

GREAT SOUTH 

Southland Regional Development Agency

Six-Monthly Report

To 31 December 2024



COMPANY DIRECTORY

SOUTHLAND REGIONAL DEVELOPMENT AGENCY LIMITED TRADING AS GREAT SOUTH

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DIRECTORS

Ian Collier (Chair)
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REGISTERED OFFICE

Southland Regional Development Agency Limited
143 Spey Street, Invercargill

BANK

Westpac New Zealand

AUDITORS

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

SHAREHOLDERS

Class A Shareholders

Invercargill City Council
Southland District Council
Gore District Council
Environment Southland

Class B Shareholders

Invercargill Licensing Trust
Mataura Licensing Trust
Southland Chamber of Commerce
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 THE SOUTHLAND REGIONAL DEVELOPMENT AGENCY LTD.

Space Operations New Zealand Limited – 100%
New Zealand Functional Foods Limited – 49%

PURPOSE OF THIS STATEMENT OF INTENT

In accordance with the requirements of Section 64(1) of the Local Government Act 2002, this Statement of Intent publicly states the planned activities, intentions and performance measures for Great South, Southland Regional Development Agency, for the next three years. It is written in response to the shareholders' letter of expectation, received 13 December 2024.

Great South is tasked with leading the future growth aspirations of Southland on behalf of its shareholders, stakeholders and the wider Southland community.

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**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**

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, Maitava 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. We may also receive funding from central government and private sector partners to undertake specific projects.

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. Space Operations New Zealand 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

Even better lives through sustainable development

Our vision of 'even better lives through sustainable regional 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.



Regional development leadership

We provide leadership for Murihiku Southland; representing the region nationally, advocating, and long-term planning

LEADING MURIHIKU SOUTHLAND'S FUTURE

At Great South, we are committed to leading strategic initiatives that drive economic, environmental, and social progress across Murihiku Southland. Over the past six months, our leadership in regional development has delivered tangible outcomes, providing long-term benefits for our communities, businesses, and stakeholders.

DELIVERING DATA-DRIVEN DECISION MAKING

In November, we launched Data Insights Southland Hub (DISH), a centralised platform designed to collect, process, and present critical data for the Murihiku Southland region. By streamlining data into one accessible hub, DISH is empowering local councils, businesses, and communities to make informed decisions that support sustainable growth and resilience. The platform enhances transparency, consistency, and accuracy in data use, ensuring stakeholders have the insights they need for effective policy development, strategic planning, and investment decisions.

LEADING THE TRANSITION TO A LOW-CARBON FUTURE

Our commitment to environmental sustainability continues to deliver measurable impact. The latest Southland Greenhouse Gas Emissions Inventory highlights a 9.7% reduction in emissions since 2018, a testament to the region's collective progress towards a more sustainable future. This milestone reflects the success of ongoing regional efforts to reduce environmental impacts while balancing economic development priorities.

SHAPING THE LONG-TERM FUTURE OF THE REGION

Great South remains at the forefront of long-term regional planning, ensuring a future-focused approach to development. Through the Beyond 2025 Southland Long-Term Plan, we are shaping a shared vision for Murihiku Southland's economic, environmental, and social prosperity. This comprehensive framework provides a clear roadmap for sustainable growth, guiding investment, infrastructure planning, and policy decisions to build a resilient and thriving region.

By championing these initiatives, Great South is driving meaningful progress for Murihiku Southland, ensuring that our region remains vibrant, sustainable, and well-positioned for the future.





Regional promotion

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

PUTTING MURIHIKU SOUTHLAND ON THE MAP

At Great South, we continue to champion Murihiku Southland as a vibrant, attractive, and dynamic place to live, work, and visit. Over the past six months, we have delivered key initiatives that showcase the region's strengths, enhance its appeal, and support regional tourism and events.

STRENGTHENING THE REGION'S EVENTS SECTOR

This year's review of the Southland Murihiku Events Strategy highlighted our support for 140 regional and community events, reinforcing Southland's reputation as a lively and engaging destination. To assist organisers to enhance event planning, we introduced an Event Organisers Toolkit, providing practical resources to support successful event delivery.

We also undertook a major upgrade of [southlandnz.com](https://www.southlandnz.com) to better serve the community and promote regional events. The improved site now features an enhanced events calendar, showcasing 695 events over the past 12 months and driving greater engagement with Southland's diverse offerings.

ENCOURAGING TALENT AND INVESTMENT

Over the past six months, Great South has launched the Get A Life campaign and business toolbox, a key initiative designed to position Southland as an attractive destination for professionals and their families.

This campaign showcases the region's affordability, vibrant lifestyle, and career opportunities, challenging outdated perceptions and making a strong case for relocation and investment. By highlighting the benefits of living and working in Southland, we are strengthening the region's appeal and supporting long-term population and economic growth.

BRINGING ENERGY TO INVERCARGILL'S CITY CENTRE

With the completion of the city centre's redevelopment, Great South has focused on supporting events that bring vibrancy and attract visitors. We have partnered with event organisers to host key events in the city centre, including the Night Food Markets, Christmas Market, Halloween activation, and Southland Made Product Showcase. We also supported a New Year's Eve Party on Don Street and provided city centre businesses with resources to celebrate Te Wiki o Te Reo Māori.

Through these initiatives, we are strengthening Southland's identity, boosting tourism and economic activity, and creating a region that people want to visit, invest in, and call home.





Business support and diversification

We investigate and support opportunities to diversify and grow Murihiku Southland's business sector

SUPPORTING BUSINESS GROWTH AND WORKFORCE DEVELOPMENT

Great South is committed to strengthening Southland's business environment and workforce by providing targeted support, resources, and development opportunities. Over the past six months, we have continued to help businesses innovate, grow, and adapt while also investing in the region's future workforce.

HELPING BUSINESSES INNOVATE AND GROW

As the Regional Business Partner Network provider for Southland, we've supported small and medium-sized businesses through confidential business assessments, funding opportunities, and specialist programmes like Callaghan Innovation. Our tailored workshops, including lean manufacturing and decarbonisation sessions, have helped businesses improve productivity and start their low-emission journey.

CREATING EMPLOYMENT OPPORTUNITIES FOR YOUNG PEOPLE

The Mayors Taskforce for Jobs is helping young people aged 16 to 24 in Southland secure meaningful employment, strengthening both career prospects and the region's workforce.

By funding access to training and driver licensing, the programme is reducing key employment barriers, particularly in rural areas, and increasing workforce participation. Strong partnerships with local businesses have also led to successful job placements, ensuring employers can access motivated, work-ready staff.

Beyond individual job placements, this initiative is building a more resilient labour market, reducing youth unemployment, and creating a skilled talent pipeline that supports Southland's long-term economic growth.

BRIDGING THE GAP BETWEEN EDUCATION AND EMPLOYMENT

Southland Youth Futures continues to connect young Southlanders with career and training opportunities. Over the past six months, more than 1,800 students have participated in workplace tours, job hubs, and the Work Ready Passport programme—helping them develop the skills and confidence needed for employment.

Through these initiatives, Great South is driving business resilience, workforce development, and long-term economic growth for Murihiku Southland.

SPACEOPS NZ

As 100% owner of Space Operations New Zealand Ltd. Great South continues to provide the now standalone company with administration, accounting, communications, business and IT support.





Net Zero Southland

We assist Murihiku Southland towards achieving net zero emissions targets

NET ZERO SOUTHLAND: ADVANCING SUSTAINABILITY

Great South continue to lead the way in helping Murihiku Southland transition towards carbon neutrality by 2050 through the Te Ara Toitū programme. Our work in sustainability and energy planning is driving real change, reducing emissions, and supporting businesses and communities to adopt low-carbon solutions.

DRIVING DECARBONISATION ACROSS THE REGION

Significant progress has been made in reducing fossil fuel use across Southland, with 127 of the region's 186 boilers converted to renewable energy. A further 30 are set for conversion by 2026, demonstrating the region's commitment to cutting emissions. Since setting the Net Zero 2050 target in 2018, Southland's emissions have already dropped by 9.7%.

Great South has played a pivotal role in this transition, directly managing the conversion of 11 boilers in Invercargill and Bluff while also driving the expansion of biomass fuel availability. The volume of wood fuel available for industrial use has increased from 20,000 tonnes in 2018 to 215,000 tonnes in 2024, with a target of 555,000 tonnes by 2028. This work is essential in ensuring businesses can continue to transition away from fossil fuels and adopt cleaner, renewable alternatives.

One of the standout successes has been at Mataura Valley Milk, where Great South supported the installation of a high-pressure electrode boiler, replacing coal-fired heat systems. This makes the site New Zealand's first fully electrified dairy factory, eliminating 22,000 tonnes of CO₂ emissions annually and setting a new benchmark for industrial decarbonisation in the region.

SUPPORTING BUSINESSES TO TRANSITION TO LOW-CARBON SOLUTIONS

Great South is making it easier for local businesses to embrace sustainable practices by securing funding and providing practical support. Through the Invercargill Decarbonisation Contestable Fund, managed in partnership with EECA, \$2 million was allocated to nine businesses to help them transition from fossil fuel heating to renewable alternatives. These conversions will collectively reduce emissions by around 2,000 tonnes of CO₂ per year, ensuring Southland businesses remain competitive in a low-emission economy.








Workshops and tailored support have also played a key role in guiding businesses on their decarbonisation journey. Great South has delivered a series of workshops, including our popular decarbonisation series, helping businesses understand and implement strategies to lower their carbon footprint.








PLANNING FOR A RENEWABLE ENERGY FUTURE








As Southland's energy needs continue to grow, Great South is taking a leadership role in shaping the region's energy future. The Murihiku Southland Regional Energy Strategy 2022-2050 provides a long-term roadmap to increase renewable energy generation and security. The strategy focuses on generating 1200MW of new renewable electricity and expanding woody biomass supply by 360,000 tonnes annually over the next six years, ensuring a sustainable and resilient energy network for the region.

Through these initiatives, Great South is not only helping businesses and communities transition to a low-carbon future but also ensuring Murihiku Southland remains a leader in sustainability and innovation. Our work is paving the way for a resilient, future-focused regional economy that can thrive in a world increasingly focused on environmental responsibility.

Performance measures

DESCRIPTION	KPI	HALF-YEAR RESULT
 Data and Insights Provide up-to-date and accurate data and insights to inform decision making via regional data dashboards and repository	<ul style="list-style-type: none"> Launch DISH – Digital Insights Southland Hub including 6 dashboards, a website and a cloud-based processing system. Prepare a shared service proposal for councils to use and support DISH 	DISH launched on 12 November 2024. Report schedule completed and Tourism reports are currently being developed Future funding requirements presented to the Joint Shareholders on 14 February 2025.
 Advocacy and Submission Advocate for and/or prepare submissions and funding applications for issues of importance to the region	<ul style="list-style-type: none"> Hold bi-annual meetings with central government officials at MBIE, NZTE, MHUD, MfE, MPI etc. Prepare a minimum of two submissions on issues of regional significance. Support councils and stakeholders to apply for RIF as applicable. 	<ul style="list-style-type: none"> Meetings held with MBIE (Kānoa), Kainga Ora, MHUD, Te Whatu Ora, Social Investment Agency. Submission on proposed 'Granny Flat' or Minor Residential Unit legislation changes to the Resource Management Act and Building Act prepared and submitted. Hosted Kānoa officials on 23 & 24 July 2024 and facilitated meetings with SDC, ICC and GDC to discuss potential opportunities re the Regional Infrastructure Fund. Formal partnership with Kainga Ora re the Housing Development Ready project. Support provided to the Southern Dairy Hub for a grant application to Kānoa/RIF which was submitted in December 2024.
 Housing Implement priorities from the Murihiku Southland Housing Action Plan	<ul style="list-style-type: none"> Deliver four projects from the Housing Action Plan. Support individual Councils with their housing planning considering current and future community and industry needs. 	<ul style="list-style-type: none"> PROJECT 1: Regional housing framework and structure - COMPLETED Q1. PROJECT 2: Regional Digital Housing Portal / website development- YET TO START PROJECT 3: Housing data dashboard - UNDERWAY PROJECT 4: A 'development ready' customer journey mapping exercise - COMPLETED
 Aquaculture Facilitate and develop a regional approach to realise the benefits of Aquaculture as a diversification opportunity	<ul style="list-style-type: none"> Facilitate development of a Regional Aquaculture Strategy. Support local and central government and Iwi, to provide enabling regulation and infrastructure to build an aquaculture industry in Southland. 	<ul style="list-style-type: none"> Aquaculture strategy scope complete. Aquaculture presentation at the Murihiku Regional Summit in November 2024. Aquaculture pathway for Southland socialised with Iwi and meetings with South Port, Environment Southland, Councils and Kānoa completed
 Agriculture Support agricultural sector land-use and support farmer decision making	<ul style="list-style-type: none"> Analysis of relevant agricultural sector data to feed into the Regional Emissions Report for 2025. 	<ul style="list-style-type: none"> Livestock numbers evaluated between 2018 and 2023. Sheep, Dairy cows and fertilizer showing declines. Beef Cattle showed a 6% growth in numbers.
 Forestry Support further investigation of the impacts of unrestricted forestry	<ul style="list-style-type: none"> Provide data and insights regarding changing land use and the impacts of carbon forestry. 	<ul style="list-style-type: none"> Interim emissions data prepared based on previous April 2024 report. Final version to be completed once the harvest and planting data from MPI has been released. This is likely to be in April 2025.
 Connectivity Monitor digital connectivity in the region	<ul style="list-style-type: none"> Deliver the Digital Connectivity Report which tracks mobile phone coverage across the region. 	<ul style="list-style-type: none"> Full report compiled and presented to GS Board and Joint Shareholders in December 2024. This is COMPLETE
 Communications Continue to connect with businesses within the region to provide information on RBP and Callaghan Innovation opportunities.	<ul style="list-style-type: none"> Publish Beyond Great – Great South's Business Newsletter 6 times per year. Showcase 6 Southland businesses achieving success. 	<ul style="list-style-type: none"> July newsletter sent 30/07/2024. September newsletter sent 30/09/2024. November newsletter sent 6/12/2024 Each newsletter showcased a business – 3 businesses showcased to date

 Business in Southland - A regional guide Resource document that outlines useful information for new & potential businesses to the region.	<ul style="list-style-type: none"> Develop and publish a regional guide to support new businesses to Southland. 	<ul style="list-style-type: none"> Scheduled to be completed during Q3 and Q4.
 Consumer Marketing Promote Murihiku Southland as a year-round destination for travellers from New Zealand, Australia and other key markets, resulting in more visitors.	<ul style="list-style-type: none"> Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia 3 digital campaigns 	Results for Website visitation as of 31 December: <ul style="list-style-type: none"> Southland NZ: 91% of total pageviews (553,344) come from our key markets (goal is 85%) Fiordland NZ: 80% of total pageviews (170,852) come from our key markets (goal is 85%) 9 campaigns currently running – 3 completed
 Content Development Increase awareness and preference for Murihiku Southland as a year-round destination for travellers through improved marketing materials	<ul style="list-style-type: none"> 3 Marketing collateral up-dated including Muri-hiku Visitor Guide, Murihiku Eats and Hike Fiordland. 	<ul style="list-style-type: none"> Hike Fiordland: The Hik-ing Passport Guide. Printed and distributed Murihiku Eats: The Murihiku Southland Food Guide. Printed and distributed Murihiku Southland Visitor Guide and Map – scheduled for Q4
 Media Increase positive travel media coverage for Murihiku Southland, promoting the region's diverse activities and experiences and drive visitor numbers.	<ul style="list-style-type: none"> 3 media famils 15 media results 	Media Famils completed: <ul style="list-style-type: none"> TNZ (Tourism New Zealand) scoping famil in Doubtful Sound TECNZ Conference and Famils – pre and post conference Opening of Hump Ridge Track & Stewart Island Famil with Aussie Journalist in partnership with TNZ Kia Ora: A food-focused family in Southland TNZ Team & Board visit to Invercargill 15 media results: <ul style="list-style-type: none"> Southland stories generated: Year to date: 49 - with an Equivalent Advertising Value (EAV) of: \$5,141,744 (TNZ) Fiordland stories generated: Year to date: 130 - with an Equivalent Advertising Value (EAV) of: \$7,739,085 (TNZ)
 Showcasing our region Trade Events, Trade Famils and TRENZ.	<ul style="list-style-type: none"> Attend 5 trade shows. Attend 2 partnered famils 2 Murihiku itineraries adopted from Milford Opportunities Project 	<ul style="list-style-type: none"> One trade show attended to date 3 partnered famils completed: TECNZ famil; Ambercrombie & Kent partnered famil; TNZ Leaders & Qualmark Famil TRENZ 2025 Itinerary implemented
 New Experiences	<ul style="list-style-type: none"> Develop 1 new iwi experience 	<ul style="list-style-type: none"> Matariki initiative involving Te Ao Mārama, Iwi & SDC - 9 Matariki way points around Southland being developed into a regional story telling experience.
 Business Events Develop Murihiku Southland as a Business Events destination	<ul style="list-style-type: none"> Attend 3 conference events 	<ul style="list-style-type: none"> 3 conference attended – COMPLETE The Office EA PA Show - Auckland (October) AuSAE Linc Conference - Christchurch (October) BE Expo - Auckland (November)

 Destination Development Progress projects from the Murihiku Southland Destination Strategy (MSDS)	<ul style="list-style-type: none"> Develop an Implementation Plan for MSDS Progress 3 projects from MSDS which includes delivering the Murihiku Southland Sustainable Tourism programme 	<ul style="list-style-type: none"> Draft report has been written and is now being reviewed. 5 projects progressed from MSDS: Dark Skies; Te Taurapa o Te Waka; Bluff Motupohue Tourism Master Plan; Tourism Sector Sustainability; Southland Murihiku Food Tourism Strategy implementation
 Regional Events Calendar Maintain southlandnz.com website calendar listings for regional events	<ul style="list-style-type: none"> 10% increase on number of events listed (baseline: 690) 10% increase on number of overall page views (baseline: 40,000) 15% increase on number of overall page views from within Southland (baseline: 14,000) 	<ul style="list-style-type: none"> Events listing: 1 July - 31 December year to date: 355 Overall Page Views: 1 July - 31 December year to date results: TOTAL: 41,271 Southland Page Views: 1 July - 31 December pageview results: TOTAL: 13,927
 Unmissable Regional Events	<ul style="list-style-type: none"> Support delivery of Burt Munro Challenge Deliver ILT Kidzone Festival 	<ul style="list-style-type: none"> Burt Munro Challenge: Planning underway and continued between Q1 and Q2. Event delivery is in Q3 ILT Kidzone: Funding and event management review undertaken.
 Regional Marketing of Events	<ul style="list-style-type: none"> Six cluster events Four seasonal campaigns Marketing of unmissable events 	<ul style="list-style-type: none"> Spring, Summer and Autumn cluster campaigns completed
 Monitor Emissions Complete annual regional emissions reporting	<ul style="list-style-type: none"> Produce the Regional Emissions Report for 2024 	<ul style="list-style-type: none"> Southland data for the regional emissions reports has been completed, however we are waiting for final data from MPI and MfE for forestry.
 Energy Planning Implement the Net Zero Southland Report	<ul style="list-style-type: none"> Review and update the Net Zero Southland - Economic Mitigation Pathways Analysis to Net Zero Emissions for Southland Report (March 2021) 	<ul style="list-style-type: none"> Project is underway. The background formulas have been reviewed and have been converted to include the latest emissions factors and the effects of Tiwai smelter remaining in the region.
 Implementation of the Regional Energy Strategy	<ul style="list-style-type: none"> Prepare an Action Plan to guide implementation of the Regional Energy Strategy. Prepare two technical reports to support the development 'biogenic methane capture and use' opportunities and 'woody bio-mass' market growth. Prepare a spatial plan identifying favourable locations for renewable energy generation 	<ul style="list-style-type: none"> Action Plan underway Energy profile for Southland built, biogenic methane project support, export markets and carbon related disclosures Two technical reports underway, one each for woody biomass and biogenic methane. Spatial plan for renewable energy sites has been completed with 114 sites identified.

Consolidated statement of comprehensive revenue and expense

For the six months ended 31 December 2024

	Notes	PARENT 31 Dec 2024 (Unaudited)	PARENT 31 Dec 2023 (Unaudited)	PARENT 30 Jun 2025 (SOI)	GROUP 31 Dec 2024 (Unaudited)	GROUP 31 Dec 2023 (Unaudited)	GROUP 30 Jun 2025 (SOI)
Revenue							
Shareholder Funding							
Core		990,500	885,181	1,981,000	990,500	885,181	1,981,000
Contract		966,472	1,029,403	1,609,027	966,472	1,029,403	1,609,027
Total	2	1,956,972	1,914,584	3,590,027	1,956,972	1,914,584	3,590,027
Other Revenue							
Service Revenue	2	347,906	392,449	1,112,453	2,082,595	1,537,388	4,268,243
Project Revenue	2	612,826	691,044	220,197	612,826	691,044	220,197
Interest Revenue		42,506	55,819	-	21,948	32,385	-
Total		1,003,237	1,139,311	1,332,650	2,717,368	2,260,817	4,488,440
Total Revenue		2,960,209	3,053,895	4,922,677	4,674,340	4,175,401	8,078,467
Expenditure							
Project and Service Expenditure							
Regional Economic Development		609,865	515,887	1,048,839	1,846,403	1,548,543	4,066,927
Regional Business Services		315,349	205,147	534,088	315,349	205,147	534,088
Regional Tourism Development		314,567	561,912	724,116	314,567	561,912	724,116
Regional Event Delivery		538,694	647,049	667,642	538,694	647,049	667,642
Beyond 2025 Southland		-	109,824	-	-	109,824	-
Total		1,778,474	2,039,818	2,974,685	3,015,012	3,072,475	5,992,773
Core Expenditure							
Directors Fees		73,000	73,000	176,000	91,000	97,000	176,000
Employee Expense		471,224	519,074	1,017,225	471,224	519,074	1,017,225
Interest Expense		-	4	-	-	4	-
Depreciation and Amortisation	8 & 12	26,882	27,970	60,000	87,849	58,883	60,000
Other Overheads		346,273	393,645	736,871	346,273	393,645	736,871
Total		917,378	1,013,693	1,990,097	996,345	1,068,606	1,990,097
Total Expenditure		2,695,853	3,053,511	4,964,782	4,011,358	4,141,081	7,982,870
Net Surplus Before Tax		264,356	384	(42,105)	662,982	34,320	95,597
Income Tax Expense	5	74,720	-	-	186,335	10,310	38,557
Total Comprehensive Revenue and Expense		189,636	384	(42,105)	476,647	24,010	57,040

Consolidated statement of changes in equity

For the six months ended 31 December 2024

	Notes	PARENT 31 Dec 2024 (Unaudited)	PARENT 31 Dec 2023 (Unaudited)	PARENT 30 Jun 2025 (SOI)	GROUP 31 Dec 2024 (Unaudited)	GROUP 31 Dec 2023 (Unaudited)	GROUP 30 Jun 2025 (SOI)
Opening Balance		1,043,675	1,018,804	1,108,915	3,349,720	3,057,621	2,030,502
Equity							
Comprehensive Revenue and Expense							
Comprehensive Revenue and Expense		189,636	384	(42,105)	476,647	24,010	57,040
Total	14	189,636	384	(42,105)	476,647	24,010	57,040
Share Capital							
Share Capital Issued		1,338,421	1,338,421	1,338,421	-	-	1,338,421
Uncalled Share Capital		-	-	-	-	-	-
Total	14	1,338,421	1,338,421	1,338,421	-	-	1,338,421
Total Equity		2,571,732	2,357,609	2,405,231	3,826,367	3,081,631	3,425,963
Attributable to: Equity Holders of The Company		2,571,732	2,357,609	2,405,231	3,826,367	3,081,631	3,425,963
Closing Balance	14	2,571,732	2,357,609	2,405,231	3,826,367	3,081,631	3,425,963



Consolidated statement of financial position

As at 31 December 2024

	Notes	PARENT 31 Dec 2024 (Unaudited)	PARENT 31 Dec 2023 (Unaudited)	PARENT 30 Jun 2025 (SOI)	GROUP 31 Dec 2024 (Unaudited)	GROUP 31 Dec 2023 (Unaudited)	GROUP 30 Jun 2025 (SOI)
Assets							
Current Assets							
Cash and Cash Equivalents	6	2,172,194	2,071,881	1,521,268	2,434,335	2,212,816	-
Trade and Other Receivables	7	814,627	2,011,648	919,682	1,004,779	1,691,962	635,974
Prepayments		108,556	44,264	88,622	238,431	189,073	88,622
Income Tax Receivable	5	-	37,099	-	-	91,001	-
Total		3,095,377	4,164,891	2,529,572	3,677,545	4,184,852	724,596
Non-Current Assets							
Deferred Tax Asset	5	73,790	31,071	31,071	110,062	44,362	44,361
Investments		1,072,589	1,072,589	1,072,589	-	-	-
Property, Plant and Equipment	8	172,386	188,667	202,480	2,340,796	2,035,313	4,859,125
Assets Under Construction		-	-	-	87,455	323,617	-
Right of Use Assets		1,105,530	-	-	1,454,317	-	-
Intangible Assets	12	-	-	-	100,000	100,000	-
Total		2,424,295	1,292,327	1,306,140	4,092,630	2,503,292	4,903,486
Total Assets		5,519,672	5,457,218	3,835,712	7,770,175	6,688,144	5,628,082
Liabilities							
Current Liabilities							
Bank Overdraft		-	-	-	-	-	442,483
Trade and Other Payables	10	192,550	374,862	604,191	539,861	607,340	745,155
Employee Entitlements		157,554	264,073	285,536	273,649	370,902	391,974
Income Tax Payable	5	68,480	-	(41,201)	140,433	-	5,271
Income Received in Advance	11	1,378,048	2,460,674	581,956	1,439,060	2,628,271	617,238
Total		1,796,632	3,099,609	1,430,482	2,427,479	3,606,513	2,202,121
Non-Current Liabilities							
Finance Lease	9	1,151,307	-	-	1,516,329	-	-
Total		1,151,307	-	-	1,516,329	-	-
Total Liabilities		2,947,939	3,099,609	1,430,482	3,943,808	3,606,513	2,202,121
Net Assets		2,571,732	2,357,609	2,405,231	3,826,367	3,081,631	3,425,963
Equity and Reserves							
Share Capital		1,338,421	1,338,421	1,338,421	1,338,421	1,338,421	1,338,421
Retained Earnings		1,233,311	1,019,188	1,066,810	2,487,946	1,743,210	2,087,542
Total Equity and Reserves	14	2,571,732	2,357,609	2,405,231	3,826,367	3,081,631	3,425,963

Consolidated statement of cash flows

For the six months ended 31 December 2024

Notes	PARENT 31 Dec 2024 (Unaudited)	PARENT 31 Dec 2023 (Unaudited)	PARENT 30 Jun 2025 (SOI)	GROUP 31 Dec 2024 (Unaudited)	GROUP 31 Dec 2023 (Unaudited)	GROUP 30 Jun 2025 (SOI)
Cash Flow from Operating Activities						
Receipts from Shareholder Investment	1,956,972	1,914,584	3,590,027	1,956,972	1,914,584	3,590,027
Receipts from Other Operating Activities	1,252,836	1,403,102	2,101,890	2,548,368	2,886,056	2,564,878
Interest Received	42,506	55,819	-	21,999	32,385	-
Payments to Suppliers	(1,389,666)	(2,011,583)	(2,829,020)	(1,913,454)	(4,568,756)	(2,829,020)
Payments to Employees	(1,616,886)	(1,480,572)	(2,823,761)	(2,380,909)	(28,968)	(2,823,761)
Interest Paid	-	(4)	-	-	(17)	-
Tax Paid	(25,007)	(38,260)	-	(118,989)	(177,039)	-
Net GST Movement	48,533	843,469	-	22,771	213,674	-
Total Cash Flow from Operating Activities	269,288	686,555	39,136	136,758	271,919	502,124
Cash Flow from Investing Activities						
Purchases of Fixed Assets	-	(43,581)	(34,500)	(126,877)	(204,010)	(2,917,271)
Sale of Fixed Assets	1,120	-	-	-	-	-
Total Cash Flow from Investing Activities	1,120	(43,581)	(34,500)	(126,877)	(204,010)	(2,917,271)
Cash and Cash Equivalents at Beginning of Period						
	1,901,786	1,428,907	1,516,632	2,424,455	2,144,907	1,972,664
Net Increase / (Decrease) in Cash and Cash Equivalents	270,408	642,974	4,636	9,881	67,909	(2,415,147)
Cash and Cash Equivalents at End of Period	6	2,172,194	2,071,881	2,434,335	2,212,816	(442,483)



Notes to the consolidated financial statements

NOTE 1: ACCOUNTING POLICIES

REPORTING ENTITY

The Southland Regional Development Agency Ltd Group consists of Southland Regional Development Agency Ltd 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.

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

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 Organisations, 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 consolidated financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). Southland Regional Development Agency Group 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 the Group 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 probable 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 Consolidated 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 Consolidated 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, IT equipment, ILT Kidzone equipment, vehicles, land, and ground station equipment. All asset classes are measured at cost, less accumulated depreciation and impairment losses. Individual assets are capitalised based on Inland Revenue guidelines and if the purchase price 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 the Group 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 and are included in the Consolidated 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
ILT Kidzone:	13.5% - 33%	3 - 7.5 years
Vehicles:	13.5%	7.5 years
Land:	0%	
Ground Station:	0% - 33%	3 - 10 years

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 an associate is included in "investment in associate" 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.

Goodwill has been assessed to have an infinite useful life on the basis the business is ongoing. Goodwill is subject to annual impairment testing.

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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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.

Subsidiaries

Southland Regional Development Agency Ltd consolidates in the group financial statements all entities where it has the capacity to control their financing and operating policies so as to obtain benefits from the activities of the subsidiary. This power exists where there is a majority voting power on the governing body or where such policies have been irreversibly predetermined by the parent or where the determination of such policies is unable to materially affect the level of potential ownership benefits that arise from the activities of the subsidiary.

Southland Regional Development Agency Ltd has 100% control of Space Operations New Zealand Ltd.

Joint Venture

Southland Regional Development Agency Ltd's 49% share of NZ Functional Foods Ltd is equity accounted for in the consolidated financial statements.

A joint venture is an entity over which the Company has significant influence and that is neither a subsidiary nor an associate. The Company's investment is accounted for in the consolidated financial statements using the equity method. The investment in a joint venture is initially recognised at cost and the carrying amount in the consolidated financial statements is increased or decreased to recognise the Company's share of the surplus or deficit in the joint venture after the date of acquisition. Distributions received from a joint venture reduce the carrying amount of the investment in the consolidated financial statements.

If the share of deficits of a joint venture equals or exceeds its interest in the joint venture, the Company discontinues recognising its share of further deficits. After the Company's interest is reduced to zero, additional deficits are provided for, and a liability is recognised, only to the extent that the Company has incurred legal or constructive obligation or made payments on behalf of the joint venture. If the joint venture subsequently reports surpluses, the Company will resume recognising its share of those surpluses only after its share of the surpluses equals the share of deficits not recognised.

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 Consolidated Statement of Comprehensive Revenue and Expense in periods in which they are incurred. Lease incentives received are recognised.

Finance Leases

A finance lease transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred. At the start of the lease term, finance leases are recognised as assets and liabilities in the Consolidated Statement of Financial Position at the lower of the fair value of the leased item and the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life. If there is no reasonable certainty as to whether Southland Regional Development Agency Group will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Payables

Short-term payables are recorded at their fair value.

Financial Instruments

Southland Regional Development Agency Group 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 Consolidated Statement of Financial Position on the basis of Southland Regional Development Agency Group'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 previously.

Operating activities include cash received from all revenue sources of Southland Regional Development Agency Group 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 Group.

Provisions

Southland Regional Development Agency Group recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating deficits.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

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

There have been no changes in accounting policies during the financial year.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these consolidated financial statements, Southland Regional Development Agency Group has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and assumptions are 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.

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)
- Revenue (timing of revenue is assessed under Tier 2 PBE RDR guidance, Note 2)

NOTE 2: REVENUE

	Jul - Dec 2024	Jul - Dec 2023
Class A Shareholder Funding		
Environment Southland	99,050	88,519
Gore District Council	122,584	111,055
Invercargill City Council	998,762	976,910
Southland District Council	736,576	738,100
Total Class A Shareholder Funding	1,956,972	1,914,584
Service Revenue		
Business Services	305,106	355,648
Satellite Ground Station	1,777,489	1,181,740
Total Service Revenue	2,082,595	1,537,388
Project Revenue		
Community Trust South	193,068	111,390
Event Delivery	214,951	199,845
Regional Event Fund	-	171,116
Strategic Asset Protection Programme	18,449	16,098
Other Project Revenue	186,358	192,594
Total Project Revenue	612,826	691,044

NOTE 3: PERSONNEL EXPENDITURE

	Jul - Dec 2024	Jul - Dec 2023
Employee Remuneration		
Salaries and Wages*	2,172,511	2,094,694
KiwiSaver Contributions	61,790	59,792
Increase/(Decrease) in Employee Entitlements	8,337	173,066
Key Personnel Expenditure		
Directors Fees	91,000	97,000
Directors	10	10

* 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.

NOTE 4: INVESTMENT IN OTHER ENTITIES

Southland Regional Development Agency Ltd holds 49% of NZ Functional Foods Ltd (980,000 shares).

	Jul - Dec 2024	Jul - Dec 2023
NZ Functional Foods		
Opening Balance	-	-
Purchase of Shares	-	-
Gain on Revaluation	-	-
Net / Surplus / (Deficit)	-	-
Closing Balance	-	-

NOTE 5: INCOME TAX

	Jul - Dec 2024	Jul - Dec 2023
Surplus / (Deficit) for Period	662,982	34,320
Non Deductible Expenditure	2,500	2,500
Tax at 28%	186,335	10,310
Plus / (Less) Effect of: Balance Brought Forward	73,087	75,729
Plus / (Less) Effect of: Tax Paid	(118,989)	(177,039)
Temporary Differences: Provisions	-	-
Income Tax Liability	140,433	(91,001)

NOTE 6: CASH AND CASH EQUIVALENTS

Southland Regional Development Agency Ltd banks with Westpac and the funds are held in cheque accounts (with interest rates between 0.0% - 0.1%).

	Jul - Dec 2024	Jul - Dec 2023
Cash and Cash Equivalents		
Cheque Accounts	2,433,132	2,211,910
Cash Floats	1,203	906
Total Cash and Cash Equivalents	2,434,335	2,212,816

NOTE 7: TRADE AND OTHER RECEIVABLES

No provision for doubtful debts has been applied.

	Jul - Dec 2024	Jul - Dec 2023
Trade and Other Receivables		
Trade Receivables	844,767	1,487,326
Accrued Revenue	160,012	204,636
GST Receivable	-	-
Total Trade and Other Receivables	1,004,779	1,691,962
Receivables From Exchange Transactions	1,004,779	1,182,982
Receivables From Non-Exchange Transactions	-	508,980
Receivables Ageing Profile at Period End		
Not Past Due	860,259	1,649,442
Past Due 1 - 60 Days	141,727	27,479
Past Due 61 - 120 Days	65	1,936
Past Due > 120 Days	2,728	13,105

NOTE 8: PROPERTY, PLANT AND EQUIPMENT

	Buildings	Furniture & Fittings	IT Equipment	ILT Kidzone Equipment	Vehicles	Land	Ground Station	Site Development	Total
Cost									
Balance at 1 July 2024	588,792	129,582	323,328	51,852	46,000	441,851	664,133	585,508	2,831,047
Additions	-	-	20,868	-	1739	-	26,150	-	48,757
Disposals	-	-	-	-	(4,000)	-	-	-	(4,000)
Balance at 31 December 2024	588,792	129,582	344,196	51,852	43,739	441,851	690,283	585,508	2,875,804
Accumulated Depreciation									
Balance at 1 July 2024	55,244	44,016	171,298	45,753	20,210	-	94,084	19,434	450,038
Depreciation Expense	8,700	7,149	25,835	2,190	3,054	-	33,883	7,037	87,849
Disposals	-	-	-	-	(2,879)	-	-	-	(2,879)
Balance at 31 December 2024	63,944	51,165	197,133	47,943	20,385	-	127,967	26,471	535,008
Carrying Amounts									
Total Property, Plant & Equipment	524,848	78,417	147,063	3,909	23,354	441,851	562,317	559,037	2,340,796

NOTE 9: FINANCE LEASE

Finance lease liabilities relate to the reclassification of leases under IPSAS 43. Any movements are calculated at year end 30 June 2025.

NOTE 10: TRADE AND OTHER PAYABLES

	Jul - Dec 2024	Jul - Dec 2023
Trade and Other Payables		
Payables Under Exchange Transactions		
Trade Payables	207,195	327,349
Related Party Payables and Accrued Expenses	7,333	10,333
Accrued Expenses	273,530	183,546
Total	488,058	521,228
Payables Under Non-Exchange Transactions		
GST Payable	51,803	86,112
Total	51,803	86,112
Total Trade and Other Payables	539,861	607,340

NOTE 11: INCOME RECEIVED IN ADVANCE

	Jul - Dec 2024	Jul - Dec 2023
Income Received in Advance		
Income Received in Advance Under Exchange Transactions		
Income Received in Advance	724,163	1,094,456
Related Party Income Received in Advance	239,897	985,288
Total	964,060	2,079,744
Income Received in Advance Under Non-Exchange Transactions		
Income Received in Advance	-	-
Related Party Income Received in Advance	509,476	548,527
Total	509,476	548,527
Total Income Received in Advance	1,473,536	2,628,271

NOTE 12: INTANGIBLE ASSETS

Goodwill	
Cost	
Balance at 1 July 2024	100,000
Additions	-
Disposals	-
Balance at 31 December 2024	100,000
Accumulated Amortisation	
Balance at 1 July 2024	-
Amortisation Expense	100,000
Impairment/Disposal	-
Balance at 31 December 2024	100,000
Carrying Amounts	
At 31 December 2024	-

NOTE 13: COMMITMENTS

	Jul - Dec 2024	Jul - Dec 2023
Operating Leases as Lessee*		
Expenditure on Operating Leases as Lessee	167,948	160,795
Not later than one year	208,612	206,622
Later than one and not later than five years	207,376	305,272
Later than five years	-	-
Total Operating Leases as Lessee Commitments	415,988	511,894
Operating Leases as Lessor**		
Revenue on Operating Leases as Lessor	1,333,904	956,406
Not later than one year	2,355,533	1,934,089
Later than one and not later than five years	5,081,954	3,921,577
Later than five years	5,517,864	6,037,958
Total Operating Leases as Lessor Commitments	12,955,351	11,893,624

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

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

Capital Commitments

There are no capital commitments as at 31 Dec 2024 (2023: nil).

NOTE 14: 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).

* Class A and B shares are uncalled as at 31 December 2024. These shares have equal voting rights and no par value. Class C shares have no voting rights attached and no par value.

ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY

	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 2024	-	-	1,338,421	1,338,421	-	2,011,300	3,349,721
Profit / (Loss) After Tax	-	-	-	-	-	476,647	476,647
Share Capital Issued	-	-	-	-	-	-	-
Distribution to Shareholders	-	-	-	-	-	-	-
Balance at 31 December 2024	-	-	1,338,421	1,338,421	-	2,487,947	3,826,367

NOTE 15: FINANCIAL INSTRUMENTS

	Notes	Jul - Dec 2024	Jul - Dec 2023
Loans and Receivables			
Cash and Cash Equivalents	See Note 6	2,434,335	2,212,816
Trade and Other Receivables	See Note 7	1,004,779	1,691,962
Total Loans and Receivables		3,439,114	3,904,778
Financial Liabilities at Amortised Cost			
Trade and Other Payables	See Note 10	488,058	5,212,228
Total Financial Liabilities at Amortised Cost		488,058	5,212,228

Credit Risk

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

Liquidity Risk

Southland Regional Development Agency Ltd 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.

Southland Regional Development Agency Ltd 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

Southland Regional Development Agency Ltd is not exposed to foreign exchange or currency risk.

Off Balance Sheet Financial Instruments

Southland Regional Development Agency Ltd 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 16: RELATED PARTIES

All transactions conducted with related parties have been under normal supplier/client relationship terms and at arm's length.

NOTE 17: POST BALANCE DATE EVENTS

There are no other post balance date events.

NOTE 18: CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There are no contingent assets or liabilities as at 31 December 2024 (2023:\$nil).



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