

# New Zealand Market update

AUTUMN 2026

## **Buyer demand is strengthening faster than supply.**

According to Matt Stevenson  
from NZBizBuySell.

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Proof wins over promise in today's  
business sales market.

New Zealand's business sales market is  
showing clear signs of renewed energy.

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# Buyer demand is strengthening faster than supply.

LINK recently spoke with [NZBizBuySell](#) on listing volumes and buyer enquiry levels. NZBizBuySell data indicates demand is continuing to outpace supply, shaping pricing expectations, time on market, and overall transaction activity.

One trend in the business sales market is becoming increasingly clear: buyer demand is strengthening faster than new businesses are coming to market.

Listing supply has stabilised following the elevated conditions of 2021 and 2022, when many owners chose to test the market after the disruption of COVID. Since then, volumes have returned to more typical levels.

“Compared with the same period last year, listing volumes are tracking slightly lower overall, with early 2025 showing a typical seasonal lift from the summer period rather than a surge in new supply. It feels like a steady flow of businesses coming to market rather than a spike,” says Matt Stevenson, Managing Director of NZBizBuySell.

Buyer activity, however, has continued to strengthen.

“Buyer enquiries are meaningfully stronger year on year. We are seeing enquiry volumes up solidly compared to last year, continuing the upward trend that began through 2023 and strengthened in 2024. Month to month, enquiry levels have remained resilient, even where listing volumes have softened.”



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That shift is beginning to influence how businesses are received in the market.

“The result is a clear demand-led market. Enquiries are growing faster than new supply is coming on, which means well-prepared businesses priced in line with current market conditions are generating strong engagement. Buyers are active and motivated.”

For sellers, the message is straightforward: demand is there, but buyers remain selective. Engagement is concentrating around businesses that are clearly presented and realistically priced.

## PRICING EXPECTATIONS ARE ADJUSTING

Another signal emerging across the market is improving pricing realism.



MATT STEVENSON

**After lengthening slightly through the more uncertain period of 2023–24, we’re now seeing early signs that businesses are transacting more quickly again.**



“We’re still in the early stages of integrating the two platforms at a deeper analytical level, so we’re cautious about drawing hard conclusions from combined datasets just yet,” Stevenson, who also manages business sales data aggregator Bizstats, says.

“That said, there are some clear directional trends emerging.”

Stevenson continues that pricing realism has improved compared with the same time last year. Vendors are coming to market with a better understanding of current trading conditions and buyer expectations. In practical terms, this is showing up as fewer aspirational asking prices and closer alignment between price expectations and underlying business performance.

This shift is beginning to influence how quickly businesses move through the market.

“One of the clearest indicators of this is time on market. After lengthening slightly through the more uncertain period of 2023–24, we’re now seeing early signs that businesses are transacting more quickly again.”

“While it’s still early in 2026 and the dataset is smaller, the initial trend suggests stock is beginning to move faster, particularly where pricing and presentation are disciplined.”

#### A SHIFT IN BUYER COMPOSITION

Stevenson also points to a change in the mix of buyers entering the market, particularly since the introduction of the Business Investor Work Visa in November.

“While domestic buyers remain the core of the market, offshore interest is increasing and is becoming a meaningful part of the enquiry pipeline.”

One of the key questions for 2026 will be how growing offshore enquiry converts into completed transactions. If that international interest continues to build, Stevenson suggests it could begin to influence valuation benchmarks in some sectors, particularly for well-structured, compliant businesses that meet investor visa criteria.

#### WHAT THIS MEANS FOR THE MARKET

For sellers, that creates opportunity, but only where businesses meet the market well. Clear presentation, realistic pricing and operational clarity remain the factors most likely to convert buyer interest into offers.

For buyers, the improving alignment between vendor expectations and business performance is creating clearer opportunities to engage with well-prepared businesses. In a demand-led market, buyers who are organised, funded and ready to move can position themselves strongly when the right opportunity appears.

Whether you are preparing to sell or actively looking to acquire, the current market is rewarding preparation. A confidential conversation with a LINK broker can help you understand buyer demand, realistic value and the opportunities emerging in your sector.

# Recently sold



**SOLD**

**Service Station for Sale | Car Wash, LPG**

**NORTHLAND**

\$3,600,000 + SAV EL04579

Anil Vazirani 021 0277 8149



**SOLD**

**Processing Distribution and Retail Food**

**AUCKLAND SURROUNDS**

\$1,520,000 EL04950

Tony Andrew 021 938 560



**SOLD**

**Established Manufacturing Business**

**BAY OF PLENTY**

\$1,175,000 BOP00777

Steve Catley 021 341 117



**SOLD**

**Proven Metal Fabrication & Design Business**

**CHRISTCHURCH**

\$1,050,000 CS01015

Brinner Antony 027 756 3333



**SOLD**

**Relocatable Import Distribution Servicing AUS & NZ**

**HAMILTON**

\$1,000,000 WK00503

Alanah Eagle 021 606 345



**SOLD**

**High-Earning Drainage & Siteworks Business**

**CHRISTCHURCH**

\$895,000 CS00924

Graeme Brensell 029 200 9992



**SOLD**

**Tauranga Compliance Service Business. B2B**

**TAURANGA**

\$725,000 BOP00908

Peter Redward 027 492 0453



**SOLD**

**Established Tree Nursery for Sale – Allwood Trees**

**CHRISTCHURCH**

\$670,000 CS00997

Graeme Brensell 029 200 9992



**SOLD**

**Bounce Into a Home-Based Side Hustle - Waikato**

**WAIKATO SURROUNDS**

\$95,000 WK00504

Sunil Patil 021 814 424



# Proof wins over promise in today's business sales market

New Zealand's business sales market is showing clear signs of renewed energy. Confidence is lifting, enquiry is increasing, and more capable buyers are stepping back into the market. Offshore interest is also strengthening, particularly at the premium end.

Buyers are active, engaged, and highly selective. Across the market, the message is clear: activity is improving, but outcomes are still being driven by preparation, clarity, and disciplined execution.

## STRONG COMPETITION WHERE THE FUNDAMENTALS ARE RIGHT

At the top end, competitive tension is back. Well-run businesses with scale, management depth, and credible growth pathways are attracting multiple buyers and stronger terms.

Investor groups, syndicates, and offshore buyers are all active. What they are backing is not optimism, but certainty. Head of Sales New Zealand, Neil Craigen, reinforces this: "The common thread isn't hype, it's certainty. If earnings are maintainable and risks are clear, buyers compete."

This competition is not limited to one sector. It is showing up wherever businesses can demonstrate secure earnings and reduced risk.

Jennifer Myers, Sales Manager LINK Waikato, points to strong interest across manufacturing, civil, importing, and hospitality.

"Attractive listings in this sector all have one thing in common: some measure of security or protection in place around future performance," Myers says.

That security comes through government and specialist supplier contracts, import and export permits, and proven performance.

## MARKET-READY MEANS FULLY PROVEN

The standard for a "market-ready" business has tightened. Buyers are no longer willing to fill in gaps. They expect evidence.

Clean, current financials are essential. Monthly reporting needs to be accurate, margins need to hold up, and add-backs must be defensible. If the numbers are unclear, buyers will either discount heavily or walk away.

Craigen sums it up directly: "In this market, proof wins over promise."

Sustainable earnings remain the key driver of value. Buyers may accept a softer year if it is clearly explained, but ongoing risk will be priced in or challenged.

Key-person reliance, customer concentration, and compliance gaps are being scrutinised more closely. In contrast, businesses with recurring or contracted revenue, strong niche positioning, and systems that reduce reliance on the owner are commanding stronger outcomes.

Process also matters. A structured Information Memorandum, organised data room, and controlled campaign are now expected. They build confidence, maintain momentum, and support competitive tension.

Vendor alignment is critical. Lisa Lloyd, Sales Manager Bay of Plenty, highlights the importance of execution: "Maintaining clear, consistent engagement and demonstrating a structured approach to the sale process will generally place us in a strong position."

## MORE ENQUIRY, BUT BUYERS REMAIN SELECTIVE

Enquiry levels are improving, but qualification remains essential. Not all interest converts into capability.

Lloyd notes that only around half of initial enquiries have the financial capacity to proceed. Buyers are active, but they are careful.

What they are looking for is consistent. Profitability comes first, followed by lifestyle and a price that reflects market reality.

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Buyers are comparing opportunities closely and expect access to clear, well-organised information early in the process.

“Clear, organised information builds confidence and helps secure a sale,” says Lloyd.

For high-quality businesses, decisions are happening faster and competition is stronger.

“We’re seeing faster decisions when the listing is attractive... and more competition for good listings,” adds Myers.

Across the broader market, caution remains. Due diligence is taking longer, finance approvals require more time, and legal review is becoming more detailed. Transactions are progressing, but they are being worked through carefully.

#### **CONFIDENCE VS DISCIPLINE**

Improved business confidence is supporting activity. There are more conversations, stronger engagement, and increased interest in quality assets.

However, the fundamentals have not shifted.

“Confidence hasn’t replaced discipline,” emphasises Craigen.

Vendor expectations are lifting, but pricing continues to come back to verified earnings and risk. Buyers will pay for quality, but they will not accept uncertainty.

Well-capitalised buyers are responding by acquiring selectively. With multiples easing from the 2021–22 peak, many are focused on building scale and improving efficiency through disciplined acquisitions.

#### **THE BOTTOM LINE**

The market is rewarding proof, not potential. Businesses that are well prepared, professionally presented, and backed by clear evidence are commanding stronger competition and better terms. Those that are not, are sitting longer, being challenged harder, or failing to transact altogether.

Right now, the gap between a business that sells well and one that does not is preparation. Proof creates confidence, and confidence is what gets deals done.



**Neil Craigen**



**Lisa Lloyd**



**Jennifer Myers**

# 6 reasons to sell with LINK



## **International buyers. Local specialists.**

Our reach spans borders. Our brokers know your market.



## **Trusted for 30 years.**

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*Ready for what's next.*

## **Truth**

Candid, honest, and ethical to the core.

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Experts at leveraging value and selling smarter.

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We do what's right, every time.

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