. Helen has tertiary qualifications in business/accounting, is a fellow of CPA and Graduate of AICD with experience in the tourism, major sporting events and infrastructure industries, and local and state government. Helen is an experienced company director and highly regarded executive leader with strengths and leadership experience in financial management, project management, business advice, strategy development, management frameworks, corporate planning and governance.

Mr Michael McKee – Ex-Officio Member

Michael was appointed in November 2014 and has more than 15 years' experience in senior roles within the public sector. His career includes engagements with statutory bodies, commercialised business units, councils, various government agencies and a private sector-chartered accounting firm. Michael's AFRMC appointment concluded on 31 October 2025.

Ms Inma Beaumont – Member

Inma was appointed on 3 November 2025. Inma has spent over 18 years as a senior finance executive with a broad range of leadership roles spanning Financial Control, Internal Audit and Risk Management within top multinationals and banking institutions including Procter & Gamble and Citibank. Inma has seven years' experience as Chair of Finance, Audit and Risk committees and serving on four boards. In the last nine years she has also worked in fields related to marketing, public relations, stakeholder engagement and fundraising at different educational institutions. She holds tertiary qualifications in economics/commerce, is a Fellow of the Association of Certified Chartered Accountants, and a graduate and member of the Australian Institute of Company Directors.

Professor Scott Sheppard – Board Representative Member

Scott was nominated as the TIQ Board representative for the AFRMC in July 2024. Scott's AFRMC appointment concluded on 30 June 2026.

Mr Jeff Pfaff – Incoming Board Representative Member

Jeff was nominated as the TIQ Board representative for the AFRMC in June 2026.

Audit, Finance and Risk Management Committee attendance 2025–26

Member	12-Aug-25	13-Nov-25	18-Feb-26	3-Jun-26
Ms Helen Moore AFRMC Chair	Attended	Attended	Attended	Attended
Professor Scott Sheppard ¹	Attended	Attended	Attended	Attended
Mr Michael McKee ²	Attended			
Ms Inma Beaumont ³		Attended	Attended	Attended
Mr Jeff Pfaff ⁴				Attended

1. Conclusion of appointment 30 June 2026.

2. Conclusion of appointment 31 October 2025.

3. Commencement of appointment 3 November 2025.

4. Commencement of appointment 3 June 2026.

First Nations Advisory Committee

The TIQ Board established the First Nations Advisory Committee (FNAC) to ensure Aboriginal and Torres Strait Islander businesses are represented in trade and investment outcomes. FNAC had two members and met twice in 2025–26, with its activities then continuing through core TIQ business activities.

Ex-Committee members

Mr Jack Reis – Chairperson

Ms Delvene Cockatoo-Collins – Founding Member

First Nations Advisory Committee attendance 2025–26

Member	04-Sep-25	07-Nov-25
Jack Reis	Attended	Attended
Delvene Cockatoo-Collins	Attended	Attended

2025–26 highlights

- Supported 1,636 Queensland businesses, including 781 from regional Queensland
- Achieved a client satisfaction rate of 92.9 per cent and a net promoter score of 89
- Exceeded all financial year targets, achieving:
 - 474 export outcomes
 - \$941.9 million in export value, including \$158 million in international education and training outcomes, \$130 million in outcomes from the China International Import Expo (CIIE), nearly \$48 million in outcomes from World Expo 2025 Osaka, and \$19 million in outcomes by grant recipients
 - 40 investment outcomes
 - \$2.116 billion in investment value
 - the expected creation of 3,700 jobs from the investment outcomes
- Exceeded 2024–25 totals for export outcomes, export value, investment value, and jobs created (+18 per cent; +38 per cent; +13 per cent; +48 per cent respectively)
- Strong early results from the Japan and China trade and investment market strategies, with export value up 19 per cent and 54 per cent respectively
- Supported 16 new exporters and 102 businesses entering a new market to achieve commercial outcomes
- Facilitated ten trade and investment missions to 15 key markets, and 121 other outbound delegations of Queensland exporters or local government stakeholders
- Established the Queensland Exporter Academy, introduced a new Market Accelerator Program grant and delivered capability uplift pilot programs
- Activated a Global Trade Disruption Response Plan to support exporters through tariff changes and the Middle East conflict
- Released four new market strategies, which set the priorities for trade, investment and international education engagement in Japan, India, Europe and UK, and the Pacific
- Facilitated 83 investor delegations to Queensland, and a further 69 inbound delegations by international buyers, foreign government representatives and other stakeholders
- Hosted 240 webinars, workshops and forums
- Nominated 2,600 skilled visa applicants (the full Queensland quota) from 28,000 registrations of interest
- Nominated 333 business migrants who will invest \$105 million in Queensland and create 327 jobs
- Launched the *QueensLand of Opportunity* global business brand and collateral and released a global international education campaign – *I chose Queensland*
- Reappointed nine inaugural Queensland Global Connectors (allies, expats and alumni) for a second 12-month term to help promote Queensland in their respective markets
- Established a new Hanoi office in Vietnam; a new presence in Paris; appointed new Commissioners in Korea, Japan and Indonesia; and re-appointed the Commissioner in India
- Delivered key events including seven Gold Partner signature events at World Expo 2025 Osaka, the Queensland Exporter Conference, and the Premier of Queensland's Export Awards.

Performance

This section highlights TIQ's achievements and performance. It aligns with the *TIQ Strategic Plan 2025-2029* and the *2025–26 Service Delivery Statements*.

The key objectives outlined in the *TIQ Strategic Plan 2025-2029* are:

- Promote Queensland
- Boost exports
- Grow investment and jobs
- Be a trusted partner.

Service Delivery Statement measures

Service standards	2025–26 Target/Est.	2025–26 Est. Actual
Service: Trade and investment services		
Effectiveness measures		
Overall client satisfaction with advice and/or support provided to a Queensland organisation seeking to export a good or service	85%	92.2%
Overall satisfaction of investment clients assisted by TIQ	85%	96.7%
Overall government stakeholder satisfaction with advice and support on intragovernmental issues in trade and investment promotion	85%	86.5%
Overall level of satisfaction of ministerial mission participants with the missions delivered by TIQ	85%	93.3%
Proportion of grant recipients who achieve one or more export or investment outcomes	50%	94.5%
Efficiency measure		
Administration cost per \$1,000 of export and investment value facilitated	\$50	\$26.79

'Promote Queensland' key achievements in 2025–26

Outcome indicator

Indicator	Performance
Strategic Plan measure – Number reached through digital channels (paid and organic)	20,649,964

Strengthen Queensland's international profile as a place to study, live and work. This year TIQ:

- Organised an international education showcase in Mumbai (addressed by the Honourable David Crisafulli MP, Queensland Premier and Minister for Veterans), student showcases in Hanoi and Ho Chi Minh City (Hanoi showcase attended by the Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training), and a CRICOS-registered schools roadshow to Taiwan and South Korea
- Hosted a roundtable on biomanufacturing at the Falling Walls Science Summit in Berlin, profiling Queensland research excellence
- Engaged with over 28,400 international students through student showcases in key IET markets offshore, as well as student support service, employability programs and workshops delivered both onshore and through study clusters in the regions
- Launched the *I chose Queensland* global marketing campaign, targeting international students in 11 priority markets and generating more than 224 million impressions, 28.9 million video views, over 8 million clicks, and almost 43,000 conversions
- Delivered 2032 Olympic and Paralympic Games-focused presentations at conferences and events in Japan and France
- Delivered seminars focused on accessing global talent to 25 organisations in Mackay, Rockhampton, Townsville, and Cairns, to increase employers' awareness of the various visa pathways available to fill critical skills shortages.

Activate Queensland's global business brand, to drive trade and investment. This year TIQ:

- Launched the *QueensLand of Opportunity* global business brand in August 2025, alongside a Queensland Investment Prospectus, website, and hero video
- Featured the new branding during trade missions, and at key events such as the Premier of Queensland's Export Awards and the China International Import Expo (CIIE)
- Digitally marketed the branding across social media platforms including YouTube, LinkedIn and Meta. Two campaigns were run to increase awareness of the website and generated over 6.3 million impressions
- Produced an interactive digital version of the Queensland Investment Prospectus, which has been accessed over 3,200 times
- Delivered seven Gold Partner signature events at the Australia Pavilion at World Expo 2025 Osaka between August and October. These showcased Queensland's capabilities in advanced biofuels, sustainability, critical minerals, and Aboriginal and Torres Strait Islander ecotourism and cultural capabilities. The events were run in partnership with the Department of Environment, Tourism, Science and Innovation and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.

Nurture relationships with existing and emerging trading partners through ministerial and business missions and trade shows and events. This year TIQ:

- Supported ten international trade missions:
 - The Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training, to Taiwan and Japan (July 2025) – Queensland's largest ever International Education and Training and Research and Innovation business mission to these markets
 - The Honourable David Crisafulli MP, Premier and Minister for Veterans, to India and Japan (August/September 2025) – first official overseas mission of the Premier
 - The Honourable Jarrod Belijie, Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations, to the UK, Switzerland and France (September 2025) – purpose was to promote investment opportunities and advance defence industry collaboration including through attendance at the major international defence exhibition DSEI London
 - The Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training, to the UAE, the UK, Spain and Germany (September/October 2025) – purpose was to support the launch of the *Queensland-Europe & United Kingdom Trade and Investment Strategy 2025–2028* and promote new opportunities for collaboration

- The Honourable Tony Perrett MP, Minister for Primary Industries, to Indonesia (October 2025) – purpose was to support agricultural exports
- The Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training, to Vietnam and China (November 2025) to open a new TIQ Hanoi office and lead Queensland's largest ever representation to the China International Import Expo (CIIE), including the participation of over 110 delegates, achieving export outcomes valued at \$130 million
- The Honourable Bree James MP, Assistant Minister for Tourism, Early Learning, Creative Industries and Far North Queensland, to Vietnam (February 2026) – purpose was to meet with VietJet
- The Honourable Dale Last MP, Minister for Natural Resources and Mines, Minister for Manufacturing and Minister for Regional and Rural Development, to Japan and South Korea (February 2026) – purpose was to pursue investment for Queensland's resources and manufacturing industries
- The Honourable Tim Mander MP, Minister for Sport and Racing and Minister for the Olympic and Paralympic Games, to the US (February/March 2026) – purpose was to participate in events relating to the Olympic and Paralympic Games
- The Honourable Andrew Powell MP, Minister for the Environment and Tourism and Minister for Science and Innovation, to Singapore and India (March 2026) – purpose was to deepen science and education ties.
- Facilitated Queensland business participation at a range of other overseas trade shows, including:
 - Brazil: Exposibram (11 companies, October 2025)
 - Chile: Expo Forede (eight companies, October 2025)
 - Germany: Agritechnica (eight companies, November 2025)
 - Greater China: Food2China Expo (10 companies, September 2025)
 - Greater China: Asia Fruit Logistica Hong Kong (five companies, September 2025)
 - Greater China: Asia Summit on Global Health Hong Kong (four companies, May 2026)
 - India: International Mining Expo (10 companies, October-November 2025)
 - India: Bio Asia (12 companies, February 2026)
 - India: International Food & Hospitality Fair (AAHAR; nine companies, March 2026)
 - Japan: FOODEX (11 companies, March 2026) as well as an agribusiness-focused visit to South Korea
 - Samoa: a government-focused visit (four companies, November 2025)
 - Saudi Arabia: Masiratna Study in Australia Expo (four universities, September 2025)
 - Singapore: Agri-Food Tech Expo Asia (eight companies, November 2025)
 - South Korea: Bio Korea (three companies and one university, April 2026)
 - Taiwan: Food Taipei (21 companies, June 2026)
 - UK: Defence and Security Equipment International (DSEI, 24 companies, September 2025)
 - USA: Bio USA (60 organisations, June 2026).
- Co-hosted a booth with Austrade at PERUMIN for the first time, creating a platform for more than 20 Queensland mining equipment, technology and services (METS) companies to engage directly with prospective clients
- Supported Queensland-Pacific trade and investment opportunities through sponsorship of the Second Pacific Infrastructure Conference
- Coordinated the program for a delegation of seven Swedish companies, which included facilitating introductions to state government representatives to explore new investment opportunities aligned with the 2032 Olympic and Paralympic Games
- Arranged site visits and introductory meetings with Queensland companies working within the UK defence ecosystem for the United Kingdom Trade Envoy to Australia and Secretary of State for Scotland
- Organised a five-day Sports and Health Innovation Exchange program in Southeast Queensland for visiting Japanese stakeholders
- Coordinated a Queensland Clinical Trials Roadshow, including a delegation of five Queensland-based contract research organisations (CROs), research institutions, and life sciences service providers to showcase Queensland's capabilities in Shanghai and Shenzhen
- Positioned Queensland at the centre of the Australia-Taiwan Critical Minerals Dialogue, delivering a strategic business program across five cities.

'Boost exports' key achievements in 2025–26

Outcome indicators

Indicator	Performance
Strategic Plan measure – Number and value of export outcomes	474 outcomes valued at \$941.9 million
Strategic Plan measure – Number of deals facilitated for first-time exporters	16
Strategic Plan measure – Number of deals facilitated for a business commencing exports to a new market	102 (133 outcomes)

Connect businesses in traditional and emerging industries to diversified and sustainable international opportunities. This year TIQ:

- Connected Queensland beef suppliers with 13 Thai delegates
- Promoted Queensland food and beverage products through Taste of Queensland campaigns in Vietnam and Indonesia as part of ministerial trade missions
- Supported a delegation of Queensland health and medtech businesses to showcase their products at the Asia Summit on Global Health in Hong Kong
- Hosted a webinar for 40 education agents in Bangladesh to introduce Queensland's international education and training providers
- Organised a Queensland-India sports roundtable, in partnership with the Australia-India Business Council, involving key exporters
- Supported Queensland companies to explore infrastructure opportunities in Papua New Guinea in June 2026 in partnership with Austrade.

Inform existing exporters about product demand in new markets and assist with accessing these markets. This year TIQ:

- Established a new TIQ office in Hanoi, Vietnam, to continue expanding the relationship with Queensland's sixth-largest goods export market
- Launched a new grant, the Market Accelerator Program, in February 2026, to enable recipients to respond to global opportunities, expand into new export markets, accelerate growth and build sustainable export pathways
- Hosted a series of webinars for Queensland schools featuring Southeast Asia and North Asia market insights such as enrolment trends
- Delivered a webinar on opportunities and regulatory compliance in the Middle East for food companies
- Supported visits by local government to explore international market potential and progress trade and investment opportunities, for example the Moreton Bay Deputy Mayor to Taiwan; the councils of the Gold Coast, Logan, Gladstone and Bundaberg to Japan
- Facilitated the visit of the Cairns Indigenous Art Fair (CIAF) to Hong Kong and recruitment of a delegation of international art buyers to Cairns
- Activated a Global Trade Disruption Response Plan in conjunction with other Queensland Government departments in reaction to tariff changes and the conflict in the Middle East. This included online exporter resources, diversification fast-track programs and virtual buyer engagement.

Nurture interest in becoming an exporter and support businesses in becoming export-ready. This year TIQ:

- Established the Queensland Exporter Academy, to support businesses with an integrated suite of grants, capability uplift programs, mentoring, tools, resources and insights to fast-track their export journeys
- Worked with 14 Aboriginal and Torres Strait Islander businesses to incorporate their products into Queensland events at World Expo 2025 Osaka

- Delivered the Premier of Queensland's Export Awards 2025
- Organised the inaugural Queensland Exporter Conference in March 2026, featuring over 60 speakers and providing networking opportunities for the almost 600 attendees
- Exhibited at Small Business Month expos held in Cairns, the Gold Coast and Brisbane to raise awareness of TIQ and the agency's services
- Commenced a program of co-hosted Exporter Regional Roadshows on the Sunshine Coast in May 2026, to engage with local businesses starting their export journey. The program continues through 2026–27.
- Promoted TIQ's expertise and opportunities to export throughout Australian Manufacturing Week.

'Grow investment and jobs' key achievements in 2025–26

Outcome indicators

Indicator	Performance
Strategic Plan measure – Number and value of investment outcomes	40 outcomes valued at \$2.116 billion
Strategic Plan measure – Number of jobs created through investment	3,700
Strategic Plan measure – Percent of skilled visa quota nominated	100%

Attract global investment for energy infrastructure, tourism infrastructure and research and development, and to facilitate expansion of the state's small, family-owned and medium-sized businesses. This year TIQ:

- Established a presence in Paris, France, to pursue FDI opportunities
- Supported 83 investor delegations across 2025–26, from markets such as the UAE, Hong Kong, Finland, Japan, China, Germany, Taiwan, South Korea, India, and the US. TIQ managed investor interest in industries such as sustainable aviation fuel, construction and housing, gas, manufacturing, and infrastructure. Examples include:
 - a senior delegation from a major Vietnamese construction company with interest in construction services, materials, labour and training services – particularly with respect to the 2032 Olympic and Paralympic Games
 - a senior delegation from an innovative European manufacturing company with interest in construction and housing – particularly with respect to the housing target of 53,500 social and community homes to be delivered by 2044.
- Hosted or co-hosted multiple investment roundtables, including:
 - a critical minerals roundtable organised in partnership with the American Chamber of Commerce (AmCham) and the US Consul General, where opportunities for collaboration with US Development Finance institutions were explored
 - a China investment roundtable, which saw seven local councils present 33 investment opportunities across energy, infrastructure, advanced manufacturing and tourism to 60 potential investors.
- Delivered an investor showcase at the 44th JP Morgan Healthcare Conference in San Francisco, in partnership with the Brisbane Economic Development Agency (BEDA)
- Engaged with stakeholders across Queensland to identify investment-ready opportunities and developed an investment opportunities portfolio to support targeted investor engagement across 12 priority sectors
- Co-hosted the Future Cities Dialogue with the Embassy of Japan which attracted 161 delegates, with many participants also attending site visits to investable projects
- Partnered with Geoscience Australia, Austrade and other Australian state governments to participate in a delegation to the Prospectors & Developers Association of Canada (PDAC) Convention in Toronto, with seven Queensland companies subsequently engaging investors in New York and Washington DC.

Lead a coordinated approach to state-sponsored skilled migration, targeted to priority industries. This year TIQ:

- Nominated 2,600 suitable candidates to fill Queensland's skilled visa nomination allocation
- Established a dedicated State Nominated Migration Program (SNMP) for building and construction workers to leverage skilled migration and address workforce needs
- Opened registrations of interest for nomination under the National Innovation Visa, targeting exceptional individuals with globally recognised achievements in innovation, entrepreneurship, research, sports and arts
- Participated in discussions regarding *Destination 2045* and workforce pipeline
- Contributed to the *Prosper 2050* Partnership Forum alongside producers, peak bodies and other government agencies
- Presented at the Migration Institute of Australia Regional Migration Conference on *State Pathways in a Tight Market*, showcasing Queensland's skilled migration initiatives and advocating for state-based solutions to address workforce shortages.

Connect Queensland businesses and prospective investors with international students, graduates and skilled migrants. This year TIQ:

- Delivered 13 events in partnership with key industry members, as part of its Talent-Ed employability program, engaging 921 employers and students. Events included a Brisbane World Science Festival Innovation Challenge, Construction Innovation Challenge, professional development programs and webinars focused on topics such as navigating the Australian workplace, international student work rights, and hiring international talent
- Sponsored the 2025 Falling Walls Lab programs in Brisbane as part of the global Falling Walls initiative, which saw Brisbane winners participating in the national competition in Canberra
- Presented to 40 students at a Japan Chamber of Commerce and Industry Brisbane event on the value of networking and practical tips to implement while building their career in Queensland
- Delivered a presentation to over 100 international students, graduates and skilled migrants at an Engineers Australia and Australian Latin American Young Professionals Network event.

'Be a trusted partner' key achievements in 2025–26

Outcome indicators

Indicator	Performance
Strategic Plan measure – Level of stakeholder satisfaction with advice and support	86.5%
Strategic Plan measure – Client satisfaction levels and net promoter score	92.9% and 89 respectively

Grow TIQ's digital service offerings to allow more businesses to access TIQ support. This year TIQ:

- Made available the following resources through the TIQ website:
 - a Queensland Exporter Academy digital library with market insights and practical guidance, enabling businesses to build knowledge and better understand international opportunities and market conditions
 - created a Global Trade Disruption Hub to support Queensland exporters during global trade disruption. It provides timely market updates and practical guidance along with in-market support information. Since its launch in April 2026, 18 articles and 5 videos were published
 - access to Austrade's Go Global Toolkit, trade and e-commerce advisory services, export planning resources and links to specialist government support programs
 - a self-service Market Finder Tool which allows exporters to explore where there is demand for their product, who the main competitors are, and the applicable tariffs

- an Insights Hub which provides centralised market intelligence.

Provide quality and timely market intelligence and insights to clients and other stakeholders. This year TIQ:

- Hosted four tariff roundtables in Brisbane, the Gold Coast and Longreach - continuing a series that started in April 2025
- Coordinated a supply chain roundtable to understand and identify opportunities to reduce leakage of air freight originating in Queensland through interstate airports
- Delivered its 10th series of annual IET factsheets, highlighting the annual economic contribution and value of the sector to Queensland's economy
- Supported a Department of Home Affairs webinar for CRICOS-registered providers in relation to student visa setting changes
- Ran a market readiness workshop for CIIE mission participants, incorporating a deep dive on the dynamics of China's food and beverage, personal care and fast-moving consumer goods sectors, in addition to key regulatory considerations
- Produced and published strategic assessments on the Middle East conflict to inform Government agencies and Queensland businesses of market conditions and complications
- Supported the first of a series of Queensland Exporter Regional Roadshows run by the Department of Customer Services, Open Data and Small and Family Business, contributing practical guidance, market intelligence and expert insights.

Collaborate with other agencies and support delivery of cross-government strategies. This year TIQ:

- Supported other agencies in the delivery of the *Energy Roadmap*, *Prosper 2050*, *Destination 2045*, the *Right Skills Strategy 2025-2028*, the *2032 Delivery Plan*, the *Transforming Queensland Manufacturing Strategy 2025-2030*, and *Delivering Queensland's Critical Minerals Future*
- Delivered the Queensland Trade and Investment Program (QTIP26) which enabled 12 Trade and Investment Commissioners to provide international market insights to Queensland Government representatives and industry stakeholders to advance Queensland's trade and investment priorities
- Partnered with other Queensland Government departments to profile Queensland and support participating businesses at events including the International Mining and Resources Conference (IMARC) in Sydney, the AusBiotech conference in Melbourne, the International Aeronautical Congress in Sydney, the Indo Pacific Maritime Conference in Sydney and evokeAG conference in Melbourne
- Supported a Brisbane City Council delegation of over 100 participants attending the Asia Pacific Cities Summit & Mayors Forum (APCS) at Expo City Dubai
- Assisted the Department of the Premier and Cabinet with the renewal of the Queensland-Papua New Guinea Memorandum of Understanding
- Participated in a Department of Trade, Employment and Training (DTET) workshop on the role skilled migration can play in addressing workforce shortages
- Participated in DTET-led industry roundtables on construction and tourism to advocate for migration pathways to help address critical workforce shortages across Queensland.

Advocate for Queensland in a range of federal forums. This year TIQ:

- Contributed to the Queensland Government's input to the national economic reform agenda
- Supported the attendance of the Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training at the Ministerial Migration Roundtable (MMR) where the Minister advocated for Queensland's skilled migration needs, including an increase to the State Nominated Migration Program (SNMP) allocation
- Supported the attendance of the Honourable Ros Bates MP, Minister for Finance, Trade, Employment and Training at the Ministerial Council on Trade and Investment (MCTI #5 and MCTI#6) where the Minister continued to advocate for Queensland on issues such as US tariff rates and market access challenges
- Assumed leadership of two subcommittees of the Senior Officials Trade and Investment Group (SOTIG) to progress common issues of the states and territories

- Co-hosted a roundtable in Cairns with the Honourable Julian Hill MP, Assistant Minister for International Education, regarding the impact of current policy settings
- Contributed to the Queensland Government's response to the Australian Parliament Joint Standing Committee on Trade and Investment Growth Inquiry in Creating sustainable economic growth in rural and regional Australia
- Made submissions to the Department of Foreign Affairs and Trade (DFAT) in relation to Australia-European Union Free Trade Agreement negotiations, and DFAT's general reviews of the China-Australia Free Trade Agreement (ChAFTA) and the Indonesia Australia Comprehensive Economic Partnership Agreement (IA-CEPA).

Examples of the impact of TIQ's support

- TIQ contributed to the UK market success of Carrara business Grahams Natural by providing targeted commercial and strategic support, including market intelligence and promotion and introductions to service providers and government
- TIQ supported global mobile games developer Gameloft's expansion in Brisbane by promoting Queensland's competitive business environment, talent pipeline and investment incentives. The studio has now grown from 15 employees to more than 130 employees
- TIQ assisted Gold Coast business BiomeCentric by providing structured export support and facilitating high-level market engagement in China. Additionally, a TIQ grant enabled them to progress regulatory, legal, and compliance activities required for market access
- TIQ supported Genics' business development efforts in Latin America by facilitating introductions to three companies in the region. These engagements led to successful trials with Agrosuper and Max Agro, both of which remain active clients with growing business activity
- Amazon is establishing a statewide fulfilment centre in Greater Flagstone as part of a \$750 million investment. TIQ has maintained a proactive, long-term relationship with Amazon, and facilitated high-level government engagement to convert this investment.

Summary of financial performance

The financial statements included in this annual report provide specific information about TIQ's financial performance and position for 2025–26.

Operating result

The operating result for TIQ for 2025–26 is a surplus of \$3.940 million.

The following table summarises the position of TIQ for the last two financial years:

Summary of Financial Results for TIQ

Operating result	2025–26 \$'000	2024–25 \$'000
Total income	77,496	78,065
Total expenses	73,556	78,054
Operating surplus	3,940	11

For 2025–26, TIQ had a total income of \$77.496 million, comprised of \$74.671 million in Queensland Treasury grant funding and other contributions, \$1.117 million in interest revenue and \$1.708 million in user charges.

TIQ's income decreased from \$78.065 million in 2024–25 to \$77.496 million in 2025–26, primarily due to a reduction in grant revenue, from reprioritisation of funding into future years.

TIQ's total expenses for 2025–26 were \$73.556 million, of which \$50.598 million was for recurrent operating expenses, \$14.577 million was for strategic priorities, \$1.700 million was for the *2025 Strategy Uplift*, \$5.610 million was Queensland international education and training activities, and \$1.071 million was for the Skilled Workforce Attraction Office (SWAO).

TIQ's 2025–26 expenses of \$73.556 million decreased against the 2024–25 total of \$78.054 million, in line with funding reprioritisations and the impact of the global trade disruption on planned activities.

TIQ's expenditure principally comprises employee expenses of \$44.998 million; supplies and services of \$24.483 million; grants, subsidies and contributions of \$1.517 million; depreciation and amortisation of \$1.451 million; and other expenses and finance costs of \$1.107 million.

Financial position

The net asset position reported in the financial statements for TIQ at 30 June 2026 is \$9.606 million compared to \$5.499 million in 2024–25, which represents an increase of \$4.107 million.

The following table summarises the net assets of TIQ for the last two financial years:

Summary of Financial Position for TIQ

Financial Position	2025–26 \$'000	2024–25 \$'000
Assets	17,213	16,121
Liabilities	7,607	10,622
Net assets	9,606	5,499

Corporate Governance

TIQ Code of Conduct

The TIQ Code of Conduct is aligned to the principles and values outlined in Queensland's *Public Sector Act 2022*.

The code gives employees a framework to ensure TIQ maintains professional standards. It outlines expectations for all employees and provides information on the ethical values and behaviour required in TIQ's daily business activities. Adherence to these values is fundamental in building a relationship of trust between industry, government and the community.

The code applies to all employees, including TIQ Board members, contractors and volunteers. Information and training on the code of conduct is provided to all new employees during their induction and onboarding, and electronic copies are available for ongoing reference. TIQ policies, procedures and practices are also aligned with the code.

Senior TIQ leaders are provided with training, coaching and support when managing conduct and performance issues across the business, to ensure matters are addressed in accordance with the *Public Sector Act 2022* and relevant Public Sector Commission Directives.

Human rights

In accordance with section 97 of the *Human Rights Act 2019*, TIQ must disclose in its annual report:

- details of actions taken to further the objects of the Act
- details of human rights complaints received by the entity, including number and outcome of complaints and other information prescribed by regulation
- details of reviews of policies, programs, procedures, practices or services undertaken for compatibility with human rights.

In 2025–26, TIQ received and addressed four complaints related to human rights, bullying or domestic violence.

Risk management

The TIQ risk management framework has been developed in accordance with the *Financial Accountability Act 2009* and in alignment with the International Standard ISO 31000:2018-02 on risk management principles and guidelines.

In 2025–26, the risk management framework was expanded to include a risk controls assurance procedure which establishes a consistent, risk-based approach to identifying, classifying, testing and reporting on control effectiveness, representing a step change in TIQ's risk management maturity.

TIQ utilises an integrated global risk and compliance management module to facilitate accessibility for its Brisbane, regional and international employees. The module provides a consistent platform for the management of risks and compilation of risk registers to inform quality dashboard reporting for TIQ's executives and Board committees.

Fraud and corruption prevention

TIQ has a zero-tolerance approach to fraud and corruption and applies a system of prevention controls to support awareness and mitigations as appropriate.

TIQ's Fraud and Corruption Prevention Plan aligns with:

- *8001-2021 Fraud and Corruption Controls Standards*
- *ISO 37001: Anti-Bribery Management Systems*
- *ISO 37002: Whistleblowing Management Systems*

- best practice integrity guidelines in Queensland.

TIQ's Fraud and Corruption Prevention Plan was reviewed in late 2025 and approved by the Audit, Finance and Risk Management Committee.

Internal audit

Pursuant to the *Financial and Performance Management Standard 2019*, TIQ outsources its internal audit function which is coordinated by Corporate Governance as part of its assurance obligations.

Internal audit provides an independent, objective assessment designed to improve TIQ's operations. It helps TIQ achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and overarching governance processes.

In April 2025, Deloitte was appointed for three years to provide internal audit services for TIQ, through a compliant procurement process. In the first full financial year of its appointment (2025–26), Deloitte conducted the following internal audits of TIQ, operating in accordance with TIQ's Internal Audit Charter and ethical standards:

- International offices – business continuity planning
- Assurance mapping
- Psychosocial risk management.

In addition, TIQ's ELT participated in a crisis simulation exercise facilitated by an external party. This exercise was considered a less formal internal audit and identified areas of strength and areas for improvement.

The 2026–27 Internal Audit Plan was prepared with consideration to TIQ's key risk areas and was approved by the TIQ Board on 10 June 2026.

Information systems and recordkeeping

TIQ is committed to the responsible management of records in accordance with the requirements of the *Public Records Act 2023 (QLD)*, QGEA Information policy framework, the Queensland State Archives Records Governance Policy, and the approved Retention and Disposal Schedules authorised by Queensland State Archives.

The Queensland State Archives General Retention and Disposal Schedule was updated on 3 June 2026, and TIQ applies the current approved schedule in its disposal activities.

TIQ's Information governance policy, Information asset and recordkeeping procedure and Retention and Disposal Policy details the roles and responsibilities associated with the creation, management and disposal of public records in accordance with the approved retention and disposal schedule. TIQ employees are informed of their recordkeeping responsibilities through a mandatory induction program, with training refreshed annually to support ongoing compliance.

External complaints

As at 30 June 2026, TIQ had received three external complaints for 2025–26. The complaints all related to visa nomination applications and have been addressed.

Open data

Information relating to overseas travel by TIQ staff, gifts and benefits, engagement of consultants, and language services in 2025–26 has been published through the Queensland Government's open data website www.data.qld.gov.au.

Our people

Executive management

Name	Position
Justin McGowan	Chief Executive Officer
Karrin Leishman	Acting Chief Operating Officer* From 12 January 2026
Michelle Matthews	Global Investment Commissioner
Maria Karatzis	Executive Director, Strategic Engagement and Communication, Study Queensland, Migration Queensland
Anna Fedeles	General Manager, International Operations
Denise Kreymborg	General Manager, Queensland Operations
Liam Hayes	Chief Finance Officer

*Position replaced by a Deputy Chief Executive Officer in 2026–27.

Resignations and concluding contracts

Name	Position	Notes
Matthew Rigby	Chief Operating Officer	Resigned 5 September 2025
Toni Brownie	General Manager, Study and Migration Queensland	Contract concluded 28 January 2026

Our diverse, inclusive and capable workforce

TIQ global workforce profile

As at 30 June 2026, TIQ's active workforce establishment was 253 FTE, comprising 175 Queensland-based employees and 78 employees across the international offices. In addition, 13 personnel were engaged through alternative employment arrangements, including Austrade Service Level Agreements, to support TIQ's international operations.

TIQ compiled an Equity and Diversity Audit Report 2025–2026 in compliance with its obligation under the *Public Sector Act 2022*. The report reviewed workforce data, which provided an assessment of progress towards achieving Queensland Public Sector Commission diversity targets. These findings continue to guide our focus and planning.

TIQ supports gender equality. The TIQ Equity and Diversity Audit Report 2025–2026 showed a gender pay gap of 4.03 per cent with women holding 59 per cent of senior officer positions (classified equivalent), 31 per cent of Queensland Trade and Investment Commissioners positions, and 63 per cent of Senior Executive Service and Chief Executive positions (classified equivalent).

Retirement, redundancy and retrenchment

In 2025–26, there were no redundancies, retrenchments or retirements across TIQ.

Strategic Workforce Planning Framework

The *TIQ Workforce Plan for 2025–26* was developed in early 2025 with input from the ELT.

Key strategic objectives include:

- Workforce management – focused on ensuring an integrated approach to driving workforce planning and strategies by proactively managing our global workforce in line with TIQ's strategic objectives
- Business-critical role assessment – to undertake an assessment of critical roles, workload and capability, aligned to TIQ and government priorities
- Capability and capacity uplift – activity to focus on recruitment and selection protocols and practices, including:
 - refresh/promotion of TIQ's employer brand globally
 - talent and attraction strategy
 - positive performance management policy
 - leadership coaching and capability uplift
 - succession planning
 - launch of a reward and recognition program
 - staff health, safety and wellbeing, including psychosocial safety
 - streamlining and adoption of HR delegations.

Success is measured by:

- the increasing importance of an inclusive and cohesive Senior Leadership Team in complex state, national and international environments
- value diversity and development of high-potential and emerging talent, incorporating thought leadership and innovation
- talent acquisition and retention in a competitive labour market
- identifying and addressing the challenges inherent to our distributed workforce, such as team building and collaboration across regional and international lines
- hybrid working and the impact on team dynamics and culture, and staff connectivity back to TIQ.

Work on many of the key strategic initiatives has commenced and this activity continues to build solid foundations across TIQ in areas of attraction and retention, capability uplift, position profiling and workforce planning. The HR delegations have been reviewed, updated and implemented, and multiple teams continue to review and assess team capability, capacity and resourcing.

Working for Queensland Action Plan

In 2025–26, TIQ continued to engage with its employees through the annual Working for Queensland (WfQ) survey which measures Queensland public sector employees' perceptions of their work, manager, team and organisation.

TIQ's survey response rate in 2025 was 91 per cent across the global workforce. TIQ's Working for Queensland Action Plan (WfQ action plan) 2025–26 has resulted in further investment into leadership programs for our senior leaders, building on initiatives to further support fair and equitable treatment across the organisation and an increased focus on health, safety and wellbeing initiatives for TIQ.

Workforce planning and performance

TIQ's roadmap articulates how its workforce can leverage opportunities as well as how the agency can manage risks to our workforce and workplaces. There are key performance indicators to ensure we remain on track and aligned to our values. TIQ's workforce plan has four pillars:

- Talent acquisition and retention: to refresh and reinvigorate TIQ's employer brand
- Leadership and capability: to raise TIQ global leadership capability and capacity
- New ways of working: to stimulate and promote greater collaboration across TIQ
- Culture: to ensure TIQ culture is reflective of the diversity and global environment that is TIQ.

Health, Safety and Wellbeing

In 2025–26, there were two reported injuries, resulting in two WorkCover claims. Of these, one was accepted.

During 2025–26, TIQ launched the Mindful Mates Program, an employee-led wellbeing and diversity initiative designed to foster an inclusive, supportive and connected workplace. The program delivered a range of activities and awareness campaigns focused on employee wellbeing, diversity and inclusion, mental health, cultural awareness and community connection, contributing to a positive and engaged workplace culture.

Financial statements

Trade and Investment Queensland financial statements for the year ended June 2026

Trade and Investment Queensland Financial Statements

For the year ended June 2026

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Statement of comprehensive income

For the year ended 30 June 2026

		2026 Actual \$'000	2026 Original budget \$'000	Budget variance* \$'000	2025 Actual \$'000
Operating result	Notes				
Income from continuing operations					
User charges and fees	2.1.1	1,708	1,358	350	1,358
Grants and other contributions	2.1.2	74,671	81,175	(6,504)	75,257
Interest		1,117	408	709	1,435
Gain on sale of plant and equipment		-	-	-	15
Total income from continuing operations		77,496	82,941	(5,445)	78,065
Expenses from continuing operations					
Employee expenses	2.2.1	44,998	43,768	1,230	44,507
Supplies and services	2.2.2	24,483	31,316	(6,833)	25,032
Grants, subsidies and other contributions	2.2.3	1,517	5,878	(4,361)	2,323
Depreciation and amortisation	2.2.4	1,451	1,184	267	1,431
Finance costs		95	78	17	110
Other expenses	2.2.5	1,012	717	295	4,651
Total expenses from continuing operations		73,556	82,941	(9,385)	78,054
Operating result from continuing operations		3,940	-	3,940	11
Other comprehensive income		-	-	-	-
Total comprehensive income		3,940	-	3,940	11

*An explanation of major variances is included at Note 5.1.1

The accompanying notes form part of these financial statements.

Statement of financial position

As at 30 June 2026

		2026 Actual	2026 Original budget	Budget variance*	2025 Actual
		\$'000	\$'000	\$'000	\$'000
	Notes				
Current assets					
Cash and cash equivalents	3.1	8,853	3,557	5,296	10,023
Receivables	3.2	1,745	1,231	514	1,421
Other current assets	3.3	1,764	1,456	308	1,580
Total current assets		12,362	6,244	6,118	13,024
Non-current assets					
Plant and equipment		489	334	155	332
Right-of-use assets	3.4	3,842	1,744	2,098	2,285
Other non-current assets	3.3	520	724	(204)	480
Total non-current assets		4,851	2,802	2,049	3,097
Total assets		17,213	9,046	8,167	16,121
Current liabilities					
Payables	3.5	1,765	2,304	(539)	2,141
Lease liability	3.4	1,353	976	377	1,212
Accrued employee benefits	3.6	2,217	2,068	149	2,249
Other current liabilities	3.7	11	120	(109)	3,844
Total current liabilities		5,346	5,468	(122)	9,446
Non-current liabilities					
Lease liability	3.4	2,195	927	1,268	1,069
Accrued employee benefits	3.6	66	79	(13)	107
Total non-current liabilities		2,261	1,006	1,255	1,176
Total liabilities		7,607	6,474	1,133	10,622
Net assets		9,606	2,572	7,034	5,499
Equity					
Contributed equity		2,189	2,189	-	2,189
Accumulated surplus		7,300	407	6,893	3,360
Foreign exchange translation reserve		117	(24)	141	(50)
Total equity		9,606	2,572	7,034	5,499

*An explanation of major variances is included at Note 5.1.2

The accompanying notes form part of these financial statements.

Statement of changes in equity

For the year ended 30 June 2026

	Contributed equity \$'000	Accumulated surplus \$'000	Foreign exchange translation reserve \$'000	Total \$'000
Balance at 1 July 2024	2,189	3,349	(24)	5,514
Decrease in revaluation surplus	—	—	(26)	(26)
Total comprehensive income	—	11	—	11
Balance at 30 June 2025	2,189	3,360	(50)	5,499
Increase in revaluation surplus	—	—	167	167
Total comprehensive income	—	3,940	—	3,940
Balance at 30 June 2026	2,189	7,300	117	9,606

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2026

	2026 Actual	2026 Original budget	Budget variance*	2025 Actual
	\$'000	\$'000	\$'000	\$'000
Notes				
Cash flows from operating activities				
Inflows:				
User charges and fees	1,823	1,509	314	1,369
Grants and other contributions	77,756	81,175	(3,419)	75,257
Interest receipts	1,117	408	709	1,435
GST input tax credits from ATO	1,754		1,754	1,950
GST collected from customers	178	-	178	233
Outflows:				
Employee expenses	(45,221)	(43,939)	(1,282)	(44,406)
Supplies and services	(25,133)	(31,204)	6,071	(25,279)
Grants, subsidies and contributions	(1,517)	(5,878)	4,361	(2,323)
Repayment of grant funding	(7,046)	-	(7,046)	-
GST paid to suppliers	(1,831)	-	(1,831)	(1,809)
GST remitted to Australian Taxation Office	(212)	-	(212)	(194)
Finance costs	-	(78)	78	(110)
Other	(1,012)	(731)	(281)	(927)
Net cash provided by operating activities	656	1,262	(606)	5,196
Cash flows from investing activities				
Inflows:				
Sales of property, plant and equipment	-	-	-	15
Outflows:				
Payments for property, plant and equipment	(245)	-	(245)	(91)
Net cash used in investing activities	(245)	-	(245)	(76)
Cash flows from financing activities				
Outflows:				
Lease payments	(1,581)	(1,106)	(475)	(1,354)
Net cash used in investing activities	(1,581)	(1,106)	(475)	(1,354)
Net increase in cash and cash equivalents	(1,170)	156	(1,326)	3,766
Cash and cash equivalents — opening balance	10,023	3,401	6,622	6,257
Cash and cash equivalents — closing balance	8,853	3,557	5,296	10,023

*An explanation of major variances is included at Note 5.1.3

The accompanying notes form part of these financial statements.

Reconciliation of operating result to net cash provided by operating activities

	2026 \$'000	2025 \$'000
Operating Surplus	3,940	11
Net gain on sale of property, plant and equipment		(15)
<i>Non-Cash items included in operating result:</i>		
Depreciation expense	89	1,341
Amortisation expense	1,362	90
Lease interest charges	95	-
<i>Change in assets and liabilities:</i>		
Decrease in trade debtors	114	11
(Increase)/decrease in GST input tax credits receivable	(76)	179
(Increase) in LSL reimbursement receivable	(90)	(21)
(Increase)/decrease in annual leave reimbursements	(87)	48
Decrease/(increase) in other assets	(371)	285
(Decrease) in accounts payable	(380)	(490)
Increase/(decrease) in accrued employee benefits	(73)	33
Increase/(decrease) in GST payable	(34)	-
Increase/(decrease) in other current liabilities	(3,833)	3,724
Net cash provided by operating activities	656	5,196

Changes in Liabilities arising from Financing Activities

	Non-cash changes			Cash flows	
	Opening balance \$'000	New lease acquired \$'000	Other adjustments \$'000	Cash repayments \$'000	Closing balance \$'000
Lease liabilities	(2,281)	(3,014)	166	1,581	(3,548)
Total	(2,281)	(3,014)	166	1,581	(3,548)

1 Notes to the financial statements

1.1 Basis of financial statement preparation

1.1.1 General information

Trade and Investment Queensland (TIQ) is a statutory body established under the *Trade and Investment Queensland Act 2013* and controlled by the State of Queensland, which is the ultimate parent.

The head office and principal place of business of TIQ is Level 10, 1 William Street, BRISBANE QLD 4000.

1.1.2 Controlled Entity

A separate legal entity, Queensland Trade and Investment Office Pty Ltd (ACN 073 810 867) was established in 2010 for business registration due to a number of international jurisdictions only recognising national governments. TIQ owns 100% of Queensland Trade and Investment Office Pty Ltd. Queensland Trade and Investment Office Pty Ltd has no operating activities and therefore there are no financial transactions and balances being consolidated in TIQ's financial statements in 2025-26.

1.1.3 Compliance with prescribed requirements

TIQ has prepared these financial statements in compliance with section 62(1) of the *Financial Accountability Act 2009* and section 39 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2025.

TIQ is a not-for-profit entity, and these general-purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flows which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards early adopted and/or applied for the first time in these financial statements are outlined in Note 6.3.

1.1.4 Presentation

Currency and rounding

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required. Due to rounding, totals may not add exactly.

Comparatives

Comparative information reflects the audited 2024–25 financial statements.

Current/Non-current classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date.

Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or TIQ does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

1.1.5 Authorisation of financial statements

The financial statements are authorised by the Chair, Chief Executive Officer and Chief Finance Officer at the date of signing the Management Certificate.

1.1.6 Basis of measurement

Historical cost is used as the measurement basis in this financial report except for the following:

- Right-of-use assets are measured at cost, which is based on the present value of the lease liability.

Historical cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. With the exception of lease liabilities (recognised in accordance with AASB 16 *Leases*) and accumulated long term overseas employee benefits (recognised in accordance with AASB 119 *Employee benefits*), other liabilities are recorded at the amount of the proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

AASB 16 Lease liabilities are disclosed at present value. Present value represents the present discounted value of the future net cash inflows that the item is expected to generate (in respect of assets) or the present discounted value of the future net cash outflows expected to settle (in respect of liabilities) in the normal course of business.

In accordance with AASB 121 The Effects of Changes in Foreign Exchange Rates, the monthly average rate is used for the foreign currency translation. At the end of the reporting period, foreign currency balances are translated using the spot rate at the reporting date. Any gain and loss on the foreign currency translation is recorded under other expenses (Note 2.2.5).

Accounting for employee provisions for overseas is outlined in AASB 119 Employee Benefits. This includes incorporating assumptions on the likelihood and timing of taking of various leave types. Several leave types are different in nature to traditional Australian-based leave entitlements. Where leave is considered non-current in nature, the present value of expected net cash outflows is disclosed.

Present value

Present value represents the present discounted value of the future net cash inflows that the item is expected to generate (in respect of assets) or the present discounted value of the future net cash outflows expected to settle (in respect of liabilities) in the normal course of business.

1.1.7 The reporting entity

The financial statements include the value of all income, expenses, assets, liabilities and equity of TIQ.

1.2 Objectives and principal activities of TIQ

TIQ is the Queensland Government's global business agency, responsible for growing Queensland's exports, attracting quality investment, and strengthening the State's international economic engagement. TIQ supports businesses to access global markets, expand export capability and develop international partnerships, with a particular focus on small, family-owned and regional businesses. TIQ promotes Queensland as a destination for trade, investment, study and skilled migration, and facilitates the attraction of global capital, talent and international students. Through its network of Queensland and international offices, TIQ delivers trade and investment services, market intelligence, business development programs, investment facilitation and international engagement activities that support sustainable economic growth, job creation and increased prosperity for Queensland communities.

2 Notes about our financial performance

2.1 Revenue

2.1.1 User charges and fees

	2026 \$'000	2025 \$'000
Revenue from contracts with customers:		
Migration Queensland fees	1,188	706
Service charges	462	584
Premier of Queensland's Export Awards	58	68
Total	1,708	1,358

Accounting policies — revenue from contracts with customers (user charges and fees)

Revenue from contracts with customers is recognised when TIQ transfers control over a good or service to the customer. The following tables provide information about the nature and timing of the satisfaction of performance obligations, significant payment terms and revenue recognition for TIQ's user charges revenue from contracts with customers.

Type of good or service	Nature and timing of satisfaction of performance obligations, including significant payment terms	Revenue recognition policies
Migration Queensland fees	Migration Queensland, a unit of TIQ, receives business and skilled migration application fees for the processing of various business and skill migration visas. The number of available visas and the level of fees for these visas is driven by Commonwealth Government decisions.	Revenue is recognised when application fees are paid.
Service charges	TIQ provides access to office accommodation and associated facilities in international offices to related Queensland Government entities. The performance obligation is satisfied over time as customers simultaneously receive and consume the benefits of access to the accommodation space and associated facilities throughout the occupancy period. Customers are charged quarterly in arrears based on agreed occupancy arrangements, with payment due in accordance with agreed invoicing terms.	Revenue is recognised over time throughout the occupancy period as customers simultaneously receive and consume the benefits of the services provided.
Premier of Queensland's Export Awards	The Premier of Queensland's Export Awards is held each year and is organised by TIQ. Revenue is received from ticket sales to the event.	Revenue is recognised at the completion of the event.

2.1.2 Grants and other contributions

	2026 \$'000	2025 \$'000
Revenue from contracts with customers:		
Commonwealth government contributions	530	379
Other grants	180	160
Other grants:		
Queensland Government grant	73,961	73,868
Other	-	850
Total	74,671	75,257

Accounting policy — grants and other contributions

Grant and other contributions revenue is recognised when TIQ obtains control of the contribution or the right to receive the grant or contribution. Control is generally obtained on receipt of the contribution or when an enforceable right to receive the grant or contributions exists.

Type of grant	Nature and timing of satisfaction of performance obligations, including significant payment terms	Revenue recognition policies
Queensland Government grant	Funding is provided by the Queensland Government (Department of Trade, Employment and Training) to support TIQ's operations and delivery of its statutory objectives. The funding does not contain sufficiently specific performance obligations and is therefore classified as a non-exchange transaction.	Revenue is recognised when TIQ obtains control of the funding or an enforceable right to receive the funding, in accordance with AASB 1058.
Commonwealth government contributions	Contributions are received from the Commonwealth Government through the Austrade (TradeStart). The funding arrangement contains sufficiently specific performance obligations and payments are linked to the delivery of agreed services.	Revenue is recognised as TIQ satisfies its performance obligations in accordance with AASB 15.
Other grants	Funding received from other government agencies and external parties to support specific programs and activities. Funding arrangements are assessed individually to determine whether they contain sufficiently specific performance obligations.	Where funding arrangements contain sufficiently specific performance obligations, TIQ recognises revenue as it satisfies those obligations in accordance with AASB 15. Otherwise, For all other funding arrangements, TIQ recognises when it obtains control of the funding or an enforceable right to receive the funding in accordance with AASB 1058.

2.2 Expenses

2.2.1 Employee expenses

	2026 \$'000	2025 \$'000
Employee benefits		
Salaries and wages	34,811	34,495
Annual leave levies	2,384	2,357
Long service leave levies	608	580
Superannuation contributions	3,972	3,838
Termination benefits	4	34
Employee related expenses		
Workers' compensation premiums	795	814
Payroll tax	1,539	1,550
Other employee related expenses	885	839
Total	44,998	44,507

	2026 No.	2025 No.
Full-time equivalent employees (FTEs) - Queensland	175	173
Full-time equivalent employees (FTEs) - International	78	90
Total	253	263

The number of employees, including both full-time and part-time employees, measured on FTE basis in accordance with the Queensland Government workforce data known as Minimum Obligatory Human Resource Information (MOHRI) as at 30 June 2026 was 175. TIQ also employs a further 78 FTEs across its international network in 28 locations as at 30 June 2026 under the Locally Engaged Staff (LES) conditions. These LES are not accounted for in the MOHRI employee data reported by Government.

Accounting policy — wages and salaries

Wages and salaries are recognised based on the period where service has been received. Wages and salaries due but unpaid at reporting date are recognised in the statement of financial position at the current salary rates. As TIQ expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Accounting policy — sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Accounting policy — annual leave

Under the Queensland Government's Annual Leave Central Scheme (ALCS), a levy is made on TIQ to cover the cost of employees' annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

An expense is recognised for international employees' leave entitlements accumulated as a result of employees rendering services up to the reporting date in accordance with the relevant labour laws of each overseas jurisdiction where TIQ has locally engaged employees.

Refer to Note 3.6 for disclosures on overseas leave entitlements.

Accounting policy — long service leave

Under the Queensland Government's Long Service Leave Scheme, a levy is made on TIQ to cover the cost of employees' long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

Accounting policy — superannuation

Domestic employees' post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

- **Defined Contribution Plans:** Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.
- **Defined Benefit Plan:** The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by TIQ at the specified rate following completion of the employee's service each pay period. TIQ's obligations are limited to those contributions paid.

International employees' post-employment superannuation benefits are paid in accordance with the relevant local labour laws for each overseas jurisdiction where TIQ has locally engaged employees.

Accounting policy — workers' compensation premiums

TIQ pays workers' compensation premiums to WorkCover Queensland for domestic employees. Workers' compensation insurance is a consequence of employing employees but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

For international employees TIQ pays employee compensation insurance premiums to various in-market insurance providers in respect of its obligations under the relevant local labour laws.

Accounting policy — payroll tax

TIQ pays premiums to the Queensland Revenue Office in respect of its obligations for payroll tax. Payroll tax is a consequence of employing employees but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note 6.1.

2.2.2 Supplies and services

	2026 \$'000	2025 \$'000
Contractors and consultancies	8,545	8,118
Operating and administration costs	5,151	5,470
Information and communication technology	3,532	3,933
Office, car parking and vehicle leasing through Queensland Government entities	2,480	2,359
Office and car park leasing through other entities	1,713	1,743
Other property charges	394	435
Corporate services charges - Queensland State Government entities	607	387
Telecommunications	458	2,005
Travel	1,457	409
Other	146	173
Total	24,483	25,032

Accounting policy — distinction between grants and procurement

For a transaction to be recognised as supplies and services, the value of goods or services received by TIQ must be of approximately equal value to the consideration given for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant or subsidy in Note 2.2.3.

Office accommodation and leasing

Payments for non-specialised commercial office accommodation in Queensland occur under the Queensland Government Accommodation Office (QGAO) framework and arise from non-lease arrangements with the Department of Housing and Public Works, who has substantive substitution rights over the assets used within these schemes. Payments are expensed as incurred and categorised within office accommodation. Payments for overseas commercial office accommodation and residential accommodation properties occur on commercial terms and are recognised as leases.

Lease expenses include any lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note 3.4 for breakdown of lease expenses and other lease disclosures.

2.2.3 Grants, subsidies and other contributions

	2026 \$'000	2025 \$'000
Grants		
Go Global Export Program (GGEP)	719	43
New Market E-Commerce Grant Program	110	285
Market Accelerator Grant Program	484	70
Study Queensland Regional Funding	88	850
	1,401	1,248
Other Contributions		
Contribution/donations	116	1,075
Total	1,517	2,323

Accounting policy — Distinction between grants and procurement

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions and which does not directly give approximately equal value in return to the organisation.

2.2.4 Depreciation and amortisation

	2026 \$'000	2025 \$'000
Depreciation — right-of-use assets (Note 3.4)	1,362	1,341
Depreciation — plant and equipment	89	90
Total	1,451	1,431

2.2.5 Other expenses

	2026 \$'000	2025 \$'000
Sponsorships	445	315
Insurance premiums - Queensland Government Insurance Fund (QGIF)	53	28
Insurance - other	92	128
External audit fees (1)	120	122

Bad debts expense	31	57
Repayment of grant	-	3,744
Foreign exchange movements	268	3
Foreign taxes	3	49
Special payments	-	205
Total	1,012	4,651

External audit fees

1. Total audit fees for the Queensland Audit Office relating to the 2025-26 financial statements are \$118,000 (2025: \$117,700). Other audit fees relate to work required to be done locally in jurisdictions outside Australia.

Repayment of grant

2. Repayment of grant relates to the recognition of unused grant funds from Department of Trade, Employment and Training for 2024-25.

Special payments

3. Special payments represent ex gratia expenditure and other expenditure that TIQ is not contractually or legally obligated to make to other parties. No special payments were made during 2025-26. Special payments during 2024-25 include the following payments over \$5,000; an ex-gratia payment to a TIQ employee to satisfy taxation regulations in international locations (\$26,000) and a payment made to a former employee (\$179,000)

3 Notes about our financial position

3.1 Cash and cash equivalents

	2026 \$'000	2025 \$'000
Imprest account	1	1
Cash at bank	8,852	10,022
Total	8,853	10,023

Accounting policy — cash and cash equivalents

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June. TIQ holds foreign currency cash and cash equivalents outside of Australia of \$1,191,000 (2025: \$1,255,000) in line with local laws.

3.2 Receivables

	2026 \$'000	2025 \$'000
Trade debtors	1	115
Other debtors	751	607
	758	722
GST receivable	330	253
GST payable	(13)	(47)
	317	206
Long service leave reimbursements	191	101
Annual leave reimbursements	479	392
Total	1,739	1,421

Accounting policy — receivables

Receivables are measured at amortised cost which approximates their fair value at reporting date.

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e., the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

All receivables have been assessed as being within terms and expected to be fully collectible. They are considered of good credit quality based on recent collection history.

Disclosure — credit risk exposure of receivables

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets.

No collateral is held as security and there are no other credit enhancements relating to TIQ's receivables.

3.3 Other Assets

	2026 \$'000	2025 \$'000
Current		
Prepaid employee expenses	-	27
Prepayments	1,311	1,063
Security deposits	453	490
Total	1,764	1,580
Non-current		
Security deposits	520	480
Total	2,284	2,060

Security deposits are held by external organisations for leasing arrangements in TIQ's overseas offices.

Prepayments represent funds paid in advance of receiving the goods or services to which the payments relate. The goods or services to which prepayments relate may be received at one future point in time or continually over a period of time in the future. Prepayments for transactions of less than \$25,000 will be expensed directly and not apportioned over the time period for which the expense relates.

3.4 Leases as lessee

3.4.1 Right-of-use assets

	Total		Office Accommodation		Motor Vehicles	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Opening balance amount at 1 July	2,285	2,771	2,168	2,553	117	218
Additions	2,919	594	2,872	594	47	-
Depreciation charge	(1,362)	(1,341)	(1,266)	(1,231)	(96)	(110)
Other adjustments	-	261	(72)	252	72	9
Carrying amount at 30 June	3,842	2,285	3,702	2,168	140	117

Lease liabilities

	2026 \$'000	2025 \$'000
Current		
Lease liability	1,353	1,212
Non-current		
Lease liability	2,195	1,069
Total	3,548	2,281

Accounting policy – leases as lessee

Right-of-use assets

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability
- lease payments made at or before the commencement date, less any lease incentives received
- initial direct costs incurred, and
- the initial estimate of restoration costs

The carrying amounts of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indexes/rates of a change in lease term.

TIQ measures all right-of-use assets at cost subsequent to initial recognition.

TIQ does not recognise right-of-use assets and liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses on a straight-line basis over the lease term. An asset is considered low value where it is expected to cost less than \$10,000 when new.

Where a contract contains both lease and non-lease components such as asset maintenance services, TIQ allocates the contractual payments to each component on the basis of their stand-alone prices.

Lease liabilities

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that TIQ is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by TIQ under residual value guarantees
- the exercise price of a purchase option that TIQ is reasonably certain to exercise
- payments for termination penalties, if the lease term reflects the early termination

When measuring the lease liability, TIQ uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of TIQ's leases. To determine the incremental borrowing rate, TIQ uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Subsequent to initial recognition, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

Disclosures - leases as lessee

(i) Details of leasing arrangements as lessee

Office accommodation	Lease terms are recognised on balance sheet and range from 2 to 8 years. Where leases have renewal or extension options, they are taken to be exercised and included in the right-of-use asset and lease liability unless TIQ is reasonably certain it will not renew the lease.
Motor vehicles	Lease terms are recognised on balance sheet and range from 2 to 3 years. Where leases have renewal or extension options, they are taken to be exercised and included in the right-of-use asset and lease liability unless TIQ is reasonably certain it will not renew the lease.

(ii) Other office accommodation, and motor vehicles

The Queensland Government Accommodation Office (QGAO) within the Department of Housing and Public Works provides TIQ with access to office accommodation and motor vehicles under government-wide frameworks. These arrangements are recognised as services. Related service expenses are disclosed in Note 2.2.2.

	2026 \$'000	2025 \$'000
(iii) Amounts recognised in profit or loss		
Interest expense on lease liabilities	95	110
Expenses relating to lease rentals (Note 2.2.2)	4,193	4,024
Less Income from co-location arrangements included in User charges and fees (Note 2.1.1)	389	419
(iv) Net cash outflow for leases	3,804	3,605

TIQ recognises lease payments from operating leases as expenses on a straight-line basis over the lease term.

3.5 Payables

	2026 \$'000	2025 \$'000
Trade creditors	625	944
Accrued expenses	895	1,006
Other	239	191
Total	1,759	2,141

Accounting policy — payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount (i.e. agreed purchase/contract price, gross of applicable trade and other discounts). Amounts owing are unsecured.

Accrued expenses are recognised if the expense has been incurred but not yet invoiced.

3.6 Accrued employee benefits

	2026 \$'000	2025 \$'000
Current		
Salary and wages payable	308	83
Annual leave - overseas employees	716	871
Annual leave levy payable	681	676
Long service leave levy payable	161	153
Superannuation payable	25	12
Other leave provisions - overseas employees	326	454
	2,217	2,249
Non-current		
Other leave provisions - overseas employees	66	107
Total	2,283	2,356

Accounting policy — accrued employee benefits

No provision for domestic employees' annual leave or long service leave is recognised in TIQ's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

A provision is made for international employees' leave entitlements accumulated as a result of services rendered in accordance with the relevant labour laws of each overseas jurisdiction where TIQ has locally engaged employees. The provision is revalued using the spot foreign exchange rate at the end of the period.

Liabilities for employee entitlements that are not expected to be settled within 12 months are recognised at their present values calculated using incremental borrowing rates. Key estimates determining the liability for employee entitlements include future increase in wage and salary rate and completion of years of service in the future.

3.7 Other current liabilities

	2026 \$'000	2025 \$'000
Sundry creditors	-	3,744
Unearned revenue	11	100
Total	11	3,844

Disclosure — contract liabilities

Unearned revenue relates to sponsorship payment for Export Awards in 2026-27 where specific obligations are yet to be met as required by AASB 15 *Revenue from Contracts with Customers*.

4 Notes about risk and other accounting uncertainties

4.1 Financial risk disclosures

4.1.1 Financial instrument categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when TIQ becomes party to the contractual provisions of the financial instrument. TIQ has the following categories of financial assets and financial liabilities:

		2026 \$'000	2025 \$'000
	Notes		
Financial assets			
Cash and cash equivalents	3.1	8,853	10,023
Financial assets at amortised cost:			
Receivables	3.2	1,745	1,421
Security deposits	3.3	973	970
Total financial assets		11,571	12,414
Financial liabilities			
Financial liabilities at amortised cost - comprising:			
Payables	3.5	1,765	2,141
Lease liabilities	3.4	3,548	2,281
Total financial liabilities at amortised cost		5,313	4,422

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

4.1.2 Risks arising from financial instruments

Risk exposure

Financial risk management is implemented pursuant to government and TIQ policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of TIQ. All financial risk is managed by the Financial Services Unit under policies approved by the TIQ Board. TIQ provides written principles for overall risk management, as well as policies covering specific areas.

TIQ's activities expose it to a variety of financial risks as set out in the following table:

Risk exposure	Definition	Exposure
Credit risk	The risk that TIQ may incur financial loss because of another party to a financial instrument failing to discharge their obligation.	TIQ is exposed to credit risk in respect of its receivables (Note 3.2).
Liquidity risk	The risk that TIQ may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	TIQ is exposed to liquidity risk in respect of its payables (Note 3.5).

Risk exposure	Definition	Exposure
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. <i>Interest rate risk</i> is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	TIQ is exposed to market risk in respect of its foreign currency held as part of cash at bank (Note 3.1). TIQ is exposed to interest rate risk through its leases (Note 3.4). TIQ is exposed to interest rate risk through cash deposited in interest bearing accounts (Note 3.1).

Risk measurement and management strategies

TIQ measures risk exposure using a variety of methods as follows:

Risk exposure	Measurement method	Risk management strategies
Credit risk	Ageing analysis, earnings at risk	TIQ has minimal credit risk exposure as the majority of receivables are from other government agencies. All receivables are current and within the 30 days of payment terms. TIQ aims to reduce exposure to credit default by ensuring it monitors all funds owed on a timely basis.
Liquidity risk	Sensitivity analysis	TIQ manages exposure to liquidity risk by ensuring sufficient funds are available to meet employee and supplier obligations at all times. This is achieved by ensuring minimum levels of cash are held within the various bank accounts to match the expected duration of the various employee and supplier liabilities.
Market risk	Interest rate sensitivity analysis	TIQ does not undertake any hedging in relation to foreign currency risk and manages its risk as per TIQ's foreign exchange risk management policy.

4.1.3 Liquidity risk — contractual maturity of financial liabilities

The following tables set out the liquidity risk of financial liabilities held by TIQ. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the statement of financial position that are based on discounted cash flows.

		Contract maturity payable in 2026				Contract maturity payable in 2025			
		Total	< 1 year	>1 years	> 5 years	Total	< 1 year	1–5 years	> 5 years
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Notes									
Financial liabilities									
Payables	3.5	1,765	1,765	-	-	2,141	2,141	-	-
Lease liability	3.4	3,548	1,353	2,195	-	2,389	1,275	1,114	-
Total		5,313	3,118	2,195	-	4,530	3,416	1,114	-

4.2 Contingencies

TIQ was not committed to any guarantees or undertakings at 30 June 2026. There are no other known contingent assets or liabilities at the date of this report.

4.3 Events after the balance date

There have been no events after year end that have had either a significant or material impact on the financial statements.

4.4 Future impact of accounting standards not yet effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for TIQ.

This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows. AASB 18 will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

In October 2025, the AASB released Exposure Draft ED 338 which proposed several amendments that, if legislated, would permit relief from the majority of the presentation and disclosure requirements by not-for-profit public sector entities via an explicit accounting policy choice.

TIQ will further assess the expected impacts of AASB 18 in subsequent reporting periods once the AASB issues a final amending standard and Queensland Treasury has communicated its policy intentions in respect of accounting policy choices permitted by the standard.

All other Australian accounting standards and interpretations with future effective dates are not applicable to TIQ.

5 Notes on our performance compared to budget

5.1 Budgetary reporting disclosures

This section contains explanations of major variances between TIQ's actual 2025-26 financial results and the original budget presented to Parliament.

5.1.1 Explanation of major variances — statement of comprehensive income

User charges and fees	The variance reflects higher-than-budgeted revenue from skilled migration visa application fees due to an increase in the migration quota.
Grants and other contributions	The variance is largely attributable to the reprofiling of grant funding into future years, reflecting timing revisions to multi-year initiatives and the postponement of planned activities due to geopolitical conditions in the Middle East.
Interest	The variance was primarily attributable to interest rates exceeding budget assumptions, together with higher average cash-at-bank balances throughout the year.
Supplies and services	The variance is primarily driven by the reprioritisation and reprofiling of activities into future years to align with the Trade and Investment Queensland Strategy 2026–2032, as well as the postponement of trade and investment missions due to geopolitical conditions in the Middle East.
Grants, subsidies and other contributions	The variance reflects the decision to delay the launch of grant programs to better assist those businesses impacted by global trade disruption, resulting in expenditure being reprofiled to future years. The variance was also partially attributable to Queensland Exporter Academy expenditure which was originally budgeted as grants being incurred as supplies and services expenditure.
Depreciation and amortisation	The variance was primarily attributable to refined assumptions relating to overseas office and vehicle leases, together with changes in forecast borrowing rates and foreign exchange rates during the year.
Other Expenses	The variance was primarily attributable to foreign exchange revaluation movements on overseas leased offices and balances held in overseas bank accounts.

5.1.2 Explanation of major variances — statement of financial position

Cash and cash equivalents	The favourable cash balance variance of \$8.853 million was primarily due to a higher opening cash balance than budgeted. This is partially reduced by higher net cash outflows during the year than budgeted.
Receivables	The variance was due to an unbudgeted grant receivable recognised in relation to the CPI Uplift Adjustment under the State Government Entities Certified Agreement for domestic employees. The variance was also attributable to higher-than-budgeted receivables arising from Commonwealth Government TradeStart funding arrangements.
Other current assets	The variance was primarily due to higher prepaid expenses than budgeted, reflecting the timing and value of annual subscription payments.
Plant and equipment	The variance was primarily driven by capital works in progress relating to planned offshore office fitouts.
Right-of-use assets	The variance was due to the recognition of additional right of use assets for the new Ho Chi Minh City, Bengaluru and Singapore office leases, and due to renewal of Santiago and Seoul office leases during the year.
Other non-current assets	The variance was primarily attributable to foreign exchange revaluation movements relating to security deposits for overseas leased offices, as the foreign exchange assumptions used in the original budget differed from actual year-end exchange rates.
Payables	The variance was due to lower accounts payable balances at year end, driven by lower-than-budgeted supplies and services expenditure.
Lease liability – Current	The variance was due to office lease liability contracts for the new Ho Chi Minh City, Bengaluru and Singapore office leases, and due to renewal of Santiago and Seoul office leases during the year.
Other current liabilities	The variance is due to the timing of unearned revenue relating to Export Awards sponsorships, with a greater proportion of the sponsorship receipts expected to be received in 2026–27.
Lease liability – Non-current	The variance was due to office lease liability contracts for the new Ho Chi Minh City, Bengaluru and Singapore office leases, and due to renewal of Santiago and Seoul office leases during the year.

5.1.3 Explanation of major variances — statement of cash flows

User charges and fees	The variance reflects higher-than-budgeted income from skilled migration visa application fees due to an increase in the migration quota.
Interest	The variance was primarily attributable to interest rates exceeding budget assumptions, together with higher average cash-at-bank balances throughout the year.
Supplies and services	The variance is primarily driven by the reprioritisation and reprofiling of activities into future years to align with the <i>Trade and Investment</i>

	<i>Queensland Strategy 2026–2032</i> , as well as the postponement of trade and investment missions due to geopolitical conditions in the Middle East.
Grants, subsidies and contributions	The variance reflects the decision to delay the launch of grant programs to better assist those businesses impacted by global trade disruption, resulting in expenditure being reprofiled to future years. The variance was also partially attributable to Queensland Exporter Academy expenditure which was originally budgeted as grants being incurred as supplies and services expenditure.
Repayment of grant funding	The variance is due to the return of grant funding following the reprofiling of multi-year initiatives and the postponement of planned activities arising from geopolitical conditions in the Middle East.
Other outflows	The variance was primarily attributable to foreign exchange revaluation movements for overseas leased offices and balances held in overseas bank accounts.
Payments for plant and equipment	The variance was primarily driven by capital works in progress relating to planned office fitouts.
Payments for leases	The variance was due to additional office lease costs in Ho Chi Minh City, Santiago, Seoul, Bengaluru and Singapore during the year.

6 Other information

6.1 Key management personnel (KMP) disclosures

6.1.1 Details of key management personnel

TIQ's responsible Minister is identified as part of the TIQ's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Minister for Finance, Trade, Employment and Training.

The following details for non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of TIQ during 2025-26 and 2024-25. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position responsibility
Board – Chair	The Chair is responsible for ensuring the effective functioning of the Board. The role is to utilise their experience, skills and leadership abilities to manage the governance of TIQ.
Board – Deputy Chair	The Deputy Chair is responsible for providing support to the Chair ensuring the effective functioning of the Board. The role is to utilise their experience, skills and leadership abilities to assist with managing the governance of TIQ.
Board Member	Board members are appointed to contribute to the performance of TIQ's function. Members are to deal with business issues and effectively review the performance of management and exercise independent judgment.
Chief Executive Officer	The Chief Executive Officer is responsible for the strategic planning and corporate governance to ensure TIQ is managed as required by the Board and Minister for Trade.
Chief Operating Officer	The Chief Operating Officer is responsible for providing strategic and operational leadership and management for the delivery of the Trade and Investment Strategy.
Global Investment Commissioner	The Global Investment Commissioner is responsible for providing effective leadership, management and strategic direction of TIQ's global work to attract international investment opportunities to Queensland.
General Manager, International Operations	The General Manager, International Operations is responsible for the management of TIQ's international network.
General Manager, Queensland Operations	The General Manager, Queensland Operations is responsible for servicing the requirements of international and interstate investors, Queensland's regions and exporters in TIQ's priority industry sectors.
General Manager, Study Queensland and Migration Queensland	The General Manager, Study Queensland and Migration Queensland is responsible for leading the implementation of the government's Study Queensland Strategy to Advance Queensland and the Business and Skilled Migration Queensland team.

Position	Position responsibility
Executive Director, Strategic, Engagement and Communication	The Executive Director, Strategy, Engagement and Communication is responsible for managing TIQ's strategic initiatives and driving whole-of-Government collaboration, as well as providing specialist support services.
Chief Finance Officer	The Chief Finance Officer is responsible for the provision of financial management, treasury, grants administration and procurement functions.

6.1.2 KMP remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. TIQ does not bear any cost of remuneration of the Minister. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

6.1.3 KMP remuneration expenses

Remuneration expenses for those KMP comprise the following components:

- Short term employee expenses include salaries, allowance and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

Executive Leadership Team (ELT)

2025–26

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses \$'000	Non-monetary benefits \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	439	7	11	57	-	514
Global Investment Commissioner	224	8	6	29	-	267
General Manager, International Operations	226	-	6	28	-	260
General Manager, Queensland Operations	254	12	7	32	-	305
Executive Director, Strategic, Engagement and Communication	247	9	6	31	-	293

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses \$'000	Non-monetary benefits \$'000	\$'000	\$'000	\$'000	\$'000
General Manager, Study Queensland and Migration Queensland (to 28/01/2026) ¹	182	6	4	18	-	210
Chief Operating Officer (to 07/09/25)	55	5	-	6	-	66
A/Chief Operating Officer (from 08/09/25 to 27/01/26)	100	-	3	13	-	116
A/Chief Operating Officer (from 28/01/26)	103	-	3	13	-	119
Chief Finance Officer (to 07/09/25 & from 28/01/26)	124	6	3	15	-	148
A/Chief Finance Officer (from 08/09/25 to 27/01/26)	96	-	3	12	-	111
Total remuneration	2,050	53	52	254	-	2,409

1. The General Manager, Study Queensland and Migration Queensland separated on 28 January 2026. This role has been absorbed into the existing structure, supported from within the ELT.

2024–25

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses \$'000	Non-monetary benefits \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	486	8	12	57	-	563
Global Investment Commissioner (to 3/7/24) ¹	3	-	-	1	-	4
Global Investment Commissioner (from 21/3/25) ²	239	6	6	27	-	278
General Manager, International Operations	211	-	6	27	-	244
General Manager, Queensland Operations	234	3	6	31	-	274
Executive Director, Strategic, Engagement and Communication	213	8	6	27	-	254
General Manager, Study Queensland and Migration Queensland	224	7	6	30	-	267

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses \$'000	Non-monetary benefits \$'000	\$'000	\$'000	\$'000	\$'000
Chief Operating Officer	240	9	6	30	-	285
Chief Finance Officer (to 28/04/25)	141	3	4	21	-	169
A/Chief Finance Officer (from 26/05/25)	15	-	1	3	-	19
Total remuneration	2,006	44	53	254	-	2,357

1. The Global Investment Commissioner stepped down on 3 July 2024 to take up new position of Agent-General for the United Kingdom.
2. Acting Global Investment Commissioner from 4 July 2024 to 20 March 2025 and appointed to Global Investment Commissioner on 21 March 2025.

Board remuneration

The Queensland Government determines appropriate payment for part-time chairs and members of government boards, committees and statutory authorities. Payments are made in accordance with the Executive Council minute for each member appointed as approved by the Governor in Council.

2025–26

Position	Name	Short-term employee expenses	Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
		\$'000	\$'000	\$'000	\$'000	\$'000
Board Chair	Daniel Gschwind (to 05/10/25)	26	–	3	–	29
Board Chair	William Hodgman (from 06/10/25)	25	–	3	–	28
Board Deputy Chair	Scott Shepard (to 30/06/26) ¹	26	–	3	–	29
Board Member	Peter McKay ²	–	–	–	–	–
Board Member	John Soso ²	–	–	–	–	–
Board Member	Angela Young (to 05/10/25)	10	–	1	–	11
Board Member	Jack Reis (to 19/02/26)	20	–	2	–	22
Board Member	Delvene Cockatoo-Collins (to 19/02/26)	20	–	2	–	22
Board Member	Lisa France (from 20/02/26)	5	–	1	–	6
Board Member	Jeff Pfaff (from 20/02/26)	5	–	1	–	6
Board Member	Josie Angus (from 20/02/2026)	5	–	1	–	6
Total remuneration		142	–	17	–	159

1. This board member's remuneration also includes payment for representation on the Audit, Finance and Risk Management Committee (AFRMC).
2. These board members are not remunerated as they are public sector employees.

2024–25

Position	Name	Short-term employee expenses	Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
		\$'000	\$'000	\$'000	\$'000	\$'000
Chair	Daniel Gschwind	50	–	6	–	56
Deputy Chair	Scott Sheppard ¹	20	–	2	–	22
Board Member	Jack Reis	17	–	2	–	19
Board Member	Michael Carey (to 20/11/24) ²	–	–	–	–	–
Board Member	Graham Fraine (to 20/11/24) ²	–	–	–	–	–
Board Member	John Sosso (from 20/11/24) ²	–	–	–	–	–
Board Member	Peter McKay (from 20/11/24) ²	–	–	–	–	–
Board Member	Delvene Cockatoo-Collins	17	–	2	–	19
Board Member	Angela Young	20	–	2	–	22
Total remuneration		124	–	14	–	138

1. This board member's remuneration also includes payment for representation on the Audit, Finance and Risk Management Committee (AFRMC).

2. These board members are not remunerated as they are public sector employees.

6.1.4 Performance payments

No KMP remuneration packages provide for performance or bonus payments.

6.2 Related party transactions

6.2.1 Transactions with people/entities related to KMP

There were no material transactions with people/entities related to KMP.

6.2.2 Transactions with other Queensland Government-controlled entities

TIQ's primary ongoing source of funding from Government for its services is grant revenue (Note 2.1.2), which is provided by the Department of Trade, Employment and Training. TIQ makes payments to Queensland Government controlled entities for general operating expenditure. Examples of this expenditure include payroll tax, workers' compensation premiums, payments for payroll services provided, and occupancy costs. These payments are made based on agreed terms and are consistent with the terms provided to other government entities.

6.3 First year application of new accounting standards or changes in accounting policy

Accounting standards applied for the first time

No new accounting standards or interpretations that apply to TIQ for the first time in 2025-26 had any material impact on the financial statements.

Accounting standards early adopted

No Australian accounting standards have been early adopted for 2025-26.

6.4 Taxation

TIQ is a state body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only Commonwealth taxes accounted for by TIQ. GST credits receivable from, and GST payable to the ATO, are recognised (refer Note 3.2). Overseas tax obligations vary within the different countries and are managed locally.

6.5 Climate risk disclosure

6.5.1 Whole-of-government climate-related reporting

The State of Queensland, as the ultimate parent of TIQ, has published a wide range of information and resources on climate related risks, strategies and actions accessible via <https://www.energyandclimate.qld.gov.au/climate> and <https://www.treasury.qld.gov.au/energy-and-climate>

The Queensland Sustainability Report (QSR) outlines the Queensland Government's approach to managing key Environmental, Social and Governance (ESG) risks and opportunities, including governance structures, major commitments and policies, and how these risks and opportunities are measured, monitored and managed across government. The QSR is supported by comprehensive datasets and data dictionaries. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>

6.5.2 Accounting estimates and judgements – climate-related risks

TIQ considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

TIQ continues to monitor the emergence of material climate-related risks that may impact the financial statements of TIQ, including directives from Government or Queensland Treasury.

No adjustments to the carrying value of assets were recognised during this financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting TIQ.

Management certificate of Trade and Investment Queensland

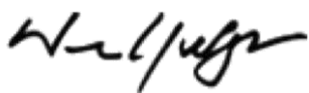
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a. the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b. the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Trade and Investment Queensland for the financial year ended 30 June 2026 and of the financial position of Trade and Investment Queensland at the end of that year; and

We acknowledge responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

Hon. William Hodgman AC

Chair



19 August 2026

Justin McGowan

Chief Executive Officer



19 August 2026

Liam Hayes

Chief Finance Officer



19 August 2026

INDEPENDENT AUDITOR'S REPORT

To the Board of Trade and Investment Queensland

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Trade and Investment Queensland.

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year 30 June 2026:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i. gives a true and fair view of the entity's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended
 - ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General 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 Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including independence standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Those charged with governance are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2026 but does not include the financial report and our auditor's report thereon.

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

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

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

Responsibilities of the entity for the financial report

The Board is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

www.auasb.gov.au/auditors_responsibilities/ar4.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:

www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.



William Cunningham
as delegate of the Auditor-General

25 August 2026

Queensland Audit Office
Brisbane

Appendices

Appendix A – Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference (page/s)
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	1
Accessibility	- Table of contents - Glossary	ARRs – section 9.1	iii, iv 69
	Public availability	ARRs – section 9.2	ii
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	ii
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	ii
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	ii
General information	Introductory Information	ARRs – section 10	4
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	5
	Agency objectives and performance indicators	ARRs – section 11.2	13-21
	Agency service areas and service standards	ARRs – section 11.3	13-21
Financial performance	Summary of financial performance	ARRs – section 12.1	22
Governance – management and structure	Organisational structure	ARRs – section 13.1	5
	Executive management	ARRs – section 13.2	25
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Not applicable
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	23
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	23
	Queensland public service values	ARRs – section 13.6	23
Governance – risk management and accountability	Risk management	ARRs – section 14.1	23
	Audit committee	ARRs – section 14.2	11
	Internal audit	ARRs – section 14.3	24
	External scrutiny	ARRs – section 14.4	24

Summary of requirement		Basis for requirement	Annual report reference (page/s)
	• Information systems and recordkeeping	ARRs – section 14.5	24
	• Information Security attestation	ARRs – section 14.6	Not applicable
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	25
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	25
Open Data	• Statement advising publication of information	ARRs – section 16	24
	• Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
	• Charter of Victims' Rights	VCSVRB Act 2024 ARRs – section 31.4	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	29-62
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	63-64

FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2019</i>
ARRs	<i>Annual report requirements for Queensland Government agencies</i>
QGEA	<i>Queensland Government Enterprise Architecture</i>
VCSVRB	<i>Victims' Commissioner and Sexual Violence Review Board Act 2024</i>

Appendix B – Service charter as at 30 June 2026

TIQ's Service Charter sets out the level of service you can expect from TIQ.

Our service commitments

We commit to:

- being professional and responsive in our interactions with you
- treating you with courtesy and respect
- taking the time to understand your business so we can match our support to your needs
- maintaining the confidentiality of your information in accordance with the Australian Government's and Queensland Government's legal and regulatory requirements.

As part of our service to you, we will:

- clearly explain our service offerings as they apply to your business needs
- respond to your enquiry within two working days of receiving your enquiry
- facilitate relevant business introductions and opportunities
- refer you to appropriate service providers that may be better placed to help if we are unable to assist with your request
- with your consent, provide your information to other Queensland Government departments to assist with your business needs.

Measuring our performance

Your feedback is important to us. You can provide your comments on the feedback form provided on the TIQ website at www.tiq.qld.gov.au/contact.

TIQ may also seek your feedback directly or through a satisfaction survey. Your feedback helps us to improve our service delivery in Australia and overseas, and to identify issues that are important to you.

Privacy

Your privacy is important to us. We collect your personal information and handle it in accordance with our Privacy Policy. By engaging with our services, you are agreeing to this policy.

You can unsubscribe from our communications at any point by emailing privacy@tiq.qld.gov.au or by opting out of any correspondence you receive.

Complaints

If you wish to make a complaint about any aspect of our service, please either call our team on +61 7 3514 3147 or use the form provided at www.tiq.qld.gov.au/contact.

If at any stage you are dissatisfied with how we are handling or have handled a complaint, you may contact the Queensland Ombudsman at ombudsman.qld.gov.au.

Appendix C – TIQ locations

Domestic

- **Brisbane:** Level 10, 1 William Street, Brisbane QLD 4000
- **Cairns:** Corner Hartley and Grafton streets, Cairns QLD 4870
- **Townsville:** Ground floor, 445 Flinders Street, Townsville QLD 4810
- **Mackay:** 65 Crichtons Rd, Mackay QLD 4740
- **Gladstone:** Level 1, 20-22 Herbert Street, Gladstone QLD 4680
- **Bundaberg:** Level 1, 7 Takalvan Street, Bundaberg QLD 4670
- **Sunshine Coast:** Suite 105.9, Level 1, Kon Tiki Centre, Tower 2, 55 Plaza Parade, Maroochydore QLD 4558
- **Toowoomba:** 128 Margaret Street, Toowoomba QLD 4350
- **Ipswich:** Level 4, 117 Brisbane Street, Ipswich QLD 4305

International

Americas

- **Santiago:** Av. Andres Bello 2777, Office 2002, Las Condes, Santiago 7550000
- **New York:** 575 Lexington Avenue, 12th Floor, New York NY 10022 USA
- **San Francisco:** Market Center, Suite 2135, 575 Market Street, San Francisco CA 94105 USA
- Service providers engaged in **Peru, Colombia** and **Brazil**

Southeast Asia

- **Jakarta:** AIA Central, 23rd Floor, Jl. Jend. Sudirman Kav. 48A, Jakarta 12930
- **Singapore:** 1 George Street, #16-01A, Singapore 049145
- **Ho Chi Minh City:** Unit 20.04, Friendship Tower, 31 Le Duan Str Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam
- **Hanoi:** Unit 501, Spaces Belvedere, 28A Tran Hung Dao Street, Cua Nam Ward, Hanoi

Europe and the Middle East

- **Frankfurt:** Tribes Frankfurt Marienforum, Mainzer Landstrasse 1, 60325 Frankfurt am Main Germany
- **London:** Queensland House, 392 Strand, London WC2R 0LT, UK
- **Paris:** Australian Embassy, 4 Rue Jean Rey, Paris Cedex 15, France
- **Abu Dhabi:** Office 803, Nayel & Bin Harmal Tower (NBH), Zayed the First Street, Al Hisn W4 Abu Dhabi, United Arab Emirates
- Service provider engaged in **Dubai**

Greater China and Taiwan

- **Beijing:** Room 1512, Level 15, Yintai Office, Tower C, 2 Jiangguomenwai Avenue, Chaoyang District, Beijing 100022
- **Chengdu:** Level 17, Raffles City Tower 2, No. 3 Section 4, South Renmin Road, Wuhou District, Chengdu 610041
- **Guangzhou:** Unit 12A, Level 9, Guangzhou Chou Tai Fook Finance Centre, No. 6 East of Zhujiang Road, Tianhe District, Guangzhou 510620
- **Hong Kong:** Suite 1402-04, 14/F, Sun Hung Kai Centre, 30 Harbour Road, Wanchai, Hong Kong
- **Shanghai:** Suite 2301 CITIC Square, 1168 Nanjing West Road, Jingan District, Shanghai 200041
- **Shenzhen:** Unit 11, Level 15, Tower 2, Kerry Plaza, 1-1 Zhong Xin Si Road, Futian District, Shenzhen 518048, China
- **Taipei:** Level 27, 11 Songgao Road, Xinyi District, Taipei 11073

North Asia

- **Tokyo:** 15F Shiroshima Trust Tower, 4-3-1 Toranomon Minato-Ku, Tokyo 105-6015, Japan
- **Seoul:** Level 25, Gangnam Finance Center, 152 Teheran-ro, Gangnam-gu, Seoul 06236, Korea

South Asia

- **Bengaluru:** 12/1 Primrose Road off Magrath Road behind Mar Thoma Syrian Church, Bengaluru 560 025, India
- **Mumbai:** Australian Consulate General, Level 10, A Wing, Parinee Crescenzo, Plot C 38-39, G Block, Bandra Kurla Complex, Bandra East, Mumbai, Maharashtra, 400051, India

Pacific

- **Auckland:** Australian Consulate office, Level 7 HSBC Tower, 188 Quay Street, Auckland, New Zealand
- **Port Moresby:** Australian High Commission office, Godwit Road, Waigani, Port Moresby NCD, Papua New Guinea

Appendix D – Glossary

AAIF	Attracting Aviation Investment Fund
AC	Companion of the Order of Australia
AI	Artificial intelligence
AICD	Australian Institute of Company Directors
AFRMC	Audit, Finance and Risk Management Committee
AmCham	American Chamber of Commerce in Australia
APCS	Asia Pacific Cities Summit & Mayors Forum
ARC	Australian Research Council
ARRs	Annual report requirements for Queensland Government agencies
ASEAN	Association of Southeast Asian Nations
BEDA	Brisbane Economic Development Agency
ChAFTA	China-Australia Free Trade Agreement
CIIE	China International Import Expo
CPA	Certified Practising Accountant
CRICOS	Commonwealth Register of Courses and Institutions for Overseas Students
CRO	Contract Research Organisation
DAMA	Designated Area Migration Agreement
DFAT	Department of Foreign Affairs and Trade
DSEI	Defence and Security Equipment International
DTET	Department of Trade, Employment and Training
ELICOS	English Language Intensive Courses for Overseas Students
ELT	Executive Leadership Team
FAA	<i>Financial Accountability Act 2009</i>
FDI	Foreign direct investment
FNAC	First Nations Advisory Committee
FPMS	<i>Financial and Performance Management Standard 2019</i>
FTE	Full-time equivalent employee
GIA	Global Investment Attraction
HR	Human Resources
IA-CEPA	Indonesia Australia Comprehensive Economic Partnership Agreement
IET	International education and training
IET Strategy	<i>Queensland International Education and Training Strategy 2022–2027</i>
IMARC	International Mining and Resources Conference
IMF	International Monetary Fund
ISO	International Organization for Standardization
LNG	Liquefied natural gas
MCTI	Ministerial Council for Trade and Investment
METS	Mining equipment, technology and services

MMR Ministerial Migration Roundtable

MOU Memorandum of Understanding

MP Member of Parliament

MQ Migration Queensland

MTP Major Trading Partners

NRL National Rugby League

OCEO Office of the Chief Executive Officer

PDAC Prospectors & Developers Association of Canada

PSM Public Service Medal

QAO Queensland Audit Office

QGEA Queensland Government Enterprise Architecture

QPS Queensland Public Sector

QSOL Queensland Skills Occupation List

QTIS *Queensland Trade and Investment Strategy 2022–2032*

QUT Queensland University of Technology

SAF Sustainable aviation fuel

SDS Service Delivery Statements

SEC Strategic Engagement and Communication

SME Small and medium-sized enterprise

SNMP State Nominated Migration Program

SOTIG Senior Officials Trade and Investment Group

SQ Study Queensland

SWAO Skilled Workforce Attraction Office

TIQ Trade and Investment Queensland

TIQ Act *Trade and Investment Queensland Act 2013*

UNCTAD United Nations Conference on Trade and Development

UAE United Arab Emirates

UK United Kingdom

UQ University of Queensland

US United States

VET Vocational education and training

WfQ Working for Queensland survey

WTO World Trade Organization

