Defence Teaming Centre
Connecting • Developing • Advocating

www.dtc.org.au













2026 ANNUAL REPORT

A nationally focused defence industry association, advancing Australian industry to meet the needs of Defence and be competitive at home and abroad.

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Defence Teaming Centre
Connecting • Developing • Advocating

A nationally focused defence industry association, advancing Australian industry to meet the needs of Defence and be competitive at home and abroad.

OUR VISION

A thriving, sustainable Australian Defence industry.

300+
Member Companies and Stakeholders. Partnerships in Australia, the US and UK

2267
Attending Defence Teaming Centre Member, Stakeholder and Collaboration Events

Connecting industry with the information, support and market access you need to develop and grow.

Developing members through briefings, programs, training and awareness.

Advocating as an informed and respected voice for Australia's defence industry, based on member data and insights.

Mission

Champion the capability and capacity of the Australian Defence Industry and National Security ecosystem.

Strategic Plan 2025-2028

Strategic Priorities

Drive connections nationally and globally to support members in AUKUS, Sovereign Defence Industrial Priorities (SDIPs) and Export Markets



Lift the Tier 2a and 2b (formerly Mid-Tier) base to balance industry participation in the Defence Industry sector



Develop Member Capabilities and Workforce of the Future



Influence the effective implementation of new strategy and policy



Strengthen DTC membership through sustainability, diversification and efficiencies



Chair Report



Consolidation, Governance and Influence

The year 2025-2026 has been one of consolidation, disciplined governance and growing influence for the Defence Teaming Centre. Against a defence environment characterised by strategic uncertainty, workforce constraints and changing industry expectations, the DTC has remained focused on its purpose: connecting, developing and advocating for Australia's defence industry.

Importantly, we have continued to strengthen the organisation itself. The work undertaken throughout the year has positioned the DTC on sound financial and governance foundations, while enabling our CEO and team to pursue opportunities, build relationships and deliver value for members.

Governance and Board Leadership

A central focus for the Board this year has been the practical implementation of good governance. We have worked to ensure that Directors remain actively engaged in setting the DTC's objectives, monitoring progress, overseeing risk and making the decisions required to support the organisation's long-term sustainability.

At the same time, the Board has been deliberate in maintaining an appropriate distinction between governance and management. Our role is to establish strategic direction, approve priorities and resources, monitor performance and provide constructive challenge. The CEO's role is to lead the business, manage the team and deliver the agreed objectives.

Maintaining this balance has allowed the Board to remain informed and accountable without unnecessarily becoming involved in operational decision-making.

This approach was reinforced through dedicated governance development for Directors. Throughout the year, the Board has built on its reporting expectations, and developed stronger links between reports and organisational goals, defined recommendations and improved identification of risks, challenges and required decisions. The Directors all undertook refresher training on directors' duties and responsibilities. This was accompanied by investment in refining the infrastructure needed for Directors to access reports and information from the business, such as implementing CatHerder (a Board portal) and other programs.

To ensure continuity, the DTC proposed an amendment to the Constitution extending Director terms from two years to three years and the maximum continuous period of service from eight years to nine years. This change is intended to preserve institutional and corporate knowledge and strengthen subcommittee effectiveness, while retaining member oversight and regular opportunities for Board rejuvenation.

Financial Stewardship

The Board has maintained a strong focus on responsible financial stewardship, supported by the Finance and Risk Committee and the excellent work of the CEO and management team.

The organisation concluded the 2025-2026 financial year with an operating surplus of FY26 with a surplus of $58k against a budgeted deficit of $65k - a favourable turnaround of $123k. This positive result reflects disciplined financial management, strong performance from the Defence Industry Leadership Program and careful consideration of costs, investment priorities and revenue opportunities. This is particularly so when reflecting on the results from 2022-2023, emphasising the success of the organisation.

Chair Report (cont)

A positive year-end position is important, but it is not an end in itself. It provides the DTC with a stronger platform from which to invest in member value, organisational capability, systems and future opportunities. The Board will continue to balance financial oversight with the need to invest strategically in the DTC's resources, staff and future, for the benefit of its members.

Government and Funding Relationships

Our funding agreements and relationship with Defence SA remain strong, This finance year has been year one of a four-year funding program via Defence SA which accounts for just over 20% of DTC's revenue. A quarterly reporting process has supported open engagement, provided valuable industry insights and helped maintain alignment on the challenges and opportunities facing our members' businesses.

These relationships are built on trust, transparent reporting and a shared commitment to developing a capable and competitive defence industry. The DTC and the Board share the vision of the South Australian Government and Defence SA that the defence industry is critical to the economic stability of South Australia. The Board values the continuing support of the South Australian Government and looks forward to building on this partnership.

Looking Ahead

The year ahead will require the DTC to remain strategic, agile and member-focused. Global competition, changing procurement priorities, cyber security obligations, workforce pressures and the scale of the AUKUS opportunity will continue to test industry.

The DTC approaches these challenges from a position of increased governance maturity, financial stability and strong stakeholder relationships. The Board will continue to set the organisation's direction, oversee performance and risk, and support the CEO and team to lead delivery.

I thank my fellow Directors for their commitment, expertise and voluntary service throughout the year. I also acknowledge our CEO and the DTC team for their professionalism, adaptability and considerable contribution to the positive results achieved.

Finally, on behalf of the Board, I thank our members, government partners, Defence representatives and industry stakeholders for their continued support. The DTC exists to serve its members, and their capability, ambition and willingness to collaborate remain fundamental to our success.



Michael Hartas
Chair Board
Defence Teaming Centre

CEO Report

Focused on what our members can achieve

On 1 July 2026, the Defence Teaming Centre launched its new four-year strategy, setting a clear direction for the organisation and the members we serve. Reaching this milestone required significant effort, and I thank our Board, members and DTC team for their commitment, insight and support throughout its development.

At its heart, our strategy is simple: it is focused on what our members can achieve. Every DTC initiative, service and advocacy effort is designed to help members grow, compete and succeed in a rapidly evolving defence environment.

Building Australia's Mid-Tier Defence Industry

Over the past year, DTC commenced important work focused on strengthening Australia's mid-tier defence industry. We were encouraged to see this recognised as a priority within the 2026 Defence Industry Development Strategy, reflecting the critical role that capable, scalable Australian companies play in delivering sovereign industrial capability.

Collaboration and international partnerships are essential if Australian businesses are to achieve the scale and competitiveness required in today's market. DTC remains committed to supporting companies to become more competitive, better connected and better positioned to secure opportunities both domestically and internationally.

The year also brought some of the most significant structural changes to the defence sector in decades. The Government outlined plans for the Defence Delivery Group, transitioning to the Defence Delivery Agency in 2027, while also releasing the updated National Defence Strategy, Integrated Investment Program and Defence Industry Development Strategy.

Throughout these developments, DTC has maintained a strong advocacy role, providing members with a collective voice and ensuring government receives timely industry feedback. A consistent message remains that increased defence spending does not automatically translate into accessible opportunities for Australian industry. Ensuring that investment results in meaningful participation for capable local businesses continues to be a key focus of our engagement efforts.

AUKUS, Advocacy and International Engagement

During the year, DTC further strengthened its role as a trusted connector between members, Defence, government, prime contractors and international partners. Our focus has extended beyond facilitating individual engagements to building long-term relationships that create enduring opportunities for industry.

We have continued to deepen connections across the AUKUS enterprise while maintaining engagement with senior military leaders, public servants, industry executives and political representatives in Australia and overseas. Engagements in Canada, the United States and the United Kingdom have further enhanced DTC's national profile and international standing.

The Board has also supported a stronger export-focused agenda. Insights gained through senior-level engagement in Canberra and abroad have reinforced the importance of helping Australian companies understand international markets, establish trusted partnerships and position themselves within allied supply chains.



CEO Report (cont)

The success already being achieved by members such as Century Engineering and PMB Defence in international markets demonstrates both the capability of Australian industry and the value of sustained global engagement. DTC remains committed to helping more members follow similar pathways to growth and export success.

Looking Ahead

South Australia will always remain at the heart of the DTC, and we will continue to strengthen our national role in a way that reinforces the state's position within Australia's defence industrial ecosystem.

A stronger national defence industry benefits South Australian businesses. Greater collaboration, strategic partnerships and closer alignment with interstate defence industry associations will improve representation, expand opportunities and deliver greater value for members.

As we mark our 30th year, we are focused on operating more effectively, delivering greater member value, strengthening partnerships and diversifying revenue streams. The next phase of our journey is about turning strategic ambition into measurable outcomes for industry.

Thank you to our Board, DTC team, members and partners for your ongoing support and commitment. Together, we are building a stronger, more resilient and more sustainable Australian defence industry.



Libby Day
Chief Executive Officer
Defence Teaming Centre

2025 - 2026 Impact Statement

Defence Teaming Centre events and activities produced positive outcomes for industry 2025 - 2026

Defence Industry Policy and Advocacy

- Submissions and direct engagement to 2026 National Defence Strategy and Defence Industry Development Strategy
- Advocating with state and federal governments based on industry data and sentiment

Market Access

- Assisting 6 delegations from 14 North American and European countries, engaging with around 80 DTC members
- US market briefing ahead of major US trade shows
- Briefing on updated US Cyber Security and Export regulation
- Connecting directly with major US defence industry associations
- Market intelligence through international trade show attendance

Alliancing and Partnerships

- Building relationships with 3 US and 1 UK industry associations
- International introductions to member companies
- Creating engagement avenues for Prime Contractors and supplier members
- Developing collaboration and teaming models and programs
- 10 Primes engaged in collaborative projects

2267
Attending Defence Teaming Centre Member, Stakeholder and Collaboration Events

571
Attending 33 DTC Development Programs

348
Meetings with Members and Stakeholders

320
Personalised Introductions

80
Companies Highlighted to 6 International Delegations from 14 nations

Global Supply Chain and Exporting

- Inbound trade delegation engagement and pitchfests
- Market intelligence and connection
- Global Supply Chain awareness and readiness training
- Developing international industry relationships

Industry Development

- Increasing member market connection and readiness
- DIDS Mid-Tier 2a 2b growth pathway development
- Industry Leadership and Succession Program (DILP)
- Connecting Primes and Suppliers
- Member Trade Show planning and tactics
- Increasing Industry standards and regulation awareness
- Highlighting excellence through industry awards

Workforce and Skills

- Advocating for defence industry workforce development via South Australian Skills Commission Defence and Space Industry Council
- Highlighting defence industry as employer of choice
- Promoting defence and industry training and workforce initiatives
- Training 46 next generation leaders through Defence Industry Leadership Program (DILP)
- Teaming with Veterans SA for Veteran DILP Scholarship

Connecting

Connecting industry with the information, support and market access you need to develop and grow.

571
Attending 33 Workshops, webinars and information sessions

80
Local companies highlighted to 6 international delegationss from 12 nations

348
Meetings with Members and Stakeholders including 320 business introductions

297
People attended 4 Connect@DTC networking events

124
People attended Defence 101 online sessions supporting businesses new to the sector

Connect@DTC Networking Events

Throughout the year DTC delivered four Connect@DTC networking events across Adelaide, providing members with valuable opportunities to build connections, exchange knowledge and engage with emerging defence industry priorities.

Attracting a total of 297 attendees, these events brought together industry representatives to discuss strategic topics including the new DTC Strategy, outcomes from DSEI and the Defence SA UK Trade Mission, and opportunities arising from AUKUS.

The events also provided a platform for industry collaboration, including the launch of the partnership between Assystem and Shoal Group focused on AUKUS Pillar I nuclear systems expertise. Through these engagements, members expanded their professional networks, gained insights into key industry developments, and explored opportunities for collaboration and business growth across the defence sector.









International Delegations

The Defence Teaming Centre facilitated a series of international engagement activities that connected South Australian defence companies with global primes, industry associations, economic development organisations, and diplomatic representatives.

Through tailored industry engagement programs, capability briefings, business-to-business meetings and targeted networking opportunities, South Australian companies were able to showcase their expertise, strengthen international relationships, and increase visibility in key defence markets.

The DTC facilitated and supported international engagement activities with the following organisations:

- Virginia Economic Development Partnership (USA) Delegation
- Marine Machinery Association (USA) Delegation
- Hampton Roads Alliance (USA) Delegation
- Hui Huliau (Hawaii, USA) Delegation
- MBDA UK South Australia Industry Engagement Day
- European Union Heads of Mission Delegation (Austria, Belgium, Cyprus, Denmark, Ireland, Italy, Lithuania, Malta, Netherlands, Poland and Spain)





Key outcomes:

- 19 South Australian SMEs introduced to MBDA UK through capability presentations and business-to-business meetings.
- 16 South Australian companies showcased their capabilities to European Union diplomatic representatives.
- New international business relationships and collaboration opportunities established.
- Four countries identified as potential future inbound delegation partners over the next 12 months.
- Increased global visibility of South Australia's defence industry capabilities and export potential.



Executive Forums

Exchanges at a senior level remain a priority for the Defence Teaming Centre and our members, capturing sentiment and issues as topics for advocacy, research and industry development programs.

The Defence Teaming Centre hosted four exclusive Executive Forums, providing senior industry leaders with a trusted environment to discuss strategic issues impacting the defence sector.

The forums enabled members to share perspectives, identify emerging opportunities and challenges, and contribute directly to discussions on topics including the Mid-Tier market, international engagement opportunities and insights from DSEI and UK-focused activities.

The feedback and intelligence gathered through these forums strengthened DTC's advocacy efforts and informed engagement with State and Federal Government and key stakeholders.

Executive Forums Delivered

- DSEI and UK Focus - exporting to the United Kingdom and Europe
- The Missing Middle (Mid-Tier) - growing and strengthening the mid-tier supplier base of the Australian defence industry
- International Defence Industry Engagements and Member Feedback

Defence 101 Introduction To Defence Industry Online Sessions

The Defence 101 Introduction To Defence Industry online session is one of the Defence Teaming Centre's most popular programs, and an important "first contact" mechanism to attract new members.

The program provides participants with a practical introduction to the Australian defence landscape, procurement environment, key stakeholders and industry opportunities, helping to build a stronger understanding of how to engage successfully with the defence market. As an introduction to how Defence and the defence industry work, it:

- Provides new market entrants with a step-by-step process and connections with which to become established in the industry.
- Introduces new companies to the DTC, through a free offering which positions DTC as a credible source of practical industry information.
- Involves existing companies and partners providing pertinent education to others, demonstrating the DTC's industry reach and connection, and the collegiate ethos of the membership
- Offers an opportunity to brief new and existing companies on the DTC's other major events and activities, to encourage membership enquiries and renewals.

The DTC delivered five online Defence 101 Introduction To Defence Industry online sessions, with 124 people attending to increase their understanding of the defence sector.

Importantly, attendance in the second half of the financial year increased by 70% over the first half, as the Defence Teaming Centre is more vigorously marketing Defence 101 as an introduction to both the defence sector and the Defence Teaming Centre.

Connecting

Workshops and Webinars



More than 570 people attended the 33 workshops, webinars and information sessions DTC delivered this financial year, to build capability, improve business readiness and strengthen the competitiveness of South Australian defence companies.

Covering topics from trade show preparation to export controls, cybersecurity and international market opportunities, they provided members with practical knowledge and tools that could be applied directly within their organisations.

Workshops and Webinars Delivered











- Indo Pacific 2025 Quad Chart & Trade Show Workshop
- Tradeshow Pitch Masterclass 1 and 2
- DTC Strategy 2025-2028 Member Presentations 1, 2 and 3
- Defence Industry Leadership Program (DILP) Information Sessions 1 and 2
- Demystifying Essential Eight Maturity Level 2 Cybersecurity Breakfast
- Cybersecurity Maturity Model Certification (CMMC) Workshop
- Lean Six Sigma Yellow Belt Webinar and Workshop
- Hampton Roads Alliance - US Defence Maritime Market Briefing
- Exporting Tips & Tricks Webinar
- Business Development Webinar
- MyEmpire Lunch & Learn: AI Ambition to Securing in Practice
- ITAR/EAR Webinar

Defence Leaders Breakfast



The Defence Leaders Breakfast provided DTC members with direct access to senior national and South Australian defence leaders, offering valuable insights into the strategic direction of Australia's defence capability priorities.

Attended by 150 industry representatives, the event explored the implications of the National Defence Strategy and Integrated Investment Program.

The event provided an understanding of emerging opportunities, investment priorities and the future operating environment for defence industry.

The event also strengthened engagement between industry and government, with members hearing directly from key decision-makers, including the then newly-appointed South Australian Minister for Defence Industry, The Hon. Chris Picton MP.

The event enhanced industry awareness, supported strategic business planning and strengthened connections across the defence ecosystem.



"The NDS and IIP outline a faster, more focused approach to capability delivery. They recognise that Defence can't operate in isolation – it must work alongside industry, state governments and our research sector as part a national defence ecosystem."

The Hon. Chris Picton MP: Minister for Defence and Space Industries, speaking at the Defence Leaders Breakfast

"Army has recognised that we need to do things somewhat differently, with how we purchase equipment to get it into the hands of soldiers faster."

Panel Member: Brigadier Corey Shillabeer CSC Commander 10th Fires Brigade, Australian Army, speaking at the Defence Leaders Breakfast

Connecting

2025 Defence Industry Dinner and Awards Ceremony



The Defence Teaming Centre's Defence Industry Dinner and Awards Ceremony is the premier annual gathering of South Australia's defence industry, and the DTC's largest single event.

It brings together industry leaders, government representatives and key stakeholders to celebrate achievement, strengthen relationships and recognise excellence across the sector.

In 2025, more than 600 attendees participated in the event, creating valuable opportunities for networking, collaboration and engagement.

The event showcased outstanding contributions to the defence industry through the DTC Defence Industry Awards program, recognising innovation, business transformation, collaboration and individual achievement.

The event also provided attendees with insights from government and industry leaders, while demonstrating the defence sector's commitment to supporting the wider community through fundraising for Andrew Russell Veteran Living (ARVL), which assists veterans experiencing or at risk of homelessness.



The Hon. David Fawcett,
Tony Martin Defence Industry Achievement Award Recipient

Defence Industry Award Winners

Innovation SHOAL

Transformation & Change consunet

Collaboration AIMPOINT RTO - 45936 ARES ARMAMENTS AUSTRALIA

The Tony Martin Defence Industry Achievement Award was presented to the Hon. David Fawcett.

600+	15	4
Attending	Sponsors / Partners	Major Awards

Developing

Developing members through briefings, programs, training and awareness.

571
Attending 33 Workshops, webinars and information sessions

46
Defence Industry Leadership Program participants for 2026

320
Personalised Introductions

70+
Meetings between suppliers and Primes at Indo Pac 2025

64
Defence Industry Leaders Participating in specialist DTC Executive Forums

Capability Development



The Capability Development team successfully delivered the first year of activities under the Defence SA funding agreement, focused on strengthening sovereign industrial capability, enhancing member competitiveness, and creating pathways to domestic and international defence opportunities.

Efforts were concentrated across three priority areas: Mid-Tier Industry Uplift, Supplier Capability Development, and Prime Contractor Engagement, supporting a stronger and more globally competitive defence industry ecosystem.



Mid-Tier Industry Uplift

A key focus was the development of the Mid-Tier Uplift Program, aligned with DTC's objective to grow the defence mid-tier sector and strengthen industry participation. Through engagement with industry leaders, Defence and government stakeholders, DTC identified critical enablers for mid-tier growth, including capability aggregation, sovereign industrial development, export readiness and participation in major initiatives such as AUKUS.

Insights gathered through these consultations have informed a framework that will guide future industry development and international engagement activities.



Supplier Capability Development

DTC continued to deliver practical capability-building programs designed to improve business maturity, supply chain readiness and export preparedness. The Defence 101 Program remains a leading entry point for organisations seeking to engage with the defence sector and is increasingly being adopted by larger organisations as part of workforce development initiatives.

Additional workshops and industry development activities supported capability growth across export readiness, supplier development, leadership, workforce capability, cyber security, advanced manufacturing and digital transformation. Strong participation highlighted continued industry demand for support in cyber resilience, artificial intelligence adoption, workforce development and international growth.

Developing

Prime Engagement and Supply Chain Participation

DTC maintained strong engagement with major defence primes and international industry partners to improve supplier access to opportunities and strengthen supply chain capability. Collaborative initiatives with leading defence organisations focused on supplier uplift, cybersecurity maturity, business resilience and participation in major Defence and AUKUS-related programs.

Strategic Impact

Capability Development activities have strengthened industry capability, improved supplier readiness and expanded access to domestic and international opportunities.

The continued participation of major defence organisations in DTC programs reflects strong confidence in DTC's role as a trusted connector between industry, Defence, government and prime contractors, and its contribution to the growth of Australia's sovereign defence industrial base.





The Defence Teaming Centre engaged with Prime Contractors on collaborative initiatives.

BAE SYSTEMS
ASC Australia's Submarine Company
Babcock
Raytheon Australia
LOCKHEED MARTIN AUSTRALIA
L3HARRIS™
HII
MITSUBISHI HEAVY INDUSTRIES
KONGSBERG
SAAB

Defence Industry Leadership Program (DILP)



The Defence Teaming Centre, supported by the South Australian Government through the Defence Industry Workforce and Skills Action Plan, continued to strengthen leadership capability across Australia's defence sector through the Defence Industry Leadership Program (DILP) in 2025-26.

DTC recorded the highest demand in the program's 16-year history and responded by delivering DILP2026 across two cohorts, supporting 46 participants from defence SMEs, prime contractors, Defence, government and supporting organisations.

DTC continued to strengthen the diversity of the defence leadership pipeline through strong female and veteran participation. In partnership with Veterans SA, DTC also launched a pilot scholarship program that enabled two veterans to participate in DILP2026.

To ensure the program remains aligned with industry needs, DTC introduced several enhancements. DTC launched the new Leadership Under Pressure initiative, giving participants the opportunity to apply leadership skills in realistic, high-pressure scenarios reflective of the defence environment. The initiative strengthened decision-making, communication and leadership effectiveness in complex operating environments.

DTC also introduced a structured peer coaching model that enabled participants to address workplace challenges through facilitated coaching discussions. By complementing individual leadership coaching, the model encouraged reflection, accountability and peer learning while improving the practical application of leadership concepts.

As part of the program, the DILP2025 cohort participated in immersive leadership experiences, including industry visits to ASC and BAE Systems Australia and the program's inaugural Canberra field trip. Participants engaged directly with senior Defence, government and industry leaders, including Australia's Minister for Defence Industry the Hon Pat Conroy MP, gaining valuable insights into Australia's strategic defence environment and modern leadership challenges.

The DILP2025 cohort achieved a 100% completion rate, contributing to a growing alumni network of more than 400 defence industry leaders and reinforcing DILP's position as a leading leadership development program for Australia's defence industry.





Defence Industry Leadership Program veteran participants Ross Neuwirth-Tindale and Danny Talbot, both recipients of the inaugural DTC / Veterans SA DILP Scholarship program, placed a wreath at the Australian War Memorial during the 2026 DILP field trip to Canberra.



Participant Daniel Bryan (Lockheed Martin Australia) was recognised as the recipient of the 2025 DILP Achievement Award, acknowledging his outstanding commitment to the program and leadership development throughout the year.

Defence Industry Leadership Program

Advocating

Advocating as an informed and respected voice for Australia's defence industry, based on member data and insights.

2
Submissions to National Defence Strategy and Defence Industry Development Strategy

20+
State and Federal Government agencies engaged across innovation, workforce development and industry issues

30+
Defence Industry development initiatives supported across AUKUS, Mid-Tier suppliers and Workforce Development

Throughout FY2025/26, DTC strengthened its position as a trusted voice for the defence industry.

- maintained strong bipartisan engagement with Federal and State Government stakeholders
- advanced mid-tier industry development initiatives
- contributed to discussions aligned with the Defence Industry Development Strategy (DIDS) and AUKUS priorities
- facilitated international engagement opportunities to strengthen access to AUKUS and allied market opportunities
- respresented member interests through strategic partnerships and industry forums.



Key achievements included:

- Sustained engagement with government stakeholders to ensure member priorities and industry challenges were represented in relevant discussions
- Strengthening DTC's policy influence and industry leadership through active participation in strategic defence initiatives and partnerships.
- Supporting member access to global defence opportunities and supply chains through international engagement activities, including DSEI, Sea Air Space and CANSEC.
- Championing workforce, skills and industry development initiatives to support the long-term growth and sustainability of the defence sector.



The Defence Teaming Centre made formal submissions to the National Defence Strategy and Defence Industry Development Strategy released in 2026

Government of South Australia | South Australian Skills Commission

AmCham

- AMCHAM South Australia Council
- National AMCHAM Defence Committee

Strategic Alliances

Throughout FY2025/26, DTC strengthened its network of strategic alliances to create new opportunities for members, enhance industry advocacy and expand access to international defence markets. Engagements associated with DSEI London, Sea Air Space, CANSEC and related trade missions strengthened connections with key defence markets across the UK, US and Canada, while reinforcing DTC's role in supporting member participation in allied supply chains and emerging AUKUS opportunities.

DTC further expanded its influence through partnerships that strengthened DTC's advocacy capability and ensured member perspectives were represented in discussions shaping the future of Australia's defence industrial base.

Key Outcomes

- Expanded international engagement opportunities for members across AUKUS and allied markets.
- Strengthened relationships with strategic international partners in the UK, US, Canada and Europe.
- Increased DTC's influence through participation in national industry, skills and policy forums.
- Enhanced pathways for SMEs to access global defence supply chains, market intelligence and export opportunities





Defence Teaming Centre alliances and relationships are avenues for industry advocacy

Financials

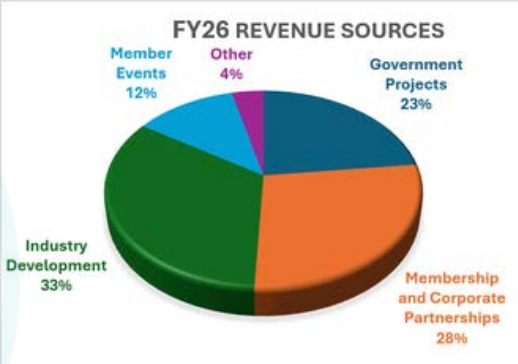
Profit and Loss Statement

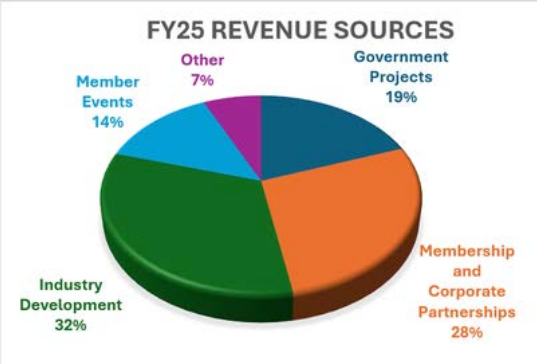
Profit & Loss Statement	2025/26	2024/25	Change
Operating Revenue	1,919,674	1,986,449	-3%
Operating Expenses	-1,858,402	-2,018,416	-8%
Profit/(loss) for the year	**61,272**	**-31,967**	**93,239**

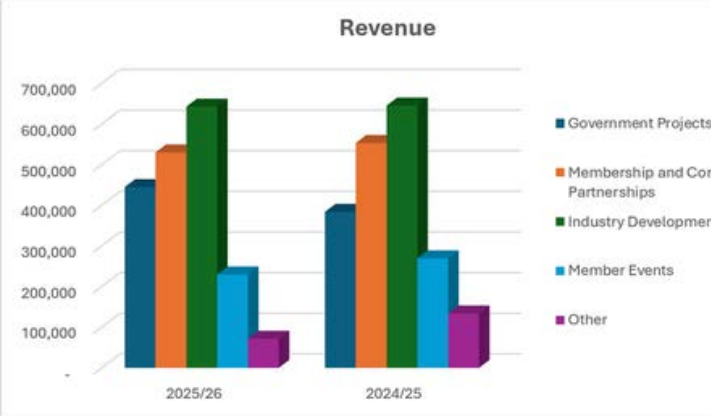
Balance Sheet

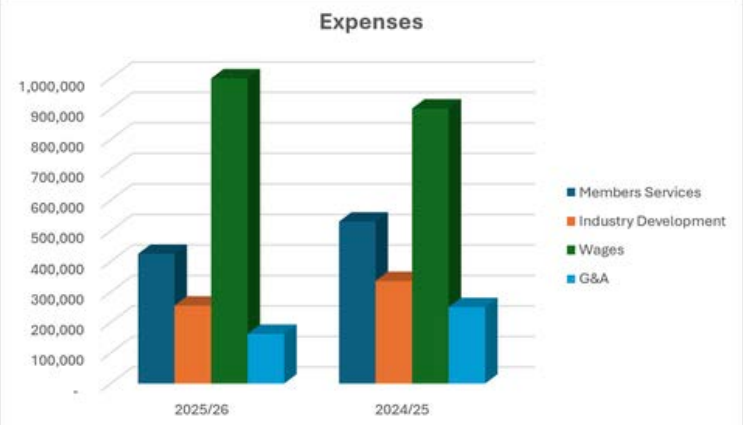
Balance Sheet	2025/26	2024/25
Total Current Assets	1,109,024	1,084,017
Total Non-Current Assets	74,484	37,713
Total Assets	1,183,508	1,121,730
Total Current Liabilities	727,223	761,539
Total Non-Current Liabilities	34,822	-
Total Liabilities	762,045	761,539
NET ASSETS & RETAINED MEMBERS FUNDS	**421,463**	**360,191**

Financials


FY26 REVENUE SOURCES
Member Events 12%
Other 4%
Government Projects 23%
Industry Development 33%
Membership and Corporate Partnerships 28%


FY25 REVENUE SOURCES
Other 7%
Government Projects 19%
Member Events 14%
Membership and Corporate Partnerships 28%
Industry Development 32%


Revenue
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
2025/26
2024/25
Government Projects
Membership and Cor
Partnerships
Industry Developmer
Member Events
Other


Expenses
1,000,000
900,000
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
2025/26
2024/25
Members Services
Industry Development
Wages
G&A

Board Members

CURRENT BOARD MEMBERS



Michael Hartas
Chair



Travis Shueard
Vice-Chair



Duncan Milne
Treasurer



Allan Dundas
Board Director



Adam Levi
Board Director



Celanie Meyer
Board Director



Henry Atkins
Board Director



Peter Richings
Company Secretary



Emilio De Stefano
Board Director



Andy Semmler
Board Director



Tony Kyriacou
University Appointed
Board Director

Thank you to the following past Board Members for their service during the FY 2025-2026



Tom Tizard
Board Director



Naomi Smith
Board Director



Jennifer Burgess
Board Director



Dr Sharon Mascall-Dare OAM
Board Director



Wendy Smith
Board Director



Jeffrey Wojtiuk
Board Director

FY 2025-2026 Board and Committee Attendances

Board Meetings

Name	Attended	Apology	Total
Mike Hartas	5	0	5
Travis Shueard	4	1	5
Duncan Milne	5	0	5
Adam Levi	5	0	5
Sharon Mascall-Dare OAM	3	1	4
Henry Atkins	5	0	5
Allan Dundas	5	0	5
Celanie Meyer	4	1	5
Wendy Smith	4	0	4
Peter Richings	4	1	5
Tony Kyriacou	4	0	4
Emilio De Stefano	4	0	4
Andy Semmler	2	2	4
Jeffrey Wotjiuk	1	4	5
Tom Tizard	2	0	2
Naomi Smith	2	0	2
Jennifer Burgess	1	1	2

Finance Audit & Risk Committee Meetings

Name	Attended	Apology	Total
Duncan Milne	5	0	5
Peter Richings	1	2	3
Jennifer Burgess	1	1	2
Jeffrey Wojtiuk	1	4	5
Wendy Smith	3	2	5
Allan Dundas	2	1	3

Strategic Advisory Committee Meetings

Name	Attended	Apology	Total
Adam Levi	3	0	3
Tom Tizard	1	0	1
Celanie Meyer	3	0	3
Allan Dundas	1	1	2
Sharon Mascall-Dare OAM	0	2	2
Andy Semmler	1	0	1
Emilio De Stefano	1	0	1
Henry Atkins	1	0	1

Nominations Committee Meetings

Name	Attended	Apology	Total
Allan Dundas	4	0	4
Henry Atkins	4	0	4
Peter Richings	3	1	4
Celanie Meyer	3	1	4

Member Anniversaries

The DTC is extremely grateful to all our members, including our longstanding members whose dedication and commitment to the industry is appreciated. We highlight the members who have reached significant milestones for FY 25-26.

20 Year Anniversary

inventure PARTNER

15 Year Anniversary

CEA TECHNOLOGIES

VOCUS

10 Year Anniversary

DCI Data Centers

Axant ADVISORY

EPTEC

REALM Solutions for the Future

OMT

St PATRICK'S Technical College

Partners and Supporters

Prime Supporters

ASC Australia's Submarine Company

BAE SYSTEMS

LOCKHEED MARTIN AUSTRALIA

Gold Partners

ADCG Defence and Government Ready

Commonwealth Bank of Australia

Defence Health

Silver Partners

ADELAIDE FILM WORKS

Microsoft

WilliamBuck ACCOUNTANTS & ADVISORS

Bronze Partners

NHP

PAE PORT ADELAIDE ENFIELD

REDBACK By SGS

Defence Teaming Centre Staff



Chief Executive Officer
Libby Day



General Manager
Kerryn Smith



Manager Industry Development
Rowena Le Quesne



Head of Member and Partner Services
Melanie Read

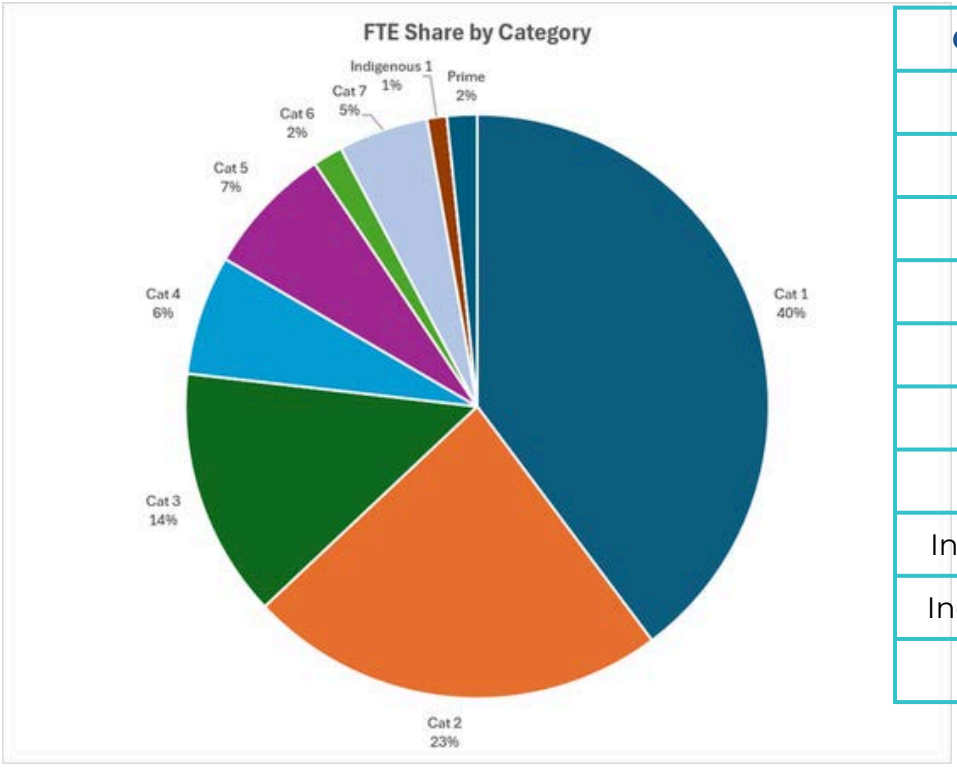


Senior Marketing and Communications Lead
Philip Smart



Marketing, Communications and Events Coordinator
Amanda Carragher

Member Snapshot as at 30 June 2026



Category	FTE
Cat 1	1-5
Cat 2	6-15
Cat 3	16-25
Cat 4	26-50
Cat 5	51-100
Cat 6	101-200
Cat 7	200+
Indigenous 1	1-5
Indigenous 2	6-15
Prime	

Defence Teaming Centre
Connecting • Developing • Advocating

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