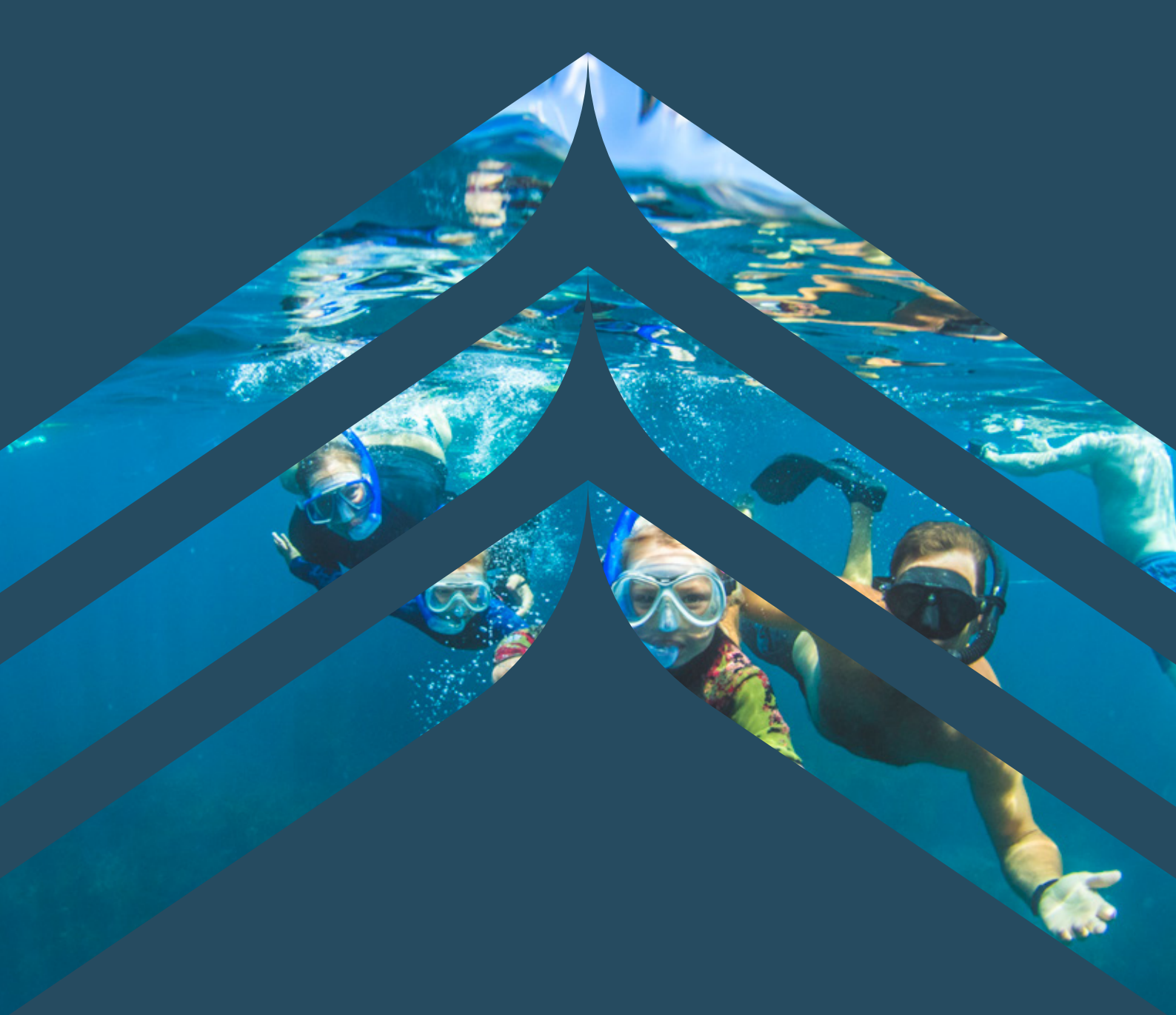




Mō Te Tai Tokerau
Northland NZ

Annual Snapshot

2025–2026 FINANCIAL YEAR



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Chair's comment

Tēnā koutou katoa. Ka mihi ki a tātou te hunga ora, ā, ka maumahara hoki ki a rātou kua whetūrangitia, kua hoki atu ki te kāhui wairua. Haere, haere, haere atu rā. Tēnā tātou katoa.

As the economic development and tourism agency for Te Tai Tokerau Northland, we are focused on the difference we can make in the lives of everyone in the region. Our Northland NZ brand reflects that focus: a commitment to positioning Northland at the centre of emerging business opportunities, building strong partnerships, and engaging early in significant projects that will shape our future.

Economic development is a long-term game and I'm proud, as Chair, of the direction our board has set. We're committed to creating opportunities for growth that deliver tangible results for our communities. By positioning Northland NZ alongside iwi, local government, businesses and community organisations, we can build a stronger pathway to success for the region.

Increasing GDP remains a clear goal, but an equally important part of our mahi is facilitating the discussions that support community wellbeing, innovation, and sustainability. These strengths are the tides that carry our region forward and connect Northland to the world. Mō Te Tai Tokerau!



Suzanne Duncan

CHAIR, NORTHLAND NZ BOARD

**Nā ngā tai o Te Tai Tokerau
e whakatere ana i te waka
ki te ao.**

From the tides of Northland,
our canoe sets forth to the
world.

Chief Executive's comment



Paul Linton

CHIEF EXECUTIVE,
NORTHLAND NZ

Transformation is an appropriate theme for this year's Annual Snapshot. At a practical level for Northland NZ it means being impactful – working with businesses across the region to support them with growth and R&D, engaging with leaders to agree priorities, and being involved early in projects that impact those living in Te Tai Tokerau. We support our many businesses through programmes like the Regional Business Network and The Pick, and we're building a strong portfolio of key projects for inward investment – such as those at Marsden Point.

At a regional level it means demonstrating options for land-use diversification and increased resilience. For tourism, we focus internationally with both NZ-based inbound tour operators and overseas-based travel wholesalers and agents. Australia, USA and UK/EU are primary target markets. Domestically we target consumers in key self-drive markets of Auckland, Hamilton / Waikato and the Bay of Plenty. We continue to work with Māori economy partners such as Te Hīringa Trust and Whāriki – Māori Business Network.

Being flexible about transformation is a must in business and with the inevitability of local councils being amalgamated in some way, it's more crucial now than ever. We're positioning Northland NZ at the centre of our region's key sectors – visitation, business support, primary industry, infrastructure, innovation and supporting Māori economic development – to be ready for whatever further transformation lies ahead.

Kaupapa Māori, Enterprise & Innovation

BUSINESS, INNOVATION & GROWTH

Our Business, Innovation & Growth (BIG) Team continued to be a valuable partner for businesses navigating change, growth, and innovation from around Te Tai Tokerau Northland.

Through the Regional Business Partner Network the team engaged with **342 local businesses** to support with capability building, connect with funding, and strengthen resilience. Businesses most often sought support with strategic planning, finance, communications and marketing. The most engaged industries were professional, scientific and technical services as well as the manufacturing and construction sectors.

More than a third of all engagements identified as pakihi Māori. Our partnership with Te Hiringa Trust reflects our goal of ensuring equitable access to support. Client satisfaction rating for the team was

high. A Net Promoter Score of 94 was achieved, exceeding the target of 50 and out-performing the average score across New Zealand of 81. This high ranking demonstrated strong support for the BIG Team's valuable insights and tailored advice.

MBIE co-funding for Business in Region enabled the team to **help regional enterprises access \$283,143** in funding. This was used to advance product research, technology, and product development and deepened understanding of business management. Nearly \$40,000 of this funding was used for innovation services.

The BIG Team also made an impact by supporting and promoting region-wide business events including the **Kaitiāia Business Association Breakfast, Electrify Aotearoa** founders pre-conference, and business 'speed dating' at the **Amotai Meet the Buyer event**.

"We were dealing with rapid growth and feeling overwhelmed when our Growth Advisor offered us resources and courses I didn't know existed. I picked them off like grapes! Now we're embracing growth, we're into succession planning and I've hired a marketing person to lessen the load."

Emma & Phill
Build It Northland



Business engagements by district (%)

342 BUSINESS ENGAGEMENTS

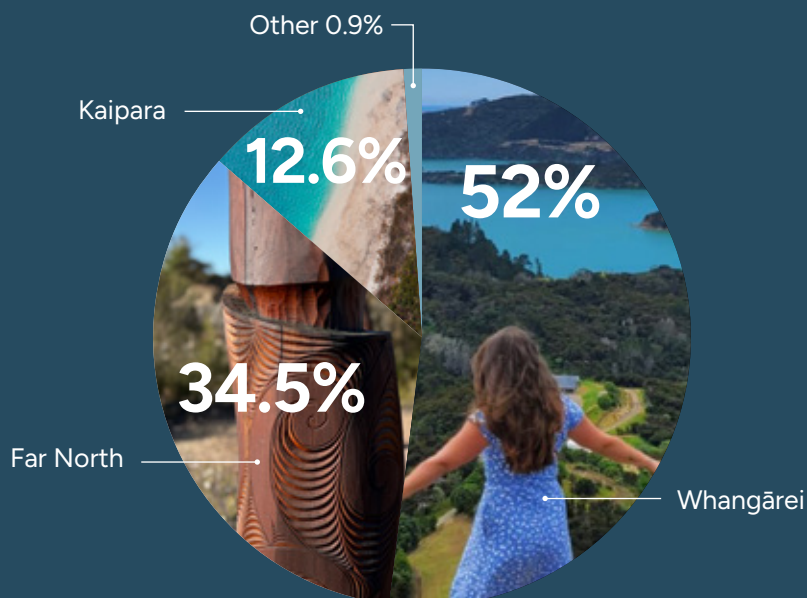


Photo credit:
@whereismigle

\$283,143

TOTAL MBIE CO-FUNDING
FOR BUSINESS IN REGION



204

NEW REGIONAL
BUSINESS PARTNER
NETWORK
REGISTRATIONS
of which 73 were pakihi Māori

31.9%

PAKIHĪ MĀORI
ENGAGEMENTS

\$39,951

OF WHICH WAS FOR
INNOVATION SERVICES

94

NEW PROMOTER
SCORE
(BENCHMARK >50)
Compared to 50 target,
and 81 average across NZ

Spotlight on RBP Case Studies

BUILD IT NORTHLAND, KAITĀIA

Emma and Phill started their business small – Phill's the builder, Emma handles the books, and they had an apprentice. It's how they planned to keep it, but the business grew rapidly and the pace put them on a path of overwhelm.

Now in their ninth year of business, they have 10 employees and Emma says calling in a Growth Advisor made all the difference.

"Her guidance helped me regain focus, shift my mindset and start looking ahead with clarity and direction. It gave me space to think more strategically about the future and where to invest our energy."

Our Growth Advisor connected Emma and Phill to resources they didn't know existed, helped them gain perspective and find solutions.

We connected them to the Business Growth Strategy course, which taught Emma practical strategies she is still using today.

Emma and Phill are now working with a business mentor for tailored advice, they recently hired a marketing and client engagement coordinator and they're winning awards!

Build It took out the Small Business Award at the 2025 Northland Business Excellence Awards.



MORGAN ENGINEERING

Morgan Engineering has 16 staff with expertise in certified engineering, welding, fitting, and mechanics and also employs electricians, designers and apprentices.

Management training provided to key staff members freed up CEO Mike Sherwood to focus on the businesses future pipeline and increase sales.

MANGAFYRE SAUCES

Mark and Jenny of **Mangafyre** produce a signature hot honey product in Mangawhai, along with a range of dressings and sauces.

We connected them to local contacts and training including the Rise Accelerator, funded via the Management Capability Development Fund.

Through meeting other small to medium enterprises they saw a need for a software product and have now developed an operating system for small businesses with built-in Artificial Intelligence.



CALITEC – HOT WATER SYSTEMS

Gwen Ras, co-founder and director of **Calitec**, attended our Adapting to Change workshops and has been working with Growth Advisor Prue to build capability to support their growth.

Calitec, based in Whangārei, has seen an increase in demand for its energy efficient heat pump hot water systems.

“I came away with some valuable insights and renewed motivation to keep developing our business model in an ever-changing world.”



OFF SHORE CRUISING TENDERS

Offshore Cruising Tenders NZ design and manufacture innovative cruising tenders that are shipped worldwide from its workshop in Haruru.

Owner Karin Carlyon is strengthening her capability through The Icehouse Owner Manager Programme with MCDF support.

Staff size has grown from four in 2018 to 12 kaimahi in the Mid North (full and part time).





Whāriki – Māori Business Network

Whāriki – Māori Business Network champions pakihi ecosystems and delivers impactful kaupapa across Te Tai Tokerau.

Whāriki – Māori Business Network continues to strengthen Māori enterprise across Te Tai Tokerau, connecting more than 700 pakihi Māori and 1,200 Māori professionals.

Throughout 2025/26, Whāriki created opportunities for connection, collaboration and growth through wānanga, networking, tailored support and strategic introductions. Highlights included connecting pakihi Māori with an Indian trade delegation, creating opportunities to explore new relationships and markets, alongside wānanga that brought mātauranga Māori and contemporary business capability together.

Grounded in whanaungatanga and mātauranga Māori, this mahi is strengthening capability, increasing the visibility of Māori enterprise and opening doors for pakihi Māori across the rohe.

The year also marked another step towards Whāriki becoming an independent entity, with its second Waka Hourua Agreement, as the network continues to champion a thriving Māori business ecosystem across Te Tai Tokerau.



Spotlight on The Pick '26

The Pick Business Foundations course is a Northland NZ initiative to support budding entrepreneurs from across Te Tai Tokerau. The programme has been helping Northlanders to turn great ideas into viable businesses for nine years.

At the close of this year end, The Pick had 72 participants signed up for the free 10-week practical programme of workshops and mentoring sessions beginning in July 2026. Entrants included 49 per cent identifying as pakihi Māori and 50 per cent as women.

The Pick '26 offers a variety of ways for entrants to access course information – including weekly modules which will be hitting the road to be delivered in-person at Kaitiāia and Ngāwhā, as well as Whangārei. The practical workshop sessions have been designed with flexibility in mind. To reduce barriers for those with busy schedules, limited access to transport or who live in isolated locations, The Pick '26 will be rotating its in-person workshops between these three locations

around the region. Participants will also be able to watch recordings of each session or join via livestream – an option that will allow the cohort to take part live, if they can't attend a workshop in person.

Through the weekly workshops, expert guidance and real-world tools, The Pick participants will build their skills and confidence throughout the programme, which culminates in Pitch Night, where selected finalists will present their ideas to a panel of Northland business leaders, and one person will be named the winner.

The Pick is delivered by Northland NZ in partnership with the Ministry of Social Development, Te Waka Pupuri Pūtea – Asset Holding Company for Te Rūnanga o Te Rarawa, and Whāriki – Māori Business Network, with support from Foundation North, the Ministry of Business, Innovation & Employment, Whangārei District Council, Te Puni Kōkiri, Business Mentors New Zealand, Creative Northland, One NZ, Te Hiku Iwi Development Trust, NorthChamber and Westpac NZ.



72 PARTICIPANTS
49% PAKIHI MĀORI
6 FINALISTS
9 YEARS



Impact on the Māori economy

During 2025/26, Northland NZ worked with Māori organisations and a growing number of whānau-based small and medium-sized enterprises across Te Tai Tokerau Northland. This mahi reached sectors including tourism and aquaculture, with tailored business guidance, capability building, strategic planning and specialist expertise provided to whānau enterprises, iwi and hapū, marae, land trusts and other Māori organisations.

By enabling these organisations to advance projects, strengthen connections and build resilience, this work contributed to culturally grounded enterprise and regional prosperity.

Looking ahead, Northland NZ will place greater emphasis on working with Māori landowners to diversify land use creating employment and generating stronger, sustainable returns for whānau, hapū and Māori landowners.

He kai kei aku ringa.

There is food at the end of my hands.

20

**IWI/HAPŪ GROUPS
AND OTHER MĀORI
ORGANISATIONS ACTIVELY
SUPPORTED THIS YEAR**

82.7%

**SATISFACTION RATING
AMONG MĀORI
ORGANISATIONS
ENGAGING WITH
NORTHLAND NZ**

**KPI NOTE – 82.7% satisfaction results
exceeds the annual target of >80%**



Destination Marketing & Management

1,372,585

TOTAL SOCIAL MEDIA IMPRESSIONS

544,135

TOTAL REACH

18,735

TOTAL LANDING WEBPAGE VIEWS



Photo credit:
Jane Dove Juneau



Spring 2025 – Savour The Flavour

Social media impressions	320,672
Reach	112,685
Landing webpage views	6,055



Photo credit:
Cait Hall

Autumn 2026 – Summer Continued

Social media impressions	619,664
Reach	211,387
Landing webpage views	5,574



Winter 2026 – Follow Us North

Social media impressions	432,249
Reach	220,063
Landing webpage views	7,106

REGIONAL PROMOTION

The region's unique stories, people, and experiences were the focus of Northland NZ's domestic and international marketing activity during 2025/26. Seasonally themed campaigns with fresh, relatable narratives inspired increased visitation and positioned Te Tai Tokerau as a must-visit destination all year round.

More than 1.3m impressions were achieved on social media channels for the year, with the **Summer Continued** theme of the autumn campaign taking out the highest impression rate at 619,664. This result backed the move to bring the autumn campaign forward due to weather events in January.

Total reach peaked at 544,135 for the year with winter's **Follow Us North** campaign capturing the highest reach at 220,063. A great result for a campaign which drives visitation in our quietest period and sets the foundations for spring. **Savour the Flavour**, our spring campaign, attracted a third of all our landing page views, with the year's total tipping to over 18,000.

Strong publicity activity amplified Te Tai Tokerau Northland's marketing reach, including international and domestic media and influencer famils which resulted in widespread coverage across Kia Ora Magazine, NZ Herald, and Stuff NZ as well as media mentions by Air NZ. Famils that captured our social media audience included the content creators Life of Betts as well as Anna and Mike Travels who achieved a reach of 91,853 and more than 120,000 impressions.

Northland NZ was included in two campaigns funded by the Regional Tourism Boost Fund (Round 2). This was in addition to a Rotorua-led marketing campaign and partnership to drive visitation from Australia. The first was a \$1.2 million national campaign by Tātaki Auckland Unlimited to encourage USA and Canadian visitors. The second was a \$600,000 cycling initiative encouraging Australian holidaymakers to experience NZ's Great Rides, led by Destination Great Lake Taupō. Our team worked closely with the lead RTOs to ensure the Northland offering is front of mind.



'Winterless' event at Turner Centre, June 2026.

Trade Travel activity

During the year, Northland NZ's team actively engaged with more than 1300 travel trade agents, buyers and industry representatives through international trade missions, domestic trade events, training, sales calls and while hosting famils. This strengthened Te Tai Tokerau's relationships with key distribution partners, increased awareness of the region and created new opportunities for future visitation, particularly across premium groups, independent travellers, family, incentive and business events markets.

Northland maintained a strong presence across **Australia, USA, UK and Europe, India, China and France**, where offshore activity focused on strengthening existing relationships and opening new distribution opportunities. A key highlight was the return to the Indian market for the first time since 2019, with Te Tai Tokerau engaging directly with hundreds of agents through **Kiwi Link India**.

Australia remained a major focus, with Te Tai Tokerau participating in the Kiwi North Australia Roadshow and Tourism New Zealand's Regional Showcase, connecting with hundreds of buyers and frontline agents.

In the UK, activity included **Kiwi Link UK/Europe** and the ANZCRO Kiwi Roadshow, reinforcing Northland's position in a market showing continued recovery and strong interest in premium experiences. A crucial market for long staying visitors who travel further.



A significant highlight was Te Tai Tokerau hosting the Tourism Export Council New Zealand (TECNZ) Conference in the Bay of Islands, bringing approximately 200 inbound tour operators and industry reps to the region. The RTO also hosted approximately 60 delegates on pre- and post-conference famils, providing an opportunity to showcase Northland's accommodation, experiences, landscapes and manaakitanga to influential tourism decision-makers.

TRENZ 2026 was another major trade highlight, with Te Tai Tokerau represented alongside a strong group of regional operators and partners at our country's leading international tourism trade event. More than 500 meetings were held by Northland delegates and Northland hosted more than 30 international agents on famils before and after TRENZ.

1300+

TRAVEL TRADE
ENGAGEMENTS

30

AGENTS HOSTED BEFORE
AND AFTER TRENZ

8

MAJOR TRADE
EVENTS ATTENDED



Agents from **USA, UK, India, China, France and Germany** travelled throughout Te Tai Tokerau Northland, experiencing the Kauri Coast, Hokianga, Whangārei and Bay of Islands. This provided an opportunity to build destination advocacy and encourage future inclusion in international itineraries.

Northland NZ also represented the region at **BEIA MEETINGS 2026**, alongside its regional partners. The team met with 45 domestic and international business events buyers, with strong interest in Te Tai Tokerau as a destination for conferences, incentives and corporate events. Enquiries and conversations highlighted demand for authentic experiences, premium accommodation and unique off-site venues.

BEIA MEETINGS will return to Auckland over the next three years and is a high-value opportunity that we can target efficiently to build out the shoulder season. Another important development for potential pre and/or post conference activity in Te Tai Tokerau was the opening of the New Zealand International Convention Centre in Auckland in February.

Overall, the 2025/26 trade programme delivered significant reach across priority international and domestic markets. It also strengthened relationships



TECNZ held in the Bay of Islands.

with key distribution partners and generated a strong pipeline of future opportunities. The combination of offshore market activity, targeted trade training, hosted famils, and major industry events such as TECNZ and TRENZ ensures Te Tai Tokerau remains visible and commercially connected within the New Zealand tourism distribution network.

Importantly, the strong level of interest in premium experiences, incentives, conferences and new product demonstrates continued potential to convert trade relationships into higher-value visitation and increased regional dispersal.

Destination Management Plan

Te Tai Tokerau Northland's Destination Management Plan (TNDMP) delivered another active year, with six destination management initiatives completed in partnership with stakeholders across 2025/26.

The Northland Tourism Hui in September 2025, brought 56 industry members together to hear from MBIE on the Tourism Growth Roadmap. Our Destination Team was there alongside Tourism NZ, Air NZ, Creative NZ, Screen Northland and the Savour Northland Team.

We produced the Northland 2040 vision document in support of the Prime Minister's regional visit, and in November submitted five projects to MBIE's International Visitor Levy Fund. This aligned to the priorities presented to the Prime Minister earlier in the year.

Capability building ran throughout the year, including an *Adapting Aotearoa* webinar with Jezza Williams of Making Trax on accessible and inclusive tourism. A joint webinar from our Destination Team and Business, Innovation and Growth Team focused on their capability building support available through the Regional Business Partner network. Also relating to the Responsible Tourism Programme, the region's Tourism Carbon Footprint project reached its conclusion during the year. The findings of the initiative were shared nationally through a presentation to MBIE's Data Users group in April 2026. It established baseline emissions data to guide future sustainability work.



Spotlight on Savour Northland



Savour Northland, the food and beverage festival celebrating the unique flavours of Te Tai Tokerau, capped off its second year in October 2025 with strong participation, high engagement and growing national attention as a celebration of Northland's food and beverage identity.

More than 54 events were delivered across the region and more than 2,400 Savour Northland Challenge dishes were sold across 24 participating venues, demonstrating a strong appetite from both locals and visitors for uniquely Northland food experiences. Survey results showed that 97 per cent of attendees planned to return to a Savour Northland event in future years, with more than 80 per cent saying they would consider planning a trip specifically to attend the event in the years ahead.

Savour Northland was originally developed by Northland NZ as an action within the region-wide Food and Beverage Action Plan, a strategic framework designed to leverage food and beverage to drive visitation, dispersal and industry growth. That plan forms part of the Tai Tokerau Northland Destination Management Plan.

Air New Zealand confirmed a three-year sponsorship commitment in 2025, sponsorship that strengthens Savour Northland's national visibility and created new opportunities to connect visitors with the region's food and beverage story.

Event organisers Jackie Sanders and Lesley Lucas said the 2025 event reflected the passion and creativity of those behind it.

"The success of Savour Northland's second year showcased the power of industry collaboration and the remarkable talent in our region. Event quality stepped up once again, fuelled by the passion of people who care deeply about their craft and communities."

Across the 2025 programme, organisers noted increased event quality and diversity, strong uplift in visual storytelling, and further growth in Auckland audiences, who represented half of all survey respondents. The 2025 marketing campaign achieved more than 824,000 social media views and more than 12,700 website link click throughs to Facebook. A 40-page brochure expanded outdoor visibility, and a stronger physical presence through onsite visitor centres and partner venues strengthened an understanding of the programme and contributed to higher levels of engagement across the month-long festival.

The food and beverage festival is on a hiatus in 2026 after ongoing funding, sponsorship and economic pressures meant the festival could not be delivered to the scale and quality that participants, partners and visitors had come to expect.

While taking a break is not ideal, Northland NZ will use this opportunity to strengthen the festival's foundations. Working alongside industry, partners and stakeholders the focus will shift to developing a sustainable model that ensures Savour Northland returns in 2027 with the support, participation and resources needed to thrive in the future.



Investment & Infrastructure

Our Investment & Infrastructure Team continued to connect investors and industry partners with opportunities that strengthen regional industries and create quality jobs by working closely with central government agencies such as NZ Trade & Enterprise (NZTE), Ministry of Business, Innovation & Employment (MBIE), Ministry for Primary Industries (MPI), as well as local councils, iwi and the private sector. An example of this included the team's work in the immediate aftermath of the January 2026 weather event, in partnership with regional leaders of ministries, agencies, iwi and stakeholder groups.

KAITĀIA MILL INVESTMENT OPPORTUNITY

The team was also working hard behind the scenes with regional leaders to pull together a deal after the closure of Kaitāia's Northland Mill put jobs and the forestry sector in jeopardy. Effort was focused on working with buyers, investors and ministries to help the government take up an investment opportunity with robust financial returns, to enable a venture based at the same site with significant regional skilled jobs and revenue benefits, along with refreshed log supply contracts.

SUSTAINABLE AVIATION FUEL (SAF)

The team also continued to support the development of Sustainable Aviation Fuel (SAF) in Northland.

Working collaboratively with project partners, investors, iwi, councils and stakeholders, Northland NZ recognises the significant potential SAF production has to contribute to New Zealand's transition to a low-emissions economy while creating substantial regional economic benefits and workforce opportunities.

INTERNATIONAL DELEGATIONS

Northland NZ welcomed a business sustainability delegation from Hyderabad, India, in June 2025. The visit was an opportunity for Northland businesses to connect with Indian industry and government leaders,

explore new trade and investment avenues, and showcase our region's innovation and export potential.

A small delegation of Chinese business people in May met with Far North Holdings Limited and attended a session with Northland NZ, district and regional councillors at The Sands Hotel in the Hokianga to discuss local investment and business opportunities.

TE TAI TOKERAU INVESTMENT FORUM & NETWORK

A new network was created by the team this year to coordinate investment and infrastructure, and deliver the workforce, housing, and economic development needed to support regional growth.

Te Tai Tokerau Investment Forum and Network is a practical, action-oriented network. Membership includes representatives from: NRC; Whangārei, Far North and Kaipara district councils; NZTA; MSD, Kānoa, MBIE, InvestNZ, Te Puni Kōkiri, and NZTE.

Initial focus areas are:

- Regional investment pipeline visibility
- Workforce and skills coordination
- Regional value retention
- Infrastructure and enabling constraints
- Local procurement.

Through project facilitation, feasibility support, and advocacy for enabling infrastructure, along with direct capital-raising partnerships, the team will ensure Northland is positioned as a competitive and sustainable place to invest and do business.

**Ko te pae tawhiti, whāia kia tata;
ko te pae tata, whakamaia kia tina.**
Pursue distant horizons and bring them closer; secure and maintain the achievements that are near.





Te Uri o Hau Avocado Orchard, Kaipara

**Nā tō rourou, nā taku rourou,
ka ora ai te iwi.**

With your food basket and my food
basket, the people will thrive.

Primary Sector

WAKA HOURUA AGREEMENT STRENGTHENS FOOD AND FIBRE PARTNERSHIP

A partnership to strengthen education, research and innovation across Te Tai Tokerau's food and fibre sector was signed between Te Kunenga ki Pūrehuroa Massey University and Northland NZ in November. The agreement marked a significant step toward building regional capability in a sector that contributes more than \$1.4 billion to Northland's GDP each year and generates around 68 per cent of the region's export value.

The partnership aims to close long-standing gaps in local training and research access by developing clearer tertiary pathways, increasing locally delivered programmes and strengthening collaboration between industry, iwi, schools and tertiary providers. Shared priorities include supporting secondary school delivery in agriculture, horticulture, food technology and environmental management, alongside co-developing regionally focused programmes and micro-credentials.

The Waka Hourua Agreement signals a long-term commitment to growing talent, innovation and applied research in Te Tai Tokerau Northland. It ensures more opportunities for learners and industry are created, developed and retained within the region.



Massey confirmed the appointment of two key in-region roles: a Professor and Strategic Lead, and a Māori Engagement Lead shortly after signing this agreement. The positions represent a critical investment in deepening Massey's engagement with communities and building the foundations for an effective local delivery model.

TUPUTUPU GROW NORTHLAND'S RESEARCH INTO NEW CROP OPPORTUNITIES

Research released from Northland NZ's Tuputupu Grow Northland Team provided new evidence-based insights into diversification opportunities for Te Tai Tokerau's food and fibre sector. Released in November, the report assessed protected cropping systems and the economic viability of nine emerging crops suited to Northland's subtropical climate.

Independent studies highlighted the strong opportunity for high value tropical fruit such as pineapple, banana, papaya and mango, alongside promising alternative arable crops including soy and sunflower. The protected cropping report identified major potential for growers to improve resilience, extend seasons, and access new markets, with several Northland growers trialing covered systems already reporting improved crop quality and strong market interest.

The findings pointed to clear pathways for both boutique ventures and larger-scale cluster development, particularly in tropical fruit and alternative arable crops. They also reinforced the importance of coordinated regional investment in research, water security, and infrastructure to unlock these opportunities at scale.

The research generated strong media interest, including a feature in the Northern Advocate and NZ Herald on Northland's future crop potential.

SUPPORTING RESILIENT PASTURES

Northland NZ supported Agriculture Minister Todd McClay's Resilient Pastures announcement at the National Agriculture Fieldays in June 2025. We were involved in this initiative from its inception and the primary sector is a key initiative for us. Northland was a focus region of the \$17M Resilient Pastures project, which central government invested \$8.3M into. Northland NZ was involved in consultation and programme design around pasture optimisation for several years leading up to the announcement.

Back in 2020, Northland NZ funded a literature review for new research into optimal pasture types and management systems to support Northland agriculture, which contributed to the shape of the Resilient Pastures programme.

WATER RESILIENCE IN KAIPARA

We joined our partners in Kaipara to host Hon Mike Butterick, Minister for Land Information and Associate Minister for Agriculture, in June. Alongside Kaipara Mayor Jonathan Larsen, Deputy Mayor Gordon Lambeth and Northland MP Grant McCallum, the visit (pictured below) focused on water resilience, water storage and productive land use opportunities across Kaipara.

Some significant investments and initiatives helping to build long-term resilience and economic opportunity for the region were highlighted. Water resilience remains a critical enabler of future prosperity in Northland and aligns with our land use strategy and the Kaipara Water Utilisation Programme.



NOVEL CROP POTENTIAL IN NORTHLAND

One of several unusual crops that have potential in the region caught the eye of RNZ's Country Life.

Researchers in Northland have been surprised at how well dragonfruit has thrived under cover on a Bioeconomy Science Institute orchard in Kerikeri.

The fruit sits in the niche section of supermarkets, but three new cultivars hold strong potential.

Researchers and scientists are investigating if planting in a tunnel system compared to an open orchard will result in significantly higher yields. Data is being collected for the dragonfruit trial but our team say strategic decision-making is vital when it comes to emerging and high-value crops.



FROM GATE TO PORT WORKSHOPS

A series of From Gate to Port workshops were delivered by Our Tuputupu Grow Northland Team across the region. Bringing together growers, exporters, legislators and logistics providers, the goal was to improve understanding about what it takes to get products to market.

The sessions focused on making the domestic and international supplier journey clearer and more accessible – from understanding requirements and certifications, through to knowing who to talk to and where to get support. An important part of the workshops was hearing from industry already doing it.

The workshops were held at Kaitiāia, Ngāwhā, Whangārei and Mangawhai.

\$1.4b

PRIMARY SECTOR CONTRIBUTES
TO NORTHLAND'S GDP

68%

THE REGION'S EXPORT VALUE THE
PRIMARY SECTOR GENERATES

Regional collaboration

NZ continued to take a leadership role in driving regional and national economic development while collaborating with regional organisations throughout Aotearoa. This included regional tourism organisations (see Trade Travel activity on Page 13) and regional economic development agencies.

PRIMARY SECTOR

The Primary Sector EDA Collaboration Initiative held the last of its series of regional hui, hosted by the Central Economic Development Agency (CEDA) in Palmerston North, in May.

Along with Venture Taranaki, Great South, Venture Timaru, and CEDA, Northland NZ shared insights on agritech and logistics in each region as well as a business incubator programme and on-farm production system. The series of hui was funded by AgMart and ran for 24 months.

OPPORTUNITY FOR LOCAL MARINE INDUSTRY

Close, ongoing collaboration with Venture Taranaki throughout 2025/26 led to Northland NZ being asked to join a New Zealand delegation planning to visit two leading shipbuilding operators in Western Australia planned in the next financial year (July 2026).

Northland NZ will join Venture Taranaki and the Taranaki Alliance – a group of engineering and marine businesses – to better understand significant opportunities for our regional marine and engineering sectors to supply into international shipbuilding programmes.

The delegation will be hosted by Civmec, an engineering, construction and shipbuilding company



and Austal, a major global defence prime contract and shipbuilder. Austral designs, constructs and sustains commercial and defence vessels for the Australian Defence Force, as well as substantial international commercial and defence vessel build programmes.

Northland NZ will gain an understanding of the requirements of the industry there, while promoting Northland's marine industry capability.

The visit has the potential to open early-stage discussions about opportunities that would be game changing for Te Tai Tokerau Northland. These include recovering lost marine industry jobs, developing a long-term building and maintenance industry, partnering with local hapū, and securing supply chain contracts.

The opportunity represents an increasing demand for trusted partners who can deliver specialist engineering services and the significant opportunities that exist for Northland's marine, engineering and manufacturing capability within a multi-billion-dollar shipbuilding pipeline.





Regional leadership

Bringing councils and business together around key initiatives to support co-ordination and growth for the region continued to be a key part of Northland NZ's mahi. On behalf of the four councils of our region, we facilitated an integrated plan outlining Te Tai Tokerau Northland's infrastructure priorities.

TOWARD A NORTHLAND INFRASTRUCTURE PLAN

The Toward a Northland Infrastructure Plan document emerged from a Northland Forward Together strategic workshop held in July 2024. This built on earlier economic development strategies and the Regional Deal proposal, which highlighted the need for a clear, coordinated and actionable approach to infrastructure planning across the region.

As part of the Regional Deal proposal, Northland NZ agreed to lead development of a regional infrastructure framework to identify infrastructure needs and gaps and guide long-term sequencing and delivery. The plan aims to provide a clear, actionable roadmap for infrastructure development that supports regional economic growth, through setting out a 30-year vision and supporting an aligned 10-year investment pipeline for the region.

The work was funded through a partial allocation of the \$1 million regional contribution from Transpower administered by Northland NZ following the June 2024 transmission tower collapse. Northland NZ, as

the project sponsor, managed its delivery alongside the project steering group, consisting of largely infrastructure-based council officers from the four councils.

Extensive engagement with stakeholders, including the Joint Regional Economic Development Committee (who was the governance body of the plan), helped shape the methodology, pipeline development, prioritisation criteria and overall strategic direction of the plan.

Priority transformers and investment pathways included in the plan were:

- Connecting Northland
- Northport-Marsden Point energy precinct
- Resilient growth-ready towns and liveable communities
- Processing, advanced manufacturing and integrated logistics
- The energy bridge.

He aha te kai a te rangatira?
He kōrero, he kōrero, he kōrero.
What sustains good leadership?
It is dialogue, debate and collaboration.



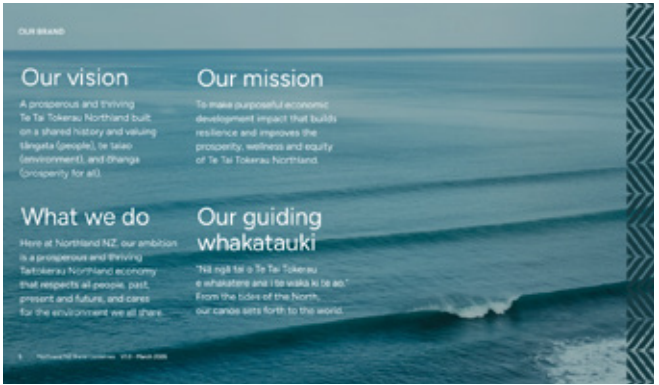
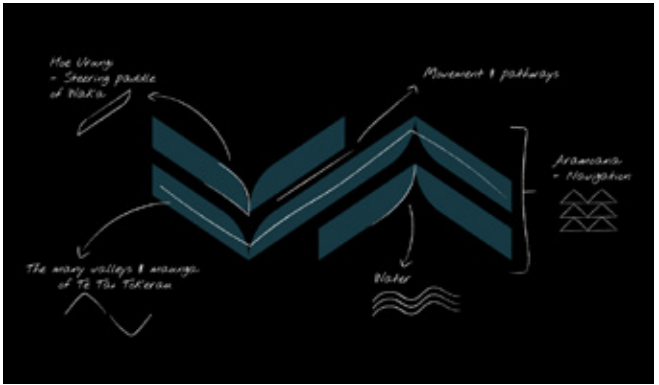
Northland NZ rebrand

The project to rebrand Northland Inc as Northland NZ was developed and implemented in 2026. Included here are some of the guiding principles used to determine our new look and focus.

Our organisation exists to guide Northland on its journey. Connecting the communities, industries and leaders of our region and beyond, we come together with a shared purpose to ensure our people and places thrive. Like bodies of water merging, our strength is multiplied in unity - a tide that lifts all of our waka higher.

By supporting investment and infrastructure, strengthening our primary sector, championing tourism and fostering innovation and enterprise, we take Northland to the world, and bring the world to Northland. Everything we do is for the North.

We are Northland NZ, Mō Te Tai Tokerau.





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