

MUAŪPOKO

TRIBAL AUTHORITY INC.



HUI Ā TAU

Annual General Meeting

Sunday 22nd November 2026

**Kawiu Marae
294 Kawiu Road, Taitoko (Levin)**

9:30am Registrations

10:00am Hui-ā-Tau commences

“Whakahono kia tū kaha Muaūpoko”

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Pānui - Notice and Agenda

MUAŪPOKO
TRIBAL AUTHORITY INC.



Hui-ā-Tau

Annual General Hui

Muaūpoko Tribal Authority Inc (MTA) invites members to our Hui-ā-Tau to be held from 930am (for registration) and Hui commencing 10am on Sunday 22nd of November 2026, at Kawiu Marae, 294 Kawiu Road, Taitoko (Levin).

Attendees must register – registration desk opens at 9:30am.

Agenda

- 1.0 **Karakia/Mihimihi**
- 1.1 Apologies
- 1.2 Previous AGM Minutes
- 1.3 Matters Arising from previous AGM minutes
- 2.0 **Muaūpoko Tribal Authority Inc.**
- 2.1 Chairperson's Report
- 2.2 Chief Executive's Report
- 2.3 Muaūpoko Tribal Authority Board Annual Plan
- 2.4 Presentation
- 2.5 Muaūpoko Tribal Authority Inc. 5-year Strategic Business Plan
- 3.0 **Muaūpoko Trading Company Ltd. (MTC)**
- 3.1 Muaūpoko Trading Company Report & Annual Plan 2025 and 2026
- 3.2 ACE Quota – period ending 31st March 2025 and 2026
- 3.3 Traded Fish Stock – period ending 31st March 2025 and 2026
- 3.4 Muaūpoko Trading Company financial accounts – period ending 31st March 2025 and 2026
- 3.5 Muaūpoko Trading Company 5-year Business Plan
- 4.0 **Group Consolidated Financial Reports (MTA & MTC)**
- 4.1 Group audited accounts – period ending 31st March 2025 and 2026
- 5.0 **Appointment of Auditor**
- 6.0 **He Kōrero - General Business**
- 6.1 Te Waipupūtanga o Punahau – Kura update
- 7.0 **Karakia Whakamutunga**
- 8.0 **Kai** – Following the hui, whānau are invited to share kai and Whānaungatanga

A copy of the AGM information pack is available for download from the MTA website www.muaupoko.iwi.nz. Hard copies of the AGM pack can be collected from our MTA whare - 306 Oxford Street, Taitoko, Levin during normal business hours.

Please pre-register

If you plan to attend the Hui-ā-Tau in person or are wanting to join the hui online, please register by 5:00pm on Thursday 19th November by either calling the whare on (06) 367 3311, or registering at www.muaupoko.iwi.nz

Should you require pick up and drop off to attend – no problem - please call the MTA whare asap. For all other enquiries, please contact the whare.

1.0. Karakia/Mihimihi

1.1. Apologies

1.2. Previous AGM Minutes

Minutes of the Annual General Meeting (draft until signed off at this AGM) held 14th December 2025, at Kohutūroa Marae, Hokio Beach Road, Taitoko/Levin.



MUAŪPOKO TRIBAL AUTHORITY INC. ANNUAL GENERAL MEETING MINUTES

Date: Sunday, 14 December 2025

Time: 11.00 am

Venue: Kohutūroa Marae, Hokio Beach Road, Taitoko

1.0 Registration opened 10.30am

Members registered for the hui. AGM documentation and handouts were made available on the website from 17 November 2025 and communicated to members via Facebook and local newspapers. All individual adult members received a full pack, including rule changes and a ballot paper, to vote by postal ballot. Further opportunities to cast a vote were provided at the AGM. (as per current tracked changed documents).

Documentation provided included the AGM pack, board member profiles, full rule change packs, and member registration forms. These were also available at the registration table prior to the hui and distributed to members before the hui commenced to progress the start of the hui.

1.1 Mihi / Karakia

The meeting opened at 11.27 am with mihi and karakia led by Tim Tukapua.

Attendees: The following members were recorded as present at the AGM;

Gail Allsop, Karl Allsop, Cinderella Broughton-Graham, Jacqueline Brown, Savannah Croot, Lupa Daly, Eileen Eriha, Janice Eriha, Rayana Falamoe, Ruhina Flueggen, Te Uira Graham, Karlana Haeata, Sharon Haeata, Atutahi Henare, Diane Henare, Alec Heremaia, Nina Hori Te Pa-Wana, Ariki Hunt, Ataahua Hunt, Selena Hunt, Sherry Hurinui, Viona Hurinui, Jayden Huriwai-Morgan, Terina Jones, Lindsay Kuiti, Simon Kuiti, Francis Matehaere, Reginald Maynard, Kay McGregor, Tania McGregor, Tracey McKay, Rosina Montagnani, Sarina Morgan, Bruce Murray, Hoani Nahona, Tatum Nahona, Hamahona Nepe-Apatu, Russell Packer, Amelia (Milly) Paea, Tama Paki, Keegan Picchi, Jonathan Procter, Ruth Rore, Charlie Rudd, Deanna Rudd, Remana Rudd-O Sullivan, Dianne Rump, Tapita Sciascia, Carmen Sinclair de Parata, Mathew Sword, Jalaine Tahiwai, Kelly Tahiwai, Crystal Taituha, Te Uira Tatana-Sciascia, Candyce Taylor, Timothy Tukapua, Tamiro Turu-Heretaunga, Bryce Williams, James Williams, Sandra Williams, Dean Wilson, Christopher Wilton, Ngapera Wilton, Pamela Winiata, Marokopa Wiremu-Matakatea, April Wiwarena, Helen Wiwarena, Kerehi (Mungu) Wiwarena, Te Reina Henare, and Sillena McGregor.

Registered for hui and departed before it started: Avis MacDonald and Hopa MacDonald.

1.2 Apologies

Apologies were received from:

Sillena McGregor (attended online due to mauiuitanga), Tracey White (Overseas), Piri Robinson (Overseas), Sian Montgomery, Anna Montgomery, Josephine Biddle (mauiui), Rosie Taiapa, Russel Packer Junior, Mick Wilton, Mitchell Rump, Joseph Broughton, Maria McFadgen, Dean Hurinui, Melarnie Tukapua, Rora Ryland, Pania Ryland, David Ryland, Khaan Ryland, Hinetaria Sciascia, Paora Tukapua, Michael Tukapua, Hami Rump, Te Ahuru Wilton, Wayne McGhie, Amiria McGhie.

Motion: That the apologies for the AGM held Sunday 14 December 2025 be accepted.

Moved: Mungu Wi Warena

Seconded: Rakapa McGregor

No objections, Carried

1.3 Previous AGM Minutes

The minutes of the previous AGM were presented.

1.4 Matters Arising

No significant matters were raised from the previous minutes.

Motion: That the previous AGM minutes be accepted as a true and correct record.

Moved: Milly Paea

Seconded: Sarina Williams-Morgan

No objections, Carried

2.0 Muaūpoko Tribal Authority Inc. (MTA)

Introduction of Board Members

Introduced board members to those present, including acknowledgement of whānau attending online, overseas and mauri. Deputy Chair Simon Kuiti welcomed the newest board members Eileen Eriha (Alternate: Ngati Pariri) and Hamahona Nepe-Apatu (18-month elected Whanokirangi).

2.1 Chairperson's Report

Presented by Tim Tukapua.

Highlights:

- Acknowledged those who have passed since the last AGM.
- Recognised Kura Hokioi for their deep expertise, tireless work ethic, and commitment to excellence and growth for Muaūpoko.
- Acknowledged MTA kaimahi for their dedication, teamwork, and outstanding service delivery.
- Recognised the Tūturu Group and Marae Trustees for their continued commitment and positive impact for both marae and iwi.
- Deputy Chair introduced guests: Helen Nathan JB Morrison (Legal adviser) for Q&A regarding vote change, and Clint Grimstone (Independent Returning officer for voting ballot).

Patai & Korero:

- **Mungu Wi Warena:** Where do the properties currently sit?
Response (Di Rump): Board discussed this fully and took advice, therefore property sits under MTA as a cultural asset, not a commercial asset. Therefore, not under Muaūpoko Trading Company.
- **Sandra Williams:** What is the legal process regarding assets?
Response (Di Rump): There is a defined legal process in relation to assets which was followed by the Board; members can refer to their hapu rep who can also access the MTA Commercial Legal Advisor (who also happens to be attending today to talk to the rule change process).

Motion: That the Chairperson's Report be accepted.

Moved: Sharon Haeata

Seconded: Rakapa McGregor

No objections, Carried

2.2 Chief Executive Report

Presented by He Kura Hokioi - Di Rump.

The CEO report reflected:

"Whakahono, Kia Tū Kaha, Muaūpoko."

- Muaūpoko vision and strategic goals

- Strengthening cultural capability in Te Reo Māori
- Protecting and enhancing our Taiaō
- Hauora for hapū and whānau
- Building capacity and capability
- Ownership and protection of Muaūpoko assets and resources
- Strong infrastructure
- Effective representation
- Expansive networks
- Economic strength
- Partnerships, alliances and advocacy
- Treaty engagement and readiness
- Finance Report and trends

No further matters were raised.

Motion: That the CEO Report be accepted.

Moved: Mungu Wi Warena

Seconded: Alex Hopa

No objections, Carried

2.3 MTA Board Annual Plan

The MTA Board Annual Plan was noted as part of the Chair and the CEO reports.

Motion: That the MTA Annual Board Plan be accepted.

Moved: Kay McGregor

Seconded: Sarina Morgan

No objections, Carried

2.4 Presentation

A presentation was shown on screen to members to show the breadth of MTA activity and mahi was shared.

Attendees thanked the board.

3.0 Muaūpoko Trading Company Ltd. (MTC)

3.1 MTC Report and Annual Plan 2024

The MTC report and Annual Plan were presented.

Discussion:

- **Jon Proctor:** Asked whether MTA could purchase buildings from MTC.
Response (Di Rump): Yes, further discussion would be required.
- **Mungu Wi Warena:** Asked about opportunities for purchasing properties, land disposal, and criteria for commercial return properties.
Response (Di Rump): The board continues to actively seek such opportunities as finance allows. Commercial and cultural assets are managed differently; hence able to cover both options and approaches and hapu reps welcome member ideas and approaches.
- **Mungu:** Asked about a potential whānau lands alliance of Muaūpoko organisations and whether MTA could provide servicing and administration including Muaūpoko whānau roopu of any nature.
Response (Di Rump): Absolutely the goal of MTA Board is to do just that as it fits well with our objectives and purpose. Will depend on capacity as well and the appetite of whānau and marae trusts. MTA are here to be of service.
- **Jon:** Requested that AFL and MPI not accept surf clam activity in this area.
- Tracey McKay as the MTC director noted

Motion: That the MTC Report and Annual Plan 2024 be accepted.

Moved: Bruce Murray

Seconded: Diane Henare

No objections, Carried

3.2 ACE Quota – Period Ending 31 March 2024

Noted. Quota report presented.

3.3 Traded Fish Stock – Period Ending 31 March 2024

Noted.

4.0 Group Consolidated Financial Reports

4.1 MTA & MTC Consolidated Financial support - Group Audited Accounts – Period Ending 31 March 2024

The CEO gave a verbal update from the report. Matters arising were invited; none were raised.

Motion: That the Group consolidated Audited Accounts Reports for the period ending 31 March 2024 be accepted.

Moved: Rakapa McGregor

Seconded: Janice Eriha

No objections, Carried

4.2 MTC Audited Accounts – Period Ending 31 March 2024

Noted. Covered under consolidated reports.

5.0 Strategic Business Plans

5.1 MTA 5-Year Business Plan

Noted.

5.2 MTC 5-Year Business Plan

Noted.

No pātai from members.

6.0 Appointment of Auditor

Motion: That BDO be appointed as auditor.

Moved: Mungu Wi Warena

Seconded: Russel Packer

No objections, Carried

7.0 General Business

7.1 Te Pa Wananga o Tuteremoana Kura Update

Update provided by Milly Paea regarding the status of project, general pātai around opening. Mahi is ongoing. This is subject to government progressing of land availability.

7.2 Changes to MTA Rules and MTC Constitution – Helen Nathan (JB Morrison Legal) Members were presented with proposed rule changes to ensure compliance with the Incorporated Societies Act 2022 and the Māori Fisheries Amendment Act 2024 (noting these have already been sent to members and are available on our website).

Patai & Korero:

- **Mungu Wi Warena:** Asked how MTC Directors are chosen.
Response (Di Rump): Director positions are advertised with a role description (as per constitution).

7.3 Resolution regarding the MTA Rules and MTC Constitution changes

Motion: That the resolution regarding the MTA Rules and MTC Constitution changes be accepted, the amended rules adopted, and the board authorised to implement necessary changes to reflect the legislative requirements.

Moved: Nina Hori Te Pa

Seconded: Rakapa McGregor

No objections, Carried

7.4 Ballot Vote – Changes to MTA Rules and MTC Constitution

The MTA Rules were duly adopted by special resolution, approved by postal vote, and ratified at the Annual General Meeting held on 14 December 2025, along with the updated constitution for MTC.

Motion: The Māori Fisheries Amendment Act 2024 requires a resolution to be passed confirming; “that the changes to the MTA and MTC rules are for the collective benefit of all members of the iwi”.

Moved: Tim Tukapua

Seconded: Deanna Rudd

No objections, Carried.

8.0 Karakia Whakamutunga

The meeting closed with karakia by Tim Tukapua at 1.47pm followed by Kai and whanaungatanga.

Two handwritten signatures are shown. The top signature is in black ink and appears to be 'Tim Tukapua'. The bottom signature is in blue ink and appears to be 'Simon Kuiti'.

Signed:

Chairperson/Deputy Chair:

Tim Tukapua / Simon Kuiti

Date: 9 January 2026

1.3. Matters Arising from previous AGM minutes

2.0. Muaūpoko Tribal Authority Inc. (MTA)

2.1. Chairperson's Report

For the period 1 April 2024 to 31 March 2026

Tēnā koutou, tēnā koutou, tēnā tātou katoa.

It is my privilege to present the Chairperson's Report covering the two financial years from 1 April 2024 to 31 March 2026.

I want to start by acknowledging our whānau who have passed during the period. We carry their memory, their whakapapa and their contribution with us.

As I reflect on the past two years, my thoughts turn to our people. To the many whānau, kaumātua, rangatahi, kaimahi, marae representatives, volunteers and supporters who keep contributing to the wellbeing of Muaūpoko in many ways - seen and unseen.

So this AGM report can only tell a small part of the story.

Behind every project, every programme, every activity, every event and every outcome are people who just keep on giving their time, mātauranga, energy and aroha to our iwi. It is these contributions that deserve our recognition above all else.

The past two years have brought us both opportunities and challenges. As an iwi, and as an organisation, we continue to navigate an incredibly fast changing and uncertain environment while we also focus on the moemoea and aspirations we must hold for our people and for those who will follow us. While much has been achieved, we know and acknowledge there is still much more mahi ahead.

So, in times like these it has been really important for us to remember who we are, where we come from and why we are here.

We know our tipuna faced challenges far greater than those we face today. They carried forward the pūrākau, tikanga, kawa and identity of our people through times of change and uncertainty. Because of their perseverance, we have the opportunity and responsibility to continue that journey on behalf of future generations.

For those of us elected and entrusted with governance responsibilities, this understanding is important. We are simply kaitiaki for a time. Our role as a board is to ensure that the foundations remain strong, that resources are managed wisely, and that we can pass on an organisation capable of supporting Muaūpoko aspirations and taking us into the future.

The past two years...

The 2024–25 year began with governance work.

Board terms and election cycles had fallen out of alignment during COVID, requiring elections and vacancies to be carefully worked through while maintaining quorum and continuity.

At the same time, MTA faced uncertainty resulting from changing government policy and funding/contracting arrangements.

We therefore focussed on organisational stability, financial risk and maintaining essential capacity and capability.

Including retaining our Taiao team and skilled kaimahi ahead of future revenue and while pursuing alternative revenue and funding sources.

Over this time, the board has taken responsibility to understand the risks, maintain appropriate oversight and make decisions which are, as much as possible, in the longer-term interests of Muaūpoko.

A constitutional milestone

One of the most important tasks across the two-year period was the review of the MTA Rules and MTC Constitution.

This was a substantial undertaking over a two-year workplan.

The new governing framework needed to accommodate the Incorporated Societies Act, Māori Fisheries Act and Charities requirements within a single set of rules and a constitution.

In the December 2025 AGM, we were able to record our largest attendance to date with 73 members registered and 71 present (both a kanohi and online). A ballot returned 98.1% support for the new Rules and Constitution. Our new Certificate of Incorporation was issued on 25 February 2026.

That result was greatly appreciated by us as a Board and gives MTA a modernised governance platform from which to build.

Starting small to grow assets and housing

One of the big steps taken during the second year was adding to property holdings.

The purchase of residential properties at Reeve Street, McKenzie Street and Montgomery Street was an important step in starting to build a small housing and asset base for the future benefit of our whānau.

This opportunity came about because of our partnership with the Construction Alliances in the Te Pae o Taranui project. The opportunity for Iwi to tender to provide rental accommodation for the duration of the roadway project, was offered and we participated. We now have an agreement that the properties come to MTA at the end of the build. The properties will then be able to be utilised for social and/or affordable housing for our whānau.

For the Board, these decisions are about gradually building the financial and physical foundations for the future and continuing to develop our capacity and capability on a scale we can manage.

As we respond to new opportunities, we as a Board will continue to apply careful due diligence.

Protecting Muaūpoko Interests

Over the reporting period, the Board has been conscious of our responsibility and strategic goal to protect the mana and interests of Muaūpoko.

MACA, Treaty issues, the Coastal Fisheries Dispute, local government decisions and the Te Pae o Tararua (Ōtaki to North of Levin) project have all required significant attention and mahi.

In 2025, Board and whānau participated throughout MACA hearings. This was important in ensuring Muaūpoko remained clearly visible and that our voices and interests were heard. And whānau turned out literally in busloads. It was incredible and humbling to be amongst so much enthusiasm and pride. It was most definitely Whakahono. Kia tū kaha. Muaūpoko in action.

Our mahi with Waka Kotahi also intensified around the new expressway. A Partnership Agreement, mahi toi, environmental matters and commercial and legacy opportunities and ensuring business opportunities and employment - all required sustained involvement from MTA. An important milestone was also achieved with gifting of the name - Te Pae o Tararua for the Ōtaki to North of Levin expressway.

Our role as a board is to ensure Muaūpoko participates constructively and actively while remaining clear about our whakapapa, mana, expectations and obligations to our future generations.

Through our environmental and taiao kaupapa we continue to live our responsibilities as kaitiaki of our whenua and wai.

Through our services, events and programmes, we continue to support whānau wellbeing as best we can.

Through partnerships, alliances, capacity and capability building we continue to try to strengthen our readiness for the opportunities and responsibilities that lie ahead.

Connection and Whānaungatanga

As we all know, the greatest measure of progress is not what appears on a balance sheet.

Across the two-year period we have been seeing continued strengthening of connection and participation. The MTA team do their absolute best to create as many opportunities as possible for our whānau, tamariki, rangatahi.

MTA supported Rongoā, Digital Literacy wānanga, Waka Ama, Māori basketball, kapa haka, marae noho, schools, Matariki, Kaumatua Olympics, Symposiums for Hauora, ANZAC commemorations, and numerous community activities.

More than 650 tamariki and rangatahi and whānau participated in the Te Ahurei o Horowhenua Kapa Haka festival, while Muaūpoko volunteers continued supporting kapa haka, as tutors, in local Taitoko and Horowhenua schools.

The Muaūpoko basketball Roopu had the largest number of teams yet in 2026 in the national Māori Basketball Tournament in Rotorua and came home with medals.

Four Muaūpoko curriculum resources were developed for Taitoko schools covering ages from early childhood through to secondary school levels.

At the beginning of 2026, 432 people registered for Muaūpokotanga Day, followed by more than 500 people attending our Waitangi Day celebration beside Punahau at Muaūpoko Park. It was so special to be back beside Punahau.

Close connection with our marae, hapū, Lake Horowhenua Trust and other Muaūpoko Roopu has stayed a very important focus over these two years, and the team have worked hard to serve and support marae, hapū and the Lake Horowhenua Trust with their projects.

It is clear to see that strength comes from unity, connection and kotahitanga.

All these kinds of activities are part of a foundation for us to deliver on the Muaūpoko vision while actively seeking for opportunities for our whānau to celebrate in their Muaūpokotanga.

Acknowledgments

Of course, none of this work belongs to any one individual, nor to MTA alone.

It reflects the efforts, dedication and commitment of many people working together, often quietly and without recognition, for the benefit of us all.

The Board and I want to acknowledge our incredible kaimahi, who serve our whānau and hapori with commitment, manaakitanga, aroha and professionalism. Day after day they carry huge mahi for the organisation and provide awhi, aroha and tautoko nui to whānau throughout our hapori. Their mahi and contribution is deeply valued. Ngā mihi maioha I a koutou mahi nui.

We also wish to acknowledge our He Kura Hokioi, Chief Executive. The responsibility of leading an organisation like as ours can be demanding and often requires sacrifice, hard decisions and facing into very difficult situations. We are grateful for her ongoing dedication, for leaving no stone unturned to manaaki our people and to provide optimism and leadership to our mahi whānau, all in the quest of advancing the aspirations of Muaūpoko.

We also acknowledge the whānau who support those individuals carrying leadership responsibilities. Service to iwi is rarely carried by one person alone, and many sacrifices made by whānau often go unseen. Ngā mihi i tō koutou tautoko me tō koutou manaakitanga pūmau.

As we look ahead

We as a Board are encouraged - not just by the work completed - but by the kaha, strength, resilience and commitment that continues to be shown across our Muaūpoko and MTA whānau.

The future of Muaūpoko and MTA doesn't rest with any individual, programme or organisation. It really does rest with us together. It rests with our ability to remain connected to one another, Te Taiao, whenua, our tikanga, to the privilege we have been given and the aspirations handed down to us as taonga.

For that reason, we as board feel we move forward with gratitude, energy and positive anticipation of what lies before us.

To all those who have made it easy for us to succeed and contributed to the kaupapa of MTA throughout this reporting period, tēnā koutou. To you our members who continue to give us your support. Kia ora rawa atu ki a koutou katoa. It means everything.

Thank you all whānau for your ongoing trust and confidence in our efforts. We promise to keep doing the very best we can, with what we have, and to value and respect the opportunity you have given us to serve. We will work to make sure we are always guided in both our thinking and our actions by our Iwi vision.

Whakahono kia tū kaha. Muaūpoko

Me te ngākau nui

Paimārire



Tim Tukapua

Chair

Muaūpoko Tribal Authority Inc.

2.2. Chief Executive's Report

He Kura Hokioi – Di Rump, Chief Executive

For the two-year period to 31 March 2026

Tēnā koutou katoa e te whānau o Muaūpoko.

It is a privilege to present this report covering the two financial years from 1 April 2024 to 31 March 2026. This brings us fully up to date with AGM cycle – which we have been working hard towards since COVID interrupted that cycle.

I want to begin by also acknowledging with aroha those of our whānau who have passed during this period. We remember their contribution to our whānau, hapū and iwi, and the whakapapa, kōrero and legacy they leave for our generations who follow.

These two years have been among the busiest and most significant in MTA's recent development.

Throughout this period, we have continued to operate as a pre-settlement iwi organisation adopting the “act as if” mindset while responding to substantial changes in government regulation, policy, funding and legislation.

At the same time, our responsibilities and the expectations placed upon Muaūpoko as an Iwi and on Muaūpoko Tribal Authority have continued to grow.

Throughout - our vision, (created by whānau for Muaūpoko iwi in 2012 - through Hui a Iwi and adopted by the MTA Board), has remained our constant and informs how we serve our people and how we embrace and step into the future.

Whakahono kia tū kaha Muaūpoko.

Unite, stand strong Muaūpoko.

This is the Tāhuhu guiding our mahi, holding together all our aspirations. Our Iwi vision serves as our kāpehu, ensuring our waka stays true to its course. And it is our pūtake—the foundation from which all our decisions are made and therefore, from which, all our outcomes may grow.

Across these two years we have; strengthened the organisation, maintained important iwi services and capability, increased our influence and visibility throughout our ancestral area of interest, built new relationships and partnerships, invested in enterprise, property and housing, strengthened our governance framework, continued to advocate strongly for recognition of Muaūpoko mana, history and interests and found as many ways as we can to support our whānau, kaumātua, tamariki, rangatahi and other Muaūpoko entities.

Strengthening the foundations

The 2024–25 year began in a challenging environment.

Changes in government policy created uncertainty across a number of funding streams. MTA was required to review contracts carefully, understand potential exposure to the indicated approach to clawback of Crown funding and respond to new regulatory and policy requirements alongside an already substantial programme of work.

At the same time, the two-year funding for Ki Uta Ki Tai (Jobs for Nature) came to a close and was not extended under government policy. Maintaining our Taiao team became a strategic priority. The response included pursuing new revenue, contracts and grants, recruitment management and drawing on savings and broader and wider funding sources.

This was a deliberate decision to preserve capability rather than dismantle a team that would be needed for future environmental and infrastructure mahi, alongside a plan to be “contract ready” to leverage commercial tender opportunities in planting and fencing which might arise from the Otaki to North Levin expressway project.

That resilience has continued to be an important focus throughout the two-year period.

Governance, elections and constitutional reform

This period also required considerable work around Board elections following disruption to election cycles during COVID. MTA progressively worked through vacancies and elections while maintaining the required and sufficient governance continuity.

Work also commenced on what would become one of the most significant governance projects undertaken by MTA in recent years: rewriting our MTA Rules and MTC Constitution.

The task was complex because our governing document needed to accommodate Incorporated Societies Act changes while also remaining compliant with changes to the Māori Fisheries Act and Charitable Services Act updates.

Our December 2025 AGM registered 72 attendees, our largest attendance to date, and the new Rules and Constitution subsequently received 98.1% support. A new Incorporated Society Certificate of Incorporation was issued to MTA on 25 February 2026, and the new MTC Constitution was accepted by Te Ohu Kai Moana in April 2026.

This provides a strong governance platform for the future.

Maintaining and growing our presence as mana whenua

Across both years we have continued to strengthen the visibility of Muaūpoko throughout our ancestral area, particularly in Horowhenua and Taitoko.

We are active and visible across community events and civic activity as Tangata whenua and mana whenua, with the support of our Tuuturu Roopu and kaimahi. This helps strengthen relationships and ensure the Muaūpoko voice is present in matters affecting our people and our rohe.

Our cultural mahi has continued to grow.

These kaupapa strengthen connection, pride and identity and ensure our whānau, tamariki and rangatahi grow up knowing who they are and where they come from.

Protecting our Taiao, Whenua and Wai through Kaitiakitanga

Over the reporting period our Taiao activity has also continued to grow as a significant area of leadership, influence and opportunity for Muaūpoko. Guided by our responsibilities as kaitiaki, the MTA team have collectively delivered cultural impact assessments, Iwi Management plan, restoration projects, pest control, cultural monitoring, freshwater management, biodiversity protection,

community engagement initiatives that strengthened environmental outcomes, whānau engagement and wellbeing throughout the rohe. Through partnerships with regional councils, government agencies, local authorities, neighbouring iwi, environmental specialists and community organisations, we have strived to ensure the voices, values and aspirations of our people remain central to decisions affecting our people, our whenua, wai and taonga species.

Te Pae o Tararua

The Ōtaki to North of Levin project has been one of the largest and most demanding areas of work across the reporting period. This is a project of firsts for Aotearoa. The longest (circa 24.5 kms) single expressway project ever, the first time Waka Kotahi has used two separate construction Alliances and the most impacted properties of any roadway project to date.

In April 2024 MTA entered a Partnership Agreement with Waka Kotahi and continued to negotiate the resource, governance and cultural arrangements required for participation in the project.

There has been substantial work around resource consent conditions, mahi toi design, legacy outcomes, environmental interests, commercial opportunities and ensuring fair recognition and protection of Muaūpoko interests within a complex overlapping-pre settlement Iwi interests' environment.

The most significant aspect of the project is the impact on environment, whenua, awa, and native species. Across the reporting period our involvement has been growing in the Te Pae o Tararua, Ōtaki to North of Levin project. Beginning with early investigations, site assessments and cultural monitoring. We have steadily expanded our involvement as works progressed into borehole drilling, archaeological investigations, test pitting, ecological monitoring, freshwater assessment, excavation, earthworks and active construction monitoring.

We have our nominated Toi expert Sian Montgomery Neutze embedded in the design team to integrate cultural design to the construction of the expressway structures, shared user pathway and landscape features. This is another first for a Waka Kotahi project. Emerging designs have been presented to MTA Board of Hapu Reps, Kahui Arahī Mātauranga Roopu and Lake Horowhenua Trustees progressively for endorsement.

Throughout the project, our kaitiaki maintain a visible presence across multiple work zones, ensuring cultural values, tikanga and environmental responsibilities are upheld. Archaeological discoveries, ecological investigations and freshwater monitoring activities reinforced the importance of embedding iwi expertise within major infrastructure developments. As activity accelerated, the project also created new employment opportunities, leading to the recruitment and training of additional kaitiaki, pou Tiaki and tikanga roles, as well as increased project management roles which have been filled by Muaūpoko whānau, strengthening Muaūpoko capability for the future.

We have negotiated a compulsory Muaūpoko induction day to be run twice per year for all new management, engineers and technical specialists who join the project. Attendees usually number between 45 to 70 each time. This ensures that key people within the project are aware of our history, aspirations and expectations.

During 2025–26 an important milestone was achieved when Muaūpoko and Ngāti Raukawa agreed to gift the name for the new expressway. This naming process was led by our Tuuturu Roopu for which we are very grateful. The name Te Pae o Tararua was gifted in December 2025.

Treaty, MACA and customary interests

Under the National-ACT-NZ First coalition government in New Zealand, pre-settlement iwi (tribes that have not yet finalized their historical Treaty of Waitangi settlements) face a uniquely challenging, fast-moving, and contentious environment.

Because pre-settlement iwi lack the economic leverage, legal protections, and corporate structures that come with a finalised settlement, they are highly vulnerable to shifts in Crown policy.

The government has actively systematically reviewed and amended Treaty clauses across legislation.

The "Take into Account" Cap: The government has advanced plans to weaken statutory Treaty protections across numerous acts, moving from strict standards like "give effect to" down to a much weaker requirement that decision makers merely "take into account" Treaty principles. For pre-settlement iwi, who rely heavily on legislative protections to guard our local environment and resources while negotiating, this "lowering of the bar" reduces their statutory leverage in local planning and resource management.

Like any pre-settlement iwi we use local government frameworks to protect our interests while our settlement process is pending.

The government has scrapped existing Mana Whakahono ā Rohe (iwi participation agreements under resource management frameworks) to much more "narrowly scoped" iwi agreements. For an iwi like us without a financial settlement asset-base, the administrative and legal costs of constantly relitigating local council agreements are a massive operational strain.

A foundational element of Māori-Crown relations is the principle of good-faith consultation. In 2026, official documents and Waitangi Tribunal reports reveal that regional hui (meetings) with Māori were stripped out of major policy planning stages, replaced instead by small, minister-appointed advisory groups. The Waitangi Tribunal formally found the Crown in major breach of Treaty principles for failing to consult with iwi before rolling back these statutory protections.

So as a pre-settlement iwi we are fighting multi-fronts. We must dedicate scarce administrative resources to defend our baseline rights through participating in urgent Waitangi Tribunal claims and protests, which ultimately distracts from and slows down our capacity for other work.

For pre-settlement iwi, like us, navigating this political climate means operating from a position of constant exposure. While the government frames these shifts as necessary for "legislative clarity" and "needs-based" equality, iwi leadership including Muaūpoko views this as an unrelenting assault on indigenous rights that strains trust, fractures hapū unity, and moves the goalposts.

Despite the challenges of the political environment, the protection and advancement of our historical and customary interests have continued throughout the reporting period.

MACA hearings required significant commitment during 2024, with Board and whānau attendance to hearings at the High Court in Te Whanganui a Tara. The level of attendance and support was incredible, and we are very grateful to all our whānau who gave their time to be there. This has been critical to ensuring Muaūpoko interests were seen and heard.

The Coastal Fisheries Dispute remains active, alongside Treaty-related advocacy and wider efforts to address historical narratives for Muaūpoko. We remain ready to engage with the Crown regarding historical Treaty breaches and to progress to settlement but on our terms when conditions are more favourable. This will be a focus for 2027, especially if we see a change in government. This mahi is

often lengthy and resource intensive, but it is fundamental to protecting our whakapapa, whenua, wai and customary interests.

Protecting the Mauri of Punahau and Our Waterways

The health of our waterways remained a central priority throughout the reporting period. Monthly water quality monitoring at Punahau continued in partnership with Horizons Regional Council, supported by Muaūpoko kaitiaki who contributed both cultural and environmental expertise. This work was complemented by freshwater monitoring programmes associated with infrastructure projects, ecological investigations and wetland restoration initiatives throughout the rohe.

A significant achievement during this period was the development of Te Mātāpuna o te Wai and the progression of an iwi-led Cultural Monitoring Index. Through a series of wānanga involving kaumātua, rangatahi, trustees, whānau, fishers and environmental practitioners, Muaūpoko brought together mātauranga Māori, lived experience and scientific approaches to create a framework capable of measuring the health of our waterways through a distinctly Muaūpoko lens. This work reflects our commitment to ensuring the wellbeing of our lakes, wetlands and waterways so they can be assessed and understood in ways that uphold our cultural values and responsibilities.

Restoration and Biodiversity Outcomes

Environmental restoration activities expanded significantly across the reporting period. Working alongside Horizons Regional Council, Department of Conservation, NIWA and other partners, the Taiao team participated in wetland restoration, stream enhancement, fish surveys, eel recovery initiatives, ecological baseline monitoring, invasive species control and biodiversity protection projects.

Key activities included monitoring and protection of tuna and freshwater species during stream maintenance operations, invasive weed control programmes, sea spurge surveillance along the coast, ecological monitoring associated with major infrastructure developments, lizard habitat protection and biodiversity monitoring, and wetland enhancement activities across multiple sites. These initiatives contributed to the protection and restoration of ecosystems that hold ecological, cultural and intergenerational significance for Muaūpoko.

Hauora, Social Services and wellbeing

The health environment also changed considerably over the two-year period. It commenced with our engagement in the new Māori Health Authority, which was then removed by government, which meant we were then engaged in the (de) commissioning back to Te Whatu Ora (Health New Zealand)

Over 2024 and 2025, MTA continued to co-lead the Horowhenua Takiwā Prototype alongside other primary health partners and providers across Horowhenua. Government health reforms subsequently resulted in the prototype being discontinued, although MTA successfully negotiated continuation of associated hauora contracts.

In 2025–26 the proposed sale of Horowhenua Community Practice required further consideration. After due diligence, the Board decided not to purchase the practice. However, the process provided valuable insight into primary healthcare delivery and has assisted our consideration of establishing our own GP practice in the future.

Our monthly community Hauora clinics especially to Hokio Beach and at MTA have been well and regularly attended by our whānau. Our partnership networks continue to happily support these and

tell us that we are a favourite to support due to the spirit and engagement of our whānau who attend. Thank you to all who continue to support these.

Our performance statistics in the financial report reflect the continued growth in services, contacts and activities across a number of services and initiatives including:

- Assistance with hardship related emergencies when funding allows
- Emergency local kai support through our partnership with KaiBosh
- Vaccinations
- Screening services
- Cancer support
- Rangatahi service and mentoring
- Whānau Ora Navigation services
- Mirimiri and Romiromi services and wananga to enable whānau to develop their own mātauranga
- Healthy Homes initiatives for our whānau

Building Enterprise, assets and housing

A major shift during the second year was MTA's increasing focus on asset ownership.

In September 2025 we successfully participated in a tender offered to Iwi for provision of rental housing for employees of the Alliance organisations who are constructing the expressway. This provided a 3-year guaranteed rental income which we were then able to take to our banker Westpac to fund the purchase of three properties in Reeve Street, McKenzie Street and Montgomery Street. We began consenting on Reeve Street for the addition of three 2-bedroom units and upgrade of the McKenzie Street property. All three properties are destined for a mix of social, kaumātua and affordable housing once the Alliance tenancies expire. While this is a small-scale project, it represents a manageable scale for us to commence such activity in prudent way and develop experience and expertise for future larger projects and demonstrate proven track and attractiveness for partners and joint ventures in the future. This also represents a step toward delivering on our strategic goals, building a stronger balance sheet and creating longer-term housing and development opportunities for our whānau.

Growing Environmental Enterprise

The establishment and development of the Hōkio Nursery represented one of the most important capacity-building achievements during the reporting period. Beginning with the relocation and establishment of nursery operations in 2024, the nursery evolved into a strategic environmental asset, supporting restoration aspirations and creating the foundation for future environmental enterprise opportunities

Throughout the reporting period, nursery operations continued to expand in scale and capability, supporting existing projects while preparing for future opportunities requiring large-scale indigenous planting. Significant planning occurred in relation to major restoration initiatives, including wetland restoration projects, native planting programmes and future environmental mitigation contracts. These opportunities position Muaūpoko to deliver both environmental and economic outcomes while supporting the long-term restoration of our whenua and waterways.

These projects signal an important evolution for MTA: from participation and advocacy toward ownership and investment.

That transition must continue carefully. Our resources remain limited, so every investment must be assessed against risk, affordability, strategic value and intergenerational benefit.

Marae, hapū and whānau

Throughout both years MTA has continued working with our marae trustees, hapū and Lake Horowhenua Trust across numerous projects and initiatives.

Support has included governance advice, events, cultural activity and infrastructure opportunities.

During 2025–26 MTA supported Kawiū and Kohutūroa Marae to investigate solar energy projects, including opportunities to combine grant funding with available MTC dividends.

Our kaimahi supported the Iwi movement of the Kurahaupō waka from Taitoko through Te Papa-i-Oea to the Arotai Museum in Whakaoriori (Masterton) in February 2026 and back again to Kohutūroa in July 2026.

An important feature of our workplan has been developing people alongside environmental, education and hauora outcomes. Throughout the reporting period, opportunities were created for tamariki, rangatahi, whānau and kaimahi to participate in cultural events such as Kapa Haka Festivals and Matariki, hauora services and events, environmental restoration, freshwater monitoring, cultural monitoring, ecological fieldwork and training initiatives.

Over both reporting years we also acted as fund holder for marae and whanau funding applications. Examples are the Waka Shed DIA grant and the Muaūpoko Te Reo series through Te Mātāwai.

Much of this mahi happens quietly, but it is central to the relationships that hold our iwi together and help us as MTA to contribute to being of service and to enacting our Iwi vision.

Education and opportunity

Our education work has continued to expand across the two years.

We have supported Muaūpoko kapa haka and expanded kapa haka tutoring into schools. Te Ahurei o Horowhenua is a new annual festival which we organise and the past two years, has involved more than 650 tamariki and rangatahi across age groups and is open to all ECE (early childhood centres), schools and colleges in Horowhenua.

Four Muaūpoko curriculum resources have been developed for use by all Horowhenua schools, helping ensure our history, whakapapa and mātauranga are increasingly reflected in local education. This mahi will continue as funding and resourcing allows.

The annual Muaūpokotanga Day – a professional development day for all educators in Horowhenua, was held in January 2025 and 2026. Registrations continue to increase year on year. 2026 attracted 432 registrations from educators and partners across Horowhenua. We are very grateful for the support of our experts and kaumātua in bringing this day to life. This is followed within a week by our Waitangi Day celebration; in 2026 this saw us return to Punahau and Muaūpoko Park with the highest attendance yet. In both 2025 and 2026 our wide range of Matariki activities were also well attended by whānau.

With the support of our marae, we have hosted schools (Tamariki and Rangatahi) across Taitoko in cultural and education visits to marae and across the Taiao. This includes a partnership with Enviro Schools to the new Predator Proof Fence area (built by our Taiao fencing team) on the corner of Arapaepae and Queen Streets for relocation of protected native ngārara (lizard and skink) species

found along the expressway as habitats are affected. This is a result of our cultural impact assessment requirement during the Resource Consent process.

We now participate with school boards on the selection panel for all Taitoko schools when appointment of new principals occurs. This helps us to ensure Muaūpoko expectations and Māori education priorities in general are incorporated into the process and into ongoing school awareness. We have worked with schools to incorporate Muaūpoko tikanga and kawa in all Taitoko schools, this includes supporting establishment and growth of Kapa Haka groups and Muaūpoko waiata and sourcing Muaūpoko Kapa Haka tutors.

We have also continued to place any koha received toward a dedicated sponsorship grant, available to registered member tamariki and rangatahi attending extra-curricular sport and cultural events at representative level. The MTA Board host an annual whānau dinner (usually in March) to congratulate and recognise their achievements.

Over the reporting period the MTA team delivered and supported a range of educational, cultural and environmental learning opportunities, including Muaūpokotanga programmes, school engagement activities, environmental education initiatives, freshwater wānanga and intergenerational knowledge-sharing forums. These activities provided opportunities for rangatahi and whānau to strengthen connections to the whenua, wai and mātauranga of Muaūpoko while contributing to the development of future environmental leaders.

This is an area in which we see considerable potential and growth for the future.

Financial performance.

These past two years following COVID era and in a changed government environment, has required careful financial stewardship to support continued services, protect iwi capability and support an emerging long-term asset base. The financial overview below uses the FY2026 consolidated Group financial report FY2025 comparative figures.

MTC position is also reported separately in the MTC section of this AGM pack.

The consolidated group position recorded revenue of \$8.16 million in 2024–25 and \$9.57 million in 2025–26, with reported annual surpluses of \$2.85 million and \$3.11 million respectively. These outcomes are encouraging but require context. Revenue includes programme and project funding and is committed to contract delivery and therefore not all available for discretionary use.

Two-year financial overview — consolidated group position.

Measure	FY2026	FY2025	Change
Government grants/contracts	\$7,339,872	\$4,606,837	\$+2,733,035
Non-government grants/contracts	\$1,843,112	\$2,924,186	\$-1,081,074
Investment and other revenue	\$337,424	\$426,131	\$-88,707
Donations, koha and fundraising	\$48,950	\$204,948	\$-155,998
Total revenue	\$9,569,357	\$8,162,103	\$+1,407,254
Employee-related costs	\$3,350,269	\$2,826,345	\$+523,924
Commercial activity costs	\$661,839	\$532,020	\$+129,819
Other service delivery costs	\$1,848,113	\$1,950,107	\$-101,994
Fundraising expenses	\$18,598	\$8,333	\$+10,265
Total expenses	\$6,463,743	\$5,316,805	\$+1,146,938
Reported surplus	\$3,105,614	\$2,845,298	\$+260,316
Cash and short-term deposits	\$6,604,718	\$16,620,771	\$-10,016,053
Investments	\$8,224,076	\$1,240,485	\$+6,983,591
Property, plant and equipment	\$3,927,475	\$1,660,480	\$+2,266,995
Total assets	\$19,742,836	\$20,117,640	\$-374,804
Total liabilities	\$1,181,242	\$4,661,659	\$-3,480,417
Net assets / accumulated funds	\$18,061,594	\$14,955,981	\$+3,105,613

How our income changed

Government service-delivery grants and contracts increased from \$4.61 million in FY2025 to \$7.34 million in FY2026, while non-government grants and contracts declined from \$2.92 million to \$1.84 million. A material part of the movement concerns Te Pae o Tararua (Ōtaki to North of Levin (O2NL) project funding. The financial analysis confirms that funding carried as deferred revenue in FY2025 was recognised as income in FY2026 in the year to which it relates. This timing difference is important: recognising previously deferred funding as income does not mean the same amount of new unrestricted money was received in the year. Contract timing, remaining delivery responsibilities and future funding certainty continue to require close attention.

Our employee-related expenses increased from \$2.83 million to \$3.35 million, reflecting a substantial ongoing commitment to our kaimahi and service capacity. We must continue matching staffing and delivery obligations to sustainable funding. Total reported expenses increased from \$5.32 million to \$6.46 million; professional, audit and other cost movements are included.

From cash holdings to long-term assets

Under new audit standards, any deposits with original maturity longer than 90 days are now presented as investments rather than cash equivalents. This classification movement is not itself a loss. It is simply a movement from one category to another.

This cash shift also aligns with our work at Reeve Street and McKenzie Street properties.

In an environment of uncertainty regarding future funding, we take a conservative approach to ensuring we remain responsible for maintaining sufficient accessible reserves to meet contract obligations, support operations and respond to this uncertainty.

Share valuation adjustment

The share valuation adjustment has come about as a result of sector revaluation of the share value by Te Ohu Kai Moana following changes in NZ Audit standards. While this is a one off “hit” to value, we welcome this since we have been calling for up dated revaluation for many years. This revaluation was completed by KPMG for all registered MIO's. For us, it reduces the carrying value by \$584,924, from \$905,244 to \$320,320. This is a non-cash reduction in the reported value of an investment, not a sale of shares or a cash payment. The reduction has been recorded through the equity statement, and the consolidated note describes it as an impairment expense.

Muaūpoko Trading Company

Muaūpoko Trading Company (MTC) is our wholly owned asset holding subsidiary which holds and manages fisheries settlement quota, and other commercial assets.

Standalone FY2025 revenue was \$65,952, expenditure \$65,667 and annual surplus \$285.

In FY2026, revenue was \$63,586, expenditure \$39,864 and annual surplus \$23,723.

Annual Catch Entitlement/quota revenue remained steady (\$31,639 in FY2025 and \$31,826 in FY2026); investment and dividend revenue was \$34,313 and \$31,760 respectively.

FY2025 costs included \$32,059 in repairs and maintenance;

FY2026 accounts note higher accountancy costs relating to multiple reporting years being completed in one financial year.

MTC paid \$58,401 in dividends to MTA during FY2026 in line with constitutional and solvency requirements.

While MTC earned a positive FY2026 operating surplus, its net assets declined from \$3.15 million to \$2.53 million, principally because the Moana/Aotearoa Fisheries shares were reduced in carrying value by \$584,924 and the dividend was paid to MTA.

MTC standalone financial overview

Measure	FY2026	FY2025
Revenue	\$63,586	\$65,952
Expenses	\$39,864	\$65,667
Operating surplus	\$23,723	\$285
Total assets	\$2,532,146	\$3,159,798
Net assets	\$2,532,146	\$3,151,748
Moana/AFL shares carrying value	\$320,320	\$905,244
MTC term deposits (investments)	\$220,152	—

Maintaining resilience

These results show tangible progress in building our financial and physical asset base while continuing to deliver essential services. They also underline the importance of careful financial and risk management: Much of our revenue is tied to specific purposes; changes in government contracts can occur quickly; our property programme needs ongoing planning; and investment values can fluctuate. We will continue prioritising sound governance, transparent reporting, prudent reserves and investments that contribute to long-term intergenerational value.

Looking ahead

There is still much to do.

Our financial options remain constrained, and require careful and close management, our workload continues to exceed our available capacity in many areas.

A key goal and role of Muaūpoko Tribal Authority is to continue to grow capability so as to support our Iwi for the future and a post settlement environment – whether that future is MTA or any other organisation- is irrelevant Capability is required no matter what the future legal entity structure.

Alongside that, we focus on partnering, support to serve landowners, strengthening the role of Muaūpoko as kaitiaki, expanding environmental enterprise opportunities, pursuing sensible commercial opportunities where that makes sense, to enable financial independence from government funding, providing workforce and backbone support to other Muaūpoko entities in their projects to restore and protect important ecosystems, and ensuring iwi values remain central to environmental management throughout the rohe.

We hope that this reporting period demonstrates the continued progress made in building environmental leadership, capability and influence. Through partnerships, innovation, Whakawhānaungatanga and a commitment to contribute to the wellbeing of our people and our Taiao today and for future generations of our Iwi.

And we hope we have demonstrated that through the “act as if” strategy, progress does not have to wait for settlement.

Above all else, we hope that we have demonstrated our commitment to enacting our Iwi vision in every way we possibly can

Whakahono kia tū kaha Muaūpoko.

My sincere thanks to our Board for their dedication and hard work, trust and confidence, to our Tuuturu Roopu which is unique, Kahui Ārahi, marae and hapū representatives, and especially our incredible mahi whānau, our kaimahi and the many whānau who continue to give their time, knowledge and support to our quest and our kaupapa.

Most importantly, thank you to you - our iwi members for your ongoing trust and patience.

Ko te pae tawhiti whāia kia tata,
ko te pae tata whakamaua kia tina.

Ngā manaakitanga,



Di Rump

He Kura Hokioi – Chief Executive
Muaūpoko Tribal Authority Inc.

2.3. Muaūpoko Tribal Authority Board Annual Plan

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Our operating context

Muaūpoko Tribal Authority (MTA) continues to stand for our people, working every day to protect and strengthen the wellbeing, voice, and aspirations of Muaūpoko whānau, hapū, and iwi.

As a pre-settlement iwi organisation, our journey continues to be both challenging and powerful. We do not yet have the security that comes with settlement, nor the financial resilience to fully step into being masters of our own destiny - so we continue to depend on our own hard work, strong partnerships, the guidance of our leaders and whānau/hapu support to keep growing what we are able to for our people.

The Board and our mahi whānau remain focused on using our resources wisely, growing the skills and confidence of our people, and doing our best to make sure everything we do strengthens the unity, mana, and future of Muaūpoko.

Our Purpose - Muaūpoko Vision and Strategic Goals

Since 2008 our vision supported by the strategic goals have guided our purpose. We work to protect, strengthen, and grow Muaūpoko interests across social, cultural, environmental, and economic priorities

“Whakahono kia tū kaha Muaūpoko”, continues to guide our daily mahi as we work to uphold the mana and mana motuhake of our people.

The ten strategic goals, developed in 2008 through a number of Hui-ā-Iwi, remain as important today as when they were first created. The below table summarises the progress against our iwi strategic goals for this period:

Strategic goals annual review

Muaūpoko Tribal Authority Strategic Goals	
Annual Report against Goals – Summary Outcomes (for two years to 31 March 2026)	
1. Culturally strong in Te Reo me ōna Tikanga: <i>Preserve and maintain the cultural taonga of Muaūpoko.</i>	Supported delivery of Te Reo Māori and community reo classes across Horowhenua. Supported marae-based learning, wānanga, and rangatahi cultural programmes. Continued mahi of Kahui Ārahi and Mahi Toi roopū guiding tikanga and cultural design across key projects including O2NL, Arawhata Wetland, and Kurahaupō Waka Whare. Supported delivery of two Muaūpoko Te Reo programmes via Te Mātāwai. Continued to progress the Muaūpoko Book capturing kōrero tuku iho and reclaiming iwi narratives. Led Waitangi Day and Matariki events for whanau and hāpori.
2. Protecting and enhancing our environment: <i>Research, invest in and participate in environmental revitalisation projects within the Muaūpoko tribal region.</i>	Propagated over 30,000 native plants through the Hōkio Nursery. Continued weed and pest control across coast and wetlands, achieving positive biodiversity outcomes. Maintained cultural monitoring and tangata tiaki oversight in support of Lake Horowhenua Trust (provided workforce) and other sites of significance. Strengthened restoration partnerships with DOC, Horizons, and HDC.
3. Strong, healthy, and vibrant whānau and hapū: <i>The health and wellbeing of our people is paramount.</i>	Supported more than 1,500 whānau through Whānau Ora, Hauora, Rangatahi and Resilience services. Maintained leadership in Te Tini Hinengaro Mental Health Alliance. Delivered mobile Hauora clinics and hardship support. Included in the MSD Whānau Resilience Network, expanding access to whānau-centred wellbeing services.

	Provided wananga and workshops for whānau in Rongoā, Mirimiri, Atua and Digital Literacy. Provided Rongoā services to whānau. Provided MTA facilities for whānau, whānau trust and Muaūpoko entity hui.
4. Capacity and capability: <i>Build the capacity (people power) and capability (effectiveness) for our whānau, hapū and iwi.</i>	Increased staffing and governance expertise across MTA. Strengthened leadership and operational systems through establishment of GM role. Provided training for kaimahi and secondments, and partnerships with Crown agencies. Supported rangatahi internships and cadetships in environmental and work experience roles. Continued partnership with Peter McKenzie Trust to invest in systems change and future iwi leaders.
5. Ownership and protection of Muaūpoko assets and resources: <i>Regain ownership and kaitiakitanga of key assets and realise their benefits.</i>	Advanced research and advocacy for the protection of taonga lands and waterways through RMA engagement and cultural impact assessments. Continued involvement in MACA hearings to secure customary rights. Maintained oversight of fisheries assets through MTC and strengthened kaitiaki roles in resource management projects, including Te Pae o Tararua (Otaki to North Levin).
6. Strong infrastructures: <i>Strengthen the structures, systems, and policies of Muaūpoko, whānau, hapū and iwi.</i>	Improved internal systems and governance processes across operations, finance, and communications. Maintained compliance and reporting excellence for all contracted services. Strengthened data management, planning, and policy frameworks to support sustainable growth and accountability. Maintained MSD accreditation.
7. Effective representation: <i>Represent Muaūpoko interests effectively and ensure our mana is upheld.</i>	Represented Muaūpoko at IMPB, Te Tihi Whānau Ora Alliance, and regional governance forums. Continued to advocate across major projects including Te Pae o Tararua (O2NL) and local planning processes. Provided iwi voice in submissions, Treaty inquiries, Crown forums, and local government partnerships, ensuring Muaūpoko perspectives were respected and reflected in decision and policy making.
8. Expansive networks: <i>Enhance and expand relationships with whānau, hapū, other iwi, and Government and non-government agencies.</i>	Strengthened partnerships with Te Whatu Ora, MSD, Oranga Tamariki, DOC, and Horizons. Maintained relationships with local schools, Te Pūkenga, Salvation Army, and refugee resettlement partners. Active participation in regional wellbeing, youth, and cross-sector networks ensured Muaūpoko remained a visible and trusted partner. Supported recruitment and appointment of key regional (Police Area Commander) and school Principal roles.
9. Economically strong: <i>Pursue opportunities that enhance the wellbeing of Muaūpoko whānau, hapū and iwi.</i>	Maintained strong financial performance supporting service delivery and reinvestment. Expanded Taiaō enterprise model creating training and employment pathways. Strengthened commercial partnerships and pursued funding diversification to sustain iwi growth. Purchased cultural asset on Hokio Beach Road and submitted a successful tender to O2NI Alliances for providing rental accommodation which will become Iwi social and/or affordable housing at the end of the expressway project.
10. Making our mark: <i>Brand and market Muaūpoko as a leader and role model.</i>	Maintained visible leadership in community and national spaces through events, partnerships, and advocacy. Promoted Muaūpokotanga and iwi identity through ongoing public engagement, cultural leadership, and collaboration. Continued to position MTA as a trusted, capable, and forward-looking iwi organisation. Attended Iwi Leaders Forums to ensure Muaupoko visibility and voice Invited and joined the lower North Island Iwi Leaders Roopu - Te Kahui Whakarehunga.

Annual Workplan Review

KEY WORK AREA	Muaūpoko Iwi Vision To 2040	CONTEXT	PROGRESS
Governance & Leadership	Strategic goal numbers 4,5,6,7	We wish to support leadership development, governance, and management of MTA and related Muaūpoko organisations	Strategic Plan reviewed with current vision and plan extended to 2040 alongside rationalisation of strategic goals and particular focus on four priorities. - Protect and grow Muaūpoko interests - Create a movement that members feel is worth joining and belonging to - Education - Culture and Identity - Taiao
Iwi and Whānau Participation	Strategic goal numbers 1,2,3,4	We want to enact and support the iwi vision – <i>“Whakahono. Kia tū kaha. Muaūpoko.”</i> - by providing participation in issues effecting Muaūpoko and to increase whānau participation at every opportunity.	Supported whānau on and via community and organisation boards. Supported iwi events at marae and in the community – increased tamariki and rangatahi events. Provided fund holding services to marae and whānau groupd Waitangi Days well attended and greater numbers of whānau attending including from outside of Taitoko. Education Projects have been well attended. Manuhiri (visitor) numbers and contacts to MTA have increased. Kaumatua Functions well attended. Rangatahi Forums well attended. Matariki Events well attended Te Ahurei Horowhenua Kapa Haka Festival very well attended Increased contact from whānau for advice, help and enquiry. Increased role by MTA as fund holder to support whānau and marae projects. Increase in whānau use MTA for enquiries support and information as well as for services and referral or support to other services Increased engagement with wider whānau who have re-engaged with MTA.

			Increase in use of facilities and with wider range of whānau. Increased member registration. Matariki celebrations continue annually and jointly led in Taitoko with HDC Horowhenua District Council. Covid support continues to be provided to whānau across Aotearoa. MTA still holds and provides free RATs tests, masks and sanitisation products In 2025 we commenced review of website to update content. Plus, building on Covid experience in remote and online forums – we have increased the online hui we offer. Eg AGM, Marine and Coastal Area consultation, Waitangi Tribunal Hearings. Website development (from the plan) will continue in 2026 Developing a plan (no date yet) for a future ‘Massive Muaūpoko Movement’ - a call to all members to return home for a weekend of cultural and intergenerational connection, haerenga to historic sites and wānanga as well as hapū, tamariki, rangatahi and kaumātua sessions. We have started to grow our sponsorship and scholarship opportunities and funding for tamariki/rangatahi who represent in sport, Waka Ama, Basketball and Kapa Haka at regional, national and international level.
Health and Social Services	Strategic goal numbers 3,4,8,9	We have continued to secure contracts to provide services for the betterment of our people and community. Explore the opportunity to work with other iwi organisations to streamline contracts that will be focused on results and whānau rather than just individuals	Three Whānau Ora Navigator roles and three-year contract in place over 2024. Youth Mentor contracts in place over 2025 and 2026 Two Smoking Cessation Coach roles in place along with three-year contract. Formally appointed to Governance board of three regional iwi alliance collectives, i.e. Te Tihi, Te Ohu Auahi Mutunga and Iwi Maori Partnership Board Mid Central Region. These alliances engage in collective funding and consist of five iwi, two iwi health providers, Māori Wardens, and Māori Women’s Welfare League across the Tararua, Manawatū and Horowhenua rohe. Actively involved in screening services and trials.

			Muaūpoko represented on various Forums to support whānau voice in health and social services. Rangatahi services introduced in 2021 continue to grow – including Marae Noho, Muaūpokotanga sessions, Waka Ama, and Basketball. Muaūpoko is now the headline sponsor for the Horowhenua Basketball team in preparation for annual Maori Basketball and Muaūpoko represented as an Iwi team Tangata Whaikaha Navigator in place Aged and Disability, Older Persons Forums and Community Wellbeing Forum attendance continues.
Housing	Strategic goal number 3		MTA has established networks to support whānau into housing Healthy Homes partnership in place to support both homeowners and renters with achieving healthy home status in their living accommodations Board continues to pursue Housing opportunities via alliances and central government. Housing project via Alliance tender now in place and will provide social and affordable housing options for Muaūpoko at the end of the rental term – end of 2028 MTA joined Te Ranga Maro Housing Alliance to prepare for taking models currently rolling out in Manawatū -into Horowhenua A formal Housing Strategy is yet to be developed. However, we remain focused on perusing opportunities as they arise. Formalising strategy has been planned for some time - subject to the right resources being available, meantime our actions and activities are as follows: - Developing relationships with builders and providers - Salvation Army Social and Community Housing Agency and developing Memorandum of Understanding with Kāinga Ora - partnerships with local Homestead Developers for future housing opportunities - Housing rental package to return to Iwi after road is complete

			- Supporting whānau enquiries for papakāinga - Investigating social housing partnership opportunities - Investigating working with a dedicated housing broker to support and prioritise whānau experience through securing social housing
Taiaō/Environment	Strategic goal numbers 1,2,4,5,7	We continue to represent Muaūpoko interests in the environment and Taiaō	Represented and advocated for Muaūpoko on committees, boards, forums at central, regional, and local bodies – new relationship agreement discussion commenced with regional and local councils in Muaūpoko area of interest and also with Crown Agencies, i.e. DOC, Waka Kotahi and other agencies Continue to seek funding for participation and training of Muaūpoko members in Environment Commissioner training and accreditation to increase the experience and participation of leaders in the RMA process and reforms (notwithstanding reform changes are likely) Volunteer Policy has been introduced, and Iwi Taiaō Management Plan is in development Developed closer relationship with Lake Horowhenua Trust to support workforce needs for Taiao and waterways mahi - in order to ensure catchment plans and Lake Horowhenua Trust requirements are inextricably linked, and we can be stronger together (and much more difficult for local and regional authorities to divide).
Fisheries Settlement	Strategic goal numbers 2,5,7,9,10	Mandated Iwi Organisation (MIO) and an Iwi Aquaculture Organisation (IAO) to receive Fisheries Settlement Assets.	Deep Sea quota being traded. Coastline Quota remains in dispute with negotiations continued over this reporting period. Fisheries Assets received and Fisheries Company Directors appointed. Obtaining fullest extent of Fisheries benefits and MTC Fisheries plan is constrained by Coastal Quota dispute. New constitution in place.

Treaty Settlement	Strategic goal numbers 2,5,7,9,10	We seek to progress Muaūpoko historical Treaty of Waitangi claims	Waitangi Tribunal hearings for Ngāti Raukawa are now complete and we continue to advertise and support attendance as well as provide onsite access to livestreaming and transport where required. MTA is also working on Waitangi Tribunal kaupapa enquiries including in partnership with other Muaūpoko claimants. MTA presented evidence to Disability Enquiry Marine and Coastal Area claims registered and underway. Claims were heard in high court over May 2025 and will be September 2026 Muaūpoko Tribunal Report released in 2017 (is available online via Tribunal site and publicly available and members can request a hard copy via MTA office. We will obtain (order) a printed copy on request). MTA endeavours to meet with Te Tari Whakatau (Office of Crown Iwi Partnerships and Treaty Settlements) at least annually. With current government, this has been more difficult to arrange – although korero has been had so connection and visibility is not lost.
Commercial Management	Strategic goal number 5	MTA is currently the Recognised Iwi Organisation for Fisheries Settlement. This is the only commercial income source for MTA on behalf of the iwi. This entitles us to lease and trade our fisheries quota through MTC.	Fisheries settlement assets secured. Income is minimal while In Shore Coastal Quota Dispute is unresolved. Tradeable quota trading consistently across years through experienced Broker. Small Nursery and Fencing teams in place Board/CEO continue to investigate opportunities for commercial enterprises via Waka Kotahi, alliance memberships, Te Puni Kōkiri and Government's Regional Economic Development Strategy.
Financial Management	Strategic goal numbers 5,9	MTA to strengthen financial position. Priority is for MTA and subsidiaries to be solvent, financially viable and accountable	Finances very tightly managed. Contract for services environment has changed significantly and collective impact and alliance funding is increasingly the preferred approach. New revenue sources and contracts receive constant work and attention to ensure we achieve commitments made within income and revenue levels.

			While MTC income is minimal – there are no group loan commitments or outstanding. Current MTC Directors are happy to produce small dividend being available to parent as a result of tight oversight dependent on whether MTC assets require any further repairs and maintenance. Additional maintenance is currently being undertaken.
Compliance Management	Strategic goal number 4	We wish to complete an external audit programme to comply with contractual requirements and good business practises	Governance processes, financials, policies, procedures, systems and reporting, review service provision and business systems reviewed, and redevelopment commenced – ongoing review. Level 2 MSD accreditation obtained, and 2024 audit passed with accreditation being retained and no matters of concern identified (which MSD auditor commented was unusual for a pre settlement, resource constrained Iwi Māori organisation - in his experience.). New Health and Safety Regulations/Law require greater levels of compliance, reporting management – training of kaimahi and governance undertaken. Governance refresh training is to be scheduled.
Education Aspirations	Strategic goal numbers 1,3,4,10	Invest in and support our tamariki, rangatahi and whānau – as our future Increase the knowledge and understanding and of Muaūpoko identity and culture Facilitate whānau to their Muaūpokotanga Increase the number of Muaūpoko Te Reo speakers Facilitate whānau voice, aspirations, and engagement with mainstream education – on their terms	Muaūpoko Education Strategy and Muaūpoko Reo Strategy developed 2013/2014 – and now requires resourcing and funding in order to move to next step. (Although the Kura plans are an example of delivery). Significant Partnerships with Taitoko schools and supporting Kapa Haka Māori Achievement Project with Taitoko. – Phase one complete. Phase two underway. We have a representative on the Te Mātāwai Group, which will enable whānau and hapu to have a champion in place to help progress a Te Reo revitalisation Plan. Numerous and regular community hui have been attended so we can advocate for Muaūpoko. MTA supports the Kura establishment roopu – Te Waipupūtanga o Punahau as required.
Cultural Aspirations	Strategic goal number	Represent Muaūpoko interests in Te Takeretanga o	Regular hui with Te Takeretanga o Kurahaupo management and teams

	1	Kura-Hau-po including reinvigorate Māori Heritage and Taonga sections	regarding Muaūpokotanga and taonga and cultural protocols for this whare. Taonga plan is under review, and we maintain regular contact with Te Papa collection leads. Annual Muaūpokotanga Day to educate agencies, educators, and partners in who we are and our longstanding connection to this area as tangata whenua. Present our experts and mātauranga to our partners and to those who influence the education of our tamariki and rangatahi Sponsor and support Kapa Haka competitions at both local and regional levels. Sponsor annual Horowhenua Ahurei Kapa Haka event with compulsory Muaūpoko waiata/moteatea section. Kahui Arahi Mātauranga Roopu and Mahi Toi sub komiti established to provide guidance and transfer of knowledge and to assist with strategic projects and priorities. MTA increasingly supports Waka Ama activities
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2.4. Presentation

We will be presenting a snapshot of our mahi at the AGM hui.

Muaūpoko 2040

Muaūpoko Tribal Authority Incorporated



Whakahono. Kia tū kaha. Muaūpoko.

Unite, stand strong Muaūpoko.

MIHIMIHI

Ko Tararua te maunga

Ko Punahau te moana

Ko Hokio te awa

Ko Kohutūroa ko Kawiū nga marae

Ko Punahau, Ngārue, Ngāi Te Ao, Ngāti Tamarangi,

Ngāti Hine, Ngāti Whanokirangi, Ngāti Pāiri ngā Hapū

Ko Kurahaupo ko Matahōrua ngā waka

Ko Muaūpoko te Iwi

Whakahonotia, kia tū kaha ai tāua ko Muaūpoko

Introduction

This plan encompasses all the thinking and work completed to prepare a forward plan for the period 2020 to 2040 and brings together all previous Board Strategic and Operations planning work.

This plan supports and provides context for the journey, which frames the goals and areas of focus to support achievement of the iwi vision and MTA's role within that.

The MTA Board reviews and refreshes this mahi annually.

This plan provides an overview of Muaūpoko, of Muaūpoko Tribal Authority and is also used as a standalone document to guide the Board and Executive (annual) planning and three-year planning cycles.

This document provides a description of:

- Muaūpoko strategic direction
- Muaūpoko area of interest
- Muaūpoko iwi demographics taken from Census information
- Muaūpoko marae
- The governance and management of the MTA and its subsidiary Muaūpoko Trading Company
- Services provided by MTA

The Muaūpoko Strategy & Vision

Background

Over the years 2007 and 2008, members were encouraged to participate in hui ā iwi to provide aspirations for Muaūpoko iwi and guide the direction for MTA. Those whānau who participated in the process made an impact, creating long-term strategies and informing what the following Muaūpoko iwi vision is and how it will take Muaūpoko forward into the future. This vision and those aspirations have both been adopted and retained by the MTA Board and inform the Board's plans.

Our Vision

“Whakahōno. kia tū kaha. Muaūpoko”
Unite. stand strong. Muaūpoko

In 2021, the MTA Board reviewed the vision and strategic goals and reaffirmed these out to 2040.

The Muaūpoko strategic plan 2020-2040 recognises the aspiration for Muaūpoko. It is about our ability to stand strong and united so that together we will create and control our destiny, fulfil Mana Motuhake and Tino Rangātiratanga.

It is our aspiration that by the year 2040 we will be at a place where we:

- Have together created a “Muaūpoko movement” that whānau want to connect to
- Support hapū and whānau to achieve their dreams and aspirations
- Protect Muaūpoko identity, assets, and environment
- Enhance economic wealth, health, culture, and social well-being for Muaūpoko members
- Are positioned simply as a vehicle to grow, protect, and advocate for Muaūpoko interest and whānau no matter where that is required, and
- Help to increase capacity and capability for a post settlement world – regardless of what or where those structures exist or are required.

The MTA Board see it as their responsibility to learn the lessons of the past, and to plan and prepare for the future. Unite, stand strong Muaūpoko is our iwi vision. Many will contribute to its creation, and all must benefit from its continued existence. The planning process continues.

The Muaūpoko 2020 - 2040 Blueprint will focus on developing goals and strategies to enact and realise the vision.

“A United Muaūpoko Will Prosper - A Divided Muaūpoko Will Not”

Ten key strategic goals were developed to guide activity toward unifying and strengthening the mana and mauri of our iwi to achieve our vision and realise our true potential as Muaūpoko whānau, hapū and iwi.

It was also recognised that the speed and order these goals could be enacted, developed, and achieved would depend on resources, capacity, and capability - especially given the limited income streams and our pre-settlement status.

It was further recognised that the pursuit of this mahi will serve to develop the experience and capability required in a post-settlement environment – regardless of whatever shape the future organisations and ownership structures become – we will still require whānau and leaders with the skills and experience to take up post-settlement reigns. This vision, along with the goals and supporting strategies, are a useful platform to contribute to that future, alongside other Muaūpoko whānau, hapū and ownership organisations and structures.

Strategic Goals:	Aspiration Statements:
Goal 1	Culturally Strong in Te Reo me ōna Tikanga: Preserve and maintain the cultural taonga of Muaūpoko.
Goal 2	Protecting and enhancing our environment: Research, investing and participate in environment revitalisation projects within Muaūpoko tribal region
Goal 3	Strong, Healthy and Vibrant Whānau and Hapū: The health and wellbeing of our people is paramount.
Goal 4	Capacity and Capability: Build the capacity (people power) and capability (effectiveness) of our whānau, hapū and iwi.
Goal 5	Ownership and Protection of Muaūpoko assets and resources: Regain ownership and kaitiakitanga of key Muaūpoko assets and resources and realize the benefits and returns on these assets.
Goal 6	Strong Infrastructures: Strengthen the infrastructures (structures, systems, policies, and procedures, planning and monitoring) of Muaūpoko whānau, hapū and iwi.
Goal 7	Effective Representation: Represent Muaūpoko interests effectively and efficiently and ensuring always that our mana is upheld.
Goal 8	Expansive Networks: Enhance and expand our relationships and networks with whānau, hapū, other iwi, Government and non-government agencies.
Goal 9	Economically Strong: Pursue commercial and non-commercial opportunities that enhance the well-being of Muaūpoko whānau, hapū and iwi.
Goal 10	Making our Mark: Brand and market Muaūpoko as a leader and role model.

The MTA board continues to adopt this platform as a blueprint for taking the Muaūpoko vision to the next level. The Board started by checking their collective understanding of what the 2020 - 2040 vision statement meant for the current Board team and to reflect on performance and progress.

The prevailing line of thought was that it was time to create a blueprint for a greater call to action.

This involved refining the 10 Strategic Goals into the following Five Strategic Themes:

Strategic Themes:	Statements:
Theme 1 - Cultural	Muaūpoko Reo, Tikanga, Waiata and heritage are preserved and maintained for future generations.
Theme 2 - Infrastructure	Robust iwi and hapū structures that best serve Muaūpoko interests.
Theme 3 - Assets and Environment	Regain ownership and Kaitiakitanga of key Muaūpoko assets and natural resources to protect these for future generations.
Theme 4 - Hauora	Health and wellbeing of our people is paramount.
Theme 5 - Leadership	Representing and advocating for Muaūpoko interests and nurturing future leaders.

This blueprint will result in a framework for implementing the 2020 - 2040 vision and guiding the planning process over the coming years or until we transition into a Post-Settlement Governance Entity (PSGE) environment as an iwi.

Muaūpoko Statistics 2023 (taken from Census information and supplied by Te Whata)

Note: These statistics are from the 2023 Census and will be updated as more data becomes available either through Te Whata or other sources.

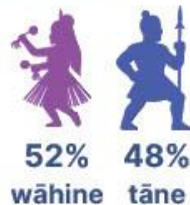
Muaūpoko



DEMOGRAPHICS

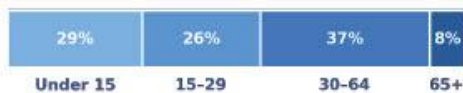
Population

4,563
Muaūpoko
iwi members in 2023

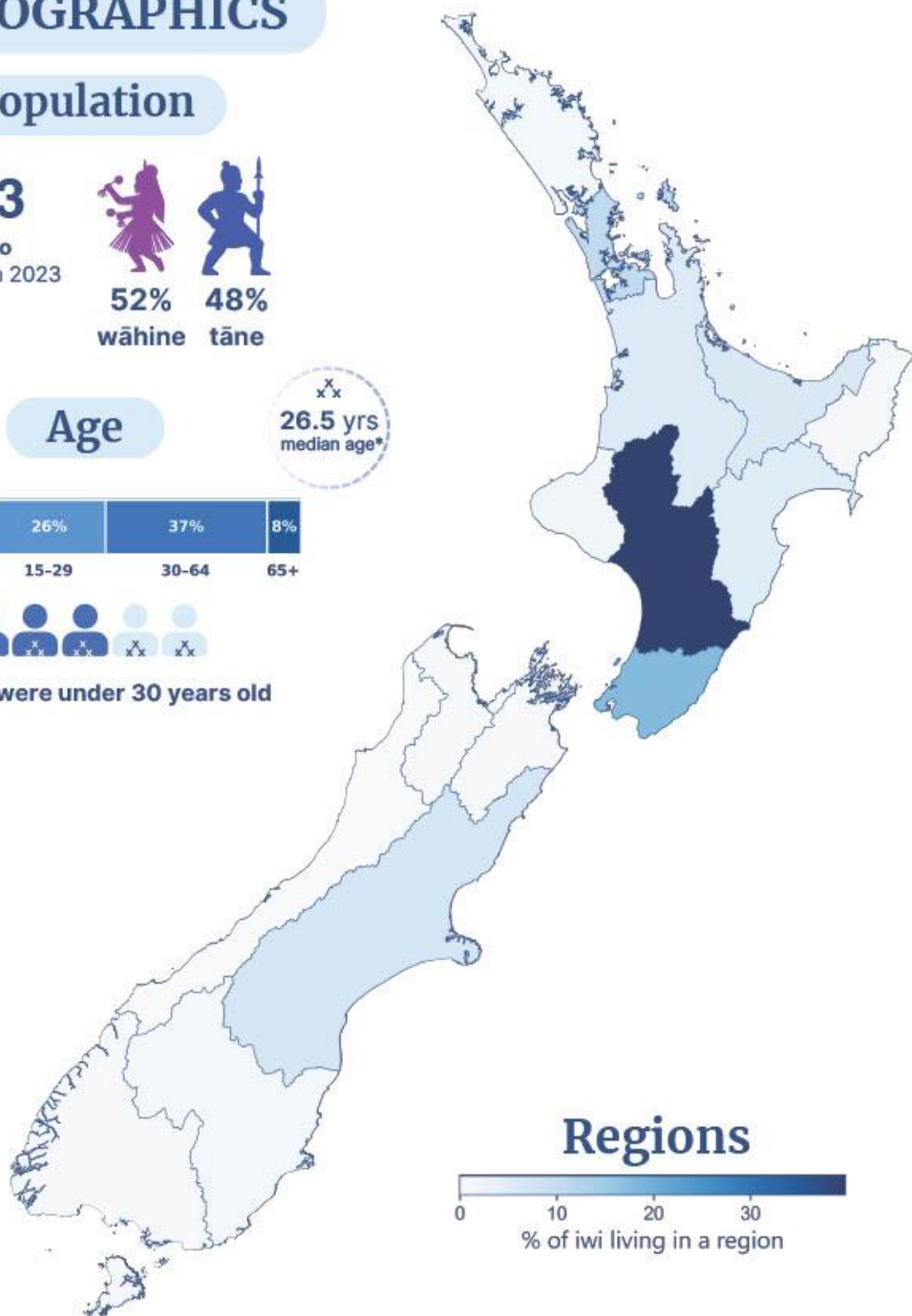


Age

26.5 yrs
median age*



3 in 5 were under 30 years old



*Median age = half of the population are older, half are younger

Visit [tewhata.io](https://www.tewhata.io) for more information



WORK STATUS



Full-time



Part-time



Unemployed



7.4%
under 30s
unemployed

HIGHEST QUALIFICATION



15.7%
tertiary



20.7%
certificate/diploma



44.8%
secondary



18.4%
no qualification

HOUSING



52.3%
in households who
owned their home*



45.4%
in households who
rented their home



6.5%
under 30s



13.7%
from Kāinga Ora



24.5%
could hold a conversation in te reo Māori



22.5%
under 30s in
2013



23.3%
under 30s in
2023

Access



95.7%
motor vehicle



93.3%
internet



94.5%
mobile phone



1 in 2
reo speakers were under 30

*including homes held in a family trust



Visit [tewhata.io](https://www.tewhata.io) for more information



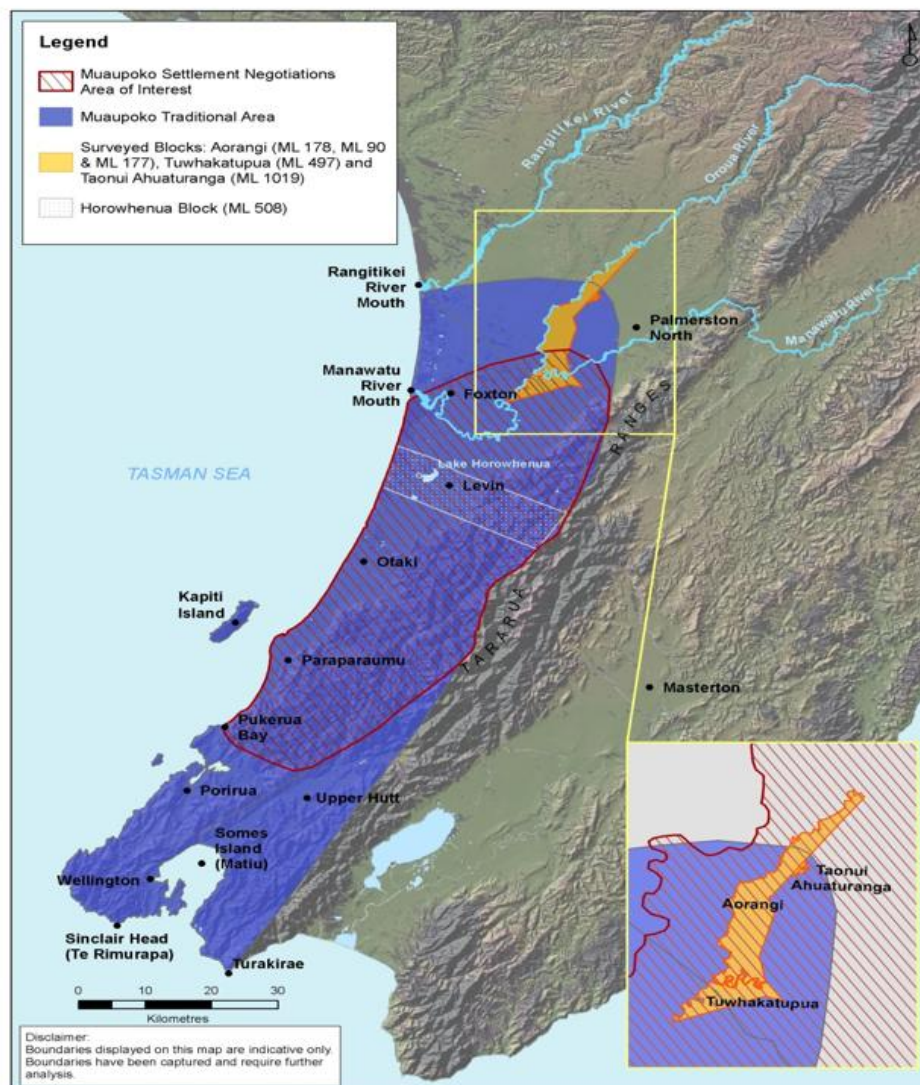
Te Rohe Muaūpoko: The Muaūpoko Ancestral Area

The ancestral area of interest for Muaūpoko extends from the Rangitikei River in the north to Turakirae (the southernmost tip of the Rimutaka Range to the east of Te Whanganui a Tara) The Muaūpoko iwi population is located around the globe with a large grouping around within a 90-minute radius of Horowhenua and further large groupings in Heretaunga, Tamaki Nui a Rua, Otautahi and Tamaki Makaurau

There are a number of iwi who overlap our area of interest:

- To the North is Rangitāne ki Manawatu, Ngāti Apa and Ngāti Raukawa ki te Tonga.
- To the East is Ngāti Kahungunu ki Wairarapa and Rangitāne ki Wairarapa.
- To the South is Ngāti Raukawa ki Te Tonga, Te Ati Awa ki Whakarongotai, Ngāti Toa and Taranaki Whānui.

Within the area of interest there is a defined area for Muaūpoko to participate in Treaty Claims. The claim area extends from the Manawatu River to Waikanae. This is the Waitangi Tribunal Claim 2200 – Pororua ki Manawatu district. MTA continues to work to protect and extend our aspirations and expectations of Muaūpoko interests in our ancestral area, Te Rohe Muaūpoko.



Kohutūroa Marae was an early occupation area for Muaūpoko with a former kāinga once being there. The Meeting house Pāriri was built in 1896 and is the oldest Wharenui in Horowhenua.



Kohutūroa Marae is on Māori Freehold Land, Kohutūroa 1, with the Kohutūroa Reservation as the administering Land Trust. There are Seven Trustees.

The urupā, Kohutūroa Urupā, is also Māori Freehold Land, with the Kohutūroa (urupā) Reservation administering Land Trust. The trust is made up of seven trustees.

Pāeke is the Kawa used here.

Ngāti Pariri hapū and Kohutūroa marae host and celebrate the birthday of Pāriri each year on the 26 November.

Kawiu Marae was an early occupation and cultivation area for Muaūpoko, and Te Huia Raukura is the name of the whareniui.



Kawiu Marae is on Māori Freehold Land, Horowhenua 11B36 2 L4A, with the Horowhenua 11B36 2 L4A Reservation as the administering Land Trust.

There are seven Trustees.

Pāeke is the kawa used here.

Muaūpoko Tribal Authority Profile

Introduction

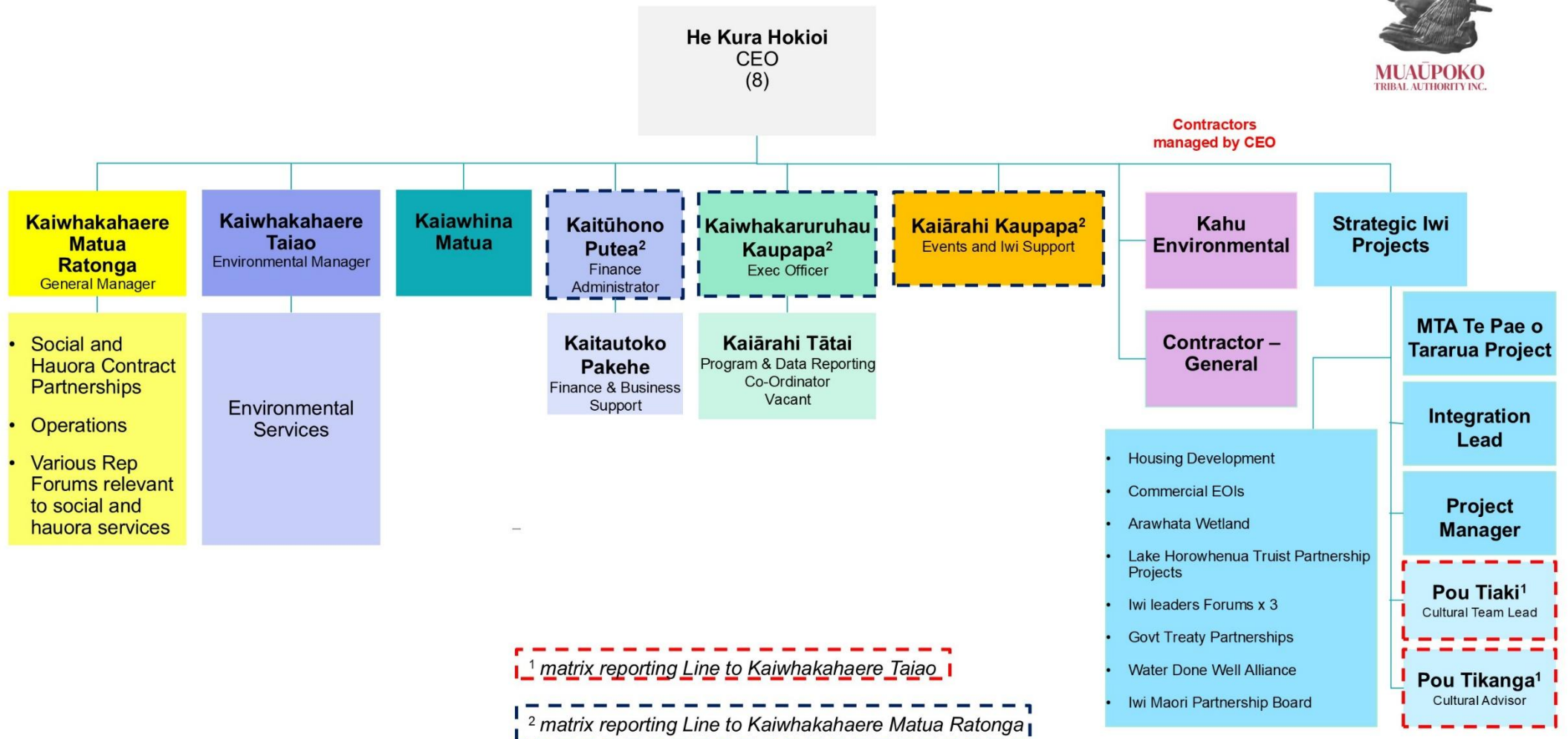
Established in 1997 as an Incorporated Society, Muaūpoko Tribal Authority (MTA) was founded with the primary objective of safeguarding Muaūpoko identity and assets while fostering a more robust economic, social, and cultural foundation for Muaūpoko. MTA has been unwavering in its commitment to supporting Muaūpoko iwi aspirations across various facets of life. The rules governing the Muaūpoko Tribal Authority Incorporated Society can be accessed on the MTA website and the New Zealand Companies Office Website

MTA representative organisation for Muaūpoko

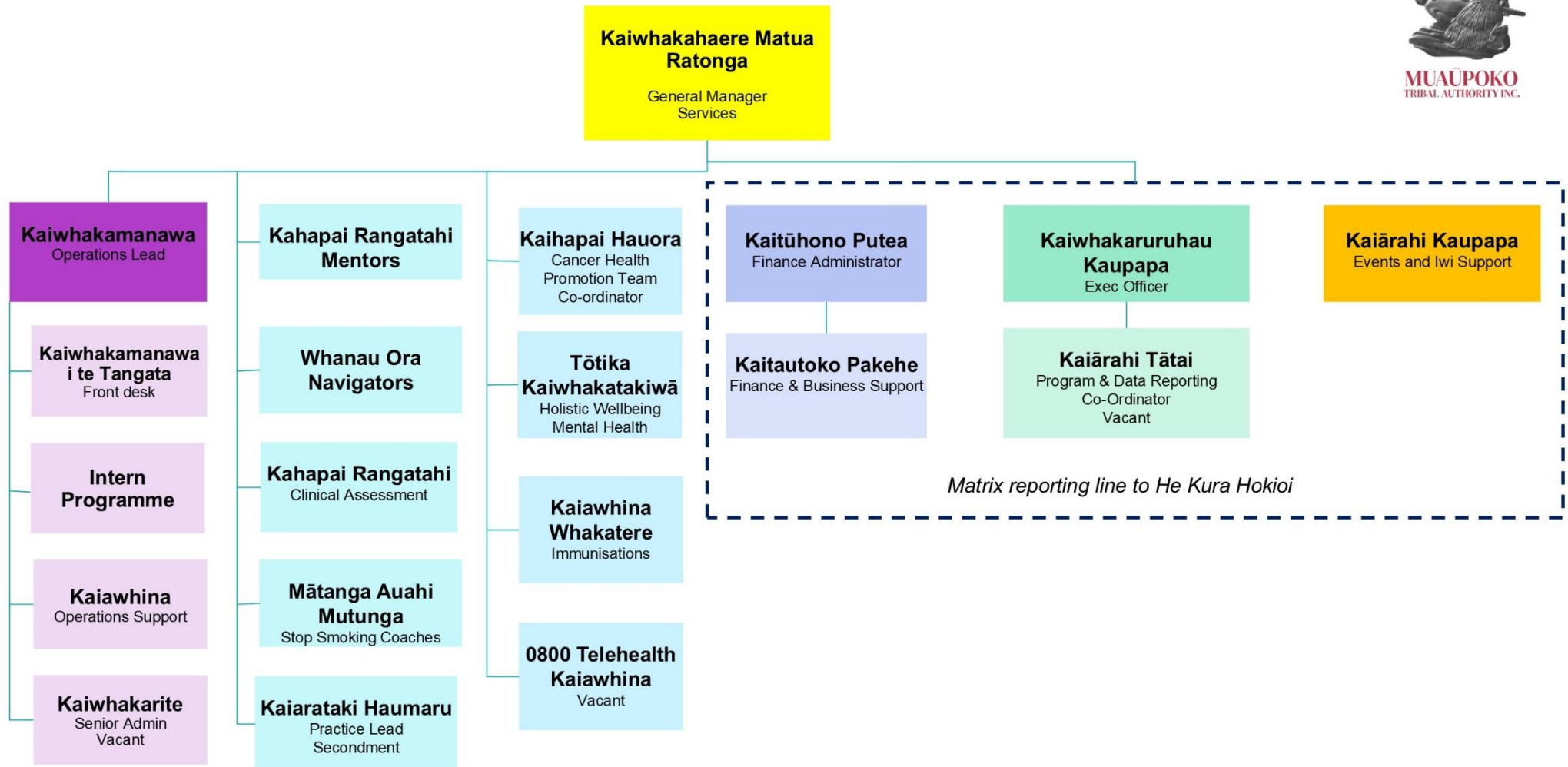
For numerous years, Muaūpoko Tribal Authority (MTA) has held the mandate as the representative organisation for Muaūpoko, acknowledged by the Crown, councils, and the community. Muaūpoko Tribal Authority:

- Represents Muaūpoko as an iwi authority for the purposes of the Resource Management Act (1991)
- Is the Mandated Iwi Organisation (MIO) for Muaūpoko under the Māori Fisheries Act (2004)
- Is the Iwi Aquaculture Organisation (IAO) for Muaūpoko under the Māori Commercial Aquaculture Claims Settlement Act (2004), and
- Was mandated as the organisation to represent Muaūpoko for Direct Treaty Negotiations of Muaūpoko Historical Treaty Settlement claims in 2013

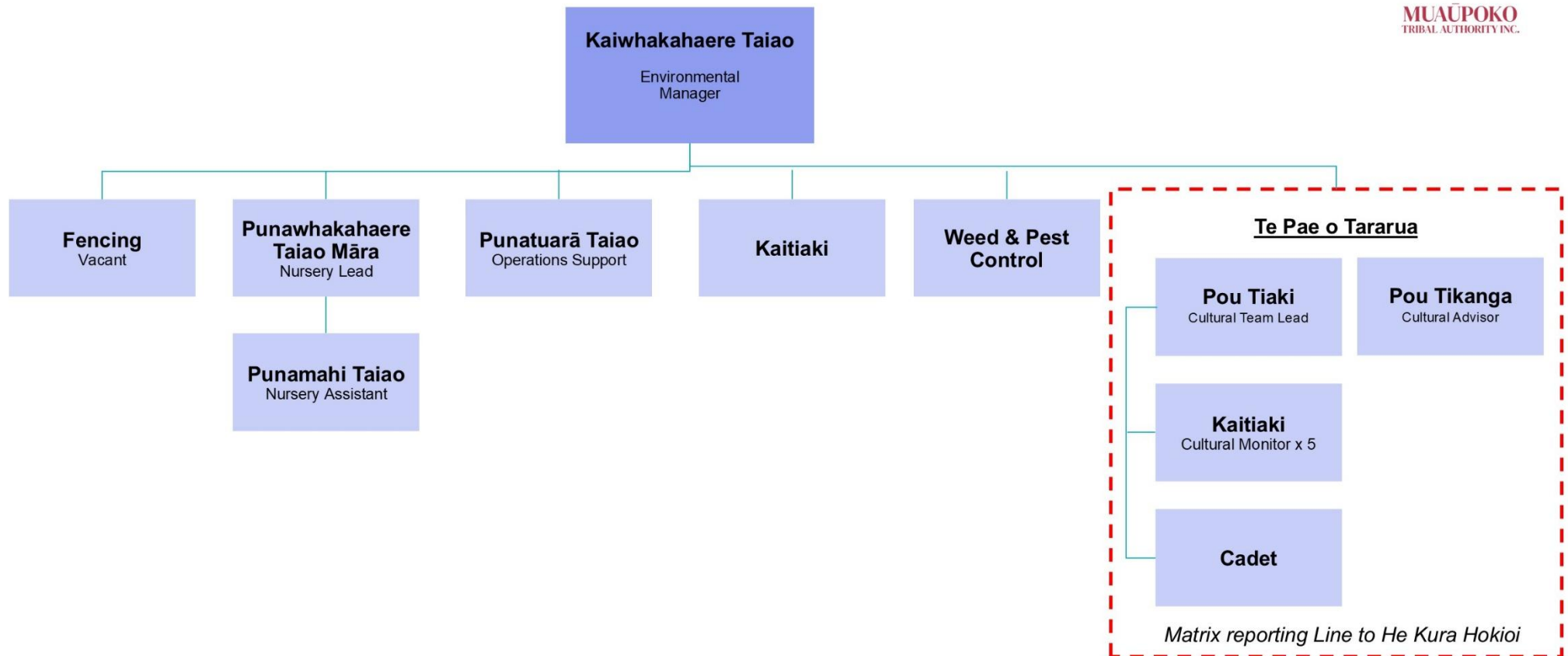
Organisation Chart



Organisation Chart



Organisation Chart



Whānau Ora, Waiora Services, Rangatahi and Education

Initially, Muaūpoko Tribal Authority subcontracted to the Te Tihi o Ruahine Collective for a Whānau Ora Commissioning Agent Contract facilitated through Te Pou Matakana. In 2017, MTA received an invitation to join as a founding member of the restructured Charitable Trust, now known as Te Tihi, and currently holds a position on the governance Board. Consequently, the contracts are now entered into directly as members of this collective alliance.

Through Te Ara Whānau Ora Model, we support tamariki, rangatahi, and whānau in fostering self-sufficiency, leading healthy lives, actively engaging in society, confidently participating in Te Ao Māori environments, and achieving success in the workforce. Our Whānau Ora Services rely on this cohesive, resilient, and nurturing model, with MTA kaimahi serving as whānau ora navigators, described below:

Te Ohu Kaiwhakaaraara Whānau Ora Our focus is on partnering with whānau characterized by the most severe social deprivation statistics, which Government agencies and other non-Government organizations often find challenging to engage. These are the families where children are vulnerable, and the majority, if not all, whānau members face complex needs. Additionally, these areas are home to high-risk youth. Our committed whānau ora roopu includes three certified Kaiwhakaaraara Whānau Ora Navigators who work diligently to establish personalised moemoeā plans and robust support networks with relevant agencies for whānau and their at-risk members.

Te Ohu Kaiwhakaaraara Mana Whaikaha (Disability) working with at risk whānau and whānau members with diverse needs and disabilities who are needing support connecting with social, medical and health goals. We have one qualified Te Ara Whānau Ora Navigator in this role.

Oranga Rangatahi Kaihāpai Rangatahi. Our Oranga Rangatahi team comprises seven dedicated Kaihāpai Rangatahi mentors who are actively engaged in working with youth from 10 years to 24 years. We are guided by Te Ara Whānau Ora principles, which place a strong emphasis on the active and inclusive involvement of the wider whānau in the planning process for our rangatahi. Muaūpoko Tribal Authority collaborates with educational institutions in Taitoko, as well as organizations related to drugs and alcohol, sports clubs and academies, UCOL, Youth Justice Courts, and more. What sets our services apart is our unique approach of intertwining mentoring with an exploration of Muaūpokotanga to help rangatahi reconnect with their identity and sense of place.

Matanga Auahi kore - Mutunga Pasifika and Māori Smoking Cessation Services. Two committed kaimahi fulfil these roles, designed to serve all members of our hāpori seeking a personal, kanohi ki te kanohi stop smoking coaching experience. These roles come with a dual reporting responsibility, as they are answerable to both the Alliance Te Ohu Auahi Mutunga (TOAM) and MTA, where MTA holds a governance position within the alliance. Additionally, in alignment with our funding agreements, these roles are also mandated to provide targeted stop smoking services for Pasifika communities.

Community Connector Kaitūhono Hāpori – Our Kaitūhono Hāpori is dedicated to guiding our whānau through the intricacies of 'the system,' with a focus on removing obstacles that impede whānau progress or ambitions. Whether it is streamlining WINZ entitlements, offering support in CV development, simplifying online applications, or expertly facilitating problem-solving, the Kaitūhono Hāpori role is to connect whānau with the most suitable services.

Education Relationships. Throughout the MTA team, our shared objective is to cultivate strong relationships with all schools in Taitoko. This is done to provide support in the selection and induction of principals and key appointments, ensuring that school leaders and staff are not only aware of our expectations but also recognise Muaūpoko as tangata whenua. Our involvement extends to supporting cultural events, such as pōwhiri at the beginning of each term or school year, and the integration of Muaūpoko tikanga and kawa within all Taitoko schools. In partnership with schools, we also offer a variety of programs as funding permits, including activities like Centenaries, Prizegiving,

assistance in establishing Whānau Roopu at schools, Reading Together wananga, and professional development opportunities for Muaūpokotanga. We are actively pursuing funding to create a position known as a 'Social Worker in Schools' to advocate for and support whānau with tamariki/rangatahi, and we are exploring options for funding a dedicated Whānau Ora Navigator role to provide assistance to whānau with tamariki/rangatahi.

Hauora

Te Ara Tōtika Kaiwhakatakiwā – Our Kaiwhakatakiwā plays a role in aiding our whānau in discovering and accessing a diverse range of traditional Māori and non-clinical, holistic wellbeing solutions that promote a balanced sense of Hauora. This approach is firmly rooted in the Te Whare Tapa Whā model and rongoā practices.

Kaihapai Hauora – this role supports MTA's commitment to improving Māori health outcomes. It exists to lead culturally grounded cancer health promotion initiatives that empower whānau, reduce inequities and strengthen community wellbeing through Kaupapa Māori approaches.

Kaiawhina Whakatere Immunisations- is responsible for providing culturally appropriate, outstanding, positive and memorable experiences across all internal and external interactions to the benefit of all age groups. They promote and facilitate learning opportunities for whānau so that they can make informed decisions about immunisations.

Taiaō

The commitment to Tiaki te Whenua reflects our deep dedication to the sustainable care and protection of our environment. For Muaūpoko Tribal Authority, this mahi is about more than maintaining the whenua—it is about restoring balance, honouring whakapapa connections, and safeguarding the mauri of our Taiaō for generations to come. Our focus over the past year has centred on practical, hands-on kaitiakitanga—protecting and enhancing waterways, strengthening the land, and ensuring our people are leading this mahi with knowledge, purpose, and pride.

Taiaō Ahurei | Cultural & Environmental Monitoring

The Taiaō Ahurei team continue to carry out cultural and environmental monitoring across significant sites within our rohe, particularly in relation to the Ō2NL project. This includes monitoring activities on and around Punahau and surrounding streams, as well as observing earthworks within culturally significant areas. Their mahi ensures that Muaūpoko values, mātauranga, and tikanga are upheld wherever disturbance to the whenua or wai takes place. In this way, the team safeguard the wairua of our environment and the stories that connect us to these taonga.

Taiaō Maara | Growing for the Future

Our Taiaō Maara team have been busy cultivating riparian plants to support the health of Punahau and the surrounding waterways. By growing native species that prevent pollution and runoff, the team contributes directly to improving water quality and protecting the ecosystems that sustain life.

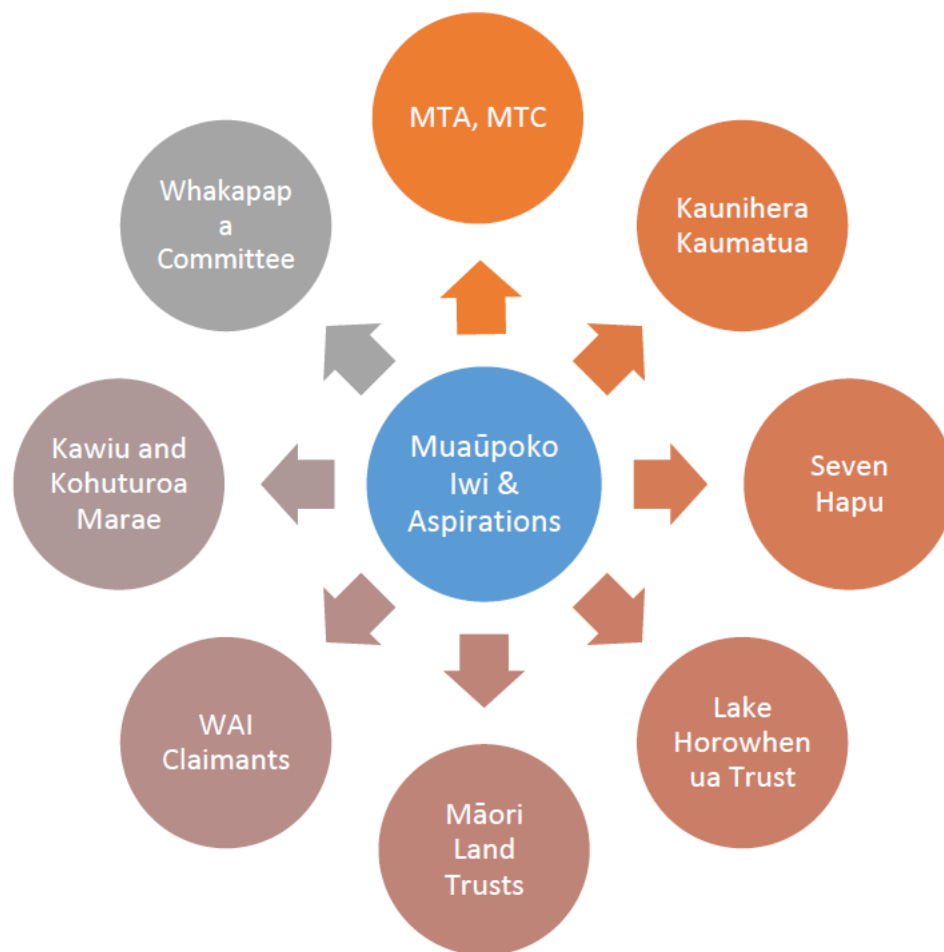
The maara also supplies plants to meet contracts with HDC and O2NL, reflecting both environmental and economic sustainability. This mahi embodies kaitiakitanga in action — restoring balance to the Taiaō while strengthening local partnerships and opportunities for our iwi.

Together, these kaupapa reflect MTA's deep and active commitment to tiaki te Taiaō — protecting, restoring, and nurturing our natural Taiaō through practical, meaningful, and culturally grounded mahi that honours both our tūpuna and our mokopuna.

Te Pae o Tararua Project Team

Dedicated MTA project team working on the Te Pae o Tararua (O2NL) project.

Leadership, advocacy, representation, and support services



The new MTA rules, provide for various Board subcommittees and mandates with the purpose of advocating and representing the interests of Muaūpoko people and MTA itself. This flexibility allows MTA to be proactive in addressing Muaūpoko concerns across a broad spectrum of issues, whether in response to aspirations, expectations, needs, or the requirements of the iwi organisational landscape. MTA is deeply committed to representing our people and communities by actively participating in consultations and securing appointments to boards and governance groups. Collaboration with other Muaūpoko entities and groups, including Lake Horowhenua Trust, Muaūpoko Land Trust (The Pot Consent), marae, hapū, trusts, and whānau, is central to MTA's approach, as it involves providing support and seeking their feedback about priorities and needs.

- **Taiaō – Environment:** MTA remains closely involved in consultation and notification procedures concerning a diverse range of environmental matters. This involvement extends to government departments, councils, and other relevant entities. The group functions as a staunch advocate for iwi and their sustainable environmental goals concerning the Taiaō. Additionally, it plays a crucial role in overseeing notifications and consultations, including matters related to Taonga Tuuturu, Tāngata Kōiwi, Wāhi Tapu, and Wāhi Tipuna.
- Cultural Impact Assessments and Cultural Values Reports for activities that might impact our Taiaō, including sacred sites like wāhi tapu and wāhi tipuna. Currently, we closely monitor significant matters, including the Waka Kotahi NZTA new expressway, the Tara-Ika Development, Three Waters Reform, RMA Reforms, Ministry for Environment Policy changes, and Regional and Local Authority Plan Changes. These consultations and initiatives are essential as we safeguard our future interests and protect our rights and taonga.

- We also facilitate coordination among iwi members, enabling their valuable advice and input into Te Papa Taonga Events and Forums, as well as partnering with DoC for initiatives like Pest Eradication programs, and strategic planning for the Horowhenua and Wellington Regions.

Mahinga Ika - Fisheries: MTA has both commercial and customary interest in fisheries. The commercial interest is managed by the Muaūpoko Trading Company Ltd (MTC). The customary fisheries are jointly coordinated with MTA and Lake Horowhenua Trust. Muaūpoko provide representation through various forums e.g., Iwi leaders Forum, Te Ohu Kai Moana Iwi Forum.

Management and Services

Management and Administrative Services

Muaūpoko Tribal Authority (MTA) also supports Muaūpoko Trading Company Ltd (MTC). This management service is required to provide a cohesive management structure across the Muaūpoko whānau of organisations. This enables the co-ordination for a cohesive direction and management. Dianne (Di) Rump currently holds the position of He Kura Hokioi.

Our small administrative Team, comprised of dedicated individuals, offer a wide range of services. This includes handling reception duties, managing general office administration, ensuring office manaakitanga, coordinating and delivering events, and providing support to the MTA Board Membership and Elections Sub-Komiti in addressing inquiries from Muaūpoko iwi members.

Administration, Financial and Asset Management Services

The Kaiwhakaruruhau, Operations and Finance roles, play a pivotal role in overseeing essential backbone functions for MTA. This includes policy development, Quality Management System and Frameworks, Information Management, and Asset Management.

Financial management for both MTA and MTC is integrated into our management routines. Oversight is provided by the dedicated Board Finance, Risk, Audit, and Health and Safety Sub-Komiti, which includes the CEO, Chair, Deputy Chair, and a minimum of one other Board Member.

An automated payroll system called SMARTLY was introduced two years ago to increase the efficiency and effectiveness of this function given the addition of a casual Katikati team, flexible hours and overall greater kaimahi numbers. MTA is supported by Darryl June of Greer Wong Limited (Palmerston North based Accountants). MTA uses the financial accounting management system (MYOB) which provides financial reports to the MTA Board. In 2026 Xero was introduced for MTC.

MTA uses a cloud-based, and SharePoint capable, Microsoft Office 365 platform.

MTA and MTC tax year is from 1 April to 31 March and accounts for the Group Consolidated position is audited every year.

A consolidated set of accounts and audit of MTA and MTC is produced every year and presented at Annual General Meetings. MTA engages a number of professionals for advice and to meet legal, financial, asset management and other requirements.

Bank	Westpac
Accountants	Greer Wong
Auditor	BDO
	Tom Bennion Environment Lawyer
Legal Counsel	Helen Nathan Morrison & Kent, Commercial Lawyer
Insurer	AON/AMI Insurance

Iwi membership and registration services

MTA has both legal and organisational obligations and requirements for the registering of Muaūpoko descendants and the maintenance of a membership registry. Descendants of Muaūpoko may choose to become a member of MTA, or register to receive private notices relating to:

- Special and general meetings.
- Postal ballot papers so they may vote on elections, proposed changes to associated constitution or trust deed documents.
- Disposal of assets obtained as a result of a Treaty Settlement (e.g., Fisheries Settlement Assets) such as settlement quota.

The process and rules for Muaūpoko descendants to apply for membership or to register is described in the Rules of MTA The Iwi Membership Database and Registration process is managed by the Administrator under the guidance of the MTA Board sub-kōmiti.

Communications and Service Centre

MTA communicate to the membership and those registered through:

1. Email (provided that members update their details and current contact details are held)
2. Via the Board Hapū representatives
3. Online through social media channels such as Facebook
4. The MTA website (under construction and review)
5. Private notices directly to members and those registered
6. Mail drops (where possible locally)
7. In newspapers, such as the local newspapers (the Chronicle and the Herald) and national and regional newspapers
8. Hui and wānanga also occur on different issues and topics
9. Formal General and Special Meetings
10. Annual General Hui.

MTA Whare Location

Location

The MTA whare (office) is at 306 Oxford St, Taitoko. This is the registered address for MTA and is owned by subsidiary charitable company MTC. MTC is the Asset Holding Company. It is from this office MTA provide their services.

Hours of work for contact are 8:30am to 5:00pm

Opening hours for MTA Whare (Our Office):

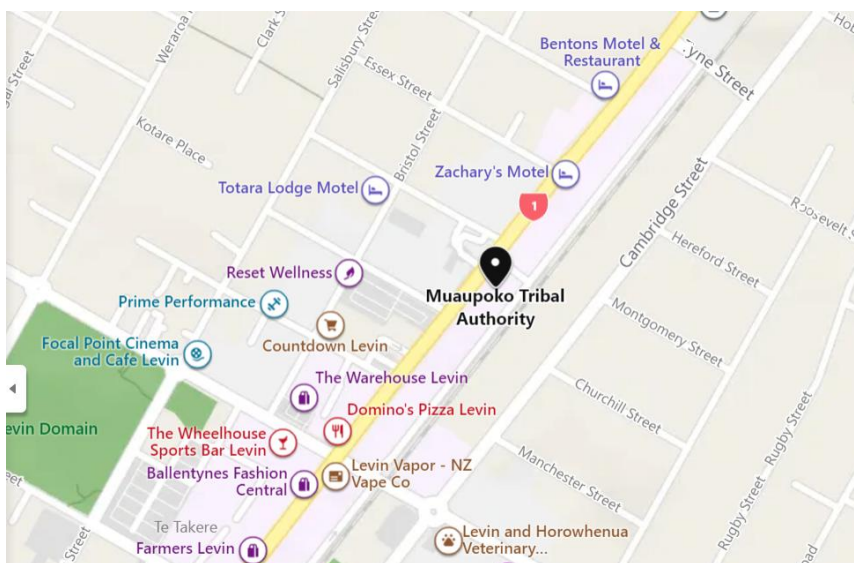
Monday, Wednesday, Thursday and Friday – 9:00am to 4:00pm

Tuesday – 10:00am to 4:00pm (later opening to allow for weekly team hui)

Every day at 8:45am *sharp* - we hold start of day Karakia beside our Taiaha. This karakia session can be attended online or at the MTA whare. Everyone is most welcome.

308 Oxford Street (immediately next door north to MTA building)

As a result of the programmes we run, we were able to take advantage of the opportunity to lease the building next door which is now regularly used by MTA as well as many hapu and whānau trusts for events, wananga, hui.



Muaūpoko Tribal Authority 5-year Business Plan 2026 - 2031

Strategic Theme #1: CULTURAL – Muaūpoko Reo, Tikanga, Waiata and heritage are preserved and maintained for future generations			
What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ To support hapū cultural initiatives ➤ Strengthen the paepae on Muaūpoko marae ➤ Protecting our natural resources as areas for gathering kai, generating employment, enjoyment, and spiritual growth ➤ Increased Te Reo rates ➤ Increase knowledge of Muaūpokotanga and educate the educators (who influence the learning of our tamariki/rangatahi and students)	➤ Te Reo Māori rates ➤ Iwi affiliation rates ➤ Participation in iwi/hapū wānanga ➤ Attendance registers ➤ Evaluations ➤ Event numbers ➤ Projects which increase the exposure and sharing of Muaūpoko culture and history	➤ Identify and support hapū or marae led initiatives with a view to promoting wider access and participation of whānau ➤ Support wānanga for whakapapa, tikanga, whaikōrero, karakia, kawa ➤ Support Waka Ama, Kapa Haka and Waiata Mōteatea sessions ➤ Gather and document stories and history ➤ Support marae and hapū funding programme ➤ Lead Waitangi Day Celebrations ➤ Lead Matariki Event and other festivals and celebrations which bring iwi together and highlight Muaūpoko to our community ➤ Support the establishment of Kura-ā-iwi	➤ Gather stories and history through (and as well as) the treaty process ➤ Programmes which support and accelerate proficiency of Te Reo Māori ➤ Rangatahi support ➤ Noho, Wananga and Hui Mentoring programme established ➤ Renegotiate community partnerships for events ➤ Kura/MOE funding and support ➤ Kōmiti of passionate and interested Muaūpoko for events ➤ Establish a Muaūpoko Mātauranga Roopu ➤ Document our Kaumātua stories ➤ Develop content for local curriculum focused on Muaūpoko history and world view

Strategic Theme #2: INFRASTRUCTURE – Robust iwi and hapū structures that best serve Muaūpoko Interests

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ Continue to support and strengthen MTA governance, operational capacity, and systems ➤ Support the development of hapū structures ➤ Become an organisation that truly serves and supports our hapū, marae and whānau structures and aspirations.	➤ Communications to the Board ➤ Presentations ➤ Reports to the Board ➤ Minutes ➤ Maintain accurate and up to date records ➤ Number of grants and fund holding assignments MTA supports	➤ Develop clear governance and management roles ➤ Governance training and induction for new MTA Board members and MTC Directors ➤ Actively pursue funding which builds capacity ➤ Monthly Board Meetings with active oversight of operational plans ➤ Annual General Meeting cycles ➤ Communications to the Board ➤ Reports to the Board ➤ Board Minutes ➤ Maintain accurate and up to date records ➤ Election of Board Members ➤ Communications to iwi and hapū ➤ Support hapū with communications, elections, register development	➤ Kaimahi costs covered ➤ Be able to fund accommodation, travel, hireage and other reimbursements ➤ Governance Policies ➤ Funding for training costs ➤ Minutes and Communications support ➤ Report and information contributions for and from MTC ➤ Cost to develop Induction and Governance Handbook ➤ Communications expertise and resource ➤ Governance and business expertise ➤ Resource to manage and coordinate

Strategic Theme #3: ASSETS AND ENVIRONMENT – Regain ownership and Kaitiakitanga of key Muaūpoko assets and natural resources to protect these for future generations

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ To contribute to and leverage relationships and initiatives which enhance and protect our Muaūpoko resources and the environment ➤ Advocate and represent Muaūpoko Taiaō and interests ➤ Represent Muaūpoko interests at local, regional, and national forums always upholding and enhancing the mana of Muaūpoko ➤ Work with all Muaūpoko iwi, hapū and whānau groups to support effective and collective strength	➤ Enact the iwi vision of Whakahono at every opportunity across all iwi hapū and whānau roopū ➤ To receive relationship agreements with key stakeholders ➤ Hui with Key Stakeholders ➤ Muaūpoko Taiaō systems developed ➤ Partnership agreements renegotiated ➤ Increased kaitiaki of tāonga ➤ Reports and submissions	➤ MTA to engage with other Muaūpoko group leaders and whānau ➤ Engage iwi membership and other stakeholders ➤ Reporting on progress and communications to iwi including wānanga and hui ➤ Relationship Agreements completed with key stakeholders: e.g., Councils, DoC, MPI, MfE ➤ Iwi Management Plan developed, completed, and implemented ➤ Sites of Significant and Tāonga Database developed ➤ Develop a Pātaka Kai/Pataka Moana ➤ Environmental and Commissioner Training ➤ Develop a Sustainable Land Use Project for Muaūpoko Māori Land ➤ Develop Taiaō Projects e.g., Native Fisheries Project. Native Snail Project, Nursery, Planting Projects	➤ Work closely with Lake Trustees and other Muaūpoko iwi owners and Trusts – establish Muaūpoko Trust Roopu ➤ Delegations from Muaūpoko and MTA ➤ Communications and costs ➤ Hui and Wānanga costs ➤ Taiaō Project Groups and Cost

Strategic Theme #4: HAUORA - Health and wellbeing of our people is paramount. Providing healthy pathways for Muaūpoko so we can participate fully in our lives and hāpori.

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ Develop an iwi health and wellbeing strategy ➤ Provide opportunities to advocate for Muaūpoko priorities in health and to provide whānau direct feedback opportunities with Crown agencies ➤ Develop Employment Strategy ➤ Grow Hauora Services available to whānau	➤ Whānau Ora Services a priority ➤ Iwi Health and wellness iwi profile ➤ Iwi Health and Wellness Strategy in place ➤ Participation in programmes e.g., Kaumātua events, Waka Ama, Sports events ➤ Attendance and Evaluation ➤ Traditional Hauora Services in place	➤ Establish Kaumātua activities and initiatives ➤ Link with other providers for collective impact partnerships ➤ Develop closer relationships with PHO/Ikaroa Region ➤ Leverage relationships across and with other iwi particularly Kura Hau Po whānau ➤ Develop wellness programmes ➤ Access to Social Housing ➤ Partner with Clinical Services ➤ Establish our own GP/Nurse Practitioner practice	➤ Targeted funding sources and resource required ➤ Reinvigorate Kurahaupo Iwi Alliance ➤ Access and build ➤ Develop clinical delivery and governance capability and knowledge

Strategic Theme #5: LEADERSHIP – Representing and advocating for Muaūpoko interests and nurturing future leaders

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ Muaupoko voice in all kaupapa which affect us – “nothing about us without us” ➤ Leadership development and succession programme – not just for MTA but for wider iwi needs and future proofing Muaūpoko organisations ➤ Engage and invest in rangatahi ➤ Invest in kaumātua ➤ Grow governance capacity and capability	➤ Governance Representation across sectors and key Iwi forums ➤ Participation and outcomes ➤ Attendance and Evaluation ➤ Use of communications ➤ Achievements documented	➤ Convene rangatahi hui to develop moemoea and talk about needs ➤ Rangatahi wānanga ➤ Investigate employment and skills programmes ➤ Youth Mentoring ➤ Rangatahi Sponsorship programme ➤ Communications mechanisms for rangatahi ➤ Support the establishment of Kura-ā-iwi ➤ Cultural Monitoring and Taiaō training/intern programme ➤ Programme to support and develop future Kaumātua ➤ Develop School and Community Board Support Network and Capability Building Programme	➤ Resource and funding required for all initiatives ➤ Volunteer policy in place ➤ Mentor programme ➤ Sponsorship policy and oversight kōmiti ➤ Youth focussed funding ➤ Kaumātua support ➤ Web/Social media design ➤ Hui and wānanga costs ➤ Dedicated Taiaō resource ➤ Kura/MOE Funding and support ➤ Kōmiti of passionate and interested Muaūpoko

Other Strategic Activities: Contract performance and enhancing our credibility as a partner and provider

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ To meet contract performance, grow contract value and increase funder confidence ➤ To influence for Muaūpoko outcomes in all social sector forums ➤ Represent Muaūpoko as an attractive and reliable partner	➤ Accreditation status achieved with key agencies e.g., MSD ➤ Costings on contract-by-contract basis to ensure affordable sustainable business platform and cost neutrality ➤ Annual Plan and Budget developed with monthly oversight ➤ Quality Management System and Policies developed ➤ Performance Agreements in place and reviewed ➤ Reporting on performance	➤ Seek continued MSD Accreditation ➤ Participate fully in selected governance and decision-making forums ➤ Participate in Whānau Ora Strategic Innovation District Leaders Group ➤ Maintain accurate and up to date records, finances, assets, investments, meetings ➤ Muaūpoko representatives provide regular reporting ➤ Board sub-komiti where required or useful ➤ Performance Agreements ➤ Performance Reports ➤ Kaimahi Performance Management System	➤ Board Costs ➤ Staff Costs ➤ Auditors Costs ➤ Accountants Costs ➤ Finance and Internal Accounting cost cover ➤ Bank and Banking Costs ➤ GST Costs ➤ Legal Advice and Costs ➤ Board Performance Agreement ➤ Staff Performance Agreement ➤ Financial system and costs ➤ Information System and costs ➤ Expert costs where needed e.g., IT ➤ Quality Management System ➤ Sustainable organisational backbone resourcing

Other Strategic Activities: Communications and Service Centre

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ Build communications with members ➤ Inform and encourage iwi participation and membership of events and activities	➤ Participation & attendance numbers ➤ Registered member numbers ➤ Feedback ➤ Use of Facebook, website, and other social media channels ➤ Numbers of whānau who use our facilities and our services ➤ Number of unsolicited approaches by whānau who do not traditionally use or approach MTA	➤ Publish Annual Plans and Reports ➤ Greater use of Facebook and other online channels ➤ Regular Pānui ➤ Upgrade MTA Website and commence regular updates ➤ Reporting on activities and iwi news (Press and Media Plan) ➤ Support hapū communications ➤ Survey and consult with members and whānau together (preferably at least annually) to discuss and consult on the implementation of the 2020-2025 strategy and key issues/areas of interest, capture whānau/hapū aspirations and priorities	➤ Communications resource required – cost ➤ Media costs ➤ Website costs ➤ Kaimahi costs ➤ Printing costs ➤ Information contributions from ➤ Communications Policy ➤ Funds for hui ā iwi ➤ Online capability

Other Strategic Activities: Iwi membership and registration services

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ To increase membership registration	➤ Increase registrations and minimise missing contact details for registered members ➤ Increase merchandise ➤ Plan a Hui a Iwi Event to bring all whānau home	➤ Improve online options ➤ Develop, review membership policy, systems, and register ➤ Registration to also be offered at every event and at the whare front desk ➤ Receive and process registrations ➤ Maintain accurate and up to date records ➤ Membership validators ➤ Communications to iwi ➤ Membership Programmes ➤ Merchandise Plan ➤ Hui ā hapu, Hui a Iwi presence ➤ Use Muaūpokotanga Professional Development Day as template for significant member day which brings everyone home – over a weekend	➤ Validator costs ➤ Staff Costs ➤ Registration and costs ➤ Media and marketing costs ➤ Website costs ➤ Whakapapa Komiti

Other Strategic Activities: Whānau Ora

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ To retain and grow Hauora and Social Services (including Whānau Ora services and contracts to deliver to Muaūpoko needs)	➤ Contracts retained and gained ➤ Activity which is self-funded ➤ Contract outcomes ➤ Information systems developed and in place ➤ Our kaimahi are members of lead practitioners' groups ➤ Our kaimahi are qualified/certified navigators	➤ Maintain quality alliance and partner relationships ➤ Invest in our people, capacity, resilience, and capability ➤ Develop Muaūpoko Service Ora Model ➤ Monitoring and reporting capability enhanced ➤ Capture and share success stories and case studies	➤ Quality Reporting and Data capture disciplines ➤ Membership of key Whānau Ora Navigator skills forums ➤ Training costs ➤ Information Management System costs ➤ Operational costs

Other Strategic Activities: Treaty negotiation and settlement

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ To progress negotiations with the crown ➤ To develop and consult on Post- Settlement Governance Entity (PSGE) ➤ Register MACA and Kaupapa Claims	➤ Negotiations identify Muaūpoko aspirations for settlement ➤ Iwi are informed of settlement progress	➤ Continue out “Act as If Strategy” to strengthen our credibility as negotiations partner ➤ MTA to engage Crown, Wai Claimants, iwi membership and other stakeholders ➤ Reporting on progress and communications to iwi including wānanga and hui ➤ To participate and support tribunal hearings processes and to maximise the benefits of any Tribunal Hearings ➤ Monitor Raukawa Hearings and support attendance ➤ Participate in MACA hearings ➤ Provide de support for whānau to attend a kanohi or livestreaming	➤ Delegations from MTA and whanau ➤ Negotiation strategy and approach ➤ MACA participation and attendance ➤ Treaty process costs ➤ Research costs ➤ Specialist Advisors costs ➤ Legal Costs ➤ Project costs ➤ Communications costs ➤ Treaty Claims management resource

3.0. Muaūpoko Trading Company (MTC)

3.1. Muaūpoko Trading Company Report & Annual Report for 2025 and 2026

ANNUAL REPORT | FY2025 & FY2026

For the years ended 31 March 2025 and 31 March 2026

Company number 1049339 • Registered charity CC46663

Executive summary

Tēnā koutou e ngā rangatira, e ngā kaumātua, e ngā kuia, e ngā whānau, e ngā hapū o Muaūpoko. He mihi nui ki a koutou katoa.

We are pleased to share what Muaūpoko Trading Company (MTC) has been doing over the past two years. Our job is to look after the fisheries, aquaculture and commercial assets held for Muaūpoko, make careful decisions and help ensure these resources benefit our whānau now and in the years ahead.

These assets include what has been entrusted to Muaūpoko Tribal Authority through the fisheries settlement, and we have a responsibility to care for them with future generations in mind.

During these two years, MTC continued to look after our fisheries quota, income from fishing rights, investments, and the property at 306 Oxford Street, Taitoko.

Revenue was \$65,952 in FY2025 and \$63,586 in FY2026.

Expenses reduced from \$65,667 to \$39,864, and the reported annual surplus increased from \$285 to \$23,723.

A key reason for the change was the significant property repair costs in FY2025, which were not required in FY2026 accounts.

In FY2026, MTC paid a \$58,401 dividend to Muaūpoko Tribal Authority (MTA).

The recorded value of MTC's AFL/Moana shares also fell by \$584,924 to \$320,320. This was a change in the assessed value of the shares, not a cash loss from day-to-day trading.

Looking ahead, our proposed five-year direction and Annual Plan focus on looking after fisheries assets, making the most of our income, caring for 306 Oxford Street and keeping good oversight of the company. These plans will guide the mahi once the necessary approvals are in place.

We warmly acknowledge our independent Director Kate Wharehoka who remains on the Board for now.

We thank Tim Tukapua and Milly Paea for their service as outgoing Directors and for the time and care they have given to MTC.

We also welcomed Mark Moses and Tracey McKay 2025 and the return of Di Rump as a Director.

Our thanks extend to everyone who has supported this mahi - fellow Directors, the MTA Board, kaimahi, advisers and partners - and especially to our whānau and hapū, whom this work is here to serve.

Whakahono kia tu kaha Muaupoko. Unite. Stand Strong. Muaupoko

Company at a glance

Item	Detail
Entity	Muaupoko Trading Company Limited (MTC)
Shareholder	Muaupoko Tribal Authority Incorporated (MTA) - 100%
Role	Fisheries settlement Asset Holding Company; aquaculture asset holding company, manages commercial assets for parents (MTA)
Principal property	306 Oxford Street, Taitoko (Levin)
Revenue sources	ACE/quota income, AFL/Moana dividends, and interest
Administration	Provided by MTA staff

Our Board and the people who have served

There have been some changes around the MTC Board table. We thank outgoing Directors Tim Tukapua and Milly Paea for their contribution and commitment to Muaupoko. In May 2025, Mark Moses and Tracey McKay joined the Board. We also acknowledge the contribution of Kate Wharehoka and Di Rump during the reporting period. Through these changes, MTC has continued its work looking after our fisheries assets, investments, and property.

Financial performance

Measure	FY2026	FY2025
Quota / commercial income	\$31,826	\$31,639
Dividend income	\$23,092	\$20,679
Interest income	\$8,668	\$13,634
TOTAL REVENUE	\$63,586	\$65,952
Quota costs	\$5,159	\$5,526
Other expenses	\$34,705	\$60,141
TOTAL EXPENSES	\$39,864	\$65,667
REPORTED SURPLUS	\$23,723	\$285

Our main income continues to come from fisheries quota, dividends, and interest. In FY2025, MTC earned \$65,952 and spent \$65,667, leaving a reported surplus of \$285. In FY2026, income was \$63,586 and expenses were \$39,864, leaving a reported surplus of \$23,723.

Property repairs and maintenance accounted for \$32,059 of FY2025 spending. No separate repairs and maintenance expense was recorded in FY2026. Accountancy fees were \$10,161 in FY2025 and \$19,224 in FY2026, while audit fees recorded in MTC's accounts were \$7,762 and \$5,800, respectively.

Financial position and asset value

Measure	31 Mar 2026	31 Mar 2025
Bank cash / short-term deposits	\$92,322	\$342,035
Property, plant, and equipment	\$316,654	\$323,848
Fisheries quota shares	\$335,241	\$335,241
AFL/Moana shares	\$320,320	\$905,244
TOTAL ASSETS	\$2,532,146	\$3,159,798
Liabilities	\$0	\$8,050
NET ASSETS	\$2,532,146	\$3,151,748

Our assets and investments

On 31 March 2026, MTC had \$92,322 in its bank accounts and \$220,152 in term deposits. The term deposits are shown as investments in FY2026.

The recorded value of MTC's AFL/Moana shares changed from \$905,244 in FY2025 to \$320,320 in FY2026, a reduction of \$584,924. This reflects a change in the valuation of the investment initiated by Te Ohu Kai Moana as part of a sector reevaluation process, rather than the sale of shares or an operating loss.

Fisheries assets, ACE, and coastline matters

MTC continue to manage the fisheries quota and Annual Catch Entitlement (ACE) held for Muaūpoko. ACE is the right to catch an amount of fish in a given fishing year; MTC can sell this entitlement to generate income without fishing itself. The annual ACE allocation and traded stock records accompany this AGM pack.

Our inshore fisheries settlement assets have yet to be transferred due to dispute between Raukawa, Rangitaane and Muaupoko over coastline allocation methodology. These remain unresolved. Te Ohu Kaimoana continues to hold the relevant quota and income in trust. The contingent asset is not included as a valued asset in MTC's accounts. This is in line with accounting standards.

Eel Quota

MTC has now received a small eel quota - It is a small quota because it is based on the same TOKM formula as the fisheries quota allocation in 2012. At this stage there has been no interest in the purchase of this quota.

Property - 306 Oxford Street, Taitoko, Levin.



The property at 306 Oxford Street, Taitoko, is the registered office of both MTA and MTC.

It is an important MTC asset and is used by MTA. Under a separate arrangement MTA now covers the cost of insurance and rates and attends to administration as a quid pro quo for rent.

MTC recorded \$32,059 in repairs and maintenance in FY2025 and no repairs and maintenance expense in FY2026.

The proposed FY2027 draft budget includes \$84,000 for work on the property. The Board will need to finalise that property plan over YE 2027.

Dividend and shareholder relationship

MTC paid \$58,401 to MTA in FY2026, no dividend was paid in FY2025 since the dividend payment threshold was not met (due to property maintenance costs). Decisions about dividends are covered under well-established policy.

Keeping MTC well managed

Good governance is part of looking after what belongs to Muaupoko. MTC maintains clear financial updates, records, and regular discussion of risks, with the support of Directors in their roles.

FY2027 outlook

The FY2027 figures are a draft budget, using Y2026 as a starting point.

FY2027 revised working budget	NZD
ACE / sales revenue	\$31,826
Interest	\$8,668
AFL/Moana dividends	\$23,092
TOTAL REVENUE	\$63,586
TOTAL EXPENSES	\$109,234
Including conditional property programme	\$84,000
FORECAST DEFICIT	(\$45,648)
Result excluding conditional property programme	\$38,352

The draft budget shows a deficit due to potential \$84,000 for property works. Without that programme, the forecast shows a surplus of \$38,352. Any decision to proceed with the work will consider available funds, asset condition, and any other needs of the company.

Statutory particulars and audit position

The accompanying FY2025 and FY2026 financial statements form the basis of this report. MTC's FY2026 standalone Performance Report states that it was not separately audited as this is no longer required under the new rules as MTC is now captured under the MTA Group consolidated report.

FY2026/27 ANNUAL PLAN

This is the proposed delivery plan for the 2026/27 year and beyond.

Priority 1 - Protect and optimise settlement fisheries assets.

Protect settlement assets, manage ACE revenue, and meet fisheries reporting obligations.

Key actions to continue	Measure / expected evidence
Maintain quota and ACE registers	Reconcile with FishServe; report at each material transaction
Manage ACE sales	Review April and October broker / tender outcomes and net returns
Monitor coastline matters	Report material developments and Te Ohu Kaimoana information
Comply with requirements	Complete MPI/FishServe filings and confirm any proposed reorganisation

Priority 2 - Strengthen sustainable financial returns.

Improve management information, liquidity, and investment oversight.

Key actions to continue	Measure / expected evidence
Monitor budget	Report budget versus actual and explain material variances at every hui
Review investments	Track bank balances and deposits before maturity
Manage fees	Monitor costs at each Board Hui
Review dividend decisions	Solvency, cash, and asset-maintenance documented

Priority 3 - Protect and improve 306 Oxford Street

Maintain property condition, compliance, and a financially responsible works programme.

Key actions to continue	Measure / expected evidence
Property plan	Confirm condition, priority, scope, timing, and funding
Property compliance	Keep BWoF, insurance, valuation, and maintenance records current
Occupancy arrangements	Continue regular review of quid pro quo arrangement
Property programme	Finalise and approve property plan

Priority 4 - Strengthen governance, risk, and compliance.

Continue to review and monitor foundational governance records and reporting processes.

Key actions to continue	Measure / expected evidence
Board workplan	Maintain calendar of reporting, approvals, and policy reviews
Risk and policy suite	Maintain policy and risk review cycles
Authorities and induction	Verify registers, signing authorities, interests, and induction documents
Financial controls	Post implementation review of Xero access and documented payment/approval procedures

Priority 5 - Assess future commercial opportunities responsibly.

Maintain consistent decision criteria without committing to speculative investments.

Key actions to continue	Measure / expected evidence
SIPO (Statement of Investment Policy)	Review annually
Options review	Consider opportunities only within SIPO, mandate and shareholder approval settings

FISHERIES SECTOR COMMENTARY

Statistics about the Sector in Aotearoa:

Total Workforce: Employs over 16,000 people across the supply chain:

Primary Fishing: 3,650 jobs

Aquaculture: 1,050 jobs

Processing: 5,000 jobs

Exports:

Functions as a net seafood exporter generating USD 1.26 billion, with major export destinations including China, the United States, and Australia.

Domestic Consumption: Averages 25.2 kg of seafood per person each year.

Aotearoa New Zealand Snapshot:

New Zealand maintains a massive Exclusive Economic Zone (EEZ) of 3.9 million square kilometres. Marine capture fisheries produced around 345,700 tonnes and aquaculture produced roughly 104,000 tonnes, while total seafood export values stabilized near USD 1.26 billion.

Economic Performance

Over 2025, driven by strong global demand, historically high per-kilogram prices, and a post-COVID resurgence in international food services, total seafood export revenue grew to \$2.2 billion. Wild-capture fisheries alone generated around \$1.5 billion of this total, supported by key species like hoki and snapper.

In 2026 revenue dipped slightly. While sectors like dairy and red meat broke macro-records, seafood faced headwinds from softer demand in premium markets, rising input inflation, and logistical delays caused by geopolitical conflicts.

Māori Fisheries Reform:

A significant structural shift occurred in July 2026 as long-awaited legislative updates finally took effect. These changes gave iwi organizations more localized control over assets held by Te Ohu Kaimoana and Moana New Zealand, reinforcing indigenous self-regulation (tino rangatiratanga) for those within the commercial arena.

Regulatory Shifts and the Camera Rollout

The government successfully expanded the deployment of on-board commercial fishing cameras, with 224 vessels operating under digital surveillance by mid-2026. While implemented to verify catch-reporting accuracy and protect vulnerable species like Hector's dolphins, the data transparency surrounding this footage became a primary battleground between industry players and conservationists.

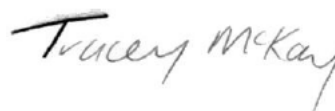
Our direction

Our direction is straightforward: we will continue to look after the fisheries rights and other assets held for Muaūpoko, make wise use of income, keep sound records, and consider new opportunities carefully. We are committed to ensure the company remains strong for those who come after us and for the prosperity of our Iwi and whānau.

Ngā manaakitanga,



Mark Moses
Director
Muaūpoko Trading Company Ltd.



Tracey MacKay
Director
Muaūpoko Trading Company Ltd.

3.2. ACE Quota periods ending 31st March 2025 and 31st March 2026

Annual ACE Allocation



Muaupoko Trading Company Limited
PO Box 1080
Levin 5540

Attn: Dianne Rump

Date: **1 April 2024**
Client: **9790154**
Fishing Year: **Starting April 2024**
Type of ACE: **Regular ACE**

Notification Method: **ceo@muaupoko.iwi.nz**

ACE has been allocated to you successfully based on the number of quota shares you owned as at 1 April 2024. This allocation is pursuant to section 67 of the Fisheries Act 1996. Please make sure you retain this information for your records.

No.	Stock	Quota Shares	TACC	Allocation
1.	CHC1	41,986	10,000	4
2.	CHC2	41,986	10,000	4
3.	CHC3	41,986	4,000	2
4.	CHC4	33,589	4,000	1
5.	CHC5	41,986	4,000	2
6.	CHC6	55,981	4,000	2
7.	CHC7	41,986	4,000	2
8.	CHC8	41,986	4,000	2
9.	CHC9	41,986	4,000	2
10.	GSC6A	55,981	170,000	95
11.	GSC6B	55,981	237,000	133
12.	HOR6	55,981	1,000	1
13.	KIC1	41,986	10,000	4
14.	KIC2	41,986	10,000	4
15.	KIC3	41,986	10,000	4
16.	KIC4	33,589	10,000	3
17.	KIC5	41,986	10,000	4
18.	KIC6	55,981	10,000	6
19.	KIC7	41,986	10,000	4
20.	KIC8	41,986	10,000	4
21.	KIC9	41,986	10,000	4
22.	PDO4	11,196	1,000	0
23.	SBW1	41,844	98,000	41
24.	SBW6A	55,981	1,640,000	918
25.	SBW6B	55,981	4,888,000	2,736

Page 1 of 2

Floor 12, 7 Waterloo Quay, PO Box 297, Wellington 6140 | Helpline Phone: (04) 460 9555

26.	SBW6I	55,981	39,200,000	21,945
27.	SBW6R	55,981	5,500,000	3,079
28.	SCC4	11,196	2,000	0
29.	SCC6	55,981	0	0

If you would like to view your current ACE holdings online, login to the FishServe website and go to ACE & Catch.

If you have any queries regarding this registration notice please don't hesitate to contact the FishServe helpline.



Annual ACE Allocation



Muaupoko Trading Company Limited
PO Box 1080
Levin 5540

Attn: Dianne Rump

Date: 1 April 2025
Client: 9790154
Fishing Year: Starting April 2025
Type of ACE: Regular ACE

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7.	CHC7	41,986	4,000	2
8.	CHC8	41,986	4,000	2
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11.	GSC6B	55,981	237,000	133
12.	HOR6	55,981	1,000	1
13.	KIC1	41,986	10,000	4
14.	KIC2	41,986	10,000	4
15.	KIC3	41,986	10,000	4
16.	KIC4	33,589	10,000	3
17.	KIC5	41,986	10,000	4
18.	KIC6	55,981	10,000	6
19.	KIC7	41,986	10,000	4
20.	KIC8	41,986	10,000	4
21.	KIC9	41,986	10,000	4
22.	PDO4	11,196	1,000	0
23.	SBW1	41,844	98,000	41
24.	SBW6A	55,981	1,640,000	918
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29.	SCC6	55,981	0	0

If you would like to view your current ACE holdings online, login to the FishServe website and go to ACE & Catch.

If you have any queries regarding this registration notice please don't hesitate to contact the FishServe helpline.



3.3. Traded Fish Stock period ending 31st March 2025 and 31st March 2026

Muaupoko Trading Company Limited
Traded Fishstocks
For the Period 1 April 2024 to 31 March 2025



Species	Fish Code	kg	\$/kg (excl GST)	Total \$ (excl GST)
Barracouta	BAR4	146	0.01	1.46
Blue Cod	BCO4	2	0.35	0.70
Bigeye Tuna	BIG1	400	0.00	0.40
Blue Nose	BNS3	11	2.31	25.41
Blue Nose	BNS7	7	2.10	14.70
Blue Nose	BNS8	3	0.45	1.35
Alfonsino & Long-finn	BYX3	166	0.08	13.28
Alfonsino & Long-finn	BYX7	11	0.35	3.85
Alfonsino & Long-finn	BYX8	4	0.08	0.32
Black Cardinal	CDL3	82	0.10	8.20
Black Cardinal	CDL5	14	0.08	1.12
Black Cardinal	CDL6	1	0.03	0.03
Frostfish	FRO4	59	0.04	2.36
Frostfish	FRO5	57	0.04	2.28
Frostfish	FRO6	6	0.04	0.24
Frostfish	FRO7	886	0.03	26.58
Frostfish	FRO8	378	0.02	7.56
Ghost Shark	GSH4	152	0.04	6.08
Ghost Shark	GSH5	46	0.07	3.22
Ghost Shark	GSH6	53	0.05	2.65
Ghost Shark	GSH7	471	0.01	4.71
Ghost Shark	GSH8	14	0.02	0.28
Pale Ghost Shark	GSP7	74	0.01	0.74
Hake	HAK1	762	0.03	22.86
Hoki	HOK1	22834	0.53	12,055.90
Jack Mackerel	JMA3	3649	0.01	36.49
Jack Mackerel	JMA7	7411	0.15	1,111.65
Lockdown Dory	LDO3	201	0.05	10.05
Ling	LIN5	968	1.25	1,210.00
Ling	LIN7	523	1.01	528.23
Oreos	OEO1	519	0.02	10.38
Oreos	OEO3A	703	0.35	246.05
Oreos	OEO4	549	0.35	192.15
Orange Roughy	ORH2A	102	1.20	122.40
Orange Roughy	ORH2B	12	1.20	14.40
Orange Roughy	ORH3B	621	1.00	621.00
Orange Roughy	ORH7A	186	1.00	186.00
Ribaldo	RIB3	165	0.01	1.65
Ribaldo	RIB4	168	0.01	1.68
Ribaldo	RIB5	22	0.05	1.10
Ribaldo	RIB6	129	0.03	3.87
Ribaldo	RIB7	138	0.03	4.14

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Muaupoko Trading Company Limited
Traded Fishstocks
For the Period 1 April 2024 to 31 March 2025



School Shark	SCH4	13	0.10	1.30
Scampi	SCI1	61	31.00	1,891.00
Scampi	SCI2	64	31.00	1,984.00
Scampi	SCI3	171	31.00	5,301.00
Scampi	SCI4A	34	31.00	1,054.00
Scampi	SCI5	17	0.10	1.70
Scampi	SCI6A	171	25.00	4,275.00
Scampi	SCI7	32	1.00	32.00
Spiny Dogfish	SPD4	213	0.02	4.26
Sea Perch	SPE7	30	0.01	0.30
Sea Perch	SPE8	6	0.01	0.06
Sea Perch	SPE9	4	0.08	0.32
Arrow Squid	SQU1T	9381	0.01	93.81
Arrow Squid	SQU6T	9061	0.01	90.61
Smooth Skate	SSK3	193	0.10	19.30
Smooth Skate	SSK7	89	0.10	8.90
Smooth Skate	SSK8	2	0.10	0.20
Giant Stargazer	STA4	378	0.01	3.78
Southern Bluefin Tuna	STN1	670	0.75	502.50
Silver Warehou	SWA1	606	0.15	90.90
Silver Warehou	SWA3	772	0.75	579.00
Silver Warehou	SWA4	1054	0.75	790.50
Swordfish	SWO1	495	0.01	4.95
Tarakihi	TAR4	3	0.01	0.03
Pacific Bluefin Tuna	TOR1	65	1.10	71.50
Trumpeter	TRU4	7	0.01	0.07
White Warehou	WWA7	53	0.01	0.53
TOTAL				\$33,309.02

Fish Code	Species	kg	Total \$ (excl GST)
BAR4	Barracouta	146	21.90
BCO4	Blue Cod	2	2.00
BNS3	Blue Nose	11	12.65
BNS7	Blue Nose	7	7.70
FRO7	Frostfish	886	44.30
FRO8	Frostfish	378	18.90
GSH5	Ghost Shark	46	2.30
GSH6	Ghost Shark	53	2.65
GSH7	Ghost Shark	235	11.75
HOK1	Hoki	22834	12,102.02
JMA7	Jack Mackerel	7411	1,111.65
LDO1	Lockdown Dory	71	7.10
LIN5	Ling	968	677.60
LIN6	Ling	2380	166.60
LIN7	Ling	523	627.60
OEO3A	Oreos	703	175.75
OEO4	Oreos	549	137.25
ORH2A	Orange Roughy	102	51.00
RIB4	Ribaldo	168	16.80
RIB5	Ribaldo	22	0.66
RIB6	Ribaldo	129	12.90
RIB7	Ribaldo	138	4.14
RIB9	Ribaldo	9	0.27
SCI1	Scampi	61	1,906.25
SCI2	Scampi	64	2,000.00
SCI3	Scampi	171	6,558.93
SCI4A	Scampi	34	1,360.00
SCI6A	Scampi	171	4,788.00
SCI7	Scampi	32	32.00
SCI9	Scampi	15	7.50
SPD4	Spiny Dogfish	213	3.20
SPE4	Sea Perch	420	63.00
SPE6	Sea Perch	5	0.05
SPE8	Sea Perch	6	0.60
SPE9	Sea Perch	4	0.04
SSK3	Smooth Skate	193	17.37
SSK7	Smooth Skate	89	8.01
SSK8	Smooth Skate	2	0.20
SWA3	Silver Warehou	888	710.40
SWA4	Silver Warehou	1107	830.25
TOTAL		77856	33,501.28

3.4 Muaūpoko Trading Company financial accounts – period ending 31st March 2025 and 2026

Muaūpoko Trading Company Limited
Performance Reports
For the Year Ended 31st March 2025

<u>Contents</u>	<u>Page</u>
Entity Information	1
Statement of Service Performance	2
Statement of Financial Performance	3
Statement of Financial Position	4
Statement of Cash Flows	5
Notes to the Accounts	6

Muaūpoko Trading Company Limited

Entity Information

As at 31st March 2025

LEGAL NAME OF ENTITY

Muaūpoko Trading Company Limited

TYPE OF ENTITY AND LEGAL BASIS

Company and Registered Charity

REGISTRATION NUMBER WITH DIA CHARITIES

CC46663

MISSION STATEMENT

Muaūpoko Trading Company Limited (MTC) was formed on the 31st July 2000 as the mandated Iwi Fisheries and Aquaculture Organisation under the Iwi Fish Settlement.

Muaūpoko Trading Company Limited is a fully owned subsidiary of Muaūpoko Trading Authority Inc. (MTA) performing the Asset Holding Entity role (AHE).

ENTITY STRUCTURE

Company Structure

100% owned by MTA.

Muaūpoko Trading Company Limited (MTC) has 3 Directors (1 Appointed, 1 MTA Board member and 1 Independent)

Has Charitable Status

Operational Structure

Day to day administration is very minimal and performed by Administration staff of Parent Organisation

MAIN SOURCES OF THE ENTITY'S CASH AND RESOURCES

Aotearoa Fisheries Ltd Shares

Commercial Building 306 Oxford Street

In Shore Fishing Quota FM8/CRA4 Area under Te Ohu Kai Moana and Ministry of Primary Industries allocation

Investment Income

MAIN METHODS USED BY THE ENTITY TO RAISE FUNDS

Manage and grow assets to minimise risk and maximise return to Parent Organisation for the benefit of Iwi members.

Manage Fishing and Aquaculture business.

ENTITY'S RELIANCE ON VOLUNTEERS AND DONATED GOODS & SERVICES

The entity has a minimal requirement for volunteers and donated goods and services.

Muaūpoko Trading Company Limited
Statement of Service Performance
For the Year Ended 31st March 2025

DESCRIPTION OF MEDIUM TO LONG TERM

OBJECTIVES

Manage iwi allocated Fishing quota under Maori Fisheries Act 2004 Number 78 alongside managing assets owned by Muaūpoko Tribal Authority Inc.

DESCRIPTION OF SIGNIFICANT ACTIVITIES

MTC annual reports showing sales of fishing quota and management of building assets.

ADDITIONAL INFORMATION

MTC has Asset Investment Policy, Delegated Authorities, Documented Director Accountabilities and a Dividends Policy

Muaūpoko Trading Company Limited
Statement of Financial Performance
For the Year Ended 31st March 2025

	Note	2025 \$	2024 \$
REVENUE			
Revenue from commercial activities	3	31,639	31,095
Interest, dividends and other investment revenue	3	<u>34,313</u>	<u>23,732</u>
Total Revenue		65,952	54,827
Less Expenses			
Expenses related to commercial activities	4	5,526	5,756
Other expenses	4	<u>60,141</u>	<u>25,418</u>
Total Expenses		65,667	31,175
SURPLUS/(DEFICIT) FOR THE YEAR		<u>\$285</u>	<u>\$23,653</u>

This statement is to be read in conjunction with the notes to the financial statements and audit report.



Muaūpoko Trading Company Limited
Statement of Financial Position
As at 31st March 2025

	Note	2025 \$	2024 \$
CURRENT ASSETS			
Cash and short term deposits	5	342,035	351,545
Debtors and prepayments	5	13,430	8,741
Total Current Assets		355,465	360,285
NON-CURRENT ASSETS			
Property, plant and equipment	6	323,848	331,561
Investments	5	1,240,485	1,240,485
Other non-current assets	5	1,240,000	1,240,000
Total Non-Current Assets		2,804,333	2,812,046
TOTAL ASSETS		3,159,798	3,172,331
CURRENT LIABILITIES			
Creditors and accrued expenses	5	8,050	20,868
TOTAL LIABILITIES		8,050	20,868
NET ASSETS		<u>\$3,151,748</u>	<u>\$3,151,463</u>
Represented by;			
ACCUMULATED FUNDS			
Capital contributed by owners or members	7	1,240,100	1,240,100
Accumulated surpluses or (deficits)	7	1,911,648	1,911,363
TOTAL ACCUMULATED FUNDS		<u>\$3,151,748</u>	<u>\$3,151,463</u>

For and on behalf of the Directors

Director Tracey McKay

Director Mark Moses

Date 03/06/2026

Date 03/06/2026

Signature 
Tracey McKay (Mar 6, 2026 14:05:01 GMT+13)

Signature 

Position _____

Position Director

This statement is to be read in conjunction with the notes to the financial statements and audit report.



Muaūpoko Trading Company Limited
Statement of Cash Flows
For the Year Ended 31st March 2025

	Note	2025 \$	2024 \$
OPERATING ACTIVITIES			
Cash was provided from:			
Gross sales from commercial activities		31,945	29,887
Interest, dividends and other investment receipts		34,313	23,732
		66,258	53,619
Cash was applied to:			
Payments related to commercial activities		70,772	13,861
Net GST paid to IRD		4,995	2,768
		75,768	16,629
Net Cash Inflow (Outflow) from Operating Activities		(9,509)	36,990
NET INCREASE (DECREASE) IN CASH		(9,509)	36,990
Opening bank accounts and cash		351,545	314,554
Closing bank accounts and cash	5	342,035	351,545

This statement is to be read in conjunction with the notes to the financial statements and audit report.



Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

1. STATEMENT OF ACCOUNTING POLICIES

This performance report is for Muaūpoko Trading Company Limited. Muaūpoko Trading Company Limited is domiciled in New Zealand and is a charitable organisation registered under the Charities Act 2005 and is also governed under the Maori Fisheries Act 2004 No 78.

Basis of Preparation

This performance report is prepared in accordance with the XRB's Tier 3 (NFP) Standard. The entity is eligible to apply these requirements as it does not have public accountability and has total annual expenses of less than \$5million. All transactions in the performance report are reported using the accrual basis of accounting. This performance report is prepared under the assumption that the entity is a going concern and will continue to operate for the foreseeable future.

Treatment of GST

The entity is registered for GST and all amounts are recorded on a GST exclusive basis, except for Debtors and Creditors which are stated inclusive of GST.

Income Tax

MTC is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Cash and Short-term deposits

Cash and short-term deposits in the Statement of Financial Position and Statement of Cash Flows comprise cash balances and bank balances (including short-term deposits) with original maturities of 90 days or less.

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(a) Property, Plant & Equipment

The entity has the following classes of Property, Plant & Equipment;

Land
Buildings
Furniture & Fittings

All property, plant & equipment except for land is stated at cost less accumulated depreciation and accumulated impairment.

Land & buildings are recognised at cost using rateable value as at March 2016 on transition to PBE SFR-A accounting framework.

(b) Investments

Fisheries Quota Shares and AFL income shares were allocated on March 6, 2013 as part of the fisheries settlement. They are valued at cost and are assessed for impairment each year.

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

(c) Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Company and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received.

The Company receives revenue from Quota Income, Dividends and Interest. The revenue from these sources are recognised in the period they are earned.

MTC receive the payment of insurances and rates from MTA in lieu of rental payments for the tenancy of the whare.

Interest income is recognised as it accrues using the effective interest method.

Donations are recognised as revenue upon receipt.

Changes in Accounting Policies

The performance report has been prepared in line with the new Tier 3 reporting framework. There have been no changes in accounting policies during the financial year (last year - nil).

2. AUDIT

These financial statements have been subject to audit, please refer to Auditor's Report.

3. ANALYSIS OF REVENUE

	2025	2024
	\$	\$
(a) Revenue from commercial activities		
Quota Income	31,639	31,095
Total	<u>31,639</u>	<u>31,095</u>
(b) Interest, dividends and other investment revenue		
Dividend Received	20,679	10,666
Interest Received	13,634	13,066
Total	<u>34,313</u>	<u>23,732</u>
Total Operating Revenue	<u><u>65,952</u></u>	<u><u>54,827</u></u>

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

4. ANALYSIS OF EXPENSES

	2025	2024
	\$	\$
(a) Expenses related to commercial activities		
Purchases - Fisheries Quota	5,526	5,756
Total	<u>5,526</u>	<u>5,756</u>
(b) Other expenses related to service delivery		
Accountancy Fees	10,161	6,940
Audit Fees	7,762	5,095
Bank Charges	50	50
Banklink Charges	130	130
Hui Expenses	1,983	1,304
Insurance	-	2,808
Rates	238	807
Repairs & Maintenance	32,059	-
Subscriptions	44	-
Depreciation	7,713	8,283
Total	<u>60,141</u>	<u>25,418</u>
Total Operating Expenses	<u>65,667</u>	<u>31,175</u>

5. ANALYSIS OF ASSETS AND LIABILITIES

	2025	2024
	\$	\$
(a) Bank accounts and cash		
Term Deposit - MTC 0001	147,477	139,057
Westpac Encore Account - MTC	131,306	152,810
Westpac - Savings Account - MTC	211	207
Term Deposit 0003 - MTC	63,041	59,471
Total bank accounts and cash	<u>342,035</u>	<u>351,545</u>
Net bank accounts and cash for the purpose of the Statement of Cash Flows	<u>342,035</u>	<u>351,545</u>
(b) Debtors and Prepayments		
Accrued Interest	3,369	3,676
GST Receivable	10,061	5,065
Total	<u>13,430</u>	<u>8,741</u>
(c) Investments		
Fisheries Quota Share Value	335,241	335,241

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

AFL Income Shares Value (1120 shares)	905,244	905,244
(d) Other non-current assets		
Muaūpoko inter entity	<u>1,240,000</u>	<u>1,240,000</u>
Total	2,480,485	2,480,485
(e) Creditors and accrued expenses		
Accounts Payable	<u>8,050</u>	<u>20,868</u>
Total	<u>8,050</u>	<u>20,868</u>



Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

6. PROPERTY, PLANT & EQUIPMENT

2025	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land	170,000	-	-	-	170,000
Buildings	120,775	-	-	(3,623)	117,152
Furniture & Fittings	40,786	-	-	(4,090)	36,696
Total	331,561	-	-	(7,713)	323,848
2024	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land	170,000	-	-	-	170,000
Buildings	124,510	-	-	(3,735)	120,775
Furniture & Fittings	45,333	-	-	(4,548)	40,785
Total	339,843	-	-	(8,283)	331,560

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

7. ACCUMULATED FUNDS

	2025	2024
	\$	\$
(a) Accumulated Surpluses or Deficits		
Opening Balance	1,911,363	1,887,710
Adjusted Opening Balance	1,911,363	1,887,710
Surplus/(Deficit)	285	23,653
Closing Balance	1,911,648	1,911,363
 (b) Capital		
Capital	1,240,100	1,240,100
 Total Accumulated Funds	<u>3,151,748</u>	<u>3,151,463</u>

8. CONTINGENT ASSETS

(a) Contingent Assets

At balance date contingent assets have been estimated at \$0 (2024:\$0).

Maori Fisheries Act 2004.Number 78.

Te Ohu Kai Moana holds in trust, the Coastal Fisheries quota and associated income - covering the Muaūpoko Iwi registered area of interest - until such time as agreement between Iwi regarding allocation is reached. We are unable to quantify this amount.

9. CONTINGENT LIABILITIES

(a) Contingent Liabilities

At balance date there are no known contingent liabilities (2024:\$0). Muaūpoko Trading Company Limited has not granted any securities in respect of liabilities payable by any other party whatsoever.

10. RELATED PARTIES

A related party relationship exists between Muaūpoko Tribal Authority Incorporated as the parent entity and its subsidiary company Muaūpoko Trading Company. The transaction activity generally takes the form of a dividend between the two entities. Setting the dividend policy for which is the responsibility of the Directors of Muaūpoko Trading Company.

Tim Tukapua (Director) is the Chair for parent - MTA Board of Trustees and is the nominated MTA Board Representative on the MTC Board.

Di Rump (Director) is the CEO of MTA.

As per MTC policy, all directors are entitled to a fee of \$150.00 per hui.

Tim Tukapua and Di Rump both koha their hui fees to the MTA sponsorship grant fund - established to contribute to registered Muaūpoko tamariki/rangatahi for assisting them to participate in regional, national and international events at representative level sports and Kapa Haka.



Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2025

11. SECURITIES AND GUARANTEES

There is no overdraft as at balance date nor was there any facility advanced.

A Registered First Mortgage is held over the property at 306 Oxford Street. There was no mortgage debt or lending against that security during/over the reporting period.

12. EVENTS AFTER THE BALANCE DATE

There were no significant events after balance date (2024:nil).



**INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDER OF MUAŪPOKO TRADING COMPANY LIMITED**

Report on the Financial Information in the Performance Report

Opinion

We have audited the financial information in the performance report (the financial information) of Muaūpoko Trading Company (the company), which comprises the statement of financial performance, and statement of cash flows for the year ended 31 March 2025 the statement of financial position as at 30 March 2025, and the statement of accounting policies and other explanatory information.

In our opinion the financial information presents fairly, in all material respects the financial position of the company as at 31 March 2025, and its financial performance, and cash flows for the year then ended, in accordance with the Tier 3 (Not-For-Profit (NFP)) Standard ("Tier 3 NFP Standard"), issued by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the statement of financial performance, statement of financial position, statement of cash flows, statement of accounting policies, and notes to the performance report in accordance with International Standards on Auditing (New Zealand) ("ISAs (NZ)"). Our responsibilities under the standard are further described in the *Auditor's Responsibilities for the Audit of the Performance Report* section of our report. We are independent of the company in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor, we have no relationship with, or interests in, the company, or Muaūpoko Tribal Authority Incorporated & Subsidiary (the group reporting entity).

Responsibilities of the Directors for the Performance Report

The Directors are responsible for:

- The preparation, and fair presentation of the performance report in accordance with the Tier 3 NFP Standard.
- The selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a statement of service performance that is appropriate and meaningful in accordance with the Tier 3 NFP Standard.
- The preparation and fair presentation of the statement of service performance in accordance with the company's measurement bases or evaluation methods, in accordance with the Tier 3 NFP Standard.

- The overall presentation, structure and content of the statement of service performance in accordance with the Tier 3 NFP Standard.
- Such internal control as the Directors determine is necessary to enable the preparation of a performance report that is free from material misstatement, whether due to fraud or error.

In preparing the performance report, the Directors are responsible on behalf of the company for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Performance Report

Our objectives are to obtain reasonable assurance about whether the financial information is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial information.

A further description of the auditor's responsibilities for the audit of the performance report is located at the XRB's website at <https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-18-1/>

This description forms part of our auditor's report.

Who we Report to

This report is made solely to the company's shareholder. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's shareholder, as a body, for our audit work, for this report or for the opinion we have formed.

BDO Manawatu Audit Limited

BDO Manawatu Audit Limited
Palmerston North
New Zealand
19 March 2026

Muaūpoko Trading Company Limited
Performance Reports
For the Year Ended 31st March 2026

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Muaūpoko Trading Company Limited

Entity Information

As at 31st March 2026

LEGAL NAME OF ENTITY

Muaūpoko Trading Company Limited

TYPE OF ENTITY AND LEGAL BASIS

Company and Registered Charity

REGISTRATION NUMBER WITH DIA CHARITIES

CC46663

MISSION STATEMENT

Muaūpoko Trading Company Limited (MTC) was formed on the 31st July 2000 as the mandated Iwi Fisheries and Aquaculture Organisation under the Iwi Fish Settlement.

Muaūpoko Trading Company Limited is the wholly owned commercial subsidiary of Muaūpoko Tribal Authority Incorporated and performs the Asset Holding Company functions associated with the Māori fisheries settlement.

ENTITY STRUCTURE

Company Structure

100% owned by MTA.

Muaūpoko Trading Company Limited (MTC) has 3 Directors (1 Appointed, 1 MTA

Board member and 1 Independent). The Directors satisfy skills across the required financial, legal and marketing areas.

Has Charitable Status.

Operational Structure

Day to day administrative support is provided by staff of the parent organisation, Muaūpoko Tribal Authority Incorporated.

MAIN SOURCES OF THE ENTITY'S CASH AND RESOURCES

Fisheries quota and associated quota income

Aotearoa Fisheries Limited income shares and associated dividend income

Commercial property at 306 Oxford Street, Taitoko Levin

Cash and short-term deposits and associated interest income

Inter-entity receivable from Muaūpoko Tribal Authority Incorporated

MAIN METHODS USED BY THE ENTITY TO RAISE FUNDS

MTC generates income principally from fisheries quota, dividends, interest and returns from its investment and property assets.

Manage and protect MTC fisheries settlement assets, including Settlement Quota, Annual Catch Entitlements and AFL Shares, in accordance with the Māori Fisheries Act 2004 and the MTC constitution.

Muaūpoko Trading Company Limited

Entity Information

As at 31st March 2026

ENTITY'S RELIANCE ON VOLUNTEERS AND DONATED GOODS & SERVICES

The entity has a minimal requirement for volunteers and donated goods and services.

Muaūpoko Trading Company Limited

Statement of Service Performance

For the Year Ended 31st March 2026

DESCRIPTION OF MEDIUM TO LONG TERM

OBJECTIVES

Muaūpoko Trading Company Limited is the Asset Holding Company and wholly owned commercial subsidiary of Muaūpoko Tribal Authority Incorporated. Its objectives are to protect and manage Muaūpoko fisheries settlement assets and other commercial assets, generate sustainable returns from those assets, and provide financial benefit to its shareholder for the benefit of Muaūpoko.

MTC manages Settlement Quota, Annual Catch Entitlements and AFL income shares in accordance with the Māori Fisheries Act 2004 and the Company's Constitution. It also manages its commercial property, cash and investment assets.

Significant activities and achievements during FY2026

Fisheries quota income generated: \$31,826

Dividend income received: \$23,092 Interest income received: \$8,668

Fisheries quota interests held at year end: \$335,241 carrying value

AFL income shares held at year end: 2,240 shares, carrying value \$320,320 Term

deposits held at year end: \$220,152

306 Oxford Street, Taitoko Levin continued to be held and managed by MTC Dividend paid to Muaūpoko Tribal Authority Incorporated: \$58,401

DESCRIPTION OF SIGNIFICANT ACTIVITIES

MTC annual reports show fishing quota income and management of building assets.

ADDITIONAL INFORMATION

MTC maintains an Asset Investment Policy, Delegated Authorities Policy, documented Director Accountabilities and a Dividend Policy

Muaūpoko Trading Company Limited
Statement of Financial Performance
For the Year Ended 31st March 2026

	Note	2026 \$	2025 \$
REVENUE			
Revenue from commercial activities	3	31,826	31,639
Interest, dividends and other investment revenue	3	<u>31,760</u>	<u>34,313</u>
Total Revenue		63,586	65,952
Less Expenses			
Expenses related to commercial activities	4	5,159	5,526
Other expenses	4	<u>34,705</u>	<u>60,141</u>
Total Expenses		39,864	65,667
SURPLUS/(DEFICIT) FOR THE YEAR		<u>\$23,723</u>	<u>\$285</u>

This statement is to be read in conjunction with the notes to the financial statements.

Muaūpoko Trading Company Limited
Statement of Financial Position
As at 31st March 2026

	Note	2026 \$	2025 \$
CURRENT ASSETS			
Cash and short-term deposits	5	92,322	342,035
Debtors and prepayments	5	7,457	13,430
Total Current Assets		99,779	355,465
NON-CURRENT ASSETS			
Property, plant and equipment	6	316,654	323,848
Fisheries Quota Share Value		335,241	335,241
AFL Income Shares Value (2240 shares)		320,320	905,244
Term Deposit - MTC 0001		154,147	-
Term Deposit - MTC 0003		66,005	-
Other non-current assets		1,240,000	1,240,000
Total Non-Current Assets		2,432,367	2,804,333
TOTAL ASSETS		2,532,146	3,159,798
CURRENT LIABILITIES			
Creditors and accrued expenses	5	-	8,050
TOTAL LIABILITIES		-	8,050
NET ASSETS		\$2,532,146	\$3,151,748
Represented by:			
ACCUMULATED FUNDS			
Capital contributed by owners or members	7	1,240,100	1,240,100
Accumulated surpluses or (deficits)	7	1,292,046	1,911,648
TOTAL ACCUMULATED FUNDS		\$2,532,146	\$3,151,748

This statement is to be read in conjunction with the notes to the financial statements.

Muaūpoko Trading Company Limited
Statement of Financial Position
As at 31st March 2026

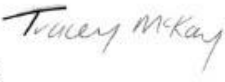
For and on behalf of the Directors

Name: Tracey McKay

Name: Mark Moses

Date: 30 September 2026

Date: 30 September 2026

Signature: 

Signature: 

Position: Director

Position: Director

This statement is to be read in conjunction with the notes to the financial statements.

- 6 -

Muaūpoko Trading Company Limited
Statement of Cash Flows
For the Year Ended 31st March 2026

	Note	2026 \$	2025 \$
OPERATING ACTIVITIES			
Cash was provided from:			
Gross sales from commercial activities		32,809	31,945
Interest, dividends and other investment receipts		31,760	34,313
Net GST refunds received from IRD		4,990	-
		<u>69,559</u>	<u>66,258</u>
Cash was applied to:			
Payments related to commercial activities		40,720	70,772
Net GST paid to IRD		-	4,995
		<u>40,720</u>	<u>75,768</u>
Net Cash Inflow (Outflow) from Operating Activities		<u>28,839</u>	<u>(9,509)</u>
INVESTING AND FINANCING ACTIVITIES			
Cash was applied to:			
Dividends paid		58,401	-
Acquisition of investments		220,152	-
		<u>278,553</u>	<u>-</u>
Net Cash Inflow (Outflow) from Investing and Financing		<u>(278,553)</u>	<u>-</u>
NET INCREASE (DECREASE) IN CASH		<u>(249,714)</u>	<u>(9,509)</u>
Opening bank accounts and cash		342,035	351,545
Closing bank accounts and cash	5	<u>92,322</u>	<u>342,035</u>

This statement is to be read in conjunction with the notes to the financial statements.

Muaūpoko Trading Company Limited

Notes to the Performance Report

For the Year Ended 31st March 2026

1. STATEMENT OF ACCOUNTING POLICIES

This performance report is for Muaūpoko Trading Company Limited. Muaūpoko Trading Company Limited is domiciled in New Zealand and is a charitable organisation registered under the Charities Act 2005 and is also governed under the Māori Fisheries Act 2004 No 78.

Basis of Preparation

This performance report is prepared in accordance with the XRB's Tier 3 (NFP) Standard. The entity is eligible to apply these requirements as it does not have public accountability and has total annual expenses of less than \$5million. All transactions in the performance report are reported using the accrual basis of accounting. This performance report is prepared under the assumption that the entity is a going concern and will continue to operate for the foreseeable future.

Treatment of GST

The entity is registered for GST and all amounts are recorded on a GST exclusive basis, except for Debtors and Creditors which are stated inclusive of GST.

Income Tax

MTC is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Cash and Short-term deposits

Cash and short-term deposits in the Statement of Financial Position and Statement of Cash Flows comprise cash balances and bank balances (including short-term deposits) with original maturities of 90 days or less.

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(a) Property, Plant & Equipment

The entity has the following classes of Property, Plant & Equipment;

Land

Buildings

Furniture & Fittings

All property, plant & equipment except for land is stated at cost less accumulated depreciation and accumulated impairment.

Land & buildings are recognised at cost using rateable value as at March 2016 on transition to PBE SFR-A accounting framework.

(b) Investments

Fisheries Quota Shares and AFL income shares were allocated on March 6, 2013 as part of the fisheries settlement.

Aotearoa Fisheries Limited -Share Valuation

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2026

Prior to FY26 Te Ohu Kaimoana commissioned a valuation of the AFL shares. As a result of this valuation, the fair value of the AFL income shares decreased by \$584,924 from their previous carrying value. The decrease has been recognised as a fair value loss and recorded against the relevant financial asset revaluation reserve within equity. The carrying value of the Entity's AFL income shares at balance date is \$320,320. The valuation reflects the estimated fair value of the AFL income shares at balance date and is subject to the assumptions and methodology applied in determining that valuation. As the shares are not traded in an active market, the valuation involves estimation and judgement.

(c) Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Company and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received.

The Company receives revenue from Quota Income, Dividends and Interest. The revenue from these sources is recognised in the period they are earned.

MTA occupies the property owned by MTC and, in lieu of rental payments, meets specified insurance and rates costs associated with the property.

Interest income is recognised as it accrues using the effective interest method.

Donations are recognised as revenue upon receipt.

Changes in Accounting Policies

The performance report has been prepared in line with the new Charities Tier 3 reporting framework. There have been no changes to the accounting policies used in the reports during the financial year.

2. AUDIT

These financial statements have not been subject to audit.

3. ANALYSIS OF REVENUE

	2026	2025
	\$	\$
(a) Revenue from commercial activities		
Quota Income	31,826	31,639
Total	<u>31,826</u>	<u>31,639</u>
(b) Interest, dividends and other investment revenue		
Dividend Received	23,092	20,679
Interest Received	8,668	13,634
Total	<u>31,760</u>	<u>34,313</u>
Total Operating Revenue	<u><u>63,586</u></u>	<u><u>65,952</u></u>

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2026

4. ANALYSIS OF EXPENSES

	2026	2025
	\$	\$
(a) Expenses related to commercial activities		
Purchases - Fisheries Quota	5,159	5,526
Total	<u>5,159</u>	<u>5,526</u>
(b) Other expenses related to service delivery		
Accountancy Fees	19,224	10,161
Audit Fees	5,800	7,762
Bank Charges	50	50
Banklink Charges	130	130
Hui Expenses	2,217	1,983
Rates	-	238
Repairs & Maintenance	-	32,059
Subscriptions	89	44
Depreciation	7,194	7,713
Total	<u>34,705</u>	<u>60,141</u>
Total Operating Expenses	<u>39,864</u>	<u>65,667</u>

* Increase in accounting fees due to multiple years being completed during the same financial year.

5. ANALYSIS OF ASSETS AND LIABILITIES

	2026	2025
	\$	\$
(a) Bank accounts and cash		
Term Deposit - MTC 0001	-	147,477
Westpac Encore Account - MTC	92,110	131,306
Westpac - Savings Account - MTC	212	211
Term Deposit 0003 - MTC	-	63,041
Total bank accounts and cash	<u>92,322</u>	<u>342,035</u>
Net bank accounts and cash for the purpose of the Statement of Cash Flows	<u>92,322</u>	<u>342,035</u>
(b) Debtors and Prepayments		
Accrued Interest	2,387	3,369
GST Receivable	5,070	10,061
Total	<u>7,457</u>	<u>13,430</u>

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2026

(c) Investments

Fisheries Quota Share Value	335,241	335,241
AFL Income Shares Value (2240 shares)	320,320	905,244
Term Deposit - MTC 0001	154,147	-
Term Deposit - MTC 0003	66,005	-
Total	<u>875,713</u>	<u>1,240,485</u>

(d) Other non-current assets

MTA inter entity	<u>1,240,000</u>	<u>1,240,000</u>
Total	<u>2,115,713</u>	<u>2,480,485</u>

(e) Creditors and accrued expenses

Accounts Payable	-	8,050
Total	-	<u>8,050</u>

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2026

6. PROPERTY, PLANT & EQUIPMENT

2026	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land	170,000	-	-	-	170,000
Buildings	117,152	-	-	(3,515)	113,637
Furniture & Fittings	36,696	-	-	(3,679)	33,017
Total	323,848	-	-	(7,194)	316,654
2025	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land	170,000	-	-	-	170,000
Buildings	120,775	-	-	(3,623)	117,152
Furniture & Fittings	40,786	-	-	(4,090)	36,696
Total	331,561	-	-	(7,713)	323,848

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2026

7. ACCUMULATED FUNDS

	2026	2025
	\$	\$
(a) Accumulated Surpluses or Deficits		
Opening Balance	1,911,648	1,911,363
Revaluation Impairment	584,924	-
Adjusted Opening Balance	1,326,724	1,911,363
Surplus/(Deficit)	23,723	285
Dividend paid to owners	(58,401)	-
Closing Balance	<u>1,292,046</u>	<u>1,911,648</u>
(b) Capital		
Capital	1,240,100	1,240,100
Total Accumulated Funds	<u><u>2,532,146</u></u>	<u><u>3,151,748</u></u>

8. CONTINGENT ASSETS

(a) Contingent Assets

At balance date contingent assets have been estimated at \$0(2025:\$0)

Māori Fisheries Act 2004.Number 78.

Te Ohu Kai Moana holds in trust, the Coastal Fisheries quota and associated income - covering the Muaūpoko Iwi registered area of interest - until such time as agreement between Iwi regarding allocation is reached. We are unable to quantify this amount.

9. CONTINGENT LIABILITIES

(a) Contingent Liabilities

At balance date there are no known contingent liabilities (2025:\$0). Muaūpoko Trading Company Limited has not granted any securities in respect of liabilities payable by any other party whatsoever.

10. RELATED PARTIES

A related party relationship exists between Muaūpoko Tribal Authority Incorporated as the parent entity and its subsidiary company Muaūpoko Trading Company. The transaction activity generally takes the form of a dividend between the two entities. Setting the dividend policy for which is the responsibility of the Directors of Muaūpoko Trading Company.

Tracey McKay (Director) is an MTA Board member and Mark Moses (Director) is an MTA expert witness for the Marine and Coastal Area Act hearings.

Di Rump (Director) is the CEO of MTA.

As per MTC policy, all directors are entitled to a fee of \$150.00 per hui.

Tim Tukapua and Di Rump both koha their hui fees to the MTA sponsorship grant fund - established to contribute to registered Muaūpoko tamaniki/rangatahi for assisting them to participate in regional, national and international events at representative level sports and Kapa Haka.

Muaūpoko Trading Company Limited
Notes to the Performance Report
For the Year Ended 31st March 2026

11. SECURITIES AND GUARANTEES

There is no overdraft as at balance date nor was there any facility advanced.

A Registered First Mortgage is held over the property at 306 Oxford Street. There was no mortgage debt or lending against that security during/over the reporting period.

12. EVENTS AFTER THE BALANCE DATE

There were no significant events after balance date.(2025:nil)

3.5. Muaūpoko Trading Company 5-year Business Plan 2026 - 2031

MTC Strategic Activities: Fisheries Coastline Agreements			
What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ Fisheries Coastline Agreements to receive coastline allocation of Fisheries Settlement Assets	➤ Stakeholders engaged and meetings held ➤ Coastline Agreements signed by MIO ➤ Receive Fisheries Settlement Assets ➤ Compliance with Strategy, Plan, Policies, Legislation	➤ MIO and MTC to negotiate with TOKM, iwi and other stakeholders for Settlement of Fisheries Assets ➤ Analysis and research to support negotiations ➤ Specialist Advice where required ➤ Reporting on progress ➤ To sign Coastline Agreement	➤ Delegation from MTA as MIO & MTC support ➤ Funding for negotiation strategy and approach ➤ Fisheries Information ➤ Reporting to MIO and iwi ➤ Negotiator(s) and costs ➤ Analyst costs ➤ Researcher and evidence ➤ Communication to iwi costs ➤ Lawyer and legal costs

MTC Strategic Activities: Fisheries and Asset Management

What we are trying to achieve (Strategy and Plan)	How will we know (Measure / Indicator)	How we plan to do it (Key Planned Activities)	What will we need (Key People, Processes & Resources)
➤ Preserve and maintain the value of MTC Assets i.e., investments and property	➤ Interest Income ➤ Value and condition of 306 Oxford Street, Taitoko (Levin) ➤ Property Maintenance Plan in place ➤ Attractiveness and use (e.g., tenancy) of 306 Oxford Street	➤ Monitor balances and returns via Director's hui ➤ Maintenance programme in place for property ➤ Invest current account surplus in, line with Director's policies	➤ Funds and priorities for property plan ➤ Admin support

4.0. Group Consolidated Financial Reports (MTA & MTC)

4.1 Group Audited Accounts - period ending 31st March 2025 and 2026

Muaūpoko Tribal Authority Incorporated & Subsidiary **Group Performance Report** **For the Year Ended 31st March 2025**

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Muaūpoko Tribal Authority Incorporated & Subsidiary

Group Entity Information

As at 31st March 2025

LEGAL NAME OF ENTITY

Muaūpoko Tribal Authority Incorporated (Society) and it's subsidiary Muaūpoko Trading Company Limited (Company).

TYPE OF ENTITY AND LEGAL BASIS

The Society and Company are both registered charities, registered under the Charities Act 2005. The Company is registered under the Companies Act 1993.

REGISTRATION NUMBER WITH DIA CHARITIES

Muaūpoko Tribal Authority Incorporated - CC53006
Muaūpoko Trading Company Limited - CC46663

MISSION STATEMENT

"Whakahono kia tu kaha ai a Muaūpoko" Unite, stand strong Muaūpoko. The essence of this statement is that Muaūpoko we want to stand together, that we are stronger together. This is a vision designed by whanau Muaūpoko and which MTA board has embraced as the MTA guiding vision.

Muaūpoko Trading Company is a fully owned subsidiary of Muaūpoko Trading Authority Inc. performing the Asset Holding Company role (AHC). Muaūpoko Trading Company (MTC) was formed on the 31st July 2000 as the mandated Iwi Fisheries and Aquaculture Organisation under the Iwi Fish Settlement.

ENTITY STRUCTURE & GOVERNANCE ARRANGEMENTS

Society Structure

Our society rules provide for the elected Board to represent all of our seven Hapu. The Board consists of two representatives and an alternate per hapu. We have elected Chair and Deputy Chair positions. The constitution allows for Treasurer and Secretary positions to be elected for when required. We operate governance sub committees for Finance, Risk, Audit and Health and Safety and Taiao. The board and chief executive establish individual project sub-committees depending on resource needs, volunteers and iwi experts etc. These are determined by our annual work plan which in turn supports our strategic plan. We have Annual General Meetings of members.

Muaūpoko Tribal Authority Incorporated (MTA) operates a subsidiary company called Muaūpoko Trading Company (MTC) to manage its Fisheries and Aquaculture assets and interests. The company deed provides for a minimum of three Directors of which no more than 50% can be MTA board members. At least two Directors must be independent of Iwi and have specific experience.

Operational Structure

The board employs a chief executive role which is responsible for all aspects of delivering strategic and operational plans. The organisation employs 35 kaimahi which includes Whanau Ora Navigators, and environmental taiao team who have a range of specific interest portfolios eg Youth, Justice, Health, Hauora, cultural monitoring, hapori services, resource management act matters. There are also paid full time & part time roles as required for administration, project coordination, event management, research, treaty negotiation, Waitangi Tribunal activity, Iwi cultural reporting/activities, Taiao and education.



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Entity Information
As at 31st March 2025

MTC's day to day administration is very minimal and performed by Administration kaimahi of MTA. MTC owns the building at 306 Oxford Street, Taitoko which is the registered office of MTC and MTA.

ENTITY'S RELIANCE ON VOLUNTEERS AND DONATED GOODS & SERVICES

MTA rely on volunteers for most cultural activity eg powhiri, blessings etc, expertise and Muaūpokotanga knowledge eg our creation stories, history, arts and crafts, waiata, weaving, carving, food, games etc.

MTA also rely on volunteers for supporting projects in areas of expertise eg teachers for tamariki Achievement Programmes, for Iwi and Community events eg marae celebrations, Hapu information Hui, Horowhenua community Waitangi Day event, Iwi Wananga and for membership of boards and Iwi representative positions on/at community forums.

MTC have minimal reliance on volunteers and donated goods and services.

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Statement of Service Performance
For the Year Ended 31st March 2025

DESCRIPTION OF THE ENTITY'S MEDIUM TO LONG TERM OBJECTIVES

- 1 Culturally Strong in Te Reo me ona Tikanga: Preserve and maintain the cultural taonga of Muaūpoko.
- 2 Protecting and enhancing our environment: Research, investing and participate in environment revitalisation projects within Muaūpoko tribal region.
- 3 Strong, Healthy and Vibrant Whanau and Hapu: The health and wellbeing of our people is paramount.
- 4 Capacity and Capability: Build the capacity (people power) and capability (effectiveness) of our whanau, hapu and iwi.
- 5 Ownership and Protection of Muaūpoko assets and resources: Regain ownership and kaitiakitanga of key Muaūpoko assets and resources and realize the benefits and returns on these assets.
- 6 Strong Infrastructures: Strengthen the infrastructures (structures, systems, policies, and procedures, planning and monitoring) of Muaūpoko whanau, hapu and iwi.
- 7 Effective Representation: Represent Muaūpoko interests effectively and efficiently and ensuring always that our mana is upheld.
- 8 Expansive Networks: Enhance and expand our relationships and networks with whanau, hapu, other iwi, Government and non-government agencies.
- 9 Economically Strong: Pursue commercial and non-commercial opportunities that enhance the well-being of Muaūpoko whanau, hapu and iwi.
- 10 Making our Mark: Brand and market Muaūpoko as a leader and role model.

DESCRIPTION AND QUANTIFICATION OF THE ENTITY'S SIGNIFICANT ACTIVITIES (HIGH LEVEL)

To perform the role of a Mandated Iwi Organisation (MIO) with Crown agencies and authorities on behalf of Muaūpoko iwi.

1. Number of people experiencing services including through Whanau Ora, education, hardship, employment and navigatin through government system providers and health programs e.g. cancer, telehealth, distress, smoking cessation.
- 2.Enact cultural and mana whenua responsibilities through a number of forums, hui attended and represented.
- 3.Taiao environment protection and partnership (Te Tiriti responsibility).
- 4.Muaūpoko Trading Company - manage fisheries quota and the AFL share held.

See Additional Information below for a more detailed breakdown of activities undertaken.

	2025	2024
People experiencing services	1307	1220
MTA Engagements (Partners, Community, whānau & Agencies)	606	359
Active contracts/grants	91	68
AFL shares held by MTC	1120	1120

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Statement of Service Performance
For the Year Ended 31st March 2025

ADDITIONAL INFORMATION

It should be noted that as of FY2025 new Charities audit reporting standards for not-for-profit organisations came into effect. These reporting standards dictate the way that we must record and present our outcomes and outputs as shown above and must be consistent with previous years reporting. Reporting our data at a high level in this way ensures that we continue to meet the requirements of the audit process.

The true breadth of our mahi is grounded in mana Motuhake for whanau, hapu, and our iwi. In whanaungatanga, manaakitanga and our shared commitment to protect and grow Muaūpoko interests and influence, to uplifting whanau, hapu and marae - extends well beyond this high-level reflection which is a concise snapshot the purposes of meeting these reporting requirements. The number of whanau and individuals that we reach and respond to as well as the crown, agencies, partners, community and environment projects, activities and events that we are involved with continues to grow year on year. For example, our number of interactions with whanau, hapu, iwi and community for the reporting period are 100,834 an average of 8,403 a month. In addition to this our more active use of social media to promote and communicate our mahi during this period has resulted in 198,582 views, reaching whanau, partners and community members that we may not have reached previously.



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Statement of Financial Performance
For the Year Ended 31st March 2025

	Note	2025 Group \$	2024 \$
REVENUE			
Government service delivery grants/contracts	2	7,403,923	7,051,786
Interest, dividends and other investment revenue	2	426,131	287,926
Donations, koha and other fundraising activities	2	332,048	151,688
Total Revenue		8,162,103	7,491,400
Less Expenses			
Expenses related to fundraising	3	8,333	123,184
Employee remuneration and other related expenses	3	2,826,345	2,794,526
Expenses related to commercial activities	3	947,898	981,432
Other services related to service delivery	3	1,534,229	804,669
Total Expenses		5,316,805	4,703,810
SURPLUS/(DEFICIT) FOR THE YEAR		\$2,845,298	\$2,787,589

This statement is to be read in conjunction with the notes to the financial statements and Independent Audit report.



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Statement of Financial Position
As at 31st March 2025

	Note	2025 Group \$	2024 \$
CURRENT ASSETS			
Cash and short term deposits	4	16,620,771	10,800,607
Debtors and prepayments	4	595,904	676,277
Total Current Assets		17,216,675	11,476,885
NON-CURRENT ASSETS			
Property, plant and equipment	5	1,660,480	1,687,509
Investments	11	1,240,485	1,240,485
Total Non-Current Assets		2,900,965	2,927,994
TOTAL ASSETS		20,117,640	14,404,878
CURRENT LIABILITIES			
Creditors and accrued expenses	4	293,139	237,250
Deferred revenue	14	3,767,097	942,181
Other current liabilities	12	106,234	105,234
Total Current Liabilities		4,661,659	1,794,196
NON-CURRENT LIABILITIES			
Loans	12	500,000	500,000
TOTAL LIABILITIES		5,161,659	2,294,196
NET ASSETS		\$14,955,981	\$12,110,682
ACCUMULATED FUNDS			
Accumulated surpluses or (deficits)	6	14,955,981	12,110,682
TOTAL ACCUMULATED FUNDS		\$14,955,981	\$12,110,682

This performance report has been approved by those charged with governance.

Date: 23/3/2026

Signature: 

Name: Piri Robinson

Position: Hapu Representative
Ngarue.

Date: 23/3/2026

Signature: 

Name: T. Tukapua

Position: Board Chair
Ngati Hine Hapu

This statement is to be read in conjunction with the notes to the financial statements and Independent Audit report.



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Statement of Cash Flows
For the Year Ended 31st March 2025

	Note	2025 \$	2024 \$
OPERATING ACTIVITIES			
Cash was provided from:			
Donations, koha and other fundraising activities		332,048	151,688
Government service delivery grants/contracts		10,310,212	8,192,918
Interest, dividends and other investment receipts		426,131	287,926
Net GST refunds received from IRD		44,795	-
		<u>11,113,187</u>	<u>8,632,532</u>
Cash was applied to:			
Employee remuneration and other related payments		2,826,345	2,794,526
Payments related to commercial activities		2,317,192	1,856,406
Other payments		73,935	5,649
Net GST paid to IRD		-	120,705
		<u>5,217,471</u>	<u>4,777,287</u>
Net Cash Inflow (Outflow) from Operating Activities		<u>5,895,715</u>	<u>3,855,245</u>
OTHER ACTIVITIES			
Cash was provided from:			
Cash received from loans borrowed from other parties		-	500,000
		-	500,000
Cash was applied to:			
Payments to acquire property, plant and equipment		75,551	1,076,563
		75,551	1,076,563
Net cash flows from other activities		<u>(75,551)</u>	<u>(576,563)</u>
NET INCREASE (DECREASE) IN CASH		<u>5,820,164</u>	<u>3,278,682</u>
Opening bank accounts and cash		10,800,607	7,521,925
Closing bank accounts and cash	4	<u>16,620,771</u>	<u>10,800,607</u>

This statement is to be read in conjunction with the notes to the financial statements and Independent Audit report.



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

1. STATEMENT OF ACCOUNTING POLICIES

BASIS OF PREPARATION

This performance report is prepared in accordance with the XRB's Tier 3 (NFP) Standard. The entity is eligible to apply these requirements as it does not have public accountability and has total annual expenses of less than \$5million. All transactions in the performance report are reported using the accrual basis of accounting. This performance report is prepared under the assumption that the entity is a going concern and will continue to operate for the foreseeable future.

(a) Goods & Services Tax

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST.

(b) Income Tax

The Society (and company) are registered charities and therefore tax exempt under section CW 41-43 Charities (Charities Act 2005) of the Income Tax Act 2007.

Changes in Accounting Policies

There have been no changes in accounting policies. All policies have been applied on bases consistent with those used in previous years.

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(c) Property, Plant & Equipment

The entity has the following classes of Property, Plant & Equipment;

- Land
- Buildings
- Motor Vehicles
- Furniture & Fittings
- Electronic Equipment
- Plant & Equipment

All property, plant & equipment except for land is stated at cost less accumulated depreciation and accumulated impairment.

Land & buildings are recognised at cost (using rateable value) as at March 2016 on transition to PBE standards.

(d) Investments

Fisheries Quota Shares and AFL income shares were allocated on March 6, 2013 as part of the fisheries settlement. They are valued at cost and are assessed for impairment each year.

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

(e) Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Society and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received.

The Society receives revenue from central government agencies and dividends from its wholly owned subsidiary company Muaūpoko Trading Company. The revenue from these sources are recognised in the period the services are provided.

Interest income is recognised as it accrues using the effective interest method.

Dividend income from Aotearoa Fisheries Limited (AFL) is recognised when payments are received from AFL under quota share lease agreements between the company and AFL.

Donations are recognised as revenue upon receipt.

(f) Basis of consolidation

Controlled entities are those entities over which the controlling entity has the power to govern the financial and operating policies so as to benefit from its activities. Controlled entities are consolidated from the date on which control is transferred and are de-consolidated from the date that control ceases. In preparing the consolidated (group) financial statements, all inter entity balances and transactions, and unrealised gains and losses arising within the consolidated entity are eliminated in full. The accounting policies of the controlled entity (being the AHC) are consistent with the policies adopted by the Group and has the same (March) reporting date. The 100% owned subsidiary Muaūpoko Trading Company Limited (MTC) has been consolidated line by line using the Purchase Method.

2. ANALYSIS OF REVENUE

	2025	2024
	\$	\$
(a) Government service delivery grants/contracts		
Crown Rental Forestry Trust	63,843	71,575
Ministry of Social Development	197,863	499,204
Ministry of Education	208,665	228,403
HDC Funding	8,233	20,956
THINK Hauora	336,849	405,069
Te Wakahuia Manawatu Trust - Te Ohu Auahi	198,375	253,819
Mutunga		
Taiao	876,353	587,798
Ministry for the Environment	429,416	266,071
JR McKenzie	310,000	200,000
Oranga Tamariki	283,127	341,909
Te Tihi - Kaiwhakaaraara	587,249	977,513
Waka Kotahi - NZTA	670,206	752,285
MBIE - Welcoming Committees Waharoa	50,000	50,000



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

Dept of Conservation - Ki Uta Ki Tai	-	825,360
Health NZ	2,695,485	1,541,771
Grants - Covid Related	-	3,889
Grants - Matariki	-	12,000
Grants - Te Arawhiti Covid Comms	-	14,163
Grants - Rangitahi Summer Interns	29,000	-
Te Arawhiti - MTA MACA	459,261	-
Total	<u>7,403,923</u>	<u>7,051,786</u>

(b) Interest, dividends and other investment revenue

Quota Income	31,639	31,095
Dividends Received	20,847	18,744
Interest Received	324,511	238,087
Rent Received	49,135	-
Total	<u>426,131</u>	<u>287,926</u>

(c) Donations, koha and other fundraising activities

Sundry Income	163,576	45,907
Koha Received	36,529	16,442
Events Income	43	-
Waitangi Day Funding	19,000	8,815
Massey University Income	54,000	50,000
Grants - Sport Manawatu	40,000	20,000
Grants - UCOL	14,100	2,035
Grants - Transpower Scholarship	-	8,489
Te Kotahitanga o Punahau	4,800	-
Total	<u>332,048</u>	<u>151,688</u>

Total Operating Revenue	<u><u>8,162,103</u></u>	<u><u>7,491,400</u></u>
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3. ANALYSIS OF EXPENSES

	2025	2024
	\$	\$
(a) Expenses related to fundraising		
Koha	8,333	13,465
Grant Expenses	-	109,719
Total	<u>8,333</u>	<u>123,184</u>

(b) Employee remuneration and other related expenses

ACC Expenses	5,272	5,519
Wages & Salaries	2,821,073	2,789,007



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

Total	2,826,345	2,794,526
(c) Expenses related to commercial activities		
Advertising	11,422	2,934
AGM Expenses	8,340	9,201
Consultancy - Specialist Advice	142,866	102,144
Hirage	10,165	11,336
Hui Expenses	89,282	72,959
Light, Power & Heating	-	9,932
Motor Vehicle Expenses	69,788	56,371
Program Expenses	507,070	450,418
Purchases - Fisheries Quota	5,526	5,756
Taiao Expenses	59,438	204,596
Travel & Accommodation	44,001	38,698
Waitangi Day Expenses	-	17,087
Total	947,898	981,432
(d) Other services related to service delivery		
Accountancy Fees	64,060	12,077
Audit Fees	23,446	10,575
Bank Charges	894	850
Banklink Charges	130	130
Cleaning & Rubbish	9,588	5,843
Computer Expenses	41,082	41,982
Contractor Expenses	496,675	176,574
Election Expenses	2,661	66
Taiao - Ki Uta Ki Tai	-	366
Event Expenses	104,718	33,025
General Expenses	227	2,859
Insurance	60,386	54,326
Health & Safety	17,309	14,958
HR Fees	10,437	15,608
Interest	34,950	5,649
IRD	(2)	38,417
Legal Fees	215,706	115,862
Office Expenses	60,039	-
Printing & Stationery	31,635	19,216
Rates	47,471	82,917
Rent	38,985	-
Marae Redevelopment	63,592	14,414
Security	13,173	11,035
Sponsorship	8,200	11,148
Subscriptions	26,569	11,731
Telephone	23,971	30,136
Training Expenses	33,385	4,366
Uniform Expenses	2,363	-

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

Depreciation	102,580	90,539
Total	1,534,229	804,669
Total Operating Expenses	5,316,805	4,703,810

4. ANALYSIS OF ASSETS AND LIABILITIES

	2025	2024
	\$	\$
(a) Bank accounts and cash		
Westpac Cheque Account (000)	213,375	42,485
OTS Account (001)	147	147
CFRT Account (002)	41,768	12,532
Tax Holding Account (003)	959,551	571,946
Visa Debit Card (008)	4,005	1,243
Event Account (005)	19,104	22,682
Taiao Account (006)	78,080	108,210
Sponsorship Account	49,692	26,275
Term Deposit - MTC (0001)	147,477	139,057
Westpac Encore Account - MTC	131,306	152,810
Westpac Call Account (004)	3,909,294	6,436,784
Westpac - Savings Account - MTC	211	207
Term Deposit 0003 - MTC	63,041	59,471
Westpac Online Bonus Saver (010)	129,939	166,879
Mastercard Business Card	5,006	9,401
Project Account (009)	1,447,196	855,305
Tuturu Account (011)	9,191	9,245
TMOM - Kawiu + Kohuturoa (26-000)	22,954	17,153
TMOM - O2NL (34-000)	3,015,034	5,484
MTA Kaimahi & CEO Accruals (26-001)	19,548	19,276
MTA Westpac Contract A/c (26-002)	2,242,781	2,144,015
Term Deposit - MTA (0001)	4,112,071	-
Total bank accounts and cash	16,620,771	10,800,607
Net bank accounts and cash for the purpose of the Statement of Cash Flows	16,620,771	10,800,607
(b) Debtors and Prepayments		
Accounts Receivable	578,448	658,515
Goodwill - Purchase of Health Clinic	14,087	14,087
Accrued Interest	3,369	3,676
Total	595,904	676,277
(c) Trade and other payables		
Accounts Payable	63,444	52,349
Wages Clearing Account	3,779	56,021

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

Provision for Holiday Pay	491,410	453,510
Income in Advance	3,767,097	942,181
Funds Held on Behalf	106,234	105,234
GST Payable	229,696	184,901
Total	4,661,659	1,794,196



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

5. PROPERTY, PLANT & EQUIPMENT

2025	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land & Building	1,242,514	-	-	(22,658)	1,219,856
Leasehold Improvements	170,595	-	-	(3,413)	167,182
Motor Vehicles	76,756	6,957	-	(20,758)	62,955
Furniture & Fittings	96,338	6,076	-	(12,452)	89,962
Electronic Equipment	71,599	37,515	-	(30,458)	78,656
Plant & Equipment	29,705	25,005	-	(12,841)	41,869
Total	1,687,507	75,553	-	(102,580)	1,660,480
2024	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land & Building	294,510	956,522	-	(8,518)	1,242,514
Leasehold Improvements	124,550	48,943	-	(2,898)	170,595
Motor Vehicles	59,935	39,555	-	(22,734)	76,756
Furniture & Fittings	108,213	2,809	-	(14,684)	96,338
Electronic Equipment	94,366	12,331	-	(35,098)	71,599
Plant & Equipment	33,997	2,316	-	(6,607)	29,706
Total	715,571	1,062,476	-	(90,539)	1,687,508

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

6. ACCUMULATED FUNDS

	2025 \$	2024 \$
(a) Accumulated Surpluses or Deficits		
Opening Balance	12,110,682	9,323,093
Surplus/(Deficit)	2,845,298	2,787,589
Closing Balance	<u>14,955,981</u>	<u>12,110,682</u>

7. CONTINGENT LIABILITIES

(a) **Contingent Liabilities**

At balance date there are no known contingent liabilities (2024:\$0). Muaūpoko Tribal Authority Incorporated & Subsidiary has not granted any securities in respect of liabilities payable by any other party whatsoever.

8. CONTINGENT ASSETS

(a) **Contingent Assets**

Maori Fisheries Act 2004.Number 78.

Te Ohu Kai Moana holds in trust, the Coastal Fisheries quota and associated income - covering the Muaūpoko Iwi registered area of interest - until such time as agreement between Iwi regarding allocation is reached. We are unable to quantify this amount.

9. RELATED PARTIES

Geraldine Gray was elected as the 18-month Hapu representative for Whanokirangi and was employed by MTA as Kaiwhakahaere Whanau Ora me Oranga Rangatahi. She resigned from both her role as Kaiwhakahaere and her Hapu representative position in late January 2025 upon relocating to Australia. Bryan Keelan, Geraldine's son, is the current 3-year elected Hapu representative for Whanokirangi.

Tim Tukapua IS the 18-month Hapu representative for Ngati Hine. Tim agreed to take an interim/temporary role as Kaiwhakahaere Whanau Ora me Oranga Rangatahi in March 2025 so that we could assess new govt funding implications before we commit to another permanent role.

Tracey White is the elected 3-year Hapu representative for Ngati Hine and is employed by Te Whatu Ora in a hybrid role which has her co-located at the MTA office and she therefore has some operational involvement in MTA Hauora delivery.

Tracey is also the sister of He Kura Hokioi (CEO) of MTA - Di Rump.

Dr Jonathon Procter is the 3-year Hapu representative for Ngati Pariri and he is also a Professor at Massey University. Jon

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

advocates for Muaūpoko/MTA involvement in Massey projects and provides introduction for funding opportunities

Related Parties Payments

From time-to-time Board members who live outside of the Horowhenua rohe will be required to attend hui a kanohi. MTA

pays associated mileage or travel costs. All related party payments are approved by the board and disclosed in line with NZ accounting Standards.

The following amounts represents payment for services, specialist hui attendance and/or specialist advise provided:

- 1.Marokpa Wiremu-Matakatea \$350.00
- 2.Sillena McGregor \$350.00
- 3.Gloria Hauiti \$350.00

10. SECURITIES AND GUARANTEES

There is no overdraft as at balance date nor was there any facility advanced.

There is a supported Guarantee dated 28 October 2005 limited to \$30,000 from Muaūpoko Trading Company Ltd.

There is a General Security Agreement dated 28 October 2005 over all present and after-acquired property which is proceeds.

A Registered First Mortgage is held over the property at 306 Oxford Street. There was no mortgage debt or lending against that security during/over the reporting period.

11. INVESTMENTS

	2025	2024
	\$	\$
Fisheries Quota Share Value	335,241	335,241
AFL Income Shares Value (1120 shares)	905,244	905,244
	<u>1,240,485</u>	<u>1,240,485</u>
Total	<u>1,240,485</u>	<u>1,240,485</u>



Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

12. TERM LIABILITIES

Term Liabilities, excluding finance leases, are detailed below along with the original term, security and interest rate as at balance date.

	2025	2024
	\$	\$
Term liabilities, excluding finance leases, at balance date:		
<u>Westpac Term Loan - 328 Hokio Beach Rd</u>	500,000	500,000
	<u>500,000</u>	<u>500,000</u>
Repayable as follows:		
Greater than five years	500,000	500,000
Total	<u>500,000</u>	<u>500,000</u>

13. OPERATING LEASES

Leases as lessee

The future non-cancellable minimum lease payments of operating leases as lessee at reporting date are detailed in the table below:

	2025	2024
	\$	\$
Not later than one year	79,193	79,193
Later than one year but not later than five	264,924	290,697
Later than five years	<u>205,683</u>	<u>264,876</u>
	<u>549,800</u>	<u>634,766</u>

14. DEFERRED REVENUE

Description	Purpose and nature of the documented expectations over future use	Date documented expectations are expected to be satisfied	Original Amount	Deferred Amount	
				Current Year \$	Last Year \$
Te Aka Whai Ora	Program delivery for whānau to achieve outcomes	31/03/2026	374,943	375,990	469,191
MCDHB	Program delivery for whānau to achieve outcomes	31/03/2026	300,000	300,000	300,000
Waka Kotahi Legacy Fund	Delivery of agreed project activities and outcome milestones	31/03/2031	3,670,206	3,000,000	0
Orange Tamariki	Delivery of programs and activities	31/03/2026	91,164	91,164	0
J R McKenzie	Delivery of programs and activities	31/03/2025	155,000	0	155,000
Pangitahi Summer Interns grant	Delivery of programs and activities	13/03/2025	26,990	0	26,990
	Total		4,518,303	3,767,057	945,181

Muaūpoko Tribal Authority Incorporated & Subsidiary
Group Notes to the Performance Report
For the Year Ended 31st March 2025

15. EVENTS AFTER THE BALANCE DATE

There were no events that have occurred after the reporting date that would have a material impact on the performance report (2024:nil)

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MUAŪPOKO TRIBAL AUTHORITY INCORPORATED AND SUBSIDIARY**

Report on the Group Performance Report

Opinion

We have audited the (consolidated) group performance report on pages 1 to 18 of Muaūpoko Tribal Authority Incorporated ("the society") and its controlled subsidiary (together, "the Group"), which comprises the group entity information, the group consolidated statement of service performance, the group consolidated statement of financial performance, and group statement of cash flows for the year ended 31 March 2025 the group statement of financial position as at 31 March 2025, and the group notes to the performance report, including a statement of accounting policies and other explanatory information.

In our opinion:

- the accompanying group performance report presents fairly, in all material respects;
- the group entity information for the year ended 31 March 2025;
- the consolidated financial position of the Group as at 31 March 2025, and its consolidated financial performance, and consolidated cash flows for the year then ended;
- the group statement of service performance for the year ended 31 March 2025, in that the service performance information is appropriate and meaningful and prepared in accordance with the Group's measurement bases or evaluation methods,

in accordance with the Tier 3 (Not-For-Profit (NFP)) Standard ("Tier 3 NFP Standard") issued by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the group statement of financial performance, group statement of financial position, group statement of cash flows, group notes to the performance report in accordance with International Standards on Auditing (New Zealand) ("ISAs (NZ)"), and the audit of the entity information and consolidated statement of service performance in accordance with New Zealand Auditing Standard 1 (NZ AS 1) (Revised) *The Audit of Service Performance Information*. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Performance Report* section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor, we have no relationship with, or interests in, the society or its controlled entity.

Responsibilities of the Board for the Consolidated Performance Report

The Board is responsible for:

- The preparation, and fair presentation of the group performance report in accordance with the Tier 3 NFP Standard.

- The selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a consolidated statement of service performance that is appropriate and meaningful in accordance with the Tier 3 NFP Standard.
- The preparation and fair presentation of the group statement of service performance in accordance with the Group's measurement bases or evaluation methods, in accordance with the Tier 3 NFP Standard.
- The overall presentation, structure and content of the group statement of service performance in accordance with the Tier 3 NFP Standard.
- Such internal control as the Board determine is necessary to enable the preparation of a consolidated performance report that is free from material misstatement, whether due to fraud or error.

In preparing the group performance report, the Board is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Group Performance Report

Our objectives are to obtain reasonable assurance about whether the group performance report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this consolidated performance report.

A further description of the auditor's responsibilities for the audit of the group performance report is located at the XRB's website at

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-17-1/>

This description forms part of our auditor's report.

Who we Report to

This report is made solely to the Group's members, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Group and the Group's members, as a body, for our audit work, for this report or for the opinions we have formed.

BDO Manawatu Audit Limited

BDO Manawatu Audit Limited
Palmerston North
New Zealand
24 March 2026

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MUAŪPOKO TRIBAL AUTHORITY GROUP**

Report on the Consolidated Performance Report

Opinion

We have audited the consolidated performance report of Muaūpoko Tribal Authority Incorporated ("the Society") and its controlled entity (together, "the Group"), which comprises the entity information, the consolidated statement of service performance, the consolidated statement of financial performance, and consolidated statement of cash flows for the year ended 31 March 2026, the consolidated statement of financial position as at 31 March 2026, and the consolidated statement of accounting policies and other explanatory information.

In our opinion:

- the accompanying consolidated performance report presents fairly, in all material respects:
 - the entity information for the year ended 31 March 2026;
 - the consolidated financial position of the Group as at 31 March 2026, and its consolidated financial performance, and consolidated cash flows for the year then ended
 - the consolidated statement of service performance for the year ended 31 March 2026, in that the service performance information is appropriate and meaningful and prepared in accordance with the Group's measurement bases or evaluation methods

in accordance with the Tier 3 (Not-For-Profit (NFP)) Standard ("Tier 3 NFP Standard") issued by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the consolidated statement of financial performance, consolidated statement of financial position, consolidated statement of cash flows, consolidated statement of accounting policies, and notes to the consolidated performance report in accordance with International Standards on Auditing (New Zealand) ("ISAs (NZ)"), and the audit of the entity information and consolidated statement of service performance in accordance with New Zealand Auditing Standard 1 (NZ AS 1) (Revised) *The Audit of Service Performance Information*. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Performance Report* section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Society or its controlled entity.

Responsibilities of the Board for the Consolidated Performance Report

The Board are responsible for:

- The preparation, and fair presentation of the consolidated performance report in accordance with the Tier 3 NFP Standard.

- The selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a consolidated statement of service performance that is appropriate and meaningful in accordance with the Tier 3 NFP Standard.
- The preparation and fair presentation of the consolidated statement of service performance in accordance with the Group's measurement bases or evaluation methods, in accordance with the Tier 3 NFP Standard.
- The overall presentation, structure and content of the consolidated statement of service performance in accordance with the Tier 3 NFP Standard.
- Such internal control as the Board determine is necessary to enable the preparation of a consolidated performance report that is free from material misstatement, whether due to fraud or error.

In preparing the consolidated performance report, the Board are responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Performance Report

Our objectives are to obtain reasonable assurance about whether the consolidated performance report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this consolidated performance report.

A further description of the auditor's responsibilities for the audit of the consolidated performance report is located at the XRB's website at <https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-17-1/>

This description forms part of our auditor's report.

Who we Report to

This report is made solely to the Group's members, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Group and the Group's members, as a body, for our audit work, for this report or for the opinions we have formed.

BDO Manawatu Audit Limited

BDO Manawatu Audit Limited
Palmerston North
New Zealand
30 September 2026

Muaūpoko Tribal Authority Incorporated Group

Consolidated Performance Report For the Year Ended 31st March 2026

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Muaūpoko Tribal Authority Incorporated Group

Consolidated Entity Information

As at 31st March 2026

LEGAL NAME OF ENTITY

Muaūpoko Tribal Authority Incorporated Group.

TYPE OF ENTITY AND LEGAL BASIS

Muaūpoko Tribal Authority Incorporated is an Incorporated Society registered under the Incorporated Societies Act 2022. It is a registered Charity under the Charities Act 2005.

REGISTRATION NUMBER WITH CHARITIES SERVICES

Muaūpoko Tribal Authority Incorporated (MTA) - CC53006

Muaūpoko Trading Company Limited (MTC) - CC46663

MISSION STATEMENT

"Whakahono kia tū kaha Muaūpoko" Unite, stand strong Muaūpoko. The essence of this statement is that Muaūpoko we want to stand together, that we are stronger together. This is a vision designed by whānau Muaūpoko and which MTA board has embraced as the MTA guiding vision.

ENTITY STRUCTURE & GOVERNANCE ARRANGEMENTS

The Group consists of Muaūpoko Tribal Authority Incorporated (the controlling entity) and its wholly owned subsidiary - Muaūpoko Trading Company Limited (the controlled entity) a company registered under the Companies Act 1993 to manage the groups Fisheries and Aquaculture assets and interests.

Society Structure

Our society rules provide for the elected Board to represent all of our seven Hapū. The Board consists of two representatives and an alternate per hapū. We have elected Chair and Deputy Chair positions. The constitution allows for Treasurer and Secretary positions to be elected for when required. We operate governance sub committees for Finance, Risk, Audit and Health and Safety and Taiao. The board and chief executive establish individual project sub-committees depending on resource needs, volunteers and iwi experts etc. These are determined by our annual work plan which in turn supports our strategic plan. We have Annual General Meetings of members.

The MTC subsidiary deed provides for a minimum of three Directors, including a representative from the controlling entity Board.

Operational Structure

The MTA board employs a chief executive role which is responsible for all aspects of delivering strategic and operational plans. The organisation employs fifty-three kaimahi which includes Whānau Ora Navigators and Environmental Taiao teams. Kaimahi have a range of specific interest portfolios eg Youth, Justice, Mental Health, Cancer Support and Promotional Services, Hauora, Kaitiaki cultural monitoring, hāpori services and resource management act matters. There are also paid full-time & part-time roles as required for administration, volunteer activities, project coordination, event management, research, treaty negotiation, Waitangi Tribunal activity, Iwi cultural reporting/activities, Taiao and education.

MTC's day-to-day administration is minimal and performed by Administration kaimahi of MTA.

Muaūpoko Tribal Authority Incorporated Group

Consolidated Entity Information

As at 31st March 2026

ENTITY'S RELIANCE ON VOLUNTEERS AND DONATED GOODS & SERVICES

MTA rely on volunteers for most cultural activity e.g. pōwhiri, blessings etc., expertise and Muaūpokotanga knowledge eg our creation stories, history, arts and crafts, waiata, weaving, carving, food, games etc.

MTA also rely on volunteers for supporting projects in areas of expertise e.g. teachers for tamariki Achievement Programmes, for Iwi and Community events e.g. marae celebrations, Hapū information Hui, Horowhenua community Waitangi Day event, Iwi Wānanga and for membership of boards and Iwi representative positions on/at community forums.

MTC have minimal reliance on volunteers and donated goods and services.

Muaūpoko Tribal Authority Incorporated Group

Consolidated Statement of Service Performance

For the Year Ended 31st March 2026

DESCRIPTION OF THE ENTITY'S MEDIUM TO LONG TERM OBJECTIVES

Iwi Vision Statement - Whakahono kia tū kaha, Muaūpoko.

Supported by ten strategic goals

1. Culturally Strong in Te Reo me ona Tikanga: Preserve, revitalise and maintain Muaūpoko reo, and practices.
2. Protecting and enhancing our environment: Research, invest and participate in environment revitalisation projects within Muaūpoko tribal region.
3. Strong, Healthy and Vibrant Whānau and Hapū: The health and wellbeing of our people is paramount.
4. Capacity and Capability: Build the capacity and capability of our iwi members, whānau, and hapū.
5. Ownership and Protection of Muaūpoko assets and resources: Regain ownership and kaitiakitanga of key Muaūpoko assets and resources and realise the benefits and returns on these assets.
6. Strong Infrastructures: Strengthen the infrastructures (structures, systems, policies, and procedures, planning and monitoring) of Muaūpoko whānau, hapū and iwi.
7. Effective Representation: Represent Muaūpoko interests effectively and efficiently and ensuring always that our mana is upheld.
8. Expansive Networks: Enhance and expand our relationships and networks with whānau, hapū, other iwi, Government and non-government agencies.
9. Economically Strong: Pursue commercial and non-commercial opportunities that enhance the well-being of Muaūpoko whānau, hapū and iwi.
10. Making our Mark: Brand and market Muaūpoko as a leader and role model.

The Iwi Vision - Whakahono kia tū kaha Muaūpoko and the ten strategic goals were developed through engagement with iwi members in 2008 and were adopted by the MTA Board.

The Board continues to uphold these, considering these as being just as relevant and enduring today as they were when they were developed by our whānau. The Board holds these as pou to guide the mahi of Muaūpoko Tribal Authority at all levels and from/by all roles. These guide the boards intent, focus, thinking, actions and mahi. Alongside the MTA rules which direct everything we do for the benefit of our whānau, hapū and Iwi.

While this Statement of Service Performance provides a high-level snapshot for reporting purposes, the broader value of the mahi sits within our ongoing responsibility to uphold, strengthen and advance Muaūpoko Iwi interests for the benefit of whānau and future generations, honoring what has come before us, responding to the needs of today, serving the aspirations of our people and laying foundations for future prosperity.

Muaūpoko Tribal Authority Incorporated Group

Consolidated Statement of Service Performance

For the Year Ended 31st March 2026

DESCRIPTION AND QUANTIFICATION OF THE ENTITY'S

SIGNIFICANT ACTIVITIES (HIGH LEVEL)

To perform the role of a Mandated Iwi Organisation (MIO) with Crown agencies and authorities on behalf of Muaūpoko iwi.

The activities reported demonstrate the work which supports our Iwi vision and strategic goals on a day-to-day basis. Through the values of manaakitanga, whānaungatanga, hononga, kaitiakitanga and tiaki taiao, upholding our tangata whenua and mana whenua responsibilities. Muaūpoko continues to be represented across many forums, Kaupapa, and hui.

1. People experiencing services including through Whānau Ora, education, hardship support, hapori and kaupapa and events, employment support, navigating and facilitating government-funded services hauora/health programmes including cancer support, telehealth, distress support, smoking cessation, digital support, immunisations, access to primary health care, rangatahi services.
2. Cultural and mana whenua responsibilities enacted including events, forums, pōwhiri, karakia, kaupapa and hui attended, supported and represented by Muaūpoko alongside the Muaūpoko Tūturu Rōpū and the Muaūpoko Mātauranga Rōpū - Kāhui Ārahi.
3. Protection of Taiao, Muaūpoko interests and assets through alliances and partnerships, including participation in environmental Kaupapa and Te Tiriti-based partnership responsibilities.
4. Muaūpoko Trading Company, including the management of fisheries quota and the AFL share held on behalf of Muaūpoko.

See Additional Information below for a more detailed breakdown of activities undertaken.

	2026	2025
People experiencing services	2187	1307
MTA Engagements (Partners, Community, whānau & Agencies)	688	606
Active contracts/grants	70	91
AFL shares held by MTC	2240	1120

Muaūpoko Tribal Authority Incorporated Group

Consolidated Statement of Service Performance

For the Year Ended 31st March 2026

ADDITIONAL INFORMATION

This report format follows the requirements of the updated financial reporting standards for not-for-profit organisation which came into effect in 2025. These reporting standards guide how we record and present our outcomes and outputs as shown above and require consistency with previous year's reporting. Reporting our data at a high level in this way ensures that we continue to meet the requirements of the reporting process.

MTA continues to create social services support and access through service delivery, outreach, Hapori-led kaupapa, and growing digital engagement. This supports whānau across all life stages while strengthening Muaūpokotanga, hauora outcomes, and hapori connections.

The true breadth of our mahi is grounded in Mana Motuhake for our whānau, hapū, Iwi and Hapori. It is carried through whānaungatanga, manaakitanga and our shared commitment to protect and grow Muaūpoko interests and influence, while uplifting whānau, hapū and our marae. This extends well beyond this high-level snapshot provided for reporting requirements.

The number of whānau and individuals we reach and respond to, alongside the crown, agencies, partners, community and environmental kaupapa, activities and events we are involved in, continues to grow year on year. These interactions occur through a range of channels, including kanohi ki te kanohi engagements, phone calls, mailbox delivery of Kaupapa information, direct service support, participation in hui and events and digital communications. For example, interactions with whānau, hapū, iwi and community for the reporting period totalled 119,780 an increase of 18.79% from the previous reporting period. In addition, our more active use of social media to promote and communicate our mahi, Kaupapa resulted in 312,567 views an increase of 58.91% from the previous reporting period. This continues to strengthen our reach and active engagement with iwi members, whānau, partners and the hapori who may have not been reached previously. Over the past year, we have seen changes in government policy and funding which have resulted in a reduced number of contracts.

Muaūpoko Tribal Authority Incorporated Group

Consolidated Statement of Financial Performance

For the Year Ended 31st March 2026

	Note	2026 Group \$	2025 \$
REVENUE			
Government service delivery grants/contracts	2	7,339,872	4,606,837
Non-Government service delivery grants/contracts		1,843,112	2,924,186
Interest, dividends and other investment revenue	2	337,424	426,131
Donations, koha and other fundraising activities	2	48,950	204,948
Total Revenue		9,569,357	8,162,103
EXPENSES			
Expenses related to fundraising	3	18,598	8,333
Employee remuneration and other related expenses	3	3,350,269	2,826,345
Expenses related to Service delivery	3	661,839	532,020
Other Expenses	3	1,848,113	1,950,107
Impairment	11	584,924	-
Total Expenses		6,463,743	5,316,805
SURPLUS FOR THE YEAR		\$3,105,614	\$2,845,298

This statement is to be read in conjunction with the notes to the financial statements and Independent Audit report.



Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

Events Income	5,000	43
Merchandise Sales	1,574	-
Te Kotahitanga o Punahau - Fund Holding	-	4,800
Total	<u>48,950</u>	<u>204,948</u>

3. ANALYSIS OF EXPENSES

	2026 \$	2025 \$
(a) Expenses related to fundraising		
Koha	18,598	8,333
Total	<u>18,598</u>	<u>8,333</u>
(b) Employee remuneration and other related expenses		
ACC Expenses	6,715	5,272
Wages & Salaries	3,343,554	2,821,073
Total	<u>3,350,269</u>	<u>2,826,345</u>
(c) Expenses related to Service Delivery		
Accountancy Fees	74,280	64,060
Advertising	9,581	11,422
AGM Expenses	35,113	11,001
Audit Fees	67,951	23,446
Bank Charges	923	894
Banklink Charges	130	130
Consultancy - Specialist Advice	57,535	142,866
Hireage	6,288	10,165
Hui Expenses	64,849	89,282
Motor Vehicle Expenses	66,262	69,788
Purchases - Fisheries Quota	5,159	5,526
Taiao Expenses	232,047	59,438
Travel & Accommodation	41,721	44,001
Total	<u>661,839</u>	<u>532,020</u>
(d) Other Expenses		
Cleaning & Rubbish	8,054	9,588
Computer Expenses	31,531	41,082
Contractor Expenses	211,333	496,675
Event Expenses	67,622	104,718
Grant Expenses	32,500	-
Insurance	60,210	60,386
Health & Safety	2,679	17,309
HR Fees	3,004	10,437
Interest	33,957	34,950
IRD	-	(2)
Legal Fees	151,618	215,706
Overhead Costs	58,476	60,265



Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

Printing & Stationery	42,734	31,635
Program Expenses	697,784	507,070
Rates	9,217	47,471
Rent	62,545	38,985
Repairs & Maintenance	95,707	63,592
Security	3,655	13,173
Sponsorship	11,024	8,200
Subscriptions	50,557	26,569
Telephone	22,577	23,971
Training Expenses	34,226	33,385
Uniform Expenses	15,976	2,363
Depreciation	141,129	102,580
Total	1,848,113	1,950,107

4. ANALYSIS OF ASSETS AND LIABILITIES

	2026 \$	2025 \$
(a) Bank accounts and cash		
Westpac Cheque Account (000)	221,065	213,375
OTS Account (001)	147	147
CFRT Account (002)	87,000	41,768
Tax Holding Account (003)	1,123,427	959,551
Visa Debit Card (008)	2,062	4,005
Event Account (005)	19,942	19,104
Taiao Account (006)	43,810	78,080
Sponsorship Account	58,692	49,692
Term Deposit - MTC (0001)	-	147,477
Westpac Encore Account - MTC	92,110	131,306
Westpac Call Account (004)	3,216,932	3,909,294
Westpac - Savings Account - MTC	212	211
Term Deposit 0003 - MTC	-	63,041
Westpac Online Bonus Saver (010)	74,189	129,939
Mastercard Business Card	4,538	5,006
Project Account (009)	141,206	1,447,196
Tūturu Account (011)	12,834	9,191
TMOM - Kawiū + Kohuturoa (26-000)	40,241	22,954
O2NL (34-000)	-	3,015,034
MTA Accruals (26-001)	19,548	19,548
MTA Westpac Contract A/c (26-002)	1,446,764	2,242,781
Term Deposit - MTA (0001)	-	4,112,071
Total bank accounts and cash	6,604,718	16,620,771
(b) Debtors and Prepayments		
Accounts Receivable	968,548	578,448
Prepaid Expenses	545	-
Goodwill - Purchase of Equipment	15,087	14,087

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

Accrued Interest	2,387	3,369
Total	986,567	595,904
(c) Trade and other payables		
Accounts Payable	59,942	63,444
GST Payable	159,603	229,696
Total	219,545	293,139
(d) Employee costs payable		
Wages Clearing Account	3,779	3,779
Provision for Holiday Pay	530,984	491,410
Total	534,763	495,189

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report For the Year Ended 31st March 2026

5. PROPERTY, PLANT & EQUIPMENT

2026	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land	776,258	1,685,529	-	-	2,461,787
Building	443,598	450,322	-	(23,097)	870,823
Leasehold Improvements	167,182	-	-	(3,344)	163,838
Motor Vehicles	62,955	222,026	-	(48,419)	236,562
Furniture & Fittings	89,962	7,016	-	(12,529)	84,449
Electronic Equipment	78,656	32,280	-	(41,623)	69,313
Plant & Equipment	41,869	10,953	-	(12,117)	40,705
Total	1,660,480	2,408,126	-	(141,129)	3,927,477

2025	Opening Balance (NBV)	Additions	Disposals	Depreciation	Closing Balance (NBV)
Land & Building	1,242,514	-	-	(22,658)	1,219,856
Leasehold Improvements	170,595	-	-	(3,413)	167,182
Motor Vehicles	76,756	6,957	-	(20,758)	62,955
Furniture & Fittings	96,338	6,076	-	(12,452)	89,962
Electronic Equipment	71,599	37,515	-	(30,458)	78,656
Plant & Equipment	29,705	25,005	-	(12,841)	41,869
Total	1,687,507	75,553	-	(102,580)	1,660,480

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

6. ACCUMULATED FUNDS

	2026 \$	2025 \$
(a) Accumulated Surpluses or Deficits		
Opening Balance	14,955,981	12,110,682
Surplus/(Deficit)	3,105,614	2,845,298
Closing Balance	<u>18,061,594</u>	<u>14,955,981</u>

7. CONTINGENT LIABILITIES

(a) **Contingent Liabilities**

At balance date there are no known contingent liabilities (2025: \$0). Muaūpoko Tribal Authority Incorporated Group has not granted any securities in respect of liabilities payable by any other party whatsoever.

8. CONTINGENT ASSETS

(a) **Contingent Assets**

Māori Fisheries Act 2004 Number 78.

Te Ohu Kai Moana holds in trust, the Coastal Fisheries quota and associated income - covering the Muaūpoko Iwi registered area of interest - until such time as agreement between Iwi regarding allocation is reached. We are unable to quantify this amount at the time of this report.

9. RELATED PARTIES

Tim Tukapua is the 18-month Hapū representative for Ngāti Hine. Tim agreed to take an interim/temporary role as Kaiwhakahaere Whānau Ora me Oranga Rangatahi in March 2025 so that we could assess new govt funding implications before we commit to another permanent role. He left the role in June 2026.

Tracey White is the elected 3-year Hapū representative for Ngāti Hine and was employed by Te Whatu Ora in a hybrid role until December 2025. She is now Kaiwhakahaere and her role reports to Kaiwhakahaere Matua Ratonga.

Tracey is also the sister of He Kura Hokioi (CEO) of MTA - Di Rump.

Dr Jonathon Procter is the 3-year Hapū representative for Ngāti Pariri and he is also a Professor at Massey University. Jon advocates for Muaūpoko/MTA involvement in Massey projects and provides introduction for funding opportunities.

It is noted that the following relationships exist between MTA and its directors/shareholders.

- The Universe Limited: Dianne Rump is a director and shareholder.

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

-
- Te Tihi O Ruahine Whānau Ora Alliance Charitable Trust: Dianne Rump is a trustee.
 - Te Pae Oranga O Ruahine O Tararua Charitable Trust: Dianne Rump is a trustee.
 - Kawiū Marae Trust: Tim Tukapua is a trustee, Marokopa Wiremu-Matakatea is the Trustee Chairman and Sherry Hurinui is the Trustee Secretary.
 - Kawiū Marae Committee Trust: Tim Tukapua is a trustee.
 - Ngai Te Ao Hapū Incorporated: Sillena McGregor is an executive member.

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

Description of related party relationship	Description of the Transactions	Value of Transactions		Amount owing from/(to) related party	
		Current Year \$	Last Year \$	Current Year \$	Last Year \$
Board Member	Paid to McKay Marketing Ltd. Data, Digital & Governance Delivery Programme. Delivery of a multi-stream programme of work supporting member engagement	\$45,000	-	-	-
Board Member	Paid to McKay Marketing Ltd. Data, Digital & Governance Delivery Programme. Delivery of a multi-stream programme of work supporting member engagement, governance, and digital infrastructure	\$43,950	-	-	-
Board Member	Wananga Attendance Fee 9 November 2025 - Kahui Arahi	\$350	-	-	-
Board Member	Wananga Attendance Fee 9 November 2025 - Kahui Arahi	\$350	-	-	-
Board Member	Wananga Attendance Fee 9 November 2025 - Kahui Arahi	\$350	-	-	-
Board Member	Wananga Attendance Fee 9 November 2025 - Kahui Arahi	\$350	-	-	-
Board Member	Wananga Attendance Fee 9 November 2025 - Kahui Arahi	\$350	-	-	-
Board Member	Wananga Attendance Fee 9 November 2025 - Kahui Arahi	\$350	-	-	-
Board Member	Wananga attendance Fee - August Kahui Arahi. Attendance was koha to Ngati Pariri.	\$200	-	-	-
Board Member	Wananga attendance Fee - August Kahui Arahi. Attendance was koha to Ngati Pariri.	\$350	-	-	-
Board Member	Sherry Hurinui taught the teacher's Raranga workshop, at Khui Ako - MTA Day in January 2025. Sherry requested that instead of paying her for the teaching fee, the \$250 was to be split & paid as Koha, \$125 each to Kowui Marae & Kohuturoa Marae bank accounts.	\$250	-	-	-

10. SECURITIES AND GUARANTEES

There is no overdraft as at balance date.

(a). DESCRIPTION OF SECURITY HELD:

Registered First Mortgage detailed 14/11/2025 over the property situated 8 Montgomery Street, Taitoko/Levin

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

as legally described in Certificate of Title WN11D/1243.

Registered First Mortgage dated 10/01/2024 over the residential rural lifestyle block situated 328 Hokio Beach Road Taitoko/Levin as legally described in Certificate of Title WN8B/618.

Registered First Mortgage dated 14/11/2025 over the property situated 21 McKenzie Street, Taitoko/Levin as legally described in Certificate of Title WN525/263.

Registered First Home Mortgage dated 23/10/2025 over the property situated 17 Reeve Street, Taitoko/Levin as legally described in Certificate of Title WN455/117.

Registered First Mortgage over the commercial property situated 306 Oxford Street, Taitoko/Levin as legally described in Certificate of Title WN38A/671.

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report For the Year Ended 31st March 2026

11. INVESTMENTS

Asset Class	Valuation Method	2026					Closing Carrying Amount
		Opening Carrying Amount	Purchases	(Disposals)	Income Invested	on revaluation or impairment	
Term Deposits	Cost less impairment		7,395,370		173,146		7,568,516
Fisheries Quota Share Value	Cost less impairment	335,241					335,241
AFL Shares (2240)	Cost less impairment	905,244				(584,924)	320,320
Total		1,240,485	7,395,370	0	173,146	(584,924)	8,224,877

Asset Class	Valuation Method	2025					Closing Carrying Amount
		Opening Carrying Amount	Purchases	(Disposals)	Income Invested	on revaluation or impairment	
Fisheries Quota Share Value	Cost less impairment	335,241					335,241
AFL Shares (1120)	Cost less impairment	905,244					905,244
Total		1,240,485	0	0	0	0	1,240,485

On 13 January 2026 Te Ohu Kai Moana commissioned PWC to complete an independent valuation of Aotearoa Fisheries Limited (trading as Moana). This valuation dated 2 March 2026 concluded that the fair market value of AFL/Moana shares was between \$214 and \$358 per share with a midpoint of \$286 (prior to the bonus share issue). Using this information the Board have taken advice and concluded that MTA's shares are showing indication of impairment and accordingly have recorded an impairment expense of \$584,924.

12. TERM LIABILITIES

MTA \$500k loan (2025: \$500k), interest only maturing 10/01/29 with interest rate at 31/03/26 of 5.74%

13. OPERATING LEASES

Leases as lessee

The future non-cancellable minimum lease payments of operating leases as lessee at reporting date are detailed in the table below:

	2026 \$	2025 \$
Not later than one year	94,695	79,193
Later than one year but not later than five	276,424	264,924
Later than five years	239,683	205,683
	<u>610,802</u>	<u>549,800</u>

These includes items such as building rental, vehicles etc.

Muaūpoko Tribal Authority Incorporated Group
Notes to the Consolidated Performance Report
For the Year Ended 31st March 2026

14. DEFERRED REVENUE

				Deferred Amount	
Description	Purpose and nature of the documented expectations over future use	Date expectations are expected to be satisfied	Original Amount	Current Year \$	Last Year \$
Te Aka Whai Ora	Program delivery for whānau to achieve outcomes	31/03/2026	374,943	0	375,933
MCDHB	Program delivery for whānau to achieve outcomes	31/03/2026	300,000	0	300,000
Waka Kotahi Legacy Fund	Delivery of agreed project activities and outcome milestones	31/03/2031	3,670,206	0	3,000,000
Oranga Tamariki	Delivery of programs and activities	31/03/2026	91,164	0	91,164
Tu Manawa FF26-40 Pickleball	Program delivery for whānau to achieve outcomes	31/03/2026	3,850	3,850	0
Te Matawai - Te Reo Grant	Program delivery for whānau to achieve outcomes	31/03/2026	8,000	8,000	0
Te Whatu Ora - Health NZ	Program delivery for whānau to achieve outcomes	31/03/2026	308,850	308,850	0
	Total		4,757,013	320,700	3,767,097

15. EVENTS AFTER THE BALANCE DATE

There were no events that have occurred after the reporting date that would have a material impact on the performance report.

16 CORRECTION

During the current year reporting process, the presentation of term deposits was reviewed against the Group's accounting policy. As a result of this review, term deposits with an original maturity of more than three months are now presented as Investments rather than Cash and short-term deposits.

Consistent with the Tier 3 (NFP) Standard, this change in presentation has been applied from 1 April 2025. It affects presentation only and has no impact on total assets, accumulated funds, surplus/(deficit), or net cash flows previously reported.

Muaūpoko Tribal Authority Incorporated Group

Consolidated Statement of Financial Position

As at 31st March 2026

	Note	2026 Group \$	2025 \$
CURRENT ASSETS			
Cash and short-term deposits	4	6,604,718	16,620,771
Debtors and prepayments	4	986,567	595,904
Total Current Assets		7,591,285	17,216,675
NON-CURRENT ASSETS			
Property, plant and equipment	5	3,927,475	1,660,480
Investments	11	8,224,076	1,240,485
Total Non-Current Assets		12,151,551	2,900,965
TOTAL ASSETS		19,742,836	20,117,640
CURRENT LIABILITIES			
Creditors and accrued expenses	4	219,545	293,139
Employee costs payable		534,763	495,189
Deferred revenue	14	320,700	3,767,097
Funds Held on Behalf		106,234	106,234
Total Current Liabilities		1,181,242	4,661,659
NON-CURRENT LIABILITIES			
Loans	12	500,000	500,000
TOTAL LIABILITIES		1,681,242	5,161,659
NET ASSETS		\$18,061,594	\$14,955,981
ACCUMULATED FUNDS			
Accumulated surpluses	6	18,061,594	14,955,981
TOTAL ACCUMULATED FUNDS		\$18,061,594	\$14,955,981

This performance report has been approved by those charged with governance.

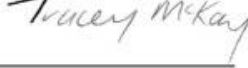
Date: 30 September 2026

Signature: 

Name: Tim Tukapua

Position: Board Chair

Date: 30 September 2026

Signature: 

Name: Tracey McKay

Position: Board Member

This statement is to be read in conjunction with the notes to the financial statements and Independent Audit report.



Muaūpoko Tribal Authority Incorporated Group

Consolidated Statement of Cash Flows

For the Year Ended 31st March 2026

	Note	2026 \$	2025 \$
OPERATING ACTIVITIES			
Cash was provided from:			
Donations, koha and other fundraising activities		83,950	273,148
Government service delivery grants/contracts		5,310,924	10,369,112
Interest, dividends and other investment receipts		334,447	405,284
Net GST refunds received from IRD		-	44,795
		5,729,320	11,092,340
Cash was applied to:			
Employee remuneration and other related payments		3,350,269	2,826,345
Payments related to service delivery		2,317,392	2,356,177
Other payments		33,957	34,950
Net GST paid to IRD		70,093	-
		5,771,711	5,217,471
Net cash flows from operating activities		(42,391)	5,874,868
OTHER ACTIVITIES			
Cash was applied to:			
Payments to acquire property, plant and equipment		2,408,124	75,551
Dividends		(2,977)	(20,847)
Investments		7,568,515	-
		9,973,662	54,705
Net cash flows other activities		(9,973,662)	(54,705)
NET INCREASE (DECREASE) IN CASH		(10,016,053)	5,820,164
Opening bank accounts and cash		16,620,771	10,800,607
Closing bank accounts and cash	4	6,604,718	16,620,771

This statement is to be read in conjunction with the notes to the financial statements and Independent Audit report.



Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report For the Year Ended 31st March 2026

1. STATEMENT OF ACCOUNTING POLICIES

BASIS OF PREPARATION

This consolidated performance report is prepared in accordance with the XRB's Tier 3 (NFP) Standard. The entity is eligible to apply these requirements as it does not have public accountability and has total annual expenses of less than \$5million. All transactions in the consolidated performance report are reported using the accrual basis of accounting. This consolidated performance report is prepared under the assumption that the entity is a going concern and will continue to operate for the foreseeable future.

Cash and Short-term deposits

Cash and short-term deposits includes bank accounts and term deposits with original maturities of three months or less.

Receivables

Receivables are stated at their estimated realisable value. Bad debts are written off in the year in which they are identified.

(a) Property, Plant & Equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Depreciation has been calculated over the estimated useful life of the asset, except for land. Land is not depreciated.

The entity has the following classes of Property, Plant & Equipment:

- Land
- Buildings / Leasehold Improvements
- Motor Vehicles
- Furniture & Fittings
- Electronic Equipment
- Plant & Equipment

All property, plant & equipment except for land is stated at cost less accumulated depreciation and accumulated impairment.

(b) Investments

The group's investments include Term Deposits, Shares and Quota.

Term Deposits are recorded at cost where the original maturity exceeds 90 days. Interest is recognised as it accrues.

Shares in Aotearoa Fisheries Limited are recognised at cost less any accumulated impairment losses where cost was the amount assigned under the Māori Fisheries Act 2004. The group assesses at each reporting date whether there is any objective evidence that the shares are impaired. Where an impairment loss is identified, the carrying amount of the shares is reduced to their recoverable amount, and the impairment loss is recognised in the Statement of Financial Performance.

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report

For the Year Ended 31st March 2026

Annual Catch Entitlement (ACE) fishing quota is recognised at cost where cost was the amount assigned under the Māori Fisheries Act 2004. ACE quota is reviewed at each reporting date for indicators of impairment. Where the recoverable amount of the quota is less than its carrying amount, an impairment loss is recognised in the Statement of Financial Performance.

(c) Goods & Services Tax

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST.

(d) Income Tax

The Group entities are both registered charities and therefore tax exempt under section CW 41-43 Charities (Charities Act 2005) of the Income Tax Act 2007.

Loans

Borrowings are initially recognised at the amount of cash received. Borrowings are subsequently measured at the amount of the outstanding obligation.

Interest incurred on borrowings is recognised as an expense in the Statement of Receipts and Payments/Statement of Financial Performance in the period to which it relates.

Changes in Accounting Policies

There have been no changes in accounting policies. All policies have been applied on bases consistent with those used in previous years.

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(e) Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Society and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received.

The Society receives revenue from central government agencies. The revenue from these sources are recognised in the period the services are provided.

Interest income is recognised as it accrues using the effective interest method.

Dividend income from Aotearoa Fisheries Limited (AFL) is recognised when payments are received from AFL under quota share lease agreements between the company and AFL.

Donations are recognised as revenue upon receipt.

(f) Basis of consolidation

Controlled entities are those entities over which the controlling entity has the power to govern the financial and operating policies so as to benefit from its activities. Controlled entities are consolidated from the date on which control is transferred and are de-consolidated from the date that control ceases. In preparing the consolidated performance report, all inter-entity balances and transactions, group are eliminated in full in accordance with the requirements of PBE IPSAS 35: Consolidated Financial Statements. The accounting policies of the controlled entity are consistent with the policies adopted by the Group and has the same (March) reporting date.

Muaūpoko Tribal Authority Incorporated Group

Notes to the Consolidated Performance Report For the Year Ended 31st March 2026

2. ANALYSIS OF REVENUE

	2026 \$	2025 \$
Government service delivery grants/contracts		
Crown Rental Forestry Trust	52,000	63,843
Ministry of Social Development	135,742	197,863
Ministry of Education	35,041	208,665
HDC Funding	696	8,233
Health NZ	2,464,136	2,695,485
Kainga Ora	12,700	-
Ministry for the Environment	228,704	429,416
Oranga Tamariki	453,418	283,127
Waka Kotahi Legacy Grant - O2NL	3,000,000	-
Waka Kotahi - NZTA	952,435	670,206
MBIE - Welcoming Committees Waharoa	-	50,000
Grants - TPK - Muaūpokotanga Day	5,000	-
Total	7,339,872	4,606,837
Non-government services delivery grants/contracts		
THINK Hauora	61,749	336,849
Te Wakāhuia Manawatu Trust - Te Ohu Auahi	153,991	198,375
Mutunga		
Taiao	893,239	876,353
JR McKenzie	50,000	310,000
Te Tihi - Kaiwhakaaraara	613,775	587,249
Grants - Sport Manawatu	24,600	40,000
Grants - UCOL	450	14,100
Grants - Te Mātāwai	10,308	-
Massey University Income	30,000	54,000
Waitangi Day Funding	5,000	19,000
Grants - Rangatahi Summer Interns	-	29,000
Te Arawhiti/Te Tari Whakatau	-	459,261
Total	1,843,112	2,924,186
Interest, dividends and other investment revenue		
Quota Income	31,826	31,639
Dividends Received	2,977	20,847
Interest Received	259,310	324,511
Rent Received	43,311	49,135
Total	337,424	426,131
Donations, koha and other fundraising activities		
Sundry Income	27,172	163,576
Koha Received	15,204	36,529

5.0. Appointment of Auditor

Muaūpoko Tribal Authority has retained the services of BDO who acquired Cotton Kelly in 2024.

6.0. He Kōrero – General Business

6.1. Te Waipupūtanga o Punahau – Kura a iwi update

The kura project team will provide an update on progress and status at the AGM.

7.0. Karakia Whakamutunga

8.0. Kai