

WORLD BOXING

Finance and Audit Committee Report

Annual Congress - 20 November 2026

Presented by Richard Brooke, Chair, Finance & Audit Committee

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1. Introduction and overall position

FAC summary: World Boxing has made substantial financial and organisational progress during 2026. IOC funding is now being received, the finance function is being established in Lausanne, reporting has improved and the balance sheet has returned to positive equity. There is still work to do on controls, financial policy and diversification of income.

This report brings together the Finance and Audit Committee's review of the 2025 financial statements, financial performance in 2026, the proposed 2027 Budget and 2028 outlook, and the Committee's work on financial governance and controls.

The financial position at the start of 2026 was still difficult. World Boxing had grown quickly, much of the finance work had been supported externally, and the timing and level of future IOC funding were uncertain. The original 2026 Budget was therefore prepared on a provisional basis and with a number of assumptions that could not then be confirmed.

The position is clearer now. IOC funding is being received against the approved business plan, World Boxing is building its staffing and operational capability in Lausanne, and an updated 2026 forecast has been prepared using the information now available. The approved 2026 Budget remains the formal benchmark; the updated forecast is the principal current management forecast for the expected full-year outcome.

2. 2025 financial statements

FAC summary: 2025 showed a clear improvement over 2024. World Boxing recorded a surplus of CHF 136,000, but remained over-indebted at 31 December 2025. Nexio Fiduciaire SA, appointed following the retirement of the responsible partner at Fidurev and approved by the Extraordinary Congress earlier in 2026, has completed a limited statutory examination and issued an unmodified conclusion. The improvement in the first half of 2026 restored positive equity and removed the over-indebtedness.

CHF	2025	2024
Revenue	1,315,956	219,033
Operating expenses	1,142,736	359,029
Operating result	173,220	(139,996)
Result for the year	136,342	(149,634)
Total assets	427,790	94,835
Short-term liabilities	377,278	116,911
Long-term liabilities	140,151	203,906
Equity	(89,640)	(225,982)

Revenue increased substantially in 2025 and the year closed with a positive result of CHF 136,000. This reduced the accumulated deficit, although equity at 31 December 2025 remained negative at CHF 90,000.

External audit

Following the retirement of the responsible partner at Fidurev, Nexio Fiduciaire SA was appointed as World Boxing's new statutory auditor. The appointment was approved by the Extraordinary Congress earlier in 2026.

Nexio completed its limited statutory examination of the 2025 financial statements and issued an unmodified conclusion on 28 August 2026. The examiner drew attention to the over-indebted position at 31 December 2025, but also confirmed that the improvement during the first half of 2026 had eliminated that position and restored positive equity by 30 June 2026.

A limited statutory examination does not include testing of operational processes or the internal control system. The FAC has therefore carried out its own review of financial controls, which is covered later in this report.

3. 2026 performance and updated forecast

FAC summary: The first half of 2026 was ahead of the original Budget on the cash basis used for management reporting, helped by the receipt of IOC funding and lower-than-budgeted expenditure. The original Budget was prepared at a time of considerable funding uncertainty. It remains the formal benchmark, while the updated forecast is now the principal current management forecast for the expected 2026 outturn.

CHF	H1 actual (cash basis)	Original 2026 Budget	2026 forecast
Revenue	1,390,937	2,350,000	3,366,295
Expenses	883,129	2,346,320	3,145,621
Surplus	507,808	3,680	220,674

At 30 June 2026, cash-basis management reporting showed revenue of CHF 1.39 million and expenditure of CHF 0.88 million, giving a first-half cash surplus of CHF 0.51 million. IOC grants were the main contributor to revenue. Membership fee collection had improved, while sponsorship and other commercial income remained below the assumptions in the original Budget. The cash-basis surplus is a management reporting measure and is not directly comparable with the statutory accounting result or balance sheet movements.

Expenditure was below the half-year budget run-rate, largely because personnel costs were lower than originally planned. Some individual areas, including travel and Office & IT, were above their original full-year allocations and have been reflected in the updated forecast.

Why the forecast has changed

When the 2026 Budget was prepared there was considerable uncertainty over the amount and timing of IOC support, the speed at which new staff would be recruited and the costs that World Boxing would need to take on as its operations developed. That Budget was therefore necessarily provisional.

There is now much better visibility. The updated forecast of CHF 3.37 million revenue, CHF 3.15 million expenditure and a CHF 0.22 million surplus reflects the current staffing plan, the latest IOC funding profile and a more complete view of event, anti-doping, IT, marketing and other operating costs. The approved Budget remains the formal benchmark and actual performance continues to be reported against it for information and transparency. The updated forecast is the principal current management forecast for the expected 2026 outturn.

4. 2027 Budget and 2028 outlook

FAC summary: Congress is asked to approve the 2027 Budget. It provides for revenue of CHF 5.73 million, expenditure of CHF 5.60 million and a surplus of CHF 0.132 million. The Budget reflects a more fully functioning international federation and is supported by a two-year look-ahead through 2028.

Revenue - CHF	2026 forecast	2027 Budget	2028 outlook
Membership fees	279,000	300,000	300,000
Donations	0	58,732	58,732
IOC transitory funding	2,100,000	2,900,000	3,600,000
Advertising	133,295	348,295	498,295
Rights & licences	10,000	100,000	200,000
Events	844,000	2,026,000	2,050,000
Total revenue	3,366,295	5,733,027	6,707,027

Expenditure - CHF	2026 forecast	2027 Budget	2028 outlook
Personnel	1,122,589	1,386,000	2,086,000
Direct service costs	570,000	710,000	860,000
Events & projects	220,000	1,626,000	1,470,000
Premises, admin & IT	256,332	439,332	330,332
Marketing & advertising	396,200	468,714	585,000
Other & financial	580,500	970,500	820,500
Total expenditure	3,145,621	5,600,546	6,151,832
Planned surplus	220,674	132,481	555,195

Main assumptions behind the 2027 Budget

- IOC funding remains the largest source of income. The Budget assumes CHF 2.9 million of IOC transitory funding in 2027, drawn against the IOC-approved business plan.
- Membership income is budgeted at CHF 300,000. A revised fee structure is being developed to make contributions more proportionate between member federations.
- Commercial income is expected to improve through sponsorship, TV-related opportunities and a new licensing scheme, but these areas remain less certain than IOC funding.

- Event income and expenditure both increase materially. World Boxing will take on more central costs, including international travel and per diems for officials and part of TV production, against higher hosting income. This represents a change in the operating model rather than simply an increase in event spending, and 2027 will be the first full-year test of the revised approach.
- Personnel costs increase mainly because the current staffing structure is budgeted for a full year. It is understood that no additional positions are currently planned for 2027.
- Other & financial costs include the existing PwC programme supporting competition reporting and integrity work required as part of the IOC recognition process. This is a material committed cost within the 2027 Budget.

The FAC recognizes that the projected surplus is relatively modest and that delivery of the Budget will require careful monitoring of both expenditure and planned growth in revenues.

The 2028 figures are a planning outlook rather than a Budget for approval. They are included to show the expected direction of travel beyond 2027 and to test that the 2027 Budget sits within a sustainable forward plan.

5. Financial governance and controls

FAC summary: Financial controls have improved materially during 2026. The basic framework is now in place, but a number of practical improvements are still required, including further development of the dual bank authorisation, updating the Finance Policy, recording approvals within the finance system and establishing a reserves policy.

Payments and banking

Payments are now prepared by the finance function, checked by the Finance Manager and Secretary General and then entered into the accounting and banking systems. This is a significant improvement on the earlier arrangements and gives a clearer separation of duties. A dual release protocol for bank payments has been developed and the registered signing arrangements have been updated. Implementation of the new procedure is under way and will be completed as part of the continuing improvement in financial controls.

Expenses and compliance

The FAC reviewed expense claims for the second quarter of 2026 and found compliance satisfactory. The Secretary General's expenses and corporate credit card are independently reviewed by the FAC Chair. Quarterly reviews should now become a regular part of the Committee's work.

Finance Policy and risk

The Finance Policy remains a useful base but dates from 2023 and needs to be updated to reflect the current organisation, the Delegation of Authority, the in-house finance function and revised banking arrangements. A financial reserves policy should also be introduced.

A risk register has been developed. The principal financial risk remains concentration of income, with World Boxing still heavily dependent on IOC funding. Developing membership, event and commercial income will therefore remain important.

6. Finance function and reporting

FAC summary: One of the most important changes in 2026 has been the move towards an in-house finance function in Lausanne. This gives World Boxing greater ownership of its financial information and provides the basis for better reporting, forecasting and control.

A Finance and HR Manager joined World Boxing in May 2026 and the accounting function is being brought into Lausanne. Monthly financial reporting has been introduced, showing year-to-date results against budget and forecast, together with cash and other key information.

The FAC has worked closely with the Secretary General and finance team on the transition. Further work is under way on the finance platform and on improving the audit trail for approvals and supporting documentation.

The relationship between the FAC and the Executive Board has also developed. Financial information and key risks are now being considered more regularly, and the FAC should continue to be involved at the appropriate stage to provide useful challenge and support on significant financial decisions.

7. FAC priorities and matters for Congress

FAC summary: The priority for 2027 is to consolidate the progress made in 2026 rather than add unnecessary complexity. The focus should be on completing the control framework, embedding regular reporting and maintaining a sustainable financial plan.

The FAC proposes the following priorities for 2027:

- Complete the process for dual authorisation of bank payments and strengthen the audit trail for approvals.
- Update the Finance Policy and align it with the Delegation of Authority and current working practices.
- Embed monthly financial reporting and quarterly FAC reviews of expenses, compliance and financial risk.
- Adopt an appropriate reserves policy and continue to manage funding concentration risk.
- Support the development of membership, event and commercial income alongside the IOC funding programme.

Matters for Congress

Congress is asked to:

- receive the FAC Report and note the 2025 financial statements and the 2026 financial position;
- note the updated 2026 forecast as the principal current management forecast, while the approved 2026 Budget remains the formal benchmark;
- approve the proposed 2027 Budget; and
- note the 2028 planning outlook and the FAC priorities for 2027.

Conclusion

The financial position of World Boxing has improved significantly during 2026. IOC funding is now being received, the statutory examination of the 2025 financial statements has been completed with an unmodified conclusion, positive equity has been restored, and the finance function and control environment are developing in Lausanne.

There is still work to do, particularly on completing the control framework and reducing reliance on a single source of income. The FAC believes the organisation is nevertheless in a much stronger financial and operational position than it was at the start of the year and that the proposed 2027 Budget provides a reasonable basis for the next stage of development.

Appendices

The following detailed schedules should be circulated with this report:

- Appendix 1 – 2025 audited financial statements and Nexio statutory auditor's report
- Appendix 2 – October 2026 FAC report showing H1 2026 actuals, updated 2026 forecast, 2027 Budget and 2028 outlook.

Richard Brooke

Chair, Finance and Audit Committee
16 October 2026