Te Rūnanga o Ngāti Kuia Trust

ANNUAL REPORT 2025/26



STATEMENT

2025 AGM minutes and the full Audited Annual Consolidated Accounts for the 15 months ended 30 June 2026 will be available on request and at the 2026 AGM.



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MIHI

Kei ngā toki pakohe o Ngāti Kuia e noho ana i te awa o Te Hoiere, i te Tauihu o te Waka, i tua i te rohe kāinga, ko te au o mihi ki a koutou katoa.

Kei ngā mate huhua o te tau, rātou kua haoa i te kupenga a Taramainuku, haere atu rā koutou ki te uma o Ranginui, ki reira pīataata atu ai. Rātou te tira mātai pō ki a rātou, tātou te tira mātai ao ki a tātou.

E aku rangatira, tēnā koutou. E kore e mutu ngā mihi mō te huhua o ngā mahi kua tutuki i a tātou i te tau kua hori. E ai ki te kōrero, "Kaikaiāwarohia tōu ara"; kua kitea te whakatinanatanga o tēnei kōrero i roto i ngā mahi o te tau. Tēnā koutou katoa.

Greetings are extended to the descendants and leaders of Ngāti Kuia who reside along Te Hoiere, throughout Te Tauihu o te Waka, and beyond the tribal homelands of Ngāti Kuia.

Acknowledgement is also given to the many loved ones who have passed during the year, those who have gathered into the net of Taramainuku. May they journey to the embrace of Ranginui, where they shine amongst the stars. Let them be embraced by the company of the night, while we remain the company of the living world.

Recognition is given to the significant work undertaken collectively over the past year. The whakataukī, *"Kaikaiāwarohia tōu ara"*, has been brought to life through the achievements and progress made during this period. Therefore, acknowledgements are extended to all, tēnā koutou katoa.

NĀ TE TIAMANA | FROM THE CHAIR



Tania Alesana

E ngā uri o Ngāti Kuia, tēnā tātou katoa.

As I reflect on the 2025/26 year, I am encouraged by the growing strength of our iwi and, in particular, the increasing participation of whānau across our kaupapa. Throughout the year we have seen more whānau attending wānanga, cultural events, community gatherings, environmental activities and iwi-led programmes. Equally encouraging has been the number of new faces joining us for the first time. From rangatahi reconnecting with their whakapapa, to whānau returning to engage with iwi activities after many years away, there is a growing sense that our people want to be involved, contribute and strengthen their connection to Ngāti Kuia.

This growth in participation is one of the most important indicators of our success. While financial performance, governance outcomes and strategic initiatives all matter, the strength of an iwi ultimately lies in the strength of its people and their connection to one another. Every whānau member who attends a hui, participates in a wānanga, volunteers at an event, or shares their knowledge and experience contributes to the wellbeing and future of our iwi.

Across the year, a wide range of opportunities were created for whānau to learn, connect and grow together. Taiao-based wānanga, marae-based learning and iwi development kaupapa enabled whānau to strengthen their understanding of Ngāti Kuiatanga while creating new relationships across generations and whānau groups. The continued growth of the Hunga Tiaki programme has been particularly pleasing, with whānau participating in field-based learning, environmental monitoring and restoration activities throughout our rohe. These opportunities are helping to build capability while reconnecting our people with the whenua, wai and moana that are central to our identity.

The Board has also continued to focus on the long-term sustainability of Ngāti Kuia by investing in leadership development and succession planning. During the year we further developed pathways for emerging directors, supported internship opportunities and continued implementing our succession planning approach. This work recognises that strong governance requires us to identify, nurture and support future leaders long before governance vacancies arise. By creating opportunities for whānau to gain experience, develop skills and contribute to decision-making, we are building the capability needed to lead Ngāti Kuia into the future. Future leadership will come from the people participating in our wānanga, serving on committees, undertaking internships and stepping forward to contribute today.

We also continued to strengthen communication with whānau through regular pānui, Maranga Mai and social media platforms. Strong engagement across these channels demonstrates the desire of whānau to remain connected to their iwi regardless of where they live. Through these communications we have celebrated achievements, shared opportunities and kept whānau informed about the work being undertaken on their behalf.

On behalf of the Board, I acknowledge our kaumātua, rangatahi, trustees, directors, kaimahi, volunteers and whānau members who have contributed throughout the year. Thank you to those who continue to support our kaupapa and to those who have participated for the first time. Your involvement strengthens Ngāti Kuia and gives confidence that the future of our iwi is in good hands.

Together we are building an iwi that is more connected, more engaged and better prepared for the opportunities ahead. That reflects our people, our values and the commitment we share to future generations.

Tania Alesana
Chairperson, Te Rūnanga o Ngāti Kuia

HE RIPOATA NĀ TE TUMU TOIHAU | FROM THE TUMU TOIHAU

Tēnā koutou e te whānau whānui o Ngāti Kuia.

The 2025/26 year has been one of progress, reflection and resilience. While the year presented opportunities to advance our strategic priorities, it also required us to navigate challenging economic conditions and make difficult decisions to ensure the long-term sustainability of the Rūnanga.

Our focus throughout the year remained firmly aligned to Te Rautaki a Kuia and the priorities identified in our Annual Plan. At the centre of this work was a commitment to understand and respond to the aspirations and needs of our whānau. Across all pou, we have sought to strengthen opportunities for whānau to participate, contribute and benefit from the work of Ngāti Kuia.

One of the most encouraging outcomes from the year has been the continued increase in whānau participation across our programmes, events and wānanga. Through the delivery of initiatives across our strategic pou, we have worked to improve accessibility, strengthen programme delivery and create meaningful opportunities for whānau to benefit from the resources and support available through Ngāti Kuia. The insights gained through this work will continue to inform our planning and priorities.

Supporting whānau wellbeing continued to be a priority. Through Ka Uruora, we worked alongside whānau to better understand housing needs and identify pathways that support greater housing security and home ownership. While housing challenges continue to affect many whānau, our engagement has provided valuable insight into where support is most needed and how Ngāti Kuia can contribute to practical solutions over time.

Creating pathways into employment and training also remained a key focus. During the year we strengthened relationships with employers and community partners to increase opportunities for whānau to access meaningful employment and skills development. These partnerships are helping connect whānau with jobs, training and career pathways that contribute to long-term economic wellbeing for individuals and their whānau.

We also continued to strengthen our hononga with iwi across Te Tauihu. Working collectively enables us to advocate more effectively on issues of shared importance, build stronger regional partnerships and advance outcomes that benefit all our people. Collaboration between iwi continues to be a significant source of strength and influence across the region.

Alongside these achievements, the year also highlighted challenges within our commercial portfolio. Like many organisations throughout Aotearoa, Ngāti Kuia has operated in a difficult economic environment characterised by rising costs, cautious consumer spending and increased pressure on commercial returns. Some of our commercial ventures performed below expectations and have required careful review.

These challenges do not diminish the opportunities that exist within our commercial assets, but they do reinforce the need for disciplined decision-making and a clear focus on long-term sustainability. Over the coming year, difficult decisions will be required to ensure our resources are being invested in ways that best support the aspirations of current and future generations. While these decisions may not always be easy, they are necessary to protect the financial foundation of the iwi and maintain our ability to invest in whānau outcomes.

Throughout the year, significant effort has also been invested in strengthening organisational capability and preparing future leaders. We have focused on developing the skills, systems and internal capacity required to deliver our strategic objectives effectively. This includes supporting professional development, improving organisational processes and creating opportunities for emerging talent to gain practical experience. Building a capable and resilient organisation is essential to sustaining our services and responding to the changing needs of whānau.

None of the achievements outlined in this report would be possible without the commitment of our trustees, directors, kaumātua, whānau, partners and kaimahi. Their dedication has enabled the Rūnanga to continue delivering services, building relationships, advancing strategic priorities and responding to emerging challenges throughout the year.

While there is still much work ahead, I remain positive about the future. We have continued to strengthen our understanding of whānau needs, improve opportunities for participation, build new partnerships and invest in future leadership. These foundations position us well as we collectively work towards the aspirations of Te Rautaki a Kuia and the vision our tīpuna held for the future.

Nāku noa, nā

Eugene Whakahoehoe
Tumu Toihau, Te Rūnanga o Ngāti Kuia

MŌ TE RIPOATA NEI | ABOUT THIS REPORT

At the heart of this report are the four pou of Te Rūnanga o Ngāti Kuia: Pou He Tāngata, Pou He Ngāti Kuiatanga, Pou He Taiao and Pou He Pūranga Hua Whakarea. Each pou tells the story of its year, then provides a Year in review with results mapped against Annual Plan targets, and a look at the year ahead. The report then turns to governance, the Te Hoiere Asset Holding Company Directors' report, financial statements and communications highlights.

Te Rūnanga o Ngāti Kuia has adopted a financial year running from 1 July to 30 June. To transition to the new reporting period, the 2025/26 financial year covers 15 months, from April 2025 to June 2026, rather than the usual 12. Results are therefore not directly comparable with previous 12-month years.

In the Year in review tables, each result is given a status showing at a glance how it measured up against its Annual Plan target:

Status	Meaning
Exceeded	Result above target
Achieved	Target met, or work delivered
Substantially achieved	Just short of target (about 90–99%)
Partly achieved	Progress made, but target not met (about 50–89%)
Not achieved	Under half of target, or a financial result below budget
Deferred	Postponed or not resourced this year

Te Hoiere Asset Holding Company Directors' report measures results against its own SIPO targets, where "Close" is equivalent to Substantially achieved.

POU HE TĀNGATA

This pou is responsible for whānau wellbeing through te ao Māori: supporting Ngāti Kuia whānau to be healthy, wealthy and wise through relevant services, housing pathways, education, employment opportunities and hauora initiatives. Here we report on progress against the targets in the 2025/26 Annual Plan.



HAUORA

This year we worked to make preventative health care easier for whānau to access, with a focus on practical health education, early intervention and removing barriers to care.

Through our partnership with Skin Institute, 11 whānau received treatment for varicose veins during the financial year. We brought preventative health checks and advice to whānau at events including Te Ipukarea, Matariki, Raumati Tamariki, Raumati Kaumātua, the Nelson Marlborough Institute of Technology (NMIT) graduation and Kia Rite mō te Hōtoke.

Following a successful pilot in Whakatū, we expanded Ngā Kai Kia Hauora to Wairau, giving more whānau the opportunity to learn practical skills around nutritious kai and wellbeing.

We also made good progress on our hauora strategy, shaped by what Ngāti Kuia uri have told us about their experiences, needs and aspirations. Alongside Te Kāhui Hauora, we collected 132 Whānau Voice survey responses, seven whānau narratives and five case studies. This feedback is helping shape our future services.

> "The veins treatment I received through your veins kaupapa has undoubtedly changed the rest of my life. I can sleep! I can get through the day without stopping for hours to elevate my leg, I can walk for longer periods of time so able to better exercise. My hauora has improved, my hinengaro has improved, and I am better able to show up for my kōtiro, and for my whānau. I am a more active and involved māmā now that I am not battling with my waewae. Our future as a whānau looks brighter and I could not be more grateful that I received this treatment. I am still pinching myself that this was made possible and that this happened for me."
>
> Irene Fryer, Veins Clinic participant

To the left: Sharyn Smith and Agnus Morehu at the Kaumātua party



Ngā Kai Kia Hauora



Hauora pop-up



Veins Clinic: Veronica Hatsell, John Hatsell, Dr Shona Dalzell and Nicole Curtis

CAPABILITY, LEARNING AND OPPORTUNITY

There were plenty of opportunities for whānau to learn, develop new skills, and pursue their goals this year. Learning and capability opportunities included:

- The NMIT Level 4 Certificate, Tumu Herenga Waka, the first Māori governance course designed for whānau shaped by Te Tauihu needs
- Back to school grants
- Tertiary grants
- Summer internships
- The completion of the NMIT Level 3 Certificate in Apiculture

We also worked alongside Hana Publishing Ltd and Te Kāhui Mātauranga to complete Ehara Tāu, a resource retold by Angie Stretch that shares the stories of Riia and Turia.

Our partnership programmes with NMIT were developed to support the capability, leadership and employment aspirations of Ngāti Kuia uri by providing accessible, accredited pathways for learning and development. Through the Level 4 Certificate in Māori Governance (Tumu Herenga Waka) and the Level 3 Certificate in Apiculture, Ngāti Kuia uri were able to build practical knowledge, skills and confidence in areas that contribute to both personal growth and collective iwi aspirations whilst gaining NZQA recognised qualifications.

The first phase of the Banqer Beyond pilot was implemented to support the financial wellbeing aspirations of Ngāti Kuia by providing whānau with accessible, practical financial capability education. The programme aimed to build confidence and knowledge across key areas such as budgeting, banking, insurance, investing, KiwiSaver, employment, and managing the cost of living, supporting whānau to make informed financial decisions and strengthen long-term financial resilience.



Te Tumu Herenga Waka level 4 Certificate in Māori Governance Launch at Whakatū Marae

EDUCATION – TERTIARY GRANTS 2025/26

This year there were 55 recipients.

First name	Surname	Qualification
Turongo	Henare-Ruruku	Masters Poutahu Te Reo Māori
Te Nukuhou A-Koro	Winiata	Bachelor of Arts
Shanel Ngamahi	Reihana	Bachelor of Bi-Cultural Social Work
Te Ata	Tuhimata	Graduate Diploma in Poutāhū Ahunga Tikanga (Postgraduate Diploma in Māori Laws and Philosophy)
Bailey	Ngatai-Cribb	Bachelor of Business
Tiffany	Matthews	Master in Counselling
Nicole	Bristowe	Bachelor of Law Professional Legal Studies and Admission to the Bar
Mairurangi	Hakaraia	Bachelor of Languages
Rēne	Meihana	Bachelor of Arts
Flynn	Warren	Bachelor of Business Management
Sue-Ann	Parish	NZ Certificate in Manaaki Marae – Te Atapō – Matike Mai
Naketa	Olliver	Bachelor of Nursing
Jahvarn	Whakatihi-Rauhihi	Bachelor of Laws and Commerce (Conjoint)
Isabella	Carmody	Certificate in University Preparation
Jessica	Bothwell	Bachelor of Arts with Honours in Cultural Anthropology
Riley	McCuish-Hocking	Bachelor of Science
Hugh	Redfern	Bachelor of Commerce
William	Stacey	Bachelor of Digital Screen with Honours
Xanthe	Banks	Bachelor of Māori Studies, Te Reo Māori and Law
Angel	Paniora	Bachelor of Criminology
Nikita	Gapper	Bachelor of Medical Imaging
Robyn	Hakaraia	Bachelor of Education
Moana	Wakefield	Bachelor of Poutuarongo Reo
Zara-Lee	Rota	Bachelor of Maunga Kura Toi – Bachelor of Māori Art, Raranga
Phoebe	Doyle	Bachelor of Science
Macy	Cribb	Bachelor of Design with Honours
Michelle	McIlroy	Bachelor of Environmental Management
Ilah	Beattie	Bachelor of Nursing
Mitchell	Tareha	Diploma in Whakairo
Lucia	Banks	Bachelor of Sport and Te Reo Māori
Lelah	Lloyd	Bachelor of Veterinary Science
Isaac	Bennett	Diploma in Reo Māori

EDUCATION – TERTIARY GRANTS 2025/26 (CONTINUED)

This year there were 59 recipients.

First name	Surname	Qualification
Isabella Coco	Goddard	Bachelor of Science
Anaaya	Gould	Bachelor of Law
Georgia	Gapper	Bachelor of Social Work
Kiana	Mason	Bachelor of Midwifery
Tiana	Davis	Bachelor of Social Work
Haylee-Maude	Roussel	Certificate in Te Tiaki Taonga
Scarlett	McKay	Bachelor of Commerce
Manaia	Ieremia	Bachelor of Arts
Tanneeka	Howe	Postgraduate Diploma in Bicultural Professional Supervision
Stevie	Robb	New Zealand Certificate in Study and Employment Pathways (Level 4) – Health
Sophie	Kingi	Master of Nursing Science
Brya	Roussel	Diploma in Kaitiakitanga Putaiao
Brierley	Stewart	Bachelor of Teaching (Primary)
Rangimarie	Hemi	Certificate in Te Ara Tuatahi
Katie	Mead	Diploma in Te Tohu Paetahi
Daniel-James	Page	Certificate in Mechanical Engineering
Tu Kauae	Taufitu-Moses	Bachelor of Heke te Ranga Kura - Kaiwhakaako
Paige	Byers	Bachelor of Social Work
Geinty	Wells	Bachelor of Counselling
Samuel	Carmody	Certificate in Agriculture
Teina	Tipene	Certificate in Rongoa
Patience	Hippolite/Elkington	Certificate in Te Reo Level 3
Dreamz	Elkington	Certificate in Te Reo Level 3

HOUSING PROGRESS

It was a significant year for housing, with five new affordable rental homes completed at Nayland Road and further progress on our papakāinga development. Ngāti Kuia whānau moved into their new kāinga in May 2026, supported by Nelson Tasman Housing Trust. Resource consent was received for our papakāinga, bringing us closer to construction. The next step is securing funding, subject to Board approval.

Our partnership with Ka Uruora continues to help whānau work towards secure, affordable housing and home ownership. This support goes beyond finding a home. Through Te Uru Ahupūtea, whānau can build their financial knowledge, learn to manage debt, develop saving habits, and prepare for home ownership.

As at 30 June 2026:

- 192 Ngāti Kuia whānau were affiliated with Ka Uruora, with 74 recorded as registered participants
- 25 were newly registered for, or currently completing, Te Uru Ahupūtea
- 102 had completed the financial education programme
- 112 had signed up to save towards their future through Te Uru Tahua (WhānauSaver), accumulating $40,609 in savings, with a further $5,241 contributed by the Rūnanga

Most importantly, Ka Uruora reported that 18 Ngāti Kuia whānau had been supported into kāinga across its housing pathways this year. These figures show the different ways whānau are working towards housing security, whether that is finding an affordable place to rent, building their savings or taking steps towards owning a home.

> "It's not just a beautiful home, but it's a foundation for my kids and hopefully their kids to come."
>
> Tutepourangi, Berryfields whānau



Nayland Road affordable rental homes





Inside Nayland Road affordable rentals

YEAR IN REVIEW

The year saw meaningful progress in improving access to preventative healthcare, completing affordable homes, strengthening housing pathways, and creating opportunities for whānau to develop skills and knowledge. Through partnerships and direct engagement, we continued to work towards reducing barriers and supporting whānau to make informed decisions about their wellbeing and future.

While some planned activities were not delivered, particularly in employment development, the year provided valuable insights into where further investment, resources and stronger measurement will be needed to achieve our long-term aspirations.

Measure	Target	Result	Status
Papakāinga construction	Starts	Consent granted; funding not approved	◑ Partly achieved
Affordable rentals, Nayland Road	5 homes	5 completed and tenanted	● Achieved
Health and financial workshops	11 workshops; 50% show knowledge gain	13 workshops; knowledge gain evidenced	◉ Exceeded
Employment programmes	3 launched	Not launched	◌ Deferred
Wairau Office and Housing Hub feasibility	Completed	Completed; initiative deferred	● Achieved
Whānau into employment	10% increase	No verified data	⊗ Not achieved

LOOKING AHEAD

In 2026/27, we will build on the progress achieved in housing, hauora, education, and whānau capability. Priorities include affordable housing pathways, implementing our hauora strategy and strengthening opportunities for employment, learning and personal development.

We will also place greater emphasis on measuring outcomes, strengthening how we collect and use evidence to understand what is working, where improvements are needed, and how our resources can make the greatest difference. Whānau experiences and aspirations will continue to inform our decisions.

Our focus remains on supporting Ngāti Kuia whānau to be healthy, wealthy and wise, with confidence, knowledge and opportunities to flourish.



Te Manu Whakarewa i te reo, NMIT Level 2 Certificate in Manaaki Marae
Front left to right: Tiana Alesana (kaiako), Kahurangi Hippolite, Arahi Walker, Jacki McMillan, Ihaia Stretch and Raramai Adcock
Back, left to right: Stuart Howard, Kelly Hayes, Joseph Taueki, Tyler Hippolite, Kim Southey and Crystal Gordon

Photo to the right: He Puna Roimata, He Puni Wāhine gathering at Whakatū Marae

POU HE NGĀTI KUIATANGA

This pou keeps us connected to who we are as Ngāti Kuia, strengthening our identity through te reo, tikanga, mātauranga, whakapapa, marae, wāhi taonga and the transmission of knowledge between generations. Here we report on progress against the targets in the 2025/26 Annual Plan.



STRENGTHENING NGĀTI KUIATANGA THROUGH TE REO

A focus of the year was strengthening the transmission and everyday use of te reo Māori. The Annual Plan set targets of five wānanga reo with 200 participants. By the end of the financial year, 302 participants had been recorded across:

- Te Reo Kia Rewa
- Kura Reo
- Tataka Te Pua
- Whakatipu Te Pua
- Hui Rangatahi
- Online One day wānanga
- Te Ara o Hinepoupou

These kaupapa provided different entry points into learning te reo and helped strengthen transmission amongst whānau and contribute to the rautaki outcome that Ngāti Kuia are strong in our identity through the fluent and proficient use of te reo me ngā tikanga a Ngāti Kuia.

> "Ngāti Kuia gave us a space to develop our reo, with the intention to use at home. You gave us the opportunity to be inspired and keep on with the journey."
>
> Joseph Taueki



Tataka Te Pua – Jiraiya Poutu, followed by Carleigh Hemi, Iyla Hemi and Michaela Poutu



Te Ara o Hinepoupou – Rosie Goomes (kaiako), Jemimah George, Ava Crisa (kaiako) and Raukura Te'o

TE REO KIA REWA AND KURA REO 2025

Te Reo Kia Rewa continued as a significant intergenerational learning space, with 140 uri and their whānau attending. Te Kura Reo o Ngāti Kuia was also completed with support from Te Mātāwai, with 80 learners attending, including 40 Ngāti Kuia uri. Together, these kaupapa strengthened a pathway for learners at different stages of their journey.

> "He wairua ngāwari me te whakaaro nui ki te ao Māori. I kitea te whanaungatanga, te mātauranga Māori, i pai ngā āhuatanga katoa."
>
> Melanie McGregor



Te Kura Reo o Ngāti Kuia

EVERYDAY LEARNING FOR TAMARIKI AND WHĀNAU

Whakatipu Te Pua and Tataka Te Pua continued to create regular settings for tamariki, mātua and whānau to engage in te reo and ahurea.

Tataka Te Pua adapted its focus towards children aged zero to two, with learning taking place in homes on Mondays and at the playcentre on Wednesdays. These regular kaupapa helped make te reo and tikanga part of whānau routines. A feasibility study completed in relation to the development of a kōhanga reo/ECE centre, is on pause pending Board approval to progress.

Whakatipu Te Pua, an NMIT partnership course offering the Level 3 Certificate in Te Reo Māori was delivered during the day at the Whakatū tari, within school hours, so parents could take part without the pressure of night classes.



Whakatipu Te Pua, NMIT Level 3 Certificate in Te Reo Māori: Michaela Poutu, Janelle Pene, Nicki Hemi, Emma Gribble and Sarah Huntley

WĀNANGA AHUREA



Wānanga tukutuku, collecting kiekie at Ōkiwi. Shanell Kelly (kaiako)

The Annual Plan target of four wānanga ahurea was exceeded through five Wānanga Tukutuku across two cohorts; three Puni Wāhine, and Te Manu Whakarewa i te Reo. These kaupapa created practical learning connected to the marae and whare tīpuna development.

Activities included collecting and preparing rauemi from across the rohe, developing tukutuku, strengthening tikanga marae, and mātauranga Māori. During Puni Wāhine wānanga 3, participants delivered their first karanga at Whakatū Marae.

Te Manu Whakarewa i te reo is our longstanding NMIT partnership course delivering a Level 2 certificate in Manaaki Marae. This supported whānau to come home, learn about their marae, whānau, hapū, Ngāti Kuiatanga and participate in the life of the marae.



He Puna Roimata He Puni Wāhine gathering at Whakatū Marae

WHARE TĪPUNA AND MARAE DEVELOPMENT

The whare tīpuna kaupapa remained a central point of connection. Progress included:

- Establishing the Ohu Kōkiri
- Continuing engagement hui
- Detailed surveying to create an accurate budget
- Developing draft layouts and visuals to guide whānau discussion about possible placement and form

The drafts were used as talking points rather than completed plans. The kaupapa is a building project, but also a whakapapa, te reo, mātauranga and whānau engagement kaupapa, with the long-term aspiration that the whare tīpuna will operate as a whare wānanga for the iwi. This project is on pause for 2026/2027 until an agreement between the Rūnanga, land trustees and komiti marae is developed and implemented.

Alongside the whare tīpuna kaupapa, Te Hora Marae hosted 92 kaupapa over the 15-month year. Our Ahi Kā, Kereana Norton, coordinated these with our Kaimanaaki, Aunty Dolly Stretch and Uncle Tai Rakei, ensuring manuhiri were well cared for, and all health and safety requirements were met.

Significant work was completed to clean out, stocktake, reorganise and maintain marae facilities, including roof cleaning. This work culminated in a successful whānau working bee.

Aunty Dolly and Uncle Tai retired in June 2026, and we thank them for the care they took of the marae and dedication to our people over the years.

MAKING NGĀTI KUIA VISIBLE

Our 2025/26 Annual Plan sought for Ngāti Kuiatanga to be visible in at least four public spaces, which was achieved through:

- Ka Whati te Tūātea publication and distribution
- He Ara Whanaunga
- Te Hoiere signage completion
- Taku Kara Tīpuna
- Ngā Manu Kōrero outreach
- Nelson Kindergarten kapa haka festival outreach
- Te Ara o Hinepoupou swim school
- Te Whakamānutanga o te waka o King Salmon

These kaupapa strengthened the presence of Ngāti Kuia kōrero in schools, learning spaces, public settings, regional events and relationships with external organisations.





Above: Aunty Hinekawa (Girl) Manihera
Left: Aunty Joan Carew, Aunty Nora Hemi, Aunty Elaine Hemi, Aunty Christine Hemi at He Ara Whanaunga, Whakatū Marae when Te Arikinui, Kuini Ngawai hono i te po visited Te Tauihu

TAURA HERE AND WHĀNAU CONNECTIONS

Ngā Taura Here o Ngāti Kuia ki Tāmaki Makaurau was piloted during the year, creating another pathway for whānau living away from Te Tauihu to connect with Ngāti Kuia and with one another. The Annual Plan target was two Taura Here, however only one was budgeted for and completed. In 2026/2027 this kaupapa will be renamed Te Ahi Mahana.

TAMARIKI, RANGATAHI AND FUTURE LEADERS

Te Hui Rangatahi o Ngāti Kuia was held at Te Hora Marae in January, with 30 taiohi attending alongside kaiāwhina and parent helpers. Activities included poi piu, an amazing race, swimming at the awa and waiata sessions.

> "I live in the North Island so this Hui Rangatahi gave me the opportunity to learn about my Ngāti Kuiatanga, meet my whanaunga, sing waiata and learn pūrākau about Hinepoupou. I can't wait for the next one!"
>
> Te Waipounamu Tamati

Te Ara o Hinepoupou was delivered in Whakatū and Wairau, with 47 tamariki completing the programme (37 in Whakatū and 10 in Wairau). Five rangatahi interns also completed AUSTswim training and first aid certification. The kaupapa connected tamariki and rangatahi with wai, te reo, taiao, whanaungatanga and leadership, and we are proud that it is the first te reo swim school in Te Tauihu.

> "I whakapakari ngā pūkenga kauhoe me te reo Māori o aku tamariki. He kaupapa whakawhanaungatanga hoki mō te whānau katoa."
>
> Roimata Sam

Rangatahi also contributed through the internship programme (see Governance section). Xanthe Banks completed an internship looking back into reference material which included visiting the archives to collect scanned copies of the Pakauwera manuscript with improved technology.

YEAR IN REVIEW

These achievements demonstrate strong progress towards expanding reo pathways, increasing participation in wānanga ahurea, strengthening connections with whānau wherever they live, and making Ngāti Kuiatanga increasingly visible across Te Tauihu and beyond.

Measure	Target	Result	Status
Wānanga reo	5 wānanga / 200 participants	9 wānanga / 302 participants	◉ Exceeded
Wānanga ahurea	4	9	◉ Exceeded
Public spaces where Ngāti Kuiatanga is visible	4	8 initiatives	◉ Exceeded
Whānau in marae-based learning	40	101	◉ Exceeded
Whānau in whare tīpuna hui	100	145	◉ Exceeded
Whānau learning outside Te Tauihu	100	75 whānau reached	◑ Partly achieved

LOOKING AHEAD

Pou He Ngāti Kuiatanga will continue to strengthen language pathways, wānanga ahurea, contribute to the development of the whare tīpuna aspiration, keep the home fires burning at Te Hora, grow Taura Here connections and increase the visibility of Ngāti Kuiatanga. The focus remains on ensuring te reo, tikanga and mātauranga are lived and passed on through whānau, marae, learning settings and everyday Ngāti Kuia life.

POU HE TAIAO

This pou supports Ngāti Kuia to fulfil our role as kaitiaki through restoration, monitoring, advocacy and environmental leadership, guided by mātauranga and tikanga, to protect the mauri of our whenua, wai māori and moana, while building the capability of current and future generations to care for the taiao. Here we report on progress against the targets in the 2025/26 Annual Plan.



NGĀ KANOHI KĀREAREA – IWI ENVIRONMENTAL MANAGEMENT PLAN

Ngā Kanohi Kārearea, the Ngāti Kuia Iwi Environmental Management Plan (ngatikuia.iwi.nz/about-us/taiao/iwi-environmental-management-plan) was completed in December 2025. It provides the strategic framework for protecting, restoring, and enhancing the mauri of Te Kupenga o Kuia through Ngāti Kuia values, mātauranga, tikanga, and kaitiakitanga. The plan guides environmental decision-making and promotes long-term outcomes that support the wellbeing of our whenua, wai, moana, ngahere, taonga species, and whānau.

During the year, we formally launched and presented Ngā Kanohi Kārearea to Tasman District Council, Nelson City Council, and Marlborough District Council at Te Hora Marae. This sought to strengthen relationships with councils and increase understanding of Ngāti Kuia environmental values, aspirations, and priorities.

The plan is now being used to guide environmental advocacy, restoration projects, cultural assessments, resource management engagement, and future planning across the rohe.

WĀNANGA KAITIAKI – IWI MONITOR PROGRAMME

In the 15 months to June 2026, four Hunga Tiaki (Kaitiakitanga/iwi monitor) wānanga were held to build the knowledge, skills and confidence of our Hunga Tiaki and iwi environmental monitors.

Eleven kaitiaki took part in the wānanga, covering a range of kaupapa including:

- Te reo me ngā tikanga
- Ngāti Kuiatanga
- Cultural inductions
- Archaeology and cultural heritage management
- Mauri monitoring
- Cultural health index monitoring
- Health and safety
- Use of the Kaitiaki Pāraha monitoring app

Other whānau also took part in training opportunities, helping to grow the number of people with the skills and knowledge to take on kaitiaki roles in the future.



Hunga Tiaki, Iwi Monitor Training: Ki uta, ki tai, from the mountains to the sea.



HUNGA TIAKI PROFILES



Janelle Pene

What inspired you to become a Hunga Tiaki?

I was interested in learning more about our taiao when one of the kaimahi approached me about a casual Kaitiaki role. Without hesitation, I applied and stepped into a new world that I was only beginning to learn about. It has been an incredible learning journey. I later discovered that two of my uncles had also been Kaitiaki which made the experience even more meaningful. It was a proud moment for all of us to be following a similar path of caring for and protecting our taiao.

What is one thing you learnt this year?

I learnt just how precious our whenua is, and that our tīpuna once walked upon these same lands. It has given me a much deeper connection to and appreciation for the whenua around us.

What was your favourite wānanga or field experience?

I have genuinely enjoyed all of the wānanga and field experiences, as each one has taught me something different. If I had to choose a favourite, it would be the experience at Kaiuma Bay. Being out there, learning in the taiao and seeing everything we were learning about come to life made it a truly memorable experience.

What surprised you most about monitoring in the taiao?

I was surprised by how important it is to monitor certain areas over time and at different stages. Monitoring helps us identify significant changes, understand what may be causing them, and determine what actions can be taken to improve and restore those areas. It showed me that protecting our taiao is not just about looking after it today, but about continually observing, learning, and taking action for the future.

What does kaitiakitanga mean to you?

To me, kaitiakitanga means taking responsibility for protecting and caring for our whenua, awa, ngahere, and moana. It is about respecting what has been entrusted to us by our tīpuna and ensuring we leave it in a healthy state for years to come.

What advice would you give to other whānau thinking about joining?

Get in there, whānau! Do not be afraid to give it a go. There is so much to learn, and you do not need to know everything before you start. Come with an open mind, be willing to learn, and enjoy the journey. You might be surprised by how much you learn about our taiao, and even more surprised by how much you learn about yourself along the way.



Rory Hayes

What inspired you to become a Hunga Tiaki?

I felt a need to step up and do what I can for my iwi and the whenua while on my own te ao Māori reclamation journey. The opportunity arose at a time when I was able to take it, and I believe this happened for a reason.

What is one thing you learnt this year?

I have learnt that being a Hunga Tiaki is a commitment and that the learning never stops. It involves understanding lore, law, tikanga, and Western science. It is diverse and rewarding mahi that challenges you to keep growing.

What was your favourite wānanga or field experience?

Learning some of the different ingoa for species in the taiao and ngahere, their rongoā properties, and how they all play a vital role in helping us understand the mauri of the taiao. I enjoyed seeing how everything is interconnected and contributes to the health of the environment.

What surprised you most about monitoring in the taiao?

The vast amount of mātauranga that is required. Monitoring is comprehensive and relies on consistent methodology and robust systems to ensure quality data is collected. It has deepened my connection to the taiao and strengthened my appreciation for the knowledge needed to care for it effectively.

What does kaitiakitanga mean to you?

I believe kaitiakitanga is an obligation for everyone to practise in whatever way they can. As tangata whenua, it is an honour and a privilege to undertake this role on behalf of my iwi and our tūrangawaewae in Te Tauihu.

What advice would you give to other whānau thinking about joining?

Understand that it is not always easy and requires commitment. However, it is incredibly rewarding and one of the best ways to reconnect with and re-indigenise yourself through practising kaitiakitanga from a te ao Māori perspective.

MĀTAITAI APPLICATION

The mātaitai application has been a significant focus this year, supporting Ngāti Kuia aspirations to strengthen customary fisheries management and uphold mana whakahaere within our rohe moana. We engaged with Te Tauihu iwi, Fisheries New Zealand and key stakeholders to develop and refine the application, which reflects whakapapa connections, customary practices and shared interests across the region.

Following consultation, we amended the application to address concerns, provide clearer information and seek greater alignment with neighbouring iwi.

This collaborative approach helped build relationships and understanding of the proposed mātaitai. The application represents an important step toward enhancing the ability of Ngāti Kuia to exercise kaitiakitanga and hold our presence across rohe tīpuna.



TE TAUIHU FISHERIES



Raymond Smith



Vessel

We continue to participate in key fisheries forums that support engagement between Te Tauihu iwi and the Crown. The Te Tauihu Iwi Fisheries Forum (TTIFF) and Te Waka a Māui me ōna Toka / Te Waipounamu Forum provide opportunities for iwi to contribute to the sustainable management of customary, commercial and recreational fisheries, and to provide advice on habitat protection, biodiversity, fisheries compliance and other matters affecting the health of our marine environment.

Ngāti Kuia has now operated under the South Island Customary Fishing Regulations 1999 for 18 months. Reporting through Fisheries New Zealand provides information that supports sustainable fisheries management and stock assessments. During the year, Ngāti Kuia kaitiaki joined Fisheries New Zealand staff and other iwi representatives in Wairau for training on the regulations. Kaitiaki met again in Waikawa in October to discuss implementation.

At year end we had seven appointed kaitiaki who provide customary fishing authorisations and advice to whānau. A further kaitiaki was being prepared for appointment. Our kaitiaki are:

- Lee Mason
- Keelan Walker
- Teone Smith
- John Hart
- Shannon Huntley
- Raymond Smith
- Stephen Manihera

On behalf of TTIFF, Raymond Smith continues to work with Sealord, Te Ohu Kaimoana, Fisheries New Zealand and iwi partners on the development of a South Island deepwater pātaka. The project is in its final stages and will provide storage and access to kaimoana for tangihanga and significant iwi events.



Fisheries forum hui

Several taonga species continue to face increasing pressure:

- **Pāua:** populations have experienced significant declines in biomass.
- **Rāwaru | blue cod:** remains subject to an extended seasonal closure from 1 September to 10 January.
- **Tūpā | scallops**: remain closed. Ngāti Kuia maintains a rāhui over tūpā to support their recovery. Research into tūpā populations due for completion by October 2026 to inform future management decisions.
- **Īnanga | whitebait:** We are engaging with the Department of Conservation to formalise customary access arrangements. Concerns remain about the increasing pressure on īnanga populations, particularly given the limited controls on large-scale harvesting. Current management relies largely on seasonal restrictions and daylight harvesting requirements.

Not all species are under pressure. Snapper abundance has increased significantly in recent years, potentially reflecting warmer sea temperatures and shifts in food availability. Members of TTIFF continue to participate in species-specific working groups, including pāua, tamure, rāwaru, tarakihi and biosecurity, ensuring Māori perspectives are represented and reported back to iwi through regular forum hui.

During the year, we also joined other iwi, fisheries advocates and members of the public in opposing the Fisheries Amendment Bill, which contained proposals that could have expanded destructive fishing practices, weakened discard regulations and increased ministerial powers with limited transparency. Strong opposition from iwi and the wider community contributed to the Bill not progressing in the proposed form.

KAITIAKI PĀRAHA APP

The Kaitiaki Pāraha app continues to evolve as a practical digital tool for Ngāti Kuia environmental monitoring and reporting. Developed to improve the efficiency and consistency of data collection, it now includes four survey types across freshwater, coastal, terrestrial and cultural monitoring.

During the year, kaimahi and kaitiaki began field testing the app in real-world monitoring, and their feedback is helping to refine it. Further enhancements planned for the coming year include streamlined surveys, improved navigation and data entry, and expanded reporting.



Hunga Tiaki, Shane Paratene, using the Kaitiaki Pāraha app

ADVOCACY AND RESOURCE MANAGEMENT

Environmental law reform

We continue to develop a strategic approach to environmental law reform that protects Ngāti Kuia interests, advances Treaty settlement equivalency in emerging legislation, and prepares us to engage with councils and the Crown on settlement implementation.

Legislation and national policy submissions

During the reporting period, we lodged submissions on a range of significant national reforms affecting resource management, fisheries, conservation, local government, emergency management and Te Tiriti matters, including:

- Fisheries Act Amendment
- National Direction Package
- Emergency Management reforms
- Simplifying Local Government Consultation proposals
- Proposed Planning Bill
- Proposed Natural Environment Bill
- Conservation Amendment Bill
- National Conservation Policy Statement

Through this work, we strengthened our presence in national policy discussions and ensured our cultural, environmental and tangata whenua perspectives were formally recorded. The submissions have opened pathways for ongoing engagement with the Ministry for Cities, Environment, Regions and Transport (MCERT) and the Department of Conservation (DOC), improving our ability to influence decisions affecting wāhi tapu, taonga species and the wider taiao. Together, they establish an enduring record of Ngāti Kuia positions to support future advocacy.

Resource consent applications

Over the reporting period, we reviewed 1,436 resource consent applications (Marlborough District Council 490, Nelson City Council 220, Tasman District Council 726), providing cultural and environmental advice to help protect Ngāti Kuia values, interests and taonga across the rohe.

YEAR IN REVIEW

Measure	Target	Result	Status
Kaitiaki trained	15	11	Partly achieved
Kaitiaki wānanga	5	5	Achieved
Restoration	10 ha	9.4 ha	Substantially achieved
Iwi Environmental Management Plan	Publish IEMP	Completed Dec 2025, launched to three councils	Achieved
Kaitiaki Pāraha app	Deploy monitoring tools	Expanded to four survey types; in field testing	Achieved

LOOKING AHEAD

Over the coming year, Pou He Taiao will focus on protecting Treaty settlement rights and cultural redress through planning and conservation reform, strengthening Ngāti Kuia influence in decision-making, progressing the Mātaitai Reserve application, and supporting the development of a customary fisheries management framework. We will also continue to build capability across the organisation and among Hunga Tiaki through training, monitoring and environmental management activities.

Restoration and whānau participation will remain central to our work, with continued support for Te Hoiere and the transition to Stage 2, alongside a range of environmental and cultural wānanga that reconnect whānau with the whenua, moana and traditional practices. Through relationships with councils, government agencies and settlement partners, we will continue working to ensure positive environmental outcomes for Ngāti Kuia and future generations.

POU HE PŪRANGA HUA WHAKAREA

This pou is responsible for the financial wellbeing of Ngāti Kuia: managing our assets responsibly, building the financial literacy of our whānau, supporting whānau business, and running the commercial ventures grouped under Tītiraukawa. Here we report on progress against the targets in the 2025/26 Annual Plan shared with members at last year's AGM, covering the 15 months from April 2025 to June 2026 following our shift to a June financial year end.



SUSTAINABLE INVESTMENT

Our Annual Plan set a target of initiating three new investments aligned with Ngāti Kuia values. We exceeded this:

- Solar power was installed at Te Hora Marae and at Tītiraukawa. The Te Hora rooftop system, with battery storage and a water tank, was fully funded through the Māori Climate Platform, which Te Kotahi o Te Tauihu secured on behalf of the marae of Te Tauihu. The Tītiraukawa system was largely funded through Energy Efficiency and Conservation Authority's (EECA) Solar on Farms programme.
- We committed further capital to Hāpai Commercial, an investment held with other iwi, now valued at $4.34 million, up from $2.7 million at 31 March 2025.
- Construction is complete on five townhouses at Nayland Road to provide affordable rental housing and a path to home ownership.
- We established four intergenerational wealth funds of $1 million each, maturing at 25, 50, 75 and 100 years, which held $4.4 million at 30 June 2026.

FINANCIAL LITERACY

Our target was to reach 100 whānau through financial literacy programmes, more than 100 were reached through Banqer and Ka Uruora.

SUPPORTING WHĀNAU BUSINESS

We set a target to support three whānau businesses to reach start-up status through Whenua Whānau, including navigational support, financial education, and fund mapping, but this did not happen. We have started planning around a dedicated navigator role and an incubator pathway, which is now the basis for delivery for 2026/27.

GROWTH OF THE ASSET BASE

Our target was $105 million in group net assets by March 2026, with 4 percent inflation-adjusted growth. Group net assets reached $105.6 million by June 2026, up from $103.9 million at March 2025, so the dollar target was met, though our change of balance date moved this three months past the original target date. Growth over the period was around 1.6 percent, well short of the 4 percent goal, largely because of the trading losses carried by our Tītiraukawa businesses, set out below. Reducing those losses is the most direct way to lift growth, and the 2026/27 plan aligns whānau enterprise support with our investment strategy and asset growth objectives.

TĪTIRAUKAWA BUSINESSES

None of our three Tītiraukawa businesses returned a profit this year, and each needed significant change. Each now has a clearer direction, set out below. The current financial year covers a 15-month period, while the comparative figures presented below relate to the previous 12-month financial year. Segment results are for the operations of Pakohe LP and Titi i Te Rangi LP. They exclude $176,187 of depreciation and property costs for Tītiraukawa assets held by Kaikaiāwaro Charitable Trust. Together with $15,208 of costs shared between the nursery and the kānuka facility, the nursery, kānuka and contracting results make up the Pakohe LP loss of $498,774 in the statement of financial performance.

Te Wāhi Tōpuni o Te Hoiere

Our campground and food truck recorded a net loss of $334,100 during the 15-month period, against a net loss of $181,100 in the prior 12-month financial year. Food truck sales rose from $155,100 to $256,300, but campground sales fell from $205,800 to $149,200, and staff costs for the campground and food truck rose. Significant health and safety risks, alongside persistent financial underperformance, led the Board to agree, by 30 June 2026, to exit our concession with the Department of Conservation. Execution was not complete at year end and will take place in the 2026/27 financial year.

Ngā Tai Pūrua

Ngā Tai Pūrua, our Native Nursery, grew: sales rose from $700 to $169,000, and plant sales grew from approximately 200 to 63,800 units over the year. The nursery still recorded a segment loss of $213,300, up from $104,400, because the cost of establishing a nursery to the point where it can sell at scale has run ahead of sales. Contracting work runs alongside the nursery, which earned $130,300, up from $500, and returned a surplus of $2,700. Staffing changes, including a new manager who started in May 2026, have improved productivity and our ability to forecast sales, and we expect the nursery loss to narrow. The sales pipeline includes a Nelson City Council tender and a memorandum of understanding with Kūmanu to supply both their plant requirements and existing contracts with the closure of the Kūmanu Nursery. A new hardening-off area is being built to hold next season's plants and a 60,000 beech tree order, with most of the irrigation gear donated.



Kānuka facility

Our kānuka facility declined most: sales fell from $33,900 to $18,100, and the segment loss grew from $57,100 to $273,100, with the facility running at a fraction of its processing capacity for most of the year. We concluded that selling kānuka products in bulk was not commercially sustainable and ended that model. With a specialist marketing partner, we are repositioning our Kanorau range as a branded, cosmetic range/system that emphasises our organic and Te Hoiere provenance. To clear existing tea, honey, hydrosol and oil stock before the new range launches, we have secured a stall at the Nelson Saturday market. A materials transfer agreement with Plant and Food Research is being finalised. Unused processing capacity means we can scale up if the market responds, and we will report actual sales against the new model next year.

Above: Ngā Tai Pūrua native nursery
Below: Kānuka



YEAR IN REVIEW

Measure	Target	Result	Status
New value-aligned investments	3	4	Exceeded
Financial literacy workshops	6	7	Exceeded
Whānau who took financial literacy training	100	109	Exceeded
Whānau businesses supported to start-up status	3	0	Not achieved
Asset base	$105m by March 2026	$105.6m at June 2026 (3 months after target date)	Achieved
Inflation-adjusted growth in asset base	4%	1.6%	Not achieved
Te Wāhi Tōpuni o Te Hoiere	Loss of $304,300	Loss of $334,100	Not achieved
Ngā Tai Pūrua sales	$159,400	$169,000	Exceeded
Ngā Tai Pūrua result	Loss of $62,700	Loss of $213,300	Not achieved
Kānuka facility sales	$53,000	$18,100	Not achieved

LOOKING AHEAD

Our longer-term investments, including the Nayland Road homes and the intergenerational wealth funds, will continue to build the foundation for future generations.

We enter the new financial year with the DOC campground exit underway, the kānuka pivot to niche product progressing, and a clear responsibility to turn our whānau business and financial literacy discussions into delivery whānau can see and take part in.

MANA WHAKAHAERE | GOVERNANCE

Te Rūnanga o Ngāti Kuia continues to uphold strong, transparent and accountable governance. This section outlines trustee engagement and leadership over the 2025/26 year. Regular and meaningful participation in hui is key to the responsibilities of our trustees, and the table below presents attendance at formal hui of Te Rūnanga o Ngāti Kuia Trust and its committees over the 15-month reporting period, including any special hui.

Our strategic direction, Te Rautaki a Kuia, is shaped by four pou that guide our mahi. Each pou is led and supported by trustees who bring their experience and whakaaro to these focus areas. This year we also invested in future leadership through the Emerging Director Programme and our internship programme.

At 30 June 2026, 5,501 members were registered with Te Rūnanga o Ngāti Kuia (31 March 2025: 5,180).

TRUSTEE ELECTIONS

In 2025, two trustee positions were due for election. Four nominations were received for those vacancies. Following the election process, Wayne Hemi and Kim Hippolite were re-elected as trustees.

GOVERNANCE LEADS BY POU

Pou	Governance leads
Pou He Pūranga Hua Whakarea (previously Pou He Pūtea)	Rebecca Mason (Chair), Wayne Hemi, Ra Winiata
Pou He Taiao	Kim Hippolite (Chair), Rebecca Mason
Pou He Tāngata	Tania Alesana (Chair), Elaine Wilson, Carolynn Tipene
Pou He Ngāti Kuiatanga	Huataki Whareaitu (Chair), Elaine Wilson, Kim Hippolite, Tania Alesana

TRUSTEE ATTENDANCE 2025/26

Trustee	TRONK (7 hui)	KCT (5 hui)	Risk and Audit (4 hui)	THAHC (8 hui)
Carolynn Tipene	7	5	–	–
Elaine Wilson	7	5	–	–
Huataki Whareaitu	6	5	–	–
Kim Hippolite	7	5	–	–
Rebecca Mason	5	4	4	–
Tania Alesana	7	5	4	–
Wayne Hemi	7	5	–	7

Attendance includes special hui. TRONK – Te Rūnanga o Ngāti Kuia; KCT – Kaikaiāwaro Charitable Trust; THAHC – Te Hoiere Asset Holding Company.

SUCCESSION PLANNING – EMERGING DIRECTOR PROGRAMME

This year, the Rūnanga launched its Emerging Director Programme as part of its commitment to governance succession, capability development and creating pathways for whānau to contribute to the governance of iwi entities.

A total of seven expressions of interest were received from registered members. Applicants were interviewed by a selection panel comprising the chairs of Te Rūnanga o Ngāti Kuia, Te Hoiere Asset Holding Company and the Risk and Audit Komiti. The panel noted the exceptionally high calibre of candidates and the strong commitment shown by applicants to contribute to the future governance of Ngāti Kuia.

Following the selection process, four appointments were made across the governance group:

- Selah Hart was appointed to the Te Rūnanga o Ngāti Kuia Board
- Vasiti Palavi was appointed to the Te Rūnanga o Ngāti Kuia Board
- Dina Hawea-Kahaiaali was appointed to the Te Hoiere Asset Holding Company Board
- Melissa Linton was appointed to the Risk and Audit Komiti

Appointments are made for a three-year term, and participants will rotate annually across Te Rūnanga o Ngāti Kuia, Te Hoiere Asset Holding Company and the Risk and Audit Komiti, providing exposure to a range of governance environments, decision-making processes and responsibilities.

Emerging Directors receive mentoring and support from experienced governors and participate in board and committee activities to strengthen knowledge of governance, strategic planning, financial stewardship, risk oversight and accountability within an iwi governance context.

INTERNSHIP PROGRAMME 2025/26

Alongside the Emerging Director Programme, the internship programme builds succession at the rangatahi level. This is a strategic investment in our rangatahi and the future of our iwi and provides uri with meaningful opportunities to strengthen their connection to Ngāti Kuia, build a sense of belonging, and gain valuable skills and workplace experience through engagement in iwi kaupapa.

Outcomes and successes

Interns described the experience as meaningful and rewarding, particularly the chance to contribute to iwi kaupapa and deepen their understanding of Ngāti Kuia history, customary rights, environmental stewardship and community initiatives. One intern reflected that "it was nice knowing that I was working for my iwi", while another valued "learning about our customary rights and our iwi part in protecting those rights."

The programme offered a range of learning opportunities, including:

- native seed collection and nursery operations
- environmental monitoring
- historical research
- working alongside tamariki and rangatahi in a rumaki reo environment
- developing workplace and whakawhanaungatanga skills

Facilitators noted strong engagement, adaptability and a willingness to learn across all placements. Interns felt welcomed and well supported by kaimahi and mentors: "Everyone was so supportive and encouraging" and "There was always someone on the other side of the phone whenever I needed a question answered."

Interns also valued meeting new people, learning from knowledgeable staff and kaumātua, and building stronger connections. As one put it, "You meet new people, it was a blast."

Matching placements to individual interests and strengths built confidence and capability, and one intern secured employment after their placement. All participants said they would recommend the programme. As one intern simply advised: "Just go for it."

LOOKING AHEAD

In 2026/27, we will build on intern feedback by recruiting and onboarding earlier, improving communication and coordination, and better aligning programme timing with school holidays and seasonal work opportunities. We will also further develop the internship as a strategic rangatahi development pathway.



Te Rūnanga o Ngāti Kuia interns 2025/26

HE RIPOATA NĀ TE KAITOHU | TE HOIERE ASSET HOLDING COMPANY

E ngā mana, e ngā reo, rau rangatira mā o Ngāti Kuia, tēnā koutou, tēnā koutou katoa.

Te Hoiere Asset Holding Company (THAHC) looks after and grows commercial and settlement assets for Ngāti Kuia. During 2025/26 we moved more cash into long-term investments, established four intergenerational investment kete, increased our investment in Hāpai Commercial, continued the Atawhai Downs development, and focused strongly on protecting the future income from 155 The Terrace.

2025/26 AT A GLANCE

Measure	Result	Context
Total assets	$86.42m	SIPO target $86.76m
Net assets / equity	$37.27m	Up from $35.94m
Net surplus	$2.05m	15-month reporting period
Dividend to TRONK	$1.10m	Declared for the iwi shareholder
Managed funds	$7.45m	JBWere + Shaw & Partners
Three-year return	10.8%	SIPO benchmark 6.63%

HOW WE PERFORMED AGAINST THE SIPO

The SIPO is the investment plan approved by Te Rūnanga o Ngāti Kuia. The table below shows the main measures whānau can use to see whether THAHC is tracking as planned.

Measure	SIPO target	30 June 2026 actual	Status
Overall return (three-year rolling)	At least 6.63%	10.8%	● Achieved
Total assets	$86.76m	$86.42m	Close
Net assets / equity	$37.85m	$37.27m	Close
Managed funds	$8.00m	$7.45m	Close
Asset spread	No non-settlement asset class above 30%	Largest: commercial property incl. Hāpai 23.9%	● Achieved
External debt	No more than 20% of net assets	No external borrowing	● Achieved
“Do no harm” principle	Apply ethical, cultural and environmental safeguards	Ethical screening used for managed funds	● Achieved

Reporting note: the SIPO targets were set for 31 March 2026, while THAHC changed its balance date to 30 June 2026. The 2025/26 accounts therefore cover 15 months. The comparisons above are a practical guide rather than a strict like-for-like comparison. The three-year return is shown against the SIPO benchmark of the three-year average OCR (4.13%) + 2.5% = 6.63%.

WHAT HAPPENED DURING THE YEAR

155 The Terrace - protecting future income

LINZ confirmed that it would not renew its Wellington lease. THAHC responded early by working with leasing agents and prospective tenants, managing make-good and building issues, and exploring longer-term options. The property earned $2.49 million in rent over the 15-month period and remains one of our most important income-producing assets.

Four intergenerational kete established

Four $1 million investment kete were established through JBWere for Tamariki, Mokopuna, Mokopuna Tuarua and Mokopuna Tuatoru. These are designed to grow over long timeframes so future generations can benefit from the pūtea we hold today.

Hāpai Commercial – investing alongside other iwi

THAHC invested a further $1.5 million into Hāpai Commercial Property LP. Our year-end investment was $4.34 million, giving Ngāti Kuia diversified exposure to a larger national commercial property portfolio.

Atawhai Downs – local development investment

THAHC continued to support the residential development near Nelson. At year-end we held $823,451 of equity and a $2.60 million development loan. The loan is secured by a second-ranking mortgage over the development land. The project remained in development, with returns expected to emerge as sections and homes are sold.

Marine and fisheries – settlement assets continuing to work

Fisheries and marine assets continued to generate income from ACE trading, mussel sales and marine farm leasing. Overall marine and fisheries revenue was lower than the prior year, with mussel sales particularly weak. Work also continued on Maara Moana governance and operating arrangements.

Cash moved into longer-term investments

Cash and term deposits reduced from $12.59 million to $8.01 million as funds were deliberately moved into Hāpai Commercial, the intergenerational funds and Atawhai Downs. THAHC maintained liquidity while putting more capital to work for the long term.

FINANCIAL POSITION

Measure	30 June 2026	Context
Total assets	$86.42m	$85.20m at 31 March 2025
Net assets / equity	$37.27m	$35.94m at 31 March 2025
Net surplus	$2.05m	15-month reporting period
Dividend to TRONK	$1.10m	Declared for the iwi shareholder
Operating cash flow	$0.68m	Positive cash generated from operations

Net assets rose $1.33m: the net surplus of $2.05m, plus settlement funds of $0.40m and net revaluation gains of $0.01m recognised directly in equity, less the $1.10m dividend and $0.02m of tax credits passed to TRONK.

KEEPING WHĀNAU INFORMED

THAHC will continue to make its reporting simpler and more transparent so whānau can see whether the pūtea is growing, how risk is being managed, and how investment decisions contribute to the wider aspirations of Ngāti Kuia.

LOOKING AHEAD

The next year is about protecting the value we already hold, improving income, and continuing to invest for future generations. In 2026/27, we will:

1. **Secure The Terrace:** prioritise replacement tenants, manage transition and fit-out costs, and protect the long-term value and income of the Wellington property.
2. **Grow long-term pūtea:** complete the managed-fund allocation toward the SIPO target and keep monitoring the four intergenerational investment kete.
3. **Progress growth opportunities:** closely monitor Atawhai Downs, Hāpai and Maara Moana, and confirm the best long-term direction for Seymour Street.
4. **Make reporting clearer:** align future SIPO targets with the 30 June financial year and report financial, environmental, whānau and cultural outcomes in a way that is easy for whānau to follow.



> Ko te pae tawhiti whāia kia tata,
> ko te pae tata whakamaua kia tīna
>
> The potential for the distant horizons of tomorrow depends on what we do today.

FINANCIAL STATEMENTS

ANNUAL REPORT 2025/26



HE PŪRONGO PŪTEA | STRATEGIC FINANCIAL OVERVIEW

The balance date changed from 31 March to 30 June, so this report covers a 15-month year from 1 April 2025 to 30 June 2026. The charts that follow scale 2025/26 results to 12 months so they compare with earlier years.

Group revenue, excluding extraordinary income, was $12.98 million for the 15 months. On a 12-month basis that is $10.39 million, up 12.6% on 2024/25, while expenses rose 3.4% to $8.55 million. The surplus of $2.30 million, or $1.84 million scaled, is almost double the $0.96 million reported last year.

Property remained the anchor of the portfolio. Rent from 155 The Terrace and the Ministry of Education school properties held steady on a 12-month basis. Managed funds gained $0.99 million, up from $72,000 in 2024/25, and investment income from interest and dividends was $1.20 million.

External funding recognised as income reached $4.03 million across 48 funding streams. Capital grants of $2.84 million, led by the Ministry of Housing and Urban Development ($1.60 million), Nelson City Council ($0.35 million) and Rātā Foundation ($0.13 million), funded the Nayland Road housing development, completed during the period and valued at $3.59 million at 30 June 2026. Grants and distributions to whānau, excluding marae support, totalled $204,818, covering tertiary scholarships, back-to-school, sport and culture, kaumātua and discretionary grants. The Māori Education Trust and education partners added $22,350 in top-up scholarships and back-to-school grants.

The iwi businesses remain the main drag on results. Pakohe LP and Titi i Te Rangi LP recorded combined losses of $832,838 for the 15 months, or $666,270 on a 12-month basis, compared with $368,806 in 2024/25. Te Hora Marae recorded a net cost of $120,224 (2024/25: $76,452). Asset revaluations reduced values by a net $1.07 million, mainly from revaluations of Kaikaiāwaro Charitable Trust properties as at 30 June 2026.

Since March 2022, closing net assets have grown from $83.60 million to $105.56 million at June 2026. Annual revenue on a 12-month basis has risen from $4.20 million to $10.39 million, with an average annual surplus of $1.55 million. Our focus now is on reducing losses in the iwi businesses, managing lease renewals on our commercial property, and directing returns to the Annual Plan 2026/27 goals.

Lilli Borrmann, CPA (Aust.)
Pou Muri, Te Rūnanga o Ngāti Kuia

Revenue and expenses are shown before netting property, fisheries, marae and LP costs. They include investment portfolio gains and exclude extraordinary income and sales between group entities.

STATEMENT OF FINANCIAL PERFORMANCE

Te Rūnanga o Ngāti Kuia Trust – Post Settlement Group

For the year ended 30 June 2026

Account	2026 (15 mths ending June)	2025 (12 mths ending March)
Income		
Fisheries & Marine Farming – Net Surplus/(Deficit)	511,438	428,617
Properties – Net Surplus/(Deficit)	3,085,129	2,331,575
Investment Income	1,204,677	1,018,406
Other Income	126,071	25,459
Total Income	**4,927,316**	**3,804,056**
Total Income	**4,927,316**	**3,804,056**
Projects		
Pou Activity		
Income		
Capex Grants	2,840,763	1,850,635
Operational Grants	1,187,063	1,380,783
Other Income	337,485	112,239
Total Income	**4,365,310**	**3,343,657**
Te Hora Marae Income/(Loss)	(120,224)	(76,452)
Pakohe LP Profit/(Loss)	(479,627)	(187,709)
Titi i Te Rangi LP Profit/(Loss)	(333,246)	(181,097)
Expenditure		
Grants and Distributions	217,538	216,115
Human Resourcing	887,354	744,663
Project Costs	462,920	371,914
Publications	101,219	321,257
Taiao Restoration Mahi	141,329	356,486
Wānanga & Events	431,757	264,461
Total Expenditure	**2,242,118**	**2,274,896**
Total Pou Activity	**1,190,096**	**623,503**
Total Projects	**1,190,096**	**623,503**

Account	2026 (15 mths ending June)	2025 (12 mths ending March)
Operational Expenses		
Directors Fees and Expenses	147,949	122,673
Rūnanga Trustees	298,250	256,333
Board Expenses	86,377	65,070
Human Resource Costs	2,997,442	2,011,415
Office Running Expenses	176,056	128,581
Financial Expenses	120,497	101,624
Beneficiary Engagement	76,804	119,534
Organisational Costs	333,253	296,893
Depreciation and Gain/(Loss) on Disposal of Fixed Assets		
Depreciation	371,231	275,951
Loss on Disposal of Fixed Assets	84	726
Gain on Disposal of Fixed Assets	(557)	(4,950)
Total Depreciation and Gain/(Loss) on Disposal of Fixed Assets	**370,759**	**271,727**
Total Operational Expenses	**4,607,387**	**3,373,850**
Net Income Before Projects	**1,510,025**	**1,053,710**
Net Surplus/(Deficit) After Projects	**1,510,025**	**1,053,710**
Trustees Income Before Tax	**1,510,025**	**1,053,710**
Taxation and Adjustments		
Income Tax Provision	400,888	254,337
Māori Authority Distribution Received	(218,750)	(87,500)
Total Taxation and Adjustments	**182,138**	**166,837**
Net Surplus/(Deficit) After Tax	**1,327,886**	**886,873**
Movements in Value of Investment Portfolios		
Gains/(Losses) in Investment Portfolios	992,638	72,088
Total Movements in Value of Investment Portfolios	**992,638**	**72,088**
Extraordinary Income		
Settlement Funds	398,501	0
Woodbourne Settlement	0	8,400,000
Asset Revaluation Gains/(Losses)	(1,065,776)	935,048
Total Extraordinary Income	**(667,275)**	**9,335,048**
Net Surplus/(Deficit) Retained as Trust Capital	**1,653,250**	**10,294,008**

This page should be read in conjunction with the Notes to the Performance Report, and the Auditor's Report.

STATEMENT OF FINANCIAL POSITION

Te Rūnanga o Ngāti Kuia Trust – Post Settlement Group

As at 30 June 2026

Account	30 Jun 2026	31 Mar 2025
Assets		
Current Assets		
Cash and Bank	11,267,513	8,760,125
Trade and Other Receivables	1,027,009	1,278,180
Prepayments	40,200	0
Inventories	284,659	162,394
Income Tax Receivable	86,095	0
Term Deposits	3,601,668	12,616,335
Total Current Assets	**16,307,144**	**22,817,033**
Non-Current Assets		
Property, Plant and Equipment	62,896,367	61,663,333
Assets Under Construction	75,587	185,454
Managed Funds	7,450,769	6,076,351
Loans Advanced to Other Parties	2,601,898	0
Joint Ventures, Limited Partnerships and Fisheries Companies	9,380,809	7,397,710
Quota Shares	8,008,938	8,024,689
Total Non-Current Assets	**90,414,367**	**83,347,537**
Total Assets	**106,721,511**	**106,164,570**
Liabilities		
Current Liabilities		
Payables and Accruals		
Trade and Other Payables	480,288	671,786
Holiday Pay Entitlements	229,361	190,455
Revenue Received in Advance	424,423	1,313,083
Other Current Liabilities	9,820	0
Total Payables and Accruals	**1,143,893**	**2,175,324**
Income Tax Payable	0	64,879
Total Current Liabilities	**1,143,893**	**2,240,203**
Total Liabilities	**1,143,893**	**2,240,203**
Net Assets	**105,577,618**	**103,924,367**
Trust Equity		
Trust Capital	105,577,618	103,924,367
Total Trust Equity	**105,577,618**	**103,924,367**

This page should be read in conjunction with the Notes to the Performance Report, and the Auditor's Report.

STATEMENT OF CHANGES IN EQUITY

Te Rūnanga o Ngāti Kuia Trust – Post Settlement Group

For the year ended 30 June 2026

Account	2026 (15 mths ending June)	2025 (12 mths ending March)
Trust Capital		
Opening Balance	103,924,367	93,630,359
Increases		
Trustees Income for the Period	1,653,250	10,294,008
Total Increases	**1,653,250**	**10,294,008**
Total Trust Capital	**105,577,618**	**103,924,367**

This page should be read in conjunction with the Notes to the Performance Report, and the Auditor's Report.

TRADING STATEMENT – FISHERIES & MARINE FARMING

Te Rūnanga o Ngāti Kuia Trust – Post Settlement Group

For the year ended 30 June 2026

Account	2026 (15 mths ending June)	2025 (12 mths ending March)
Fisheries Marine Farming		
Income		
Maara Moana Holding Companies Net Surplus/Deficit	96,094	66,932
Maara Moana LP Share of Profit (Loss)	96,296	(9,147)
Marine Farm Leasing	45,100	22,550
Mussel Sales	10,058	97,040
Total Income	**247,548**	**177,375**
Expenses		
Marine – Consultation and Valuation Services	3,810	4,934
Marine Farming – Levies and Fees	10,327	7,788
Marine – Seeding costs	0	1,086
Marine Hui Fees	2,800	1,600
Harvesting Costs	0	10,715
Total Expenses	**16,937**	**26,123**
Total Fisheries Marine Farming	**230,611**	**151,252**
Fisheries Management		
Income		
ACE Trading	139,164	153,366
Port Nicholson Fisheries LP – Profit Share	17,985	(4,829)
AFL – Dividend Received	18,279	11,870
Joint ACE Trading		
Joint ACE Trading	270,582	329,116
Other Iwi Share of ACE Trade	(119,866)	(171,551)
Total Joint ACE Trading	**150,716**	**157,565**
Total Income	**326,144**	**317,971**
Expenses		
Levies and Fees	45,317	40,606
Total Expenses	**45,317**	**40,606**
Total Fisheries Management	**280,827**	**277,365**
Net Profit (Loss) – Fisheries & Marine Farming	**511,438**	**428,617**

This page should be read in conjunction with the Notes to the Performance Report, and the Auditor's Report.

TRADING STATEMENT – COMMERCIAL PROPERTY

Te Rūnanga o Ngāti Kuia Trust – Post Settlement Group

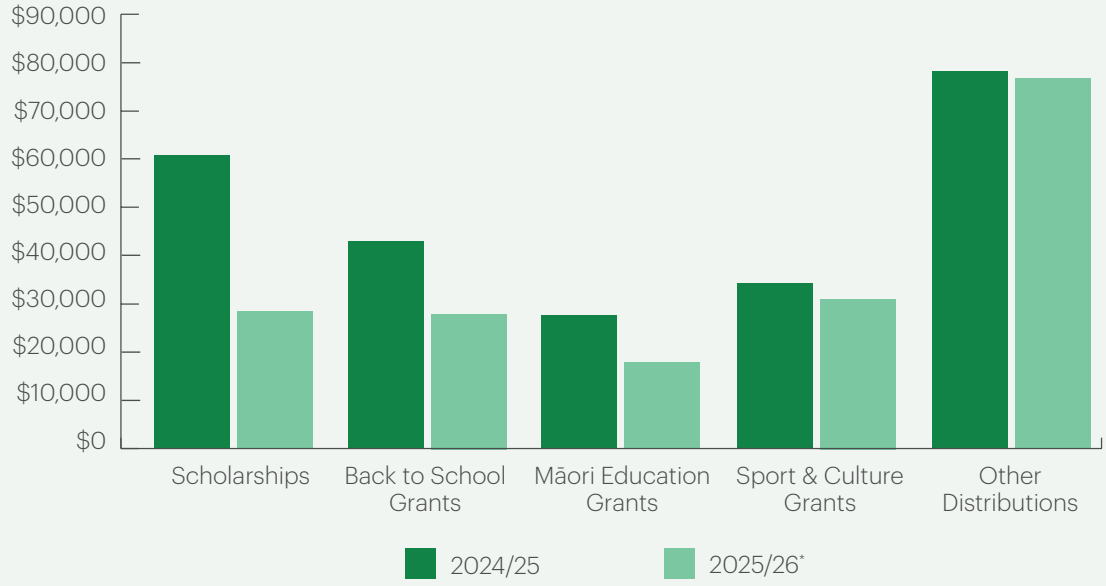
For the year ended 30 June 2026

Account	2026 (15 mths ending June)	2025 (12 mths ending March)
The Terrace		
Income		
Parking Rental Received (The Terrace)	5,200	4,160
Commercial Property – Rental Received (Wgtn)	2,494,400	1,995,520
Body Corporate Recoveries	245,415	94,692
Total Income	**2,745,015**	**2,094,372**
Expenses		
Body Corporate Levies	884,603	653,957
Depreciation – The Terrace	510,558	327,543
General Expenses inclu. Bank Fees (The Terrace)	1,327	6,150
Lease Renewal Expenses – Terrace	81,018	55,519
Rates – The Terrace	324,719	226,808
Travel Accommodation and Reimb – Property	4,957	2,658
Total Expenses	**1,807,182**	**1,272,635**
Total The Terrace	**937,833**	**821,737**
Other Properties		
Income		
Commercial Properties – Rental Received	29,395	21,306
Ministry of Education Rental Received	1,825,269	1,504,374
Atawhai Downs Syndicate Share of Profit (Loss)	(25,156)	(10,799)
Hāpai LP Share of Profit (Loss)	300,191	104,490
Kurahaupō 2018 LP Share of Profit (Loss)	166,457	24,996
Total Income	**2,296,157**	**1,644,367**
Expenses		
Property Costs		
Commercial Property Expenses	14,631	15,330
Consultancy Fees	14,800	13,500
Insurances – Property	15,460	18,164
Depreciation Expense – Commercial Property	103,969	79,472
Lease Renewal Expenses – Commercial Property	0	6,982
Woodbourne Expenses	0	1,081
Total Property Costs	**148,860**	**134,529**
Total Expenses	**148,860**	**134,529**
Total Other Properties	**2,147,297**	**1,509,838**
Total Property Income	**3,085,129**	**2,331,575**

This page should be read in conjunction with the Notes to the Performance Report, and the Auditor's Report.

KEY OUTCOMES

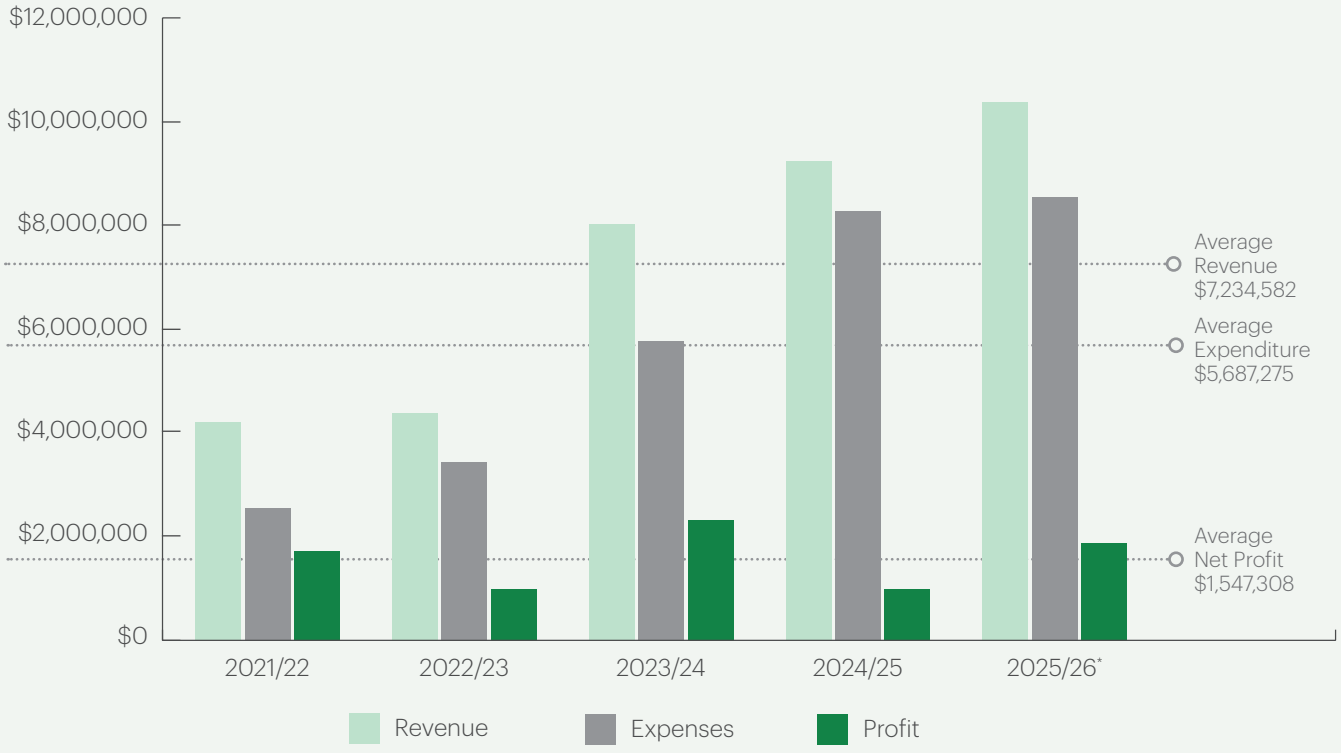
Rūnanga Distributions



*2025/26 covers the 15 months to 30 June 2026 and is scaled to 12 months for a like-for-like comparison with prior years. Source: Annual Report 2025/26.

PERFORMANCE – GROUP

Group Revenue & Expenses Evolution (excluding extraordinary income)



*2025/26 covers the 15 months to 30 June 2026 and is scaled to 12 months for a like-for-like comparison with prior years. Revenue and expenses are shown before netting property, fisheries, marae and LP costs. They include investment portfolio gains and exclude extraordinary income and sales between group entities. Source: Annual Reports 2021/22 to 2025/26.

PERFORMANCE – GROUP ASSETS

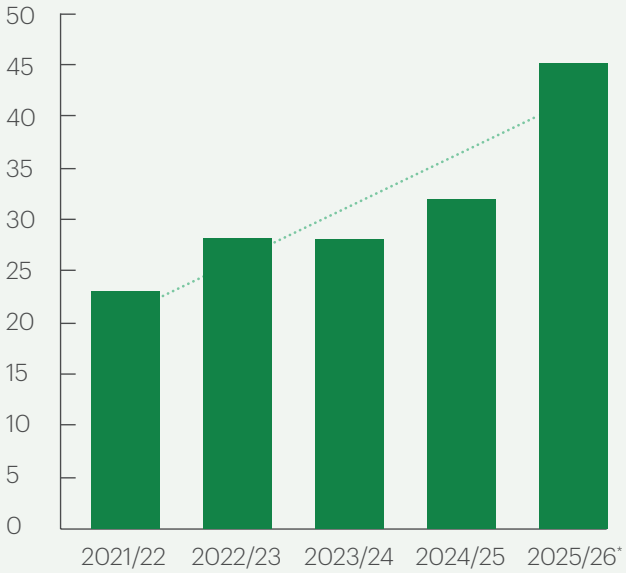
Group Net Assets Evolution (5–Years)



*Net assets are at 30 June 2026 and are not scaled. The 2025/26 annual increase covers 15 months and is scaled to 12 months for a like-for-like comparison. Source: Annual Reports 2021/22 to 2025/26.

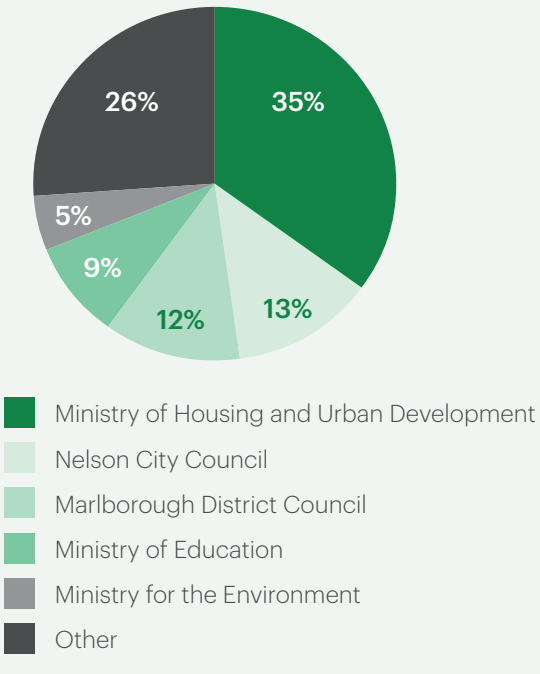
EXTERNAL FUNDING STREAMS THAT CONTRIBUTED TOWARDS IWI INITIATIVES

Number of Funding Streams



*2025–26 covers the 15 months to 30 June 2026. The number of funding streams is a count and is not scaled. The funder split shows shares of the value of funding agreements on the schedule, not grant income recognised in the year. Total funding agreements: $5.83m.

Funding agreements open during 2025/26



Source: Annual Reports to 2024/25; KCT funding schedule 2025/26.

ASSETS

TRONK Group Assets

As at 30 June 2026

CASH IN BANK

$4,228,265

TERM DEPOSITS

$10,640,916*

PROPERTIES

$60,970,000

MOANA/QUOTA SHARES

$8,244,786

INVESTMENTS IN FISHERIES COMPANIES/ MARINE FARMS

$2,757,460

JOINT INVESTMENTS IN COMPANIES AND LP'S

$9,649,398

MANAGED FUNDS

$7,450,769

OTHERS

Accounts receivable
Inventory
Māori authority credits
Other fixed assets

$2,760,210

*Term deposits include $7.04m of THAHC deposits maturing within 90 days, shown as cash in the statement of financial position.

Source: Annual Report 2025/26

TUKU PĀRONGO | COMMUNICATIONS

This year, we continued our online presence and print communications to reach iwi members and local communities, promoting relevant kaupapa, opportunities and services.

This included welcoming a new Kaiwhakatairanga, Communications Lead, in February 2026, providing 24 hours per week dedicated to managing and developing our communications. The role oversees our printed two-monthly Maranga Mai pānui, photography and video content for social media, website management and email pānui.

LOOKING AHEAD

In 2026/27, we will build on the foundations laid this year, with our Communications Lead in place for the full year. Our focus is on reaching whānau where they are. We will continue to use multiple channels to bring whānau into kaupapa that need their voice, and to grow our reach, particularly with rangatahi. Maranga Mai and our email pānui will continue to keep iwi members informed and connected, wherever they live.

EMAIL PĀNUI

During the **15 month** period, **30 email pānui** were distributed through Mailchimp, providing iwi members with regular updates, opportunities and key announcements.

- **30 email pānui**

MARANGA MAI PĀNUI

During the reporting period, **seven Maranga Mai pānui** were distributed.

- **7 Maranga Mai pānui**

FACEBOOK

Facebook continued to be our largest social media channel for reach and engagement. During the reporting period, we published **98 posts**, generating:

- **1.6 million views**
- **35,300 content interactions**
- **5,000 link clicks**
- **1,300 new followers**

The highest performing Facebook post was the call for submissions on the mātaitai reserve with **45,000 views**.

INSTAGRAM

During the reporting period, **102 posts** were published on Instagram, generating:

- **249,100 views**
- **5,300 content interactions**
- **274 new followers**

The highest performing Instagram post was the Hui Rangatahi recap reel reaching **15,000 views**.

Senior Editor: Arama Marangai

Photography: Melissa Banks, Keelan Walker and Arama Marangai

Design: MSO Design

Print: Anchor Print

ngatikuia.iwi.nz

HE WHAKATAUKĪ

He hono tangata e kore e motu; kāpā, he taura waka e motu.

Unlike a canoe rope, a human bond cannot be severed.

