Paul Goldsmith

Minister for the Public Service and Digitising Government

Report on Overseas Travel: Hon Paul Goldsmith 31 May 2026 – 8 June 2026
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Author: Public Service Commission - Te Kawa Mataaho

Hon Paul Goldsmith, Minister for the Public Service and Digitising Government; Arts Culture and Heritage; and Media and Communications, is releasing this Cabinet Paper, minute and attachment.

Explanatory Note

Included in this release are the following documents:

- Cabinet Paper – Report on Overseas Travel: Hon Paul Goldsmith 31 May 2026 – 8 June 2026
- Cabinet Minute of Decision – CAB-26-MIN-217
- Attachment – Ministerial Information Pack: California, USA 1 – 6 June 2026

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CAB-26-MIN-0217

Cabinet

Minute of Decision

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Report on Overseas Travel: Hon Paul Goldsmith – May / June 2026

Portfolios **Arts, Culture and Heritage / Media and Communications / Public Service and Digitising Government**

On 6 July 2026, Cabinet **noted** the report from Hon Paul Goldsmith under CAB-26-SUB-0217 on his travel, from 31 May to 8 June 2026, to Los Angeles and San Francisco, United States of America, to attend a marquee event to promote data centre and AI infrastructure investment in New Zealand and to meet with key stakeholders.

Rachel Hayward
Secretary of the Cabinet

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Office of the Minister for Arts Culture and Heritage

Office of the Minister for Media and Communications

Office of the Minister for the Public Service and Digitising Government

Chair, Cabinet

Report on Overseas Travel: Hon Paul Goldsmith 31 May 2026 – 8 June 2026

I recommend that Cabinet note this report on my recent travel to Los Angeles and San Francisco, United States of America, from 31 May 2026 to 8 June 2026 to speak at a marquee event to promote data centre and AI infrastructure investment in New Zealand and to meet with relevant key stakeholders in Los Angeles and San Francisco in my portfolios Arts Culture and Heritage, Media and Communications and Public Service and Digitising Government.

Report

The purpose of my travel to Los Angeles and San Francisco, USA, was to attend and speak at the marquee event on 4 June 2026 industry-led and supported by Invest New Zealand.

The event provided an opportunity to position New Zealand as an attractive destination for digital infrastructure investment. Key outcomes included:

1.1 Confirming a strong interest in New Zealand as a stable and attractive investment destination;

1.2 Reinforcing the strategic importance of California as a partner for growth.

In Los Angeles, in my capacity as Minister for Arts, Culture and Heritage and as Minister of Media and Communications, I participated in five separate engagements:

2.1 **Roundtable with Senior Executives from Warner Bros.:** The executives provided strong validation of recent changes to New Zealand's screen production settings. The Senior Vice President, Global Incentives and Production Planning confirmed that the adjustment materially improves New Zealand's ability to attract a broader range of productions, as financial incentives remain the primary determinant of production location decisions.

2.2 **Meeting with Netflix co-CEO Ted Sarandos and the executive team:** Strengthened senior-level relationships, emphasising New Zealand's attractiveness as a screen production destination. Sarandos highlighted New Zealand's talent, production capability, flexible regulatory environment, and recent changes to the incentive scheme, which he described as "best-practice". Netflix's Director noted interest

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in Wellington's new scoring stage and the opportunity to use local music and production capability in New Zealand-made content.

2.3 **Meeting with the Starlink Direct-to-Cell partnerships and market access team, led by Julianna Nagle, and tour of SpaceX's Hawthorne facility:** Discussed New Zealand's early adoption of direct-to-cell services. Starlink 9(2)(b)(ii) prejudice commercial position noted New Zealand's dispersed population is well suited to the technology. I emphasised New Zealand's openness to partnering with the company on future space launch opportunities.

2.4 **Tour of Los Angeles County Museum of Art (LACMA):** I toured the NZ$1.16 billion David Geffen Galleries. The tour highlighted its Pacific-focused programming, including New Zealand taonga, and noted LACMA's outdoor sound garden project with Māori sound artist Dr Marie Sheehan, supported by Nigel Borell.

2.5 **Meeting with the Getty Foundation:** The Director identified opportunities for collaboration on its upcoming five-year "PST ART" programme, themed Transpacific Los Angeles. New Zealand applicants are under consideration, and LOS will remain engaged as the programme develops.

3 My visit to San Francisco provided an opportunity for several engagements, these included:

3.1 9(2)(i) prejudice to commercial activities

3.2 **Meeting with Apple:** The meeting included a demo on digital wallet, and their role with the NZ Transport Agency (NZTA) in terms of digital driver licenses.

3.3 **Meeting with Google:** to discuss their approach to AI in the public sector and in particular their challenges in the NZ public sector.

3.4 **Meeting with Meta executives:** on AI initiatives, opportunities to apply AI across the public sector and opportunities to invest in AI technologies in New Zealand.

3.5 **Meeting with executives at Microsoft:** This meeting covered AI in Digital Public Infrastructure, and some scenario-led demonstrations of the potential of AI.

3.6 **Roundtable with Nvidia executives:** I joined a roundtable discussion together with Invest New Zealand's delegation and executives from Contact and Mercury Energy.

3.7 **Industry-led roadshow involving cloud computing providers, developers and investors:** the programme focused on positioning New Zealand as an attractive destination for digital infrastructure investment.

3.8 9(2)(i) prejudice to commercial activities

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4 These visits and meetings highlighted the scale and urgency of global investment in the adoption of artificial intelligence, advanced computing and data centre infrastructure, driven by rapid growth in cloud adoption and artificial intelligence. Capital is highly mobile, and these companies are making decisions based on access to reliable energy, consenting speed and predictability, and overall policy certainty. New Zealand is viewed as a promising destination, though competitiveness will depend on efficient infrastructure delivery and regulatory settings, to enable investors to rapidly build.

5 The visit also highlighted the potential that artificial intelligence and advanced computing tools could have on the future of the public service, with providers such as Microsoft and Google providing examples of technology that has been successfully deployed to improve productivity, efficiency and replace basic tasks.

6 The Minister's remarks in San Francisco emphasised that New Zealand is open for business, underpinned by a stable policy environment and efforts to reduce barriers to investment. His remarks highlighted New Zealand's desire, and our unique position, for technological investment, and invited deeper engagement from international partners.

Proactive release

7 This paper will be proactively released on the Public Service Commission's website. Proactive release is subject to redactions as appropriate under the Official Information Act 1982.

Recommendation

I recommend that Cabinet note this report.

Authorised for lodgement

Hon Paul Goldsmith
Minister for Arts Culture and Heritage
Minister for Media and Communications
Minister for the Public Service and Digitising Government

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MINISTERIAL INFORMATION PACK:
California, USA

1 – 6 June 2026

Government Digital Delivery Agency
Te Pūnaha Matihiko

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Trip Overview

1. You are traveling to Los Angeles and San Francisco, United States of America, from 31 May 2026 to 6 June 2026 with arrival back to New Zealand in the early morning of 8 June 2026.
2. The primary purpose of this trip is to attend a marquee event on a US roadshow with the world's top cloud computing providers and customers in data centres as part of our 'one New Zealand' approach to economic growth. The roadshow is being supported by Invest NZ and seeks to attract investment into the establishment of NZ-based data centres.
3. Outside of the primary event, you are connecting with stakeholders in your Media and Communication, Arts Culture and Heritage, and Public Service and Digitising Government portfolios.
4. The trip has two legs:
    - **Leg 1: Los Angeles**
        - Meetings related to your Media and Communications portfolio
    - **Leg 2: San Francisco**
        - Ministerial representation at the industry-led *New Zealand: Destination for Data* roadshow, supported by Invest NZ
        - Meetings related to your Public Service and Digitising Government portfolio

Purpose

In Los Angeles, you will be meeting with stakeholders from your Media and Communications and Arts Culture and Heritage portfolios (Leg 1)

5. The first leg of your trip will enable you to meet with key stakeholders:
    - Warner Bros
    - Netflix
    - LACMA
    - Natural History Museum, and
    - Getty Museum
6. The Ministry of Culture and Heritage have co-ordinated with your office and provided the meeting briefs included in this pack for each of these stakeholders.
7. You will not be supported by an official for this portion of the trip.

In San Francisco, you will also be engaging with technology suppliers with relevance to your Public Service and Digitising Government portfolio (Leg 2)

8. Outside of the primary event in San Fransico, you are meeting with major technology suppliers relevant to the Digitising Government portfolio.
9. The Government Digital Delivery Agency (GDDA) manages a Portfolio of All of Government digital products and services (AoG Portfolio). The AoG Portfolio is used by more than 330 public sector

agencies and organisations and provides these agencies with access to a range of reliable, secure and fit-for-purpose digital products and ICT services, including cloud services.

10. The AoG Portfolio delivers cost savings and efficiencies through streamlining agency procurement and leveraging government's purchasing power to negotiate overarching agreements with suppliers. The GDDA provides security assurance across the AoG Digital Portfolio, improving government and the system's security posture, and delivering value for money by reducing security assurance costs across the public sector and digital suppliers.

11. In the 2024/25 Financial Year, 334 public sector organisations spent approximately $1.1 billion through the Portfolio, resulting in savings of $104 million, or 9.5 percent. 57% of the total spend through the Portfolio was with New Zealand businesses.

12. You will be meeting with the following suppliers while in San Francisco. The GDDA manages All of Government contracts with these suppliers.

    - Microsoft
    - Google

13. You will also be meeting with 9(2)(i) prejudice to commercial activities Meta and Apple. The GCDO engages with Apple on digital identity and with Meta on AI but does not hold All of Government contracts with these suppliers.

14. 9(2)(i) prejudice to commercial activities

15. The GDDA has co-ordinated with your office and provided the meeting briefs included in this pack for each of the stakeholders. Invest NZ and MFAT have also supported the messaging in these briefs.

16. You will be supported by Sir Brian Roche, Public Service Commissioner and Government Chief Digital Officer, for this portion of the trip.

New Zealand as a Destination for Data – Roadshow/marquee event in San Francisco (Leg 2)

17. The primary event for this trip is the keynote speech at a marquee event in a US roadshow (*New Zealand: Destination for Data)* in San Francisco. You will be representing New Zealand Inc, focusing on the following key messages:

    - NZ is 'open for business' and this is supported by government policy
    - The NZ government is taking actions to reduce friction for doing business, and business is thriving in NZ
    - NZ presents advantages for data centres and the broader tech ecosystem
    - Invitation to engage

18. Attendees include CEOs and executives leading multi-billion-dollar business units across technology suppliers and investment firms with decision making authority to make significant New Zealand investments.

19. This is an industry-led initiative, led by Contact Energy, Mercury Energy, and Boston Consulting Group (BCG), supported by Invest NZ to promote New Zealand as a 'Destination for data'. The

industry delegation will be engaging with Cloud hyperscalers (suppliers of large-scale cloud computing and data management services) such as Google, Amazon and Microsoft, progressing conversations on data centres.

20. You will be supported by Robert Wall, Chief Executive of InvestNZ.

Role in Trip

Your role in attendance of this trip

For the data centre roadshow event

21. You will deliver the keynote and represent New Zealand Inc, as representative of the New Zealand Government, at the roadshow event *New Zealand: Destination for Data*.

22. Your role is to promote New Zealand as 'open for business' with government backing for data centre investment. You will promote New Zealand's advantages, proactive outreach and streamlined pathways. A keynote has been prepared by Invest NZ for your use to illustrate New Zealand's position and attract the world's leading businesses to our country.

23. The outcome of this event is to attract hyperscalers and investors to invest in building data centre capacity in New Zealand.

Ministerial engagements with suppliers and stakeholders for the Public Service and Digitising Government portfolio

24. As Minister for the Public Service and Digitising Government, your role is to engage with technology suppliers to understand opportunities for the application of global technology expertise within the New Zealand government context, and to build on the strategic relationships and engagement being undertaken by the GDDA.

25. Opportunities relate to the use of digital technology in government to deliver efficiencies and improve service delivery, with focuses on cloud, AI and digital identity,

26. **Any commercial, contractual, or operational matters raised in the course of your interactions with suppliers or stakeholders must be deferred to Officials.**

Ministerial engagements with Stakeholders for Media and Communications portfolio

27. As Minister for Media and Communications, and Arts Culture and Heritage, you will be engaging with stakeholders from both portfolios while in Los Angeles.

28. This engagement is largely an opportunity to talk to US officials and has been facilitated by the Ministry for Culture and Heritage.

Detailed Itinerary

Flight details:

Flights to Los Angeles, United States:

- NZ006: **AKL to LAX: depart 8.15pm, arrive 1.20pm** Sunday, 31 May 2026 (NZT)

Flight to San Francisco, United States:

- UA2019: **LAX to SFO: depart 4.14pm, arrive 5.42pm** Tuesday, 2 June 2026

Flights back to Auckland, New Zealand:

- NZ9817: **SFO to AKL: depart** Saturday, 6 June **11.00pm, arrive 7.10am** Monday, 8 June 2026

Day-to-day agenda

29. This provides you with an overview of the major engagements, the timing and location of these, as well as how you will participate.

Day 0: Arrival into Los Angeles

Time	Activity	Location (if known)	Role (participation)
1.20pm	Arrival	LAX Airport	-
4.00pm (TBC)	Hotel Check-in	Hotel	-

Day 1: First full day, Los Angeles

Time	Activity	Location (if known)	Role (participation)
12.00 – 12.30pm	LACMA	5905 Wilshire Blvd, Los Angeles, CA 90036	Guest Minister for Arts, Culture and Heritage
1.30 – 2pm	Getty Foundation meeting	1200 Getty Center Dr, Los Angeles, CA 90049	
2.45 – 3.30pm	Warner Brothers	4000 Warner Blvd, Burbank, CA 91522	Guest Minister for Media and Communications
4.30 – 5.15pm	Netflix	TBC 5808 Sunset Blvd, Los Angeles, CA 90028	Guest Minister for Media and Communications

Day 2: Half day Los Angeles, depart for San Francisco

Time	Activity	Location (if known)	Role (participation)
9.00 – 11.00am	SpaceX Tour and meeting	1 Rocket Road in Hawthorne, California	Guest
11.00 – 12.30	Natural History Museum	900 Exposition Blvd, Los Angeles, CA 90007	Guest Minister for Media and Communications
4.14pm	Flight departs	LAX Airport	-

5.42pm	Flight arrives	SFO Airport	-
7.40pm	Hotel check-in	Hotel	-

Day 3: Full Day in San Francisco, Silicon Valley

Time	Activity	Location (if known)	Role (participation)
11.150am – 1.00pm	Visit Meta	Meta 1 Hacker Wy, Menlo Park, CA 94025	Guest Minister for the Public Service and Digitising Government
(travel)			
2.30pm – 4.30pm	Visit Apple	Apple 2 Apple Park Way, Cupertino, CA 95014	Guest Minister for the Public Service and Digitising Government
7.30pm – 9.30pm	Dinner with Tech Expats (organised by Diaspora)	**Piccino** **1001 Minnesota St, San Francisco, CA 94107, USA**	Guest Minister for the Public Service and Digitising Government

Day 4: Invest New Zealand

Time	Activity	Location (if known)	Role (participation)
7.30am	**Travel**	**Santa Clara**	
9.15am-12.30pm	Nvidia Meeting organised with Invest NZ	2788 San Tomas Expy, Santa Clara, CA 95051, United States	Guest Minister for the Public Service and Digitising Government
4.00 – 4.40pm	9(2)(i) prejudice to commercial activities	9(2)(i) prejudice to commercial activities United States	Minister for the Public Service and Digitising Government
5.00pm **Doors open 6:00pm for a 6:30pm start (approx. 2 hours)**	Invest NZ – Marquee event for the Data Centre Roadshow	BCG downtown SF office 2 Embarcadero Ctr #2400, San Francisco, CA 94111	Keynote speaker Minister for the Public Service and Digitising Government

	Pre-meet with Robert Wall. Minister's keynote followed by two short speeches: Robert Wall (and Kelly Newton Drinks/canapés provided		
8.30pm	Executive time	Hotel	-

Day 5: Silicon Valey – Digitising Government Suppliers

Time	Activity	Location (if known)	Role (participation)
7am	**Travel**	**Silicon Valley**	
8.30am	Microsoft (Breakfast included)	Microsoft 1045 La Avenida Street, Mountain View, CA 94043	Guest Minister for the Public Service and Digitising Government
(travel)			
12.30pm	Google (Lunch included)	Google 1600 Amphitheatre Parkway (Building 40), Mountain View, CA 94043	Guest Minister for the Public Service and Digitising Government
9(2)(i) prejudice to commercial activities			

Day 6: Flight back to New Zealand

Time	Activity	Location (if known)	Role (participation)
11.00pm	Flight to New Zealand	SFO Airport	-

Background and Context

The Digitising Government work programme

Digital and Public Service Reform

30. Digital is a key pillar within the broader Public Service reforms you have recently announced, alongside structural consolidation of agencies, talent management and efficiency.

31. Digital technologies are transforming how governments around the world deliver services to citizens. Modern cloud-based systems and AI can enable faster, more convenient services that meet New Zealanders' needs and expectations and deliver significant public service efficiencies.

The Digital Government Target State

32. The Digital Government Target State (Target State) endorsed by Cabinet in Decrember 2025 sets the architectural direction for digitising government, providing a blueprint which agencies are required to align with. It has two key outcomes:

    - simplified digital services that wrap around the customer, and
    - a smaller, simplified government digital footprint that reduces duplication and is less expensive to maintain.

33. The Target State and broader direction for digital government transformation can deliver significant cost savings through more efficiently structuring government and reducing government's digital footprint. It can also drive productivity boosts across the economy. By mid-2028, the GDDA forecasts potential savings between $200 and $330 million. By the end of year seven, these forecast cumulative savings rise to between $2.3 and $3.7 billion, rising to between $3.7 and $5.9 billion by the end of year ten.

Agency digital clusters

34. The establishment of agency digital clusters is at the core of the Target State. These will see logical groupings of agencies share different categories of ICT systems and digital services, rather than having their own. Digital clustering supports (but does not require) Machinery of Government/structural change.

35. Secure and effective digital identity, data flows and an AI-first approach underpin the Target State. Digital Public Infrastructure like the Govt.nz App, digital wallet, secure messaging, payment platform and data exchange will be invested in once and used by all agencies, providing the backbone for consistent, high-quality service delivery.

36. The private sector will play a key role in delivering this new digital direction, partnering to provide capability, innovation and scalable solutions, and enabling government to harness the efficiency and productivity gains of technologies such as AI.

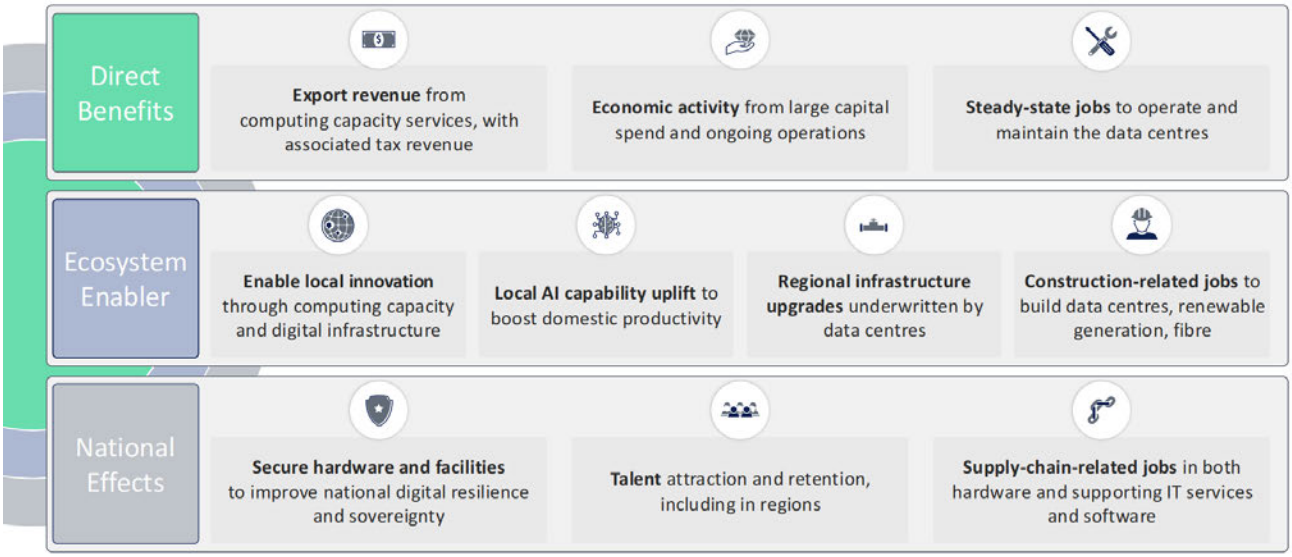
37. Cloud is a key foundation for the Target State and for digitising government.

NZ as a destination for Data

The opportunity and issue

38. Invest NZ is promoting New Zealand as a future data centre hub based on our renewable energy profile (including planned expansion), stable democracy and comparatively quick resource management and building consent processes.

39. Onshore investment in data centres provides an important opportunity for economic growth and can have a ripple effect, from local jobs to long-term national benefits:



40. Boston Consulting Group (BCG) released a report in February 2026 titled *Data Centres as Strategic Infrastructure: Unlocking Value for NZ Inc* which identified a $70 billion economic opportunity for New Zealand to become a regional digital and AI hub. The report is attached as Appendix D.

41. The report notes that New Zealand has strong underlying advantages and a competitive global position, with abundant renewable energy resources, strong fibre connectivity and a stable and reliable operating environment:

Major drivers	Key components	Description	New Zealand's competitive position
Energy	Supply	Generation capacity and reliability	Strong generation pipeline, substantial untapped resources
	Transmission	Grid capacity and connection lead times	Transmission grid backbone, robust grid connection process
	Cost	Unit pricing (amount and volatility)	Renewable electricity PPAs competitive vs. global peers
	Sustainability	Carbon intensity of supply	On track for >95% renewable electricity supply by 2028
Network connectivity	Extent & latency	Connection density to end-users at required latency	Capacity growing as new cables are developed
	Redundancy	Connection diversity with multiple paths	Varied paths to Aus./US; new cables diversify landing points
Operating environment	Data security	Data & privacy laws to ensure security of workloads	Robust data & privacy law, recognised by EU
	Political stability	Regulatory stability and predictability	Ranked 2nd globally in The Economist's Democracy Index
	Business environment	Ease of doing business and incentive schemes	Ranked 1st globally in Ease of Doing Business Index
Physical environment	Climate, water & resources	Availability for operational efficiency	Mild climate allows for efficient cooling
	Natural hazards	Relative risk of natural disasters	Important to manage seismic and flood risks
Capital investment	Land	Availability, zoning and relative cost	Land costs on par with peers, such as Australia
	Construction	Relative cost, and consenting timelines	Construction costs on par with peers, such as Australia
	Technical equipment	Procurement, delivery and installation of advanced equipment	Distanced from major OEM manufacturing hubs

Source: Case experience, desktop research, expert interviews

42. New Zealand is well placed to support AI and loud hardware and infrastructure, underpinned by renewable electricity (88%+ from hydro, geothermal and wind; a clear pathway to ~100% by 2030) with a strong fibre connectivity, and a trusted, investment-ready environment able to move quickly.

43. This provides a structural cost and environmental, social and governance advantage for energy-intensive digital infrastructure, further supported by a cooler climate – particularly in the South Island – which enables more efficient data centre operations, alongside strong access to Asia-Pacific connectivity and sovereign data protections.

44. Independent analysis by Boston Consulting Group suggests New Zealand could unlock up to $70 billion in economic activity over the next decade if we position ourselves as a preferred destination for data infrastructure investment.

45. A key part of the proposition is speed to delivery, with potential for initial capacity within 12 to 24 months and a pathway to greater scale by 2028, supported by new renewable energy generation.

46. Our advantages include available grid headroom at the right sites, competitive long-term power economics, abundant renewable energy resources, land near grid and fibre, strong connectivity, and a cool climate that supports efficient operations.

47. New Zealand also offers political stability, predictable regulatory settings, openness to trade and investment, and a strong foundation for long-term investor confidence.

48. In September 2025, Tech New Zealand also released a report titled *Empowering Aotearoa New Zealand's Digital Future – Our National Data Centre Infrastructure*. The report highlights the economic, environmental, and social impact of New Zealand's fast-growing data centre sector, and the opportunities it can unlock for our tech ecosystem, economy, and communities. The report is also attached as Appendix D.

Onshore Cloud data centres

49. Numerous cloud data centres have already been built in New Zealand. The 2025 Tech New Zealand Report cited above reports a total of 56 operational data centres across the country and 20 more planned or under construction. The majority of these are small/have less than 1 megawatt (MW) capacity.

50. Major data centres include:

- CDC Data Centres NZ Limited – Silverdale and Hobsonville
- Microsoft – AKL02, AKL20, AKL21
- Team IM (Team Cloud) – Auckland North and Auckland West

Datagrid AI data centre

51. The Singapore-based company Datagrid has recently received resource consent to begin work on construction of a 78,000 sqm AI data centre just north of Invercargill. Once operational, it would consume 280MW of power, making it New Zealand's second-largest electricity user after the Tiwai Point aluminium smelter.

52. Datagrid has said that New Zealand's political stability, abundant renewable energy resources and strategic geographic position are key factors in positioning the country to become a secure and trusted global data hub. Datagrid has also noted that the natural cooling conditions in Southland also offer energy-efficient advantages.

9(2)(f)(iv) confidentiality of advice



Cloud

Information about Cloud in New Zealand

60. Cloud infrastructure is a core foundation of:
    - the digital economy
    - modern government services, and
    - cybersecurity resilience.

61. New Zealand is advancing a secure, scalable, and resilient cloud ecosystem across government, guided by the Cloud First Policy and supported by strategic investments in onshore cloud infrastructure. These efforts aim to modernise public services, strengthen digital resilience, and uphold public trust.

62. Modern platforms, including cloud, can enable government to function effectively and securely as a connected, interoperable system. A modern, scalable cloud environment also provides the foundations required for the effective development and deployment of AI solutions across

government. Cloud capabilities enable rapid security improvements, scalable defence against sophisticated cyber threats and the agility to innovate across sectors.

63. Cloud services are made available to public sector agencies and organisations through the GDDA's AoG Portfolio. This centralised approach enables smarter investment decisions, streamlines procurement and strengthens security assurance, ensuring that cloud adoption aligns with the Government's Cloud First Policy.

64. By leveraging the Portfolio, agencies gain access to secure, scalable, and resilient cloud infrastructure while redirecting resources to delivering high quality public services, reinforcing digital resilience and public trust.

Cloud First Policy

65. The Cloud First Policy, endorsed by Cabinet, directs agencies to prefer public cloud services over traditional on-premises IT systems. The Policy is designed to:

- Enhance scalability, reliability, and operational efficiency
- Improve security posture across government systems, and
- Ensure that agencies consider te ao Māori perspectives and sustainability principles when adopting cloud.

Cloud Adoption Process

66. Cloud uptake is measured through digital investment data collection undertaken annually by the GDDA. This data provides a clear picture of progress and areas for improvement.

67. 54% of agency/entity workloads are currently in the cloud, increasing from 38% in 2023. This is forecast to increase to 80% by 2029.

68. The GDDA is actively working to:

- Address barriers to adoption
- Improve reporting and insights, and
- Support agencies with planning and risk assessment tools.

69. A key barrier has been the desire to keep sensitive data closer to home, which is now being addressed through onshore Public Cloud Data Centre investments. The launch of onshore Public Cloud Data Centre Regions in New Zealand has also accelerated adoption by supporting data residency, lowering latency and enhancing security.

9(2)(f)(iv) confidentiality of advice



Public Cloud Data Centre Certification

70. The GDDA delivers a Public Cloud Data Centre Certification (PCDCC) initiative for onshore data centres. This optional government certification provides:

- A standardised and consistent security assessment process
- Reduced cost and effort for agencies and suppliers seeking certification
- Streamlined accreditation workflows, and
- Uplifted security posture across the public sector.

71. PCDCC supports agencies to confidently adopt onshore cloud services by leveraging the foundational certification, which is managed by the GDDA on behalf of all of government. This initiative uses a 50/50 cost model between government and Public Cloud Data Centre providers, supporting government and suppliers to work together to ensure the security of government data onshore.

72. The GDDA has certified three Public Cloud Data Centres:

- CDC Data Centres NZ Limited – Silverdale and Hobsonville
- Microsoft – AKL02, AKL20, AKL21
- Team IM (Team Cloud) – Auckland North and Auckland West.

AI

Public Service AI Work Programme

73. In New Zealand, the GDDA leads AI adoption in the Public Service with a strong focus on accelerating Public Service AI uptake and ensuring that clear guardrails are in place to support safe and responsible Public Service AI use.

74. Our Public Service AI Work Programme brings together what our government must do to adopt AI responsibly, consistently and at pace.

75. From 2024-2025, the GCDO's Public Service AI Work Programme created the system settings to enable the Public Service to safely and responsibly trial AI to deliver efficiency and value. Key deliverables include:

    - Public Service AI Framework: a framework to set the vision for AI in New Zealand's Public Service, define key principles to guide AI use and outline the policy context for Public Service AI use
    - Responsible AI Guidance for the Public Service: updated guidance to support the Public Service to explore generative artificial intelligence (GenAI) systems in ways that are safe, transparent and responsible, and
    - Public Service AI Toolkit: consolidated resources to support agencies in planning, implementing and managing AI technologies safely and responsibly.

76. Delivery of the next phase of the GDDA-led Public Service AI Work Programme is well underway, with a focus on accelerating safe, responsible AI adoption across the public service. The Work Programme has four focus areas:

    - common use tools
    - safe and responsible AI
    - customer and partnerships, and
    - AI workforce capability and training.

77. Over the coming months, the Work Programme will build on existing momentum to accelerate the pace of AI innovation through:

    - building AI skills and expertise within the Public Service by making AI training available at all levels, from senior leaders to advisors
    - developing shared, reusable public sector AI tools, such as:
        - an AI Innovation Hub to help agencies progress innovative AI applications and use cases that can be shared across the system
        - a shared repository of AI resources to accelerate uptake and reuse
        - sandboxes to safely test and deploy AI applications
        - an Accelerator Lab to speed solutions from concept to reality
    - launching an AI Marketplace to connect agencies with trusted AI products and services to promote responsible adoption and efficient procurement.

78. These initiatives are designed to work together to deliver maximum impact. For example, GDDA is partnering with agencies to apply AI to submission analysis and ministerial correspondence,

improving efficiency. Successful approaches will then be scaled and delivered through the Public Service AI Innovation Hub and Accelerator Lab.

79. We are already seeing efficiency and productivity benefits from AI-enabled tools deployed across the public service. Examples include:

    - an AI scribe tool helping clinicians spend more time with patients and less time on paperwork, and
    - using AI to speed up contact centre call transcription and improve service delivery. .

80. There's more to come. We are looking at ways agencies can use AI to make submission analysis and ministerial paperwork more efficient. Successful approaches will be scaled and delivered across the public service through the work programme.

81. Partnering with the private sector is a critical part of these efforts. Key collaborations with suppliers include:

    - Developing shared, reusable public-sector capabilities, including common use-case accelerators and safe sandbox environments where agencies can test, learn and refine AI applications to speed delivery
    - Creating an AI Marketplace of providers where agencies can buy trusted AI products and services that meet safety, privacy and reliability standards, and
    - Building strategic partnerships with the private sector to speed AI implementation across the Public Service.

82. We are currently developing three sandbox environments in partnership with Microsoft, AWS and Google. We expect to launch these production environments in the coming months.

Digital Identity

The opportunity

83. Digital identity services allow people to use credentials (such as a digital driver licence) to prove who they are and confirm their eligibility to access services or buy products. We are working to establish a digital identity ecosystem of multiple providers operating seamlessly across the public and private sectors.

84. You are the Minister responsible for the Digital Identity Services Trust Framework Act 2023. The Act sets the legal framework for the provision of secure and trusted digital identity services for individuals and organisations.

85. The regulator for the Trust Framework is the Trust Framework Authority, a separate statutory authority within the GDDA. The Authority accredited its first services early this year and expects to consider further accreditations over the coming months.

86. The Trust Framework facilitates public and private sector participation in providing trusted digital identity services and reduces the amount of data unnecessarily stored by service providers by enabling the use of verifiable credentials. A verifiable credential is a digital proof of identity that has been cryptographically signed, which means that it can be trusted by a person or organisation (a "relying party") without that relying party needing to verify the information for themselves.

87. Verifiable credentials will enable individuals and organisations to share, store and access digital identity information in a more trusted and secure way. It will also make online transactions more

secure by minimising the points where information is at risk of being breached and misused. It will also increase efficiency and productivity by reducing the time and costs currently associated with providing digital identity services and removing the need for multiple users and organisations to re-verify the same information wholesale.

88. In the longer term, the Trust Framework will build trust in the use of digital products and services, bringing together greater efficiency to service delivery as more of it is done online.

89. The Trust Framework will unlock economic benefits for New Zealand as it improves the efficiency of services through further partnership by government and industry over digital technologies. Countries such as Canada, the United Kingdom and Australia, as well as the European Union, are establishing similar trust frameworks.

90. International studies suggest that the potential benefit of securely enabling digital identity in a mature economy is between 0.5 per cent and 3 per cent of GDP (approximately NZD$1.5-$9 billion).

Key messages

91. Digital identity is now live, not theoretical: New Zealand's Digital Identity Services Trust Framework has moved from legislation into operation, with the first digital identity services accredited in 2026 and more decisions expected this year.

92. The Govt.nz App with wallet has been launched and is publicly available. It will support accredited credentials from the public and private sector through 2026.

93. The first credentials are expected from across the public and private sector, including from Hospitality NZ, who is expected to launch their Kiwi Access Card, a recognised form of photo ID, from mid-year. NZTA are expected to launch the digital driver licence before the end of the year, and MBIE is targeting September to launch their NZBN Director Passport, proof of business directorship.

94. Regulatory reform is underway, with the government recently approving changes to AML/CFT law and alcohol regulations to enable accredited credentials for proof of ID/age.

95. Parliament in May passed changes to legislation to allow for the issuance of a digital driver licence.

1 June 2026, Day 1: Meeting Briefs/Information

Meeting with: Los Angeles County Museum of Art (LACMA)

12.00pm – 12.30pm, 5905 Wilshire Blvd, Los Angeles, CA 90036, United States

Information

96. You are meeting with Michael Govan, CE LACMA.

Background

History of LACMA

97. LACMA is the largest art museum in the western United States. Its collections comprise more than 155,000 objects from ancient times through to the present. The museum was established in 1961. Prior to this it formed part of the Los Angeles Museum of History, Science and Art founded in 1913.

98. LACMA received over 800,000 visitors in 2025. It offers free or subsidised admission to 400,000 visitors annually.

LACMA opened its new David Geffen Galleries in May 2026

99. LACMA raised over $750 million to fund the building of the David Geffen Galleries. Of this, 20% came from public funding and the remaining 80% from private donations and corporate sponsors. Among the donors were the American entertainment mogul David Geffen, who donated $150 million, and collector and resorts magnate Elaine Wynn, who donated $50 million.

100. The Galleries' inaugural exhibitions feature around 1,700 rotated works from LACMA's 155,000-piece collection. Instead of traditional chronological or geopolitical groupings, art is curated in thematic dialogues based on connection to bodies of water – the Pacific, Atlantic and Indian Oceans, and the Mediterranean Sea.

Talking points

9(2)(g)(i) free and frank



Biographies

Attendees



Michael Govan, Chief Executive, LACMA

Michael Govan was appointed Chief Executive of LACMA in 2006.

Previously, he was President and Director of the Dia Art Foundation (which manages twelve contemporary art museums and long-term art installations across the Unites States and Germany) , and Deputy Director of the Guggenheim Museum in New York City.

Meeting with: The Getty

1.30pm – 2.00pm, 1200 Getty Center Dr, Suite 401

9(2)(b)(ii) prejudice commercial position



Information

1. You are meeting with Dr Joan Weinstein, Director of the Getty Foundation, on 1 June 2026, at 1200 Getty Center Dr, Los Angeles.
2. Dr Weinstein will discuss museum sector issues with you. As the Getty is closed to the public on Mondays, a tour of exhibition galleries will not be possible.

Background

History and overview of the Getty Center

3. The J. Paul Getty Trust was established in 1953 by businessman and art collector J. Paul Getty. The Trust operates the J. Paul Getty Museum (commonly known as the Getty), across two locations in Los Angeles: the Getty Centre and the Getty Villa Museum.
4. The Getty Center houses pre-20th-century European art and photographs from the 1830s through to the present day from all over the world. The Getty Villa Museum displays Greek and Roman antiquities in a recreated Roman house.
5. In 2025 the Getty Center drew 1.3 million visitors and was the sixth most popular art museum in the United States (by contrast, the Museum of New Zealand Te Papa Tongarewa drew just over 1 million visitors in 2025).
6. The Getty is also responsible for the Getty Research Institute, the Getty Conservation Institute (GCI) and the Getty Foundation, which provides grants to fund research and preservation of the visual arts. The GCI collaborates with New Zealand cultural institutions on conservation projects and also offers scholarships to New Zealand conservators. Past collaboration includes:
    - Guest scholarships: in 2025, New Zealand conservator Kararaina Te Ira was awarded a scholarship to be a guest scholar at CGI
    - ‘Modern Paints Project’: collaboration in 2016 with Auckland Art Gallery and Te Papa to study and preserve modern painting materials in New Zealand art history

- Conservation grants: in 2002, GCI awarded the Antarctic Heritage Trust major conservation planning grants (including a US$250,000 grant) for the Ross Sea Heritage Restoration project.

7. The Getty is currently undergoing significant modernisation initiatives. The Getty Center will temporarily close from March 2027 for approximately one year. The East Pavilion and a portion of the South Pavilion are currently closed for refurbishment.
8. The Getty Villa, located in the Palisades, was closed for six months in 2025 following the Los Angeles wildfires. The museum structures escaped damage, but the surrounding grounds did not.

Funding model

9. The Getty is funded by the proceeds of a bequest by Mr Getty of almost US$700 million upon his death in 1976. The value of the endowment in the 2023 calendar year was US$8.6 billion. This makes it the world's wealthiest art institution.
10. The Getty receives no Government funding and does not charge admission fees.

Talking points

9(2)(g)(i) free and frank



Biographies

Attendees



Dr Joan Weinstein, Director, Getty Foundation

Dr Weinstein was appointed Director of the Getty Foundation in 2019. She had previously been Deputy Director since 2007 and has served in various roles at the Getty since 1994.

Throughout her career, Dr Weinstein has been active in professional organisations in the fields of art history, philanthropy, and preservation, and has served on a number of non-profit boards. Weinstein began her career teaching art history at the University of Pittsburgh and is the author of several books and numerous articles on the history of modern art in Weimar Germany. She holds a PhD in the history of art from the University of California, Los Angeles, and studied at the Phillips-Universität Marburg in Germany.

Meeting with: Warner Bros. Discovery

2:45 – 3:30pm, 4000 Warner Blvd, Burbank, CA 91522

Information

15. You are meeting with Michael Walbrecht, Vice President, Public Affairs of Warner Bros. Discovery, at 2:45 - 3:30pm on 1 June 2026, at Warner Bros. Studio Gate 4, 3772 W. Olive Ave, Burbank, California.

16. Philippa Mossman, Head of International Attraction and Inbound Production at the New Zealand Film Commission will also attend this meeting.

17. This brief contains background information and talking points to support your discussion.

Background

18. Warner Bros. Discovery (WBD) is one of the world's largest media and entertainment companies, headquartered in New York City. It was formed through a merger of Warner Media and Discovery Inc. in 2022, and is led by former Discovery Inc. CEO David Zaslav. Across studios, streaming services, and linear television it invests approximately $15 - $17 billion per annum in content.

19. You last met with WBD New Zealand subsidiary representatives in November 2024 to discuss Kordia fees, TV prominence, and the New Zealand Screen Production Rebate (NZSPR). WBD subsequently withdrew from New Zealand's free-to-air market in 2025 when it sold Discovery NZ to Sky TV NZ. The company maintains a presence in New Zealand through content supplied to Sky TV and through its Auckland-based production company.

Warner Bros. Discovery is currently under offer from Paramount Skydance

20. In April 2026, WBD shareholders approved the takeover of the company by Paramount Skydance. The proposed sale is currently facing antitrust scrutiny with concerns that the buyer would gain a significant percentage of global streaming subscribers, and is still under regulatory approval (in the United States, European Union, and other jurisdictions). If approved, the deal is set to close on 15 July 2026 and will be one of the largest media mergers in history.

21. This merger is likely to have flow-on implications for the New Zealand media sector, including in relation to the volume of local production work and competition in the subscription market. Opportunities for our screen industry may be impacted through production and commission numbers, acquisitions and distribution opportunities. The buyer would gain a larger library of content and could therefore increase subscription fees.

HBO Max to launch in New Zealand in June 2026

22. WBD is launching HBO Max as a standalone streaming service in New Zealand on 16 June 2026. Access to HBO content via Sky TV's Neon platform will end on 4 June, when Sky TV's exclusive distribution rights conclude. HBO Max launched in Australia last year, gaining around 400,000 subscribers in its first three months.

New Zealand Screen Production Rebate

23. Recent WBD activity in New Zealand supported by the NZSPR-International includes *A Minecraft Movie* (shot in New Zealand, with post-production and visual effects activity supported by New

Zealand vendors), *Superman* and *The Lord of the Rings: The War of the Rohirrim* (both in Post, Digital, and Visual Effects). Rebate funding has also been approved for *Batman v Superman: Dawn of Justice* and multiple series, such as *The Last of Us* (Season 2).

24. 9(2)(f)(iv) confidentiality of advice

25. WBD subsidiary, Warner Bros. International Television Production NZ, produces local format series such as *The Bachelor New Zealand* and *Ru Paul's Drag Race Down Under*. It has accessed the domestic NZSPR for multiple series of *Celebrity Treasure Island*, as well as series like *Nadia's Farm* and *Escaping Utopia.* Local WBD representatives have advocated for changes to the NZSPR-NZ [AM24-564 refers], including to widen access by allowing international reality TV formats and lowering the spend threshold for series.

26. While the changes to the NZSPR-NZ announced as part of Budget 2026 do not address those specific requests, WBD may be interested to hear about changes to increase international interest and investment in local content. This includes doubling the per-project rebate cap to $12 million, bringing New Zealand closer in line with comparable incentives in the United Kingdom and Ireland.

Talking points

9(2)(f)(iv) confidentiality of advice, 9(2)(g)(i) free and frank

9(2)(g)(i) free and frank

Biographies

Attendees

	**Michael Walbrecht** - Warner Bros. Discovery Vice President, Public Affairs Michael Walbrecht is Vice President at Warner Bros. Entertainment where he manages government and community affairs. His areas of responsibility within the company are the feature film, television, and corporate divisions, as well as studio facilities in Burbank, California. He previously served as Associate Director of the California Film Commission (from 1986-1991). He serves on several boards and local advisory commissions including the Board of Directors for the Burbank Chamber of Commerce.
	**Philippa Mossman** - New Zealand Film Commission Head of International Attraction and Inbound Production Philippa leads the NZFC's engagement with major international screen productions, fostering relationships with studio executives and independent producers. She manages New Zealand's international enquiry service, leveraging her extensive screen and media sector expertise. In December 2022, Philippa was elected to the board of the Association of Film Commissioners International (AFCI).

Meeting with: Netflix

4.30pm – 5.15pm, 5808 Sunset Blvd, Los Angeles, CA 90028, United States

Information

1. You are meeting with Netflix representatives at 4:30 – 5:15pm, on 1 June 2026, at the Netflix headquarters, 1455 N Van Ness Ave, Los Angeles CA 90028. Attendees will include:
    - Debra Richards, Director Content, Studio & Production Affairs (Asia-Pacific) | Australia New Zealand Government Affairs, Public Policy (Asia-Pacific)
    - Jess Conoplia, Senior Manager, Production Policy (United States).
2. Philippa Mossman, Head of International Attraction and Inbound Production at the New Zealand Film Commission, will also attend this meeting.
3. This brief contains background and talking points to support your discussion.

Background

4. Netflix is the world's largest paid subscription streaming platform, with over 325 million paid subscribers as of the end of 2025. As of May 2026, it has invested over $135 billion in content over the past 10 years. In April 2026, Netflix's chairman and co-founder Reed Hastings left the company after 30 years to focus on philanthropic pursuits.
5. You previously met with Debra Richards in New Zealand in March 2026 to discuss voluntary reporting for local content and accessibility, screen workforce development, and the New Zealand Screen Production Rebate (NZSPR). Amanda Duthie, Head of Content for Australia/New Zealand, and Lucy Parrish, Senior Public Policy Manager, also attended that meeting.

Ad-supported service tier generating high revenue

6. Netflix expects to generate about US$3 billion in advertising revenue this year through its ad-supported service tier (currently available in 12 countries), doubling the US$1.5 billion it reported for 2025. More than 60 per cent of new subscribers (50 percent in the Asia-Pacific region) are choosing this lower-priced model, which reaches more than 250 million monthly viewers.
7. In May 2026, Netflix announced plans to expand its ad-supported service tier to 15 new countries in 2027. This will include New Zealand, however the launch date and price is yet to be confirmed.
8. Netflix is using AI to make advertising with Netflix more efficient, with AI-driven tools developing and managing media plans for brands, and matching advertisements with popular content.

New Zealand Screen Production Rebate

9. More than 20 Netflix productions have been filmed and/or post-produced in New Zealand in the last decade, accessing the NZSPR-International. A recent example is *East of Eden* starring Florence Pugh, which was shot in Auckland, Dunedin and Ōamaru. Our Post, Digital and Visual Effects rebates has also supported the production of *Ordinary Time*, *Umbrella Academy* (Season 4) and *Beyond Goodbye*.
10. 9(2)(f)(iv) confidentiality of advice

9(2)(f)(iv) confidentiality of advice

11. Netflix has used the domestic NZSPR to co-produce *The Power of the Dog* and two seasons of *The New Legends of Monkey* (both of which were structured as official co-productions, so did not need to meet the New Zealand content test).

12. Netflix has been experiencing strong growth in the Asia-Pacific region, which it credits to its "local for local" content strategy. By investing in culturally resonant originals across Korea, India, Japan and Thailand, the company has been gaining audiences where the stories are distinctly local.

13. Netflix may therefore be interested to hear that New Zealand has just made changes to increase international interest and investment into local content (including co-productions). The changes include doubling the per-project rebate cap to $12 million, bringing New Zealand closer in line with comparable incentives in the United Kingdom and Ireland.

Netflix's investment in New Zealand screen workforce

14. Netflix is investing 9(2)(b)(ii) prejudice c in the second iteration of the year-long *Kahurangi Toi Ātea New Zealand Screen Industry Training Programme* (KTA), which provides on-the-job upskilling for new 'below-the-line' crew. This investment 9(2)(b)(ii) prejudice commercial position with NZ On Air co-investing. A joint announcement is expected shortly, with KTA to run from mid-2026 to mid-2027.

15. In November 2025, Netflix renewed support for *A Wave in the Ocean*, the professional development course for emerging filmmakers founded by Jane Campion and Philippa Campbell in 2022.

Netflix's 2025 data on local content and accessibility

16. Netflix provided data in March in response to your request for voluntary reporting on local content and accessibility [BR26-111 refers]. 9(2)(b)(ii) prejudice commercial position

9(2)(b)(ii) prejudice commercial position

17. Netflix indicated it has good technical capability for hosting captions and audio description (CAD). s9(2)(b)(ii)

Talking points

9(2)(g)(i) free and frank

9(2)(g)(i) free and frank, 9(2)(b)(ii) prejudice commercial position

Biographies

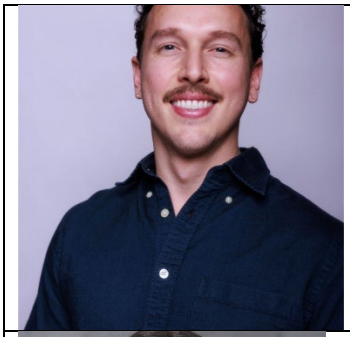
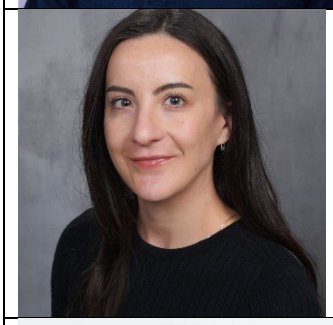
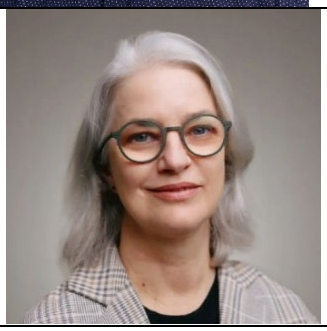
Attendees



Debra Richards - Netflix Director Content, Studio & Production Affairs (Asia-Pacific) | Australia New Zealand Government Affairs, Public Policy

Debra has been Director of Studio & Production Affairs at Netflix since 2019, covering studio affairs, production policy and sensitive content for the Asia-Pacific region.

She has over 30 years of communications, media and screen industry experience. As CEO of the Australian Subscription Television and Radio Association, with Australia's broadcasting regulator, then the Australian Broadcasting Authority (& Tribunal) and as CEO of Ausfilm, attracting major production and post-production work to Australia.

	**Ferdinand Both, Specialist, Production Services**
	**Kristen McLaughlin, Manager, Production Management - Specialty/Studio Series**
	**Dave DeVore, Director, Production Tax**
	**Philippa Mossman - New Zealand Film Commission, Head of International Attraction and Inbound Production** Philippa leads the NZFC's engagement with major international screen productions, fostering relationships with studio executives and independent producers. She manages New Zealand's international enquiry service, leveraging her extensive screen and media sector expertise. In December 2022, Philippa was elected to the board of the Association of Film Commissioners International (AFCI).

2 June 2026, Day 2: Meeting Briefs/Information

Meeting with: SpaceX

9.00am – 11.00am, 1 Rocket Road in Hawthorne, California

Information

Hawthorne Facility

18. SpaceX designs and builds its rockets in Hawthorne, California. As a company, SpaceX is highly vertically integrated, building the vast majority of the vehicle on the Hawthorne campus, which remains one of the few facilities in the world where you can see an entire launch vehicle or spacecraft come together under one roof. The Hawthorne facility was SpaceX's headquarters until August 2024 before it relocated to Texas, however a majority of the operations are still based out of Hawthorne.

Background

19. You recently met with SpaceX (Oliver Edelmann, Jordan Webb, Greg Kalbaugh) to discuss the industry dispute resolution scheme being progressed through the Telecommunications Amendment Bill (the Bill) and for SpaceX to share its thanks for progress on radio spectrum matters.

20. SpaceX is a United States-based spacecraft manufacturer, launch service provider, science and defence partner to the United States and other governments. It is a key enabler of Starlink, SpaceX's satellite communications company. Starlink's satellites provide internet coverage in over 70 countries.

Revenue and customer numbers

21. In the 2024/2025 financial year, the SpaceX group (which includes Starlink NZ) made around $100 million from its New Zealand-based operations. This means it qualified to contribute to the Telecommunications Development Levy. The SpaceX group was the eighth largest levy payer that year.

22. The Commerce Commission's Annual Monitoring Report for 2024 reported that Starlink had 58,000 New Zealand consumers and that it was our third-largest rural telecommunications provider. We expect the number of customers has grown significantly since the report was published. We estimate that current customer numbers could be nearer to 120,000.

Recent changes to Starlink NZ broadband plans

23. Starlink NZ recently changed the structure and prices of its New Zealand service offerings. Its basic Residential Lite plan has increased by $6 per month to $85 per month and its higher speed Residential plan has been split into two – a $125 per month plan and a $170 per month plan. The $170 per month plan is $11 per month more than the original Residential plan. In addition, the maximum speeds of the two cheaper plans have been reduced, effectively limiting download speeds for users.

Spectrum

24. SpaceX may wish to discuss the recently allocated the 24-30 GHz and Q/V and E bands. These bands expand spectrum access for satellite services while balancing the needs of other users.

25. Following consultation in late 2025, the Government confirmed on 7 April a long-term framework for the 28 GHz band. This framework supports geographic spectrum sharing by enabling mobile services to operate within urban areas, and satellite services to operate outside of urban areas.

26. Licence applications for existing satellite Earth stations are open now. Applications for new satellite Earth stations and terminals can be submitted from 8 June 2026.

27. 9(2)(g)(i) free and frank To minimise the risk of stranded investments for these operators, you agreed to open an application window for satellite gateways in urban areas.

28. 9(2)(g)(i) free and frank They will need to be able to provide evidence of advanced preexisting plans to be approved for a radio licence. MBIE will provide further guidance on the criteria used to assess these applications prior to opening licensing applications.

Q/V and E Bands

29. Interim licensing has been enabled in the Q/V and E bands to support satellite services, following access requests from SpaceX and 2degrees. Access to these bands was raised with you at your last meeting with SpaceX (September 2025).

30. Operators are now able to apply for interim licensing in non-urban areas. These interim arrangements protect existing and future fixed-link services operating in these bands. In addition, the World Radiocommunication Conference 2027 (WRC-2027) may also have relevant outcomes that inform national development of a permanent regime. The Australian and United Kingdom regulators (ACMA and Ofcom) are also taking an interim licensing approach to E Band licensing to allow for any implications from WRC-2027 to become clearer.

31. If there is sufficient interest for urban satellite gateways, RSM plan to look towards implementing a permanent regime in 2028.

Biographies

Attendees



David Goldman, SpaceX, VP, Satellite Policy
David leads an international team to oversee spectrum and broadband policy across the globe. His Policy Team drives key regulatory initiatives and are responsible for authorizing several satellite constellations that use multiple spectrum bands to serve millions of people around the world. In addition to broadband, David's team achieved new rules for direct satellite-to-phone service, applied for the world's largest AI satellite constellation, and improved processes for approval of rocket launches and landings.

David served in several leadership positions at the U.S. Federal Communications Commission and was the Commissioner's chief advisor on wireless, international, and public safety issues, along with

	responsibility for other issues of policy, strategy, public relations, and office operations.

Meeting with: Natural History Museum

11.00am – 12.30pm, 900 Exposition Blvd, Los Angeles, CA 90007, United States

Information

32. You are meeting with Dr Lori Bettison-Varga, President and Director, and Chris Weisbart, Associate Vice President of Exhibitions, of the Natural History Museum of Los Angeles County, at 11:00am - 12:30pm, on 2 June 2026, at 900 Exposition Blvd, Los Angeles.

33. Dr Bettison-Varga and Mr Weisbart will lead a tour of selected exhibitions at the Natural History Museum and discuss museum sector issues with you.

Background

History of the Natural History Museum

34. The Natural History Museum of Los Angeles County is located in Exposition Park in Los Angeles, next to the California Science Center. It is the largest natural and historical museum in the western United States, with a collection of nearly 35 million specimens.

Talking points

9(2)(g)(i) free and frank



Biographies

Attendees

	**Dr. Lori Bettison-Varga, President and Director, Natural History Museum of Los Angeles County** Dr Bettison-Varga was appointed President and Director in 2015. A geologist who received her PhD from the University of California, Davis, Dr Bettison-Varga previously served six years as President and W.M. Keck Foundation Presidential Chair at Scripps College in Claremont, California. She was elected as a 2022 Fellow of the American Association for the Advancement of Science, the world's largest scientific society, in recognition of her contributions to undergraduate education and broad public involvement with science.
	**Chris Weisbart, Associate Vice President of Exhibitions, Natural History Museum of Los Angeles County** Chris Weisbart was appointed Associate Vice President of Exhibitions in 2023, and has been at the Natural History Museum of Los Angeles County since 2020. He has a background as a designer and multimedia developer creating technology experiences in the arts and education sectors.

3 June 2026, Day 3: Meeting Briefs/Information

Meeting with: Meta

11.15am – 1.00pm, 1 Hacker Wy, Menlo Park, CA 94025

Logistics for the Meta HQ campus, the designated Uber drop off is at Building 21.6. This is a large building opposite what is known as "Classic Campus", which is where the meeting is being held. Please ensure that the attendant at the drop off zone gives you a visitor pass for the tram, which will take you to Building 12. Mariah will meet the team at Building 12. Meta have built a buffer time into the schedule but if the Minister's schedule allows, given the traffic that can sometimes be around the campus and its size to traverse.

Agenda

- 11:15 AM - 11:30: Uber drop at 21.6 → tram to Building 12
- 11:45 AM - 12:00 PM Arrival and quick tour (Mariah Terhaar)
- 12:00 PM - 12:45PM Briefing with Matt Scutari, Director AI Product Policy
- 12:45 PM - 1:00 PM: Demo: Display demo (in-lens display + MetaAI capabilities)
- 1:00 PM - 1:15 PM: Wrap and departure

Information

38. Meta Platforms, formerly Facebook, is an American multinational technology conglomerate. The company owns and operates Facebook, Instagram, Threads, and WhatsApp, among other products and services. Meta AI is a research division of Meta that develops artificial intelligence and augmented and artificial reality technologies.
39. Meta is not currently a supplier to the New Zealand Government.

Background

40. Meta has partnered with governments globally, including in the United Kingdom and United States, to drive the adoption of its large language model, Llama, across the public sector.
41. Meta markets Llama as open source and free to use. While the model does not fully meet the definition of open source, anyone can download the code and run and modify Llama themselves.
42. Meta is collaborating with the UK government by providing $1 million for an Open-Source AI Fellowship. This initiative, organised alongside the Alan Turing Institute and the Department for Science, Innovation and Technology, will embed AI specialists within the government to develop open-source tools for public services using models such as Meta's Llama.
43. In the US, Meta has partnered with the General Services Administration to allow government entities to access Meta's Llama AI models as part of its OneGov initiative, which aims to streamline the use of AI technologies across federal agencies.
44. Meta operates in a global environment of increasing scrutiny regarding online safety and harmful content. Meta is rolling out a new parental supervision tool in New Zealand that lets parents see topics their teenagers have been discussing with its AI chatbots.

45. Meta may wish to discuss its AI initiatives, opportunities to apply AI across the public sector and opportunities to invest in AI technologies in New Zealand. Meta may also wish to discuss their ongoing work relating to online safety and harmful content.

Talking points

9(2)(g)(i) free and frank



Biographies

Attendees



Matt Scutari, Director AI Policy

Matt Scutari possesses extensive experience in privacy and data policy, having held leadership roles at major technology companies like Meta (formerly Facebook), Optimizely, and Dropbox.

His career demonstrates a consistent focus on navigating complex data protection regulations and shaping corporate policy in response to evolving digital landscapes and user concerns.

His recent appointment as AI Policy Director at Meta highlights his expertise in the cutting-edge area of AI governance. He is involved in discussions around AI governance and risk, specifically within the context of open-source applications and broader policy frameworks, demonstrating a forward-looking approach to technology and ethics.



Mariah Terhaar, Policy Manager

Strategic engagements manager for top policy executives at Meta, including coordination of global moments such as UNGA, Davos, and the Munich Security Conference. Lead protocol officer for policy visits to HQ.

Background of experience supporting C-Suite Executives including internationally renowned business leaders.

Meeting with: Apple

2.30pm – 4.30pm, Wolfe Reception building, 2 Apple Park Way, Cupertino, CA 95014

When pulling onto 2 Apple Park Way, the vehicle will need to stay in the far right lane and proceed to the security booth.

Information

49. You are meeting with Apple.
50. The agenda will cover your Digitising Government and Public Service portfolio and Media and Communications portfolio.
51. The agenda will cover digital identity in New Zealand and Apple TV.

Background

52. Apple Inc. is a leading multinational technology company headquartered in Cupertino, California. Founded in 1976, it revolutionized consumer electronics by prioritizing intuitive design and ecosystem integration.
53. Today, Apple is the world's largest company by market capitalisation. Their core products are:
    - Hardware: The iPhone, iPad, Mac (desktops and laptops), Apple Watch, AirPods, and Apple Vision Pro.
    - Software: Operating systems like iOS, macOS, and watchOS.
    - Services: iCloud, Apple Pay, Apple Music, Apple TV+, the App Store, and Apple Arcade.

In New Zealand, we have engaged Apple on Digital Identity and the Govt.nz app programme

54. The GDDA has a good working relationship with Apple, through their operations in Australia.
55. Apple is investing significantly in digital identity globally and is working closely with Austroads (the association of Australia and New Zealand transport agencies) to support the development of their mobile/digital driver licences.
56. NZTA is actively engaged in this project, and the GDDA is working closely with NZTA including recently to update the law to allow for the issuance of a digital driver licence.
57. We are currently working with Apple to enable credentials to be claimed from the Govt.nz app/wallet to the Apple Wallet.

New Zealand and Apple TV

58. Apple media services in New Zealand consist of Apple TV (a hardware device), Apple TV+ (a subscription video on-demand service) and the Apple TV app. Apple TV+ launched in New Zealand in 2019 and has grown from featuring nine productions in total to 330 in 2025.
59. Apple states that as a small streamer its focus is on quality productions in New Zealand, rather than quantity, and that it is committed to promoting local content through editorial recommendations.
60. Apple opposed investment obligations on streamers, considering that this could hinder new entrants to the market who need a long lead-in time to develop local content. The company noted

its small size and focus on global audiences, and that it can meaningfully invest in local content only if its service is profitable and sustainable in the New Zealand market.

61. Australian officials advised MCH in March 2026 that the Australian Communications and Media Authority (ACMA) is finding implementation of the new investment obligations (streaming platforms with more than one million Australian subscribers to invest a portion of their Australian revenue or programme expenditure into new eligible Australian programme) was going smoothly, however Apple had previously not engaged with any voluntary requirements.

62. Following MCH's request for voluntary data, Apple provided a narrative response with limited data, opting not to complete the template. In its response, Apple referred to several 'NZ-related' shows the platform had available; however, the list provided examples only and was not exhaustive nor timebound to 2025 alone. Apple did not provide data on investment. For this reason, we are unable to compare the information Apple provided with the data provided by other platforms.

Talking points

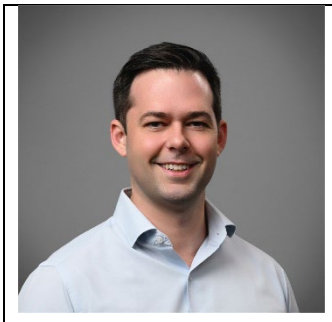
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Biographies

Attendees

	**Mike Orgill**, Head of Government Affairs, Asia-Pacific
	**DB Brudnicki**, Director of Apple Wallet Product Management and global lead for identity
	**Amos Buhai**, Global Head of Government Affairs
	**Jason Lundgaard**, Government Affairs

Dinner: Dinner with Tech Expats

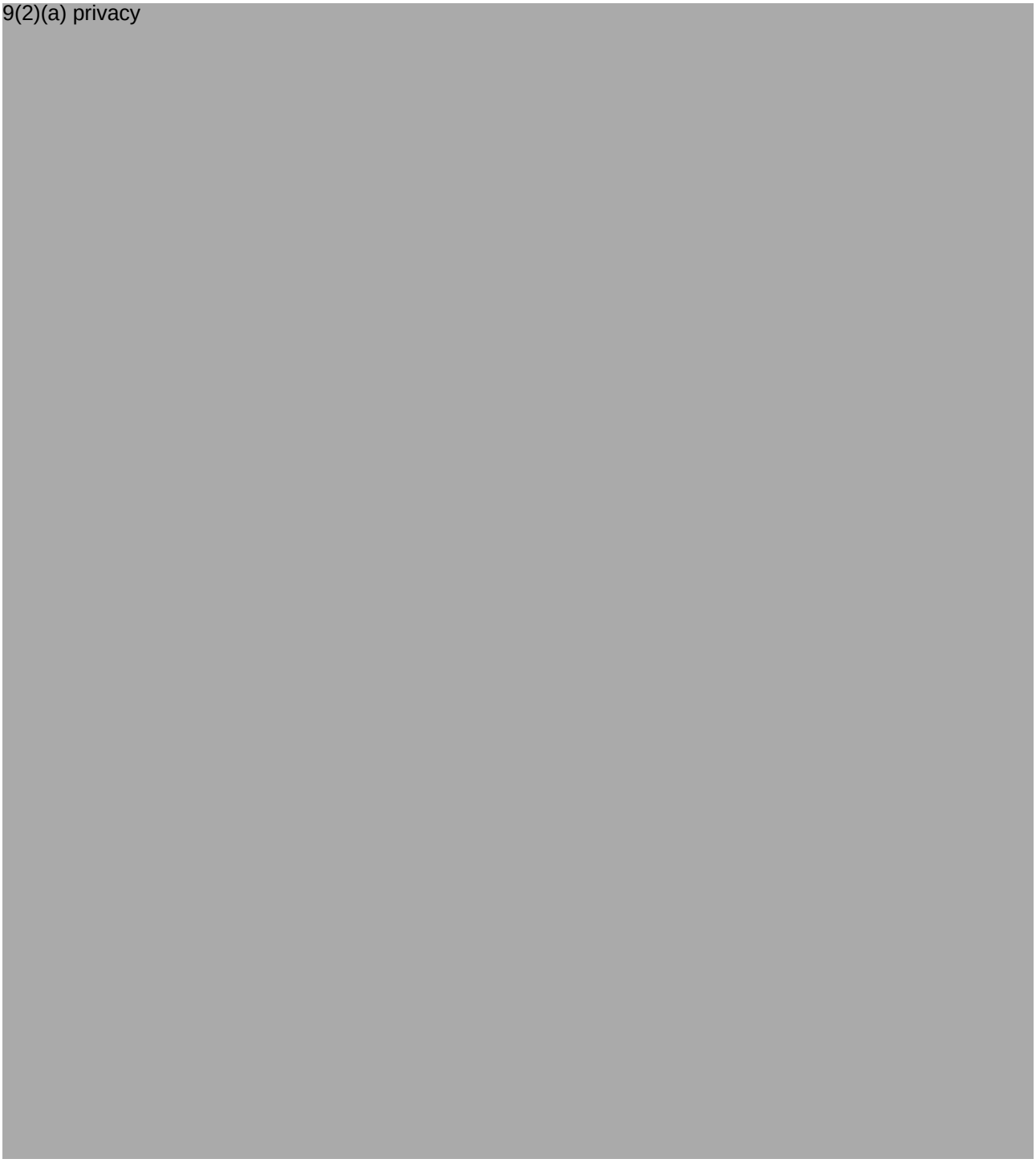
(organised by Diaspora)

7.30pm – 9.30pm, Piccino, 1001 Minnesota St, San Francisco, CA 94107, USA

Information

66. DPMC have organised a dinner with selection of Tech Expats. As of 2 June 2026, the attendees are:

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4 June 2026, Day 4: Meeting Briefs/Information

Meeting with: NVIDIA

9.30am – 11.30am, 2788 San Tomas Expy, Santa Clara, CA 95051, United States

Information

67. Nvidia is a leading American technology company that pioneered accelerated computing. Originally famous for inventing the GPU to revolutionize PC gaming, the company has transformed into the primary engine of the global artificial intelligence boom, providing the hardware and software infrastructure that powers AI supercomputers worldwide
68. Nvidia operates through two primary technology segments:
    - Data Center & AI: The dominant driver of Nvidia's business. It provides the hyperscale GPUs, CPUs, and networking equipment purchased by major cloud and enterprise providers to train and deploy generative AI models.
    - Gaming: The foundational business that built the company. It produces GeForce graphics cards for PC gamers and creators and powers cloud-based gaming services like GeForce NOW
69. Nvidia are not a all of government supplier. You will be joining this meeting as a part of Invest New Zealand's delegation, with executives from Contact and Mercury Energy.
70. This meeting is an opportunity to:
    - Learn about market trends.
    - Learn about how New Zealand is viewed from a data & AI infrastructure perspective.
    - Look for opportunities that could benefit New Zealand (investment, productivity boost).

Agenda

7.30am Uber from the hotel to Nvidia

9.15am Arrive in Santa Clara – NVIDIA HQ

9.30am Sign in

9.45am Introductions, roundtable discussion.

10.30am – 11.30. Entry into an 'Executive Demo Room'.

11.30am Depart for Downtown San Francisco.

Talking points

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Biographies

Attendees



Edward Richard, Chief Technology Officer, NVIDIA Infrastructure Specialist

Leader of Data Center Digital Twin which enables the fast and accurate design and delivery and ongoing operation of AI Factories.

Keynote: US Data Centre / Invest New Zealand event

5.00pm (Doors Open 6.00pm) – 8.00 pm, BCG San Francisco Office, 2 Embarcadero Ctr #2400, San Francisco, CA 94111

Background

History for the Minister, and any relevant bits of information he needs to understand

75. The industry-led US data centre roadshow is in response to a request from a consortium including Contact Energy, Mercury Energy, and EonFibre. The consortia sought government partnership to support a targeted US engagement programme promoting New Zealand's data centre investment proposition.

76. The Roadshow programme includes the consortium attending the Datacloud Global Congress in Cannes, France 1-3 June, then travelling to San Francisco for targeted meetings with hyperscalers, cloud providers, and AI infrastructure firms, and the New Zealand networking event on the 4th of June.

77. Invest NZ has worked with the consortia and is supporting the programme by:

- Shaping and representing the New Zealand investment proposition in-market
- Aligning engagement with Ministerial priorities and broader NZ Inc objectives
- Coordinating with industry partners to present a cohesive, credible 'New Zealand Inc' proposition to investors, and
- Leading follow-up engagement to convert investor interest into active data infrastructure investment opportunities

78. To strengthen credibility with global investors, Contact Energy and Mercury Energy commissioned Boston Consulting Group (BCG) to provide an independent evidence-based review of New Zealand's data centre landscape. This followed the report that BCG released in February 2026 which identified a $70 billion economic opportunity for New Zealand to become a regional digital and AI hub.

79. For the roadshow, BCG's task was to refine the proposition, and support access to priority decision makers. This work underpins the engagement narrative, investor targeting and meeting programme. (see Appendix D for BCG report).

Programme overview

80. Invest NZ's participation is focused on the San Francisco component, reflecting where the highest-value investor engagement is concentrated.

81. Ministerial attendance at the networking event signals visible Government support alongside a coordinated New Zealand presence (including Invest NZ, MFAT and NZ Inc representatives).

Event programme

Draft event programme:

5.00pm	**Minister Arrives** You will be met by Invest NZ CE Robert Wall and Invest NZ Investment Manager Chris Burgess on arrival. Phone contacts: Robert Wall, CE Invest NZ +64 21 223 7884 Chris Burgess, Investment Manager, Invest NZ +64 21 537 116
5.30pm	NZ delegation attendees to arrive
5.45pm – 6.00pm	Other attendees arrive
6.30pm	Evening formalities begin MC brief introduction and welcome along with order of speakers. Introduction to first speaker - Minister Goldsmith.
6.35pm	**Minister speaks (5-10min)**
6.40pm -6.45pm	Robert Wall, CE Invest NZ Speaks (5-10min)
6.50pm -6.55pm	Kelly Newton, Managing Director and Partner, BCG speaks (5 min)
7.00pm	Formalities conclude. Networking begins. A selection of refreshments and food will be available throughout the evening
Additional information	**Media:** No media will be in attendance **Attendance numbers:** Expected to be between 40-60 people **Venue layout:** The speech is taking place in an informal, casual setting. The venue is open planned with both standing and undesignated seated areas. No seated table arrangements. There will be a stage set-up with a lectern and fixed microphone. **Dress:** Business attire (semi formal) **Event speech requirement:** Due to the layout of the venue and to maximise engagement impact with attendees, AV is limited with no presentation slides required. **Speech length:** 5 – 10 Minutes

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5 June 2026, Day 5: Meeting Briefs/Information

Meeting with: Microsoft

8.30am – 12.00pm, 1045 La Avenida Street, Mountain View, CA 94043

Agenda

Time	Session	Purpose
8.30-9.00am	Breakfast	
9.00-9.15am	Welcome	Set the context for the day and align the discussion to New Zealand Government priorities, public value, and long-term capability.
9:15 – 10:15 am	Frontier Transformation	Explore practical pathways for moving from experimentation to execution, with a focus on institutional readiness, prioritisation, and delivery.
10:15 – 10:30 am	Coffee Break	
10:30 – 11:30 am	AI Digital Public Infrastructure	Explore how organisations can accelerate innovation with integrated platforms and drive outcomes through intelligent agents.
11:30 – 12:00 pm	Immersive Experiences	Experience the potential of AI through immersive, scenario-led demonstrations that showcase how organisations are improving services, reducing administrative burden, and delivering better outcomes within trusted, governed environments.

Information

1. Microsoft provides software and services including productivity and collaboration (Office, Microsoft 365, Teams), Cloud (Azure), AI (Copilot), data management (Fabric, Power BI), business applications (Dynamics 365), and project delivery (Power Platform, Azure DevOps, GitHub).
2. Microsoft is a GDDA Category 1 supplier, and holds an All of Government Cloud Framework Agreement, the Microsoft Cloud, Software and Services Agreement (MCSSA), enabling agencies to buy Public Cloud and Professional Services under standardised terms.

3. 187 agencies consumed approximately $324 million of Microsoft services through the MCSSA in the 12 months to February 2026.

4. Microsoft launched their first New Zealand onshore Public Cloud Data Centre Region (NZ North) on 12 December 2024. NZ North is located in Auckland North Shore and is powered by renewable energy.

5. The launch of NZ North is helping support the transition of government systems to the Cloud, by reducing latency and enabling government's data sovereignty ambitions. However, NZ North currently offers a limited range of services - key services such as Azure AI, Fabric, and Power BI are currently not provided from NZ North.

Background

New Zealand's relationship with Microsoft

6. Microsoft is a significant and well-established Category 1 strategic supplier to the New Zealand Government. The relationship is governed through the Microsoft Cloud, Software and Services Agreement (MCSSA), which enables agencies to procure a wide range of services under standardised terms.

7. Microsoft provides software and services including productivity and collaboration (Office, Microsoft 365, Teams), Cloud (Azure), AI (Copilot), data management (Fabric, Power BI), business applications (Dynamics 365), and project delivery (Power Platform, Azure DevOps, GitHub).

8. GDDA is seeking to evolve this relationship with Microsoft from 100+ agencies with various-sized contracts toward a "One Government" customer model, building a more unified and strategic approach. It aligns with a broader transition across government from a devolved model of digital investment and procurement to a more centralised system overseen by GDDA.

9. Microsoft is also a key partner in advancing the Government's artificial intelligence agenda. It is supporting initiatives such as the Public Service AI Sandbox and contributing to the wider AI work programme, which is focused on improving customer experience, driving efficiency, and enabling data-driven decision-making.

Additional information

- On 3 June 2026, the GDDA Commercial Team met with Microsoft 9(2)(b)(ii) prejudice commercial position

  We are currently assessing this offer and ensuring it is managed in a manner that does not prejudice the upcoming MCSSA renewal.

- 9(2)(b)(ii) prejudice commercial position

For awareness - From an officials' trip to Microsoft

- We note the 'strategic partnership' approach that other jurisdictions like Australia have with MS and reiterate the opportunity that New Zealand offers as nimble small democratic country that is

seeking to accelerate the digitising government agenda and specifically the use of AI, to improve efficiencies, augment the workforce, and improve service delivery.

- We note the immediate opportunities with the NZ public sector to scale the use of AI agents and the supporting infrastructure over the next 6-12 months. As part of this momentum - there is an opportunity for MS to lean in and help accelerate the skills and maturity of the Public sector workforce around the use of AI agents and the supporting Agent management infrastructure.
- MS have recently announced significant progress of their tools including Co-pilot, Microsoft Agent 365 and other components that enable organisations to exercise 'oversight' and control over what will be a growing AI agent workforce. The analogy MS used was that AI Agents should be treated in a similar manner as human employees and onboarded, managed, coordinated accordingly.
- MS have undertaken successful pilots within their own organisation around the use of AI agents to improve efficiency in areas such as call centres - achieving significant ROI and streamlining the workforce. This is of interest to the GDDA work around the digital target state and interest in efficiencies across government contact centres.

Talking points

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Biographies

Attendees (from Microsoft New Zealand)

	**Emma Bessey, New Zealand Public Sector Director** Emma leads the New Zealand Public Sector team responsible for Microsoft's relationships with New Zealand's largest government agencies, supporting their use of digital technologies and AI to improve public services and outcomes. With more than 20 years' experience in the technology sector, she has led large-scale transformation programmes and partnerships that help organisations operate more effectively and better serve their communities.
	**Ana Casillas, Senior Industry Digital Strategist** Ana is a Senior Industry Digital Strategist in Microsoft's Worldwide Public Sector team, where she partners with governments and public institutions to modernise their operations and improve services for citizens. Ana brings deep experience working with government customers around the world. Her work spans domains such as public safety, public health, tax administration, and sustainability. Ana joined Microsoft in 2019 and holds a MBA, bringing together earlier experience in healthcare technology and strategy consulting. She is also a passionate advocate for diversity and women in technology.

Meeting with: Google

12.30pm – 4.00pm, 1600 Amphitheatre Pkwy, Mountain View, CA 94043, USA

Agenda

Time	Session	Speakers
12.30pm-1.00pm	Lunch	Partner Plex or Cafe
1.00pm-1.15pm	Opening remarks – (refer to talking points)	Hon Paul Goldsmith Sir Brian Roche
1.15pm-1.40pm	Google Cloud and New Zealand Government Partnership Today - Discussion	9(2)(a) privacy
1.40pm-2.00pm	Google Cloud APAC Point of View	9(2)(a) privacy
2.00pm-2.45pm	Accelerating AI & Public Sector Resilience	9(2)(a) privacy
2.45pm-3.15pm	Moonshots with X	9(2)(a) privacy
3.15pm-4.00pm	Showcase of Google Technology	9(2)(a) privacy

Information

New Zealand's relationship with Google

94. Google provides a range of services including search and discovery, digital marketing, Cloud computing, productivity tools, and artificial intelligence.

95. Google is a GDDA Category 1 supplier and holds an All of Government Cloud Framework Agreement enabling agencies to buy Public Cloud and Professional Services under standardised terms.

96. Uptake of Google Cloud within the core New Zealand Public Service remains relatively low, with approximately $184,000 in spend across two agencies in the 12 months to March 2026. Google is more prominent in the education sector, while Microsoft continues to dominate the broader government Cloud market.

97. Google is a major player in artificial intelligence, with its Gemini large language model (LLM) integrated across its products and platforms.

98. Google is strengthening New Zealand's digital infrastructure through projects such as the Honomoana subsea cable, expected to become operational this year, which will improve

connectivity and resilience. Google is partnering with local organisations like EonFibre and CDC Data Centres, and engaging with local communities, iwi, and local government to deliver the cable.

99. Google's recent $32 billion acquisition of Cloud security company Wiz, their largest acquisition to date, further enhances its capabilities in multi-Cloud security. However, key constraints include its relatively small government footprint and the absence of a local Cloud region to date.

100. In 2022, Google announced an intention to establish a Cloud Region in New Zealand. This has not progressed to development or investment. Google has indicated that government adoption of its Cloud services is a factor affecting progress.

Talking points

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Biographies

Attendees

	**Tim Dacombe-Bird, Country Manager, Google Cloud NZ** Tim is the Head of Google Cloud New Zealand, based in Wellington. He is responsible for the company's local go-to-market strategy, with a particular focus on helping Kiwi businesses and government agencies leverage AI and digital transformation. With over 30 years of experience in the ICT industry, he has held leadership roles at major global firms, including a long tenure as Country Manager for Amazon Web Services (AWS) New Zealand. Throughout his career, which also includes senior roles at Wiz, VMware, Citrix, and Compaq, Tim has been recognised for his expertise in building high-performing teams and his commitment to strengthening New Zealand's digital capacity and equitable technological growth.
	**Hilary O'Connor, GM Public Sector, Google Cloud NZ** Hilary re-joined Google last year to lead the public sector engagement for Google Cloud in New Zealand. She first worked for Google within their Cloud technologies business as Customer Engineering Lead; in between, she spent time at Accenture and most notably Soul Machines. Prior to that she spent many years at Microsoft predominantly as Lead Technology Strategist. She has previously held consulting and, earlier on in her career, development roles, with companies such as Cap Gemini, Deloitte and Datacom.
	**Rahul Sharma, Managing Director Asia Pacific Public Sector, Google Cloud** Rahul leads Public Sector for Google Cloud across Asia Pacific, and is responsible for driving the business across Australia, New Zealand, Singapore, India, South East Asia, Korea and GCR. His role covers customers across Federal Government, Defence, State and Local Government, Education, Public Healthcare and Non-Profits.

	Prior to joining Google Cloud, Rahul led the Amazon Web Services Public Sector business for Asia Pacific and Japan.
	**Brian Schoepfle, Head of Partner Enablement & Workspace Customer Engineering, Google public Sector** Brian leads two engineering teams at Google Public Sector. The Workspace Customer Engineering team empowers public sector agencies and institutions to cut costs, improve security, supercharge productivity, and increase efficiency with the communication and collaboration tools used by over 3 billion people worldwide. He also leads the premier partner enablement and recognition initiatives at Google Public Sector.
	**Rachel Payne, Managing Director X, The Moonshot Factory** Rachel works with climate and sustainability moonshots with a focus on infrastructure, resilience, circular economy and the built environment at X, The Moonshot Factory. At X she is at the forefront of innovation, imagining new paradigms, inventing breakthrough technologies, envisioning new moonshots and bringing them to life.
	**Herminé Hovhannisyan, Senior Staff AI Architect, Google Cloud** Hermine is a Senior Staff AI Solutions Architect at Google. Over her 10-year tenure, she has held a variety of impactful roles across the organisation, developing a deep technical foundation that now drives her work in GCP and AI. Prior to her industry tenure, Hermine earned a PhD in Computer Science specialising in Cloud Computing Security. She previously taught at the City University of Hong Kong, where both her research and curriculum centered on developing robust safeguards for Cloud architectures.

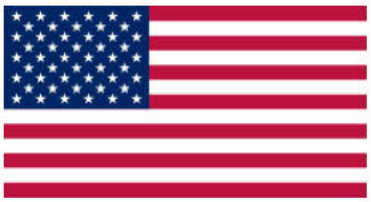
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Appendix A: Country Brief

Overview: United States of America Facts and Figures

Geography/Demographics			
Land Area	9,147,593 sq. km (excluding territories)		
Population	345.4 million (Sep 2024 est.)		
Capital City	Washington, DC		
Languages	English with large Spanish-speaking minority (approx. 13%)		
Political			
Political system	Federal Republic		
Government	Executive Branch; Legislative Branch (Congress) comprising the House of Representatives and the United States Senate.		
Legislature	Bicameral legislature (Congress) comprises: Senate of 100 members; and House of Representatives of 435 members. Senators are elected for a six-year term. House representatives are elected for a two-year term.		
Last election	5 November 2024		
Next elections	7 November 2028		
Head of State	President Donald Trump		
Head of Government	President Donald Trump		
Economic (2025)			
GDP	US$31.44 trillion (NZ$53.1T)	**GDP per capita**	US$89,500 (NZ$155,000)
Real GDP growth	0.7% annualised (Q4 2025)	**Inflation**	2.4% 12 months (February 2026)
Trade Profile			
Trade as % of GDP (est. 2024)	25%	**Tourism receipts (YE 2025)**	US$250 billion (NZ$428 B – down 0.6% on 2024)

Main exports	Fuel related products, aircraft and parts, pharmaceuticals, and machinery	**Main imports**	Computers, telecommunications & electronics, vehicles
New Zealand Goods and Services Trade with United States (year ended December 2025)[1]			
Total two-way trade	**NZ$30.44 billion**	**Ranking**	3
NZ exports	**NZ$17.62 billion**	**NZ imports**	**NZ$12.81 billion**
Main exports	Meat, travel, business services, dairy, and beverages.	**Main imports**	Mechanical machinery products, aircraft, telecommunications services, insurance and pension services, and other business services.

Political Overview

The US election on 5 November 2024 resulted in a victory for President Donald Trump and gave Republicans control of both the Senate and the House of Representatives.

Economic Overview

The United States is the world's largest economy and the world's leading financial, technological, and economic hub. The US economy is primarily driven by private consumption, which makes up nearly 70% of GDP, and its energy independence shelters it from commodity price volatility.

US annual Gross Domestic Product (GDP) growth for Q4 2025 was 2.0% (annualised), following a revised 0.5% increase in Q4 2025; inflation, as measured by the consumer price index (CPI), jumped to 3.8% (YOY in April 2026); and unemployment (as of April 2026) stayed steady at 4.3%.

United States - New Zealand Relationship

The United States is an essential partner for New Zealand. The United States and New Zealand have a long-standing friendship, with close cooperation on bilateral matters. New Zealand and the US have extensive formal and informal ties covering security and defence, trade and investment, innovation and technology, people-to-people links, education, science, space, and culture.

Trade and Economic Relationship

The United States is New Zealand's largest export market for services exports and second largest market for primary goods and our third largest export and two-way trading partner. It has consistently been among our top three trading partners since the 1980s. It is the fastest growing of NZTE's export markets,

[1] We have used YE 2025 stats because Services data for YE March 2026 is not yet available.

with a trend towards high value exports, particularly technology. It is our third largest source of inbound investment.

Trade Statistics

New Zealand Goods Trade with the US (year to March 2026 NZ stats):			
Total Goods Trade			**NZ$17.5 billion**
NZ exports	**NZ$9.50 billion**	**NZ imports**	**NZ$8.00 billion**
Main exports	Red meat, Dairy, Wine, Mechanical and electrical machinery products	**Main imports**	Mechanical machinery products, Aircraft, Medical machinery products, Electrical machinery
New Zealand Services Trade with the US (year to December 2025):			
Total Services Trade			**NZ$12.84 billion**
NZ exports	**NZ$8.25 billion**	**NZ imports**	**NZ$4.59 billion**
Main exports	Tourism, Business Services, Telecommunications, Computer services	**Main imports**	Trade and consulting, Insurance and Pension services, Telecommunications, Computer services, Tourism

Defence and Security Relationship

The United States is an essential security, intelligence, and defence partner for New Zealand. The Wellington Declaration of 2010 on political and security relations and the Washington Declaration of 2012 on defence engagement set the strategic direction of the relationship.

We work closely with the United States on shared interests in maritime security, counter terrorism, cyber security, transnational crime, and non-proliferation of nuclear weapons.

There is a high tempo to bilateral defence engagement in particular with the United States Indo-Pacific Command (INDOPACOM) based in Honolulu. This is supported by the interoperability of our forces and their platforms. New Zealand's purchase from the United States of P-8 Poseidon and C-130J Super Hercules aircraft is strengthening our capability in the Pacific.

New Zealand and United States personnel have served alongside each other in numerous operations, including in World War I, World War II, Korea, Vietnam, the Balkans, Timor-Leste, Kuwait and Iraq, Somalia, and Afghanistan. The New Zealand Defence Force is currently deployed alongside the United States in a number of peacekeeping and sanctions-monitoring operations including on the Korean Peninsula at the United Nations Command.

Transnational Serious and Organised Crime

New Zealand and United States have increased cooperation in combating transnational serious and organised crime in response to increasing narcotics flows in the Pacific region. Customs New Zealand maintains Liaison Officers in Los Angeles and Washington DC.

Regional Architecture

New Zealand and the United States are both members of APEC (United States chaired in 2023, New Zealand in 2021), the East Asia Summit, the ASEAN Regional Forum, and the ASEAN Defence Ministers' Meeting-Plus (i.e. ASEAN countries plus partners). The United States is a dialogue partner of the Pacific Islands Forum, of which New Zealand is a member, and is an important partner in the Pacific.

The United States Department of the Interior is also active in the Pacific region, with responsibility for four US territories (American Samoa, Guam, Northern Mariana Islands, US Virgin Islands), and three Compact of Free Association (COFA) states (Republic of the Marshall Islands, Federated States of Micronesia, and Republic of Palau).

Antarctica

US-New Zealand Antarctic cooperation started in 1957 when Scott Base was opened with considerable assistance from the United States operation at McMurdo Sound. Antarctic cooperation is a significant pillar of New Zealand's bilateral relationship with the United States, in particular through the Joint Logistics Pool, which was established in 1958. New Zealand hosts the United States Antarctic Program (USAP) in Christchurch.

Space Cooperation

New Zealand government and businesses have strong relationships with the United States on space issues. The 2016 Technology Safeguards Agreement between our two countries provides for the safe and secure import, use and management of sensitive United States space technologies into New Zealand.

In 2021, New Zealand signed onto the NASA-led Artemis Accords. The Accords provide the United States with a platform to develop a multilateral partnership on the peaceful use of outer space. In 2022, New Zealand and the United States signed a Space Framework Agreement.

Exchange Programmes

In addition to the many connections between scientists, businesses and in cultural fields, long-standing and structured exchange programmes reinforce close links between our peoples. These include:

- Fulbright New Zealand Awards for New Zealand and United States students to study or research in each other's countries.
- The Axford Fellowship programme, for mid-career American professionals to research and gain first-hand experience of public policy in New Zealand.
- The Harkness Fellowship, which enables exceptional New Zealand mid-career professionals to undertake a Fellowship programme in the United States.

Visa Free Travel

New Zealand passport holders are eligible for entry into the United States for up to 90 days under the United States Visa Waiver Program (VWP) using an Electronic System for Travel Authorization (ESTA). United States passport holders are eligible to enter New Zealand for up to three months using the New Zealand Electronic Travel Authority (NZeTA).

In August 2018, President Trump signed the KIWI Act, which enables New Zealand businesspeople to apply for E-1 (Treaty Trader) and E-2 (Treaty Investor) trade and investment visas. For New Zealand, E-visas are valid for multiple entries to the United States for 60 months for qualified individuals.

Diplomatic Representation

The first US Consul to New Zealand was commissioned in 1838, while the first New Zealand legation to the United States in Washington DC was opened in 1941. New Zealand is represented in the United States through the New Zealand Embassy in Washington, DC. New Zealand has Consulates-General in Los Angeles and Honolulu (also accredited to the Marshall Islands, Federated States of Micronesia (FSM), and Palau). New Zealand also has a Consulate-General in New York (NZTE-administered), while the Permanent Mission of New Zealand to the United Nations is also located in New York (not accredited to the United States). New Zealand has a number of Honorary Consuls throughout the United States.

The United States is represented in New Zealand by the US Embassy in Wellington. The US also has a Consulate-General in Auckland, which manages all visa processing. The United States Antarctic Program is based in Christchurch.

Appendix B: Invest NZ Delegation profiles

Biographies

Attendees

 **Robert Wall** **CE, Invest New Zealand**	Robert Wall is the inaugural Chief Executive of Invest New Zealand. He joined the organisation in mid-February 2026, having previously served as Managing Director and co-Head of the Quantitative and Alternative Investment Management Group at Lazard Asset Management. Prior to Lazard, he was a Partner at Federated Hermes Infrastructure and spent almost a decade as Senior Principal of Infrastructure at the Canada Pension Plan Investment Board (CPPIB), one of the world's largest and most respected institutional investors. Robert brings over 20 years of international investment experience managing infrastructure portfolios across the UK, Europe, and Canada on behalf of sovereign wealth funds and pension funds.
 **Chris Burgess** **Investment Manager, Invest New Zealand**	Chris Burgess is an Investment Manager at Invest New Zealand, focusing on cleantech and energy investment opportunities. He has been active in New Zealand's investment promotion ecosystem. In his role, he works to connect international investors with well-prepared New Zealand investment opportunities, with particular focus on high-growth sectors.

 **Mike Fuge** **CE, Contact Energy**	Mike Fuge has served as CEO of Contact Energy since February 2020, having been appointed to the role in September 2019. Prior to joining Contact, he was Chief Executive of Refining NZ and has extensive experience in the energy sector across NZ and internationally. Under his leadership, Contact has pursued an ambitious renewable generation strategy — the "Contact31" programme — encompassing geothermal, solar, battery, and wind projects. Mike has been a prominent advocate for renewable investment, overseeing the 2024 acquisition of Manawa Energy for $1.9 billion and a $525 million capital raise in 2026 to fund the next phase of the company's renewable buildout. He is widely regarded as one of New Zealand's most influential voices on the country's energy transition.
 **Rob McDonald** **Independent Non-Executive Board Chair, Contact Energy**	Rob McDonald's finance career spans over 30 years, having worked overseas before joining Coopers and Lybrand in the corporate advisory and valuations practice in 1985. He is the chair of Vero New Zealand Insurance Limited/Vero Liability Insurance Limited, a member of the University of Auckland Council, a director of FleetPartners Group Limited and was previously the chief financial officer with Air New Zealand. He is a former board member of Fletcher Building Limited, Chartered Accountants Australia and New Zealand, the Institute of Finance Professionals New Zealand Inc., and AIA Limited, and the former vice chairman of the IATA Financial Committee. Rob has a Bachelor of Commerce from Auckland University and in 1999 completed the Program of Management Development at Harvard Business School. He is a Fellow of Chartered Accountants Australia and New Zealand.
 **Dorian Devers** **Chief Renewable Growth Officer, Contact Energy**	Dorian was appointed to the role of Chief Development and Major Projects Officer in January 2025. He joined Contact in December 2018 as Contact's Chief Financial Officer. Dorian is also a director of Contact's subsidiaries – Simply Energy and Western Energy. He is experienced in business transformations having led successful turnarounds of businesses in both the UK and South Africa. He has successfully delivered a number of acquisitions including ones in the Australian and New Zealand energy sector. He has governance experience, having served on the Board of Afrox, a publicly listed company, and the largest industrial gases business in Africa, as well as being a previous Board member of Liquigas, a New Zealand LPG infrastructure business.

Julie Jang, **Head of New Ventures, Contact Energy**	Julie Jang is a commercial executive at Contact Energy focused on New Ventures and Growth, driving the company's expansion into new energy products and business lines. She has an MBA from The Wharton School at the University of Pennsylvania, one of the world's leading business schools. Her background spans commercial development and investment, with experience identifying and scaling growth opportunities in competitive markets. At Contact, she plays a strategic role in diversifying the company's revenue base as it transitions toward a fully renewable generation portfolio. Limited additional public biography is available for this role.
 **Stewart Hamilton** **CE, Mercury Energy**	Stewart Hamilton (known as Stew) became Chief Executive of Mercury NZ in September 2024, having previously served as the company's Executive General Manager of Generation since 2021. He joined Mercury from New Zealand Aluminium Smelters Ltd (NZAS), where he was Chief Executive and General Manager. Earlier in his career he held senior roles at Acacia Mining, including General Manager of the Buzwagi Gold Mine in Africa. Hamilton holds a Chemical Engineering degree from the University of Auckland and an MBA from Melbourne Business School. He brings a strong focus on health, safety, and operational excellence to Mercury's 100% renewable generation portfolio.
 **Tim Thompson** **Executive General Manager, Wholesale Markets**	Tim Thompson joined Mercury NZ in 2005 and has held a range of leadership roles across the business, including GM Wholesale and Head of Treasury & Investor Relations. As Executive GM Wholesale Markets, he is responsible for managing Mercury's overall electricity portfolio, all wholesale market activities, and sales to large commercial and industrial customers. He has over 20 years of experience in the New Zealand energy sector and brings deep expertise in portfolio management, corporate finance, and investor relations. Thompson has been an active voice on Mercury's renewable energy strategy, including championing large-scale Power Purchase Agreements with major industrial customers. He holds qualifications from the University of Canterbury.

 **Richard Mooney** **CE, EonFibre**	Richard Mooney is the CEO of EonFibre, New Zealand's second-largest fibre network, which was carved out of One New Zealand (formerly Vodafone NZ) and officially launched in October 2024. EonFibre operates over 11,000 kilometres of fibre infrastructure, connecting over 30 major data centres and LFC exchanges across the country, with international connectivity via the TGA, Hawaiki, and Southern Cross submarine cables. Mooney previously held senior roles at One New Zealand, Vodafone New Zealand, and Liberty Global, giving him extensive experience across telecommunications and fixed-line infrastructure. Under his leadership, EonFibre has focused on serving wholesale business customers including hyperscalers, with a strategic emphasis on data centre interconnection. He has been a prominent commentator on the role of digital infrastructure in supporting New Zealand's AI and cloud computing growth.
 **Kelly Newton** **Managing Director & Partner, BCG**	Kelly Newton is Managing Director and Partner at BCG, co-leading the firm's Auckland office alongside Phillip Benedetti. She relocated to New Zealand in 2024 after close to two decades with BCG across Chicago, Seattle, Amsterdam, and Sydney. Newton is an industrial goods expert with an MBA with Distinction from the Kellogg School of Management at Northwestern University, and prior experience at Dell and the University of South Florida Center for Ocean Technology. She has become a key voice on corporate transformation, featuring in BCG's "Leading Transformation" series and advising New Zealand's largest organisations on strategic change. Her appointment as co-managing partner was part of BCG's strategy to grow its Auckland presence following the office's 2022 relaunch.

 **Richard Hobbs** **Partner, BCG**	Richard Hobbs is a Partner at BCG Auckland, where he leads the firm's energy and climate change & sustainability practices in New Zealand. He first joined BCG in 2015, before spending time as General Manager Strategy and Customer at Transpower New Zealand and as an investment manager at Spark Infrastructure, where he led analysis on a $180 million solar farm acquisition. He holds an MBA with Distinction from the University of Oxford (Saïd Business School) and is a University of Auckland 40 Under 40 alumnus. Hobbs is one of New Zealand's most prominent energy sector commentators, co-authoring major BCG reports including "The Future is Electric" and a 2025 report on New Zealand's gas supply outlook. He was promoted to Partner at BCG in 2024.
 **Rebecca Crotty-Scott** **Consultant, BCG**	Rebecca Crotty-Scott is a Consultant at BCG's Auckland office, contributing to the firm's strategy and advisory work for New Zealand clients. As part of BCG's New Zealand team, she works across the firm's core practice areas including energy, sustainability, and corporate strategy.

Appendix C: FAQs for the Principal event: the Roadshow

What is a data centre? Why is MW (megawatts) used for capacity?

A data centre is a secure facility that stores data and supports digital services such as cloud computing, business systems, and artificial intelligence applications. For New Zealand, data centres can strengthen domestic digital capability and help keep more data and critical digital infrastructure onshore. Capacity is typically measured in megawatts (MW), which reflects the amount of electricity required to operate the facility at full IT load.

Will it use a significant amount of energy?

Yes. A 250 MW data centre would be a large electricity user. However, this level of demand can also support investment in new renewable electricity generation. New Zealand has significant untapped renewable energy potential, and additional demand can help improve the commercial case for further investment in wind, solar and geothermal generation.

Who will supply all this energy?

Electricity would be supplied through the national grid. New Zealand's energy companies are already progressing new renewable generation projects to meet future demand, including developments in wind and geothermal energy. Over time, large new electricity users can help underpin further investment in generation capacity.

Will data centre use or discharge water?

Water use depends on the design and cooling technology adopted. Technological advances have reduced water requirements significantly, and some facilities can operate with little or no water through closed-loop systems. Where water is required, any take or discharge would still be subject to normal consenting processes and environmental standards.

What are the cooling systems, and what about the noise?

Cooling systems remove heat from servers so that the facility can operate safely and efficiently. Newer data centres increasingly use closed-loop and other advanced cooling technologies, which can reduce both energy and water use. Data centres do generate noise, primarily from cooling equipment, backup systems, and construction activity, but this is generally managed through design, site selection, and consent conditions.

What kind of jobs will it create?

The largest employment impacts typically occur during the construction phase. For a project of around 250 MW, construction could support several hundred jobs over the build period, with a smaller number of ongoing operational roles once the facility is established. There can also be wider employment benefits across energy, infrastructure, and local supply chains.

Will data centres convert productive farmland?

Some projects may be proposed on rural or semi-rural land, but site selection would need to consider a range of factors, including access to grid connection, fibre, environmental impacts, planning requirements, and local priorities. Any change in land use would still need to proceed through normal

planning and consenting processes, including engagement with councils, communities, and iwi where relevant.

How long do they take to build?

Data centres are typically developed in stages. A single building with capacity of around 50 to 100 MW can often be constructed and fitted out over approximately two to three years. Larger campuses are usually delivered progressively over multiple stages.

Who will the owners be?

Ownership models can vary. Potential owners could include global technology companies, co-location providers, New Zealand infrastructure investors, iwi commercial entities, or partnerships between these groups. Regardless of ownership, projects in New Zealand would operate within New Zealand's regulatory and tax settings, with private capital funding the infrastructure rather than relying on public investment.

How does New Zealand approach copyright and intellectual property in the context of AI and digital investment?

New Zealand has an established intellectual property and copyright framework, and the Government recognises the importance of ensuring those settings remain fit for purpose as digital technologies evolve. Our focus is on providing a trusted, rules-based environment for innovation and investment, while balancing the interests of creators, rights holders, technology developers and users.

NZ is less explicit on AI-training copyright rules than peer markets

Market	Overall	Copyright rule for AI training	Data privacy rule	Impact for hyperscalers
New Zealand	Cautious - Open	No explicit AI training pathway; relies on narrower copyright exceptions or licensing	Privacy Act applies; requires transparency for indirect collection	Strong trust story for hosting, and deployment; less certain for model training
Australia	Cautious - Closed	No AI training exception; licensing / creator-compensation pathways under review	Privacy Act applies; public data is not automatically usable for training	Strong creator-protection signal; less attractive for frontier model training
UK	Under Review	Current law is disputed; commercial AI training reform is still unresolved	UK GDPR applies; Web-scraped personal data treated as high-risk	Potentially attractive, but not yet settled
EU	High Compliance	AI training permitted on lawfully accessible works, unless rights reserved	GDPR applies; AI Act adds model documentation, copyright policy and training-data summary obligations	More predictable than UK/NZ, but compliance-heavy
USA	Fair-use	No AI-specific exception; relies on case-by-case fair use (courts decide)	No comprehensive federal privacy law; state and sector rules apply	Most flexible, but litigation and privacy risks remain
Japan	Permissive	Broad data-analysis exception can cover AI training	Voluntary disclosure guidelines only	Settings attractive for AI investment, as among the most liberal

Source: Ministry of Justice, Privacy Amendment Act 2025 / IPP 3A; NZ Copyright Act 1994; Office of the Australian Information Commissioner; EU Digital Single Market Directive Article 4 [1]

NZ can shape a pragmatic AI-training position with industry

AI Policy direction

- July 2025: NZ released its first AI Strategy, focused on accelerating private-sector AI adoption
- Signals AI is a growth priority, not a risk to be contained first

Responsible data governance

- 2025–26: Privacy Amendment Act introduced principle requiring transparency for indirect collection
- Strengthens NZ's trusted-data position and supports international interoperability

AI capability investment

- Sept 2025: Government announced up to NZ$70m over seven years for AI research and commercialization
- Shows practical investment in AI capability and research-to-industry pathways

Open issue to shape:

- NZ has enabling AI and privacy signals, but no explicit copyright pathway for model training
- Window to design a pragmatic position with industry, learning from the US, EU and Australia

Source: MBIE, New Zealand's AI Strategy: Investing with confidence and responsible AI business guidance, July 2025; MBIE / NZIAT AI Research Platform announcements, September–December 2025; Ministry of Justice, Privacy Amendment Act 2025 / IPP 3A; NZ Copyright Act 1994

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Appendix D: Supplementary information for the Principal event: the Roadshow

BCG report: Data Centres as Strategic Infrastructure: Unlocking Value for NZ Inc | BCG

Empowering Aotearoa New Zealand's Digital Future - Our National Data Centre Infrastructure - Tech New Zealand