OUR PLACE *in the World*

RESTORING AN *Airport Icon*

PAGE 20

A NEW-LOOK TERMINAL *Complete*

PAGE 32



SCAN TO WATCH A TWO MINUTE VIDEO ABOUT OUR NEW FREIGHT APRON

CHRISTCHURCH AIRPORT

ANNUAL REVIEW 2026

TABLE OF *Contents*









OUR *Planes*

MORE THAN NEW ROUTES	**10**
SEVEN WAYS TO SAY G'DAY	**12**
CRITICAL RISK, FOCUSED ON WHAT MATTERS	**14**
CHASING THE SUN	**15**
FROM DATA TO DEPARTURE	**16**
SMALL PLANE BIG CONNECTION	**18**
GATE PARTY	**19**
RESTORING AN AIRPORT ICON	**20**
RIGHT SIZE, RIGHT ROUTE	**22**

OUR *Property*

BUILT FOR BUSINESS	**26**
MORE ROOM TO MOVE	**28**
BRIGHT IDEAS ON THE APRON	**29**
SEEING THE FLOW	**30**
A PROVING GROUND FOR BIG IDEAS	**31**
A NEW-LOOK TERMINAL COMPLETE	**32**
FROM GATE TO GREAT	**34**

OUR *People*

INVESTING IN OUR FUTURE LEADERS	**38**
A WARM WELCOME, POWERED BY PEOPLE	**39**
FROM SEEDLINGS TO CIRCUS SKILLS	**40**
SMART CHOICES, LASTING VALUE	**42**
THE FIRST STEP TOWARDS HORIZON 35	**44**
OPENING DOORS, BUILDING CONNECTIONS	**45**
SIX OF THE BEST	**46**

OUR *Planet*

SUSTAINABILITY SNAPSHOT	**50**
KŌWHAI PARK FROM VISION TO VOLTAGE	**52**
SHARING WHAT WE'VE LEARNT	**54**
LOOKING BEYOND THE CARBON	**55**
BUILT TO RESPOND	**56**
RIGHT ENERGY, RIGHT JOB	**58**
BOOSTING THE WAY WE WORK	**60**
SUSTAINABILTY IDEAS SHOULD TRAVEL	**61**
BRINGING NATURE CLOSER	**62**
A YEAR IN BRIEF	**64**

Foreword

FROM OUR CHAIR AND CHIEF EXECUTIVE

Nau mai, haere mai and welcome to Christchurch Airport's Annual Review.

This has been a year where plenty of hard work turned into visible results.

More people travelled through our airport, our airline network grew, and we continued to strengthen Christchurch's role as the gateway to Te Waipounamu, the South Island. At the same time, we opened new infrastructure, transformed our terminal experience, continued to grow a diverse airport campus and started a new partnership chapter with Air New Zealand.

Passenger numbers reached 6.9 million, with particularly strong international growth. New and expanded airline services gave South Islanders more choice and helped bring more visitors, trade and opportunity into our region.

Across the campus, there was plenty happening too. Our new freight apron opened, new facilities were delivered for businesses including DHL and Enatel, Kōwhai Park turned on the power and we continued creating space for technology and advanced manufacturing to grow.

Inside the terminal, our biggest transformation since 2013 gave passengers more places to eat, shop, relax and spend time together, one of many improvements designed to make the journey through our airport easier and more enjoyable.

This year also marked the beginning of our next chapter. Horizon 35 sets our direction for the decade ahead and challenges us to keep growing our core business, broaden our portfolio, work smarter and build long-term resilience.

None of what you'll read in these pages happens without our people, partners and wider airport community. We're proud of what has been achieved together and excited about what comes next.



Sarah Ottrey
Chair



Justin Watson
Chief Executive

The Numbers

FROM 1 JULY 2025 TO 30 JUNE 2026

6.85M
TOTAL PASSENGERS

UP 7.1% ON FY25

5.09M
DOMESTIC PAX

UP 5.4% ON FY25

1.76M
INTERNATIONAL PAX

UP 12.6% ON FY25

DOMESTIC AND REGIONAL AIRLINES

% share of total domestic and regional seats

- AIR NEW ZEALAND — 77%
- JETSTAR — 23%
- ORIGINAIR — 0.2%
- AIR CHATHAMS — 0.1%
- SOUNDS AIR — 0.1%

Percentages rounded up

INTERNATIONAL AIRLINES

% share of total international seats

- QANTAS — 30%
- FIJI AIRWAYS — 3%
- AIR NEW ZEALAND — 23%
- CHINA SOUTHERN — 3%
- EMIRATES — 16%
- CATHAY PACIFIC — 2%
- SINGAPORE AIRLINES — 10%
- UNITED AIRLINES — 1%
- JETSTAR — 12%

Percentages rounded up

97,289
TOTAL AIRCRAFT MOVEMENTS

UP 0.6% ON FY25

includes all movement types including freight

67,798
TOTAL PASSENGER AIRCRAFT MOVEMENTS

DOWN 1.1% ON FY25

NUMBER OF FLIGHTS TO THE ANTARCTIC

164

$273.0 MILLION
TOTAL REVENUE

UP 11.4% ON FY25

$64.9 MILLION
UNDERLYING PROFIT AFTER TAX

UP 30.6% ON FY25

$51.5 MILLION
TOTAL DECLARED ANNUAL DIVIDEND

UP $6.8M ON FY25

$2.61 BILLION
TOTAL ASSETS

Our Planes







MORE THAN *New Routes*

A partnership for growth.

Three new international routes made the headlines this year, but behind them is something potentially even more significant, a new long-term partnership between our airport and Air New Zealand.

We've worked alongside our national carrier for many years, connecting Christchurch and the South Island with communities across New Zealand and the world. This year, that longstanding relationship took another step forward.

After sustained work by teams from both organisations, we signed a Memorandum of Understanding that sets out an ambition to work much more closely together, aligning our thinking on network growth, airport planning, customer experience and the future of aviation.

It shifts the relationship from working together on individual opportunities to looking further ahead at what we can achieve together.

WIDEBODIES ARE BACK

The first visible sign of that closer partnership came with Air New Zealand announcing new non-stop services from Christchurch to Singapore, Tokyo (Narita) and Perth.

Beginning in late 2026, the services will see Air New Zealand's Boeing 787 Dreamliners return to Christchurch, bringing the airline's international widebody aircraft back to our airport, making our long-haul network even stronger.

But the opportunity extends well beyond three routes.

By planning together, we can better understand where future demand is coming from, explore new international and domestic connections, link airport investment with airline growth and make Christchurch an even better gateway and transfer point for the South Island. The partnership also creates opportunities to work together on customer experience, operational efficiency, cargo, technology and the transition to lower-emissions aviation, all areas identified in the Memorandum of Understanding.

BUILDING THE FUTURE TOGETHER

Built on years of collaboration and trust, our partnership with Air New Zealand will help unlock greater connectivity, tourism, trade and customer opportunities while planning together for the South Island's future aviation needs.

> "This reflects the strength of our partnership with Christchurch Airport and the work that's gone into *building this together.*"
>
> NIKHIL RAVISHANKAR
> Air New Zealand Chief Executive

A daily widebody aircraft brings around $150 million in visitor spend and $500 million in freight value annually.



Seven Ways TO SAY G'DAY

Direct to Australia.

Australia has never been easier to reach from Christchurch.

With Perth joining our network in November 2026, we offered travellers seven direct Australian destinations: Adelaide, Brisbane, Cairns, Gold Coast, Melbourne, Perth and Sydney.

Across the 2026/27 summer schedule, Air New Zealand, Qantas, Jetstar and Emirates will collectively offer up to 109 direct return services each week, with up to 17 departures on peak days. At peak season, Sydney will have up to 41 flights a week, Melbourne 34, Brisbane 21, Gold Coast seven, Perth six and Adelaide two.

For South Islanders, that means more choice, fewer connections, no extra flight and no time spent transferring through Auckland or another Australian city.

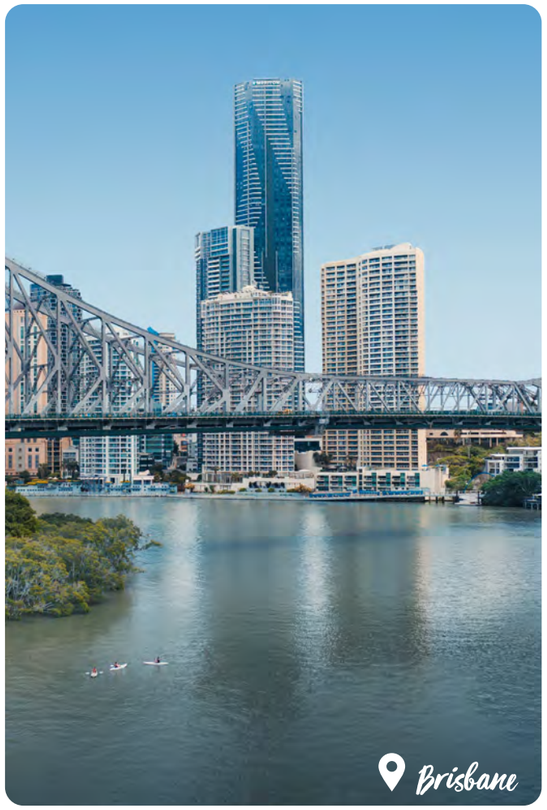
And it works both ways. Australia is our biggest source of international visitors, so making Christchurch easier to reach helps bring more Aussies directly into the South Island, supporting our hotels, attractions, hospitality businesses and regional economies.

Seven destinations. Four airlines. Up to 109 services a week. No detours. More connectivity.













> *Connectivity drives opportunity,* direct links with Australia's major cities make it easier to do business and attract visitors
>
> LEEANN WATSON
> CE Business Canterbury



CRITICAL RISK
Focused on What Matters

An airport is a complex place. Every day, thousands of people work, travel and move around an environment where aircraft, vehicles, machinery, construction and people come together.

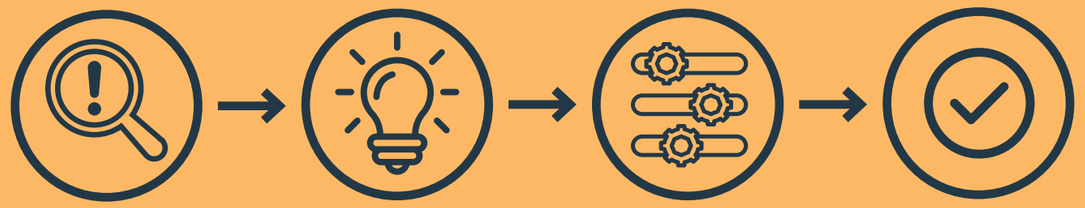
Managing risk well is fundamental to keeping everyone safe. This year, our Health Safety and Wellbeing team introduced a Critical Risk programme, driven by our CEO and led by our Risk and Assurance team. Its purpose is simple, apply a laser focus to the risks that could cause serious harm, understand the controls that prevent them and make sure they are working.

The programme brings a sharper, more consistent approach across the airport campus. We're concentrating attention on the things that matter most, clearly identifying who owns each risk and regularly checking the controls designed to keep people safe.

For example, where people and vehicles operate close to aircraft, having procedures in place is a good starting point. However we need to understand the critical controls that mitigate a serious incident and have confidence they are effective every day.

We have made good progress, identifying and assessing our most significant risks, and building greater understanding with our stakeholders across the business.

The outcome will be stronger assurance for our Board, clearer accountability for our teams and, most importantly, an airport where effective risk management is part of how we, and our partners, work every day.



IDENTIFY
Know our biggest risks.

UNDERSTAND
Know what prevents them.

CONTROL
Know our controls are working.

CHECK
And check again.

Enabling healthy work where our people can thrive



> We are putting our biggest risks under the microscope and making sure the controls that protect people *are actually working.*
>
> FORD ROBERTSON
> Manager Aviation Safety

CHASING
the Sun

Aeronautical and Marketing making it happen.

Winter in the South Island gave us the perfect reason to remind travellers just how easy it is to find some sunshine.

Working together, our Aeronautical Development and Marketing teams saw an opportunity to support our direct tropical services and encourage more South Islanders to escape the winter cold.

Our 'Escape to the Sun' campaign put those direct tropical connections in the spotlight, showcasing destinations where warmer weather was only one flight away.

Marketing brought the campaign to life using vibrant imagery, destination inspiration and a travel competition to get people dreaming about their next escape. The campaign included destinations such as Rarotonga, Fiji and Vanuatu, all available direct.

MAKING THE ENGAGEMENT AS RELEVANT AS THE MESSAGE

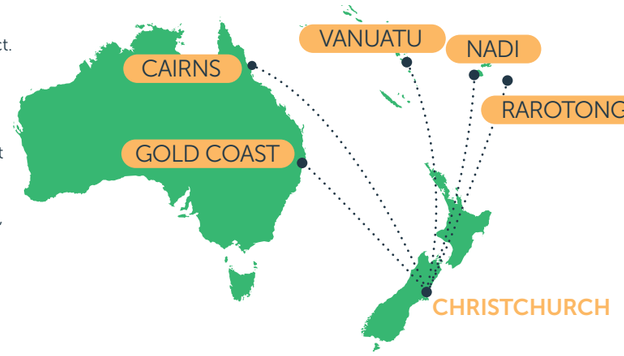
The campaign was underpinned by a weather-responsive media strategy, built around a simple insight: the colder and greyer it is at home, the more appealing a warm tropical escape becomes.

We increased our engagement activity on cold, wet and grey days, putting the campaign in front of people when they were most likely to be dreaming about sunshine and considering their next tropical getaway.

The seasonal opportunity is particularly well suited to Christchurch and the South Island, helping us stimulate outbound travel and build demand for our airline partners' services through winter.

And people responded. More than 7000 competition entries gave us a strong indication that a little winter sunshine was exactly what people were looking for.

For us, campaigns like this are about more than inspiring holidays. By bringing our Aeronautical and Marketing expertise together, we can help fill planes, strengthen the sustainability of our routes and create opportunities for them to grow.



> Getting the route is only half the job. We need to get local Canterbury people *motivated to travel.*
>
> SCOTT CALLAWAY
> General Manager Trade Development & Aeronautical



FROM DATA *to Departure*

How a new route takes flight.

A new route might begin with an aircraft touching down, but the journey to get it there starts years earlier and often with a spreadsheet.

Our Aeronautical Development team uses data to understand where opportunities might exist for a direct service.

If thousands of South Islanders are flying through Auckland or an Australian hub to reach the same destination, for example, that can signal an opportunity.

But passenger numbers are only the beginning.

We analyse visitor demand in both directions, seasonality, freight opportunities, onward connections and how a potential route fits with an airline's, and our, wider network. We look at aircraft type, range and availability, likely fares and how frequently a service might need to operate to be successful. And we dovetail this with global trends, visa options, government incentives and geopolitics.

The result is a detailed picture of the potential market and evidence we can take to an airline and use to build the case for Christchurch.

From there, relationships matter. Our team can spend years talking with an airline, sharing new data, building demand and refining the opportunity as market conditions change.

Even after an airline says yes, the work continues. Airport operations, border agencies, tourism partners and others come together to make sure everything is ready for the first flight. We also work with partners across the South Island and beyond to promote the new connection to turn forecast demand into real passengers.

There's no single formula that guarantees a new route.

But behind every new destination on our departure board are millions of data points, a strong business case and years of teamwork, all leading to one very exciting first flight.

> *Behind every new route* are millions of data points and years of conversations.
>
> GORDON BEVAN
> General Manager
> Aeronautical Development













Find THE MARKET

- WHERE ARE PEOPLE TRAVELLING NOW?
- WHICH DESTINATIONS ARE THEY REACHING VIA AUCKLAND, AUSTRALIA OR ANOTHER HUB?
- HOW MANY PEOPLE ARE ALREADY MAKING THE JOURNEY?
- WHERE ARE OVERSEAS VISITORS TO THE SOUTH ISLAND COMING FROM?
- INDIRECT JOURNEYS AND CONNECTING HUBS
- BUSINESS OR LEISURE TRAVEL?
- WHICH DESTINATIONS COULD SUPPORT A DIRECT CONNECTION?

Follow THE DATA

- PASSENGER NUMBERS
- INDIRECT JOURNEYS
- VISITOR DEMAND IN BOTH DIRECTIONS
- FREIGHT AND EXPORT OPPORTUNITIES
- VISA AND ENTRY REQUIREMENTS
- TOURISM AND ECONOMIC TRENDS
- COMPETITOR AIRPORTS AND SERVICES

Build THE CASE

- CAN THE ROUTE WORK COMMERCIALLY FOR THE AIRLINE?
- IS THERE ENOUGH DEMAND IN BOTH DIRECTIONS?
- YEAR-ROUND OR SEASONAL?
- HOW OFTEN SHOULD IT FLY?
- WHAT AIRCRAFT COULD OPERATE THE ROUTE?
- WHAT ONWARD CONNECTIONS COULD PASSENGERS ACCESS?
- WHAT FREIGHT COULD TRAVEL ON THE SERVICE?
- WHAT ECONOMIC VALUE COULD THE ROUTE CREATE?

Work WITH THE AIRLINE

- SHARE THE EVIDENCE AND TEST ASSUMPTIONS
- UNDERSTAND THE AIRLINE'S PRIORITIES
- FIND THE RIGHT FREQUENCY
- FIND THE RIGHT TIME OF YEAR
- BUILD DEMAND BEFORE LAUNCH
- WORK THROUGH COMMERCIAL CONSIDERATIONS
- BRING TOURISM AND TRADE PARTNERS INTO THE CONVERSATION
- KEEP THE RELATIONSHIP GOING, SOMETIMES FOR YEARS

Get READY

- AIRPORT OPERATIONS
- BORDER AGENCIES, CUSTOMS AND IMMIGRATION
- GROUND HANDLERS AND AIRLINE TEAMS
- BAGGAGE AND PASSENGER SERVICES
- GATE AND STAND PLANNING
- TOURISM PARTNERS
- DESTINATION MARKETING
- FREIGHT AND LOGISTICS PARTNERS

First FLIGHT!

- CELEBRATE WITH THE AIRLINE AND PARTNERS
- WELCOME THE FIRST PASSENGERS
- WARM WELCOME OR CEREMONY
- MEDIA COVERAGE
- PHOTOGRAPHY AND CONTENT
- PROMOTE THE DESTINATION
- GENERATE EXCITEMENT AND BOOKINGS
- WATER ARCH

Small Plane BIG CONNECTION

They may be our smallest airline partner, but Originair plays an important role in keeping the South Island connected.

The Nelson based airline arrived at Christchurch in October, restoring a direct link with Blenheim before adding Nelson to its Christchurch network in February. By August, they had already operated over 450 flights to and from Christchurch Airport.

Everything about Originair feels personal.

Its British Aerospace Jetstream 32s carry just 18 passengers. The pressurised twin-engine turboprops are flown by two pilots and are perfectly suited to short regional journeys.

Those small aircraft deliver some big benefits.

The direct Blenheim service takes around 50 minutes and flies five times a week, connecting people with Christchurch for business, leisure, education, specialist healthcare and onward domestic and international journeys.

For passengers, that can mean the difference between a simple flight across the South Island and a much longer journey by road or through another airport. It also makes it easier to connect with flights to Australia, making same-day travel across the Tasman possible for many.

Our high-end visitors also value the short hop to visit Marlborough's famous vineyards.

Originair is proudly a New Zealand-owned airline, and that makes our relationship with them different too. Their team knows ours, ours knows theirs, and we work closely together to make these important regional connections work.

For us, growing connectivity isn't only about attracting the biggest aircraft or flying to the furthest destinations. Sometimes it's an 18-seat aircraft making a 50-minute flight that can make the biggest difference to someone's day.

> "It turns what used to be a long day of travel into a *50-minute flight.*"
>
> ROBERT INGLIS
> Founder and Managing Director



GATE *Party*

Celebrating a new connection.

A new route is the result of months or sometimes years, of work, so when the date finally arrives, we make a moment of it.

At our airport, that usually means an at-gate celebration.

Airline executives, airport teams, local dignitaries and passengers come together at the departure gate to mark the start of a new connection. There are speeches, cake, oversized boarding passes, themed activations and plenty of passenger involvement.

The celebration is fun, but it also serves a bigger purpose.

An inaugural flight celebration is a chance to thank the airline, recognise the teams who made it happen and give passengers a memorable first experience. It creates energy around the new service and helps tell the story of why the connection matters for Christchurch and the South Island.

This year, we did exactly that for Air New Zealand's new routes to Rarotonga and to our sister city Adelaide, as well as for Jetstar's launch to Hamilton.

Different destinations, different airlines, but the same sense of occasion.

Because when a new route starts, we're not just celebrating another flight on the board.

We're celebrating a new connection, a new relationship and the opportunities that come with it.





> "New routes are big milestones and we want passengers to *feel part of that.*"
>
> BRIAR NASH
> Christchurch Airport
> Partnership Manager





Restoring AN AIRPORT ICON

Our Spitfire is once again standing proudly in Spitfire Square after an extensive refurbishment gave one of the airport's most familiar landmarks a new lease of life.

The replica has become much more than a landmark. For many locals it is a reminder of the skill and bravery of New Zealand's wartime aircrew and service personnel, while for travellers returning to Christchurch it is a familiar sight that quietly says, 'welcome home'.

After years exposed to Canterbury weather, the aircraft needed some serious attention. More than 450 hours of work went into repairing structural and weather damage, restoring fibreglass, rebuilding parts of the internal frame and completely repainting the aircraft.

The team also took the opportunity to make several details more authentic, using the original Spitfire TE288 at the Air Force Museum of New Zealand as a reference.

Its return to Spitfire Square ahead of Anzac Day was particularly fitting, preserving an important connection with our past while keeping a Christchurch icon looking its best.

> For many returning travellers, seeing the Spitfire is a reassuring and familiar sight. It quietly says *'welcome home'*.
>
> SEAN TULLY
> Strategic Communications Manager







Right Size RIGHT ROUTE

Why airlines choose different aircraft.

Look across our airfield and you'll see everything from an 18-seat Jetstream 32 to an Airbus A380. That range tells a story, with every aircraft is designed for a different job.

For smaller regional routes, aircraft such as Originair's Jetstream 32 keep communities connected. Q300s and ATR 72s step things up for busier regional services, while A320s and A321s are well suited to high-frequency domestic and trans-Tasman flying.

Long-haul routes need more range and more capacity. That's where aircraft such as the Airbus A350 and Boeing 787 Dreamliner come in, carrying passengers and valuable freight over much greater distances.

At the top end, the A380 brings hundreds of passengers into Christchurch on a single flight.

The choice comes down to a mix of distance, passenger demand, freight, frequency, aircraft availability, fuel efficiency and operating costs. They also balance size against frequency. One larger aircraft can move more people at once, while smaller aircraft may offer travellers a wider choice of departure times.

The biggest plane isn't always the best plane.

The right aircraft is the one that makes the route work.

> *Every aircraft has a sweet spot.*
> We combine market intelligence, local insights and data to help airlines assess the commercial opportunity for a Christchurch service. As the route matures, we track demand to identify when it can support a larger aircraft, more flights or both.
>
> HSIN-YU LOW
> Aeronautical Development Manager





















FROM 18 SEATS TO 500+

AIRLINES	SEATS	RANGE	WHAT IT'S GOOD AT	AT CHRISTCHURCH
JETSTREAM 32				
ORIGINAIR	18	1,260 KM	SMALLER REGIONAL CONNECTIONS	CONNECTS WITH SMALLER REGIONAL DESTINATIONS WHERE PASSENGER VOLUMES SUIT A SMALLER AIRCRAFT.
BOMBARDIER Q 300				
AIR NEW ZEALAND	50	1,550 KM	SHORT REGIONAL CONNECTIONS	WELL SUITED TO SMALLER REGIONAL MARKETS AND ADDING FREQUENCY ON BUSY SHORT-HAUL ROUTES.
ATR 72				
AIR CHATHAMS	68	1,370 KM	HIGHER-VOLUME REGIONAL FLYING	PROVIDES IMPORTANT REGIONAL CONNECTIONS, INCLUDING THE CHATHAM ISLANDS, WHILE ADDING CAPACITY AND FREQUENCY ON KEY DOMESTIC ROUTES.
B737 MAX 8 /800F				
AIR WORK, TEXEL, ASL, FIJI AIRWAYS	178	6,480 KM	SHORT TO MEDIUM-HAUL INTERNATIONAL FLYING	AN EFFICIENT MEDIUM-HAUL JET CONNECTING WITH FIJI AND ONWARD ACROSS THE PACIFIC AND BEYOND. ALSO, A NEXT GENERATION INTERNATIONAL AND DOMESTIC FREIGHTER.
A320				
AIR NEW ZEALAND, JETSTAR	171-186	6,200 KM	DOMESTIC TRUNK, TRANS-TASMAN AND PACIFIC FLYING	A VERSATILE WORKHORSE FOR CHRISTCHURCH, SERVING BUSY DOMESTIC TRUNK ROUTES, AUSTRALIA AND THE PACIFIC.
A321NEO				
AIR NEW ZEALAND, JETSTAR	214-232	7,400 KM	HIGH-VOLUME DOMESTIC, TRANS-TASMAN AND PACIFIC ROUTES	ADDS MORE SEATS WHILE REMAINING HIGHLY EFFICIENT, MAKING IT IDEAL FOR HIGH-DEMAND ROUTES SUCH AS AUCKLAND, BRISBANE, SYDNEY AND MELBOURNE.
B767-300				
TASMAN CARGO	57 TONNES PAYLOAD	6,112 KM	THE PREFERRED FREIGHTER FOR THE MEDIUM WIDEBODY MARKET	MOVES HIGH VOLUMES OF OVERNIGHT FREIGHT BETWEEN CHRISTCHURCH AND AUCKLAND, SUPPORTING CHRISTCHURCH'S ROLE AS A MAJOR SOUTH ISLAND FREIGHT HUB.
B787-8/9				
CHINA SOUTHERN, UNITED AIRLINES	228–257	14,820-15,370 KM	LONG-HAUL, EFFICIENT DIRECT CONNECTIONS	GIVES CHRISTCHURCH THE RANGE AND EFFICIENCY NEEDED FOR DIRECT LONG-HAUL CONNECTIONS TO ASIA AND NORTH AMERICA.
A350-900/1000				
SINGAPORE AIRLINES, CATHAY PACIFIC	253-334	15,750-16,850 KM	EFFICIENT LONG-HAUL, STRONG RANGE AND CARGO CAPACITY	COMBINES LONG RANGE WITH STRONG PASSENGER AND CARGO CAPACITY, CONNECTING CHRISTCHURCH WITH MAJOR ASIAN HUBS SUCH AS SINGAPORE.
A380				
EMIRATES	489–517	14,800 KM	VERY HIGH-VOLUME LONG-HAUL FLYING	BRINGS HUNDREDS OF PASSENGERS TO CHRISTCHURCH ON A SINGLE FLIGHT AND CONNECTS THE SOUTH ISLAND WITH EMIRATES' GLOBAL NETWORK THROUGH DUBAI.

Our Property





Built FOR BUSINESS

Our property business is about more than buildings. We invest in the right infrastructure, develop fit-for-purpose bespoke facilities and lease them to businesses that strengthen our campus, our city and the wider South Island economy.

This year, three significant developments show that model in action, new facilities for Enatel and DHL and the major expansion of the Christchurch Engine Centre operated by Pratt & Whitney and Air New Zealand.

Together, these developments are creating enduring assets for our airport while attracting investment, supporting skilled jobs and building capability that reaches far beyond our boundary. They demonstrate the value of using our land and infrastructure deliberately to building a campus where ambitious businesses can grow, and where Christchurch and the South Island can compete on the world stage.

ENATEL

Christchurch-born Enatel has made our campus its long-term home, bringing its people and operations together in a new 8,000 m^2 facility. A global leader in industrial battery charging technology, Enatel exports to more than 75 countries. Its presence strengthens the growing cluster of technology and advanced manufacturing businesses on campus and provides room for another home grown success story to keep growing from Christchurch.

> Christchurch is where Enatel began, and it remains at the heart of our future. This new facility gives us the ***space and capability*** to grow our people, advance our charging technology and expand our global business from right here in Ōtautahi.
>
> MIKE CLIFFORD
> General Manager of Enatel



CHRISTCHURCH ENGINE CENTRE

The Christchurch Engine Centre is undergoing a major 14,000 m^2 expansion, adding capability to maintain and overhaul the latest generation of Pratt & Whitney GTF aircraft engines. The US$150 million investment will support up to 140 engine overhauls a year by 2032 and create around 200 high-value jobs. It further establishes Christchurch as an important centre for highly skilled aviation engineering and advanced manufacturing.

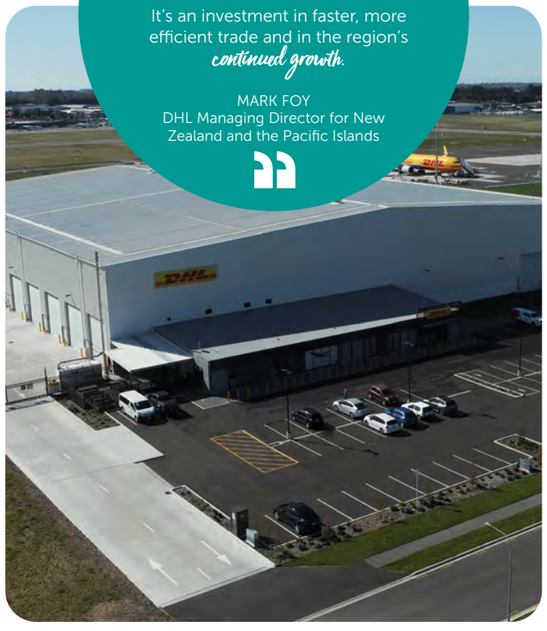
> This expansion is a ***significant investment*** in Christchurch and in the highly skilled people who make the Christchurch Engine Centre a world-class operation. It strengthens the city's place in the global aerospace and advanced manufacturing sector.
>
> GRAEME JACK
> General Manager of Pratt & Whitney



DHL

At Dakota Park, DHL's new 7,000 m^2 international gateway brings its service point and freight operations together beside our expanded freight apron. Advanced sorting technology and direct airside access will help move goods faster and more efficiently, strengthening the connections South Island exporters and importers rely on to reach global markets.

> Our new Christchurch gateway gives us greater capacity and better connections to move South Island products around New Zealand and across the world. It's an investment in faster, more efficient trade and in the region's ***continued growth.***
>
> MARK FOY
> DHL Managing Director for New Zealand and the Pacific Islands



MORE ROOM *to Move*

Behind every pallet that leaves Christchurch Airport is a business reaching a customer.

It might be fresh produce heading offshore, a high-value manufactured product bound for an international market or an urgent order that needs to arrive quickly. For South Island exporters, reliable airfreight connections can make a real difference.

That's why our new $40 million freight apron matters.

The development effectively doubles our airfreight apron capacity and gives dedicated freight aircraft more room to operate. Sitting alongside Dakota Park, our 80-hectare freight and logistics precinct, it strengthens the connection between local businesses and global markets.

HELPING EXPORTERS GO FURTHER

For exporters, time matters.

Fresh products need to arrive in the best possible condition. High-value goods need to move securely and efficiently. Businesses need confidence that, when an opportunity opens up overseas, they have the connections to take it.

By bringing aircraft, freight operators and distribution facilities closer together, the new apron helps make that journey faster and simpler.

BUILT FOR SOUTH ISLAND BUSINESS

The apron is also an investment in what comes next.

As South Island businesses grow, we need infrastructure that can grow with them. More freight capacity gives exporters greater confidence to pursue new customers and new markets, while strengthening Christchurch Airport's role as the South Island's international gateway.

For us, this project is about much more than concrete and aircraft stands.

It's about backing the growers, makers and businesses across the South Island whose products travel through our airport every day and helping them take a little more of the South Island to the world.



> "This is mission critical infrastructure. What Christchurch Airport have done here is *world class.*"
>
> CHRISTOPHER LUXON
> Prime Minister of New Zealand

Bright Ideas ON THE APRON

We've upgraded two critical parts of our aircraft apron and manoeuvring area: the systems that guide aircraft onto stands, and the lighting that keeps the apron clearly visible at night and in poor weather. Both projects improve safety today while preparing the airport for the technology and operational needs of the future.

RIGHT ON THE MARK

Our aircraft parking guidance system has been upgraded to an Advanced Visual Docking Guidance System, or A-VDGS.

The new system gives pilots clearer, more precise digital guidance as they move aircraft onto a stand, helping ensure aircraft are correctly positioned and providing another layer of safety for people, aircraft and equipment operating around them.

The enhanced digital display also creates new opportunities for the future. As more airport systems become connected, A-VDGS will be able to link with new data services, providing better real-time information and supporting more efficient aircraft movements across the apron.

SEEING THE DIFFERENCE

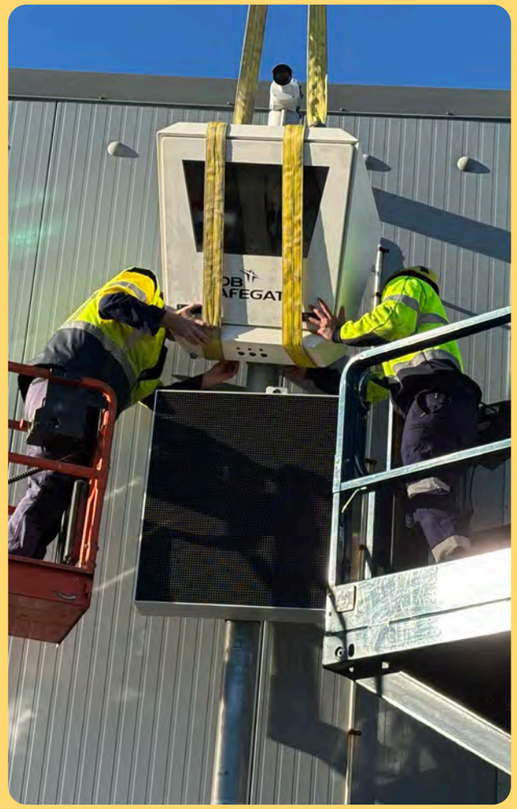
We have also completed a full replacement of the apron's traditional floodlights with LED technology.

Across 28 lighting poles, each carrying up to six lights, the new LEDs provide brighter, more consistent illumination while using significantly less energy than traditional lighting. Another win for sustainability.

They also last longer, require less maintenance and provide better control over where light is directed. That means improved visibility for the teams working around aircraft, reduced energy use and fewer occasions when maintenance crews need to access high lighting poles.

Together, these upgrades are making our apron safer, smarter, more efficient and sustainable. Ensuring the infrastructure supporting our airline partners and operational teams is ready for what comes next.

> "These upgrades are about making the apron safer for everyone who works on it, while introducing technology that is more *reliable, efficient and ready for the future.*"
>
> PETER O'MALLEY
> Apron Operations Officer







> *Good customer service* is about anticipating what people need. This technology helps us spot pressure points before they become problems.
>
> ANN BAKER
> Customer Services Duty Manager

LiDAR
The blue dots showing where people are in real time

SEEING *the Flow*

Airports are at their best when people can move through them easily.

To help us understand where that journey works well and where it doesn't, we have installed LiDAR technology in some of our busiest pedestrian areas, including the food court, our security checkpoints and across international arrivals.

LiDAR uses light sensors to create a real-time, anonymous picture of how people move through a space. It does not identify individuals; the data simply shows us how are moving, gathering or slowing down in real time.

That means our teams can spot congestion earlier and respond more quickly, including deploying extra staff when they are needed.

The longer-term value is just as important. The data shows us where bottlenecks regularly occur and how passengers naturally use different parts of the terminal. That helps us make better decisions about layouts, construction and where services should be placed. Passenger movement data has already helped inform the location of hospitality, retail and customer facilities.

By linking LiDAR with other airport data platforms, we can build a clearer picture of the passenger journey and make decisions based on what people are actually experiencing.

It's an unobtrusive quiet piece of technology, but one that helps make the airport easier to move through today and better designed for tomorrow.

A PROVING GROUND *for Big Ideas*

Sometimes supporting innovation means giving a great idea somewhere to get off the ground.

That's exactly what's happening with Whoosh, the Christchurch company developing a new form of on-demand transport using autonomous electric vehicles.

Passengers would book a ride much like a ride-hailing service, but instead of travelling on congested roads, the vehicle would move above the ground on a lightweight cable and rail guideway, travelling point-to-point without stopping along the way.

Whoosh has established a proving ground on our campus where its team can test, refine and demonstrate the technology.

WHERE IDEAS CAN GROW

Our campus offers the space, infrastructure, connectivity and long-term certainty advanced manufacturing businesses need.

Whoosh joins a growing group of technology and manufacturing companies based here, including Enatel, Fabrum, Pratt & Whitney and Link Engines.

Together, they reflect Christchurch's growing strength in aerospace, innovative engineering, energy technology, aerospace and high-value manufacturing.

INNOVATION IN ACTION

Whoosh is one of the most visible examples of that ambition, and follows on from previous autonomous vehicle trials.

For us, it's a great example of how our campus can help ambitious businesses test, build and grow.

WHOOSH®

> We are pleased to have partnered with CIAL in the establishment of our Whoosh proving ground. It has allowed us to take our concepts into an environment for *real-world testing*.
>
> DR CHRIS ALLINGTON
> Whoosh CEO









A NEW-LOOK TERMINAL, *Complete*

Our terminal has had its biggest revamp since it opened in 2013.

Over 20 months, we've transformed food, retail and family spaces to give our passengers more choice, more comfort and a better experience from the moment they arrive.

And we did it while nearly 11 million passenger journeys continued through our terminal.

MORE TO SEE, EAT AND ENJOY

The revamped terminal now includes a redesigned food court, 12 new food and beverage outlets, expanded retail spaces, upgraded bathrooms, three dedicated parent rooms, two gender-neutral facilities, improved seating and larger, easier-to-read flight information screens. A new ten metre hero screen in the food court adds even more energy to the space.

There's plenty of local flavour too. Travellers can pick up locally made Adelphi chocolates and Lyttelton pottery, while FUSH brings a familiar taste of Ōtautahi to departures.

In international departures, two new bars and eateries have created more places to relax before a flight.

EASIER FOR FAMILIES

The final piece of the revamp was a new Antarctic-themed children's play area beside the regional departure gates.

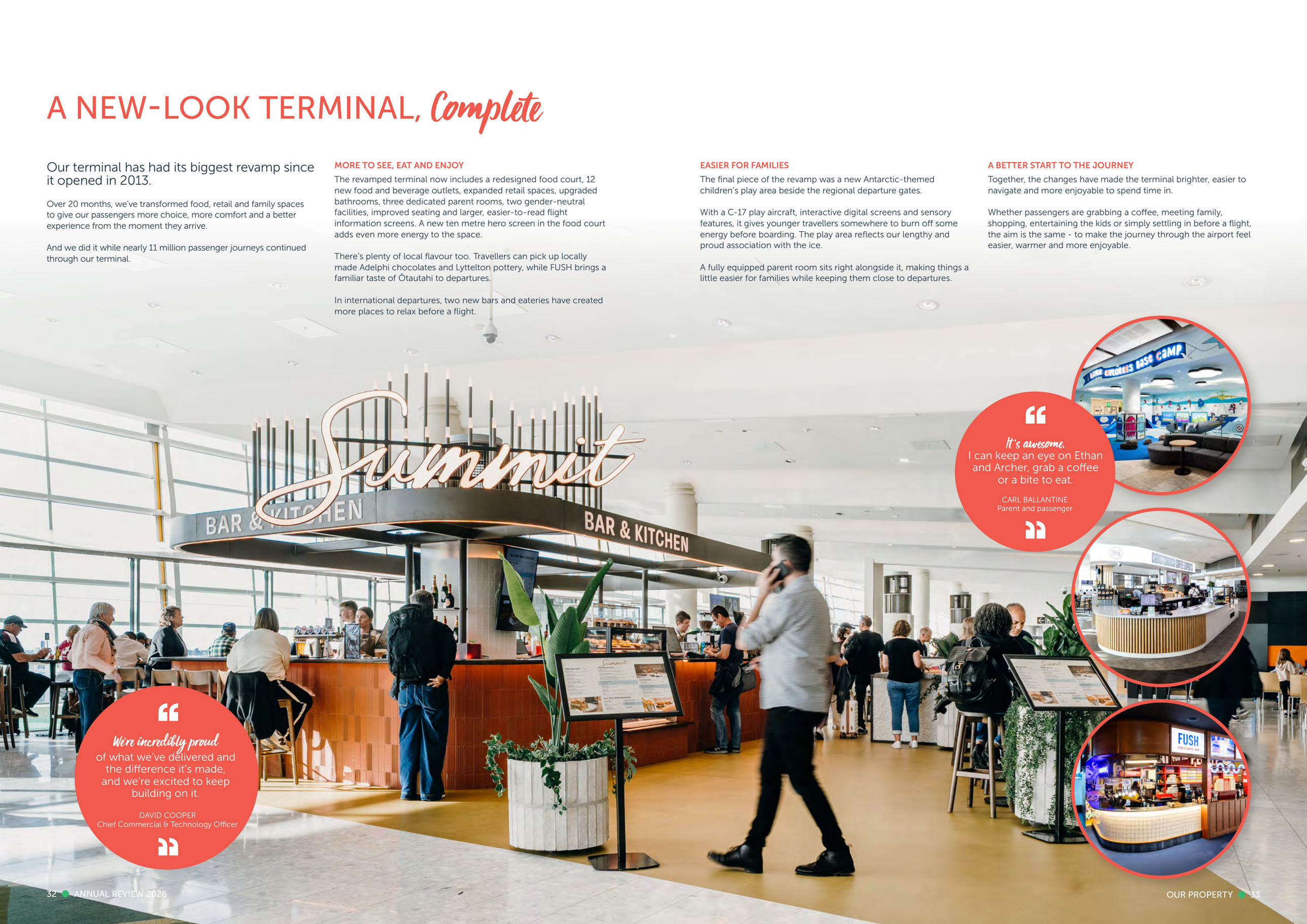
With a C-17 play aircraft, interactive digital screens and sensory features, it gives younger travellers somewhere to burn off some energy before boarding. The play area reflects our lengthy and proud association with the ice.

A fully equipped parent room sits right alongside it, making things a little easier for families while keeping them close to departures.

A BETTER START TO THE JOURNEY

Together, the changes have made the terminal brighter, easier to navigate and more enjoyable to spend time in.

Whether passengers are grabbing a coffee, meeting family, shopping, entertaining the kids or simply settling in before a flight, the aim is the same - to make the journey through the airport feel easier, warmer and more enjoyable.



> *It's awesome,* I can keep an eye on Ethan and Archer, grab a coffee or a bite to eat.
>
> CARL BALLANTINE
> Parent and passenger

> *We're incredibly proud* of what we've delivered and the difference it's made, and we're excited to keep building on it.
>
> DAVID COOPER
> Chief Commercial & Technology Officer

From Gate TO GREAT

From touchdown to Christchurch in minutes.

Few airports make it this easy. Within around 20 minutes of landing, visitors can be enjoying major sport, concerts, conferences, great food and some of the city's best attractions.

LAND. EXPLORE. ENJOY. CHRISTCHURCH IS RIGHT ON OUR DOORSTEP.



AIR FORCE MUSEUM OF NEW ZEALAND

Aviation is part of Christchurch's story, so there is a natural connection between the airport and the Air Force Museum. Being so close to the airport makes it *incredibly easy* for visitors arriving in the city to experience New Zealand's military aviation history for themselves.

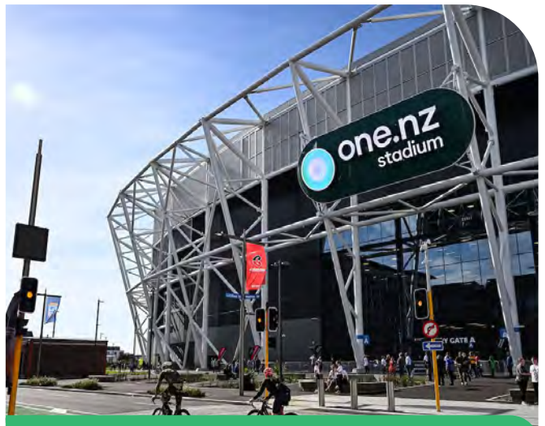
BRETT MARSHALL
Director,
Air Force Museum of New Zealand



TE PAE CHRISTCHURCH CONVENTION CENTRE

For business events, connectivity really matters. Christchurch Airport puts delegates just 20 minutes from Te Pae, while *connecting our city* directly with destinations across New Zealand and around the world. That ease of access is a real competitive advantage for us.

ROSS STEELE
General Manager,
Te Pae Christchurch



ONE NEW ZEALAND STADIUM - TE KAHA

Major events depend on being *easy to get to*. Christchurch Airport connects fans, teams and performers with our city and, within minutes of arriving, they can be heading towards one of New Zealand's premier event venues. That connection is what creates a seamless experience that extends beyond the venues to the entire city.

TODD SCHMIDT
Director, Impact and Experience
Venues Ōtautahi



PARAKIORE RECREATION AND SPORT CENTRE

Parakiore is a *world class* recreation and sport centre in the centre of Ōtautahi. Having an international airport so close makes a real difference when we welcome athletes, teams and spectators from overseas and from around New Zealand.

NIGEL COX
Head of Recreation, Sport and Events,
Christchurch City Council



CHRISTCHURCH ADVENTURE PARK

Visitors can land and before long be mountain biking, taking in the views from the Port Hills or climbing into a harness about to go ziplining on New Zealand's highest and longest ziplines. That's the kind of adventure this city *makes possible*.

DAN BURT
Head of Experiences,
Christchurch Adventure Park



WOLFBROOK ARENA

Great connectivity helps bring great events to Christchurch. The airport makes it easier for artists, touring crews and audiences to get here, and its proximity to Wolfbrook Arena means visitors can arrive in Christchurch and be at a show remarkably quickly.

CAROLINE HARVIE-TEARE
Chief Executive,
Venues Ōtautahi



RIVERSIDE MARKET

For visitors, food is one of the *best ways* to discover a city. With the airport so close, people can have their lunch at Riverside and still catch their afternoon flight with ease. Arrivals can be tasting local food, meeting local producers and experiencing the energy of central Christchurch a short Uber away.

JO SOUTHEN
General Manager,
Riverside Market

Our People

Investing IN OUR FUTURE LEADERS

This year, 13 current and emerging leaders took part in a bespoke leadership capability programme.

Grounded in our new leadership framework, informed by the Inner Development Goals, the programme focused on developing the leadership capabilities needed to deliver Horizons 35.

Breaking the mould of traditional leadership development, the programme challenged participants through real business issues, squad-based learning and deep personal reflection, helping leaders build the capability to navigate complexity, drive change and lead with greater impact.

As our strategy will ultimately be delivered through our people, targeted and aligned capability development is critical to building the leadership capability and pipeline needed for CIALs future success.

GROWTH

> Altitude pushed me outside my comfort zone and *challenged me in new ways.*
>
> JORDAN FAHEY • Marketing Manager

REAL-WORLD LEARNING

> Tackling a real airport challenge made the learning *practical and relevant.*
>
> FIONA MILLAR • Digital and Technology Manager

CONFIDENCE

> I've become more deliberate about how I lead, where I focus my time and where I can have *the greatest impact.*
>
> NIC SULLIVAN • Commercial Manager

MENTORING

> Having an external mentor working alongside our squad *pushed our thinking* and helped us look at the challenge through a completely different lens.
>
> CLAIRE WAGHORN • Sustainability Transition Leader

COLLABORATION

> Working with people from across CIAL gave me a much *broader view* of our business.
>
> WILL PETERSEN • Manager, Airport Fire Service

FUTURE FOCUS

> The programme has changed the way I think about leadership and where I can *add value* next.
>
> FRANCOIS BAUDET • Development Programme Director





> Being an Ambassador gets me out, keeps me connected and gives me the chance to help people from *all over the world.*
>
> RUTH A'COURT
> Airport Ambassador

A Warm Welcome, POWERED BY PEOPLE

Our Airport Ambassadors are a familiar and friendly presence in the terminal, helping make every journey through our airport a little easier.

The volunteer team staffs our public information desks, answering questions, giving directions and helping travellers find their way. When international arrivals get busy, they also lend a hand to support passengers through the arrivals process and keep things moving.

Our Ambassadors come from a range of backgrounds, but many are retired and looking to stay active, meet new people and remain connected to their community. In return, the programme offers something just as valuable: a sense of belonging, purpose and the opportunity to be part of the life of the airport.

For passengers, that means having a real person there when they need help. For our airport team, it means having another group of people ready to step in and support our customers when it matters most.

It is a simple partnership with a big impact and value. Our Ambassadors give their time and experience, and we give them a place to connect, contribute and belong.

OUR COMMUNITY FUND IN ACTION
From Seedlings to Circus Skills

Community Action.

The Christchurch Airport Community Fund is about supporting the people and organisations who are making a positive difference across our region.

This year, grants have helped remove barriers to learning, restore native habitats, create new opportunities to connect and build skills and strengthen communities.

Each project is different, but they share something important: local people turning good ideas into meaningful action.



LIVING SPRINGS TRUST

Funding helped Living Springs Trust purchase kānuka seedlings for its native restoration programme, supporting healthier ecosystems and more resilient hillsides.

> Every kānuka seedling planted is another step towards a healthier native ecosystem, creating shelter for native species, supporting biodiversity and strengthening our landscape

HEBA MASHHOUR
Fundraising & Community Engagement Manager, Living Springs Trust



MOVE ŌTAUTAHI

Funding supported MOVE Ōtautahi's circus programme for older adults, giving their team the opportunity to develop the programme and help it grow.

> Christchurch Airport's support gave us the space to really develop our circus programme for older adults. It's going from strength to strength, and we're now creating training that will ***help us share*** this

CHLOE DEAR
Centre Director, MOVE Ōtautahi Inc



TREES FOR CANTERBURY

The grant supported Trees for Canterbury to plant more than 200 native plants at Charlesworth Reserve, providing shelter for its growing nursery and supporting biodiversity across the reserve.

> Thanks to Christchurch Airport's support and an ***amazing effort*** from the Student Volunteer Army, these new plants will help protect our growing nursery while creating more habitat for birds, attracting pollinators and supporting biodiversity at Charlesworth Reserve.

LAURA DAVISON
Nursery Manager
Trees for Canterbury



EVOLOCITY CHARITABLE TRUST

Funding enabled EVolocity to provide electric motor kits to two local schools, removing a financial barrier and giving more rangatahi access to STEM opportunities.

> This grant has removed a significant financial barrier, ***giving more*** rangatahi the opportunity to take part in hands-on STEM learning and build confidence through practical experience.

JO MORGAN
Head of Partnerships,
EVolocity Charitable Trust



SEED THE CHANGE

Funding helped Seed the Change build momentum for its Drinkable Rivers restoration work at Peer Reserve, supporting volunteer working bees, supplies, signage and native planting.

> Christchurch Airport's support has helped ***build momentum*** for the waterway restoration project. It's as much about people as it is plants. We've been able to bring the generations together to create a sense of shared purpose, pride and genuine connection through our regular working bees.

CLAIRE NEWMAN
General Manager, Seed the Change

SMART CHOICES *Lasting Value*

Behind every major purchase is a team focused on getting the best outcome for our business and customers.

From the terminal floor to the runway, this year our Procurement team helped put in place the services, infrastructure and commercial arrangements that keep the airport moving and support future growth.



Assetlink Services (NZ) Limited

PROJECT
Cleaning and Associated Services

ABOUT
Assetlink's work reaches beyond the terminal, covering busy passenger areas, back-of-house spaces, car parks and trolley services to help keep the wider airport clean, welcoming and ready for daily operations.



Fulton Hogan Limited

PROJECT
Airfield Pavement Maintenance Works

ABOUT
Fulton Hogan maintains the runways and taxiways that help keep aircraft moving, working around live airport operations and supported by detailed planning, quality assurance and performance reporting.



Enviro NZ Limited

PROJECT
Waste Services (Removal and Sortation)

ABOUT
From terminal bins to campus wide collections, Enviro NZ manages waste collection, removal and sortation across the airport, including the Christchurch Airport Waste Sortation facility.



Naylor Love Canterbury Limited

PROJECT
Corporate Office Refurbishment Project

ABOUT
Naylor Love delivered our office refurbishment zone by zone, allowing the wider workplace to remain operational while structural works, fit-out, building services, commissioning and handover were completed.



Desktop Technology Services Limited (DTSL)

PROJECT
Technology Support Services

ABOUT
DTSL works alongside our airport's internal team to support workplace technology across the airport, providing day-to-day operational assistance, maintenance and specialist project services.



Isaac Construction Limited

PROJECT
GT1500 Carpark Construction

ABOUT
Isaac Construction delivered a new Park & Ride car park with more than 1,500 spaces, including dedicated mobility parking, alongside an upgraded airside road and access works supporting future development.

The First Step Towards HORIZON 35

Bringing our leaders together was an important first step in turning Horizon 35 from a strategy into something our people can understand, own and deliver.

Our leadership hui brought together people leaders from across our team for a day to focus on where we're heading over the next decade, why that direction matters and the part each of us will play in getting there.

The day introduced the thinking behind Horizon 35 and created space for leaders to explore what the strategy means for their teams and for the wider organisation.

Rather than simply presenting a finished strategy, the hui was about conversation. Leaders worked together, challenged ideas, considered the opportunities ahead and began translating our long-term ambitions into what they could mean in practice.

Horizon 35 sets our direction for the next decade, with a focus on growing our core airport business, expanding our property and partnerships, improving productivity and building resilience and new opportunities.

The hui marked the beginning of that journey. By starting with our leaders, we're building the shared understanding and momentum needed to bring Horizon 35 to life across our business.

> This was about lifting our eyes from today and thinking seriously about what kind of airport and business we want to build to take us into our next chapter. Horizon 35 gives us that opportunity, and our *leaders have a big role* in turning that vision into action.
>
> JUSTIN WATSON
> Chief Executive





> What stood out for me was the opportunity to hear different perspectives from across CIAL. We all have different roles, but we're *working towards the same destination.*
>
> EMILY BRAMLEY
> Customer Services Duty Manager



> The biggest takeaway for me was that Horizon 35 *belongs to all of us.* Leadership has an important role in helping our people see where they fit into that journey.
>
> RICHARD SIMPSON
> Manager, Terminal and Campus Assets



> As a new people leader, the hui gave me space to think bigger. I came away focused on helping my team understand where we're heading and, importantly, the *part they play in getting us there.*
>
> NATASHA MANNING EVANS
> Project Delivery Manager

OPENING DOORS, *Building Connections*

Sometimes the most useful thing we can share isn't a building, a piece of technology or a new idea, it's what we have learnt along the way.

Throughout the year, we've opened our doors to people interested in understanding our airport, exchanging ideas and learning from the experience of our team.

In September we took delegates from the Customs Brokers and Freight Forwarders Federation conference behind the scenes. They explored how passengers, freight and cargo move through our airport, and the coordination between airlines, ground handlers, border agencies and freight operators that keeps those journeys running smoothly.

In May, we welcomed 14 students and two faculty members from the University of Central Arkansas. With interests spanning logistics, supply chains, sustainability, infrastructure and operations, they got a first-hand look at the many moving parts that make an airport work and the connections between aviation, freight and the wider Canterbury economy.

And we also hosted the inaugural hui of the New Zealand Airports Sustainability Working Group, bringing together airport sustainability leaders with the Civil Aviation Authority, Airways, Air New Zealand and Qantas (see page 61).

For our people, these visits are a chance to share their expertise and some of the lessons we've learnt. But the benefit goes both ways. Every group brings different experiences, questions and perspectives for us to learn from too.

Opening our doors starts conversations, builds relationships and spreads good ideas.

And sometimes a good conversation is all it takes to send an idea much further than our airport.



Over **20** **VISITS HOSTED**

SIX *of the Best*

With everything from quick bites and great coffee to Kiwi favourites and fresh, healthy options, our terminal has it all. Whether you're a grabbing something to go or relaxing with a fine wine, here are our top picks.



Fresh on the fly

Self-serve sushi • The Sushi Platter

Freshly prepared every day, The Sushi Platter's self-serve range makes it easy to grab something healthy when time is tight. With plenty of options to choose from, it's a fresh, fast choice for travellers on the move.



Better shared

Shared sides • Portal

Sometimes the best way to start a journey is around a table. Portal's tasty range of sides offers something for everyone and is made for sharing, whether it's a quick catch up or a relaxed bite before boarding.



A perfect pairing

Coffee & croissants • CHC Coffee Exports

A good coffee and a flaky croissant are hard to beat. CHC Coffee Exports pairs locally roasted C4 coffee with a signature croissant, best enjoyed while taking in the views from our International Departures Lounge.



Bao before you go

Chicken bao • FUSH

Soft, packed with flavour and satisfyingly moreish, FUSH's signature chicken bao makes a great pre-flight meal. Enjoy one yourself, share a few around the table, and add a drink from the bar to complete the experience.



Toasty travels

Toastie • FUSH

Warm, cheesy and packed with your choice of fillings, FUSH's toasties are comfort food made convenient. Located near the domestic departure gates, they're an easy option to enjoy before boarding or take with you for the journey.



A berry good boost

Currant Obsession smoothie • TANK

A seasonal favourite with plenty packed in, TANK's Currant Obsession smoothie combines a refreshing taste with antioxidants and vitamins. This limited-time winter option is an easy wellness boost while travelling through the terminal.



Our Planet

SUSTAINABILITY *Snapshot*

95%

Reduction in airport direct operational emissions against 2015 baseline

FY26: 176 tCO_2e

4 UN Targets

New 2026 Biodiversity Plan aligned with 4 UN global targets

Full Bellies

New food rescue charitable partnership with Full Bellies sending breakfast spreads to hungry kids

16.3 kW h/m²

Monthly terminal energy use in FY26, 5.6% lower than FY23

4,530kg

of good quality food diverted to Kairos food rescue programme

6.81 litres

of water used per passenger in our terminal

KŌWHAI PARK FROM *Vision to Voltage*

After years of planning and construction, Kōwhai Park Solar Farm is complete, turning a bold idea on airport land into one of New Zealand's largest solar farms.

The project has been delivered through a partnership between our airport, Contact Energy and Lightsource bp, bringing together land, energy expertise and international solar development experience.

Spread across 230 hectares, equivalent to more than 300 rugby pitches, Kōwhai Park has almost 300,000 solar panels and 170 megawatts of generation capacity. At full operation, it will generate enough renewable electricity each year to power the equivalent of around 36,000 homes.

For our airport, the project is about much more than generating electricity. Kōwhai Park is the cornerstone of our renewable energy precinct and helps create the infrastructure needed to support a lower-emissions future.

Access to large-scale renewable energy also creates opportunities for businesses on our campus, while helping provide the energy foundation for emerging technologies and future transport systems.

Its completion marks an important milestone and the beginning of a new chapter that shows what can be achieved when strong partnerships turn ambition into action.







> "Seeing Kōwhai Park complete is incredibly rewarding. It's taken years of planning and *a huge team effort.*"
>
> JUSTIN WATSON
> Chief Executive

Sharing WHAT WE'VE LEARNT

There is no instruction manual for reducing waste at an airport.

Thousands of people move through our terminal every day, alongside airlines, retailers, contractors and ground handlers. Different waste streams are generated in different places, and making meaningful change means understanding how all those pieces fit together.

That is why partnership has been central to Christchurch Airport's waste journey.

This year, Sustainability Adviser Shannon Ball took that story to the main stage at the WasteMINZ Conference, alongside Jake Stapleton from our waste partner EnviroNZ.

Rather than presenting a story of overnight success, they shared what we've learned along the way, the challenges we've encountered, the changes that have worked, and the importance of bringing the right people together to solve problems.

WasteMINZ brings together people working across New Zealand's waste and resource recovery sector, making the conference an opportunity not only to share Christchurch Airport's experience, but to learn from others tackling many of the same challenges.

That exchange matters.

The transition to a more circular economy will require organisations to rethink what they buy, use and throw away. No single business has all the answers, and practical experience becomes more valuable when it is shared.

For Christchurch Airport, taking our story beyond the terminal is another part of the journey, sharing what we know, learning what others are doing and helping good ideas travel further.

> *Sharing our experience* helps others, while giving us new ideas to bring back to Christchurch Airport.
>
> SHANNON BALL
> Sustainability Advisor



LOOKING BEYOND *the Carbon*

When we think about aviation and climate change, carbon dioxide is usually the first thing that comes to mind.

But what happens high in the atmosphere can be more complicated.

Our airport is working with French specialists Estuaire to better understand the climate effects associated with individual flights arriving at and departing from our airport. We now understand that flight departure timing can impact the warming effects. The work looks beyond fuel use alone to effects occurring at altitude, including contrails and the cloud-like formations they can create.

Timing matters too.

Depending on atmospheric conditions and the time of day, these formations can affect the balance of heat entering and leaving the atmosphere. Understanding when and where those effects occur gives us a much more detailed picture of aviation's climate impact.

The important next step is turning better information into better decisions.

We are leading this conversation and flight-level data has helped us understand where opportunities exist to reduce climate impact. We have shared this information with Air New Zealand with a view to helping them inform their future decisions.

The same principle is being applied closer to the ground.

CLIMATE THINKING ON THE GROUND

Our Property team is using Life Cycle Assessments to look beyond the energy a building consumes once it's operating and better understand the impacts associated with its materials and construction.

Data gathered through projects such as the new Enatel development is helping build that understanding and inform our new low-carbon design guidelines for future projects.

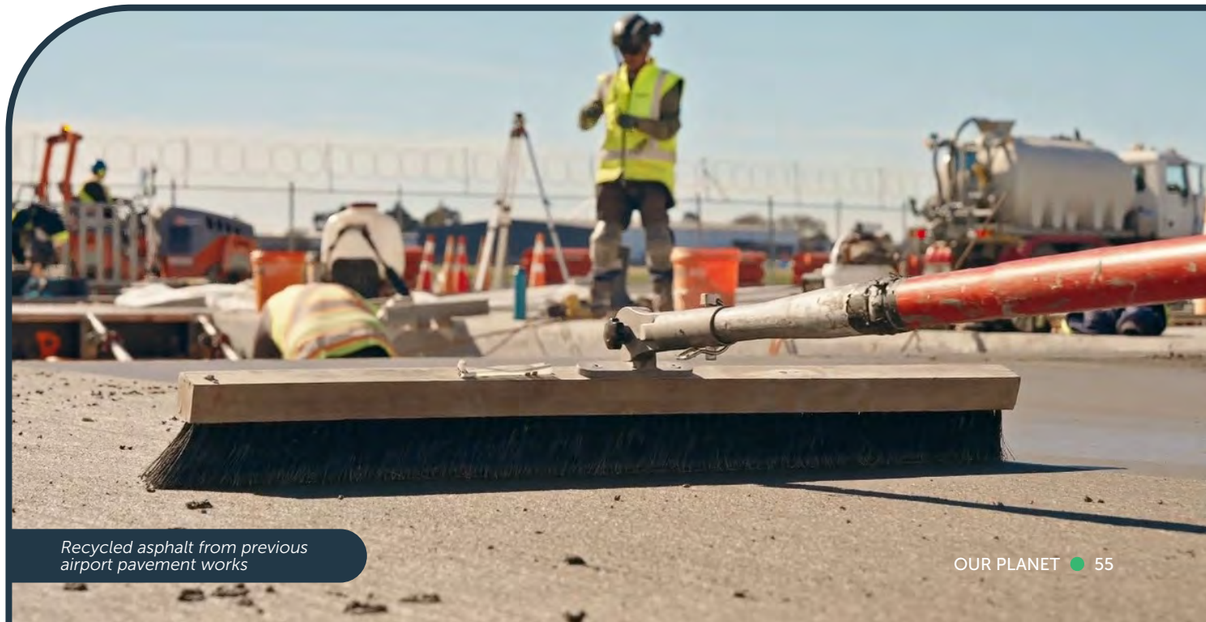
We are also seeing practical examples of broader environmental thinking in new buildings. At the recently completed Christchurch Engine Centre development, design choices included energy efficient lighting and building systems, rainwater collection and reuse, and careful consideration of building materials.

Our new freight apron reused crushed basecourse from previous runway widening works and recycled asphalt from existing airport pavement works. This provided a circular use for existing pavement materials, reducing waste, the need for virgin aggregate, and the transport and disposal impacts of removing material off site.

Together, these projects are helping us move from measuring impacts after the fact to using better information to shape what we design and build next.

Both pieces of work are asking essentially the same question: what becomes possible when we understand the whole impact?

Because better climate decisions start with seeing the picture more clearly.



Recycled asphalt from previous airport pavement works

BUILT *to Respond*

Our Airport Fire Service is preparing to welcome a major new addition to its frontline fleet, with a new Rosenbauer e-Panther expected to enter service towards the end of this year.

Built specifically for airport rescue and firefighting, the e-Panther is a substantial step forward in capability. But what makes this vehicle particularly special is how closely our own fire crews have been involved in shaping it.

The truck incorporates operational changes and tactical equipment based on more than 30 years of experience from our Airport Fire Service, including lessons from emergency response, equipment testing and the way our crews work on the airfield.

It has also been designed with resilience in mind. In a major event where normal services are disrupted, the vehicle has the ability to generate its own power requirements, giving crews another layer of operational independence when it matters most.

Before making the journey to Christchurch, the world's first production e-Panther was put through its paces by our team. After taking centre stage at the international Interschutz emergency services event, our team oversaw meticulous factory acceptance testing before the vehicle was shipped to New Zealand.

Once commissioned, the e-Panther will add another highly capable specialist vehicle to a fleet designed around one overriding priority: being ready to respond quickly and effectively when our passengers, aircraft and airport community need us most.

DEPLOYS
9,000
LITRES A MINUTE

0–80
KM/H IN UNDER 20 SECONDS

1,450
LITRES OF FOAM AGENT

256
kWh BATTERY

TOP SPEED
120
KM/H

250
KG OF DRY POWDER

1,200
HORSEPOWER WHEN IT MATTERS

12,000
LITRES OF WATER

FULLY
ELECTRIC

RIGHT ENERGY, *Right Job*

There may not be one fuel that replaces fossil jet fuel. And that could be a good thing.

At Christchurch Airport, our approach to the energy transition starts with a simple principle: use the most energy-efficient solution for the job.

For some activities, that means electricity.

Renewable electricity can directly power vehicles, ground equipment and potentially smaller aircraft. We're already generating renewable electricity at our solar farm, Kōwhai Park, while aircraft developers are exploring what electric and hybrid-electric technology could make possible for regional aviation.

DIFFERENT FUEL SOLUTIONS

For larger aircraft and longer distances, the equation changes.

Green hydrogen, produced using renewable electricity and water, offers another potential pathway. Our work with aviation and hydrogen partners has been exploring where hydrogen aircraft could fit into future domestic and potentially trans-Tasman aviation.

For long-haul aircraft, Sustainable Aviation Fuel or SAF has an important advantage, it can work with existing aircraft and fuel infrastructure.

But producing SAF requires considerably more energy than using renewable electricity directly.

THAT'S WHY EFFICIENCY MATTERS

Instead of asking which single fuel will "win", we're asking a different question: where does each solution make the most sense?

Electricity where we can. Hydrogen, where its characteristics make it valuable. SAF where long distances and existing aircraft make it the practical option.

The future of aviation may not run on one new fuel.

It may run on choosing the right energy for every journey.

ELECTRICITY

GROUND + SHORT DISTANCE

Smaller aircraft

Ground equipment

Ground vehicles



GREEN HYDROGEN

DOMESTIC/POTENTIAL TRANS-TASMAN

Regional aircraft

Higher range / payload

Potential Trans-Tasman



SUSTAINABLE AVIATION FUEL

LONG HAUL

Existing aircraft

Drop-in fuel

Long-haul routes





Boosting THE WAY WE WORK

> Having the Heart space finished gives us a better *place to collaborate*, come together and celebrate.
>
> ROSE ROBINSON
> Legal Counsel

Project Boost set out to do more than refresh an office floor. With phase one completed, it has changed the way our teams work, connect and come together.

The redevelopment created a brighter, more flexible workplace designed around four priorities identified by our people: Enablement, Authenticity, Wellbeing and Connection. The result is a workspace with more choice in how and where people work, better areas for collaboration and a stronger sense of connection across teams.

A PLACE TO COME TOGETHER

At the centre of the floor is the 'social heart', a shared space designed to bring people together, whether that's for an informal conversation, a team catch-up or simply a change of scene during the day.

The new layout has also created more collaborative spaces, quieter areas for focused work and a more consistent environment across the floor.

What started as a refurbishment has become a practical example of how the workplace itself can support culture, wellbeing and teamwork.

BUILDING RESILIENCE TOO

Project Boost also included refreshing to our Emergency Operations Centre and Incident Operations Centre. The final phase is to understand options for our Airport Fire Service.

These spaces are central to how we coordinate during significant events and disruptions, and the renovations have created more functional, resilient environments for teams working under pressure.

Together, the changes have delivered a workplace that feels more connected, more adaptable and better suited to the way our people work today.





Sustainability Ideas SHOULD TRAVEL

Some of the most important journeys through our airport this year have started with a conversation.

We have welcomed sustainability teams, students, energy specialists and aviation colleagues through our doors, not simply to show them what we've doing, but to exchange ideas about what comes next.

The sustainability team from Changi Airport came to learn about initiatives including our electric vehicle transition, electric fire truck and ground source heat pump.

Our long-standing relationship with Hamburg Airport has continued to create opportunities to exchange knowledge, particularly around energy.

We have hosted university students from New Zealand and overseas, the Board of EECA and sustainability professionals from Christchurch and around the world. Our team has also taken that knowledge into classrooms and lecture theatres at Lincoln University and the University of Canterbury.

But perhaps the most important conversations are those happening across our own sector.

This year Christchurch Airport chaired the New Zealand Airport Sustainability Working Group and brought sustainability leads together in person to explore shared challenges, from airline emissions to ground transport connections and stakeholder partnerships.

There is a practical reason for this.

The transition ahead is too large for any airport, airline, government agency or business to solve alone.

Sharing experience means others do not have to start from zero. It allows ideas to be challenged, improved and adapted. And sometimes the person who arrives wanting to learn brings an idea that changes our own thinking.

That's what genuine knowledge sharing looks like.

> Good sustainability ideas should travel. Progress is faster when we learn *from each other*.
>
> CLAIRE WAGHORN
> Sustainability Transition Leader









Bringing NATURE CLOSER

Airports connect people with places.

This year, we've been thinking more deeply about another kind of connection, our relationship with the natural world around us.

That work has included our partnership with Banks Peninsula Conservation Trust, which has spent 25 years protecting and restoring the remarkable biodiversity of Te Pātaka o Rākaihautū Banks Peninsula.

It has also prompted us to look more closely at our own airport campus.

During the year, we began developing a Biodiversity Transition Plan to explore how we could translate global goals for nature here at Christchurch Airport. The work is helping us consider where we can have the greatest impact and how we could measure progress over time.

The draft framework explores four areas: restoring degraded ecosystems; reducing the impacts of invasive species; strengthening nature's contribution to people and improving the quality, connectivity and accessibility of green spaces across our campus.

It also explores how action-based measures could be combined with outcome-based indicators, so that over time we can understand not only what activities are being undertaken, but whether they are contributing to better biodiversity outcomes.

The next stage is to assess biodiversity opportunities across our campus, identify the projects that could best contribute to our sustainability objectives, and develop indicative scopes, staging and resourcing for those projects.

There have been smaller moments of connection too.

When Sir David Attenborough turned 100, our sustainability team took over the airport cinema to celebrate his extraordinary contribution to helping generations of people see, understand and value the natural world. Colleagues shared the programmes, places and experiences that had shaped their own connection with nature.

That idea sits at the heart of the work underway.

Biodiversity can sound like a global challenge. But nature is always local. It is a wetland, a stand of native vegetation, a waterway, species moving through the landscape or a place where people can pause and experience the natural world.

For us, that work starts here.

2026 A year in Brief



PARKING, POLISHED

New valet service

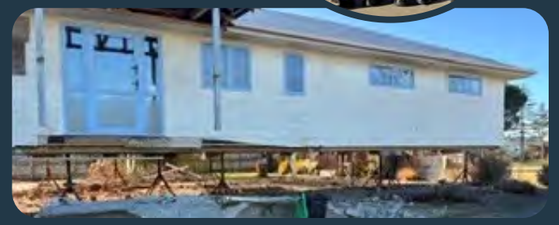
We launched our new valet parking service, bringing a new team on board and adding an even easier way for customers to start and finish their journey.



RISING TO THE CHALLENGE

International recognition

Tom Reid was inducted into the International Firefighter Challenge Hall of Fame, global recognition for an outstanding achievement.



A NEW LEASE ON LIFE

Building donated

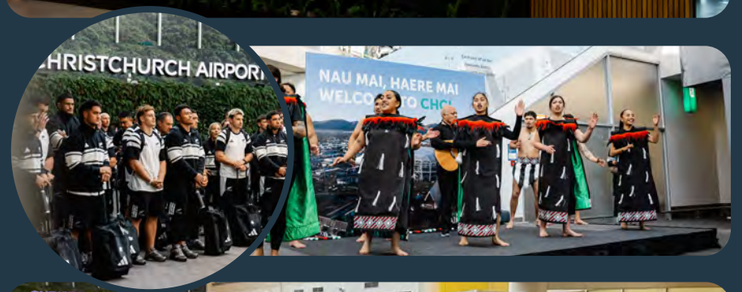
Our former Rabbit Patch preschool building hit the road for Leeston, where it began a new chapter as an early childhood centre.



WONDER WALL

New digital experience

Our new 10m long digital wall came to life in the food court. Linked to LiDAR displaying security wait times and showcasing the best of Te Waipounamu.



ALL BLACKS, ALL SMILES

Famous faces

We welcomed plenty of famous faces through the terminal, including the All Blacks as they headed to their first match at One New Zealand Stadium - Te Kaha.



YOU CAN'T PARK THAT THERE!

Supercar in the terminal

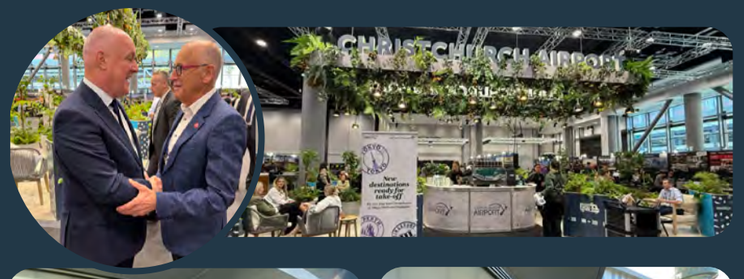
Getting behind another great regional event, we gave a Supercar pride of place in the terminal, and it certainly turned a few heads.



SERVING UP SOME GOOD

Giving back

Across six nights, 55 of our people volunteered at Ronald McDonald House, cooking meals for families staying away from home.



PUTTING OUR PLACE ON THE MAP

TRENZ 2026

We showcased Christchurch Airport, our city and the South Island at TRENZ, New Zealand's largest international tourism trade event.





WHEELIE GOOD IDEA

Work to Ride

Seventeen of our people bought bikes through our new Work to Ride employee benefit scheme, making it easier to swap four wheels for two.



HERE TODAY, HERE TO STAY

Pop-up success

Our new pop-up retail space proved an instant hit, with UGG moving in and making itself right at home.





RUNNING AS ONE

City2Surf

As part of our wellbeing programme around 30 of our people pulled on their running shoes for the 12 km City2Surf, followed by some well-earned team hospitality at the finish line.



PROUD TO SHINE

Lighting up with Pride

We lit up with Pride, celebrating inclusion and our commitment to making Christchurch Airport a safe, welcoming place for everyone.



WASTE NOT, WANT NOT

Nothing goes to waste

Recovered powders, liquids, aerosols and gels took on a second life through our waste sorting programme, with suitable products going to Kairos to support local families.



BRIDGING THE GAP

Airbridge upgrades

Our airbridges received plenty of attention inside and out, with an extensive refurbishment programme keeping them safe, reliable and looking their best for passengers.

The Gateway to Te Waipounamu The South Island

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