

GREAT SOUTH



Southland Regional Development Agency

2024/2025 Annual Report

FOR YEAR END 30 JUNE 2025



COMPANY DIRECTORY

SOUTHLAND REGIONAL DEVELOPMENT AGENCY LIMITED

Trading as Great South
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DIRECTORS

Ian Collier (Chair), Jason Franklin, Jeff Grant, Lucy Griffiths, Maria Pera, Peter Heenan and Rachel Lindsay

REGISTERED OFFICE

Southland Regional Development Agency Limited
143 Spey Street, Invercargill

BANK

Westpac New Zealand Limited

AUDITORS

KPMG (on behalf of the Office of the Auditor General)

SHAREHOLDERS AND MEMBERS

Class A Shareholders

Invercargill City Council
Southland District Council
Gore District Council
Environment Southland

Class B Shareholders

Invercargill Licensing Trust
Mataura Licensing Trust
Southland Business Chamber
Southern Institute of Technology

Members

Community Trust South

LEGAL STATUS

Southland Regional Development Agency Limited (“SRDA”) was incorporated in New Zealand on 29 March 2019 under the Companies Act 1993 (NZBN 9429047359185).

COMPANIES OWNED BY SOUTHLAND REGIONAL DEVELOPMENT AGENCY LIMITED

Space Operations New Zealand Limited – 100%

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Chair's message

This is the first year for some time that we have not had Tiwai Smelter at the top of our priority list and that is something we need to celebrate. Like most businesses, heading into FY25 Great South was faced with a number of challenges including budget constraints which required a review and reset of our operational structure. This was probably the most difficult change we made internally since the organisation was formed in 2019 and to be honest, the entire team were relieved when it was completed.

It has been incredibly useful having the Southland regional plan 'Beyond 2025' as our guiding document. During the 2024/25 fiscal year we made significant progress on each of the key projects we had targeted. We launched the Data and Insights Southland Hub (DISH), which is already proving to be an invaluable tool for many businesses and we made some excellent progress on other initiatives including data storage, space operations, establishment of a regional housing forum/regional digital housing portal, and a regional aquaculture pathway which was officially launched in September this year.

The loss of Air New Zealand's direct Wellington-Invercargill flight was a huge blow to us as a region, and this is something we will be looking to address as a priority alongside other regional stakeholders. The loss of this service has had a material impact on business and leisure travel and makes it more difficult to attract conferences and events to the region. Despite this setback, the Southland agricultural sector is delivering outstanding results, something we are extremely thankful for as it provides improved opportunities for farmers to invest back into their land and stock and generates much needed economic activity across the many businesses that support the broader farming community.

Our visitor proposition for Murihiku Southland is stronger than ever with a vastly improved central city retail precinct, more quality accommodation being opened and some new tourist experiences for people to enjoy when they visit. Conferences and events continue to be essential to our visitor economy, and we will be placing even more emphasis on this area moving forward.

Space Operations NZ Ltd continued to perform strongly over the last year, expanding its operational footprint and securing new business opportunities. This business presents one of our best opportunities to attract and employ highly qualified professionals and their families to the region. Further growth and expansion of the aquaculture sector is also something that we are looking forward to supporting moving forward as it brings people to the region and supports many of our smaller businesses.

Last year, we undertook several initiatives to improve governance at Great South. Through internal and external surveys of the board we were able to understand the skills and capabilities that sit around the governance table, identifying and acting on opportunities to improve. We also supported an Executive Masters student to review the governance procedures at Great South. We expect to be presented with the findings of this review in December 2025.

Finally, I would like to pass on my sincere thanks and appreciation to the Great South board of directors, our shareholders and the Great South team. Together we will continue to progress regional development opportunities for our region.



Ian Collier
Great South Board Chair

**Mātai ki te Tonga
Te māhirahira a Tamarereti
Whakawhiti Te Moana Tapokapoka a Tawhaki
Ara te Kurakura o Hinenui te pō
Whakahoki ma te hau nui a Rakamaomao
Ki te muramura a Rakitamau
Whitianga Te Ara a Kiwa
Anei te mahi a Tuterakiwhanoa
Ki uta, ngā puna o Rākaihautū
Ki uta, ngā ngahere a Kahukura
Ki tai, ngā mahinga kai a Marokura
Te mana o Murihiku
Auē**

**Gaze to the south
The curiosity of Tamarereti
Across the great southern ocean of Tawhaki
There are the quivering lights of the Aurora
Return on the great wind Rakamaomao
To the blushing isle of Rakiura
Cross the pathway of Kiwa
Here are the works of Tuterakiwhanoa
Inland are the waters of Rākaihautū
The forests of Kahukura
Return to the bountiful foodbaskets of Marokura
Alas this is Murihiku**

Chief Executive’s message

This past year has been one of renewal and achievement for Great South, as we refocused our efforts on our core purpose: supporting the growth and wellbeing of Murihiku Southland. While change is never easy, the process of restructure provided us with clarity and renewed focus, allowing us to rebuild and strengthen our role as the region’s development agency.

Throughout the year, we have worked hard to deliver outcomes that matter. Our regional promotions activity has raised Southland’s profile nationally and internationally, from securing Fiordland’s inclusion in the world-first Minecraft tourism campaign to launching the collaborative “One Trip to See It All” initiative with Southern Way partners and Air New Zealand.

Locally, events such as CareerFest and city centre activations have helped build vibrancy, while the new Regional Events Calendar has created a one-stop hub connecting communities with over 200 events. Community sentiment research has also shown strong support for tourism, reinforcing that growth must continue in a way that works for Southlanders.

We have also made significant progress in regional development leadership. The launch of the Data Insights Southland Hub (DISH) has transformed access to data, providing a trusted evidence base for planning across housing, workforce and the environment.

The Murihiku Southland Regional Housing Forum and launch of the Build Southland website have brought stakeholders together to address housing challenges and highlight innovative solutions, while work continues on the development of the Aquaculture Pathway - a framework to ensure this emerging industry grows sustainably and delivers benefits across the region.

Through our business support services, we have continued to walk alongside local enterprises, providing tailored advice, coaching and connections to national expertise. From helping new ventures take their first steps to enabling established businesses to innovate and grow, Great South has been there to provide practical tools and guidance.

High-profile events such as the AI for Business Owners workshop and Dr Michelle Dickinson’s (Nano Girl) keynote have further inspired businesses to embrace change, adapt with confidence and seize new opportunities.

Sustainability has been another area of real momentum. Through our Net Zero Southland programme, we have supported businesses to reduce emissions and adopt new technologies. Within our own organisation, we achieved a 26% reduction in emissions compared with our baseline year and retained EKOS carbon certification for the second year running, demonstrating that we are leading by example.

None of these achievements would have been possible without the expertise provided by the Board of Directors, the dedication of our staff and the support of our partners. I want to acknowledge the energy, proficiency and resilience shown by the Great South Board of Directors and team, as well as the commitment of our many partners and collaborators across iwi, local and central government, business, and community organisations. Together, we are making a real difference for Murihiku Southland.

As Chief Executive, I am proud of what Great South has delivered this year. With strong partnerships, clear direction and a focus on impact, we will continue to grow our region’s strengths, ensuring Murihiku Southland thrives as a resilient, sustainable and future-ready region.



Chami Abeysinghe
Great South Chief Executive

Key Achievements from FY 2024/2025

Regional Development Leadership

- Designed and developed Data Insights Southland Hub (DISH) and produced quarterly reports providing Economic, Housing and Tourism data
- Hosted the inaugural Murihiku Southland Regional Housing Forum and launched Build Southland website
- Developed the Murihiku Southland Aquaculture Pathway

Regional Promotion

- Hosted the Tourism Export Council’s national conference in Invercargill
- Supported securing Fiordland in Tourism New Zealand’s Minecraft Campaign.
- Hump Ridge Track recognised as New Zealand’s newest Great Walk
- Delivered Kidzone in July 2024 and supported Burt Munro Challenge in February 2025



Business Support & Diversification

- Designed and published Murihiku Southland Business Guide
- Delivered CareerFest Southland attracting over 2,700 attendees
- Delivered keynote events including AI for Business Owners and Dr Michelle Dickinson’s presentation on “Rewiring for the future”
- Completed the Southland Mobile Connectivity Study identifying gaps in the mobile network across the region

Net Zero Southland

- Completed interim report for the 2024 Emissions. Final report was pending the release of data from MPI
- Completed a spatial plan identifying suitable renewable energy generation locations
- Analysis of livestock changes and agricultural data

About us

Great South, Southland Regional Development Agency, is responsible for economic development and promotion of Murihiku Southland.

This involves managing Murihiku Southland's Regional Tourism Organisations (RTOs) and central government's Regional Business Partner (RBP) network, as well as delivering a range of events, regional initiatives, and government-funded contracts that pave the way for development. Through the essential support provided to Murihiku Southland, Great South provides a unified voice for the region, establishing a strong platform for regional success and takes strides towards its vision of even better lives through sustainable development.

Great South is a council-controlled organisation, jointly owned by Invercargill City Council, Southland District Council, Gore District Council, Environment Southland, Invercargill Licensing Trust, Maitauru Licensing Trust, Southland Business Chamber, SIT | Te Pūkenga and member organisation Community Trust South.

Established in March 2019, we began full operations in July that year. We receive funding from our shareholding Councils to cover core operational costs as well as contract service delivery funding, from Central Government agencies who contract Great South to perform specific services, as well as from private sector partners.

Great South also owns Space Operations New Zealand Limited, making it a council-controlled trading organisation as defined in section 6 of the Local Government Act 2002. It has its own Board of Directors and CEO and produces its own Statement of Intent.

CONSTITUTION OBJECTIVES

1. Achieve the objectives of our shareholders, both commercial and non-commercial
2. Be a good employer
3. Exhibit a sense of social and environmental responsibility
4. Conduct our affairs in accordance with sound business practice

GREAT SOUTH GOVERNANCE

A Board of seven independent directors are responsible for the strategic direction of Great South and the initiatives it is involved with. The Board oversees the business undertaken by Great South in accordance with the Local Government Act 2002, Companies Act 1993, the Company's Constitution and the Statement of Intent.

The Chief Executive is responsible for the day-to-day operations of Great South, including the management of staff and reporting to directors on the performance against set priorities.

Our vision

Our vision of 'even better lives through sustainable development' represents the ambitious goals of the Great South Board, its shareholders and the whole Murihiku Southland region. It speaks to the potential for Murihiku Southland to be recognised as the best place to live, work and play, and the sustainable approach that will be taken to make this happen.

Murihiku Southland has the drive, enthusiasm and leadership needed to establish itself on the world stage as a contemporary, connected and competitive place that is home to 'even better lives', and Great South is committed to achieving this vision.

Our priorities

▼ Regional leadership

Provide leadership for the region, advocating, planning and representing Murihiku Southland nationally

▼ Support business growth

Support the growth of the business sector in Murihiku Southland

▼ Promote the region

Promote Murihiku Southland as a great place to live, work and visit

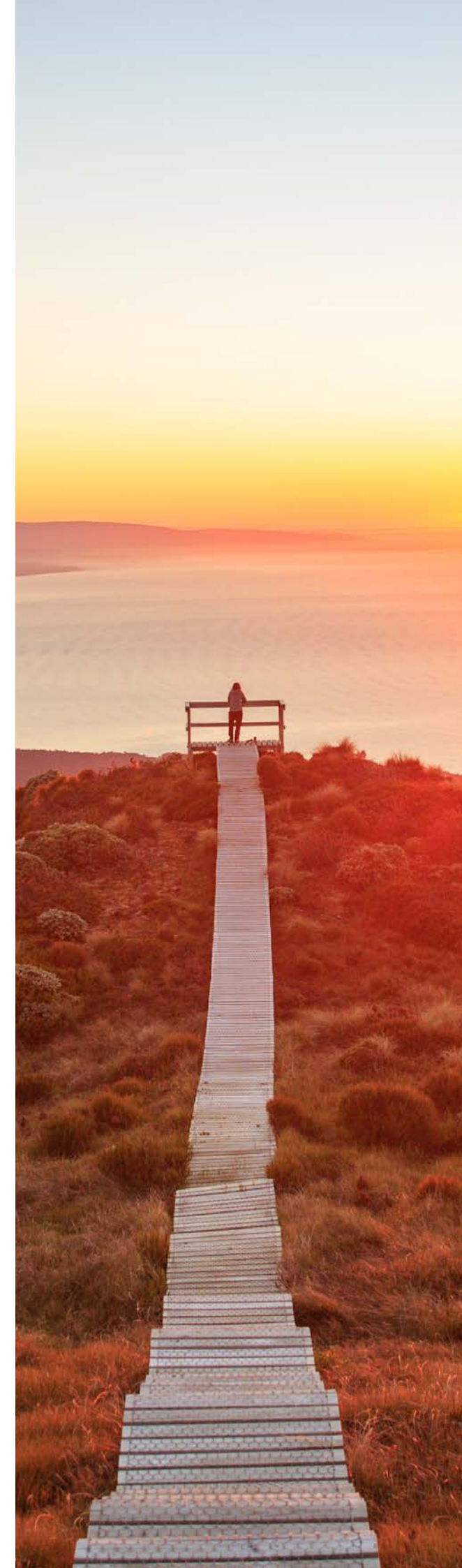
▼ Diversify the economy

Investigate and support opportunities to diversify the Murihiku Southland economy

▼ Support environment and climate action

Lead Murihiku Southland towards achieving climate reduction targets

Even better lives through
sustainable development



What we value

KAITIAKITANGA

We see ourselves as guardians of this place and are serious about our responsibility to protect our home for future generations. We are committed to ensuring our people and place continue to thrive.

SOUTHLAND PROUD

At the core of every successful region, you will find people who passionately contribute to the growth of the place they call home. Murihiku Southland is no different. We are proud of where we come from and are excited to play a part in helping our region achieve its potential.

SUSTAINABILITY

Our natural environment is unique, attracting people from all over the world. We're realistic about our future and know that adopting a sustainable approach, from both an environmental and longevity perspective, is fundamental for the future success of this region.

HERITAGE

We have a long and rich history. It is this history that has led us to where we are today and, as we move forward, we will continue to recognise and pay respect to our heritage and the journey we have taken so far.

BEING REAL

We embrace the region's strong entrepreneurial spirit where, if you can dream it, you can do it. We're not about the flashy stuff, we're real, down to earth, and committed to making great things happen.

QUALITY OVER QUANTITY

We focus on doing a smaller number of things well, rather than spreading ourselves too thinly. The nature of our involvement may vary across different regional initiatives, but we will at all times be committed to the development of the place we call home.

COMMUNITY SUPPORT

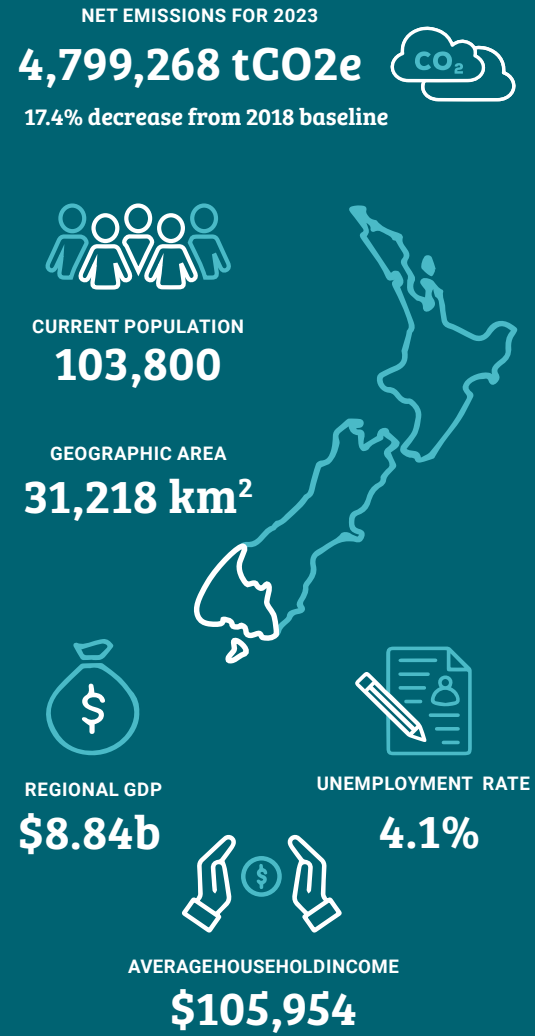
We know that it is only with the support of our communities that we will achieve our ambitious goals. We're committed to working together to develop a vibrant, diverse and thriving region, providing our communities with a strong foundation for the future.

SHAREHOLDER CONFIDENCE

We are committed to working with our shareholders to instil in them a confidence in both Great South and the future of this region. Together, we'll make great things happen for Murihiku Southland.



SOUTHLAND SNAPSHOT



Figures sourced from MBIE, Infometrics and Statistics New Zealand

Regional Development Leadership

Leading Regional Development

This year has been defined by progress on the big picture issues that shape Murihiku Southland’s future. From housing and data insights to aquaculture, Great South has focused on leading initiatives that strengthen the foundations of regional development. These are not quick wins, but long-term investments in the resilience and prosperity of our communities.

Regional development is about more than individual projects. It is about creating the conditions for people, businesses and communities to thrive. Through strong partnerships with iwi, local and central government and industry, Great South has continued to champion a

collaborative approach. By working together and thinking differently, we are positioning Southland to respond to challenges and seize opportunities in ways that deliver lasting benefits.

It is also about ensuring Southland’s voice is heard nationally. Whether through contributing evidence and insights to central government, advocating for regional needs, or showcasing the opportunities we have to offer, Great South plays an important role in raising the profile of Murihiku. The progress achieved this year demonstrates what is possible when our region comes together with a shared sense of purpose.

DATA INSIGHTS SOUTHLAND HUB (DISH)

The launch and rapid growth of the Data Insights Southland Hub (DISH) marks a step change in how Southland accesses and uses information. Designed to address long-standing gaps in data availability and consistency, DISH brings together diverse datasets into one central, easy-to-use digital platform. Covering people, economy and environment, it provides a single source of truth that underpins evidence-based planning and decision-making.

For councils, mana whenua, government agencies and businesses, DISH is already proving its value. The platform supports policy and strategy development, provides insights into economic performance, and helps track progress against regional priorities.

For local businesses, it highlights trends and opportunities that can inform growth strategies, exports and market development. By making this information publicly accessible, it also enables communities to better understand the region they live in and to actively engage with regional development conversations.

Beyond the technical capability, DISH is a symbol of collaboration. Its development has involved contributions from across the region, including iwi, councils, government, and industry partners, who share a common interest in improving access to reliable data. This collective approach has not only built a powerful tool for today but has also laid the groundwork for Southland to be recognised as a leader in data-driven regional development nationally.

As the platform matures, its influence will extend even further. Future enhancements will introduce new datasets and interactive features that will improve usability and relevance across different sectors.

By investing in these developments, Great South is ensuring DISH evolves as the needs of the region change, remaining a critical enabler of growth and resilience for years to come.



MURIHIKU SOUTHLAND REGIONAL HOUSING FORUM AND BUILD SOUTHLAND

Housing is one of the most pressing challenges facing Southland and Great South has been working to provide leadership on solutions.

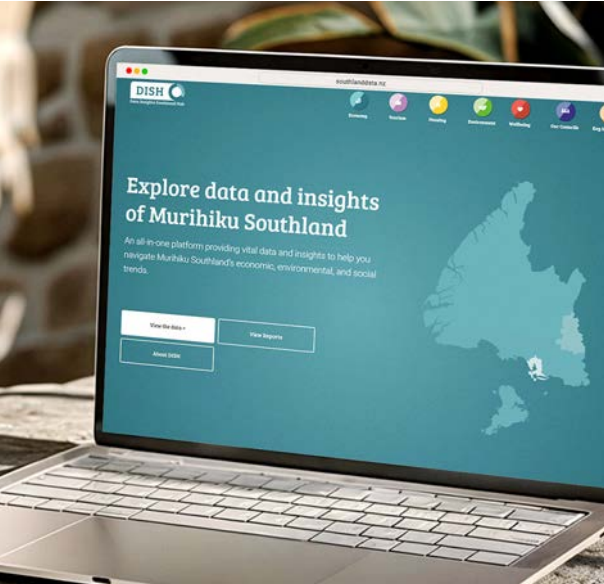
In June 2025, the Murihiku Southland Regional Housing Forum, held at Murihiku Marae in partnership with Waihōpai Rūnaka and local councils, brought together developers, planners, iwi, community leaders and businesses to explore practical responses. The theme, Thinking Differently Together, set the tone for an event focused on action and collaboration rather than just discussion.

The forum emphasised the critical role housing plays in enabling regional growth. With Southland’s population increasing and industries seeking skilled workers, diverse and affordable housing options are essential for attracting and retaining people. Discussions focused on broadening housing beyond the traditional quarter-acre model, aligning regulation and spatial planning to enable growth and recognising housing as an economic enabler. The opening of new papakāika and kaumātua housing at Murihiku Marae was a tangible example of innovation and partnership in action.

Alongside the forum, the launch of the Build Southland website provided a practical tool to support progress. Acting as a hub for information, case studies, and opportunities, Build Southland is designed to connect stakeholders and provide visibility of housing initiatives across the region. It reflects Great South’s role in enabling collaboration and ensuring that the good work already underway is recognised and built upon.

Looking forward, Great South will continue to ensure housing remains a priority on the regional agenda. The Forum will act as a catalyst for ongoing dialogue and new partnerships, while Build Southland will grow as a central platform to share progress and inspire fresh solutions.

Together, these initiatives represent a significant step towards ensuring that Southlanders have access to the housing they need, in communities that support growth, wellbeing, and opportunity.





AQUACULTURE PATHWAY

Southland's natural advantages make it one of the best-placed regions in New Zealand to lead the next wave of aquaculture development. With clean, cool waters and a long coastline, the region already contributes significantly to the national sector, around \$270 million annually and supporting more than 500 jobs. However, the potential is much greater and Great South worked closely with partners to shape the Murihiku Southland Aquaculture Pathway.

The pathway was co-designed with iwi, councils, government agencies, industry, and research institutions. Its purpose is to provide a framework that ensures aquaculture grows in a sustainable and coordinated way, with Southlanders at the centre. Early work has focused on mapping opportunities, identifying future infrastructure needs and engaging with communities and stakeholders to ensure their perspectives and aspirations are reflected in the plan.

While still in progress, the pathway is already informing broader conversations, such as the Southland District Council's spatial planning work. It is helping to explore scenarios for how aquaculture could evolve in Southland and what would be required to enable that growth.

Global demand for sustainable, premium seafood continues to grow, and Southland is well placed to respond. By creating a clear plan now, the region is positioning itself to attract investment, support innovation and ensure that benefits flow through to local communities. The aquaculture pathway is about preparing for a future where Southland is recognised not just as a food producer, but as a leader in sustainable, high-value aquaculture.

This work also highlights the importance of forward thinking in regional development. By identifying opportunities early and creating pathways for growth, Southland can stay ahead of national and international trends. Aquaculture is an example of how Great South is helping the region diversify its economy in ways that are future-focused, sustainable, and deeply connected to the strengths of our place.

From strengthening the region's data capability to addressing housing challenges and laying the foundations for a new aquaculture industry, Great South has provided leadership on some of Southland's most significant development priorities. These initiatives reflect a commitment to long-term, collaborative, and practical solutions that will shape the region's future.

As Murihiku Southland continues to evolve, Great South's role in convening partners, enabling evidence-based decision-making and championing innovative approaches will be more important than ever.

Together, these efforts ensure our region is not only well prepared for the challenges ahead but is also positioned to thrive, building a resilient and prosperous future for our communities.

Regional Promotion

Strengthening Southland's Profile:

Tourism has always been a cornerstone for diversifying Murihiku Southland's regional economy.

As the region's Regional Tourism Organisation, Great South has played a leading role in strengthening how Southland is promoted and experienced, ensuring the benefits of tourism are felt across our communities. From securing international exposure through innovative campaigns, to advancing the Murihiku Southland Destination Strategy, to celebrating the vibrancy of our region through events and activations, the breadth of work has been significant.

A consistent theme across all of this activity has been collaboration. Whether working alongside national partners such as Tourism New Zealand, joining forces with neighbouring Regional Tourism Organisations through the Southern Way alliance, or engaging with local businesses and communities, success has been achieved through collective effort. These partnerships have enabled Southland to tell its story on a much larger stage, reach new audiences, and build confidence in the region's long-term potential.

At the same time, there has been a strong focus on listening to and reflecting the views of our communities. Independent research has shown that Southlanders overwhelmingly recognise and value the benefits of tourism, while also highlighting priorities for how the sector should continue to grow in ways that align with community aspirations. This feedback is shaping the way we develop, manage, and promote the region, ensuring the visitor economy works for everyone.

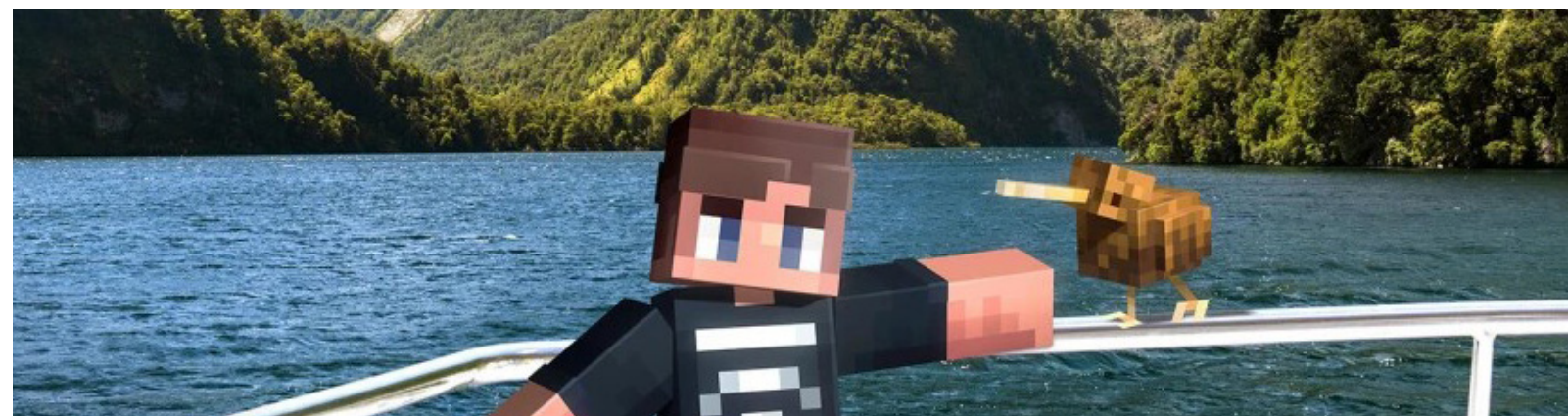
Together, these achievements demonstrate that Southland is not only gaining visibility but is also building the foundations for sustainable, community-led tourism growth.

MINECRAFT CAMPAIGN

A standout achievement was Great South's role in securing Fiordland's place in Tourism New Zealand's world-first Minecraft campaign. This unique initiative showcased Milford and Doubtful Sound to millions of players around the globe, placing Fiordland at the centre of a global conversation about New Zealand as a visitor destination. The campaign was amplified by the striking in-person portal installation at Milford Sound, linking the digital and physical worlds in a way that sparked international media attention.

Great South's advocacy ensured Fiordland was represented in this high-profile project, creating a significant platform for the region to connect with new and younger audiences. With additional global marketing activity and influencer visits planned, the campaign's impact is set to continue, providing long-term opportunities for local operators and the wider visitor economy.

The campaign also demonstrated the power of thinking differently about tourism promotion. By tapping into gaming culture and leveraging one of the most popular entertainment platforms in the world, Great South and its partners were able to reach audiences who may not have been engaged through traditional marketing channels. This innovative approach sets a benchmark for future campaigns, where creativity and technology can be combined to tell Southland's story in bold new ways.





SOUTHERN WAY COLLABORATION

Collaboration has remained central to Southland’s tourism promotion, with Great South actively contributing to the Southern Way partnership.

This alliance brings together eight Regional Tourism Organisations - Tourism Waitaki, Enterprise Dunedin, Tourism Central Otago, Clutha Development, Visit Southland, Visit Fiordland, Destination Queenstown, and Lake Wānaka Tourism - alongside the Southern Airport Alliance partners Dunedin, Queenstown and Invercargill Airports. Together, the group has built a cohesive identity for the lower South Island, encouraging visitors to see the region as a connected and accessible whole.

The launch of the “One Trip to See It All” campaign with Air New Zealand highlighted this strength, promoting dispersal across multiple destinations and supporting sustainable visitor flows.

By combining resources and expertise, Southern Way partners have amplified their collective reach in both domestic and short-haul markets. This collaboration not only builds awareness of Southland within the broader southern offering, but also positions the region as an essential part of a complete New Zealand experience.

Looking ahead, the Southern Way alliance is continuing to identify opportunities for joint activity, particularly in markets where collaborative campaigns achieve greater cut-through than individual efforts. By telling a unified southern story, the partnership reduces duplication, enhances efficiency, and ensures that Southland benefits from the broader appeal of the lower South Island while retaining its own distinct identity within that narrative.

MURIHIKU SOUTHLAND DESTINATION STRATEGY

The Murihiku Southland Destination Strategy 2023–2029 has provided a clear framework for how the region’s visitor economy will be developed, managed, and promoted. In the first year since its launch, Great South has led significant progress alongside tourism stakeholders, embedding nearly half of the strategy’s actions into business-as-usual activity. A further fifth of projects are already underway, reflecting strong momentum.

Highlights from this period include the recognition of the Hump Ridge Track as New Zealand’s newest Great Walk, the opening of Te Wāhi Tākaro o Motupōhue Adventure Park, and the development of the “Get a Life” marketing campaign.

The launch of DISH (Data and Insights Southland Hub) has provided a strong evidence base for decision-making, while advances in sustainable tourism and cultural heritage initiatives show the strategy’s breadth and ambition. These early achievements underline the importance of working collaboratively to deliver on a shared vision for the region’s visitor economy.

The strategy is already shaping investment and development decisions across the region, giving confidence to both local stakeholders and national partners. By setting out clear priorities and timelines, it ensures that tourism growth in Southland is not left to chance, but is guided by an agreed vision that balances visitor demand with community wellbeing, cultural integrity, and environmental responsibility.

COMMUNITY SENTIMENT RESEARCH

Great South has continued to ensure that the voice of the community is central to tourism development. The release of Views on Tourism: Great South 2025 highlighted strong local support for the sector, with 93% of Southlanders reporting personal benefits from tourism, well above the national average. The research underscored the value of tourism to local jobs, businesses, and regional identity, while also highlighting community priorities for managing growth responsibly.

The findings provide clear direction for future planning, with residents identifying community infrastructure, employment opportunities, and encouraging dispersal beyond key hotspots as top priorities. By tracking Tourism Approval Ratings and local sentiment, Great South is ensuring tourism development is guided by the needs and aspirations of Southlanders, strengthening its social licence and ensuring long-term sustainability.

This research also highlights the importance of transparency and ongoing engagement with residents. By openly sharing insights and using them to guide decision-making, Great South is helping to build trust and confidence in the way the visitor economy is managed. It reinforces that tourism in Southland is not just about attracting visitors but about creating shared value for those who live here.



EVENTS AND ACTIVATIONS

Events play a vital role in showcasing Southland’s vibrancy and fostering community pride. Over the past year, Great South hosted 28 famils, secured 24 national media appearances, and achieved over 10 million social media impressions promoting the region. At the heart of Invercargill’s city centre, 23 activations brought colour and energy to public spaces, with highlights including the Great Game Gala, the Christmas Market on Esk Street, and the Volunteer Week Expo.

The launch of Southland’s Regional Events Calendar has further elevated the region’s events ecosystem. With over 30,500 users in its first two months and more than 200 events listed, the calendar has quickly become a central hub for residents, visitors, and event organisers alike. Its collaborative model ensures listings reach multiple platforms simultaneously, maximising exposure and accessibility. Local businesses are now embedding the calendar into their websites, extending its reach and cementing its role as a cornerstone for community engagement and tourism promotion.

The strength of Southland’s events sector lies in its diversity. From large-scale festivals to grassroots community gatherings. By providing platforms for visibility, tools for promotion, and targeted support, Great South is helping event organisers deliver experiences that not only attract visitors but also enhance local quality of life. This dual focus ensures events deliver both economic and social outcomes, reinforcing Southland as a place where people want to visit, live, and invest.

Through innovative campaigns, strong partnerships, robust strategy implementation, and a clear commitment to community values, Great South has strengthened Southland’s presence on both the national and international stage. Regional promotions this year have not only raised the profile of Murihiku Southland but also laid the groundwork for sustainable, community-led tourism growth. The results reflect a region that is confident, collaborative, and increasingly recognised for its unique story and world-class experiences.





Business Support and Diversification

Stronger Businesses, Stronger Communities

Supporting Southland's business community has remained a core priority for Great South over the past year. Our role is to ensure that businesses, whether just starting out, scaling up, or navigating challenges, have access to the advice, tools and connections they need to thrive. At the same time, we continue to invest in the future workforce, recognising that strong businesses rely on talented, motivated people.

The past year has not been without challenges. Many businesses continue to feel the effects of post-pandemic recovery, rising costs, skills shortages, and wider economic uncertainty. Against this backdrop, Great South has focused on providing practical, tailored support that meets businesses where they are. By offering one-on-one coaching, connecting enterprises with national programmes and funding and delivering workshops on emerging issues such as AI and innovation, we have

helped ensure that businesses are not only surviving but building the capability to grow sustainably.

Equally important has been our role in fostering Southland's future workforce. Initiatives like the Mayors Taskforce for Jobs and CareerFest Southland demonstrate the impact that can be achieved when education providers, employers and young people are brought together to explore pathways into employment and training. By aligning today's workforce needs with tomorrow's opportunities, these programmes are creating confidence in the region's ability to attract and retain the talent required for growth.

Looking ahead, our focus remains on strengthening resilience, supporting innovation and ensuring Southland businesses are well placed to take advantage of new opportunities. The results of the past year show what can be achieved when businesses, communities and regional agencies work together towards a shared goal of a thriving, sustainable economy.

MAYORS TASK FORCE FOR JOBS (MTFJ)

The Mayors Taskforce for Jobs has become a vital connector between young people and employment opportunities, particularly in Southland's rural and remote communities.

In partnership with Southland District Council, Great South's Youth Futures team has taken the programme to every corner of the district, hosting 52 job hubs over the past year. A milestone achievement was the first-ever Job Hub on Stewart Island, which addressed the unique barriers faced by residents in an isolated community.

These hubs are more than just events; they are practical, face-to-face opportunities for young people to connect with employers, receive tailored advice and access support ranging from driver licensing to pastoral care. The impact has been significant, with Southland exceeding its targets for sustainable employment outcomes and leading the South Island in the number of "employment deals" secured.

Initiatives such as the Defence Force Career Day and Girls In Trade event further demonstrate the programme's reach, showcasing diverse career pathways and inspiring rangatahi to see a future for themselves in Southland.

The strength of MTFJ lies in its grassroots, community-led approach. By tailoring support to local needs, the programme not only helps young people into meaningful work but also strengthens local economies and builds confidence across communities.

CAREERFEST SOUTHLAND

CareerFest continues to be a flagship event for the region, providing a dynamic platform for young people to explore training and employment pathways. This year's event set new records, attracting more than 2,700 attendees, including over 2,100 students from 12 high schools and four alternative education providers, as well as 600 participants at the evening session.

The two-day event showcased 36 exhibitors, from local employers to national organisations such as the Defence Force, Police, SIT, Otago Polytechnic and Otago University. The addition of new exhibitors including Aquaculture New Zealand, MPI, the Tertiary Education Commission and StudyLink reflected Southland's evolving economy and emerging opportunities in industries like aquaculture and technology.

CareerFest is about more than numbers; it is about creating a welcoming space where rangatahi can ask questions, meet role models and make informed decisions about their future. By connecting education providers with employers, the event strengthens the bridge between learning and work, helping ensure Southland is "future ready" with the skills and talent needed for growth.



BUSINESS SUPPORT SERVICES

Alongside workforce initiatives, Great South has continued to provide tailored one-on-one support to businesses right across the region. Over the past year, our business team has delivered free consultations, events, workshops and targeted coaching designed to meet businesses where they are, from helping new ventures get off the ground to enabling established operators to innovate and grow.

Through our role as the Regional Business Partner for Callaghan Innovation, we have also connected businesses with research and development funding, training opportunities and national expertise. Access to capability funding has helped many business owners build their skills in areas such as leadership, planning and systems improvement. In an environment where rising costs, skills shortages and wider economic pressures remain a challenge, this support has played a vital role in helping businesses adapt, build resilience and position themselves for long-term growth.

Innovation has also been a strong focus this year. High-profile events such as the AI for Business Owners workshop and a keynote presentation by Dr Michelle Dickinson (Nano Girl) gave local business leaders the chance to explore the future of technology, creativity, and adaptability in the workplace.

These sessions encouraged businesses to embrace emerging tools like artificial intelligence, while also highlighting the human skills that will remain essential in a rapidly changing economy. Together, they reinforce Great South's role in equipping businesses not just to keep pace with change but to stay ahead of it.

Business support in Southland is about more than just advice, it is about building capability, confidence and resilience. From grassroots job hubs and large-scale career expos to one-on-one coaching and innovation workshops, Great South's work this year has strengthened both businesses and the people who power them.

By continuing to invest in talent, foster innovation, and provide practical support, we are helping create a business environment where Southland enterprises can succeed today and into the future.

Net Zero Southland

Building a Net Zero Future

Southland is a region defined by its environment. From our pristine landscapes and clean waters to the fresh air and open spaces that shape our way of life, the natural world underpins our prosperity and wellbeing.

Protecting and sustaining these resources is not only a responsibility, it is also an opportunity. By positioning ourselves at the forefront of New Zealand's transition to a low-emissions economy, Southland can build resilience, attract new investment and create industries and jobs that are fit for the future.

The Net Zero Southland programme is central to this ambition. It provides the framework and momentum for change, supporting businesses and communities to reduce emissions while enabling new opportunities in renewable energy, sustainable food production and low-carbon innovation. Over the past year, Great South has led the implementation of practical projects and initiatives designed to make Net Zero a reality, not just a goal. These efforts have been delivered in partnership with many across the region, reflecting the collective determination to build a sustainable and prosperous future for Murihiku.

ENVIRONMENT AND CLIMATE ACTION

The natural environment is woven into every aspect of Southland's identity, and Beyond 2025 has embedded sustainability at the core of its long-term vision. Over the past year, this has translated into tangible progress. Great South's organisational footprint shows how action is delivering results: in 2024/25, total emissions were 210.1 tonnes of CO₂e, representing a 26 percent reduction (72.1 tonnes) compared with the 2018/19 baseline year. On a per capita basis, this equates to 5.73 tonnes of CO₂e per full-time equivalent staff member, or 22.1 tonnes per million dollars of revenue.

The breakdown of emissions demonstrates where change is making an impact - with electricity use accounting for 35% of emissions, business travel 19.1%, staff commuting 11.5%, vehicle fleet 8.9% and waste just 0.2%. These insights are informing the next wave of initiatives, ensuring effort is focused where it will achieve the greatest gains. Importantly, this data reinforces that the region is on the right track: emission reductions are real, measurable and accelerating.



Progress has also been made at a regional level. The Southland Water and Land Plan continues to provide a framework for balancing environmental protection with economic activity, helping to safeguard resources for future generations.

The development of a Regional Climate Change Strategy has given the region a roadmap for adaptation, addressing risks such as sea-level rise, flooding and shifting agricultural patterns. Taken together, these initiatives provide certainty for communities and businesses, ensuring they are prepared for the challenges and opportunities of a changing climate.

IMPLEMENTING THE ENERGY STRATEGY

The Murihiku Southland Energy Strategy provides the blueprint for a transition to clean, reliable and affordable energy. Over the past year, Great South has advanced a number of practical projects under this framework. These include preparing to replace company fleet vehicles with electric cars, installing new EV chargers to make electric transport more accessible, and exploring the use of Renewable Energy Certificates to offset emissions from electricity use.

Energy efficiency has been another focus. Upgrades such as the installation of an airlock sheet in the Spey Street building have reduced energy consumption, while improvements to recycling systems and waste tracking have strengthened the region's circular economy. Small but deliberate changes, including more online meetings to cut board travel and a streamlined process for approving only essential flights, are reducing emissions from operations. These actions highlight how embedding sustainability into everyday decisions can deliver long-term benefits.

Beyond the immediate projects, the strategy is also building momentum for larger-scale change. By investing in renewable energy, fostering efficiency and leading by example, Great South is creating the conditions for wider adoption across industries. The Energy Strategy not only reduces emissions, it also builds confidence that Southland can meet future energy demand sustainably while maintaining affordability and reliability for households and businesses.

DECARBONISATION WORKSHOPS AND PROGRAMMES

Since the release of the Net Zero Southland report in 2021, Great South has developed a range of programmes to help businesses reduce emissions. Central to this work has been the decarbonisation workshop series, which equips organisations with the tools to measure, manage and reduce their carbon footprint. These sessions have provided practical, accessible guidance and have been instrumental in shifting businesses from awareness to action.

Alongside the workshops, a number of sector-specific initiatives have been rolled out. Boiler conversion projects have significantly lowered reliance on coal across key sites, while the sustainable tourism programme has supported operators to integrate climate-friendly practices into their businesses. A dedicated webinar series has further extended this knowledge, giving tourism providers a platform to learn, share and adapt together. By tailoring support to different industries, Great South has ensured that decarbonisation is achievable no matter the size or type of organisation.

The momentum generated through these programmes is beginning to compound. Businesses that have completed workshops are now inspiring others to follow, creating a culture of change and accountability. As more organisations join the journey, the collective impact on Southland's emissions grows stronger, demonstrating that regional collaboration can deliver real progress toward Net Zero 2050.

Southland's Net Zero journey is well underway and the past year has shown what can be achieved through a mix of practical projects, strategic planning and community-wide commitment. From operational changes and renewable energy initiatives to targeted workshops and regional frameworks, the steps being taken today are laying the foundation for a sustainable future.

The challenge ahead remains significant but Southland's determination is clear. By continuing to lead, innovate and collaborate, the region is showing what a low-emissions future can look like, one where communities, businesses and the environment thrive together.

Net Zero is no longer a distant target; it is becoming part of Southland's identity, guiding decisions today for the benefit of generations tomorrow.

GREAT SOUTH SNAPSHOT

TOTAL EMISSIONS FOR 2024/2025

210.1 tCO₂e



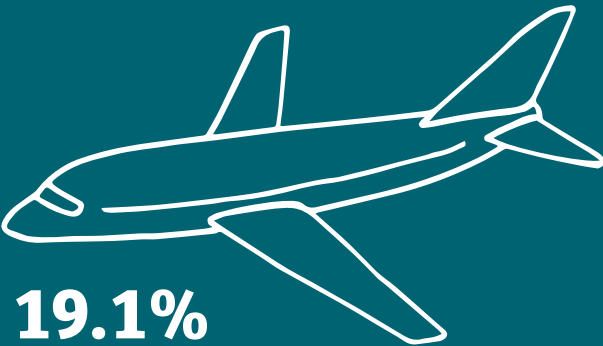
26% decrease from 2018 baseline

5.73 tCO₂e

EMISSIONS PER FTE

22.1 tCO₂e

EMISSIONS PER \$1m REVENUE



19.1%

BUSINESS TRAVEL



35%

ELECTRICITY

11.5%

STAFF COMMUTE



9.5%

WELL TO TANK



8.9%

VEHICLE FLEET



15.7%

OTHER



0.2%

WASTE





Beyond 2025 Southland

Strategic vision and implementation for regional growth

The Beyond 2025 Southland Long-Term Plan continues to provide the strategic roadmap for Murihiku Southland's future. Recognised nationally with the Best Practice Award for Integrated Strategy at the 2023 Economic Development NZ Awards, the plan has been celebrated as a benchmark for regional collaboration and vision.

At its heart, Beyond 2025 is about building resilience and prosperity for future generations, aligning the region's people, economy and environment in a shared direction.

In its first year of implementation, the plan has demonstrated its strength by moving from strategy to delivery. It has translated long-term aspirations into practical outcomes, with projects already making a measurable difference to communities and businesses. Guided by five key enablers - data, housing, workforce, energy, and regulatory and planning - Beyond 2025 is shaping decisions and investment across Southland. These achievements highlight the value of working together and reinforce the region's reputation for being pragmatic, innovative, and forward-looking.

DATA AND INSIGHTS

Robust and timely information is central to good decision-making and Beyond 2025 has placed data at the core of its approach. The launch of the Data Insights Southland Hub (DISH) created a first-of-its-kind platform for the region, providing an integrated view of Southland's people, economy, and environment. What sets this apart is not just the technology but the way it has transformed conversations, enabling decision-makers to shift from assumptions to evidence.

Over the past year, the hub has been used to support work on housing, tourism and environmental planning, providing fresh insights that help shape policy and investment.

Beyond its immediate utility, DISH has also become a symbol of how the region can work collaboratively to build capability for the future. Plans are already underway to expand its functions, including dashboards on wellbeing, population trends, and emissions reduction. In doing so, Southland is positioning itself as a leader in using data to drive sustainable, region-wide development.

HOUSING AND COMMUNITIES

Safe, warm and affordable homes are fundamental to Southland's growth and wellbeing and Beyond 2025 has elevated housing as one of its highest priorities. This focus recognises that housing is not only a social issue but also a key enabler for economic development, workforce attraction and community resilience.

Over the past 12 months, the plan has helped progress a suite of initiatives designed to improve both the supply and quality of housing.

These include coordinated frameworks between councils, new housing action plans, and a stronger focus on retrofitting existing homes to improve energy efficiency. In parallel, investment has been made in papakāika and kaumātua housing, ensuring solutions reflect the needs of whānau and honour the region's cultural identity.

Taken together, these actions represent a significant shift towards a more coordinated, region-wide approach to housing, one that places people at the centre while supporting sustainable growth.

WORKFORCE AND SKILLS

A strong and adaptable workforce is essential to Southland's future and Beyond 2025 has accelerated programmes that connect education, training, and employment. Initiatives like Southland Youth Futures and the Mayors Taskforce for Jobs are giving young people pathways into meaningful careers, while platforms like E tū's Job Match are helping job seekers connect with employers more effectively. Together, these efforts are building bridges between people and opportunities, strengthening both individual futures and the regional economy.

Importantly, Beyond 2025 has also focused on retention and attraction. Southland's lifestyle advantages, from affordability to natural landscapes, are being paired with practical employment support to create compelling reasons for people to live and work here.

Over the past year, employer workshops, industry tours and large-scale employment expos have all contributed to showcasing the region's opportunities. By aligning skills development with industry needs, Beyond 2025 is helping ensure Southland has the people it needs to drive innovation and sustain growth.

ECONOMY AND INFRASTRUCTURE

Southland has long been an economic powerhouse, contributing 12% of New Zealand's pastoral exports and achieving a GDP per capita of \$80,148 - one of the highest in the country. Beyond 2025 is ensuring that this strength is not only maintained but diversified into new areas that build resilience. Sectors such as aquaculture, renewable energy, data centres and high-tech manufacturing are all being advanced as future growth opportunities.

Infrastructure investment has been another area of tangible progress. Expansion at Invercargill Airport and upgrades at South Port have strengthened the region's ability to connect with national and global markets.

Meanwhile, the Southland Engineering & Manufacturing Cluster has provided a platform for businesses to collaborate, innovate, and compete in higher-value markets.

These developments, guided by the Beyond 2025 framework, ensure that Southland's economy remains competitive while creating new opportunities for jobs and investment.



ENVIRONMENT AND CLIMATE ACTION

The natural environment is at the heart of Southland’s identity and prosperity, and Beyond 2025 recognises that sustainable growth must go hand in hand with environmental stewardship. Over the past year, decarbonisation workshops, renewable energy initiatives, and emission reduction programmes have supported businesses to transition away from fossil fuels. The adoption of cleaner technologies and improved energy efficiency across sectors has delivered real progress toward the region’s Net Zero 2050 target.

Alongside this, the Southland Water and Land Plan has continued to shape responsible resource management, while the development of a Regional Climate Change Strategy has provided direction for building resilience to future risks. These initiatives demonstrate the plan’s ability to align economic and environmental goals, ensuring Southland remains not only productive but also sustainable for generations to come.

COLLABORATION AND LEADERSHIP

Perhaps the most defining feature of Beyond 2025 is the way it has brought the region together.

Councils, iwi, businesses, government agencies, and community groups have worked side by side to deliver shared outcomes. This spirit of collaboration has ensured the plan remains both ambitious and practical, with a strong emphasis on action. It has also elevated Southland’s voice nationally, showing what can be achieved when a region speaks with unity and clarity.

The first 12 months of Beyond 2025 have shown what is possible when vision is combined with action. From strengthening data capability and tackling housing challenges to preparing the workforce, upgrading infrastructure and advancing climate action, the plan has already delivered meaningful outcomes.

Looking ahead, the priorities are clear: to build on this foundation, keep momentum strong, and secure the investment needed to realise Southland’s full potential.

Beyond 2025 is more than a plan, it is a commitment to ensuring Murihiku Southland remains a thriving, innovative, and sustainable region, where communities, businesses, and the environment grow together.



SpaceOps New Zealand

Strengthening regional innovation and global connectivity

SpaceOps New Zealand has had a year of strong progress, with achievements that reinforce both Southland's role in innovation and New Zealand's growing place in the global space industry.

Over the past 12 months the company has built eight new antennas, supported NIWA with an additional installation, and expanded into providing services such as spacecraft tracking and precision orbital analysis.

These developments mean SpaceOps is no longer just supplying infrastructure but actively supporting international missions and strengthening New Zealand's contribution to space science and exploration.

The significance of this work was recognised nationally when chief executive Robin McNeill received the inaugural Prime Minister's Space Prize for Professional Excellence. The award recognised both the depth of talent within the organisation and the leadership that has guided its growth.

That progress is built on the strength of the SpaceOps team and the backing of Great South and Southland's councils. Together, they have enabled capability that is now contributing significantly to New Zealand's wider space industry.

This year also created new opportunities for people. Staff member Axl Rogers was selected for a prestigious New Zealand Space Scholarship, securing a three-month internship at NASA's Jet Propulsion Laboratory. His work there will directly support SpaceOps' operations at the Warkworth Space Centre, while also serving as inspiration for young New Zealanders – particularly Māori – to see pathways into the space sector.

With international recognition, expanding capability, and a growing reputation for excellence, SpaceOps is helping put Southland firmly on the map as New Zealand's space capital and ensuring the country is a trusted partner in the global space industry.



Statement of service performance measures

This report has been prepared in accordance with PBE FRS 48 Service Performance Reporting.

OUR PURPOSE

Great south's purpose is to drive economic, social and cultural growth in Murihiku Southland.

OUR VISION

Even better lives through sustainable development.

OUR PRIORITIES

Regional Leadership: Great South provides leadership for the region through advocacy, writing submissions, long-term planning and representing Murihiku Southland nationally.
Business Support & Diversification: Great South investigates and supports opportunities to diversify the Murihiku Southland economy along with support the attraction and retention of a skilled workforce to our region.
Regional Promotion: Great South promotes Murihiku Southland as a desirable place to live, work and visit.
Net Zero Southland: Great South works with businesses across Murihiku Southland supporting them to achieve climate change targets as the region heads towards being carbon neutral by 2050.

FOCUS AREA	OBJECTIVES 30 JUNE 2025	TARGET	RESULT	OUTCOME 30 JUNE 2024
Regional Development Leadership	Launch DISH - Including 6 dashboards, a website and a cloud based processing system.	6	Achieved	* Not a target for 2024
	Prepare a shared service proposal for councils to use and support DISH	1	Achieved	* Not a target for 2024
	Hold bi-annual meetings with central government officials at MBIE, NZTE, MHUD, MfE, MPI etc.	2	Achieved	* Not a target for 2024
	Prepare a minimum of two submissions on issues of regional significance.	2	Achieved	* Not a target for 2024
	Support councils and stakeholders to apply for RIF as applicable	1	Achieved	* Not a target for 2024
	Deliver four projects from the Housing Action Plan.	4	Achieved	* Not a target for 2024
	Support individual Councils with their housing planning considering current and future community and industry needs	By 30 June 2025	Achieved	* Not a target for 2024
	Deliver the Digital Connectivity Report which tracks mobile phone coverage across the region.	By 30 June 2025	Achieved	* Not a target for 2024
	Facilitate the development of the Regional Aquaculture Strategy.	By 30 June 2025	Achieved	* Not a target for 2024
	Support local and central government and Iwi, to provide enabling regulation and infrastructure to build an aquaculture industry in Southland	By 30 June 2025	Achieved	* Not a target for 2024
	Produce the Regional Emissions Report for 2024	By 30 June 2025	Not Achieved**	* Not a target for 2024
	Review and update the Net Zero Southland - Economic Mitigation Pathways Analysis to Net Zero Emissions for Southland Report (March 2021)	By 30 June 2025	Not Achieved**	* Not a target for 2024
Net Zero Southland	Prepare an Action Plan to guide implementation of the Regional Energy Strategy.	By 30 June 2025	Achieved	* Not a target for 2024
	Prepare two technical reports to support the development 'biogenic methane capture and use' opportunities and 'woody bio-mass' market growth.	2	Achieved	* Not a target for 2024
	Prepare a spatial plan identifying favourable locations for renewable energy generation.	By 30 June 2025	Achieved	* Not a target for 2024
	Analysis of relevant agricultural sector data to feed into the Regional Emissions Report for 2025	By 30 June 2025	Achieved	* Not a target for 2024
	Provide data and insights regarding changing land use and the impacts of carbon forestry.	By 30 June 2025	Not Achieved**	* Not a target for 2024

FOCUS AREA	OBJECTIVES 30 JUNE 2025	TARGET	RESULT	OUTCOME 30 JUNE 2024
Regional Promotion	Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia.	85%	Achieved	Achieved
	3 Digital campaigns	3	Achieved	* Not a target for 2024
	3 Marketing Collateral updated (Including Murihiku Visitor Guide, Murihiku Eats, Hike Fiordland)	3	Achieved	* Not a target for 2024
	3 media families	3	Achieved	* Not a target for 2024
	15 media results	15	Achieved	* Not a target for 2024
	Attend 5 trade shows.	5	Achieved	* Not a target for 2024
	Attend 2 partnered families	2	Achieved	* Not a target for 2024
	2 Murihiku itineraries adopted from Milford Opportunities Project	2	Achieved	* Not a target for 2024
	Develop 1 new iwi experience	1	Achieved	* Not a target for 2024
	Attend 3 Conference Events	3	Achieved	* Not a target for 2024
	Progress 3 projects from MSDS which includes delivering the Murihiku Southland Sustainable Tourism programme	3	Achieved	Achieved
	Develop an Implementation Plan for MSDS	By the end of June 2025	Achieved	* Not a target for 2024
	10% increase on number of events listed (baseline: 690)	10%	Achieved	Achieved
	10% increase on number of overall page views (baseline: 40,000)	10%	Achieved	Achieved
	15% increase on number of overall page views from within Southland (baseline: 14,000)	15%	Achieved	* Not a target for 2024
	Support delivery of Burt Munro Challenge	By the end of June 2025	Achieved	* Not a target for 2024
	Deliver ILT Kidzone Festival	By the end of June 2025	Achieved	* Not a target for 2024
	Six cluster events	6	Achieved	* Not a target for 2024
	Four seasonal campaigns	4	Achieved	* Not a target for 2024
	Marketing of unmissable events	By 30 June 2025	Achieved	* Not a target for 2024
Business Support & Diversification	Publish Beyond Great – Great South's Business newsletter 6 times per year.	6	Achieved	* Not a target for 2024
	Showcase 6 Southland businesses achieving success	6	Achieved	* Not a target for 2024
	Develop and publish a regional guide to support new businesses to Southland	By 30 June 2025	Achieved	* Not a target for 2024

*These are new metrics and there are no comparisons available
**Great South has completed two interim reports to support the three KPIs not achieved in 2024/25 Financial Year. The reports were waiting on data from Ministry of Primary Industries (MPI) which were subsequently released on 26 August 2025. Great South completed all actions within our control to meet these three KPIs, and therefore these deliverables were only partially achieved. The two reports are: 'Southland Regional Greenhouse Gas Emissions Inventory for 2024' and 'Net Zero Southland 2050 Mitigation Pathways and Economic Analysis to Net Zero Emissions for Southland'.

Consolidated statement of comprehensive revenue and expense

For the year ended 30 June 2025

	Notes	Group 2025	Group 2024 (Restated)
Revenue			
Class A Shareholder Funding			
Core		1,981,000	1,770,370
Contract		2,083,937	2,136,016
Total	3	4,064,937	3,906,386
Other Revenue			
Service Revenue	3	4,331,621	3,403,835
Project Revenue	3	940,275	1,263,445
Interest		36,699	51,893
Other Revenue		2,099	4,045
Total		5,310,694	4,723,218
Total Revenue	2	9,375,631	8,629,604
Expenditure			
Project and Service Expenditure			
Regional Economic Development		2,046,422	1,814,494
Business Support Services		583,711	480,817
Regional Tourism Development		1,003,171	1,056,378
Regional Events Delivery		756,746	1,018,341
Total		4,390,050	4,370,030
Core Expenditure			
Audit Fees		100,957	79,902
Directors Fees	4	182,000	184,169
Employee Expense	4	2,064,743	2,182,898
Interest Expense		-	4
Foreign Exchange		64,067	35,274
Depreciation and Amortisation	8	216,578	139,043
Other Overheads		1,153,535	1,155,752
Total		3,781,880	3,777,042
Total Expenditure		8,171,930	8,147,072
Net Surplus Before Tax			
		1,203,701	482,532
Tax Expense	5	314,459	145,787
Total Comprehensive Revenue and Expense		889,242	336,745

The accompanying accounting policies and notes form part of these consolidated financial statements.

Consolidated statement of financial position

As at 30 June 2025

	Notes	Group 2025	Group 2024 (Restated)
Assets			
Current Assets			
Cash and Cash Equivalents	6	3,141,941	2,424,456
Trade and Other Receivables	7	1,001,622	845,149
Prepayments		151,257	175,240
Total		4,294,820	3,444,845
Non-Current Assets			
Deferred Tax Asset	5	134,527	92,698
Property, Plant and Equipment	8	2,432,540	2,381,009
Intangible Assets	13	100,000	100,000
Assets Under Construction	9	353,722	8,215
Total		3,020,789	2,581,922
Total Assets		7,315,609	6,026,766
Liabilities			
Current Liabilities			
Trade and Other Payables	10	946,477	594,010
Employee Entitlements	4	252,511	440,209
Income Tax Payable	5	257,286	73,087
Income Received in Advance	11	1,487,304	1,525,093
Total		2,943,578	2,632,399
Non-current Liabilities			
Asset Development	12	88,421	-
Total		88,421	-
Total Liabilities		3,031,999	2,632,399
Net Assets		4,283,610	3,394,367
Equity and Reserves			
Share Capital		1,338,420	1,338,420
Retained Earnings		2,945,190	2,055,947
Total Equity and Reserves	15	4,283,610	3,394,367

The accompanying accounting policies and notes form part of these consolidated financial statements.


Ian Collier - Chair


Peter Heenan - Director

Consolidated statement of changes in equity

For the year ended 30 June 2025

	Notes	Group 2025	Group 2024 (Restated)
Opening Balance (At 1 July)		3,394,367	3,057,622
Equity			
Comprehensive Revenue and Expense			
Comprehensive Revenue and Expense		889,242	336,745
Total	15	889,242	336,745
Share Capital			
Share Capital Issued		-	-
Uncalled Share Capital		-	-
Total	15	-	-
Total Equity		4,283,610	3,394,367
Attributable To: Equity Holders of The Company			
		4,283,610	3,394,367
Closing Balance (At 30 June)	15	4,283,610	3,394,367

Consolidated statement of cash flows

For the year ended 30 June 2025

	Notes	Group 2025	Group 2024 (Restated)
Cash and Cash Equivalents Beginning of Year		2,424,455	2,144,907
Cash Flow From Operating Activities			
Receipts From Shareholders		4,064,937	3,933,262
Receipts From Other Operating Activities		5,377,351	4,363,237
Interest Received		30,176	49,744
Payments to Suppliers		(5,576,503)	(6,420,439)
Payments to Employees		(2,445,004)	(1,976,522)
Interest Paid		-	(52)
Tax Paid		(172,089)	(196,764)
Net GST Movement		52,234	841,545
Net Cash Flow From Operating Activities		1,331,102	594,011
Cash Flow From Investing Activities			
Purchases of Fixed Assets		(613,616)	(314,463)
Net Cash Flow From Investing Activities		(613,616)	(314,463)
Net Increase / (Decrease) In Cash and Cash Equivalents		717,486	279,548
Cash and Cash Equivalents End of Year	6	3,141,941	2,424,455



Notes to the consolidated financial statements

NOTE 1: STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

The Southland Regional Development Agency Ltd Group consists of Southland Regional Development Agency and Space Operations New Zealand Ltd. Both companies are New Zealand registered companies under the Companies Act 1993, and are deemed to be Council Controlled Organisations under section 6 of the Local Government Act 2002.

The registered office for Southland Regional Development Agency is 143 Spey Street, Invercargill. Southland Regional Development Agency (trading as Great South) was established as Southland's regional development agency in March 2019.

Committed to driving economic, social and cultural growth, Southland Regional Development Agency has a clear mandate to leverage opportunities for Southland in the areas of economic and business development, tourism and events. This involves incorporating Southland's Regional Tourism Organisation, central government's Regional Business Partner (RBP) Network, delivering a range of events, regional initiatives, and government-funded contracts that pave the way for regional development.

BASIS OF PREPARATION

The consolidated financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

STATEMENT OF COMPLIANCE

The group consolidated financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). Southland Regional Development Agency is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses > \$2m and < \$30m.

PRESENTATION CURRENCY AND ROUNDING

The consolidated financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of Southland Regional Development Agency is New Zealand dollars.

MEASUREMENT BASE

The consolidated financial statements have been prepared on an historical cost or fair value basis as per the policies below.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following particular accounting policies, which materially affect the measurement of the results and financial position, have been applied:

Revenue

Revenue is measured at the fair value of consideration received.

Where funding is not conditional and Southland Regional Development Agency has no obligation to deliver a specific event or service, the revenue will be recognised when receipted. Where the funding has conditions attached to it, the funding is recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled. The funding is held as a liability until the specific conditions are met. In certain circumstances funding is not received until after the event, in which case the revenue will be accrued when it is highly probably the funding will be received.

Revenue from ticket sales is recognised upon receipt unless the terms and conditions for the ticket state that Southland Regional Development Agency is required to repay the customer if the event does not take place. Where the terms and conditions contain a refund clause, the revenue will be recognised upon completion of the event.

Revenue from the rendering of services is recognised by reference to the stage of completion at the balance sheet date, based on the actual service provided.

Products held for sale are recognised when a product is sold to the customer. Sales are usually in cash or by credit card. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

Southland Regional Development Agency act as an agent for third parties for some transactions. When incurring expenditure as an agent, this is accounted for via the Consolidated Statement of Financial Position, and not as revenue and expenditure on the Statement of Comprehensive Revenue and Expense. Any revenue component within these transactions will be treated accordingly.

Interest revenue is recognised using the effective interest method.

Volunteer services received are not recognised as revenue or expenditure as Southland Regional Development Agency is unable to reliably measure the fair value of the services received.

Revenue in Advance

Revenue in advance is recognised where amounts received are in excess of the amounts recognised as revenue.

Expenditure

All expenditure is recognised as incurred unless the liability is known and can be reasonably estimated, in which case the expenditure is accrued.

Foreign Exchange Transactions

Foreign currency transactions are translated into NZ\$ (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Goods and Services Tax (GST)

All items in the consolidated financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the consolidated statement of financial position.

The net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Income Tax

Income tax expense in relation to the profit or loss for the period comprises current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantively enacted by balance date.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates

that have been enacted or substantively enacted by balance date.

Current tax and deferred tax is charged or credited to the Consolidated Statement of Comprehensive Revenue and Expense, except when it relates to items charged or credited directly to equity, in which case the tax is dealt with in equity.

Equity

Equity is the shareholders interest in Southland Regional Development Agency Group, as measured by total assets less total liabilities.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

Trade and Other Receivables

Trade and other receivables are initially measured at fair value and subsequently measured at cost, amortised where necessary, using the effective interest method, less any provision for impairment.

A receivable is considered impaired when there is evidence that Southland Regional Development Agency Group will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

Property, Plant and Equipment

Property, plant, and equipment consists of the following asset classes: buildings, furniture and fittings, office equipment, plant and equipment, ground station equipment, ILT Kidzone equipment, motor vehicles and land. All assets classes are measured at cost, less accumulated depreciation and impairment losses. Individual assets are capitalised if they meet the definition of an asset and the cost exceeds \$1,000.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Southland Regional Development Agency and the cost of the item can be measured reliably. In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Work in progress is recognised at cost less impairment and is not depreciated

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the Statement of Comprehensive Revenue and Expense.

Subsequent Costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Group and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Buildings:	3% - 7%	14.3 - 33.3 years
Furniture & Fittings:	6% - 33%	3 - 16.7 years
IT Equipment:	17.5% - 67%	1.5 - 5.7 years
Ground Station:	0% - 33%	3 - 10 years
ILT Kidzone:	13.5% - 33%	3 - 7.5 years
Vehicles:	13.5%	7.5 years
Land:	0%	Indefinite

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end. An annual review for impairment is also undertaken on all assets and any impairment loss is recognised in the Consolidated Statement of Comprehensive Revenue and Expense.

Impairment of Property, Plant and Equipment

Property, plant and equipment held that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's

carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use. If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable service amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit Value in Use for Non-Cash Generating Assets

Value in use is the present value of the asset's remaining service potential. Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in Use for Cash Generating Assets

Southland Regional Development Agency Group does not hold any cash generating assets.

Intangible Assets

Goodwill

Goodwill on acquisition of businesses and subsidiaries is included in "intangible assets". Goodwill on acquisition of a joint venture is included in "investment in other entities" and impairment is considered as part of the overall investment balance.

Goodwill is allocated to cash-generating units for the purposes of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Ground Station Lease	3.43%	29.15 years
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Goodwill has been assessed to have an infinite useful life on the basis the business is ongoing. Goodwill is subject to annual impairment testing.

Impairment of Intangible Assets

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

Leases

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and benefits incidental to ownership of an asset. Payments under these leases are recognised as expenses in the Statement of Comprehensive Revenue and Expense in periods in which they are incurred.

Lease incentives received are recognised

Trade and other Payables

Trade and other payables are initially measured at fair value, and subsequently measured at amortised cost using the effective interest method.

Financial Instruments

Southland Regional Development Agency is party to financial instruments as part of its normal operation. These financial instruments give rise to financial assets and liabilities and include cash and on-call deposits, accounts receivable, investments, and accounts payable, deposits held, other financial liabilities and financial guarantees. They also include equity interests in other entities.

All financial instruments are recognised in the Statement of Financial Position on the basis of Southland Regional Development Agency Limited's general and, where applicable, particular accounting policies. All financial instruments disclosed in the Consolidated Statement of Financial Position are recorded at fair value or amortised cost. Revenue and expenditure arising from these financial instruments is recognised in the Consolidated Statement of Comprehensive Revenue and Expense.

Statement of Cash Flows

Cash includes cash and cash equivalents as defined above.

Operating activities include cash received from all revenue sources of Southland Regional Development Agency and cash payments made for the supply of goods and services.

Investing activities are those activities relating to the acquisition and disposal of non current assets.

Financing activities comprise the change in equity and debt capital structure of Southland Regional Development Agency Ltd Group.

Personnel Costs

Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

Defined Contribution Schemes

Employer contributions to KiwiSaver, the Government Superannuation Fund, and the State Sector Retirement Savings Scheme are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Employee Entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date. No liability is recognised for sick leave.

A liability and an expense are recognised for bonuses where Southland Regional Development Agency Group has a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Changes in Accounting Policies

Great South Group has removed the adoption of PBE IPSAS 43 Leases from 1 July 2023 and restated prior year results.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

The preparation of financial statements to conform to NZ IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The estimates and associated assumptions have been based on historical experience and other factors that are believed to be reasonable under the circumstances. continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

Assumptions

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities recognised in the financial statements are:

- Property, Plant and Equipment (includes assumptions around useful life of assets, Note 8)

Judgements

- Revenue (timing of revenue is assessed under Tier 2 PBE RDR guidance, Note 2)
- Lease classification (classification - as an operating or finance lease assessed under Tier 2 PBE guidance, Note 14)

RESTATEMENT OF PRIOR YEAR FINANCIAL STATEMENTS

For the Financial Statements to 30 June 2024 SpaceOps NZ has made the decision to reverse the treatment of IPSAS 43 Leases that had been adopted early in the year to 30 June 2024.

In accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, the comparative figures have been restated. The impact of the restatement is as follows:

Impact on Statement of Financial Position as at 30 June 2024

Line Item	As Previously Reported	Adjustment	As Restated
Right-of-use assets	1,454,317	(1,454,317)	-
Lease Liabilities	1,516,329	(1,516,329)	-
Deferred Tax	110,062	(17,364)	92,698
Retained earnings	2,011,301	44,647	2,055,948

Impact on Statement of Profit or Loss for the Year Ended 30 June 2024: Increase in Total Comprehensive Revenue of \$44,647

NOTE 2: TOTAL OPERATING REVENUE

	Group 2025	Group 2024
Revenue		
Exchange Revenue	7,143,185	6,666,442
Non Exchange Revenue	2,232,446	1,963,162
Total Revenue	9,375,631	8,629,604

NOTE 3: REVENUE

	Group 2025	Group 2024
Class A Shareholder Funding		
Core		
Environment Southland	198,100	177,037
Gore District Council	181,407	162,119
Invercargill City Council	1,020,446	911,947
Southland District Council	581,047	512,267
Total	1,981,000	1,763,370
Contract		
Environment Southland	25,000	-
Gore District Council	61,880	83,489
Invercargill City Council	1,037,131	972,123
Southland District Council	959,926	1,080,404
Total	2,083,937	2,136,016
Total Class A Shareholder Funding	4,064,937	3,899,386

NOTE 3 CONTINUED..

Service Revenue		
Business Sector Support Services	405,375	656,014
Satellite Ground Station	3,926,246	2,747,821
Total Service Revenue	4,331,621	3,403,835

Project Revenue		
Investigation, Impetus and Assessment Fund	117,302	156,324
Event Delivery	316,019	302,586
Event Support Funding	-	209,136
Tourism Support Funding	323,146	91,004
Other	183,808	504,395
Total Project Revenue	940,275	1,263,445

NOTE 4: PERSONNEL EXPENDITURE

At 30 June 2025 there were 36 full-time employees (2024: 43) with the balance of staff representing 0.7 FTE (2024: 2.5)

	Group 2025	Group 2024
Employee Remuneration		
Salaries and Wages*	3,939,395	4,510,861
KiwiSaver Contributions	119,374	125,271
Increase / (Decrease) in Employee Entitlements	(187,698)	40,339
Total Employee Remuneration	3,871,071	4,676,471

* Salaries and wages reported on the Consolidated Statement of Comprehensive Revenue and Expense differs from above as salaries and wages are also included in project and service delivery expenditure.

Director Remuneration		
Ian Collier - Chair	48,000	52,333
John Yaldwyn**	24,000	21,833
Lucy Griffiths	16,000	16,000
Maria Pera	16,000	16,000
Peter Heenan*	30,000	30,000
Rachel Lindsay	16,000	16,000
Jeff Grant	16,000	16,000
Jason Franklin	16,000	16,000
Chami Abeyesinghe***	-	-
Total Director Remuneration	182,000	184,166

* Peter Heenan is the Chair of the Audit and Risk Committee and a director of Space Operations New Zealand Limited.

** John Yaldwyn is the Chair of Space Operations New Zealand Limited.

*** Chami Abeyesinghe is a director of Space Operations New Zealand Limited.

Total Remuneration By Band for Employees for the Year		
\$100,000 - \$119,999	4	6
\$120,000 - \$139,999	1	2
\$140,000 - \$159,999	4	3
\$160,000 - \$179,999	4	2
\$240,000 - \$259,999	1	1
\$260,000 - \$279,999	1	1

NOTE 4 CONTINUED..

Employee Entitlements		
Salaries and Wages	13,166	265,313
Annual and Other Leave Entitlements	239,345	174,895
Total Employee Entitlements	252,511	440,209

Severance Payments

During the year there were severance payments made totalling \$15,500 (2024: Nil).

NOTE 5: INCOME TAX

	Group 2025	Group 2024
Surplus / (Deficit) for the Year	1,203,701	482,532
Taxable Income	337,034	135,109
Non Deductible Expenditure	2,334	3,572
Temporary Differences	(24,757)	-
Prior Period Adjustments	(153)	7,106
Income Tax at 28%	314,459	145,787
Deferred Tax	48,491	15,620
Prior Period Adjustments - Current Tax	6,814	(39,823)
Prior Period Adjustments - Deferred Tax	(6,661)	32,716
Tax Expense After Adjusting for Deferred Tax Asset	363,103	154,300
Plus / (Less) Effect of		
Balance Brought Forward	73,087	75,730
Prior Period Adjustments	(6,814)	39,823
Tax Paid / (Refunded)	(172,090)	(196,766)
Income Tax Liability	257,286	73,087

	Recognised in Profit or Loss	Equity
Deferred Tax Asset		
Balance at 1 July 2023	44,362	-
Movements	-	-
Provisions	48,336	-
Balance at 30 June 2024	92,698	-
Balance at 1 July 2024	92,698	-
Movements	-	-
Provisions	41,830	-
Balance at 30 June 2025	134,528	-

NOTE 6: CASH AND CASH EQUIVALENTS

Southland Regional Development Agency Group banks with Westpac and the funds are held in Transaction and OnCall accounts, with interest rates of 2.7% (2024: Between 0.00% and 2.7%).

	Group 2025	Group 2024
Cash and Cash Equivalents		
Transaction Account	345,895	1,004,308
Online Saver Account	2,794,950	1,419,119
Cash Floats	1,096	1,028
Total Cash and Cash Equivalents	3,141,941	2,424,455

NOTE 7: TRADE AND OTHER RECEIVABLES

	Notes	Group 2025	Group 2024
Trade and Other Receivables			
Trade Receivables		848,168	603,853
Accrued Revenue		121,253	106,996
Related Party Receivables	17	32,200	134,299
Total Trade and Other Receivables		1,001,621	845,148
Receivables From Exchange Transactions		1,001,621	845,148
Receivables From Non-Exchange Transactions		-	-
Receivables Ageing Profile at Year End			
Not Past Due		768,175	547,836
Past Due 1 - 60 Days		233,423	248,689
Past Due 61 - 120 Days		-	25,464
Past Due > 120 Days		23	23,159
Total Trade and Other Receivables		1,001,621	845,148

A provision for doubtful debts has been applied amounting to \$109,829 (2024: Nil).

NOTE 8: PROPERTY, PLANT AND EQUIPMENT

	Buildings	Furniture & Fittings	IT Equipment	ILT Kidzone Equipment	Vehicles	Land	Site Development	Ground Station Equipment	Total
Cost									
Balance at 1 July 2023	570,255	76,760	248,786	51,852	46,000	441,851	456,245	366,346	2,258,095
Additions	18,537	52,822	74,543	-	-	-	129,263	294,769	569,934
Reclassification	-	-	-	-	-	-	-	3,018	3,018
Balance at 30 June 2024	588,792	129,582	323,329	51,852	46,000	441,851	585,508	664,133	2,831,047
Balance at 1 July 2024	588,792	129,582	323,329	51,852	46,000	441,851	585,508	664,133	2,831,047
Additions	7,894	17,719	32,539	-	6,087	-	-	222,417	286,656
Reclassification	-	-	-	-	(21,501)	-	-	-	(21,501)
Balance at 30 June 2024	596,686	147,301	355,868	51,852	30,586	441,851	585,508	886,550	3,096,202
Accumulated Depreciation									
Balance at 1 July 2023	38,361	33,003	130,357	40,103	14,001	-	8,263	46,909	310,995
Depreciation Expense	16,882	11,013	40,941	5,650	6,211	-	11,171	47,175	139,043
Balance at 30 June 2024	55,243	44,016	171,298	45,753	20,211	-	19,434	94,084	450,038
Balance at 1 July 2024	55,243	44,016	171,298	45,753	20,211	-	19,434	94,084	450,038
Depreciation Expense	17,578	16,924	52,731	3,630	3,965	-	14,074	107,676	216,578
Disposals	-	-	-	-	(2,953)	-	-	-	(2,953)
Balance at 30 June 2025	72,821	60,939	224,029	49,383	21,222	-	33,508	201,760	663,663
Total Property, Plant & Equipment	523,865	86,361	131,839	2,470	9,364	441,851	552,000	684,790	2,432,540

Note: Depreciation for Space Operations is included under economic development as it is not a core expense of the Group.

Carrying Amounts									
At 30 June 2024	533,549	85,566	152,031	6,100	25,789	441,851	566,074	570,049	2,381,009
At 30 June 2025	523,865	86,361	131,839	2,470	9,364	441,851	552,000	684,790	2,432,540

NOTE 9: ASSETS UNDER CONSTRUCTION

Property, plant and equipment in construction is detailed below:

	Group 2025	Group 2024
Assets Under Construction		
Opening Balance	8,215	266,704
Additions	532,262	13,479
Transfers / Disposals	(186,755)	(271,968)
Closing Balance	353,722	8,215

NOTE 10: TRADE AND OTHER PAYABLES

	Group 2025	Group 2024
Trade and Other Payables Under Exchange Transactions		
Trade Payables	667,833	246,982
Related Party Payables and Accrued Expenses	32,200	134,299
Accrued Expenses	246,444	212,727
Total Trade and Other Payables Under Exchange Transactions	946,477	594,008

NOTE 8 CONTINUED...

	Group 2025	Group 2024
Depreciation		
Property, Plant & Equipment	216,578	139,043
Total	216,578	139,043

NOTE 11: INCOME RECEIVED IN ADVANCE

	Group 2025	Group 2024
Income Received in Advance		
Income Received in Advance Under Exchange Transactions		
Income Received in Advance	1,461,514	1,461,545
Related Party Income Received in Advance	25,790	63,547
Total Income Received in Advance	1,487,304	1,525,092

NOTE 12: ASSET DEVELOPMENT

	Group 2024	Group 2023
Capital Contributions to Asset Builds Recieved		
Released to P&L	9,825	-
Total	88,421	-

NOTE 13: INTANGIBLE ASSETS

	Goodwill	Total
Cost		
Balance at 1 July 2023	100,000	100,000
Additions	-	-
Disposals	-	-
Balance at 30 June 2024	100,000	100,000
Balance at 1 July 2024	100,000	100,000
Additions	-	-
Disposals	-	-
Balance at 30 June 2025	100,000	100,000
Accumulated Amortisation		
Balance at 1 July 2023	-	-
Amortisation Expense	-	-
Impairment	-	-
Balance at 30 June 2024	-	-
Balance at 1 July 2024	-	-
Amortisation Expense	-	-
Impairment	-	-
Balance at 30 June 2025	-	-
Total Intangible Assets	100,000	100,000

Note: Lease goodwill related to the lease of land for the Satellite Ground Station from the Venture Southland Trust. This land was subsequently gifted to Southland Regional Development Agency Ltd, and therefore the goodwill associated with the lease removed.

Carrying Amounts		
At 30 June 2024	100,000	100,000
At 30 June 2025	100,000	100,000

NOTE 14: COMMITMENTS

	Group 2025	Group 2024
Operating Leases as Lessee*		
Expenditure on Operating Leases as Lessee	316,825	319,650
Not later than one year	205,351	237,446
Later than one and not later than five years	536,075	515,427
Later than five years	-	50,000
Total Operating Leases as Lessee Commitments	741,426	802,872
Operating Leases as Lessor**		
Revenue on Operating Leases as Lessor	3,000,388	2,320,293
Not later than one year	1,999,828	1,851,812
Later than one and not later than five years	4,641,549	3,171,274
Later than five years	3,310,663	3,540,436
Total Operating Leases as Lessor Commitments	9,952,040	8,563,522

* Operating leases relate to the lease of the building, land, vehicles & IT equipment.

** Operating leases relate to the provision of ground station services.

Capital Commitments

As at 30 June 2025, SpaceOps NZ has committed to the completion of Phase 1 of the on-site accommodation at the Awarua Ground Station. The amount committed to complete this build is \$500,000 (2024: Nil).

NOTE 15: EQUITY

The Company has issued the following \$1 shares: Class A - 9,000 Shares (Unpaid), Class B - 3,000 Shares (Unpaid), Class C - 1,338,421 Shares (Fully Paid).

ATTRIBUTABLE TO EQUITY HOLDERS OF THE GROUP							
	Share Capital Class A	Share Capital Class B	Share Capital Class C	Total Share Capital	Additional Paid In Capital	Retained Earnings	Total
Balance at 1 July 2023	-	-	1,338,421	1,338,421	-	1,719,201	3,057,622
Profit/(Loss) After Tax	-	-	-	-	-	336,745	336,745
Share Capital Issued	-	-	-	-	-	-	-
Share Capital Uncalled	-	-	-	-	-	-	-
Distribution to Shareholders	-	-	-	-	-	-	-
Balance at 30 June 2024	-	-	1,338,421	1,338,421	-	2,055,946	3,394,367
Balance at 1 July 2024	-	-	1,338,421	1,338,421	-	2,055,946	3,394,367
Profit/(Loss) After Tax	-	-	-	-	-	889,242	889,242
Share Capital Issued	-	-	-	-	-	-	-
Share Capital Uncalled	-	-	-	-	-	-	-
Distribution to Shareholders	-	-	-	-	-	-	-
Balance at 30 June 2025	-	-	1,338,421	1,338,421	-	2,945,189	4,283,610

Note: Class A and B shares are uncalled as at 30 June 2025. These shares have equal voting rights and no par value. Class C shares have no voting rights attached, and no par value.

NOTE 16: FINANCIAL INSTRUMENTS

	Notes	Group 2025	Group 2024
Loans and Receivables at Amortised Cost			
Cash and Cash Equivalents	6	3,141,941	2,424,455
Trade and Other Receivables	7	1,001,621	845,148
Total Loans and Receivables at Amortised Cost		4,143,562	3,269,603
Financial Liabilities at Amortised Cost			
Trade and Other Payables	10	946,477	594,008
Total Financial Liabilities at Amortised Cost		946,477	594,008

Credit Risk

Credit risk is the risk that a third party will default on its obligations to Southland Regional Development Agency Group, causing it to incur a loss. Southland Regional Development Agency Group's credit risk arises from bank deposits and receivables.

Southland Regional Development Agency Group manages this risk by holding deposits with banks that have a minimum AA - credit rating.

Security is not required for the provision of goods and services but regular monitoring of balances outstanding is undertaken. Refer to Note 7 for information relating to receivables credit ageing profile.

Maximum credit exposure is limited to the amounts stated in loans and receivables above.

NOTE 16 CONTINUED...

Liquidity Risk

Southland Regional Development Agency Group is exposed to liquidity risk with respect to its contractual obligations and financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash in on call accounts.

The Group manages liquidity risk by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

All assets and liabilities of the group are due immediately.

Southland Regional Development Agency Ltd's objectives when managing capital are to ensure the current requirements of the organisation are met.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. This could particularly impact on the cost of borrowing or the return on investments.

Westpac holds the organisation's cash and short-term deposits, and the funds are available on a daily basis. The interest rates are as set by Westpac on a daily basis and earn interest at rates set out in Note 6.

Foreign Exchange and Currency Risk

There is the risk that changes in the currency markets could mean significant movements in the exchange rates between currencies. Southland Regional Development Agency Group is exposed to foreign exchange or currency risk through the lease of Awarua Ground Station to overseas customers.

Off Balance Sheet Financial Instruments

Southland Regional Development Agency Group does not have any off-balance sheet financial instruments.

Fair Values

The fair value of each class of financial instrument is the same as the carrying value in the Consolidated Statement of Financial Position.

NOTE 17: RELATED PARTIES

Southland Regional Development Agency had the following related party transactions:

Related Party	2024			
	Revenue	Expense	Receivables	Payables
Invercargill City Council	1,884,069	8,982	-	-
Southland District Council	1,599,662	-	132,137	-
Gore District Council	245,619	-	2,162	-
Environment Southland	177,037	-	-	-
Invercargill Licencing Trust	101,430	-	-	-
New Zealand Functional Foods Ltd	-	4,951	-	-
Southland Chamber of Commerce	-	-	-	-
Total	4,007,817	13,933	134,299	-

Related Party	2025			
	Revenue	Expense	Receivables	Payables
Invercargill City Council	2,057,577	2,381	-	-
Southland District Council	1,540,973	-	-	-
Gore District Council	243,287	-	-	-
Environment Southland	223,100	-	28,750	-
Invercargill Licencing Trust	8,525	-	-	-
Southland Chamber of Commerce	20	1,362	3,450	-
Total	4,073,482	3,743	32,200	-

NOTE 17 CONTINUED...

Related Parties

- Southland Regional Development Agency is owned by Invercargill City Council, Southland District Council, Gore District Council, Environment Southland, Invercargill Licencing Trust, Maitaura Licencing Trust, Southland Chamber of Commerce and Southern Institute of Technology.
- Bobbi Brown, GM at Great South, is a Board Member of Visitor Information Network, which manages i-SITE NZ.
- Stephen Canny, GM at Great South, is a Board Member of Community Trust South.
- Mark Frood, GM at Great South, is the Chair of the Tourism Central Otago Advisory Board.
- Great South and the Southland Regional Heritage Committee are joint Committees of Invercargill City, Southland District, and Gore District Councils. Each Council is a shareholder of Southland Regional Development Agency.

Transactions

No related party transactions have been written off or were forgiven during the 2025 year (2024: Nil).

	2025	2024
Management Personnel Compensation		
Directors		
Full-Time Equivalent Members	9	9
Remuneration	194,000	184,166
Senior Management Team, Including the Chief Executive		
Full-Time Equivalent Members	6	6
Remuneration	1,198,995	1,104,838
Total Management Personnel Compensation	1,392,995	1,289,004

NOTE 18: POST BALANCE DATE EVENTS

There are no post balance day events for 2025 (2024: Nil)

NOTE 19: CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There are no contingent assets or liabilities as at 30 June 2025 (2024: \$nil).

Corporate report

For the year ended June 2025

OWNERSHIP

Southland Regional Development Agency (trading as Great South) is a Limited Liability Company incorporated and registered under the New Zealand Companies Act 1993. The Group consists of Great South and wholly-owned subsidiary Space Operations New Zealand Limited. With Class A shareholders of Invercargill City Council, Southland District Council, Gore District Council and Environment Southland, Great South is a council-controlled organisation as defined in Section 6 of the 2002 Local Government Act.

DIRECTOR INFORMATION

The Directors of Southland Regional Development Agency are Ian Collier (Chair), Rachel Lindsay, Lucy Griffiths, Jason Franklin, Peter Heenan, Maria Pera and Jeff Grant

Director interests

The following tables register the interests of the Directors:

Chami Abeyesinghe – Register of interests
Grace Street Project – Board Member
Rotary Club of Invercargill – International Director Immediate Past President
Southland Boys’ High School – Co Chair
Space Operations New Zealand Limited – Board Member
Thwaites Aluminium Limited – Provide consultancy services as required (Husband an employee)

Ian Collier – Register of interests
Bluff Distillery Limited – Shareholder
BOP Machinery and Equipment Limited – Shareholder
Glenross Forest GP Limited – Shareholder
Hood Aerodrome – Advisory Group Member
Justice of the Peace – Community
Justice of the Peace Counsel for Wairarapa – Counsel Member
New Zealand Functional Foods – Board Member
Palmerston North Airport Limited – Contract Work
Wairarapa A&P Society – Board Member

John Yaldwyn – Register of interests
4HF Facilities Limited – Director
4HF Huia Farm Limited – Director
4RF Australia Pty Limited – Director
4RF Communications (Europe) Limited – Director
4RF Limited – CTO
Air New Zealand Limited – Shareholder
Victoria University of Wellington – Advisory Board - Faculty of Engineering

Lucy Griffiths – Register of interests
Innov8 Aotearoa Limited – Owner / Director
Masterton Community Trust – Elected Trustee/ Chair Regional Net Proceeds Committee
Mirrabooka Limited – Director
Rangitane - Tu Mai Ra Investments – Director
Sustainable Food & Fibre Futures Fund (MPI) Independent Advisory Panel – Chair
Trust House Foundation – Chair
Trust House Limited – Deputy Chair
Tū Mai Rā Energy – Subsidiary Member
Waste Minimisation Fund (MfE) – Deputy Chair

Jason Franklin – Register of interests
Canoldir Investments Limited – Director / Shareholder
Electricity Networks Association – Director
PowerNet Limited – Chief Executive
PowerNet Limited subsidiaries and/or associated companies: OtagoNet, OtagoNet Properties, PowerNet Central – Director
SmartCo Limited – Director

Peter Heenan – Register of interests
Allied FH Limited – Director
Allied Queenstown Concrete Limited – Director
Blue Sky Meats – Director
Cass Street Recycling Limited – Director
Electricity Invercargill Limited – Director
Hospice Southland – Trustee
HW Richardson Group Limited – Executive Director Finance
HWR Hydrogen – Director
Southern Aggregates Limited – Director
Southern Institute of Technology – Establishment Oversight Director
Space Operations New Zealand Limited – Director

Maria Pera – Register of interests
Kaitahu Tai Whenua Trust – Chair
Mast Limited – Director / Shareholder
Mataura Marae – Deputy Chair
Community Trust South – Trustee
Murihiku Holdings – Chair
Whanau as First Navigators – Board Member

Jeff Grant – Register of interests
Bolstridge-Mudge Trust – Trustee
Lakeland Wanaka Limited (tourism business) – Director / Shareholder
Northern Southland Vets – Shareholder
Parkside Farm Limited – Director
Southland Foundation – Board Member
Thriving Southland – Chairman
Manuherekia River Ltd – Chairman
Paddle Wanaka 2025 Ltd – Director / Shareholder
Tower Hill Trust (farm) – Director / Shareholder

Rachel Lindsay – Register of interests
AWS Legal – Board Member / Partner
Southland Standards Committee – Member
Tuatapere Hump Ridge Track Limited – Director

Independent auditor’s report



INDEPENDENT AUDITOR’S REPORT

TO THE READERS OF SOUTHLAND REGIONAL DEVELOPMENT AGENCY LIMITED’S CONSOLIDATED FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

The Auditor-General is the auditor of Southland Regional Development Agency Limited (the Group). The Auditor-General has appointed me, Peter Taylor, using the staff and resources of KPMG, to carry out the audit of the financial statements and the statement of service performance of the Group on his behalf.

We have audited:

- the financial statements of the Group on pages 30 to 41, that comprise the consolidated statement of financial position as at 30 June 2025, the consolidated statement of comprehensive revenue and expenses, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Group for the year ended 30 June 2025 on pages 28 and 29.

Opinion

In our opinion:

- the financial statements of the Group:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduce Disclosure Regime (RDR); and
- the statement of service performance:
 - accurately reports, in all material respects, the Group’s actual performance compared against the performance targets and other measures by which the Group’s performance can be judged in relation to the Group’s objectives in its statement of intent for the year ended 30 June 2025; and



- has been prepared, in all material respects, in accordance with section 68 of the Local Government Act 2002 (the Act).

Our audit was completed on 26 September 2025. This is the date at which our opinion is expressed.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor for the audit of the financial statements and the statement of service performance section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

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

Responsibilities of the Board of Directors for the financial statements and the statement of service performance

The Board of Directors is responsible on behalf of the Group for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the statement of service performance in accordance with the Act.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and the statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Board of Directors is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole are 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 carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of shareholders, taken on the basis of these financial statements and the statement of service performance.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, 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.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group'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 statements and the statement of service performance 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 Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We evaluate the overall presentation, structure and content of the statement of service performance, including the disclosures, and assess whether the statement of service performance achieves its statutory purpose of enabling the Group's shareholders to judge the actual performance of the Group against its objectives in its statement of intent.



We communicate with the Board of 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.

Our responsibilities arise from the Public Audit Act 2001.

Other Information

The Board of Directors is responsible for the other information. The other information comprises all of the information included in the annual report other than the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, 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.

Independence

We are independent of the Group in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the Group.

A handwritten signature in blue ink, appearing to read 'Peter Taylor', written over a light blue horizontal line.

Peter Taylor
KPMG
On behalf of the Auditor-General
Christchurch, New Zealand



www.greatsouth.nz

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our newsletters to receive regular updates**