ChristchurchNZ Limited

Annual Report 2026



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Executive Summary

It's been a big year for Christchurch. Through 15 years of rebuilding and renewal, the city emerged in 2026 reimagined. We're now home to world-class facilities and venues, a reinvigorated central city attracting more visitors to stay longer and shop, eat and drink, and surging business confidence that's bringing investment and jobs.

It's also been a big year for ChristchurchNZ. As Christchurch City Council's economic development agency, we're tasked with developing a sustainable local economy that builds on the city's momentum and targets future sustainable growth.

We've made the most of the city's momentum in 2026, meeting or exceeding every agreed Level of Service and all external Key Performance Indicators, generating measurable economic value for Christchurch residents and focusing on what's next for the city.

Throughout the year we worked to turn confidence into action. We attracted new visitors and investment to the city, helped local businesses access networks, capital and expertise, and strengthened Christchurch's profile as a place to live, visit, work, invest and innovate.

This report highlights key successes: the ongoing implementation of the Aerospace Strategy that is putting the city on the map as the home of aerospace in New Zealand; the roll-out of the Christchurch Business Landing Pad as a convenient front-door to the city for relocating businesses; attracting $2.1 million from Central Government to fund visitor attraction campaigns targeting Australians; and delivering the strongest year yet for major events with visitor spend generated by those events up 80% year-on-year.

These achievements come at a key moment in our city's story. Christchurch is no longer defined by recovery. We are defined by possibility.

Fifteen years after the earthquakes, the foundations have been laid and momentum is visible. The challenge now is to maintain it and convert today's opportunities into long-term prosperity.

That challenge is not without complexity. Local government across New Zealand is operating in an increasingly constrained funding environment, and communities rightly expect every dollar of public investment to demonstrate value. As Christchurch's economic development agency, we take that responsibility seriously.

Economic development agencies do not create jobs. Businesses create jobs. Our role is to identify where Christchurch holds genuine competitive advantages and help create the conditions that enable businesses to succeed. We do this by connecting people and ideas, attracting investment, advocating for the city, nurturing talent and promoting Christchurch to the world. Put simply, we work where we can have the greatest economic impact and deliver the strongest return on ratepayer investment.

This thinking has driven a significant strategic refresh in 2026. Working alongside the Christchurch City Council, industry and city partners, we have sharpened our focus around four growth sectors where Christchurch possesses distinctive strengths, existing momentum and the potential to compete globally.

A central theme underpinning this strategy is sustainability. The global economy is changing, and the regions that thrive will be those that embrace that change. Increasingly, the greatest opportunities sit at the intersection of commercial success and environmental responsibility. Our priority growth sectors reflect this reality, demonstrating that sustainable growth is not simply an aspiration; it is an economic opportunity.

As we look ahead, we do so with confidence and ambition. Christchurch has entered a new chapter defined not by rebuilding, but by growth, innovation and opportunity. Our task now is to sustain that progress, focus our efforts where they will have the greatest impact, and ensure the benefits are shared across our communities for generations to come.



Ali Adams
Chief Executive



Lauren Quaintance
Chair of the Board

Key Achievements

Building foundations for Christchurch's next phase of economic growth.

ChristchurchNZ delivered strong results across business attraction and growth, destination promotion, major and business events, and city identity. All nine Levels of Service agreed with Christchurch City Council were achieved as well as all external KPIs.

The year's key achievements show how focused investment in high-growth sectors, business attraction, major events and international visitation is creating jobs, attracting investment and generating economic activity. Together, this work is strengthening the conditions for Christchurch businesses and people to thrive, while positioning the city for its next phase of sustainable growth.



Crowds gather at the Super Round Live Site along The Terrace

Implementing the Aerospace Strategy to grow high-value jobs

Overview

- Aerospace is one of the city's four key growth sectors supported by ChristchurchNZ. The Waitaha Canterbury Aerospace Strategy targets growing the value of the sector to $1 billion in economic impact regionally and supporting more than 1,500 FTE jobs in aerospace across Canterbury by 2035.
- Growth sectors are projected to drive productivity and create high-value jobs in the future. They are sectors where Christchurch has a local competitive advantage, sufficient scale to create impact and existing business momentum.
- Following the launch of the Aerospace Strategy in June 2025, this was a year of implementing the strategy's themes: lay the foundation for growth; grow a thriving ecosystem; and tell the story. This work is being led by ChristchurchNZ with the support of the Canterbury Aerospace Leadership Group.

$5.73m

ESTIMATED GROWTH IN CNZ GDP CONTRIBUTION FROM SECTOR

$934k

ECONOMIC IMPACT OF CHRISTCHURCH HOSTING NZ AEROSPACE SUMMIT



Aerospace Summit 2025

Key ChristchurchNZ activity

- Advanced the case for an aerospace innovation hub at the Air Force Museum, including technical validation work and development of a high-level business case for the hub.
- Worked with Kea Aerospace to establish an aerospace startup hub within their new facility as an interim measure, which helps to validate the need for a permanent hub. Prospected for tenants and sponsors.
- Convened national workforce discussions with the NZ Space Agency, Ministry of Transport, MBIE, Auckland City Council and Industry Skills Boards to better understand aerospace workforce needs, identify gaps and explore options for a more coordinated approach to workforce development. This included delivering a workshop at the Aerospace Summit and a follow-up report and developing an Aerospace Workforce Report.
- Showcased the city's aerospace activity and potential on famils to international companies, embassy delegations and groups of US investors to attract investment and businesses.
- Piloted an aerospace pathways programme for Years 5–8 in three Christchurch primary schools (Hornby, Bromley and Avonhead) and developing a national, scalable toolkit for Years 9–10 with industry and education partners.
- Lobbied key stakeholders to build support for aerospace activities in Christchurch and nationally. This included meetings and workshops with the Minister of Space, CAA, regional economic development agencies and embassies.
- Launched the Aerospace Navigator platform to help unify the sector and gather data from aerospace companies. It now has 250+ users and more than 70 companies registered nationally, including 26 Christchurch companies.
- Expanded the Canterbury Aerospace Leadership Group to include Dawn Aerospace, InvestNZ and Venture Timaru.
- ChristchurchNZ worked one-on-one with 38 aerospace companies over the year.

Outcomes and economic impact

- The sector in Christchurch grew by a minimum of $5.73m in GDP contribution over the year, based on survey data of Christchurch aerospace companies reporting new hires in the financial year.
- Land at the Air Force Museum has been unlocked as an early-stage testing zone for aerospace companies.
- The estimated economic impact of Christchurch hosting the NZ Aerospace Summit was $934,000.[1]
- Temporary aerospace hub delivered at Kea, with AerospaceNZ and Astrix Aeronautics as first tenants, with another in the pipeline.
- With ChristchurchNZ support, the Aerospace Summit earned 187 pieces of coverage with a total reach of 40.96M people and an Advertising Value Equivalency of $378,893.[2]



[1] MBIE Business Events Data Programme
[2] Meltwater media monitoring
Image: Canterbury Aerospace Hub opening

Building a stronger commercial attraction pipeline

Overview

13 COMPANIES ATTRACTED TO CHRISTCHURCH

28 PRIORITY PROJECTS

$225M IN POTENTIAL INVESTMENT

241 JOBS ATTRACTED TO CHRISTCHURCH

874 JOBS IN PIPELINE

- Attracting new businesses to Christchurch requires more than promotion, it requires a clear pathway from initial interest to successful establishment. Over the past two years, ChristchurchNZ has built a more systematic commercial attraction capability, creating a stronger pipeline of investment opportunities and making it easier for companies to establish operations in the region.
- Our pipeline today consists of 28 active project leads with an estimated 874 jobs and $225 million in investment.
- 54% of the opportunities are international, including Australia, the United States, UAE, Japan, Korea, Germany, the United Kingdom, China and Sweden.
- 68% of the pipeline sits within Christchurch's growth sectors (39% Bioeconomy, 25% Aerospace, 4% Healthtech), demonstrating progress towards our 75% target.



Key ChristchurchNZ activity

- Systemised a targeted commercial attraction pipeline aligned to Christchurch's priority sectors and growth opportunities.
- Promoted Christchurch internationally through targeted marketing, profiling, strategic networks and partner engagement.
- Launched the Christchurch Business Landing Pad, a free service that helps domestic and international businesses establish an initial presence in Christchurch and reduces barriers to market entry. The Landing Pad service brings together co-working space providers, professional advisors and business support services into a single offer.
- Established partnerships with seven co-working spaces and brokered access to legal, immigration, property, recruitment and other specialist services.
- Connected prospective investors with research institutions, innovation networks, industry partners, workforce insights and sector expertise.
- Hosted prospective businesses in Christchurch and developed international referral pathways through economic development and professional service networks.

Outcomes and economic impact

- During FY26, 13 companies established or expanded operations in Christchurch, representing an estimated 241 jobs and $14 million in investment.
- Ten of these companies used the Landing Pad service, accounting for 77% of attraction wins and 61 jobs created.
- Examples include a North Island healthtech company relocating to Christchurch, an Australian consultancy establishing a local presence and a Japanese telecommunications company opening its first South Island office.
- Two companies have already established operations in the current financial year, creating an estimated 63 jobs, with a further two companies confirming plans to locate in Christchurch, representing 12 jobs and $6.5 million of investment.
- The stronger pipeline profile indicates a growing focus on high-value opportunities in Christchurch's growth sectors, positioning the region for future jobs, investment and innovation.



Investors were hosted in Ōtautahi Christchurch as part of Far Out 2026 which connects leading Kiwi founders, VCs, ecosystem players and international tech industry veterans

Using Major Events to drive economic impact and city vibrancy

Overview

- ChristchurchNZ delivered its strongest events year yet. Eighteen contracted and partnered events generated an estimated $49.6 million in visitor spend, (spending by people from beyond Christchurch), compared with $27.6 million from 15 events in 2024/25.[3]
- This success was built on a foundation of increased capability over many years, hosting larger and more complex events such as SailGP. It led to more approaches from international rights holders, promoters and strategic partnership conversations with New Zealand Major Events (MBIE) and other NZ cities, who had seen the success of the city as an events destination and of ChristchurchNZ as a host city agency capable of attracting world-class events.
- Major events are a linchpin of city vibrancy, which underpins attracting visitors as well as talent, businesses and investment in the city's growth sectors.
- Attracting and delivering major events supports the ChristchurchNZ goal of "unlocking the full potential of new and renewed city infrastructure."
- ChristchurchNZ secured high profile major events capable of bringing domestic and international visitors and vibrancy into the city around the opening of One NZ Stadium at Te Kaha and during the autumn shoulder season. We maximised the impact of these major events by delivering engaging activations and experiences across the city, connecting residents and visitors while extending the benefits beyond the event itself.

$49.6M
VISITOR SPEND

237,193
VISITOR NIGHTS



[3] FreshInfo
Image: Crowds at Repco Supercars Championship – ITM Christchurch Super 440 in 2026

Key ChristchurchNZ activity

The full portfolio of contracted events included:

Festival of Brass | Doc Edge Film Festival | International BLACKCAPS & WHITE FERNS fixtures | Electric Avenue | Art of Banksy exhibition | Crankworx Christchurch | Supercars Championship – Christchurch Super 440 | PSA NZ Squash Open | Super Rugby Pacific – Super Round | World Buskers Festival | Spring Fashion Festival

Partnered events during spring On Show period:

Riccarton Races | Addington Races | Constellation Cup netball

A highlight of the year was the delivery of the first Supercars event ever held in the South Island, the Repco Supercars Championship – ITM Christchurch Super 440.

ChristchurchNZ activity included:

- Proactive relationship building with Supercars to present Christchurch as a genuine contender, including research at the Taupō Supercars 2025 event to enhance the partnership, experience the wrap-around events and collaborate on the double-header NZ hosting opportunity.
- Engagement with the Canterbury Car Club and Christchurch City Council to build city support.
- Negotiated and secured a contract to host the event in Christchurch for three years, securing MBIE partnership and funding support for the NZ double-header.
- Worked with local delivery partners including Christchurch City Council, Christchurch Airport, Canterbury Car Club, mana whenua, the Police, Environment Canterbury, MBIE, Taupō District Council, New Zealand Transport Agency and Qualis to deliver wrap-around support, activations and marketing/PR support, which are all now minimum requirements to be a standout host city.

To extend the benefits of the event beyond race days, ChristchurchNZ delivered or facilitated:

A central city mihi whakatau that provided a memorable cultural welcome for all 24 Supercars drivers, who arrived by waka and were formally welcomed by Ngāi Tūāhuriri.

A central live site on The Terrace, complete with a big screen, racing simulator and entertainment that attracted people to central city hospitality businesses, as well as provided a family-friendly venue nearby for residents who could not attend the event and for visitors and travelling support crews.

In collaboration with MBIE and the New Zealand Police, Supercars and ChristchurchNZ helped relaunch the Street Smart youth driver education programme, with 10 local participants supported through driver training.

A networking event to connect local businesses with Supercars to showcase commercial opportunities and engineering innovation.

A car bonnet design competition for children, with the winning design featured on a racing car.

A Women in Motorsport Breakfast that inspired young women and businesswomen by showcasing the career and leadership opportunities available within motorsport, sport and the wider events industry.

The extension of our city destination marketing campaign Made For It into Australia featuring the Supercars event, to drive visitation to Christchurch thanks to the support of the MBIE Events Boost Fund.

Outcomes and economic impact

- Across the portfolio, 18 major events attracted 258,417 unique attendees.[4]
- Based on investment in the 15 contracted events, every ratepayer dollar invested generated an estimated $13.72 in visitor spend alone.
- The portfolio also extended the events season into autumn, supporting accommodation and hospitality during a traditionally quieter period. Beyond immediate visitor spend, major events strengthen Christchurch's profile, resident pride and reputation as a city capable of hosting world-class experiences.

Selected event highlights[4]

Measure	Electric Avenue	Super Round	Supercars
Total attendees	90,000 (49,944 unique)	73,187 (42,310 unique)	65,806
Event duration	2 days	3 days	3 days
Visitor spend	$13.9m (up from $10.5m in 2025)	$13.1m	$9.5m
Visitors attracted to Christchurch specifically for the event	26,877	18,944	17,698
Visitor nights	79,990	49,612	47,026
% of attendance from outside Christchurch	55%	48%	65%
Attendee satisfaction	95%	98%	94%
% of resident attendees who said hosting events like this increases their pride in Christchurch	94%	96%	95%
Broadcast reach	N/A	1.2 million+ viewers tuned into Sky's live broadcasts	3.74 million globally[5]







[4] FreshInfo
[5] Futures independent reporting

Converting MBIE funding into visitation from Australia

Overview

- ChristchurchNZ secured $2.1 million from contestable MBIE funds over the year. This funding was on top of MBIE co-investments into specific Major Events.
- Most of this funding was for the purpose of attracting Australian tourists to Christchurch.
- Attracting tourists supports the ChristchurchNZ objective to promote Christchurch to target markets nationally and internationally as a city to live work and invest. Attracting visitors is key to city vibrancy, which underpins attracting talent, businesses and investment in the city's growth sectors.
- Targeted campaigns help spur economic activity in less busy seasons, especially for the accommodation and hospitality sectors.
- The Australian campaigns were built on the success of the previous year's Winter Different campaign, which contributed to an 18% increase in visitation to Christchurch from Australia.
- The key tourism attraction campaign was Discover Different, which attracted $1 million in funding from MBIE's Regional Tourism Boost Fund. This highlight focuses on the activity and impact of that work.

4,733

AUSTRALIAN VISITORS ATTRACTED BY CAMPAIGN AT LEAST

$12.1m

IN TOTAL REGIONAL VISITOR SPEND AT LEAST



A selection of OOH placements for the Discover Different campaign

Key ChristchurchNZ activity

- To prepare a strong bid, ChristchurchNZ worked with the tourism industry and other regions to understand their capacity and needs. Working with analysts at Christchurch Airport to research the increased capacity between Australia and Christchurch showed the need for a campaign to drive demand from Australia.
- ChristchurchNZ partnered with Destination Kaikōura, Visit Hurunui, Venture Timaru, Mackenzie Tourism and Development West Coast demonstrating an aligned Central South Island approach and meeting funding application requirements.
- The Discover Different campaign across key east-coast Australian markets featured locations across the Central South Island that are accessible from Christchurch.
- Created direct conversion pathways with Webjet, Flight Centre and Tripadvisor, allowing campaign activity to be connected to flight, accommodation and experience bookings.
- Delivered a week of live Australian breakfast television coverage from Christchurch and the Central South Island, supported by a Jetstar flight call-to-action. Thirty-five live crosses showcased major attractions, landscapes and new visitor infrastructure to an audience of approximately 400,000 viewers per day.
- To align with central government focus on hospitality, we created Christchurch-based itineraries of the regions that showed restaurants, food producers and food experiences, and ran a competition in Australia to win a trip taking in one of the itineraries.

Outcomes and economic impact

Australian visitor arrivals at Christchurch Airport[6]

The total lift in Australian arrivals at Christchurch Airport over the campaign target period of April-June was 7,682 passengers. Of these, we know that at a minimum, the flights booked via the campaign partnerships with Webjet (1,817 passengers) and the Flight Centre (2,916 passengers) resulted in 4,733 passengers.

	April	May	June
24/25 arrivals	23,312	11,445	13,706
25/26 arrivals	26,127	12,795	17,223
Passenger growth	2,815 (12%)	1,350 (11.8%)	3,517 (26%)

- Average length of stay was 8 days in the Canterbury region[7] and the media Australian visitor spend per day was $321.40.[8]
- Based on the above, the total regional economic impact was at least $12.1m.
- The Tripadvisor Discover Different partnership generated 400 hotel bookings and more than 4,500 experience bookings.[9]
- More Australian visitors arrived at Christchurch Airport in June 2026 than in any June since the earthquakes.[6]
- More than 10,000 people entered the food itinerary competition, adding them to a database of Australian tourists interested in food and drink experiences for future targeting.

[6] StatsNZ International (Visitor Arrivals)
[7] WebJet
[8] MBIE International Visitor Survey
[9] Tripadvisor

Launching a new strategy to drive economic growth

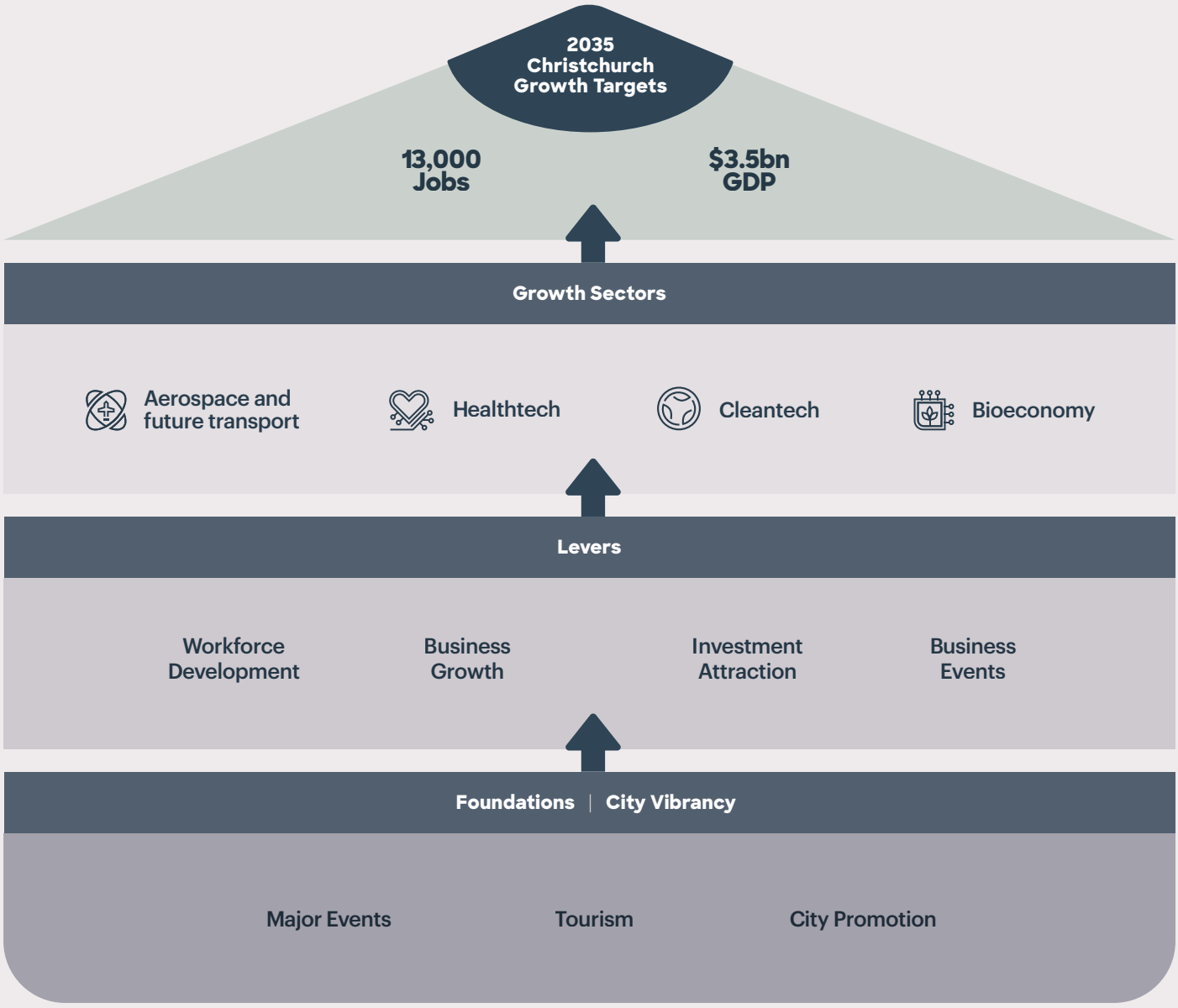
Overview

In 2026, the ChristchurchNZ Board led work to refresh the organisation's strategic direction and define an economic development strategy that builds on the city's economic momentum.

ChristchurchNZ has partnered with key city stakeholders to co-create an economic development strategy set to deliver billions in economic impact and thousands of jobs over the next decade.

The strategy targets four high-growth industries, building on Christchurch's strengths in advanced manufacturing and technology, each with the potential to compete and lead globally.

These growth sectors also advance the Christchurch Economic Ambition, shaping a future economy that drives business success while supporting people and protecting the planet.



Key ChristchurchNZ activity

- Strategically reviewed key regional and national issues (local and central government reform, fiscal constraints, geopolitical impacts) along with ChristchurchNZ's priorities to identify where we can have the greatest impact on economic growth.
- Co-designed the economic development strategy with city and industry leaders, creating a shared vision for Christchurch's next phase of growth. Partners included: the Council, the Christchurch International Airport Limited, CCHL, Business Canterbury, MBIE, University of Canterbury, Government Ministers from across the political spectrum and leaders from within the city's growth sectors.
- Tested and reviewed the approach with national and Australian economic development agencies to ensure it reflects international best practice.
- Identified four growth sectors where Christchurch has a competitive advantage, business momentum and global market potential:

  Aerospace and Future Transport | Healthtech | Cleantech | Bioeconomy

- Identified the broader drivers of economic growth needed to support the strategy: including individual business support, investment attraction, workforce development, city vibrancy, major and business events, city promotion and tourism.

What's next?

ChristchurchNZ doesn't create industries, businesses do. Our role is to create the conditions for success. This includes:

- Working directly with companies in each growth sector to:
  - — Convene an industry leadership group
  - — Advocate and lobby industry and government
  - — Support commercialisation of research and innovation
  - — Co-create sector strategies focused on key economic levers:

    Workforce and skills development

    Investment and business attraction

    Growth of existing businesses

    Promotion through business events & marketing

- Working to create the right environment for industries to succeed. A vibrant and attractive city is more likely to bring people, business and investment. So ChristchurchNZ also focuses on tourism, major events, destination management and city promotion to support the broader growth sector strategy.





About ChristchurchNZ

Structure and funding

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

Strategic direction and delivering on outcomes

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

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

— encouraging regenerative economic growth, as set out in the Christchurch Economic Ambition, the city's economic strategy

— strengthening the city identity locally, nationally and internationally, and

— partnering with stakeholders and local communities to deliver the Destination Management Plans for Ōtautahi Christchurch and Te Pātaka o Rākaihautū Banks Peninsula.

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

ChristchurchNZ key internal staff activity

ChristchurchNZ has partnered with Best Places to Work, an external employee experience survey provider that enables benchmarking against other organisations across New Zealand. Our 2026 survey delivered positive results, with an overall engagement index of 3.87 out of 5 (2025 3.88) and an 88% (2025 89%) participation rate. All measures exceeded their KPIs, with the exception of Health and Safety, which achieved a score of 4.17 out of 5 (2025 4.32) against an intentionally ambitious target of 4.5.

Employees reported a strong connection to ChristchurchNZ's purpose and frequently described their work as meaningful. They also highlighted our positive culture, trust in leadership, and flexible approach to work as key strengths.

In recognition of these results, ChristchurchNZ has been shortlisted for the annual Best Places to Work Awards, to be held in October. Comparative benchmarking data will become available in November following the awards process.

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

Our annual internal compliance survey covers 64 regulations and Acts and 332 obligations. 1% of obligations were identified as partial compliance. These partial compliances are not considered a risk and were all resolved through education. 70% of obligations were reported as Fully Compliant and 29% were reported as Did Not Arise during the survey period.

Financial Results

This year, ChristchurchNZ spent $22.097 million to grow the city's economy. The majority of this funding — $18.426 million ($15.294 million in core funding) came from Christchurch City Council, with the remaining $3.67 million from private sector partners and central Government, reflecting an ongoing positive trend in external support.

ChristchurchNZ reported a small planned loss of $158,000.

$22.097m

INVESTMENT INTO GROWING ECONOMY OF CHRISTCHURCH

$6.97 ROI

FROM CORE CCC FUNDING

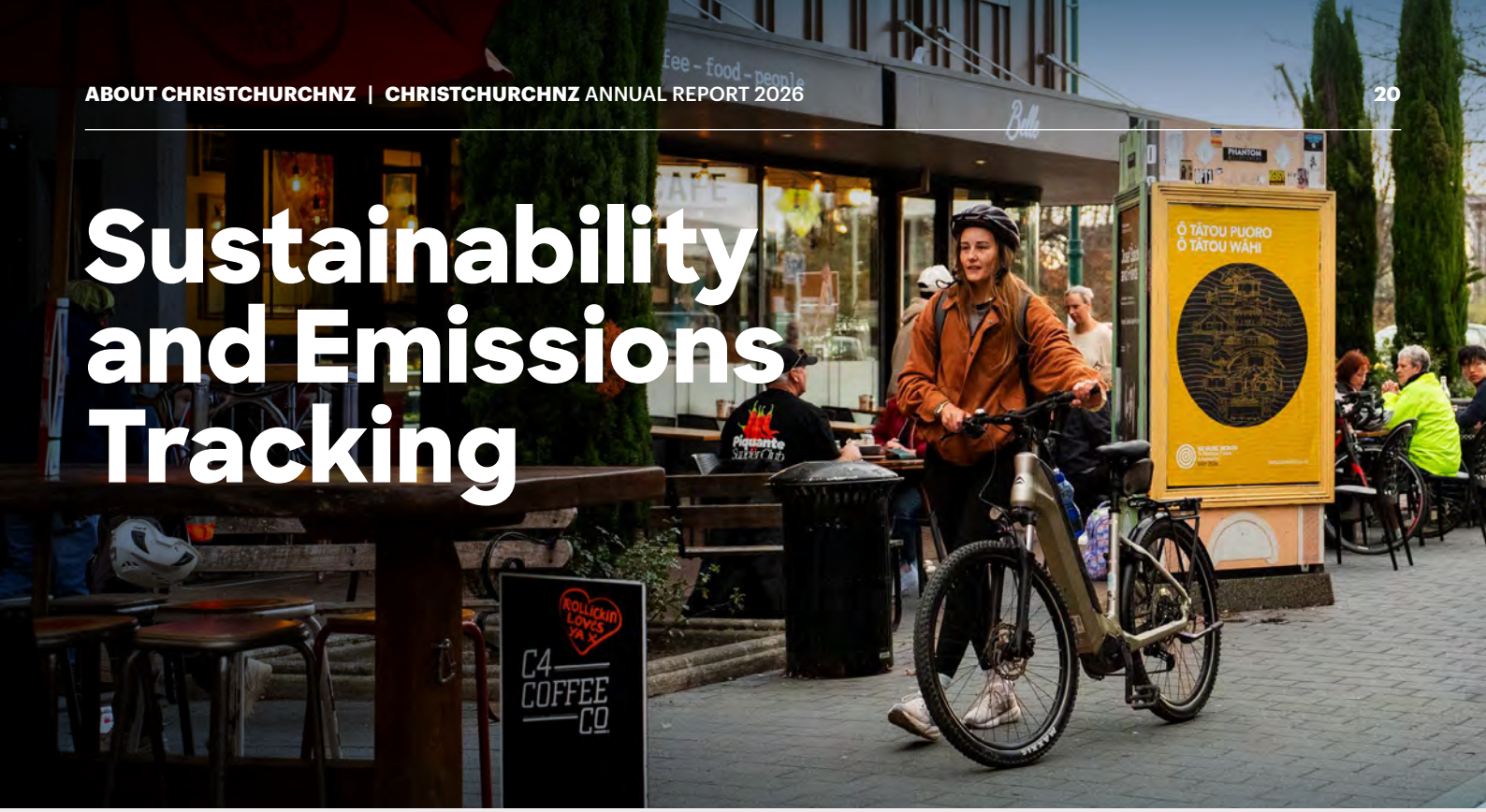


Levels of Service

LEVELS OF SERVICE MEASURES 25/26	ANNUAL TARGET	YEAR END RESULTS
Targeted Innovation Investment and Business Support		
Partner with mana whenua to support growth in Māori prosperity and self-determination	**2** initiatives	**2** initiatives
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	**800** business support engagements	**992** business support engagements
Attraction of external investment for sustainable economic development service	**$1,500,000** external investment	**$3,435,851** external investment
Activating Assets, the Central City and Strategic Locations		
Prepare City bids to attract business events to Christchurch	**30** city bids	**57** city bids
The city is successful in its bids to attract business events to Christchurch	**at least 35%** success rate	**63%** success rate
Area of improvement to public and private space	**4,000** square metres	**19,434** square metres
City Positioning		
High level of engagement on ChristchurchNZ owned digital channels and platforms	**4 million** engagements	**5.240 million** engagements
Meeting benchmark brand tracking targets with key audiences	**Christchurch ranks higher than comparator cities for resident pride and domestic traveller consideration**	**Achieved**
Number of familiarisation, trade or policy engagements with trade agents, investors, government, or media supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	**60** engagements	**101** engagements

Performance Measures

KEY PERFORMANCE INDICATORS 25/26	ANNUAL TARGET	STRETCH TARGET	YEAR END RESULTS
Long-lasting job creation supported by ChristchurchNZ	**500** FTE years of work	**650** FTE years of work	**534** FTE years of work
Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity	**500** FTE years of work	**600** FTE years of work	**766** FTE years of work
Estimated value of GDP contribution attributable to ChristchurchNZ activity	**$80m**	**$90m**	**$106.6m**
Contribution to visitor spend supported by ChristchurchNZ	**$40m**	**$50m**	**$59.7m**
Average value of investment in Christchurch over 3 years supported by ChristchurchNZ (excluding local government)	**$120m**	**$130m**	**$123.3m**
Percentage of external revenue as a proportion of external revenue and core funding from Council	**16%**	–	**18.3%**
The capital structure and funding model of CNZHL is appropriate for the nature of its business	**Appropriate**	–	**Achieved**
Maintain high employee engagement (rating out of five in staff engagement survey)	**Best Practice**	–	**Achieved**
Maintain high employee engagement (rating out of five in staff engagement survey)	**3.75** or above	–	**3.87**
Our people feel safe (rating out of five in staff engagement survey)	**4.5** or above	–	**4.17**
Zero serious harm	**Zero**	–	**Achieved**
Reduce our carbon footprint (2022/23 benchmark is 116 tonnes)	**<116t**	–	**81.5t**



Sustainability and Emissions Tracking

External Focus

ChristchurchNZ works to improve sustainable business practices by delivering practical guidance with targeted businesses and providing educative sessions. In partnership with the Energy Efficiency & Conservation Authority we actively engaged 12 businesses to review and plan their energy use, identifying opportunities to reduce their carbon emissions.

Internal Focus

ChristchurchNZ has been tracking its carbon emissions since 2018 and has seen a substantive reduction in 2025/26 largely due to less international travel.

We complete an internal emissions survey on employee commuting modes to and from work. We continue to see a decrease in emissions (28% reduction year on year) with employees choosing more sustainable commuting modes like bike, e-bike and catching public transport.

ChristchurchNZ embeds responsible emissions use into our planning, including using emissions budgets. We complete an annual independent greenhouse gas emissions inventory, monitor emissions throughout the year and have a reduction plan in place.

Our office is a 5 Star building (Green Star Office Interiors v2009 Certification) with minimisation measures such as sensor lighting, water limitations, and recycling and compost bins to divert from landfill. We do not own vehicles and use Zilch e-vehicle car share service. Staff are encouraged to use the WorkRide programme, so far enabling 18 staff to buy bikes for commuting using pre-tax dollars collectively saving $25,000.

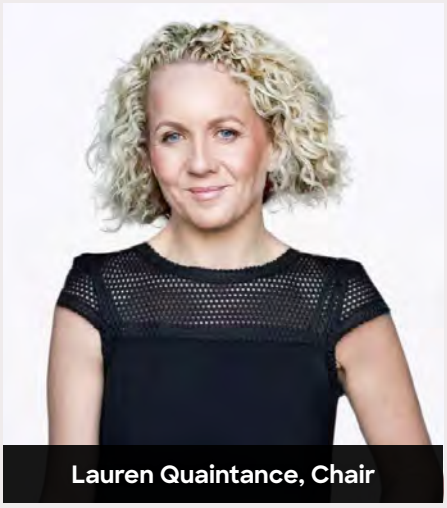
ChristchurchNZ achieves net zero with quality, locally sourced carbon offsets through Orton Bradley Park and continues to review opportunities to reduce emissions from air travel (our largest source of greenhouse gas emissions) in line with business requirements. We focus on internal education and awareness initiatives, so staff consider sustainability in their professional and personal decisions.

Emission Types	Benchmark Emissions FY 22/23*	Emissions FY 25/26
International Air Travel	70t	32.18t
Domestic Air Travel	29.7t	33.19t
Transport Fuels, Purchased Electricity, Transmission Losses, Waste	10.4t	11.29t
Accommodation, Taxis, Uber & Rental Cars, Private car & Zilch	5.5t	4.8t
Total	116t	81.5t

** Benchmark Emissions from the independent Ōtautahi ChristchurchNZ Greenhouse Gas Emissions 2022/23 Report*

Board of Directors

The Board welcomed new members Hamish Blackman and Mary Devine in November, Associate Director Valentine Tauamiti in December and farewelled Stephen Barclay in December. Councillor Director Jake McLellan-Dowling was replaced by Andrei Moore in June.



Lauren Quaintance, Chair



Jennifer Crawford



Victoria Henstock



Hamish Blackman (appointed 27/11/25)



Mary Devine (appointed 27/11/2025)



Andrei Moore (appointed 25/06/26)



Stephen Barclay (retired 1/12/25)



Jake McLellan-Dowling (retired 25/06/26)

ChristchurchNZ Limited

Audited financial statements for the year ended 30 June 2026

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Directory

Incorporated	3-May-17
Reporting entity	ChristchurchNZ Limited (CNZ).
Nature of business:	ChristchurchNZ Limited is a Council Controlled Organisation (CCO) that works to stimulate sustainable economic growth for a more prosperous Ôtautahi Christchurch.
Business location	Christchurch
Registered office	Level 3, 101 Cashel Street Christchurch
Incorporation Number	6277728
Directors	Lauren Quaintance (Chair) Stephen Barclay (retired 1/12/2025) Jennifer Crawford Victoria Henstock Jake McLellan-Dowling (retired 25/06/2026) Hamish Blackman (appointed 27/11/2025) Mary Devine (appointed 27/11/2025) Andrei Moore (appointed 25/06/2026) Toby Selman (resigned 30/06/2025)
Shareholders	ChristchurchNZ Holdings Limited 1000 Total ordinary shares issued 1000
Independent auditor	Grant Thornton New Zealand Audit Limited on behalf of the Auditor General
Solicitor	Anderson Lloyd Christchurch
Banker	Bank of New Zealand Christchurch

Directors' responsibility statement

The Directors are responsible for the preparation, in accordance with New Zealand law and generally accepted accounting practice, of financial statements which present fairly the consolidated financial position of ChristchurchNZ (CNZ) as at 30 June 2026 and the results of its operations and cash flows for the twelve months ended on that date.

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

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

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

The Directors are pleased to present the financial statements of CNZ for the year ended 30 June 2026.

For and on behalf of the Directors

Chair

25 September 2026

Director

25 September 2026

The Audit Office
Te Mana Arotake

Independent Auditor's Report

To the shareholder of ChristchurchNZ Limited's
financial statements and statement of performance
for the year ended 30 June 2026

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

Opinion

We have audited:

- the financial statements of the Company on pages 8 to 26 that comprise the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in net assets and statement of cash flows for the year ended on that date; and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of performance of the Company on pages 27 to 30.

In our opinion:

- the financial statements of the Company on pages 8 to 26 present fairly, in all material respects, its financial position as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with Public Benefit Entity International Public Sector Accounting Standards for Tier 2 entities (Reduced Disclosure Regime); and
- The statement of performance of the Company accurately reports, in all material respects, the Company's actual performance compared against the performance targets and other measures adopted for the year ended 30 June 2026, and has been prepared, in all material respects, in accordance with section 68 of the Local Government Act 2002 (the Act).

Basis for our opinion

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

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

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

Emphasis of matter

Without modifying our opinion, we draw attention to the statement of performance on pages 27 to 30, which describes the basis on which certain performance measures have been calculated. The performance measures were developed using internally defined methodologies that have been agreed with the Shareholder. As disclosed, these methodologies involve significant judgement and estimation. Work is underway to consider a national approach to KPIs which may impact future KPIs, subject to Shareholder approval. We have assessed whether the methodology has been applied consistently and that these are adequately disclosed within the performance report. This matter is fundamental to users' understanding of the performance information.

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

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

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

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements and statement of performance, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these consolidated financial statements and statement of performance.

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

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

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

- We identify and assess the risks of material misstatement of the financial statements and statement of performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- We evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and assess whether the statement of performance achieves its statutory purpose of enabling the Company's shareholders to judge the actual performance of the Company against its objectives in its statement of intent.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board of Directors are responsible for the other information. The other information comprises of the information included on pages 2 to 3 and pages 31 to 33 but does not include the financial statements and the statement of performance, and our auditor's report thereon.

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

In connection with our audit of the financial statements and statement of performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and statement of performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

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

Other than in our capacity as auditor, we have no relationship with, or interests in, the Company.

Grant Thornton New Zealand Audit Limited



Maria Wilson
Grant Thornton New Zealand Audit Limited
On behalf of the Auditor-General
Christchurch, New Zealand
28 September 2026

Statement of comprehensive income
For the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Operating revenue			
Christchurch City Council (CCC) funding	6	18,426	15,902
Other contract revenue	5	2,849	2,585
Other income		369	342
Interest income	4	267	341
Total operating revenue		**21,911**	**19,170**
Operating expenditure			
Project and service delivery costs		10,477	7,101
Employee remuneration and contractor costs		8,905	9,322
Overheads and administrative expenses	7	1,428	1,147
Premises rental and other leasing costs		906	865
Depreciation and amortisation expense	10,11	381	265
Total operating expenditure		**22,097**	**18,700**
Other expense			
Investments at FVTSD - net change in fair value	21	46	-
Surplus/(deficit) before tax		**(232)**	**470**
Income tax expense/(benefit)	17	(74)	(129)
Surplus/(deficit) after tax		**(158)**	**599**
Total comprehensive income/(loss)		**(158)**	**599**
Total comprehensive income/(loss) attributable to:			
Shareholder of ChristchurchNZ Limited		(158)	599
		(158)	**599**

The accompanying notes form an integral part of these financial statements

Statement of financial position
As at 30 June 2026

	Note	2026 $'000	2025 $'000
Assets			
Current assets			
Cash and cash equivalents	8	2,406	325
Short term deposits		6,675	6,184
Trade debtors and other receivables	9	237	340
Inventories		11	10
Current tax receivables	17	75	113
Other current assets		12	4
Prepayments		230	154
Total current assets		**9,646**	**7,130**
Non-current assets			
Property, plant and equipment	10	125	314
Intangible assets	11	369	496
Deferred tax assets	18	207	133
Shareholdings	21	244	290
Total non-current assets		**945**	**1,233**
Total assets		**10,591**	**8,363**
Liabilities			
Current liabilities			
Trade creditors and other payables	12	2,181	1,253
Employee benefits liabilities	13	467	432
Income in advance	14	1,912	489
Total current liabilities		**4,560**	**2,174**
Total liabilities		**4,560**	**2,174**
Net assets		**6,031**	**6,189**
Accumulated funds and other reserves			
Retained earnings		5,762	5,392
Reserves	16	269	797
Total accumulated funds and other reserves		**6,031**	**6,189**

The accompanying notes form an integral part of these financial statements

Statement of changes in net assets
For the year ended 30 June 2026

	Reserves	Retained earnings	Total equity
	$'000	$'000	$'000
Balance as at 1 July 2024	2,106	3,484	5,590
Surplus for the year	-	599	599
Total comprehensive income	**-**	**599**	**599**
Transfer to reserves	(1,309)	-	(1,309)
Transfer from retained earnings	-	1,309	1,309
Balance as at 30 June 2025	**797**	**5,392**	**6,189**
Balance as at 1 July 2025	797	5,392	6,189
Surplus/(deficit) for the year	-	(158)	(158)
Total comprehensive income	**-**	(158)	(158)
Transfer to reserves (note 16)	(528)	-	(528)
Transfer from retained earnings	-	528	528
Balance as at 30 June 2026	**269**	**5,762**	**6,031**

The accompanying notes form an integral part of these financial statements

Statement of cash flows
For the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities			
CCC funding		18,426	15,902
Other funding		4,826	1,969
Other revenue receipts		361	342
Interest received		284	341
Payments to suppliers and employees		(21,300)	(18,563)
Income tax paid		38	(36)
Net cash from (used in) operating activities	26	**2,635**	**(45)**
Cash flows from investing activities			
Purchase of property, plant and equipment	10	(37)	(29)
Purchase of intangible assets	11	(28)	(404)
Cash to term deposit		(489)	(87)
Net cash flow from investing activities		**(554)**	**(520)**
Net decrease in cash and cash equivalents		2,081	(565)
Cash and cash equivalents at the beginning of the year		325	890
Cash and cash equivalents at the end of the year	8	**2,406**	**325**

The accompanying notes form an integral part of these financial statements

1. Notes to the financial statements

1.1 Reporting entity

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

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

The financial statements of CNZ are presented for the twelve months ended 30 June 2026.These financial statements were approved and authorised for issue by the Board of Directors on 25 September 2026.

1.2 Statement of compliance

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

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

2. Summary of significant accounting policies

2.1 Ultimate parent and controlling entity

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

Company structure

CNZ share capital is 100% owned by CCC as the ultimate shareholder through ChristchurchNZ Holdings Limited, CNZ has been defined as a Council Controlled Organisation (CCO) as defined by the Local Government Act 2002.

2.2 Basis of preparation

Measurement base

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

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

Functional and presentation currency

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

Going concern

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

The ultimate shareholder, CCC, has committed to provide CNZ with funding and support under the Long-Term Plan and as such Management are satisfied that the entity meets the going concern requirement. CNZ is deemed a public benefit entity for financial reporting purposes, as its primary objective is to provide services to the community for social benefit and it has been established with a view to supporting that primary objective rather than a financial return.

Use of estimates and judgements

The preparation of financial statements in conformity with PBE IPSAS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Where material, information on significant judgements, estimates and assumptions is provided in the relevant accounting policy or note disclosure. The Directors of CNZ have exercised judgement in the recognition of revenue, the recognition of contingent liabilities, the assessment of the expected useful life of property, plant and equipment, and determining the carrying value of investments in early stage companies.

The estimates and underlying assumptions are reviewed on an ongoing basis and actual results may differ from these estimates. Revisions to accounting estimates are recognised in the reporting period in which the estimate is revised and in any future years affected.

2. Summary of significant accounting policies (continued)

Comparatives

The comparative financial period presented is twelve months, as reported in the 30 June 2025 Annual Report.

2.3 Cash and cash equivalents

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

2.4 Trade debtors

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

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

2.5 Trade creditors

Creditors and other payables are stated at amortised cost.

2.6 Investments

Short term deposits

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

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

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

Equity investments

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

2.7 Investments in associates and joint ventures

Associates are those entities over which the Company is able to exert significant influence but which are not subsidiaries. A joint venture is a binding arrangement whereby two or more parties are committed to undertake an activity that is subject to joint control.
Investments in associates and joint ventures are initially recognised at cost and subsequently accounted for using the equity method.
Any goodwill or fair value adjustment attributable to the Company's share in the associate is not recognised separately and is included in the amount recognised as investment.
The carrying amount of the investments in associates and joint ventures is increased or decreased to recognise the Company's share of the profit or loss and other comprehensive income of the associate, adjusted where necessary to ensure consistency with the accounting policies of the Company.
Unrealised gains and losses on transactions between the Company and its associates are eliminated to the extent of the Company's interest in those entities. Where unrealised losses are eliminated, the underlying asset is also tested for impairment.
CNZ does not involve itself in the operating and management decisions of its associates or joint ventures.

2 Summary of significant accounting policies (continued)

2.8 Financial instruments

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

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

Recognition and de-recognition of financial assets and liabilities

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

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

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

Subsequent measurement of financial assets

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

CNZ currently only classifies financial assets within two categories:

(i) Loans and receivables

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

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

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

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

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

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

Subsequent measurement of financial liabilities

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

2 Summary of significant accounting policies (continued)

2.9 Property, plant and equipment

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

Additions

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

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

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

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

Disposals

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

Depreciation

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

Class of property, plant and equipment	Depreciation rates
Office furniture and fittings	10% - 33%
Office and computer equipment	10% - 34%
Leasehold improvements	Term of lease (11-17%)

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

2.10 Intangible assets

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

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

Amortisation

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

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

Disposals

Realised gains and losses from the disposal of intangible assets are recognised in the Statement of comprehensive income.

2.11 Leases

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

2 Summary of significant accounting policies (continued)

2.12 Impairment of assets

Financial assets

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

Non-financial assets

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

Impairment losses

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

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

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

2.13 Employee entitlements

Employee benefits

Employee benefits that the Company expects to be settled within twelve months of reporting date are accrued and measured based on accrued entitlements at current rate of pay. These include salaries and wages accrued up to the reporting date and annual leave earned, but not yet taken at reporting date. The Company recognises a liability and an expense for bonuses where they are contractually obliged or where there is a past practice that has created a constructive obligation.

Termination benefits

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

2.14 Onerous contracts

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

2.15 Revenue

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

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

(i) Rendering of services

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

2 Summary of significant accounting policies (continued)

(ii) Donations and grants

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

(iii) Revenue received in advance

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

(iv) Interest income

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

2.16 Income tax

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

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

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

2.17 Goods and services tax (GST)

All amounts in these financial statements are shown exclusive of GST, except for receivables and payables that are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the Statement of financial position.

3 Investments in subsidiaries

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

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

		CNZ ownership interest	
		2026	2025
Canterbury Regional Business Partners Limited	Share capital held by CNZ	49.2%	49.2%

Canterbury Regional Business Partners Limited (CRBPL)

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

4 Finance income and finance costs

	2026 $'000	2025 $'000
Interest income	267	341
Total finance income	**267**	**341**

5 Other contract revenue

	2026 $'000	2025 $'000
Ministry of Business, Innovation and Employment	1,569	1,225
Canterbury Regional Business Partners	478	478
Environment Canterbury	14	11
Christchurch International Airport Limited	532	187
Development Christchurch Limited	-	47
Other	256	637
Total other contract revenue	**2,849**	**2,585**

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

6 Revenue from exchange and non-exchange transactions

	2026 $'000	2025 $'000
Rental income	85	37
Other contract revenue	481	488
Interest income	267	341
Total exchange	**833**	**866**
Christchurch City Council (CCC) funding	18,426	15,902
Other contract revenue	2,652	2,402
Total non-exchange	**21,078**	**18,304**
Total exchange and non-exchange	**21,911**	**19,170**

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

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

The Company considers that the nature of the funding received from CCC is 'non exchange' in nature as the service value that CNZ returns to CCC as 'economic development' is not always directly provided to CCC as funder, but rather to the broader community on behalf of CCC.

7 Overheads and administrative expenses

	2026 $'000	2025 $'000
Auditors remuneration (financial statement audit)	61	65
Directors fees	188	213
Administration	167	201
Communication and information technology	472	376
Professional fees	494	238
Travel and conference	46	54
Total overheads and administrative expenses	**1,428**	**1,147**

The Audit remuneration includes fees for the audit of CNZH the parent of CNZ.

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

8 Cash and cash equivalents

	2026 $'000	2025 $'000
Cash at bank	**2,406**	**325**

The carrying amount for cash and cash equivalents approximates fair value. Cash at bank earns interest at floating rates on daily deposit balances.

9 Trade debtors and other receivables

	2026 $'000	2025 $'000
Trade debtors	214	299
Accrued revenue	23	41
Total debtors and other receivables from exchange transactions	237	340
Total debtors and other receivables	**237**	**340**

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

As at 30 June 2026 all overdue receivables have been assessed for impairment and appropriate allowances made. All receivables are subject to credit risk exposure.

10 Property, plant and equipment

	Capital work in progress $'000	Office equipment $'000	Furniture and fittings $'000	Leasehold improvements $'000	Computer equipment $'000	Total $'000
Cost						
Balance at 1 July 2024	-	44	629	1,679	609	2,961
Additions	-	2	-	-	30	32
Balance at 30 June 2025	**-**	**46**	**629**	**1,679**	**639**	**2,993**
Balance at 1 July 2025	-	46	629	1,679	639	2,993
Additions	6	1	-	-	30	37
Balance at 30 June 2026	**6**	**47**	**629**	**1,679**	**669**	**3,030**
Accumulated depreciation						
Balance at 1 July 2024	-	40	513	1,384	504	2,441
Depreciation charge	-	1	35	142	60	238
Balance at 30 June 2025	**-**	**41**	**548**	**1,526**	**564**	**2,679**
Balance at 1 July 2025		41	548	1,526	564	2,679
Depreciation charge	-	2	33	142	49	226
Balance at 30 June 2026	**-**	**43**	**581**	**1,668**	**613**	**2,905**
Carrying amounts						
At 30 June 2025	**-**	**5**	**81**	**153**	**75**	**314**
At 30 June 2026	**6**	**4**	**48**	**11**	**56**	**125**

11 Intangible assets

	Work in progress	Intangibles	Total
	$'000	$'000	$'000
Balance at 1 July 2024	-	-	-
Additions	27	377	404
Transfers	-	118	118
Amortisation for the year	-	(26)	(26)
Net book value at 30 June 2025	**27**	**469**	**496**
Additions	28	-	28
Transfers	-	-	-
Amortisation for the year	-	(155)	(155)
Net book value at 30 June 2026	**55**	**314**	**369**
Cost	55	1,421	1,476
Accumulated amortisation	-	(1,107)	(1,107)
Net book value at 30 June 2026	**55**	**314**	**369**

12 Trade creditors and other payables

	2026	2025
	$'000	$'000
Trade payables	1,234	906
Non-trade payables and accrued expenses	286	147
Provisions	22	32
GST payable	639	168
Total creditors and other payables	**2,181**	**1,253**

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

At 30 June 2026 CNZ had provisions of $22k, $20k relating to the provision of Screen Grants. CNZ has made offers of grant payments to support production to occur within Canterbury. The Grants are intended as a 'supplement' to core production funding and payment of any Grant is subject to the recipients meeting a number of milestones, including the attraction of investment from other funding bodies. During the year ended 30 June CNZ had paid out $10k of grant payments from provisions (2025: $93k).

13 Employee benefits liabilities

	2026	2025
	$'000	$'000
Holiday pay	**467**	**432**

14 Income in advance

	2026	2025
	$'000	$'000
Ministry of Business, Innovation and Employment	395	43
Christchurch City Council	747	150
Other	770	296
	1,912	**489**

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

15 Share capital

1000 ordinary shares have been issued with no par value (2025: 1000).
All shares are held by the parent entity, Christchurch City Council through ChristchurchNZ Holdings Limited.

16 Reserves

	2026 $'000	2025 $'000
Projects reserve	187	362
Events ecosystem reserve	82	435
Total reserves	**269**	**797**

At the end of June 2026 CNZ had project reserves of $187k (2025: $362k), which reflects unspent funding from the shareholder that is committed toward operational activity in the future.

Christchurch City Council advanced $1.9m to ChristchurchNZ in the 2024 financial year as investment toward the long- term events strategy, these funds are to be held for the specific purpose of investing in Business and Major Events as directed by the City Partners Group, the remaining balance for investment is $82k (2024: $435k).

17 Income tax

	2026 $'000	2025 $'000
Components of tax benefit		
Current tax	-	-
Adjustments to current tax in prior years	-	(3)
Deferred tax	(74)	(129)
Adjustments to deferred tax in prior years	-	3
Total income tax benefit	**(74)**	**(129)**
Relationship between tax expense and accounting profit		
Surplus before tax	**(232)**	**470**
Tax at 28%	(65)	132
Plus/(less) tax effect of:	-	
Non-assessable income	(5,632)	(4,867)
Non-deductible expenses	5,623	4,606
Total income tax benefit	**(74)**	**(129)**
Income tax receivable		
Opening balance	113	74
Prior period adjustment	-	3
RWT refunded	(113)	(60)
Prior year accrual	(16)	(17)
RWT paid/accrued	91	113
Total income tax receivable	**75**	**113**

18 Deferred tax assets

	2026 $'000	2025 $'000
Employee benefits	7	6
At 1 July	133	7
Charge to tax expense	74	126
At 30 June	**207**	**133**

Total losses available to carry forward are $715,692, tax effect $200,394 (2025: $453,685, tax effect $127,032).

19 Financial instruments

(a) Financial instruments

Classification of financial instruments

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

Classification of financial assets

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

	2026 $'000	2025 $'000
Investment assets (FVTSD)		
Shareholdings	244	290
Total	**244**	**290**
Loans and receivables (amortised cost)		
Cash and cash equivalents	214	325
Receivables	6,675	299
Short-term deposits	9,295	6,184
Total	**16,184**	**6,808**
Trade creditors and other payables (amortised cost)		
Trade payables	286	906
Non trade payables and accrued expenses	22	147
Provisions	1,542	32
Total	**1,850**	**1,085**

(b) Strategy in using financial instruments

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

(c) Credit risk

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

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

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

(d) Market risk

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

(i) Currency risk

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

(ii) Market price risk

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

(iii) Interest rate risk

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

(e) Liquidity risk

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

20 Capital management

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

21 Investments

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

	2026 $'000	2025 $'000
Shareholding investments classified as FVTSD		
Opening balance	290	290
Change in fair value	(46)	-
Net book amount	**244**	**290**

CNZ holds a legacy investment following the completion of the accelerator program and other innovation initiatives. Post balance date management received an offer document outlining the potential investment by a new party. The offer document proposed the issuance of new shares and the partial purchase of existing shares. Management believe the indicative purchase price included within the offer represents a fair valuation and have therefore adjusted the carrying value at balance date with a corresponding value in the Statement of financial performance.

22 Related party transactions

(i) Controlling entity and ultimate controlling entity

The controlling and ultimate controlling party of CNZ is the Christchurch City Council.

CNZH is a holding company only.

During the period CNZ received core funding from CCC of $15.3m relating to the Levels of Service with CCC (2025:$15.9m).

(ii) Key management personnel remuneration

CNZ classifies its key management personnel into one of three classes:
- Members of the Governing Body (shared board with CNZH)
- Chief Executive Officer, responsible for reporting to the governing Body
- Senior Leadership Team, responsible for the operation of the company and reporting to the Chief Executive Officer.

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

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

	2026		2025	
	$'000 Remuneration	# of individuals	$'000 Remuneration	# of individuals
Members of the Governing Body	188	4	213	5
On behalf of members of the Governing Body	-	2	78	2
Senior Leadership Team	1,269	5	1,500	6
	1,457	**11**	**1,791**	**13**

Directors fees are reviewed periodically by Christchurch City Holdings Limited on behalf of the ultimate shareholder. The total remuneration allocated to Directors fees for CNZ/CNZH during the period was $268k (2025: $291k). Of this amount $80k was paid as a donation to the Mayoral welfare fund on behalf of the Councillor Directors (2025: Mayoral welfare fund $78k).

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

22 Related party transactions (continued)

(iii) Other related parties

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

		Revenue from related parties	Purchases from related parties	Amount owed by related parties	Amounts owed to related parties
		$'000	$'000	$'000	$'000
Transactions with related entities					
Christchurch City Council	2025	16,187	4	14	-
	2026	19,151	1	20	-
Christchurch International Airport Limited	2025	194	7	20	-
	2026	527	1	-	-
Crusaders Limited Partnership	2025	-	62	-	12
	2026	390	1,843	5	228
Canterbury Regional Business Partners Limited	2025	439	-	37	-
	2026	439	-	43	-
Development Christchurch Limited	2025	47	-	-	-
	2026	-	-	-	-
Venues Ōtautahi Limited	2025	7	237	-	-
	2026	3	28	-	-

23 Contingencies

At 30 June 2026 CNZ had no contingent liabilities or assets (2025: $Nil).

24 Capital commitments

CNZ had no capital commitments at 30 June 2026 (2025: $Nil).

25 Operating lease commitments

	2026 $'000	2025 $'000
Within one year	791	734
Later than one year and not later than five years	3,194	136
Total non-cancellable operating leases	**3,985**	**870**

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

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

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

	2026 $'000	2025 $'000
Surplus/(deficit) after tax	(158)	599
Add/(less) non-cash items		
Depreciation	226	237
Amortisation	155	27
Movement in deferred tax	(74)	(126)
Change in fair value of investments	46	-
	353	138
Movements in working capital items		
(Increase)/decrease in debtors and other receivables	77	(96)
(Increase)/decrease in prepayments	(77)	9
(Increase)/decrease in inventories	(1)	(4)
(Increase)/decrease in interest receivable	17	(4)
Increase/(decrease) in creditors and other payables	928	(143)
Increase/(decrease) in income tax payable	38	(39)
Increase/(decrease) in income in advance	1,423	(505)
Increase/(decrease) in employee entitlements	35	-
	2,440	(782)
Net cash inflow/(outflow) from operating activities	**2,635**	**(45)**

27 Events occurring after the reporting date

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

In line with requirements under the Local Government Act, the Christchurch City Council has undertaken a Section 17A delivery of services cost effectiveness review of economic development in the 2024/25 year. The recommendations from this review have been delivered to Council but final decisions have not been made. Council decided to action one recommendation and on 5 December 2025 it was agreed to transfer the Urban Development function back to Council. This was completed on 20 April 2026.

The ultimate shareholder, Christchurch City Council, has committed to provide CNZ with funding to deliver sustainable economic development services under the 2024-2034 Long-Term Plan (LTP) on their behalf. As such the Board are satisfied that the entity meets the going concern requirement.

28 Performance against statement of intent targets

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

CNZ is committed to articulating the value it delivers to the community, its partners and funders. At the request of Council, CNZ has developed a series of outcome focused key performance indicators and methodologies for measurement (Note 1).

Measures include internal measures (assess and report social, environmental and financial performance, employee engagement, health & safety, carbon footprint, external revenue) and a strong focus on external targets designed to capture the extent to which ChristchurchNZ's work increases prosperity in Ōtautahi through improvement to:

- Productivity, Attractiveness and Liveability

During the year ended 30 June 2026, CNZ monitored delivery against the metrics below. The specific performance targets for the 2026 year were set out in the Statement of Intent. The targets reflect delivery of the Annual Levels of Service CNZ agreed with CCC as part of the Long Term Plan (LTP) as well as activities delivered by CNZ that are funded by other parties.

Key Performance Indicator external	2025/26 TARGET	2025/26 OUTCOME	2025/26 RESULT	2024/25 OUTCOME	2024/25 RESULT
Long-lasting job creation supported by ChristchurchNZ (Note 2)	500 FTE Jobs	534 FTE Jobs	Achieved	776 FTE Jobs	Achieved
Short-term job creation supported by ChristchurchNZ through events and screen activity (Note 3)	500 FTE Jobs	766 FTE Jobs	Achieved	487 FTE Jobs	Achieved
Estimated value of GDP contribution attributable to ChristchurchNZ activity (Note 4)	$80m	$106.6m	Achieved	$106.1m	Achieved
Contribution to visitor spend supported by ChristchurchNZ (Note 5)	$40m	$59.7m	Achieved	$41.8m	Achieved
Average value of investment into Christchurch over 3 years supported by CNZ (excluding local government) (Note 6)	$120m	$123.3m	Achieved	$286.6m	Achieved
Percentage of external revenue as a proportion of external revenue and core funding from Council	>=16%	18.3%	Achieved	16.6%	Achieved
The capital structure and funding model of CNZHL is appropriate for the nature of its business	Appropriate	Appropriate	Achieved	Appropriate	Achieved
CNZHL ensures best practice governance	Best Practice	Best Practice	Achieved	Best Practice	Achieved
Maintain high employee engagement (rating out of five in staff engagement survey)	3.75 or above	3.87	Achieved	3.88	Achieved
Our people feel safe (rating out of five in staff engagement survey)	4.5 or above	4.17	Not achieved	4.32	Not achieved
Zero serious harm	Zero	Zero	Achieved	Zero	Achieved
Reduce our carbon footprint (Benchmark in 2022/23 is 116 tonnes)	<116 tonnes	81.5	Achieved	102.3	Achieved
Return on investment	N/A	$6.94		$5.30	

28 Performance against statement of intent targets (continued)

Note1: Attribution of economic outcomes to CNZ's work has been requested by the Shareholder. The challenge of measuring outcomes from the work of Economic Development Agencies and Regional Tourism Organisations is a national and international issue. Work is underway to consider a national approach to KPI's which may impact future KPI's, subject to Shareholder approval.

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

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

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

Note4: GDP contribution attributable to ChristchurchNZ activity is estimated based on visitor spend from major and business events (Ref Note 3), job creation (Ref Notes 2 &3), job attraction (Ref Note 2) construction costs and CNZ organisational spend (applying a multiplier for local government administration services sector). GDP is estimated using salary information where known or "Value-added per unit of output" and "Employment per $ million of output" multipliers based on the relevant industry (2017 Regional Input/Output Tables – Insight Economics).

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

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

Performance against statement of intent targets (continued)

A summary of the level of service measures and delivery against the target in the period is provided in the table below.

LEVEL OF SERVICE MEASURE		TARGET 2025/26 and 2024/25	2025/26 RESULT	2024/25 RESULT
5.1.2.8	Partner with mana whenua to support growth in Māori prosperity and self determination	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	ACHIEVED 2 Initiatives	ACHIEVED 2 Initiatives
5.1.6.1	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	800 engagements with businesses to provide support or advice	ACHIEVED 992 engagements with businesses	ACHIEVED 830 engagements with businesses
5.1.5.8	Attraction of external investment for sustainable economic development services	$1,500,000 external investment secured	ACHIEVED $3,412,158	ACHIEVED $2,933,389
5.1.8.1	Prepare City bids to attract business events to Christchurch	30 city bids prepared to attract business events to Christchurch	ACHIEVED 57 city bids	ACHIEVED 66 city bids
5.1.8.2	The city is successful in its bids to attract business events to Christchurch	At least 35% success rate of bids for business events	ACHIEVED 63% success rate	ACHIEVED 49% success rate
5.1.9.2	Area of improvement to public and private space	4,000 square metres	ACHIEVED 19,434 square metres	ACHIEVED 4,476 square metres
5.3.1.1	High level of engagement on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	ACHIEVED 5.240 million engagements	ACHIEVED 5.1 million engagements
5.3.5.1	Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	ACHIEVED ranks higher	ACHIEVED ranks higher
5.1.7.3	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	60 engagements with trade agents, investors government or media	ACHIEVED 101 engagements	ACHIEVED 75 engagements

Corporate governance statement

Ownership

Shares in the Company are held by ChristchurchNZ Holdings Limited which is 100% owned by the Christchurch City Council.

Public benefit entity

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

Nature of operations

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

Role of the Board of Directors

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

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

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

Statement of intent

In accordance with Section 64(1) of the Local Government Act 2002 a Statement of Intent (SOI) is submitted by the Board of Directors of ChristchurchNZ Limited (CNZ) to its shareholder, Christchurch City Council (CCC) in March of each year.

The Statement of Intent defines for ChristchurchNZ, its objectives, the nature and scope of its activities, and the performance targets and other measures by which the organisation may be judged in relation to its objectives over the next three years . The SOI provides an opportunity for CCC and the CNZ Board to define CNZ's focus every three years consistent with the Council's Long-Term Plan (LTP) process, with fine-tuning of delivery objectives occurring in intermediate years.

Corporate governance statement (continued)

Board membership

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

Director's remuneration

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

	2026 $'000	2025 $'000
Director's fees		
Therese Arseneau (Chair)	-	32
Stephen Barclay	17	39
Lauren Quaintance (Chair)	80	63
Toby Selman	-	39
Jennifer Crawford (Deputy Chair)	43	41
Hamish Blackman	24	-
Mary Devine	24	-
Jake McLellan-Dowling (Councillor Director)	-	-
Victoria Henstock (Councillor Director)	-	-
Andrei Moore (Councillor Director)	-	-
Total Director remuneration	**188**	**214**

Directors fees are reviewed periodically by Christchurch City Holdings Limited on behalf of the ultimate shareholder. The total remuneration received by the Directors of CNZ/CNZH during the period was $268k (2025: $291k). Included in this was a $80k (2025: $78k) donation made to the Mayoral Welfare Fund in lieu of Director fees for Councillor Directors.

During the 2025 year, DT Arseneau served as Chair until November 2024. From December 2024, L Quaintance moved from Deputy Chair to Chair, and J Crawford was appointed Deputy Chair. Their remuneration reflects these role changes from December 2024 onwards.

Key Management remuneration

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

The key management personnel of CNZ are the Chief Executive Officer (CE) and members of the Senior Leadership Team. The senior leadership team (including CE) is made up of five members of staff.

The number of CNZ employees who received remuneration and benefits in excess of $100,000 during the period are listed below with bands specified.

	2026	2025
$100,000 - $109,999	9	9
$110,000 - $119,999	9	8
$120,000 - $129,999	4	4
$130,000 - $139,999	1	5
$140,000 - $149,999	2	1
$150,000 - $159,999	5	6
$160,000 - $169,999	2	1
$170,000 - $179,999	1	1
$180,000 - $189,999	1	-
$210,000 - $219,999	-	2
$220,000 - $229,999	1	1
$230,000 - $239,999	2	1
$390,000 - $399,999	-	1
$400,000 - $409,999	1	-
	38	**40**

Corporate governance statement (continued)

Directors' interests

The following entries were recorded in the interests register during the year ended 30 June 2026:

	Company	Interest
Lauren Quaintance	Turners Automotive Group Limited	Independent Director
	Autosure Insurance Limited	Independent Director
	Crusaders (GP) Limited	Independent Director
	Sky Television Limited	Strategic Advisor
	J Ballantyne and Co Limited	Independent Director
	EQT	Industry Advisor
Jennifer Crawford	Rangitata Diversion Race Management Limited	Chair
	Orion New Zealand Limited	Director
	Jen Crawford Limited	Director/Shareholder
	Nelmac Limited	Director
	MHV Water Limited	Independent Director
	Davis Ogilvie	Advisor
	Burnt Hill Storage Limited	Advisory Committee Chair
	Waipa Networks Limited	Director
	Waipa Networks Growth Limited	Director
Mary Devine	Foodstuffs South Island Limited and subsidiaries	Director
	Foodstuffs (NZ) Limited and subsidiaries	Director
	Foodstuffs Liquor New Zealand Limited and subsidiaries	Director
	Top Retail Limited	Director
	Devine Consultancy (2014) Limited	Director/Shareholder
Hamish Blackman	NetFunds Nominee Limited	Director
	NetFunds Limited	Shareholder
	Altera Advisory Limited	Directory/Shareholder
	Icehouse Ventures Growth Fund I (IVX)	Limited Partners Advisory
	and Fund II Investment Funds	Committee Member
	Te-Kura Trust Foundation	Finance Committee Member
	Jade Kenney-Blackman Foundation	Trustee
	HC Blackman Family Trust	Trustee
Victoria Henstock	Christchurch City Council	Councillor
	Orbit Consulting Limited	Director/Shareholder
	North West Christchurch Community Sporting Trust	Trustee
	RJ Buckley Limited	Director
	Civic Building Limited	Chair
Andrei Moore	Christchurch City Council	Councillor
Jake McLellan-Dowling	Christchurch City Council	Councillor
	Ōtautahi Community Housing Trust	Trustee
	Civic Building Limited	Director
Stephen Barclay	Jennian Homes Tauranga East Limited	Director/Shareholder
	Barclay Consulting Ltd	Director/Shareholder
	Longbush Partnership Limited	Director/Shareholder
	Norton Barclay Investments Ltd Moehau GP Limited	Director/Shareholder
	NBI LP Limited	Director
	Moehau GP Limited	Director

Corporate governance statement (continued)

Other Interests

Louise Edwards	CNZ Health, Safety, Audit and Risk Committee	Independent Chair
	Wrattwards Trust	Trustee and Beneficiary
	Peacock Consulting Limited	Director/Shareholder
	Canterbury Business Recovery Trust	Trustee
	JR McKenzie Trust	Trustee
	National Provident Fund	Deputy Chair
	Superannuation Investments Limited	Director
	Government Superannuation Fund Authority	Deputy Chair
	MFL Mutual Fund Limited	Director
	Joyce Fisher Charitable Trust	Independent Chair, Audit & Risk Committee
	Airways Corporation of New Zealand Limited	Director
	Annuitas Management Limited	Director
Valentine Tauamiti	ChristchurchNZ Limited	Associate Director
	New Zealand Young Farmers	Independent Director
	Pacific Rugby Players Association	Chair
	Old Set Limited	Director/Shareholder
	Bushbuck Limited	Shareholder/Advisor
	Commodore Airport Hotel Limited	Independent Advisor

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