Deloitte FAST50 | bnz

2026 EDITION

INSIGHTS FROM INNOVATORS

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FEELING GOOD IS GOOD BUSINESS
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UNIPHARM HEALTHY MANUFACTURING
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Deloitte.
Private







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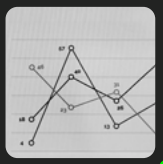
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WELCOME

For 26 years, the Deloitte Fast 50 has recognised and celebrated New Zealand's fastest-growing businesses. Along the way, it has helped to uncover some of the country's most exciting disruptors that have since become globally recognised names. That same mix of ambition, agility and willingness to have a crack is still going strong in 2026.

This year's Deloitte Fast 50 theme, "Tuned into the future", reflects what we see in the businesses that continue to forge ahead – an ability to spot what's changing, dial in to where the next opportunity is, and have the conviction to go after it.

I'm always inspired by businesses that challenge the status quo. Each year, we interview the Fast 50 and Master of Growth entrants, and one thing stands out this year – they haven't waited until everything is perfectly mapped out. They see ways to do things differently, back themselves, adapt as they go, and keep working towards the next horizon – whether that's a new market, a new product line, or an entirely new avenue for growth.

This year, the top growth factors for Fast 50 and Master of Growth entrants are sales growth, expansion into new regions and markets, new products and services, and increased marketing – the same as 2025. Like last year, the top concerns for entrants are talent shortages, followed by access to capital, and government regulation.

But rather than letting those things slow them down, businesses are finding smart, practical ways to attract people and raise capital. This year's Fast 50 winner, a health and wellness brand, shows what can happen when you really know your customer, have a clear game plan, and aren't afraid to dream big.

The Master of Growth winner is equally impressive. A contract development and manufacturing business specialising in health and nutrition products, that has kept quality and execution front and centre while sustaining growth over the last five years.

These businesses, alongside the others that placed on this year's indices, make for an impressive line-up from right across the country. They're finding their niche, making the most of changing markets, and playing a real part in New Zealand's economic success. This year's top 10 also shows just how varied New Zealand's fast-growing businesses are, spanning consumer products, power and utilities, healthcare, professional services, technology, and construction. Even better, the baseline growth percentage for the Fast 50 index has jumped significantly from last year. In other words, the bar is getting higher – and Kiwi businesses keep clearing it.

A particularly interesting theme among the businesses profiled in this magazine is that they're customer-led, with a real focus on making things accessible to everyday people - whether that's the share market, renewable energy, or even funding to support other founders to realise their own ambitions. Connection comes through strongly too: bringing together consumers with common interests, physically bringing crowds together at events, or creating spaces for people to learn from each other and share what they know.

There's also some overlap between this year's cohort, with a number collaborating or integrating with other Fast 50 businesses. That's one of the things I really like about the Fast 50 – these businesses aren't growing in isolation. They're meeting, working with, and learning from other ambitious Kiwi businesses. This year, we've spoken to leaders and founders from across industries, sectors, and regions who have an instinct for what's coming next. We're excited to welcome the 2026 cohort to the Deloitte Fast 50 ranks and to share some of the stories behind their growth. We know their stories will inspire.

Congratulations to all this year's Fast 50 and Master of Growth winners. Enjoy the moment – then, knowing this group, it'll probably be straight on to whatever's next.



JAMES ARLIDGE
Deloitte Private Partner
National Fast 50 Lead



A WORD FROM OUR PREMIUM PARTNER, BNZ

A word of thanks to our friends and colleagues at Deloitte, who continue to run a very slick programme. BNZ is delighted to continue our involvement, with this year marking our 12th as premium sponsor of the Deloitte Fast 50 programme.

We continue to be highly impressed by the calibre of businesses and people involved. The past few years have presented very challenging conditions for New Zealand businesses, so just being recognised as finalists is a testament to the foresight, energy, and acumen of the business owners and leaders in this year's programme. As a country, we need these attributes from the business community now more than ever. In challenging times, it is the willingness to innovate, invest, and pursue growth that creates jobs, lifts productivity, and builds future prosperity.

Culturally, New Zealand can have a strange relationship with success at times. One of the things I like most about the Deloitte Fast 50 programme is the opportunity it provides for business owners to take a moment, benchmark their growth, and unashamedly celebrate their success with their peers and teams. Like all competitions, it can also be helpful to see where the next level is.

From BNZ's privileged position as a stakeholder in, supporter of, and advocate for so many New Zealand businesses, we know very well the positive impact that successful business growth has on our communities. So we acknowledge and thank all participants, as well as warmly congratulate those who placed on the indices or took home an award.

To all the BNZ customers, special congratulations. We are proud to recognise and salute you.

Every year, looking around the room at the regional awards and then the national awards that follow, I am struck by the overwhelmingly positive sentiment and relentless optimism. It's powerful stuff and quite inspirational. If only we could bottle it. Now, there's a business idea...



BRANDON JACKSON
General Manager,
Growth Sectors
BNZ









FAST 50 ECONOMIC UPDATE

FROM RECOVERY TO REINVENTION

New Zealand's economy is regaining momentum. Real GDP increased 0.2% in the June 2026 quarter and annual growth reached 1.7%.[1] After the weakness of 2025, the direction of travel has improved. As we observed in last year's Deloitte Fast 50 update, momentum is building in the right direction.

This year's Deloitte Fast 50 entrants are experiencing this firsthand. When asked to rate New Zealand's current economic outlook on a scale of one (weak) to ten (strong), seven was the most common response.[2] This optimism matters, as confidence is often the bridge between stabilisation and renewed investment.

Broad-based growth across most industries points to a strengthening economic recovery, with wholesale trade and utilities leading the improvement. Consumer-facing sectors are also improving, with retail trade returning to growth. Construction and mining remain key pockets of weakness, highlighting an uneven recovery across the economy.

Although the return to growth is encouraging, challenges remain. Deloitte Access Economics expects the economy over the next year to be characterised by modest, muddle-through growth, with inflation, access to funding, and geopolitical tension disruption continuing to test businesses. As an export-led economy, New Zealand is exposed to global forces, and uncertainty remains high.

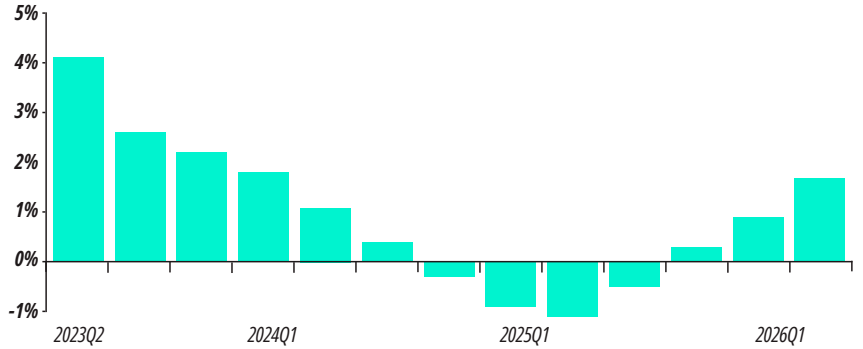
Challenges closer to home: more capacity in the labour market does not mean the right talent is available

Challenges closer to home are just as important. Although there is more spare capacity in the labour market and weaker wage pressure is making hiring less difficult than during the post-pandemic squeeze, securing talent remains a key challenge for the 2026 Deloitte Fast 50 entrants.

When asked to select economic issues of most concern, talent shortages was the issue most frequently quoted as the number one concern,[3] indicating that Fast 50 businesses are struggling to find people with the skills they need to take their operations to the next level. The sustained net outflow of New Zealand citizens since 2022 adds another dimension to that challenge.

New Zealand's economy has momentum again

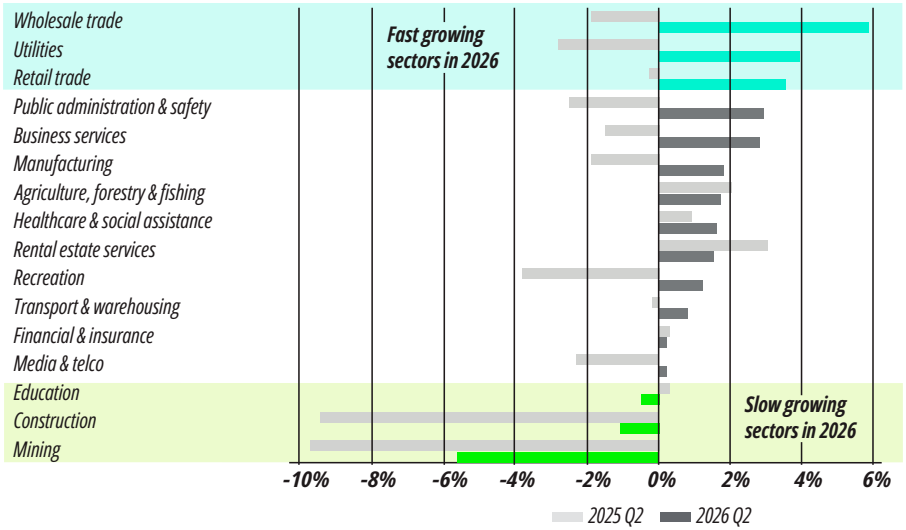
(Real GDP, year-on-year growth)



Source: Stats NZ

Growth has returned across most industries

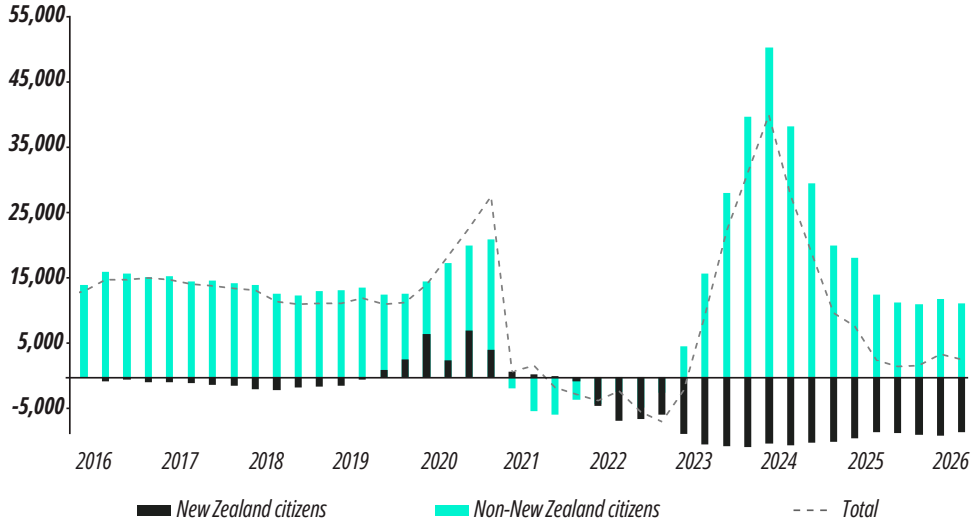
(Real GDP, year ended June 2026 vs June 2025)



Source: Stats NZ

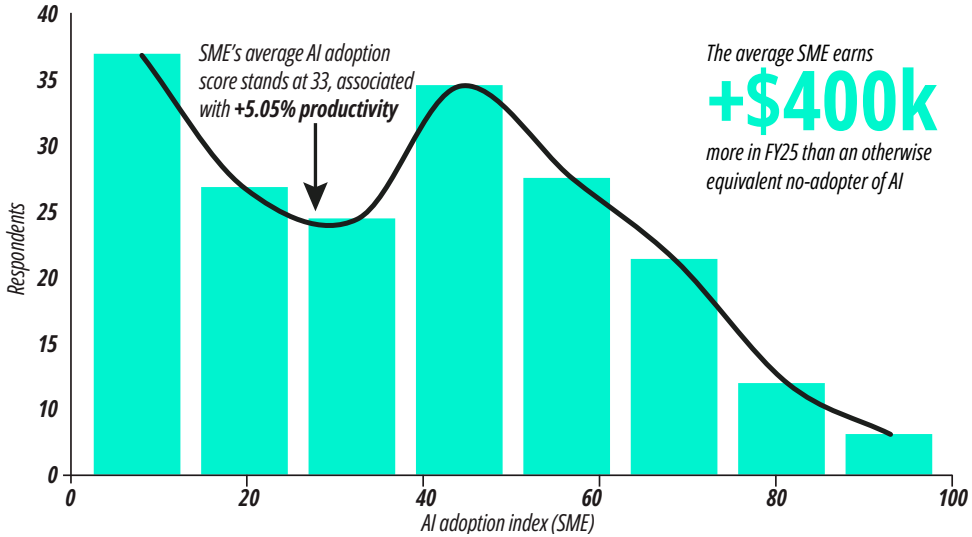
Kiwis still taking flight

Quarterly net migration



Source: Stats NZ

SMEs with higher AI adoption see greater productivity than otherwise equivalent peers



Source: Deloitte Access Economics, Productivity Propelled: Impact of AI Adoption

Talent shortages was the most frequently quoted issue.

AI as an economic catalyst

In a modest-growth economy, businesses that want to outperform the market need to generate more value from the people, capital and technology that they already have. This is where AI shifts from being an emerging technology to an economic lever.

For 2026 Deloitte Fast 50 businesses facing talent shortages, AI can help relieve capacity constraints by streamlining candidate screening and augmenting their existing workforce.

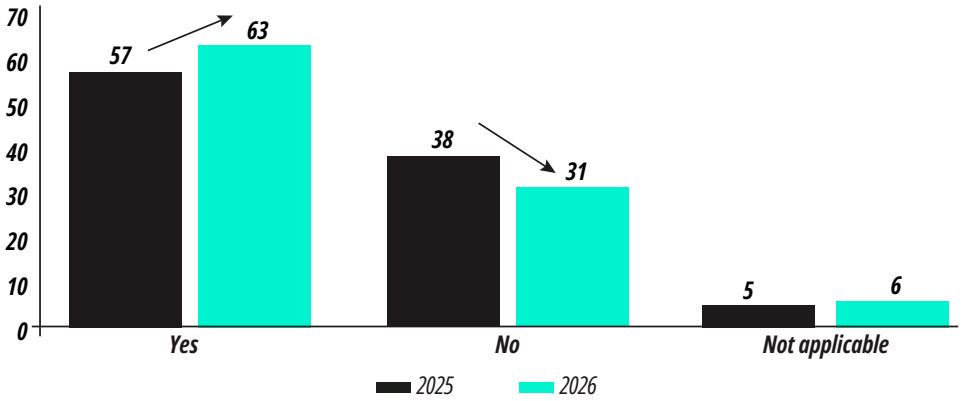
In addition, this year's entrants reported that the greatest driver of their growth over the next one to three years will be increased sales.[4]

AI can enable these businesses to improve the customer experience with AI insight-driven sales techniques, tailored offerings, and proposals at scale.

The productivity opportunity is already visible in New Zealand. Deloitte Access Economics has estimated that the average small and medium-sized enterprise (SME) earned $400k more in FY25 than an otherwise equivalent non-adopter of AI, reflecting the clear productivity uplift associated with higher AI Adoption Index scores.[5]

The 2026 Deloitte Fast 50 entrants have been leading the pack in seizing this opportunity. Almost two-thirds of this year's cohort (63%) report having a member of their leadership team responsible for AI, up from 57% in 2025. At the same time, the proportion without designated AI leadership has fallen, from 38% in 2025 to 31% this year.[6]

Fast 50 businesses are increasing their involvement with AI (percentage)
Question: *Is there a person on your leadership team who is responsible for AI? (2025 vs. 2026)*



Source: Deloitte Access Economics, Fast 50 and Master of Growth entrants 2025, 2026

AI demonstrates that innovation can act as a catalyst for growth despite pressure from skill shortages and geopolitical disruption. Further productivity gains rely on the continued adoption and integration of AI across organisations and industries. What matters is not simply whether businesses use AI, but how deeply it is embedded in everyday processes, decision-making, and strategic priorities.

The next phase of growth will be harder won

The recovery is underway. The harder task now is turning recovery into enduring growth, and that means lifting productivity.

For the Deloitte Fast 50 businesses, AI presents perhaps the clearest opportunity to do just that.

Against a 2027 backdrop of geopolitical disruption, persistent inflationary pressures and an election, the winners will not be those that hang back and wait for greater certainty.

They will be the businesses that move early, use AI to reshape how they operate and turn productivity gains into competitive advantage. That is where New Zealand's next phase of growth will be won.



LIZA VAN DER MERWE
Partner
Deloitte Access Economics Lead



REFERENCES
1. Stats NZ: Gross domestic product (GDP)
2. 2026 Fast 50 and Master of Growth entrants
3. 2026 Fast 50 and Master of Growth entrants
4. 2026 Fast 50 and Master of Growth entrants
5. Productivity Propelled: Impact of AI Adoption
6. Fast 50 and Master of Growth entrants 2025, 2026



2026 DELOITTE FAST 50 INDEX

Rank	Company	Region	Revenue growth	Description	Industry	Website
1	MOODI	Auckland & upper North Island	926%	Wellness food & supplements	Consumer products & retail	moodiblends.com
2	LIGHTYEARS SOLAR	Auckland & upper North Island	705%	Solar farm developer & builder	Power & utilities	lightyearssolar.co.nz
3	PURE MAMA	Hamilton & central North Island	597%	Maternity skincare & wellness	Consumer products & retail	puremama.com
4	CALOCURB	Auckland & upper North Island	537%	Weight management supplements	Healthcare	calocurb.com
5	LODESTONE ENERGY	Auckland & upper North Island	533%	Solar generator & electricity retailer	Power & utilities	lodestone.co.nz
6	THE PROFESSIONAL BUILDER	Auckland & upper North Island	512%	Business coaching for builders	Professional services	theprofessionalbuilder.com
7	TRACKSUIT	Auckland & upper North Island	474%	Brand tracking software platform	Technology	gotracksuit.com
8	KIWI SOLAR	Auckland & upper North Island	405%	Solar farm developer & builder	Power & utilities	kiwisolar.co.nz
9	PEAKSTONE HOMES	Hamilton & central North Island	400%	Residential building company	Industrial products & construction	peakstonehomes.co.nz
10	TITANIUM HOMES	Hamilton & central North Island	391%	Residential building company	Industrial products & construction	titaniumhomes.co.nz
11	CHECKMATE	Hamilton & central North Island	386%	Background screening software platform	Technology	checkmate.tech
12	NEW GROUND	Auckland & upper North Island	359%	Coffee manufacturer	Food & beverage	newground.coffee
13	ARIZTO REAL ESTATE	Auckland & upper North Island	323%	Real estate agency	Real estate	arizto.co.nz
14	KERNEL WEALTH	Auckland & upper North Island	317%	Investment management platform	Financial services	kernelwealth.co.nz
15	STARBOARD MARITIME INTELLIGENCE	Wellington & lower North Island	301%	Maritime intelligence software platform	Technology	starboardintelligence.com
16	COVE INSURANCE	Auckland & upper North Island	296%	Digital insurance provider	Financial services	coveinsurance.co.nz
17	FIRST TABLE	Dunedin & lower South Island	284%	Restaurant booking software platform	Technology	firsttable.co.nz
18	FORTRESS CAPITAL	Christchurch & upper South Island	271%	Property finance & lending	Financial services	fortress.co.nz
19	ROBOMATE	Auckland & upper North Island	261%	Robotics retailer	Consumer products & retail	robomate.co.nz
20	KIWI ARTISAN	Hamilton & central North Island	251%	Artisan food products	Food & beverage	kiwiartisan.co.nz
21	RJS RECRUITMENT	Wellington & lower North Island	250%	Recruitment	Professional services	rjsrecruitment.co.nz
22	MAUGERS CONTRACTING	Christchurch & upper South Island	250%	Civil contracting services	Industrial products & construction	maugerscontracting.co.nz
23	COPPER PEAK RESIDENTIAL	Christchurch & upper South Island	250%	Residential building company	Industrial products & construction	copperpeak.co.nz
24	TINY POOLS	Hamilton & central North Island	247%	Concrete pool manufacturer	Industrial products & construction	tinypools.co.nz
25	MITCHELLS NUTRITION	Hamilton & central North Island	239%	Sports nutrition manufacturer	Food & beverage	mitchellsnutrition.com





2026 DELOITTE FAST 50 INDEX

Rank	Company	Region	Revenue growth	Description	Industry	Website
26	FLAMINGO	Wellington & lower North Island	236%	Shared scooter & bike operator	Transportation	flamingo.co.nz
27	MOXX BRANDS	Auckland & upper North Island	231%	Home & beauty retailer	Consumer products & retail	moxxbrands.com
28	HUSKI	Auckland & upper North Island	223%	Drink coolers & tumblers	Consumer products & retail	huski.co.nz
29	JOLLY BILLBOARDS	Wellington & lower North Island	204%	Outdoor advertising provider	Telecom, media & entertainment	jollybillboards.co.nz
30	DIRECT LOGISTICS	Christchurch & upper South Island	199%	Warehousing, transport & logistics services	Transportation & logistics	directlogistics.co.nz
31	INVICTA FINANCIAL	Christchurch & upper South Island	195%	Financial advisory services	Professional services	invictafinancial.co.nz
32	GOODLIDS	Auckland & upper North Island	182%	Premium hemp clothing products	Retail, wholesale & distribution	goodlids.com
33	FLIGHT DIGITAL	Auckland & upper North Island	174%	Digital marketing agency	Professional services	flightdigital.co.nz
34	HIRTENBERGER DEFENCE TECHNOLOGY	Wellington & lower North Island	174%	Defence technology manufacturer	Technology	hdt.nz
35	JRL ELECTRICAL	Christchurch & upper South Island	169%	Electrical contracting services	Industrial products & construction	jrlelectrical.co.nz
36	INNERSCAPE	Hamilton & central North Island	168%	Engineering consultancy	Professional services	innerscape.co.nz
37	FRIENDS THAT INVEST	Auckland & upper North Island	168%	Investing education	Education	friendsthatinvest.com
38	ECHO	Auckland & upper North Island	168%	E-waste recycling	Environmental services	echotech.co.nz
39	WELLFIT GROUP	Dunedin & lower South Island	168%	Fitness facility operator	Healthcare	wellfitgroup.co.nz
40	PROJECTWORKS	Wellington & lower North Island	165%	Professional services software platform	Technology	projectworks.com
41	CYBERCURE	Wellington & lower North Island	158%	Cybersecurity advisory	Professional services	cybercure.co.nz
42	FLICKET	Hamilton & central North Island	157%	Ticketing software platform	Technology	flicket.io
43	BELLCON	Auckland & upper North Island	156%	Water & wastewater infrastructure	Power & utilities	bellcon.co.nz
44	TAPI	Wellington & lower North Island	153%	Property maintenance platform	Technology	tapihq.com
45	SHARESIES	Wellington & lower North Island	153%	Online investment platform	Financial services	sharesies.nz
46	FOUR WORDS	Auckland & upper North Island	146%	Bespoke fine jewellery	Consumer products & retail	fourwords.co.nz
47	ROVE RENTALS	Wellington & lower North Island	144%	Vehicle rental company	Transportation & logistics	nocostloancars.co.nz
48	FUNDTAP	Christchurch & upper South Island	143%	Business lending platform	Financial services	fundtap.co
49	FLOW LOGISTICS	Christchurch & upper South Island	143%	Warehousing, transport & logistics services	Transportation & logistics	flowlogistics.co.nz
50	TOITOI RESIDENTIAL	Dunedin & lower South Island	143%	Residential building company	Industrial products & construction	toitoiresidential.co.nz





NATIONAL CATEGORY WINNERS

Construction
Lightyears Solar
705%

Retail or consumer products
Moodi
926%

Exporter
Tracksuit
474%

Food and beverage
Kiwi Artisan
251%

Healthcare
Calocurb
537%

Manufacturing
New Ground
359%

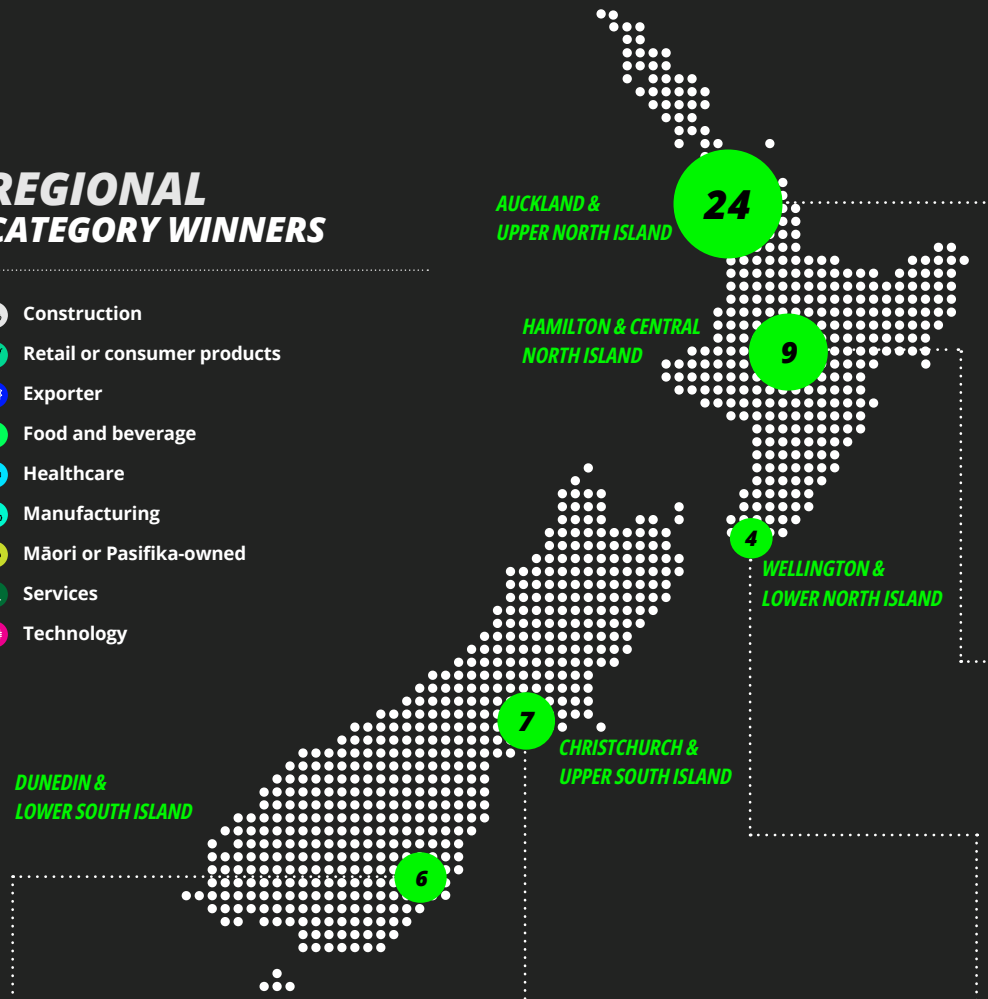
Māori or Pasifika-owned
Flight Digital
174%

Services
Lodestone Energy
533%

Technology
Tracksuit
474%

REGIONAL CATEGORY WINNERS

- Construction
- Retail or consumer products
- Exporter
- Food and beverage
- Healthcare
- Manufacturing
- Māori or Pasifika-owned
- Services
- Technology



705% *LIGHTYEARS SOLAR*
926% *MOODI*
474% *TRACKSUIT*
109% *FORTY THIEVES*
537% *CALOCURB*
359% *NEW GROUND*
174% *FLIGHT DIGITAL*
533% *LODESTONE ENERGY*
474% *TRACKSUIT*

400% *PEAKSTONE HOMES*
597% *PURE MAMA*
597% *PURE MAMA*
251% *KIWI ARTISAN*
38% *MIDLAND CARDIO VASCULAR SERVICES*
247% *TINY POOLS*
43% *QUEST MT MAUNGANUI*
168% *INNERSCAPE*
386% *CHECKMATE*

143% *TOITOI RESIDENTIAL*
93% *ANTIDOTE*
284% *FIRST TABLE*
127% *ORIGIN FOODS*
168% *WELLFIT GROUP*
50% *MOUNT COOK ALPINE SALMON*
124% *YOUR MORTGAGE TEAM*
284% *FIRST TABLE*

250% *MAUGERS CONTRACTING*
122% *GENERATION GLOBAL*
125% *PURE SPORTS NUTRITION*
122% *GENERATION GLOBAL*
143% *FLOW LOGISTICS*
271% *FORTRESS CAPITAL*
143% *FUNDTAP*

250% *RJS RECRUITMENT*
144% *ROVE RENTALS*
301% *STARBOARD MARITIME INTELLIGENCE*
116% *EG.*
128% *BRAVETRACE*
236% *FLAMINGO*
301% *STARBOARD MARITIME INTELLIGENCE*



MOODI

FEELING GOOD IS GOOD BUSINESS

WELLNESS BRAND'S FAST GROWTH FORMULA

At 17, Kate Gatfield-Jeffries wrote down a goal – one day, she would be CEO of her own company. She gave herself until 40, but as it turns out, she was well ahead of schedule. Still in her twenties, Kate has grown Moodi into one of the country's fastest-growing companies.

The idea that would eventually become Moodi arrived while Kate was studying law and commerce at the University of Auckland. Entrepreneurship was always somewhere in her blueprint, but not quite yet. Kate's early plans were reasonably conventional – land a corporate job, gain experience, make connections, and eventually take the leap into entrepreneurship.

But university was already teaching her something else. Alongside her studies, Kate had started programmes to support women into law and business. Working with thousands of women gave Kate a front-row seat to their challenges – she observed that women were stressed, tired, and looking for support to feel better.

What was already on the shelves to support health and wellbeing was clinical, underwhelming, and not focused on what actually mattered – how the products made people feel.

"So much of the narrative was focused on how you look, not how you feel," Kate says. "I had this experience of these thousands of women around me, plus how I felt myself, and then saw what was happening in the market. These things were so disconnected from the reality of what I knew to be true."

Moodi began somewhere in that disconnect. Kate was interested in taking a different approach to create something that didn't make taking a supplement seem like a chore but, rather, something people could look forward to and incorporate into their daily rituals.

The first Moodi product was a functional protein powder designed around helping people feel their best, with ingredients supporting areas of energy, stress, and sleep.

Kate's ambitions were, and still are, lofty. She had never launched a business, developed a product or, for that matter, sold anything. "I listened to podcasts, I watched YouTube videos, I read books," she says. "I Googled supplement manufacturers in New Zealand, called them up, and when no one could give me an answer, I'd say, 'well, do you know if there's someone who can?'"

One question led to another. Then another. And another.

> "We really do listen to our customers. We're vulnerable and we're transparent.

Suppliers, formulators, manufacturers, marketing, social media, and customer service all needed attention, and Kate was wearing all the hats. "It was a very bootstrapped, scrappy experience."

The proposition was simple enough – to take known and researched ingredients and put them into products people would actually enjoy consuming. That idea has expanded from powders into electrolytes, functional drinks, hormone gummies, and protein snacks. But at the core of every product is one underpinning principle – evidence.

Across the Moodi range, researched ingredients, including probiotics, ashwagandha and chromium, are used to ensure the products live up to the claims the brand makes about them. "There needs to be a body of scientific evidence around anything that we create in the supplement space," Kate says. Then there's rigorous testing.

Moodi customers are kept close to the action. Feedback is an important part of the product development process.

It shapes what comes next, and re-shapes what's already out there, informing flavours, packaging, and formats.

Instead of putting something on the market and hoping people like it, Moodi reverses the order of operations.

Before pitching its ready-to-drink range to retailers, Moodi put 50,000 cans into the hands of its customers. Customers did the rest, contacting supermarkets and tagging them online, lobbying them to stock the products.

By the time Moodi approached national retailers, demand was already proven, becoming strong enough that purchase limits were introduced – a scenario Kate had not entirely accounted for. She had forecast for risk but not for what she calls "unhinged demand." It's a good problem to have. Ask Kate what sits behind that growth and her first answer isn't retail distribution or product innovation – it's brand.

"Our brand gives us the credibility to launch into new products, new categories, new channels, new markets," she says. "It has been built brick by brick over millions of tiny touchpoints."

Many of those touchpoints happen through the group of customers that has grown around Moodi, although Kate is careful about how she describes them.

There is a difference, she says, between an audience and a community. "I didn't set out to build a community," Kate says. "It happened organically, but now we want to nurture and protect it."



For Moodi, that distinction is important. "We really do listen to our customers. We're vulnerable and we're transparent," Kate says. "I think people respect that because it feels genuine and authentic." It's an interesting challenge for a business that began online and now occupies shelves in major supermarkets across the country. Scale brings reach, but it can also create distance from the end consumer. But that's where the strength of the brand plays out. "Brand, for us, is a platform," says Kate, reflecting on the relationship the business has with its consumers – especially those that have been with it from day one.



Moodi's growth has also allowed Kate to return to a passion from long before she became a founder – helping women build careers and businesses of their own.

While a student, Kate co-founded the Women in Law Mentoring Programme and led the University of Auckland Women in Business organisation. Now, the success of Moodi has given her a different avenue to help women get their own businesses off the ground. "I started Moodi on a shoestring as a student with very little money and very little of everything else," she says.

In those early days, Kate applied for grant after grant with no luck. She decided to try once more, applying for a US-based grant for female founders.

She won $6,000. "That was, for me, the difference to be able to do the next production run," she says. "I'm forever grateful for that. So, the minute that I could pay it forward, I did."

Initially, that meant offering her time, posting on LinkedIn that she would mentor two women for free for a year.

> "I started Moodi on a shoestring as a student with very little money and very little of everything else.

Later came the Moodi Female Founder Fund, which awarded $15,000 across four women-led businesses in 2026.
"There is such a need for this, and I feel very compelled to support where I can," says Kate.

There's something circular about it. Another founder fund once helped Moodi make its next batch. Now Moodi gets to support someone else to make their next move.

It's emblematic of the Moodi growth story to date – keeping people at the core of everything. There was no quick win, no secret ingredient. Instead, it was a series of deliberate decisions compounding over time: find a real problem, take the science seriously, listen obsessively, bring customers in early, build a brand people can love, and have the conviction to go bigger.

"There are never perfect conditions to start," says Kate, reflecting on the beginnings of the business. But, she argues, the risk of not moving can be bigger than going all in on something relatively unproven. "Often the worst case isn't that bad because you've taken a risk, lived in accordance with your values, learned a lot along the way, and had some positive impacts.



At best, you have huge upside. You build something incredible that changes the world, or your community, or your country."

With that said, Kate doesn't sound interested in slowing down any time soon. There are new products and categories to explore, a presence in Australia to expand and soon, North America too. The ambition she wrote down at 17 has already been realised, but the business she imagined is still taking shape.

For Kate and Moodi, the opportunity is bigger than building a successful wellness brand. It's about helping people feel better, backing other founders, and showing just how far a customer-led brand can go.

Congratulations to Moodi for taking out the number one spot on the 2026 Fast 50 index with an outstanding 926% growth!

1 ***MOODI***
Ranked 1st on the 2026 Deloitte Fast 50 index

FIRST TABLE

SETTING THE TABLE FOR GROWTH

KIWI SUCCESS STORY SERVES UP ITS SECOND COURSE

First Table began with one table in an empty restaurant window and a simple piece of theatre in a Queenstown restaurant. The owner knew an empty restaurant was a tough sell, so he began offering a 50% discount to the first diners of the night. It gave the restaurant an instant pulse. Diners got a good meal and the chance to try something new for less, while the restaurant looked lively enough to draw others in.

Mat Weir was one of those early diners. He saw an idea that could travel: a restaurant could turn a quiet table into visible advocacy, while diners could take advantage of a great deal. First Table turned that idea into an online booking platform: diners pay a small booking fee for 50% off their food bill at off-peak times, helping restaurants fill otherwise-empty tables.



MAT WEIR & ALEX CAPPY

Launched in Queenstown in 2014, First Table began with Mat aiming to sign 10 restaurants across 10 cities. Today, First Table connects over 4.3 million diners with close to 5,000 restaurants in 90 cities across New Zealand, Australia, the UK, and Ireland.

Queenstown provided First Table with a perfect, concentrated testing ground: a busy hospitality scene, visitor demand, and seasonal swings that left restaurants with tables to fill. But taking the idea beyond the resort town required legwork. Mat spent the first week driving a relocation campervan around New Zealand, signing restaurants during the day and loading them onto the website at night, before driving on to the next city to do it all again. He then sold his belongings and spent 18 months travelling full time around New Zealand and Australia, launching First Table in new cities. Venue by venue, word of mouth helped build momentum.

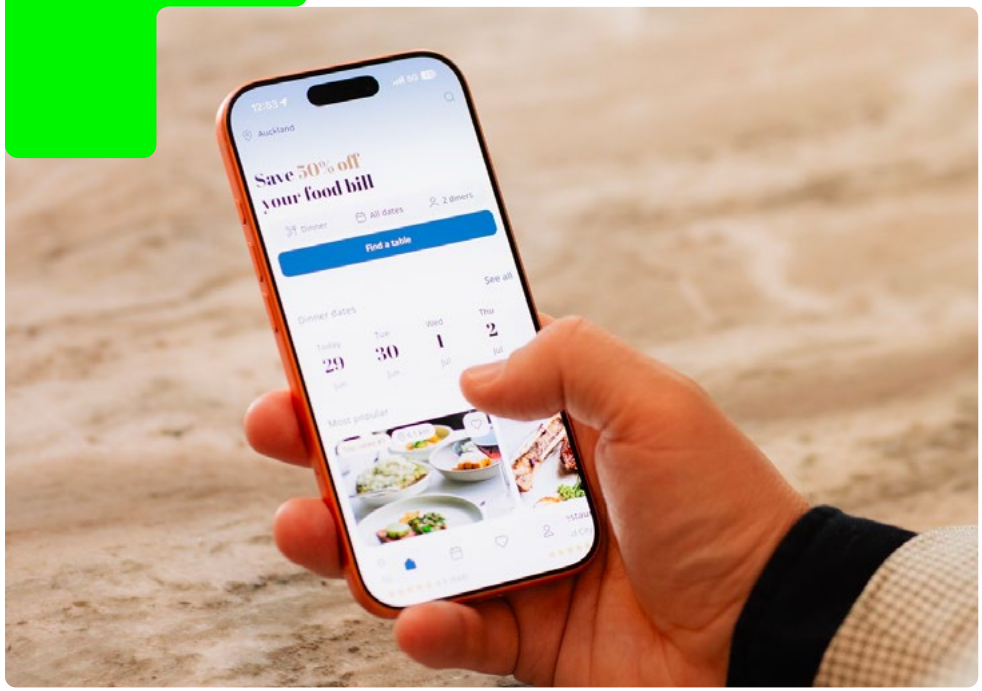
Mat knew the domestic market would have a natural ceiling to further growth, so international expansion had to come early. He went where the people were, initially following promising connections, and winning over restaurants willing to listen. As recognised venues joined and bookings followed, others saw a reason to sign up.

> “A big part of our growth over the past three years has come from going deeper instead of wider.

That momentum depended on local knowledge and investment in business development teams across the globe to sustain growth. Dining can be a uniquely local experience. Each city has its own personality, its own habits and hotspots, making local expertise critical to understanding the feel of a place.

“We’re a global company, but we’re also an incredibly local company,” says Chief Executive Alex Cappy, known as Cappy. “You can’t replace that knowledge of where people dine and which restaurants will attract others to say, ‘I want to join too’. It’s hard to see that from Google.”

Bootstrapped for its first eight years, First Table funded growth from within before completing its first capital raise three years ago. Most of the funds went towards the UK, now its largest and fastest-growing market. By September 2026, UK bookings were growing by more than 150% year on year, and London had become the platform’s busiest city.



Capital is only part of the story. First Table is choosing depth over pins on a map: more restaurants in established cities give diners more reasons to return, while more diners deliver better results for restaurants. As each side grows stronger, so does the exchange of value within the marketplace First Table is building.

“We’re still expanding geographically, but we’ve shifted the focus to building stronger marketplace economics and liquidity within our main population centres.

A big part of our growth over the past three years has come from going deeper instead of wider,” Mat says. First Table wants to strengthen its impact in the markets where it already operates, ensuring there is enough supply and demand on both sides of the transaction for greater efficiency and stronger returns.

> Watching First Table grow from a Rising Star in 2019 to the Fast 50 index in 2025 and 2026 has been incredible. That success reflects the team's vision, resolve, and commitment to creating value for restaurants and diners across the world.
>
> **Dan Hellyer, Partner, Deloitte**



Growth has also brought a leadership change. "At the beginning of the year, I believed we were at a stage where we could attract a world-class CEO," says Mat, reflecting on his wish list for a new leader.

Cappy's UK and marketplace experience matched what Mat was looking for in a leader for the business' next stage. For Cappy, First Table had all the signs of a business on an exciting trajectory – an established model, several international markets, and most importantly, plenty left to build. "There have been multiple inflection points in our growth trajectory, and I think we're at another one now," says Cappy.

The transition has freed Mat to return to product development, with a focus on technology and AI. "With AI, what would previously have taken a day to build can now be done in five minutes," he says. "It's a fun place to be."

That growth has brought repeated Deloitte Fast 50 recognition. Named a Fast 50 Rising Star in 2019, First Table went on to rank on the Fast 50 index in 2025 and 2026. It was also the fastest-growing technology business in the Dunedin and lower South Island region in both years, and the region's fastest-growing export and technology business in 2026.

The recognition lands after a sharp period of growth, but the company's success has come despite headwinds. Hospitality margins remain tight, and diners are watching their wallets.

For restaurants operating on tight margins, discounts need to deliver a meaningful return, making the balance between value for diners and results for venues essential. Those pressures also sharpen First Table's appeal: people still want dinner out, and restaurants still want full rooms. First Table has built its reputation in the space between caution and appetite.

There's more international expansion ahead and more growth to be realised in its existing cities. First Table found its opening in one restaurant window. Twelve years later, there is still plenty of room at the table.

17 ***FIRST TABLE***
Ranked 17th on the 2026 Deloitte Fast 50 index



LODESTONE ENERGY

BRIGHT IDEAS, BIGGER AMBITIONS

A NEW DAWN FOR KIWI ENERGY

There's plenty of energy in this year's Fast 50, quite literally. Renewable energy businesses have a strong presence in the 2026 programme, reflecting a sector where changing economics, new technology, and growing customer demand are creating fresh opportunities for Kiwi businesses.

Founded in 2019, Lodestone Energy is one of the businesses maximising the opportunity ahead. Lodestone has moved quickly from spotting an opportunity to taking its offering directly to Kiwi households and businesses, while most recently reaching another major milestone: listing on the NZX Main Board.

We spoke to Lodestone's Chief Financial Officer, Chris Jewell, about what it takes to turn sunshine into serious scale, the decisions behind the business' rapid growth and why the future of Kiwi energy is looking bright.

Tell us about the beginnings of Lodestone Energy. What was the vision back then, and has it changed?

Lodestone Energy started in 2019, but the idea started earlier. Between 2015 and 2020, we watched the cost of grid-scale solar fall rapidly, and were waiting for the right moment to act. Around 2019–2020, it reached grid parity – able to compete head-to-head with other new generation. Nobody in New Zealand owned utility-scale solar at that point, and nobody had a competitive advantage in it, so there was an opening for a new player. Our founder, Gary Holden, and our founding investor, Guy Haddleton, backed that conviction early.

The vision was to enable customers to share the benefits of utility-scale solar through a virtual rooftop solar product, coupled with "a solar farm in every community," built close to the people it powers, as part of an integrated generation and retail business. That vision hasn't changed. What has evolved is the business plan, as we aim to capture more of the value chain. We started as a developer and generator selling power to businesses. Today we design, build, operate, and retail – from concept through to the end consumer. The vision is the same, but the plan has evolved at every step.

Fast growth is difficult in any business, but solar farms are capital-intensive, physical infrastructure. What has been most challenging about scaling at this pace, and where have you had to make trade-offs?

Farms need a lot of capital a long time before they earn a dollar. Software can scale on a laptop; we scale with land, consents, steel, panels, and a grid connection. So, we've had to be very disciplined about where development money goes. We review many sites, and progress only a few, using a stage-gate process so capital is committed at the right time.

The other challenge is doing a lot with a very small team. It's hard to invest in people ahead of the curve when you need to prove yourself first, so a small group of dedicated, highly capable people has delivered well beyond what they might have thought possible – and fast.

The biggest trade-off has been choosing to build capability across several areas of the business in-house earlier than a pure developer would. Building our construction, operations, and retail capability within the Lodestone team costs more up front, but it gives us greater control over cost, quality, and the customer relationship.

When building many farms, standardisation helps with efficiency and costs. We chose a standard farm size and long-term customer contracts over chasing the biggest possible project.

Repeatability is less glamorous, but it lets us create a standard template, execute it multiple times, and have high confidence in the outcomes. That confidence is what lenders and investors back.

Lodestone was founded in 2019, and just seven years later you've listed on the NZX Main Board. When did an IPO become part of the plan, and what convinced you the business was ready?

We always knew more capital raises were coming – this is a capital-hungry business – so we built for that from the start.

We had independent directors alongside shareholder directors from day one, with deep audit and risk expertise around the board table.

We produced financials to listed-company standards well before we needed to, and we were due diligenced at every equity and debt raise, so there weren't too many surprises.

An IPO was always one of our potential funding paths. We were keen to retain our sovereignty and remain a New Zealand company - listing on the NZX was one way to help achieve that. Once we knew around 70–80% of our model was proven, with five farms operating, a sixth under construction, a growing lending group, and a retail business up and running, we felt the time was right.

We listed on 22 October 2026 with around 10,000 shareholders – a mix of founding, institutional, and retail investors, which is exactly the register we wanted.



You worked with another Fast 50 business, Sharesies, on the IPO. Tell us about that relationship, and what it means to be able to connect with other successful, high-growth Kiwi businesses.

Retail investors mattered to us. Lodestone is about giving everyday New Zealanders access to the benefits of solar power, whether or not they have a roof to put panels on. It felt right that everyday New Zealanders could also own a piece of the business too. Sharesies was our channel to reach retail investors, and they made it simple for people to take part in the offer. The first time we walked into the Sharesies office, we could feel the energy in the room. It felt like Lodestone.

There was an immediate affinity. Sharesies is disrupting the sharebroking model and we see ourselves as disrupting the energy construction and retail model. Both are built on opening something that used to be available to only a few. Connecting with other high-growth Kiwi companies is genuinely valuable.

New Zealand had gone around five years without a major IPO, so the market had to re-learn how to do one. Being able to compare notes with other founders who have scaled here – who understand the size of our market and our capital pool – is worth a lot. We're keen to pay that forward.

You've gone from a vision of "a solar farm in every community" to five operating farms, a sixth under construction, and a target of 16 to 18 operating farms by FY32. How do you maintain the speed and entrepreneurial mindset of the early days as the scale of the business increases?
Cadence and repeatability. We've broken ground on a new farm roughly every year since our first at Kaitaia. We build on the lessons from each farm, and each new development follows a template of a similar size and design, so each one becomes faster and more efficient to deliver. Our newest, Ongaonga Road, reached construction-ready status in around 12 months, which reflects how much the team has learned about consenting, design, and stakeholder engagement.

We also run the business close to the ground. The team meets each morning to set priorities, tackle key issues quickly, and adapt the plan, with senior input and transparency throughout.

Bringing work in-house also keeps us fast – there are fewer hand-offs and the people making decisions are close to the work.

And we use technology well: drones and digital-twin monitoring on every construction site, a central operations centre watching every farm in real time, as well as AI tools supporting customer service.

Partnerships help too. Our joint venture with Centralines in Hawke's Bay lets us share construction funding and tap local knowledge, so we can grow faster without doing everything alone.

This year's Fast 50 programme has a noticeable renewable-energy presence. What does that tell us about where the opportunity is in New Zealand right now?
Isn't that great? It tells us the economics have turned, and we have a great opportunity in New Zealand. Solar is the lowest-cost electricity ever built and is transforming the global energy landscape. As we build more solar, it can support greater electrification and, over time, help reduce energy costs for New Zealanders.

It also shows that customers want something different. Businesses are looking for long-term price certainty and real renewable supply, and households want better value. Our Virtual Rooftop contracts run for five to 20 years, against a more typical one to three, which has resonated with major businesses.

The real opportunity isn't just in generating renewable energy – it's in sharing the benefits of the lower cost model with customers in new ways.



That's where entrepreneurs can compete with incumbents, and it's why more competition in this space is good for New Zealand.

If you were sitting down with another Fast 50 business about to enter its next major phase of growth, what lesson would you tell the team to learn earlier than you did?
Build for the company you're going to be, not the one you are. The things that made our IPO possible were decisions we made years earlier. You can't bolt them on at the last minute.

And plan for the load. An IPO is a second full-time job layered on top of running a growing business. At the busiest points, our board was meeting twice a week. Get a dedicated project manager so your leadership team can take part in the process rather than having to run it, because the business still needs to keep moving.

Above all, be true to your vision and hold it with real conviction. If you can see something, and you believe it, you'll make it happen. Don't deviate.

5 ***LODESTONE ENERGY***
Ranked 5th on the 2026 Deloitte Fast 50 index

2026 DELOITTE MASTER OF GROWTH INDEX

Rank	Company	Region	Revenue growth	Description	Industry	Website
1	UNIPHARM HEALTHY MANUFACTURING	Auckland & upper North Island	774%	Health product research & manufacturer	Healthcare	unipharmnz.co.nz
2	MS CIVIL CONSTRUCTION	Hamilton & central North Island	568%	Civil construction	Industrial products & construction	mscivil.co.nz
3	HUSKI	Auckland & upper North Island	547%	Drink coolers & tumblers	Consumer products & retail	huski.co.nz
4	ARIZTO REAL ESTATE	Auckland & upper North Island	522%	Real estate agency	Real estate	arizto.co.nz
5	FRIENDSHIP BUILDERS	Hamilton & central North Island	439%	Residential building company	Industrial products & construction	friendshipbuilders.co.nz
6	BLACKBULL MARKETS	Auckland & upper North Island	426%	Online trading brokerage	Financial services	blackbull.com
7	AUROR	Auckland & upper North Island	394%	Retail crime intelligence software platform	Technology	auror.co
8	SPRING SHEEP	Hamilton & central North Island	364%	Sheep milk nutrition products	Food & beverage	springsheepnz.com
9	CRIMSON EDUCATION	Auckland & upper North Island	305%	Education consultant	Education	crimsoneducation.org
10	MT HUTT AVIATION	Christchurch & upper South Island	290%	Aviation tourism operator	Transportation & logistics	mthuttaviation.co.nz
11	OPTIMAL CLINICAL TRIALS	Auckland & upper North Island	278%	Clinical research organisation	Healthcare	optimalclinicaltrials.com
12	WASTECO	Christchurch & upper South Island	274%	Waste & industrial cleaning solutions	Environmental services	wasteco.co.nz
13	ALH	Auckland & upper North Island	260%	Labour hire & recruitment	Professional services	alh.nz
14	SHARESIES	Wellington & lower North Island	258%	Online investment platform	Financial services	sharesies.nz
15	HIRTENBERGER DEFENCE TECHNOLOGY	Wellington & lower North Island	232%	Defence technology manufacturer	Technology	hdt.nz
16	AUDIOLOGY TOURING	Hamilton & central North Island	217%	Music events promoter	Telecom, media & entertainment	audiologytouring.com
17	GYMMASTER	Christchurch & upper South Island	211%	Gym management software platform	Technology	gymmaster.com
18	HIKOCO	Auckland & upper North Island	209%	Korean beauty retailer	Consumer products & retail	hikoco.co.nz
19	KASHISH FOODS	Auckland & upper North Island	202%	Food distribution company	Food & beverage	kashishfood.co.nz
20	MAUGERS CONTRACTING	Christchurch & upper South Island	198%	Civil contracting services	Industrial products & construction	maugerscontracting.co.nz





UNIPHARM HEALTHY MANUFACTURING

BUILT FOR THE LONG GAME

GLOBAL AMBITION, MADE IN AUCKLAND

Charlie Xie was never looking for a shortcut to growth. At Unipharm Healthy Manufacturing, progress has come from making long-term commitments – and backing them even when the outlook is uncertain.

Unipharm's manufacturing roots date back to 1979, when its first factory was established. In 2016, a new team led by Charlie acquired the business and built on that legacy. Today, Unipharm operates five manufacturing sites in Auckland and is one of New Zealand's leading contract development and manufacturing organisations (CDMOs) for dietary supplements.

Unipharm operates behind brands found on shelves and in medicine cabinets around the world. It researches, develops and manufactures dietary supplements and health products, across formats including capsules, tablets, powders, liquids, drops, and sprays.





Its customers can arrive with an early formulation and work with the company through every stage from development to large-scale production.

It is technical work requiring the highest standards of quality, and the most rigorous testing. It is also work built on trust. A brand may carry the name on the packaging, but Unipharm is responsible for what goes inside.

The original vision for the business was straightforward: do what you know and do it well. Over the past five years, investment in new factories and additional capacity has become one of Unipharm's most important growth drivers. Those commitments carry significant risk.

A global economic downturn or changes in New Zealand's international trading environment can put an expanding business under pressure at any moment. Unipharm chooses to invest anyway.

> Consistent, sustained execution is the foundation of steady business development.

"We believe in the long-term prospects of the health products sector and want to strengthen Unipharm's ability to serve international markets," Charlie says.

That investment extends beyond the factory floor. Unipharm established the New Zealand Food Research Lab to strengthen its research, formulation, and product-development capability. The lab undertakes early-stage work on manufacturing processes, formulations, and patent applications, while keeping pace with emerging technologies and ideas from around the world.

The lab has built a portfolio of around 130 patents worldwide, primarily focused on manufacturing processes.

Its researchers then work with Unipharm's sales team and customers to connect that knowledge with market demand and turn it into products. Unipharm does not want to be a manufacturer that simply receives an order and runs a production line.

Its R&D capability allows it to become involved earlier, helping customers develop the products that will eventually move through those lines.

Then comes the challenge of making more without allowing standards to slip.

"Quality starts with people," Charlie says. As Unipharm expands its factories, it invests in advanced equipment and manufacturing practices. But machinery is only part of the equation. Experienced employees mentor new colleagues, passing on the knowledge that keeps production standards consistent as capacity grows.

That combination supports something less visible but equally important: the confidence of Unipharm's customers. Charlie believes successful partnerships in the health products industry require common values and a shared commitment to quality.

"Leading brands need leading manufacturing partners. For Unipharm to grow sustainably, we must continue working towards becoming a first-class manufacturer," he says.

Beyond Unipharm's own expansion, Charlie sees a wider opportunity for New Zealand manufacturers.

Changes in global trade relationships are reshaping supply chains and redirecting established flows of goods. If local businesses can capture those opportunities, he believes more New Zealand companies could reach international scale.

Stable trading relationships will be important to that future.

Innovation will open new possibilities along the way. But when asked which matters more, innovation or execution, Charlie chooses execution.

"Consistent, sustained execution is the foundation of steady business development," he says.

That is Unipharm's growth story: not one decisive leap, but the cumulative result of continuing to invest, improve, and deliver.



Congratulations to Unipharm Healthy Manufacturing for taking out the number one spot on the 2026 Master of Growth index with an impressive 774% growth!

1 ***UNIPHARM HEALTHY MANUFACTURING***
Ranked 1st on the 2026 Deloitte Master of Growth index


Credit: ADM photography

AUDIOLOGY TOURING

TURNING UP THE VOLUME

HOW AN ACCIDENTAL SIDE HUSTLE FOUND ITS RHYTHM

From a modest launch party on Auckland's K Road to bringing one of the world's best-known electronic music festivals to Wellington, Mitch Lowe has spent 17 years turning Audiology Touring into a fixture of New Zealand's live music scene.

The morning after his first event, Mitch woke up with a sore head, about $2,000 in profit, and the beginnings of an entirely different career path. The night before, he'd packed 600 people into a free venue for the launch party for his clothing label. Fresh from studying design, Mitch had discovered that making the clothes was one thing but getting anyone to notice them was another altogether.

With no budget to put towards marketing, Mitch improvised. Friends were given $10 tickets and sent on their way to sell them. The crowd showed up. The T-shirts shifted. And more importantly, the party made more money than an entire season of clothing sales. Something clicked.


Credit: ADM photography

"Not only was it fun, because I love bringing people together, but I thought if I can keep getting people to these events... and then if I can do it again the next week and the next week, then I've got a business."

What followed was nearly two decades of learning by doing. Small parties became bigger shows. Local DJs gave way to international acts. Crowds of 50 grew to 300, then 500, then 1,000. Before long, Audiology was no longer an accidental side hustle but Mitch's full-time obsession.

"You could book an act and it's wrong, and you lose 10 grand," he says. "As a 21-year-old, losing 10 grand was like losing your entire life." It was exhilarating but also unforgiving. Mitch says he has personally been broke and built himself back up "six or seven times." But those lessons continue to inform what comes next for Audiology.

Learning which artists could fill which spaces, when regional populations swell, how to deal with international agents, and, importantly, how to earn their trust, became the formula for sustained growth.

> "When you're consistent, you create loyalty.

Mitch's principles and ways of operating are simple – do good business, pay your people and your artists, meet your obligations, and look after relationships. It's an approach that helps explain Audiology's growth. While other international promoters can put superstar acts into stadiums, Audiology has built its edge in the gaps – unique venues, underserved towns, and concepts with enough spark to pull people in.

Audiology was the first music promoter to stage events at Auckland's Victoria Park and Tauranga's Bay Oval, venues that can take years of council conversations and consent work to unlock.

Then came one of its biggest swings yet – Ultra New Zealand.

Rather than defaulting to the country's most populated city, Audiology backed Wellington, reasoning that the waterfront venue, quieter shoulder-season timing, and relative lack of competition gave the city something more valuable than population numbers – a gap waiting to be filled.

> "You could book an act and it's wrong, and you lose 10 grand.

Ultra made its New Zealand debut on Wellington's waterfront in April 2026 and drew an estimated 25,000 people. For all the scale, Mitch's explanation for Audiology's growth is refreshingly unpolished. "We do cool shit," Mitch says. Behind the cheeky slogan is a fairly serious growth strategy: listen to the crowd, deliver consistently, and give people a reason to come back.

The knack for spotting the gap is only half the story. The other half is what happens once the gates open. Mitch credits Audiology's long-term growth to a small, driven team and years spent building an audience that knows what to expect.

"We listen to the punter," Mitch says. "When you're consistent, you create loyalty."

That loyalty compounds. The people who came to yesterday's show bring friends to tomorrow's. At the same time, Audiology keeps pushing at the edges, with Mitch estimating it now sells 350,000 to 400,000 tickets a year across its events.

The ambition is growing too. Audiology's current calendar stretches across cities and genres and already includes another Ultra in Wellington in 2027. But Mitch is less interested in exporting Audiology than making overseas audiences look this way. The dream is to keep building lineups and events that trigger the same reaction: *wait, they're doing what?*

Today, the crowds may be bigger and the bets bolder, but the instinct behind them hasn't changed – relentless experimentation, a loyal crowd, and the willingness to go where others won't.



16 ***AUDIOLOGY TOURING***
Ranked 16th on the Deloitte 2026 Master of Growth index

SHARESIES

MAKING CHANGE

REWRITING THE WEALTH PLAYBOOK

The idea behind Sharesies could be distilled into one surprisingly small number: $50.

Co-founder and co-CEO, Sonya Williams wanted to start investing with it. Instead, she found an industry that seemed almost designed to keep her out.

Talking to people about investing, the future founders of Sharesies uncovered a curious contradiction – almost everyone wanted to be an investor, but few considered themselves one. With home ownership drifting out of reach for many younger New Zealanders, investing offered another route to wealth. The problem was getting through the door.

Interestingly, the Sharesies co-founders didn't see themselves solving a conventional pain point. Their thinking started with a more fundamental question. "We didn't really come at it from a friction point of view", says co-founder and co-CEO, Leighton Roberts. "It was more like 'why is it not like this already?'"



> We've had challenging times... but by and large, we're running at a real pace trying to solve this thing.

Their answer was Sharesies, an online wealth platform designed to make investing accessible. Through the platform, people can buy and sell shares, including fractions of shares, without needing a large sum to begin. But lowering the financial barrier was only part of the challenge. Sharesies also had to make investing feel like a world people belonged in. "In the early days, building a community through our brand was so important," says co-founder and co-CEO, Brooke Roberts. "We were trying to sell to an audience that didn't feel like this was a world available to them."

Sharesies made investing conversational, translating complicated ideas into everyday language without losing the information people needed to make their own decisions. "We knew that we could get rid of the jargon and talk to a set of people who had previously felt left out," says Leighton.

The brand opened the door. The product had to keep people there. Someone might arrive with a few dollars and little experience, then build their knowledge, confidence, and portfolio.

Sharesies had to stay simple enough for people starting on their investment journey and useful enough for everything after it.

"It's not enough for people to sign up to Sharesies, we also needed the product to deliver as well," Brooke says. "We're at a stage where our product grows with people and their life stages."

For its first few years, Sharesies gained momentum. Then COVID-19 changed the pace. With people locked down, money available, and more of life moving online, the conditions created what Leighton describes as "a real boom time" for the platform. "That was the first serious acceleration in our business."

Speed brought a new challenge – strengthening the business without losing momentum.

Leighton names three ingredients for a strong company: a market large enough to pursue, a team that can solve problems, and enough capital to reach scale. That last ingredient buys something every growing business needs – time.

Time to recruit, build, and learn. Time to strengthen the technology behind the platform. And time to keep going when conditions turn.

"We've had challenging times, such as when inflation blew out and things got hard," Leighton says. "But by and large, we're running at a real pace trying to solve this thing."

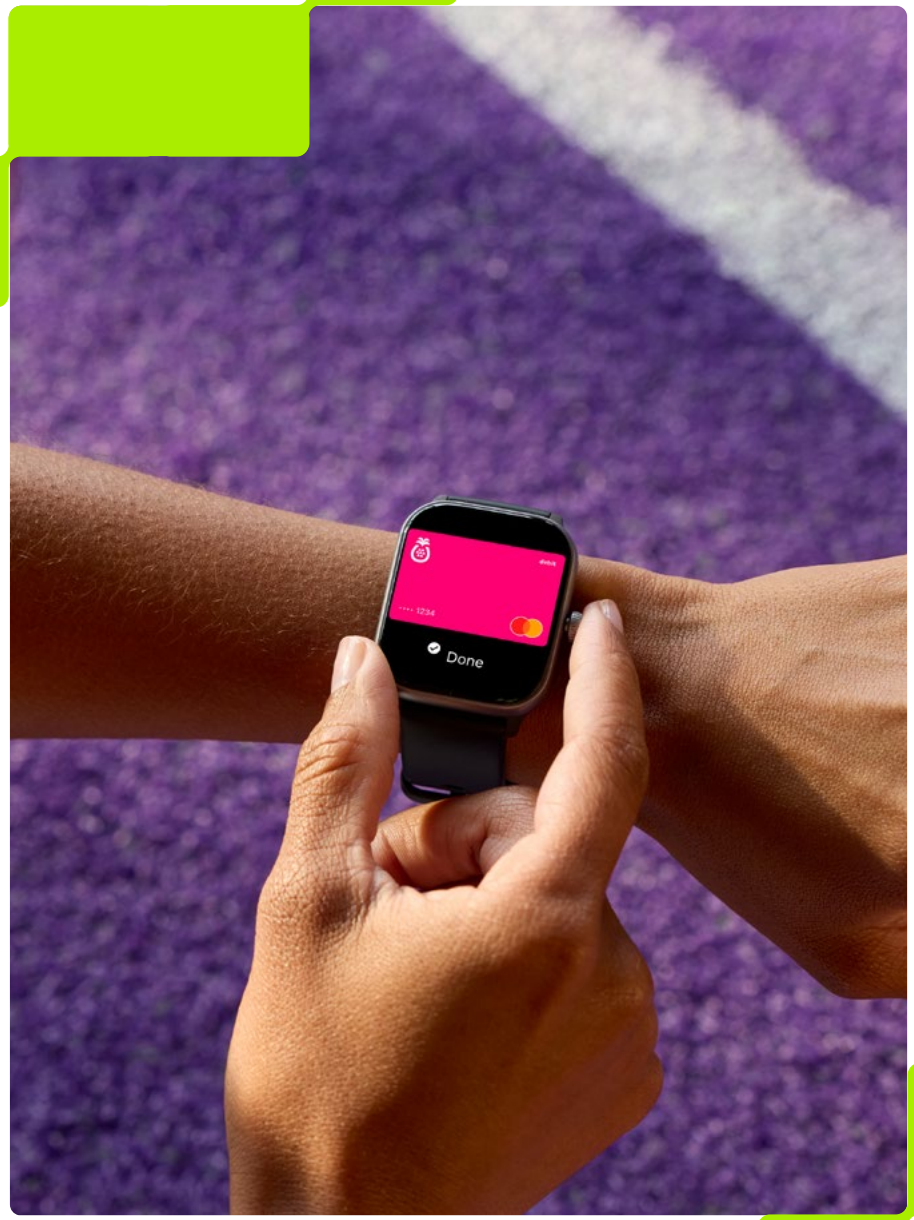


That pace has taken Sharesies well beyond its original investment proposition. Today, it connects more than one million investors across New Zealand and Australia, with more than $14 billion in assets managed on its platform. Its offering now spans investing, KiwiSaver, crypto, savings, insurance, and services for businesses.

That reach extends to other high-growth New Zealand companies as well. Sharesies recently worked with fellow Deloitte Fast 50 business, Lodestone Energy, on its IPO, opening it to retail investors in a step the team hopes will help build a more vibrant local capital market. "Retail is a great source of capital," Leighton says.

Many everyday investors, he adds, understand risk, diversification, and the long game. Sharesies wants to support more opportunities like this – where businesses are willing to bring retail investors along.

As the platform broadens, growth is taking on a deeper meaning. Winning new customers still matters; helping existing customers build wealth is increasingly the next frontier. Leighton says the average portfolio is around $17,000. The ambition is to lift that to $25,000 and then $35,000. "Ultimately, we're here so that people get wealthier."



> I think we've democratised the word 'investing' in New Zealand.

Sharesies grew by widening the entrance to investing. Now the question is how far people can go once they're through it.

Its leadership model has evolved too. Brooke, Leighton, and Sonya share the chief executive role as '3EOs' – an experiment that stuck. "We have such great intuition and understanding of each other, and we're so aligned on where we're going," Brooke says. "We have different perspectives, and that's really helpful because it makes us make better decisions." The model also gives Sharesies something unusually valuable at scale: reach. "Now we can be in three places at once," Brooke says.

Nearly a decade on, the scale has changed but the ambition hasn't. "I think we've democratised the word 'investing' in New Zealand," Leighton says. Now, the goal is to be "at the heart of wealth for every person, every whānau, and every business," says Brooke.

She acknowledges it is "a lofty long-term ambition. But what a world it would be if we play a part in cracking it."



CLOCKWISE FROM TOP LEFT: LEIGHTON ROBERTS, SONYA WILLIAMS, MARTYN SMITH, RICHARD CLARK, BROOKE ROBERTS, AND BEN CROTTY

45 **14**

SHARESIES

Ranked 45th on the 2026 Deloitte Fast 50 index and 14th on the 2026 Deloitte Master of Growth index.

SIGNALS OF GROWTH

What the 2026 Deloitte Fast 50 and Master of Growth entrants tell us about the outlook, opportunities, and decisions shaping fast-growing businesses

Growth rarely results from one decision. It's built through deliberate choices about where to focus, what to invest in, and how to respond as conditions change.

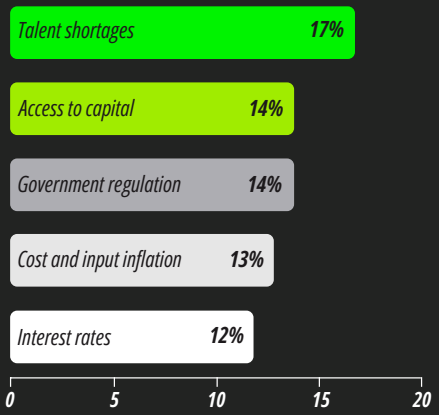
Each year, the Deloitte Fast 50 programme captures the views and experiences of New Zealand's high-growth businesses. Drawing on entrant responses, these insights provide a valuable look into the signals businesses are acting on, the direction they're expecting growth from and how they're building the markets, capital, and capability needed for what comes next.

The results find businesses balancing ambition with the practical demands of funding, capability, technology, and sustainable growth.



Outlook

Which economic issues are of most concern to your business?



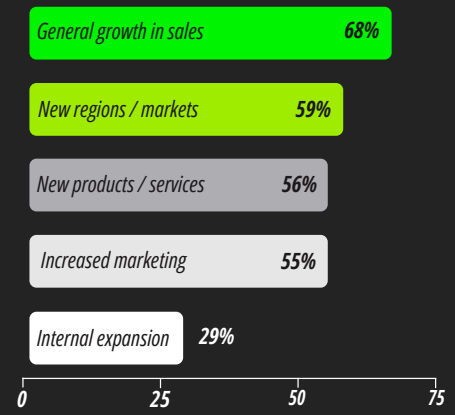
Fast 50 and Master of Growth entrants are cautiously positive about New Zealand's economy. When asked to rate New Zealand's current economic outlook on a scale of one (weak) to ten (strong), seven was the most common response.

This optimism matters, as confidence is often the bridge between stabilisation and renewed investment.

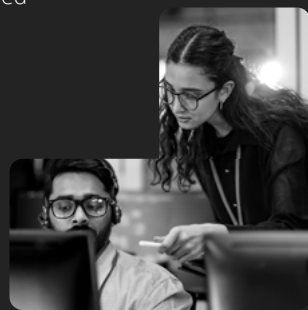
That confidence sits alongside continuing constraints. Talent shortages were most frequently cited as the top economic concern, followed by access to capital, and government regulation.

Growth

Top five factors contributing to growth in the next one to three years



Growth remains the defining pursuit of Fast 50 and Master of Growth entrants, but its sources are broad. Increased sales are expected to make the greatest contribution to growth over the next one to three years. But entrants are not relying on demand alone. New regions and markets, products and services, increased marketing, and internal expansion follow, showing that businesses are expecting several routes to growth. Finding the right people remains the most common anticipated restriction, followed by competition, access to capital, market demand, and the time required to establish in new markets.



International trade

Current and intended international trading

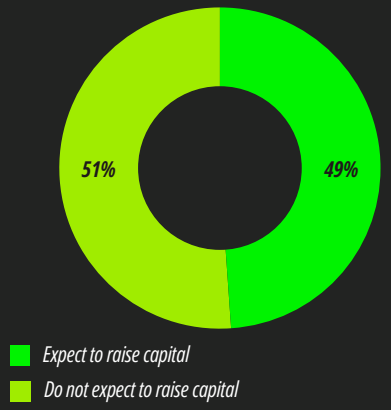


International expansion is becoming a more established part of the growth plan for Fast 50 and Master of Growth businesses. Currently, 45% of businesses trade internationally, while one in four plans to trade internationally in the future.

The US, Asia, Australia and the UK are the most frequently identified future markets. The cost of entering a new market is the leading challenge, followed by competition and limited market knowledge.

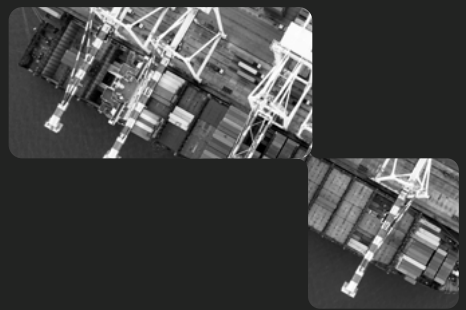
Capital

Will your business need to raise capital in the next one to three years?



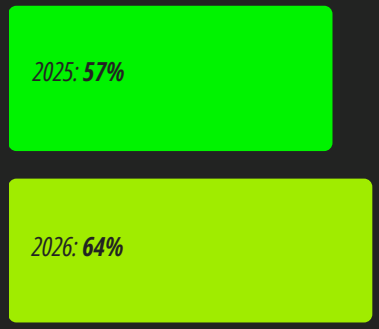
Nearly half of Fast 50 and Master of Growth entrants expect to raise capital within the next one to three years to support their growth plans.

Investment is expected across a range of areas including physical assets, technology, people, brand, and research. For businesses raising capital, the key decision will be where additional funding can make the greatest contribution to future growth.



AI adoption

Is someone on your leadership team responsible for AI?

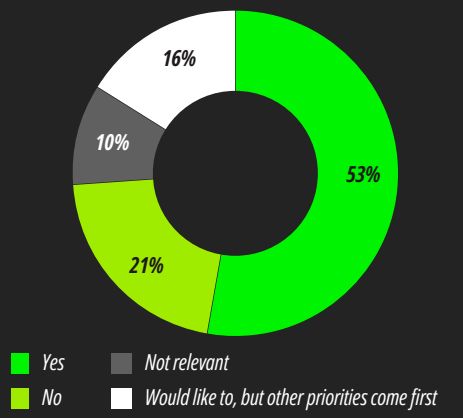


AI is moving from experimentation into a leadership agenda item. Close to two-thirds (64%) of entrants have someone on their leadership team responsible for AI, up from 57% in 2025.

The impact of AI is also becoming more widespread, with 86% reporting that it's affecting their business, compared with 76% last year. This highlights a shift from general interest towards clearer ownership and practical application across operations, customer experience, and decision-making.

ESG

Does your business include ESG considerations in decision-making?



More than half of entrants include ESG considerations in their decision-making, although the proportion has fallen from 60% in 2025 to 53% this year. A further 16% would like to give ESG greater consideration but say other priorities come first.

ESG remains relevant to many Fast 50 and Master of Growth businesses, but commercial and operational demands continue to influence how quickly it is embedded.

About the data

These findings are drawn from businesses entering the 2026 Deloitte Fast 50 and Master of Growth programmes. Results are based on valid responses to each question, so response numbers vary. Some findings draw on information collected through subsequent Deloitte and BNZ entrant interviews.

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