

Consolidated Financial Report

Employers' Chamber of Commerce T/A Business Canterbury
For the year ended 30 June 2026

Prepared by Baker Tilly Staples Rodway Christchurch Limited

Contents

3	Compilation Report
4	Directory
5	Consolidated Statement of Service Performance
7	Consolidated Statement of Comprehensive Revenue and Expense
8	Consolidated Statement of Changes in Net Assets
9	Consolidated Statement of Financial Position
10	Consolidated Statement of Cash Flows
11	Notes to the Financial Statements
20	Auditors Report

Compilation Report

Employers' Chamber of Commerce T/A Business Canterbury For the year ended 30 June 2026

Compilation Report to the Directors of Employers' Chamber of Commerce T/A Business Canterbury.

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Employers' Chamber of Commerce T/A Business Canterbury for the year ended 30 June 2026.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilities

The Board Members are solely responsible for the information contained in this financial report and have determined that the accounting policies used are appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

Independence

We have no involvement with Employers' Chamber of Commerce T/A Business Canterbury other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

As mentioned earlier in our report, we have compiled the financial information based on information provided to us therefore neither we nor our employees accept any responsibility for the accuracy of the material from which the financial statements have been prepared. Further, the financial statements have been prepared at the request of, and for the purposes of, our client and neither we nor any of our employees accept any responsibility on any ground whatsoever, including liability in negligence, to any person.

Baker Tilly Staples Rodway Christchurch Limited
Christchurch

Dated: 23 September 2026

Directory

Employers' Chamber of Commerce T/A Business Canterbury For the year ended 30 June 2026

Registered Number

219159

Registered Office

57 Kilmore Street
Christchurch

Board Members

Paul Deavoll (President)
Grant Walker (Vice President)
Korina Foot
Glen Hansen
Hayley Hobson

Auditors

BDO Christchurch Audit Limited
Christchurch

Accountants

Baker Tilly Staples Rodway Christchurch Limited
329 Durham Street
Christchurch

Bankers

Westpac Banking Corporation
Wellington

ANZ Banking Group
Wellington

Solicitors

Anderson Lloyd
Christchurch

Taylor Shaw Limited
Christchurch

Consolidated Statement of Service Performance

Employers' Chamber of Commerce T/A Business Canterbury For the year ended 30 June 2026

Core Purpose

Backing businesses to thrive by building capability, connections, and advocacy.

Mission

Our mission is to be the best business partner for our members. We deliver on that mission through our programmes and services, providing advisory and consultancy support in employment relations, human resources, health and safety, international trade, manufacturing, research and development grants, training and development, and events to inspire, inform and educate our members. We also provide a voice for the local business community and advocate for policies that will help shape and enable a local and national business environment that promotes innovation, productivity and economic growth.

Performance Measures	2026	2025
Connecting through our network		
Invest Members	63	60
Thrive Members	261	289
Connect Members	708	748
Service Members	103	122
Lite Members	1094	879
Life Members	9	9
Associate Members	490	852

There has been a change between years in the way associate members are counted. In 2025, the associate members included subsidiary companies of members. Whereas in 2026, this definition has been revised with only the parent member company recognised.

Developing Capability	2026	2025
Training Attendees	753	1328
Event Attendees	6,028	6,148

Responsible Business Behaviour	2026	2025
Carbon Zero Emissions	Toitū accredited	Toitū accredited

Championing Business Interests	2026	2025
Media Engagements on Advocacy Issues	186	94

Member Satisfaction	2026	2025
Net Promoter Score (NPS): how likely are you to recommend Business Canterbury?	NPS 21	NPS 14

Significant Judgements

The selection of the performance measures has been determined to be a significant judgement given the number of ways in which Business Canterbury operates to achieve its mission. The performance measures selected have been determined as the most appropriate way for reporting our impacts.

The level of aggregation and presentation of the measures in the Statement of Service Performance are considered to be significant judgements as these judgements have an impact on the users ability to understand and interpret Business Canterbury's reported performance, and assess how we are achieving our mission. The level of aggregation and presentation has been determined to be appropriate to allow for useful interpretation of the measures reported.

There were no other significant judgements made in relation to the reported performance measures.

Consolidated Statement of Comprehensive Revenue and Expense

Employers' Chamber of Commerce T/A Business Canterbury For the year ended 30 June 2026

	NOTES	2026	2025
Operating Revenue			
Subscriptions		1,409,523	1,317,054
Trading Revenue		2,069,851	1,820,752
Sponsorships		411,998	521,981
Commissions Received		15,627	26,973
Other Revenue	4	3,714	32,689
Gain on Sale of Fixed Assets		19,578	-
Total Operating Revenue		3,930,292	3,719,449
Operating Expenditure			
Administration & Office Expenses		118,683	119,124
Audit Fee		28,223	25,000
Trading Expenses		546,591	465,883
Building & Facilities Expenses		97,514	86,492
Business NZ and Chamber Levies		86,107	255,649
Computing & Internet		246,012	287,126
Depreciation		200,990	176,246
External Communications		32,524	31,158
Insurance		37,884	35,438
Personnel Expenses		2,589,073	2,795,102
Travelling & Vehicle Expenses		54,592	26,950
Total Operating Expenditure		4,038,194	4,304,168
Surplus/(Deficit) before Net Financing Costs		(107,902)	(584,719)
Finance Costs			
Interest Revenue		5,319	15,732
Finance Costs		(48,170)	(56,699)
Total Finance Costs		(42,851)	(40,967)
Share of Surplus of Equity-Accounted Joint Venture			
Share of Surplus of Equity-Accounted Joint Venture		8,049	1,813
Deficit for the Year		(142,705)	(623,873)
	NOTES	2026	2025
Other Comprehensive Revenue and Expense for the Year			
Deficit for the Year		(142,705)	(623,873)
Revaluation of Property, Plant & Equipment	5	-	428,669
Total Other Comprehensive Revenue and Expense for the Year		(142,705)	(195,204)

These financial statements are to be read in conjunction with the accompanying Notes and the Compilation Report.

Consolidated Statement of Changes in Net Assets

Employers' Chamber of Commerce T/A Business Canterbury
For the year ended 30 June 2026

	Accumulated Revenue and Expense	Asset Revaluation Reserve	Total
Balance 30 June 2024	2,522,295	3,707,196	6,229,491
Total Comprehensive Revenue and Expense for the Year	(623,873)	428,669	(195,204)
Balance 30 June 2025	1,898,422	4,135,865	6,034,287
Total Comprehensive Revenue and Expense for the Year	(142,705)	-	(142,705)
Balance 30 June 2026	1,755,717	4,135,865	5,891,582

Consolidated Statement of Financial Position

Employers' Chamber of Commerce T/A Business Canterbury As at 30 June 2026

	NOTES	30 JUN 2026	30 JUN 2025
Assets			
Current Assets			
Cash and Bank Balances	7	1,090,257	656,361
Trade and Other Receivables	6	683,196	470,426
Prepayments		112,723	64,389
Investments		107,599	104,194
Total Current Assets		1,993,773	1,295,369
Non-Current Assets			
Property, Plant and Equipment	5	6,774,635	6,794,169
Equity Accounted Joint Venture	10	19,461	11,412
Total Non-Current Assets		6,794,096	6,805,581
Total Assets		8,787,869	8,100,950
Equity and Liabilities			
Reserves			
Revaluation Reserve		4,135,864	4,135,864
Accumulated Revenue and Expense		1,755,718	1,898,423
Total Reserves		5,891,582	6,034,287
Current Liabilities			
Trade and Other Payables	8	234,789	197,900
Employee Liabilities		133,682	110,834
Deferred Revenue	9	1,664,606	1,039,588
Goods and Services Tax		123,314	68,341
Bank Term Loan - repayable within one year	11	33,536	20,276
Deferred Payment Liability - repayable within one year	12	61,763	-
Total Current Liabilities		2,251,690	1,436,939
Non-Current Liabilities			
Bank Term Loan	11	598,275	629,724
Deferred Payment Liability	12	46,322	-
Total Non-Current Liabilities		644,597	629,724
Total Equity and Liabilities		8,787,869	8,100,950

Signed by:

 1A037AE2DCC532C4

Date 23 September 2026

LT Watson (as Chief Executive)

Signed by:

 E6305E63DF3FECBC

Date 23 September 2026

P Deavoll (as President)

These financial statements are to be read in conjunction with the accompanying Notes and the Compilation Report.

Consolidated Statement of Cash Flows

Employers' Chamber of Commerce T/A Business Canterbury For the year ended 30 June 2026

	2026	2025
Cash Flows from Operating Activities		
Receipts from Members and Customers	3,138,331	3,338,261
Sponsors	484,124	527,481
Commission Received	15,627	26,973
Interest Received	5,319	15,798
GST	54,973	(16,182)
Payments to Suppliers and Employees	(3,144,767)	(4,196,275)
Total Cash Flows from Operating Activities	553,607	(303,943)
Cash Flows from Investing Activities		
Term Deposits	(3,405)	(4,270)
Purchase of Property, Plant and Equipment	(49,946)	(20,944)
Total Cash Flows from Investing Activities	(53,351)	(25,214)
Cash Flows from Financing Activities		
Term Loan	(18,190)	-
Interest Paid	(48,170)	(56,699)
Total Cash Flows from Financing Activities	(66,360)	(56,699)
Net Increase/(Decrease) in Cash	433,896	(385,856)
Bank Accounts and Cash		
Opening cash	656,361	1,042,217
Net Change in Cash for Period	433,896	(385,856)
Closing cash	1,090,257	656,361

These financial statements are to be read in conjunction with the accompanying Notes and the Compilation Report.

Notes to the Financial Statements

Employers' Chamber of Commerce T/A Business Canterbury For the year ended 30 June 2026

1. Statement of Accounting Policies

Reporting Entity:

The reporting entity is The Employers' Chamber of Commerce (Inc.) ('Business Canterbury') and its wholly owned controlled entities, Champion Canterbury Ltd, Collaborate Canterbury Ltd, and Business Canterbury Ltd (the 'Group'). The Employers' Chamber of Commerce is a New Zealand incorporated society registered under the Incorporated Societies Act 2022. The entity is a not-for-profit orientated entity.

2. Basis of Preparation

The financial statement has been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities, and disclosure concessions have been applied where considered appropriate.

The Group qualifies as a Tier 2 reporting entity as it is not publicly accountable and not large (operating expenditure has been between \$5m and \$33m).

The financial statements have been prepared on a going concern basis. In reaching this conclusion, the Board considered the approved budget for FY27, cash on hand of \$1.09 million as at 30 June 2026 (2025: \$0.66M), the positive operating cash flows generated during the year, the available financing facilities and the net asset position. While the Group incurred a deficit of \$142,705 for the year ended 30 June 2026 (2025: deficit of \$623,873), these deficits reflect the Board's deliberate investment in the organisation's future. The Board considers the Group has sufficient resources to continue operating for the foreseeable future and to meet its obligations as they fall due. Accordingly, the going concern basis of preparation remains appropriate.

3. Significant Accounting Policies

3.1. Statement of Compliance and Reporting Framework

The financial statements have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) standards and disclosure concessions have been applied.

The financial statements have been prepared on the basis of historical cost, with the exception of land and buildings, which are revalued to fair value with sufficient regularity that carrying amounts approximated fair value at each reporting date, and at least every two to three years.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance, reliability, and fair value, thereby ensuring that the substance of the underlying transactions or other events is reported.

The functional currency of Business Canterbury and presentation currency of the group is New Zealand Dollars (NZD) rounded to the nearest dollar.

3.2. Basis of Consolidation

The consolidated financial statements incorporate the financial statements of Business Canterbury and entities controlled by the Group and its controlled entities. Control is achieved when the Group:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

When Business Canterbury has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. Business Canterbury considers all relevant facts and circumstances in assessing whether or not Business Canterbury's voting rights in an investee are sufficient to give it power, including:

- the size of Business Canterbury's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by Business Canterbury, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that Business Canterbury has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a controlled entity begins when Business Canterbury obtains control over the controlled entity and ceases when Business Canterbury loses control of the controlled entity. Specifically, income and expenses of a controlled entity acquired or disposed of during the year are included in the consolidated statement of comprehensive revenue and expense from the date the Group gains control until the date when Business Canterbury ceases to control the controlled entity.

The following specific accounting policies which materially affect the measurement of financial performance and financial position have been applied:

3.3. Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates, and other similar allowances.

For this reporting period, and future periods, the accrual basis has been adopted for recognising income from subscriptions and all trading income.

Revenue from non-exchange transactions

Non-exchange transactions are those where the Group receives an inflow of resources but provides no (or nominal) direct consideration in return. There were no non-exchange transactions in the current financial year.

Revenue from exchange transactions

3.3.1. Subscription revenue is recognised at the point a member starts or renews a membership subscription through the payment of a subscription. The subscription revenue is recognised over the term of the membership.

3.3.2. Trading revenue is recognised according to the form of contract under which the revenue is derived.

- Contracts for the provision of services over a period of time set out in the contract are treated as being delivered on an equal basis over the term of the contract and the revenue under the contract is spread equally over the term of the contract.
- Revenue for the attendance at a specific event or training is recognised after the event or training is delivered.

3.3.3. Management fees are recognised over the time for which the services were provided consistent with the percentage of completion under PBE IPSAS 9.

3.3.4. Interest is accounted for on an accruals basis. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

3.3.5. Commissions are usually advised by a third party and are recognised when the amount receivable is of a high level of certainty.

3.3.6. Sponsorship revenue is recognised according to the form of contract under which the revenue is derived.

- Contracts for sponsorship of events and marketing are treated as being recognised at the date of the event or marketing being undertaken.
- Contracts for general sponsorship are spread over the term of the contract.

3.3.7. The entity receives services in kind in exchange for membership and other services. The revenue and expenses are recognised over the period of the services provided.

3.4. Financial Instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

3.5. Financial Assets

Financial assets are classified into the following specified categories: financial assets 'at fair value through profit or loss' (FVTPL), 'held-to-maturity' investments, 'available-for-sale' (AFS) financial assets and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

3.5.1. Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the Group has the positive intent and ability to hold to maturity.

Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method less any impairment. This includes short term deposits.

3.5.2. Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables (including trade and other receivables, bank balances and cash) are measured at amortised cost using the effective interest method, less any impairment.

Interest income is recognised by applying the effective interest rate.

3.5.3. Impairment of financial assets

Financial assets, other than those at FVTPL are assessed for indicators of impairment at the end of each reporting period. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been negatively affected.

3.5.4. Derecognition of financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party.

3.6. Financial Liabilities

Financial liabilities are classified as either financial liabilities 'at FVTPL' or 'other financial liabilities'.

3.6.1. Other financial liabilities

Other financial liabilities (including borrowings and trade and other payables) are initially measured at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

3.6.2. Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled, or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

3.7. Property, Plant and Equipment

Land and buildings held for administrative purposes are stated in the consolidated statement of financial position at their revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially from those that would be determined using fair values at the end of each reporting period.

Any revaluation increase arising on the revaluation of such land and buildings is recognised in other comprehensive revenue and expense and accumulated in equity. A decrease in the carrying amount arising on the revaluation of such land and buildings is recognised in surplus or deficit to the extent that it exceeds the balance, if any, held in the properties revaluation reserve relating to a previous revaluation of that class of asset.

Properties in the course of construction for administrative purposes are carried at cost less any recognised impairment loss. Cost includes professional fees. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Depreciation on revalued buildings is recognised in surplus or deficit on a straight-line basis. On the subsequent sale or retirement of a revalued property, the attributable revaluation surplus remaining in the property revaluation reserve is transferred directly to accumulated revenue and expenses.

Freehold land is not depreciated.

Fixtures and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the diminishing value method.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation has been charged at the following rates:

Asset Category	Depreciation Method and Rates
Plant and Equipment	8.5 - 60% DV
Motor Vehicles	36% DV
Buildings	2 - 17.5% SL

There are no assets held under finance leases.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in surplus or deficit.

3.8. Goods and Services Tax (GST)

The Statement of Comprehensive Revenue and Expense and Statement of Financial Position have been prepared on a GST exclusive basis except for Accounts Receivable and Accounts Payable which are GST inclusive.

3.9. Trade and Other Payables

Trade and other payables are initially recognised at fair value plus directly attributable transaction costs and subsequently at amortised cost.

3.10. Employee Benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave, and sick leave in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service.

Liabilities recognised in respect of short-term employee benefits expected to be wholly utilised within twelve months of reporting date are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

There are no long-term benefits accruing to employees, due to the contractual arrangements with employees.

3.11. Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

3.12. Significant Management Judgements

The preparation of financial statements in conformity with PBE accounting standards requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenue, and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

3.13. Changes in Accounting Policies

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

	2026	2025
4. Other Revenue		
Sundry Income	3,714	32,689
Total Other Revenue	3,714	32,689

	2026	2025
5. Property, Plant and Equipment		
Land	3,500,000	3,500,000
Buildings	3,049,138	3,175,000
Plant and Equipment	143,442	82,571
Motor Vehicles	66,704	12,888
Website	15,350	23,709
Total Property, Plant and Equipment	6,774,635	6,794,169

Cost or Valuation	Freehold Land at Valuation	Building at Valuation	Plant and Equipment	Motor Vehicles	Total
Balance 30 June 2025	3,500,000	4,354,740	481,846	82,272	8,418,858
Additions			110,010	79,694	189,704
Revaluation					
Balance 30 June 2026	3,500,000	4,354,740	591,856	161,966	8,608,562

Accumulated Depreciation and Impairment	Freehold Land at Valuation	Building at Valuation	Plant and Equipment	Motor Vehicles	Total
Balance at 30 June 2025		(1,179,740)	(375,565)	(69,384)	(1,624,689)
Disposals				(8,248)	(8,248)
Depreciation Expense		(125,862)	(57,499)	(17,630)	(200,991)
Balance 30 June 2026		(1,305,602)	(433,064)	(95,262)	(1,833,928)

The Group's land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value measurements of the Group's freehold land and buildings as at 30 June 2025 was performed by Bayleys Valuation Limited, independent valuers, not related to the Group. Bayleys Valuations Limited are members of the Institute of Valuers of New Zealand, and they have appropriate qualifications and recent experience in the fair value measurement of properties in the relevant locations.

Previous valuations as at 30 June 2023, 2021, 2019 and 2016 were performed by Jones Lang LaSalle, independent valuers, not related to the Group.

2026 2025

6. Trade and Other Receivables

Trade Receivables	683,196	470,426
Total Trade and Other Receivables	683,196	470,426

2026 2025

7. Cash and Cash Equivalents

Petty Cash	-	204
Bank - Current Accounts	1,090,257	656,157
Total Cash and Cash Equivalents	1,090,257	656,361

2026 2025

8. Trade and Other Payables

Trade Payables	186,093	58,688
Other Payables	48,697	139,212
Total Trade and Other Payables	234,789	197,900

2026

2025

9. Deferred Revenue

Subscriptions	1,010,110	727,466
Training and Events Registrations	83,233	48,389
Sponsorship	395,150	151,013
Other	176,113	112,719
Total Deferred Revenue	1,664,606	1,039,588

10. Controlled Entities and Related Parties

Details of the Group's material-controlled entities at the end of the report period are as follows:

2026	Ownership %	Control/Voting Power %	Profit or Loss for Year	Balance Due to/(from) Parent
Champion Canterbury Limited	100	100	-	-
Collaborate Canterbury Limited	100	100	-	-
Business Canterbury Limited	100	100	-	-

2025	Ownership %	Control/Voting Power %	Profit or Loss for Year	Balance Due to/(from) Parent
Champion Canterbury Limited	100	100	-	-
Collaborate Canterbury Limited	100	100	-	-
Business Canterbury Limited	100	100	-	-

All management fees between entities are eliminated on consolidation.

All entities were non-trading during the year ended 30 June 2026.

Champion Canterbury Limited previously operated the annual "Champion Canterbury Business Awards".

Collaborate Canterbury Limited provided services to New Zealand Trade and Enterprise, by way of assisting businesses to collaborate on the build of Christchurch. The contract with New Zealand Trade and Enterprise was completed on 30 June 2018.

There was no remuneration paid to non-executive members of the Board for the year ended 30 June 2026. (2025: Nil).

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect Business Canterbury would have adopted in dealing with the party at arms' length in the same circumstances.

Joint Ventures

The Group holds joint control over the following joint venture, which is accounted for using the equity method.

Canterbury Regional Business Partners Ltd is a company set up to provide services on behalf of the Ministry of Business, Innovation and Employment and Callaghan Innovation, by way of providing support, funding, and referrals for firms wishing to grow their business and their research and development capabilities. The agreement has been renewed until June 2027. Business Canterbury provides agreed personnel and services to the joint venture and receives payment for these services at agreed rates.

	30 June 2026	30 June 2025
Ownership	50.85%	50%
Control / Voting Power	50.85%	50%
Share of Surplus for Year	8,049	1,813
Share of Equity Accounted Joint Venture	19,461	11,412

Joint Venture Transaction Details	30 June 2026	30 June 2025
Regional Partner Fees Received	396,372	396,372
Trade Receivables	37,986	37,986

Invoices are due 20th of the month following issue. No interest is charged on overdue accounts.

	2026	2025
11. Bank Term Loan		
Westpac Term Loan - repayable within one year	33,536	20,276
Westpac Term Loan - repayable after one year	598,275	629,724
Total Bank Term Loan	631,811	650,000

The Westpac Term Loan was drawn down on 24 November 2023 to fund ongoing operations and the Transformation Project. It has a 5-year period, with the first year being interest only payments, followed by 4 years of interest and capital repayments. A further interest-only period was negotiated for 12 months until December 2025. The interest rate for the interest only period is 8.00%. The Loan is secured by a first ranking mortgage registered against the property 57 Kilmore Street, Christchurch.

	2026	2025
12. Deferred Payment Liability		
Deferred Payment Liability - repayable within one year	61,763	-
Deferred Payment Liability - repayable after one year	46,322	-
Total Deferred Payment Liability	108,084	-

The Deferred Payment Liability was drawn down on 19 May 2026 to repay Shipleys Audiovisual Limited. It has a 2-year period. The Deferred Payment Liability is interest free.

13. Key Management Personnel

	30 June 2026	30 June 2025
Number of Key Management Personnel (FTE)	4.4	5.2
Compensation for Key Management Personnel		
Short-term Employee Benefits	903,325	880,795
Total Compensation for Key Management Personnel	903,325	880,795
Legal Settlements Upon Leaving	16,000	14,608
	2026	2025

14. Financial Instruments

Financial Assets

Cash and Bank Balances	1,197,855	760,555
Trade and Other Receivables	683,196	470,426
Total Financial Assets	1,881,051	1,230,981

Financial Liabilities

Trade Payables	186,093	58,688
Other Payables	48,697	139,212
Total Financial Liabilities	234,789	197,900

The Group paid Business New Zealand Incorporated ('BNZ') levies of \$82,441 during the year (2025: \$249,723). The Group resigned from BNZ membership in October 2025 and no further levies are payable.

15. Events Subsequent to Reporting Date

There have been no significant events subsequent to reporting date that require adjustment to the financial statements or disclosure.

16. Commitments and Contingencies

Nil

17. Auditors Remuneration

Audit fees of \$28,223 have been recognised during the 2026 year. No other services were provided by the auditor.

18. Approval of Financial Statements

The financial statements were approved by the board of directors and authorised for issue on 23 September 2026.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE EMPLOYERS CHAMBER OF COMMERCE INCORPORATED

Report on the Audit of the General Purpose Financial Report

Opinion

We have audited the general purpose financial report of The Employers' Chamber of Commerce Incorporated ("the Chamber") and its subsidiaries (together, "the Group"), which comprises the consolidated financial statements on pages 7 to 19, and the consolidated statement of service performance on pages 5 to 6. The complete set of consolidated financial statements comprise the consolidated statement of financial position as at 30 June 2026, the consolidated statement of comprehensive revenue and expense, consolidated statement of changes in net assets/equity, consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion the accompanying general purpose financial report presents fairly, in all material respects:

- the consolidated financial position of the Group as at 30 June 2026, and its consolidated financial performance, and its consolidated cash flows for the year then ended; and
- the consolidated statement of service performance for the year ended 30 June 2026, in that the service performance information is appropriate and meaningful and prepared in accordance with the Group's measurement bases or evaluation methods,

in accordance with Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") issued by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and the audit of the consolidated statement of service performance in accordance with the ISAs (NZ) and New Zealand Auditing Standard 1 (NZ AS 1) (Revised) *The Audit of Service Performance Information (NZ)*. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the General Purpose Financial Report section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

BDO Christchurch is an ordinary member of the Chamber. Other than this, and in our capacity as auditor, we have no relationship with, or interests in, the Group or any of its subsidiaries.

Other Information

The board members are responsible for the other information. The other information obtained at the date of this auditor's report is information contained in the general purpose financial report, but does not include the consolidated statement of service performance and the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated statement of service performance and consolidated financial statements 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 consolidated statement of service performance and consolidated financial statements, our responsibility is to read the other information and, in doing

so, consider whether the other information is materially inconsistent with the consolidated statement of service performance and the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, 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.

The Board's Responsibilities for the General Purpose Financial Report

The Board is responsible on behalf of the Group for:

- (a) the preparation and fair presentation of the consolidated financial statements and consolidated statement of service performance in accordance PBE Standards RDR;
- (b) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a statement of service performance that is appropriate and meaningful in accordance with PBE Standards RDR;
- (c) the preparation and fair presentation of the statement of service performance in accordance with the Group's measurement bases or evaluation methods, in accordance with PBE Standards RDR;
- (d) the overall presentation, structure and content of the statement of service performance in accordance with PBE Standards RDR; and
- (e) such internal control as the Board determine is necessary to enable the preparation of the consolidated financial statements and consolidated statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the general purpose financial report the Board are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the General Purpose Financial Report

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole, and the consolidated statement of service performance 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 conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate or collectively, they could reasonably be expected to influence the decisions of users taken on the basis of this general purpose financial report.

A further description of the auditor's responsibilities for the audit of the general purpose financial report is located at the XRB's website at:

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-13-1/>

This description forms part of our auditor's report.

Who we Report to

This report is made solely to the Group's members, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Group and the Group's members, as a body, for our audit work, for this report or for the opinions we have formed.

BDO Christchurch Audit Limited

BDO Christchurch Audit Limited
Christchurch
New Zealand
23 September 2026