

Mount Fuji, Symbol of Japan
the Host Nation of the
XXXII Tokyo Olympic Games



OUR VALUES

**WHAKAKOHA
NGĀKAU PONO
KAIRANGATIRA
HAUTŪTANGA
POHONUI**

**RESPECT
INTEGRITY
EXCELLENCE
LEADERSHIP
PRIDE**



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PRESIDENT'S REPORT

MIKE STANLEY



The New Zealand Olympic Committee successfully navigated one of the most challenging years in its 110-year history. The New Zealand Team's exceptional performances in 2021 resulted in 20 medals – seven gold, six silver and seven bronze. Behind the scenes, organisation and health and safety planning was successfully delivered, preparation and planning continued for Beijing 2022 and steps were taken to empower a greater athlete voice and support well-being.

These results were achieved despite the unprecedented circumstances created by the global pandemic and year-long postponement of the Tokyo Olympic Games.

The New Zealand Team culture of manaaki was second to none and, back home, New Zealanders responded to the team's success.

The compressed Games schedule, market instability and increased costs to mitigate COVID-19 were overcome. Financially, the 2021 deficit of \$1,147,266 was \$180,000 favourable to budget and in line with the deficit for the Rio Olympic Games in 2016. We welcomed the increased support of HPSNZ, Sport NZ and the IOC as costs, and revenues reached new highs.

Our collective success arose from system-wide collaboration, alignment and a sport-system shared vision. Through this, New Zealand sports and athletes were able to excel in the most challenging of circumstances and I extend my thanks to all those who played a role in this.

The New Zealand Team's connection to a culture of manaaki grew stronger throughout the Tokyo 2020 Olympic Games and a highlight was seeing the athletes deliver the powerful new Pou Tangata haka to recognise the achievements of their teammates. The NZOC Board continued its journey to ensure our culture of manaaki is lived throughout the entire organisation.

The challenges created by the global pandemic also saw the role of the NZOC's Athletes' Commission become stronger. The Commission delivered initiatives to ensure carded and non-carded athletes alike received well-being and other support before, during and post Games. The Athletes' Commission also encouraged athletes to use their voices for good, standing up for their values on the world stage. We were heartened by the steps the IOC took to enable athletes

to engage in positive advocacy and demonstration inside venues at Tokyo 2020.

Integrity remained at the forefront of international sport, and the sporting world grappled once more with the presence of Russian athletes at the Tokyo 2020 Olympic Games, representing the Russian Olympic Committee. An investigation into a potential breach within the track cycling event in Tokyo reminded us of the importance of education around integrity and the need to report concerns.

Human rights were topical with the inclusion of Laurel Hubbard as New Zealand's first transgender athlete in weightlifting at Tokyo 2020 and we acknowledge her performance and dignity in the face of immense global pressure. We thank the NZOC Integrity Committee for their ongoing support and expertise.

This year we mourned the loss of the NZOC's Honorary President and benefactor Sir Eion Edgar. He was a hugely optimistic, inspiring and generous friend of the New Zealand Olympic Movement and we acknowledge his significant contribution later in this report.

I would like to thank our commercial partners, donors and funders for their ongoing support of the New Zealand Team. We recognise the pressures they were all under during the global pandemic and thank them for their confidence in the New Zealand Team. We highlight the decade of support from major sponsor ANZ, who announced the conclusion of our relationship at the end of 2021. We also acknowledge Sir Owen Glenn, along with our Olympic Foundation whānau, including our valued BlackGold and Olympic Council members.

We were delighted to welcome Raelene Castle to the role of CEO of Sport NZ. We thank Sport NZ and HPSNZ, for both their financial and organisational support during 2021.

The staff of the NZOC brought their experience, skill, determination and resilience to the fore as they navigated the highly complex Tokyo Olympic Games, consistently putting athletes first. Together with the NZOC Board, we thank them warmly. I also acknowledge the contribution of Rob Waddell to New Zealand sport. His final campaign as Chef de Mission was to Tokyo and his contribution over four Games was significant.

I extend my most heartfelt thanks to Kereyn Smith, CEO of the NZOC for 11 years. She led the staff, and the wider New Zealand Team, through one of the most challenging periods in New Zealand Olympic history. She did so with strength, warmth and foresight, bringing the right people together when it mattered most. As she steps down in 2022, we wish her the very best for an exciting future.

Finally, I would like to thank my fellow board members for their support, leadership and experience. Their skills and guidance were so vital to the New Zealand Olympic Committee's success and I am honoured to have worked alongside them.

As President of the New Zealand Olympic Committee Board, I am highly satisfied with the results the organisation achieved during 2021 as outlined in the 110th Annual Report.

Mike Stanley, CNZM

President / New Zealand Olympic Committee
Olympian No. 504





CEO AND SECRETARY GENERAL'S REPORT

KEREYN SMITH

Tokyo 2020 was a stunning Olympic Games, truly a Games Like No Other. The challenges seen in the build-up from the initial postponement, to revising nomination and selection pathways, vaccinations, borders and MIQ, and to athlete well-being cannot be overstated. However, by working as a collective across government and the New Zealand sporting system, the negative effects of COVID-19 and the rescheduled Olympic Games were mitigated, and the New Zealand Team to Tokyo returned the best Olympic Games medal results in history.

A strong team culture of manaaki was crucial to the delivery of Tokyo 2020 also, as was a consistent drive to put athletes first across the organisation. We acknowledge the work of Te Urunga Tū and Matua Tā Derek and Rose, Lady Lardelli, and the NZOC Athletes and Olympians' Commissions for their advice and input.

Despite the successes of Tokyo, there remained issues within New Zealand sport, particularly affecting athletes' well-being and integrity. A commitment to engage with athletes across the sector, in addition to the reviews and their outcomes, is required by all within the sporting system.

This report outlines the key elements of the NZOC's build-up to the postponed Tokyo 2020 Olympic Games and highlights some of the people and activities that made 2021 such a success. The Secretary General's report is presented across the NZOC's four strategic pillars.



1. SELECT, LEAD AND ORGANISE TEAMS

The Tokyo Olympic Games was New Zealand's most successful Games to date. With 20 medals – seven gold, six silver and seven bronze – the New Zealand Team results in Tokyo surpass the previous record medal tally of 18, set by the team who competed in Rio de Janeiro in 2016.

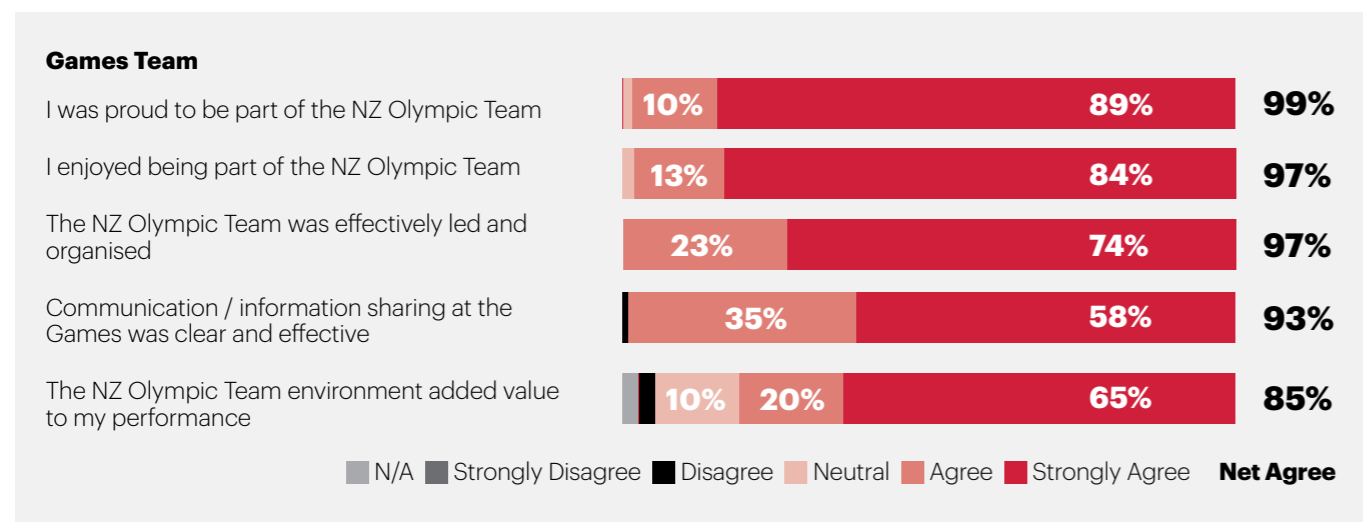
The medals were won across 11 sports, including in gymnastics (trampoline - bronze) for the first time. Eleven of the 20 medals were won by women.

The New Zealand Team ranked 13th on the medal table in Tokyo, which exceeds recent Olympic Games – New Zealand was 19th in Rio, 15th in London in 2012, 27th in Beijing in 2008, 24th in Athens in 2004 and 46th in Sydney in 2000.

A total of 211 athletes were initially selected to the New Zealand Team to Tokyo 2020, but this number increased to 222 during the Olympic Games as reserve athletes took the field of play in team sports to sub in for selected athletes. Of these, 93% of the athletes met the NZOC's selection standards and finished inside the top 16. Nomination and selection followed the revision of all nomination criteria in 2020, as a result of the postponement of the Olympic Games and substantial disruption to international competition schedules and travel.

Despite the very significant challenges around planning and delivery of the New Zealand Team to Tokyo 2020, athletes and Team Support reported that they were proud to be part of the Team (99%), they enjoyed being part of the Team (97%) and said the Team was led and organised effectively (97%).

Team Leadership and Performance Support



The uncertainty created by COVID-19 meant that operational planning in the build-up to Tokyo 2020 was incredibly difficult and required a significant degree of adaptability and flexibility. The year-long postponement of the Games from their original date in 2020 to July 23 - August 8 2021 continued to have an effect on planning and delivery.

Despite the challenges, the New Zealand Team to Tokyo 2020 was successfully organised and led by the NZOC. The Team Leadership which led preparations were engaged, aligned and proactive, and positive links into partner organisations paid dividends. Collaboration with HSPNZ and Sport NZ took place across several areas including the provision of financial support, approaches to government for travel, vaccine and MIQ support, shared services and resource to manage and deliver the Team, and communication to athletes and NSOs.

To support the team with the substantially increased workload during the final three-month countdown to the Olympic Games, four additional staff members were contracted or seconded. They focused on MIQ and the return of the New Zealand Team, departure testing and vaccination, housing and accommodation, health and safety and, during Games time, provided some additional 'back home' support to ensure preparations for Beijing 2022 were continuing.

Tokyo 2020 was Olympic gold medallist Rob Waddell's final Games as Chef de Mission. His steady leadership, resilience, determination and attention to detail were recognised by athletes and Team Support. The NZOC thanks him for his



service and dedication to New Zealand's athletes.

COVID-19 Health, Countermeasures and Protocols

COVID-19 risks and mitigation strategies dominated the Health Team's preparation for the Tokyo Olympic Games.

The success of the New Zealand Team's health strategies relied on successful collaboration across the sport and wider government sectors including NSOs, the NZOC, HPSNZ, Sport NZ and the Ministry of Health (MOH).

Establishing a COVID-19 Response Team, including NSO COVID-19 Coordinators, early in the preparation was important, as was careful development and documentation of the NZOC's COVID-19 protocols which supported the safety of all New Zealand Team members.

Challenges around accessing early vaccination for New Zealand-based athletes and additional vaccines for those offshore, along with pre-departure testing, again relied heavily on cross-organisational collaboration. Come Games time, 98% of the Team had been either completely or partially vaccinated. It is important to note that at the time the New Zealand Team required vaccines, these were not widely available to the public. The overall testing and vaccination process drew on considerable clinical administrative support.

COVID-19 protocols at Games time were generally manageable for the New Zealand Team, so all athletes were able to remain focused on well-being, experience and performance. Proactive information and behavioural education pre-Games and on induction, as well as role-modelling by Team members already in the Olympic Village, ensured protocols were adhered to, to a high standard.

It must be noted, however, that there was a significant amount of work involved in predicting, planning for, delivering and executing these protocols.

The operational delivery of daily testing was challenging; on balance, however, this regime was delivered successfully with close to 100% daily compliance throughout the Team.

The separation of healthy and potentially infectious individuals by having two separate health areas proved very effective in mitigating risk of infection transmission.

During the Games, 6,555 salivary antigen tests for COVID-19 were performed on New Zealand Team members and no positive results were reported.

One close contact required isolation for most of the Games period, but ultimately was able to compete.

No cases of COVID-19 were detected in Team members during the mandatory MIQ on their return to New Zealand.

Health (Non-COVID-19) at Tokyo 2020

Both Medical and Psychology Team leads played an integral role in the lead-up to the Games, assisting with Athlete and Team Support communications and forums, and were available to support potential team members as they navigated the challenges of the postponed Games. They were also connected with and supported by the HPSNZ health and psychology providers working across the system.

The overall clinic load for the Health Team was manageable and with a notably reduced number of cases of general illness or injury compared to previous Games. This may reflect the intensive health maintenance strategies, reduced

pre-Games travel, and overall better preparation of athletes and support team members.

The Psychology Team, meanwhile, conducted 140 consultations split between athletes (55%), coaches (21%) and other. These consultations focused on Olympic Games performance issues (48%), general performance issues (20%) and personal issues (15%). The increased workload has been put down to a very challenging Games build-up and environment combined with restricted access to friends and whānau during the Games and increasing engagement between athletes, sports and their psychology teams. The Psychology Team also had a critical role in assisting Team members with the transition post Games, into and out of MIQ.

New Zealand Team Manaaki

While the restrictions and challenges around COVID-19 could have had a widespread negative impact on athlete engagement and communication, the involvement of the Athletes' Commission and the growing team culture of manaaki were all positive aspects of the Olympic Games in Tokyo.

The team culture of Manaaki brought athletes and Team Support together and provided connections that were imperative in the absence of friends and whānau. Manaaki was used to create buy-in for crucial well-being initiatives including COVID-19 protocols and heat mitigation strategies.

Expressed as a new haka and story, and underscored by increased communication around our team values, the culture at the Tokyo Olympic Games was incredibly positive with a strong connection visible between Team members.

The NZOC acknowledges the input of Te Urunga Tū, the NZOC Māori Advisory Committee, which provided insight and advice around deepening the New Zealand Team, and the NZOC's connection to a culture of manaaki. The NZOC also thanks matua Tā Derek and Rose, Lady Lardelli for their guidance and contribution to the New Zealand Team.

A stunning pounamu pendant was carved by Ngāi Tahu master carvers and gifted to Team members at Games time.

COVID-19 protocols meant that some elements of the New Zealand Team culture and operations needed to be altered and the lack of social interaction at the Games was clearly missed.

Connection to New Zealand Team manaaki and immediate support from Team Leadership for issues or difficulties was more challenging for those Team members based outside the main Olympic Village. This is a particular consideration as we look towards Paris 2024 where a number of teams are now contracted to stay in sport-specific accommodation.

Athlete Engagement and Communications

The NZOC delivered on our strategic commitment to athlete engagement in the build-up to Tokyo 2020 and the COVID-19 pandemic.

The input of the Athletes' Commission was highly valuable and meant that the NZOC was able to present an athlete-led voice at a time of considerable upheaval.

The athlete communication outputs included regular newsletters, webinars, polls, video messages and briefings.

Pre-Games workshops took place prior to the Games postponement; however, additional briefings were required to prepare athletes for the new environment. To accommodate this, several online webinars took place prior to the rescheduled Games.

Responding to social-distancing requirements at the Olympic Games, pre-arrival inductions to the New Zealand Team and Olympic Village environment were held via Zoom instead of inside athlete areas. These compulsory online briefings were delivered to incoming athletes and team support by Rob Waddell with the proactive assistance of the NSOs. They were well received and impactful in the crucial pre-arrival period and the New Zealand Team is considering how these might continue in future.

Post-Games, the Athletes and Olympians' Commissions provided leadership and planning and well-being support to the NZOC around MIQ. They also contributed to athlete-facing webinars at this vulnerable time.

New Chef de Mission Appointed

Following the announcement of Rob Waddell to bring his term to a close after the Tokyo 2020 Olympic Games, the NZOC was delighted to name Nigel Avery as Chef de Mission to Birmingham 2022. Nigel is an Olympian and five-time Commonwealth Games athlete and will bring further focus on athlete well-being to the role. As an 'Athlete Champion', Nigel will bring his experience from athletics, weightlifting and bobsleighting to the role. We thank and farewell Rob later in this report.

Beijing 2022

While NZOC resources were predominantly focussed on Tokyo 2020, dedicated staff were allocated to the delivery of Beijing 2022. The first team members were selected and athlete workshops took place. Operational planning was put in place taking into account Covid protocols, risk, temperature and the multiple village hubs.



2. LEAD AND ADVOCATE

Games-Ready Sports and Athletes

Leadership and advocacy in domestic and international sport led to collaboration across the sector. This approach was critical to successfully navigating the myriad challenges facing the New Zealand Team in the build-up to, and during, Tokyo 2020.

Prior to Tokyo 2020, it had been recognised that of approximately 1,000 long-list athletes more than 60% were not carded. Likewise, there is a disparity within the New Zealand sporting system between targeted and non-targeted sports. Of the 39 sports aiming to have athletes in Tokyo, 62% were not funded by HPSNZ and in many cases were run by volunteers.

COVID-19 and the postponement of the Tokyo 2020 Olympic Games exacerbated the risks and challenges associated with the difference in funding and increased difficulties, even within targeted NSOs.

Coaches, CEOs and High Performance directors carried the brunt of the financial stress, uncertainty, scenario management and decision-making to ensure athletes could qualify, be nominated and successfully selected and go on to perform at the Olympic Games. NSOs were required to meet complex health and safety obligations.

Turnover of personnel added to the strain and many leaders in sport were learning on the job.

The NZOC provided support through the provision of information, operations, communications support and empathy for those within the smaller volunteer sports, in particular, who were facing significant international issues - for example, Weightlifting and the eligibility of transgender athletes. Health and safety briefings did provide an opportunity for more in-depth discussion pre-Games and resulted in some important changes being made to NSO planning for Tokyo 2020.

New well-being services were provided for Team Support personnel, along with non-carded athletes, as part of the NZOC/Paralympics New Zealand proposal to Sport NZ. These were actively supported by the NZOC Athletes' Commission.

An application for additional resource for the NZOC to support NSOs was put forward to HPSNZ/Sport NZ.

Government Relations and Engagement

The NZOC has an established means of working with the New Zealand Government around safety and security. The Department of Prime Minister and Cabinet (DPMC) monitors and provides advice around threat levels; police, additional consular and other staff are deployed with the Team for



higher-risk Games; and the Ministry of Foreign Affairs and Trade (MFAT) and the NZOC collaborate on supporting athlete friends and whānau in games locations, as well as with managing issues in media around risk.

The NZOC contributed to the new International Travel and Borders Working Group, led by Sport NZ, which linked to Ministry for Business, Industry and Employment (MBIE) and the COVID-19 Response Ministry, while DPMC delivered advice via the Major Events Security Committee.

The Ministry of Health (MOH) was engaged outside of both these structures to provide peer review of COVID-19 protocols relating to the New Zealand Team.

We thank Sport NZ, DPMC, MFAT, MBIE, MOH and the Minister for Sport Hon. Grant Robertson for their support.

International Relations

Interaction with the International Olympic Committee (IOC) and National Olympic Committee (NOC) colleagues provided an important connection point for the NZOC in the build-up to Tokyo 2020. Access to early information, decision-making support, and the ability to advocate for our needs alongside key NOCs in the Olympic Movement were beneficial. Key stakeholder groups included formal (such as the NOC representative on the Coordination Commission and IOC Press Committee membership) and informal (the President and Secretary Generals Group - USA, Canada, Great Britain, New Zealand - and often attended by the IOC's Head of NOC Relations James Macleod), similar communications, legal and commercial groupings as well as a broader Chef de Mission/Team Leadership group. These groups, combined with the more frequent use of Zoom/Teams to connect more regularly

with overseas colleagues, were one of the standout positives of the pandemic for the NZOC.

Health and Safety

The COVID-19 pandemic changed the level and type of risk to the New Zealand Team in Tokyo.

The potential and actual impact of the pandemic on the New Zealand Team was all-encompassing - spanning pre-Games training in New Zealand and offshore, qualification and selection, insurance, health care, travel, Games time operations, Games time performance, impact of being a close contact and in isolation, ability to test, ability to compete, and the ability to return to New Zealand.

The risks applied to NZOC staff, HPSNZ and Sport NZ staff, NSO staff, athletes and independent (or NZOC) contractors. Multiple Persons Conducting a Business or Undertaking (PCBU) were engaged in the preparation and delivery of athletes to the Games and overlapping areas of responsibility were evident pre- and post-Games.

To meet the NZOC's health and safety obligations and to provide assurances and clarity to all stakeholders, a formal and comprehensive Health and Safety Framework was developed. This comprised of policies, regulations, protocols, risk registers and advisory bodies.

The NZOC's CEO personally engaged with all Tokyo 2020 NSOs as well as with members of the HPSNZ Board, the various New Zealand Players Associations and key athlete management. This was backed up by regular CEO communications sharing information on the NZOC's scenario planning, Playbook briefings, environmental updates and information from DPMC and MFAT.

This overall engagement mechanism served to achieve legal compliance, reduce health and operational risk, and provide the necessary assurances and clarity to stakeholders. This process also reduced public affairs risk, enabled timely responses to issues and provided support for NSO leadership.

Public Affairs, Human Rights and Integrity

Athlete well-being, integrity and human rights remain at the forefront of sport in New Zealand and around the world. Strong and effective leadership across all areas was required to ensure Team members had the information, confidence and support to compete at the Tokyo Olympic Games.

Media criticism around the build-up to Tokyo was widespread following ongoing local and international concerns about the decision to hold the Tokyo Games during the COVID-19 pandemic.

While managing the risk, undertaking scenario planning, interpreting IOC and Tokyo Olympic Games Organising Committee (TOCOG) protocols and developing our own protocols as outlined elsewhere in this report, the NZOC worked with media to ensure balance and demonstrate how



the New Zealand Team would operate at the Olympic Games in an environment that would be as safe as possible.

The NZOC ensured NSOs and athletes were well informed and that comprehensive and open media background briefings were provided around key issues, including scenario planning.

It was important to recognise the high level of confidence the media and other stakeholders had in the NZOC's leadership. Spokespeople Kereyn Smith, Mike Stanley and Rob Waddell built media and public confidence and increased levels of trust.

More broadly, the NZOC's strong and effective sector leadership was highlighted in a report carried out by Global Research, identifying a high level of confidence in the organisation from NSO CEOs and other sport leaders. Management of COVID-19, Games management, promotion and celebration of athletes, international advocacy and team culture were all noted as areas of strength.

A stakeholders' response to the NZOC's leadership in the Global Research report 2021

We're very fortunate that NZOC puts the right emphasis on ensuring performance while having the right level of NZ culture, the right level of team unity, and they tend to work that out in advance too, so you don't show up at a Games and all of a sudden the rules have changed."

Calls to enable athletes to be able to more easily express opinions and advocate for causes important to them continued to strengthen around the world. Supported by the NZOC's Communications Department, the NZOC Athletes' Commission encouraged our athletes to express their values and those that underpin the New Zealand Team. The NZOC Athlete's Commission submitted their views to the IOC regarding Rule 50 and at Games Time the women's football team went on to take a knee for greater racial equality before their first Olympic match. There is more about the Athletes' Commission later in this report.

Laurel Hubbard's role as the first openly transgender athlete to compete at the Olympic Games was one of the major international stories of the Games. Clear scenario planning with risk mitigation strategies and stakeholder communication, and domestic and international stakeholder collaboration saw Laurel's competition and post-competition media opportunities run smoothly with minimal public backlash. The NZOC's Human Rights Policy has been updated to reflect the IOC's move away from testosterone levels as a test of eligibility and instead is relying on International Federations to develop their own sport-specific criteria.

The tragic passing of Olivia Podmore as the final wave of athletes prepared to leave Tokyo and enter MIQ was an extremely challenging time for her friends, teammates and other athletes. Athlete and team well-being support was immediately offered. Cross-organisational collaboration allowed well-being support to flow through as athletes completed their MIQ quarantine periods. The NZOC supports the independent review to better understand what might have been done to provide more protection for athletes inside the cycling programme.

As has been highlighted elsewhere in this report, the NZOC, together with the NZOC Athletes' Commission, took steps in 2021 to provide more robust systems to support non-carded athletes and to ensure all athletes had the opportunity to engage, to be informed, supported and be listened to in the build-up to and following Tokyo 2020. This is an area that must continue to be improved across the New Zealand sporting system.

The integrity of sport in New Zealand was further challenged as reports of a breach of UCI rules during Track Cycling at Tokyo 2020 came to light. This underscores the need for all New Zealand Team members to clearly understand the importance of integrity and how and when to communicate concerns within a Team environment. The NZOC has highlighted issues with the rule in question with the IOC and UCI.

The NZOC acknowledges the support of the NZOC Integrity Committee for their work across these important areas.



3. PROMOTE AND CELEBRATE

Promote and Celebrate Olympic and Commonwealth Athletes, Games and Values

The NZOC seeks to inspire pride and excellence in all New Zealanders through the promotion and celebration of the New Zealand Team.

Throughout 2021, the NZOC ensured our public messaging around the Team remained relevant and engaging as the postponed Tokyo Olympic Games took place and changes occurred in the landscapes and trends of digital, media and marketing, combined with public sentiment.

Originally launched in 2019 with a stand-alone look and feel, 'The Fern Effect' campaign for the New Zealand Team to Tokyo 2020 was paused with the first COVID-19 lockdown. In its place the 'New Zealand Team' always-on brand platform was re-crafted with a refreshed design style featuring our new team waihanga (cornerstone), attitudes and content pillars.

With confidence in the new Games date, the NZOC soft-launched the new Tokyo 'story' at the end of February 2021. The underlying theme of the campaign was 'We Are Undaunted' – inwardly focused on the Team drawing

strength from the fern and New Zealand, ready to take on the world. Our public-facing brand line remains 'Earn the Fern'. 'Chapters' took us through from pre-Games New Zealand Team legacy to the power of the fern and the New Zealand Team. Finally, the campaign pivoted to focusing on athletes being at their 'pinnacle' during the Olympic Games. The campaign concluded with a further reflection on New Zealand's Olympic legacy and acknowledged Tokyo's incredible additions to it, leaning on the byline 'EARNED'.

The campaign featured throughout all public-facing channels, including social media, app, television commercials, nationwide billboards, website and emails to our fan database, through nationwide brand activations, NZHQ, education resources, merchandise, commercial partner activations and more.

Digital Campaign

The New Zealand Team digital media campaign had been re-crafted in 2021 to capture the mood of the nation, sharing in the celebration, the emotion and, at times, the heartache of the Tokyo 2020 Olympic Games. Through the reset, @TheNZTeam channels became more athlete led and diversified in outputs across new channels.



Channels featured a mixed-content approach including static imagery, video from SKY Sport, designed memes, Instagram Reels, TikTok videos, illustrations and behind-the-scenes stories. Captured by a team of digital experts embedded in the Olympic Village and teams, together with Getty Images photography and stunning content from SKY Sport, the NZOC digital channels delivered a insightful look at the experience of athletes.

There were changes across the board in international platform reach as Facebook and YouTube video viewership dropped worldwide from 2020 (lockdown mode) to 2021 (out-of-lockdown mode). The New Zealand Team saw long-form video views of Facebook content decline as well as a disinterest in long-form video on Instagram (IGTV).

The engagement results from the Tokyo 2020 Digital Campaign were outstanding with Instagram Reels and TikTok the standouts.

What's more, every athlete or team was featured during the Olympic Games build-up and Games time itself. Ensuring we didn't just focus on the medallists, we told the stories of those who reached personal milestones or who were competing at their first Games. We were delighted to achieve this goal.

For the first time ever, around 30% of our content was captured and delivered via the New Zealand Team Studio in the Olympic Village. The Studio was developed to accommodate COVID-19 restrictions and the need to keep athletes inside venues. With a variety of backdrops and green-screen technology, it became a creative, safe, enjoyable and accessible area and an outlet for the content team and athletes to produce exceptional content.

The NZOC was also pleased to begin to increase digital activation for the NZOC alongside our partners. For example, Toyota sponsored the 'On the Start-line' series which used New Zealand Team footage, our SKY Sport content sharing provided benefits to both NZOC and SKY once again, and ANZ showcased its partnership on the New Zealand Team app inviting supporters to send a pulse of support to members of the Team.

Media and Communications

The Tokyo Olympic Games generated a hugely significant amount of non-paid media coverage and brought the incredible performances of New Zealand's athletes at the Olympic Games to life.

Returning \$73 million in media value according to our Advertising Sales Rate, the Tokyo 2020 Olympic Games generated significantly more coverage than Rio 2016 (\$54 million).

We were also delighted to see SKY generate a cumulative viewership of 1,032,100 on SKY Sport 3; 954,300 on SKY Sport 4.

While the high number of medals was a strong driver of coverage, non-medal performances by athletes like David Liti, who had consistently engaged with the media, were also high value. New Zealand's athletes were consistently credited for being available and open to the media. Over 73% of New Zealand media coverage that took place during and post Games time was overwhelmingly positive.

The pre-Games selection announcement period continues to generate very high media value with the selection period

accounting for close to half the Games-time value. The NZOC takes a proactive approach to creating events, activations and opportunities for all athletes during this period.

Due to the pandemic accredited media numbers decreased for Tokyo 2020 as two online/print organisations cancelled accreditations and other media outlets sent smaller teams.

Media travel, vaccines and MIQ were facilitated by the NZOC as part of a wider 'New Zealand Team Delegation' with negotiations being managed via the International Travel and Borders Working Group. The NZOC thanks this group for all their support.

Planning and proactive management resulted in clear processes for media operations. These plans included preview opportunities at the Main Press Centre (working within COVID-19 protocols), post-competition in-venue mixed zone (allowing for pandemic countermeasures), venue press conferences and post-competition interviews.

COVID-19 protocols meant the newly developed New Zealand Team Studio was key to delivering virtual interviews allowing high-quality live and pre-recorded interviews to reach millions of New Zealanders. A bespoke sponsored 'medal celebration' backdrop enabled sponsor branding to be included in the broadcast in an engaging and relevant way.

We warmly thank SKY for their support in designing, building and operating the New Zealand Team Studio.

Advertising

A television commercial introducing our refreshed brand name 'The New Zealand Team' played through SKY channels in the lead up to and during Games time, delivering 51% of the brand campaign recall.

We also strategically used JCDcaux digital billboards to deliver a 'first in New Zealand' approach where 100+ live updates from Tokyo were broadcast within 30 seconds to members of the New Zealand public nationwide. This gained more than 13.5 million views of New Zealand Team content and delivered the greatest cut-through with young people – one of our key target audiences.

The NZOC brand campaign resulted in:

70% interest in Olympic Games

96% interest in following the NZ Team at Olympic Games

70% believe the Games and the NZ Team bring NZ together

Brand Activation and Events

Prior to the postponement of the Tokyo 2020 Olympic Games, a Tokyo-based New Zealand House had been planned. This culminated in an extensive annual hosting and event programme that gave commercial partners an opportunity to build brand and activate their own campaigns.

Then it was announced that international spectators would not be able to attend the Olympic Games. With ongoing

outbreaks of COVID-19 in New Zealand and globally, this saw the NZOC move quickly to instigate a new approach to NZOC brand activation and community engagement.

The NZOC secured the services of brand activation/experiential agency Marvel to develop experiential concepts to engage fans and activate on behalf of our partners.

Great Olympic Skate

To connect with fans around New Zealand and showcase some of the new sports on offer, the NZOC built the world's largest skateboard, at over 12 metres long, and delivered a roadshow programme that visited over 45 towns and cities across New Zealand in 41 days.

We provided a unique and branded activation for New Zealand Team sponsors and partners to activate around and engage with.

During the roadshow, we engaged with over 30,000 young people, school children and members of the public and showcased the new sports, earning \$500,000 in media coverage.

Six of our partners joined the NZOC on the road – staffing and delivering different activations as programmed. These were ANZ, Toyota, Sport NZ, Barfoot & Thompson, Cadbury and The Warehouse Group.

NZHQ

Replacing the planned Tokyo-based activation for friends and whānau, the NZOC delivered a fully programmed fan zone in Auckland for the full 18 days of the Tokyo 2020 Olympic Games.

NZHQ went on to welcome over 15,000 adults and 15,000 children to the fully branded location at The Cloud. This venue provided an opportunity for New Zealand Team sponsors, partners and philanthropists to host or be hosted at functions and events and for sponsors and partners to leverage their association with the New Zealand Team.

NZHQ also supported media coverage by providing reporting opportunities with colour/fans back home – this saw New Zealand national media based at the NZHQ daily and was highly valued by our broadcast partner SKY. NZHQ included a professional New Zealand Team merchandise store offering as well and, via the New Zealand Team Studio, connected athletes directly with their whānau, friends and supporters.

The NZHQ programme enabled the NZOC to run a successful Radio Frequency Identification (RFID) system too, which provided accurate attendance numbers, a personal event/function invitation system and a track-and-trace service.



4. GENERATE AND SHARE REVENUE

The impact of the pandemic on the NZOC and our preparations for the Tokyo 2020 Olympic Games was significant.

As detailed later in this report, the 2021 deficit of \$1,147,266 was \$180,000 favourable to Budget and in line with the deficit for the 2016 Rio Olympic Games. Revenues of \$18,164,609 are the largest in the history of the NZOC, which included some one-off revenues such as the HPSNZ Reset and Rebuild funding and a contribution towards costs related to COVID-19 from Sport NZ and the IOC. Expenses at \$19,358,078 have increased partly due to the Tokyo Games activations in New Zealand (as we were unable to hold a New Zealand House in Tokyo) and additional COVID-19-related costs. Organisation reserves are \$2,222,300.

To mitigate the impact of the pandemic, major changes were required to the NZOC's commercial programme. Globally, the commercial sports sponsorship market suffered a 40% to 60% decline. Despite these challenges, the NZOC was delighted to have secured the ongoing support of all commercial partners and created tangible benefits for the New Zealand Team Partner family throughout 2021. We look forward to the Beijing 2022 Olympic Winter Games, Birmingham 2022 Commonwealth Games and the Paris 2024 Olympic Games.

The NZOC extends our wholehearted thanks to Sport NZ for responding to our Reset and Rebuild funding request and to our commercial partners and other funding partners for their continued support.

The New Zealand Team is proud to be supported by leading New Zealand and international companies and much-loved brands. Through their combined investment and services, New Zealand Team Partners provide critical support for our New Zealand Team to the Games. In turn, the New Zealand Team works with our partners to support them in their brand, marketing and community engagement objectives.

Operating on a four-year cycle, Tokyo 2020 was the penultimate opportunity for the NZOC's partners to showcase their partnership and amplify their relationship with the New Zealand Team through innovative campaigns and activations.

All partners, including TOP Worldwide Partners as managed by the IOC, agreed force majeure extensions of their agreements with the postponement of the Tokyo Olympic Games. We are incredibly grateful to each and every one of our partners for the support they have shown the NZOC and

and the wider New Zealand Team during this challenging time.

The NZOC was delighted to see 11 out of 13 (85%) of our New Zealand partners, and 5 out of 15 (36%) of our Worldwide partners, activating with the New Zealand Team in the build-up to, and during, Tokyo 2020. We would like to thank those partners that enabled us to establish the New Zealand-based fanzone known as NZHQ as our New Zealand base for friends and family, partners and supporters that were unable to travel to the Games. All activations achieved partner objectives, driving brand consideration and supporting sales campaigns where appropriate, many exceeding their targets and expectations.

Combined partner investment into the Tokyo 2020 New Zealand Team campaign was more than \$15 million across all partner marketing, activation, broadcast investment, campaign execution and value-in-kind (VIK) and media-in-kind (MIK) expenditure.

New Zealand Olympic Travel (NZOT) is the NZOC's joint venture partnership with House of Travel and was a core part of the commercial programme through to Tokyo 2020. With the decision to not allow international spectators at

The NZOC wholeheartedly thanks ANZ for their extraordinary support and investment in the New Zealand Team over this 10-year period.

the Games, this programme was not able to be realised, with all customers - including commercial partners, donors and friends and family - being refunded their ticketing and accommodation, less costs incurred and losses on foreign exchange. We would like to extend our thanks to our valued NZOT customers for their patience and support in these difficult circumstances.

The NZOC Tokyo 2020 merchandise campaign continued during 2021, following on from its launch in 2020 and sales of \$555,000 over two years were achieved.

This year saw the conclusion of the BlackGold2020 programme with a fulfilment of obligation for those donors supporting the Tokyo 2020 Olympic Games campaign. The NZOC agreed to continue accepting pledged donations to NSOs and to steward and host the donors as best as possible in these times.

During 2021 the NZOC established the New Zealand Olympic Foundation, a new charitable trust and overarching brand proposition for philanthropic giving in support of the New Zealand Team, NZOC community and education initiatives and member sports. The year saw over \$1,267,000 generated through the NZOC's philanthropic programmes and delivered to our member sports and associations. The NZOC also secured more than \$400,000 via the NZ Olympic Foundation to help with Games-time preparation and general operations.

The NZOC Athletes' Collective continued to provide significant opportunities for athletes to earn revenue via the NZOC's commercial partnerships.

The NZOC continued to share commercial and philanthropic revenue directly with sports and athletes as detailed later in this report.



We would like to thank the Edgar Olympic Foundation for the significant funding made available to launch the New Zealand Olympic Foundation and our Olympic Family of donors, particularly Sir Owen Glenn, who continue to see the value the NZOC has within New Zealand society.

By the close of 2021, early interest had been expressed in renewing commercial partnerships and activating around the Beijing and Birmingham Games in 2022.

At the conclusion of 2021, we were advised by ANZ that our valued decade-long partnership with them would conclude at the end of 2022, to allow ANZ to focus on other opportunities. The NZOC wholeheartedly thanks ANZ for their extraordinary support and investment in the New Zealand Team over this 10-year period. Highlights of some of the incredible moments we have created together are featured later in this report.

In Conclusion – A Final Word from Kereyn Smith

This concludes the CEO Report for 2021 and, in fact, my final report as CEO and Secretary General of the NZOC. Having given notice of my resignation in late 2021, I will be leaving in March 2022 to pursue new and exciting opportunities in domestic and international sport. I would like to take this opportunity to thank the NZOC Board for their ongoing support and guidance through my 11 years as CEO. The Tokyo 2020 Olympic games campaign was both challenging but hugely rewarding and the support of the board throughout has been highly valued. I would also like to thank the team at the NZOC, who have consistently stepped up to any challenges with dedication, drive and a consistent athlete focus. I wish the NZOC and incoming CEO, Nicki Nicol, all the very best for the future.

Kereyn Smith
NZOC Secretary General and CEO

A TEAM LIKE NO OTHER A LOOK BACK AT TOKYO 2020

Tokyo 2020 Olympic Games
23 July 2021 – 8 August 2021

Opening Ceremony Flag Bearers:
Sarah Hirini and David Nyika

Closing Ceremony Flag Bearers:
Dame Valerie Adams

OUR MOST SUCCESSFUL GAMES EVER



7 Gold



6 Silver



7 Bronze



The most successful team in New Zealand's Olympic history with 20 medals and 93% of athletes meeting selection criteria

Exceeded our Team KPIs 99% of respondents were proud to be part of the New Zealand Team, 97% said the Team was effectively led and organized.

Increased engagement with Team Manaaki and Pou Tangata

Unprecedented Reach and Engagement via digital communications, media and broadcast

No New Zealand Team member returned a positive Covid-19 test result

National pride, inspiration and a new chapter in our New Zealand history was created

A TEAM LIKE NO OTHER, IN A GAMES LIKE NO OTHER



222 ATHLETES

competed in 22 sports



20 MEDALS

20 Medals for the New Zealand Team - 11 won by female athletes, 11 different medal-winning sports



700+

performances, 17 days of competition



NEW SPORTS

New Olympic sports Karate and Surfing contested by New Zealand



GENDER BALANCED

Gender balance in NZ Team: 48% female, 52% male



13TH ON THE MEDAL TABLE

Continuous performance improvement over consecutive Games for the New Zealand Team.



SELECTION STANDARD

Of the 222 athletes, 93% met the Tokyo Top 16 selection standard.

NZHQ

30,000 VISITORS

To NZHQ in Auckland – our first New Zealand-based Olympic fanzone



TOP 8 FINISH

60% of athletes achieved a top 8 finish



GREATEST NUMBER OF MEDALS

won by a single New Zealand athlete (Dame Lisa Carrington, 3 gold in Tokyo – total Olympic medals now 5 gold, 1 bronze)



50TH GOLD MEDAL

Surpassed our 50th Olympic Gold Medal with the women's Rugby Sevens win



TWO FLAG BEARERS

First time New Zealand was represented in the Opening Ceremony by two flagbearers - Te Pou Hāpai Tane David Nyika and Te Pou Hapai Wahine Sarah Hirini

TOKYO 2020 - INSIDE THE TEAM

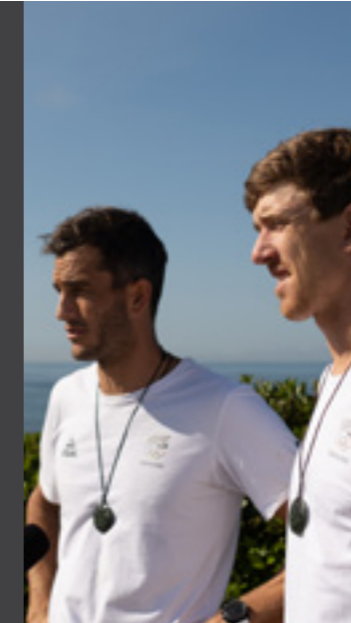
The positive feeling and culture inside the New Zealand Team at the Tokyo Olympic Games was second to none.



Pou Tangata was performed to welcome athletes to the New Zealand Team, to come together in unity and a spirit of manaaki, and to celebrate New Zealand's performances on the world's stage.



With friends and whānau unable to attend the Olympic Games, team-mates were more important than ever.



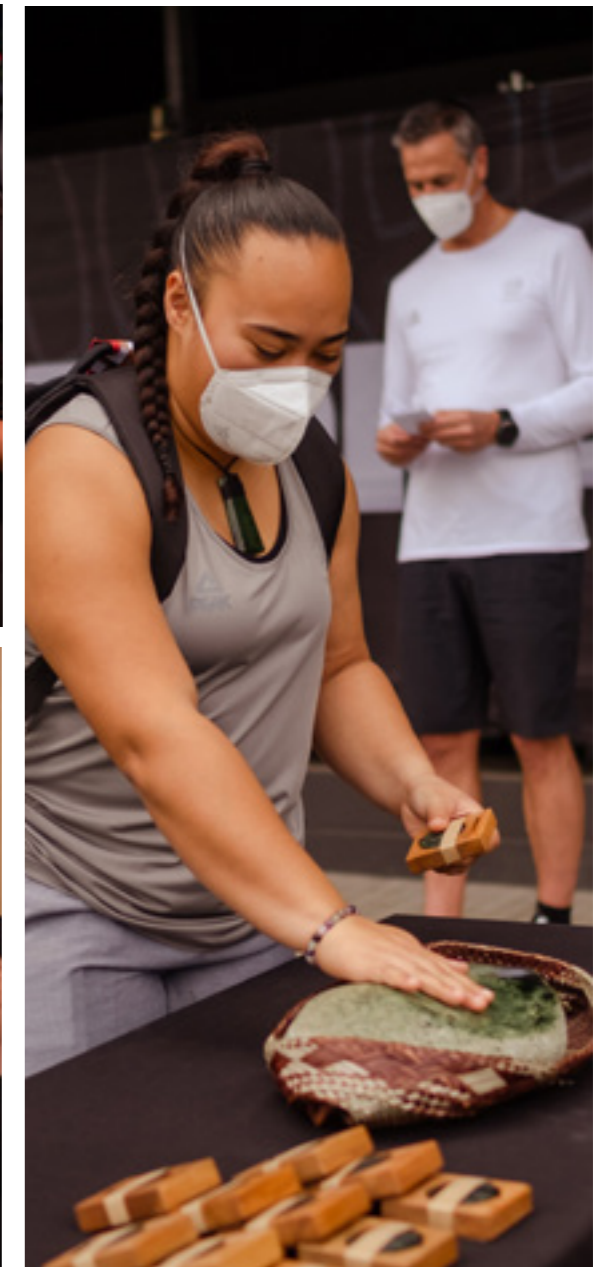
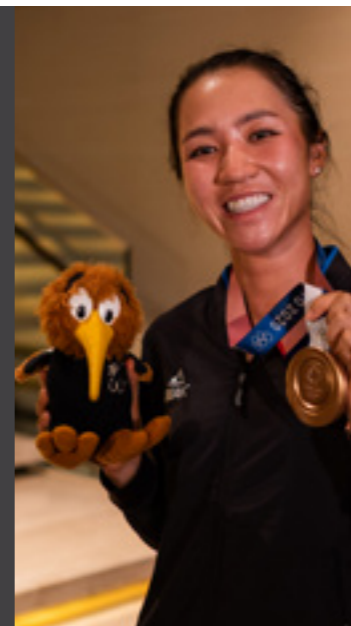
On the field of play athletes demonstrated the values of the New Zealand Team



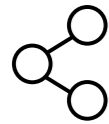
Te Taumata o Angitu – The Pinnacle of Success – was the name of the stunning Pounamu pendants worn by the New Zealand Team in Tokyo. They were designed and carved by Ngai Tahu master carvers.



New Zealand athletes were also located at the Conrad Hotel, at Izu and at Enoshima.



TOKYO 2020 - INSPIRING NEW ZEALANDERS



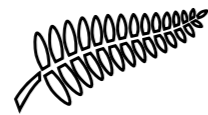
CONNECTED

92% of New Zealanders agreed that the brand campaign connected with them as New Zealanders



BEING AN ATHLETE

92% agreed it connected with what it means to be a New Zealand athlete



NZ IN TOKYO

96% of New Zealanders interested in following the NZ Team at Tokyo 2020



GROWTH

NZ Team promotes excellence, makes New Zealand proud, brings New Zealand together and inspires the nation.

CAMPAIGNS

25% increase in campaign recall

INTEREST

13% increase in young females interest in the NZ Team – up to 90%

OUR BRAND

Doubled the recognition of the New Zealand Team brand from 2020



MEDIA

- Cumulative audience of 938,331,402
- \$73M in coverage
- 31,000 articles written



SOCIAL MEDIA

- World leading results – 18.8M Instagram reel views, 26.7M TikTok views
- A key driver in reaching our target audiences
- 720,000 fans over all channels



THE GREAT OLYMPIC SKATE

- World's largest skateboard
- Nationwide 45 city roadtrip, engaging 30,000+ people over 41 days



BILLBOARDS

- Year long billboard campaign in collaboration with JCDcaux
- 100+ live updates delivered to nationwide digital screens throughout Games
- Seen 13.6 million times, featuring all NZ Team sports



TELEVISION COMMERCIAL

- Delivered 51% of brand campaign recall
- Ran in build-up to and throughout Games



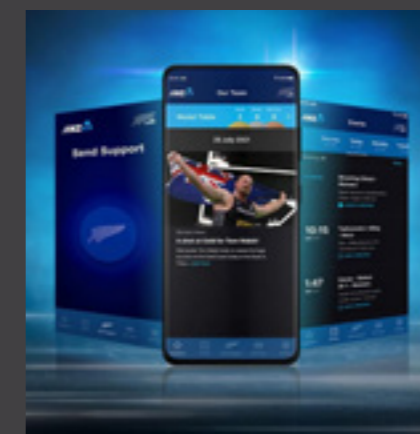
BROADCAST

- Tokyo 2020 shown across 12 Sky channels
- Sky's most successful Olympic campaign yet, surpassed Rio 2016 viewer hours by just Day 10 of Tokyo 2020.



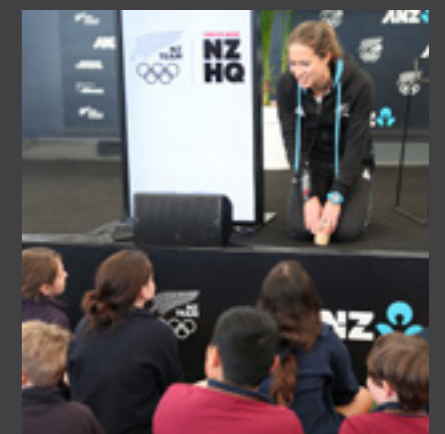
NZHQ

- First ever NZHQ fan zone
- Full takeover of The Cloud on Auckland's waterfront
- 30,000+ visitors over 18 days



DIGITAL RESOURCES

- 88,000 app downloads
- 2 minute average app session duration
- 440,326 website users



EDUCATION PROGRAMME

- 250 classes participated in 'Virtual Mission to Tokyo' school challenge
- 4500 students from 51 schools hosted in NZHQ's Schools Programme

TEAM - MANAAKI

OUR SILVER FERN

In ancient Aotearoa, night was no obstacle to our warriors. They looked to the silver fern to find a path. The shimmering underside reflecting moonlight, lighting the way. And defying the dark. Today, we too are guided by the silver fern, the one we have worn for 100 years.



TE WHARE O POU TANGATA

Becoming part of the New Zealand Team – We are navigators and pathfinders. Our ancestors have come from across the seas. We have each followed the path of the silver fern. When we come together, we enter Te Whare o Pou Tangata. And unite as te Kapa o Aotearoa on a whāriki (mat) woven from the silver fern and imbued with stories, our pasts and our futures. Here, we are protected by the strong supporting structures (pou) of the whare, or house.

The pou symbolise our culture of manaaki, defining our values and grounding us in the essence of who we are. They remind us of all those who have backed us on our journey. Here, in Te Whare o Pou Tangata, we draw on the power of our taonga – our pounamu, our haka, and Te Mahutonga, our cloak – as we prepare for battle. The tekoteko (carved figure) that sits above us is called 'Pou Tangata' and is our guardian, a symbol of our athletes, our ambition and our ultimate potential. It is from here, Te Whare o Pou Tangata, that we go out and take on the world.

TE KAPA O AOTEAROA

The New Zealand Team – We carve the path that's true to ourselves. We are the pathfinders and we defy expectations. Our diversity is our power. Our past and our future. One team. When we compete as the New Zealand Team; we bring everything. We honour our land and people and respect our opposition. Always. Our spirit is unrestrained. We are grounded in manaaki; we hold our values true. And the fern, as always, leads the way.

POU TANGATA

THE NEW ZEALAND TEAM HAKA

Tena i poupoua!

Poutangata! Uia! Poutangata! Uia!

Uia poutangata ki runga

Uia poutangata ki raro

I ahaha!

E kia tika, tika e! E kia pono, pono e!

Kia tuturu rawa, kia tuturu rawa

Kia poutangata rawa e

Aue! Hi!

BECAUSE WE
WHEN WE
UNITE,
WE
SHINE

AWARDS AND HONOURS

2021 Lonsdale Cup awarded to Dame Lisa Carrington

Six-time Olympic medallist Dame Lisa Carrington was awarded the prestigious Lonsdale Cup for 2021, the year in which she became New Zealand's most successful Olympian ever.

At the Tokyo Olympic Games, Dame Lisa claimed a staggering three gold medals, taking her Olympic medal total to six, comprising five gold and one bronze.

The medal wins followed on from her success at previous Olympic Games. Lisa made her Olympic debut at London 2012 where she claimed gold in the K1 200. Four years later she defended her gold medal and won bronze in the K1 500.

At the Tokyo Olympic Games, Dame Lisa had a gruelling schedule, competing in 12 races in the space of six days. Not only did she win her third consecutive K1 200 gold medal (in an Olympic best time of 38.12s), but she also won gold in the K1 500 and K2 500 and ended her campaign with a fourth placing in the K4 500. Her success in Tokyo made her the first New Zealand female to claim three successive Olympic gold medals.

On the world stage, Dame Lisa has won a staggering 10 World Championship golds. She is a four-time winner of the Sportswoman of the Year award at the Halberg Awards. In 2016 she claimed the Halberg Supreme Award and in 2021 was presented the honour of Halberg Sportswoman of the Decade. This year was Dame Lisa's third Lonsdale Cup Award.

Raised in Ōhope Beach in the Bay of Plenty, Dame Lisa is of Te Aitanga-a-Māhaki and Ngāti Porou descent. She is a leader in sport and inspires young New Zealanders, especially young women, to live healthier lives and follow their sporting dreams.

The Lonsdale Cup is the NZOC's most prestigious award and is presented annually to the athlete or team that has made the most outstanding contribution to an Olympic or Commonwealth sport.

The Lonsdale Cup was first awarded in 1961, with Sir Murray Halberg the inaugural recipient. Since then it has been won by a host of inspirational New Zealanders who have represented our country with pride and passion. Past winners include Dame Valerie Adams, Dame Lisa Carrington, Sir John Walker, Barbara Kendall, Sir Peter Snell and many more.

"Dame Lisa's achievements in Tokyo are nothing short of remarkable."

Mike Stanley, President, NZOC

Queen's Birthday Honours 2021

MNZM – To be Members of the New Zealand Order of Merit

Mr Ryan Jeffrey Archibald,
of Auckland. **For services to hockey.**

Mr Peter Ronald Horne,
of Lower Hutt. **For services to bowls and Paralympic sport.**

QSO – To be Companions of the New Zealand Order of Merit:

Mr Peter Anthony Miskimmin,
of Lower Hutt. **For services to sports governance and public service.**

New Year Honours List 2021

CNZM – To be Companions of the New Zealand Order of Merit

Mr Albert Archibald Jelley, OBE,
of Auckland. **For services to athletics and the game of bridge.**



THE NZOC ATHLETES' AND OLYMPIANS' COMMISSIONS

The NZOC Athletes' Commission – key advocate within the New Zealand sporting sector

Delivering on its strategy of enhancing athlete mana and voice, the NZOC Athletes' Commission continued to grow its influence and add value to New Zealand sport and the Olympic Movement during 2021.

Athlete welfare and the impact of COVID-19 continued to be at the forefront of the New Zealand sporting system, as was maintaining support for the athletes through the complexities of the Tokyo 2020 Olympic Games and MIQ. The NZOC Athletes' Commission promoted the need for additional well-being support for non-carded athletes, for athlete-focused communications and opportunities for athletes to share their ideas and concerns with others. The Commission notes the importance of manaaki as a foundation for decision-making and ensuring athlete well-being is always prioritised.

Three new members joined the Commission, Emma Twigg (Olympian #1097), Kayla Whitelock (Olympian #951) and Max Brown (Olympian #1398). Mike Dawson stepped down from the Commission and Sarah Cowley Ross thanked Mike for his five years of active service to both the Athletes' Commission and the Education Commission.

The Commission established the Athlete Leadership Network (ALN) in February 2021 as well. Its formation was in response to sector-wide athlete well-being concerns. It is unquestionable that athlete voice and well-being are inextricably linked. The first meeting of the Network was held in April 2021, with a large cross-section of athlete leaders - from an Olympic gold medalist from a High

Performance Sport NZ (HPSNZ) tier 1 sport, to many smaller non-funded sports - aspiring to qualify for pinnacle events.

The ALN has an NZOC membership mandate and includes chairs of National Sports Organisations' (NSOs) representative bodies, NSO athlete representatives (where there is no NSO representative body) and the NZOC Athletes' Commission. The Chair of the ALN is the current standing NZOC Athletes' Commission Chair.

“The role of the NZOC Athletes' Commission, together with that of their colleagues in the NZOC Olympians' Commission, has significant impact. They are increasingly playing a role as active Athlete Champions throughout the wider sporting system, providing athletes with empathetic advice, opportunities to share and listen, and timely information. The NZOC and New Zealand Team value the contribution of both Commissions.”

Kereyn Smith – CEO, NZOC

The NZOC looks forward to seeing the ongoing positive impact of the ALN throughout the New Zealand sporting system.



Athlete Leadership Network – the NZOC Athletes' Commission's Leadership in Action

- Athlete Leadership Network – the NZOC Athletes' Commission's Leadership in Action
- Provide leadership and governance education to enable the athletes to become leaders of change
- Support NSOs as they further develop their athlete representative bodies;
- Provide the opportunity to build a supportive athlete community to empower athletes to use their voice to advocate for change when necessary;
- Develop athletes' ability to contribute to their NSOs effectively so that the voice of the athlete is heard, and that other athletes through their sports athlete representative have a constructive way to contribute to the discussion;
- Host quarterly meetings to discuss topical issues and opportunities, with one in-person forum per annum;
- Develop links with their sports' international athlete representative bodies;
- Support HPSNZ and Sport NZ with independent consultation services and representatives to sit on advisory and working groups;
- Provide the NZOC Athletes' Commission with an increased breadth of opinion when required to add value to leadership issues, strategy and policy development; and
- Create strong partnership between NSOs and athletes that is athlete driven and supported ultimately for the benefit of the wider High Performance system's well-being.

Olympians Supporting Olympians – the NZOC Olympians' Commission in Action

The NZOC Olympians' Commission seeks to foster a sense of whanaungatanga (kinship) among New Zealand's Olympians, providing opportunities for them to connect, celebrate their achievements and engage with each other and their communities.

The NZOC Olympians' Commission, together with the Athletes' Commission, engaged in a programme led by the NZOC and HPSNZ to support athletes in MIQ. The programme delivered several opportunities for athletes to engage and reach out, with constant communications to athletes before, during and post MIQ.

The MIQ project was a major undertaking with the well-being of individuals as the highest priority. Following the tragic death of cyclist Olivia Podmore, the level of support was increased and focussed on those members of the New Zealand Team most affected.

With an eye also on community engagement and inspiring New Zealanders, the Olympians' Commission played an active role in the delivery of the NZHQ Schools Programme during the Tokyo 2020 Olympic Games. Over the 10 school days of the Tokyo 2020 Olympic Games, more than 50 schools and 4,500 students engaged in activity at NZHQ at The Cloud in Auckland. Olympians led question-and-answer sessions, which were informative, fun and inspirational. It was a great opportunity for legacy Olympians to showcase the Olympic values at NZHQ while their fellow athletes competed in Tokyo, and their overall participation and support added significant value to NZHQ.



“Every Olympian has a unique story that contributes to New Zealand's proud Olympic legacy. These stories of triumph, heartbreak and achievement inspire New Zealanders and it was a privilege to be able to share these with students (perhaps a few future Olympians) at NZHQ during the Tokyo Games.”

Chantal Brunner – Chair, the NZOC Olympians' Commission

ROB WADDELL HONOURED FOR CONTRIBUTION

Rob Waddell, a three-time Olympic rower and gold medallist at Sydney 2000 in the single sculls, announced his retirement as Chef de Mission in 2021. He successfully led the New Zealand Team to two Olympic Games (Rio 2016, Tokyo 2020) and two Commonwealth Games (Glasgow 2014, Gold Coast 2018).

Rob was widely acknowledged as an outstanding Chef de Mission promoting athlete mana, well-being and performance throughout his tenure.

An inspiring and dedicated champion for athletes, Rob was committed to the New Zealand Team and consistently went above and beyond, often in challenging circumstances, to create an environment which allowed New Zealand's elite athletes to perform at their peak.

Notably in Rio, despite challenging conditions he ensured the Olympic Village was up to standard by the time the New Zealand Team athletes arrived. Rio also saw Rob deliver the New Zealand Team's first significant social responsibility programme, bringing athletes into the Mangueira Community (favela) to share Olympic stories, provide coaching sessions, experience a new culture and donate a significant array of goods and services.

During the build-up to Tokyo 2020, Rob helped to oversee detailed planning for our Team, which kept the New Zealand athletes and support team safe, while also allowing them to deliver New Zealand's most successful Olympic Games in history.



“Rob would do anything under the sun for us athletes. I feel so blessed to have shared three Games experiences with Rob and have learnt so much from his unconditional dedication to excellence. He is the pillar that our athletes aspire to be.”

Tokyo 2020 Te Pou Hāpai Tane (male flag-bearer)
David Nyika paid tribute to Rob

“It’s been a real privilege and an honour to have been trusted with leading our Olympic and Commonwealth Games teams.

“I’ve particularly enjoyed working with the athletes and wider team to create such a unique New Zealand Team environment. It’s something we’re all really proud to be a part of and I’m really thrilled with what we’ve achieved from Glasgow through to Tokyo.”

Rob Waddell – on announcing his retirement

THANK YOU, ANZ, FOR 10 INCREDIBLE YEARS

After 10 years of partnership, ANZ Bank announced they will conclude their term as Major Sponsor of the New Zealand Team at the end of 2022.

The New Zealand Olympic Committee (NZOC) is immensely grateful for this rewarding and prosperous partnership that delivered significant benefits to both parties.

In 2012, ANZ Bank became the Major Sponsor of the NZOC. The partnership went on to cover every New Zealand Olympic, Olympic Winter and Commonwealth Games teams for the next decade.

“Not only have ANZ been instrumental in the current team’s success but they have also built support and created connections with fans across the country. There is no doubt they have inspired the next generation to dream big.” Kereyn Smith, CEO, NZOC

ANZ provided a substantial contribution that enabled a platform for our New Zealand Team athletes to succeed and created connections with fans nationwide.

The innovative programmes and activations ANZ contributed to included:

- the funding of the Olympic Ambassador programme which inspired the youth of New Zealand through Olympian school visits;

- the creation of the Olympic Pathway programme, directly supporting six Olympic and Paralympic athletes each year with funding and professional development;
- enabling the establishment and delivery of the ANZ New Zealand House during Games time in our host cities for friends and whānau to gather and celebrate the Team’s success and connect athletes with home;
- delivery of the stunning ANZ Welcome Home events for our returning athletes, encouraging New Zealanders to share in their success;
- the creation and support of NZHQ, which allowed friends and whānau who couldn’t travel to the Tokyo 2020 Olympic Games due to COVID-19 restrictions to enjoy the Games at The Cloud in Auckland and celebrate the New Zealand Team’s unprecedented achievements.

The NZOC farewells ANZ at the end of 2022, thanks them for a decade of support and inspiration, and wishes ANZ all the very best for the future.



FUNDING SUPPORT FOR ATHLETES AND SPORTS

The NZOC continues to provide a high level of support to our athletes and NSOs through a variety of programmes and initiatives.

Despite interruptions to events and planned activities for 2021 due to COVID-19, the NZOC was still able to provide substantial support to athletes and NSOs and athletes through funding mechanisms such as Olympic Solidarity, the newly established New Zealand Olympic Foundation and the New Zealand Olympic Athletes' Collective.

Approximately \$1,870,000 was distributed directly to NSOs and athletes in 2021.

This revenue provides meaningful value to New Zealand, by promoting the Olympic and Commonwealth Games movements and directly contributing to New Zealand athletes' success on the world stage.

Olympic Solidarity

In total, 15 NSOs received Olympic Solidarity funding during 2021, unfortunately only 10 NSOs were able to activate due to the impact of the lockdowns in New Zealand in the later part of 2021.

The Tokyo 2020 Olympic Games Athlete Scholarships finished up in 2021, with the recipients receiving an additional year of funding due to the postponement of the Games. The recipients in the 2021 year were: Bradlee Ashby (Swimming), Ryan Ballantyne (Athletics), Brooke Donoghue (Rowing), Callum Gilbert (Canoe Slalom), Zoe McBride (Rowing), Olivia McTaggart (Athletics) and Sam Meech (Sailing).

The Beijing 2022 Olympic Winter Games Athlete Scholarships also continued in 2021. The recipients in the 2021 year were: Finn Bilous (Freeski), Tiarn Collins (Snowboard), Peter Michael (Ice Speed Skating), Miguel Porteous (Freeski), Nico Porteous (Freeski), Alice Robinson (Alpine), Zoi Sadowski-Synnott (Snowboard) and Beau-James Wells (Freeski).

The Yvette Williams Scholarship was awarded to judoka, Elliott Connolly in 2021 in his quest for a podium at the Birmingham 2022 Commonwealth Games. The scholarship, proudly supported by Sir Owen Glenn, ensures the legacy that Yvette Williams has given to sport in New Zealand continues, providing the opportunity for an athlete who demonstrates the same qualities as Yvette displayed as

an athlete - hard work and determination - to excel in their chosen sporting field.

The NZOC would like to thank the IOC and ONOC for their continued support of New Zealand sports, athletes and legacy programmes through Olympic Solidarity. We would particularly like to acknowledge the work of Nicole Girard-Savoy and her colleagues at Olympic Solidarity and their positive and collaborative relationship with our organisation.

The NZOC Olympic Athletes' Collective

The NZOC Athletes' Collective continued to provide significant opportunities for athletes, and we look forward to providing improved training and relationship management of these opportunities into the future.

In the build-up to the Tokyo Games (2020 - 2021), 285 Athletes' Collective days were invested in athletes at a value of \$285,000. High levels of partner satisfaction in the New Zealand Team campaign were received as evidenced by formal feedback.

The Olympic Foundation

As noted earlier in this report, philanthropic partnership BlackGold 2020 concluded and in its stead the New Zealand Olympic Foundation was launched. 2021 saw over \$1,267,000 delivered to NZOC's member sports and associations. The NZOC also secured over \$400,000 via the NZ Olympic Foundation to help with Games-time preparation and general operations.

Through the generous donations of Sir Owen Glenn, Sir Eion Edgar and The Southern Trust the NZOC's Olympic Ambassadors received funding of over \$116,000 inspiring young New Zealanders in 199 primary, intermediate and secondary schools.

We would like to thank the Edgar Olympic Foundation for the significant funding made available to launch the New Zealand Olympic Foundation and our Olympic Family of donors who continue to see the value NZOC has within New Zealand society.



Solidarity Funds Paid To Sporting Organisations and Athletes In 2021

NZD

| | |
|---|-----------|
| Athletes - Beijing Winter Olympics 2022 | \$203,507 |
| Athletes - Refugee | \$17,052 |
| Athletes - Tokyo Olympics 2020 | \$43,000 |
| Canoe Slalom NZ | \$21,025 |
| Curling NZ | \$31,396 |
| Cycling New Zealand | \$9,460 |
| Diving New Zealand | \$17,869 |
| Hockey NZ | \$15,767 |
| Judo Federation | \$526 |
| Olympic Weightlifting NZ | \$17,869 |
| Surfing NZ | \$24,342 |
| Volleyball NZ | \$39,256 |
| Wrestling NZ | \$21,022 |

\$462,090

OBITUARIES



SIR EION EDGAR, KNZM

30 January 1945 – 14 June 2021

New Zealand Sport and the New Zealand Olympic Movement lost one of their most passionate, generous and effective leaders in 2021.

Sir Eion Edgar passed away peacefully on 14 June 2021, aged 76.

NZOC Honorary President, Sir Eion Edgar lived his commitment to contribute to making New Zealand a better place. From this, grew his approach to making a real difference in New Zealand sport. The Winter Games NZ, the Forsyth Barr Stadium in Dunedin, the NZOC's Edgar Foundation all have their roots in Sir Eion's desire to use his 'unbridled passion' for good.

Sir Eion led the NZOC through a time of upheaval and out of his leadership the organisation emerged stronger, more aligned and more capable. He put the athletes at the heart of the organisation and used his understanding of their aspirations to help them obtain what they required to enable them to be the best in the world.

After his tenure finished in 2009 Sir Eion established the Edgar Foundation and was made Honorary President for Life – a position he truly excelled at.

Within the Olympic Movement Sir Eion was known for his knack of making everyone feel important – not just the dignitaries he met through his Olympic work around the world including Presidents Barack Obama and George Bush and HRH Princess Anne, but also the athletes, staff, young people and the members of the many boards he was involved in and directorships he held.

Sir Eion was a loving husband, father and grandfather and the NZOC greatly appreciates and values the strong links we've been able to grow with the wider Edgar whānau.

Sir Eion will be greatly missed; however, his philosophy of giving, of leading, of connecting should – and will – live on.

He put the athletes at the heart of the organisation, enabling them to be the best in the world.

JOHN HICKS

14 November 1938 – 12 January 2021

OLY#227

Hockey

1968 Mexico City Olympic Games

KAREN TRILLO

(formerly COOMBE), 6 April 1959 – 20 April 2021

Lawn Bowls

2010 Delhi Commonwealth Games,

1998 Kuala Lumpur Commonwealth Games

JANET COOKE (née SHACKLETON)

10 July 1928 – 17 May 2021

Athletics (Hurdles)

1950 Auckland Commonwealth Games **BRONZE**

NGAIRE GALLOWAY

OLY#56

(née LANE)

31 October 1925 – 9 July 2021

Swimming

1948 London Olympic Games

OLIVIA PODMORE

OLY#1333

24 May 1997 – 9 August 2021

Cycling (Track)

2016 Rio Olympic Games

2018 Gold Coast Commonwealth Games **BRONZE**

HARRY KENT

11 March 1947 – 23 August 2021

OLY#85

Cycling (Track)

1970 Edinburgh Commonwealth Games **GOLD**

1972 Munich Olympic Games

BRUCE CULPAN

16 June 1930 – 24 August 2021

Rowing

1950 Auckland Commonwealth Games **SILVER**

1954 Vancouver Commonwealth Games **SILVER**

EARLE WELLS

OLY#227

27 October 1933 – 1 October 2021

Sailing

1964 Tokyo Olympic Games **GOLD**

JULIE BROUGHAM

OLY#1256

20 May 1954 – 9 December 2021

Equestrian – Dressage

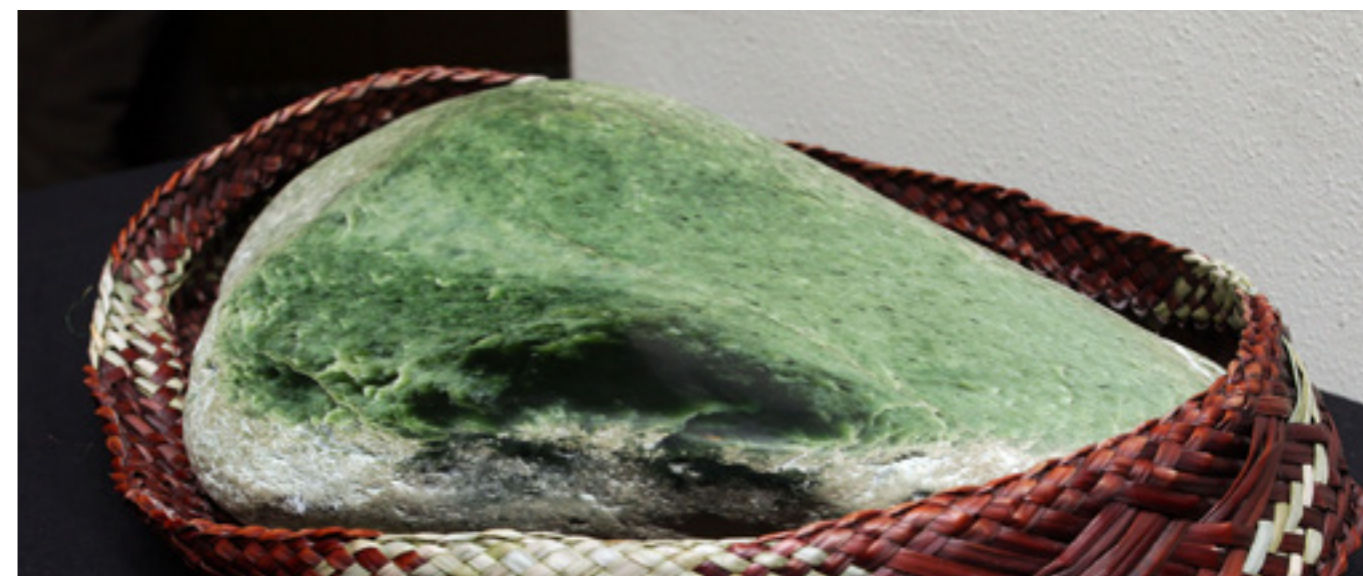
2016 Rio Olympic Games

Acknowledging

SIR DAVID LEVENE

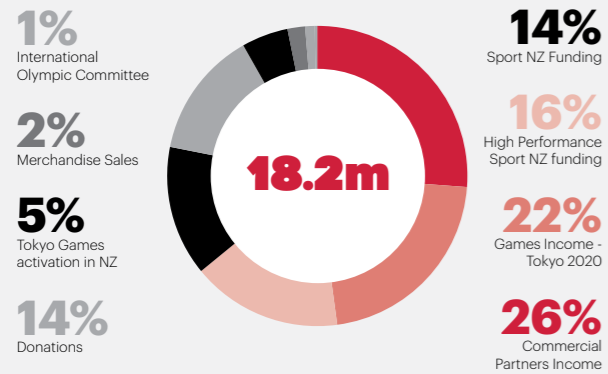
19 August 1929 – 11 August 2021

New Zealand Olympic Council member, philanthropist and supporter of the New Zealand Olympic Movement

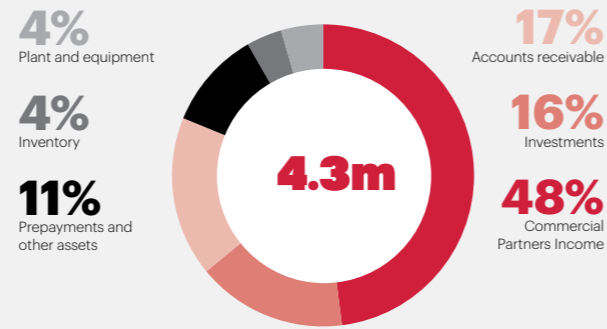


FINANCIAL REPORT

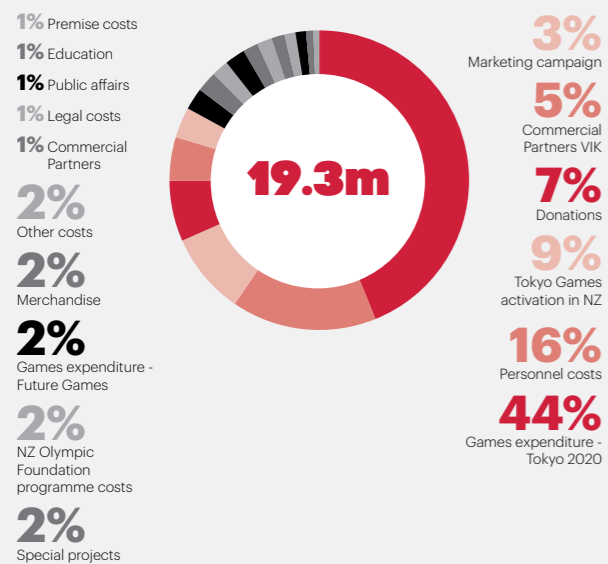
OUR FUNDS



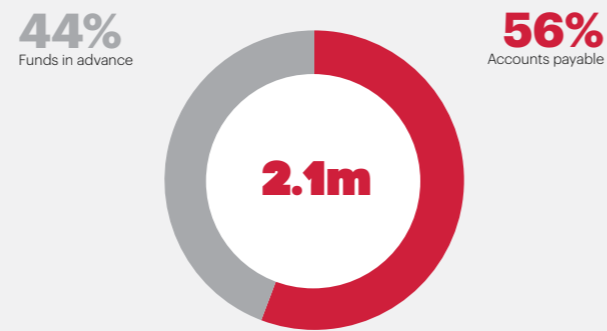
WHAT WE OWN



WHERE WE INVEST



WHAT WE OWE



26% OF REVENUE IS FROM COMMERCIAL PARTNERS

New Zealand Partners



Worldwide Partners



NEW COMMERCIAL PARTNERS INCLUDE: Auckland Unlimited, Ryman Healthcare and Worldwide Partner Allianz

FUNDERS INCLUDE: High Performance Sport NZ, Sport New Zealand, IOC, Sir Owen Glenn Olympic Legacy, Edgar Olympic Foundation

HPSNZ REVENUE
16%

TOKYO GAMES
POSITIVE TO TARGET

PERSONNEL IS OUR
LARGEST COST

2.5M DONATIONS RECEIVED

1.3M DONATIONS PAID TO MEMBERS

462K SOLIDARITY PAYMENTS TO MEMBERS AND ATHLETES

142K ATHLETE COLLECTIVE PAYMENTS

3M SIR OWEN GLENN OLYMPIC LEGACY FUND (OVER 3 YEARS)

764K TOKYO 2020 OLYMPIC GAMES DEFICIT

1.1M
DEFICIT
FOR 2021

**RESERVES
OF 2.3M**

2.1M
CASH AND
INVESTMENTS

New Zealand Olympic Committee Incorporated
Consolidated Financial Statements
Statement of Comprehensive Revenue and Expense
For the Year Ended 31 December 2021

| | Group 2021 \$ | Group 2020 \$ | NZOC 2021 \$ | NZOC 2020 \$ |
|---|------------------------------|------------------------------|-----------------------------|-----------------------------|
| Revenue from exchange transactions | | | | |
| Commercial Partners income | 3,844,197 | 3,885,185 | 3,844,197 | 3,885,185 |
| Commercial Partners income (Value in Kind) | 910,004 | 184,000 | 910,004 | 184,000 |
| Games income (Value in Kind) | 735,635 | 169,400 | 735,635 | 169,400 |
| Tokyo Games activation in NZ | 826,221 | - | 826,221 | - |
| Membership fees | 8,100 | 8,100 | 8,100 | 8,100 |
| Merchandise sales | 343,860 | 211,193 | 343,860 | 211,193 |
| | 6,668,018 | 4,457,879 | 6,668,018 | 4,457,879 |
| Revenue from non-exchange transactions | | | | |
| Charitable Gaming Trusts income | 21,000 | 61,750 | 21,000 | 61,750 |
| Donations | 2,284,880 | 1,750,939 | 2,486,129 | 1,888,216 |
| Games Income | 3,205,469 | 339,154 | 3,205,469 | 339,154 |
| High Performance Sport NZ funding | 2,945,362 | 637,500 | 2,945,362 | 637,500 |
| Sport NZ funding | 2,547,895 | - | 2,547,895 | - |
| International Olympic Committee | 187,288 | 234,260 | 187,288 | 234,260 |
| Tokyo Games activation in NZ | 84,667 | - | 84,667 | - |
| Miscellaneous Income | 18,782 | 314,232 | 18,782 | 314,232 |
| | 11,295,342 | 3,337,835 | 11,496,591 | 3,475,112 |
| | 17,963,360 | 7,795,713 | 18,164,609 | 7,932,991 |
| Total revenue | 17,963,360 | 7,795,713 | 18,164,609 | 7,932,991 |
| Expenses | | | | |
| BlackGold programme costs | - | 191,889 | - | 191,889 |
| Commercial Partners sign on commission fees | 220,330 | 159,436 | 220,330 | 159,436 |
| Commercial Partners VIK | 910,004 | 184,000 | 910,004 | 184,000 |
| Donations - paid to Members | 1,267,703 | 1,090,101 | 1,267,703 | 1,090,101 |
| Education - Olympic Ambassadors in Schools | 152,478 | 150,690 | 152,478 | 150,690 |
| Foreign currency losses | 42,455 | 20,434 | 42,455 | 20,434 |
| Fundraising costs | 54,640 | - | 54,640 | - |
| Games expenditure - Tokyo 2020 | 8,494,791 | - | 8,494,791 | - |
| Games expenditure - Future Games | 122,215 | 170,886 | 122,215 | 170,886 |
| Games expenditure - Lausanne 2020 | - | 271,397 | - | 271,397 |
| Legal costs | 122,223 | 146,674 | 122,223 | 146,674 |
| Marketing campaign | 640,345 | 596,016 | 640,345 | 596,016 |
| Meeting costs | 68,049 | 80,169 | 68,049 | 80,169 |
| Merchandise | 427,044 | 300,974 | 427,044 | 300,974 |
| NZ Olympic Foundation programme costs | 352,769 | - | 352,769 | - |
| Other costs | 469,197 | 607,606 | 458,194 | 524,049 |
| Personnel costs | 3,339,431 | 3,042,861 | 3,339,431 | 3,042,861 |
| Premise costs | 277,882 | 262,643 | 277,882 | 262,643 |
| Public affairs and international relations | 229,066 | 197,243 | 229,066 | 197,243 |
| Special projects | 310,157 | - | 310,157 | - |
| Telephones | 38,552 | 41,787 | 38,552 | 41,787 |
| Tokyo Games activation in NZ | 1,714,759 | - | 1,714,759 | - |
| Travel and accommodation (excluding Games travel) | 55,889 | 43,708 | 55,889 | 43,708 |
| Website | 59,104 | 54,846 | 59,104 | 54,846 |
| | 19,369,081 | 7,613,359 | 19,358,078 | 7,529,802 |
| Total expenses | 19,369,081 | 7,613,359 | 19,358,078 | 7,529,802 |
| Surplus/(deficit) before net financing costs | (1,405,722) | 182,355 | (1,193,469) | 403,189 |
| Net financing income | 36,070 | 23,368 | 1,473 | 691 |
| | (1,369,651) | 205,723 | (1,191,997) | 403,881 |
| Surplus/(deficit) for the year | (1,369,651) | 205,723 | (1,191,997) | 403,881 |
| Other comprehensive income | | | | |
| Unrealised gains/(losses) on Investments | 138,702 | 189,583 | 44,730 | 45,727 |
| Total other comprehensive income | 138,702 | 189,583 | 44,730 | 45,727 |
| | (1,230,949) | 395,306 | (1,147,266) | 449,608 |
| Total comprehensive income for the year | (1,230,949) | 395,306 | (1,147,266) | 449,608 |

New Zealand Olympic Committee Incorporated
Statement of Changes in Equity
For the Year Ended 31 December 2021

| | Group 2021 \$ | Group 2020 \$ | NZOC 2021 \$ | NZOC 2020 \$ |
|---|------------------------------|------------------------------|-----------------------------|-----------------------------|
| Opening balance | 4,632,065 | 4,236,759 | 3,369,566 | 2,919,958 |
| Surplus/(deficit) for the year | (1,369,651) | 205,723 | (1,191,997) | 403,881 |
| Other comprehensive revenue and expense | | | | |
| Unrealised gain/(loss) on Investments | 138,702 | 189,583 | 44,730 | 45,727 |
| | 3,401,116 | 4,632,065 | 2,222,300 | 3,369,566 |
| Total Equity | 3,401,116 | 4,632,065 | 2,222,300 | 3,369,566 |

New Zealand Olympic Committee Incorporated
Statement of Financial Position
As at 31 December 2021

| | Group 2021 \$ | Group 2020 \$ | NZOC 2021 \$ | NZOC 2020 \$ |
|---|------------------------------|------------------------------|-----------------------------|-----------------------------|
| Current assets | | | | |
| Cash and Cash equivalents | 2,212,526 | 1,776,870 | 2,084,034 | 1,761,228 |
| Investments | 1,440,141 | 1,471,690 | 696,789 | 657,859 |
| Accounts receivable | 744,263 | 690,507 | 744,263 | 690,507 |
| Inventory | 164,778 | 189,506 | 164,778 | 189,506 |
| Prepayments and other assets | 457,370 | 1,327,871 | 457,370 | 1,327,871 |
| | 5,019,079 | 5,456,443 | 4,147,236 | 4,626,972 |
| Non-current assets | | | | |
| Investments | 306,974 | 433,028 | - | - |
| Property, plant and equipment | 194,739 | 93,798 | 194,739 | 93,798 |
| | 501,713 | 526,826 | 194,739 | 93,798 |
| | 5,520,792 | 5,983,269 | 4,341,975 | 4,720,769 |
| Total assets | 5,520,792 | 5,983,269 | 4,341,975 | 4,720,769 |
| Current liabilities | | | | |
| Accounts payable | 1,181,956 | 650,621 | 1,181,955 | 650,621 |
| IOC - Solidarity projects funds in advance | 169,185 | 121,649 | 169,185 | 121,649 |
| Other funds in advance | 768,534 | 578,934 | 768,534 | 578,934 |
| | 2,119,675 | 1,351,204 | 2,119,674 | 1,351,203 |
| | 3,401,116 | 4,632,065 | 2,222,300 | 3,369,566 |
| Total net assets | 3,401,116 | 4,632,065 | 2,222,300 | 3,369,566 |
| Accumulated comprehensive revenue and expense | 1,901,116 | 3,132,065 | 1,722,300 | 2,869,566 |
| Edgar Olympic Foundation Endowment Fund | 1,000,000 | 1,000,000 | - | - |
| Yvette Williams Scholarship Fund | 500,000 | 500,000 | 500,000 | 500,000 |
| | 3,401,116 | 4,632,065 | 2,222,300 | 3,369,566 |
| Total net assets/equity | 3,401,116 | 4,632,065 | 2,222,300 | 3,369,566 |

Authorised for and on behalf of the Board on 23 March 2022



Mike Stanley CNZM
President



Kereyn Smith MNZM
CEO and Secretary General

New Zealand Olympic Committee Incorporated
Statement of Cash Flows
For the Year Ended 31 December 2021

| | Group 2021 \$ | Group 2020 \$ | NZOC 2021 \$ | NZOC 2020 \$ |
|---|------------------------------|------------------------------|-----------------------------|-----------------------------|
| Cash flows from/(to) operating activities | | | | |
| Receipts from exchange transactions | 5,183,860 | 5,034,684 | 5,183,860 | 5,307,907 |
| Receipts from non-exchange transactions | 9,745,342 | 2,782,593 | 9,946,591 | 2,909,429 |
| Payments to suppliers | (11,329,347) | (5,035,820) | (11,329,347) | (4,952,264) |
| Payments to employees | (3,339,432) | (3,042,861) | (3,339,432) | (3,042,861) |
| Net cash inflow/(outflow) from operating activities | 260,423 | (261,403) | 461,672 | 222,212 |
| Cash flows from/(to) investing activities | | | | |
| Interest and dividends received | 36,070 | 23,368 | 1,473 | 691 |
| Increase/(decrease) in investments | 296,305 | 171,962 | 5,800 | 5,837 |
| Purchase of property, plant and equipment | (157,140) | (60,739) | (157,140) | (60,739) |
| Net cash inflow/(outflow) from investing activities | 175,235 | 134,592 | (149,867) | (54,210) |
| Net increase/(decrease) in cash and cash equivalents | 435,658 | (126,811) | 322,806 | 168,002 |
| Cash and cash equivalents at the beginning of the year | 1,776,870 | 1,903,682 | 1,761,229 | 1,593,227 |
| Cash and cash equivalents at the end of the year | 2,212,528 | 1,776,870 | 2,084,035 | 1,761,229 |

Notes to the Financial Statements
For the Year Ended 31 December 2021

The reporting entity is New Zealand Olympic Committee Incorporated (NZOC), an Incorporated Society in New Zealand established under the Incorporated Societies Act 1908. These consolidated summary financial statements for the year ended 31 December 2021 comprise the controlling entity and its controlled entities (together, the 'Group'), and have been presented in New Zealand dollars (NZD) which is NZOC's presentation currency. The full financial statements were audited by RSM Hayes Audit who issued an unqualified audit opinion. These summary financial statements which are prepared in accordance with PBE FRS-43, were authorised by the Board on 23 March 2022. These statements are extracted from our full set of statutory financial statements dated 23 March 2022, prepared in compliance with PBE Standards RDR which contain other details such as accounting policies and detailed notes to the financial statements. Our full audited financial statements are available for viewing on our website www.olympic.org.nz as well as on the DIA Charities Service website www.charities.govt.nz. Alternatively, should you wish to have a copy of the Finance report sent to you, please contact us at accounts@olympic.org.nz or ring 09 375-0040.

New Zealand Olympic Committee Incorporated
Notes to the Consolidated Financial Statements
For the Year Ended 31 December 2021

| | Group 2020 \$ | NZOC 2020 \$ | | Group 2021 \$ | NZOC 2021 \$ |
|----------|------------------------------|-----------------------------|---|------------------------------|-----------------------------|
| 1 | | | Revenue | | |
| | | | Revenue from exchange transactions: | | |
| | 1,654,050 | 1,654,050 | Commercial Partners income | | |
| | 2,231,135 | 2,231,135 | Worldwide Global Partners | 1,235,362 | 1,235,362 |
| | 184,000 | 184,000 | NZ Commercial Partners | 2,608,835 | 2,608,835 |
| | 4,069,185 | 4,069,185 | NZ Commercial Partners (Value in Kind) | 910,004 | 910,004 |
| | | | | 4,754,201 | 4,754,201 |
| | | | Games income | | |
| | - | - | Tokyo Summer Olympics 2020 (Value in Kind) | 735,635 | 735,635 |
| | 169,400 | 169,400 | Lausanne 2020 Winter Olympic Youth Games | - | - |
| | 169,400 | 169,400 | | 735,635 | 735,635 |
| | | | Tokyo Games activation in NZ | | |
| | - | - | NZHQ Fanzone | 693,741 | 693,741 |
| | - | - | Giant Skateboard Roadshow | 132,481 | 132,481 |
| | - | - | | 826,221 | 826,221 |
| | 8,100 | 8,100 | Other | | |
| | 211,193 | 211,193 | Membership fees | 8,100 | 8,100 |
| | 219,293 | 219,293 | Merchandise sales | 343,860 | 343,860 |
| | 4,457,879 | 4,457,879 | | 351,960 | 351,960 |
| | | | Total exchange revenue | 6,668,018 | 6,668,018 |
| | | | Revenue from non-exchange transactions: | | |
| | 82,750 | 82,750 | Charitable Gaming Trusts income | | |
| | (21,000) | (21,000) | Southern Trust | 21,000 | 21,000 |
| | 61,750 | 61,750 | Less deferred income - Southern Trust | - | - |
| | | | | 21,000 | 21,000 |
| | 1,091,603 | 1,089,873 | Donations | | |
| | 273,883 | 273,883 | BlackGold donations | 1,265,196 | 1,266,444 |
| | 186,667 | 186,667 | Olympic Council | 354,305 | 354,305 |
| | 198,786 | 198,786 | Sir Owen Glenn | 629,118 | 629,118 |
| | - | 210,442 | Misc donations | 1,500 | 1,500 |
| | - | (71,434) | Edgar Olympic Foundation | 71,434 | 271,434 |
| | 1,750,939 | 1,888,216 | Less deferred income - Edgar Olympic Foundation | 36,673 | 36,673 |
| | | | | 2,284,880 | 2,486,129 |
| | 126,900 | 126,900 | Games income | | |
| | 212,255 | 212,255 | Lausanne 2020 Winter Youth Olympic Games | - | - |
| | - | - | Tokyo 2020 Olympic Games | 1,655,469 | 1,655,469 |
| | 339,154 | 339,154 | Tokyo 2020 Olympic Games (Value in Kind) | 1,550,000 | 1,550,000 |
| | | | | 3,205,469 | 3,205,469 |
| | 637,500 | 637,500 | High Performance Sport NZ funding | | |
| | - | - | Tokyo 2020 Olympic Games | 945,362 | 945,362 |
| | 637,500 | 637,500 | Reset and Rebuild funding` | 2,000,000 | 2,000,000 |
| | | | | 2,945,362 | 2,945,362 |
| | - | - | Sport NZ funding | | |
| | 339,154 | 339,154 | Tokyo - covid additional costs funding | 2,547,895 | 2,547,895 |
| | | | | 2,547,895 | 2,547,895 |
| | 234,260 | 234,260 | International Olympic Committee | | |
| | | | Solidarity funding for NZOC initiatives | 187,288 | 187,288 |
| | | | Tokyo Games activation in NZ | | |
| | - | - | NZHQ Fanzone | 84,667 | 84,667 |
| | - | - | | 84,667 | 84,667 |
| | 145,535 | 145,535 | Miscellaneous income | | |
| | 168,696 | 168,696 | BlackGold programme funding | - | - |
| | 314,232 | 314,232 | Other | 18,782 | 18,782 |
| | 3,337,835 | 3,475,112 | | 18,782 | 18,782 |
| | 7,795,713 | 7,932,991 | Total non-exchange revenue | 11,295,342 | 11,496,591 |
| | | | Total revenue | 17,963,360 | 18,164,609 |

New Zealand Olympic Committee Incorporated
Notes to the Consolidated Financial Statements
For the Year Ended 31 December 2021

| | Group 2020 \$ | NZOC 2020 \$ | | Group 2021 \$ | NZOC 2021 \$ |
|----------|------------------------------|-----------------------------|---|------------------------------|-----------------------------|
| 2 | | | Total Expenses | | |
| | 180,000 | 180,000 | Total expenses include the following: | 180,000 | 180,000 |
| | 42,441 | 42,441 | Office rental | 56,200 | 56,200 |
| | 19,990 | 19,990 | Depreciation | 26,500 | 26,500 |
| | | | Audit fees | | |
| 3 | | | Finance Income and Expenses | | |
| | | | Finance income | | |
| | 691 | 691 | Interest income on loans and receivables | 1,473 | 1,473 |
| | | | Interest on term deposits and bank balance | | |
| | 13,506 | - | Income from financial assets available for sale | 13,406 | - |
| | 19,251 | - | Interest income | 18,493 | - |
| | - | - | Dividends | | |
| | (10,080) | - | Impairment of financial assets | 2,698 | - |
| | 23,368 | 691 | Realised gain/(loss) on investments | 36,070 | 1,473 |
| | | | Total finance income | | |
| | | | Finance expense | | |
| | - | - | Interest expense | - | - |
| | | | Net finance income/(expense) | 36,070 | 1,473 |
| | 23,368 | 691 | | | |
| 4 | | | Other Comprehensive Revenue and Expense | | |
| | | | Group 2021 \$ | Group 2021 \$ | NZOC 2021 \$ |
| | 189,583 | 45,727 | Unrealised gain/(loss) on investments | 138,702 | 44,730 |
| | 189,583 | 45,727 | Total other comprehensive revenue and expense | 138,702 | 44,730 |
| 5 | | | Olympic Solidarity | | |
| | | | Group 2021 \$ | Group 2021 \$ | NZOC 2021 \$ |
| | 578,942 | 578,942 | Funds received from International Olympic Committee | 462,090 | 462,090 |
| | (578,942) | (578,942) | Distributions to National Sporting Organisations and Athletes | (462,090) | (462,090) |
| | | | | | |

In 2021 NZOC provided financial support to 12 National Sporting Organisations, 9 athlete Tokyo Olympic Scholarships and 8 Beijing Winter Olympic Scholarships.

6 Events After the Reporting Date

On 23 January 2022, the Prime Minister Jacinda Ardern announced all of New Zealand would move into the red traffic light level, which limited a maximum of 100 guests to both indoor and outdoor events. As a result of this change, the planned 27 January 2022 Olympic Gala was postponed to December 2022. In addition planned hosting events at NZHQ Wanaka for the Beijing Winter Olympics and Queens Baton Relay events were re-scoped.



THE PEOPLE WHO MAKE IT HAPPEN

Patron

Her Excellency, The Right Honourable, **Dame Patsy Reddy**
GNZM, QSO, Governor General of New Zealand (Until October 2021)

NZOC Honorary President

Sir Eion Edgar – KNZM

President

Mike Stanley – CNZM

Chief Executive Officer and Secretary General

Kereyn Smith – MNZM

NZOC Board

Mike Stanley – CNZM (President)

Graham Child

Sarah Cowley Ross

Liz Dawson – MNZM

Tony Hall – MNZM

Diana Puketapu

Annette Purvis – ONZM

Sarah Walker

IOC Members

Sarah Walker

Olympic Order Holders

Ian Boyd – ONZM

Bruce Cameron – ONZM

Dave Currie – CNZM

Sir Eion Edgar – KNZM

Bernie Fraser

Dr David Gerrard – CNZM, OBE

Sir Murray Halberg – ONZ, MBE

Gary Hermansson – ONZM

Michael Hooper

Barbara Kendall – CNZM, MBE

Selwyn Maister – QSM

Tony Popplewell – ONZM

Ralph Roberts – MBE

Trevor Shailer – MNZM

Susie Simcock – ONZM (deceased)

Hal Wagstaff – OBE (deceased)

NZOC Athletes' Commission

Sarah Cowley Ross – Chair

Max Brown (from October)

Mike Dawson (until October)

Richie Patterson

Alexis Pritchard

Ben Sandford

Alison Shanks

Emma Twigg (from October)

Sarah Walker

Beau-James Wells

Kayla Whitelock (from October)

NZOC Olympians' Commission

Chantal Brunner – Chair

Martin Brill

Lorne DePape

James Nation

Alexis Pritchard

Niniwa Roberts

Dave Schaper

Tim Slyfield

NZOC Education Commission

Bernice Mene – Chair

Simon Clarke

Mike Dawson

Richie Patterson

Mike Piper

Kylie Thomson

Lianne Walker

Te Urunga Tū / Māori Advisory Commission

Tā Derek Lardelli – KNZM

Kristy Hill

Ranui Ngarimu – ONZM

Kereyn Smith – MNZM

Mike Stanley – CNZM

Waimarama Taumaunu – ONZM, MBE

Diana Puketapu

Commonwealth Games Federation

Athletes' Advisory Commission

Alison Shanks

NZOC Selection Panel

Simon Wickham – Convenor

Tony Hall – MNZM

Mike Kernaghan

Annete Purvis – ONZM

Dr Lesley Rumball – ONZM

NZOC Integrity Commission

Liz Dawson – MNZM, Chair

Ben Sandford

Kereyn Smith – MNZM

Mike Stanley – CNZM

Maria Clarke

Audit and Finance Committee

Diana Puketapu – Chair

Graham Child

Mike Stanley – CNZM

Chefs de Mission

Nigel Avery – Birmingham 2022

Commonwealth Games (from November)

Rob Waddell – ONZM – Tokyo 2020

Summer Olympic Games

Marty Toomey – Beijing 2022

Winter Olympic Games

Olympic Legacy Founder

Sir Owen G Glenn – KNZM, ONZM

New Zealand Olympic Foundation Family

Edgar Family

Sir Owen G Glenn – KNZM, ONZM

Sir David Levene and Olga Simon

Garth and Judy Barfoot

Bill Birnie and Jo Goode

Neville and Nadi Crichton

Prof. John and Dr. Lorna Hawk

Emmet Hobbs

David Melrose and Bronwen Allen

Mitchell and Kate Plaw, Mikayla Plaw

Michael and Kate Sidey

Michael and Mary Lou Stiasny

Jon and Sue Tanner

Peter and Fiona Thompson

Craig and Irene Vincent

NZ Olympic Committee America Inc

Mike Stanley – CNZM

Liz Dawson – MNZM

Kereyn Smith – MNZM

Sports Funding Committee

Graham Child – Chair

Mike Stanley – CNZM

Sarah Cowley Ross

NZOC Staff

Kereyn Smith – MNZM

Chief Executive Officer and Secretary General

Ashley Abbott

Public Affairs and Communications Director

Michael Arms

Commercial Partnerships Manager

Cathleen Bias

Information and Legacy Manager

Alex Cooper-Cuthbert

Brand Manager

Zoe Cronin

Communications Executive

Liz Fitzgerald

Events and Activation Manager

DJ Forbes

Athlete Engagement Manager

Tom Fox

Commercial Partnerships Manager

Lewis Hampton

Communications Manager

Shaun Iwikau

Team Services Project Manager

Shelley Nicholson

Executive Assistant

Rob Page

Olympic Education Manager

Tracey Presland

Chief Financial Officer

Tara Pryor

Chief Operating Officer

Alex Spence

Digital Communications Manager

Michael Taylor

Team Services Manager

Natalie Tong

Team Services Manager

Frances Turrall

Accountant

Sharon van Gulik

Commercial Director

Jake Wilkins

Team Services Director

Evelyn Williamson

Team Services Project Manager



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