

Raukawa

Annual Report 2025 - 2026

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Authors: Teaonui McKenzie, Sapphire Anderson and Tōmai Smith
Photography: Arun Vincent.
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Te Kāwai o Raukawa


Hoturoa
Hotuope
Hotumatapū
Mōtai Tangata Rau
Uetapu
Rakamaomao
Kākati
Tāwhao
Tūrongo = Māhinaarangi
Raukawa



Rārangi Ūpoko

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Te Ara o Raukawa Honouring the Past, Shaping the Future

Before a seed can be planted, the ground must first be prepared. It is worked by many hands until the soil is enriched and those hands are calloused. Into the earth, a seed is planted.

He aroha whakatō, he aroha puta mai.

The raukawa tree can grow as an epiphyte, taking root upon another tree and drawing strength from the environment and relationships surrounding it. Like the rākau after which our tupuna was named, our organisation has grown through the relationships cultivated over time.

Our foundations have been laid by many hands and across many generations. Through relationships, collective care and sustained investment, those foundations continue to deepen, creating the conditions for our uri, our communities and our aspirations to flourish.

This year, we acknowledge our past by remembering and honouring our kōrero tuku iho, carrying the aroma of our creation story throughout our mahi. We inform the present by listening carefully to our uri, gathering their hopes for the years ahead and allowing those aspirations to shape the path beneath our feet.

From these shared whakaaro, the future begins to take form. Ground is prepared, foundations are strengthened, and places of belonging are nurtured with generations yet to come in mind.

This is our koha as Raukawa: an aspiration for our uri to flourish, to thrive and to carry the fragrance that speaks to who we are as a collective. We are firmly rooted in our shared whakapapa and guided by the values left to us by our tūpuna.

We honour what they planted. Their wisdom informs the work of today, so that our mokopuna may inherit strong foundations from which to build, to plant anew, and to carry Raukawa into the future.

The journey ahead is long, yet the pathway has already been illuminated by those who came before us.

Taku ara rā, nā Tūrongo i waere ki Te Tai Rāwhiti; ko Māhinaarangi, ko te rua i moe ai a Raukawa.

This kōrero speaks to the journey already trodden by our tūpuna. It speaks to our identity as a collective. It speaks to who we are. It recalls the pathway through which Raukawa came to be and reminds us that our identity is carried forward through every generation. Guided by those who came before us, grounded in who we are today, and mindful of those yet to come, we continue that journey together.

We are Raukawa











Kaunihera Kaumātua

Kaunihera Kaumātua Report

Kia ū ki te kotahitanga, kia mau ki te whakapono me ngā tikanga i tuku iho mai e ngā tūpuna. Kia tau ngā manaakitanga a te Atua ki runga i tō tātou Arikinui, ki a Kuīni Māori Ngā wai hono i te pō.

Pai mārire ki a tātou katoa.

The Kaunihera Kaumātua continues to play an important role within Raukawa, upholding the mana, mātauranga and tikanga handed down by our tupuna. Their role is to protect the integrity of that knowledge and ensure it continues to guide our iwi today and into the future.

Being a kaumātua means looking beyond your own hapū. The responsibility is to the whole of Raukawa, always considering what is best for the collective.

Throughout the year, we continued to fulfil our role by opening and closing spaces, offering karakia, and supporting significant iwi occasions. In February, we were privileged to support the official launch of Te Koha a Raukawa, marking an important milestone in providing housing opportunities for our whānau. In April, we attended the annual Raukawa–Crown Ministerial Forum in Pōneke, where we met with Ministers to discuss matters of importance to our iwi and continue strengthening our relationship with the Crown.

A kaumātua is not something you are trained to become. It is shaped over a lifetime through humility, experience and service. It comes from being present, listening, observing and understanding that sometimes the greatest contribution is made by saying very little. A kaumātua sees the bigger picture, placing the wellbeing of the collective before themselves.

The late Hori Deane often spoke about the importance of continuing conversations beyond the hui, reflecting that he would sometimes leave feeling there was no one to carry those deeper discussions forward. That whakaaro reinforces the importance of creating spaces where our kaumātua can continue to share their experiences, challenge one another's thinking, and strengthen the collective wisdom of Raukawa.

My hope is that the Kaunihera continues to grow, with more opportunities for our kaumātua to come together, share their knowledge, and support one another.

As the role of the Kaunihera continues to evolve, one principle remains the same:

"The responsibility is not for one hapū alone, but for the whole of Raukawa."

Nā Ruthana Begbie,
Member, Kaunihera Kaumātua

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Raukawa Settlement Trust







He Pūrongo

Raukawa Settlement Trust Chairperson's Report

Kei ngā mātāwaka kua miria ki te hinu o te iwi, e kawe nei i tōna kakara ki uta, ki tai, hei whakareinga mā te ao katoa, tēnā koutou katoa.

Ka tangi nei i ngā mate o te tau kua huri, i ngā ika toto nui o te wā, o ngā marae maha o Raukawa. Panetoki ki ngā maunga maha, ka tangi, ka tangi. Ko te rau o te rangi ki a koutou, ko tōna hinu kua mahue mai ki a mātou e takahi tonu nei i te whenua, kia ora tātou katoa.

It is my privilege to present the Raukawa Annual Report for the 2025/26 financial year on behalf of our trustees.

Each annual report provides an opportunity to reflect on our progress as an iwi, acknowledge the challenges we have faced, and recognise the collective mahi undertaken across the Raukawa Group. This year has again demonstrated the strength of the foundations laid by those who came before us and the continued commitment of our people to advancing the aspirations of Raukawa.

I want to begin by acknowledging all those who contribute to the success of our iwi. This includes our kaumātua, marae, uri, trustees, governors, managers, and kaimahi across the Raukawa Settlement Trust, Raukawa Charitable Trust and Raukawa Iwi Development Ltd.

Each part of our organisation has a distinct role, but we remain connected through a shared responsibility to protect the interests of Raukawa and create opportunities for present and future generations.

The past year has been particularly challenging in our dealings with the Government. The direction taken across several policy areas has placed increasing pressure on iwi partnerships and has raised serious concerns about the Crown's commitment to constructive and enduring relationships with Māori.

For Raukawa, these relationships are connected to the commitments made through our settlements, the responsibilities carried through Te Tiriti o Waitangi and the practical work required to improve outcomes for our people and communities.

Despite this difficult environment, Raukawa has continued to engage directly and firmly with the Crown. Our annual Ministerial Forum remained an important opportunity to present the priorities of our iwi, raise concerns with Ministers and officials, and reinforce our expectations of the Crown. The Forum also enabled Raukawa to progress discussions on several priority issues, including settlement commitments, community wellbeing and future partnerships with the Crown.

I acknowledge the trustees, governors, leaders, and kaimahi who prepared for and participated in these discussions. Their work ensured that Raukawa presented a clear and unified position and that the issues affecting our people were placed directly before decision-makers.

While engagement with the Government has at times been difficult, we will continue to advocate for our people and uphold the integrity of the relationships that have been established over many years. We will also continue to work constructively where opportunities exist to advance the wellbeing and aspirations of Raukawa.

The work undertaken across the Raukawa Group continues to reflect the strategic priorities set by our trustees and the wider aspirations of our iwi. While the detail of this mahi is covered throughout this Annual Report, I want to acknowledge the leadership and commitment required to translate our strategic direction into meaningful outcomes for our people.

I acknowledge our Tāhuhu Rangapū, Maria Te Kanawa, alongside the senior leadership team and kaimahi across the organisation, for carrying this direction into the day-to-day mahi of Raukawa. Their contribution is reflected throughout the pages of this report.

Our commercial arm, Raukawa Iwi Development Ltd, continues to play an essential role in protecting and growing the iwi asset base. Its continued strength positions Raukawa to invest in future opportunities while safeguarding intergenerational wealth.

Our commercial success provides the financial foundation that enables us to invest in the aspirations of our people while maintaining a long-term view of tribal prosperity. We must continue to balance the needs of our people today with our obligation to preserve and grow our assets for the generations who will follow. This requires prudent governance, disciplined investment and a long-term view of success.

I acknowledge the Chair, Directors, management and staff of RIDL and Koau for their stewardship and continued commitment to the commercial interests of Raukawa.

I also acknowledge the work of our trustees throughout the year. Their service, judgement and commitment remain central to the direction of Raukawa and to ensuring the interests of our uri are represented in the decisions we make.

This year trustees Paraone Gloyne, Jordene Sydney and Taihakoa Maui stepped down from the Board. I would like to sincerely thank each of them for their commitment and contribution to Raukawa during their time as trustees.

During the year we farewelled former trustee Nina Hireme. Nina's leadership and service to Raukawa made a lasting contribution to our iwi and she will be remembered with great respect and gratitude. On behalf of the Board, I extend our sincere condolences and aroha to her whānau.

I also welcome Whakawhiti Gage, Erina Maui and Quinton Tunoho as incoming trustees. We look forward to the knowledge, experience and leadership they will bring as we continue to advance the aspirations of Raukawa.

It remains important that we continue to support the development of future Raukawa governors who are grounded in our values and whakapapa and who bring the skills, judgement and experience needed to serve our iwi well.

The strength of Raukawa is reflected in the commitment of our people. It is evident in those who serve on marae committees, support our kaumātua, guide our rangatahi, care for our taiao, preserve our kōrero and contribute their knowledge and time to the iwi.

As we look ahead, we know that the political and economic environment will continue to present challenges. We must remain vigilant, informed and prepared to defend the interests of our people.

At the same time, there remain significant opportunities to strengthen our marae, grow our commercial base, invest in our people, protect our taiao and deepen the connection of uri to Raukawa.

Our progress will depend on our ability to work collectively and remain focused on the long-term aspirations of the iwi.

Finally, I thank our uri for the privilege of serving as Chair. I also thank my fellow trustees and all those across the Raukawa Group who continue to give their time, expertise and energy in service of our people.

Although the conditions around us may change, the purpose of our mahi remains constant. We honour the legacy of those who came before us, respond to the needs of our people today and we prepare a strong foundation for the generations yet to come.



Nā Kataraina Hodge

Raukawa Settlement Trust Chairperson



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Year in Review













Year in Review

1 July 2025 – 30 June 2026

Tā Kawa Whare | Papa o Te Aroha Marae Rededication

July 2025

Papa o Te Aroha Marae was officially handed over to Raukawa by the Tokoroa Māori Catholic Society. The rededication brought together all parties and the wider community to celebrate the marae being handed over to iwi ownership and beginning a renewed chapter as a place for people to gather.

Papa o Te Aroha Marae Rededication, Tokoroa

Te Ara ki Raukawa | 2050 Vision Workshops

August 2025

Uri came together through a series of workshops to provide feedback on the long-term aspirations and priorities that will help shape the Raukawa 2050 Vision. The kōrero gathered will support a shared pathway towards a thriving future for Raukawa iwi.

Uri at Te Ara Ki Raukawa 2050 Workshop, Te Tari o Raukawa





Rangatahi Services Graduation

September 2025

Rangatahi and their whānau gathered to celebrate the completion of a leadership and development journey grounded in our community values. The graduation recognised the confidence, initiative and growth rangatahi demonstrated throughout the programme and within their own whānau and communities.

Rangatahi Services Graduation, Tokoroa



New Talking Poles Erected

October 2025

Raukawa facilitated the carving and erection of another set of poupou among the Talking Poles of Tokoroa carved by Raukawa uri and master carver, Warren McGrath. The new pou reaffirm the kōrero, history and enduring presence of Raukawa within the community.

Raukawa and South Waikato District Council Representatives, Talking Poles of Tokoroa





Te Tātāwhāinga Kaumātua o Raukawa

November 2025

Kaumātua representing marae from across Raukawa gathered at the South Waikato Sport and Events Centre for a day of hauora, whanaungatanga and friendly competition. The annual event was filled with laughter, waiata and activities celebrating our kaumātua.

Tangata Marae Kaumātua Team, South Waikato Sport and Events Centre

Te Hui ā-Tau o Raukawa | Raukawa Annual General Meeting

December 2025

Uri gathered for the Raukawa Annual General Meeting to reflect on the achievements and challenges of the year, receive key governance and organisational updates, and look towards the priorities ahead for the iwi.

Uri at Te Hui ā-Tau o Raukawa, Papa o Te Aroha Marae





Matamata College Arena Blessing

January 2026

Raukawa continued to work alongside local kura, providing advice and guidance on the histories and narratives of the rohe. This support contributed to the blessing of the new Matamata College arena and helped ensure the occasion was grounded in the local kōrero of the area.

Matamata College Arena, Matamata

Te Awa Kōrero o Raukawa

February 2026

Uri returned to the Waikato River for a journey of paddling, kōrero and cultural reconnection. Travelling on our awa, participants strengthened their knowledge of our iwi, taiao, and kōrero tuku iho carried throughout the rohe.

Uri on Te Awa Kōrero o Raukawa, Waikato River





Hauora Day

March 2026

We joined local providers and community organisations for the South Waikato Community Hauora Day. Whānau were able to access health checks, screenings, information and support while connecting with the services available across the rohe.

Raukawa Kaimahi, Honey Kingi at Hauora Day, Tokoroa

Te Kura Reo o Raukawa

April 2026

Students gathered at Papa o Te Aroha Marae to celebrate 20 years of Te Kura Reo o Raukawa. Supported by an esteemed group of kaiako, the kura continued its longstanding contribution to the learning, development and everyday use of te reo Māori among Raukawa uri.

Tauira and Kaiako at Te Kura Reo o Raukawa 2026, Papa o Te Aroha Marae





Pā Harakeke Wānanga

May 2026

Uri gathered at Mangakāretu Marae for a marae-based wānanga focused on strengthening relationships with whenua, wai and taiao. Through practical activities and shared mātauranga, participants explored kaitiakitanga and the collective responsibility to care for the resources surrounding their pā.

Raukawa Kaimahi, Aiden Riki-Te Kanawa and Uri at Pā Harakeke Wānanga, Mangakāretu Marae

1 July 2025 – 30 June 2026

Raukawa Grants and Distributions

Overview

Grant Type	Budget 2025 – 2026 ($)	Actual 2025 – 2026 ($)	Proposed 2026–2027 Allocation ($)
Marae	632,000	435,816	632,000
Education	110,000	121,725	120,000
Kuia Koroua Wellbeing	315,000	320,811	325,000
Discretionary	25,000	17,540	30,000
Sports	20,000	16,910	35,000
Total	**1,102,000**	**912,802**	**1,142,000**

Marae Grants

Marae	Paid ($)
Aotearoa	38,344
Mangakāretu	57,703
Mōkai (Pakaketaiari)	-
Ngātira	36,566
Ōngāroto	-
Ōwairaka (Rāwhitiroa)	-
Paparaamu	-
Parawera	-
Pikitū	-
Rengarenga	-
Ruapeka	114,186
Tangata	43,409
Tāpapa	-
Ūkaipō	60,833
Whakaaratamaiti	84,774
Whakamārama	-
Total	**435,816**

Education Grants

Level of Study	No. of Applicants	Paid $
Bachelor Degree	106	69,300
Certificate	4	1,700
Postgraduate	15	10,400
Masters	16	15,475
Doctorate	10	13,750
Diploma	11	5,250
Short Course	21	4,200
Secondary School Grants	11	1,650
Total	**194**	**121,725**

Kuia and Koroua Wellbeing Grants

Applicants were able to apply for assistance in multiple areas.

No. of Applicants	Paid $
527	**320,811**

Sports Grants

Representative Level	No. of Applicants	Paid ($)
Local	18	2,700
Regional	28	8,505
National	12	5,705
Total	**58**	**16,910**

Participant Type	No. of Applicants	Paid ($)
Athlete	56	16,085
Coach	1	300
Manager	-	0
Official (Umpire, referee, judge)	1	525
Total	**58**	**16,910**



Education Grant Recipient Kororia Koia

Education Grant

"He Pou Tangata, He Poutokomanawa, He Pou Aroha"
Kororia's Journey Comes Full Circle

"I ahu mai au i te riu o Waiapu, ka tau ki te pūwaha o Ōraka, ā, Ko Hautere te Maunga e ū ana ki tōku mauri. Ka whakamahana au i roto i ngā kaokao o Raukawa, i raro i te āhurutanga o Whakaaratamaiti Marae".

For Kororia Koia, Ruru Te Tupuna Kōhanga Reo has always been more than a place of mahi. It is part of who she is.

Growing up in Putāruru, Kororia spent her early years at Ruru Te Tupuna, and years later, all four of her tamariki would do the same. Today, she leads the kōhanga as Head Kaiako, guiding the next generation.

For three years, Kororia balanced study alongside her whānau and mahi as she worked towards Te Tohu Mātauranga Whakapakari Tino Rangatiratanga – Te Tohu Paetahi.

"For a while, we had no tohu holder at our kōhanga reo. I wanted to help strengthen our kōhanga and support our tamariki, so I decided to continue with my studies. With the tautoko and aroha of our whānau, I gained the confidence to take that step and pursue my tohu."

Through wānanga and noho at marae, Kororia strengthened her reo close to home.

Her love for the kaupapa was nurtured through the people who came before her. Kororia speaks proudly of her kuia, Te Rahikohiko Reuben, whose dedication supported Ruru Te Tupuna Kōhanga Reo, Te Raungaiti and Te Rau Aroha. That same love for tikanga and te reo Māori was passed down through her mother, Gloria Koia, and her tuakana, Herani Koia.

"For me, the tohu is not just a qualification. It is another way I can give back to my kōhanga reo and help our tamariki thrive."

The Raukawa Education Grant became an important part of Kororia's study journey.

"The cost of studying can be a lot, and people don't always think about all the extra costs that come with it. Gas, books, wānanga, a laptop and all the other rauemi you need can quickly add up. Receiving this pūtea took away some of that financial burden. It meant I could travel to my classes and get the rauemi I needed without having to rely on others.The grant gave me one less thing to worry about and allowed me to focus more on my study."

After three years of late nights, learning and pushing through the moments of doubt, Kororia's final assessment was held at the place that had been such a big part of her story: Ruru Te Tupuna.

"Seeing my hapū, my iwi and my marae turn up for me was very overwhelming. It showed me just how much support and aroha I had surrounding me throughout my study journey."

Now, Kororia hopes to train as a kaiwhakamatau, supporting future tauira through their own journeys.

"Whether you are from Raukawa, from my kōhanga, or from another iwi, once I get to know you, you become whānau. If you need āwhina, kei kōnei ahau. If you need a laugh, kei kōnei ahau."

As she reflects on her journey, one whakaaro continues to guide her:

"He pou tangata, he poutokomanawa, he pou aroha e tuitui ana ngā reo me ngā tikanga ki ngā tamariki mokopuna e tipu ana i raro i te āhuruhurutanga o Ruru Te Tupuna."



Sport Grant Recipient Wharehuia Te Tokoihi

Sports Grant

From Rotorua to the World Stage
Wharehuia's World-Stage Journey

"Ki te whakapono koe ka taea e koe, ka taea! Ki te whakapono koe e kore e taea e koe, e kore e taea!"

For Raukawa uri Wharehuia Te Tokoihi, this whakataukī reflects a journey years in the making, from local training tatami in Rotorua to the world stage in Nippon, Japan.

Guided by belief, discipline and strong whānau support, Wharehuia has dedicated ten years to the martial art and sport of Brazilian Jiu-Jitsu. Through injuries, life challenges and years of training, he has achieved success both nationally and internationally.

Wharehuia is currently a 1-tip purple belt under Anaru Grant Jr, a 1st degree black belt and rangatira of Whanoa Mamau Parīhi academy in Rotorua. He began BJJ in 2015, but the seed was first planted through his cousin Te-Hakaraiao-te-Rangi Wilson and his uncle Paki Wilson, an Aotearoa Muay Thai champion who opened HoriThai Gym in Rotorua.

Since then, Wharehuia has competed across different belt divisions, earning top placings at events including the Māori Brazilian Jiu-Jitsu Nationals and Pan Pacific Championship. In September 2025, he travelled to Japan for the SJJIF World Jiu-Jitsu Championships, where he received bronze in the Purple belt, M-1, Gi division.

He says it was an honour to represent Māori internationally, especially for his tamariki, whānau, hapū, iwi, waka, ahurea and Whanoa Mamau Parīhi academy.

For Wharehuia, BJJ also connects to a deeper history of Māori martial practice. Since childhood, he has been drawn to Te Whare Tū Taua, where tūpuna learned Mamau and Whātōtō. For him, BJJ helps fill that kōwhao and supports his goal of embodying the fighting spirit of his tūpuna.

He also sees many te ao Māori values reflected in BJJ, including tikanga, manaakitanga, tūmanakotanga and tiakitanga. Respect for professors, peers and the tatami helps keep the academy safe and sacred.

The Raukawa Sports Grant helped make his international campaign possible. Wharehuia says without that support, he may not have been able to compete.

"That's how important the Raukawa Sports Grants and all iwi and hapū grants are to Māori athletes like myself."



Kuia and Koroua Wellbeing Grant Recipient Henry Harema Macown

Kuia and Koroua Wellbeing Grant

A Lifetime of Service
Coming Home to Ngātira

For Henry Harema Macown of Ngāti Āhuru, serving others has been a lifelong commitment. As a recipient of the Kuia and Koroua Wellbeing Grant, Henry continues to dedicate his time to his whānau and Ngātira Marae.

Born in the Mamaku Range in January 1942, Henry spent much of his childhood at Ngātira before his whānau returned to the Mamaku Range in 1948. After graduating from Hamilton Teachers College in 1961, he began his teaching career before enlisting in the New Zealand Army two years later. During his 26 years of service, Henry was posted to Malaya, Borneo and Vietnam, with later assignments taking him to Fiji, Australia, England and Hawaii. Following his military career, he worked for Māori Affairs before returning to the classroom, where he remained until retiring in 2007.

Eight years ago, that lifetime of service brought Henry and his wife, Rehupo, back home to Ngātira, along with their dog, Snowbelle.

"After losing our daughter, Waitangi, to cancer at the age of 34, we laid her to rest beside her kuia, Pani Tariu, in the urupā. We found ourselves travelling home more often, and before long we realised it was time to stay for good. I think Snowbelle made the decision too," Henry laughs. *"Coming home to Ngātira was one of the best decisions we made."*

Before long, Henry was helping wherever he was needed. He worked alongside his cousin, Wilfred O'Brien, caring for the marae, while Hori Deane carried much of the responsibility on the pae. When they both passed away, Henry carried on the mahi alongside others, supporting the day-to-day care of the marae.

"Looking after the marae is a daily venture. There's always something that needs doing."

Whether it's helping with a tangihanga, preparing for Poukai, repairing fences or checking the plumbing and electrical systems, Henry keeps himself busy. He also looks after the kaumātua flats and regularly cares for the urupā alongside his whanaunga Sid Murray. Today, Henry leads the annual ANZAC Day commemoration at Ngātira Marae, where he shares his own experiences of military service.

For Henry, looking after the marae is also about supporting those who will carry its traditions into the future.

"I'm happy to see our younger ones taking their place on the pae. It means I can continue serving our marae in other ways. My memory's not quite as sharp these days," Henry laughs, *"but there's still plenty of mahi I can do."*

At home, Henry's greatest priority is caring for his wife, Rehupo, who lives with advanced dementia. Henry says the support from the Kuia and Koroua Wellbeing Grant has helped with medical and personal care items, allowing him to focus on what matters most, caring for Rehupo.

"I'm very thankful for the support from my iwi. It's not just the financial help, it's the whakaaro behind it that means the most. I also appreciate how straightforward the process is now. Years ago, you had to provide receipts for everything, but now it's much simpler."

"As long as I'm able, I'll keep doing my part."

"E Ngā iwi o Raukawa noho mai tō marae maha. Korōria i te Atua."



Kuia Rina Lawson, Mangakāretu Marae

Marae Grants

Mangakāretu Marae Builds for the Future

For generations, Mangakāretu Marae has been a place where whānau gather, stories are shared, and connections are strengthened.

The trustees are always looking for ways to improve the marae's facilities for whānau and manuwhiri. Through our Raukawa Marae Grants, Mangakāretu has been able to make improvements that will benefit whānau for years to come.

The grant funded the installation of ramps, handrails and new concrete at the entrance to the wharenui. Debbie Motutere, Treasurer of Mangakāretu Marae, says the project came about after the trustees noticed some of their kuia and koroua found it difficult to use the stairs leading into the wharenui. They no longer went into the wharenui and instead stayed in or around the wharekai. It became clear that improving access was a priority.

Once the project was complete, one moment in particular stood out for Debbie.

"If you could have seen the smile on one of our kuia's faces when she was able to drive her mobility scooter up the ramp and into the wharenui."

For Debbie, that moment said it all.

The improvements have made a real difference, not only for kaumātua, but also for people with disabilities, whānau using mobility scooters and anyone with reduced mobility. They have also enhanced the safety of everyone who uses the marae.

Debbie says there were no major challenges throughout the project. She credits local builder Bevin Wright, owner of Grandview Construction Ltd, for helping make the process a positive experience.

"He was great to deal with. He had good, clear communication and was never pushy. He also gave us options, and his workmanship is great."

Looking ahead, there's still plenty the trustees hope to achieve at Mangakāretu Marae. Debbie says the annual marae grants provided by the iwi have given them the confidence to keep planning for the future, with a much-needed ablution block among their priorities.

Debbie says the trustees are grateful for the support received from their iwi.

"*This grant has made access for our older generation easier. Mangakāretu is our safe place. It's our place of belonging and we love being there with our whānau. Hopefully our manuwhiri feel the same too. It's a place of whakawhanaungatanga, and a place our mokopuna will continue to love for generations, just as we do."*

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Raukawa Charitable Trust







He Pūrongo

Raukawa Charitable Trust Tāhuhu Rangapū Report

Taku ara rā ko Māhinaarangi, ko te rua i moe ai a Raukawa. He miringa kakara, he hononga māreikura, he putanga ki te whaiao, ki te ao mārama. Ka hīria te mauri o te motu, te pikitūranga o ōna mātua tūpuna, Kuīni Nga wai hono i te po, e noho i te taumata tapu o ngā ariki, pai mārire. Ngā mate o te wā, ka tangi, ka tangi. Rātou kua noho hei whakahere mō ngā kaupapa maha o te hunga kua mahue ora nei, tēnei ka mihi, e moe, e tātou mā, e ara rā, tēnā tātou katoa.

This has been a significant year for Raukawa. Against a backdrop of continued political, economic and funding uncertainty, we have remained steadfast in our responsibilities to our uri, whānau, hapū and marae. At the same time, we have taken important steps to strengthen the foundations from which future generations will stand.

A defining milestone was the approval of Te Ara ki Raukawa 2050. This provides a long-term pathway for our iwi aspirations and challenges us to think beyond immediate pressures. It asks us to craft a thriving future for our mokopuna, one shaped by the collective voices and aspirations of our iwi.

To support this direction, we have continued to strengthen our organisational planning, leadership, workforce and systems, including the launch of Piki Ake Piki Ake – Our People and Workforce Development Plan.

Our ability to plan confidently for the future must also be informed by a deeper understanding of our people. Following two years of partnership with Te Puni Kōkiri and Tatauranga Aotearoa (Stats NZ), significant progress was made through our data transformation kaupapa. This work is strengthening our ability to understand the circumstances and aspirations of our uri and to make decisions grounded in evidence, while ensuring data sovereignty is maintained at all times.

Perhaps one of the most visible expressions of this intergenerational thinking has been Te Koha a Raukawa. While this housing development is led commercially by Raukawa Iwi Development Ltd, our social arm continues to play a vital role in supporting whānau into these new kāinga. Our contribution has included financial literacy programmes, banking and mortgage advocacy, cultural support, contractor induction and much more. Twenty-four uri graduated from our Ka Uruora financial education programme during the year, with many progressing towards home ownership and affordable rental pathways at Te Koha. The development represents much more than houses; it is about creating pathways towards secure healthy homes and greater whānau wellbeing.

Another special milestone was the transfer of kaitiakitanga of Papa o te Aroha Marae to Raukawa in July 2025. Considerable work was required to restore operations and establish the systems needed to manage the marae effectively. It has been rewarding to see the marae once again filled with whānau, iwi and community activity. Papa o te Aroha has quickly become an important place of connection and represents both a responsibility and a taonga that we are privileged to care for.

Culturally, we continued to invest in the foundations of our tuakiritanga. We celebrated 20 years of Te Kura Reo o Raukawa and held the inaugural Te Awa Kōrero o Raukawa along the Waikato River, creating spaces for uri to strengthen reo, tikanga, whakapapa and connection. Our teams continued to implement Te Manawapouhihiri and Te Aka Matua, while developing new resources that bring Raukawa mātauranga into homes, marae and learning environments.

Our commitment to whānau wellbeing has remained equally strong. Across our hauora space, our kaimahi continued to support hundreds of clients and whānau through health, social development, navigation, advocacy and community-based services. Importantly, we have continued to strengthen our focus on outcomes and integration. Progress through the Social Investment Agency pathway reflects growing recognition of Raukawa capability and the value of iwi-led, whānau-centred approaches to improving wellbeing.

Our taiao continues to demand strong leadership. The pace of resource management and environmental reform has been significant, with implications for Treaty settlement commitments, freshwater, climate policy and iwi participation in decision-making. Our environment team has remained deeply engaged across these reforms, advocating for the protection of Raukawa rights and interests and the enduring status of Te Ture Whaimana o Te Awa o Waikato. Alongside this advocacy, our environmental mahi continues to connect mātauranga with practical restoration, monitoring and kaitiakitanga across our rohe.

The wider political and economic environment remains challenging. Reduced funding, changing Crown priorities and increasing pressures on whānau require us to be disciplined about where we direct our resources. We cannot assume that Crown settings will always align with the aspirations of our people. This reinforces the importance of building our own capability, evidence, partnerships and long-term strategy.

We have therefore continued to engage directly and constructively with the Crown. The Raukawa-Crown Accord Ministerial Forum in April provided an important opportunity for our leadership to meet with the Prime Minister, Ministers and senior officials and advocate directly for Raukawa priorities. Our position remains clear: relationships with the Crown must translate into practical outcomes for our people and recognise the value of iwi-led solutions.

I am immensely proud of our kaimahi. Behind every statistic, programme, event and strategy are people who continue to carry this kaupapa with professionalism and aroha. I also acknowledge our trustees, kaumātua, marae, funders, partners and all those who contribute their knowledge, time and support to Raukawa.

Most importantly, I acknowledge our uri and whānau. You are the reason this organisation exists and the generations for whom we must continue to plan.

As we look ahead, there is much work before us. Te Ara ki Raukawa 2050 asks us to lift our eyes beyond the challenges immediately before us and consider what we will leave behind for those yet to come.

May the decisions we make today give our mokopuna every reason to stand proudly as Raukawa tomorrow.

Kia mau, kia ora.



Nā Maria Te Kanawa

Raukawa Charitable Trust Tāhuhu Rangapū (CEO)



Kōuru Whakahaere

Raukawa Executive and Transformation Group

About us

The purpose and focus for Kōuru Whakahaere is to support organisation-wide deliverables, strategic priorities and transformational workstreams and projects. In addition to this, the group provides support to enable and uplift the RCT and RST boards, and all other groups within the organisation.

Strategic outcomes that we focus on

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Strategic Outcome 3

We are influential at a national, regional, and local level

Strategic Outcome 4

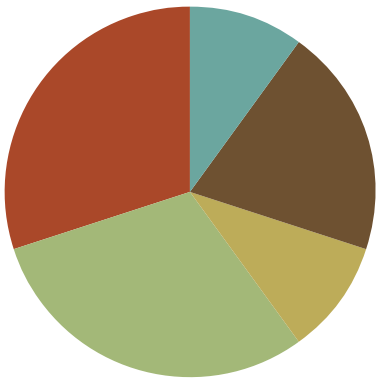
We support whānau, hapū, marae and community wellbeing

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

How we focus our efforts over the year [1]

Strategic Outcome 1	10%
Strategic Outcome 2	20%
Strategic Outcome 3	10%
Strategic Outcome 4	30%
Strategic Outcome 5	30%
Total	**100%**



Our Metrics

	Assigned	Achieved	Retired[2]	Outstanding
KPIs	19	17	0	2
Deliverables	69	53	2	7

[1] Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome over this financial year.
[2] Retired KPIs/Deliverables refer to items that have been retired or removed due to changes in priorities, operational direction, feasibility, or organisational requirements, and are therefore no longer applicable or expected.

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

KPI 01 (Cross Organisational)

Identify and deliver strategic events to assist in the delivery of RCT strategic outcomes.

Te Whakaūnga Kawa o Papa o te Aroha Marae – 20 July 2025

This event was not the opening of the marae, but the formal passing of the torch before the community, as kaitiakitanga shifted from the Tokoroa Māori Catholic Society to Raukawa. Overall, a great day enjoyed by the hapori, iwi and stakeholders with over 150 in attendance.

Te Tātāwhāinga Kaumātua o Raukawa – November 2025

This annual kaupapa saw over 200 kaumātua attend a fun-filled day of activity and connection at the South Waikato Sport and Events Centre. Teams represented 13 mandated Raukawa marae and one wildcard team representing our Kaumātua Service. After much fierce competition, Ngātira Marae were crowned winners for 2025, backing up their 2024 win. They will look to defend their title again in 2026.

Te Koha a Raukawa Trades Information Evening – 2 October 2025

Hosted by Raukawa, alongside project partners TW Construction, Koau Ltd and Egmont Dixon, this event introduced the former Tokoroa East School site redevelopment, now known as Te Koha a Raukawa – a 56-home subdivision set to breathe new life into the community.

This event was held at Te Whare o Raukawa and saw approximately 100 attendees, made up of uri, local trades and Māori businesses. Attendees received an overview of opportunities available at Te Koha a Raukawa and an opportunity to connect with the project team. Overall, a very successful event with a comprehensive local trades register established.

Raukawa Settlement Trust Annual General Meeting – 13 December 2025

The annual general meeting was held at Papa o te Aroha Marae on Saturday, 13 December 2025, with over 100 people in attendance. Dedicated stalls were set up with a focus to educate, engage and inspire uri and to raise awareness of the many kaupapa and initiatives currently being delivered across Raukawa.

Raukawa kaimahi provided a selection of activities, prizes, information pamphlets and project highlights showing key achievements and opportunities.

Te Mātātahi Tū

With support from Ihi Aotearoa (Sport NZ), Raukawa developed Te Mātātahi Tū, a holistic youth leadership development programme that promotes physical activity and strengthens connections in an iwi Māori context.

The programme ran over six weekend wānanga held at numerous Raukawa marae and culminated in a prizegiving evening held at Papa o te Aroha Marae. A total of 20 rangatahi of Raukawa descent from across the takiwā, aged 11–13 years, participated in the programme. Their whānau were also included at various stages of the programme, to embody the concept, 'He kākano ahau', a foundational platform for building strong rangatahi today and strong rangatira for tomorrow.

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

KPI 02

Raukawa History Book is published.

Raukawa History Book

Our vision to honour the past, inform the present and determine the future formed the foundation in developing a Raukawa traditional history book. In 2017, Raukawa Historian Nigel Te Hiko was commissioned to research and begin work on the book.

Following Nigel's passing in 2020 and to support this important mahi, a Raukawa history book advisory group was established to peer review the core history manuscript he had developed and carry the project forward. Te Manatū Taonga (Ministry for Culture and Heritage) awarded Raukawa a grant aimed at supporting research projects that will significantly enhance our understanding of the past. This funding has helped to support the administration, research and writing work being undertaken by the book group. This kaupapa is partially achieved and will be an ongoing priority for FY26/27.

KPI 03

Raukawa to engage in taonga discovered within our area of association.

Taonga Discovery

In March 2026, our Raukawa Treaty and Historical Research Advisor was contacted by a whānau in Whakatāne who held in their possession three taonga (adzes) that were discovered by her whānau in the Maihihi area in the 1960s–70s. Ongoing discussions are being held around these taonga, which will continue into FY26/27.

Mōtai Tangata Rau Taonga

Following their success in 2024, the taonga won by Mōtai Tangata Rau at the Tainui Waka Kapa Haka Festival were housed in the Huia Kaimanawa room at Te Whare o Raukawa. In April 2026 these taonga were returned to the Tainui atamira held in Kirikiriroa. It has truly been a privilege to hold these taonga on behalf of the iwi.

KPI 04

Raukawa to engage in naming and cultural narratives within area of association.

Te Koha a Raukawa

Following the development and gifting of the name "Te Koha a Raukawa" in early 2025, our Raukawa Treaty and Historical Research Advisor worked closely with kaumātua and our Te Koha a Raukawa advisory group in late 2025 to develop street names and narratives for our iwi housing development.

In March 2026 several names were recommended to RST for approval and support was given for the names Koroukore and Kurungaituku. At the South Waikato District Council meeting in March 2026, these names were fully supported and approved by council.

New Pou in Tokoroa Town Centre – 16 October 2025

Two new pou now stand watch over Tokoroa's Leith Place — Te Kakara and Te Rau — pou that speak of art, ahurea and of the living partnership between Raukawa and the South Waikato District Council. The unveiling drew kaumātua, council representatives and whānau members who have carried the kaupapa for over five years. For Raukawa, the moment was deeply personal. These pou are more than civic artwork — they are tangible expressions of whakapapa, binding the story of our people to the whenua.

Strategic Outcome 3

We are influential at a national, regional, and local level

District and Regional Projects

In addition to supporting street naming for Te Koha a Raukawa, our Raukawa Treaty and Historical Research Advisor managed several street naming requests across the takiwā, including Strathmore Park residential development and Maraetai Road industrial development in Tokoroa, along with the Overdale Estate and WaiTerra commercial development in Putāruru. Appropriate engagements took place with mana whenua on each occasion to maintain a Raukawa perspective and identify suitable names.

There are also several council-led projects for which we are providing ongoing cultural narrative and naming support, including Tokoroa indoor pools and Tokoroa library (Community Hub) which are set for reopening in late 2026.

Matamata Community Stadium

Raukawa is proud to have contributed to the vision, cultural narrative and identity of Te Whare Hui Ora, the new indoor community stadium at Matamata College. Early discussions in 2025 brought together Raukawa, Ngāti Hinerangi and Ngāti Hauā to consider how mana whenua could be expressed through design, patterns and colours that reflect iwi identity while serving a shared community space. Several Raukawa kaumātua and kaimahi were present at the opening blessing of the new Matamata Stadium held on 2 February 2026.

KPI 05 (Cross Organisational)

Proactively identify opportunities to influence local, regional and central government and relevant agencies, policies (including funding) to deliver on RCT strategic outcomes.

Waikato Chamber of Commerce

Following the economic challenges experienced across the district this year, the Waikato Chamber of Commerce is working to promote and establish greater business association services across the South Waikato District. With a wide national and international network, the chamber can foster new connections and raise awareness of current and future opportunities within our community and surrounding districts. Raukawa's commitment to this kaupapa is yet to be confirmed but has been earmarked for further consideration in FY26/27.

Waikato Regional Leadership Group

Raukawa continues to maintain an active presence on this group, which was established by the Public Service Commission to coordinate local iwi, Crown agencies and not-for-profit organisations to address matters affecting the region. Raukawa co-leads the subgroup on housing and economic development and meets every quarter to assess regional housing and economic needs. This is an ongoing kaupapa which will progress in FY26/27 alongside our active Raukawa developments.

Waikato Wellbeing Project

Raukawa connected with the Waikato Wellbeing Project in 2025, an organisation which undertakes a range of work across the Waikato region focused on research, knowledge (data) and storytelling to uplift and support wellbeing in communities.

At present, they have a strong focus on kai, housing and energy security in the Waikato and published a state of the region report in

2026 to better understand the baseline needs of the Waikato region. Raukawa has partnered with this organisation in a South Waikato-focused project to better understand the lived experience of whānau, specifically around energy and kai affordability. This kaupapa will be an ongoing priority in FY26/27.

KPI 06

Support Raukawa at the Central North Island Mana Whenua Forum.

Central North Island Decision – Court of Appeal

The outcome from the Court of Appeal case between Ngāti Manawa and Central North Island (CNI) Iwi Holdings was provided on Friday 27 March 2026.

It was confirmed that a new adjudication panel is to be established to determine how the land is allocated among iwi. The panel must follow the findings of the original 2014 decision and cannot revisit those determinations, although it may make additional findings if they are consistent.

Importantly, the Court clarified that no iwi, including Ngāti Manawa, was previously found to hold exclusive mana whenua over any land. If the new panel does determine that an iwi has exclusive mana whenua in a specific area, then that land must be allocated to them exclusively. The panel will also take into account the 2022 agreed percentage interests, but it will decide how much weight to give them.

Overall, the decision confirms there is no guarantee of exclusive ownership for any iwi, and the process will now move forward through the reconvened panel. This decision will be helpful towards the CNI Kāingaroa Timber extension case that is currently being heard in the High Court.

Central North Island Mana Whenua Advocacy and Support

Our Raukawa Treaty and Historical Research Advisor provided ongoing support, as required, to our Raukawa Chairperson and key Raukawa strategic and legal advisors, who continue to advocate a Raukawa perspective in relation to our Central North Island interests.

KPI 07

Facilitate and support establishment of a management structure over the Ō-Rākau site.

Ō-Rākau Management Structure

In 2025, a cohort of Raukawa uri, kaumātua, trustees and kaimahi travelled to Wellington to attend the final readings of Te Pire mō Ō-Rākau, Te Pae o Maumahara / Ō-Rākau Remembrance Bill. This was a milestone in the journey of returning the Ō-Rākau battle site. Several Raukawa uri made submissions during the select committee process, including our chairperson on behalf of Raukawa.

The three prominent iwi groups of Ō-Rākau (Waikato-Tainui, Te Nehenehenui and Raukawa) have agreed to an inter-iwi governance and management structure for the site, referred to as Ngā Ahi e Toru.

An initial consultation wānanga was scheduled to be held at Parawera Marae on Sunday 15 February 2026, with the intent to update whānau on what has been happening with the land and house, including discussion around management structure aspirations along with collating narratives of the fallen tūpuna. Unfortunately, the wānanga did not take place due to an extreme weather bomb that affected our whānau of Wharepūhunga/Maniapoto and so the wānanga was postponed again. This kaupapa will be an ongoing priority in FY26/27.

KPI 08

Wānanga Whai Whakaaro – Raukawa History and Treaty Settlement Journey presentation is made accessible to Raukawa kaimahi, external stakeholders, including RST marae, hapū and whānau.

Raukawa History and Settlement Journey

Our Raukawa Treaty and Historical Research Advisor provided six Raukawa history and Treaty settlement journey presentations to new kaimahi throughout the year. This presentation was also delivered to external stakeholders and wider community members on several occasions.

This presentation improved cultural awareness, knowledge and understanding of Raukawa within our iwi organisation and wider community. The presentation is also utilised within cultural induction sessions held for new contractors at Te Koha a Raukawa, which are held at various stages during the development. The presentation and cultural induction are ongoing kaupapa that will continue in the long term.

Te Koha a Raukawa Cultural Induction

Prior to commencing work at Te Koha a Raukawa, contractors are provided a 90-minute cultural induction that includes Raukawa history and Treaty settlement journey elements alongside environmental protocols and procedures. Our team delivered four cultural induction sessions throughout FY25/26, some of which also included other Raukawa project contractors.

KPI 09

Influence national, regional and local initiatives to appropriately reflect Raukawa interests and strategic outcomes.

Project Phoenix

Project Phoenix was initiated by South Waikato District Council to offset the closure of Kinleith's paper production line and associated job losses. It specifically seeks to proactively support workers and contractors who have been made redundant into new work within the district.

Raukawa has maintained an active presence within Project Phoenix and supported the community days held throughout the year. This is an ongoing kaupapa that will continue in the medium term and which has strong ties to ongoing Raukawa projects, specifically our Te Koha a Raukawa housing development.

Ōhanga ki te Ao Indigenous Economic Summit 2025

The Ōhanga ki te Ao Indigenous Economic Summit, hosted by Te Arikinui on 29 November 2025 at the University of Waikato, brought together global leaders to foster Māori economic self-determination. As articulated by the Kīngitanga, Ōhanga ki te Ao is part of a broader, long-term strategy for creating enduring prosperity through strategic partnerships and shared value.

Te Kohinga Koha was a locally driven kaupapa held jointly with Ōhanga ki te Ao and introduced institutional investors to the growing landscape of Māori enterprise, innovation and impact-driven investment opportunities across Aotearoa.

Our team supported this event in several ways, including logistical support, traffic and parking wardens, showcase setup/pack-down and Raukawa business support. Overall, this was a successful event which strengthened iwi partnerships and connections while also fostering Raukawa business support/ networking.

Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

KPI 10

Raukawa accepts and upholds its responsibility as kaitiaki for Papa o Te Aroha Marae in Tokoroa.

Te Whakaūnga Kawa o Papa o te Aroha Marae – 20 July 2025

Since the passing of kaitiakitanga responsibilities to Raukawa in July 2025, marae operations resumed in full swing from September 2025 onwards and have maintained steady momentum since. While it has not been without its challenges and learnings, our kaimahi have worked hard to familiarise themselves with day-to-day responsibilities, systems and processes of operating a marae. However, it has been rewarding to see the hapori, iwi and stakeholders engage with the marae again.

KPI 11

We are connected and engaged with RST marae and provide continued development of trustee capability including comprehensive induction, training and Raukawa history.

Trustee Induction

In addition to the deed review, a review of the trustee induction process has commenced, and many existing resources and systems may not be fit for purpose. Some external resources have been acquired to review and benchmark against similar organisations. This kaupapa will carry over to FY26/27 for completion.

KPI 12

We are connected and engaged with the community, as mana whenua, and provide ongoing support where appropriate.

Mangakino Lakefront Development

In collaboration with Pūtake Taiao, Raukawa kaimahi have attended several hui in Mangakino regarding the Mangakino lakefront development led by the Taupō District Council. Since August 2025, a series of hui were held in consultation with the public, local community, iwi, mana whenua and other stakeholders for their feedback on the proposed plan.

From a Raukawa perspective, it was uplifting to be acknowledged and welcomed at the table, working together for the best outcome for the community. This kaupapa will be an ongoing priority for FY26/27.

KPI 13 (Cross Organisational)

Raukawa focuses on workstreams or projects which provide transformational impacts on current and future Raukawa generations.

Raukawa Data Transformation Project

The Raukawa Data Transformation Project is an initiative aimed at enhancing our ability to manage and utilise data for the benefit of those we serve. In partnership with Tatauranga Aotearoa (Stats NZ) and Te Puni Kōkiri, this project seeks to develop a scalable, future-proofed data infrastructure to meet the growing demands of Raukawa and allow us to generate insights that support our vision and wider decision-making. While there has been significant progress on this project so far, the project will continue into FY26/27.

Crown Māori Statistical Design Forum

Following a thorough Crown expression of interest process in late 2025, our Raukawa Transformation Lead was appointed as an independent member of this newly established Crown-Iwi advisory forum.

A Raukawa presence on this forum will provide invaluable insight and benefit to our future data ecosystem design and planning. It also ensures Raukawa and wider iwi perspectives inform statistical design and planning decisions around the new administrative data census approach and future Integrated Statistical Data System.

KPI 14

Raukawa carefully considers the future state of the world for our mokopuna and ensures we plan for the future.

Ka Uruora Financial Literacy Programme

In 2023, Raukawa entered a partnership with Ka Uruora, an iwi-led kaupapa which provides tools to support and empower whānau on their journey to financial independence and improved wellbeing. At its core, Ka Uruora is about supporting our iwi whānau into healthy kāinga and greater home ownership opportunities.

For Raukawa uri, the first step in accessing Ka Uruora housing opportunities is through our financial education wānanga, which kicked off in early 2024. These wānanga are modules lasting six to eight weeks and designed at a local level to cater to local needs. Twenty-four uri graduated from the programme throughout FY25/26, with many accessing home ownership and affordable rental pathways at Te Koha a Raukawa.

This kaupapa will continue into FY26/27 to prepare participants for affordable rental, progressive and full home ownership pathways, specifically within Te Koha a Raukawa and other opportunities within the district.

Raukawa Energy Innovation Project

The Raukawa Energy Innovation Project has been running for almost three years and through our work to date, we have developed a clear data-driven understanding of the scale and nature of energy hardship experienced by our iwi and within our communities.

In early 2025, we published our phase one findings report and our data clearly shows us that this is not just an energy issue – it has direct and measurable impacts on health and wellbeing. Across our 18-month data collection period we saw high levels of respiratory illness linked to cold, damp homes and an inability to sufficiently heat homes due to the cost of energy.

Since publication of our phase one report, we've built a national profile around the project and in April 2026 we leveraged a clear opportunity through the Raukawa Ministerial Forum to partner with Crown agencies to develop our proposed Raukawa generation and distribution model.

Following April 2026 discussions, we have now established a Raukawa-Crown project working group to progress the model which uses established marae and iwi-owned solar assets as anchor sites for generation and storage, to then share energy across homes with whānau who are most in need of energy affordability support. This kaupapa is an ongoing priority for FY26/27.

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

KPI 15 (Cross Organisational)

We attract, retain and develop highly competent individuals who demonstrate the ability to perform at the highest level and in alignment with our Raukawa values.

Piki Ake Piki Ake – People and Workforce Strategy

Piki Ake Piki Ake sets out a pathway towards empowering kaimahi to thrive and embody our collective vision. Piki Ake Piki Ake was launched in April 2026 and will roll out over three years, seeking to support Raukawa strategic outcomes while being underpinned by Raukawa tikanga, reo Māori and mātauranga. This kaupapa is ongoing in FY26/27 and beyond.

New Human Resource Information System – Employment Hero

A significant component of Piki Ake Piki Ake is the introduction of a new information system called Employment Hero. This replaces several smaller systems previously used and provides greater support for kaimahi, including a self-service app, goal-setting tools and digital management of induction and certification. Implementation of this system is ongoing in FY26/27.

Te Ara Pūkenga

Te Ara Pūkenga is our Raukawa learning and professional development pathway for kaimahi, to empower them to thrive and embody our collective vision. An updated template was provided in FY25/26 to support kaimahi and direct reports to begin the process and provide all kaimahi opportunities for growth. This is an ongoing kaupapa that will continue in the long term.

KPI 16

Raukawa has strong governors, governance policies and procedures.

Policy Reviews

Several core policies were reviewed and updated throughout the year, including:

- Code of conduct
- Family violence policy
- Performance, disciplinary and complaints policies
- Leave and hours of work policy
- Business interruption policy and business continuity plan (in response to the 2026 fuel crisis, which also included the establishment of a Raukawa fuel response action plan).

Raukawa Settlement Trust Deed Review

A fit-for-purpose review of the Raukawa Settlement Trust (RST) deed was undertaken throughout FY25/26 and was presented to the board in late 2025 for approval.

The deed will be provided to registered iwi members over the age of 18 to ratify. A subcommittee has also been formed to review the marae moratorium policy, to consider key issues such as marae grant allocations and potential inclusion of other marae in the takiwā. This kaupapa will carry over to FY26/27 for completion.

RST Marae Moratorium

The RST Board agreed to extend the RST Marae Moratorium Policy for a further five years, with a review in 2030. An RST/RCT policy schedule will be presented at the next meeting, with the Trustee Code of Conduct identified for review in FY26/27.

KPI 17

The Raukawa tribal register database is a highly accurate record of iwi membership and allows for efficient and effective connection with our iwi members for their benefit.

Tribal Register and Whakapapa Systems

Following the appointment of our new Transformation Lead, a comprehensive review of the current state of our tribal register and uri grant systems, processes and policies commenced in early 2025. This review includes the digitisation of iwi registrations and complete process mapping to improve the iwi registration and grant application processes for tribal members.

This work has already produced immediate improvements in processing times for new tribal members and grant applicants, and further improvements will be made in FY26/27 as part of the tribal register digitisation project and Data and Digital Strategy rollout.

KPI 18

Raukawa distributions (grants) are fit for purpose with effective and relevant policy and procedures.

Grant Policies

The tribal register and grant systems review has been fast-tracked in some areas to produce updated sports, education and kaumātua grant policies to address oversubscription challenges in these areas. The updated sports grant policy was approved in late 2025 and was implemented in early 2026. This was followed by the updated education grant policy in early 2026 and implemented in May–June 2026.

The updated kaumātua grant and marae grant policies are underway and will be implemented in FY26/27.

Māori Education Trust Partnership

In late 2025, Raukawa entered a partnership agreement with the Māori Education Trust centred around a shared belief that education is a cornerstone of Māori development. The partnership enhances tertiary study opportunities for our uri members by allowing grant top-up options that maximise student benefits and introduce flexibility in distribution amounts. It has also enabled funding for additional education-related initiatives, such as support for secondary school uniform costs.

Looking to the future, our strategic partnership includes expanding our education grant reach, deepening partnerships with other stakeholders and championing policies that enhance access to education.

KPI 19 (Cross Organisational)

Raukawa systems and internal processes are fit for purpose with effective and relevant policy and procedures.

Raukawa Data and Digital Strategy – A Data-Driven Ecosystem

To realise Te Whakakitenga 2030 and Te Ara ki Raukawa 2050, our Transformation team worked throughout early 2026 to develop a comprehensive Data and Digital Strategy. It is clear that Raukawa must operate a sovereign and coordinated data and digital ecosystem that supports confident decision-making and service delivery going forward.

New Digital, Privacy, Retention and Disposal Policies

In alignment with strategic direction, new digital and privacy policies produced by the Transformation team include a paper-light approach and allow for retention and disposal.

In addition to policy, a new process for storing paper records and securely disposing of them is now in place. Digital archiving and retention and disposal schedules will be developed in FY26/27.

Capturing the systems and learnings from the discovery phase of the data-driven project has enabled us to begin systems checklists for review. This has also extended to an artificial intelligence inventory list that will be utilised within ongoing Data and Digital Strategy rollout in FY26/27.

Pūtake Taiao

Raukawa Environment Group

About us

Pūtake Taiao provides leadership, guidance and advocacy to ensure the sustainability of our resources for present and future generations, according to the mātauranga and kawa of Raukawa. The group interacts in all aspects of the resource management sector affecting Raukawa at international, national, regional and local levels. The strategic approach of the group is to target Treaty settlement implementation and protection, specific policy development and implementation processes, legal processes, operational/project-based activities, networks and forums that will deliver the most effective and beneficial results for Raukawa. The group is committed to encouraging best practice in all aspects of environmental management.

Strategic outcomes that we focus on

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Strategic Outcome 3

We are influential at a national, regional, and local level

Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

Strategic Outcome 5

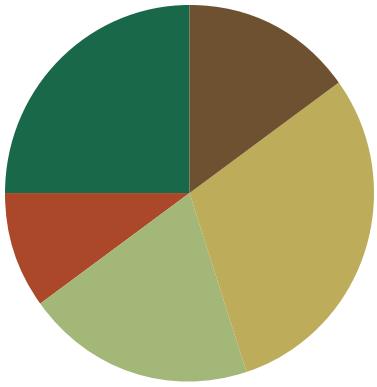
We are professional and effective with infrastructure that supports our delivery

Strategic Outcome 6

Raukawa sustains and improves the environment

How we focus our efforts over the year [3]

Strategic Outcome 2	15%
Strategic Outcome 3	30%
Strategic Outcome 4	20%
Strategic Outcome 5	10%
Strategic Outcome 6	25%
Total	**100%**



Our Metrics

	Assigned	Achieved	Retired[4]	Outstanding
KPIs	13	13	0	0
Deliverables	168	161	0	7

[3] Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome over this financial year.
[4] Retired KPIs/Deliverables refer to items that have been retired or removed due to changes in priorities, operational direction, feasibility, or organisational requirements, and are therefore no longer applicable or expected.

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

KPI 01

Raukawa mātauranga, as it pertains to 'te taiao', is valued, accessible and utilised.

During FY25/26, Raukawa continued to strengthen the protection, accessibility and application of Raukawa mātauranga through a range of strategic projects that support intergenerational knowledge transfer and informed environmental decision-making. Significant progress was made across the Ngā Wāhi Tūturu Programme, Te Ia o te Awa, Te Ārohirohi o Raukawa and marae environmental initiatives, ensuring Raukawa knowledge remains central to the management and restoration of our taiao.

Ngā Wāhi Tūturu

The Ngā Wāhi Tūturu Programme continued to enhance the protection and accessibility of culturally significant places throughout the takiwā. Research, verification and cultural assessment progressed for a further 20 sites, strengthening the cultural evidence base that supports the protection of Raukawa wāhi tūpuna and wāhi tapu.

A significant milestone this year was the redevelopment of the Ngā Wāhi Tūturu database. Stage One of the upgrade substantially improved the system through migration to a secure cloud-based platform, the introduction of spatial mapping functionality, multimedia capability and multi-user access. These improvements will enable Raukawa uri to securely access cultural information while supporting the long-term preservation of mātauranga for future generations. Planning also commenced for training resources, user manuals and registration wānanga to support wider whānau engagement.

A further focus has been working with landowners through the resource consent process to support the development of management plans for a number of wāhi tūturu. This work helps ensure culturally significant places are appropriately recognised, protected and managed in a way that reflects Raukawa values and aspirations.

Te Ia o te Awa

Te Ia o te Awa made substantial progress throughout the year in documenting and presenting the cultural narratives of the Waikato River from a Raukawa perspective. Extensive cultural research, mapping, oral histories, digital storytelling, laser scanning, animation and 3D modelling were progressed to create an enduring repository of Raukawa knowledge.

Significant achievements included the completion of cultural research and narrative development, mapping fly-throughs, laser scanning of taonga and wāhi tūpuna, development of digital reconstructions of culturally significant sites and production of multimedia resources that preserve and communicate Raukawa histories in engaging and accessible formats. These resources will strengthen the transmission of mātauranga to future generations while supporting education, cultural revitalisation and environmental management.

Te Ārohirohi o Raukawa

The Te Ārohirohi o Raukawa Freshwater Assessment Framework continued to become embedded across environmental monitoring, restoration, policy development and community engagement. The framework was increasingly utilised to support freshwater assessments, cultural monitoring and environmental decision-making, while enhancements to the digital application incorporated additional environmental datasets to improve monitoring capability.

Training and engagement opportunities throughout the year strengthened the capability of kaitiaki, marae, schools and partner organisations to apply the framework, reinforcing the practical application of mātauranga Māori alongside contemporary environmental science. A key focus has also been encouraging whānau to utilise Te Ārohirohi in everyday contexts, supporting a stronger connection between Raukawa uri, their local waterways and the ongoing health and wellbeing of our taiao.

Mātauranga in Practice

Throughout the year, we continued to embed Raukawa mātauranga across our wider work programme. Cultural narratives informed policy submissions, resource management processes, environmental monitoring, marae resilience planning and rangatahi engagement initiatives. Partnerships with marae, kaumātua, kaitiaki, schools, councils and external agencies have further strengthened the visibility and practical application of Raukawa knowledge in environmental management.

Collectively, these achievements have significantly advanced the protection, accessibility and utilisation of Raukawa mātauranga, ensuring that our cultural knowledge continues to guide decision-making, strengthen kaitiakitanga and support the wellbeing of our people and taiao.

Strategic Outcome 3

We are influential at a national, regional, and local level

KPI 02

National, regional and local government policy and legislative processes reflect Raukawa interests and involvement.

Throughout FY25/26, Raukawa continued to provide strong leadership and advocacy across national, regional and local government policy and legislative processes. This has occurred within what is arguably one of the most challenging and politically complex reform environments Raukawa has worked through, particularly in relation to environmental management, Treaty settlement commitments and the future role of iwi in decision-making. Despite this, the team has maintained a proactive and strategic approach to ensuring Raukawa interests, mātauranga Māori and settlement rights continue to be recognised and reflected in the development of future policy and legislation.

National Policy and Legislative Reform

The Government's extensive resource management reform programme remained a major focus throughout the year. Raukawa provided strategic leadership through submissions, technical analysis and direct engagement with Ministers, government agencies and iwi partners on significant legislative reforms, including the Planning Bill, Natural Environment Bill, Fast-track Approvals legislation, freshwater allocation, climate change policy, water services reform and proposals to simplify local government.

A key priority was protecting the intent and integrity of our Treaty settlement arrangements, Te Ture Whaimana o Te Awa o Waikato and the role of mana whakahaere within the future resource management system. Strong focus was given to upholding Te Ture Whaimana as the primary direction-setting document for the Waikato and Waipā River catchments, a status that makes it distinct from other settlement mechanisms and central to resource management, planning and decision-making affecting the awa. Throughout the reform process, we consistently advocated for meaningful iwi participation in decision-making and the recognition of Māori rights and interests within emerging legislative frameworks.

Regional and District Policy

Raukawa continued to work closely with regional and district councils across the takiwā, ensuring our values were considered in regional planning and local policy development. Engagement included Healthy Rivers Plan Change 1, district plan changes, Regional Policy Statement reviews and resource management reform implementation, alongside submissions and technical advice on matters of strategic importance.

As councils responded to changing government direction, Raukawa remained actively involved in shaping future planning processes, advocating for the recognition of cultural landscapes, protection of wāhi tapu and stronger integration of Raukawa values within local planning frameworks.

Strategic Influence

Throughout the year, Raukawa continued to strengthen its influence by prioritising early engagement with decision-makers, building strategic relationships with government agencies and local authorities and positioning ourselves to participate in the design of future environmental management frameworks rather than responding solely at the implementation stage. This was evidenced by a number of changes to legislation following recommendations from Raukawa.

Collectively, this work has reinforced Raukawa's reputation as a trusted Treaty partner and respected leader in environmental policy, ensuring our interests continue to be represented across national, regional and local decision-making while supporting the long-term protection of our taiao.

KPI 03

Develop, maintain and strengthen relationships with other iwi and external agencies to assist in achieving RCT strategic outcomes.

Strengthening strategic relationships has also been a priority for Raukawa this financial year. We continued to work closely with our partners, strengthening relationships with iwi, government agencies, local authorities, industry partners and community organisations to support the delivery of Raukawa aspirations for our taiao. These partnerships have been instrumental in advancing Treaty settlement implementation, environmental restoration, policy development and co-management outcomes across the rohe.

Iwi and Treaty Partnerships

Raukawa continued to work collaboratively with Waikato River Iwi and neighbouring iwi on a range of strategic initiatives, including resource management reform, freshwater policy review, Te Ture Whaimana review, Fisheries Regulations implementation (Ngāti Tūwharetoa, Raukawa and Te Arawa River Iwi) and co-management arrangements. This included working alongside iwi partners to develop shared positions on national reform proposals, coordinate responses to freshwater and resource management policy changes and support collective engagement with Ministers, government agencies, regional councils and other decision-makers. This collaborative approach was also reflected through ongoing River Iwi discussions on matters such as Plan Change 1, tuna management, water allocation and the protection of Te Ture Whaimana within the future planning system. These relationships enabled a coordinated iwi response to national policy reform while strengthening collective advocacy for the protection of Treaty settlement commitments and Māori rights and interests.

Government and Local Authority Relationships

Strong working relationships were maintained with central government agencies, Waikato Regional Council and district councils throughout the year. Regular engagement supported the implementation of Joint Management Agreements, the development of Mana Whakahono ā-Rohe, resource management processes and environmental policy initiatives. A significant focus was also placed on local government reform and the Head Start programme, particularly the potential implications for existing co-management arrangements, iwi representation and the ability for Raukawa to continue

influencing decision-making within future regional and local government structures. These partnerships have strengthened opportunities for early engagement and helped ensure that Raukawa values continue to influence environmental planning and decision-making across the takiwā.

Strategic Partnerships

Raukawa continued to build productive relationships with a wide range of external organisations to deliver environmental, cultural and community outcomes. Partnerships with organisations including the Department of Conservation, Ministry for the Environment, DairyNZ, Mercury, Fonterra, Pou Take Āhuarangi, educational providers and environmental consultants supported the delivery of projects such as the Marae Resilience Project, Kaitiaki Monitoring Programme, Te Ia o te Awa, Te Mauri o Waihou and rangatahi engagement initiatives.

Throughout the year, these relationships have strengthened Raukawa's ability to influence decision-making, secure investment, share knowledge and deliver collaborative environmental outcomes. Collectively, these partnerships continue to enhance Raukawa's leadership, build organisational capability and contribute to achieving the strategic outcomes of our iwi organisation.

KPI 04

Co-management arrangements with national, regional and local governments are developed, agreed and upheld.

Raukawa continued to strengthen co-management arrangements with national, regional and local government, ensuring Raukawa remained actively involved in environmental governance and the implementation of Treaty settlement commitments. Despite a year of significant government reform and local authority restructuring, the team maintained a strategic focus on strengthening partnerships, progressing co-management mechanisms and protecting the integrity of existing agreements.

Joint Management Agreements and Mana Whakahono ā-Rohe

Implementation of Joint Management Agreements continued across the takiwā, with ongoing engagement with regional and district councils to strengthen governance relationships and improve collaboration on resource management matters. While changes in council priorities and national reforms affected the pace of some governance hui, operational engagement remained strong, ensuring Raukawa continued to influence environmental planning and decision-making.

Progress was also made towards developing Mana Whakahono ā-Rohe agreements with the South Waikato District Council and Matamata-Piako District Council. These agreements are intended to formalise early engagement processes, strengthen iwi participation in resource management and ensure Raukawa interests continue to be recognised under the future resource management system.

Waikato River Co-Management

Raukawa continued to work alongside Waikato River Iwi, Crown agencies and local government to uphold the intent of Te Ture Whaimana o Te Awa o Waikato and advance co-management responsibilities. Throughout the year, considerable effort was directed towards protecting the integrity of River Iwi settlement arrangements as national reforms progressed, particularly where proposed legislative changes had the potential to affect freshwater governance and co-management obligations.

Raukawa participation in Waikato Regional Council's Freshwater Policy Review was a key area of work during the year. Alongside other River Iwi and Waikato Regional Council, this included the establishment of the Waiora Co-Governance Committee and Te Rōpū Hautū to oversee the review process and provide recommendations. This work provided an important opportunity for River Iwi to influence freshwater planning and ensure Te Ture Whaimana, mana whakahaere, mātauranga Māori and settlement commitments were embedded in regional freshwater policy.

However, this work was paused due to the uncertainty created by the Government's resource management reform programme and the potential implications for future freshwater planning requirements.

The team also continued to contribute to the ongoing review of Te Ture Whaimana, implementation of River Iwi work programmes, fisheries regulations and collaborative freshwater initiatives that strengthen collective governance of the Waikato River.

KPI 05 (Cross Organisational) Strategic Planning and Collaboration.

Raukawa continued to work closely with other Raukawa business groups to ensure environmental priorities were integrated across organisational planning and delivery. Collaboration with Kakara Whakarei, Te Ara Tangata and other teams supported initiatives including Te Awa Kōrero o Raukawa, the Raukawa Environmental Dashboard, organisational planning and wider capability-building programmes.

One of the strongest examples of this collaboration was the delivery of Te Awa Kōrero and Pā Harakeke Wānanga alongside Kakara Whakarei. These wānanga brought whānau together on the banks of the awa and in spaces of learning, weaving together kōrero tuku iho, mātauranga, tikanga and practical environmental knowledge. The sessions were well attended and received strong positive feedback, reflecting the value whānau place on opportunities that reconnect them with the awa, strengthen traditional practices and carry mātauranga forward for future generations.

Supporting the Raukawa Vision

A key area of progress during the year was the continued development of the Raukawa Kaitiaki Economy Framework and assessment tool. This work is helping to give practical effect to Te Rautaki Taiao a Raukawa and the wider Raukawa 2030 Roadmap by providing a culturally grounded way to assess projects, partnerships, investment opportunities, resource consent processes, procurement and funding decisions. Rather than viewing environmental, cultural, social and economic outcomes as separate or competing priorities, the Framework brings these pou together to support better decision-making that reflects Raukawa values, responsibilities and long-term aspirations.

Looking ahead, the Framework has the potential to become an important decision-support tool across the Trust, helping to test whether future opportunities genuinely contribute to the wellbeing of our people, our marae, our takiwā and taiao. Its continued development will support a more consistent approach to assessing value, strengthening partnerships, guiding investment and ensuring that economic activity is not separated from kaitiakitanga, mātauranga and intergenerational responsibility. Alongside Te Rautaki Taiao a Raukawa, environmental monitoring programmes and cross-organisational initiatives, this work strengthens the alignment between our team's work programme and the organisation's long-term strategic vision.

Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

KPI 06

Our marae, hapū and whānau are active, supported and engaged.

Raukawa continued to work alongside marae, hapū, whānau and community partners to strengthen environmental capability, build resilience and support active participation in the management and protection of our taiao. This work was grounded in the understanding that Raukawa whānau are not simply participants in environmental kaupapa, but holders of mātauranga, whakapapa, tikanga and lived relationships with their whenua, wai and wāhi tūpuna.

A strong focus throughout the year was creating practical opportunities for whānau to reconnect with te taiao through wānanga, field-based learning and direct involvement in environmental kaupapa. This included wānanga such as Te Ia o te Awa and Pā Harakeke, which supported whānau to reconnect with the awa, traditional practices and mātauranga Māori in a hands-on way. Our team also worked directly with whānau and marae on resource consent matters, wāhi tūturu protection, environmental monitoring and local kaupapa where Raukawa values, histories and aspirations needed to be recognised and upheld.

Marae Resilience and Capability

Significant progress was made through the Marae Resilience Project, supporting marae to better understand, plan for and respond to changing environmental, climate and regulatory requirements. During the year, risk assessments were completed for all Raukawa marae, providing a clearer picture of infrastructure needs, climate-related risks, drinking water, wastewater and stormwater systems and the practical support required to strengthen marae resilience. These assessments have been an important tool for identifying priorities and informing the next steps for each marae.

A major outcome was securing funding through the Māori Climate Platform to support four Raukawa marae to improve energy stability through the installation of solar systems and upgrades to critical water infrastructure. These marae were identified through the assessment process and are now better positioned to operate as resilience hubs for their communities if required.

Building Kaitiaki Capability

Building kaitiaki capability was one of our team's most important achievements this financial year. The team continued to invest in opportunities that supported Raukawa whānau to strengthen their knowledge, confidence and practical skills as kaitiaki. This included environmental monitoring, Te Ārohirohi o Raukawa freshwater assessments, restoration projects, field-based learning and wānanga that enabled whānau to actively participate in the care and protection of our taiao.

A key example of this capability-building approach was the delivery of the Raukawa Kaitiaki Rōpū wānanga, He Mana tō te Kai, facilitated by Go Eco. Held across two locations, the wānanga focused on reconnecting whānau with kai, whenua, mātauranga and traditional practices. The kaupapa recognised that kai is more than food; it is connected to whakapapa, identity, wellbeing, resilience and the ability of whānau and marae to provide for themselves and their communities. Through practical learning around kai preservation, growing, preparing and protecting kai, the wānanga supported whānau to strengthen food sovereignty and build confidence in everyday practices that sustain both people and te taiao.

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

Community and Environmental Engagement

Our team continued to build strong relationships with whānau, kura, community groups and environmental partners through restoration, cultural heritage and education initiatives. Projects such as Te Mauri o Waihou, Te Ia o te Awa, Ngā Wāhi Tūturu and Te Awa Kōrero created practical opportunities for whānau and communities to engage with Raukawa mātauranga, contribute to environmental restoration and strengthen connections to culturally significant places across the takiwā. This included working alongside kura through initiatives such as Enviro Schools and continuing to strengthen relationships with community partners including the Pōkaiwhenua Catchment Group.

A significant achievement during the year was the nomination of our team and the Pōkaiwhenua Catchment Group for the Guardianship and Conservation Award, Kaitiakitanga Award, at the 2026 Primary Industries New Zealand Awards. This nomination recognised the strength of the partnership, the restoration work being undertaken within the Pōkaiwhenua catchment and the shared commitment to improving environmental outcomes while ensuring Raukawa values and kaitiakitanga remain central.

Collectively, these initiatives supported whānau, hapū, marae, kura and community partners to participate in environmental management in practical and meaningful ways. They also helped strengthen cultural connection, support the intergenerational transfer of mātauranga and reinforce the important role of Raukawa communities in protecting and restoring the health and wellbeing of our taiao.

KPI 08

Raukawa leaders and representatives are supported with robust and timely advice.

Our team continued to provide Raukawa leaders and representatives with robust, timely and strategic advice to support informed decision-making across a wide range of environmental, governance and Treaty settlement matters. As the pace of national policy reform accelerated, the team remained responsive, ensuring governance bodies and senior leaders were well informed of emerging risks, opportunities and strategic priorities.

Strategic Advice and Reporting

Our team prepared comprehensive reports, policy papers, briefings and recommendations to support the Raukawa Charitable Trust (RCT) Board, Executive Leadership Team and governance representatives. Reporting focused on key environmental work programmes, legislative reform, Treaty settlement implementation and strategic environmental priorities, enabling informed governance decisions and effective oversight of the group's work programme. Board reporting evolved throughout the year to provide more strategic analysis, clearer identification of risks and opportunities and stronger alignment with Raukawa's long-term environmental priorities.

The team also developed detailed advice on significant national reforms, including the Planning Bill, Natural Environment Bill, freshwater allocation, climate change policy and local government reform. This work ensured Raukawa leaders were well positioned to understand the implications of legislative change and advocate for the protection of Raukawa rights and interests.

Supporting Governance and Representation

Our team continued to provide strategic support to Raukawa representatives participating in governance forums, co-management arrangements, ministerial engagement and regional partnerships. Advice and technical expertise were provided across a broad range of kaupapa, including Te Ture Whaimana, resource management reform, freshwater governance, Joint Management Agreements and environmental restoration initiatives.

The team also supported engagement with government agencies, local authorities, River Iwi and external partners, ensuring Raukawa representatives were equipped with consistent information and well-considered positions during discussions and decision-making processes.

KPI 09

Continued investment in Pūtake Taiao including the identification of opportunities to improve people, systems and processes.

We continued to invest in our people, systems and ways of working to strengthen organisational capability and support the effective delivery of environmental outcomes. Despite a demanding work programme and significant external reform, the team remained focused on continuous improvement, ensuring the right foundations are in place to support future growth and long-term success.

Building Capability and Leadership

Developing a high-performing team remained a key priority throughout the year. We continued to invest in leadership development, technical capability and creating opportunities for the team to come together through strategic planning, wānanga and regular hui. These initiatives strengthened collaboration, encouraged knowledge sharing and reinforced the team's commitment to continuous learning and improvement.

The team also supported recruitment, onboarding and succession planning throughout the year, ensuring capability was maintained during periods of organisational change while continuing to invest in the development of current and future leaders.

Strengthening Systems and Processes

Our team continued to improve internal systems and business processes to support more efficient and effective delivery. Progress was made in strengthening environmental monitoring systems, enhancing digital tools and databases, refining reporting processes and improving project planning and governance. The implementation of Employment Hero and continued development of environmental information systems have further strengthened organisational infrastructure and positioned the team to respond more effectively to future opportunities.

The team also continued to refine internal processes associated with environmental monitoring, cultural monitoring, resource consent management and programme delivery, ensuring systems remain fit for purpose as work programmes continue to evolve.

An area we are looking to improve is our whānau engagement through the adoption of our Whānau Engagement Strategy. This will create a more coordinated and deliberate engagement approach while providing our whānau with more touchpoints on environmental issues.

Continuous Improvement

Throughout the year, our team maintained a culture of continuous improvement by regularly reviewing work programmes, identifying opportunities to improve delivery and adapting to a rapidly changing operating environment. This included strengthening strategic planning, refining performance reporting, improving collaboration across business groups and embedding lessons learned into future work programmes.

Collectively, these investments have strengthened the capability, resilience and effectiveness of our team, ensuring that we are well positioned to continue delivering high-quality environmental outcomes and supporting the long-term aspirations of Raukawa.

Three flagship improvements demonstrate our investment in organisational capability:

- Supporting the release of Employment Hero, an initiative led by Kōuru Whakahaere. Employment Hero is our new cloud-based Human Resources Information System that helps manage employee information, HR processes and workforce administration in one place. Our team supports its implementation.
- Ngā Wāhi Tūturu database redevelopment (a significant systems improvement).
- Te Ārohirohi App enhancements and wider environmental monitoring systems.

These are tangible examples of improving systems and processes. The leadership and team development components demonstrate the investment in people.

KPI 10 (Cross Organisational)

RCT employees are supported to fulfil their role and reach their potential in relation to their mahi for Raukawa. We support the development and shared understanding of each business group within the organisation.

During the year, we continued to contribute to a collaborative and supportive organisational culture by working alongside other Raukawa business groups to deliver shared strategic outcomes. Through knowledge sharing, cross-functional collaboration and collective planning, the team supported the wider capability of the organisation while strengthening connections across it.

Building Organisational Capability

Throughout the year, our team actively contributed to organisational learning and capability development by sharing technical knowledge, supporting cross-business initiatives, participating in organisational planning, strategic wānanga and leadership development opportunities. These initiatives strengthened collaboration between teams and fostered a greater understanding of how each business group contributes to achieving the aspirations of Raukawa.

Supporting One Raukawa

We remained committed to working as part of a wider Raukawa team, recognising that many of the RCT strategic outcomes are achieved through collective effort. By fostering strong internal relationships, supporting colleagues where needed and contributing to shared organisational initiatives, the team has continued to strengthen a culture of collaboration, innovation and continuous improvement across the organisation.

Collectively, these efforts have enhanced organisational capability, strengthened relationships across business groups and supported RCT employees to deliver meaningful outcomes for Raukawa.

Our team regularly supported other business groups by sharing environmental expertise, contributing to organisational reporting, participating in cross-functional projects and providing advice on matters affecting the wider organisation.

Strategic Outcome 6

Raukawa sustains and improves the environment

KPI 11

Raukawa are active kaitiaki and improving the state of the environment.

Our team continued to demonstrate active kaitiakitanga through environmental monitoring, restoration, cultural monitoring and freshwater management initiatives across the Raukawa takiwā. Working alongside marae, whānau, councils, government agencies and environmental partners, the team delivered a range of projects that contribute to the protection, restoration and long-term health of our taiao.

A key example of this has been the leadership role Raukawa has taken in the Trap and Transfer programme on behalf of River Iwi. This programme supports the protection and transfer of taonga species, while also providing a practical expression of River Iwi responsibilities to the awa. Through this work, Raukawa has employed two Raukawa whānau members directly into the programme, strengthening whānau capability, supporting the intergenerational transfer of mātauranga and ensuring our people are actively involved in the care and restoration of the awa.

Protecting Taonga and Cultural Values

Our team continued to actively protect Raukawa cultural values through cultural monitoring associated with resource consent activities, environmental assessments and ongoing engagement with councils, industry partners and consent holders. The team also supported the implementation of the Raukawa Fisheries Regulations, development of fisheries bylaws and collaborative work to protect freshwater taonga species and uphold Treaty settlement commitments.

Working alongside the Department of Conservation, Raukawa began monitoring Kōkopu (Dwarf galaxias) along the Waihou River. This taonga species is found in only a small number of places across Aotearoa, with the Waihou supporting one of the larger known populations. The monitoring will strengthen Raukawa understanding of the health of the Waihou and help assess the impacts of surrounding activities, including use of the walkway. It is intended that this work will become part of the annual Raukawa Kaitiaki Monitoring Programme.

KPI 12

Raukawa has a robust implementation plan of Te Rautaki Taiao a Raukawa – Raukawa Environmental Management Plan (REMP).

A comprehensive review of Te Rautaki Taiao a Raukawa, the Raukawa Environmental Management Plan, was completed during FY25/26. First adopted in 2014, Te Rautaki has played an important role in articulating Raukawa values, relationships with te taiao and statutory positions across the rohe. The review confirmed that the cultural foundations of the plan remain strong, including the Ngā Mana o Ngā Atua model, the values of the plan and the intergenerational understanding of kaitiakitanga that continues to guide Raukawa environmental practice.

The review also identified that while Te Rautaki remains an important statutory and compliance tool for councils, agencies and external partners, it is not always visible or easily used by whānau, hapū, marae or rangatahi.

The review recommended that the next iteration of Te Rautaki should not be a complete rewrite, but a significant reframing and refresh. This includes retaining the strong cultural foundations of the current plan, while making it more practical, accessible and responsive to current and emerging issues. Key recommendations include strengthening the Kete for Kaitiaki, using Te Ārohirohi o Raukawa as a potential framework, developing clearer Raukawa positions on key environmental matters and creating an interactive digital

platform that can be updated over time and used by different audiences.

This work is particularly important in the current policy environment where Raukawa Treaty settlement commitments, Te Tiriti-based approaches and iwi environmental authority are under increasing pressure. The review provides a clear direction for Te Rautaki to evolve into a stronger tool for whānau and hapū-led kaitiakitanga, rangatahi leadership and the expression of Raukawa authority across environmental decision-making in the rohe.

KPI 13 (Cross Organisational)

Environment of RCT – Monitor and ensure effective support is given to all managers and other kaimahi.

Our team continued to foster a collaborative and supportive working environment by providing practical assistance, technical expertise and strategic advice to managers and kaimahi across the organisation. Through strong internal relationships and a shared commitment to organisational success, the team contributed to the effective delivery of environmental and organisational priorities.

Supporting Managers and Kaimahi

Our team worked collaboratively with managers and staff across the organisation, providing specialist environmental advice, supporting organisational planning and contributing to cross-business initiatives. The team regularly shared knowledge and expertise to assist colleagues in understanding environmental matters, Treaty settlement commitments and the strategic priorities of our business group, helping to strengthen informed decision-making across the Trust.

Strengthening Organisational Capability

Throughout the year, the team remained committed to building a high-performing and connected workplace. Strategic planning wānanga, regular team hui, leadership development opportunities and cross-functional collaboration strengthened relationships, encouraged knowledge sharing and supported continuous improvement. Our team also contributed to organisational initiatives that enhanced business processes, reporting, communications and workforce capability.

Working Together for Raukawa

Our team recognises that achieving positive environmental outcomes relies on strong collaboration across the organisation. By working alongside other business groups, supporting shared organisational priorities and contributing to a positive workplace culture, the team has continued to strengthen the collective capability of the organisation and support the delivery of outcomes for whānau, hapū, marae and the wider community.

Collectively, these efforts have reinforced a collaborative organisational environment where managers and kaimahi are supported to deliver their mahi, share expertise and contribute to the long-term aspirations of Raukawa.

Kakara Whakarei

Raukawa Cultural Growth Group

About us

Kakara Whakarei works to ensure Raukawa culture, identity and mātauranga remain strong, visible and thriving across generations. The team leads and supports kaupapa that revitalise te reo Māori, uphold tikanga, strengthen cultural knowledge and deepen the connections of our uri to their marae and hapū. Through learning, participation and the transmission of knowledge, Kakara Whakarei supports uri to confidently understand, express and carry forward what it means to be Raukawa.

Strategic outcomes that we focus on

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Strategic Outcome 3

We are influential at a national, regional, and local level

Strategic Outcome 4

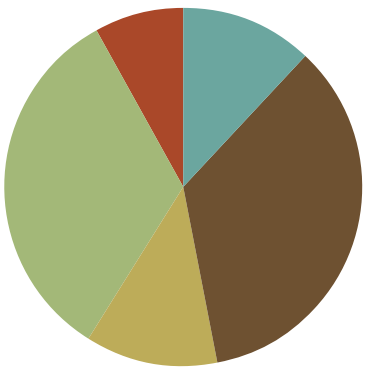
We support whānau, hapū, marae and community wellbeing

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

How we focus our efforts over the year [5]

Strategic Outcome 1	12%
Strategic Outcome 2	35%
Strategic Outcome 3	12%
Strategic Outcome 4	33%
Strategic Outcome 5	8%
Total	**100%**



Our Metrics

	Assigned	Achieved	Retired[6]	Outstanding
KPIs	7	2	0	5
Deliverables	32	27	0	5

[5] Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome over this financial year.
[6] Retired KPIs/Deliverables refer to items that have been retired or removed due to changes in priorities, operational direction, feasibility, or organisational requirements, and are therefore no longer applicable or expected.

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

KPI 01

Kakara Whakarei supports and encourages uri engagement at key iwi o Raukawa events. Kakara Whakarei records the participation of uri in kaupapa that it facilitates or supports, including how uri contribute to their marae, hapū and whānau and the positive impact this has on their lives.

Koroneihana o Te Kīngitanga 2025

Koroneihana was held from 2–5 September 2025 at Tūrangawaewae Marae, Ngāruawāhia. It took place one year after the tangihanga of Kīngi Tūheitia and the crowning of Te Arikinui Kuini Nga wai hono i te po.

Our team planned and coordinated the logistics required to support the first Koroneihana of Te Arikinui. This included:

- booking and using RCT vehicles and gazebos throughout the week;
- promoting Koroneihana and encouraging Raukawa whānui to attend;
- supporting C. Tepana as the kaiwhaikōrero for Wharepūhunga, Te Kaokaoroa o Pātetere and Te Pae o Raukawa;
- encouraging Raukawa attendees to learn and perform the waiata tautoko, 'E Tini ki Ahau';
- coordinating kaimahi and volunteers to support marshalling, cleaning, seating, daily setup and pack-down; and
- providing meals and a base for the Raukawa support crew at the whānau homestead on Kent Street.

The waiata E Tini ki Ahau was composed by the Ngāti Wairangi and Ngāti Whāita chief, Hītiri Te Paerata, as a lament for his son Tini. Performing this waiata reaffirmed the whakapapa connections and shared histories between Raukawa and wider Tainui whānui. It also gave younger uri the opportunity to experience the tikanga and kawa involved in supporting significant iwi gatherings, strengthening their confidence and understanding of their cultural responsibilities.

Each morning from 5.30am, the RCT 10-seater van transported kaihāpai from the Kent Street base to Tūrangawaewae. Raukawa volunteers were responsible for managing foot traffic and seating across three of the five key areas. This included setting up and packing down 1,200 of the 3,000 chairs each day and supporting the safe movement of manuwhiri throughout the site.

Raukawa also supported the concert programme on Friday and Saturday. Volunteers guided kapa haka to the holding tents and stage, organised seating, prepared emergency shelter, distributed ponchos and assisted in the kaumātua tent.

Between 30 and 50 volunteers supported the kaupapa throughout the week. This included kaikōrero, kaikaranga, kapa haka members, logistics teams, cleaners and cooks. Seventeen uri from Wharepūhunga travelled in two vans each day and supported the event from the raising of the flag until after it was lowered.

Raukawa supported whānau to collect kina and pāua for the volunteer crew. This contributed to a small hākari held on the Friday evening to acknowledge the completion of the official Koroneihana programme.

The Kent Street whānau base provided a welcoming place for Raukawa volunteers from across the rohe to rest, regroup and have meals between their responsibilities. The contribution of the ringawera and wider support team enabled volunteers to continue serving Te Arikinui and supporting the wider kaupapa throughout the week.

This collective effort strengthened Raukawa participation at Koroneihana and demonstrated Raukawa values through leadership, service and whanaungatanga.

Cultural Leadership Planning

Over the past five to ten years, the cultural leadership landscape across Raukawa has changed considerably. The loss of several kaumātua who held longstanding leadership and guidance roles has affected access to cultural support for iwi, hapū, marae and the Raukawa Charitable Trust.

In response, cultural leader and advisor Paraone Gloyne began discussions in late 2025 with kaiwhaikōrero, kaikaranga, kaumātua, paepae supporters, marae members, leaders and emerging leaders from across the wider rohe o Raukawa. The purpose was to strengthen relationships, discuss tikanga matters and support succession in cultural leadership roles.

The first wānanga was held at Aotearoa Marae on 5 February 2026. It was attended by 77 uri, including representatives from the 16 RST Trust marae. Participants included kaikōrero, kaikaranga, kaikarakia, marae committee members, rangatahi preparing for hapū and marae leadership roles and several RST trustees.

This work continued through the newly formed forum, Ngā Mangainga o Raukawa, which met at Mōkai Marae on 18 June 2026. The forum began preparations to support Raukawa representation at Koroneihana 2026.

Ngā Poukai o Raukawa 2025–2026

Raukawa continued to support coordination, attendance and participation at Poukai throughout the year, helping to maintain a strong iwi o Raukawa presence where possible and supporting our Kīngitanga-aligned marae to uphold their responsibilities. Our team contributed through cultural leadership, operational support and service, including supporting the paepae, kaikōrero, kaiwaiata, kaikarakia, kaumātua and ringawera through the collection of kaimoana, fish and assisting with back-of-house duties.

Throughout the year, Raukawa supported Poukai at Ngātira Marae, Poutū Marae, Parawera Marae, Aotearoa Marae and Pōhara Marae. We also stood alongside the broader Raukawa contingent during the 100th year commemoration at Te Papa o Rotu Marae, Wāhi Pā and Te Poukai o Tauranganui and Ngāti Pikiao.

Ō-Rākau Commemoration 2026

No Ō-Rākau Commemoration was held during the 2025–2026 financial year. Our team remained available to provide cultural or operational support if requested and maintained awareness of future planning requirements. The team will continue to engage with organisers and relevant stakeholders to identify opportunities to support future commemorations in line with strategic priorities and available capacity.

Matariki Hautapu Celebration 2025

The timing of Matariki Hautapu fell outside FY25/26. The 2025 Hautapu was held in June 2025, before the reporting period commenced, while the 2026 Hautapu was held on 10 July 2026, after the reporting period ended. Accordingly, no Matariki Hautapu activity falls within this Annual Report. The 2026 Hautapu, hosted by Rāwhitiroa at Rangiātea, will be reported in the FY26/27 Annual Report.

Miscellaneous Cultural Events

Throughout the year, our team stood alongside whānau, hapū and marae by supporting a range of significant kaupapa ā-iwi. This support ranged from practical assistance to cultural leadership, reflecting the collective responsibility Raukawa carries in serving our people and ensuring our presence wherever it was needed.

Raukawa supported Mōtai Tangata Rau and Mōtai Nohoanga Iti in preparation for the Tainui Waka Kapa Haka Regional Competition, contributing to preparations and logistics that enabled both rōpū to focus on their performances. We also assisted with the successful funding application that enabled Raukawa kuia to participate in Taikura in Wellington, strengthening relationships through kapa haka.

Raukawa supported the attendance and representation of Raukawa at a number of tangihanga across the motu this year. Te ao Māori experienced the loss of several rangatira this year, and these losses were felt greatly by Raukawa. This included supporting uri to travel together and ensuring Raukawa was represented on the paepae alongside iwi leaders from across the motu. Together, these kaupapa reflected Raukawa's commitment to serving our people, supporting tikanga in practice and standing alongside whānau during significant cultural occasions.

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

KPI 02

Kakara Whakarei increases access to Raukawa mātauranga.

Te Uru Raukawa – Paepae Development Programme

During the year, the purpose of Te Uru Raukawa was reconsidered. Originally developed as a high-level paepae succession programme, the focus broadened to recognise its role in developing future cultural leaders while strengthening Raukawa's ability to uphold and transmit its language, tikanga and mātauranga in support of Te Ara ki Raukawa 2050.

Te Uru Raukawa will become the culmination of Raukawa's cultural leadership pathway, bringing together the knowledge, capability and experience developed through earlier learning opportunities. When implemented, the programme will provide advanced development in whaikōrero, karanga, karakia, waiata, kōrero tuku iho, whakapapa, tikanga and te reo Māori, preparing uri to lead confidently across iwi, hapū and marae.

At year-end, refinement and completion of the revised programme design remained outstanding, together with preparation for implementation and securing the required funding. This work will continue in FY26/27.

Te Kura Reo o Raukawa 2026

Te Kura Reo o Raukawa celebrated its 20th year in 2026 and was hosted at Papa o te Aroha Marae from 5–9 April. The five-day full immersion reo Māori wānanga brought together 122 participants across a range of proficiency levels to strengthen their te reo Māori capability within a Raukawa learning environment. Kaiako included Tā Tīmoti Kāretu, Pānia Papa, Leon Blake, Hēmi Kelly, Pakake Winiata, Charlie Tepana, Louis Armstrong and Ngaringi Katipa, while the Hōtaka Tamariki supported the next generation of learners.

Participant feedback reflected the calibre of the kaiako and the quality of the learning experience. Ninety-four percent of participants reported moderate to very significant improvements in their confidence using te reo Māori, while 94–98 percent rated the programme positively across delivery, kaiako effectiveness and overall experience. Participants particularly valued the opportunity to strengthen the practical use of te reo Māori within their homes, whānau, marae and communities.

The 20th anniversary recognised two decades of commitment to the revitalisation of te reo Māori and confirmed the ongoing value of the marae-based, kanohi ki te kanohi learning model. The programme continues to strengthen uri confidence, cultural connection and capability while contributing to the wider Raukawa cultural leadership pathway.

Te Awa Kōrero o Raukawa 2026

Te Awa Kōrero o Raukawa was delivered for the first time in 2026, with 61 uri participating in a five-day bilingual wānanga along the upper Waikato River from Waipapa Dam to Arapuni Dam. The kaupapa combined hoe waka, whaikōrero, karanga, karakia, waiata, whakapapa, kōrero tuku iho and river-focused te reo Māori, while providing opportunities to visit and learn about wāhi tapu and culturally significant sites from local mātanga.

Te Awa Kōrero strengthened participants' understanding of the cultural, historical and spiritual significance of Te Awanui o Taikehu (the Waikato River) and deepened their connection to the taiao. Evaluation findings showed that all participants demonstrated measurable improvement in at least one kaupapa ako. The strongest gains were recorded in kōrero tuku iho at 93 percent, ngā ika me te wai and tikanga at 80 percent. Participants also showed progression through Te Aka Matua, reflecting increased confidence to apply te reo Māori, tikanga ā-iwi o Raukawa and kōrero tuku iho within their whānau, marae and communities.

The successful delivery of the inaugural wānanga established a strong foundation for Te Awa Kōrero to become an enduring kaupapa. Insights from the evaluation have informed planning and refinements for year two, supporting the continued reconnection of future generations of uri with the Waikato River and the stories, practices and relationships that continue to define Raukawa.

Wānanga ā-Rohe

The Wānanga ā-Rohe programme continues to support hapū and marae-level cultural connection and growth. Four weekend wānanga were successfully facilitated spanning the broader iwi boundary, engaging 280 participants of all ages through te reo, tikanga, whaikōrero, karanga, tūtohu whenua, waiata koroua, karakia, kōrero tuku iho and whakapapa.

Local cultural expertise assisted the broader whānau to improve their reo fluency, whaikōrero, karanga, waiata and karakia competency, while strengthening whānau ties to the ūkaipō of the marae and significant sites, reconnecting to the historical narratives and whakapapa of the past, assisting uri members to competently navigate the present changing times to build a culturally robust future. Whānau feedback highlighted the strengthening of hapū and whānau ties with one another throughout the wānanga, learning together, speaking together, growing together and enjoying whanaungatanga in the cultural development space.

Wānanga Pā Harakeke

This kaupapa delivered four 1.5-day wānanga across the Raukawa takiwā:

- **Mangakāretu Marae, 29–30 May 2026 – 27 participants**
  Kaupapa: Te Ārohirohi, mahi tuna and maramataka.
- **Rāwhitiroa Marae, 12–13 June 2026 – 40 participants**
  Kaupapa: Te Ārohirohi, Te Awa o Pūniu, hīnaki and tuna preparation.
- **Mōkai Marae, 12–13 June 2026 – 43 participants**
  Kaupapa: Te Ārohirohi, kōrero tuku iho, tikanga, trap setting and the creation and use of tau kōura.
- **Ruapeka Marae, 19–20 June 2026 – 43 participants**
  Kaupapa: Te Ārohirohi, kōrero tuku iho, tikanga, karakia, watercress collection and freshwater safety.

Collectively, the four wānanga engaged 153 participants and brought kaumātua, pakeke, rangatahi and tamariki together to marae and taiao spaces utilising intergenerational learning. Each wānanga focused on freshwater taonga and the relationship between whānau, whenua and wai. Participants combined mātauranga ā-iwi, tikanga and kōrero tuku iho with practical activities undertaken within local awa and freshwater environments.

The wānanga strengthened participants' understanding of freshwater health, sustainable harvesting practices and their responsibilities as kaitiaki. Feedback demonstrated increased confidence in applying cultural knowledge and practical environmental skills within whānau, hapū and marae settings.

The kaupapa also strengthened collaboration between Kakara Whakarei and Pūtake Taiao by bringing together cultural, environmental and local expertise. It supported the intergenerational transmission of Raukawa knowledge and encouraged participants to take practical action to protect and restore freshwater environments and important flora and fauna.

Resource Development

<u>Explore and Secure Partnerships for Resource Development</u>

During the year, Raukawa strengthened partnerships that support the collection, preservation and development of kōrero tuku iho resources for use in the home, classroom and marae. Collaboration with Te Wharekura o Ngā Purapura o Te Aroha provided access to recording facilities, strengthening Raukawa's capability to capture and preserve kōrero while supporting the development of future learning resources. Partnerships with Ngā Mangainga o Raukawa established pathways to cultural exponents and knowledge holders, ensuring future resources are informed by authentic Raukawa perspectives and mātauranga.

Relationships with Te Māpu o te Rangatahi and Te Wānanga o Raukawa also laid the groundwork for future collaboration in resource development. Together, these partnerships

strengthened Raukawa's capacity to preserve and share kōrero tuku iho, supporting the intergenerational transmission of language, tikanga and mātauranga for future generations.

Develop Supplementary Resources for Te Manawapouhihiri and Curriculum Support

During FY25/26, our team developed a range of supplementary resources to support the implementation of Te Manawapouhihiri, Te Aka Matua and Ngā Kete Mātauranga o Raukawa across home, marae and education settings.

Resources included instructional guides, activity sheets, kēmu and colouring booklets designed to support whānau engagement and intergenerational learning. Professional audio recordings were also completed to support consistent pronunciation of tūpuna names, Raukawa marae, awa, maunga, karakia, greetings and organisational terminology.

Emerging artificial intelligence technologies were trialled to assess suitability for refreshing existing resources and creating new visual materials. The trial identified both opportunities and limitations, particularly in maintaining consistent imagery across multi-page publications. Tikanga guidance and Resource Development Licence User Guidelines were applied throughout the process to ensure resources remained culturally appropriate and aligned with Raukawa values.

Ngā Mahi Mātātoa a Raukawa Resource

Ngā Mahi Mātātoa a Raukawa was completed during the year, continuing the development of Raukawa-specific learning resources for uri and whānau. The publication forms part of a wider suite of interactive resources designed to support the use of te reo Māori with pēpē, mokopuna and tamariki in the home and marae through activities grounded in Raukawa kōrero tuku iho.

A total of 1,000 copies were produced for distribution to whānau, extending the reach of Raukawa language resources beyond formal learning environments. Together, these resources strengthened opportunities for whānau to use te reo Māori in everyday settings, supporting the intergenerational transmission of language, identity and Raukawa kōrero tuku iho.

Te Oriori o Raukawa

The Te Oriori o Raukawa research project was completed during FY25/26, concluding a kaupapa carried forward from the previous financial year. The completed manuscript includes key research findings, supporting footnotes, references and an annotated bibliography, providing a researched and referenced foundation for the future development of a Te Oriori o Raukawa publication.

Completion of the manuscript strengthens the preservation of mātauranga associated with the oriori and provides a foundation for a future resource exploring its language, historical context, whakapapa, cultural significance and interpretation. This work will support future learning, research and cultural leadership within Raukawa.

Rites of Passage Podcast Series

During FY25/26, the Rites of Passage Podcast Series was completed, concluding a kaupapa carried forward from the previous financial year. Eight podcast episodes were produced, exploring traditional rites of passage mai i te kōpū ki te kōpū through the narratives of Māhinaarangi and Tūrongo. Four episodes were released as part of the series. The remaining four episodes were retained for internal review following post-production quality assurance.

The series strengthens understanding of Raukawa tikanga, mātauranga and cultural practices associated with different stages of life. It also provides practical guidance to support uri and whānau to reclaim and apply traditional rites of passage within contemporary whānau life.

The podcasts are available through our Raukawa YouTube channel and will also be made accessible through our Te Manawapouhihiri website, supporting learning across home, marae and educational settings.

KPI 03

Rangatahi and innovation.

Raukawa Rangatahi Leadership and Succession

During the year, Raukawa strengthened its relationship with Te Māpu o te Rangatahi to better understand its aspirations for developing future rangatahi leaders. This engagement identified opportunities to shape a leadership pathway that reflects the long-term aspirations of Raukawa and supports the next generation of iwi leaders.

Support extended beyond relationship building, with assistance provided to secure funding, strengthen governance capability and increase understanding of curriculum and resource development. Connections with Kōuru Whakahaere also provided access to governance workshops that will help build the capability of Te Māpu o Te Rangatahi over time. This work strengthened the foundation for future collaboration, supporting rangatahi leadership development and the long-term succession of Raukawa.

KPI 04

Collection, protection, storage and dissemination of Raukawa mātauranga.

Digital Kit Access and Training Plan

Raukawa continued to strengthen its approach to the digitisation and preservation of kōrero tuku iho and taonga, gaining a deeper understanding of the practical requirements for protecting these resources for future generations.

Early implementation highlighted the value of centralising digitisation activities, enabling Raukawa to make the best use of available equipment while maintaining a consistent standard of preservation. The project also identified strong demand from uri to preserve taonga held in a range of digital formats, informing future improvements to the service.

This work strengthened Raukawa's capability to preserve and protect kōrero tuku iho and taonga while shaping a sustainable approach to digital preservation that will improve accessibility for uri and support the intergenerational transmission of Raukawa mātauranga.

Huia Kaimanawa

The feasibility study for Huia Kaimanawa was completed, providing Raukawa with a clear assessment of its potential as a dedicated space for the care, protection and celebration of physical taonga, kōrero tuku iho and cultural knowledge. The study also identified best practice approaches for the collection, preservation and long-term storage of both physical and digital taonga, strengthening Raukawa's ability to protect these resources for future generations.

Development of Protective Mechanism for Mātauranga ā-iwi o Raukawa

During FY25/26, the protective mechanism for mātauranga ā-iwi o Raukawa was completed through the development of the Raukawa Cultural Practice Framework and Delivery Model. The framework establishes how programmes, resources and services are designed, delivered and evaluated under Te Manawapouhihiri, ensuring delivery remains grounded in Raukawa tikanga and aligned with Te Aka Matua and Te Ara ki Raukawa 2050.

The work confirmed that mātauranga is best protected when cultural safeguards are embedded within programme design and delivery. For this reason, the protective mechanism was incorporated into Te Aka Matua rather than developed as a separate system. Credentialing, digital tools and capability development were also identified as areas for future consideration. The next phase will focus on developing the quality assurance system to support consistent cultural good practice across programmes and resources.

KPI 05

Organisational engagement and commitment to aligning our mahi to Te Manawapouhihiri 'Raukawa Cultural Framework'.

Embed Te Manawapouhihiri

Year One of embedding Te Manawapouhihiri across RCT was successfully completed, with our team leading this kaupapa alongside other business groups. The focus was on building a shared understanding of Te Manawapouhihiri and Te Aka Matua while

establishing the foundations required to embed both frameworks into organisational practice.

Throughout the year, communication, evaluation and organisational processes were refined to support the consistent application of the framework. This included strengthening the use of Te Aka Matua to measure cultural capability and programme impact across the organisation.

The completion of Year One established a strong foundation for the continued embedding of Te Manawapouhihiri, with Year Two scheduled to commence in FY26/27 in support of the aspirations of Te Ara ki Raukawa 2050.

RCT Organisational Paepae Development and Delivery

The RCT Organisational Paepae Programme, Te Tāhū Kōrero, transitioned from development into delivery and was launched on 18 March 2026. Delivery continued through to the end of the financial year and will continue until the 12-month programme period is completed.

Fourteen kaimahi engaged in fortnightly wānanga focused on te reo Māori, tikanga, whaikōrero, karanga, mōteatea, karakia and kōrero tuku iho. Participants completed a pre-programme survey and will complete a post-assessment at the conclusion of the programme to support analysis and reporting.

Participants attending regularly demonstrated progress in their confidence, understanding of tikanga and participation in te reo Māori activities and paepae responsibilities. This kaupapa represents an important step in strengthening internal cultural capability across our iwi organisation and building kaimahi confidence to contribute within organisational, iwi and marae cultural settings.

Strategic Outcome 3

We are influential at a national, regional, and local level

KPI 06

Advocacy and Influence: Present evidential data and information as a way of strengthening Māori medium pathways and equitable investment, and continue to advocate for the development of kaupapa ā-iwi, ā-hapū and ā-whānau pathways.

Collaboration with the Education Sector – Tertiary, Schooling and ECE Education Providers

Explore and Secure Education Sector Collaborations

Raukawa continued to strengthen its collaboration with the education sector, supporting schools to develop local curriculum informed by Te Manawapouhihiri. During the year, engagement with the wider schooling sector was more limited as many schools prioritised the implementation of national curriculum and assessment changes. Despite this, Te Kura Kaupapa Māori o Te Hiringa, Te Wharekura o Ngā Purapura o Te Aroha, Arohena School and Putāruru College continued to engage with Raukawa to explore opportunities for curriculum development grounded in local knowledge and identity.

A collective approach was established with Arohena School, Korakonui School, Pukeatua School and Wharepapa South School to support the development of a shared, place-based curriculum across the four rural schools within the Raukawa rohe. This work recognised the role of mana whenua in shaping authentic local curriculum and ensuring Raukawa histories, tikanga and mātauranga are reflected in the learning experiences of tauira. These collaborations strengthened relationships with schools across the rohe and reinforced Raukawa's role in supporting authentic local curriculum that reflects the identity, history and aspirations of our people.

Pilot and Implement Te Aka Matua

Throughout the year, Te Aka Matua continued to mature as Raukawa's framework for measuring cultural capability, evaluating outcomes and informing programme development. Applied across Kakara Whakarei programmes, it provided a consistent way to understand learner progression, evaluate programme impact and identify opportunities for continuous improvement.

Insights gathered through Te Aka Matua informed the refinement of several key initiatives, including Te Uru Raukawa, Te Kura Reo o Raukawa and Te Awa Kōrero, ensuring future development was guided by participant outcomes and evidence. The framework also continued to evolve, with refinements to our Pou Whenua indicators strengthening its ability to measure cultural capability across Raukawa programmes.

Engagement also commenced with Te Wharekura o Ngā Purapura o Te Aroha and the collective of Arohena School, Korakonui School, Pukeatua School and Wharepapa South School to explore the future application of Te Aka Matua within education settings. This work established the foundations for a consistent approach to measuring learner progression across multiple learning environments while supporting the delivery of Raukawa mātauranga and strengthening authentic, place-based learning within the Raukawa rohe.

Develop and Deliver PLD to Schools and Kura

Delivery of Professional Learning and Development (PLD) for schools and kura was deferred during the year as many education providers prioritised the implementation of national curriculum and assessment changes. While formal PLD did not proceed, relationships with schools continued through curriculum discussions and collaboration, ensuring Raukawa remained well positioned to support future delivery when capacity within the education sector allows.

Develop Kete Mātauranga o Raukawa 2 and 3

During the year, the development of Kete Mātauranga o Raukawa evolved as the work became integrated within the wider Te Aka Matua framework. This shift recognised the value of developing a single, coordinated approach that supports consistent learning pathways across Te Manawapouhihiri. Initial work focused on aligning the Kete Mātauranga Professional Learning and Development package with the RCT induction programme, ensuring both shared a common foundation in Raukawa kōrero tuku iho and Pakiaka level learning outcomes.

Planning also commenced on a system that will support the future development of Kete Mātauranga across schools, marae, hapū and other learning environments. This work established the foundation for a consistent and scalable approach to the delivery of Raukawa mātauranga, with further development continuing through Te Aka Matua.

Explore and Secure Tertiary Education Collaborations

Raukawa engaged with Te Wānanga o Raukawa, Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiārangi to explore opportunities for future collaboration in support of Raukawa educational aspirations. While no formal partnerships were established during the year, the engagement provided greater clarity about the types of collaborations that will deliver long-term value for Raukawa. Rather than focusing on individual programmes or qualifications, future partnerships will be guided by their ability to strengthen iwi capability, support the transmission of Raukawa mātauranga and contribute to the aspirations of Te Ara ki Raukawa 2050.

The relationships established during the year also reinforced the importance of Te Manawapouhihiri and Te Aka Matua as the foundation for assessing future opportunities. This work positioned Raukawa to pursue tertiary collaborations that are aligned with iwi priorities and capable of delivering enduring benefits for future generations.

Ministry of Education

Raukawa continued to strengthen its relationship with the Ministry of Education at regional and national levels during the year. Engagement included a meeting with Regional Ministry representative Marcus Freke and a subsequent meeting with Ministry officials at the National Office in Wellington.

These engagements provided valuable insight into recent changes in the Ministry's approach to educational investment and programme delivery. Through collective discussions, Ngā Iwi identified that the current funding model and programme settings had shifted from the original intent of the Kawenata, reducing opportunities for iwi and hapū to exercise leadership in the design and delivery of initiatives that authentically reflect their cultural aspirations.

This year's engagement reaffirmed that meaningful partnership cannot be defined by access to funding alone, but by shared decision-making, authentic iwi leadership and the ability to co-design solutions that advance the aspirations of both the Ministry and Raukawa.

Develop, Strengthen and Maintain Relationships with Key Stakeholders

Our team continued to strengthen relationships with philanthropic, government and community partners whose priorities align with the long-term aspirations of Raukawa. During the year, an application was submitted to Trust Waikato seeking support for a three-year FTE to develop an enabling pathway for marae and explore how this approach could be scaled across the Raukawa takiwā.

This engagement strengthened relationships with a key philanthropic partner and reinforced the importance of developing long-term investment partnerships that support sustainable cultural development. While the outcome of the application was confirmed in the early part of our new fiscal year, our team will place increased emphasis in FY26/27 on building and maintaining strategic relationships with funders and partners, recognising that enduring partnerships are fundamental to securing sustainable investment and advancing the aspirations of Raukawa.

Ministerial Data Governance

During the year, our team continued to support the Raukawa Data Project Governance Group before the chairing responsibility returned to Kōuru Whakahaere in January 2026, in line with the original transition plan.

The project strengthened relationships with Stats NZ, Te Puni Kōkiri, data specialists and iwi partners and provided opportunities for Raukawa to influence national thinking about culturally relevant Māori data. Te Aka Matua was used to demonstrate how iwi-defined measures of cultural progression could complement national datasets such as Te Kupenga.

Our team also agreed to contribute to the future development of Te Kupenga. At year-end, the planned analysis of State of the Nation data and the development of Raukawa-specific insights were not reported as complete and remain an area for further work.

Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

KPI 07

Empowering marae and hapū.

Te Māpu o te Rangatahi

Our team partnered with Te Māpu o te Rangatahi to strengthen the capability of marae to design and lead solutions that respond to the aspirations of their own rangatahi. Support focused not only on securing resources to enable their immediate priorities, but also on establishing the foundations for an enduring marae-led development model.

This approach reflects our commitment to shifting from delivering programmes on behalf of communities to enabling whānau, hapū and marae to determine, lead and sustain their own cultural and educational aspirations. Through this partnership, Te Māpu o te Rangatahi secured funding to progress its vision for rangatahi while beginning to develop an approach that can be adapted and scaled across the Raukawa takiwā.

The partnership continues to evolve as a practical example of how our team is supporting marae and hapū to strengthen local leadership, build capability and create pathways for long-term community-led success.

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

KPI 08

Organisational support and leadership – Support work-related kaupapa that increase the visibility of Kakara Whakarei and RCT.

Data Storage and Management System

Our team worked with the Data Project Team during the year to define the information required for the development of a group dashboard and finalise our ahurea section of the State of the Nation report. This mahi established the foundations for a system that will provide leadership, the Board and the wider team with clearer visibility of evidence-based data to support informed decision-making.

At year-end, development of the dashboard and the supporting data management processes is a work in progress. Our team have completed their draft section of the State of the Nation report. This work will continue in FY26/27 as part of the wider organisational data systems programme.

Funding and Budget Sustainability

During FY25/26, our team strengthened the foundations for a more sustainable approach to cultural development through the development of a Strategic Funding Framework and Business Model.

This work identified practical opportunities to strengthen long-term funding, improve organisational capability and provide a clearer approach to supporting marae, hapū and whānau to achieve their cultural aspirations.

It also provides a strong foundation for future investment decisions and the continued evolution of national, regional and local roles across the organisation. Funding remains a high group risk.



Tīwai Hauora

Raukawa Health and Social Development Group

About us

Tīwai Hauora supports whānau health and wellbeing through an aspirational journey at the interface of Māori and tauiwi therapeutic services. Our wide ambit of health and social services is delivered to iwi members and the wider community across the Raukawa takiwā and surrounding areas. At the heart of our kaupapa is a commitment to intergenerational hauora and the wellbeing of whānau across time. This approach acknowledges that healing, growth and aspiration are a part of an enduring journey shaped by whakapapa, environment, opportunity and support.

While this report reflects progress against the Annual Plan and key areas of work, it does not capture the full depth of mahi carried by our teams and kaimahi throughout the year. Across Tīwai Hauora, kaimahi have continued to support hundreds of clients and whānau, respond to need, strengthen relationships, adapt to change, support one another and uphold the kaupapa in their everyday practice. Much of this work happens quietly and consistently, beyond formal measures and reporting requirements, but it is central to the impact of our services.

We acknowledge and thank all kaimahi for the care, commitment and professionalism they have shown throughout the year. Their mahi gives practical expression to our values of tika, pono and aroha and continues to strengthen the way we walk alongside whānau, hapū, marae and communities.

Strategic outcomes that we focus on

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Strategic Outcome 3

We are influential at a national, regional, and local level

Strategic Outcome 4

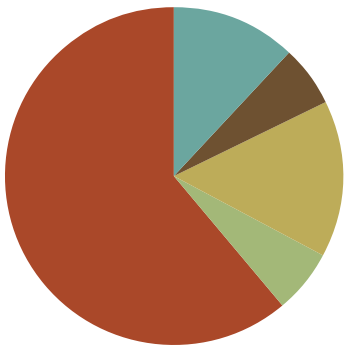
We support whānau, hapū, marae and community wellbeing

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

How we focus our efforts over the year [7]

Strategic Outcome 1	12%
Strategic Outcome 2	6%
Strategic Outcome 3	15%
Strategic Outcome 4	6%
Strategic Outcome 5	61%
Total	**100%**



Our Metrics

	Assigned	Achieved	Retired[8]	Outstanding
KPIs	12	11	0	1
Deliverables	33	24	1	8

[7] Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome over this financial year.
[8] Retired KPIs/Deliverables refer to items that have been retired or removed due to changes in priorities, operational direction, feasibility, or organisational requirements, and are therefore no longer applicable or expected.

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

KPI 01 (Cross Organisational) Strategic Events.

Raukawa Kaumātua Games

Te Tātāwhāinga Kaumātua o Raukawa was held on 10 November 2025 at the South Waikato Sport and Events Centre in Tokoroa. The Kaumātua Games brought kaumātua, whānau, marae, kaimahi and supporters together for a day of hauora-focused activity, whakawhanaungatanga, good-natured competition and celebration.

The event provided an important opportunity to strengthen connection among kaumātua and across marae, while supporting physical, mental, social and spiritual wellbeing. Through a range of activities and games, kaumātua were able to participate, represent their marae and reconnect with others.

For Tīwai Hauora, the Kaumātua Games reflected our commitment to supporting hauora across the life course, creating spaces where kaumātua are visible, connected, active and celebrated. The kaupapa also reinforced the important role of kaumātua in anchoring our work, strengthening identity, belonging and collective wellbeing across Raukawa.

Ministerial Forum

In April 2026, we attended the Raukawa-Crown Accord Ministerial Forum at Parliament in Wellington. The Forum was held with the Prime Minister, key Crown Ministers, Crown delegates and senior Crown officials in attendance.

This forum provided an opportunity to strengthen the relationship between Raukawa and the Crown, building on the commitments and areas of focus established through the previous years' engagements. Raukawa representatives spent dedicated time in direct kōrero with the Prime Minister, followed by further discussion with Ministers and senior officials across relevant portfolios.

The engagement enabled Raukawa to continue advocating for kaupapa of importance to uri, whānau, hapū, marae and communities, including the need for practical action, stronger cross-agency partnership and delivery that reflects the priorities and aspirations of Raukawa. The Prime Minister's direct engagement reinforced his intention to ensure that agreed actions translate into meaningful outcomes for Raukawa uri, whānau, hapū, marae and communities.

For Tīwai Hauora, the Forum supported our ongoing focus on whānau wellbeing, hauora, social development and the conditions required for long-term positive change across the Raukawa rohe. This engagement continues to position Raukawa strongly for deeper collaboration with Crown partners and for the development of services and approaches that are responsive to the needs of our people.

Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

KPI 02

Community Events: Promoting the importance of health and wellbeing within our communities and accessibility to services.

South Waikato Whānau Hauora Day

On 14 March 2026, Raukawa attended the South Waikato Whānau Hauora Day in Tokoroa, organised by South Waikato Pacific Islands Community Services. The event brought together health, social service, community and wellbeing providers to promote hauora and support whānau to connect with local services.

The day provided a warm and accessible community setting where whānau could receive information, ask questions and engage with providers kanohi ki te kanohi. Our presence supported the visibility of Raukawa services and reflected our commitment to being accessible, approachable and grounded in relationships with whānau and community.

As part of the day, we also gathered whānau voice through a short hauora survey, providing useful insight to support future service planning and engagement.

The South Waikato Whānau Hauora Day reflected the strength of local collaboration and the importance of bringing services closer to whānau. It was a positive community kaupapa that supported connection, visibility and practical action to promote health and wellbeing across the district.

KPI 03 (Cross Organisational)

RCT Cultural Framework is being woven throughout service delivery.

Te Manawapouhihiri

During the year, Tīwai Hauora progressed the preparation and trialing of Te Manawapouhihiri as part of its wider embedding within service delivery. This kaupapa is an important part of strengthening how Raukawa te reo Māori, mātauranga and cultural frameworks are reflected in practice, while ensuring implementation is safe, practical and sustainable.

Given the complexity of the health and social service environment, including legislative, regulatory and duty-of-care considerations, time was taken to work through the most appropriate approach. Tīwai Hauora engaged with Tāhūhū Rangapū and the Kākara Whakarei group to support alignment and confirm a clear pathway forward.

This work has supported the initial trialing of Te Manawapouhihiri within Tīwai Hauora practice, with learning from this phase expected to inform its ongoing embedding across service delivery. The focus is on ensuring the approach is practical for kaimahi, responsive to whānau and aligned with the wider cultural direction of Raukawa.

Strategic Outcome 3

We are influential at a national, regional, and local level

KPI 04
Tīwai Hauora Practice Framework developed.

Practice Framework

The Tīwai Hauora Practice Framework was finalised during the year and is now being embedded across the group. Following a presentation to the RCT Board in February 2026, the framework received endorsement and positive feedback, supporting the next stage of work with kaimahi and teams.

Kaimahi have participated in wānanga to learn about the framework, explore its relevance to their mahi and consider how it can support consistent, kaupapa Māori-informed practice across Tīwai Hauora. Supporting resources, including a framework manual, were also developed to help teams apply the framework in practical ways.

Feedback has been positive, with the framework valued as a tool for strengthening confidence, consistency and shared understanding. Team leads have begun using the framework in team meetings and supervision, helping to make it part of regular practice reflection and everyday ways of working.

The framework provides a shared practice foundation for Tīwai Hauora. It supports kaimahi to practise confidently in a kaupapa Māori way, while also recognising and building on the strengths of tauiwi approaches where these are useful for whānau. This strengthens the connection between Raukawa values, cultural foundations and high-quality services for whānau and communities.

KPI 05
Partnership and strategic direction.

Strengthening Strategic Partnerships

During the year, Raukawa made significant progress in strengthening strategic partnerships and establishing the foundations for stronger coordination and integration across service delivery. This work focused on building trust, progressing shared planning and aligning outcomes with key Crown partners.

Social Investment Agency Integrated Outcomes Agreement

A major focus was the development of the Social Investment Agency (SIA) Integrated Outcomes Agreement. Raukawa completed key milestones on time and to specification, including confirmation of core agreement components relating to reporting and monitoring, referral pathways, data sharing, financials, audit obligations and feedback loops.

The Tīwai Hauora Outcomes Framework, Theory of Change and Evaluation Plan were developed as core components of the agreement, with positive feedback received from SIA. By the end of the financial year, the agreement was in its final stages of completion, with Ministerial Vote transfer approvals signed and final signing expected to confirm implementation from 2026/27.

This work represents an important step toward a more integrated and outcomes-focused partnership model, grounded in kaupapa Māori, service realities and the needs of pēpi, tamariki and whānau. It has positioned Raukawa to help shape emerging approaches to more coordinated contracting, integrated commissioning and outcomes-based investment.

Strategic Partnership with Oranga Tamariki

Building on the direction confirmed at the April 2025 Raukawa–Crown Accord Ministerial Forum, Raukawa continued to progress the development of a strategic partnership with Oranga Tamariki.

During the year, both parties agreed to progress the partnership alongside the development of Oranga Tamariki's refreshed partnership framework. While the national framework experienced delays, Raukawa maintained engagement with senior Oranga Tamariki officials to confirm next steps and keep the partnership moving forward.

In parallel, the Oranga Tamariki National Service Design team continued to support Raukawa in the development of the foundational pieces required for the SIA Integrated Outcomes Agreement (including the Integrated Outcomes Framework, Theory of Change and Evaluation Plan). This work has supported alignment between Raukawa and Oranga Tamariki, particularly in relation to pēpi, tamariki and whānau at highest risk of entering care and protection.

The ongoing engagement continues to strengthen the foundations for a strategic partnership that supports greater cross-agency collaboration and more coordinated responses for whānau.

KPI 06
Research, design and evaluation.

Integrated Outcomes Framework

A major focus for the year was the development of the Tīwai Hauora Integrated Outcomes Framework. This is a significant foundation for Tīwai Hauora, providing a shared way to describe the outcomes we seek to contribute to through our services and how these outcomes will be understood, measured and strengthened over time.

The framework was developed through a substantial research, design and engagement process. This included a review of Māori and non-Māori wellbeing and outcomes frameworks, analysis of a wide range of validated indicators, a Raukawa uri survey, engagement with Tīwai Hauora kaimahi and team leads and alignment with the emerging Theory of Change and Evaluation Plan. Together, this work ensured the framework was informed by evidence, grounded in service realities and connected to the aspirations and experiences of whānau.

Further feedback identified the importance of ensuring appropriate use of Raukawa tikanga, reo and visual language. In response, Raukawa Kaunihera, kaumātua and reo expertise contributed to the refinement of the framework, including direction on te reo Māori kupu, associated visual symbols and the wider meaning of each outcome domain. This process strengthened the cultural integrity of the framework and ensured it is grounded in Raukawa mātauranga, identity and aspirations.

The final framework takes a holistic view of wellbeing and recognises that outcomes for whānau are interconnected. It identifies an overarching outcome of holistic wellbeing, supported by five outcome domains: safety and stability, healing and recovery, growth and resilience, connection and belonging and income and resources. These domains provide a practical structure for describing the contribution of Tīwai Hauora services, while retaining a holistic and kaupapa Māori understanding of hauora.

By the end of the year, the framework development process was effectively complete, with final visual design refinements and supporting materials being prepared for use. The next phase will focus on embedding the framework into service planning, outcomes measurement, reporting, evaluation and continuous improvement across Tīwai Hauora, so it becomes a practical tool for strengthening practice, decision-making and learning over time.

External Evaluation Relationships

As part of the Social Investment Agency Integrated Outcomes Agreement work, Raukawa has continued to strengthen external evaluation relationships. This has included working closely with the SIA team, including research and economic expertise, to develop an evaluation approach that is practical, outcomes-focused and aligned with the agreement.

Raukawa has also continued to engage with Stats NZ and Integrated Data Infrastructure staff through this work. These relationships support the future use of data and evidence to better understand whānau needs, service reach, outcomes and the contribution of integrated service delivery over time.

Social Return on Investment

The annual plan included an intention to explore Social Return on Investment, reflecting what was understood at the time to be an important driver for the Social Investment Agency. As the work progressed, it became clear that a conventional economic valuation approach would not be sufficient or always appropriate for kaupapa that are relational, holistic, intergenerational and connected to tapu concepts.

In response, Raukawa has developed a more kaupapa Māori-aligned approach through the evaluation plan. This approach is guided by Raukawa values and Raukawa Kia Mau, Kia Ora, draws on He Awa Whiria and uses mixed methods to bring together whānau voice, kaimahi insight, service data and outcomes evidence.

This approach has been incorporated into the Evaluation Plan developed for the SIA Integrated Outcomes Agreement, providing a stronger and more tika way to understand and communicate value while being careful about where quantification is useful and where it may risk reducing or misrepresenting the depth of the work.



Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

KPI 07

Designing the foundations for integration.

Kahu Taurima Service Design and Development – Phase 2

During the year, Raukawa continued to progress the foundations for stronger coordination and integration across Tīwai Hauora service delivery, with Kahu Taurima identified as an important area of focus.

The Kahu Taurima Service Design and Development project was closed during the year following confirmation that Well Child Tamariki Ora and Family Start sit within the scope of the SIA Integrated Outcomes Agreement and the broader Integrated Initiative. This shifted the work from a standalone service design project into a wider integration pathway across Tīwai Hauora.

As part of the project closure process, progress to date was reviewed against key design elements, including integrated initial referral, screening and assessment, integrated Awhi Plan development, integrated client review processes and documentation and supervision expectations. This ensured that the design work and learning already completed would inform the next phase of service delivery development.

Integrated Outcomes Agreement: Evaluation Plan

The Evaluation Plan for the Integrated Outcomes Agreement was completed during the year. The plan sets out a four-year mixed-methods approach to understanding whether and how services contribute to improved whānau outcomes, alongside implementation monitoring to support learning and interpretation over time.

The plan was well received by the Social Investment Agency, with feedback recognising it as a credible, feasible, proportionate and sufficiently rigorous approach. The Theory of Change was also finalised, describing the intended mechanisms through which change is expected to occur across the initiative.

Together, the Evaluation Plan and Theory of Change provide important foundations for the Integrated Initiative. They clarify the intended outcomes, describe how change is expected to occur and provide a structured approach to monitoring implementation and understanding contribution to whānau outcomes.

Current work is focused on digitally modelling the Theory of Change to support transparency and maintain an audit trail of refinements over time. From 1 July 2026, focus will shift toward embedding the evaluation approach and commencing delivery through the SIA Integrated Initiative service delivery model.

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

KPI 08 (Cross Organisational)
Te Arawhiti – Executive Leadership Team Four-Year Strategic Plan.

Te Arawhiti 2026–2030

Te Arawhiti is a 4-year Strategic Plan that bridges us towards Te Ara ki Raukawa 2050. This kaupapa continued as a cross-organisational workstream during the year. Tīwai Hauora remained connected to this wider organisational work, with progress reported through the Tāhuhu Rangapū annual report section.

KPI 09
Implementation of key plans and projects.

Te Ara Pūkenga

During the year, work continued to support the ongoing implementation of Te Ara Pūkenga across Tīwai Hauora. Discussions were progressed with the HR team to support refresher training for leaders, ensuring the approach is understood and able to be applied consistently across teams.

Piki Ake Piki Ake

Piki Ake Piki Ake continued as a cross-organisational kaupapa during the year. Tīwai Hauora remained connected to this wider organisational work, with progress reported through the Kōuru Whakahaere annual report section.

Integrated Data Infrastructure and Data Project

The IDI/Data Project continued to progress during the year, with further Raukawa-specific data requests completed and additional requests followed up. Current efforts have focused on preparing data for use, including formatting, cleaning and structuring datasets to enable meaningful analysis.

This work provides an important foundation for future reporting, evaluation and decision-making. Once remaining data requests are completed, the next phase will focus on analysis, insight generation and consideration of how outputs can support understanding of whānau needs, service reach and outcomes over time.

Data Practice Advancement Project (previously Data Sovereignty Project)

The original Data Sovereignty project was further developed during the year and has now been repositioned as the broader Data Practice Advancement Project. This reflects the opportunity to strengthen not only Māori data sovereignty and data governance, but also the wider data practices needed to support service delivery, outcomes monitoring, reporting, evaluation and decision-making.

The project will build on the initial data sovereignty scoping work and progress a more comprehensive set of deliverables, including core data and access mapping, minimum dataset and data dictionary development, outcomes data collection specifications, data governance foundations and privacy impact assessment work. This expanded approach will support Tīwai Hauora to manage data more safely and usefully as the organisation increases its use of linked data, outcomes information and integrated reporting.

KPI 10
Building the foundations for data transformation.

Digital Systems Lead

During the year, Raukawa confirmed the establishment and recruitment of a Digital Systems Lead for Tīwai Hauora. This is an important capability-building role that will support the practical use, improvement and alignment of digital systems across service delivery, reporting, data quality and outcomes monitoring.

The successful applicant commenced at the end of June. The role will provide dedicated capacity to support kaimahi and teams with digital systems, strengthen the use of client management systems and contribute to the implementation of key data and digital projects across Tīwai Hauora.

Client Management Systems Review

The Client Management Systems review progressed during the year. Raukawa engaged with CMS providers to assess options against Tīwai Hauora service delivery requirements, including alignment with the Outcomes Framework, Practice Framework and the developing integrated service delivery model.

Significant work has been undertaken to understand system requirements, test provider fit and consider how future CMS arrangements can better support integrated practice, outcomes capture, reporting and service coordination.

The next phase of this work will be driven through the Data Practice Advancement Project, ensuring CMS decisions are connected to the wider data foundations required for safe and consistent information management across Tīwai Hauora.

KPI 11
Part A – Active organisational goals.

Service Development

During the year, Raukawa continued to progress key service development priorities across Tīwai Hauora.

Recruitment commenced for Te Huringa o te Ao, a new role that will sit within Te Kei o Te Waka. This is a unique role requiring a particular combination of skills, experience and kaupapa alignment, and recruitment is continuing to ensure the right appointment is made.

Work also continued to support the embedding of the new Whānau Ora model under Rangitamiro. With the previous commissioning model through Te Puni Kōkiri now concluded, focus has shifted toward strengthening the new model across services and ensuring it is connected to wider Tīwai Hauora practice and delivery priorities.

The Tīwai Hauora Practice Framework was finalised and has moved into implementation, with kaimahi participating in wānanga and team leads beginning to use the framework in team meetings and supervision. This provides an important foundation for practice consistency and kaupapa Māori-informed service delivery across Tīwai Hauora.

Sustainability and Revenue Growth

The planned use of Social Return on Investment insights was refined during the year as part of the development of the SIA Integrated Outcomes Agreement. Rather than applying a narrow economic valuation model, Raukawa developed a more kaupapa Māori-aligned approach to understanding value, which has been incorporated into the Evaluation Plan for the agreement.

Work to strengthen internal monitoring systems also progressed through the development of the Outcomes Framework, Theory of Change, Evaluation Plan, data projects and wider Data Practice Advancement work. Together, these projects are building stronger foundations for performance reporting, evaluation, decision-making and understanding the contribution of services to whānau outcomes.

Active engagement in philanthropic grant and trust applications was deferred during the year so that Tīwai Hauora could support wider organisational priorities and other business groups' philanthropic goals.

Practice Leadership and Supervision

Raukawa engaged external support to review current practice, clinical and human resource management gaps and future needs. This work is intended to strengthen practice leadership, supervision capability and the alignment between operational practice, workforce systems and integrated service pathways.

This work is closely connected to the Tīwai Hauora Practice Framework, which is already being used by team leads in supervision and team discussions to support shared language, reflection and confidence in kaupapa Māori-informed practice.

Service Marketing and Promotion

The Tīwai Hauora website, brochure and Hauora Directory workstream continued during the year. This work was refined from the wider Impact Marketing Project to focus on practical outputs that can lift visibility and awareness of Tīwai Hauora services and kaupapa.

During the year, engagement took place with the Communications Team on the Hauora Directory for inclusion in Te Kakara. Feedback was sought from Directors to confirm service descriptors, with this information also supporting development of future promotional material.

Human Resource Management

Work continued with HR to support refresher training for Te Ara Pūkenga, ensuring leaders are supported to maintain and apply the approach across Tīwai Hauora. The performance management policy also remained with HR for progression, alongside wider work to review whether current HR approaches are fit for purpose for Tīwai Hauora's evolving service and practice environment.

KPI 12
Part B – Active organisational goals.

Policy Framework Development

Policy framework development was identified as an area for future progression subject to capacity. During the year, Raukawa engaged external support to review current practice, clinical and human resource management gaps and future needs across Tīwai Hauora.

This work provides an important foundation for future policy development by helping to identify where current systems, processes and approaches require strengthening. It also supports a clearer understanding of the policy and practice settings needed to enable safe, consistent and well-supported service delivery across Tīwai Hauora.

Quality and Compliance Framework

The same external review process also supports the development of stronger quality and compliance foundations. By examining practice, clinical and HR requirements together, the review is helping to identify how future quality and compliance arrangements can better support operational delivery, workforce capability, supervision, service expectations and integrated ways of working.

This work remains connected to broader Tīwai Hauora priorities, including the Practice Framework, data and digital systems development and the move toward more coordinated service delivery through the SIA Integrated Outcomes Agreement.

Leadership Development

Raukawa progressed work to strengthen leadership, culture and practice across Tīwai Hauora through the development of a Group Organisational Advancement Cultural Strengthening Plan. This plan provides direction for strengthening cultural capability, leadership, practice confidence and alignment across the group.

Implementation is already underway, with targeted engagement across team leaders and kaimahi to strengthen visibility, deepen connection and support the practical expression of Raukawa values, kaupapa and ways of working across Tīwai Hauora.

This work supports greater transparency, consistency and confidence in how organisational culture is understood, led and lived. It also contributes to the longer-term development of high-performing integrated teams, where cultural, clinical, operational and practice leadership are more strongly aligned.

Aka Tauwhiro

Raukawa Corporate Services Group

About us

Aka Tauwhiro provides the enterprise services, systems, advice and infrastructure required to enable the RCT Board, RST Board, Tāhuhu Rangapū, business groups and other agreed entities to perform their roles and achieve RCT strategic outcomes and, ultimately, Raukawa Kia Mau, Kia Ora.

Strategic outcomes that we focus on

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Strategic Outcome 3

We are influential at a national, regional, and local level

Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

Strategic Outcome 5

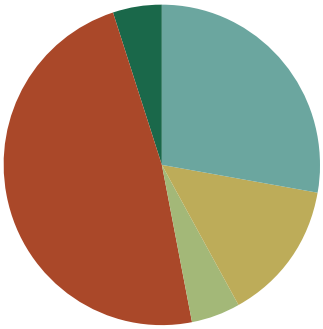
We are professional and effective with infrastructure that supports our delivery

Strategic Outcome 6

Raukawa sustains and improves the environment

How we focus our efforts over the year [9]

Strategic Outcome 1	28%
Strategic Outcome 3	14%
Strategic Outcome 4	5%
Strategic Outcome 5	48%
Strategic Outcome 6	5%
Total	**100%**



Our Metrics

	Assigned	Achieved	Retired[10]	Outstanding
KPIs	14	13	0	1
Deliverables	42	40	0	2

[9] Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome over this financial year.
[10] Retired KPIs/Deliverables refer to items that have been retired or removed due to changes in priorities, operational direction, feasibility, or organisational requirements, and are therefore no longer applicable or expected.

Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

KPI 01

Our communication and promotional channels provide opportunities for uri to be aware of and involved in all RCT events and activities.

Organisational Communications

Throughout FY25/26, our Communications Team continued to strengthen the organisation's communications network, ensuring uri, stakeholders, partners, funders and the wider public were afforded multiple opportunities to stay informed and engaged with Raukawa activities.

Communications were delivered through an integrated mix of digital, print and promotional channels including the Raukawa website, Facebook, closed Facebook groups, Instagram, YouTube, quarterly publications, email communications, media releases and public relations.

The team also produced a wide range of marketing collateral including posters, flyers, brochures, rack cards, digital advertising, survey forms, induction forms, signage, lobby screen content, event branding and promotional resources that supported programmes and events across the organisation. These services extended to graphic design of high-level key frameworks for other business groups.

These channels provided a coordinated and consistent approach to communicating with our audiences while strengthening the visibility of Raukawa kaupapa.

Throughout the year, the team partnered with every business group to promote strategic initiatives, services, community events and organisational announcements. This included communications planning, photography, videography, graphic design, event marketing and media support, ensuring kaupapa were promoted before, during and after delivery to maximise engagement and participation.

The following kaupapa were supported and/or promoted by our Communications Team. This is not an exhaustive list:

- Kaumātua Haumaru service
- Te Ara ki Raukawa 2050 workshops and framework design
- Huia Kaimanawa campaign
- Raukawa Settlement Journey documentary
- South Waikato Pre-Trade Pathways
- Ō-Rākau and Rangiaowhia commemorations, Bill signing and whenua wānanga
- Ngā Purapura o te Aroha Kapa Haka Tainui Kapa Haka Regionals video
- Kai Ora Māra Kai promotions
- Pūtake Taiao Internships
- Local elections 2025 campaign
- Cook Islands Language Week
- Te Wiki o te Reo Māori
- Ka Uruora Financial Literacy Programme
- Te Koha o Raukawa Housing Development
- Trades and Supplier Information Evening – Te Koha
- Digitise your Taonga project
- Poukai, Koroneihana and Regatta promotions
- Raukawa education, wellbeing, sports and marae grants, including policy updates and announcements
- Te Oriori o Raukawa
- Te Waihou Walkway signage project
- Te Awa Kōrero o Raukawa
- Regional emergency and hazard notifications
- Te Tātāwhāinga Kaumātua o Raukawa
- Board of Trustees nominations and elections
- Te Kakara and Te Rau unveiling
- E-learning guides
- Trustee and senior leader profiles
- AGM 2025 at Papa o te Aroha Marae
- Te Ture Whaimana Review and Fisheries Bylaws Wānanga
- Raukawa merchandise and apparel store

- RMA Replacement Laws Wānanga
- Business Information Team promotions
- Tupu Wānanga
- Te Kura Reo o Raukawa
- Pātaka Kai (monthly podcast)
- Hauora Day 2026
- Tiakina Te Puna social media campaign
- Gold Clam awareness campaign
- Raukawa Iwi Survey
- Tuna Collective Symposium
- Marae Governance and Financial Skills Wānanga
- Mōtai Tangata Rau Kapa Haka
- He Mana tō te Kai Wānanga
- Transition to Adulthood service
- Ngā Mātātoa a Raukawa book series
- Marae Environmental Management Plan Training
- Youth Week
- Kēwai environmental monitoring
- Te Taumata Whakareinga (podcast)
- Pā Harakeke Wānanga
- Mana Motuhaketia te Pā Wānanga
- Key media releases and announcements
- Mangamangaia Wānanga
- Tokoroa community Matariki event
- Matariki Kaumātua Day
- Waihou Kaitiaki Rangers

A new feature has been the production of a long-form podcast that promotes key kaupapa delivered by Raukawa. The improvements introduced through our revised planning and delivery model contributed to significantly stronger digital performance during the financial year.

Facebook remained the organisation's primary engagement platform, reaching a much wider public audience this year. Instagram also experienced strong growth in both followers and engagement, while YouTube continued to provide an important platform for preserving and sharing Raukawa stories through long-form video content. In the upcoming year, we aim to engage our younger audience through TikTok.

The team maintained a consistent flow of content across all communication channels, delivering timely event coverage, organisational updates, strategic campaigns and storytelling that strengthened awareness of Raukawa initiatives and reinforced connections with uri throughout the year. The continued investment in integrated communications has established a strong foundation for future engagement and supports the organisation's strategic objective of keeping uri informed, connected and involved.

Facebook Metrics

- Followers – up 34% from 7.3k to 9.8k total followers
- Follow rate – up 118% from 1,145 to 2,500 new followers
- Content interactions – up 41.9% from 22,761 to 32,300 interactions
- Link clicks – up 171% from 2,177 to 5,900 clicks
- Page visits – up 17.6% from 37,198 visits to 43,740 visits
- Total posts published – up 37% from 156 to 214 posts
- Best performing post in terms of reach: 141,000 people reached
- Engagement highest amongst 35–54 age group

KPI 02

We identify and proactively seek opportunities to deliver/participate in strategic events to assist in the delivery of RCT strategic outcomes.

Proactive Engagement

A continuing challenge across the organisation is that many teams are primarily focused on delivering frontline services and programmes, leaving limited capacity for communications and promotion. As a result, valuable kaupapa and achievements can sometimes receive less visibility than they deserve, with a lack of lead-in time that facilitates optimal attendance. To address this, our Communications Team has continued to strengthen collaborative relationships across all Raukawa business groups, providing proactive marketing, communications, photography and promotional support to ensure strategic

initiatives, events and services are effectively communicated to uri and the wider community.

Throughout FY25/26, the team provided communications planning, event marketing, photography, videography, graphic design, media liaison and public relations support for a wide range of kaupapa delivered throughout the organisation. Staff worked proactively with programme managers and business groups to identify upcoming opportunities early, allowing communications activities to be planned, coordinated and delivered alongside operational work programmes.

Support extended beyond marketing and promotion to include professional photography, publication development, digital content creation, website updates, branding advice, communication assessments, promotional campaigns and media releases. This integrated approach ensured business groups received timely communications support while maintaining consistent organisational branding and messaging.

By embedding communications more closely into organisational planning and delivery, the team has strengthened internal collaboration and contributed to greater visibility of Raukawa programmes, services and achievements across both iwi and external audiences.

KPI 03

Our iwi merchandise range has been launched and uri have the opportunity to wear Raukawa merchandise and represent their iwi with pride.

Apparel and Merchandise Online Store

Our iwi apparel and merchandise range was established to provide uri with a distinctive range of apparel and accessories that reflect the identity, values and pride of Raukawa. Developed through an extensive design and concept process, the collection was created to strengthen connections to iwi and provide opportunities for uri to represent Raukawa in their everyday lives.

The online store officially launched on 24 November 2025, making the collection accessible to uri throughout Aotearoa. Merchandise is available for purchase through the Raukawa online store, with stock management, order fulfilment and distribution provided through a third-party supplier, ensuring an efficient and accessible purchasing experience for uri.

The range was promoted primarily through social media campaigns, generating strong engagement and positive feedback, particularly from rangatahi. The response demonstrated a clear demand for merchandise that celebrates Raukawa identity.

From the store launch through to 30 June 2026, merchandise sales exceeded $16,000. Popular products included caps, scarves, bags, apparel and accessories, reflecting a broad level of interest across the merchandise range. The success of the first seven months of operation has established a strong foundation for future merchandise releases and continued opportunities for uri to proudly wear and represent their tuakiritanga.

Strategic Outcome 3

We are influential at a national, regional, and local level

KPI 04

Our strategic outcomes are achieved through the implementation of the Raukawa 2030 Pathways Plan and relevant projects or workstreams.

Purposeful Finance, Investment and Enterprise

Aka Tauwhiro continues to support the implementation of the Raukawa 2030 Pathways Plan by identifying practical opportunities that strengthen operational sustainability, purposeful finance, investment and enterprise. Throughout FY25/26, our focus has included reviewing how resources are used across the organisation, identifying cost-saving opportunities and ensuring decisions support the long-term delivery of Raukawa strategic outcomes.

A significant example of this approach has been the review of the Raukawa fleet portfolio, where the move from leasing to purchasing hybrid vehicles and second-hand vehicles where appropriate has generated estimated savings of approximately $177,000. This reflects a more deliberate approach to asset management, cost control and operational decision-making, while also supporting the organisation's wider environmental and efficiency goals.

During the year, our team also remained alert to opportunities that could support future iwi advancement, including participation in investment-focused wānanga, discussions with suppliers and exploration of procurement relationships that may deliver value for Raukawa, uri, marae and local communities. We will continue to support relevant Raukawa 2030 Pathways workstreams by applying a purposeful, practical and financially responsible lens to operational decisions, partnerships and enterprise opportunities.

KPI 05

We proactively identify opportunities to influence local government and relevant agencies, policies (including funding), to deliver on RCT strategic outcomes.

Sustainable Procurement

Strong and meaningful procurement relationships among local businesses strengthen our local communities. Local businesses are identified, and where possible, partnerships are developed. Examples of these are seen in the trades industry, where local builders, electricians, landscapers and plumbers are used regularly. We are also working with other large businesses that offer discounted pricing in the hardware and digital technology industry.

Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

KPI 06

RST marae are supported to develop their governors and administrators to carry out their roles effectively.

Marae Governance, Financial Training and Support

Our team continues to support RST marae governors, administrators, treasurers and marae officers to strengthen their confidence and capability in carrying out their roles effectively. This support is provided through one-on-one guidance, practical advice, financial administration support and ongoing availability to assist marae with questions relating to governance, reporting, budgeting, record-keeping and general financial processes.

We have continued to build our relationship with chartered accountants Graham Brown & Co, who provide a number of marae with free accounting services. This relationship has added value by giving marae access to professional accounting support, while also helping our team better understand common areas where marae may need further guidance, tools, templates or training.

During FY25/26, we also delivered Governance and Finance wānanga to provide practical support for marae representatives and strengthen shared understanding of roles, responsibilities, financial management and good governance practice. These wānanga were well received and helped build stronger professional relationships between marae, the iwi organisation and supporting advisers. We look forward to continuing similar wānanga and tailored support in the upcoming financial year, with a focus on practical tools, plain-language guidance and ongoing capability development for marae governors and administrators.

Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

KPI 07

RST/RCT financial management systems and procedures ensure high-quality and accurate financial budgeting, forecasting and reporting.

Financial Systems, Budgeting, Forecasting and Reporting

Our team continues to review and enhance RST and RCT financial management systems, budgeting processes, forecasting tools and financial reporting practices to ensure information remains accurate, timely and useful for governance and management decision-making. This mahi has included reviewing current accounting practices, strengthening internal finance processes, improving the way financial information is prepared and presented and identifying opportunities to further align our systems with best practice and organisational needs.

We continue to work closely with Raukawa's Audit and Risk Committee, alongside Graham Brown & Co, auditors and internal business groups, to support strong financial oversight and a smooth annual audit process. During FY25/26, the team worked through the auditor's management report and implemented the matters identified for improvement, while also commencing pre-audit preparation for FY26/27. Ongoing review and enhancement of our financial systems will remain a focus so that RST and RCT budgeting, forecasting and reporting processes continue to be reliable, transparent and fit for purpose.

KPI 08

Information technology infrastructure will provide reliable, innovative and integrated solutions.

Information and Communications Technology Infrastructure

Our Business Information Team continues to support all Raukawa business groups with their digital technology requirements by working with our external service provider to ensure our systems and hardware specifications are fit for purpose and cyber secure.

KPI 09

RST/RCT assets and resources are well managed and maintained.

Operational Management

Our team continues to coordinate with landlords, contractors and suppliers to ensure RST and RCT properties, assets and resources are well managed, properly maintained and able to support the organisation's operational needs. This includes responding to maintenance requirements, monitoring property-related issues, coordinating repairs and servicing and ensuring work is completed in a timely and practical way.

We continue to take a proactive approach to operational management by maintaining strong working relationships with key service providers and ensuring our facilities remain safe, functional and fit for purpose. This supports staff, trustees, uri, whānau, hapū, marae and community members who use or engage with Raukawa spaces and services. Ongoing oversight of our properties and resources helps ensure the organisation can continue to deliver its mahi effectively across the Raukawa Group.

KPI 10

The RST and RCT Policy Framework is complete, robust, maintained and understood throughout the organisation.

Policy Framework

The RST and RCT Policy Framework has not progressed as far as we would have liked during FY25/26. While policy coordination and review remain an important part of our mahi, competing operational priorities and wider organisational demands meant that the full framework was not developed to the level originally intended. We have, however, maintained awareness of the need for a clear, current and accessible policy environment that supports good governance, consistent decision-making and effective operational practice across the organisation.

We are keen to progress this mahi more deliberately during the next financial period. The focus will be on strengthening the policy register, prioritising policies for review, updating documents so they remain fit for purpose and ensuring staff and trustees have better visibility and understanding of relevant policies. This will help build a more robust, maintained and well-understood Policy Framework for both RST and RCT, supporting a professional and effective organisational infrastructure.

KPI 11

The Raukawa Communications Plan will provide efficient and effective communication and marketing solutions for the organisation.

Raukawa Communications Plan

In January 2026, our Communications Team implemented a new performance and communications planning framework designed to improve visibility, responsiveness, productivity and service delivery across the organisation. The framework planning took place in the previous quarter and aimed to introduce clearer planning processes, defined communication priorities, structured content

scheduling and improved coordination with business groups while strengthening accountability across the team.

The new approach placed greater emphasis on proactive engagement, timely event coverage, strategic storytelling, marketing campaigns and regular communication with our primary audience. A structured content calendar, clearer work allocation processes and improved planning mechanisms enabled the team to better anticipate organisational priorities while responding efficiently to emerging communications requests.

The implementation of this framework has contributed to measurable improvements in communications performance throughout the second half of the financial year. Increased consistency of content delivery, stronger collaboration with business groups and improved social media performance demonstrate the effectiveness of the revised communications model. The framework has established a strong foundation for continuous improvement and positions our Communications Team to continue delivering high-quality marketing and communication services in support of the Raukawa strategic outcomes. These improvements are reflected in the strong social media metrics reported under KPI 01.

KPI 12

RCT vehicles are utilised efficiently and effectively.

Fleet Vehicles

RCT's vehicle strategy continues to focus on ensuring our fleet is used efficiently and effectively while also reducing operating costs and environmental impact. A key part of this approach has been moving towards a hybrid vehicle fleet, with the aim of ensuring all RCT vehicles are hybrid where practical and appropriate. This has supported more efficient vehicle use across the organisation and has contributed to a significant reduction in fuel usage.

The transition to hybrid vehicles has helped strengthen fleet management by supporting staff travel needs while making better use of organisational resources. Lower fuel consumption has provided both financial and environmental benefits, aligning with Raukawa's commitment to practical, sustainable and responsible operational management. We will continue to monitor vehicle use, fuel consumption, maintenance requirements and replacement planning to ensure the fleet remains fit for purpose and continues to support RCT's mahi effectively.

KPI 13

RST and RCT continue to meet relevant legislative and policy changes.

Compliance

RST and RCT continue to monitor relevant legislative, policy, taxation, accounting and charity-sector requirements to ensure the organisation remains aware of changes that may affect governance, compliance, financial management, reporting and operational practice. While the wider RST and RCT Policy Framework has not progressed as far as we would have liked during FY25/26, we have maintained a focus on ensuring key compliance matters remain visible and are considered as part of ongoing organisational decision-making.

Regular updates from IRD and Charities Services are reviewed, including newsletters, guidance material and webinar notifications where topics are relevant to Raukawa. We also continue to work with our accountants and auditors as needed to identify any legislative or standards changes that may impact RST or RCT. In the next financial period, this mahi will be further supported through the planned strengthening of the policy register, prioritisation of policy reviews and updating of documents so they remain current, fit for purpose and better understood by staff and trustees.

Strategic Outcome 6

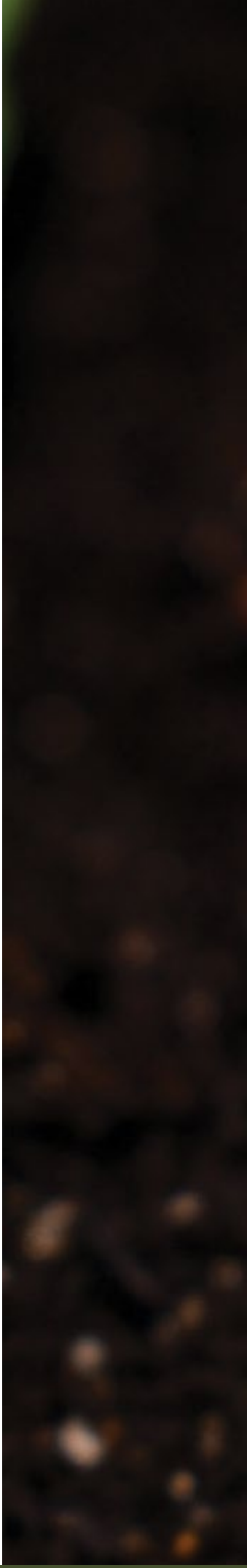
Raukawa sustains and improves the environment

KPI 14
RCT has reduced its own carbon footprint to move towards a more environmentally friendly organisation.

Environmental Footprint

Raukawa continues to support initiatives that reduce our organisational carbon footprint and move us towards more environmentally responsible operations. This includes practical everyday actions such as recycling, reducing unnecessary waste and making more sustainable choices in the way we use organisational resources. These initiatives help promote a stronger environmental awareness across our workplaces and support our commitment to sustaining and improving the environment.

A key area of progress has been the continued move towards hybrid vehicles within the RCT fleet, which has already contributed to a significant reduction in fuel usage and associated emissions. Alongside this, we are continuing to investigate the future use of fully electric vehicles where practical, including consideration of cost, charging infrastructure, travel requirements and long-term suitability for Raukawa operations. These steps reflect a balanced approach to reducing our carbon footprint while ensuring our fleet and workplace practices remain fit for purpose.





Annual Report 2025-2026

Raukawa
Iwi Development Ltd






Raukawa

He Pūrongo

Raukawa Iwi Development Ltd Chairperson's Report

Kia ora tātou

I'm pleased to report a year of continued strong commercial results for RIDL with a total return of 9.0% ($24.3 million before tax and donations) and a profit that is our second highest since the company was formed 16 years ago.

This is a pleasing result in what has been a mixed year for the New Zealand economy. Lower interest rates supported steady growth in the first half, before conflict in the Middle East drove up fuel prices from late February and brought ongoing global disruption and uncertainty. At home, conditions stayed subdued, with inflation reaching 4.1% and unemployment rising to 5.7%. Against this backdrop, export-focused dairy and overseas equities again gave strong support to our returns. Highlights for the FY26 include:

- A surplus of $24.3m (before tax & donations) across the Raukawa Commercial Group (Raukawa Iwi Development Limited (RIDL) and Raukawa Asset Holding Company (RAHC) together)
- This year's result benefited strongly from increased returns from dairy (29.8%) and managed funds (12.0%)A record $5.6m in distributions paid out
- We made significant progress with Te Koha, with the opening ceremony and first families moving in just after year end.
- Working with other iwi and private investors, we acquired Cardinal Logistics, a national distribution business, giving Raukawa a stake in essential infrastructure that moves goods across the country Continued growth in total assets to ~$317m (including the off-balance sheet CNI forest asset & market value of quota shares)

Our Approach to Investing

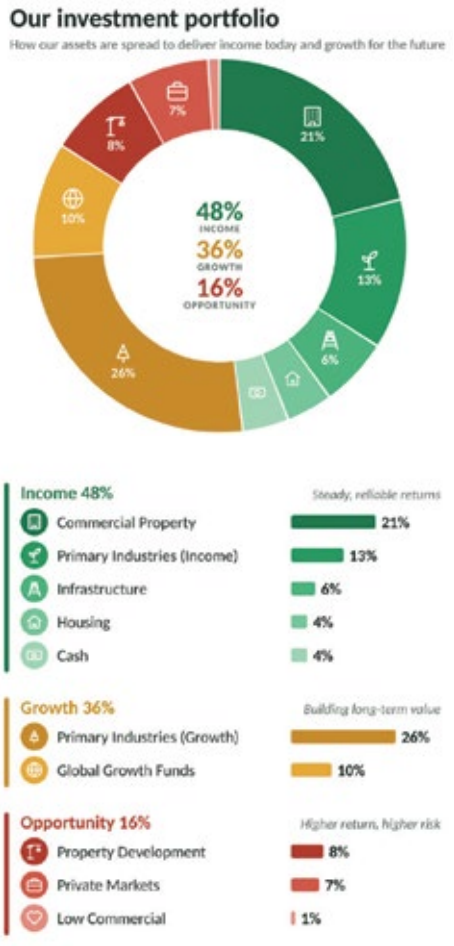
We remain focused on building a portfolio of quality assets that delivers both growth and income over the long term. Our diversification is paying off, with different parts of the portfolio taking the lead each year to produce consistently positive results. We have set about this deliberately, buying into good assets in areas of opportunity and, we perceive, long term strength.

We prefer to own businesses and property outright, where our relationships and strengths as an iwi count. When the right opportunity isn't there, we invest in shares and managed funds. We believe in staying lean and efficient and sticking to our plan: balanced, diversified and focussed on delivering tangible value to Raukawa.

The Portfolio Today

We have $317m in high-quality assets that are well diversified across: property, housing, forestry, dairy, private equity and infrastructure.

More importantly this is broadly balanced, in line with our strategy, with around half the portfolio producing reliable and resilient income and the other delivering higher but more volatile growth.



Our Performance

FY26 has been another year of strong performance from the company. It has delivered our second highest ever group profit in dollar terms (before tax and donations), behind the strong FY21 year, when markets bounced thanks to ultra-low interest rates.

Our total return of 9.0% this year was above our long term, modelled target of 7.5%.

Within this, our operating profit of $16.5m was a 6.1% operating return. This is also ahead of our long-term expectations of 4.5%.

Operating results are especially important to us as it is our proxy for cash, which we need to meet our obligations including the funding we provide to RST and RCT.

While we are pleased with FY26, we remain focused on long-term performance.

We have added $213m of value since inception in FY14. This is pūtea that has been generated from the original settlement funds. Of this value, ~$164m has been the rise in our value and ~$48m has been paid out in dividends and donations.

Since inception, we have delivered an average annual return of 8.8%.

That puts us among the most consistent performers of any post-settlement iwi, and it builds a stronger foundation for the generations to come.

Our focus is on long term returns – delivering $213m of value since FY14

Driving performance

As already mentioned, our FY26 result was delivered thanks to some really strong performance from assets that tapped into global as opposed to domestic growth.

Our exposure via managed funds to global equity markets (approximately 10% of our portfolio) delivered a return of 12.0%, making a 11.5% total return over two years.

Dairying was also a standout, like managed funds, for the second year running.

We have two dairy investments: 3,300 head Ranginui, near Mangakino and our stake in Pūainuku Pastures LP (PPLP), which owns a stake in Dairy Holdings Limited, a large South Island irrigated dairy farmer. Together these represent 10% of the portfolio or around $31.2m.

Ranginui delivered a total return of almost 40% including value uplifts. Dairy is an area I have had strong experience with, and I have been grateful to be able to support the hard work of the team in improving performance and results. We think there is more to be gained, too. PPLP's return was 21.3% – on the back of robust milk prices and the resulting valuation increases.

Our standout returns were from assets exposed to global growth – dairy and managed funds

There is a positive global story here for Aotearoa, and the growing global demand for for protein, that RIDL is well positioned for, and there may be more to be made from this.

However, not all global assets performed well, this year. The lobster market in China has continued to struggle and this affected our Pūai Tangaroa asset, albeit at time of writing the pricing was starting to recover.

Forestry also remained subdued, again partly due to the impact of depressed China property demand. Despite this, and partly due to the decline in value of the NZD, Kākano delivered reasonable income and value uplift.

Our property assets all delivered income in line with expectations, but valuation uplifts were subdued, which can be seen across the country and seems to reflect the wider local economic issues.

New Investment Activity

Our biggest projects this past year have been at Te Koha and Cardinal

We invested approximately $14m during FY26, including:

- $10m invested in Te Koha, with significant further spend since year-end. The first affordable rental units are now occupied, and the project remains on track for all units to be completed by the end of this calendar year.
- $1.7m of capital calls were made into RIDL's private equity portfolio. Capital is committed at the start of each fund's lifecycle and progressively called as investments are identified.
- Various movements in and out of managed funds, for manager selection reasons as well as to fund other investments.

Te Koha a Raukawa

This is a major local investment for us – the largest we have made and the largest property investment we have undertaken directly since completing Raukawa whare.

This will see 56 homes built – we are building 33 and we will sell twenty sections. These 33 whare will cover affordable rental and shared equity housing. These will be delivered in conjunction with our housing partner, Ka Uruora.

The total project cost will be around $25m. This year we invested $10m, including $3.8m received in the form of grants and concessionary loans.

We're able to deliver this project because this funding makes it economically sustainable. Likewise, without Te Koha, this funding would not have come into the rohe.

As of time of writing, the official opening has occurred, the streets have been named and – most importantly – the first whanau have moved in.

By this time next year, the development will have been completed and will have more than thirty whanau. It is beautifully designed, and the houses are high quality. We think it is a marvellous addition to Tokoroa and a great pou for Raukawa at the southern entrance to the town.

Cardinal

Just before year end, RIDL agreed to join an iwi and private consortium to buy out national logistics business, Cardinal.

Cardinal has been in business for more than thirty years with an established management team and a long standing and diversified customer base.

They have also undertaken significant investment in their distribution technology in recent years and RIDL's investment ensures this will continue.

The next three years are about growth. We're building a bigger and better business, one that will become as solid and dependable as infrastructure once it's fully established.

The capital for Cardinal was invested in early in the 2026/27 financial year.

Cardinal Logistics is an exciting new investment for us – with the potential of good growth in the early years and then a chance to embed itself in our nation's transport and logistics infrastructure.

The Year Ahead

I'm writing this in the shadow of the US mid-term elections and the rather dramatic change we are seeing there, with equally dramatic speculation about what comes next.

I suppose my message is: there will always be disruptions and uncertainty across the globe, that we have no control over.

We will continue to focus on what we can manage:

- Balancing risks
- Looking for good, sustainable businesses
- Working with reliable and capable partners
- Focussing on efficiency wherever we operate

There is a good outlook in dairy and some other commodities – and this may be helped by a very low kiwi dollar.

While we and other investors have already benefitted from the AI boom – or bubble – depending on your point of view, there seems to be significant productivity gains still out there for businesses, alongside the disruption.

At home, we see continued low demand domestically in property, which will probably continue in the next year or so. We see some recovery in koura, but Chinese and, to some extent, Australian driven businesses seem to have limited growth potential in the short term.

We have committed to a total distribution for the year to RST and RCT of $6.0m. This is up $400k on FY26. We have increased the distribution every year, at an average rate since inception of a little under 7.0%.

As noted above, we have now paid out over $50m in distributions. This is more than the cash quantum Raukawa received from the Crown for our land settlement.

Conclusion

Many thanks to my fellow directors, not least RST Chair Kataraina Hodge but also to Jon Stokes, Vanessa Eparaima, Tipene Oxenham and Deb Davies.

Thanks as always to Kim Blomfield for her ongoing support and to Ellen and VBW for their efficient accounting, and to Alex, Tom and the team at Koau for their management support.

Best wishes to all iwi members for the Christmas period and year ahead.



Tā Henry van der Heyden
KNZM, Raukawa Iwi Development Ltd and Raukawa Asset Holding Company Chairperson



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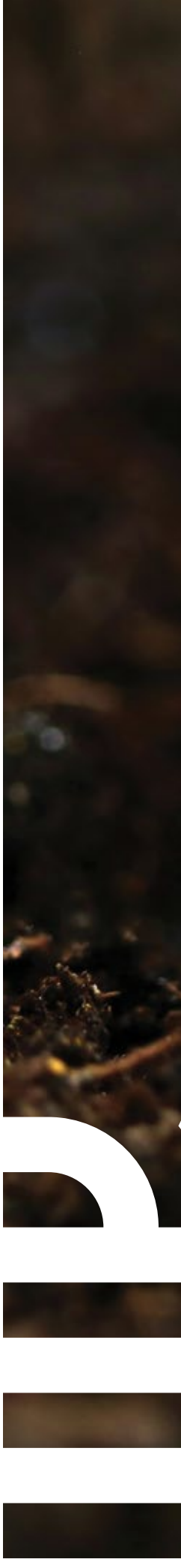
Annual Report 2025-2026



Raukawa Settlement Trust Group

General Purpose Financial Statements

For the year ended 30 June 2026



Raukawa Settlement Trust Group
Post Settlement Governance Entity, South Waikato

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Directory

As at 30 June 2026

Nature of Business
Post Settlement Governance Entity
Resource Development and Investment

Address
Private Bag 8
Tokoroa 3444

Date of Formation
Friday, 19 June 2009

Parent
Raukawa Settlement Trust

Subsidiaries
Raukawa Charitable Trust
Raukawa Iwi Developments Limited
Raukawa Asset Holding Company Limited
Papa o Te Aroha Marae Charitable Trust
Raukawa Settlement Trust Limited

Accountants
Graham Brown & Co Ltd
Chartered Accountants
PO Box 204
Putaruru 3443

Auditor
PwC
Chartered Accountants
Level4/109 Ward Street
Hamilton 3240

Bankers
Westpac
Tokoroa

Bank of New Zealand
Tokoroa

Trustees


Kataraina Hodge


Deb Davies


Quinton Tunoho


Connie O'Neill


Nachelle Griffiths


Rick Paul


Gaylene Roberts


Louis Armstrong


Arahia Moeke


John Namana Kopa


Whakawhiti Gage


Steven Oxenham


Erina Maui


Juanita Temarama


Donna Parker


James Whetu

Raukawa Settlement Trust Group
Post Settlement Governance Entity, South Waikato

Statement of Service Performance

For the Year Ended 30 June 2026

Description of the Group's Kaupapa/Purpose

Raukawa Settlement Trust (RST) was established in 2009, as per the Trust Deed –

"the purpose for which the Trust is established are to receive, hold, manage and administer the Trust fund for every purpose benefiting Raukawa whether it relates to the relief of poverty, the advancement of education or any other matter beneficial to Raukawa and all the Members of Raukawa irrespective of where those Members reside."

The following activities are examples of how RST meets its Kaupapa or purpose as outlined in the Raukawa Settlement Trust Deed.

Raukawa Settlement Trust – Net Asset Growth

Raukawa Iwi Development Limited (RIDL) is a fully consolidated subsidiary of the Raukawa Settlement Trust (RST), whose purpose is to manage the Iwi Settlement funds in a way that delivers growth and prosperity for future generations. RIDL aims to provide dividends and donations to RST & RCT which further enhances the charitable abilities of each Trust.

	2026	2025
Raukawa Iwi Development Limited Net Assets	248,862,201	232,134,329

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Wānanga Raukawa

Raukawa have provided Uri specific wānanga that deliver direct language support for Raukawa uri who are intent on improving their broad language understanding, confidence of use and fluency as well as reconnecting and assisting uri with their reclamation of their own iwi stories, tikanga, practices and customs. These are the only wānanga of this nature available at the iwi level for Raukawa uri. Organising a number of hui throughout the year greatly contributes to the success of Raukawa's Strategic Outcomes.

	2026	2025
Te Kura Reo o Raukawa 5-day Wānanga	1	1
Te Awa / Whare Kōrero o Raukawa 5-day Wānanga	1	1
Wānanga (ā-rohe and Pā Harakeke)	8	-









*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Raukawa support whānau, hapū, marae and community wellbeing

Ka Uruora ki te Ao

		2026	2025
Pathing Pathways to Financial Freedom	Graduates	71	-

Ka Uruora is about financial literacy. It's about restoring mana, building confidence, and supporting whānau to realise financial goals that sometimes feel out of reach – like homeownership, savings, or becoming debt-free. Developed by Māori, for Māori, the kaupapa starts with our Sorted Kāinga Ora course – a free wānanga lasting approximately four to eight weeks that helps whānau understand budgeting, debt management, smart saving, and planning for financial stability.

Raukawa Grants

During the 2025-2026 financial year Raukawa received:

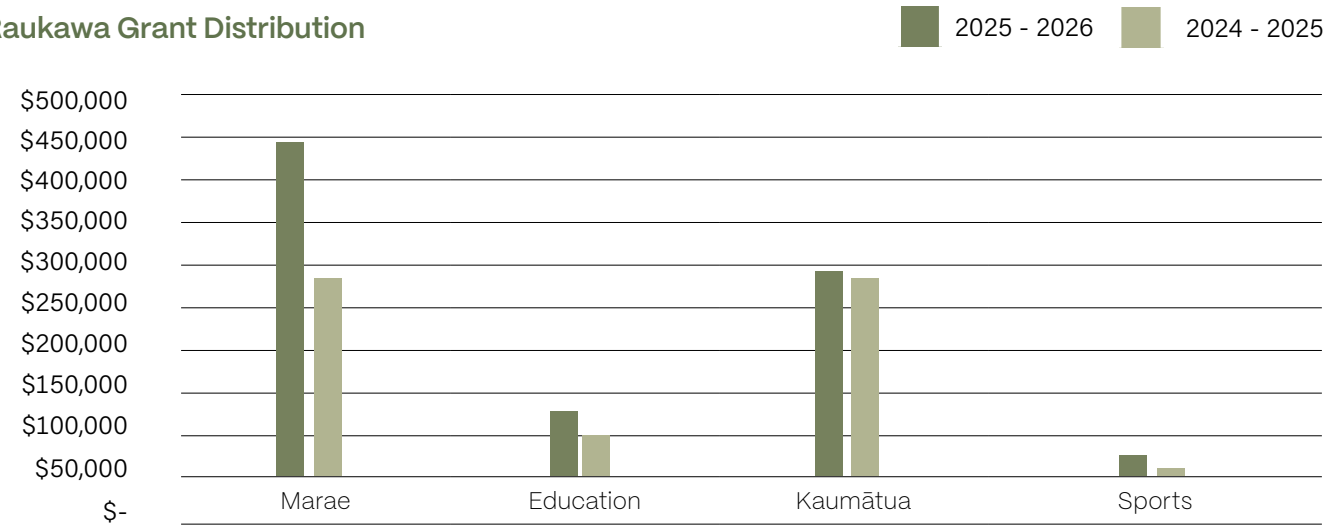
- 13 applications for the marae grant, a 63% increase
- 194 applications for the education grant, a 50% increase
- 527 applications for Kaumatua grant, a 9% increase
- 58 applications for sports grant, a 35% decrease

The total level of grant applications received this year has been consistent and is indicative of the success of our outward connectivity with iwi members, and the ability to assist more of our uri members keeps us striving to do more in this regard.

Total Distribution	2025 - 2026 $	2024 - 2025 $	Variance %
Marae	435,816	282,124	54%
Education	121,725	100,125	22%
Kaumātua	320,811	318,528	1%
Sports	16,910	10,000	69%
	895,262	**710,777**	**26%**

Applicants	2025 - 2026	2024 - 2025	Variance %
Marae	13	8	63%
Education	194	129	50%
Kaumātua	527	482	9%
Sports	58	43	35%
	792	**662**	**20%**

Raukawa Grant Distribution



Raukawa uri are actively engaged in events and activities

Raukawa proactively identifies, organises, and attends strategic key events that support Raukawa uri members, Raukawa iwi, and local communities:

Te Tātāwhāinga Kaumātua o Raukawa

On the 10th November 2025, Te tātāwhāinga kaumātua o Raukawa was held at the South Waikato Sports and Events Centre Tokoroa. This year there were 16 teams competing, which consisted of 13 RST Marae, along with 3 other teams from Maungatautari & Kaumātua.

This year, the Te Tātāwhāinga Kaumātua Games once again proved to be an outstanding event, seamlessly blending fun, culture, and community. The introduction of new games added an exciting dimension, enhancing the overall experience. Our Raukawa staff played a vital role, showcasing their dedication through exceptional hosting and catering, reflecting the values of care and manaakitanga. The combination of engaging games, delicious kai, and lively entertainment created a warm and welcoming atmosphere that brought joy to all our Kaumātua.

	2026	2025
Kaumātua participants & supporters	179	255

Kaumātua Programme 2026

Programme Overview

The Kaumātua Programme is based at the Raukawa Putāruru tari and operates twice a week during the school term. The programme is delivered through a whānau-centred, culturally grounded and holistic approach to hauora, guided by the Tīwai Hauora practice framework.

Each session begins with karakia and whakawhanaungatanga, providing kaumātua with time to share kōrero, check in and strengthen relationships. The programme also includes hauora education and presentations, korikori tinana, kai tahi and waiata. Activities are adapted to meet the different abilities and needs of kaumātua, while encouraging participation, connection, confidence and independence.

The programme is responsive to the needs, interests and aspirations of kaumaatua and creates opportunities for them to participate, contribute, lead and share mātauranga.









*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Target Whānau

The Kaumātua Programme is available to people aged 55 years and over from throughout the Raukawa takiwā.

Attendance and Enrolment

Whānau attending for the first time and wishing to participate in the programme follow the Tiwai Hauora referral pathway. An individual record is created and maintained in client management system and is managed by the programme facilitator.

Attendance is captured through an attendance register completed at every session, with whānau asked to sign in. Copies of attendance registers are stored in the Kaumātua Services Teams folder.

Intended outcomes

The Kaumātua Programme aims to support positive hauora outcomes for kaumātua through:

- Improved access to services, referral pathways and available support
- Increased cultural connection and knowledge of Te Ao Māori, mātauranga Māori and Rongoa Māori
- Increased knowledge and understanding of health, health conditions and wellbeing
- Reduced social isolation and increased whānau, social and community connection

2026 Attendee Data

Quarter	Period	Attendees
Quarter 1	Jul – Sep 2025	64
Quarter 2	Oct – Dec 2025	71
Quarter 3	Jan – Mar 2026	67
Quarter 4	Apr – Jun 2026	65
Total		**267**









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Tākaro Time 2026

Programme Overview

Raukawa Tākaro Time is a free, educational session provided in a relaxed, pēpi/tamariki friendly environment as part of our Kahu Taurima suite of services. The programme supports parents and caregivers on their journey towards whānau wellness. Each session provides shared kai and opportunities for whānau to connect with others who are on a similar parenting journey.

Target Whānau

Tākaro Time is available to whānau currently receiving support through Whānau Ora, Well Child Tamariki Ora, Family Start and Whānau Lead services. Participation is voluntary, with the primary target group being whānau with tamariki under five years of age.

Attendance and Enrolment

Attendance is captured through weekly attendance records completed at each session. Tamariki are enrolled through registration forms, which also capture their parent/caregiver and whaanau details. Registration forms are completed and renewed at the beginning of each school term to ensure participant information remains current and accurate.

At the time of reporting, Tākaro Time has approximately 33 attendees, comprising registered tamariki and the parents/caregivers who attend the programme alongside them.

Intended Outcomes

Tākaro Time aims to achieve positive outcomes for tamariki and whānau by providing a safe, supportive and connected environment. Key outcomes include supporting tamariki social, emotional and cognitive development through play-based learning; reducing social isolation by creating opportunities for parents and caregivers to connect; providing parenting education and support; assisting whānau to identify and address challenges within the home; strengthening whānau wellbeing, knowledge and confidence; and strengthening connections to cultural identity, whakapapa, tikanga and te ao Māori.

2026 Attendee Data

Quarter	Period	Tamariki Attendees
Quarter 1	Jul – Sep 2025	14
Quarter 2	Oct – Dec 2025	11
Quarter 3	Jan – Mar 2026	14
Quarter 4	Apr – Jun 2026	17
Total		**56**

Note: Attendee figures represent tamariki attendees each quarter in Tākaro Time only. Parents/caregivers attend alongside their tamariki and are included in programme attendance registers however are not counted in the figures above.

Tākaro Time was not operating during the 2025 financial year.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.



*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Comprehensive Revenue and Expense

For the Year Ended 30 June 2026

	NOTE	2026 $	2025 $
Revenue			
Contract & Project Revenue	2	8,381,201	16,400,569
Finance and Investment Revenue	3	7,147,130	7,503,511
Other Revenue	4	1,415,025	1,472,407
Total Revenue		16,943,356	25,376,487
Less Expenses			
Operating Expenses	5	15,812,293	15,260,400
Administration Expenses	6	341,296	348,223
Uri Grants		1,156,000	814,000
Total Expenses		17,309,589	16,422,623
(Deficit) Surplus before Share of Surplus of Equity Accounted Associates		(366,233)	8,953,864
Share of Surplus of Equity Accounted Associates	13	8,396,990	7,793,119
Gains on Direct Investments	7	1,765,483	3,072,733
Surplus		9,796,240	19,819,716
Income Tax Expense	8	1,111,423	1,019,680
Net Surplus for the year		**8,684,817**	**18,800,036**
Other comprehensive revenue/(expense) not subsequently recognised to profit & loss, net of tax			
Share of movement in reserves of equity accounted associates	13	1,264,766	(1,510,615)
Change in fair value of Investments & Intangible Assets at FVOCI	15 & 17	6,043,701	1,639,588
Deferred tax recognised in equity for the year	8	(622,149)	(550,865)
Total other comprehensive revenue/(expense) not subsequently recognised to profit & loss, net of tax		**6,686,318**	**(421,892)**
Total comprehensive revenue/(expense) for the year		**15,371,135**	**18,378,144**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Financial Position

As at 30 June 2026

Current Assets	NOTE	2026 $	2025 $
Cash & Cash Equivalents	9	4,979,308	8,185,374
Short Term Deposits	9	16,022,518	17,895,028
Trade and Other Receivables	10	7,202,249	1,234,522
Inventories	11	187,663	-
Inventory Property	12	16,375,756	6,263,695
Income Tax Receivable		658,606	738,485
Total Current Assets		45,426,100	34,317,104
Non-Current Assets			
Investments in Associates	13	134,592,818	129,228,353
Property, Plant & Equipment	14	13,486,001	13,578,282
Long Term Deposits	9	599,205	-
Other Investments	15	93,264,758	88,435,258
Investment Property	16	7,051,000	6,953,000
Intangible Assets	17	1,123,667	1,136,196
Loan Receivable - Whakaaratamaiti Marae		398,142	401,237
Total Non-Current Assets		250,515,591	239,732,326
Total Assets		295,941,691	274,049,430

Continued on next page

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Financial Position (continued)

As at 30 June 2026

	NOTE	2026 $	2025 $
Current Liabilities			
Trade and Other Payables	18	4,463,857	2,948,795
Lease Liabilities	21	388,576	388,575
Income in Advance	19	2,052,766	1,294,674
Provisions	20	3,075,064	3,010,378
Employee Entitlements		570,465	493,803
Total Current Liabilities		10,550,728	8,136,225
Non-Current Liabilities			
Term Loans	22	3,325,469	-
Lease Liabilities	21	232,547	621,122
Income in Advance	19	2,547,580	2,000,000
Deferred Tax	8	5,615,312	4,993,163
Total Non-Current Liabilities		11,720,908	7,614,285
Total Liabilities		22,271,636	15,750,510
Net Assets		**273,670,055**	**258,298,920**
Trust Funds			
Revaluation Reserves		51,842,426	47,074,699
Retained Profits		137,728,494	127,125,086
Settlement Funds		84,099,135	84,099,135
Total Trust Funds		**273,670,055**	**258,298,920**

For and on behalf of the Board:

Chairperson — Date: 30 October 2026

Trustee — Date: 30 October 2026

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Changes in Net Assets/Equity

For the Year Ended 30 June 2026

	Settlement Funds	Asset Revaluation Reserves	Accumulated Revenue and Expense	Total Net Assets/Equity
Opening balances at 1 July 2024	84,099,135	47,496,591	108,325,050	239,920,776
Surplus for the year	-	-	18,800,036	18,800,036
Other comprehensive revenue and expense	-	-	-	-
Other comprehensive revenue/ (expense) not subsequently recognised to profit & loss, net of tax	-	(421,892)	-	(421,892)
Total comprehensive revenue and expense for the year	-	(421,892)	18,800,036	18,378,144
Balance at 30 June 2025	**84,099,135**	**47,074,699**	**127,125,086**	**258,298,920**
Opening balances at 1 July 2025	84,099,135	47,074,699	127,125,086	258,298,920
Surplus for the year	-	-	8,684,817	8,684,817
Other comprehensive revenue and expense	-	-	-	-
Other comprehensive revenue/ (expense) not subsequently recognised to profit & loss, net of tax	-	6,686,318	-	6,686,318
Transfer	-	(1,918,591)	1,918,591	-
Total comprehensive revenue and expense for the year	-	4,767,727	10,603,408	15,371,135
Balance at 30 June 2026	**84,099,135**	**51,842,426**	**137,728,494**	**273,670,055**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Cash Flows

For the Year Ended 30 June 2026

	NOTE	2026 $	2025 $
Cash Flows from Operating Activities			
Cash was provided from:			
Receipts from operations		9,792,214	14,592,288
Receipts from interest		1,011,647	1,313,250
Receipts from dividends		3,939,990	4,160,953
		14,743,851	20,066,491
Net GST		(26,408)	(137,313)
Cash was disbursed to:			
Payments to suppliers and employees		(17,194,239)	(17,473,705)
Donations or grants paid		(1,091,313)	(826,647)
Payments of Income Taxes		(747,526)	(738,093)
		(19,033,078)	(19,038,445)
Net Cash Flows from Operating Activities		(4,315,635)	890,733
Cash Flows from Investing Activities			
Cash was provided from:			
Distributions received from Limited Partnerships		1,882,301	2,637,122
Receipts from associates		3,837,076	4,187,873
Receipts from sale of investments / managed funds		2,000,000	2,176,168
Grants Received		547,580	2,000,000
Receipts from the settlement of term deposits		1,273,305	-
		9,540,262	11,001,163
Cash was disbursed to:			
Payments to acquire property, plant and equipment		(297,079)	(2,378,893)
Payments to purchase inventory property		(8,256,991)	(1,167,027)
Payments to purchase investments in other entities		(2,829,006)	(5,947,792)
Purchase of Term Deposits		-	(3,600,265)
Exchange rate movement		-	(246,808)
		(11,383,076)	(13,340,785)
Net Cash Flows from Investing Activities		(1,842,814)	(2,339,622)
Cash Flows from Financing Activities			
Cash was provided from:			
Proceeds from loans borrowed from other parties		3,340,957	-
		3,340,957	-
Cash was disbursed to:			
Payments of finance leases		(388,574)	(264,213)
		(388,574)	(264,213)
Net Cash Flows from Financing Activities		2,952,383	(264,213)
Net increase / (Decrease) in Cash Held		(3,206,066)	(1,713,102)
Cash at the Beginning of the Year		8,185,374	9,898,476
Cash at the End of the Year		**4,979,308**	**8,185,374**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2026

1. Statement of Accounting Policies

Reporting Entity

These consolidated financial statements of Raukawa Settlement Trust (the Trust) for the year ended 30 June 2026 comprise the Trust and its subsidiaries: Raukawa Settlement Trust Limited, Raukawa Iwi Development Limited, Raukawa Charitable Trust, Raukawa Asset Holding Company Limited and Papa o Te Aroha Marae Charitable Trust (together, "the Group").

Statement of Compliance and Basis of Preparation

The consolidated financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities, for which all reduced disclosure regime exemptions have been adopted. The Trust and Group are eligible to apply Tier 2 standards as they have less than $33 million annual expenditure and are not publicly accountable.

These consolidated financial statements have been prepared on the historical cost basis except for land and buildings, heritage assets investment properties, other investments and carbon credits which are subsequently measured at fair value or revalued amounts in accordance with the accounting policies disclosed in the relevant notes.

The consolidated financial statements are presented in New Zealand dollars ($) which is the Group's functional currency. There has been no change in the functional currency of the Group during the year. Transactions and balances reported in foreign currencies are translated to New Zealand Dollars at the rate prevailing on the date of the transaction.

Specific Accounting Policies

The following specific accounting policies which materially affect the measurement of the Statement of Comprehensive Revenue and Expense and Statement of Financial Position have been applied:

a. Goods and Services Taxation (GST)

Revenue and expenses have been recognised in the consolidated financial statements exclusive of GST except that irrecoverable GST input tax has been recognised in association with the expense to which it relates. All items in the Statement of Financial Position are stated exclusive of GST except for receivables and payables which are stated inclusive of GST.

b. Financial Assets/Liabilities

Non-derivative financial assets
The group initially recognises assets held at amortised cost on the date that they are originated. All other financial assets (including assets designated at fair value through profit or loss) are recognised initially on the trade date at which the Trust and group becomes a party to the contractual provisions of the instrument.

The group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the group is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The group classifies non-derivative financial assets into the following categories: financial assets at fair value through profit and loss, fair value through other comprehensive income and those held at amortised cost.

i. Assets held at amortised cost

Financial assets are classified and measured at amortised cost when they are held within a management model whose objective is to collect contractual cash flows, and their contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are initially recognised at fair value plus directly attributable transaction costs, except for trade receivables initially measured at their transaction price in accordance with PBE IPSAS 41. They are subsequently measured at amortised

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

cost using the effective interest method, less any loss allowance for expected credit losses.

The Group's financial assets measured at amortised cost comprise cash and cash equivalents, term deposits, trade and other financial receivables, and the loan receivable.

Assets held at amortised cost comprise cash and cash equivalents, term deposits, trade and other receivables and a loan receivable.

ii. Financial liabilities at amortised cost

The Trust and group's financial liabilities are principally borrowings and trade and other payables and are measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

iii) Impairment of financial assets

The Group recognises a loss allowance for expected credit losses on financial assets measured at amortised cost. For trade receivables, the Group applies the simplified approach and recognises lifetime expected credit losses. Expected credit losses are assessed using historical loss experience, adjusted for current conditions and reasonable and supportable forecasts of future economic conditions. For other financial assets measured at amortised cost, the loss allowance is measured at an amount equal to 12-month expected credit losses unless credit risk has increased significantly since initial recognition, in which case lifetime expected credit losses are recognised.

Impairment losses and subsequent reversals are recognised in surplus or deficit.

c. Use of judgements and estimates

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areasof estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the consolidated financial statements are disclosed where applicable in the relevant notes to the financial statements, refer note 13 Investments in associates, note 14 PPE, note 16 Investment property, note 19 Income in Advance and note 24 CNI Iwi Collective Settlement.

Judgements made by management in the application of the PBE Standards RDR that have significant effects on the consolidated financial statements are disclosed, where applicable, in the notes to the financial statements.

d. Basis of consolidation

The consolidated financial statements incorporate the financial statements of the parent and subsidiaries controlled by the parent.

Control is achieved when the parent has power over the investee and can determine the investee's operating and financing policies, such that the parent can direct the investee to assist it in achieving the parent's own financial and public benefit objectives.

Consolidation of a subsidiary begins when a parent obtains control over the subsidiary and ceases when a parent loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive revenue and expenses from the date the parent gains control until the date when a parent ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

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e. Changes in Accounting Policies

All accounting policies have been applied on a basis consistent with those from previous consolidated financial statements.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted and no material impacts of future adoptions are expected.

2. Contract & Project Revenue	2026 $	2025 $
Exchange Revenues	8,059,038	16,086,793
Non-exchange Revenue	322,163	313,776
Total Contract & Project Revenue	**8,381,201**	**16,400,569**

The Group receives revenue from contracts and projects with public sector organisations in exchange for providing services to the Raukawa community on behalf of the funding provider. Revenue is recognised to the extent that the underlying services have been delivered. Where funding is received in advance of delivering goods or services and there is a requirement to return unused funding or uncertainty around the group's ability to comply with conditions attached to the funding, the amounts received are recognised as income in advance.

Revenue received for contracts and projects with no requirement to provide services in exchange or specific performance obligations is classified as non-exchange revenue and is recognised as revenue at the fair value of the amount receivable except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

3. Finance and Investment Revenue	2026 $	2025 $
Dividends Received	2,562,408	2,332,631
CNI Iwi Collective Dividend	3,746,801	4,075,888
Interest Received	837,921	1,094,992
Total Finance and Investment Revenue	**7,147,130**	**7,503,511**

Dividend income is recognised when the Group's right to receive the dividend is established. Interest income is recognised using the effective interest method.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

4. Other Revenue	2026 $	2025 $
Lease & Rental Income	558,138	480,902
Grants, Koha and Donations	708,482	477,852
Other	50,405	34,653
Fair value adjustments recognised in net profit/(loss)	98,000	479,000
Total Other Revenue	**1,415,025**	**1,472,407**

Revenue received from Grants, koha and donations is classified as non-exchange revenue and are recognised as revenue at the fair value of the amount receivable except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

Lease and rental income from operating leases accrues on a straight line basis over the term of the lease. Fair value adjustments recognised in net profit/(loss) relate to increases in the fair value movement of investment properties and recoveries of previous impairment losses and revaluation decreases expensed to profit and loss.

The investment properties are leased to tenants under operating leases with rental payable either monthly or annually.

Multiple property leases are long term (10 years plus). There are several lease renewals and one expiry expected in the coming five years.

Minimum lease payment receivables on leases of investment properties are as follows	2026 $	2025 $
No later than one year	792,496	841,062
Later than one year and no later than five years	1,849,399	2,472,444
Later than five years	3,008,186	3,257,731
Total Lease Payment Receivables	**5,650,081**	**6,571,237**

5. Operating Expenses	2026 $	2025 $
Communication	504,229	519,648
Depreciation	389,357	355,595
Facilities	753,422	790,662
General	604,509	499,803
Governance	511,706	515,063
Personnel Costs	9,996,154	9,769,265
Project Expenses	1,283,618	1,166,144
Specialist Advice	1,348,888	1,056,150
Travel	420,410	588,070
Total Operating Expenses	**15,812,293**	**15,260,400**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

6. Administration Expenses

	2026 $	2025 $
Administration	135,884	115,012
Accountancy Fees	83,764	112,418
Audit Fees	121,648	120,793
Total Administration Expenses	**341,296**	**348,223**

Audit Services
The audit of the financial statements was performed by PwC. No non-assurance services were provided by PwC during the year.

7. Other Gains & Losses

	2026 $	2025 $
Gains or losses on Direct Investments		
Pūainuku Pastures LP	2,002,176	2,373,839
Pūainuku Vines LP	(38,512)	(10,054)
Pūai Tangaroa Limited Partnership	(266,407)	(22,201)
Te Pūia Tāpapa LP	68,226	731,148
Total Other Gains & Losses	**1,765,483**	**3,072,732**

8. Income Tax Expense

	2026 $	2025 $
Surplus before Income Tax	9,796,240	19,819,716
Income Tax at 17.5%	1,714,342	3,468,450
Tax effect of amounts which are not deductible in calculating taxable income		
Non-Assessable Income	(921,911)	(1,079,032)
Non-Deductible Expenses	10,194	50,308
Other	(23,501)	(84,487)
Effect of Tax Exempt Subsidiaries	332,299	(1,335,559)
Total Income Tax Expense	**1,111,423**	**1,019,680**
Made up of the following items		
Current Tax Expense	1,111,423	1,019,680
Deferred Tax Expense	-	-
Total Income Tax Expense	**1,111,423**	**1,019,680**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

8. Income Tax Expense (continued)

Deferred Tax assets/(liabilities)	1 July 2024	Recognised in Surplus	Recognised in Equity	30 June 2025
Investments in Associates	(4,387,056)	-	(550,865)	(4,937,921)
Property, Plant & Equipment	(55,242)	-	-	(55,242)
	(4,442,298)	**-**	**(550,865)**	**(4,993,163)**

	1 July 2025	Recognised in Surplus	Recognised in Equity	30 June 2026
Investments in Associates	(4,937,921)	-	(622,149)	(5,560,070)
Property, Plant & Equipment	(55,242)	-	-	(55,242)
	(4,993,163)	**-**	**(622,149)**	**(5,615,312)**

Income tax is recognised in surplus/(deficit) except to the extent it relates to items recognised in equity. Current tax is the estimated income tax payable based on current period taxable income adjusted for amounts over or under provided in prior periods. Deferredtax relates to the estimated future tax consequences and benefits expected resulting from timing differences between amounts recognised in surplus/(deficit) under the financial reporting policies adopted by the group and income tax legislation. Deferred tax assets are recognised only when there is a probability they will be utilised against future taxable surpluses.

The Group holds investments in various limited partnerships that are tax transparent for tax purposes. The limited partners are responsible for the tax on their share of the limited partnerships taxable income. Deferred tax is required to be provided on temporary differences arising on these investments, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

The Group has made some significant judgements over the limited tax information available from the partnerships in the deferred tax balances that the Group has recognised in these consolidated financial statements. The Group considers any potential differences that may arise in the foreseeable future to be immaterial to the Group.

9. Cash & Bank Balances

	2026 $	2025 $
Cash at Bank	4,979,308	8,185,374
Cash and Bank Balances	**4,979,308**	**8,185,374**

Cash and cash equivalents comprise cash on hand and bank balances available on demand.

Short Term Deposits	16,022,518	17,895,028
Short Term Deposits	**16,022,518**	**17,895,028**
Long Term Deposits	599,205	-
Long Term Deposits	**599,205**	**-**

Term deposits are held with Westpac New Zealand Limited. Term deposits maturing within 12 months of the reporting date are classified as current assets, with those maturing after 12 months classified as non-current assets. Term deposits are not classified as cash equivalents where their original maturity exceeds three months.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

10. Trade and Other Receivables

	2026 $	2025 $
Accrued Interest	191,806	246,016
GST Receivable	395,852	115,167
Accounts Receivable	6,614,591	873,339
Total Trade and Other Receivables	**7,202,249**	**1,234,522**

Trade and other receivables are generally due for settlement within 30 days and are therefore classified as current. Trade receivables are recognised at cost.

Trade and other receivables more than 90 days overdue total $0 (2025: $0). There is no doubtful debt provision $0 (2025: $0) and the Group is not exposed to any other significant credit risk (2025: $0).

11. Inventories

	2026 $	2025 $
Inventories	187,663	-
Total Inventories	**187,663**	**-**

Inventories are recognised at the lower of cost and net realisable value, determined on a first-in first-out basis.

12. Inventory Property

	2026 $	2025 $
Stock on Hand		
Opening Balance	6,263,695	4,803,812
Purchases / Development	10,112,061	1,459,883
Total Inventory Property	**16,375,756**	**6,263,695**

Properties intended for sale in the ordinary course of business, including properties under construction for sale, are classified as inventory and measured at the lower of cost and net realisable value.

At 30 June 2026, inventory includes development expenditure relating to Te Koha o Raukawa, which comprises properties intended for sale, including progressive home ownership units, and affordable rental properties intended to be retained long term.

While management has determined the expected split between properties for sale and rental, individual properties have not yet been designated. RIDL has recognised all development expenditure within inventory pending completion of construction and allocation of the individual properties between inventory and investment property.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

13. Investments in Associates

Investments in associates are those where the group has significant influence but not control over an investee. Significant influence arises when the group holds 20% – 50% of the equity and voting interests in an investee and has representation on the investees governing body. The group uses the equity method of accounting whereby it recognises its initial investment in an associate at cost or fair value, in the case of a step-disposal, and the carrying amount is increased or decreased by its proportionate share of the net profit/(loss) of the investee and its proportionate share of other comprehensive income. Net distributions, after deduction of the transaction costs received from an investee, reduce the carrying amount of the investment. There is no impairment for the current financial year (2025: Nil).

	2026 $	2025 $
Kakano Investment Limited Partnership		
Opening Balance	44,205,156	46,095,498
Plus:		
Share of net profit/(loss) for the period	804,932	818,505
Share of Other Comprehensive Income	862,695	-
	1,667,627	818,505
Less:		
Distributions Received	809,794	814,224
Share of Tax Credits	16	119
Share of Other Comprehensive Expense	-	1,894,504
	809,810	2,708,847
Closing Balance	45,062,973	44,205,156

RIDL holds a 31.50% share in Kakano Investment Limited Partnership (2025: 31.50%). Kakano is a forestry investment fund that has a 2.44% shareholding in Kaingaroa Tipu Limited.

Ranginui Station Limited Partnership		
Opening Balance	13,058,934	11,711,466
Plus:		
Share of net profit/(loss) for the period	4,500,016	1,992,527
Share of Other Comprehensive Income	402,071	383,888
	4,902,087	2,376,415
Less:		
Distributions Received	671,053	1,028,947
Closing Balance	17,289,968	13,058,934

RIDL acquired a 44.74% share in Ranginui Station Limited Partnership during the year ended 30 June 2016 and owns 47.22% at 30 June 2026. Ranginui Station Limited Partnership owns and operates farms in the South Waikato.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

13. Investments in Associates (Continued)

Hāpai Commercial Property Limited Partnership

	2026 $	2025 $
Opening Balance	49,602,206	47,514,452
Plus:		
Share of net profit/(loss) for the period	3,977,062	2,085,597
Share of Other Gains	-	2,003,107
	3,977,062	4,088,704
Less:		
Distributions Received	2,119,646	1,999,482
Share of Tax Credits	-	1,468
Share of Other Gains	1,784,196	-
	3,903,842	2,000,950
Closing Balance	49,675,426	49,602,206

Hāpai Commercial Property Limited Partnership (HCPLP) owns commercial investment properties in Tauranga, Christchurch, the Hawke's Bay, Dunedin and Auckland. RIDL holds a 26.23% share at 30 June 2026 (2025: 27.95%) and appoints a director to its general partner.

HCPLP fair values its investments where these can be reliably measured by independent valuations or they are carried at cost. These fair value movements are recorded as Share of Other Gains and Losses and accounted through Profit and Loss.

Hāpai Housing Limited Partnership

Opening Balance	11,579,674	10,361,649
Plus:		
Capital Contributed	-	946,800
Share of net profit/(loss) for the period	533,327	376,501
Share of Other Gains	336,046	200,833
	869,373	1,524,134
Less:		
Distributions Received	236,574	278,801
Share of Tax Credits	-	27,308
	236,574	306,109
Closing Balance	12,212,473	11,579,674

Hāpai Housing Limited Partnership (HHLP) owns a portfolio of build-to-rent housing investments across New Zealand. RIDL holds a 15.56% share at 30 June 2026 (2025: 16.37%).

The Group continues to classify HHLP as an associate under PBE IPSAS 36 as it retains significant influence through its board representation, fixed governance rights, and position as the largest limited partner.

HHLP fair values its investments where these can be reliably measured by independent valuations or they are carried at cost. These fair value movements are recorded as Share of Other Gains and Losses and accounted through Profit and Loss.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

13. Investments in Associates (Continued) Hāpai Development Property Limited Partnership	2026 $	2025 $
Opening Balance	10,782,383	7,834,802
Plus:		
Capital Contributed	-	2,632,793
Share of Other Gains	70,013	410,224
	70,013	3,043,017
Less:		
Distributions received	459,857	-
Share of net profit/(loss) for the period	40,209	94,175
Share of Tax Credits	352	1,261
	500,418	95,436
Closing Balance	10,351,978	10,782,383

RIDL made an initial investment into Hāpai Development Property Limited Partnership (HDPLP) in July 2021. RIDL holds a 22.45% share in HDPLP at 30 June 2026 and appoints a director to its general partner. (2025: 22.45%)

HDPLP fair values its investments where these can be reliably measured by independent valuations or they are carried at cost. These fair value movements are recorded as Share of Other Gains and Losses and accounted through Profit and Loss.

Total Investments in Associates	**134,592,818**	**129,228,353**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

14. Property, Plant & Equipment

	Land	Buildings	Motor Vehicles	Other Plant & Equipment	Heritage Assets	Total
	$	$	$	$	$	$
Cost/Valuation						
Balance at 1 July 2024	1,177,881	7,848,829	802,008	1,584,957	455,800	11,869,475
Additions	133,277	2,024,445	1,078,816	223,361	-	3,459,899
Cost of Assets Sold/Disposed	-	-	-	(249,629)	-	(249,629)
Balance at 30 June 2025	1,311,158	9,873,274	1,880,824	1,558,689	455,800	15,079,745
Balance at 1 July 2025	1,311,158	9,873,274	1,880,824	1,558,689	455,800	15,079,745
Additions	-	121,633	114,782	60,662	-	297,077
Balance at 30 June 2026	1,311,158	9,994,907	1,995,606	1,619,351	455,800	15,376,822
Accumulated Depreciation						
Balance at 1 July 2024	-	192,976	148,628	1,053,794	-	1,395,398
Depreciation Expense	-	74,881	150,025	130,689	-	355,595
Disposals	-	-	-	(249,530)	-	(249,530)
Balance at 30 June 2025	-	267,857	298,653	934,953	-	1,501,463
Balance at 1 July 2025	-	267,857	298,653	934,953	-	1,501,463
Depreciation Expense	-	89,308	180,837	119,213	-	389,358
Balance at 30 June 2026	-	357,165	479,490	1,054,166	-	1,890,821
Carrying Value						
At 30 June 2025	1,311,158	9,605,417	1,582,171	623,736	455,800	13,578,282
At 30 June 2026	1,311,158	9,637,742	1,516,116	565,185	455,800	13,486,001

Heritage assets are assets of cultural and historical significance, and are not held to generate cash flows. Heritage assets are valued at market value considering the replacement value as determined by a specialist valuer Gow Langsford Gallery Auckland. The most recent valuation is dated 30 June 2020. The carvings and taonga are insured for replacement purposes for the value of $1,703,000, but this does not reflect their true cultural, spiritual, or historical value. The replacement value is not recognised in the Statement of Financial Position, but is disclosed due to its significance.

Changes in fair value of Heritage assets are recognised in other comprehensive revenue and expense.

Items of property, plant and equipment are recognised initially at cost and depreciated over their estimated useful lives (except for land) using the following rates:

Buildings: 2% Straight Line | Motor Vehicles: 13–30% Diminishing Value | Other Plant & Equipment: 10–67% Diminishing Value

Land and buildings are revalued to fair value annually. Fair value is determined with reference to comparable property prices by independent professional property valuers CBRE Rotorua. The most recent valuation was dated 30 June 2025. Changes in fair value are recognised in other comprehensive revenue and expense, except where there is a decline below cost when a change in fair value is recognised in net surplus/(deficit).

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

15. Other Investments	2026 $	2025 $
Direct Investments		
Pūainuku Vines Limited Partnership	3,840,049	3,836,670
Pūai Tangaroa Limited Partnership	3,981,268	4,219,926
Pūainuku Pastures Limited Partnership	13,970,385	11,971,998
Te Pūia Tāpapa Limited Partnership	8,651,995	8,557,572
Total	**30,443,697**	**28,586,166**

Direct investments are recorded at fair value. The fair value is based on the net asset value of the entities in which the investment has been made. Significant assets and liabilities of these entities are held under a revaluation model and therefore the net assets are representative of the fair value. These are level 3 inputs. The board has made an irrevocable election to classify these investments at fair value through profit and loss as the Group considers this measurement to be most representative of the business model for these assets.

Revaluation gains from the entities are recognised through surplus and deficit (other gains and losses).

Managed Funds		
Dexus Diversified Infrastructure Trust (previously AMP)	17,611,490	15,491,780
Aspiring Asset Management Limited	-	5,752,965
Milford Active Growth Fund	20,134,083	18,839,848
Harbour T.Rowe Price Global Equity Growth Fund	8,275,028	6,513,661
Te Ahumairangi Investment	2,524,518	1,163,746
Total	**48,545,119**	**47,762,000**
Private Equity		
Direct Capital VI Limited Partnership	2,557,722	2,464,348
Movac Fund 5 Limited Partnership	2,867,145	2,385,597
Moana NZ Limited	850,000	850,000
Pencarrow V Investment Fund	2,021,327	1,857,585
Pioneer Capital Partnership IV Limited Partnership	662,589	614,888
Pioneer Capital Private Debt I Limited Partnership	1,237,157	1,106,600
Pencarrow VI Investment Fund Limited Partnership	1,828,943	560,628
GreenMount Capital Co-Investment Fund No. 1 Limited Partnership	2,251,059	2,247,446
Total	**14,275,942**	**12,087,092**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Investments including managed funds and private equity held by RIDL where less than 20% of the equity and voting interests in an investee are held.

The Group has made an irrevocable election to classify these investments at fair value through other comprehensive revenue and expense rather than through surplus or deficit as the Group considers this measurement to be the most representative of the business model for these assets.

These investments are carried at fair value with changes in fair value recognised in other comprehensive revenue and expense and accumulated in the fair value through other comprehensive revenue reserve. Upon disposal any balance within the fair value through other comprehensive revenue reserve is reclassified directly to retained earnings and is not reclassified to profit or loss.

The Managed Funds are revalued at year end based on readily available market prices (level 1 on the fair value hierarchy) provided by the fund managers which were valued at market value as at 30 June 2026.

Revaluation gains from the entities are recognised in other comprehensive revenue

	2026 $	2025 $
Total Other Investments	**93,264,758**	**88,435,258**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

16. Investment Property	2026 $	2025 $
Opening Balance	6,953,000	6,620,110
Changes in Fair Value	98,000	479,000
Transfer to PP&E	-	(146,110)
Total Investment Property	**7,051,000**	**6,953,000**

Investment properties are held by the group to earn rental income and capital appreciation rather than for the group's own use.

Investment properties are valued at fair value with changes in fair value recognised in surplus and deficit. Fair value is assessed annually with reference to comparable property prices or by making use of yields from existing lease agreements. The key inputs under this approach are the price per square meter from current year prices. The valuation of investment properties was completed by independent professional property valuers.

In FY25, the valuation of investment properties was undertaken by independent professional property valuers CBRE. In FY26, KRV was engaged as the independent professional property valuer and completed valuations of two investment properties, Tokoroa and Putaruru Police Stations leading to a net fair value increase of $98k.

17. Intangible Assets	2026 $	2025 $
Fishing Quota	950,000	950,000
Carbon Credits – (NZ Units)	173,667	186,196
Total Intangible Assets	**1,123,667**	**1,136,196**

Fishing Quota is considered an indefinite life intangible asset as the quota has no expiry date, so is not amortised. It is carried at cost less any accumulated impairment losses, and is impairment testing annually. The market value at 30 June 2026 was assessed by independent valuer Donal Boyle as $3,642,800. (2025: $3,640,853) This is above cost and hence there are no impairment losses accumulated (2025: Nil).

During the 2015 year, the Group received 3,172 New Zealand Units (NZUs) under the New Zealand Emissions Trading Scheme from the Ministry of Agriculture and Forestry. NZUs were provided to compensate the Group for restrictions on future land use that may affect the forestry land value.

The NZUs are held at fair value using the market value as at year end. The gain/loss is recognised as change in fair value of the asset within the statement of financial performance.

18. Trade and Other Payables	2026 $	2025 $
Accounts Payable	3,708,422	2,158,117
Accrued Expenses	623,672	730,594
GST Payable	131,763	60,084
Total Trade and Other Payables	**4,463,857**	**2,948,795**

Trade and other payables are reported at their amortised cost.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

19. Income in Advance

	2026 $	2025 $
Current		
Contracts and service funding received in advance	1,831,951	1,084,846
Lease income received in advance	220,815	209,828
Total Current Income in Advance	**2,052,766**	**1,294,674**
Non-Current		
Ka Uruora Aotearoa Trust - Te Koha o Raukawa infrastructure grants	2,547,580	2,000,000
Total Non-Current Income in Advance	**2,547,580**	**2,000,000**

Contracts and service funding received in advance represents funding received for exchange transactions where the related services had not been delivered at reporting date. Revenue is recognised as the related services are delivered.

Ka Uruora Aotearoa Trust infrastructure grants have been received to support the construction of affordable rental and progressive home ownership units within the Te Koha o Raukawa development. Funding relating to progressive home ownership units is recognised as revenue upon sale of the respective development. Funding relating to affordable rental units is recognised as income in advance and upon completion of the development is subsequently recognised on a straight-line basis over 20 years.

Lease income received in advance is recognised as revenue over the relevant lease term.

The Group has reclassified $2,000,000 of income received in advance from current liabilities to non-current liabilities in the comparative financial information to correct the prior-year classification. This reclassification has no impact on total liabilities, net assets or previously reported surplus.

20. Provisions for Uri Grants, Future Projects and Raukawa Whānau Whanui

	30 June 2025 $	Additions $	Disbursed $	30 June 2026 $
Marae Grants	2,249,654	632,000	466,742	2,414,912
Discretionary Grants	57,462	25,000	17,540	64,922
Education Grants	11,725	110,000	121,725	-
Future Projects	326,881	-	59,626	267,255
Raukawa Whanau Whanui	362,145	54,000	91,261	324,884
Sports Grants	-	20,000	16,910	3,090
Kaumātua Grants	2,511	315,000	317,510	1
	3,010,378	**1,156,000**	**1,091,314**	**3,075,064**

Provisions for grants are recognised where approved grant allocations and the Trust's established and communicated grant programmes create a present legal or constructive obligation at reporting date, and the amount can be reliably estimated.

Additions to the provisions are made up of $1,156,000 allocated from the RIDL dividend received ($1,102,000 for Uri Grants and $54,000 for Raukawa Whanau Whanui)

(2025: Additions to the provisions are made up of $868,000 allocated from the RIDL dividend received: $814,000 for Uri Grants and $54,000 for Raukawa Whanau Whanui)

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

21. Lease Liabilities	Minimum Payments $	Lease Expense $	Present Value $
2026			
Less than one year	415,881	27,305	388,576
Between one and five years	271,223	38,676	232,547
	687,104	**65,981**	**621,123**
2025			
Less than one year	415,880	27,305	388,575
Between one and five years	687,103	65,981	621,122
	1,102,982	**93,286**	**1,009,697**

The Group purchased vehicles using a finance lease through MTF Leasing Limited. These leases are secured and payable monthly.

22. Term Loans	2026 $	2025 $
Ka Uruora Aotearoa Trust Loan	3,325,469	-
Total Term Loans	**3,325,469**	**-**

During the year, Raukawa Iwi Development Limited drew down loan funding from Ka Uruora Aotearoa Trust. The loan is unsecured and is interest free.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

23. Related Parties

	2026		2025	
	Revenue/ (Expense) $	Receivables/ (Payables) $	Revenue/ (Expense) $	Receivables/ (Payables) $
Group Transactions with Related Parties				
(a) Other related parties				
Ka Uruora Aotearoa Trust (Income in Advance)	-	(2,547,580)	-	(2,000,000)
Ka Uruora Aotearoa Trust (Loan payable)	-	(3,325,469)	-	-
Group Transactions with Related Parties				
(b) Governance				
Trustee and director Remuneration	(459,375)	-	(454,183)	-
(c) Key Management Personnel				
Salaries, Wages and Other Employment Benefits	(1,076,530)	-	(1,003,853)	-
Full Time Equivalent Personnel	6	-	6	-
Koau Capital Partners – Investment Management	(267,345)	-	(248,316)	-

Related parties are entities subject to common control, or those entities and individuals (including their close family members) who are able to exert significant control or influence over the Group through decision making over financial and operating policies.

Advances made to, and received from, related parties are made interest free and are repayable on demand subject to a 13 month written notice period. No amounts due from related parties are considered past due or impaired (2025: Nil).

Kataraina Hodge is a Trustee of Raukawa Settlement Trust (Parent), a Director of Raukawa Iwi Development Limited, and a Director in Ka Uruora Aotearoa Trustee Limited.

Koau Capital Partners Limited is considered a related party as they provide key management functions to RIDL. Koau Capital Partners Limited provides on contract management services to the Hāpai whānau of vehicles (Commercial, Housing and Development) and to the Puainuku whānau of vehicles (Pastures, Vines and Tangaroa).

The group has a 12.5% interest in CNI Iwi Holdings Limited which allows RIDL to appoint one director to also represent the Raukawa Iwi on CNI Iwi Holdings Limited. Refer to note 24, CNI Iwi Collective Settlement for details on RIDL's interest in the settlement assets under the trust of CNI Iwi Holdings Limited.

The Group's interests in associates are related parties. Transactions with these entities are disclosed in note 13.

Notes to and forming part of the Financial Statements (continued)

For the Year Ended 30 June 2026

24. CNI Iwi Collective Settlement

Raukawa is a beneficiary of the CNI Iwi Collective Settlement Act 2008. Under this Act, RIDL has the right to receive a shared land asset and dividends from the CNI Iwi Holdings Trust arising from income earned from the land over that period, as and when declared while it negotiates with other iwi through the Mana Whenua process over ownership of specific land titles. RIDL estimates its entitlementto dividends until 2044 to be $33.55 million (2025: $33.77 million) using forecast rental income earned from forestry rights on land titles discounted at a rate of 6.45% (2025: 6.45%). In 2044, title to any specific land titles RIDL receives from negotiations will pass to Raukawa and it will continue to be entitled to all future income from these lands. No asset has been recognised in respect of the future land entitlement at 30 June 2026, as the specific land titles to be received by Raukawa remain subject to the Mana Whenua process and have not yet transferred to, or become controlled by, the Group.

25. Commitments

	Total Commitments $	Remaining Commitments 30 June 2026 $	Remaining Commitments 30 June 2025 $
Further Capital Commitments as at 30 June 2026			
Hāpai Development Property LP	9,000,000	1,212,662	1,008,750
Direct Capital VI LP	3,000,000	504,492	1,212,662
GreenMount Capital Co-Investment Fund No. 1 LP	3,000,000	726,136	546,512
Movac Fund 5 LP	3,000,000	94,695	288,148
Pencarrow V Investment Fund LP	3,000,000	288,000	2,560,336
Pencarrow VI Investment Fund LP	4,000,000	1,680,336	288,000
Pioneer Capital Partners IV LP	1,000,000	237,479	251,482
Pioneer Capital Private Debt I LP	2,000,000	449,792	745,557
Te Pūia Tāpapa LP	8,140,000	26,908	33,608
	36,140,000	5,220,500	6,935,055

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

26. Financial Assets and Liabilities

The carrying amounts of the Group's financial assets and liabilities, classified by measurement category, are set out below.

	Fair value through Profit or Loss $	Fair value through Other Comprehensive Income $	Amortised Cost $	Carrying amount $
As at 30 June 2026				
Trade and Other Receivables	-	-	6,806,397	6,806,397
Cash and Cash Equivalents	-	-	4,979,308	4,979,308
Term Deposits	-	-	16,621,723	16,621,723
Loan Receivable – Whakaaratamaiti Marae	-	-	398,142	398,142
Other Investments	30,443,697	62,821,061	-	93,264,758
	30,443,697	62,821,061	28,805,570	122,070,328
Trade and other payables	-	-	4,332,094	4,332,094
Term Loans	-	-	3,325,469	3,325,469
	-	-	7,657,563	7,657,563
As at 30 June 2025				
Trade and Other Receivables	-	-	1,119,355	1,119,355
Cash and Cash Equivalents	-	-	8,185,374	8,185,374
Term Deposits	-	-	17,895,028	17,895,028
Loan Receivable – Whakaaratamaiti Marae	-	-	401,237	401,237
Other Investments	28,586,166	59,849,092	-	88,435,258
	28,586,166	59,849,092	27,600,994	116,036,252
Trade and other payables	-	-	2,888,711	2,888,711
	-	-	2,888,711	2,888,711

27. Contingent Asset

The group has no contingent assets as at 30 June 2026. (2025: nil)

28. Contingent Liabilities

The group has no contingent liabilities and no guarantees as at 30 June 2026. (2025: Contingent Liabilities Nil. Guarantees Nil.)

29. Events Occurring After Balance Date

Capital Calls after balance date	Payments $
Pioneer Capital Partners IV LP	30,631
Direct Capital VI LP	6,339
Movac Fund 5 LP	15,169
Pencarrow VI Investment Fund LP	106,667
Total	**158,806**

Subsequent to balance date, Raukawa Iwi Development Limited entered into a binding commitment to invest $10.0 million in Cardinal Logistics Limited Partnership, a newly established limited partnership formed to acquire 100% of Cardinal Group Limited and its subsidiaries. The investment forms part of a wider capital raise to fund the acquisition of Cardinal Group, completion of its automation programme and working capital requirements.

On 5 August 2026, Cardinal Logistics Limited Partnership called RIDL's full $10.0 million committed capital, which was paid the next day.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Independent auditor's report

To the Trustees of Raukawa Settlement Trust

Our opinion

In our opinion, the accompanying general purpose financial report of Raukawa Settlement Trust (the Trust), including its subsidiaries (the Group), presents fairly, in all material respects:

- the financial position of the Group as at 30 June 2026, its financial performance, and its cash flows for the year then ended; and
- the service performance for the year ended 30 June 2026 in that the service performance information is appropriate and meaningful and prepared in accordance with the Trust's measurement bases or evaluation methods

in accordance with Public Benefit Entity Standards Reduced Disclosure Regime issued by the New Zealand Accounting Standards Board (the applicable financial reporting framework).

What we have audited

The general purpose financial report which comprises:

- The consolidated financial statements (the financial statements), including:
  - the statement of financial position as at 30 June 2026;
  - the statement of comprehensive revenue and expense for the year then ended;
  - the statement of changes in net assets/equity for the year then ended;
  - the statement of cash flows for the year then ended; and
  - the notes to the financial statements, which include significant accounting policies and other explanatory information.
- The statement of service performance (the service performance information) for the year ended 30 June 2026.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and the audit of the service performance information in accordance with the ISAs (NZ) and New Zealand Auditing Standard 1 (Revised) *The Audit of Service Performance Information* (NZ AS 1 (Revised)).

PricewaterhouseCoopers, PwC Centre, 109 Ward Street,
PO Box 191, Hamilton 3240
T: +64 7 838 3838

pwc.co.nz

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the general purpose financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our Independence

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 (PES 1). We have also fulfilled our other ethical responsibilities in accordance with PES 1.

The firm has no other relationship with, or interest in, the Group.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the general purpose financial report and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the general purpose financial report does not cover the other information and we will not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the general purpose financial report our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the general purpose financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the other information not yet received, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Trustees and use our professional judgement to determine the appropriate action to take.

Responsibilities of the Trustees for the general purpose financial report

The Trustees are responsible, on behalf of the Trust, for the preparation and fair presentation of the general purpose financial report in accordance with the applicable financial reporting framework, and for such internal control as the Trustees determine is necessary to enable the preparation of general purpose financial report that is free from material misstatement, whether due to fraud or error.

The Trustees are also responsible, on behalf of the Trust, for the service performance information, including:

- the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with PBE FRS 48 Service Performance Reporting;
- the preparation and fair presentation of service performance information in accordance with the Trust's measurement bases or evaluation methods, in accordance with the applicable financial reporting framework; and
- the overall presentation, structure and content of the service performance information in accordance with the applicable financial reporting framework.

In preparing the general purpose financial report, the Trustees are responsible 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 Trustees 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 general purpose financial report

Our objectives are to obtain reasonable assurance about whether the general purpose financial report, as a whole, 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 or collectively, they could reasonably be expected to influence the economic decisions of users taken on the basis of this general purpose financial report.

A further description of our responsibilities for the audit of the general purpose financial report is located at the External Reporting Board's website at:

https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-14-1/

This description forms part of our auditor's report.

Who we report to

This report is made solely to the Trustees, 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 Trust and the Trustees as a body, for our audit work, for this report or for the opinions we have formed.

The engagement partner on the audit resulting in this independent auditor's report is Matthew White.

For and on behalf of:

PricewaterhouseCoopers

PricewaterhouseCoopers Hamilton
4 November 2026

Annual Report 2025-2026



Raukawa Charitable Trust

Performance Report

For the year ended 30 June 2026



Raukawa Charitable Trust
Supporting Wellbeing Of Whenua And Ngā Tangata, South Waikato

Contents of Performance Report

For the Year Ended 30 June 2026

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Entity Information

As at 30 June 2026

Raukawa Charitable Trust is a Discretionary Trust registered under the Charities Act 2005. The Trust is a reporting entity for the purposes of the Financial Reporting Act 2013.

Nature of Business

Charitable Trust which administers funds for the charitable benefit of the Raukawa Community.

Address

Private Bag 8
Tokoroa 3444

Accountants

Graham Brown & Co Ltd
Chartered Accountants
PO Box 204
Putaruru 3443

Auditor

PwC
PO Box 191
Hamilton 3240

Bankers

Westpac

Registered Charity Number

CC43318

Trustees



Kataraina Hodge



Deb Davies



Nachelle Griffiths



Steven Oxenham



James Whetu

Statement of Service Performance

For the Year Ended 30 June 2026

Objectives and Outcomes

Raukawa Charitable Trust was established in 2010 to bring about real and tangible change to Raukawa iwi members and the wider community by providing health, social services, and investing in the Raukawa Culture, Environment, and the future proofing the well-being of the Raukawa iwi members.

Some of the Strategic Outcomes that Raukawa Charitable Trust focuses on include:

- Raukawa te reo Māori and mātauranga is valued, accessible and utilized.
- Raukawa support whānau, hapū, marae and community wellbeing.
- Raukawa uri are actively engaged in events and activities.

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Wānanga Raukawa

Raukawa have provided Uri specific wānanga that deliver direct, language support for Raukawa uri who are intent on improving their broad language understanding, confidence of use and fluency as well as reconnecting and assisting uri with their reclamation of their own iwi stories, tikanga, practices and customs. These are the only wānanga of this nature available at the iwi level for Raukawa uri. Organising a number of hui throughout the year greatly contributes to the success of Raukawa's Strategic Outcomes.

	2026	2025
Te Kura Reo o Raukawa (5-day)	1	1
Te Awa / Whare Kōrero o Raukawa (5 day)	1	1
Wānanga (ā-rohe and Pā Harakeke)	8	-









*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Raukawa support whānau, hapū, marae and community wellbeing

Ka Uruora ki te Ao

Pathing Pathways to Financial Freedom

	2026	2025
Graduates	71	-

Ka Uruora is about financial literacy. It's about restoring mana, building confidence, and supporting whānau to realise financial goals that sometimes feel out of reach – like homeownership, savings, or becoming debt-free. Developed by Māori, for Māori, the kaupapa starts with our Sorted Kāinga Ora course – a free approximately four to eight week wānanga that helps whānau understand budgeting, debt management, smart saving, and planning for financial stability.

Raukawa Grants

During the 2025-2026 financial year Raukawa received:

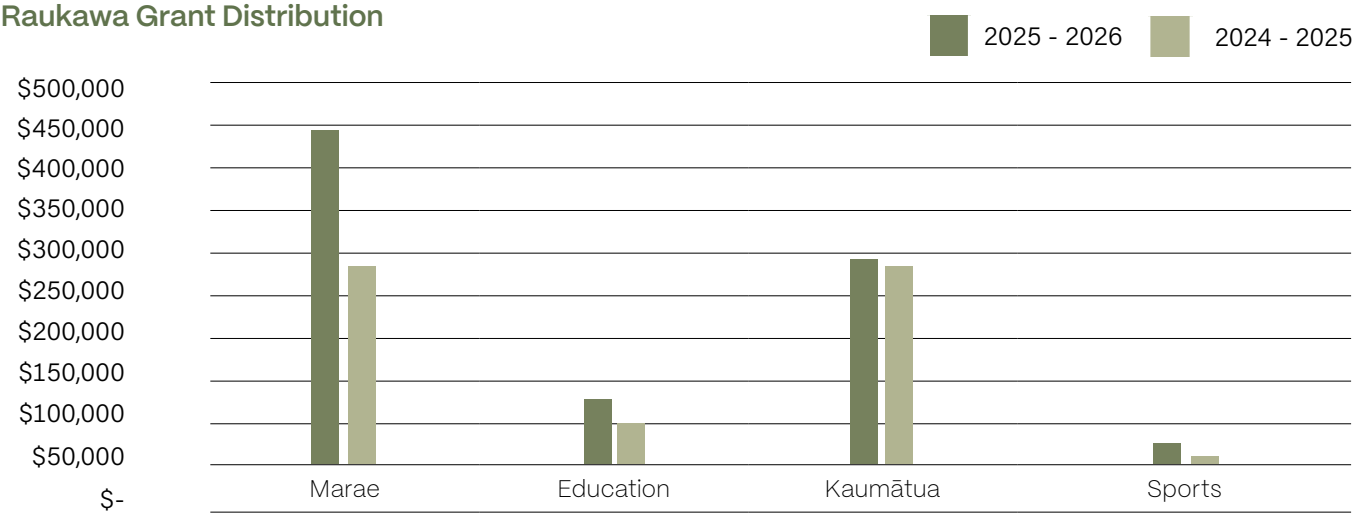
- 13 applications for the marae grant, a 63% increase
- 194 applications for the education grant, a 50% increase
- 527 applications for Kaumatua grant, a 9% increase
- 58 applications for sports grant, a 35% decrease

The total level of grant applications received this year has been consistent and is indicative of the success of our outward connectivity with iwi members, and the ability to assist more of our uri members keeps us striving to do more in this regard.

Total Distribution	2025 - 2026 $	2024 - 2025 $	Variance %
Marae	435,816	282,124	54%
Education	121,725	100,125	22%
Kaumātua	320,811	318,528	1%
Sports	16,910	10,000	69%
	895,262	**710,777**	**26%**

Applicants	2025 - 2026	2024 - 2025	Variance %
Marae	13	8	63%
Education	194	129	50%
Kaumātua	527	482	9%
Sports	58	43	35%
	792	**662**	**20%**

Raukawa Grant Distribution



*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Raukawa uri are actively engaged in events and activities

Raukawa proactively identifies, organises, and attends strategic key events that supports Raukawa uri members, Raukawa iwi, and local communities:

Te Tātāwhāinga Kaumātua o Raukawa

On the 10th November 2025, Te tātāwhāinga kaumātua o Raukawa was held at the South Waikato Sports and Events Centre Tokoroa. This year there were 16 teams competing, which consisted of 13 RST Marae, along with 3 other teams from Maungatautari & Kaumātua

This year, the Te Tātāwhāinga Kaumātua Games once again proved to be an outstanding event, seamlessly blending fun, culture, and community. The introduction of new games added an exciting dimension, enhancing the overall experience. Our Raukawa staff played a vital role, showcasing their dedication through exceptional hosting and catering, reflecting the values of care and manaakitanga. The combination of engaging games, delicious kai, and lively entertainment created a warm and welcoming atmosphere that brought joy to all our Kaumātua.

	2026	2025
Kaumātua participants & supporters	179	255

Kaumātua Programme 2026

Programme Overview

The Kaumātua Programme is based at the Raukawa Putāruru tari and operates twice a week during the school term. The programme is delivered through a whānau-centred, culturally grounded and holistic approach to hauora, guided by the Tīwai Hauora practice framework.

Each session begins with karakia and whakawhanaungatanga, providing kaumātua with time to share kōrero, check in and strengthen relationships. The programme also includes hauora education and presentations, korikori tinana, kai tahi and waiata. Activities are adapted to meet the different abilities and needs of kaumātua, while encouraging participation, connection, confidence and independence.

The programme is responsive to the needs, interests and aspirations of kaumātua and creates opportunities for them to participate, contribute, lead and share mātauranga.









*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Target Whānau

The Kaumātua Programme is available to people aged 55 years and over from throughout the Raukawa takiwā.

Attendance and Enrolment

Whānau attending for the first time and wishing to participate in the programme follow the Tiwai Hauora referral pathway. An individual record is created and maintained in client management system and is managed by the programme facilitator.

Attendance is captured through an attendance register completed at every session, with whānau asked to sign in. Copies of attendance registers are stored in the Kaumātua Services Teams folder.

Intended outcomes

The Kaumātua Programme aims to support positive hauora outcomes for kaumātua through:

- Improved access to services, referral pathways and available support
- Increased cultural connection and knowledge of Te Ao Māori, mātauranga Māori and Rongoa Māori
- Increased knowledge and understanding of health, health conditions and wellbeing
- Reduced social isolation and increased whānau, social and community connection

2026 Attendee Data

Quarter	Period	Attendees
Quarter 1	Jul – Sep 2025	64
Quarter 2	Oct – Dec 2025	71
Quarter 3	Jan – Mar 2026	67
Quarter 4	Apr – Jun 2026	65
Total		**267**









*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Tākaro Time 2026

Programme Overview

Raukawa Tākaro Time is a free, educational session provided in a relaxed, pēpi/tamariki friendly environment as part of our Kahu Taurima suite of services. The programme supports parents and caregivers on their journey towards whānau wellness. Each session provides shared kai and opportunities for whānau to connect with others who are on a similar parenting journey.

Target Whānau

Tākaro Time is available to whānau currently receiving support through Whānau Ora, Well Child Tamariki Ora, Family Start and Whānau Lead services. Participation is voluntary, with the primary target group being whānau with tamariki under five years of age.

Attendance and Enrolment

Attendance is captured through weekly attendance records completed at each session. Tamariki are enrolled through registration forms, which also capture their parent/caregiver and whaanau details. Registration forms are completed and renewed at the beginning of each school term to ensure participant information remains current and accurate.

At the time of reporting, Tākaro Time has approximately 33 attendees, comprising registered tamariki and the parents/caregivers who attend the programme alongside them.

Intended Outcomes

Tākaro Time aims to achieve positive outcomes for tamariki and whānau by providing a safe, supportive and connected environment. Key outcomes include supporting tamariki social, emotional and cognitive development through play-based learning; reducing social isolation by creating opportunities for parents and caregivers to connect; providing parenting education and support; assisting whānau to identify and address challenges within the home; strengthening whānau wellbeing, knowledge and confidence; and strengthening connections to cultural identity, whakapapa, tikanga and te ao Māori.

2025/26 Quarterly Attendee Data

Quarter	Period	Tamariki Attendees
Quarter 1	Jul – Sep 2025	14
Quarter 2	Oct – Dec 2025	11
Quarter 3	Jan – Mar 2026	14
Quarter 4	Apr – Jun 2026	17
Total		**56**

Note: Attendee figures represent tamariki attendees each quarter in Tākaro Time only. Parents/caregivers attend alongside their tamariki and are included in programme attendance registers however are not counted in the figures above.

Tākaro Time was not operating during the 2025 financial year.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.



*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Comprehensive Revenue and Expense

For the Year Ended 30 June 2026

Revenue	NOTE	2026 $	2025 $
Contract & Project Revenue	2	8,173,850	16,230,038
Grants, Koha and Donations	3	5,015,698	4,941,461
Other Revenue	4	1,296,166	1,681,000
Total Revenue		14,485,714	22,852,499
Less Expenses			
Operating Expenses	5	14,952,386	14,130,703
Administration Expenses	6	114,124	128,479
Uri Grants	7	1,156,000	814,000
Total Expenses		16,222,510	15,073,182
(Deficit) Surplus		**(1,736,796)**	**7,779,317**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Financial Position

As at 30 June 2026

	NOTE	2026 $	2025 $
Current Assets			
Cash & Bank Balances	8	1,473,575	3,464,404
Short Term Deposits	8	7,022,518	17,445,028
Trade and Other Receivables	9	1,801,306	1,283,373
Inventories	10	187,663	-
Advances to Related Parties	17	110,911	-
Total Current Assets		10,595,973	22,192,805
Non-Current Assets			
Long Term Deposits	8	599,205	-
Property, Plant & Equipment	11	2,253,844	2,425,913
Advances to Related Parties	17	13,072,244	2,938,072
Total Non-Current Assets		15,925,293	5,363,985
Total Assets		26,521,266	27,556,790
Current Liabilities			
Trade and Other Payables	12	1,927,931	1,726,538
Lease & Hire Purchase Liabilities	16	388,576	388,575
Income in Advance	13	1,831,951	1,084,846
Provisions	14	3,075,064	3,010,378
Employee Entitlements	15	570,464	493,802
Total Current Liabilities		7,793,986	6,704,139
Non-Current Liabilities			
Lease & Hire Purchase Liabilities	16	232,547	621,122
Total Liabilities		8,026,533	7,325,261
Net Assets		**18,494,733**	**20,231,529**
Accumulated Funds			
Accumulated Funds		18,494,733	20,231,529
Total Accumulated Funds		**18,494,733**	**20,231,529**

The performance report was authorised for issue by the Board of Trustees:

Chairperson — Date: 20 October 2026

Trustee — Date: 20 October 2026

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Changes in Net Assets/Equity

For the Year Ended 30 June 2026

	Accumulated Revenue and Expense	Total Net Assets/Equity
Opening balances at 1 July 2024	12,452,213	12,452,213
Surplus for the year	7,779,317	7,779,317
Total comprehensive revenue and expense for the year	7,779,317	7,779,317
Balance at 30 June 2025	**20,231,529**	**20,231,529**
Opening balances at 1 July 2025	20,231,529	20,231,529
Deficit for the year	(1,736,796)	(1,736,796)
Total comprehensive revenue and expense for the year	(1,736,796)	(1,736,796)
Balance at 30 June 2026	**18,494,733**	**18,494,733**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Statement of Cash Flows

For the Year Ended 30 June 2026

	NOTE	2026 $	2025 $
Cash Flows from Operating Activities			
Cash was received from:			
Receipts from operations		13,959,526	15,483,764
Receipts from interest		841,937	1,089,827
		14,801,463	16,573,591
Net GST		(14,776)	12,123
Cash was applied to:			
Payments to suppliers and employees		(15,815,317)	(14,204,164)
		(15,815,317)	(14,204,164)
Net Cash Flows from Operating Activities		(1,028,630)	2,381,550
Cash Flows from Investing Activities			
Cash was received from:		9,823,305	-
Term deposit maturing		9,823,305	-
Cash was applied to:			
Loans advanced to other parties		(10,245,084)	(66,690)
Purchase of property, plant and equipment		(151,846)	(323,901)
Purchase of term deposits		-	(4,050,265)
		(10,396,930)	(4,440,856)
Net Cash Flows from Investing Activities		(573,625)	(4,440,856)
Cash Flows from Financing Activities			
Cash was applied to:			
Principal paid on lease liabilities		(388,574)	(264,213)
Net Cash Flows from Financing Activities		(388,574)	(264,213)
Net Increase in Cash Held		(1,990,829)	(2,323,519)
Cash at the Beginning of the Year		3,464,404	5,787,923
Cash at the End of the Year		**1,473,575**	**3,464,404**

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Performance Report

For the Year Ended 30 June 2026

1. Statement of Accounting Policies

Reporting Entity

Raukawa Charitable Trust (RCT) is registered under the Charities Act 2005 and is engaged in furthering the health and social wellbeing of Raukawa people, as well as the environmental health of the Raukawa rohe and promoting the culture and history of Raukawa.

Statement of Compliance and Basis of Preparation

(PBE Standards RDR). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities, for which all reduced disclosure regime exemptions have been adopted. The Trust is eligible to apply Tier 2 standards as it has less than $33 million annual expenditure and is not publicly accountable.

The accounting principles recognised as appropriate for the measurement and reporting of the Statement of Comprehensive Revenue and Expense and Statement of Financial Position on a historical cost basis are followed by the trust, unless otherwise stated in the Specific Accounting Policies.

Functional Currency

The information is presented in New Zealand dollars. All values are rounded to the nearest $.

The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Specific Accounting Policies

The following specific accounting policies which materially affect the measurement of the Statement of Comprehensive Revenue and Expense and Statement of Financial Position have been applied:

(a) Income Tax

Raukawa Charitable Trust as a registered tax charity is exempt from income tax under section CW42(1) of the Income Tax Act 2007.

(b) Goods and Services Taxation (GST)

Revenue and expenses have been recognised in the performance report exclusive of GST except that irrecoverable GST input tax has been recognised in association with the expense to which it relates. All items in the Statement of Financial Position are stated exclusive of GST except for receivables and payables which are stated inclusive of GST. The trust is registered for GST.

(c) Changes in Accounting Policies

Comparative Information
Certain comparative amounts have been reclassified to conform with the current year presentation. In the prior year, short-term deposits of $17,445,028 were included within Cash & Bank Balances on the Statement of Financial Position. These have been separately presented as Short Term Deposits in the current year financial statements. This reclassification has no impact on total assets, net assets or the prior year surplus.

The accounting policies adopted are consistent with those of the previous financial year.

(d) Significant Judgements, Estimates and Assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Significant Judgements in Applying Accounting Policies

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are disclosed where applicable in the relevant notes to the financial statements.

Judgements made by management in the application of the PBE Standards RDR that have significant effects on the financial statements are disclosed, where applicable, in the notes to the financial statements.

2. Contract & Project Revenue	2026 $	2025 $
Exchange Revenues	7,851,687	15,916,262
Non-exchange Revenue	322,163	313,776
Total Contract & Project Revenue	**8,173,850**	**16,230,038**

The Trust receives revenue from contracts and projects with public sector organisations in exchange for providing services to the Raukawa community on behalf of the funding provider. Revenue is recognised to the extent that the underlying services have been delivered. Where funding is received in advance of delivering goods or services and there is a requirement to return unused funding or uncertainty around the Trust's ability to comply with conditions attached to the funding, the amounts received are recognised as income in advance.

Revenue received for contracts and projects with no requirement to provide services in exchange or specific performance obligations is classified as non-exchange revenue and is recognised as revenue at the fair value of the amount receivable except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

3. Grants, Koha and Donations	2026 $	2025 $
Grants	694,169	476,702
Donation from RIDL	4,313,609	4,463,609
Other Koha and Donations	7,920	1,150
Total Grants, Koha and Donations	**5,015,698**	**4,941,461**

Revenue received from Grants, koha and donations are classified as non-exchange revenue and are recognised as revenue at the fair value of the amount receivable, except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Performance Report (continued)

For the Year Ended 30 June 2026

4. Other Revenue	2026 $	2025 $
Interest Received	697,184	971,421
Corporate Service Charges	598,982	709,579
Total Other Revenue	**1,296,166**	**1,681,000**

Interest income is recognised on the effective interest rate method. Corporate services charges are billed to related parties in exchange for provision of administration services and facilities by the Trust. The Trust recognises this revenue as it provides the services to its related parties.

5. Operating Expenses	2026 $	2025 $
Communication	488,032	503,926
Depreciation	323,915	305,908
Facilities	921,486	917,112
Other Expenses	546,185	456,540
Governance	78,231	96,657
Personnel Costs	9,994,767	9,768,718
Project Expenses	1,283,618	1,166,144
Specialist Advice	916,780	353,378
Travel	399,372	562,320
Total Operating Expenses	**14,952,386**	**14,130,703**

6. Administration Expenses	2026 $	2025 $
Administration	69,933	65,096
Accountancy Fees	16,997	36,725
Audit Fees	27,194	26,658
Total Administration Expenses	**114,124**	**128,479**

Audit Services
The audit of the performance report was performed by PwC. No non-assurance services were provided by PwC during the year

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

7. Uri Grants	2026 $	2025 $
Kaumātua Grants	315,000	147,000
Education Grants Released	110,000	-
Discretionary Grants Released	79,000	25,000
Marae Grants Released	632,000	632,000
Sports Grants Released	20,000	10,000
Total Uri Grants	**1,156,000**	**814,000**

Uri Grants represent the amount of grants paid out to applicants from the amounts approved by RIDL. Uri Grants Reserve represents the amount of the RIDL grants that were not applied for during the year and therefore are carried forward to the new year in the provision accounts.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Performance Report (continued)

For the Year Ended 30 June 2026

8. Cash & Bank Balances	2026 $	2025 $
Petty Cash	981	1,873
Westpac Bank	1,472,594	3,462,531
Cash and Bank Balances	**1,473,575**	**3,464,404**

Cash and cash equivalents comprise cash on hand and bank balances available on demand.

Short Term Deposits	7,022,518	17,445,028
Short Term Deposits	**7,022,518**	**17,445,028**

Long Term Deposits	599,205	-
Long Term Deposits	**599,205**	**-**

Term deposits are held with Westpac New Zealand Limited. Term deposits maturing within 12 months of the reporting date are classified as current assets, with those maturing after 12 months classified as non-current assets. Term deposits are not classified as cash equivalents where their original maturity exceeds three months.

9. Trade and Other Receivables	2026 $	2025 $
Accrued Interest	96,680	241,433
Accounts Receivable – Exchange Revenue	1,704,626	1,041,940
Total Trade and Other Receivables	**1,801,306**	**1,283,373**

All amounts are short-term and have been reviewed for indicators of impairment. The carrying value of trade receivables is considered a reasonable approximation of fair value.

Trade and other receivables more than 90 days overdue are Nil (2025: Nil). There is no doubtful debt provision (2025: Nil) and the Trust is not exposed to any other significant credit risks (2025: Nil).

10. Inventories	2026 $	2025 $
Inventories	187,663	-
Total Other Current Assets	**187,663**	**-**

Inventories are recognised at the lower of cost and net realisable value, determined on a first-in first-out basis.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

11. Property, Plant & Equipment

	Buildings Improvements $	Plant & Equipment $	Motor Vehicles $	Office Furniture & Equipment $	Total $
Cost					
Balance as at 1 July 2024	**408,610**	**57,003**	**802,008**	**1,469,761**	**2,737,382**
Additions	103,742	-	1,078,816	77,981	1,260,539
Disposals	-	-	-	(238,186)	(238,186)
Balance as at 30 June 2025	**512,352**	**57,003**	**1,880,824**	**1,309,556**	**3,759,735**
Balance as at 1 July 2025	**512,352**	**57,003**	**1,880,824**	**1,309,556**	**3,759,735**
Additions	-	-	114,783	37,063	151,846
Balance as at 30 June 2026	**512,352**	**57,003**	**1,995,607**	**1,346,619**	**3,911,581**
Accumulated Depreciation					
Balance as at 1 July 2024	**102,252**	**20,308**	**148,628**	**994,812**	**1,266,000**
Depreciation Expense	29,519	5,554	150,025	120,811	305,908
Disposals	-	-	-	(238,087)	(238,087)
Balance as at 30 June 2025	**131,770**	**25,862**	**298,653**	**877,537**	**1,333,822**
Balance as at 1 July 2025	**131,770**	**25,862**	**298,653**	**877,537**	**1,333,822**
Depreciation Expense	32,820	4,700	180,837	105,558	323,915
Balance as at 30 June 2026	**164,590**	**30,562**	**479,490**	**983,095**	**1,657,737**
Carrying Value					
As at 30 June 2025	**380,582**	**31,141**	**1,582,171**	**432,019**	**2,425,913**
As at 30 June 2026	**347,762**	**26,441**	**1,516,117**	**363,524**	**2,253,844**

Items of property, plant and equipment are recognised initially at cost and depreciated using the Diminishing Value method for Plant & Equipment, Motor Vehicles and Office Furniture and Equipment, Straight Line method for Buildings over their estimated useful lives using the following rates:

Buildings: 2% Straight Line | Motor Vehicles: 13–30% Diminishing Value | Other Plant & Equipment: 10–67% Diminishing Value

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Performance Report (continued)

For the Year Ended 30 June 2026

12. Trade and Other Payables	2026 $	2025 $
Accounts Payable	1,189,865	1,173,039
Accrued Expenses	492,350	381,329
GST Payable	130,016	57,147
PAYE Payable	115,700	115,023
Total Trade and Other Payables	**1,927,931**	**1,726,538**

Trade and other payables are reported at their amortised cost. The Trust has no unrecognised contingent liabilities.

13. Income in Advance	2026 $	2025 $
Contracts Paid in Advance	1,831,951	1,084,846
Total Income in Advance	**1,831,951**	**1,084,846**

Service Contracts Paid in Advance relate to Exchange Revenues as per Note 2.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

14. Provisions for Uri Grants, Future Projects and Raukawa Whānau Whanui	2025 $	Additions $	Disbursed $	2026 $
Provision for Uri Grants				
Marae Grants	2,249,654	632,000	466,742	2,414,912
Discretionary Grants	57,462	25,000	17,540	64,922
Education Grants	11,725	110,000	121,725	-
Future Projects	326,881	-	59,626	267,255
Raukawa Whānau Whanui	362,145	54,000	91,261	324,884
Sports Grants	-	20,000	16,910	3,090
Kaumātua Grants	2,511	315,000	317,510	1
	3,010,378	**1,156,000**	**1,091,314**	**3,075,064**

Provisions for grants are recognised where approved grant allocations and the Trust's established and communicated grant programmes create a present legal or constructive obligation at reporting date, and the amount can be reliably estimated.

Additions to the provisions are made up of $1,156,000 allocated from the RIDL dividend received ($1,102,000 for Uri Grants and $54,000 for Raukawa Whanau Whanui)

(2025: Additions to the provisions are made up of $868,000 allocated from the RIDL dividend received: $814,000 for Uri Grants and $54,000 for Raukawa Whanau Whanui)

15. Employee Entitlements	2026 $	2025 $
Employee Entitlements	570,464	493,802
Total Employee Entitlements	**570,464**	**493,802**

i. Short-term employee benefits
Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Trust has a present legal or constructive obligation to pay this amount as a result of the past service provided by the employee and the obligation can be estimated reliably.

ii. Long-term employee benefits
The Trust's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Performance Report (continued)

For the Year Ended 30 June 2026

16. Lease Liabilities	Minimum Payments $	Lease Expense $	Present Value $
2026			
Less than one year	415,881	27,305	388,576
Between one and five years	271,223	38,676	232,547
	687,104	**65,981**	**621,123**
2025			
Less than one year	415,880	27,305	388,575
Between one and five years	687,103	65,981	621,122
	1,102,983	**93,286**	**1,009,697**

The Trust acquired vehicles under finance lease arrangements with MTF Leasing Limited. The leases are secured over the relevant vehicles and are payable monthly.

The carrying amount of motor vehicles held under finance lease arrangements at 30 June 2026 was $1,072,279 (2025: $1,181,486).

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

17. Related Parties

	2026		2025	
	Revenue/ (Expense) $	Receivables/ (Payables) $	Revenue/ (Expense) $	Receivables/ (Payables) $
Transactions with Related Parties				
(a) Parent				
Raukawa Settlement Trust				
Current				
Corporate Services Charges	509,649	104,538	622,148	465,994
Current				
Related Party Advance (2025: Non Current)	-	110,911	-	110,911
(b) Other Subsidiaries of the same Group				
Raukawa Iwi Development Limited				
Current				
Donation	4,313,609	-	4,463,609	-
Corporate Services Charges	100,076	9,298	87,431	26,292
Lease and Rental Expenses	(485,771)	(132,349)	(490,943)	(143,515)
Non-Current				
Related Party Advance	-	10,000,000	-	-
Raukawa Asset Holding Company Limited				
Related Party Advance	-	1,800,000	-	1,800,000
Papa o Te Aroha Marae Charitable Trust				
Related Party Advance	-	1,272,244	-	1,027,161
Total Related Party Advances	-	13,183,155	-	2,938,072
Transactions with Related Parties				
(c) Governance				
Trustee Remuneration	(77,808)	(4,583)	(59,050)	-
(d) Key Management personnel				
Salaries, wages and other employment benefits	(1,076,530)	-	(1,003,853)	-
Full Time Equivalent Personnel	6		6	-

Related parties are entities subject to common control, or those entities and individuals (including their close family members) who are able to exert significant control or influence over the group through decision making over financial and operating policies.

The advance to Raukawa Settlement Trust is interest free and is expected to be repaid within 12 months of balance date. Advances to Raukawa Asset Holding Company Limited and Papa o Te Aroha Marae Charitable Trust are interest free, have no fixed repayment terms and are not expected to be repaid within 12 months of balance date.

The $10,000,000 advance to Raukawa Iwi Development Limited is a secured term loan with a 36-month term from the date of first drawdown on 22 October 2025. Interest is payable in accordance with the loan agreement and the borrower may make early repayments without penalty. The loan is due to mature in October 2028.

No amounts due from related parties are considered past due or impaired (2025: Nil).

Other than in their capacity as governance and key management personnel, there were no other material transactions with individuals in these groups of related parties.

Raukawa Settlement Trust has provided an unlimited guarantee and indemnity dated 25 June 2010 in respect of the Trust's obligations to Westpac. Westpac confirmed that it continued to hold the guarantee at 30 June 2026.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Notes to and forming part of the Performance Report (continued)

For the Year Ended 30 June 2026

18. Commitments	2026 $	2025 $
Operating Leases		
Less than one year	493,223	447,538
Between one and five years	606,467	983,705
Five years or longer	-	5,808
Total	**1,099,690**	**1,437,051**

Operating lease commitments relate to the lease of Leith Place premises from Raukawa Iwi Development Limited for a term of 10 years with one right of renewal for a further 23 years excluded from the commitment above. They also include the leases of the premises at Mannering Street – 5 year renewal, Mutu Street Te Awamutu – 5 year renewal and Alexandra Street Hamilton – 3 year renewal.

Operating lease commitments are the minimum amounts due under leasing agreements where the Trust is the lessee and does not obtain the risks and rewards of ownership of the leased asset. Payments made under these leasing arrangements are expensed to the Statement of Comprehensive Revenue and Expense.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

19. Financial Assets and Liabilities

The carrying amounts of financial assets and liabilities measured at amortised cost are as follows:

	Amortised Cost $	Carrying amount $
As at 30 June 2026		
Financial Assets	1,801,306	1,801,306
Trade and Other Receivables	1,473,575	1,473,575
Cash and Cash Equivalents	7,621,723	7,621,723
Term Deposits	13,183,155	13,183,155
Related Party Advances	24,079,759	24,079,759
Financial Liabilities		
Trade and other payables	1,682,215	1,682,215
	1,682,215	1,682,215
As at 30 June 2025		
Financial Assets		
Trade and Other Receivables	1,283,373	1,283,373
Cash and Cash Equivalents	3,464,404	3,464,404
Term Deposits	17,445,028	17,445,028
Related Party Advances	2,938,072	2,938,072
	25,130,877	25,130,877
Financial Liabilities		
Trade and other payables	1,554,368	1,554,368
	1,554,368	1,554,368

20. Capital Commitments

The Trust has no capital commitments as at 30 June 2026. (2025: Nil).

21. Contingent Liabilities

The Trust has no contingent liabilities and has not provided any guarantees as at 30 June 2026. (2025: Contingent Liabilities Nil. Guarantees Nil.)

22. Events Occurring After Balance Date

There were no events that have occurred after the balance date that would have a significant impact on the Performance Report.

*These financial statements are to be read in conjunction with the accompanying Notes and the Audit Report. These statements have been audited.

Independent auditor's report

To the Trustees of Raukawa Charitable Trust

Our opinion

In our opinion, the accompanying performance report of Raukawa Charitable Trust (the Trust), presents fairly, in all material respects:

- the financial position of the Trust as at 30 June 2026, its financial performance, and its cash flows for the year then ended; and
- the service performance for the year ended 30 June 2026 in that the service performance information is appropriate and meaningful and prepared in accordance with the Trust's measurement bases or evaluation methods

in accordance with Public Benefit Entity Standards Reduced Disclosure Regime issued by the New Zealand Accounting Standards Board (the applicable financial reporting framework).

What we have audited

The performance report which comprises:

- The financial statements, including:
  - the statement of financial position as at 30 June 2026;
  - the statement of comprehensive revenue and expense for the year then ended;
  - the statement of changes in net assets/equity for the year then ended;
  - the statement of cash flows for the year then ended; and
  - the notes to the financial statements, which include significant accounting policies and other explanatory information.
- The statement of service performance (the service performance information) for the year ended 30 June 2026.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and the audit of the service performance information in accordance with the ISAs (NZ) and New Zealand Auditing Standard 1 (Revised) *The Audit of Service Performance Information* (NZ AS 1 (Revised)).

PricewaterhouseCoopers, PwC Centre, 109 Ward Street,
PO Box 191, Hamilton 3240
T: +64 7 838 3838

pwc.co.nz

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the performance report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our Independence

We are independent of the Trust 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 (PES 1). We have also fulfilled our other ethical responsibilities in accordance with PES 1.

The firm has no other relationships with, or interest in, the Trust.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the performance report and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the performance report does not cover the other information and we will not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the performance report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the performance report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the other information not yet received, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Trustees and use our professional judgement to determine the appropriate action to take.

Responsibilities of the Trustees for the performance report

The Trustees are responsible, on behalf of the Trust, for the preparation and fair presentation of the performance report in accordance with the applicable financial reporting framework, and for such internal control as the Trustees determine is necessary to enable the preparation of performance report that is free from material misstatement, whether due to fraud or error.

The Trustees are also responsible, on behalf of the Trust, for the service performance information, including:

- the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with PBE FRS 48 Service Performance Reporting;
- the preparation and fair presentation of service performance information in accordance with the Trust's measurement bases or evaluation methods, in accordance with the applicable financial reporting framework; and
- the overall presentation, structure and content of the service performance information in accordance with the applicable financial reporting framework.

In preparing the performance report, the Trustees are responsible for assessing the Trust'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 Trustees either intend to liquidate the Trust 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 performance report, as a whole, 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 or collectively, they could reasonably be expected to influence the economic decisions of users taken on the basis of this performance report.

A further description of our responsibilities for the audit of the performance report is located at the External Reporting Board's website at:

https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-14-1/

This description forms part of our auditor's report.

Who we report to

This report is made solely to the Trustees, 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 Trust and the Trustees, as a body, for our audit work, for this report or for the opinions we have formed.

The engagement partner on the audit resulting in this independent auditor's report is Matthew White.

For and on behalf of:



PricewaterhouseCoopers
4 November 2026

Hamilton

July 2025 – June 2026

Trustee Payments

Governance Fees & Travel

Raukawa Settlement Trust

Trustee	RST Board	RST Sub Hui	RST Honorarium (Payments)	Total Gross $	Travel $	PAYE $	NETT $
Louis Armstrong	4	–	–	2,800.00	–	560.00	2,240.00
Debbie Davies	5	11	–	5,600.00	152.33	1,848.00	3,904.33
Whakawhiti Gage [1]	3		–	1,800.00	423.54	360.00	1,863.54
Nachelle Griffiths	3	4	–	2,400.00	608.40	936.00	2,072.40
Kataraina Hodge	–	–	12	90,000.00	–	29,700.00	60,300.00
John Kopa	4	1	–	2,700.00	418.86	540.00	2,578.86
Erina Maui [2]	3	–	–	1,800.00	100.62	594.00	1,306.62
Taihakoa Maui [3]	2	–	–	1,400.00	–	462.00	938.00
Arahia Moeke	3	1	–	2,300.00	107.64	460.00	1,947.64
Connie O'Niel	1	–	–	700.00	–	140.00	560.00
Steven Oxenham	5	1	–	3,400.00	985.54	1,122.00	3,263.54
Donnie Parker	4	2	–	2,900.00	107.64	580.00	2,427.64
Ricardo Paul	5	1	–	3,400.00	269.33	1,122.00	2,547.33
Gaylene Roberts	4	4	–	3,600.00	1,047.15	720.00	3,927.15
Jordene Sydney [4]	1	–	–	700.00	124.02	140.00	684.02
Juanita Temarama	5	1		3,400.00	165.60	1,122.00	2,443.60
Quinton Tunoho[5]	3	–	–	1,800.00	320.58	594.00	1,526.58
James Whetu	4	9	–	4,300.00	992.16	793.82	6,085.98
Total	**59**	**35**	**12**	**135,000.00**	**5,823.41**	**41,793.82**	**100,617.23**

[1] Appointed Trustee – 13th Dec 2025
[2] Appointed an RST Trustee 13 Dec 2025
[3] Resigned 13 Dec 25
[4] Resigned 13 Dec 25
[5] Appointed an RST Trustee 13 Dec 2025

Raukawa Charitable Trust

Trustee	RCT Honorarium	RCT Board Huis	RCT Sub Hui	Total Gross $	Travel $	Paye $	Nett $
Debbie Davies	12	–	–	15,000.00	–	4,950.00	10,050.00
Nachelle Griffiths	–	8	1[7]	4,400.00	304.20	880.00	3,824.20
Kataraina Hodge	12	–	–	39,999.96	–	13,199.88	26,800.08
Steven Oxenham	–	8	1[7]	4,400.00	418.86	1,452.00	3,366.86
James Whetu[6]	–	7	1[7]	4,000.00	744.14	674.12	5,418.26
Total	**24**	**23**	**3**	**67,799.96**	**1,467.20**	**21,156.00**	**49,459.40**

[6] New RCT Board member as at July 26
[7] JMA hui 24 Mar 2026

Raukawa
Kia Mau
Kia Ora

1 –11 Raukawa Way, Tokoroa, 3420
Tokoroa Private Bag 8. Tokoroa 3444
www.raukawa.org.nz