



Eke Panuku Annual Report

For the year ended 30 June 2025

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1. INTRODUCTION

Eke Panuku Development Auckland (Eke Panuku) was established on 1 September 2015 as an urban regeneration and property management council-controlled organisation of Auckland Council, with the vision of ‘creating amazing places’. It was formed from a merger between Waterfront Auckland and Auckland Council Property.

Tame Te Rangi, a representative of Te Rūnanga o Ngāti Whātua, gifted us the name Eke Panuku. ‘Eke Panuku’ is derived from the whakataukī (proverb) ‘Eke Panuku, Eke Tangaroa!’, which acknowledges the unseen energies of the land and sea. In te ao Māori, Māori mihi to Tangaroa (Atua of the sea) to inspire success, excellence, and progress. We have a role in supporting mana whenua as the kaitiaki [guardians] of Tāmaki Makaurau.

Prior to merging, Waterfront Auckland served as custodians of the waterfront on behalf of Auckland ratepayers. The entity was responsible for leading the revitalisation of Auckland’s inner waterfront. Waterfront Auckland oversaw the first stage of the Wynyard Quarter development and the reopening of Queens Wharf as a public space.

Auckland Council Property undertook all property acquisitions and disposals for Auckland Council and Auckland Transport, managing \$900 million in assets in 2015. It was tasked with ensuring appropriate financial return on council-owned commercial or non-service property. The agency played a key role in enabling Auckland Council’s place-shaping and housing development objectives with a focus on affordable housing and town centre regeneration.

In December 2024, Auckland Council Governing Body agreed to transfer and integrate all functions of Eke Panuku into Auckland Council no later than 1 July 2025. The transfer was completed effective 30 June 2025.

The work of Eke Panuku, which focuses on the delivery of high-quality holistic urban regeneration across Tāmaki Makaurau, continues within Auckland Council.

2. WHO WE ARE AND WHAT WE DO

We are Eke Panuku Development Auckland – Auckland Council’s urban regeneration and property management agency. Our vision is “creating amazing places”.

Eke Panuku is a council-controlled organisation – owned by and accountable to Auckland Council. We are governed by a board made up of people selected by the council for their urban regeneration, property management and corporate governance expertise.

Eke Panuku has key two roles:

Urban regeneration

Eke Panuku is the only council agency in New Zealand delivering urban regeneration projects at scale. Underused council land holdings in town centres are incorporated into a mix of private and public development optimised to improve social, environmental, economic and cultural outcomes. This is achieved through distinctive mixes of residential, commercial and public amenity development designed to reflect the local culture, history and natural features of each neighbourhood.

By incorporating vibrant public spaces, community facilities and recreational areas in these developments, Eke Panuku fosters community cohesion and economic development. We collaborate with mana whenua to integrate cultural elements, reinforcing local identity and supporting arts and culture. Revenue from property sales funds the improved amenity in the regenerated location.

Property management

Eke Panuku manages \$2.6 billion of council property to provide a financial return to Aucklanders and provides property-related services to the wider council group.

Our portfolio role includes managing more than 1,100 properties that are not currently being used to deliver services to the community. We work closely with the council group to develop shared objectives for the management of these properties, which are located across the region.

The types of properties cover commercial, retail and residential properties including hospitality, homes, landfills, quarries, forestry and marinas. Some properties are leased and held for future transport or infrastructure projects such as the Eastern Busway, others are surplus to council requirements and are awaiting sale. Some sites, such as the Northcote town centre, will be developed in the medium term to support urban regeneration. Some are also held for heritage protection.

3. HOW WE OPERATE

Our neighbourhood regeneration and property management roles are carried out within Auckland Council's strategic settings, including the Auckland Unitary Plan, the Auckland Plan, the Auckland Council Long-term Plan (budgets) and local board plans. Our significant strategy and planning documents are presented to the council for approval or endorsement.

As a council-controlled organisation, Eke Panuku performs its role within the requirements of legislation, particularly the Local Government Act 2002. The Local Government Act and other acts give us specific obligations to Māori. To fulfil its obligations, Eke Panuku maintains close and regular contact with the mayor, councillors, local boards and mana whenua.

Eke Panuku regeneration and property management programmes follow decisions where Auckland Council identifies property no longer needed to deliver council services and releases it for sale, or for regeneration purposes. Nearby properties may be purchased and incorporated into regeneration programmes, or their owners may become partners in such programmes.

Where there is a need to retain property in council ownership, Eke Panuku property specialists manage that property on the council's behalf to optimise financial returns to council.

We also buy land on Auckland Council's behalf for services such as water and stormwater infrastructure, sites for community centres, pools, parks, and libraries and to build roads, footpaths, cycleways and for urban renewal.

Our four levers

We have four 'levers' for implementing our mahi across Tāmaki Makaurau:

- **Lead agency lever** – Eke Panuku facilitates a shared vision and urban regeneration plan for each location, leading an integrated council group response, and coordinating partner, stakeholder and community input. We then manage the regeneration process from strategy through to construction.
- **Commercial strategy lever** – Working with a range of development partners, Eke Panuku takes underused council-owned property assets to deliver residential and commercial development, with supporting public amenities. This can involve site sales, acquisitions, land consolidation and other activities to unlock market opportunities.

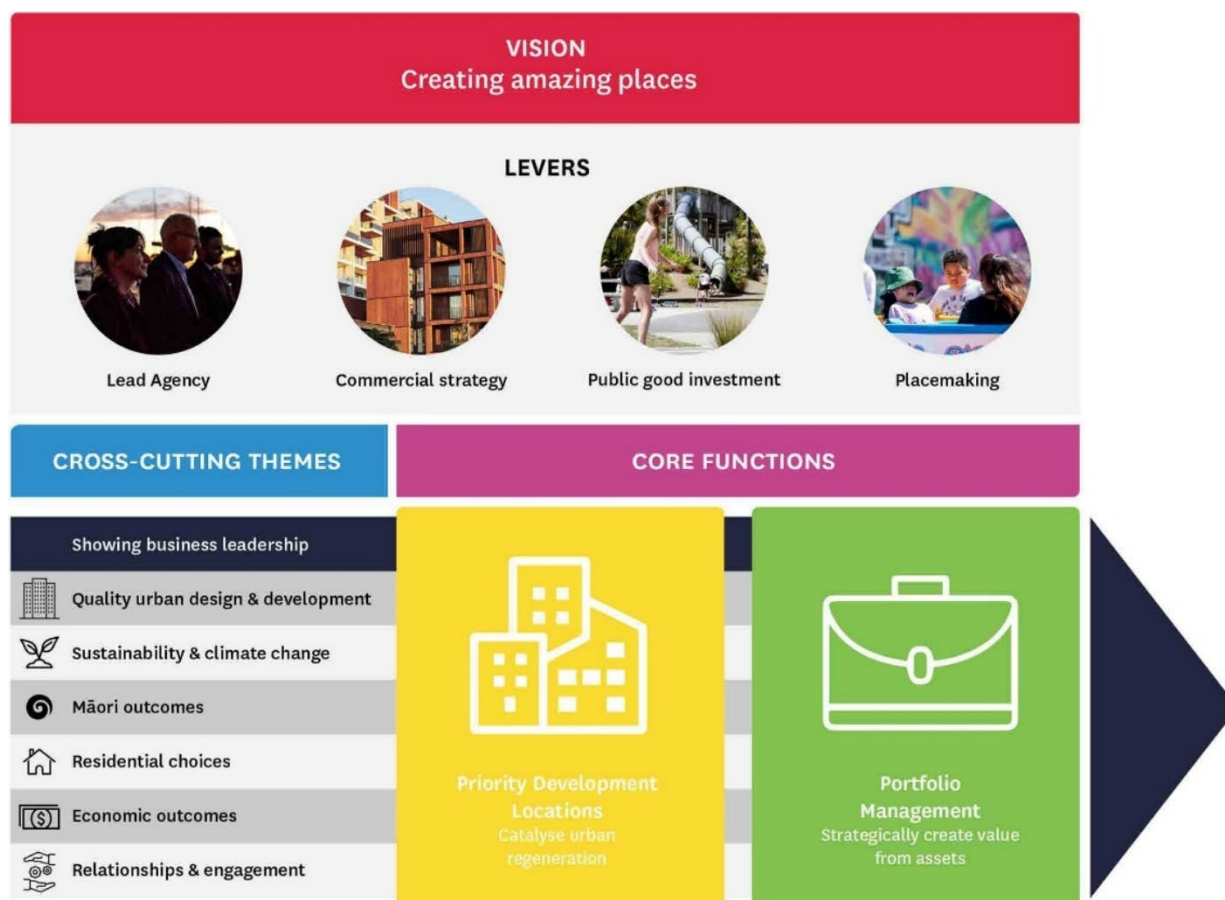
We undertake plan changes, create new infrastructure and remove contamination. This enables higher quality development and increases yields and revenue for the council.

We pride ourselves on the quality of our design and development, led by ourselves or our development partners. We ensure that our projects are functional, sustainable, beautiful and, in many cases, award winning.

- **Public realm lever** – Eke Panuku identifies opportunities to improve the attractiveness, connectivity and resilience of town centres as places to live and work, visit and do business, building confidence for others to invest.

Working with the council group and partners, we deliver capital projects such as new town squares and laneways, parks, playgrounds, street improvements, walkways and cycle networks. Often with multiple benefits, these projects can help manage stormwater to reduce flood risk, increase shade and shelter, reduce vehicle trips and carbon emissions, enable recreation and healthy lifestyles, and improve safety.

- **Placemaking lever** – Placemaking performs four vital functions in neighbourhood regeneration:
 - Placemaking draws local people and organisations into the strategy, planning and design phases to ensure regeneration strongly reflects local values, culture, history, heritage and natural features.
 - Through a suite of events and trials for configuring public space, residents and businesses strengthen their connections to their neighbourhood – increasing their sense of ownership of the result.
 - As the regeneration proceeds, especially during construction, placemaking events and promotional activity continue to draw people into the area to maintain community life and business activity.
 - As new public spaces and amenities become available, our Placemaking team provides public events and interactive experiences within them to build community usage.



4. WORKING WITH MANA WHENUA

We work closely with our mana whenua partners to understand their priorities in Tāmaki Makaurau.

While Eke Panuku, as part of the Auckland Council Group, has legislated obligations to mana whenua, our experience is that going beyond this to work in true partnership with mana whenua greatly enhances our place-based approach and the quality of our strategy, planning and design. In particular, it enables us to more fully reflect Tāmaki Makaurau’s natural and human history and cultural heritage in regeneration design.

These aspirations were developed with mana whenua:

- **Governance:** We involve mana whenua in transparent decision-making.
- **Culture and identity:** We increase our practice of kaitiakitanga and increase the visibility of Māori identity and culture in our projects.
- **Economic:** We create more commercial investment, procurement and engagement opportunities for Māori.
- **Wellbeing:** We foster a sense of community and connectedness and help enhance the wellbeing of Māori here in Tāmaki Makaurau.
- **Natural environment:** We work together to ensure we are working towards significant improvements to te mauri o te taiao.

We engage with mana whenua in the initial stages of a project to identify opportunities for where and how they could get involved. Often, we work with mana whenua-nominated artists and technical experts to create spaces that reflect Māori identity.

Eke Panuku also engages with mana whenua when preparing commercial development opportunities within our regeneration programme. We either engage directly with mana whenua as developers, or we broker conversations between developers and mana whenua.

As well as weekly engagement on projects, mana whenua meets with our Executive Leadership Team quarterly and the Eke Panuku Board yearly to maintain relationships and discuss any overarching issues and opportunities

5. HIGHLIGHTS FOR THE YEAR

Westhaven Marina seawall upgrade

The major seawall upgrade along Westhaven's northern reclamation, close to the base of the Harbour bridge, has been completed.

The seawall upgrade, part of a wider marina enhancement programme designed to protect people, buildings and boats from rising sea levels and more frequent and severe storms - has also led to a more attractive and functional waterfront space for people to enjoy.

There are now wider pedestrian walkways with extended lookouts over the Waitematā, enhancing pedestrian connections around the entire Marina.



Creation of the Karanga Plaza Harbour Pool

The Karanga Plaza Harbour Pool – located in the heart of Wynyard Quarter - is part of the Mayor's vision to open up the waterfront for Aucklanders, and continues Eke Panuku's long-standing work in the area. Designed with swimmers of all ages in mind, the pool provides a unique waterfront experience and a safe way to enjoy the Waitematā Harbour.



Deconstruction prior to construction in Northcote

Some old buildings in Northcote's town centre are starting to be sustainably removed to make way for the redevelopment of the town centre - Northcote Central.

Instead of simply demolishing the buildings, at a similar cost, the buildings will be taken apart. This means material can be reused and recycled to limit what is sent to landfill.

This supports Northcote's aspiration to be an exemplary zero-waste community and Auckland Council's goal for Tāmaki Makaurau Auckland to be zero-waste by 2040.



New life in Old Papatoetoe

Old Papatoetoe town centre revitalisation is underway with a number of projects recently completed.

The upgrade of Chambers laneway features improved lighting, better visibility, new paving, and additional greenery, making it a more inviting and safer pathway between the main street and Piko Toetoe development, the leisure centre, and the Wallace Road car park.

Connectivity has also been improved with the extension of Cambridge Terrace. This new street links the upgraded Chambers Laneway and Piko Toetoe development to Stadium Reserve, which is also undergoing a significant upgrade.

The road extension will not only improve access to the reserve but will also enhance the connection between Papatoetoe and Puhinui train stations, making it easier for residents and visitors to navigate the area.



Statement of Intent performance highlights for FY2024/2025

We are proud of our strong performance for the year, despite significant financial pressures on Auckland Council and the challenging property market.

Some highlights are below:

- We delivered a budget surplus from our property portfolio, which we manage on behalf of Auckland Council Group – our target was **\$18m** and we achieved **\$30.3m**.
- Despite a tough property market, the properties we manage were well tenanted. With **98.5% monthly average occupancy in our residential properties**, and **97% in our commercial properties**. Targets were 95% in residential properties and 90% in commercial properties.
- We set a target to enable **157 new homes** to be built by our development partners on surplus Council land. There were **170 new homes** built by our development partners across the region this year.
- **Public open space** such as walkways, roads and playgrounds is a key component of urban regeneration. We completed **13,777 square meters** of public realm work this year, **against our target of 7,000 square meters**. This includes Chambers Laneway Papatoetoe, Massey Ave & Manukau Rd intersection Pukekohe and Roulston Park Pukekohe.
- We set ourselves **15 key project milestones** to maintain momentum in our programmes across our neighbourhoods. We met **13 milestones**, including completing the construction of the Westhaven Seawall upgrade, and commencing construction of the Cambridge Terrace extension and car park in Papatoetoe.

6. OUR BOARD

All functions of Eke Panuku were transferred into Auckland Council effective 30 June 2025. On completion of the transaction, all directors of Eke Panuku resigned in accordance with the implementation agreement.

Ross Tucker, Chief Financial Officer of Auckland Council, was appointed as the sole director of Eke Panuku on 30 June 2025 to oversee the preparation and audit of this annual report and completion of any statutory obligations to effect deregistration of the company.

Directors prior to the transfer were:

David Kennedy - Chair

David Kennedy is an experienced director and chief executive. He has held CEO roles with Ngāi Tahu Property, the Eden Park Trust and St Lukes Group/ Westfield New Zealand. David has also held senior executive roles with SKYCITY Entertainment Group.

He now concentrates on board directorships and some advisory consulting work. He has significant experience in the property and building sectors, and also in the entertainment sector.

David is on the board of Naylor Love Construction and the New Zealand Housing Foundation. He is Chair of Kaha Ake GP Ltd and Chair of Beachlands South GP Ltd (both roles as an independent director/chair on behalf of the NZ Super Fund). He is also Chief Executive of Kaha Ake Project Delivery Ltd (the entity charged with delivering Canterbury's new multi-use arena).

Kenina Court

A Fellow Chartered Accountant, Kenina has had a career of 30-plus years in the commercial arena, working through to CFO level, and in public practice where she has built two (and sold one) accounting firms. She has extensive experience in residential and commercial property investment and uses this knowledge to help her clients today build long-term sustainable wealth.

Kenina is also on the boards of the Oceania Career Academy, which works with Pasifika youth to provide them with learning pathways into careers within the construction and healthcare industries, the Banking Ombudsman Scheme, the dispute resolution scheme for New Zealand's banking industry and Business Mentors, New Zealand's only independent mentoring service provider for the SME market.

Steve Evans

Steve has led Fletcher Building's Residential & Development division for the last ten years. This includes Clevercore, Auckland's largest Offsite Manufacturing facility, and Fletcher Living, delivering new housing communities such as the award-winning Waiata Shores, Red Beach, Three Kings and Kowhai Ridge developments, and partnering extensively with government and iwi across New Zealand. Delivering up to 1000 homes a year across numerous sites across Auckland, including terrace housing and apartment buildings, Steve is a leader in urban renewal.

Steve also has extensive experience with residential housing and mixed-use developments across multiple geographies including Australia, New Zealand, Asia and the UK. He was one of the founding directors of First Base, a London residential developer focused exclusively on providing mixed-tenure housing solutions in inner and greater London, including developments that won UK planning and architectural awards. He is also a founding board member of the Urban Development Institute of NZ (UDINZ), was until recently a member of MBIE's Building Advisory Panel, and a steering group member of the Construction Industry Accord. He lives in East Auckland.

Brett Ellison appointed 1 October 2024)

Brett is an experienced executive across the iwi commercial sector, having spent over 10 years in senior roles across the Ngāi Tahu Holdings Group and Te Rūnanga o Ngāi Tahu - focusing on their seafood and property sector, and Crown relationships and Settlement rights. He was formerly the GM for Business Development at Ngāi Tahu Property which has played a key role in the urban development of Christchurch.

Brett is an Investment Manager with Koau Capital Partners and supports the property activity of various iwi, and acts as investment manager for the Hāpai property collective – an iwi owned and governed property vehicle with a focus across the commercial, development and housing sectors.

Born and bred at Ōtākou, and a graduate (BA, MA) of the University of Otago, Brett has been a director on Rangitāne Holdings, and chairs Te Rūnaka Ōtākou Ltd.

Aaron Hockly-Holdich (appointed 1 October 2024)

Aaron Hockly has over 20 years' experience in financial services, property and law and currently heads up the NZX-listed, Vital Healthcare Property Trust, which owns hospitals and other healthcare facilities across New Zealand and Australia valued at ~\$3.2 billion. Originally from New Zealand, Aaron spent 17 years in the UK and Australia until returning in 2018. He was Chief Operating Officer for a large ASX listed property group for ~10 years where he was responsible for strategy, major transactions and investor relations.

Among other qualifications, Aaron has a Masters in Applied Finance and a Bachelor of Arts and Bachelor of Laws from the University of Auckland. He is a Fellow of both Governance New Zealand and the Financial Services Institute of Australasia (FINSIA), a Chartered Member of the Institute of Directors (NZ) and a member of INFINZ.

Aaron has served on the boards of several charities in both New Zealand and Australia and is currently a member of the Auckland Urban Design Panel.

DIRECTORS' INTERESTS AS AT 30 JUNE 2025

The Directors are appointed by Auckland Council, the shareholder, based on the skills needed for Eke Panuku's asset management and urban regeneration activities.

Eke Panuku takes a proactive approach to managing any perceived, potential, or actual conflicts of interest stemming from Directors' external activities. When a Board member identifies a conflict of interest, they will recuse themselves from discussing or voting on the identified agenda item. Management will address this by restricting access to sensitive information and enforcing confidentiality protocols as outlined in the Conflicts of Interest Management Policy.

Member	Interest	Company / Entity
Ross Tucker	CFO	Auckland Council
David Kennedy	Chair	Eke Panuku Development Auckland Limited
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)
	Director	Cathedral Property Limited
	Chair	Civix Limited
	Director	Grantley Holdings Limited
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)
	Trustee	New Zealand Housing Foundation
	Chief Executive	Te Kaha Project Delivery Limited
	Director	Westhaven Marina Limited
Kenina Court	Director	Eke Panuku Development Auckland Limited
	Shareholder	Arrakis Limited
	Director	BDE Bonus Limited
	Director	BMNZ Limited
	Director	Business in the Community (2013) Limited
	Director	Dua Fellows Holdings Limited
	Director	Dua Fellows Limited
	Director	Eight Peaks Holdings Limited
	Director	Everege Orbis Holdings Limited
	Director	Fortitudine Trustees Limited
	Director	Huma Holdings Limited
	Director	IBS
	Director	KW Westgate Limited
	Director	Lovelock Trustees Limited

Member	Interest	Company / Entity
Kenina Court	Director	Lujato Trustees Limited
(continued)	Director	Lynch Accommodation Limited
	Director	Lynch Lane Limited
	Director	M&G Trustees Limited
	Director	Nathan Whanau Trustees Limited
	Director	NTA Holdings Limited
	Director	Oceania Career Academy Limited
	Director	Pathfinder Appointors Limited
	Director	Pathfinder Management Partner Limited
	Director	Pathfinder Solutions Limited
	Director	Pathfinder Trustees Limited
	Director	Pathsol Limited
	Director	PGFT Trustees Limited
	Director	Platinum Securities Limited
	Director	PSL Freedom Limited
	Director	Rice Family Trustees Limited
	Director	Silvereye Investments Limited
	Director	Slice Limited
	Director	Stak Trustees Limited
	Director	Twinlion Trustees Limited
	Director	Up Skill Teams Limited

Member	Interest	Company / Entity
Brett Ellison	Director	Eke Panuku Development Auckland Limited
	Director	Aukaha (1997) Limited
	Director	Ellison Beech Limited
	Trustee	Ellison Beech Whanau Trust
	Director	Erihana Limited
	Investment Manager	Hapai Property LP Whanau (Commercial, Development and Housing)
	Director	Ka Taki Te Umere Limited
	Investment Manager	Koau Capital Partners
	Trustee	Taieri Block B Trust
	Chair	Te Runaka Otakou Limited
Steve Evans	Director	Eke Panuku Development Auckland Limited
	Member	Construction Industry Accord Residential Sector Reference Group
	Director	Kaipatiki FRL Limited Partnership
	Chief Executive Residential and Development	Fletcher Building Limited
	Director	Homai General Partner Limited
	Director	Okahukura GP Limited
	Member	Steering Group Construction Industry Accord
	Director	Tauoma FRL Limited Partnership
	Director	Te Tau Waka Limited Partnership
	Deputy Chair	Urban Development Institute of New Zealand
Aaron Hockly- Holdich	Director	Eke Panuku Development Auckland Limited

Director meeting attendance register - 2024/ 2025

	2024					2025				
Director	24 Jul	28 Aug	23 Oct	27 Nov	11 Dec	26 Feb	26 Mar	23 Apr	28 May	25 Jun
David Kennedy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kenina Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Steve Evans	X	-	X	✓	✓	✓	✓	✓	✓	✓
Brett Ellison ¹	-	-	✓	✓	✓	✓	✓	✓	✓	✓
Aaron Hockly- Holdich ¹	-	-	✓	✓	✓	✓	✓	✓	✓	✓
John Coop ²	✓	✓	✓	✓	✓	-	-	-	-	-
Paul Majurey ³	✓	✓	-	-	-	-	-	-	-	-
Jennifer Kerr ³	✓	✓	-	-	-	-	-	-	-	-

✓ attended x absent

1 – appointed 1 October 2024

2 – resigned 31 January 2025

3 – resigned 31 August 2024

7. OUR LEADERSHIP TEAM

David Rankin Chief Executive

David has spent most of his career working in local government in Tāmaki Makaurau.

Originally a law graduate, he joined Auckland City Council in 1989 where he worked in various roles, including Industrial Relations Manager and Finance Director before being appointed Chief Executive in 2005. Following the Auckland Council amalgamation in 2010 he became Chief Executive of Auckland Council Property Limited before Eke Panuku Development Auckland's establishment in 2015.

As a life-long Aucklander, he enjoys seeing transformation across the city. He works with significant private and public sector partners to delivery high-quality, well-designed public spaces, homes and thriving, connected town centres.

David has worked on urban regeneration throughout his local government career. He has been part of the transformation of the city centre since the mid-1990s, including the Britomart precinct and the waterfront.

He has led on strategic change initiatives, driven commercial and financial results, and been responsible for the care of long-term infrastructure and property assets along with continuous exposure to a complex stakeholder environment.

Gyles Bendall General Manager Design and Place

Gyles has a background in landscape architecture with extensive experience in strategic planning, project management, master-planning, urban development and all facets of public realm design and development.

The Design and Place directorate is responsible for the delivery of quality urban design with an integrated place-led approach to regeneration. The team works across the organisation and extensively with the wide council family, mana whenua and local communities.

Gyles is highly proficient in local government including legislation, operational requirements, and the political landscape.

During his time at Auckland Council, he prepared the City Centre Masterplan and was heavily involved in a range of projects that supported the transformation of the city centre to realise its vision.

This included being Auckland Council's lead on te Ara I Whiti – Light Path, which was a bold and collaborative project between Waka Kotahi, Auckland Transport, and council.

Gyles believes that Eke Panuku has a great opportunity and privilege as a regeneration agency to work closely with communities to create a better quality of life and to realise the vision of Eke Panuku of creating spaces that Aucklanders love.

Alaina Cutfield

Head of People and Culture

As Head of People & Culture, Alaina works closely with leaders at all levels to support the development and implementation of strategic people initiatives. A specific focus for the Eke Panuku People & Culture team is workforces planning, leadership, talent, culture and engagement to drive towards the business' strategic objectives.

Alaina is a seasoned human resource professional – a trusted advisor, coach, partner and leader. She has worked in both private and public sector organisations and has been with Eke Panuku since 2016. Alaina is passionate about creating an environment that enables people to be their best, delivering on our people promise and ensuring a collaborative, capable, diverse, and thriving workforce.

Angelika Cutler

General Manager Community and Stakeholder Relations

Angelika has worked in public relations and senior executive roles in both the private sector and local government in New Zealand and Singapore. She has broad experience in corporate strategy, strategic communications and stakeholder relations, crisis management, internal communications, and project management.

As General Manager Community & Stakeholder Relations, Angelika is focused on how the organisation can work with key partners from Central Government and the private sector, locally and internationally to support urban regeneration in Tamaki Makaurau. Angelika believes the biggest challenge for Eke Panuku is to strike a balance between achieving commercial outcomes for the benefit of its shareholder (Auckland Council), while ensuring Eke Panuku continues to create amazing places.

Carl Gosbee

Chief Financial Officer

As Chief Financial Officer, Carl ensures that Eke Panuku has effective and efficient internal control mechanisms, processes, and systems to support the safe delivery of projects and business functions.

Carl has over 25 years' experience in senior executive management for infrastructure, regeneration, development and property organisations.

He is a Fellow of the Association of Chartered Certified Accountants, a member of the Institute of Directors, and has held executive financial roles in the United Kingdom and New Zealand. Carl has extensive experience leading high performance teams within the back office, property investment and customer service arenas.

Brenna Waghorn

General Manager Strategy and Planning

As General Manager Strategy & Planning, Brenna leads a small team focused on setting the strategic direction of the organisation and ensuring that the plans are in place to enable the urban regeneration of town centres. This includes the organisation's Environmental Social and Governance (ESG) commitments and practices, consenting strategy for Eke Panuku projects and business cases to support quality investment decisions.

Brenna has worked in local government for many years and has a wealth of experience in urban regeneration, strategic planning, housing and intensification, sustainability and climate change, policy development and stakeholder engagement.

At Waterfront Auckland, Brenna led development of the Sustainable Development Framework and provided significant input to the development of Wynyard Quarter. In London Brenna was involved in the spatial planning for Southeast England, waste management and airport development.

Brenna believes that Eke Panuku has an opportunity to provide leadership as the council's urban regeneration agency. Facilitating new housing choices, including affordable housing, and responding to the climate crisis are key areas of focus.

Ian Wheeler

Chief Operating Officer

Ian Wheeler oversees the leadership, planning and delivery of our regeneration programme across each of our priority locations. He is focused on working with the team at Eke Panuku of skilled professionals, stakeholders, and partners across the region to establish plans and programmes designed to achieve the vision and goals for places and communities we work in. An important part of this role is to ensure we perform our lead agency role effectively across the council group and create the right blend of commercial strategy, public good investment (such as town squares and green spaces) and placemaking.

Prior to joining Eke Panuku, Ian held senior property management and development roles and Auckland Council and Housing New Zealand Corporation. At Auckland Council, his role as General Manager Property covered the management of a large and diverse multi-billion-dollar property portfolio including office, recreational, community and residential assets. Prior to working in New Zealand, Ian was the Chief Executive of an affordable housing company in South Africa, Durban.

Ian has been involved in various industry bodies, including the Construction Clients Group and the New Zealand Green Building Council. He has more than 30 years' experience in the property industry covering management and governance roles within the private, public and not-for-profit sectors in New Zealand and abroad.

Marian Webb

General Manager Assets and Delivery

Marian is responsible for managing Auckland Council's non-service property portfolio including land, buildings, and marinas. Marian has wide-ranging experience in both property management and property development in New Zealand and Ireland, including over 20 years' experience leading teams in local government.

At Eke Panuku, Marian has been responsible for identifying new business opportunities and providing strategic commercial property advice. She sets the strategic direction of the property portfolio to optimise returns while building and maintaining it to deliver long term value. She also facilitates development and investment across the region.

Marian utilises her comprehensive knowledge of the Eke Panuku property portfolio, strong commercial acumen and strategic thinking to realise the organisations vision of creating spaces for Aucklanders to love.

Allan Young

General Manager Development

Allan Young's team is responsible for directing the successful delivery of development projects. The team works right across the organisation and with partners and stakeholders, throughout the lifecycle of a project.

Allan has a successful history of working in both the private and public sectors. Extensive experience in residential and commercial property development in brown and green field locations. Skilled in undertaking complex large scale property transactions. Some examples include Development Agreements at Hobsonville Point, Ormiston Town Centre, New Lynn, Avondale and Wynyard Quarter.

Independent Auditor's Report

To the readers of Eke Panuku Development Auckland Limited's financial statements and statement of service performance for the year ended 30 June 2025

The Auditor-General is the auditor of Eke Panuku Development Auckland Limited (the Company). The Auditor-General has appointed me, David Walker, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the statement of service performance of the Company on his behalf.

We have audited:

- the financial statements of the Company on pages 32 to 56, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include the statement of accounting policies and other explanatory information; and
- the statement of service performance of the Company for the year ended 30 June 2025 on pages 24 to 31.

Opinion

In our opinion:

- the financial statements of the Company on pages 32 to 56, which have been prepared on a disestablishment basis:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance:
 - accurately reports, in all material respects, the Company's actual performance compared against the performance targets and other measures by which the Company's performance can be judged in relation to the Company's objectives in its statement of intent for the year ended 30 June 2025; and

- has been prepared, in all material respects, in accordance with section 68 of the Local Government Act 2002 (the Act).

Our audit was completed on 30 September 2025. This is the date at which our opinion is expressed.

Emphasis of matter - the financial statements have been prepared on a disestablishment basis

Without modifying our opinion, we draw your attention to the Basis of preparation section of the statement of accounting policies on page 39, which outlines that the financial statements have been prepared on a disestablishment basis. We consider the disestablishment basis to be appropriate as the assets, liabilities and operations of the Company were sold to Auckland Council on 30 June 2025, and the Company is expected to be removed from the Companies Register by 30 June 2026, as disclosed in Note 1.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the audit of the financial statements and the statement of service performance* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors for the financial statements and the statement of service performance

The Board of Directors is responsible on behalf of the Company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the statement of service performance in accordance with the Act.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and the statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Board of Directors is responsible on behalf of the Company for assessing the Company's ability to continue as a going concern. If the Board of Directors concludes that the going concern basis of accounting is inappropriate, the Board of Directors is responsible for preparing financial statements on a disestablishment basis and making appropriate disclosures.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole are 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 carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the statement of service performance.

For the budget information reported in the financial statements and in the statement of service performance, our procedures were limited to checking that the information agreed to the Company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the disestablishment basis of accounting by the Board of Directors. We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- We evaluate the overall presentation, structure and content of the statement of service performance, including the disclosures, and assess whether the statement of service performance achieves its statutory purpose of enabling the Company's readers to judge the actual performance of the Company against its objectives in its statement of intent.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board of Directors is responsible for the other information. The other information comprises all of the information included in the annual report other than the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Company in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of 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.

Other than the audit, we have no relationship with, or interests in, the Company.



David Walker
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand

9. STATEMENT OF SERVICE PERFORMANCE

This Statement of Service Performance presents the performance of Eke Panuku against the twelve key performance indicators (KPI) set out in the Eke Panuku Statement of Intent (SOI) 2024 – 2027.

In summary, of the 12 KPIs:

- 10 were achieved.
- 2 were not achieved.

Significant performance measure targets results include:

- We have completed 7 public realm and amenity upgrade projects, resulting in 13,777 sqm of new or upgraded public realm, against the annual target of 7,000 sqm. The projects that improve public spaces vary in nature include waterfront coastal protection, landscaping, play equipment, upgraded intersections, wider footpaths and improved street furniture and lighting. This targeted investment improves the attractiveness of places and aims to catalyse activity and investment by others.
- Our development partners as part of our development agreements, completed 170 new dwelling units this year, contributing to the housing supply in Auckland. This includes completion of 52 accessible units in Northcote as a result of a partnership established by Eke Panuku between Auckland Council, Kāinga Ora and Haumaru Housing. Note: A net 40 new dwellings were measured as 12 old units were demolished to build the 52 new units.
- We completed 86% of the 15 set capital project milestones against a target of 80%. Significant milestones achieved this year include completion of construction of the Westhaven Seawall upgrade, commenced construction of the Papatoetoe Cambridge Terrace extension and car park, resource consent granted for the Manukau Hayman Park wetlands and lodgement of resource consent for the Northcote Community Hub and Puāwai / Cadness Reserve upgrade.
- Under climate change mitigation - a performance measure for assessing carbon impacts of capital projects, the Project Emissions Estimation Tool (PEET) has been tested and approved for application.
- The property portfolio net operating budget result of \$30.3m against target of \$18m, which forms part of the council group revenue for 2024/25. The commercial and residential tenant occupancy targets were also met.
- Westhaven Marina achieved a customer satisfaction result of **94%** against the target of 88%.
- Under creating positive outcomes for Māori
 - Total Māori initiatives delivered for the year was **44** against a target of 40.
 - A **75%** satisfaction rate was received in the mana whenua survey on support received from Eke Panuku, against a target of 60%.
- **100%** of complaints received during the year were resolved within 10 working days, against a target of 80%. *Note: Eke Panuku does not receive many complaints.*
- Two performance measures were not achieved - the Transform and Unlock (T&U) asset sales of \$1.32m did not meet the target of \$16m. Asset recycling sales was \$8.8m against the target of \$60m. Both targets were affected by the slow property market. Once the market improves, sales are still expected to occur in subsequent years.

Criteria for performance measures

We have used the following criteria to rate each performance measure:

Performance Assessment Criteria					
	Achieved	Where the performance result for the year is either equal to or above the target, then the performance measure target was met (or achieved).		Not achieved but progress made	Where the performance result for the year is below the target (with a margin of more than 2%) but the result is better than the previous year.
	Substantially achieved	Where the performance result for the year is below the target but has not been achieved by a slim margin (of around 2%).		Not achieved	Where the performance result for the year is below the target (with a margin higher than 2%) and the result is lower than the result achieved in the previous year.

Non-financial performance measure results for FY2024/2025

Key Performance Indicator		Target 2024/25	Actual 2024/25		Commentary	Footnote	Actual 2023/24
			Status	Result			
Urban regeneration programmes and projects							
1	Net new dwellings (housing units) – <i>Auckland Council Long-term Plan performance measure</i>	157		Achieved	Actual 170 net new dwelling units. Net new dwellings completed in our locations this year by our development partners include 59 in Flat Bush, 40 in Northcote, 28 in Stonefields, 21 in Papakura, 14 in Papatoetoe and 8 in Hobsonville.	1	Achieved Actual 135 net new dwelling units.
2	Public realm – square meters	7,000 sqm		Achieved	Actual 13,777 sqm Significant public realm areas completed include Westhaven Seawall (increased area), Chambers Laneway Papatoetoe, Massey Ave & Manukau Rd intersection Pukekohe and Roulston Park Pukekohe.	2	Achieved Actual 20,065 sqm

Key Performance Indicator		Target 2024/25	Actual 2024/25		Commentary	Footnote	Actual 2023/24
			Status	Result			
3	Capital project milestones approved by the board achieved – <i>Auckland Council Long-term Plan performance measure</i>	80%		Achieved	Actual 86% We have completed 13 out of 15 capital project milestone targets set for FY2024/2025. Examples of key milestones achieved this year include Construction completed of the Westhaven Seawall Upgrade; Construction commenced of the Papatoetoe Cambridge Terrace extension and car park, Resource consent granted for the Manukau Hayman Park wetlands and Lodgement of resource consent for the Northcote Community Hub and Puāwai / Cadness Reserve upgrade.	3	Achieved Actual 100% We have completed all 15 capital project milestone targets set for FY2023/2024.
4	Achieve board approved Transform and Unlock (T&U) sales for the financial year through unconditional agreements.	\$16m		Not Achieved	Actual \$1.32m One sale was completed in the T&U locations this year. Sales target not met mainly due to impact of the slow property market.	4	Not Achieved Actual \$2.5m
5	The asset recycling target agreed with the Auckland Council.	\$60m		Not Achieved	Actual \$8.8m Six properties were sold unconditionally this year. Sales target not met mainly due to impact of the slow property market.	5	Achieved Actual \$158.9m

Key Performance Indicator		Target 2024/25	Actual 2024/25		Commentary	Footnote	Actual 2023/24
			Status	Result			
Property Portfolio and Marina Management							
6	Annual property portfolio net operating budget result agreed with the council achieved – Auckland Council Long-term Plan performance measure	\$18m		Achieved	Actual \$30.3m Net operating budget result is \$12.3m ahead of target. Revenue received from properties were held in the portfolio for a longer period of time. They were not required for projects at the planned time and not sold due to market conditions.	6	Achieved Actual \$27m Net operating budget result is \$9.7m ahead of target.
7	The monthly average occupancy rate for tenantable properties – Auckland Council Long-term Plan performance measure	Commercial 90% Residential 95%		Achieved	Actual Commercial 97.0% Residential 98.5%	7	Achieved Actual Commercial 97.1% Residential 98.2%.
8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	88%		Achieved	Actual 94% A strong performance in the customer satisfaction survey where 94% of 512 respondents rated Westhaven Marina five or above on a seven-point scale.	8	Achieved Actual 93%

Key Performance Indicator		Target 2024/25	Actual 2024/25		Commentary	Footnote	Actual 2023/24
			Status	Result			
Sector Leadership							
9	Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts.	A methodology is adopted to quantify the carbon impact of capital projects to inform decision making. Application and testing of methodology and development of performance measure and targets for FY2025/2026.		Achieved	The performance measure has been tested and approved for application in capital projects. The Project Emissions Estimation Tool (PEET) has been adopted for assessing carbon impacts of future capital projects.	9	New Measure
10	Creating positive outcomes for Māori. Deliver a number of ongoing or new initiatives that support Māori Outcomes.	40		Achieved	Actual 44 Examples of initiatives carried out include Iwi input into a development on the corner of Dominion and Valley Road in Maungawhau. Engaging with mana whenua to scope development on vested land along Ti Rakau Drive and work with iwi to re-scope the Iwi Investment Grant.	10	Achieved Actual 59 initiatives were completed.
11	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	Maintain or improve on previous year		Achieved	Actual 75% Mana whenua who participated in this research and provided a rating, feel positively about engagement support provided by Eke Panuku and the Māori Outcomes Team.	11	Substantially Achieved Actual 60%

Key Performance Indicator		Target 2024/25	Actual 2024/25		Commentary	Footnote	Actual 2023/24
			Status	Result			
12	The percentage of complaints received by Eke Panuku are resolved within 10 working days.	80%		Achieved	Actual 100% A total of 8 complaints were received and they were all resolved within 10 working days	12	Achieved Actual 85%. A total of 39 complaints were received, 33 of which have been resolved within 10 working days.

Notes to Statement of Service Performance:

1. Net new dwelling demonstrates impact of Eke Panuku site sales and development agreements with partners, facilitating an increase in the housing supply as part of urban regeneration. Net new dwellings are incremental new housing units created, subtracting previous housing units that are lost to development.
2. Public Realm area in square metres demonstrates delivery of new or upgraded public realm projects providing improved amenity and new spaces for residents and visitors to enjoy. Improving the quality of the place also helps attract new investment.
3. Capital project milestones demonstrates programme delivery progress in our locations. Milestones are chosen across the lifecycle of projects including planning, engagement and delivery. A list of project milestones is compiled for Eke Panuku Board approval.
4. This measures the total value of properties sold or leased in the long-term in Transform & Unlock (T&U) locations during the financial year. The property sales revenue contributes to funding urban regeneration reinvestment in T&U locations.
5. Council agreed the asset recycle target with Eke Panuku during planning for the Long-term Plan to help address the funding gap. Evidence can be by unconditional property sale and purchase agreement or long-term lease agreement.
6. This measure demonstrates that Eke Panuku optimises return on properties it manages for the council group. The properties are sometimes held for projects in the short to medium term, so we cannot maximise the rental income. The property portfolio budgeted net direct income (direct revenue less direct expense) is agreed with the council and measured against the 12-month actual result.
7. This measures a rolling 12-month average occupancy of tenantable properties over the previous 12-month period. The occupancy of properties or rental objects are those that are 'available for rent' and are tenantable.
8. Marina customer satisfaction - this survey ensures that the marina infrastructure and services are fit for purpose and meet customer needs. The more satisfied the customer, the better the expected occupancy rate and therefore increased revenue for council. This survey was conducted by Verian on Westhaven Marina customers via online and telephone interviews. 1298 leaseholders/berth holders and renters were invited to participate in the survey, with 501 completing the survey question regarding customer satisfaction. The margin of error is +/- 3.4% at 95% confidence level. The result is calculated on a scale of 1 to 7, where ratings of 5 to 7 out of 7 are considered 'satisfied'.
9. The Eke Panuku Executive Leadership Team (ELT) adopted the use of Project Emissions Estimation Tool (PEET) to assess the carbon impacts of capital projects in June 2024. Following this a performance measure was approved by ELT in May 2025. The performance measure is that all projects of \$5m and over are assessed through the design stage using PEET. Guidance will be developed by the Auckland Urban Development Office (AUDO) to help guide lower carbon design decisions for projects below the \$5m threshold.
10. Eke Panuku supports Māori outcomes through implementation of the Mana whenua Outcomes Framework. Initiatives may relate to culture and identity, governance, economic, wellbeing or te taiao (the natural environment). Initiatives are wide ranging including events and placemaking, art, design, cultural narratives, landscaping, te reo naming, commercial development opportunities and organisational development.
11. In line with council direction, Eke Panuku seeks to achieve outcomes for Māori through implementation of the Eke Panuku Mana Whenua Responsiveness Framework. Mana Whenua Iwi are supported each year to participate and partner in urban regeneration including commercial, environmental and cultural opportunities. Eke Panuku and Verian invited mana whenua representatives to participate in this research. Seven expressed interest, with four completing kōrero. With just four mana whenua respondents, significantly lower than previous responses, ratings should be interpreted with caution. Due to smaller than usual sample size, it is not possible to assess statistical significance.
12. A complaint is dissatisfaction with a company's service or output and where a response or resolution is expected. Given the diverse nature of complaints, resolve means to provide information to the complainant; or a resolution process is agreed with the complainant; or the issue is resolved with the complainant within 10 working days.

10. FINANCIAL STATEMENTS

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Eke Panuku Development Auckland Limited
Statement of Comprehensive Revenue and Expense
For the year ended 30 June 2025

All financial performance information included in this statement is classified as being from discontinued activities. Effective 1 July 2025, all functions of Eke Panuku were transferred to its shareholder, Auckland Council. Please refer to note 1 for a more detailed explanation.

	Note	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
Revenue				
Revenue	4	40,086,952	43,748,772	37,105,795
Total revenue		40,086,952	43,748,772	37,105,795
Expenditure				
Personnel costs	5	34,595,969	36,249,956	30,902,818
Depreciation	9	328,846	314,667	354,707
Other operating expenses	6	5,426,331	7,498,815	6,324,343
Total expenditure		40,351,146	44,063,438	37,581,868
Surplus / (deficit) before tax		(264,194)	(314,666)	(476,073)
Income tax expense / (benefit)	7	1,040,947	(113,659)	(158,415)
Surplus / (deficit) after tax		(1,305,141)	(201,007)	(317,658)
Other comprehensive revenue and expense				
Gains / (losses) on revaluation of property, plant and equipment	9	-	-	(545,293)
Tax on revaluation (gains) / losses	13	2,766,537	-	152,682
Total other comprehensive revenue and expense		2,766,537	-	(392,611)
Total comprehensive revenue and expense		1,461,396	(201,007)	(710,269)
<u>Surplus / (Deficit) is attributable to:</u>				
Auckland Council		(1,305,141)	(201,007)	(317,658)
		(1,305,141)	(201,007)	(317,658)
<u>Total comprehensive revenue and expense is attributable to:</u>				
Auckland Council		1,461,396	(201,007)	(710,269)
		1,461,396	(201,007)	(710,269)

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Eke Panuku Development Auckland Limited
Statement of Changes in Equity
For the year ended 30 June 2025

		Actual	Budget	Actual
	Note	2025	2025	2024
		\$	\$	\$
Equity at the beginning of the year		10,557,320	11,045,204	11,267,589
Total comprehensive revenue and expense				
Surplus / (deficit) for the year		(1,305,141)	(201,007)	(317,658)
Other comprehensive revenue and expense		2,766,537	-	(392,611)
Total comprehensive revenue and expense		1,461,396	(201,007)	(710,269)
Transactions with owners				
Share buyback	14	(1,799,900)	-	-
Dividend	15	(10,218,716)	-	-
Total transactions with owners		(12,018,616)	-	-
Equity at the end of the year		100	10,844,197	10,557,320

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Eke Panuku Development Auckland Limited
Statement of Financial Position
As at 30 June 2025

	Note	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
ASSETS				
Current assets				
Cash and cash equivalents		-	742	971
Debtors and other receivables	8	100	8,134,234	8,876,685
Total current assets		100	8,134,976	8,877,656
Non-current assets				
Property, plant and equipment	9	-	8,820,666	8,550,000
Total non-current assets		-	8,820,666	8,550,000
Total assets		100	16,955,642	17,427,656
LIABILITIES				
Current liabilities				
Creditors and other payables	10	-	1,494,362	2,344,289
Employee entitlements	11	-	2,732,412	2,627,850
Provisions	12	-	53,923	172,607
Total current liabilities		-	4,280,697	5,144,746
Non-current liabilities				
Deferred tax liabilities	13	-	1,830,748	1,725,590
Total non-current liabilities		-	1,830,748	1,725,590
Total liabilities		-	6,111,445	6,870,336
Net assets		100	10,844,197	10,557,320
EQUITY				
Contributed equity	14	100	1,800,000	1,800,000
Accumulated funds	15	-	1,537,634	1,643,368
Asset revaluation reserve	16	-	7,506,563	7,113,952
Total equity		100	10,844,197	10,557,320

For and on behalf of the Board:



Ross Tucker
30 September 2025

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Eke Panuku Development Auckland Limited**Statement of Cash Flows**

For the year ended 30 June 2025

		Actual	Budget	Actual
		2025	2025	2024
		\$	\$	\$
	Note			
Cash flows from operating activities				
Receipts from customers		20,414,843	19,533,958	18,579,796
Interest received		3,113	-	2,155
Operating expenditure funding from Auckland Council		18,650,292	23,515,214	18,446,130
Payments to suppliers and employees		(41,196,471)	(44,570,626)	(38,432,037)
Goods and services tax received from / (paid to) IRD		1,964,876	1,127,047	1,172,587
Net cash from operating activities	19	(163,347)	(394,407)	(231,369)
Cash flows from financing activities				
Advances from / (to) Auckland Council		163,347	394,407	231,598
Bank account transferred to Auckland Council as part of transfer		(971)	-	-
Net cash from financing activities		162,376	394,407	231,598
Net (decrease) / increase in cash and cash equivalents		(971)	-	229
Cash and cash equivalents at the beginning of the year		971	742	742
Cash and cash equivalents at the end of the year		-	742	971

The transfer of assets and liabilities to Auckland Council as described in note 1 was settled via share buyback and dividend so is not reflected in the Statement of Cash Flow.

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Eke Panuku Development Auckland Limited**Notes to the Financial Statements**

For the year ended 30 June 2025

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Eke Panuku Development Auckland Limited

Notes to the Financial Statements

For the year ended 30 June 2025

1 Transfer of functions to Auckland Council (CCO Reform)

On 12 December 2024, the Auckland Council Governing Body agreed to the transfer and integration of Eke Panuku's functions to Auckland Council, with changes to be implemented by 1 July 2025.

On 30 June 2025, the assets, liabilities and operations of Eke Panuku were sold to Auckland Council at carrying value under an implementation agreement. A summary of the assets and liabilities included in the transfer is shown in the table below. The balance of the purchase price was returned to the council in two transactions - a share buyback and a dividend. As Auckland Council is not subject to income tax, the deferred tax liability of \$1.75m was written back to the surplus/(deficit) and the asset revaluation reserve prior to the transfer. The transfer was carried out at arm's length.

Since its formation in 2015, Eke Panuku has undertaken urban regeneration, property management and marina management functions on behalf of Auckland Council. The majority of assets managed by Eke Panuku were assets of Auckland Council and are therefore not included within the numbers below, which represent only the assets and liabilities held on the balance sheet of Eke Panuku.

The functions of Eke Panuku were integrated into Auckland Council from 1 July 2025. The majority of Eke Panuku staff transferred to Auckland Council and although the transition resulted in some role redundancies, there were no reductions in funding or services. All the directors resigned effective 30 June 2025, and a new director was appointed on 30 June 2025 to oversee the formal close-down of the company. It is intended that Eke Panuku Development Auckland Limited will be removed from the Companies Register by 30 June 2026.

	\$
ASSETS	
Current assets	
Cash and cash equivalents	971
Debtors and other receivables	9,082,218
Total current assets	9,083,189
Non-current assets	
Property, plant and equipment	8,221,154
Total non-current assets	8,221,154
Total assets	17,304,343
LIABILITIES	
Current liabilities	
Creditors and other payables	1,155,218
Employee entitlements	2,925,801
Provisions	1,204,608
Total current liabilities	5,285,627
Total liabilities	5,285,627
Net assets	12,018,716

2 Statement of accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied unless otherwise stated.

a) Basis of preparation

i) Reporting entity

Eke Panuku Development Auckland Limited (Eke Panuku) is a council-controlled organisation (CCO) of Auckland Council and is domiciled in New Zealand. The principal address of Eke Panuku is Level 22, 135 Albert Street, Auckland 1010.

Eke Panuku contributes to the implementation of the Auckland Plan and encourages economic development by facilitating urban redevelopment that optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities. Eke Panuku manages council's non-service property portfolio and provides strategic advice on council's other property portfolios. It recycles or redevelops sub-optimal or underutilised council assets and aims to achieve an overall balance of commercial and strategic outcomes.

As Eke Panuku does not have the primary objective of making a financial return, Eke Panuku is designated as a public benefit entity and applies New Zealand Tier 1 Public Benefit Entity accounting standards (PBE Accounting Standards).

The financial statements are for the year ended 30 June 2025. The financial statements were authorised for issue by the Director on the date they were signed.

ii) Statement of compliance

The financial statements have been prepared in accordance with the requirements of section 69 of the Local Government Act 2002 and the Companies Act 1993, which includes the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP").

These financial statements have been prepared in accordance with NZ GAAP. They comply with PBE Accounting Standards.

iii) Measurement base

The financial statements have been prepared on an historical cost basis, modified by the revaluation of marinas.

iv) Going concern

The financial statements have been prepared on a disestablishment basis. As detailed in note 1, the activities of Eke Panuku were transferred to its shareholder Auckland Council effective 30 June 2025.

v) Functional and presentation currency

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest dollar. The functional currency is New Zealand dollars.

vi) Budget figures

The budget figures included in these financial statements have been prepared in accordance with NZ GAAP, are included in the company's Statement of Intent for 2024-2027 and are consistent with the accounting policies adopted for the preparation of the financial statements.

vii) Implementation of new accounting standards

Disclosure of Fees for Audit Firms' Services – (Amendments to PBE IPSAS 1)
Disclosure of Fees for Audit Firms' Services became effective for the 30 June 2025 financial year. This updates the required disclosures for fees relating to services provided by the entity's audit or review firm. The fees must be disaggregated into specified categories and there is guidance to assist entities in determining the types of services to include in each category. The adoption of this standard has not resulted in any change to the financial statements,

2 Statement of accounting policies (continued)

viii) Accounting standards early adopted

Eke Panuku has not adopted any accounting standards in advance of their effective date.

b) Foreign currency translation

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities are recognised in the Statement of Comprehensive Revenue and Expense.

c) Property, plant and equipment

Property, plant and equipment consists of marinas.

i) Measurement

Marinas are measured at fair value. Property, plant, and equipment is shown at valuation, less accumulated depreciation and impairment losses, if any.

ii) Revaluation

Marinas are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every 3 years. Each year, Eke Panuku considers whether the carrying value reflects fair value. If there is a material difference, then the asset classes are revalued off-cycle.

Revaluations of property, plant and equipment are accounted for on a class of asset basis.

Net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of assets. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. If a revaluation increase reverses a decrease previously recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense, the increase is recognised first in the surplus or deficit in the Statement of Comprehensive Revenue and Expense to reverse previous decreases. Any residual increase is then recognised in other comprehensive income.

iii) Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Eke Panuku and the cost of the item can be measured reliably.

Property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

iv) Disposals

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

2 Statement of accounting policies (continued)

v) Depreciation

Depreciation on all property, plant and equipment is provided on a straight line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial period end. The useful lives of major classes of assets have been estimated as follows.

Asset class	Estimated useful life
Marina	35 years

d) Impairment of non-financial assets

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for indicators of impairment at each balance date. When there is an indicator of impairment, the asset's recoverable amount is estimated. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the service potential of the asset is not primarily dependent on the asset's ability to generate net cash inflows and where Eke Panuku would, if deprived of the asset, replace its remaining service potential. The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense, a reversal of the impairment loss is also recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

e) Financial assets

Financial assets are initially measured at fair value plus transaction costs.

Purchases and sales of financial assets are recognised at trade date, this being the date on which Eke Panuku commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Eke Panuku has transferred substantially all the risks and rewards of ownership.

The financial assets of Eke Panuku are classified as financial assets at amortised cost. After initial recognition, these are carried at amortised cost less provision for impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

2 Statement of accounting policies (continued)

f) Impairment of financial assets

The provision for impairment of receivables is determined based on the expected loss credit model. In assessing credit losses for receivables, Eke Panuku applies the simplified approach and records lifetime expected credit losses on receivables. Eke Panuku uses the provision matrix based on historical credit loss experience upon initial recognition of the receivable, based on reasonable and available information on the debtor. Expected loss is established by taking into account factors affecting the ability of the debtors to settle their debt.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

g) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held on call with financial institutions, other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, and bank overdrafts.

h) Debtors and other receivables

Debtors are amounts due from customers. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

When a receivable for which the provision for impairment has been recognised becomes uncollectable in a subsequent period, it is written off against the provision for impairment of receivables. Subsequent recoveries of amounts previously written off are credited to 'other income' in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

i) Creditors and other payables

Creditors and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. They are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost, using the effective interest method.

j) Current and deferred income tax

Income tax expense comprises both current tax and deferred tax, and is calculated using tax rates (and tax laws) that have been enacted or substantively enacted by balance date. Income tax expense is charged or credited to the surplus or deficit in the Statement of Comprehensive Revenue and Expense, except when it relates to items charged or credited directly to equity or other comprehensive income.

Current tax is the amount of income tax payable based on the taxable surplus for the current period, plus any adjustments to income tax payable in respect of prior periods.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which Eke Panuku expect to recover or settle the carrying amount of its assets and liabilities.

2 Statement of accounting policies (continued)

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surplus will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting surplus nor taxable surplus.

k) Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of GST, except for debtors and other receivables and creditors and other payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related expense or asset.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

l) Personnel costs and Employee entitlements

i) Short-term employee entitlements

Employee benefits that Eke Panuku expects to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken, at balance date, and sick leave.

ii) Long-term employee entitlements

Employee benefits that are not expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service, such as long service leave, have been calculated on an actuarial basis. These calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood the employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of estimated future cash flows.

iii) Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as current liabilities. Non-vested long service leave expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

m) Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue items are explained below:

i) Other income

Income from provision of services is recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

ii) Service income

Income from the rendering of services to Auckland Council group entities is recognised when the service is provided. These services include Eke Panuku staff time on urban regeneration projects and marina operations, as well as council group property acquisitions and disposals. The income from services provided is calculated based on direct costs and staff time incurred or allocated to specific projects.

2 Statement of accounting policies (continued)

iii) Funding from Auckland Council

Funding is recognised as revenue upon entitlement based on the eligibility of expenditure in accordance with the Statement of Intent between Eke Panuku and Auckland Council.

3 Critical accounting estimates and judgements

In preparing the financial statements Eke Panuku made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year have been included below.

Useful lives of property, plant and equipment

If useful lives do not reflect the actual consumption of the benefits of the assets, then Eke Panuku could be over or under estimating the annual depreciation charge recognised as an expense in the Statement of Comprehensive Revenue and Expense. Asset inspection, deterioration, and condition modelling are also carried out regularly as part of asset management activities, which provides further assurance over useful life estimates.

Valuation of property, plant and equipment

The assets of Eke Panuku comprise marina berths in the downtown Auckland area commonly referred to as the Viaduct. The assets consist of physical structures and waterspace consents. The marina berths are valued using a discounted cash flow model based on forecast future cash flows and a market derived discount rate. If market conditions change, then it is possible that the future cash flows may vary, in timing or amount, from those included in the valuation.

Eke Panuku Development Auckland Limited

Notes to the Financial Statements

For the year ended 30 June 2025

	2025	2024
	\$	\$
4 Revenue		
<u>Revenue from exchange transactions</u>		
Other income	993,859	1,045,337
Service income from Auckland Council group	20,051,604	17,460,895
<u>Revenue from non-exchange transactions</u>		
Funding from Auckland Council	19,038,376	18,597,408
Interest income	3,113	2,155
Total revenue	40,086,952	37,105,795

5 Personnel costs		
Employee salaries, wages and allowances	30,434,153	27,386,220
Increase / (decrease) in leave accruals	280,799	416,079
Defined contribution plan employer contributions *	879,135	785,928
Temporary staff costs	1,635,256	1,834,156
Other	1,366,626	480,435
Total personnel costs	34,595,969	30,902,818

* Employer contributions to defined contribution plans includes contributions to KiwiSaver.

Immediately prior to the transfer to Auckland Council (as described in note 1), there were 220.36 full time equivalent (FTE) employees (30 June 2024: 213.56).

6 Other operating expenses		
Fees paid to Audit NZ for audit of the financial statements and statement of service performance	165,881	148,051
Directors' fees and expenses	371,452	427,450
Impairment of receivables	6,306	-
Lease payments under operating leases	8,596	657,024
Professional services	1,645,329	1,791,502
Repairs and maintenance	207,942	241,280
Utilities and occupancy	1,251,217	1,383,823
Other operating expenses	1,769,608	1,675,213
Total other expenses	5,426,331	6,324,343

7 Income tax		
Current tax	-	-
Deferred tax	1,040,947	(158,415)
Income tax expense / (benefit)	1,040,947	(158,415)

Relationship between income tax and accounting surplus / (deficit):		
Surplus / (deficit) before tax	(264,194)	(476,073)
Prima facie income tax at 28%	(73,974)	(133,300)
Taxation effect of permanent differences	5,980	7,445
Loss offset	(67,742)	(32,560)
Deferred tax reversed on transfer	1,176,683	-
Income tax expense / (benefit)	1,040,947	(158,415)

Eke Panuku is part of a tax group with its shareholder Auckland Council and other subsidiaries of Auckland Council. Tax losses from other entities are shared within the group resulting in tax loss offsets for Eke Panuku. Subvention payments are generally not required under group arrangements.

Eke Panuku Development Auckland Limited**Notes to the Financial Statements**

For the year ended 30 June 2025

	2025	2024
	\$	\$
8 Debtors and other receivables		
Related party receivables*	100	8,576,125
Sundry receivables	-	23,663
Goods and services tax	-	276,897
Total debtors and other receivables	100	8,876,685
Receivables from exchange transactions	-	2,970,858
Receivables from non exchange transactions	100	5,905,827
Total debtors and other receivables	100	8,876,685

The related party receivable remaining at 30 June 2025 is an intercompany receivable from the shareholder, Auckland Council.

a) Impairment of assets

At each period end, all overdue receivables are assessed for impairment and appropriate provisions applied. No doubtful debts provision has been recognised at 30 June 2025 (2024: nil).

b) Fair value and credit risk

Due to the short-term nature of these receivables, their carrying value is assumed to approximate their fair value. Eke Panuku has no exposure to credit risk in respect of debtors and other receivables at balance date. Eke Panuku does not hold any collateral as security. Refer to note 22 for more information on the risk management policy of Eke Panuku.

c) Foreign exchange and interest rate risk

Eke Panuku has no exposure to foreign exchange and interest rate risk in relation to debtors and other receivables at balance date.

Eke Panuku Development Auckland Limited
Notes to the Financial Statements
For the year ended 30 June 2025

9 Property, plant and equipment

	1 July 2024			Current year movements				30 June 2025		
	Cost / revaluation	Accumulated depreciation	Carrying amount	Additions	Disposals	Depreciation	Revaluations	Cost / revaluation	Accumulated depreciation	Carrying amount
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Marina	8,550,000	-	8,550,000	-	(8,221,154)	(328,846)	-	-	-	-
Total	8,550,000	-	8,550,000	-	(8,221,154)	(328,846)	-	-	-	-

	1 July 2023			Prior year movements				30 June 2024		
	Cost / revaluation	Accumulated depreciation	Carrying amount	Additions	Disposals	Depreciation	Revaluations	Cost / revaluation	Accumulated depreciation	Carrying amount
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Marina	9,450,000	-	9,450,000	-	-	(354,707)	(545,293)	8,550,000	-	8,550,000
Total	9,450,000	-	9,450,000	-	-	(354,707)	(545,293)	8,550,000	-	8,550,000

There are no assets held in property, plant and equipment under finance leases and there are no restrictions over the title of the property, plant and equipment, nor are any assets pledged as security for liabilities.

The marina asset class was valued by Seagar and Partners at 30 June 2024, using a discounted cash flow method. The following assumptions were used in the valuation:

- utilisation rates of between 25% and 70% (depending on berth size)
- long-run revenue growth rate of 3%
- cost inflation rate of 2.5%
- the coastal permit for the marina is due to expire in 2032. A new consent has been applied for. The 2024 valuation includes two components. Cashflows over the remaining years of the current coastal permit (7.5 years) and cashflows for a new 35 year coastal permit term commencing 2032. Cashflows over the new term have been discounted back to a net present value, to which a risk allowance of -20% has then been applied to reflect future uncertainties.
- an 11% discount rate has been applied to cashflows projected over the remaining years of the current coastal permit, as well as those cashflows projected over the new 35 year term. The net present value of the cashflows during the future 35 year term (discounted back to 2032) has then been discounted back to today at a holding rate of 6% per annum.

A change in the discount rate of +/- 0.5% would reduce/increase the value of the assets by around \$130k - \$170k

Eke Panuku Development Auckland Limited**Notes to the Financial Statements**

For the year ended 30 June 2025

	2025	2024
	\$	\$
10 Creditors and other payables		
Creditors	-	717,666
Accrued expenses	-	1,626,232
Related party payables	-	391
Total creditors and other payables	-	2,344,289

Payables from exchange transactions	-	2,344,289
Payables from non exchange transactions	-	-
Total creditors and other payables	-	2,344,289

Creditors and other payables are normally settled on 30 day terms, therefore the carrying value of trade and other payables approximates their fair value. Eke Panuku has minimal exposure to foreign exchange risk and no interest rate risk in respect of creditors and other payables at balance date.

11 Employee entitlements		
Accrued salaries and wages	-	566,846
Annual leave	-	1,985,883
Sick leave	-	75,121
Total employee entitlements	-	2,627,850

12 Provisions		
Opening balance	172,607	51,502
Additions to provisions	1,153,969	121,105
Charged to provision	-	-
Provision utilised	(121,968)	-
Provision transferred to Auckland Council	(1,204,608)	-
Total provisions	-	172,607

13 Deferred tax liabilities		
Deferred tax assets		
To be recovered after more than 12 months	-	-
To be recovered within 12 months	-	625,411
Deferred tax assets	-	625,411

Deferred tax liabilities		
To be recovered after more than 12 months	-	(2,351,001)
To be recovered within 12 months	-	-
Deferred tax liabilities	-	(2,351,001)

Net deferred tax assets / (liabilities)	-	(1,725,590)
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Eke Panuku Development Auckland Limited
Notes to the Financial Statements
For the year ended 30 June 2025

13 Deferred tax liabilities (continued)

	Property, plant and equipment	Other	Total
	\$	\$	\$
Balance at 1 July 2023	(2,601,736)	565,049	(2,036,687)
Charged to surplus/(deficit)	98,053	60,362	158,415
Charged to other comprehensive income	152,682	-	152,682
Balance at 30 June 2024	(2,351,001)	625,411	(1,725,590)
Balance at 1 July 2024	(2,351,001)	625,411	(1,725,590)
Charged to surplus/(deficit)	(415,536)	(625,411)	(1,040,947)
Charged to other comprehensive income	2,766,537	-	2,766,537
Balance at 30 June 2025	-	-	-

	2025	2024
	\$	\$
14 Contributed equity		
<i>(a) Share capital</i>		
Balance at 1 July	1,800,000	1,800,000
Share buyback on transfer of activities to Auckland Council	(1,799,900)	-
Balance at 30 June	100	1,800,000

	Number of Shares	Number of Shares
<i>(b) Movements in ordinary shares:</i>		
Opening balance of ordinary shares issued	30	30
Share buyback	(29)	-
Closing balance of ordinary shares issued	1	30

15 Accumulated funds		
Balance at 1 July	1,643,368	1,961,026
Surplus/(deficit) for the year	(1,305,141)	(317,658)
Dividend paid	(10,218,716)	-
Transfer from asset revaluation reserve on disposal of asset	9,880,489	-
Balance at 30 June	-	1,643,368

As disclosed in note 1, all functions of Eke Panuku were transferred to Auckland Council effective 30 June 2025. The asset revaluation reserve accumulated on previous revaluations of property, plant and equipment was transferred to accumulated funds on disposal of the asset.

The balance of the purchase price was returned to the council in two transactions - a share buyback and a dividend.

Eke Panuku Development Auckland Limited

Notes to the Financial Statements

For the year ended 30 June 2025

	2025	2024
	\$	\$
16 Asset revaluation reserve		
Balance at 1 July	7,113,952	7,506,563
Revaluation gains/(losses)	-	(545,293)
Deferred tax on revaluation	-	152,682
Deferred tax on revaluation write-back	2,766,537	-
Transfer to accumulated funds on disposal of asset	(9,880,489)	-
Balance at 30 June	-	7,113,952

The asset revaluation reserves records the revaluation of property, plant and equipment on an asset class basis. Any revaluation decrease will first be written off against the balance in asset revaluation reserve. Any decrease over and above the amount recorded will be transferred to the other gains / (losses) section of the surplus / (deficit) within the Statement of Comprehensive Revenue and Expense.

17 Contingencies

Eke Panuku has no contingent liabilities or contingent assets at 30 June 2025 (2024: nil). Under the implementation agreement described in note 1, Auckland Council assumed all liabilities of Eke Panuku of any kind, whether actual or contingent, arising before, on or after the transfer completion date 30 June 2025.

18 Events occurring after balance date

There are no events after balance date that require disclosure.

19 Reconciliation of net surplus / (deficit) after tax to net cash flow from operating activities

Surplus / (deficit) after tax	(1,305,141)	(317,658)
<i>Add / (less) non-cash items:</i>		
Depreciation expense	328,846	354,707
Movement in deferred tax through surplus / (deficit)	1,040,947	(158,415)
<i>Add / (less) movements in working capital items:</i>		
Debtors and other receivables (excluding related party)	75,554	(218,910)
Creditors and other payables (excluding related party)	(1,188,680)	933,152
Related party receivables and payables	(461,190)	(859,682)
Financing activities included in related party receivables and payables	(163,347)	(231,598)
Employee entitlements	297,951	145,930
Provisions	1,211,713	121,105
Net cash inflow / (outflow) from operating activities	(163,347)	(231,369)

Eke Panuku Development Auckland Limited

Notes to the Financial Statements

For the year ended 30 June 2025

20 Related party transactions

Auckland Council is the parent of the entity as outlined in note 1. Auckland Council has other CCOs that Eke Panuku has transacted with during the period including Auckland Transport and Tātaki Auckland Unlimited.

Related parties include subsidiaries, associates, joint ventures, key management personnel, the Directors of the Board and their close family members and entities controlled by them. Key management personnel are the Chief Executive and the executive leadership team. Close family members include spouses or domestic partners, children and dependants.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and condition no more or less favourable than those that it is reasonable to expect Eke Panuku would have adopted in dealing with the party at arm's length in the same circumstances.

Eke Panuku uses Auckland Council services including (but not limited to) payroll, legal, information technology, accounts payable processing and treasury. Generally no charge is levied for these services. Eke Panuku does not recognise these services in-kind as revenue or expenditure. Eke Panuku occupies office space in premises owned by its shareholder, for which it is not charged any rent.

Eke Panuku manages assets and undertakes urban regeneration on behalf of Auckland Council. The financial transactions related to property management and urban regeneration are recognised in the financial statements of Auckland Council. Any transactions for that portfolio that would be considered related party are not disclosed here as they do not affect these financial statements.

	2025	2024
	\$	\$

21 Key management personnel remuneration

Key management personnel includes the Board of Directors and the Executive Leadership Team (ELT). The ELT consists of the Chief Executive and direct reports to the Chief Executive.

Key management personnel remuneration

Executive Leadership Team (9 FTE 30 June 2025: 9 FTE 30 June 2024)	3,787,770	3,155,270
Board of Directors (1.25 FTE 30 June 2025 : 1.50 FTE 30 June 2024) *	370,406	426,600
Total key management personnel remuneration	4,158,176	3,581,870

* The Board of Directors FTE is based on the assumption that each of the Directors work an average of one week in each month preparing for, and attending, Board and sub committee meetings.

a) Executive Leadership Team Remuneration

Salary and other short-term employee benefits	3,787,770	3,155,270
Total Executive Leadership Team remuneration	3,787,770	3,155,270

Included in the 2025 figure above are \$523k of termination benefits paid to three Executive Leadership Team members whose roles were disestablished as part of the CCO reform described in note 1. These payments were made after 30 June 2025, but recognised in expenses in the 2025 financial year.

Eke Panuku Development Auckland Limited
Notes to the Financial Statements
For the year ended 30 June 2025

	2025	2024
	\$	\$
21 Key management personnel remuneration (continued)		
<i>b) Board of Directors Remuneration</i>		
David Kennedy (Chair from 1 September 2024 - formerly Deputy Chair)	104,850	67,500
Kenina Court	64,170	62,100
Steven Evans	56,002	54,000
Aaron Hockly-Holdich (commenced 1 October 2024)	42,120	-
Brett Ellison (commenced 1 October 2024)	42,120	-
John Coop (departed 31 January 2025)	33,106	54,000
Paul Majurey (departed 31 August 2024 - formerly Chair)	18,692	108,000
Jennifer Kerr (departed 31 August 2024)	9,346	54,000
Susan Huria (departed 31 December 2023)	-	27,000
Total Board of Directors remuneration	370,406	426,600

22 Financial risk management

The activities of Eke Panuku expose it to a variety of financial risks: market risk, liquidity risk and credit risk. The company's risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the entity. Treasury for Eke Panuku is carried out under a shared service agreement by Auckland Council. The treasury management policy incorporates a liability management policy and an investment policy. These policies do not allow any transactions that are speculative in nature to be entered into.

	2025	2024
	\$	\$
Financial assets		
<i>Financial assets at amortised cost</i>		
Cash and cash equivalents	-	971
Debtors and other receivables (exc GST receivable and prepayments)	100	8,599,788
Total financial assets	100	8,600,759
Financial liabilities		
<i>Financial liabilities at amortised cost</i>		
Creditors and other payables	-	2,344,289
Total financial liabilities	-	2,344,289
Net financial assets / (liabilities)	100	6,256,470

Eke Panuku Development Auckland Limited

Notes to the Financial Statements

For the year ended 30 June 2025

22 Financial risk management (continued)

The table below analyses the financial assets and liabilities into relevant maturity groupings based on the period remaining at balance date until the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	On demand	Less than 6 months	6 - 12 months	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total contractual cash inflow / (outflow)	Carrying amount (assets) / liabilities
	\$	\$	\$	\$	\$	\$	\$	\$
30 June 2025								
Financial assets								
Cash and cash equivalents	-	-	-	-	-	-	-	-
Debtors and other receivables	100	-	-	-	-	-	100	100
Total financial assets	100	-	-	-	-	-	100	100
Financial liabilities								
Creditors and other payables	-	-	-	-	-	-	-	-
Total financial liabilities	-	-	-	-	-	-	-	-
30 June 2024								
Financial assets								
Cash and cash equivalents	971	-	-	-	-	-	971	971
Debtors and other receivables	8,599,788	-	-	-	-	-	8,599,788	8,599,788
Total financial assets	8,600,759	-	-	-	-	-	8,600,759	8,600,759
Financial liabilities								
Creditors and other payables	40,137	2,304,152	-	-	-	-	2,344,289	2,344,289
Total financial liabilities	40,137	2,304,152	-	-	-	-	2,344,289	2,344,289

Eke Panuku Development Auckland Limited
Notes to the Financial Statements
For the year ended 30 June 2025

23 Capital management

The capital of Eke Panuku capital is its equity which comprise accumulated funds. Equity is represented by net assets. Eke Panuku manages its revenues, expenses, assets, liabilities and general financial dealings prudently to meet its long term objective and in a way that promotes the current and future interests of the community. Equity is largely managed as a by-product of managing revenues, expenses, assets, liabilities and general financial dealings.

24 Explanation of major variances to budget

As a Council-controlled Organisation, Eke Panuku agrees its budget each year with the shareholder Auckland Council and publishes the budget in the Statement of Intent.

The table below compare the budgeted financial statements with the actual results and provides explanation for significant variances.

Statement of Comprehensive Revenue and Expense

	Actual 2025 \$	Budget 2025 \$	Favourable / (unfavourable) variance \$	Note
Revenue				
Revenue	40,086,952	43,748,772	(3,661,820)	1
Total revenue	40,086,952	43,748,772	(3,661,820)	
Expenditure				
Personnel costs	34,595,969	36,249,956	1,653,987	2
Depreciation	328,846	314,667	(14,179)	
Other operating expenses	5,426,331	7,498,815	2,072,484	3
Total expenditure	40,351,146	44,063,438	3,712,292	
Surplus / (deficit) before tax	(264,194)	(314,666)	50,472	
Income tax expense / (benefit)	1,040,947	(113,659)	(1,154,606)	
Surplus / (deficit) after tax	(1,305,141)	(201,007)	(1,104,134)	
Other comprehensive revenue and expense				
Gains / (losses) on revaluation of property, plant and equipment	-	-	-	
Tax on revaluation (gains) / losses	2,766,537	-	2,766,537	
Total other comprehensive revenue and expense	2,766,537	-	2,766,537	
Total comprehensive revenue and expense	1,461,396	(201,007)	1,662,403	

1. Funding from Auckland Council was \$5.1m lower than budget, with actual revenue of \$19.0m compared to budget of \$24.1m.

Funding is calculated based on operating expenses, less other revenue. The funding income was lower than budgeted as operating costs were \$3.7m lower than budget, and other revenue was \$1.4m higher than budget.

2. There have been a number of vacant positions on the organisation chart during the year due to staff turnover and uncertainty due to the CCO reform. This saving was partially offset by a provision created for restructuring costs due to the CCO reform.

3. This is spread over a number of expense areas, notably consultancy, internal audit and directors' costs. There has been a delay on some expenditure while the CCO reform was underway.

Eke Panuku Development Auckland Limited
Notes to the Financial Statements
For the year ended 30 June 2025

24 Explanation of major variances to budget (continued)

Statement of Financial Position

All variances have occurred because of the transfer of assets and liabilities to Auckland Council as disclosed in note 1. This transfer was not anticipated at the time of setting the budget.

	Actual 2025 \$	Budget 2025 \$	Favourable / (unfavourable) variance \$	Note
ASSETS				
Current assets				
Cash and cash equivalents	-	742	(742)	
Debtors and other receivables	100	8,134,234	(8,134,134)	
Total current assets	100	8,134,976	(8,134,876)	
Non-current assets				
Property, plant and equipment	-	8,820,666	(8,820,666)	
Total non-current assets	-	8,820,666	(8,820,666)	
Total assets	100	16,955,642	(16,955,542)	
LIABILITIES				
Current liabilities				
Creditors and other payables	-	1,494,362	1,494,362	
Employee entitlements	-	2,732,412	2,732,412	
Provisions	-	53,923	53,923	
Total current liabilities	-	4,280,697	4,280,697	
Non-current liabilities	-	-	-	
Deferred tax liabilities	-	1,830,748	1,830,748	
Total non-current liabilities	-	1,830,748	1,830,748	
Total liabilities	-	6,111,445	6,111,445	
Net assets	100	10,844,197	(10,844,097)	
EQUITY				
Contributed equity	100	1,800,000	(1,799,900)	
Accumulated funds	-	1,537,634	(1,537,634)	
Asset revaluation reserve	-	7,506,563	(7,506,563)	
Total equity	100	10,844,197	(10,844,097)	

Eke Panuku Development Auckland Limited
Notes to the Financial Statements
For the year ended 30 June 2025

24 Explanation of major variances to budget (continued)

Statement of Cash Flows

	Actual 2025 \$	Budget 2025 \$	Favourable / (unfavourable) variance \$	Note
Cash flows from operating activities				
Receipts from customers	20,414,843	19,533,958	880,885	
Interest received	3,113	-	3,113	
Operating expenditure funding from Auckland Council	18,650,292	23,515,214	(4,864,922)	1
Payments to suppliers and employees	(41,196,471)	(44,570,626)	3,374,155	2
Goods and services tax received from / (paid to) IRD	1,964,876	1,127,047	837,829	3
Net cash from operating activities	(163,347)	(394,407)	231,060	
Cash flows from financing activities				
Advances from / (to) Auckland Council	163,347	394,407	(231,060)	
Bank account transferred to Auckland Council as part of transfer	(971)	-	(971)	
Net cash from financing activities	162,376	394,407	(232,031)	
Net (decrease) / increase in cash and cash equivalents	(971)	-	(971)	
Cash and cash equivalents at the beginning of the year	971	742	229	
Cash and cash equivalents at the end of the year	-	742	(742)	

1. Operating expenditure funding was \$5.1m lower than budget as described in the analysis of variance to budget for the Statement of Comprehensive Revenue and Expense.

2. Eke Panuku paid suppliers invoices on behalf of Auckland Council for consultants costs related to the storm recovery property purchase programme. The payment to suppliers, and reimbursement from Council, resulted in net zero expenditure in other operating expenses on the Statement of Comprehensive Income.

The reimbursement from Council has been netted off in payments to suppliers and employees in the Statement of Cash Flow. Due to differences in the timing of payment to supplier, and reimbursement from Council, and because Council did not reimburse Eke Panuku for the GST portion of the payment, there is \$0.6m included in payments to suppliers and employees in the cash flow for the year for these transactions. This was not included in the cash flow budget.

After removing the impact of these transactions, the variance is \$4.0m which is attributable to personnel costs and other operating expenditure being less than budget as described in the analysis of variances to budget of the Statement of Comprehensive Income.

3. GST input tax received in the year from the IRD for invoices paid on behalf of Council as described above totalled \$1.1m. This was not included in the cash flow budget. After removing the impact of these transactions, the variance is \$0.2m which is attributable to other operating expenditure being less than budget as described in the analysis of variances to budget of the Statement of Comprehensive Income.

11. ADDITIONAL REMUNERATION INFORMATION

Annual salary as at 30 June

The table below shows the numbers and remuneration of employees who were employed on 30 June. Those receiving remuneration of \$60,000 or more are grouped into \$20,000 bands. This table is based on annual salary at 30 June (including KiwiSaver contributions), pro-rated for part-time employees.

Casual staff are shown based on the amount they received during the year ended 30 June. Please note that this captures a moment in time, and these numbers would look different on other days. Eke Panuku is not required to disclose this information, but is choosing to voluntarily disclose it.

Effective 30 June 2025 the majority of employees were transferred to Auckland Council, with a small number leaving due to redundancy. Eke Panuku ceased to employ any staff from 1 July 2025. The schedule below reflects annual salaries prior to the transfer.

	Number of Employees	
	2025	2024
\$0-\$59,999	5	6
\$60,000-\$79,999	28	29
\$80,000-\$99,999	34	33
\$100,000-\$119,999	29	31
\$120,000-\$139,999	34	41
\$140,000-\$159,999	35	33
\$160,000-\$179,999	25	11
\$180,000-\$199,999	9	8
\$200,000-\$219,999	6	7
\$220,000-\$239,999	5	4
\$240,000-\$259,999	1	5
\$260,000-\$279,999	4	-
\$280,000-\$299,999	3	4
\$300,000-\$319,999	1	-
\$320,000-\$339,999	2	2
\$380,000-\$399,999	1	1
\$400,000-\$419,999	1	1
\$420,000-\$439,999	-	1
\$440,000-\$459,999	1	-
\$600,000-\$619,999	1	1
Total number of employees	225	218

Payments to employees for the year ended 30 June

The table below shows the number of employees, or former employees, who were paid remuneration (including KiwiSaver employer contributions) of \$100,000 or more during the year. As required by the Companies Act 1993, this table recognises remuneration only when it is paid to the employee. These amounts are not annualised - if an employee started partway through the year, the amount they earned in the period they were employed is included, not their full salary. Remuneration is only included below when it has actually been paid to the employee during the year. It does not include amounts accrued, but not yet paid, at the end of the year.

	Number of Employees	
	2025	2024
\$100,000-\$109,999	16	15
\$110,000-\$119,999	18	11
\$120,000-\$129,999	16	15
\$130,000-\$139,999	19	19
\$140,000-\$149,999	9	8
\$150,000-\$159,999	14	19
\$160,000-\$169,999	14	4
\$170,000-\$179,999	5	4
\$180,000-\$189,999	4	4
\$190,000-\$199,999	8	3
\$200,000-\$209,999	1	5
\$210,000-\$219,999	4	3
\$220,000-\$229,999	2	3
\$230,000-\$239,999	3	-
\$240,000-\$249,999	-	1
\$250,000-\$259,999	1	4
\$260,000-\$269,999	4	-
\$270,000-\$279,999	-	2
\$280,000-\$289,999	2	-
\$290,000-\$299,999	1	1
\$300,000-\$309,999	1	-
\$310,000-\$319,999	-	1
\$320,000-\$329,999	1	1
\$330,000-\$339,999	1	-
\$390,000-\$399,999	-	1
\$410,000-\$419,999	2	1
\$420,000-\$429,999	-	1
\$430,000-\$439,999	1	-
\$610,000-\$619,999	1	1
Total employees who received \$100,000 or more	148	127

