

ChristchurchNZ Limited

Annual Report 2025



ChristchurchNZ

Executive Summary	03
Key Achievements 24/25	04
About ChristchurchNZ	18
Financial Results.....	19
Levels of Service	20
Performance Measures	21
Board of Directors	22
Audited Financial Statements 24/25	23



Executive Summary



Ōtautahi Christchurch continues to capture headlines as an exciting place to live and work, to visit and do business, despite challenging economic conditions locally, nationally and globally over the past year. Sustained economic development requires momentum and collaboration, with many initiatives taking years to materialise and relying on coordinated efforts across the city.

Significant milestones have been achieved through strategic and commercial partnerships, reflecting the complex, long-term, and relationship-driven nature of ChristchurchNZ's work. Notable examples include the Christchurch Engine Centre's commitment of \$250 million to future-proof its operations, and BioOra's decision to establish a \$17 million manufacturing facility in Christchurch. ChristchurchNZ is proud to have played a role in both projects, which will deliver long-term benefits in employment, skills development and investment attraction.

The city's visitor economy continues to grow, supported by a robust calendar of major events, business events and targeted city promotion. ChristchurchNZ's intervention to help Electric Avenue

grow to two days and become the largest music festival in Australasia helped attract 63,000 visitor nights and \$10.4 million in visitor spending to the city.

International arrivals at Christchurch Airport increased by 13% in the three months to June 2025 compared to the same period in 2024 — an uplift of over 10,100 visitors. In collaboration with strategic partners including Christchurch International Airport Ltd (CIAL), mana whenua, Tourism New Zealand and others, the international arrivals area has been transformed to reflect and reinforce the city's brand identity from the moment visitors arrive.

ChristchurchNZ's strong relationships with local businesses and communities underpin successful urban development initiatives, such as the activation of Sydenham Yard, regeneration efforts in New Brighton and innovative street art projects that enhance the city's cultural vibrancy.

Looking ahead to 2025/26, ChristchurchNZ remains committed to driving the city's momentum through strategic collaboration, bold initiatives and a shared vision for a thriving Ōtautahi Christchurch.

A handwritten signature in black ink, appearing to read 'Ali Adams'.

Ali Adams
Chief Executive

A handwritten signature in black ink, appearing to read 'Lauren Quaintance'.

Lauren Quaintance
Chair of the Board

Key Achievements

Helping BioOra choose Christchurch

Key activity

- ChristchurchNZ first started working with BioOra in 2023, helping them find property partners and potential laboratory space. At the time, Christchurch had not even been short-listed as a host city, and all indicators suggested they would choose Wellington for their permanent home.
- Over the next two years, ChristchurchNZ worked with BioOra on their business model for commercialisation, including co-funding a PWC report to quantify the significant opportunity for medical tourism in Christchurch.
- Significant work was put into supporting BioOra's bridge funding round in late 2024, with ChristchurchNZ creating personalised plans for key local investment groups, including Ngāi Tahu. ChristchurchNZ facilitated direct introductions to investors that contributed \$1 million (circa 20%) to the raise.
- We introduced two potential property partners in the health precinct, leading to a formal heads-of-agreement being signed between BioOra and Vital Healthcare.
- Connections have been made with local iwi and central government, including local MP Hamish Campbell, who is a cancer researcher and a strong supporter of the project.
- We introduced BioOra to key leaders at the University of Otago and the University of Canterbury, focused on developing talent pipelines for the future workforce required to deliver the therapy.
- ChristchurchNZ introduced two local private hospital groups to BioOra, and BioOra have now signed a heads-of-agreement with a potential local therapy delivery partner.



Render of BioOra's planned facility in Christchurch

Key outcomes

- This project aligns strongly not only to our health tech growth sector, but also to our premium tourism strategy.
- It also starts to position the city as a potential global immunotherapy centre, which will allow us to work to build partnerships with global research institutes to develop different CARs to treat other diseases.
- The project will generate \$17 million in construction investment, and 31 FTE construction jobs.¹
- Once operational, the hospital is projected to generate at least 482 high-value, permanent jobs and contribute a conservative \$250 million to GDP within the first three years of operation.² These estimates are based on a modest annual patient volume of 500.
- This hospital will provide access to potentially life-saving, noninvasive cancer therapy to the 250 New Zealanders annually who are diagnosed with B-cell non-Hodgkin lymphoma.¹

\$250m GDP
OVER THE FIRST THREE
YEARS OF COMMERCIAL
OPERATION¹

482
PERMANENT HIGH VALUE JOBS
OVER THE FIRST THREE YEARS
OF COMMERCIAL OPERATION¹

"Without ChristchurchNZ's dedicated support and enthusiastic leadership in championing this bold initiative, it is unlikely Canterbury would have secured this transformative project."

— John Robson, Managing Director, BioOra Limited

¹ BioOra

² PWC Business Case 2024

Photo credit: LONZA AG

Working 1:1 to support businesses to perform better

Key activity

- ChristchurchNZ provides one-on-one support to a wide range of Christchurch businesses through several central government programmes. These include the MBIE Funded Regional Business Partner programme for building business capability, facilitation of access to Callaghan Innovation grants, and the delivery of Business Mentors New Zealand across Canterbury.
- oVRcome was born in 2020 and took its first steps within UC's start-up programme ThincLab. oVRcome's app uses Virtual Reality to help people face and overcome anxiety and phobias through safe, guided exposure therapy on a smartphone.
- They connected with ChristchurchNZ early and have been a customer since 2022. Founder Adam Hutchinson joined the Mayoral delegation to Seattle and Los Angeles where the mayor helped facilitate an introduction to a significant tech industry executive.
- Working through Callaghan Innovation, ChristchurchNZ helped oVRcome secure student grants for over \$200k including an Arohia Evidence Grant of \$25k for a \$66k project to test their algorithm around "Heart Rate Variability" in the market.
- oVRcome's platform has reached users in 64 countries, and the company has published two successful clinical trials. In addition, oVRcome has partnered with major organisations including the UK's National Health Service, Allianz, and Optum to extend mental health support beyond the traditional therapy room.
- The work is diverse and extensive, so we will highlight one client, oVRcome, to demonstrate how we work with Business Growth Clients.

"Working with ChristchurchNZ has been fantastic. They have guided us through funding pathways with clarity and efficiency. With time stretched thin, it's easy to miss opportunities, but their no-nonsense approach has made a huge difference. They have opened valuable connections and showed a real understanding of our mission. They get the realities of the startup environment, and their support has been incredibly impactful for us."

— Adam Hutchinson, oVRcome founder



oVRcome enables users to complete exposure therapy using virtual reality headsets and their smartphone

Key outcomes

Our Business Growth team delivered 609 business support engagements towards the organisational Level of Service total of 830, including:

214 ENGAGEMENT
APPOINTMENTS

69 R&D
GRANTS

90 CAPABILITY SERVICE
APPOINTMENTS

194 BUSINESS
MENTOR MATCHES

44 NON-GRANT
LEADS

Helped Business Growth clients secure:

\$7.7m IN CALLAGHAN
GRANTS

68 NEW FULL
TIME JOBS



oVRcome founder Adam Hutchinson
with Matt Doocey, the Minister for Mental Health

Growing the summer of major events

Key activity

- Between January and March 2025 and supported by the Council Event Ecosystem funding, ChristchurchNZ invested in seven major events: World Buskers Festival, Black Clash, Crankworx Summer Series, Electric Avenue, New Zealand Squash Open at Isaac Theatre Royal, and BLACKCAPS and WHITE FERNS fixtures.
- ChristchurchNZ worked with the Electric Avenue producers Team Event to expand the festival to two days in its 10th anniversary year. This involved a combination of securing city investment through the City Partners Group and engaging with key city stakeholders to identify city benefits and mitigate potential risks.
- The World Buskers Festival was re-imagined, with a new event provider on board and a new brand for the event following the end of the contract to deliver Bread and Circus. The event was a finalist in the NZ Events Association awards.
- A new event for the summer portfolio was the downhill mountain biking event Crankworx Summer Series. ChristchurchNZ secured \$750,000 from NZ Major Events (MBIE) to bring the event to Christchurch, showcasing the Christchurch Adventure Park. The new gold slopestyle course at the park is a legacy benefit of Crankworx, showcasing the long-term benefits of attracting significant major events to the city.



Crowds at Electric Avenue in 2025

Key outcomes

For the seven major events between January and March 2025:

96,000

EVENT ATTENDEES³

\$13.25m

IN OUT OF REGION VISITOR SPEND³

78,000

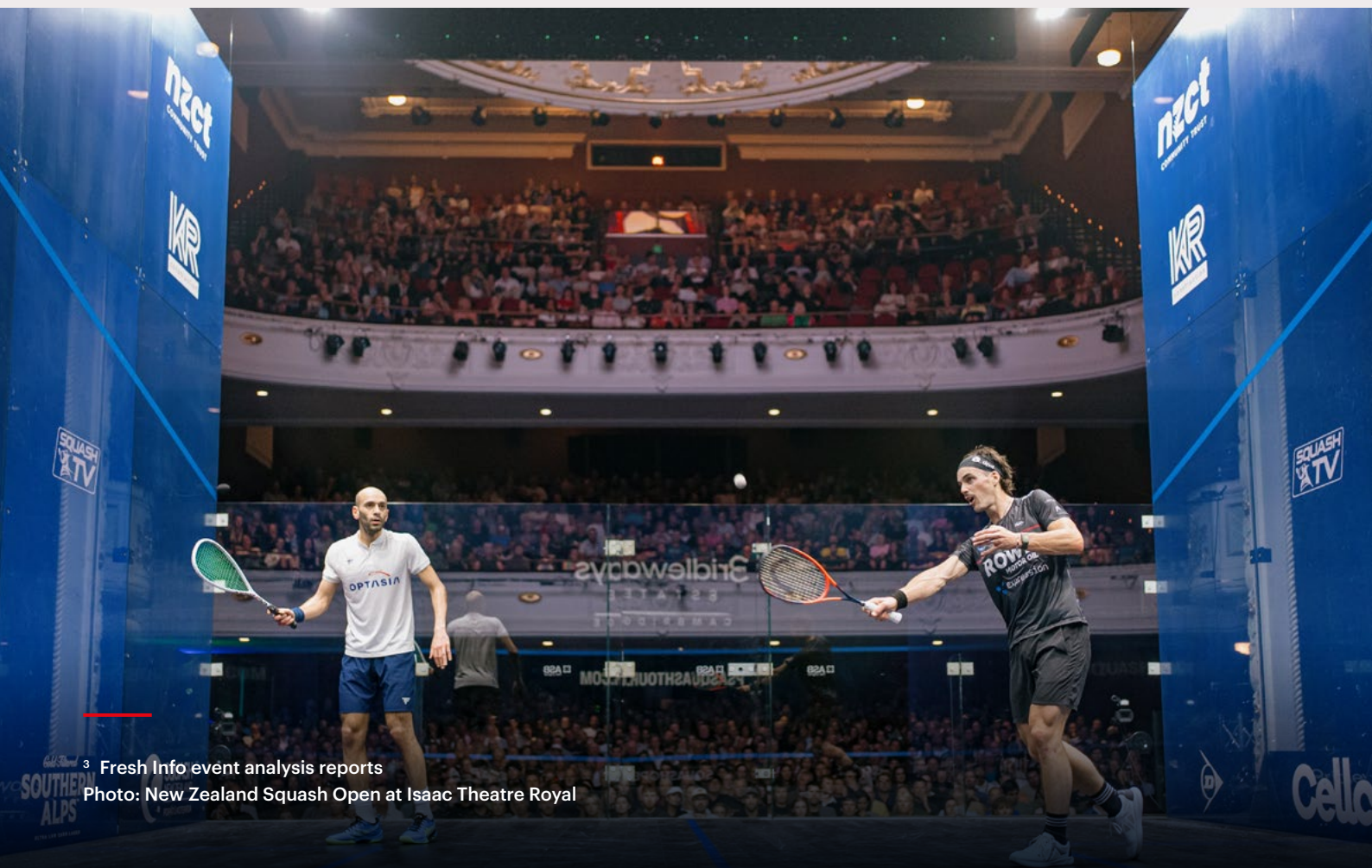
VISITOR NIGHTS³

Electric Avenue:

"The support and guidance we got from ChristchurchNZ enabled us to supersize Electric Avenue in 2025 by expanding to two days, and the city's investment in the event assists with securing exclusive talent which helps drive greater visitation to the event and the city. Thanks for helping us become the biggest music festival in Australasia!"

— Callam Mitchell, Managing Director, Team Event

- Electric Avenue delivered the highest economic impact Christchurch has seen from a major event in at least a decade, with the festival now the biggest music event in Australasia, resulting in 63,000 visitor nights and a visitor spend of \$10.5m.³
- The success of Electric Avenue also reinforced Christchurch's capability and reputation to host large-scale multi-day international events.



³ Fresh Info event analysis reports

Photo: New Zealand Squash Open at Isaac Theatre Royal

Progressing Milton Street development

Key activity

- ChristchurchNZ has been working to progress development of the former Citycare site in Milton Street since purchasing it from Christchurch City Council in 2023. This included:
 - preparing a master plan for the site considering development options
 - assessing market demand and opportunities to address wider community and strategic outcomes
 - demolition of existing buildings to ground level
 - subdivision of the site into smaller parcels for multi-layered development
 - the sale of land parcels to Orion, the council's Three Waters team and NIWA for development of a research facility, bringing around 150 jobs closer to the city centre.
- During the 24/25 year ChristchurchNZ ran a market Request for Development Proposals process with shortlisted EOI respondents, followed by an extensive negotiation process with a preferred developer (Fletcher Living) in order to address key ChristchurchNZ requirements for the site. This included:
 - financial viability of sale and contribution to the wider site return on investment
 - agreement on an approach to managing land contamination that did not expose ChristchurchNZ to risk
 - delivery on identified project outcomes including a requirement for community/affordable housing options for at least 22 beds.

"We appreciate the opportunity to work with ChristchurchNZ to bring a contemporary housing development to the Milton Street site. Our collaboration will bring real value to the development, and we look forward to seeing the neighbourhood come to life with more residents in a great location close to the central city."

— Steve Evans, Chief Executive, Fletcher Living Residential and Development

\$13.25m**OF THIRD-PARTY INVESTMENT⁴**

80**NEW HOMES⁵**

Key outcomes

- \$10m⁴ in Orion electricity and Council water upgrades to secure supply to the south of the city. 66kv cable upgrade boosts city capacity and resilience and 500m³ drinking water tank to improve city supply.
- New developments connect to the park and nearby shops and services. Placemaking Strategy to support new residential development cultural interpretation, artwork and landscaping on new infrastructure sites.
- Earth Science NZ has announced plans to develop a \$30m research facility on the site, moving around 120 jobs closer to the city centre.
- ChristchurchNZ is working with a developer on plans for a sustainable Sydenham Yard housing development of around 80 homes including community and affordable options. \$80m+ total value of investment.

⁴ 2024 estimates

⁵ Subject to final consent

Photo: Milton Street Residential provides easy commuting options



Boosting Australian winter visitation: Winter Different campaign

Key activity

- ChristchurchNZ worked with regional partners to design and deliver a data-driven campaign targeting East Coast Australia, New Zealand's largest international visitor market, capitalising on new Trans-Tasman airline routes. The campaign combined digital advertising, travel deals, and conversion partnerships. Key activities included:
 - partnering with a creative agency to develop campaign creative, a microsite and adverts to showcase the regions
 - securing discounted rates (winter deals) from 160+ tourism operators for Australian visitors
 - partnering with conversion platforms including Webjet, Snap Rentals, and Great Journeys
 - leveraging Tourism New Zealand's media partner to target primed audiences
 - negotiating flight deals, including \$150 off fares to Christchurch, to stimulate demand.
- The campaign ran from 8 May – 16 July

"The Winter Different campaign, led by ChristchurchNZ on behalf of the wider Canterbury and West Coast RTOs, was an excellent example of a regional tourism organisation collaborating with central government to achieve increased visitor arrivals."

— Hon Louise Upston, Minister of Tourism and Hospitality



Screenshot of the Winter Different site homepage



\$600k

INVESTMENT FROM MBIE

\$2.5m

ECONOMIC IMPACT⁶

37m

IMPRESSIONS ADVERTISING REACH⁷

Key outcomes

- Arrivals from Australia into Christchurch in June / July were up 21% year-on-year.⁸
- Webjet bookings from Australia to Christchurch rose 43% compared to the previous year.⁶
- The \$150 flight deal through Webjet (2–13 June) generated 1,158 bookings, with average stays of 8 nights. This equates to an estimated \$2.5 million economic impact.⁶

The advertising campaign delivered:

16.2m

IMPRESSIONS ON META, GENERATING 134,397 CLICKS AND 288,085 VIDEO PLAYS

16m

IMPRESSIONS AND 768,861 VIDEO PLAYS ACROSS PROGRAMMATIC CHANNELS

4.8m

IMPRESSIONS THROUGH DIGITAL OUT-OF-HOME PLACEMENTS



⁶ From Webjet booking data
⁷ Meta and programmatic advertising data
⁸ Data commissioned by Tourism NZ and produced by StatsNZ

Embedding the city brand

Key activity

- We partnered with Christchurch International Airport, Whitiara, TourismNZ and Ariki Creative to redesign the airport's international arrivals area. The refreshed space now welcomes international visitors and returning residents with a strong city brand presence. In FY25, over 1.5m passengers moved through the area.
- We leveraged our city story and place brand through involvement in major events. The Ōtautahi Christchurch logo featured at Crusaders' home games, Tall Blacks basketball, Black Clash, Festival of Squash, Crankworx Summer Series, Hagley Oval, Mainland Football, Cowles Stadium and on Tactix ball-girl T-shirts.
- We continued to deliver a city brand advertising campaign, positioning Christchurch as a vibrant and balanced place to live, visit, work, study, invest and host events. Campaign highlights include:
 - 8.11 million impressions of brand videos across Meta
 - TVNZ and YouTube (New Zealand and East Coast Australia)
 - 1.98 million full video views, driving 13,576 website sessions, with campaign cut-through at 21%.



City branding on display at a Crusaders' home game

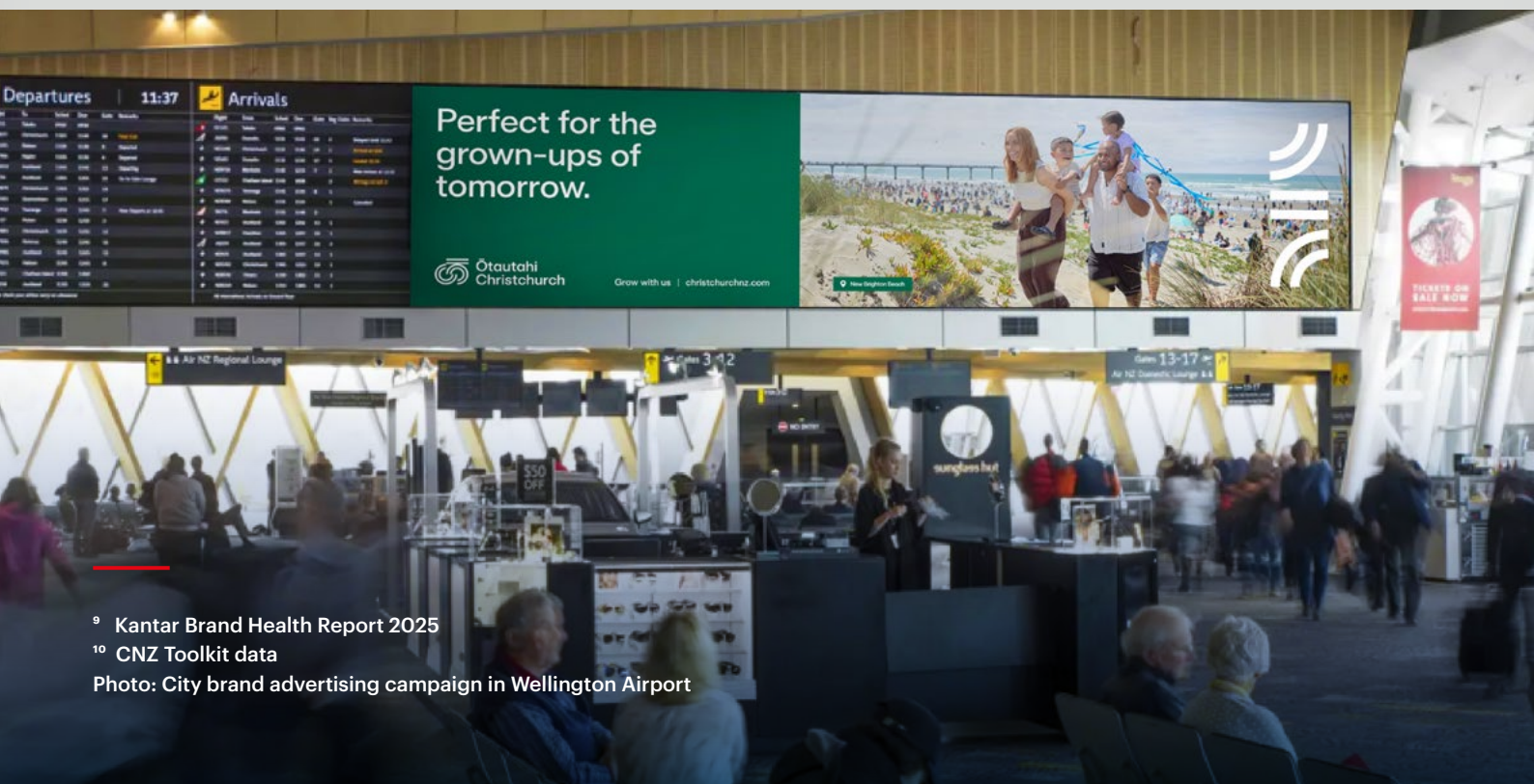
6.6%**BRAND HEALTH
SCORE UP⁹****136%****BRAND ASSET
DOWNLOADS UP¹⁰****59%****OF RESIDENTS RECOGNISE
THE CITY BRAND LOGO⁹**

Key outcomes

- Brand Health score up 6.6% from FY24, and up 11% on FY23 scores.
- Increase in resident pride scores across all pillars, in part driven by perception that Christchurch has world-class events and great restaurants and bars.
- Increase in brand strength domestically across NZ, largely driven by an increase in the perception of Christchurch as a place to work and do business.
- 59% of Christchurch residents now recognise the ŌC logo.⁹
- Domestic traveller consideration of Christchurch sits at 88%, the highest of all New Zealand cities and on par with Melbourne.⁹
- Increased usage of our city brand toolkit, with active subscribers up 10% to 3,032. Asset downloads rose 136% to 12,540 (from 5,318 in FY24).¹⁰

"Thanks to ChristchurchNZ for your work to facilitate the redesign of the international arrivals area in partnership with the Airport, Whitiara, TourismNZ and Ariki Creative. It is great to see the city's brand and storytelling where we welcome international visitors and returning residents."

— Justin Watson, Chief Executive, Christchurch International Airport Limited



⁹ Kantar Brand Health Report 2025

¹⁰ CNZ Toolkit data

Photo: City brand advertising campaign in Wellington Airport

Growing off-season tourism: Stargazing and local stargazing development



\$36m

ADVERTISING VALUE
EQUIVALENCY¹¹

46

GLOBAL MEDIA &
INFLUENCERS HOSTED¹¹

11

TRADE DEVELOPMENT ENGAGEMENTS
HELD TO SHOWCASE STARGRAZING¹¹

¹¹ Tourism NZ post-campaign report

Photo: Stargazing event at Kura Tawhiti / Castle Hill

Key activity

- ChristchurchNZ successfully pitched Kura Tawhiti / Castle Hill to Tourism New Zealand as the location for a showcase “stargazing” event to feature in the first global PR Campaign to come out of the new off-peak visitor attraction strategy.
- The showcase aligns well with our Destination Management Plan to develop stargazing as a tourism product, helping to build the profile of Canterbury as a Dark Sky destination (perfect for off-season tourism).
- ChristchurchNZ has also supported business development for stargazing tourism experiences, particularly Akaroa Stargazing’s marketing material, product manuals and material for engaging with tourism trade to help them become trade-ready.
- Locally, ChristchurchNZ is helping to develop stargazing in Banks Peninsula (alongside Oxford, Hurunui, Kaikoura and Mackenzie) to create Canterbury as the world’s largest dark sky reserve, which could generate an additional \$45.8 million in annual visitor spending and attract an additional 50,600 visitors per year to the Canterbury region.¹²

Key outcomes

- The Stargazing event hosted and organised by ChristchurchNZ earned Tourism NZ \$36 million worth of publicity globally.¹¹
- Hosted 46 key opinion leaders and media from 10 key markets for 2–3 days, in partnership with Tourism NZ.
- Akaroa Stargazing says they had bookings nearly every night over winter (anecdotal).

“Being a ChristchurchNZ Booster Partner has been an incredibly positive experience for us. The team’s support and enthusiasm have not only been a great morale boost, but have also played a direct role in helping our business grow, especially during the off-season. We’re very grateful for the partnership and the opportunities it has provided.”

— Luca Sasso and Manon Devescovi, Akaroa Stargazing



¹¹ Tourism NZ post-campaign report

¹² Benje Patterson — Economic Impacts of a proposed dark sky sanctuary in Canterbury 2023

Photo: Akaroa Stargazing offers a nighttime activity



About ChristchurchNZ

Structure and funding

ChristchurchNZ is a Christchurch City Council-controlled organisation and a public benefit entity. It is a wholly owned subsidiary of CNZ Holdings Ltd with a common board. ChristchurchNZ delivers economic development services as set out in the Levels of Service in the Council's Long-Term Plan. ChristchurchNZ has an independent board including two Councillor-appointed directors.

Strategic direction and delivering on outcomes

ChristchurchNZ's purpose is: **Together we're shaping an economy where people and places thrive.** The Council provides an annual Letter of Expectations to ChristchurchNZ. In response, the Board develops an annual Statement of Intent outlining objectives, nature, scope of activities, and performance measures based on the Council's expectations.

This report provides an annual update on how we are implementing our shareholder-approved core strategic directions, through our strategic framework:

- encouraging regenerative economic growth, as set out in the Christchurch Economic Ambition, the city's economic strategy
- strengthening the city identity locally, nationally and internationally, and
- partnering with stakeholders and local communities to deliver the Destination Management Plans for Ōtautahi Christchurch and Te Pātaka o Rākaihautū Banks Peninsula.

This framework drives progress towards measurable outcomes to increase Christchurch's productivity, liveability and attractiveness.

ChristchurchNZ key internal staff activity

Our annual staff engagement survey showed strong results, with an overall engagement index of 3.88 out of 5. All measures exceeded our KPIs with the exception of Health and Safety, which has an intentionally high benchmark of 4.5 out of 5. Our 2025 result was 4.32, and qualitative data indicates this reflects staff busyness rather than compliance concerns.

Employees expressed appreciation for supportive leadership and a collaborative environment, as well as valuing flexibility in work arrangements. Overall, culture was described as supportive and inclusive, and employees said they are proud to work at ChristchurchNZ.

ChristchurchNZ has been tracking its carbon emissions since 2018.

We survey emissions on employee commuting modes to and from work. This year we have seen an increase in employees choosing more sustainable commuting modes like bike, e-bike and catching public transport. ChristchurchNZ has also joined the WorkRide programme that enables employees to purchase e-bikes on installment using pre-tax dollars.

Zero reportable or major health and safety incidents occurred during the year. Our focus in the health and safety space is on employee wellbeing and risk identification.

Our annual internal compliance survey covers 64 regulations and Acts and 353 obligations. 1% of obligations were identified as Partial Compliance. These partial compliances are not considered a risk and were all resolved through education. 34% of obligations were reported as Did Not Arise during the survey period and 65% were Fully Compliant.

Financial Results

This year, ChristchurchNZ allocated \$18.7 million to grow the city's economy. The majority of this funding — \$15.9 million (84%) — came from Christchurch City Council, with the remaining \$3.2 million (16%) from private sector partners and Central Government, reflecting a positive trend in external support.

ChristchurchNZ reported a modest profit of \$470,000, primarily due to income received for initiatives scheduled to be delivered in future periods.

\$18.7m

INVESTMENT INTO
GROWING ECONOMY
OF CHRISTCHURCH



Levels of Service

LEVELS OF SERVICE MEASURES 24/25	ANNUAL TARGET	YEAR END RESULTS (ALL ACHIEVED)
Targeted Innovation Investment and Business Support		
Partner with mana whenua to support growth in Māori prosperity and self-determination	2 initiatives	2 initiatives
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	800 business support engagements	830 business support engagements
Attraction of external investment for sustainable economic development service	\$1,500,000 external investment	\$2,933,389 external investment
Activating Assets, the Central City and Strategic Locations		
Prepare City bids to attract business events to Christchurch	30 city bids	66 city bids
The city is successful in its bids to attract business events to Christchurch	at least 35% success rate	49% success rate
Area of improvement to public and private space	4,000 square metres	4,476 square metres
City Positioning		
High level of engagement on ChristchurchNZ owned digital channels and platforms	4 million engagements	5.1 million engagements
Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparator cities for resident pride and domestic traveller consideration	Achieved
Number of familiarisation, trade or policy engagements with trade agents, investors, government, or media supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	60 engagements	75 engagements

Performance Measures

KEY PERFORMANCE INDICATORS 24/25	ANNUAL TARGET	STRETCH TARGET	YEAR END RESULTS (ALL ACHIEVED)
Long-lasting job creation supported by ChristchurchNZ	180 FTE years of work	220 FTE years of work	776 FTE years of work
Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity	320 FTE years of work	350 FTE years of work	487 FTE years of work
Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$40m	\$60m	\$106.1m
Contribution to visitor spend supported by ChristchurchNZ	\$27m	\$30m	\$41.8m
Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)	\$35m	\$65m	\$286.6m
Maintain high employee engagement (rating out of five in staff engagement survey)	3.75 or above	–	3.88
Our people feel safe (rating out of five in staff engagement survey)	4.5 or above	–	4.32
Zero serious harm	Zero	–	Zero
Reduce our carbon footprint (benchmark in 2022/23 is 116 tonnes)	>116t	–	102.3t

Christchurch City Council has requested that ChristchurchNZ supplement output (Level of Service) measures by reporting short and long term economic outcomes from our work. Measurement and attribution of outcomes from economic development, tourism and city promotion activities can be difficult, a national and international issue for agencies such as ChristchurchNZ. For some services that we deliver on Council's behalf, it has not been possible to develop a methodology to measure outcomes. In these areas organisational performance is measured through Levels of Service reporting only. Because the impact of some services is not being included, the overall impact of the organisation on the local economy is being under reported.

Board of Directors

Dr Therese Arseneau stepped down from the Board at the 2023/24 AGM and Lauren Quaintance was appointed Board chair on November 29, 2024.



Dr Therese Arseneau, Chairperson



Lauren Quaintance, Chairperson



Jen Crawford



Toby Selman



Stephen Barclay



Victoria Henstock



Jake McLellan

ChristchurchNZ Limited

Audited financial statements for the year ended 30 June 2025

Contents

	Page
Directory	2
Directors' responsibility statement	3
Independent auditors' report	4
Annual financial report	
Statement of comprehensive income	7
Statement of financial position	8
Statement of changes in net assets	9
Statement of cash flows	10
Notes to the financial statements	
1 Statement of accounting policies	11
2 Summary of significant accounting policies	11
3 Investments in subsidiaries	18
4 Finance income and finance costs	18
5 Other contract revenue	18
6 Revenue from exchange and non-exchange transactions	19
7 Overheads and administrative expenses	19
8 Cash and cash equivalents	19
9 Trade debtors and other receivables	19
10 Property, plant and equipment	20
11 Intangible assets	21
12 Trade creditors and other payables	21
13 Employee entitlements	22
14 Income in advance	22
15 Share capital	22
16 Reserves	22
17 Income tax	23
18 Deferred tax assets	23
19 Financial instruments	24
20 Capital management	25
21 Investments	25
22 Related party transactions	26
23 Contingencies	28
24 Capital commitments	28
25 Reconciliation of net surplus/(deficit) after tax to net cash flow from operating activities	28
26 Events occurring after the reporting date	28
27 Performance against statement of intent targets	29
Corporate governance statement	34

Directory

Incorporated	3 May 2017
Reporting entity	ChristchurchNZ (CNZ). Nature of business: ChristchurchNZ Limited is a Council Controlled Organisation (CCO) that works to stimulate sustainable economic growth for a more prosperous Ōtautahi Christchurch.
Business location	Christchurch
Registered office	Level 3, 101 Cashel Street Christchurch
Incorporation Number	6277728
Directors	Dr T Arseneau (Chair, retired 29/11/2024) Mr S Barclay Mrs J Crawford Mrs L Quaintance (Chair from 30/11/24) Mr T Selman Mrs V Henstock Mr J McLellan
Shareholders	ChristchurchNZ Holdings Ltd 1000 Total ordinary shares issued 1000
Independent auditor	Grant Thornton New Zealand Audit Limited on behalf of the Auditor General
Solicitor	Anderson Lloyd Christchurch
Banker	Bank of New Zealand Christchurch

Directors' responsibility statement

The Directors are responsible for the preparation, in accordance with New Zealand law and generally accepted accounting practice, of financial statements which present fairly the consolidated financial position of ChristchurchNZ Ltd. (CNZ) as at 30 June 2025 and the results of its operations and cash flows for the twelve months ended on that date.

The Directors consider that to the best of their knowledge and belief the financial statements have been prepared using accounting policies appropriate to CNZ's circumstances, consistently applied and supported by reasonable and prudent judgements and estimates.

The Directors believe that to the best of their knowledge and belief proper accounting records have been kept which enable, with reasonable accuracy, the determination of the financial position of CNZ and of its financial performance and cashflows and facilitate compliance of the financial statements with the Financial Reporting Act 2013.

The Directors have responsibility for the maintenance of a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of financial reporting. The Directors consider that to the best of their knowledge and belief adequate steps have been taken to safeguard the assets of CNZ and to prevent and detect fraud and other irregularities.

The Directors are pleased to present the financial statements of the Company for the year ended 30 June 2025.

For and on behalf of the Directors.



Chair

16 October 2025



Director

16 October 2025

Independent Auditor's Report

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To the Shareholder of ChristchurchNZ Limited's financial statements and the statement of performance for the year ended 30 June 2025

The Auditor-General is the auditor of ChristchurchNZ Limited (the Company). The Auditor-General has appointed me, Nathan Breckell, using the staff and resources of Grant Thornton New Zealand Audit Limited, to carry out the audit of the financial statements and the statement of performance of the Company on his behalf.

We have audited:

- The financial statements of the Company on pages 7 to 29, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in net assets and 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 performance of the Company on pages 29 to 33.

Opinion

In our opinion:

- the financial statements of the Company on pages 7 to 29:
 - present fairly the Company's:
 - financial position as at 30 June 2025; and
 - 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 for Tier 2 entities (Reduced Disclosure Regime); and
- the statement of statement of performance of the Company on pages 29 to 33 presents fairly, in all material respects:
 - accurately reports the Company's actual performance compared against the performance targets and other measures by which Company's performance can be judged in relation to the Company's objectives in its statement of intent for the year ended 30 June 2025; and
 - has been prepared in accordance with section 68 of the Local Government Act 2002 (the Act).

Our audit was completed on 16 October 2025. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the statement of performance, we comment on other information, and we explain our independence.

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 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.

Emphasis of matter

Without modifying our opinion, we draw attention to the statement of performance on pages 29 to 33, which describes the basis on which certain performance measures have been calculated. The performance measures were developed using internally defined methodologies that have been agreed with the Shareholder. As disclosed, these methodologies involve significant judgement and estimation. Work is underway to consider a national approach to KPIs which may impact future KPIs, subject to Shareholder approval. We have assessed whether the methodology has been applied consistently and that these are adequately disclosed within the performance report. This matter is fundamental to users' understanding of the performance information.

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

The Board of Directors is responsible on behalf of the Company 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 performance for the Company.

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

In preparing the financial statements and the statement of performance, the Board of Directors is responsible on behalf of the Company for assessing the Company'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 intends to liquidate the Company 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 performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of 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 readers, taken on the basis of these financial statements and the statement of performance.

For the budget information reported in the statement of performance, our procedures are limited to checking that the information agreed to the Company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of 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 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 Company'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 evaluate the appropriateness of the reported statement of performance within the Company's framework for reporting its performance.
- 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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of 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 Company 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 and the statement of performance 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 performance, including the disclosures, and assess whether the statement of performance achieves its statutory purpose of enabling the Company's shareholders to judge the actual performance of the Company 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 are responsible for the other information. The other information comprises the information included on page 3 and pages 34 to 38 but does not include the financial statements and the statement of performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of 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 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 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 Company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners*, issued by the New Zealand Auditing and Assurance Standards Board.

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

Grant Thornton New Zealand Audit Limited



N Breckell

Grant Thornton New Zealand Audit Limited

**On behalf of the Auditor-General
Christchurch, New Zealand**

ChristchurchNZ Limited
Statement of comprehensive income
For the year ended 30 June 2025

Statement of comprehensive income

For the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Operating revenue			
Christchurch City Council (CCC) funding	6	15,902	17,843
Other contract revenue	5	2,585	2,230
Other income		342	328
Interest income	4	<u>341</u>	<u>449</u>
Total operating revenue		19,170	20,850
Operating expenditure			
Project and service delivery costs		7,101	7,465
Employee remuneration and contractor costs		9,322	9,481
Overheads and administrative expenses	7	1,147	1,214
Premises rental and other leasing costs		865	816
Depreciation and amortisation expense	10,11	<u>265</u>	<u>273</u>
Total operating expenditure		<u>18,700</u>	<u>19,249</u>
Surplus before tax		470	1,601
Income tax expense	18	<u>(129)</u>	<u>104</u>
Surplus after tax		<u>599</u>	<u>1,497</u>
Total comprehensive income		<u>599</u>	<u>1,497</u>
Total comprehensive income attributable to:			
Shareholder of ChristchurchNZ Limited		<u>599</u>	<u>1,497</u>
		<u>599</u>	<u>1,497</u>

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



Statement of financial position

As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	8	325	890
Short term deposits		6,184	6,098
Trade debtors and other receivables	9	340	228
Inventories		10	5
Current tax receivables	17	113	74
Other current assets		4	17
Prepayments		154	162
Total current assets		<u>7,130</u>	<u>7,474</u>
Non-current assets			
Property, plant and equipment	10	314	526
Intangible assets	11	496	117
Deferred tax assets	19	133	7
Shareholdings	20,22	290	290
Total non-current assets		<u>1,233</u>	<u>940</u>
Total assets		<u>8,363</u>	<u>8,414</u>
LIABILITIES			
Current liabilities			
Trade creditors and other payables	12	1,253	1,398
Employee benefits liabilities	13	432	432
Income in advance	14	489	994
Total current liabilities		<u>2,174</u>	<u>2,824</u>
Total liabilities		<u>2,174</u>	<u>2,824</u>
Net assets		<u>6,189</u>	<u>5,590</u>
Accumulated funds and other reserves			
Retained earnings		5,392	3,484
Reserves	16	797	2,106
Total accumulated funds and other reserves		<u>6,189</u>	<u>5,590</u>

The above Consolidated Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of changes in net assets

For the year ended 30 June 2025

Group	Reserves \$'000	Retained earnings \$'000	Total equity \$'000
Balance as at 1 July 2023	<u>820</u>	<u>3,274</u>	<u>4,094</u>
	-	-	-
Comprehensive income			
Surplus/(Deficit) for the year	-	1,497	1,497
Total comprehensive income	<u>-</u>	<u>1,497</u>	<u>1,497</u>
Transfer to reserves	1,286	-	1,286
Transfer from retained earnings	-	(1,287)	(1,287)
Balance as at 30 June 2024	<u>2,106</u>	<u>3,484</u>	<u>5,590</u>
Effect of change in accounting policy for classification and measurement of financial assets	-	-	-
Comprehensive income			
Surplus/(Deficit) for the year	-	599	599
Total comprehensive income	<u>-</u>	<u>599</u>	<u>599</u>
Transfer to reserves (note 17)	(1,309)	-	(1,309)
Transfer from retained earnings	-	1,309	1,309
Balance as at 30 June 2025	<u>797</u>	<u>5,392</u>	<u>6,189</u>

The above Consolidated Statement of Changes in Net Assets should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
CCC funding		15,902	17,843
Other funding		1,969	2,064
Other revenue receipts		342	328
Interest received		341	472
Payments to suppliers and employees		(18,563)	(20,674)
Income tax paid		(36)	(32)
Net cash from (used in) operating activities	26	<u>(45)</u>	<u>1</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	10	(29)	(93)
Purchase of Intangible assets	11	(404)	(117)
Proceeds from the disposal of investments		-	-
Cash to term deposit		<u>(87)</u>	<u>(233)</u>
Net cash flow from investing activities		<u>(520)</u>	<u>(443)</u>
Net decrease in cash & cash equivalents		(565)	(442)
Cash & cash equivalents at the beginning of the year		<u>890</u>	<u>1,331</u>
Cash, cash equivalents, and bank overdrafts at the end of the year	8	<u><u>325</u></u>	<u><u>890</u></u>

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

1 Statement of accounting policies

1.1 Reporting entity

ChristchurchNZ Ltd. (CNZ) is a public benefit entity, incorporated and domiciled in New Zealand and registered under the Companies Act 1993.

CNZ, through the holding company ChristchurchNZ Holdings Ltd, has a primary function to support its shareholder Christchurch City Council (CCC) to deliver economic development, urban development, attraction and promotional activities to ensure Christchurch is an attractive destination for residents, business, investment, visitors and students.

The financial statements of CNZ are presented for the twelve months ended 30 June 2025. These financial statements were approved and authorised for issue by the Board of Directors on 16th October 2025.

The financial statements were not signed and adopted by 30 September 2025, as required under section 67 of the Local Government Act 2002. This was due to an audit requirement in relation to the statement of service performance measures.

Statement of compliance

These financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime and other applicable financial reporting standards issued by the New Zealand Accounting Standards Board. For the purposes of complying with NZ GAAP, CNZ is eligible to apply Tier 2 PBE IPSAS on the basis that they do not have public accountability and it is not defined as large.

The Board has elected to report in accordance with Tier 2 PBE Accounting Standards and in doing so has taken advantage of all applicable Reduced Disclosure Regime (RDR) disclosure concessions, except for PBE IPSAS 2 Cash Flow Statements.

2 Summary of significant accounting policies

2.1 Ultimate parent and controlling entity

The ultimate holder and controlling interest of CNZ is CCC, through the holding company, ChristchurchNZ Holdings Ltd.

Company structure

CNZ share capital is 100% owned by CCC and therefore from 1 July 2012, through ChristchurchNZ Holdings Ltd, CNZ has been defined as a Council Controlled Organisation (CCO) as defined by the Local Government Act 2002.

2.2 Basis of preparation

Measurement base

The financial statements have been prepared on a historical cost basis, except for assets and liabilities that have been measured at fair value.

The accrual basis of accounting has been used unless otherwise stated and the financial statements have been prepared on a going concern basis.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars, unless otherwise stated. The functional currency of CNZ is New Zealand dollars.

Going concern

The financial statements have been prepared on a going concern basis. Management have assessed the ability of CNZ to continue as a going concern and considered all available information about the future.

The ultimate shareholder, Christchurch City Council, has committed to provide CNZ with funding and support under the Long-Term Plan (LTP) and as such Management are satisfied that the entity meets the going concern requirement.

The Company is deemed a public benefit entity for financial reporting purposes, as its primary objective is to provide services to the community for social benefit and it has been established with a view to supporting that primary objective rather than a financial return.

2 Summary of significant accounting policies (continued)

Use of estimates and judgements

The preparation of financial statements in conformity with PBE IPSAS 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. Where material, information on significant judgements, estimates and assumptions is provided in the relevant accounting policy or note disclosure. The Directors of CNZ have exercised judgement in the recognition of revenue, the recognition of contingent liabilities, the assessment of the expected useful life of PPE, and determining the carrying value of investments in early stage companies.

The estimates and underlying assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances. Estimates are subject to on-going review and actual results may differ from these estimates. Revisions to accounting estimates are recognised in the reporting period in which the estimate is revised and in any future years affected.

Comparatives

The comparative financial period presented is twelve months, as reported in the 30 June 2024 Annual Report.

2.3 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less, which are subject to an insignificant risk of changes in value.

2.4 Trade debtors

Trade debtors and other receivables are measured at their cost less any impairment losses.

An allowance for impairment is established where there is objective evidence the group will not be able to collect all amounts due according to the original terms of the receivable. Bad debts are written off during the period in which they are identified.

Receivables with a short duration are not discounted.

2.5 Trade creditors

Creditors and other payables are stated at amortised cost.

2.6 Investments

Short term deposits

Investments in bank deposits are initially measured at fair value plus transaction costs.

After initial recognition investments in bank deposits are measured at amortised cost using the effective interest method, less any provision for impairment.

For bank deposits, impairment is established when there is objective evidence that CNZ will not be able to collect amounts due according to the original terms of the deposit. Significant financial difficulties of the bank, probability that the bank will enter into receivership or liquidation and default in payments are considered indicators that the deposit is impaired.

Equity investments

The early stage nature of a number of the equity investments held, means that a limited active market exists for re-sale and realisation of profits could be several years away. Inherent uncertainty exists in the valuation of early stage investments therefore CNZ values these at cost less impairment where fair value cannot be determined. Where market transactions have occurred and fair value can be determined these are valued at fair value through surplus or deficit (FVTSD).

2.7 Investments in associates & joint ventures

Associates are those entities over which the Company is able to exert significant influence but which are not subsidiaries. A joint venture is a binding arrangement whereby two or more parties are committed to undertake an activity that is subject to joint control.

2 Summary of significant accounting policies (continued)

Investments in associates and joint ventures are initially recognised at cost and subsequently accounted for using the equity method.

Any goodwill or fair value adjustment attributable to the Company's share in the associate is not recognised separately and is included in the amount recognised as investment.

The carrying amount of the investments in associates and joint ventures is increased or decreased to recognise the Company's share of the profit or loss and other comprehensive income of the associate, adjusted where necessary to ensure consistency with the accounting policies of the Company.

Unrealised gains and losses on transactions between the Company and its associates are eliminated to the extent of the Company's interest in those entities. Where unrealised losses are eliminated, the underlying asset is also tested for impairment.

CNZ does not involve itself in the operating and management decisions of its associates or joint ventures.

2.8 Financial instruments

Financial instruments comprise trade debtors and other receivables, cash and cash equivalents, short term deposits, investments, other financial assets, trade creditors and other payables and other financial liabilities.

Financial assets and financial liabilities are recognised initially at fair value plus transaction costs, except for those carried at fair value through surplus or deficit, which are measured at fair value.

Recognition and de-recognition of financial assets and liabilities

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or the Company transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset.

A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Subsequent measurement of financial assets

The subsequent measurement of financial assets depends on their classification, which is primarily determined by the purpose for which the financial assets were acquired. Management determines the classification of financial assets at initial recognition and re-evaluates this designation at each reporting date.

CNZ currently only classifies financial assets within two categories:

(i) Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition these are measured at amortised cost using the effective interest method, less an allowance for impairment. Discounting is omitted where the effect of discounting is immaterial.

Individually significant receivables are considered for impairment when they are past due or when other objective evidence is received that a specific counterparty will default. Receivables that are not considered to be individually impaired are reviewed for impairment in groups, which are determined by reference to shared credit risk characteristics. The impairment loss estimate is based on recent historical counterparty default rates for each identified group.

(ii) Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit (FVTSD) include financial assets that are either classified as held for trading or that meet certain conditions and are designated at fair value through surplus or deficit upon initial recognition.

Assets in this category are measured at fair value with gains or losses recognised in the reported surplus or deficit. The fair values are determined by reference to active market transactions or using a valuation technique where no active market exists.

Equity investments are measured at cost less any impairment charges, where the fair value cannot currently be estimated reliably.

2 Summary of significant accounting policies (continued)

Subsequent measurement of financial liabilities

Trade payables and other borrowings are subsequently measured at amortised cost using the effective interest method.

2.9 Property, plant and equipment

Items of property, plant and equipment are measured at cost, less accumulated depreciation and any impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Additions

Capital work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is recognised at its cost. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value at the acquisition date.

The cost of replacing part of an item of property, plant and equipment and on-going costs is recognised as an asset if, and only if, it is probable that future economic benefits or service potential will flow to the Company and the cost of the item can be measured reliably.

All repairs and maintenance expenditure is charged to the reported surplus or deficit in the reporting period in which the expense is incurred.

Disposals

When an item of property, plant or equipment is disposed of, the gain or loss recognised in the reported surplus or deficit is calculated as the difference between the net proceeds from disposal and the carrying amount of the asset.

Depreciation

Depreciation is charged on a straight line (SL) basis on all property, plant and equipment over the estimated useful life of the asset. The following depreciation rates have been applied to each class of property, plant and equipment:

Class of PP&E	Depreciation rates
Office furniture and fittings	10% - 33%
Office and computer equipment	10% - 34%
Leasehold improvements	Term of lease (11-17%)

The residual value and useful life of property, plant and equipment is reassessed annually.

2.10 Intangible assets

Intangible assets are initially recorded at cost. Where acquired in a business combination, the cost is the fair value at the date of acquisition. The cost of an internally generated intangible asset represents expenditure incurred in the development phase.

Subsequent to initial recognition, intangible assets with finite useful lives are recorded at cost, less any amortisation and impairment losses and are reviewed annually for impairment losses. Assets with indefinite useful lives are not amortised but are tested, at least annually, for impairment and are carried at cost less accumulated impairment losses.

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 period is recognised in the surplus or deficit.

Class of intangible asset	Amortisation rates
Software & website	20% - 40%

2 Summary of significant accounting policies (continued)

Disposals

Realised gains and losses from the disposal of intangible assets are recognised in the Statement of Comprehensive Income.

2.11 Leases

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

2.12 Impairment of assets

Financial assets

All financial assets are subject to review for impairment at least once each reporting date. Accounts receivable are reviewed for impairment when accounts are past due or when other objective evidence is received that a specific counterparty will default.

Non-financial assets

At each reporting date, the carrying amounts of tangible and intangible assets are reviewed to determine whether there is any indication of impairment. If any such indication exists for an asset, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

Impairment losses

An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Impairment losses directly reduce the carrying amount of assets and are recognised in the reported surplus or deficit.

The estimated recoverable amount of an asset is the greater of the fair value less costs to sell and value in use. Value in use is determined by estimating future cash flows from the use and ultimate disposal of the asset and discounting to their present value using a pre-tax discount rate that reflects current market rates and risks specific to the asset. For an asset that does not generate largely independent cash flows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment losses are reversed when there is a change in the estimates used to determine the recoverable amount. An impairment loss on property carried at fair value is reversed through the relevant reserve. All other impairment losses are reversed through the reported surplus or deficit.

2.13 Employee entitlements

Employee benefits that the Company expects to be settled within twelve months of reporting date are accrued and measured based on accrued entitlements at current rate of pay. These include salaries and wages accrued up to the reporting date and annual leave earned, but not yet taken at reporting date.

The Company recognises a liability and an expense for bonuses where they are contractually obliged or where there is a past practice that has created a constructive obligation.

Termination benefits

Termination benefits are recognised as an expense when the Company is committed without realistic possibility of withdrawal, to terminate employment, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Company has made an offer of voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than twelve months after the reporting date, then they are discounted to their present value.

2.14 Provisions

Onerous contracts

2 Summary of significant accounting policies (continued)

A provision for onerous contracts is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established CNZ recognises any impairment loss on the assets associated with that contract.

2.15 Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Company and revenue can be reliably measured. Revenue is measured at the fair value of consideration received. The Company assesses its revenue arrangements against specific criteria to determine if it is acting as the principal or agent in a revenue transaction. In an agency relationship only the portion of revenue earned by the Company is recognised as gross revenue in the Statement of Comprehensive Income.

The following specific recognition criteria must be met before revenue is recognised:

(i) Rendering of services

Contract and fee revenue is measured at the fair value of the consideration received or receivable and represent amounts received for goods and services provided in the normal course of business, net of discounts and sale related taxes. Where conditions of contracts have not been met this revenue is recognised as being received in advance until conditions of contracts have been satisfied.

(ii) Donations and grants

Donations and grant income is recognised as revenue when received and all associated obligations have been met. Where grants have been given for a specific purpose and with return of funds conditions attached revenue is not recognised until agreed upon services and conditions have been satisfied. Grants received for which the requirements and services have not been met are treated as 'income in advance' under current liabilities only where the contract includes a return of funds condition.

Donated assets are recognised at their fair value at the date of the donation.

(iii) Revenue received in advance

Project funding or grants received where conditions have not yet been met are treated as income in advance and income is deferred as a liability in the Statement of Financial Position.

(iv) Interest income

Interest income is recognised as it accrues, using the effective interest method.

2.16 Income tax

The income tax expensed reported against the surplus or deficit for the reporting period is the estimated income tax payable in relation to the current year's activities, adjusted for any difference between the estimated and actual income tax payable in prior years.

Deferred tax is recognised using the Financial Position method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences; the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries and jointly controlled entities to the extent that they probably will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

In principle, deferred tax liabilities are recognised from taxable temporary timing differences. Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which deductible temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

2.17 Goods and services tax (GST)

All amounts in these financial statements are shown exclusive of GST, except for receivables and payables that are stated inclusive of GST. The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the Statement of Financial Position.

3. Investments in subsidiaries

ii) Equity holdings greater than 20% but less than 50%

PBE IPSAS generally considers that equity holdings of 20% or more, but less than 50%, are associated entities. The Company considers for various reasons that it does not have the ability to significantly influence the operating or financial decisions of the companies in which it holds over 20% of the shares; and accordingly has accounted for these entities on the same basis as other investment holdings, rather than using the equity accounting method for associates.

		CHZH group ownership interest	
		2025	2024
2 C Holdings Limited	Share capital held by CNZ	- %	20.0 %
Canterbury Regional Business Partners Limited	Share capital held by CNZ	49.2 %	49.2 %

2 C Holdings Ltd

2 C Holdings Limited acts as the holding company for the shares in 2 C Light Company Limited. The Company considers that they had no significant influence on this entity and has not accounted for 2 C as an associate. (The investment in 2 C Holdings was held by CRIS Ltd in 2019, which was amalgamated into CNZ in 2020). On 30 June 2025 all shares of 2 C Holdings Limited held by CNZ were disposed.

Canterbury Regional Business Partners Ltd (CRBPL)

ChristchurchNZ maintains a 49% interest in CRBPL, a joint venture with the Canterbury Employers Chamber of Commerce (CECC). CRBPL is a vehicle incorporated for the purpose of receiving funding contracts for economic development activity in the Canterbury Region. The majority of funding revenues received by CRBPL are assigned to ChristchurchNZ, CECC and other sub-contracted entities. As minimal earnings are retained by CRBPL and nil net assets are recognised on the basis that there is no significant influence, the equity interest in CRBPL is not included in the financial statements of ChristchurchNZ.

4 Finance income and finance costs

	2025 \$'000	2024 \$'000
Finance income		
Interest income	341	449
Total finance income	<u>341</u>	<u>449</u>

5 Other contract revenue

	2025 \$'000	2024 \$'000
Education New Zealand	-	11
Ministry of Business, Innovation & Employment	1,225	1,219
Canterbury Regional Business Partners	478	496
Environment Canterbury	11	15
Christchurch International Airport Ltd	187	60
Development Christchurch Ltd	47	126
Other	637	303
	<u>2,585</u>	<u>2,230</u>

CNZ actively seeks to partner with third parties to amplify the funding received from Christchurch City Council. ChristchurchNZ enters into contracts for service with these third parties to deliver specific project activity that is in line with the Statement of Intent Objectives. Revenue from these contracts is recognised as milestones are completed.

5 Other contract revenue (continued)

The multi-year contract (Regional Events Funding) with MBIE which delivered national funding to support recovery from the impact of COVID19 came to an end during the year 30 June 2025. Final distributions of \$146k were made to the regional tourism operators (RTO's), and ChristchurchNZ completed contract delivery of \$723k (2024: \$1.2m) presented above in the Ministry of Business, Innovation & Employment contract revenue breakdown. There is no remaining revenue in advance for the current year (2024: \$589k). Additional funding was provided by MBIE to support regional winter tourism. ChristchurchNZ delivered \$497k on this contract with \$43k in revenue in advance.

6 Revenue from exchange and non-exchange transactions

	2025 \$'000	2024 \$'000
Exchange		
Rental Income	37	49
Other contract revenue	488	364
Interest income	341	449
Total exchange	<u>866</u>	<u>862</u>
Christchurch City Council (CCC) funding	15,902	17,843
Other contract revenue	<u>2,402</u>	<u>2,145</u>
Total non-exchange	<u>18,304</u>	<u>19,988</u>
Total exchange and non-exchange	<u>19,170</u>	<u>20,850</u>

The classification of Canterbury Regional Business Partners revenue in 2025 and 2024, has been changed to non-exchange. All contracts and revenue have been reassessed in 2025 and 2024 to ensure consistent application of the exchange and non-exchange definition in the standard.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange. In CNZ exchange revenue is derived from contracts for service and the provision of serviced offices, and interest income.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either received value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange.

The Company considers that the nature of the core funding received from CCC is 'non exchange' in nature as the service value that ChristchurchNZ returns to CCC as 'economic development' is not always directly provided to CCC as funder, but rather to the broader community on behalf of CCC. Other contracts for service with CCC are treated as exchange revenue.

In the prior year, in addition to core funding from the CCC, \$1.9m of annual plan funding was received from the Council to support events. This funding from council does not satisfy conditions that would allow a liability to be created at year end and these funds be treated as revenue in advance. This funding has been recognised in the current year which has contributed to a surplus. These funds are considered restricted, they must be spent on future events that will derive economic benefit, reserves have been established from the current year's surplus.

Similarly, other funding revenue has been classed as non-exchange revenue as the services are generally provided to the community rather than the funder.

7 Overheads and administrative expenses

	2025 \$'000	2024 \$'000
Auditors remuneration (Financial Statement Audit)	65	65
Directors fees	213	266
Administration	201	185
Communication & IT	376	377
Professional Fees	238	266
Travel & Conference	54	55
Total overheads and administrative expenses	<u>1,147</u>	<u>1,214</u>

The Audit Fee includes fees for the audit of ChristchurchNZ and the Holding company ChristchurchNZ Holdings Ltd.

Directors fees do not include the donation to the Mayoral fund, paid in lieu of directors fees for Councillor Board Members as per the Council's policy on remuneration of Directors.

8 Cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash at bank and in hand	<u>325</u>	<u>890</u>

The carrying amount for cash and cash equivalents approximates fair value.

Cash at bank earns interest at floating rates on daily deposit balances.

9 Trade debtors and other receivables

	2025 \$'000	2024 \$'000
Exchange		
Trade debtors	299	184
Accrued revenue	41	44
Total debtors and other receivables from exchange transactions	<u>340</u>	<u>228</u>
Total debtors and other receivables	<u>340</u>	<u>228</u>

Trade debtors and other receivables are non-interest bearing and receipt is normally on 30 days terms. The carrying value of trade debtors and other receivables therefore approximates the fair value.

As at 30 June 2025 all overdue receivables have been assessed for impairment and appropriate allowances made. All receivables are subject to credit risk exposure.

10 Property, plant and equipment

Company	Capital work in progress \$'000	Office equipment \$'000	Furniture and fittings \$'000	Leasehold improvement s \$'000	Computer equipment \$'000	Total \$'000
Cost						
Balance at 1 July 2023	-	43	629	1,679	519	2,870
Additions	-	1	-	-	90	91
Disposals	-	-	-	-	-	-
Balance at 30 June 2024	<u>-</u>	<u>44</u>	<u>629</u>	<u>1,679</u>	<u>609</u>	<u>2,961</u>
Additions	-	2	-	27	-	29
Disposals	-	-	-	-	-	-
Balance at 30 June 2025	<u>-</u>	<u>46</u>	<u>629</u>	<u>1,706</u>	<u>609</u>	<u>2,990</u>
Accumulated depreciation						
Balance at 1 July 2023	-	40	472	1,242	430	2,184
Disposals	-	-	-	-	-	-
Depreciation charge	-	-	41	142	74	257
Balance at 30 June 2024	<u>-</u>	<u>40</u>	<u>513</u>	<u>1,384</u>	<u>504</u>	<u>2,441</u>
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Depreciation charge	-	1	35	142	60	238
Balance at 30 June 2025	<u>-</u>	<u>41</u>	<u>548</u>	<u>1,526</u>	<u>564</u>	<u>2,679</u>
Carrying amounts						
At 30 June 2024	<u>5</u>	<u>3</u>	<u>116</u>	<u>296</u>	<u>106</u>	<u>526</u>
At 30 June 2025	<u>-</u>	<u>3</u>	<u>80</u>	<u>153</u>	<u>78</u>	<u>314</u>

11 Intangible assets

	Intangibles \$'000	Total \$'000
Year ended 30 June 2024		
Opening net book amount	16	16
Additions	-	-
Amortisation charge	(16)	(16)
Closing net book amount	<u>-</u>	<u>-</u>
As at 30 June 2024		
Cost	927	927
Accumulated amortisation	(927)	(927)
Net book amount	<u>-</u>	<u>-</u>
Year ended 30 June 2025		
Additions	377	377
Transfers	117	117
Amortisation charge	(26)	(26)
Closing net book amount	<u>468</u>	<u>468</u>
At 30 June 2025		
Cost	1,448	1,447
Accumulated amortisation	(952)	(952)
Net book amount	<u>496</u>	<u>495</u>

Intangible work in progress is \$27k (2024: \$117k)

12 Trade creditors and other payables

	2025 \$'000	2024 \$'000
Trade payables	906	836
Non-trade payables and accrued expenses	147	201
Provisions	32	218
GST payable	168	143
Total creditors and other payables	<u>1,253</u>	<u>1,398</u>

Trade creditors and other payables are non-interest bearing and are normally settled on 30-day terms. Therefore, the carrying value of creditors and other payables approximates their fair value.

At 30 June 2025 ChristchurchNZ had organisational provisions of \$32k, \$20k relating to the provision of Screen Grants. CNZ has made offers of grant payments to support production to occur within Canterbury. The Grants are intended as a 'supplement' to core production funding and payment of any Grant is subject to the recipients meeting a number of milestones, including the attraction of investment from other funding bodies. During the year ended 30 June CNZ had paid out \$93k of Grant Payments from Provisions (2024: \$425k).

13 Employee entitlements

	2025 \$'000	2024 \$'000
Holiday pay	<u>432</u>	<u>432</u>

14 Income in advance

	2025 \$'000	2024 \$'000
Ministry of Business, Innovation & Employment (MBIE)	43	578
Other	<u>446</u>	<u>416</u>
	<u>489</u>	<u>994</u>

ChristchurchNZ holds income in advance for exchange contracts where milestones are yet to be completed and for non-exchange contracts where milestones are yet to be completed or a return condition exists.

MBIE paid two years of the Regional Events Funding Contract (REF) as an upfront payment, these funds were released during the financial year. The remaining MBIE income in advance relates to \$43k from the Winter Different campaign (2024: \$578k).

15 Share capital

1000 ordinary shares have been issued with no par value (2024: 1000).

All shares are held by the parent entity, Christchurch City Council through ChristchurchNZ Holdings Ltd.

16 Reserves

The following Board approved reserves existed at balance date:

	2025 \$'000	2024 \$'000
Projects Reserve	362	1,371
Events Ecosystem Reserve	435	658
Major & Business Events Reserve	<u>-</u>	<u>77</u>
Total Reserves	<u>797</u>	<u>2,106</u>

At the end of June 2025 CNZ had project reserves of \$361k (2024: \$1.4m), which reflects unspent funding from the shareholder that is committed toward operational activity or capital expenditure in the future.

Christchurch City Council advanced \$1.9m to ChristchurchNZ in the 2024 financial year as investment toward the long-term events strategy, these funds are to be held for the specific purpose of investing in Business and Major Events as directed by the City Partners Group, the remaining balance for investment is \$435k (2024: \$658k). Between 2020 - 2023 CCC provided SEED funding to support the delivery of Major and Business Events Strategy, there is no remaining balance (2024: \$77k)

17 Income tax

	2025 \$'000	2024 \$'000
Components of tax expense/(benefit)		
Current tax	-	69
Adjustments to current tax in prior years	(3)	1
Deferred tax	(129)	35
Adjustments to deferred tax in prior years	3	(1)
Tax expense	<u>(129)</u>	<u>104</u>
Relationship between tax expense and accounting profit		
Surplus before tax	470	1,601
Tax at 28%	<u>132</u>	<u>448</u>
Plus/(less) tax effect of:		
Non-assessable income	(4,867)	(5,337)
Non-deductible expenses	4,606	4,993
Tax expense	<u>(129)</u>	<u>104</u>
Income tax receivable/(payable)		
Opening balance	74	111
Prior period adjustment	3	(17)
RWT refunded	(60)	(94)
Provision for current tax	(17)	(69)
RWT paid/accrued	113	143
	<u>113</u>	<u>74</u>

18 Deferred tax assets

	2025 \$'000	2024 \$'000
Employee benefits	<u>6</u>	<u>7</u>
At 1 July	7	42
Charge to tax expense	<u>126</u>	<u>(35)</u>
At 30 June	<u>133</u>	<u>7</u>

Total losses available to carry forward are \$454k, tax effect \$127k (2024: NIL).

19 Financial instruments

(a) Financial instruments

Classification of financial instruments

All financial liabilities held are carried at amortised cost using the effective interest rate method.

Classification of financial assets

The carrying amounts presented in the Statement of Financial Position related to the following categories of financial assets and liabilities.

	2025 \$'000	2024 \$'000
Investment Assets (FVTSD)		
Shareholdings	290	290
Total	<u>290</u>	<u>290</u>
Loans and receivables (amortised cost)		
Cash and cash equivalents	325	890
Receivables	299	183
Short-term deposits	6,184	6,098
Total loans and receivables (amortised cost)	<u>6,808</u>	<u>7,171</u>
Trade creditors and other payables (amortised cost)		
Trade payables	906	836
Non trade payables and accrued expenses	147	201
Provisions	32	218
Total	<u>1,085</u>	<u>1,255</u>

(b) Strategy in using financial instruments

The Company's activities expose it to a variety of financial instrument risks: credit risk, market risk (including market price risk, currency risk and interest rate risk) and liquidity risk. The Company has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

(c) Credit risk

The Company takes on exposure to credit risk, which is the risk that a third party will default on its obligations to the Company causing CNZ and the Company to incur a loss.

There are no significant concentrations of credit risk as the Company only invest funds with registered banks which have a high Standard and Poors credit rating.

The Company did not have any credit facilities at the reporting date.

(d) Market risk

Market risk is the combined underlying risk of any investment by the Company including currency risk, market price risk and interest rate risk.

Currency risk

The Company is not exposed to significant foreign exchange risk as a result of transactions denominated in foreign currencies arising from normal operating activities.

19 Financial instruments (continued)

(d) Market risk (continued)

Market price risk

The Company has previously invested in unlisted early-stage companies which are generally not publicly traded. As there may be no open market to establish an independent value for certain unlisted investments, there can be no assurance as to the value of the investment or that there will be a market for the unlisted investment. Where equity investments are publicly traded ChristchurchNZ has valued the investment at the market price (with reference to the most recent arms length market transaction between knowledgeable and willing parties). For non-market shares ChristchurchNZ has sought to minimise the market risk by valuing these investments at the most recent capital raising rate.

Interest rate risk

The Company is subject to cash flow interest rate risk due to fluctuations in the prevailing levels of market interest rates. The Company's risk is limited to its cash and cash equivalents which are held in short term, floating interest rate accounts.

(e) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty raising liquid funds to meet commitments as they fall due. The Company manages this risk by maintaining sufficient cash and cash equivalents to meet liabilities when due.

20 Capital management

CNZ and the Company's capital is its equity, being the net assets represented by retained earnings and other equity reserves. The primary objectives of CNZ and the Company's capital management policy is to ensure healthy capital ratios are maintained in order to support its activities. CNZ manages its capital structure, making adjustments in light of changes to funding contracts and commitments. To maintain or adjust the capital structure, budgeted discretionary expenditure is reduced to avoid the need for borrowing.

21 Investments

The Company has previously made equity investments in and/or loan advances to entities via the operations of 2020 amalgamated entity CRIS Ltd, including investments in entities in the early stages of commercialisation. The valuation of these investments will have elements of uncertainty with benefits to be dictated by future economic performance.

	2025 \$'000	2024 \$'000
Shareholding investments classified as FVTSD		
Opening balance	290	290
Net book amount	<u>290</u>	<u>290</u>

CNZ holds a small legacy investment following the completion of the accelerator program and other innovation initiatives.

22 Related party transactions

i) Controlling entity and ultimate controlling entity

The controlling and ultimate controlling party of ChristchurchNZ Ltd (CNZ) is ChristchurchNZ Holdings Ltd (CNZH).

During the period CNZ received core funding from CCC of \$15.9m relating to the Levels of Service with CCC (2024: \$15.9m). CNZ paid \$4k to CCC for services provided by CCC. At 30 June 2025 CNZ had an intercompany receivable from CCC of \$16k (2024: \$1k) and intercompany payable to CCC of \$0k (2024: \$36k).

ii) Key management personnel remuneration

CNZ classifies its key management personnel into one of three classes:

- Members of the Governing Body
- Chief Executive Officer, responsible for reporting to the governing Body
- Senior Leadership Team, responsible for the operation of the company and reporting to the Chief Executive Officer

Members of the Governing Body receive \$39k per annum and the Chair receives \$78k (paid quarterly).

The Chief Executive and the Senior Leadership Team are employed as employees of the Company on normal employment terms.

The aggregate level of remuneration paid and number of persons (measured as full-time equivalents) in each class of key management personnel is presented below:

	2025		2024	
	Remuneration	# of individuals	Remuneration	# of individuals
Members of the Governing Body	213	5.0	266	6.0
On behalf of members of the Governing Body	78	2.0	76	2.0
Senior Leadership Team	<u>1,500</u>	<u>6.0</u>	<u>1,482</u>	<u>6.0</u>
	<u>1,791</u>	<u>13</u>	<u>1,824</u>	<u>14</u>

Directors fees are reviewed periodically by Christchurch City Holdings Ltd on behalf of the shareholder. The total remuneration allocated to Directors fees for CNZ/CNZH during the period was \$291k (2024: \$342k). Of this amount \$78k was paid as a donation to the Mayoral Welfare Fund on behalf of the Councillor Directors (2024: Mayoral Welfare Fund \$76k).

As part of its remuneration policy CNZH utilises external market data to assess its position in the market and to ensure that pay rates are fair and sufficiently competitive to enable it to retain and attract appropriately qualified talent.

22 Related party transactions (continued)

iii) Other related parties

All related party transactions that CNZ has entered into during the year occurred within a normal client/supplier relationship and under terms that prevail in similar transactions. Transactions with related entities are summarised below:

		Revenue from related parties	Purchases from related parties	Amount owed by related parties	Amounts owed to related parties
Transactions with related entities					
Anderson Lloyd	2024	-	37	-	-
Barclay Consulting Ltd	2025	-	40	-	10
	2024	-	29	-	11
Black Cat Group 2007 Ltd	2024	2	5	-	-
		-	-	-	-
Christchurch City Council	2025	16,187	4	14	-
	2024	17,857	18	1	36
Christchurch International Airport	2025	194	7	20	-
	2024	131	21	29	-
Crusaders Limited Partnership	2025	-	62	-	12
	2024	-	50	-	12
Sky Network Television Ltd	2025	-	-	-	-
	2024	-	12	-	-
Canterbury Regional Business Partners Ltd	2025	439	-	37	-
	2024	404	-	42	-
Christchurch Educated Inc	2025	-	-	-	-
	2024	2	-	-	-
Development Christchurch Ltd	2025	47	-	-	-
	2024	265	-	4	-
The Christchurch Foundation	2025	-	-	-	-
	2024	14	-	-	-
Jen Crawford Limited	2025	-	41	-	-
	2024	-	38	-	-
Dasher Ltd	2025	-	39	-	10
	2024	-	29	-	11
Venues Otautahi Limited	2025	7	237	-	-
	2024	12	261	-	-

Barclay Consulting, Jen Crawford Ltd and Dasher Ltd related parties' transactions were solely for Directors fees.

From 2025 Anderson Lloyd was not a related party

23 Contingencies

At 30 June 2025 CNZ and the Company had no contingent liabilities or assets (2024: \$Nil).

24 Capital commitments

CNZ had no capital commitments at 30 June 2025 (2024: \$Nil).

Operating lease commitments

	2025 \$'000	2024 \$'000
Within one year	734	495
Later than one year and not later than five years	<u>136</u>	<u>573</u>
Total non-cancellable operating leases	<u>870</u>	<u>1,068</u>

Net of landlord contribution (\$550k over 9 years)

ChristchurchNZ has entered into commercial property leases on premises occupied by the business. The property lease commitment figures are net of a landlord contribution received in the 2018 financial year. ChristchurchNZ also has operating leases for items of office equipment.

25 Reconciliation of net surplus/(deficit) after tax to net cash flow from operating activities

	2025 \$'000	2024 \$'000
Surplus/(deficit) after tax	599	1,497
Add/(less) non-cash items		
Depreciation	237	257
Amortisation	27	16
Movement in deferred tax	(126)	35
Investment in equities	-	-
(Gain)/Loss on disposal of assets	<u>-</u>	<u>-</u>
	<u>138</u>	<u>308</u>
Add/(less) movements in working capital items		
(Increase)/Decrease in debtors and other receivables	(96)	(139)
(Increase)/Decrease in prepayments	9	25
(Increase)/Decrease in interest receivable	(4)	22
Increase/(Decrease) in creditors and other payables	(148)	(1,577)
Increase/(Decrease) in income tax payable	(39)	37
Increase/(Decrease) in income in advance	(505)	(165)
Increase/(Decrease) in employee entitlements	<u>0</u>	<u>(6)</u>
	<u>(782)</u>	<u>(1,804)</u>
Net cash inflow/(outflow) from operating activities	<u>(45)</u>	<u>1</u>

26 Events occurring after the reporting date

There were no significant events subsequent to the reporting date which require disclosure in the financial statements.

In line with requirements under the Local Government Act, the Christchurch City Council has undertaken a Section 17A delivery of services cost effectiveness review of economic development in the 2024/25 year. The recommendations from this review have been delivered to Council but no decisions have been made.

The ultimate shareholder, Christchurch City Council, has committed to provide CNZ with funding to deliver sustainable economic development services under the Long-Term Plan (LTP) on their behalf. As such the Board are satisfied that the

entity meets the going concern requirement.

From 1st July 2022 CNZ adopted revised Accounting and Treasury Management Policies, in anticipation of completing a shortform amalgamation of Development Christchurch Ltd (DCL) into ChristchurchNZ. The shareholder (CCC) has approved the amalgamation of DCL into CNZ however the timing of the amalgamation has not been confirmed and now forms part of the decision making in relation to the Section 17A review noted above.

27 Performance against statement of intent targets

ChristchurchNZ is a public benefit entity charged with responsibility for stimulating sustainable economic growth for a more prosperous Ōtautahi Christchurch. In delivering its service performance activities CNZ seeks to form effective partnerships with the public and private sector and to ensure strategic alignment with CCC community outcomes.

CNZ is committed to articulating the value it delivers to the community, its partners and funders. At the request of Council, CNZ has developed a series of outcome focused key performance indicators and methodologies for measurement ^(Note 1). These measures included internal measures (assess and report social, environmental and financial performance, employee engagement, health & safety, carbon footprint, external revenue) and a strong focus on external targets designed to capture the extent to which ChristchurchNZ's work increases prosperity in Ōtautahi through improvement to:

- Productivity, Attractiveness and Liveability

During the year ended 30 June 2025, CNZ monitored delivery against the metrics below. The specific performance targets for the 2025 year were set out in the Statement of Intent. The targets reflect delivery of the Annual Levels of Service CNZ agreed with Christchurch City Council (CCC) as part of the Long Term Plan (LTP) as well as activities delivered by CNZ that are funded by other parties.

Key Performance Indicator External	2024/25 TARGET	2024/25 OUTCOME	2024/25 RESULT	2023/24 RESULT	2023/24 OUTCOME
Long-lasting job creation supported by ChristchurchNZ ^(Note 2)	180 FTE Jobs (220 stretch)	776 FTE Jobs	Achieved	568 FTE years of work	Achieved
Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity ^(Note 3)	320 FTE Jobs (350 Stretch)	487 FTE Jobs	Achieved	588 FTE years of work	Achieved
Estimated value of GDP contribution attributable to ChristchurchNZ activity ^(Note 4)	\$40m (\$60m stretch)	\$106.1m	Achieved	\$84.41m	Achieved
Contribution to visitor spend supported by ChristchurchNZ ^(Note 5)	\$27m (\$30m stretch)	\$41.8m	Achieved	\$53.39m	Achieved
Value of investment into Christchurch supported by ChristchurchNZ (excluding local government) ^(Note 6)	\$35m (\$65m stretch)	\$286.6m	Achieved	\$37.05m	Not Achieved
Revenue % for non-shareholder funding/commercial activity	>=10%	16.6%	Achieved	14%	Achieved
The capital structure and funding model of CNZHL is appropriate for the nature of its business	Appropriate	Appropriate	Achieved	Appropriate	Achieved
CNZHL ensures best practice governance	Best Practice	Best Practice	Achieved	Appropriate	Achieved
Maintain high employee engagement (rating out of five in staff engagement survey)	3.75 or above	3.88	Achieved	4.06	Achieved

Key Performance Indicator External	2024/25 TARGET	2024/25 OUTCOME	2024/25 RESULT	2023/24 RESULT	2023/24 OUTCOME
Our people feel safe (rating out of five in staff engagement survey)	4.5 or above	4.32	Not Achieved	4.41	Not Achieved
Zero serious harm	Zero	Zero	Achieved	Zero	Achieved
Reduce our carbon footprint (Benchmark in 2022/23 is 116 tonnes)	Below 116 tonnes	102.3	Achieved	98.9	Achieved

Note 1: Attribution of economic outcomes to CNZs work has been requested by the Shareholder. The challenge of measuring outcomes from the work of Economic Development Agencies and Regional Tourism Organisations is a national and international issue. Work is underway to consider a national approach to KPIs which may impact future KPIs, subject to Shareholder approval.

The methodologies for monitoring these outcome measures utilise a mix of data, customer survey responses and modelled estimates (which necessitates the application of some assumptions and judgements).

Note 2: Long-lasting job creation is driven by business attraction and growth. For businesses attracted jobs are counted in the year the first employee starts, with estimated employment impact based on company provided data, projected over three years. The three-year projection reflects a conservative estimate of the life of the job. Business growth is measured through participant businesses advising increases in long-term jobs over the financial year. Reported jobs reflect support provided by CNZ as CNZ cannot quantify its influence on relocations and growth.

Note 3: Short-term job creation is driven by major and business events, urban development and screen activity. For events supported by CNZ job estimates are based on visitor spend. Visitor spend for Business events is calculated when the bid is won based on expected attendance (usually in a future year) multiplied by spend per visitor (MBIE Business Events Delegate Survey Report 2019). Visitor spend for major events is produced by the Event Economics model supplied by Freshinfo. The Tourism Satellite Account (2019-Stats NZ) is used to allocate spend across industries, with employment estimated via industry-specific multipliers (2017 Regional Input/Output Tables – Insight Economics). Expected construction costs are used to estimate jobs using industry multipliers and screen job numbers are collected through the process to allocate screen grants.

Note 4: GDP contribution attributable to ChristchurchNZ activity is estimated based on visitor spend from major and business events (Ref Note 3), job creation (Ref Notes 2 & 3), job attraction (Ref Note 2) construction costs and CNZ organisational spend (applying a multiplier for local government administration services sector). GDP is estimated using salary information where known or “Value-added per unit of output” and “Employment per \$ million of output” multipliers based on the relevant industry (2017 Regional Input/Output Tables – Insight Economics).

Note 5: Visitor spend is estimated for business and major events (Ref Note 3). It has not been possible to develop a methodology to measure impact of visitor attraction and city promotion activities. For these services organisational performance is measured through Levels of Service measures only. Because the impact of some services is not included, the impact of the organisation overall is being under reported.

Note 6: Value of investment into Christchurch (excluding local government) is reported by organisations we contract or work with or captured in our finance system where the investment flows into or through ChristchurchNZ.

Performance against statement of intent targets (Levels of Service)

A summary of the level of service measures and delivery against the target in the period is provided in the table below. Levels of Service were amended in the 2024/25 long-term plan. As the measures are not directly comparable the 2023/24 Level of Service, results are provided in a sperate table following the results for 2024/25:

LEVEL OF SERVICE MEASURE (2024/25)		2024/25 RESULT	TARGET 2024-25
5.1.2.8	Partner with mana whenua to support growth in Māori prosperity and self determination	ACHIEVED 2 initiatives	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity

LEVEL OF SERVICE MEASURE (2024/25)		2024/25 RESULT	TARGET 2024-25
5.1.6.1	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	ACHIEVED 830 engagements with businesses	800 engagements with businesses to provide support or advice
5.1.5.8	Attraction of external investment for sustainable economic development services	ACHIEVED \$2,933,389	\$1,500,000 external investment secured
5.1.8.1	Prepare City bids to attract business events to Christchurch	ACHIEVED 66 city bids	30 city bids prepared to attract business events to Christchurch
5.1.8.2	The city is successful in its bids to attract business events to Christchurch	ACHIEVED 49% success rate	At least 35% success rate of bids for business events
5.1.9.2	Area of improvement to public and private space	ACHIEVED 4476 square metres	4,000 square metres
5.3.1.1	High level of engagement on ChristchurchNZ owned digital channels and platforms	ACHIEVED 5.1 million engagements	4 million engagements on ChristchurchNZ owned digital channels and platforms
5.3.5.1	Meeting benchmark brand tracking targets with key audiences	ACHIEVED Higher ranks	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveler consideration
5.1.7.3	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	ACHIEVED 75 engagements	60 engagements with trade agents, investors government or media

Prior year, 2023/24 Level of service results are provided in the table below:

LEVEL OF SERVICE MEASURE (2023/24)		2023/24 RESULT	2023/24 OUTCOME
1.0	Number of Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	Achieved	6
1.1	Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	Achieved	43
1.2	Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	Achieved	113

LEVEL OF SERVICE MEASURE (2023/24)		2023/24 RESULT	2023/24 OUTCOME
2.0	Number of initiatives that deliver better education outcomes and skills development to meet industry need and lead to high-value decent work	Achieved	4
3.0	Number of initiatives delivered in partnership with mana whenua and Te Runanga o Ngai Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity and create decent work	Achieved	2
4.0	Number of initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience, and sustainability (including carbon footprint reduction) of Christchurch and Canterbury organisations	Achieved	4
4.1	Number of Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	Achieved	745
4.2	Satisfaction of businesses accessing support or advice services	Achieved	+50
5.0	Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	Achieved	
5.1	Number of businesses in a business network which secures higher revenues from the National Antarctic Programmes	Achieved	100
6.0	Number of initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination in partnership with third parties where joint outcomes can be amplified	Achieved	4
6.1	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	Achieved	84
6.2	Success rate of bids for business events	Achieved	42%
6.3	Assess portfolio of events supported against the Major Events Strategy	Achieved	
6.5	Number of destination product offerings, experiences, or itineraries developed and supported which embed the city narrative	Achieved 5 destination products	
6.6	Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP.	Achieved	104
6.7	Number of screen productions attracted to Christchurch through a grant fund	Achieved	1 production
7.0	Number of people using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	Achieved over 5000 downloads.	
7.1	Number of engagements on ChristchurchNZ owned digital channels and platforms	Achieved	

LEVEL OF SERVICE MEASURE (2023/24)		2023/24 RESULT	2023/24 OUTCOME
7.2	Number of engagements with trade agents and investors in priority markets and sectors.	Achieved	
8.0	City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	Achieved, no strategies requested this financial year	
8.2	Number of economic research and insights reports delivered to provide city partners with robust evidence base on which to base strategies and investment decisions	Achieved	
8.3	Number of people actively engaging with ChristchurchNZ economic and strategic insights	Achieved	
8.4	Number of reports on the feasibility of urban development proposals and projects	Achieved with over 3 initiatives	
8.5	Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property	Achieved	

Corporate governance statement

Ownership

Shares in the company are held by ChristchurchNZ Holdings Ltd (CNZH) which is 100% owned by the Christchurch City Council (CCC).

Public benefit entity

CNZ is a non-profit entity and acts for the public good. CNZ considers the environment and the community in all of its activities.

Nature of operations

CNZH is the non-operating parent of ChristchurchNZ. CNZH is a Council Controlled Organisation (CCO) that works to stimulate sustainable economic growth for a more prosperous Ōtautahi Christchurch.

Role of the Board of Directors

The Board is ultimately responsible for setting the strategic direction of the company, oversight of the management of the company and direction of its business strategy, with the aim being achievement of the shareholder's vision and expectations for the sustainable economic development of Christchurch. The Board is accountable to the shareholder for the performance of the company.

The Board draws on relevant corporate governance best practice principles to assist and contribute to the performance of CNZ. The functions of the Board are outlined in the Board Charter and include areas of stewardship such as:

- Identifying and agreeing matters of policy, strategic direction and intervention logic with shareholder
- Approving Business Plans/Strategies and Budgets
- Monitoring management of the Company's capital
- Providing leadership and a framework of controls to enable the assessment and management of risk
- Ensuring appropriate internal controls, monitoring and reporting systems are in place
- Monitoring operational and financial position and performance of the Company
- Appointment of Chief Executive Officer
- Ensuring appropriate procedures are in place to ensure compliance with laws, government regulations and regulatory requirements
- Approving and reviewing internal decision making and compliance policies and procedures
- Appointing Board members or representatives for subsidiary entities as required

Statement of intent

In accordance with Section 64(1) of the Local Government Act 2002 a Statement of Intent (SOI) is submitted by the Board of Directors of ChristchurchNZ Limited (CNZ) to its shareholder, Christchurch City Council (CCC) in March of each year. The Statement of Intent defines for ChristchurchNZ, its objectives, the nature and scope of its activities, and the performance targets and other measures by which the organisation may be judged in relation to its objectives over the next three years. The SOI provides an opportunity for CCC and the CNZ Board to define CNZ's focus every three years consistent with the Council's Long-Term Plan (LTP) process, with fine-tuning of delivery objectives occurring in intermediate years.

Corporate governance statement (continued)

Board membership

Directors of the Board are appointed by the shareholder CCC. Board appointees will include Council Directors and Independent Directors. The Directors will elect and appoint an Independent Director as Chair after consultation with the shareholder. All Directors are required to comply with a formal Code of Conduct which is based on the New Zealand Institute of Directors' Code of Practice for Directors.

Director's remuneration

The total Director remuneration received by the Directors of CNZH during the period was as follows:

	2025 \$'000	2024 \$'000
Director's fees		
D T Arseneau (Chair)	32	76
S Barclay	39	38
P Bingham	-	38
L Quaintance (Chair)	63	38
T Selman	39	38
J Crawford (Deputy Chair)	41	38
Jake McLellan (Councillor Director)	-	-
Victoria Henstock (Councillor Director)	-	-
Total Director remuneration	<u>214</u>	<u>266</u>

Directors fees are reviewed periodically by Christchurch City Holdings Limited on behalf of the shareholder. The total remuneration received by the Directors of CNZ/CNZH during the period was \$292k (2024: \$342k). Included in this was a \$78k (2024: \$76k) donation made to the Mayoral Welfare Fund in lieu of Director fees for Councilor Directors.

During the year, D T Arseneau served as Chair until November 2024. From December 2024, L Quaintance moved from Deputy Chair to Chair, and J Crawford was appointed Deputy Chair. Their remuneration reflects these role changes from December 2024 onwards.

Corporate governance statement (continued)

Key Management Remuneration

As part of its remuneration policy CNZ utilises externally provided market data to annually assess its position in the market and ensure that pay rates are fair and sufficiently competitive to enable it to retain and attract appropriately qualified talent.

The key management personnel of ChristchurchNZ are the Chief Executive Officer and members of the Senior Leadership Team. The number of Senior Leadership employees who received remuneration and benefits during the period are listed below with bands specified. The senior leadership team (including CE) is made up of six members of staff.

	2025 \$	2024 \$
\$000's		
100 - 110	9	6
110 - 120	8	6
120 - 130	4	2
130 - 140	5	7
140 - 150	1	7
150 - 160	6	3
160 - 170	1	-
170 - 180	1	-
180 - 190	-	-
190 - 200	-	-
200 - 210	-	-
210 - 220	2	3
220 - 230	1	1
230 - 240	1	1
240 - 250	-	-
250 - 260	-	-
260 - 270	-	-
270 - 280	-	-
280 - 290	-	-
290 - 300	-	-
300 - 310	-	-
310 - 320	-	-
320 - 330	-	-
340 - 350	-	-
350 - 360	-	-
360 - 370	-	-
370 - 380	-	1
380 - 390	-	-
390 - 400	1	-
Total	40	37

Corporate governance statement (continued)

Directors' interests

The following entries were recorded in the interests register during the year ended 30 June 2025:

	Company	Interest
Dr T Arseneau	EducationNZ	Board Member
	Therese Arseneau Consulting Ltd	Director/Shareholder
	Lane Neave	Independent Chair
	Elder Family Trust	Trustee
	House of Travel Holdings Ltd	Director
	ChristchurchNZ Holdings Ltd	Director
Mr S Barclay	Jennian Homes Tauranga East Ltd	Director/Shareholder
	Barclay Consulting Ltd	Director/Shareholder
	Longbush Partnership Ltd	Director/Shareholder
	Norton Barclay Investments Ltd	Director/Shareholder
	Moehau GP Ltd	Director
	NBI LP Ltd	Director
	ChristchurchNZ Holdings Ltd	Director
Ms J Crawford	Rangitata Diversion Race Management Limited	Chair
	Nelmac Limited	Director
	Orion New Zealand Limited	Director
	MHV Water Limited	Independent Director
	Jen Crawford Limited	Director/Shareholder
	ChristchurchNZ Holdings Ltd	Director
Ms L Quaintance	Turners Automotive Group	Independent Director
	DPL Insurance	Independent Director
	Crusaders	Independent Director
	Sky Television Ltd	Executive Role
	ChristchurchNZ Holdings Ltd	Director
Cr J McLellan	Ōtautahi Community Housing Trust	Trustee
	Christchurch City Council	Councillor
	Civic Building Ltd	Director
	ChristchurchNZ Holdings Ltd	Director
Mr T Selman	Cessna 172 Holdings Ltd	Director/Shareholder
	PRI Global Real Estate Committee	Chair
	ESR	Executive
	Guardians of NZ Superannuation Fund	Executive
	Dasher Ltd	Director/Shareholder
	ChristchurchNZ Holdings Ltd	Director
Cr V Henstock	Orbit Consulting Ltd	Director/Shareholder
	Christchurch City Council	Councillor
	North West Christchurch Community Sporting Trust	Trustee
	St Francis of Assisi Catholic School	Proprietors Representative Trustee
	Nurture Trust	Trustee/Chair
	RJ Buckley Limited	Director
	ChristchurchNZ Holdings Ltd	Director

Corporate governance statement (continued)

Other Interests

Ms L Edwards	ChristchurchNZ Holdings Ltd, Health, Safety, Audit and Risk	Independent Chair
	Wrattwards Trust	Trustee and Beneficiary
	Peacock Consulting Ltd	Director / Shareholder
	Unity Credit Union	Chair
	Canterbury Business Recovery Trust	Trustee
	JR McKenzie Trust	Trustee
	National Provident Fund	Chair
	Superannuation Investments Ltd	Director
	Marlborough Kaikoura Trail Trust	Trustee
	MFL Mutual Holdings Ltd	Director
	Joyce Fisher Charitable Trust	Independent Chair, Audit & Risk Committee
	Airways Corporation NZ Ltd	Director

A record of interests in specific transactions with the company which have been notified to the company by any director in accordance with section 140 of the Companies Act and Conflicts of Interest Policy:

	Company	Interest	Disclosure
Ms L Quaintance	Plato Creative	Personal Relationship	Website design - spouse was an employee.

ChristchurchNZ

