# Annual Report

## Tourism New Zealand
## Manaakitanga Aotearoa

Year ended 30 June 2026

Presented to the House of Representatives pursuant to section 150 of the Crown Entities Act 2004

New Zealand Tourism Board t/a Tourism New Zealand

NEW ZEALAND TOURISM

100% PURE NEW ZEALAND

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# 2025/2026 Year in Review

## Letter from the Board and Chief Executive

International tourism creates value in many ways for New Zealand. It supports businesses and jobs, strengthens cultural connections and showcases New Zealand to the world. As New Zealand's second largest export sector, tourism plays an important role in supporting economic growth across the country.

The past year has been one of progress and momentum for New Zealand tourism. International visitor arrivals continued to grow, and by the end of the financial year New Zealand welcomed 3.7M international visitors. For Tourism New Zealand this means we hit our arrivals target for 2025/26, and it marks an important milestone on the path to return to pre-COVID visitor levels of 3.9M by the end of December 2026. In the year 2025/26, the growth rate of international visitation also went from strength to strength, almost doubling from 5% in 2024/25 to 9%. From a spend perspective, visitor spend reached $14.3B, a 20% increase on the prior year with holiday visitor spend up 30% to $9.7B.

Additional investment through the International Visitor Conservation and Tourism Levy (IVL) enabled Tourism New Zealand to increase activity focused on turning travel interest into bookings and arrivals while continuing to strengthen demand for New Zealand in our priority markets. It also enabled more conference bids through our Conference Assistance Programme.

Tourism New Zealand achieved 11 of 12 performance targets during the year. These results reflect the commitment of our people, industry partners and stakeholders who continue to work together to grow tourism's contribution to New Zealand.

The year was marked by a number of significant achievements. We extended the reach and impact of the 100% Pure New Zealand brand through our global brand campaign "Find Your 100%" designed to build desire and preference for destination New Zealand, this improved preference for New Zealand as destination among our target audience. We cemented New Zealand's position as a world-class food and beverage destination through the announcement and launch of the first MICHELIN Guide in New Zealand. The announcement in November 2025 that the guide was coming to New Zealand generated $11M in EAV and reached over 700M people. With 110 restaurants recognised in the MICHELIN Guide and 15 restaurants receiving stars, New Zealand's food and beverage will be better recognised globally.

We also increased our support for business events activity, helping to secure 119 bids worth $188M that will bring future conferences and delegates to New Zealand, contributing strongly to our economy and knowledge exchange.

The tourism environment continues to evolve rapidly. Changing consumer expectations, global competition and advances in technology, including artificial intelligence (AI), are transforming how travellers discover destinations, plan their holidays and make booking decisions for their journeys. Globally, 43% of active considerers expect to use AI more for future travel planning, mainly for advice and recommendations, destination exploration, budgeting and itinerary building. Throughout the year, Tourism New Zealand has improved AI-enabled tools on newzealand.com to support itinerary building and optimised our channels to help destination New Zealand improve visibility and competitiveness in an increasingly digital marketplace.

Global events continued to influence travel conditions during the year, including tensions in the Middle East, which affected fuel prices, airfares and some airline connectivity. Despite this global uncertainty, the impact on destination New Zealand has been limited, with our research showing 82% of those actively considering New Zealand remain confident about travel within the next 12 months.

This year we welcomed Chris Roberts, Kevin Malloy, Jane Patterson, Jonathan Cameron and Piers Bebbington as new Board members, bringing a range of governance, tourism, marketing, media and commercial experience to support Tourism New Zealand's work.

While growing visitor numbers remains important, our long-term focus is creating greater value for New Zealand. The Government's ambition is to double the value of tourism exports by 2034, and Tourism New Zealand has continued to evolve its strategy to support this objective by attracting visitors who contribute strongly to New Zealand's economy, communities and regions.

As we look ahead, New Zealand is well positioned to compete for international visitors. Demand for meaningful travel experiences remains strong, and New Zealand's unique combination of nature, culture, hospitality and innovation continues to resonate with travellers around the world.

**Ngā mihi,**
**Paul Brock & René de Monchy**

# Statement of Responsibility

Under the Crown Entities Act 2004, the Board is responsible for the preparation of the New Zealand Tourism Board's financial statements and Statement of Service Performance, and for the judgements made in them.

The Board has established a system of internal control designed to provide reasonable assurance of the integrity and reliability of financial reporting.

In the Board's opinion, these financial statements and Statement of Service Performance give a true and fair view of the financial position and operation of the New Zealand Tourism Board Group for the year ended 30 June 2026.

The Members of the New Zealand Tourism Board and Group authorised these financial statements for issue on 28 October 2026

Signed on behalf of the Board:



**Paul Brock**
*Chair, Tourism New Zealand*



**Jonathan Cameron**
*Chair Audit and Risk Committee*

# Who we are and what we do

## Our role and function

Tourism New Zealand is New Zealand's national destination marketing organisation. Our objective under the New Zealand Tourism Board Act 1991 is to:

- Ensure New Zealand is marketed as a visitor destination as to maximise long term benefits to New Zealand.

Our function is to:

- Develop, implement and promote strategies for tourism.
- Advise the Government and the New Zealand tourism industry on matters relating to the development, implementation and promotion of those strategies.

To do this we work closely with other organisations across the tourism system including, but not limited to:

- The Ministry of Business, Innovation and Employment (MBIE) which provides tourism policy advice to the Minister for Tourism and Hospitality, works with other government departments on tourism policy issues, commissions research and provides tourism statistics. MBIE is also the Crown monitor of Tourism New Zealand.
- Regional Tourism Organisations (RTOs), often council or local membership-funded organisations which carry out destination marketing and management at a regional level.
- The wider tourism industry providing tourism products and services, as well as tourism sector bodies who represent different elements of the sector.

Tourism is a diverse and dispersed sector that supports the economy, employment and social amenity in communities across New Zealand. The natural assets that make New Zealand a desirable destination are protected through national and local legislation and through destination management planning. Tourism creates the opportunity for New Zealand to share its culture, heritage, natural attractions and experiences with international visitors. A strong destination brand keeps New Zealand in the mind of consumers, businesses and decision-makers all over the world and increases the profile of New Zealand and its exports beyond tourism.

Tourism New Zealand has approximately 150 staff across eleven offices in nine countries. We operate a regional model for offshore teams with hubs in:

- Sydney – serving Australia
- Shanghai – serving China
- Singapore – serving Asia (except China)
- Los Angeles – serving the Americas
- London – serving United Kingdom & Europe

# Meet the Team

## The Board

### Paul Brock, Chair

***Appointed to the Board as Chair July 2023***

Paul has a background in governance, management, growth business development, brand development and marketing. His extensive experience in the financial services industry includes co-founder and then Chief Executive of Kiwibank, along with senior management positions with Westpac and Trust Bank. Paul is currently Chair of Foley Wines and Chubb Life Insurance New Zealand. He is also a director of Southern Sky Dairies and a Council Member of Massey University

### Piers Bebbington

***Appointed to the Board in August 2025***

Piers Bebbington is a global brand and marketing consultant, focusing on driving growth both domestically and internationally, with experience working with brands such as FIFA, UEFA, Adidas, Nissan, DHL, Sony and Spark NZ. He brings contemporary global marketing experience and brand development knowledge to the Board.

### Jonathan Cameron

***Appointed to the Board in August 2025***

Jonathan Cameron is an experienced senior executive, having worked at PwC and Ernst & Young in corporate finance, mergers and acquisitions, strategy and investment banking. He has governance experience on the boards of Destination Great Lake Taupō and Dunedin International Airport, and as an independent chair of investment firms. He brings strategic financial capabilities and contemporary experience with airlines and airports to the Board.

### Kevin Malloy

***Appointed to the Board in August 2025***

Kevin Malloy has strong governance experience and international experience in the media industry, including 20 years' experience leading StarCom's Coca-Cola business internationally. He brings a depth of governance and knowledge of global marketing and advertising to the Board.

### Jane Patterson

***Appointed to the Board in August 2025***

Jane Patterson is an experienced Chief Executive with commercial focus and expertise in the business of sports. She is currently a board member of Snow Sports NZ. She has experience with major event management, financial and risk management, marketing and public relations.

### Chris Roberts

***Appointed to the Board in August 2025***

Chris Roberts is the former Chief Executive of Tourism Industry Aotearoa. He was Managing Director at Angus & Associates (2023–2025), managing a tourism-focused strategic research agency. He is also a Board member of Wellington Zoo Trust.

### Jacqui Walshe

***Appointed to the Board in August 2022***

Jacqui Walshe is CEO and Managing Director of The Walshe Group, a tourism and travel representation business operating across Australia, New Zealand, Singapore and Hong Kong. She has more than 20 years' governance experience across the tourism, financial services and not-for-profit sectors. Jacqui is the former Deputy Chair and Audit and Finance Committee Chair of the Australian Tourism Export Council. She was a member of Australia's Tourism Restart Taskforce and the Ministerial Advisory Council for the Minister of Trade, Tourism and Investment from 2020 to 2022.

# Governance

## The Board

The New Zealand Tourism Board (trading as Tourism New Zealand) is a Crown entity established under the New Zealand Tourism Board Act 1991 and is a Crown agency for the purposes of the Crown Entities Act 2004.

Tourism New Zealand is governed by a Board appointed by the Minister for Tourism and Hospitality. All decisions relating to the operation of Tourism New Zealand are made by, or under the authority of, the Board in accordance with the New Zealand Tourism Board Act 1991, as well as the Crown Entities Act 2004. The Minister's formal line of accountability with Tourism New Zealand is through the Board's Chair.

In accordance with the New Zealand Tourism Board Act 1991, the Board must have between five and nine members. Board appointments are generally for two or three years and reappointment is possible. The composition of the Board reflects a balance of tourism industry and commercial expertise.

The Board meets at least six times a year, including a meeting to review the organisation's strategic direction. The strategy meeting initiates the business planning process and informs Tourism New Zealand's annual Statement of Performance Expectations.

## Delegation

The Board delegates day-to-day management of Tourism New Zealand to the Chief Executive who is directly accountable to the Board through the Chair. Tourism New Zealand's Delegated Authorities Policy is set by the Board and reviewed annually. Appropriate formal processes are in place for reporting back to the Board.

## Induction and development

Tourism New Zealand introduces each new Board member to the organisation through an induction process, including time with senior executives.

## Conduct

Tourism New Zealand expects all its employees and Board members to maintain high ethical standards. Board members are expected to operate in accordance with the Public Services Commission-issued Code of Conduct for Crown Entity Board Members, and Tourism New Zealand has an employee Code of Conduct.

## Disclosure of interests

The Board is conscious of obligations to ensure that Board members avoid conflicts of interest in their decision-making process. The Board ensures that a proper process is followed, and that members' interests are formally recorded with any changes or additions being disclosed at the start of each meeting. Board members excuse themselves from discussions in which their duty as a member could be compromised.

## Risk management

Tourism New Zealand manages its risks through a risk management framework, a process that requires it to identify legislative and business risks arising from its strategic direction and operating environment. Tourism New Zealand's Risk Management Policy is reviewed annually by the Audit and Risk Committee. The Chief Executive reports to the Board on new or escalated risks and the processes Tourism New Zealand has put in place to manage these.

Tourism New Zealand conducts its own internal audits. Audits are agreed by the Audit Committee, and programmes of work are developed with input from Tourism New Zealand's external auditors. The results are reported back to the Audit and Risk Committee.

## Board committees

The Audit and Risk Committee meets at least three times a year. It reviews Tourism New Zealand's internal control framework, external audit relationships and engagements, risk management and financial reporting, including International Financial Reporting Standards (IFRS).

The People and Culture Committee meets four times a year and assists the Board in fulfilling its governance responsibilities for remuneration, people and culture. This includes oversight of key people-related risks and review of the Chief Executive's performance and remuneration.

## Subsidiary companies

Qualmark New Zealand (QNZ) is a Tourism New Zealand subsidiary company, focusing on quality assurance for the tourism industry. The Chief Executive and the General Manager New Zealand and Business Events are Tourism New Zealand's directors on the Qualmark New Zealand Board.

# Meet the Team

## Our Executive Team

### René de Monchy - Chief Executive

***Joined in August 2015***

René was appointed Chief Executive of Tourism New Zealand in April 2021. He has over 20 years' global experience in consumer-led businesses, including in local and international marketing roles for Fonterra, Heineken and Asia Pacific Breweries in Singapore. He was previously Tourism New Zealand's Director Commercial where he led the team based in our international offices responsible for identifying key markets and audiences for travel to New Zealand. René also led the development of Tourism New Zealand's aviation strategy to guide partnerships with international airlines.

He is passionate about the tourism sector and active in tourism industry engagement, undertaking regular speaking engagements and panel discussions. He is currently a member of the Tourism Industry Aotearoa Tourism Council, the New Zealand Story Advisory Reference Group and the New Zealand China Council, and he is a Director of Qualmark New Zealand Limited.

### Angela Blair – General Manager International

***Joined in August 2022***

Angela is a strategic marketing leader with over 20 years' global experience across business-to-business and business-to-consumer marketing. Working for organisations such as Restaurant Brands, Vodafone and APN, she developed creative marketing programmes with a commercial focus. Prior to joining Tourism New Zealand, Angela was a member of Restaurants Brands' New Zealand Executive team. In her current role she is responsible for the delivery of marketing activity in offshore markets and aviation partnerships.

### Brodie McLeish – General Manager Marketing

***Joined in September 2017***

Brodie has over 15 years' experience in brand storytelling and marketing communications. Her responsibilities include global brand strategy, marketing content, trade, social and digital experience, marketing planning and global partnerships. Brodie comes from a background in the brand, creative and advertising sector. She worked as Tourism New Zealand's Brand and Content Manager, and prior to that at multiple advertising agencies in New Zealand and the UK alongside global brands such as Heineken, Toyota, Air New Zealand, Coca-Cola, Westpac and Nestlé.

### Bjoern Spreitzer – General Manager New Zealand and Business Events

***Joined in November 2006***

Originally from Germany, Bjoern has a strong background in commercial partnership, business events and the tourism sector. Bjoern has worked across multiple international markets including the UK, Europe, North America, Brazil and Argentina. In his current role he is responsible for Tourism New Zealand's industry partnerships, international business events and commercial partnerships including Qualmark and the isite visitor information centres.

### Natalie Haines – General Manager People and Corporate Affairs

***Joined in May 2018***

Natalie's experience includes senior people and culture roles at public and private sector organisations. She has a strong background in organisation change as well as capability and culture development. In her current role at Tourism New Zealand, she is responsible for leading our people, government relations and corporate communication functions.

### Brendan Downey-Parish – General Manager Insights, Performance & Technology

***Joined in January 2016***

Brendan was appointed to his current role in 2022. He has significant marketing and innovation expertise across the beverage, food and consumer goods sectors in New Zealand and internationally, including seven years with Fonterra in the Middle East. He is responsible for insights, digital analytics, performance analytics, business planning, platform development and delivery.

### Karl Burrows – General Manager Pou Ārahi Māori

***Joined in November 2022***

Karl is an uri (descendant) of Ngāti Maru, Te Āti Awa, Ngā Ruahine and Te Ātihaunui ā Paparangi. His responsibilities include partnership-building with Māori/iwi, building internal cultural capability and incorporating Te Ao Māori into Tourism New Zealand's brand and storytelling. He is also responsible for Tourism New Zealand's approach to sustainability. Karl has a legal background and practised as a commercial lawyer in New Zealand and the UK. He started a professional kapa haka business in London and a leadership/team culture consultancy which he operated for 18 years in the UK. He has been a board member for Ngāti Maru and was appointed as a negotiator to settle the iwi's claim.

### Duane Trembath – Chief Financial Officer

***Joined in January 2023***

Duane (Whakatōhea te iwi) is a Chartered Accountant and Global Chartered Management Accountant. He has a career spanning 20 years in commercial and financial leadership roles. Prior to Tourism New Zealand, Duane was at TVNZ (Te Reo Tātaki) and before that, he worked in large multinational organisations such as Estée Lauder Companies and L'Oréal both in New Zealand and overseas. Duane was responsible for managing the finance function which includes financial planning and analysis, compliance, risk, treasury, property and procurement.

# Implementing the Government's priorities

Tourism New Zealand was provided with a Letter of Expectations from the Minister for Tourism and Hospitality in April 2025 that informed our activity for the 2025/26 year. Entity-specific expectations were to:

- Return international visitor numbers back to at least 2019 levels by the end of 2026; and
- Double the value of tourism exports by 2034

These targets were reiterated in a new Letter of Expectations from the Minister for Tourism and Hospitality in February 2026.

To support these ambitious targets, Tourism New Zealand received $23.7M of additional funding through the International Visitor Levy for 2025/26. This funding provided additional resources to achieve the strong growth needed to achieve the visitor volume target for the year, business event bid value targets and the launch of the MICHELIN Guide.

# Progress toward strategic intentions

Tourism New Zealand submitted a new Statement of Intent in February 2026 to reflect the Minister's Letter of Expectations provided in April 2025. The Statement of Intent set milestone targets of 3.7M visitor arrivals and $13.8B in visitor spend by 30 June 2026.

By June 2026, Tourism New Zealand had achieved the 3.7M visitor arrivals target and met the visitor spend target, reaching $14.3B. Achieving these milestones is an important step toward reaching 3.9M visitor arrivals by the end of 2026 and staying on track to double the value of tourism exports by 2034.

# Assessment of operations and performance: 2025/2026

## Operating environment

The 2025/26 year was characterised by a strengthening international tourism recovery, supported by additional Crown investment through the International Visitor Conservation and Tourism Levy (IVL) to accelerate visitor growth towards the Government's target of 3.9M annual arrivals by the end of 2026.

Tourism New Zealand entered the year with international visitor arrivals growing 5% for the year ended June 2025. Growth accelerated significantly through the first three quarters of 2025/26, reaching 9.2% between July 2025 and March 2026. Conditions became more challenging in the final quarter as conflict in the Middle East disrupted travel through key Gulf aviation hubs, increased oil and jet fuel prices and contributed to higher airfares. As a result, arrival growth moderated to 7.6% between April and June 2026, with the impacts most evident in the United Kingdom and Germany markets.

Consumer and business adoption of Artificial Intelligence for searching and planning travel is increasing. As a result, fewer consumers arrive on our newzealand.com website organically, and increasingly AI tools are serving consumers with content sourced from such platforms. Our marketing work increasingly considers how we reach both consumers and machines effectively, and we expect consumer adoption of AI to increase. This will bring both challenges and opportunities to our work.

Despite these headwinds, visitor growth remained strong across the segments most directly influenced by Tourism New Zealand's activity. Holiday arrivals increased 15.3% over the year and recovered to 99% of 2019 levels, outperforming total visitor recovery of 95%. Conference arrivals grew 16.6%, reflecting continued demand for New Zealand as a business events destination. Visiting friends and relatives arrivals increased 2.5% and exceeded 2019 levels, reaching 101% recovery, although arrivals in this segment declined 6% in the final quarter, potentially reflecting higher travel costs. Business travel growth was more modest at 4.4% and remained at 60% of 2019 levels, indicating an ongoing lag in the recovery of corporate travel.

| Focus Area | Measure | 2024/25 Actual | Q1 | Q2 | Q3 | Q4 | 2025/26 Actual | 2025/26 Target | Status |
|---|---|---|---|---|---|---|---|---|---|
| **Accelerate conversion and arrivals** | Total visitor arrivals | 3.4M | 0.7M | 1.1M | 1.2M | 0.7M | **3.7M** | 3.7M | ● |
| | Total visitor spend | $11.9B* | $2.1B | $3.4B | $5.7B | $3.1B | **$14.3B** | $13.8B | ● |
| **Increase share of mind and intention to book** | Global brand preference | 48% | 50% | 49% | 48% | 50% | **50%** | 45%+ | ● |
| | % of ACs in booking mindset | 19% | 19% | 19% | 19% | 20% | **20%** | 22% | ● |
| **Partnering with industry for growth** | Recommend NZ as a holiday destination | 73% | 70% | 75% | 75% | 76% | **75%** | 65%+ | ● |
| | NZers agree international tourism is good for NZ | 93% | 94% | 94% | 94% | 94% | **94%** | 85%+ | ● |

| Focus Area | Measure | 2024/25 Actual | Q1 | Q2 | Q3 | Q4 | 2025/26 Actual | 2025/26 Target | Status |
|---|---|---|---|---|---|---|---|---|---|
| **Accelerate conversion and arrivals** | Trade and airline joint venture ROI | 36:1 | 98:1 | 33:1 | 39:1 | 28:1 | **33:1** | *20:1* | ● |
| | Value of conference bids supported | $173M | $48M | $46M | $46M | $48M | **$188M** | $185M | ● |
| **Increase share of mind and intention to book** | Equivalent advertising value (EAV) | $389M | $148M | $149M | $51M | $91M | **$439M** | $150M | ● |
| | Engaged users | 5.9M | 0.9M | 1.5M | 1.6M | 1.0M | **5M** | 5M | ● |
| **Partnering with industry for growth** | Referrals to industry | 1.8M | 3.1M | 5.1M | 2.7M | 2.7M | **13.6M** | 3.0M | ● |
| | Stakeholder rating of Tourism New Zealand | 79% | n/a | 81% | n/a | 92% | **87%** | 70% | ● |

**2024/25 actual visitor spend was restated downward from $12.1B to $11.9B as part of a data revision to the International Visitor Survey in the June 2026 release.*

# Strategy and performance framework

Our performance framework for the 2025/26 year reflects the relationship between our four-year strategy as set out in our Statement of Intent 2025-2029.

**PURPOSE:** Enrich New Zealand and all who visit

**OBJECT:** Ensure that New Zealand is marketed as a visitor destination to maximise long-term benefits to New Zealand

**FUNCTIONS:** to develop, implement, and promote strategies for tourism and to advise the Government and the New Zealand tourism industry on matters relating to the development, implementation, and promotion of these strategies.

**GOVERNMENT OBJECTIVES:** Return visitor volumes to 2019 levels by the end of 2026 and ensure that tourism value at the end of the strategy period is on track toward doubling the value of international tourism exports to $19.8B by the end of 2034.

| Strategic Intentions | Focus Areas (FY26 SPE) | Delivered through activity | Impact of activity (on the consumer funnel) | Impact of activity (as measured in FY26) | Outcomes (as measured in FY26) |
|---|---|---|---|---|---|
| Create enduring desire for destination New Zealand | Increase share of mind and intention to book | • Paid marketing campaigns<br>• Earned media<br>• Trade and business events<br>• Owned channels | • Increase desire and preference for NZ<br>• Grow audience pool<br>• Move consumers from dreaming toward booking | • Engaged users<br>• Equivalent advertising value | • Global brand preference<br>• Booking mindset |
| Convert desire into visitation | Accelerate conversion and arrivals | • Paid marketing campaigns<br>• Earned media<br>• Trade and business events<br>• Owned channels<br>• Government / sector engagement | • Move consumers from planning to booking<br>• Consumers make a booking<br>• More business events bid on, won and hosted | • Trade and airline joint venture ROI<br>• Value of conference bids supported | • Total visitor arrivals<br>• International visitor spend |
| Partner with sector to enable growth | Partnering with industry for growth | • Paid marketing campaigns<br>• Earned media<br>• Trade and business events<br>• Owned channels<br>• Government / sector engagement | • Visitor experience meets or exceeds expectations<br>• Visitors advocate for NZ<br>• Sector and New Zealand benefits from international tourism | • Referrals to industry<br>• Stakeholder rating of Tourism New Zealand | • Recommend NZ as a holiday destination<br>• New Zealanders agree international tourism is good for New Zealand |

# 2025/26 activities: Measures, targets and results

## Activity one: Develop and deliver brand and demand-driving campaigns to the tourism consumer

In 2025/26, Tourism New Zealand's paid marketing activity was centred on Find Your 100%, our core global campaign, alongside a continued focus on conversion activity designed to move high-intent audiences closer to booking travel to New Zealand.

Across our target markets, paid marketing in all campaign activity delivered:

- 3.5B media impressions
- 572M video views
- 320M completed video views
- 26.9M visits to the newzealand.com website
- 8.7M active users of newzealand.com
- 3.4M engaged users of newzealand.com
- 1.6M potential arrivals based on behaviour on newzealand.com

This activity maintained New Zealand's visibility at scale while increasingly connecting destination inspiration with consideration, commerce and conversion opportunities.

### Find Your 100%

Our Find Your 100% campaign launched in June 2025 and continued across the 2025/26 financial year. A more conversion-focused evolution campaign launched in the second half of the year. The campaign drove over 7M active users to newzealand.com, and 2.8M engaged users and over 600K referrals to industry. This was twice the number of referrals to industry generated by our previous global campaign.

Alongside the campaign results, the Find Your 100% creative was recognised as one of the world's most creative and effective ads by consumers in Kantar's Advertising Effectiveness Awards.

The campaign's outdoor creative ranked #7 globally in Kantar's Print/Outdoor category, placing it in the top-10-performing executions worldwide across approximately 90 markets.

### Journey Journals campaign

This campaign was run in Australia and was complementary to our Find Your 100% global campaign. Three artists were invited across six regions to document their journey to 'finding their 100%' and to capture New Zealand through a personal lens.

The combined strength of the creator content on the 100% Pure New Zealand brand platform helped to drive strong results. Completed views of the content rose to 4.7M and drove 90,000 active users to newzealand.com and resulted in a 5% increase in travel intent within the target audience.

### China Silver campaign

This was our first integrated campaign targeting China's growing "Silver" traveller segment (aged 50+), validating the market as a scalable future growth opportunity for New Zealand. Built on audience insights, the campaign combined social content, key opinion leader storytelling, paid media and trade partnerships to address barriers to long-haul travel and showcase New Zealand's unique natural landscapes, safety and relaxed pace of travel.

The campaign exceeded performance targets, generating 14M impressions on WeChat, more than 6M video views and 289,000 engagements across social channels. The campaign integration with travel generated more than 5,000 partner engagements and 2,000 incremental bookings.

### Couples Urgency campaign

This campaign was run in Australia, the USA and China and tested whether targeted messaging to couples could help address barriers, create urgency and make it easier for high-intent travellers to book. It delivered more than 2,000 incremental bookings, demonstrating that short-burst tactical activity can generate strong immediate returns.

# Activity two: Build desire, appeal and awareness via New Zealand stories through third-party earned content and partnerships

## MICHELIN Guide

Following Tourism New Zealand's global Stargrazing activation in August 2024 and subsequent engagement with the MICHELIN Guide, Tourism New Zealand entered a partnership with the MICHELIN Guide supporting the Guide's first-ever expansion into Oceania.

The partnership was launched in November 2025 with the destination announcement, generating more than $11M in EAV, 600+ pieces of media coverage and a reach of over 700M. Focus then shifted to the inaugural MICHELIN Guide Ceremony Auckland 2026, held on 30 June 2026. In the lead-up to the event, Tourism New Zealand hosted international advocates from Southeast Asia, India, Hong Kong and Taiwan, with pre-ceremony famil activity generating $2.7M in EAV. Additional results from the ceremony and supporting activity will continue into the next financial year.

## Active Escapes

Tourism New Zealand's Active Escapes campaign positioned New Zealand as the ultimate destination for active holidays, including running, walking, hiking and cycling.

Between November 2025 and January 2026, earned media and key opinion leader partnerships generated significant global impact across key markets, including Southeast Asia ($17.7M EAV), the United Kingdom and Germany ($11.5M), North America ($7.6M), Hong Kong ($3.8M), India ($3.1M) and Japan ($2.4M). The campaign strengthened urgency to visit New Zealand, particularly among those who are interested in an active, outdoor holiday, with strong media uptake, positive audience engagement and clear indicators of travel intent. Activity also drove traffic to the Active Escapes hub on newzealand.com, with Malaysia, Taiwan, Singapore and the United States among the leading referral markets.

Activity continued throughout 2025/26, including a major activation around the Hawke's Bay Marathon in May 2026. Twenty-five advocates from Hong Kong, Mainland China, Singapore, Malaysia, Thailand, Indonesia and South Korea participated in hosted experiences that generated more than $20M in EAV. A standout component was the South Korean partnership with social travel platform Yeomi, which delivered 394 social posts, a reach of 7M and $9.1M in EAV, achieving a 100:1 ROI. The campaign demonstrated the effectiveness of immersive participation and authentic storytelling in positioning New Zealand as a premier active travel destination.

## High-impact celebrity partnerships

**Li Xian (Mainland China)**

Tourism New Zealand partnered with leading Chinese actor Li Xian in the China market's highest EAV-generating campaign of 2025/26. Combining celebrity advocacy, paid amplification and owned social content, the campaign successfully shifted audience interest from celebrity engagement to genuine travel consideration and itinerary planning. The activity delivered 380M paid impressions, 84.4M video views and $13.7M in earned EAV, while generating more than 14,000 organic user posts and 99.99% positive sentiment. Increased New Zealand-related searches and bookings on key travel platforms demonstrated strong conversion potential. The campaign positively influenced our Active Considerer audience in China, with more than 95% saying they were more likely to consider visiting New Zealand.

**#BeyondTheFilter (India)**

Tourism New Zealand's #BeyondTheFilter campaign showcased New Zealand through authentic travel experiences with Indian actors Rajkummar Rao and Patralekhaa. Supported by integrated paid, owned, earned and trade activity, including partnerships with Thomas Cook and SOTC, the campaign generated $57.2M in EAV from an investment of $1.39M, delivering a 41:1 ROI. The campaign demonstrated the effectiveness of celebrity-led storytelling and integrated amplification in extending New Zealand's destination message beyond traditional travel audiences and into mainstream lifestyle and entertainment conversations.

# Activity three: Inspire, educate and partner with the trade/tourism sector and sector experts to spread key tourism messages and campaign information through their channels

## Business Events

Tourism New Zealand prospects and supports valuable association conferences to come to New Zealand through the Conference Assistance Programme, where we match domestic subject matter experts from academic and industry specialists with potential international conferences and encourage them to bid.

The $3M funding boost from the International Visitor and Tourism Levy in 2025/26 enabled Business Events to have a 110 bid target while increasing the value target from $170M in the prior year to $185M.

By the end of June 2026, 119 bids worth $188M in value had been lodged and 84 wins (from bids lodged in 2025/26 and previous financial years) had been awarded, a win rate of 66%.

The 84 wins were valued at $102M with a forecast 43,160 delegates. These conferences are scheduled to take place from November 2025 through to June 2030 and will be held throughout the country including: Auckland, Wellington, Hamilton, Queenstown, Christchurch, Dunedin, Rotorua, Kaitaia, Blenheim and Paihia.

Conference subject matter aligns closely with both national and regional focus areas including health sciences, business, arts, technology, agribusiness, tourism, education, high value foods, biological science, engineering and indigenous studies with notable conference wins including:

- Medical Imaging Computing and Computer-Assisted Intervention Conference, 2,500 delegates
- Commonwealth Association of Architects General Assembly, 1,600 delegates
- International Conference on Early Psychosis, 1,600 delegates
- International Council of Nurses Nurse Practitioner / Advanced Practice Nurse Network Conference, 1,000.

Thirty-seven incentive groups were won during 2025/26 with 5,735 visitors and $20.4M in value. The travel occurs from October 2025 through to November 2026 and will visit Christchurch, Queenstown, Auckland and Rotorua.

## Trade events

In July 2025, Tourism New Zealand hosted Kiwi Link India in Goa to promote New Zealand, support trade education, grow business collaboration and ultimately drive visitor arrivals. The event, joined by Immigration New Zealand, Auckland and Christchurch airports, brought 53 tourism brands from New Zealand to India and matched them with 60 travel trade buyers from across India. It was followed by a frontline seller destination and product training in Delhi.

Also in July 2025, the Southeast Asia Roadshow took place across Singapore, Malaysia, Indonesia and Thailand. The roadshow brought together 28 New Zealand operators, alongside Auckland Airport, to engage with more than 589 travel sellers and product managers. The programme strengthened product knowledge, showcased new and refreshed New Zealand products, and deepened trade partnerships across the region, supporting stronger trade confidence, conversion and sales performance for travel to New Zealand.

Kiwi Link Greater China 2025 was held in Hangzhou from 17-20 November. The event brought together 49 New Zealand companies and organisations and 100 travel trade buyers from across Greater China for a week of activities, including 4,000 face-to-face business appointments. The seller delegation featured four Regional Tourism Organisations, along with Air New Zealand, Christchurch Airport, Auckland Airport, Immigration New Zealand and New Zealand Māori Tourism. Buyers represented a wide range of industry sectors, including Online Travel Agents, wholesalers, retailers, travel platforms, tailor-made operators and study tour specialists.

This event also marked the first Kiwi Link since the Greater China market shifted its focus to visitor arrival numbers. Tourism New Zealand partnered with Fliggy, one of China's largest online travel booking platforms, to promote New Zealand travel products during the 11.11 shopping festival. The campaign was amplified across the Fliggy App and various social media accounts, achieving over 4.5M total impressions and 1,800 incremental bookings to New Zealand.

Kiwi Link UK & Europe was run in London and connected 59 New Zealand industry operators with 54 of the UK & Europe's key tour operators. There were also engagement activities, a free-flow operator marketplace and seven regional workshops for 70 attending travel agents.

## Trade training and famils

We work with the travel trade to deliver training and famil programmes to educate travel sellers about New Zealand and help them sell the destination to others.

New Zealand Specialist Programme (NZSP) delivered six new training courses with 4,533 course completions achieved. Our 'Explore' programme allows qualified travel trade to undertake a self-famil. It saw 247 applications approved and 56 travel sellers completed a self-famil experience.

## Activity four: Develop, deliver, and analyse engaging content and messages, supporting our activity through Tourism New Zealand owned channels including newzealand.com

Our newzealand.com website and owned channels are important touchpoints across the visitor journey. They play a role in inspiring consumers about New Zealand as a destination through to providing more detailed information to support planning and booking a holiday.

As AI plays a growing role in travel discovery and planning, organic traffic to newzealand.com declined by around 30%, as consumers increasingly receive information directly through AI rather than visiting websites that host the information being sourced. Despite this, engagement on newzealand.com was strong with 5M engaged users and 131,000 users who had visited newzealand.com prior to arriving in New Zealand, and who then used it again while in New Zealand.

| **newzealand.com behaviour** | **2025/26 count from paid media and organic traffic** |
|---|---|
| Total visitors | 38.5M |
| Unique visitors | 25.3M |
| Active users | 12.4M |
| Engaged users | 5M |
| Potential arrivals | 2.3M |
| Digital arrivals | 131.5K |

### Embedding AI into the travel planning experience

AI is helping visitors turn interest in New Zealand into practical travel plans. Available through newzealand.com, it allows people to ask questions in everyday language and receive relevant travel information. It draws on selected content from newzealand.com, regional tourism websites, tourism business listings and trusted sources such as Immigration New Zealand.

During 2025/26, use of AI tools was stronger than expected. In some trials, the proportion of people meaningfully engaging with newzealand.com was 25 percentage points higher than for comparable website experiences.

This reflects a wider change in travel planning. Globally, 43% of people actively considering New Zealand expect to use AI more when planning future travel.

By providing guided planning directly through newzealand.com, AI makes New Zealand travel information easier to navigate and supports visitors as they move from inspiration towards planning their trip.

### Social channels

Tourism New Zealand remained active across four priority social channels: Facebook, Instagram, TikTok and YouTube. X and Pinterest remained inactive for publishing, while continuing to be monitored for brand and reputation purposes.

Our social media strategy was conversion-led, with a stronger focus on driving high-quality traffic to newzealand.com and supporting potential travel to New Zealand. We generated 1.75M site visits (+35% above stretch target, 1.32M), 330,000 engaged users (+38% above stretch target, 240,000) and 163,000 potential arrivals (+36% above stretch target, 120,000). Referrals also grew strongly year-on-year to 11,600, reaching nearly two-and-a-half times 2024/25 levels.

Overall social performance remained strong, with our audience increasing to 4.62M and impressions increasing 27% to 188M. Reported engagements increased significantly to 20.5M, although changes to platform reporting metrics mean engagement results are not directly comparable with prior years. Video views reached 92.5M, down 22%, reflecting the increased focus on driving traffic and conversion outcomes.

| | POSTS | AUDIENCE | IMPRESSIONS | ENGAGEMENTS* | VIDEO VIEWS |
|---|---|---|---|---|---|
| **Total 2025/26** | **1146** | **4,622,455** | **188,059,464** | **20,450,684** | **92,486,630** |
| Year-on-year change | -0.17% | 1% | 27% | n/c** | -22% |
| Facebook | 202 | 2,992,916 | 52,872,625 | 8,526,614 | 7,247,832 |
| Instagram | 443 | 1,256,944 | 72,020,514 | 11,205,923 | 30,016,940 |
| X | - | 204,251 | 106,525 | 2,158 | 30,248 |
| YouTube | 300 | 53,600 | 5,623,212 | 33,935 | 902,743 |
| Pinterest | - | 9,348 | 751,960 | 30,810 | 108,020 |
| TikTok | 201 | 105,279 | 53,684,628 | 651,244 | 54,180,847 |
| Total 2024/25 | 1,148 | 4,587,431 | 147,435,077 | 1,998,096 | 118,303,410 |
| Total 2023/24 | 1,598 | 4,573,828 | 332,308,542 | 3,278,048 | 111,476,447 |

**2025/26 Meta paid engagements are reported using 'Page engagements'. Changes in platform reporting and data availability mean engagement results are not directly comparable with prior years.*

***Reported engagements increased significantly in 2025/26; however, changes to platform reporting metrics mean results are not directly comparable with prior years.*

# Activity five: Engage, inform and work with the tourism sector, Government and other agencies in New Zealand to support and strengthen the recovery of the sector

## Partnering and working with industry

We continued to strengthen our engagement with industry through a coordinated 2025/26 programme designed to give operators clearer visibility of Tourism New Zealand's priorities, activity and opportunities to participate. This included market plan webinars with our in-market regional directors, regional and partner-led events and targeted workshops focused on helping the sector convert demand into bookings. The programme was built around practical engagement, ensuring industry had access to market insights, upcoming activity, product opportunities and clear pathways to work with Tourism New Zealand.

We developed industry toolkits to make it easier for operators and partners to participate in Tourism New Zealand activity and support conversion. These toolkits brought together campaign information, key messages, audience insights, market context and practical resources, helping the industry align with our activity and amplify New Zealand's destination story through their own channels. This work helped ensure industry was better connected to Tourism New Zealand's marketing, trade and digital activity across the year.

We ran 'China ready' workshops in Auckland and Christchurch, which provided a good opportunity to connect with the tourism industry and share an overview of our plans in China, including market insights and key activity. We spoke to what it means to be 'China ready', including Chinese visitor expectations, how to work with trade partners, run online travel agency campaigns, approach sales calls and use Chinese social channels. This was followed up with an online webinar.

## Working with Government

Tourism New Zealand supported the Minister for Tourism and Hospitality's tourism mission to China, facilitating engagement with airlines, travel-trade and e-commerce partners across Shanghai, Guangzhou and Beijing. The visit strengthened key relationships, promoted New Zealand as a year-round destination and the introduction of a visa waiver for visitors if they hold an eligible Australian visa.

Tourism New Zealand supported the Minister for Tourism and Hospitality's United States programme, including attendance at Seatrade Cruise Global and meetings with cruise, leisure travel and business-events partners. TNZ provided in-market advice and hosted industry engagements, helping to reinforce New Zealand's commitment to cruise tourism and identify opportunities for further growth from North America.

Our Approved Destinations Status (ADS) work this year included a three-day joint operation monitoring compliance with New Zealand Police, New Zealand Transport Agency and the Department of Conservation in Te Anau during February. The operation monitored ADS-approved inbound tourism operators as part of a wider programme checking vehicle and driver compliance.

Tourism New Zealand achieved its strongest result to date in the annual Verian Public Sector Reputation Index, ranking sixth out of 58 public sector agencies. Tourism New Zealand performed particularly well in the area of leadership, where it was the second-highest-ranked agency, as well as the other pillars of fairness, social responsibility and trust. The result reflects public confidence in the organisation, its role in promoting New Zealand internationally and tourism's contribution to the country.

Tourism New Zealand works closely with the Ministry of Business, Innovation and Employment across a range of issues, providing relevant insights and information as needed to support tourism policy.

## Qualmark

Qualmark is a wholly-owned subsidiary of Tourism New Zealand and is the official tourism quality assurance agency for New Zealand. Membership remained ahead of plan at 2,015 members, Net Promoter Score was 64 and assessment delivery exceeded target.

## Insights

Tourism New Zealand provides up-to-date and relevant data and insights via the corporate website to the tourism industry to help to inform their products and businesses. We publish infographics that provide an overview of our in-market audiences (Active Considerers) and visitors who arrive. Core tourism data is also available on the easy-to-use dashboards that include arrivals data, visitor behaviour and accommodation data.

Research was also conducted into channel usage and AI adoption among consumers, with insights shared across the sector. The findings showed travellers use a broad mix of channels to dream, plan and book, and AI has become a more mainstream planning tool. Globally, 43% of active considerers expect to use AI more for future travel planning, mainly for advice and recommendations, destination exploration, budgeting and itinerary building.

# Statement of Performance

## Tourism New Zealand's activity

Tourism New Zealand's activities (Parent) in 2025/26 were funded through the Budget 2025/26 Estimates of Appropriation for Vote Business, Science and Innovation. Tourism New Zealand also received additional funding from the International Visitor Conservation and Tourism Levy.

| | 2024/25 ACTUAL $000's | 2025/2026 ACTUAL $000's | 2025/2026 BUDGET $000's |
|---|---|---|---|
| Marketing New Zealand as a Visitor Destination | 121,954 | 131,252 | 129,602 |

| | 2024/25 ACTUAL $000's | 2025/2026 ACTUAL $000's | 2025/2026 BUDGET $000's |
|---|---|---|---|
| Crown Revenue | 121,954 | 131,252 | 129,602 |
| Other Revenue | 2,355 | 3,743 | 3,378 |
| **Total Revenue** | **124,309** | **134,995** | **132,980** |
| **Total Expenses** | **124,708** | **132,368** | **132,980** |

### TNZ delivers its work through five activity classes:

| | 2025/2026 ACTUAL $000's | 2025/2026 BUDGET $000's |
|---|---|---|
| **Activity one:** Develop and deliver brand and demand driving campaigns to the tourism consumer | 52,011 | 52,347 |
| **Activity two:** Build desire, appeal and awareness via New Zealand stories through third-party earned content and partnerships | 15,308 | 13,129 |
| **Activity three:** Inspire, educate and partner with the trade and tourism sector, along with other sector experts to spread key tourism and business event messages and campaign information through their channels | 26,697 | 24,819 |
| **Activity four:** Develop, deliver and analyse engaging content and messages, supporting our activity through Tourism New Zealand owned channels including newzealand.com | 5,443 | 6,250 |
| **Activity five:** Engage, inform and work with the tourism sector, Government and other agencies in New Zealand to support and strengthen the recovery of the sector | 3,920 | 4,607 |
| New Zealand and offshore support costs | 33,677 | 31,828 |
| Foreign exchange gain (including revaluation of above costs) | (1,856) | - |
| Foreign exchange gain on derivatives | (2,832) | - |
| **TOTAL** | **132,368** | **132,980** |

**Note:** *The financial statements in this document relate to the Group (Tourism New Zealand plus Qualmark New Zealand Limited and VIN Inc), the above tables reflect finances for the Parent (Tourism New Zealand) only.*

### Appropriation Measures

| MEASURE | 2024/25 ACTUAL | 2025/26 TARGET | 2025/26 ACTUAL |
|---|---|---|---|
| International visitor arrivals are on track to meet the Government goal of recovery to 2019 visitor volumes by the end of 2026 | 3.4M | 3.7M | 3.7M |
| International visitor spend is on track to meet the Government goal to double the value of tourism exports by 2034 | $11.9B | $13.8B | $14.3B |

# Statement of Compliance

Tourism New Zealand's Statement of Performance has been completed in accordance with the requirements of the Crown Entities Act 2004, New Zealand Generally Accepted Accounting Practice (NZ GAAP) and Public Benefit Entity Financial Reporting Standard 48 – Service Performance Reporting.

Our performance reporting considers the need for our measures to exhibit the characteristics of relevance, understandability, faithful representation, timeliness, comparability, consistency and verifiability.

## Judgements on performance measures

Our performance measures are selected to reflect the impact and outcomes we seek to achieve across the four-year strategy, our focus areas in a specific year and the activities we undertake to achieve these.

This section outlines each of our performance metrics with a definition, the prior year result, the current year target and result. There is also commentary pertaining to each result. Where relevant, notes on the limitations of measures and any judgements regarding the selection and calculation method are provided.

Tourism New Zealand's performance measures are sourced from publicly available tourism data, our long-running Active Considerer research programme and a range of internal measures derived from internal information and/or information from partners we work with.

Tourism New Zealand has referred to Treasury guidance and best practice examples so it can continuously improve its performance reporting for the public to have a coherent account of the organisation's work and impact.

## Performance in context

The performance measures align to our Statement of Performance Expectations 2025/26. During the year, Tourism New Zealand submitted a revised Statement of Intent which the Statement of Performance Expectations aligns to.

## Performance measures

### Measure: International visitor arrivals

**About this measure:** The total number of international visitor arrivals in the year. This is measured via Statistics New Zealand's international travel data.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 3.4M | 3.7M | 3.7M |

**Commentary:** The 3.7M visitor target was set as a progress point to be on track to achieve the Government goal of a full recovery of 2019 visitor volumes by the end of the 2026 calendar year. Strong visitor growth of 8.9% for the year was driven primarily by Australia and China markets. Holiday arrivals were +15.3% and conference arrivals were +16.6%, two segments that are most impacted by Tourism New Zealand's work.

**Judgement:** None required in calculation.

**Comparability:** New measure. Replaces off-peak arrivals from prior year to reflect the goal of recovering total arrivals to 2019 volumes by the end of 2026.

### Measure: International visitor spend

About this measure: This is the total reported expenditure of international tourists. This is measured via the International Visitor Survey run by the Ministry of Business, Innovation and Employment. It excludes the costs of international flights to and from New Zealand.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| $11.9B | $13.8B | $14.3B |

**Commentary:** Growth in international visitor spend to $14.3B in the year ended June 2026 was primarily driven by Australia, which remained New Zealand's largest visitor market and recorded strong spend growth. The USA and Asian markets also contributed positively. While increased visitor arrivals were the largest driver overall, spend per visitor also strengthened, particularly from China and wider Asian markets. Australia delivered the largest absolute increase in spend, while China showed the strongest growth in daily visitor spend.

**Limitation:** Target setting for this can be difficult due to the time lag from the reporting period to the data release. Data to December 2025 was available at the time of setting this target.

**Judgement:** None required in calculation, reflects the on-the-ground spend of visitors to New Zealand as an economic outcome.

**Comparability:** Existing measure

### Measure: Global brand preference

About this measure: Those who qualify as Active Considerers are asked to rank their top five destinations in order of preference. Top preference is the proportion who rank New Zealand as their first-choice destination. This measure is sourced from Tourism New Zealand's Active Considerer monitor administered by Kantar.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 48% | 45%+ | 50% |

**Commentary:** Preference for New Zealand among our target audience finished the year in a very strong position with 50% of our target audience ranking New Zealand as their most preferred destination. Key markets of Australia and the USA saw preference increases of four percentage points and Australia achieved its highest preference score since 2017.

**Judgement:** No judgement required in calculation. This measure reflects the core role of marketing New Zealand as a holiday destination. Preference indicates how desirable New Zealand is relative to other destination options among our target audience.

**Comparability:** Existing measure.

### Measure: Percentage of Active Considerers in booking mindset

About this measure: This is the proportion of Active Considerers who have moved through the dreaming, discovering and planning stages, and who have enough information to book.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 19% | 22% | 20% |

**Commentary:** At the start of 2025/26, the booking-mindset target was set at 22%, reflecting an assumption that achieving a high rate of arrivals growth would require a significant increase in the proportion of consumers ready to book. While most markets recorded year-on-year improvement, the result reached 20%, below target. Arrivals growth nevertheless remained on track, suggesting consumers moved through the marketing funnel more efficiently than anticipated. While increasing booking intent remains important, the results indicate that the level required to support arrivals growth may be lower than initially assumed.

**Judgement:** No judgement required in calculation. Moving our audience from dreaming about or planning a trip to New Zealand to be ready to book was identified as important to support the visitor volume target

**Comparability:** New measure to reflect activity needed to achieve arrival growth.

### Measure: Recommend New Zealand as a holiday destination

About this measure: This is based on the stated likelihood a visitor would recommend New Zealand as a holiday destination. The Net Promoter Score is derived from those holiday visitors who say the likelihood of recommending New Zealand as 9 or 10 out of 10, minus those who rate the likelihood as 6 or lower. This is measured via the International Visitor Survey run by the Ministry of Business, Innovation and Employment.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 73% | 65%+ | 75% |

**Commentary:** This is a strong result which trended upward through the year. The 75% Net Promoter Score was made up of 78% promoters, 19% passives and 3% detractors. This result is supported by complementary satisfaction scores with 93% of holiday visitors satisfied or very satisfied with their experience and 96% saying their expectations were met or exceeded.

**Judgement:** None required in calculation, it follows established NPS calculations. Inclusion of the measure helps to monitor advocacy of international visitors who experienced a New Zealand holiday.

**Comparability:** Existing measure.

### Measure: New Zealanders agree international tourism is good for New Zealand

About this measure: The percentage of respondents who agree or strongly agree with the statement "to what extent do you agree that international tourism is good for New Zealand?". This is measured through the Views on Tourism survey administered by Angus and Associates.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 93% | 85%+ | 94% |

**Commentary:** This measure remained consistent at 94% for each quarter throughout the year. This shows there is strong support for international tourism from New Zealanders.

**Judgement:** None required in calculation. Inclusion of the measure reflects the need for New Zealanders to recognise the value of tourism to maintain the social licence for the sector to continue to grow.

**Comparability:** Existing measure.

### Measure: Trade and airline joint venture return on investment

About this measure: This shows for every dollar spent, joint venture activity with trade and airlines generated value based on the incremental value of visitors who book via these campaigns. The calculation for this is (incremental passenger bookings in joint venture activity) x (historic mean holiday spend by market) / (campaign spend). Measure is specific to trade and airline joint venture activity and is not intended to represent an overall ROI for all Tourism New Zealand activity.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 36:1 | 20:1 | 33:1 |

**Commentary:** With a focus on achieving the 3.7M international visitor target, our conversion work with trade and airline partners is important to help turn demand into arrivals. These campaigns delivered an incremental 41,000 in bookings valued at $148M of visitor spend and a ROI of 33:1. We also trialled alternative conversion/sales activities which sit outside of this measure.

**Judgement:** No judgement in calculation, the inclusion reflects the value of incremental bookings and the value of those bookings achieved in our trade and airline joint venture work.

**Comparability:** Existing measure.

### Measure: Value of conference bids supported

About this measure: The estimated value of business events supported through the Conference Assistance Programme (CAP) fund. The CAP fund focuses on conferences that will benefit New Zealand through knowledge sharing, showcasing our expertise and bringing international expertise to New Zealand. Tourism New Zealand works with potential conference hosts (e.g. academic leaders in a field of expertise) to develop and lead the bid strategy to win conferences that will be of value to New Zealand. The calculation for the measure is (number of conference delegates x historic average spend per delegate).

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| $173M | $185M | $188M |

**Commentary:** Tourism New Zealand delivered 119 conference bids (110 target) valued at $188M in the year. During the year, 84 bids were won (from current and previous years) with a value of $102M and an estimated 43,160 delegates; a win rate of 66%.

**Limitation:** Average delegate spend relies on a historical figure from the Conference Delegate Survey which ceased in 2019. That figure is not adjusted for inflation and may understate value.

**Judgement:** Conference bid value is used as it reflects our work during the year. Bids won will result in conferences being hosted in New Zealand in future years. Bids won or conferences held in the current financial year reflect bids made in previous years.

**Comparability:** Existing measure.

### Measure: Earned advertising value (EAV)

About this measure: This is measured internally by Tourism New Zealand using information supplied by our media partners. EAV is the estimated value of media coverage and social media coverage that results from Tourism New Zealand's own public relations activity. EAV is based on the equivalent cost to purchase the same level of media coverage that was earned.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| $389M | $150M | $439M |

**Commentary:** EAV outperformed the target with strong results in China, USA and India contributing to around 50% of total EAV. High profile celebrity advocacy work out of China and India performed very well, as did PR activity to support our Active Escapes work and the broader Find Your 100% campaign. Work supporting the announcement and lead up to the New Zealand MICHELIN Guide announcement also delivered strong results which will continue into 2026/27.

**Judgement:** EAV is reflective of the reach of earned media in the channel it appears on. It does not reflect elements of impact such as engagement with the content. Tourism New Zealand is trialling an impact score as a complementary measure to EAV.

**Comparability:** Existing measure.

### Measure: Engaged users

About this measure: User behaviour on newzealand.com is monitored and scored based on site activity and is used to indicate where they are in the visitor journey. The newzealand.com website helps facilitate their journey from dreaming about a holiday to New Zealand, to planning and then booking. An engaged user is someone who has scored more than three in our scoring system. This indicates they are in planning mode and potentially getting ready to book their trip to New Zealand. Engagement metrics have been created to replicate the real visitor journey by looking at users of newzealand.com who arrived in New Zealand, then looking back at their previous website behaviour before arriving in New Zealand. Engaged users have a higher likelihood of arriving in New Zealand.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 5.9M | 5M | 5M |

**Commentary:** This measure achieved target but was lower than last year. This reflects the context of the increasing use by consumers of AI to find travel content and information. AI will surface relevant information from newzealand.com rather than a traditional search that would direct the user to the website.

**Judgement:** Reflects the impact of paid marketing and website strategies to steer users closer to booking.

**Comparability:** Existing measure.

### Measure: Referrals to industry

About this measure: Referrals are either first party from newzealand.com to industry operator websites or third party, referred directly to an operator website from Tourism New Zealand paid marketing activity.

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 1.8M | 3.0M | 13.6M |

**Commentary:** The strong result reflects the strength of Tourism New Zealand's partnership model with industry. TNZ activity created meaningful opportunities for industry across multiple markets where campaigns brought traffic direct to partners and via newzealand.com.

**Judgement:** None required in calculation. Reflects increased focus on converting demand to bookings to New Zealand.

**Comparability:** Re-introduced measure – This measure was last included in the Statement of Performance Expectations 2022/23. It has been reintroduced as it reflects the focus on conversion to booking and provides an indication of how partnership with industry is supporting this.

### Measure: Stakeholder rating of Tourism New Zealand

About this measure: Tourism New Zealand's stakeholders are surveyed twice a year. The score is based on the percentage of respondents who answer 'good', 'very good' or 'excellent' to the question: "How do you rate Tourism New Zealand's overall performance?"

| ACTUAL 2024/25 | TARGET 2025/26 | ACTUAL 2025/26 |
|---|---|---|
| 79% | 70% | 87% |

**Commentary:** The result is the average of two surveys run across the year with scores of 81% and 92%. Further to that result, 100% of respondents said Tourism New Zealand was responsive, 92% were satisfied with their engagement with Tourism New Zealand and 96% were satisfied with the information and resources provided.

**Limitation:** Small sample size and twice-yearly measurement can result in fluctuations.

**Judgement:** The measure reflects how the broader industry feels about the value of our work engagement with the sector.

**Comparability:** Existing measure.

# Organisation health and capability

## Our commitment to being a good employer

### Our commitment to being a good employer

Tourism New Zealand is committed to being a good employer and providing equal employment opportunities for all employees. We assess our performance against the Human Rights Commission's seven good employer elements.

### Leadership, accountability and culture

Tourism New Zealand's values of māia (courage), manaaki (care) and hononga (connection) are well embedded in our organisation. These values are reinforced through our leadership practices, employee recognition programmes and onboarding experience.

We regularly measure employee engagement through our annual Kōrero Mai ('Have your say') survey and a mid-year pulse survey. In 2025/26, our average engagement score across both surveys was 73%, exceeding the global benchmark of 71%.

Our Whetū recognition programme reinforces the behaviours and outcomes we value most. Employees nominate colleagues who demonstrate our values through their contribution, impact and performance, helping to embed these expectations across the organisation.

Our leaders are committed to creating a high-performing, inclusive and accountable workplace. This is reflected in our strong employee sentiment, with 91% of employees proud to work at Tourism New Zealand and 86% recommending it as a great place to work.

### Recruitment, selection and induction

Tourism New Zealand's recruitment and selection processes are designed to provide equitable employment opportunities for all candidates. Structured, competency-based interviews, reference checks and screening processes are applied consistently to support fair and merit-based selection decisions.

All new permanent employees participate in a comprehensive induction programme, including an in-person workshop with other new permanent starters. The programme helps employees understand Tourism New Zealand's purpose, values, strategy and operations, while building connections across the organisation.

We seek feedback from new employees during their first month with the organisation to identify opportunities to strengthen the onboarding experience and support successful integration. For the 12 months ending 30 June 2026, employees who completed our onboarding survey reported an average onboarding engagement score of 100%.

### Employee development, promotion and exit

At Tourism New Zealand, learning and development are key priorities. 83% of employees agree or strongly agree they have access to the learning and development needed to perform their roles effectively, and 78% agree or strongly agree that Tourism New Zealand is a great organisation for their professional development.

We actively promote internal mobility, with 54% of permanent and fixed-term roles in 2025/26 filled by internal candidates.

Learning and development initiatives during the year focused on strengthening commercial marketing and AI capabilities. We also maintained a strong focus on performance and development conversations to ensure employees are set up for success and that the organisation has the capability required to deliver its business plan.

We continue to support employees' cultural capability development. Employees have access to Te Reo Māori courses, and workshops were delivered to strengthen understanding of Māori values that inform how we market New Zealand internationally.

All employees who leave the organisation are invited to complete an exit survey. Survey results are reviewed regularly to identify trends and opportunities for improvement. Exit survey engagement remains above the global benchmark.

### Flexibility and work design

As a global organisation, Tourism New Zealand embraces flexible ways of working to support collaboration across time zones while balancing the needs of individuals, teams and the organisation. Organisation-wide guidelines support flexible working, and 88% of employees agree or strongly agree that they are genuinely supported to make use of flexible working arrangements.

We also ensure employees have the tools and technology needed to work effectively. 82% agree or strongly agree that they have access to the systems and resources required to perform their role.

### Remuneration, recognition and conditions

Tourism New Zealand is committed to fair and equitable reward practices that recognise performance and capability, align with internal and external benchmarks, remain financially sustainable and support organisational objectives. Our remuneration approach is underpinned by an independent job evaluation methodology and market data to establish appropriate salary ranges. Where employees do not meet role expectations, targeted support and development are provided.

We actively monitor remuneration outcomes to support pay equity. As a Crown entity, Tourism New Zealand participates in the Kia Toipoto Public Service Action Plan, which aims to close gender, Māori, Pacific and ethnic pay gaps. The plan is available in the Publications section of our corporate website and is discussed further below.

### Harassment and bullying prevention

Tourism New Zealand is committed to fostering a safe, respectful and inclusive workplace. Our Bullying, Harassment and Discrimination Prevention Policy helps ensure all employees understand the importance of working in an environment where everyone feels valued and supported.

To provide accessible support, we have trained Bullying and Harassment Contact People who help employees understand their options for raising concerns and reporting inappropriate behaviour. Employees also receive Speaking Up training as part of their induction.

### Safe and healthy environments

Tourism New Zealand is committed to providing a safe and healthy workplace for all employees. Our approach is guided by a comprehensive Safety and Wellbeing Framework, supported by detailed policies and procedures. This framework identifies our most significant safety risks and outlines the controls in place to actively manage them.

To ensure employee participation across time zones and regions, we operate three Safety and Wellbeing Committees. These committees play a key role in fostering a culture of shared responsibility and continuous improvement.

Employees have access to a range of wellbeing resources and facilitated workshops, designed to build practical skills and confidence in supporting their own safety and wellbeing.

# Diversity and inclusion

Tourism New Zealand is committed to fostering diversity and inclusion across its global workforce. We recognise the value a diverse workforce brings and the importance of inclusive practices in achieving meaningful outcomes. As outlined in the Workforce Profile section of this report, Tourism New Zealand reflects a diverse organisational makeup. 82% of employees agree or strongly agree that the organisation genuinely values diversity.

## Kia Toipoto

Tourism New Zealand is committed to closing gender, Māori, Pacific and ethnic pay gaps through the implementation of our Kia Toipoto Action Plan. Since its introduction, we have made significant progress, reducing our gender pay gap from 32% in 2018 to 21% in 2026. The current gap is largely influenced by workforce composition rather than differences in pay for equivalent work. Representation is broadly balanced at senior levels, however male employees are under-represented in lower-graded roles. This results in a higher average remuneration for male employees across the organisation and contributes to the overall gender pay gap.

Given our global workforce, a more meaningful measure of pay equity is the average position in range, which compares the relative placement of employees within the same job band. Using this measure, Tourism New Zealand achieved gender pay equity for the 2025/26 financial year, with no difference between the average position in range of female and male employees in equivalent roles.

Difference in average position in range pay between male and female for the last 5 years:

| 2025/26 | 2023/2024 | 2022/2023 | 2021/2022 | 2020/2021 |
|---|---|---|---|---|
| 0 difference | +1% for female | +1% for female | +1% for female | 0 difference |

Tourism New Zealand is a relatively small organisation and does not currently meet the threshold required to report on ethnic pay gaps in a meaningful and statistically reliable way. Under the Kia Toipoto Public Service Action Plan, entities must have at least 20 employees in each comparative group to enable robust reporting.

# Workforce profile – Tourism New Zealand

## EMPLOYEES

Tourism New Zealand employed 152 individuals and this equates to 147.63 full-time equivalent employees (FTE) as at 30 June 2026.

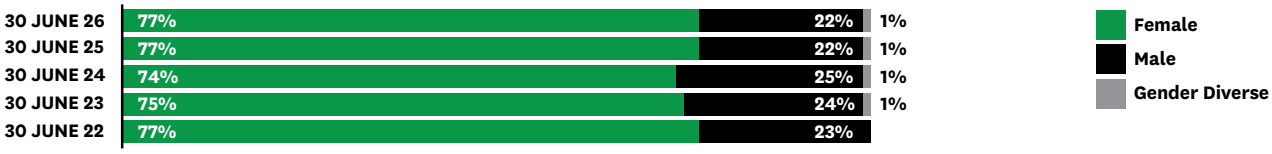
**30 JUNE 26**

**EXECUTIVE:** 8 FTE (8 headcount)
**PEOPLE LEADERS:** 40.77 FTE (41 headcount)
**INDIVIDUAL CONTRIBUTORS:** 98.86 FTE (103 headcount)

**FULL-TIME:** 134 FTE (134 headcount)
**PART-TIME:** 6.33 FTE (10 headcount)
**FIXED-TERM:** 7.3 FTE (8 headcount)

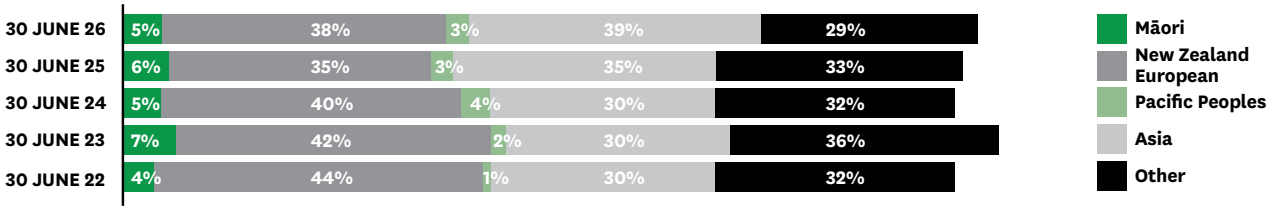
## GENDER

The following graph shows our workforce gender diversity by year. This year was similar to previous years.



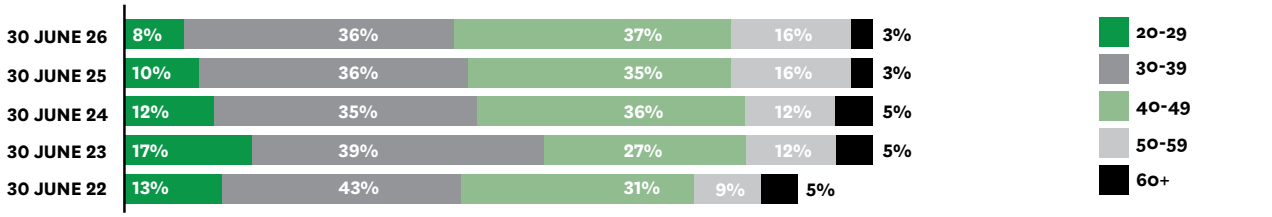

## ETHNICITY

The following table shows our workforce ethnicity based on our employees' self-reporting and the trend compared to previous years. The figures below reflect that some employees identify with more than one ethnicity. The data in the table is for employees in our New Zealand and offshore offices. For New Zealand-based employees only, as at 30 June 2026, the breakdown was as follows: 7% Māori, 55% New Zealand European, 5% Pacific Peoples, 24% Asian and 24% Other.




## AGE

The following graphs shows our workforce age profile. This is similar to previous years.




## DISABILITY

We actively work to ensure all our workplaces are designed to cater to people of all abilities.

# Workforce profile – Qualmark

## EMPLOYEES

Qualmark employed nine individuals, equating to nine full-time equivalent employees (FTE) as at 30 June 2026.

**30 JUNE 26**

**PEOPLE LEADERS:** 1 FTE (1 headcount)
**INDIVIDUAL CONTRIBUTORS:** 8 FTE (8 headcount)
**FULL-TIME:** 9 FTE (9 headcount)

Given the small number of employees at Qualmark, no further demographic data has been provided.

# Sustainability and Carbon Neutral Government Programme

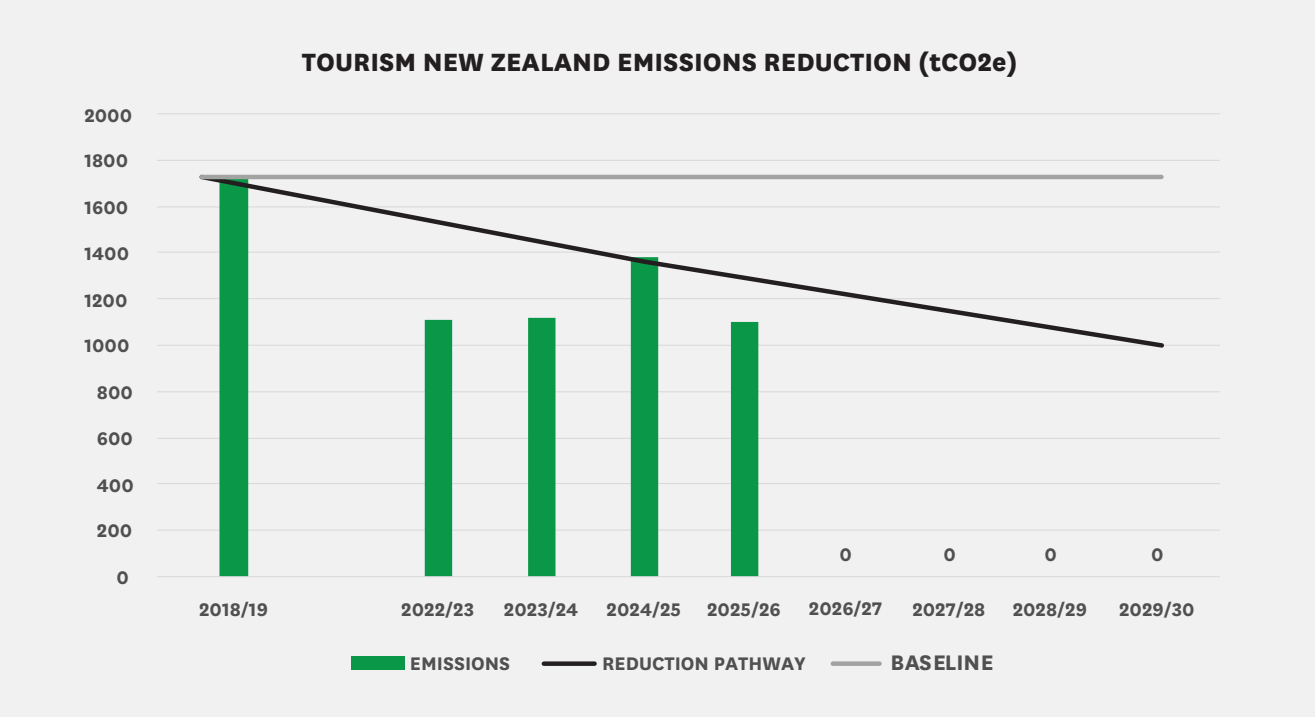
The Carbon Neutral Government Programme (CNGP) has been established to reduce participating agencies' GHG emissions through gross emissions reduction targets, consistent with the intent of limiting climate change.

To play our part in transitioning to a low emissions economy, Tourism New Zealand is aiming to achieve a reduction of direct greenhouse gas emissions, in line with a 1.5°C pathway. We have measured and reported our emissions in this annual report against our base year of 2018/19. Tourism New Zealand reports all scope 1 and 2 emissions, along with mandatory scope 3 emissions as per CNGP guidelines.

In 2025/26, Tourism New Zealand reported 1,108.94 tCO2e. This is a decrease from the previous year and below our target of 1,288 tC02e. The majority of our emissions are from air travel and includes activity requiring staff and partners (including media, influencers and trade partners) to travel internationally.

Tourism New Zealand has achieved a carbon reduce certification from Toitū Envirocare, which means our emissions are certified in accordance with ISO 14064-1.

| Category | 2025/26 | 2018/19 (baseline) |
|---|---|---|
| **Category 1: Direct emissions** | 10.72 | - |
| **Category 2: Indirect emissions from imported energy (location-based method)** | 34.04 | 114.60 |
| **Category 3: Indirect emissions from transportation** | 1,051.86 | 1,603.49 |
| **Category 4: Indirect emissions from products used by organisation** | 12.32 | 16.40 |
| **Total gross emissions** | **1,108.94** | **1,734.49** |



# Financial Statements

## Consolidated Statement of Comprehensive Revenue and Expense

for the year ended 30 June 2026

| | Notes | 2026 Actual $000s | 2026 Budget $000s | 2025 Actual $000s |
|---|---|---|---|---|
| **Revenue from non-exchange transactions** | | | | |
| Revenue from Crown | 2 | 131,440 | 130,802 | 122,541 |
| Other revenue | 3 | 1,951 | 1,500 | 992 |
| **Revenue from exchange transactions** | | | | |
| Interest income | | 283 | 203 | 464 |
| Other revenue | 3 | 3,392 | 3,635 | 2,593 |
| **Total revenue** | | 137,066 | 136,140 | 126,591 |
| **Expenditure** | | | | |
| **Total expenditure** | **4** | 137,061 | 136,140 | 125,615 |
| **Net operating surplus/(deficit) before fair value gain or loss on derivatives** | | **5** | **-** | **976** |
| Fair value gain (losses) on derivative financial instruments | | 2,832 | - | (1,203) |
| **Net surplus/(deficit) for the year** | | **2,837** | **-** | **(227)** |
| **Total comprehensive revenue and (expense) for the year** | | **2,837** | **-** | **(227)** |
| **Net surplus/(deficit) for the year is attributable to:** | | | | |
| Non-controlling interest | 5 | (164) | - | 7 |
| Owners of the parent | | 3,001 | - | (234) |
| | | **2,837** | **-** | **(227)** |

*The notes and accounting policies on pages 29 to 40 form part of and are to be read in conjunction with these financial statements*

## Consolidated statement of financial position

for the year ended 30 June 2026

| | Notes | 2026 Actual $000s | 2026 Budget $000s | 2025 Actual $000s |
|---|---|---|---|---|
| **Current assets** | | | | |
| Cash and cash equivalents | 16 | 17,001 | 13,190 | 12,166 |
| Receivables from non-exchange transactions | | - | 108 | - |
| Receivables from exchange transactions | 6 | 1,481 | 410 | 2,005 |
| Prepayments and other current assets | | 1,945 | 1,200 | 2,411 |
| Derivative financial instruments | 7 | 1,979 | - | - |
| | | 22,407 | 14,908 | 16,583 |
| **Non-current assets** | | | | |
| Property, plant and equipment | 8 | 968 | 1,107 | 1,176 |
| Intangible assets | 9 | 348 | 62 | 650 |
| Accommodation bonds | | 421 | 392 | 475 |
| Investment in subsidiary | 5 | - | - | - |
| | | 1,737 | 1,561 | 2,301 |
| **Total assets** | | 24,143 | 16,469 | 18,884 |
| **Current liabilities** | | | | |
| Creditors and other payables | 10 | 9,953 | 11,111 | 9,384 |
| Employee entitlements | | 1,160 | 1,150 | 1,057 |
| Invoiced in advance | | 4,558 | 500 | 3,370 |
| Provisions | 11 | 1,712 | - | 739 |
| Current lease incentive liability | | 534 | - | 47 |
| | | 17,916 | 12,761 | 14,596 |
| **Non-current liabilities** | | | | |
| Provisions | 11 | 600 | 1,161 | 645 |
| Derivative financial instruments | 7 | - | | 853 |
| Long-term lease incentive liability | | - | - | - |
| | | 600 | 1,161 | 1,497 |
| Total liabilities | | 18,516 | 13,922 | 16,094 |
| **Net assets** | | **5,627** | **2,547** | **2,790** |
| **Equity** | | | | |
| **Equity attributable to equity holders of the parent** | | | | |
| Shareholder's equity | | 1,805 | 1,805 | 1,805 |
| Accumulated comprehensive revenue and expense | | 3,807 | 742 | 806 |
| **Parent interests** | | 5,612 | 2,547 | 2,611 |
| Non-controlling interests | 5 | 15 | - | 179 |
| **Total equity** | | **5,627** | **2,547** | **2,790** |

*The notes and accounting policies on pages 29 to 40 form part of and are to be read in conjunction with these financial statements*

## Consolidated Statement of Changes in Equity

for the year ended 30 June 2026

| | Notes | Shareholder's equity $000s | Accumulated comprehensive revenue and expense $000s | Non-controlling interest $000s | Total $000s |
|---|---|---|---|---|---|
| **Balance at 1 July 2025** | | 1,805 | 806 | 179 | 2,790 |
| Total comprehensive revenue and expense for the year | | - | 3,001 | (164) | 2,837 |
| **Balance at 30 June 2026** | | **1,805** | **3,807** | **15** | **5,627** |

## Consolidated Statement of Changes in Equity

for the year ended 30 June 2025

| | Notes | Shareholder's equity $000s | Accumulated comprehensive revenue and expense $000s | Non-controlling interest $000s | Total $000s |
|---|---|---|---|---|---|
| **Balance at 1 July 2024** | | 1,805 | 1,040 | 171 | 3,017 |
| Total comprehensive revenue and expense for the year | | - | (234) | 7 | (227) |
| **Balance at 30 June 2025** | | **1,805** | **806** | **179** | **2,790** |

*The notes and accounting policies on pages 29 to 40 form part of and are to be read in conjunction with these financial statements*

## Consolidated Statement of Cash Flows

for the year ended 30 June 2026

| | Notes | 2026 Actual $000s | 2026 Budget $000s | 2025 Actual $000s |
|---|---|---|---|---|
| **Cash flows from operating activities** | | | | |
| Crown revenue | | 133,112 | 130,802 | 123,802 |
| Interest received | | 283 | 203 | 464 |
| Other revenue from non-exchange transactions | | 1,951 | 600 | 992 |
| Other revenue from exchange transactions | | 3,392 | 3,035 | 2,593 |
| Payments to suppliers and employees | | (134,599) | (140,240) | (127,276) |
| Interest paid | | - | - | 8 |
| Goods and services tax (net) | | 1,059 | - | (243) |
| **Net cash inflow/(outflow) from operating activities** | **12** | **5,197** | **(5,600)** | **341** |
| **Cash flows from investing activities** | | | | |
| Sale of property, plant and equipment | | 3 | - | 4 |
| Purchase of property, plant and equipment | | (347) | (380) | (392) |
| Purchase of intangible assets | | (71) | - | (472) |
| Payments for accommodation bonds | | - | - | - |
| Repayment of accommodation bonds | | 54 | - | 28 |
| **Net cash (outflow) from investing activities** | | **(362)** | **(380)** | **(833)** |
| **Net increase/(decrease) in cash held** | | 4,835 | (5,980) | (492) |
| Effect of exchange rates on foreign currency balances | | - | - | - |
| Opening cash brought forward | | 12,166 | 19,170 | 12,658 |
| **Cash at end of year** | | **17,001** | **13,190** | **12,166** |

*The notes and accounting policies on pages 29 to 40 form part of and are to be read in conjunction with these financial statements*

# Notes to the Financial Statements

for the year ended 30 June 2026

## Note 1

### (a) Reporting entity

Tourism New Zealand is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled in New Zealand. Tourism New Zealand's primary objective is to improve tourism's contribution to economic growth by increasing the value of international visitors to New Zealand.

Tourism New Zealand does not operate to make a financial return.

For the purposes of financial reporting, Tourism New Zealand is classified as a Public Benefit Entity.

The financial statements of New Zealand Tourism Board and Subsidiaries (the Group) are for the year ended 30 June 2026 and were approved by the Board on 28 October 2026.

### (b) Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

**Statement of Compliance**

The financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP). The financial statements have been prepared in accordance with Public Benefit Entity (PBE) Standards.

The budget figures are derived from the Statement of Performance Expectations 2025/26 approved by the Board. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are materially consistent with those adopted by the Board in preparing these financial statements. The budget figures are not audited.

**Measurement base**

The financial statements have been prepared on a historical cost basis modified by the revaluation of certain assets and liabilities as identified in this statement of accounting policies.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($000).

### (c) Accounting standards and interpretations issued but not yet effective

For standards issued that have become effective - there were no standards issued and have become effective that has a material impact on the financial statements. For standards issued not yet effective - there are no standards issued that are not yet effective or are expected to have a material impact on the financial statements.

There have been no significant changes in the accounting policies of the Group in the year ended 30 June 2026. All accounting policies and disclosures are consistent with those applied by the Group in the previous financial year.

### (d) Basis of consolidation

The consolidated financial statements comprise the financial statements of New Zealand Tourism Board trading as Tourism New Zealand and its subsidiaries as at 30 June each year (the Group).

The acquisitions of the subsidiaries are accounted for using the acquisition method. The financial statements of subsidiaries are prepared for the same reporting period as the parent entity, using consistent accounting policies.

Adjustments are made to bring into line any dissimilar accounting policies that may exist.

All intercompany balances and transactions, including unrealised profits arising from intra-group transactions, have been eliminated in full.

Subsidiaries are consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group.

Where there is loss of control of a subsidiary, the consolidated financial statements include the results for the part of the reporting period during which Tourism New Zealand has control.

### (e) Foreign currency

Transactions denominated in foreign currency are recorded in NZ dollars by applying exchange rates that approximate rates prevailing at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance date.

Exchange gains and losses are recognised in the Statement of Comprehensive Revenue and Expense.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of the initial transaction.

### (f) Property, plant and equipment

Plant and equipment is stated at cost less accumulated depreciation and any impairment in value.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

| | |
|---|---|
| **Office equipment** | 5 years |
| **Motor vehicles** | 4 – 5 years |
| **Furniture and fittings** | 5 – 8 years |
| **Computer equipment** | 3 years |
| **Leasehold improvements** | Up to term of the lease |

Realised gains and losses arising from the disposal of property, plant and equipment are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs.

**Value in use for non-cash-generating assets**

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return. For non-cash generating assets, value in use is determined using an approach based on a depreciated replacement cost approach.

**Value in use for cash-generating assets**

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

### (g) Trade and other receivables

Trade receivables are recognised and carried at original invoice amount less an allowance for any expected credit losses (ECLs).

For receivables from non-exchange and exchange transactions, the Group applies a simplified approach in calculating expected credit losses (ECLs). The Group bases this on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

### (h) Cash and cash equivalents

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank, in hand and short-term deposits with an original maturity of three months or less.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

### (i) Leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Operating lease payments are recognised as an expense in the Statement of Comprehensive Revenue and Expense on a straight-line basis over the lease term.

The Group does not enter into finance leases.

### (j) Revenue

Revenue is recognised to the extent that it is probable the economic benefits will flow to the Group and the revenue can be reliably measured. The specific recognition criteria described below must also be met before revenue is recognised.

**Revenue from non-exchange transactions**

Appropriation received from the Crown: Appropriations received from the Crown are recognised as revenue on receipt.

Sales and other revenue: Revenue includes fees received to attend offshore trade events and familiarisations in New Zealand, and fees received to become part of an Approved Destination Status programme. The revenue from such transactions does not approximately equal the value of goods provided by Tourism New Zealand and are therefore considered as non-exchange transactions.

Revenue is measured at the fair value of consideration received or receivable. The specific recognition criteria described below must also be met before revenue is recognised.

**Revenue from services**

Some contracts or agreements to provide services have conditions that require the funds to be returned if the condition is not fulfilled (a return obligation). To the extent that there is a condition attached in the contract that would give rise to a liability to repay the funding and deferred revenue is recognised instead of revenue. Revenue is then recognised only once the conditions have been satisfied.

**Revenue from exchange transactions**

Sales and partnership revenue

Revenue includes contributions from partners and recharges to customers to recover full cost of expenses incurred on their behalf. The revenue from such supply of goods and services is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer and can be measured reliably. Risks and rewards are considered passed to the buyer at the time of delivery of the goods to the customer.

Revenue from the supply of services is recognised on a straight-line basis over the specified period for the service unless an alternative method better represents the stage of completion of the transaction.

Interest: Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

### (k) Income tax

Tourism New Zealand is exempt from income tax under the New Zealand Tourism Board Act 1991. Tourism New Zealand's subsidiaries are subject to income tax. (This year: Nil, 2025: Nil)

### (l) Other taxes

Revenues, expenses and assets are recognised net of the amount of GST except:

- where the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a net basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

### (m) Financial instruments

Tourism New Zealand uses derivative financial instruments such as foreign currency contracts to manage its exposure to foreign exchange risk arising from its operational activities. Tourism New Zealand does not hold or issue these financial instruments for trading purposes.

Tourism New Zealand has not adopted hedge accounting.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at each balance date. Movements in the fair value of derivative financial instruments are recognised in the Statement of Comprehensive Revenue and Expense.

Foreign exchange gains and losses resulting from the settlement of derivative financial instruments and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Revenue and Expense.

The fair value of forward exchange contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles.

### (n) Employee Benefits

Employee entitlements for salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Comprehensive Revenue and Expense when they accrue to employees. Employee entitlements to be settled within 12 months are reported at the amount expected to be paid. The liability for long-term employee entitlements is reported as the present value of the estimated future cash flows.

Termination benefits are recognised in the Statement of Comprehensive Revenue and Expense only where there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash flows.

## Note 2

### Revenue from Crown

| | 2026 $000s | 2025 $000s |
|---|---|---|
| Baseline funding | 105,902 | 106,490 |
| Additional funding provided by the Crown | 25,538 | 16,051 |
| Net revenue received from the Crown | 131,440 | 122,541 |

In 2025/26 Tourism New Zealand received additional funding of $23.7M from the International Visitor Tourism and Conservation Levy (IVL)

## Note 3

| Other revenue | 2026 $000s | 2025 $000s |
|---|---|---|
| Sales and partnership revenue from exchange transactions | 3,392 | 2,593 |
| Sales and other revenue from non-exchange transactions | 1,951 | 992 |
| Total other revenue | 5,343 | 3,585 |

## Note 4

### Some key items included in other expenses are:

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Personnel expenses** | | |
| Salaries and wages | 25,303 | 23,962 |
| Employer superannuation contributions | 990 | 905 |
| Increase/(decrease) in employee entitlements | 84 | (25) |
| Other personnel expenses | 1,325 | 1,150 |
| | 27,701 | 25,991 |

| Personnel costs for New Zealand and offshore staff were: | 2026 $000s | 2025 $000s |
|---|---|---|
| New Zealand personnel expenses - Tourism New Zealand | 14,746 | 13,754 |
| New Zealand personnel expenses - subsidiaries | 1,362 | 1,826 |
| Offshore personnel expenses | 11,593 | 10,411 |
| | 27,701 | 25,991 |

| Above personnel costs including: | 2026 $000s | 2025 $000s |
|---|---|---|
| Termination benefits paid to ceased staff | 416 | 303 |

| **Auditor's remuneration** | 2026 $000s | 2025 $000s |
|---|---|---|
| Amounts received or due and receivable by Ernst & Young for: | | |
| The audit of the financial statements | 150 | 141 |
| | 150 | 141 |
| Amounts received or due and receivable by auditors other than Ernst & Young New Zealand for: | | |
| The audit of the financial statements of subsidiary entities | 19 | 18 |
| Offshore assurance services | 22 | 18 |
| | 191 | 177 |

| **Other expenses** | 2026 $000s | 2025 $000s |
|---|---|---|
| Loss on disposal of property, plant and equipment | (3) | 89 |
| Lease expense | 2,897 | 2,936 |
| Remuneration of board members | 303 | 167 |

## Note 5

### Subsidiary companies

| | Interest Held | |
|---|---|---|
| | 2026 | 2025 |
| Qualmark New Zealand Limited | 100% | 100% |
| Visitor Information Network Incorporated (trading as isite NZ) | 0% | 0% |

*The financial year-end of both subsidiaries is 30 June.*

### Qualmark New Zealand Limited

Qualmark New Zealand Limited is New Zealand official quality agency for the tourism sector. Qualmark licenses professional and trustworthy New Zealand tourism businesses to use Qualmark® – New Zealand official quality mark for the tourism sector – to help international and domestic travellers select places to stay, things to do and ways to get around.

Qualmark's core activities are based around determining the eligibility of businesses to enter the licensing system. This is achieved by way of assessment, promoting and working with Qualmark® licensees and working closely with other organisations and sectors within the tourism industry. By doing so, quality standards are raised and New Zealand tourism businesses are improved based on best practice.

### Visitor Information Network Incorporated (trading as isite NZ)

Tourism New Zealand has control of Visitor Information Network Incorporated (VIN Inc), trading as isite New Zealand, effective 21 August 2002.

Tourism New Zealand and isite New Zealand have a relationship agreement that recognises the importance of having an effective and high-quality network of visitor information centres dedicated to delivering free, comprehensive and objective information. The terms and conditions of the relationship agreement mean that Tourism New Zealand meets the criteria determined in PBE IPSAS 35 for consolidating investments in subsidiaries. The isite brand creates a distinctive look, which distinguishes the official network from other information centres. The isite visitor centres provide on-the-ground information to ensure the visitor experience is as enjoyable as possible.

## Note 6

### Receivables

Receivables from exchange transactions for the Group include GST/VAT refunds comprising 25% (2025: 71%) of total receivables as follows:

### Receivables from exchange transactions

| | 2026 $000s | 2025 $000s |
|---|---|---|
| GST Refund due from NZ Inland Revenue Department | (248) | 642 |
| GST Refund due from Australian Taxation Office | 485 | 723 |
| Consumption Tax Refund from Japan Tax Office | 16 | 60 |
| GST Refund due from Indian Tax Office | 113 | - |
| Total GST receivables | 367 | 1,425 |
| Trade receivables | 812 | 537 |
| Sundry debtors | 303 | 43 |
| **Total receivables** | **1,481** | **2,005** |

## Note 7

### Derivative financial instruments

Tourism New Zealand uses foreign exchange instruments in order to manage its exposure to fluctuations in foreign currency exchange rates on normal operating activities. The instruments are matched with anticipated future cash flows in foreign currencies. Tourism New Zealand does not use financial instruments for speculative purposes. At balance date, Tourism New Zealand had 122 (2025: 149) foreign exchange contracts maturing at various dates over the next 24 months. The contracts are financial assets/liabilities at fair value through profit or loss and designated as held for trading financial instruments with fair value gains or losses recognised in the Statement of Comprehensive Revenue and Expense.

| **Foreign currency forward exchange contracts:** | 2026 $000s | 2025 $000s |
|---|---|---|
| Foreign exchange contracts at 30 June - sell value | 58,574 | 76,758 |
| Fair value derivatives in gain/(loss) | 1,979 | (853) |
| Foreign exchange contracts at 30 June - buy value | 60,552 | 75,905 |
| **Foreign exchange contracts by currency (in NZD):** | | |
| United States Dollar | 20,223 | 28,993 |
| British Pound | 5,965 | 5,535 |
| Australian Dollar | 13,935 | 17,970 |
| European Euro | 3,167 | 1,743 |
| Japanese Yen | 3,027 | 2,350 |
| Singapore Dollar | 5,144 | 3,378 |
| Chinese Yuan | 9,091 | 15,936 |
| | 60,552 | 75,905 |

## Note 8

### Property, plant and equipment

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **All property, plant and equipment** | | |
| At cost | 5,274 | 6,321 |
| Accumulated depreciation | (4,306) | (5,145) |
| **Net carrying amount** | **968** | **1,176** |
| | | |
| **Property, plant and equipment for each class:** | | |
| **Furniture and fittings** | | |
| At cost | 803 | 1,006 |
| Accumulated depreciation | (714) | (914) |
| Net carrying amount of furniture and fittings | 89 | 92 |
| | | |
| **Leasehold improvements** | | |
| At cost | 2,201 | 2,902 |
| Accumulated depreciation | (1,508) | (2,225) |
| Net carrying amount of leasehold improvements | 693 | 677 |
| | | |
| **Office equipment** | | |
| At cost | 668 | 747 |
| Accumulated depreciation | (584) | (552) |
| Net carrying amount of office equipment | 84 | 195 |
| | | |
| **Computer equipment** | | |
| At cost | 1,602 | 1,666 |
| Accumulated depreciation | (1,500) | (1,454) |
| Net carrying amount of computer equipment | 102 | 212 |
| **Total property, plant and equipment** | **968** | **1,176** |
| | | |
| **All property, plant and equipment reconciliation** | | |
| At 1 July, net of accumulated depreciation | 1,176 | 1,490 |
| Additions | 347 | 392 |
| Disposals and write back of depreciation | (80) | (242) |
| Depreciation charge for the year | (474) | (464) |
| **At 30 June, net of accumulated depreciation** | **968** | **1,176** |
| Depreciation by asset class: | | |
| Furniture and fittings | (28) | (30) |
| Leasehold improvements | (254) | (203) |
| Office equipment | (54) | (62) |
| Computer equipment | (138) | (169) |
| Total depreciation | (474) | (464) |

## Note 9

### Intangible assets

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Intangible assets (Software)** | | |
| At cost | 3,873 | 3,802 |
| Accumulated amortisation | (3,525) | (3,152) |
| Net carrying amount | 348 | 650 |
| | | |
| **Intangible assets reconciliation** | | |
| At 1 July, net of accumulated amortisation | 650 | 491 |
| Additions | 71 | 472 |
| Amortisation charge for the year | (373) | (313) |
| **At 30 June, net of accumulated amortisation** | **348** | **650** |

Intangible assets include investment into redevelopment of Tourism New Zealand's corporate website and intranet, Tourism New Zealand's and Qualmark's finance and HR system, and Visitor Information Network Incorporated's Bookit software.

## Note 10

### Creditors and other payables

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.

Accrued expenses include payables and accruals for activities that have already taken place for which we have not yet received invoices from suppliers.

| | 2026 $000s | 2025 $000s |
|---|---|---|
| Creditors | 1,511 | 490 |
| Accrued expenses | 8,441 | 8,894 |
| | 9,953 | 9,384 |

## Note 11

### Provisions

Tourism New Zealand has a number of potential future restoration costs relating to make good clauses on office rental leases. The provision recognises the present value of expected future payments for amounts in relation to make good costs. Also from 2024/25, Tourism New Zealand started recognising provision for future conference support costs. Tourism New Zealand has successfully won those conference bids and has committed to contribute funds to support those conferences by balance date of 30 June.

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Provisions are represented by:** | | |
| Lease make-good | 683 | 775 |
| Business event won conference support | 1,629 | 609 |
| Total provisions | 2,312 | 1,384 |
| | | |
| Current provision | 1,712 | 739 |
| Non-current provision | 600 | 645 |
| | 2,312 | 1,384 |

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Movements in provisions are as follows:** | | |
| Balance at 1 July | 1,384 | 890 |
| Provision used | (536) | (116) |
| Additional provisions made | 1,464 | 609 |
| Balance at 30 June | 2,312 | 1,384 |

## Note 12

### Reconciliation of surplus to net cash from operating activities

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Net surplus/(deficit)** | 2,837 | (227) |
| | | |
| **Add/(less) non-cash items** | | |
| Depreciation and amortisation | 848 | 777 |
| Make good provision | 929 | 493 |
| Net (gains)/losses on derivative financial instruments | (2,832) | 1,203 |
| Total non-cash items | (1,055) | 2,474 |
| | | |
| **Add/(less) items classified as investing or financing activities** | | |
| Net Loss/(Gain) on disposal of assets | 3 | 93 |
| Movement in foreign currency accommodation bonds | 54 | 28 |
| Lease Incentive Liability | 487 | (34) |
| Total items classified as investing or financing activities | 543 | 87 |
| | | |
| **Add/(less) movements in working capital items** | | |
| Debtors and other receivables | 524 | 590 |
| Prepayments | 466 | (722) |
| Payables and accruals | 590 | (2,526) |
| Invoiced in advance | 1,189 | 771 |
| Employee entitlements | 103 | (105) |
| Net movements in working capital items | 2,872 | (1,993) |
| **Net cash from operating activities** | 5,197 | 341 |

## Note 13

### Contingencies and capital commitments

There are no contingent assets or liabilities or capital commitments as at 30 June 2026. (2025:Nil)

## Note 14

### Management of risk

Tourism New Zealand has developed a risk management framework and has undertaken a full risk assessment of its business. Management is required to sign off on a half-yearly basis that no new exposures have arisen and that existing risks are being properly managed. Written policies and procedures exist covering those aspects of business which have the potential to generate risk for Tourism New Zealand. Adherence to these policies minimises potential risk to Tourism New Zealand. Employees are required as part of employment contracts to adhere to Tourism New Zealand policies and procedures.

Tourism New Zealand carries comprehensive insurance covering all normal business risks including Public Liability. Tourism New Zealand has purchased insurance to provide Board members and Officers Liability, Employers Liability and Professional Indemnity cover for Board members and employees. Tourism New Zealand also provides cover for its staff for offshore travel. Insured values are reviewed annually and adjusted to reflect changes in business operations.

## Note 15

### Significant accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. However, these are not deemed to be significant. The judgements and estimates are based on historical experience and other factors that are reasonable under the circumstances and form the basis for the carrying values of assets and liabilities. Actual results may differ from these estimates under different assumptions and conditions.

## Note 16

### Categories of financial assets and liabilities

The carrying amounts of financial assets and liabilities in each of the PBE IFRS 9 categories are as follows:

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Financial assets at amortised cost:** | | |
| Cash and cash equivalents | 17,001 | 12,166 |
| Receivables | 1,481 | 2,005 |
| **Total cash and receivables** | 18,483 | 14,172 |
| **Financial assets at fair value through surplus or deficit:** | | |
| Derivative financial instrument assets/liabilities | 1,979 | (853) |
| **Other financial liabilities:** | | |
| Creditors | 1,511 | 490 |

## Note 17

### Operating leases

Operating leases include non-cancellable lease payments for premises, motor vehicles and office equipment.

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Operating commitments payable after balance date on:** | | |
| **Non-cancellable accommodation leases:** | | |
| Up to one year | 2,781 | 2,318 |
| One to two years | 2,326 | 1,631 |
| Two to five years | 2,411 | 1,334 |
| Over five years | 901 | 33 |
| | 8,419 | 5,316 |
| **Non-cancellable motor vehicle and equipment leases** | | |
| Up to one year | 25 | 100 |
| One to two years | 13 | 44 |
| Two to five years | 9 | 22 |
| Over five years | - | |
| | 47 | 166 |

## Note 18

### Related party transactions

Tourism New Zealand is a wholly-owned entity of the Crown that has the ability to significantly influence its role. The Crown is Tourism New Zealand's major source of revenue.

Tourism New Zealand enters into transactions with government departments, state-owned enterprises and other Crown entities.

Tourism New Zealand also enters into transactions with its subsidiaries and associates.

Tourism New Zealand also enters into transactions with board members and entities over which they have control or significant influence.

### Key management personnel compensation

Key management personnel includes all board members, the Chief Executive and members of the Executive Team.

| | 2026 $000s | 2025 $000s |
|---|---|---|
| **Remuneration of the Board of Directors:** | | |
| Directors fees | 303 | 167 |
| **Remuneration of the Chief Executive and Executive Team:** | | |
| Salaries and other short-term benefits, FTE: 8 (2025: 9) | 2,699 | 2,581 |
| **Total key management personnel compensation** | **3,002** | **2,748** |

Director fee increase reflects revised Cabinet Fees Framework from 1 July 2025. Cabinet Office Circular CO (25) 2.

During 2025/2026 financial period, three executive team members entered into voluntary redundancy arrangements. Termination benefits of $150k were recognised as an expense and liability at balance date and are included in key management personnel remuneration disclosed above. The affected employees' termination dates occur subsequent to balance date.

## Note 19

### Financial instrument risks

Tourism New Zealand's activities expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk.
Tourism New Zealand 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.

### Market Risk

**Interest rate risk** - Interest rate risk - Interest rate risk is the risk the value of a financial instrument will fluctuate due to changes in interest rates. Tourism New Zealand is exposed to interest rate risk on its cash balances.

**Interest rate risk sensitivity analysis** - As at 30 June, if interest rates on cash balances had increased/decreased by 0.5% (50 basis points) with all other variables held constant, the deficit/surplus would have changed as follows:

| | Surplus/(deficit) higher/(lower) | |
|---|---|---|
| | 2026 $000s | 2025 $000s |
| + 0.5% (50 basis points) | 78 | 57 |
| - 0.5% (50 basis points) | (78) | (57) |

### Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates.

As a result of significant operations around the world, Tourism New Zealand is required to enter into transactions denominated in foreign currencies. As a result of these activities, Tourism New Zealand is exposed to foreign currency risk on its foreign denominated cash balances, receivables, creditors and other payables, and derivative instruments.

It is Tourism New Zealand's policy to manage foreign currency risks arising from contractual commitments and liabilities by entering into foreign exchange forward contracts to significantly reduce the foreign currency exposure. These forward exchange contracts are entered into prior to the commencement of the financial year to cover the exposure on budgeted NZD spend in targeted markets based on the market's economic outlook and other factors that might have an impact on their currency. Refer to Derivative financial instruments (note 7) for details on the forward currency contracts held.

The basket of currencies that Tourism New Zealand holds also reduces the risk from any single currency as all currencies are not expected to move adversely against the NZD at the same time.

Currency risk sensitivity analysis - Tourism New Zealand is subject to volatility in financial performance associated with foreign currency rates. As at 30 June, if the NZD had increased/decreased by 5% against various foreign currencies used by Tourism New Zealand with all other variables held constant, the deficit/surplus would have changed as follows:

| | Surplus/(deficit) higher/(lower) | |
|---|---|---|
| | 2026 $000s | 2025 $000s |
| NZD to various currencies +5% | (663) | (3,458) |
| NZD to various currencies -5% | 5,433 | 4,257 |

If the key currency of USD/AUD had increased/decreased by 5%, below would be the impacts:

| | Surplus/(deficit) higher/(lower) | |
|---|---|---|
| | 2026 $000s | 2025 $000s |
| USD +5% | (41) | (1,218) |
| USD -5% | 2,000 | 1,755 |
| AUD +5% | (75) | (783) |
| AUD -5% | 1,334 | 1,046 |

This movement is attributable to foreign exchange gains/losses on translation of forward foreign exchange contracts and other foreign currency denominated assets and liabilities.

### Credit risk

Credit risk is the risk that a third party will default on its obligations to Tourism New Zealand, causing Tourism New Zealand to incur a loss.

Tourism New Zealand has no significant concentrations of credit risk, as it has a small number of credit customers and only places funds with registered banks. With respect to foreign exchange instruments, Tourism New Zealand reduces its risk by limiting the counterparties to major trading banks and does not expect to incur any significant losses as a result of non-performance by these counterparties.

Tourism New Zealand's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash, net receivables and derivative financial instruments. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

### Liquidity risk

Liquidity risk is the risk that Tourism New Zealand will encounter difficulty raising liquid funds to meet commitments as they fall due.

Tourism New Zealand has no significant concentrations of liquidity risk. Tourism New Zealand annually agrees a funding schedule with the Crown which matches the estimated timing of its commitments and close out of market positions.

### Fair value

The Group can apply various methods in estimating the fair value of a financial instrument. The methods comprise:

**a) Level 1** – the fair value is calculated using quoted prices in active markets

**b) Level 2** – the fair value is estimated using inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)

**c) Level 3** – the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

Derivative financial instruments are classified as Level 2 and are valued using mid values of the forward contracts as determined by the New Zealand Debt Management Office based on inputs that are observable.

There were no transfers between Level 1 and Level 2 during the year.

## Note 20

### Remuneration of employees

During 2025/26, 111 (2024/25: 96) employees (excluding Directors) received remuneration and benefits which exceeded $100,000 per annum as follows:

| $ | 2026 | 2025 |
|---|---|---|
| 100,000 - 109,999 | 14 | 14 |
| 110,000 - 119,999 | 16 | 13 |
| 120,000 - 129,999 | 15 | 15 |
| 130,000 - 139,999 | 11 | 9 |
| 140,000 - 149,999 | 8 | 1 |
| 150,000 - 159,999 | 2 | 6 |
| 160,000 - 169,999 | 7 | 9 |
| 170,000 - 179,999 | 7 | 4 |
| 180,000 - 189,999 | 3 | 5 |
| 190,000 - 199,999 | 5 | 2 |
| 200,000 - 209,999 | 3 | 2 |
| 210,000 - 219,999 | 3 | 1 |
| 220,000 - 229,999 | - | 1 |
| 230,000 - 239,999 | - | 1 |
| 240,000 - 249,999 | 3 | 1 |
| 250,000 - 259,999 | 2 | - |
| 260,000 - 269,999 | 2 | 2 |
| 270,000 - 279,999 | - | 1 |
| 280,000 - 289,999 | - | 1 |
| 290,000 - 299,999 | 4 | 3 |
| 300,000 - 309,999 | 1 | - |
| 310,000 - 319,999 | - | 2 |
| 320,000 - 329,999 | 2 | - |
| 330,000 - 339,999 | - | - |
| 340,000 - 349,999 | - | - |
| 390,000 - 399,999 | - | - |
| 410,000 - 419,999 | - | - |
| 420,000 - 439,999 | 1 | 1 |
| 530,000 - 539,999 | 1 | - |
| 550,000 - 559,999 | - | 1 |
| 570,000 - 579,999 | 1 | 1 |
| 580,000 - 589,999 | - | - |
| 650,000 - 659,999 | - | - |
| | **111** | **96** |

The number of employee numbers who have earned $100,000 or more in 2025/26 has increased due to salary review and unfavourable exchange rates.

## Note 21

### Events after the balance date

There were no significant events after balance date.

## Note 22

### Explanations of major variance against budget

Revenue from the Crown – during the 2025/2026 financial period, Tourism New Zealand received additional IVL funding from the Government to deliver specific marketing activities. This was unknown at the time the budget was prepared.

Total expenditure was over budget as more activities were delivered due to additional funding provided by the Government.

Cash balance and invoiced in advance – the additional IVL funding was received over the last quarter of the financial year. Some exchanged revenue was recognized as invoiced in advance for future period activities such as Kiwilink events in Asian countries. This resulted in higher balance in cash and invoiced in advance.

The Audit Office
Te Mana Arotake

## Independent Auditor's Report

## To the readers of New Zealand Tourism Board's Group financial statements and performance information for the year ended 30 June 2026

The Auditor-General is the auditor of New Zealand Tourism Board group (the Group). The Auditor-General has appointed me, Lloyd Bunyan, using the staff and resources of Ernst & Young, to carry out the audit of the financial statements and performance information on his behalf.

### Opinion

We have audited:

- the financial statements of the Group that comprise the statement of financial position as at 30 June 2026, the statement of comprehensive revenue and expenses, statement of changes in equity, 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 on pages 25 to 40 and

- the performance information that consists of the statement of performance of the Group for the year ended 30 June 2026 on pages 16 to 20 and the end-of-year performance information for the appropriations for the year ended 30 June 2026 on page 16.

In our opinion:

- The financial statements of the Group 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 Standards.

- The performance information of the Group is appropriate and meaningful and prepared in accordance with the Group's measurement bases or evaluation methods and generally accepted accounting practice in New Zealand, and presents fairly, in all material respects:

    - the Group's service performance and actual revenue and expenses for each reportable class of outputs for the year ended 30 June 2026 compared to the forecast standards and budgets included in the statement of performance expectations for the year , and

    - what has been achieved with the/each appropriation, and the actual expenses or capital expenditure incurred in relation to the appropriation for the year ended 30 June 2026.

## 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, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): The Audit of Service Performance Information 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 audit opinion.

## Responsibilities of the Board for the Group's financial statements and the Group's performance information

The Board is responsible on behalf of the Group for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand.

This includes:

- the selection of elements/aspects of service performance, performance measures and/or descriptions, and measurement bases or evaluation methods to enable the presentation of service performance information that is appropriate and meaningful; and
- the preparation of a statement of performance, in accordance with the Group's measurement bases or evaluation methods, that provides an appropriate and meaningful basis to enable readers to assess what has been achieved for the year.

The Board is also responsible for the preparation of end-of-year performance information for an appropriation that is prepared in accordance with the entity's measurement bases or evaluation methods and complies with generally accepted accounting practice in New Zealand and legislative requirements.

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

In preparing the financial statements and performance information, the Board is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern. The Board is 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 merge or to terminate the activities of the Group, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

## Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and performance information, 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 the financial statements and performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Group's statement of performance expectations or to the Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2026.

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

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 performance information, 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 Group's internal control.

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

- We obtain an understanding of the process applied by the Group to select its elements/aspects of service performance, performance measures and/or descriptions and the measurement bases or evaluation methods.

- We evaluate whether:

    - the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the entity's service performance; and

- the performance information is prepared in accordance with the Group's measurement bases or evaluation methods, and presents fairly, in all material respects in accordance with generally accepted accounting practice in New Zealand, what has been achieved with the appropriation, and for each class of reportable outputs;
    - the actual performance of the Group as compared with the forecast standards of performance included in the Group's statement of performance expectations for the financial year; and
    - the actual revenue earned and output expenses incurred as compared to the expected revenues and the proposed output expenses included in the Group's statement of performance expectations for the financial year.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group'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 Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and performance information represent the underlying transactions and events in a manner that achieves fair presentation.
- We plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information and performance information of the entities or business units within the group as a basis for forming an opinion on the group financial statements and the group performance information. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board 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 is responsible for the other information. The other information comprises all of the information included in the annual report, but does not include the financial statements, the performance information consisting of the statement of performance and the end-of-year performance information for appropriations, and our auditor's report thereon.

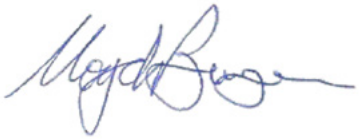
Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information 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 Group 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 Group.



Lloyd Bunyan
Ernst & Young
On behalf of the Auditor-General
Auckland, New Zealand
28 October 2026


NEW ZEALAND
TOURISM
100% PURE
NEW ZEALAND