

**COMBAT**  
— **AUS** —

# **ANNUAL REPORT**

**2025-26**





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**COMBAT**  
**AUS**

# MEMBER SPORTS



## PRINCIPAL PARTNER

CombatAUS would like to acknowledge and thank our principal partner, the Australian Sports Commission, for their significant ongoing support and assistance.

## SYSTEM PARTNER

CombatAUS would also like to acknowledge the valuable support provided to our programs by our key system partner, the Victorian Institute of Sport.



**AIS**



Australian Government  
Australian Sports Commission



Dear Member Sports, Partners and Stakeholders,

We are pleased to present the 2025/26 CombataUS Annual Report. The first year of the LA 2028 Olympic cycle saw the organisation embed a new operating rhythm and membership structure, refine our major performance enabling frameworks and athletes delivering success across our programs. We have seen a planned refreshing and evolution of our Board and Committees and there has also been significant reform and progress achieved across our Member Sports.

## Governance & Structure

- **Collaboration with Member Sports:** We continued to focus on collaboration and engagement with our Member Sports to ensure a successful and sustainable partnership model. In its first year of implementation, the new Collaboration Agreement with our Member Sports has provided a clearer and more effective framework and understanding of roles and responsibilities and has the collaboration on a successful path through until the Brisbane 2032 Olympics.
- **Continuously enhancing operations:** We take the Australian Olympic combat sports High Performance program accountability vested in CombataUS by the Australian Government and our Member Sports very seriously. We understand that our organisation should continuously refine our operating model and processes. We continue to work closely with our Member Sports and the AIS to incrementally enhance our collective operations without compromising our focus on athletes and High Performance outcomes.
- **Athlete Voice & Leadership:** The Athlete Advisory Committee continued to play an important role in shaping program direction. Their contributions ensured that the athlete experience, wellbeing and safety remained core to the way we do things.
- **Safety & Inclusion:** In collaboration with Sport Integrity Australia, we continued to operate under the National Integrity Framework and demonstrated our commitment to providing a safe and inclusive environment across all programs and business operations.
- **Strategic Progress & Investment in the Future:** Having successfully collaborated with Member Sports to deliver a unified and evidence-based Performance Submission which attracted record investment for the LA 2028 cycle, we have been able to implement a strong foundation to start this new Olympic cycle which will allow us and our Member Sports to accelerate key priorities across athlete development, coaching and international readiness.

## Australian Sports Commission Recognition

- Our collective ongoing success and development would not be possible without the support and guidance provided by the Australian Sports Commission (ASC), through the Australian Institute of Sport (AIS).
- We would like to recognise the significant and ongoing support provided to CombataUS and our Member Sports by the AIS to enable High Performance, Performance Pathways and Paralympic program activity.

In closing, 2025/26 was another successful and progressive year for CombataUS and the broader Olympic combat sport community in Australia. The success delivered was both a validation of the journey so far and a springboard into an exciting new chapter.

We look forward to working together with our Member Sports as we continue to progress and deliver international success in the lead up to LA 2028 and Brisbane 2032.



**Les Young**  
Chair



**Alex Vallentine**  
Chief Executive Officer

# JUDO PROGRAM REPORT

The Judo program focus in 2025/26 were the LA 2028 cycle development priorities established post-Paris, with an emphasis on 2026 Commonwealth Games preparation, integrated National Performance Centre (NPC) activity, and continued international camp and competition exposure for high performance program athletes. The Olympic qualification period began in June 2026, with several Australian judoka aiming for direct qualification.

The program continued to be underpinned by our major program partner, the Victorian Institute of Sport (VIS), both in the NPC daily training environment and through VIS-embedded staff supporting international activity.

## IJF World Tour

Aoife Coughlan (W-70) and Maria Swan (W-78) competed at the Abu Dhabi and Tokyo Grand Slams in November – December 2025. In Abu Dhabi, Maria won her R32 fight before being eliminated in the R16. This win saw Maria move up to WR28. Aoife delivered a standout performance, winning three fights on her way to the gold medal contest. Aoife lost a tight match against the WR4 from Hungary, claiming her 5<sup>th</sup> Grand Slam medal in the process.

During the February – March 2026 Europe & Asia tour, our top-level judoka competed at three IJF World Tour events, the Tashkent Grand Slam, Upper Austria Grand Prix and Tbilisi Grand Slam. After an average collective result in Tashkent and Austria, Aoife reached another Grand Slam final, taking home a silver medal. Maria finished 7<sup>th</sup>, securing her career-best Grand Slam finish.

Five Australian judoka competed at the Ulaanbaatar Grand Slam in June 2026, the first IJF World Tour event of the LA 2028 Olympic qualification period. Tinka Easton (W-52) and Josh Katz (M-60) delivered strong performances, both winning their R32 contests before losing to WR1 and eventual gold medallists of their respective divisions. Aoife once again delivered a standout performance, claiming silver and her 7<sup>th</sup> Grand Slam medal, with only the reigning world champion able to halt Aoife's search for her first Grand Slam gold medal.

The most significant achievement during this tour was Aoife reaching WR1, the first Senior Australian ever to achieve this feat. This is an incredible achievement for Aoife, the High Performance Program and Australian Judo as a whole.

## Commonwealth Games Selection

During the Judo Australia National Championships on the Gold Coast in June 2026, the 2026 Glasgow Commonwealth Games judo team was announced: Josh Katz (M-60), Pedro Antun Neto (M-60), Vas Middleton (M-66), Keishin Ochi (M-81), Danny Vojnikovich (M-90), Kayhan Ozcicek-Takagi (M+100), Tinka Easton (W-52), Maeve Coughlan (W-63), Saya Middleton (W-63), Aoife Coughlan (W-70) and Maria Swan (W-78).

## Continental Opens & 2026 Oceania Championships

18 athletes competed at the Taipei Asian Open in July 2025, a large integrated team comprising of Senior, Pathway and prospective 2026 Commonwealth Games athletes. Gold medals were secured by Kayhan Ozcicek-Takagi (M+100), Vas Middleton (M-66), and Anneliese Fielder (W-48). Maeve Coughlan (W-63) also returned to the mat for the first time in 2025, earning a bronze medal alongside Saya Middleton (W-70) and Tinka Easton (W-57). Josh Katz (M-60) competed at the Lima Panamerican Open in October 2025, delivering a strong performance in reaching the final and claiming silver.

In November 2025, 13 athletes travelled to the Hong Kong Asian Open. Saya Middleton (W-63) and Vas Middleton (M-66) both won gold, while four athletes reached the final to claim silver, Maeve Coughlan (W-63), Danny Vojnikovich (M-90), Alannah Joyce (W-78) and Keishin Ochi (M-81).

2026 began with a large European tour, comprising of the Podgorica European Cup, Warsaw European Open and multiple training camps from February – March 2026. Saya Middleton (W-63) delivered the standout performances of the tour, winning four fights on her way to gold in Podgorica.

The 2026 Oceania Championships, held in Melbourne in April, saw Australia win gold in all Senior divisions. Australian athletes didn't lose a fight to any nation other than Australia, displaying our dominance across all divisions within the region. With Continental Championships world ranking points available at the event, a large number of Australian athletes were elevated into the WR Top 50.



# TAEKWONDO PROGRAM REPORT

2025/26 saw the Taekwondo program balance extended domestic development and preparation phases with multiple international competition blocks, underpinned by continued support from our major program partner, the Victorian Institute of Sport, both in the National Performance Centre daily training environment and through VIS-embedded staff supporting international activity.

## 2025 World Championships

The 2025 Senior World Championships were held in China in October 2025. The Australian team produced a strong collective performance, with 11 of 16 athletes winning at least one fight. Matthew Summerfield (M-63), Aiden Stilley (M+87), Saffron Tambyrajah (W-49) and Reba Stewart (W+73) all progressed to the R16.

The standout performance was delivered by Gabriella Blewitt (W-62), who won three fights on her way to a bronze medal at her first Senior World Championships. Gabriella defeated WR2 in the quarterfinal to secure a medal, before losing to the eventual gold medallist from Tunisia. This result saw Australia win back-to-back medals at the Senior World Championships for the first time since 1999.

## 2026 Grand Prix

The first Grand Prix of 2026 was held in Rome in June 2026, where Gabriella Blewitt and Stacey Hymer both qualified for the W-57 division. While this was a great achievement as a program to have two athletes ranked inside the Top 30 of an Olympic division, unfortunately they were drawn against each other in the opening round. Gaby won two fights before losing her quarterfinal to WRI from Brazil, overall a pleasing Grand Prix debut. Aiden Stilley (M+80) also competed, defeated by the Canadian WR15.

## International Events

The high performance squad undertook a highly active competition block in the lead up to the Senior World Championships. In July 2025, the team travelled to Korea to compete at the Daegu World University Festival and the Chuncheon Korean Open. Gabriella Blewitt (W-62) and Reba Stewart (W+73) both won gold in Daegu, while Reba backed up with bronze at the Korean Open in a high quality field.

In August 2025, Australian Taekwondo's home events on the Gold Coast saw our athletes deliver a strong collective result. Reba claimed back-to-back gold medals at the WT Oceania President's Cup and Australian Open. Gabriella won silver at the President's Cup before turning the tables to win gold at the Australian Open. Aiden Stilley finished with two silver medals, twice runner-up to a world-class opponent from Chinese Taipei. Rebecca Murray (W-73) won gold and Saffron Tambyrajah (W-49) took home silver at the Australian Open. Ben Camua (M-58), Xavier Nikolovski (M-68) and Stacey Hymer (W-57) also claimed bronze across the weekend.

The team returned to Korea in late-August for the Muju Grand Prix Challenge, followed by a week of training at the Korean Olympic Training Centre. Reba and Stacey both reached the quarterfinals in Muju, with Gabriella and Aiden also progressing to the R16.

After the World Championships, some time off the mat and an extended domestic phase, the program recommenced international competition in February 2026 at the Canada Open. Gabriella won gold and the overall female MVP award, Aiden and Reba claimed silver, and Saffron and Matthew Summerfield (M-63) won bronze, with Australia finishing third overall in the team standings. The following week at the US Open, Gabriella added a silver medal to her growing tally, while Aiden and Saffron reached the semi-finals to claim bronze medals. Another milestone celebrated by the program was the return of Leon Sejanovic (M-80), competing for the first time since rupturing his ACL in early 2025.

The 2026 Oceania Championships, held in Sydney in March, saw Australia claim 14 gold medals from 16 divisions. The event highlighted a continuing depth challenge in multiple priority female divisions, which will require attention ahead of the LA 2028 Olympic Qualifier to avoid a repeat of the 2024 situation, in which an Australian qualifying result did not convert to an Olympic quota place.

In June 2026, the WT Oceania President's Cup and Australian Open were once again hosted by Australian Taekwondo on the Gold Coast. At the President's Cup, Juliet Lahood (W-46) returned to competition for the first time in two years, reaching the final and taking home a silver medal, while Xavier won three fights to reach the final, claiming silver. Gabriella, Aiden, Matthew, Rebecca, Stacey and Reba all won bronze across the two events.



# WRESTLING PROGRAM REPORT

2025/26 was a year of expanding investment and increased international exposure for the Wrestling program, supported by newly secured AIS Win Well funding and Commonwealth Games Australia's (CGA) Green2Gold2Great investment program.

The Wrestling program underwent significant transition in its coaching leadership at the beginning of the year. Andrey Vorontsov concluded two impactful years as National Performance Lead in August 2025, having played a pivotal role in securing AIS Win Well investment and qualifying two athletes to Paris 2024. Andrey was succeeded by two newly created National Program Coach positions, filled by Paris 2024 Olympians, Jayden Lawrence and Tayla Ford.

## 2025 World Championships

In September 2025, four wrestlers represented Australia at the 2025 Senior World Championships in Zagreb, Croatia. Georgii Okorokov (FS61) opened the campaign strongly with a 7-1 win over Macedonia before falling to WR4 from Kazakhstan in the R16. Victoria Chhen (WW59) and Erion Ramljak (GR87) performed well but were outclassed in their opening matches against WR11 and WR8 respectively. The standout performance came from Tsuchika Shimoyamada (GR67), who won his R32 bout 9-0 before losing to the eventual silver medallist. Progressing through repechage with an 11-0 win, Tsuchika narrowly missed a chance to fight for bronze, falling 4-6 to a multi-Worlds medallist from Armenia. His 7<sup>th</sup> place finish stands as the best-ever result for an Australian Greco-Roman wrestler at a UWW Senior World Championships.

## UWW Ranking Series

Our top-level athletes were active across UWW Ranking Series events and international competitions throughout the year. Georgii Okorokov (FS61) narrowly lost his match at the Hungary Ranking Series in July 2025, losing 6-6 on superiority.

Three wrestlers competed at the Muhamet Malo in February 2026. Tsuchika Shimoyamada (GR67) defeated a 2022 World Champion in his opening match, before losing to USA. Tom Barns (FS97) returned to international competition against a strong USA opponent, while Georgii Okorokov narrowly lost 2-1.

At the Ulaanbaatar Open in June 2026, Tsuchika claimed Australia's first-ever Ranking Series medal, reaching the semi-finals without conceding a point. After a close semi-final loss to the eventual gold medallist from China, Tsuchika dominated his bronze medal contest, elevating him to WR4 and securing his place as a genuine LA 2028 medal prospect. Tom delivered his strongest performance since his 2022 Commonwealth Games bronze, finishing 8<sup>th</sup>.

## 2026 Oceania Championships

In March 2026, 21 Australian wrestlers competed at the 2026 Oceania Championships in Samoa, following a pre-departure camp at the AIS in Canberra. The team returned with an outstanding 11 gold, 4 silver and 4 bronze medals.



## International Camp Activity

We continued to invest in exposing athletes to world-class training environments throughout the year. In July 2025, Alexis Pilkadaris and Isabella Ferraro trained at Shigakkan University in Japan, gaining valuable experience against quality international partners. In June 2026, seven female wrestlers travelled to Shigakkan for a two-week training camp alongside the Mongolian national team.

Two male FS65 athletes travelled to India's Inspire Institute of Sport, for a UWW-sanctioned international training camp in March 2026. Mobin Zarei and Ben Wigginton greatly benefited from access to high-level training partners from across Europe and Asia.

In May 2026, seven male freestyle wrestlers spent one month at the UWW-recognised Izabekov Wrestling Academy in Kyrgyzstan, a renowned world-class training environment. This activity had a significant and positive impact on athlete development, evidenced by enhanced competition outcomes delivered by all athletes in the months following the camp. The majority of the above international camp initiatives were supported through CGA's Green2Gold2Great investment, targeting the development of prospective 2030 Commonwealth Games athletes.

## National Camp Activity

Our newly appointed National Development Coaches successfully delivered multiple domestic training camps across the year. The first camp under new program leadership was held at the AIS in July 2025, across the U17, U20 and Senior cohorts, followed by another AIS camp in September 2025. Both activities focused on posture, tactics and zone pressure, and concluded with controlled matches officiated by Wrestling Australia referees to simulate genuine competition conditions.

In January 2026, CombataUS ran its largest domestic wrestling camp in recent years in Sydney, attracting close to 60 athletes across Junior and Senior divisions from Australia and New Zealand. This camp was held immediately prior to the 2026 Oceania Championships Trials, before the AIS hosted a pre-departure camp for the Championships in March 2026.

# A MESSAGE FROM THE CHAIR OF THE AUSTRALIAN SPORTS COMMISSION

The Australian Sports Commission (ASC) continues to drive Australian sport forward, helping it grow and deliver lasting benefits for communities across the nation.

From grassroots participation and community sport to high performance, we work alongside the sector to create positive environments where everyone can succeed.

We are committed to ensuring sport is safe, fair, inclusive and accessible, with every athlete supported to realise their full potential.

As we look ahead, we remain focused on ensuring Australians can access quality sporting experiences and that our sporting system empowers people to develop, achieve and perform at their best, both on and off the field.

This includes investing in athletes, coaches, officials and organisations through our grant programs, and helping young Australians experience sport for the first time through initiatives like our Sporting Schools program.

Through the Play Well and Win Well national sport strategies, we continue to build a stronger, more connected sporting system that expands opportunities for participation while supporting athletes to deliver elite performances in exceptional environments.

Our performances at the Milano Cortina Winter Olympic and Paralympic Games and Glasgow Commonwealth Games reflected the dedication of athletes, coaches, support staff and sporting organisations across the country, and demonstrated our collective commitment to win well.

Looking to the future, those same values will guide Australian sport through Los Angeles 2028, the French Alps 2030, the Amdavad Commonwealth Games and Brisbane 2032.

Supported by the Australian Government's recent \$513 million investment in sport, we are helping athletes pursue success at the highest level while strengthening the systems, people and infrastructure that will support Australian sport for years to come.

This includes continued investment in the Para Uplift, creating greater opportunities and support for Para athletes across the country.

The AIS Podium Project is now underway, transforming the AIS campus through its most significant redevelopment since opening more than four decades ago. Backed by a \$249.7 million Australian Government investment, the project will deliver contemporary facilities and support services that strengthen the AIS as Australia's home of high performance sport. This includes a new world-class Testing and Training Centre, a 24/7 Indoor Sports Dome and Australia's most accessible athlete accommodation.

I am confident that our collective commitment to Australian sport will continue to strengthen communities, inspire achievement and create positive outcomes for generations to come.



**Kate Jenkins AO**  
Chair  
Australian Sports Commission





# **General Purpose Financial Report**

**For the Year Ended  
30 June 2026**

**COMBAT**  
— **AUS** —

# DIRECTORS' REPORT

The following Directors' Report relates to the period from 1st July 2025 until 30th June 2026. The directors of the Combat Institute of Australia Limited submit herewith the report of the company. In order to comply with the provisions of the Corporations Act 2001, the directors report as follows:

*The names and particulars of the directors of the entity during the financial year were:*

**Les Young**

Joined the Board October 2020  
Bachelor of Science (Hons)  
Graduate Diploma IT  
Professional Director & Business Owner

**Kirsteen Maclean**

Joined the Board October 2020  
Bachelor of IT  
Diploma in Accounting & Finance  
Senior Development Consultant at SAP Australia

**Jodie Watson**

Joined the Board December 2021  
Bachelor of Marketing & Public Relations  
Executive Officer at Great Public Schools of Queensland (GPS)

**Damien Marangon**

Joined the Board October 2020, left November 2025  
Masters of Business Administration (Sport Management)  
Experienced CEO & Sport Director

**Kate Corkery**

Joined the Board August 2023  
B Applied Economics, LLB (Hons)  
Masters of International Sport Management

**Katrina Tonkin**

Joined the Board August 2023  
Bachelor of Commerce (Accounting)  
Certified Practising Accountant (CPA)

**Luke Pellegrini**

Joined the Board March 2026  
Bachelor of Laws, Bachelor of Economics  
Master of Business (Sports Management)

## DIRECTORS MEETINGS

The following table sets out the number of board meetings the entity held during the reporting period and the number of meetings attended by each Director. During the reporting period, six board meetings were held:

| Director         | Eligible to Attend | Attended |
|------------------|--------------------|----------|
| Les Young        | 6                  | 5        |
| Kirsteen Maclean | 6                  | 6        |
| Damien Marangon  | 2                  | 0        |
| Jodie Watson     | 6                  | 6        |
| Katrina Tonkin   | 6                  | 6        |
| Kate Corkery     | 6                  | 5        |
| Luke Pellegrini  | 2                  | 2        |



### **Company Secretary**

Alex Vallentine, as CEO of the company, held the position of Company Secretary of the Combat Institute of Australia Limited at the end of the financial year.

### **Principal Activities & Objectives**

The Combat Institute of Australia Limited is focussed on developing and preparing elite Australian Combat Sport athletes for their participation in national and international competitions including Olympic Games, Paralympic Games, Commonwealth Games, World Championships and other competitions in Combat Sports.

### **Review of Operations**

A review of the operations of the company during the financial year and the financial results of the operations, found that during the financial year the company continued to engage in its principal activity, the financial results of which are disclosed in the financial statements.



### **Significant Changes in the State of Affairs**

There have not been any matters or circumstances occurring subsequent to the end of the financial year that have significantly affected, or may significantly affect, the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

### **Members Guarantee**

The Company is limited by guarantee. Upon winding up, each member with voting rights pursuant to Clause 5 and Clause 25 of the Constitution is required to contribute a maximum of \$1 towards meeting any outstanding obligations of the company.

### **Auditor's Independence Declaration**

The auditor's independence declaration is included further below in the financial reports.

*Signed on behalf of the Directors:*

Les Young  
Chair

Katrina Tonkin  
Finance, Audit &  
Risk Committee Chair

# Financial Report

Combat Institute of Australia Limited

ABN 62 645 113 140

For the year ended 30 June 2026

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# Income Statement

Combat Institute of Australia Limited  
For the year ended 30 June 2026

|                                               | 2026        | 2025        |
|-----------------------------------------------|-------------|-------------|
| <b>Income Statement</b>                       |             |             |
| Revenue                                       | 3,806,848   | 3,811,444   |
| Other expenses                                | (3,806,848) | (3,811,444) |
| Profit for the year before income tax expense | -           | -           |
| Profit for the year                           | -           | -           |
| Profit attributable to members                | -           | -           |

# Statement of Financial Position

Combat Institute of Australia Limited

As at 30 June 2026

|                                  | NOTES | 30 JUNE 2026   | 30 JUNE 2025   |
|----------------------------------|-------|----------------|----------------|
| <b>Assets</b>                    |       |                |                |
| <b>Current Assets</b>            |       |                |                |
| Cash and Cash Equivalents        | 2     | 740,122        | 887,448        |
| Trade and Other Receivables      | 3     | 51,780         | 33,601         |
| Prepaid Expenses                 | 6     | 126,000        | -              |
| <b>Total Current Assets</b>      |       | <b>917,902</b> | <b>921,049</b> |
| <b>Non-Current Assets</b>        |       |                |                |
| Property, Plant and Equipment    | 4     | 47,871         | 34,615         |
| Intangibles                      | 5     | -              | 4,495          |
| <b>Total Non-Current Assets</b>  |       | <b>47,871</b>  | <b>39,110</b>  |
| <b>Total Assets</b>              |       | <b>965,772</b> | <b>960,159</b> |
| <b>Liabilities</b>               |       |                |                |
| <b>Current Liabilities</b>       |       |                |                |
| Trade and Other Payables         | 7     | 450,108        | 549,207        |
| Provisions                       | 8     | 126,421        | 105,736        |
| <b>Total Current Liabilities</b> |       | <b>576,529</b> | <b>654,944</b> |
| <b>Total Liabilities</b>         |       | <b>576,529</b> | <b>654,944</b> |
| <b>Net Assets</b>                |       | <b>389,244</b> | <b>305,215</b> |
| <b>Equity</b>                    |       |                |                |
| Reserves                         |       | 389,244        | 305,215        |
| Retained profits                 |       | -              | -              |
| <b>Total Equity</b>              |       | <b>389,244</b> | <b>305,215</b> |

# Statement of Changes in Equity

Combat Institute of Australia Limited

For the year ended 30 June 2026

|                                | 2026           | 2025           |
|--------------------------------|----------------|----------------|
| <b>Current Year Earnings</b>   |                |                |
| Net Profit Before Adjustments  | 84,028         | 241,677        |
| Net Income for Members         | 84,028         | 241,677        |
| Transfer to Reserves           | (84,029)       | (241,677)      |
| Current Year Earnings          | -              | -              |
|                                | 2026           | 2025           |
| <b>Equity Schedule</b>         |                |                |
| <b>Reserves</b>                |                |                |
| Reserves                       | 389,244        | 305,215        |
| <b>Total Reserves</b>          | <b>389,244</b> | <b>305,215</b> |
| <b>Retained Earnings</b>       |                |                |
| Current year earnings          | -              | -              |
| <b>Total Retained Earnings</b> | <b>-</b>       | <b>-</b>       |
| <b>Total Equity Schedule</b>   | <b>389,244</b> | <b>305,215</b> |

# Notes to the Financial Statements

## Combat Institute of Australia Limited For the year ended 30 June 2026

### 1. Summary of Significant Accounting Policies

The directors of the company have prepared the financial statements of the company on the basis that the company is a non-reporting entity because there are no users dependent on general purpose financial statements. The financial statements are therefore special purpose financial statements that have been prepared in order to meet the needs of the members.

The financial statements have been prepared in accordance with the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of the members. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accrual basis and going concern basis of accounting. They are based on historical costs and do not take into account changing money values or, except where specifically stated, current valuations of non-current assets. The accounting policies that have been adopted in the preparation of the financial statements, and which are consistent with the previous period unless otherwise stated are as follows:

#### Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

#### Trade and Other Receivables

Trade receivables and other receivables include amounts due from customers for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade and other receivables are recognised at nominal transaction value without taking into account the time value of money.

#### Property, Plant and Equipment

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

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by the directors to ensure it is not in excess of the recoverable amount from those assets.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The depreciable amount of all fixed assets including buildings and capitalised leased assets, but excluding freehold land, are depreciated on a straight line or diminishing value basis over their estimated useful lives to the entity commencing from the time the asset is held ready for use.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

### Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received during the reporting period, which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

### Income Received in Advance

Income received in advance represents the portion of Grants received in advance for use in future periods. The portion of grants received in advance are determined by the Board and Management at the end of each reporting period. With the majority of organisational revenue being provided by our key partner, the Australian Sports Commission, often grant amounts received are utilised in future financial years to ensure appropriate financial resourcing for the organisation across a four year Olympic cycle.

### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

### Provisions

Provisions are recognised when the entity has a legal or constructive obligation resulting from past events, for which it is probable that there will be an outflow of economic benefits and that outflow can be reliably measured. Provisions are measured using the best estimate available of the amounts required to settle the obligation at the end of the reporting period.

### Employee Benefits

Provision is made for the entity's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within a year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

### Revenue and Other Income

Revenue is measured at the value of the consideration received or receivable.

Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets is the rate inherent in the instrument.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt. In the event grants and donations are received in advance, the proportion of the grant or receivable attributable to future periods are recognised as Income in Advance.

All revenue is stated net of the amount of goods and services tax (GST).

### Rounding

The accounting software used to prepare the financial report sources data directly from the accounting system used by Combat Institute of Australia Limited. The financial report rounds this data to the nearest dollar which can result in immaterial rounding when represented in the financial report.

### Subsequent events

No significant events have occurred since the reporting date which would impact on the financial position of the entity as at 30 June 2026 or on the results for the year ended 30 June 2026.

|                                                            | 2026           | 2025           |
|------------------------------------------------------------|----------------|----------------|
| <b>2. Cash &amp; Cash Equivalents</b>                      |                |                |
| <b>Bank Accounts</b>                                       |                |                |
| Business Online Saver Account                              | 604,811        | 702,577        |
| Transaction Account                                        | 131,193        | 181,124        |
| Travel Money Card                                          | 4,117          | 3,747          |
| <b>Total Bank Accounts</b>                                 | <b>740,122</b> | <b>887,448</b> |
| <b>Total Cash &amp; Cash Equivalents</b>                   | <b>740,122</b> | <b>887,448</b> |
|                                                            | 2026           | 2025           |
| <b>3. Trade and Other Receivables</b>                      |                |                |
| <b>Current</b>                                             |                |                |
| GST                                                        | 9,283          | 24,445         |
| Accounts Receivable                                        | 42,497         | 9,156          |
| <b>Total Current</b>                                       | <b>51,780</b>  | <b>33,601</b>  |
| <b>Total Trade and Other Receivables</b>                   | <b>51,780</b>  | <b>33,601</b>  |
|                                                            | 2026           | 2025           |
| <b>4. Property, Plant and Equipment</b>                    |                |                |
| Plant and equipment at cost                                | 85,938         | 61,633         |
| Accumulated depreciation                                   | (38,067)       | (27,018)       |
| <b>Total Property, Plant and Equipment</b>                 | <b>47,871</b>  | <b>34,615</b>  |
|                                                            | 2026           | 2025           |
| <b>5. Intangibles</b>                                      |                |                |
| Website Development Costs                                  | 21,400         | 21,400         |
| Less Accumulated Amortisation of Website Development Costs | (21,400)       | (16,905)       |
| <b>Total Intangibles</b>                                   | <b>-</b>       | <b>4,495</b>   |

|                               | 2026           | 2025     |
|-------------------------------|----------------|----------|
| <b>6. Prepaid Expenses</b>    |                |          |
| <b>Current</b>                |                |          |
| Prepayments                   | 126,000        | -        |
| <b>Total Current</b>          | <b>126,000</b> | <b>-</b> |
| <b>Total Prepaid Expenses</b> | <b>126,000</b> | <b>-</b> |
|                               | 2026           | 2025     |

|                                       |                |                |
|---------------------------------------|----------------|----------------|
| <b>7. Trade and Other Payables</b>    |                |                |
| <b>Current</b>                        |                |                |
| Credit Cards                          | 15,253         | 20,906         |
| Income Received in Advance            | 414,556        | 506,075        |
| PAYG Withholdings Payable             | 20,299         | 22,226         |
| <b>Total Current</b>                  | <b>450,108</b> | <b>549,207</b> |
| <b>Total Trade and Other Payables</b> | <b>450,108</b> | <b>549,207</b> |
|                                       | 2026           | 2025           |

|                             |                |                |
|-----------------------------|----------------|----------------|
| <b>8. Provisions</b>        |                |                |
| <b>Current</b>              |                |                |
| Provision for Audit Expense | 6,500          | 6,250          |
| Provision for Annual Leave  | 119,921        | 99,486         |
| <b>Total Current</b>        | <b>126,421</b> | <b>105,736</b> |
| <b>Total Provisions</b>     | <b>126,421</b> | <b>105,736</b> |

# Directors' Declaration

## Combat Institute of Australia Limited For the year ended 30 June 2026

The directors of Combat Institute of Australia Limited declare that it is not a reporting entity. The directors have determined that these special purpose financial statements should be prepared in accordance with the accounting policies outlined in Note 1 of the financial statements.

The directors acknowledge that they have determined the Applicable Financial Reporting Framework, and they have responsibility for the reliability, accuracy and completeness of the accounting records of the company and have disclosed all material and relevant information for the preparation of this financial report.

The directors also acknowledge responsibility for the judgement required for the preparation and presentation of the financial information, including the selection and application of appropriate accounting policies and, where needed, developing reasonable accounting estimates.

The directors of Combat Institute of Australia Limited declare that:

1. The financial statements and notes present fairly Combat Institute of Australia Limited's financial position as at 30 June 2026 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 of the financial statements;
2. In the directors' opinion there are reasonable grounds to believe that Combat Institute of Australia Limited will be able to pay its debts as and when they become due and payable.

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

A handwritten signature in black ink, appearing to read 'Les Young'.

**Director:** Les Young

**Date:** 26th August 2026

A handwritten signature in black ink, appearing to read 'Katrina Tonkin'.

**Director:** Katrina Tonkin

**Date:** 26th August 2026

# Detailed Profit and Loss Statement

## Combat Institute of Australia Limited For the year ended 30 June 2026

|                                    | NOTES | 2026             | 2025             |
|------------------------------------|-------|------------------|------------------|
| <b>Revenue</b>                     |       |                  |                  |
| <b>Grants</b>                      |       |                  |                  |
| AIS Athlete Wellbeing & Engagement |       | -                | 40,000           |
| AIS High Performance               |       | 3,486,519        | 3,173,925        |
| AIS Pathways                       |       | -                | 181,000          |
| Other                              |       | 141,000          | 70,542           |
| <b>Total Grants</b>                |       | <b>3,627,519</b> | <b>3,465,467</b> |
| <b>Member Services</b>             |       |                  |                  |
| Member Sport Contributions         |       | 95,300           | 104,299          |
| <b>Total Member Services</b>       |       | <b>95,300</b>    | <b>104,299</b>   |
| <b>Revenue</b>                     |       |                  |                  |
| Commercial Revenue                 |       | 44,273           | 223,585          |
| <b>Total Revenue</b>               |       | <b>44,273</b>    | <b>223,585</b>   |
| <b>Total Revenue</b>               |       | <b>3,767,092</b> | <b>3,793,351</b> |
| <b>Gross Profit on Trading</b>     |       | <b>3,767,092</b> | <b>3,793,351</b> |
| <b>Other Income</b>                |       |                  |                  |
| Interest Income                    |       | 39,756           | 18,092           |
| <b>Total Other Income</b>          |       | <b>39,756</b>    | <b>18,092</b>    |
| <b>Total Income</b>                |       | <b>3,806,848</b> | <b>3,811,444</b> |
| <b>Expenses</b>                    |       |                  |                  |
| Apparel Ordering                   |       | 12,910           | -                |
| Governance                         |       | 35,513           | 21,415           |
| Insurance                          |       | 70,783           | 78,068           |
| <b>Finance</b>                     |       |                  |                  |
| Loss on asset disposal             |       | -                | 14,038           |
| Amortisation                       |       | 4,495            | 7,133            |
| Bank Fees                          |       | 1,377            | 2,404            |
| Depreciation                       |       | 11,050           | 11,937           |
| <b>Total Finance</b>               |       | <b>16,921</b>    | <b>35,511</b>    |
| <b>HR</b>                          |       |                  |                  |
| Annual Leave Accrual               |       | 20,434           | (51,186)         |
| Contractors                        |       | 115,484          | 59,182           |
| Payroll Tax                        |       | 57,122           | 4,827            |
| Salaries                           |       | 1,014,280        | 1,227,324        |
| Superannuation                     |       | 121,488          | 137,418          |
| Travel                             |       | 39,462           | 48,910           |
| <b>Total HR</b>                    |       | <b>1,368,270</b> | <b>1,426,475</b> |

|                                                       | NOTES | 2026             | 2025             |
|-------------------------------------------------------|-------|------------------|------------------|
| <b>ICT</b>                                            |       |                  |                  |
| IT Costs                                              |       | 24,812           | 26,945           |
| <b>Total ICT</b>                                      |       | <b>24,812</b>    | <b>26,945</b>    |
| <b>Office</b>                                         |       |                  |                  |
| Administration                                        |       | 10,847           | 24,334           |
| Postage, Printing and Stationery                      |       | 8,740            | 7,522            |
| Rent, Utilities & Equipment                           |       | 14,955           | 33,245           |
| <b>Total Office</b>                                   |       | <b>34,542</b>    | <b>65,101</b>    |
| <b>Professional</b>                                   |       |                  |                  |
| Professional Fees                                     |       | 27,418           | 25,962           |
| <b>Total Professional</b>                             |       | <b>27,418</b>    | <b>25,962</b>    |
| <b>Program Activity</b>                               |       |                  |                  |
| Athlete Payments                                      |       | 183,789          | 229,502          |
| Camps & Competitions                                  |       | 154,691          | 340,897          |
| Member Sport Pathways                                 |       | 903,000          | 523,297          |
| Performance Environments                              |       | 291,490          | 217,829          |
| Team Travel - Domestic                                |       | 92,858           | 54,047           |
| Team Travel - International                           |       | 505,823          | 524,716          |
| <b>Total Program Activity</b>                         |       | <b>2,131,651</b> | <b>1,890,289</b> |
| <b>Total Expenses</b>                                 |       | <b>3,722,820</b> | <b>3,569,767</b> |
| <b>Profit / (Loss) from Operating Activities</b>      |       | <b>84,028</b>    | <b>241,677</b>   |
| <b>Profit (Loss) before Losses, Tax and Dividends</b> |       | <b>84,028</b>    | <b>241,677</b>   |
| <b>Losses, Tax and Dividends</b>                      |       |                  |                  |
| <b>Transfers to Reserves</b>                          |       |                  |                  |
| Transfer to Operating Reserve                         |       | 84,029           | 241,677          |
| <b>Total Losses, Tax and Dividends</b>                |       | <b>84,029</b>    | <b>241,677</b>   |
| <b>Current Period Retained Earnings</b>               |       | <b>-</b>         | <b>-</b>         |

# Resolution of Directors

## Combat Institute of Australia Limited For the year ended 30 June 2026

We, the undersigned, being all the directors of Combat Institute of Australia Limited at the date hereof, pursuant to the company's constitution hereby RESOLVE:

### Accounts and Reports

In respect of the attached Balance Sheet at 30 June 2026 and the accompanying Profit and Loss Account:

THAT the financial report be approved for submission to the members at the Annual General Meeting for 2026 and that the Directors Declaration be duly signed by the directors named therein.

A handwritten signature in black ink, appearing to read 'Les Young', positioned above a horizontal line.

**Director:** Les Young

**Date:** 26th August 2026

A handwritten signature in black ink, appearing to read 'Katrina', positioned above a horizontal line.

**Director:** Katrina Tonkin

**Date:** 26th August 2026

# Depreciation Schedule

Combat Institute of Australia Limited

For the year ended 30 June 2026

| COST ACCOUNT     | COST          | OPENING VALUE | PURCHASES     | DISPOSALS | DEPRECIATION  | CLOSING VALUE |
|------------------|---------------|---------------|---------------|-----------|---------------|---------------|
| NPC Equipment    | 77,490        | 30,561        | 24,305        | -         | 10,320        | 44,546        |
| Office Equipment | 8,449         | 4,054         | -             | -         | 730           | 3,325         |
| <b>Total</b>     | <b>85,938</b> | <b>34,615</b> | <b>24,305</b> | <b>-</b>  | <b>11,050</b> | <b>47,871</b> |

**LEAD AUDITOR'S INDEPENDENCE DECLARATION  
UNDER S.307C OF THE CORPORATIONS ACT 2001**

**TO THE DIRECTORS OF  
COMBAT INSTITUTE OF AUSTRALIA LIMITED**

As lead auditor for the audit of Combat Institute of Australia Limited for the year ended 30 June 2026, I declare that, to the best of my knowledge and belief, there have been:

- I. no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- II. no contraventions of any applicable code of professional conduct in relation to the audit.

**LANTERI PARTNERS MANAGEMENT & ACCOUNTING SERVICES (No. 2) PTY LTD**



**ANTHONY BOSCIA**  
Director

**Ground Floor, 1 Collins Street MELBOURNE VIC 3000**

**Dated: 27 August 2026**



**MCLENNAN  
PARTNERS**

SUBSIDIARY OF  
LANTERI PARTNERS GROUP



LANTERI PARTNERS  
MANAGEMENT &  
ACCOUNTING  
SERVICES (NO. 2)  
PTY LTD

ABN 60 663 740 350

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STANDARDS  
LEGISLATION

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF COMBAT INSTITUTE OF AUSTRALIA LIMITED

#### Opinion

We have audited the financial report of Combat Institute of Australia Limited ("the Company") which comprises the statement of financial position as at 30 June 2026, the income statement, the detailed profit and loss statement and the statement of the changes in equity for the year then ended, notes to the financial statements including a summary of significant accounting policies and other explanatory information, and the directors' declaration.

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

- (a) giving a true and fair view of the company's financial position as at 30 June 2026 and of its financial performance for the financial year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 of the financial report and the *Corporations Regulations 2001*.

#### Basis for Opinion

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

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

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

#### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

#### Information Other than the Financial Report and Auditor's Report Thereon

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



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PARTNERS

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

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

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

### **Responsibilities of the Directors for the Financial Report**

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

### **Auditor's Responsibilities for the Audit of the Financial Report**

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.



- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Company to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for the audit opinion.

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

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

**LANTERI PARTNERS MANAGEMENT & ACCOUNTING SERVICES (No. 2) PTY LTD**



**ANTHONY BOSCIA**  
**Director**

**Ground Floor, 1 Collins Street MELBOURNE VIC 3000**

**Dated: 27 August 2026.**



# SPORT GOVERNANCE STANDARDS

CombataUS is committed to working with the Australian Sports Commission to ensure quality governance, accountability, and transparency through the *Sport Governance Standards*. Organisations assess their governance maturity against these standards.

As per Sport Governance Standard 6.5, the highest level of governance maturity requires that an organisation reports annually on their governance activities to members, providing an overview of performance for the year.

Please see the 2026 CombataUS Sports Governance Standards Report below.

| SGS # | Sport Governance Standard          | CombataUS | Tier 1 Average |
|-------|------------------------------------|-----------|----------------|
| 1.1   | Code of Conduct                    | 3         | 3.60           |
| 1.2   | Defined Values and Behaviours      | 4         | 3.76           |
| 1.3   | Demonstrated Values and Behaviours | 4         | 3.88           |
| 2.1   | Stakeholder Engagement Plan        | 4         | 3.80           |
| 2.2   | Member Meetings                    | 4         | 4.00           |
| 2.3   | Member Communication               | 4         | 3.72           |
| 3.1   | Strategic Plan                     | 4         | 3.92           |
| 4.1   | Board Skills Matrix                | 4         | 4.00           |
| 4.2   | Diversity, Equity and Inclusion    | 2         | 3.08           |
| 4.4   | Director Independence              | 4         | 3.92           |
| 4.5   | Appointment of Directors           | 4         | 3.76           |
| 4.6   | Elected vs Appointed Directors     | 4         | 3.56           |
| 4.7   | Governance Education               | 4         | 3.44           |
| 5.1   | Legal Entity                       | 4         | 4.00           |
| 5.2   | Director Term Limits               | 4         | 3.88           |
| 5.3   | Director Eligibility               | 4         | 3.96           |
| 5.4   | Director Induction                 | 4         | 3.84           |
| 5.5   | Board Charter                      | 4         | 3.88           |
| 6.1   | Finance, Audit and Risk Committee  | 3         | 3.68           |
| 6.2   | Chair Appointment and Evaluation   | 4         | 3.52           |
| 6.3   | CEO Eligibility                    | 4         | 3.76           |
| 6.4   | Conflict of Interest               | 4         | 4.00           |
| 6.5   | Governance Reporting               | 4         | 3.80           |
| 7.1   | Vulnerable Persons and Children    | 4         | 3.88           |
| 7.2   | Development of Risk Management     | 4         | 3.60           |
| 7.3   | Implementation of Risk Management  | 4         | 3.64           |
| 9.1   | Board Evaluation                   | 2         | 3.28           |
| 9.2   | Board Meeting Schedule             | 3         | 3.60           |
| 9.3   | Board Meeting Agenda               | 4         | 3.84           |
| 9.4   | Board Meeting Minutes              | 4         | 3.60           |
| 9.5   | Financial Delegations              | 4         | 3.80           |
| 9.6   | Non-Financial Delegations          | 4         | 3.56           |
| 9.7   | CEO Evaluation                     | 4         | 3.56           |
| 9.8   | Succession Planning                | 4         | 2.88           |

*Note: Sport Governance Standard 4.3 does not form part of this report, as it is contained in a separate ASC Gender Balance report.*

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