

Built for Auckland Hangaia mō Tāmaki Makaurau





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Ngā kaupapa whāiti

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Our Vision

Te Ara Ki Tua

From the construction of Queen Street wharf in the 1850s until now, Auckland’s port has connected the world to Tāmaki Makaurau.

As New Zealand’s largest import port and cruise hub, Port of Auckland has developed hand in hand with Auckland, bringing in the goods and delivering the services we’ve needed to thrive.

From Singapore and Rotterdam, through to Sydney and Shanghai, thriving global cities depend on reliable supply chains. So, it’s no coincidence these are just some of the powerhouse cities depending on port operations.

Island nations like New Zealand need comprehensive port strategies. Ports create jobs, they enable business, they reduce carbon emissions compared to other import options, and in the case of Auckland, the port provides a dividend to Auckland Council.

Most of the port’s inbound cargo is for Auckland. We are a critical cruise port for New Zealand and the Pacific. We are proud of the role we play in Auckland’s economy. We are ready to play our part in supporting the recent Auckland City Deal - growing global trade as New Zealand’s gateway to the world, supporting an efficient supply chain as an enabler of growth, and delivering improvements to our natural environment and harbour.

We’re proud to facilitate the sustainable growth of trade across the region and upper North Island, and especially proud to be delivering for Auckland.

We are Port of Auckland.

Strengthening our Mana –

Our Strategy

Toitū te Mana

Vision

Port of Auckland Limited will be a port that is sustainably profitable, delivering a fair return to Auckland Council, whilst remaining the preferred port of our customers and our people.

Purpose

Facilitate the sustainable growth of trade for Auckland and the North Island.

Focus Areas



Customer at the Core

- Embed a customer centric culture
- Focus on what our customers value and are willing to pay for
- Simplify and standardise our pricing to broaden and grow our revenue
- Deliver consistent and reliable operations



Infrastructure for the Future

- Upgrade our core systems and processes (digital and operational)
- Prepare us for future growth
- Build the right things in the right way
- Commercial model delivering a fair return
- Future appropriate business structure



Whanaungatanga

- Operate safely and sustainably
- Invest in and retain our talent
- Celebrate our whānau
- Leverage the power of our people working together via HPHE
- Make informed decisions

Sustainability



Caring for Aucklanders



Genuine harbour health



Meaningful climate action



Driving towards a circular economy



Sustainable business in Auckland

Financial

FY27

\$120m UNPAT

FY28

\$125m UNPAT

FY29

\$130m UNPAT

Sustainability Pillars

Poutokomanawa

Our priorities	Our goals	Our external focus areas FY27-FY28	Our focus with our staff FY27-FY28
 Caring for Aucklanders	Contributing to resilient port operations for the benefit of Aucklanders	Embracing community conversations relating to the port's environmental and sustainability performance. Replanting Mahanihoni on the South Head of the Manukau Harbour in native bush. Proactively complying with all regulatory requirements.	Supporting the port to remain an employer of choice through active management and visibility of sustainability and environmental performance.
 Genuine harbour health	Pātaka kai – Replenishing the food basket in the lower Waitematā Harbour	Turning the port into a marine nursery to support local marine biodiversity. Implementing our Harbour Health plan and monitoring effectiveness using both observations and measurements. Sharing our results and learnings to help support iwi and community action to improve the Hauraki Gulf.	Providing opportunities for staff to become involved in our Harbour Health initiatives and raise awareness of the importance of marine biodiversity.
 Driving towards a circular economy	90% diversion of solid waste from landfill by 2050	Supporting innovation in the development of the port's new infrastructure in the future. Working with others to drive beneficial reuse of dredged material.	Actively involving staff to drive behaviour change to reduce waste and improve diversion from landfill.
 Sustainable business in Auckland	Demonstrating sustainable leadership across the freight supply chain	Supporting Auckland businesses to thrive through efficient and reliable freight flows. Leveraging our proximity advantage to create value for customers and the wider region. Working across the supply chain to strengthen resilience, performance and long-term growth.	Identifying opportunities to embrace a circular mindset in design and procurement processes.
 Meaningful climate action	Net zero emissions by 2050 and transitioning the port to a low carbon future	Implementing the port's decarbonisation and Climate Transition plan to improve port resilience and adapt to a changing climate. Fostering continuous improvement of port operations to improve efficiency and reduce emissions. Strengthening operational resilience by generating and using renewable energy at port sites.	Helping increase staff awareness of climate risks and options to reduce their individual footprints.

Chair and Chief Executive's Review

Te Arotake Matua a Te Tumuaki me te Manahautu

Auckland's growth depends on the strength of the infrastructure connecting it to the world. One of the core parts of this system is the Port of Auckland.



This year, we demonstrated what that responsibility requires in practice. We are now seeing the full impact of the work done to strengthen the business in recent years; a relentless focus on safety, consistent performance across our operations, strong growth in volumes and a clear improvement in how we partner with our customers.

These have been the building blocks of a record year in the business, driven by the incredible effort and commitment of the entire team at the port.

Critical to Auckland now and in the future

The port sits at the centre of how Auckland works. Goods, vehicles, commodities and tourists come in and go out. This ebb and flow tells you a lot about the health of the city and the country.

We recognise that operating in the heart of Auckland is a privilege. It brings with it a responsibility to be a good neighbour and a trusted partner, which we strive to deliver on every year.

Auckland is investing heavily in its future, with a clear strategy and long-term certainty following Auckland Council's Long-Term Plan, while developments at the New Zealand International Convention Centre and Auckland Airport further strengthen the city's global connections.

We have a clear role to play in this ecosystem. When the port is performing, Auckland is better connected, better supplied and better placed to grow. This matters for businesses moving product, for retailers stocking shelves, and for households across the region.

We are here and committed to the long-term, building a business to support a growing city for decades to come along with the thousands of jobs we support in the city.

Delivering sustained performance

Cargo holders decide which port to use and this year we were pleased to see more of them choosing Port of Auckland.

We experienced strong growth in volumes, ahead of national economic indicators, which tells us our performance is driving demand, not just following it.

That choice is earned and comes from doing the basics well, every day. This year, we've seen trucks moving through faster, cargo being handled more smoothly and more predictable delivery windows.

For freight operators, that means more turns in a day. For importers and exporters, it means getting goods to market faster. The improvements are real and consistent, coming from steady work across the port, not one-off fixes.

A key differentiator this year has been how we engage with customers. Through structured listening, customer journey mapping and a focus on action, we are responding to feedback and making changes in response. This has simultaneously strengthened trust and lifted performance.

We have also maintained strong discipline across the business, with operational performance, cost control and customer engagement all contributing to the quality and consistency of our results.

Safety is the foundation

Nothing at the port matters more than people going home safe.

Safety underpins every shift, every movement and every decision. It is not separate from performance; it is what makes consistent performance possible.

Our focus this year has been on the critical risks that can cause the most harm, which includes how people and heavy equipment work alongside each other in busy operational areas.

We have tightened the way those risks are managed and strengthened accountability across the business, lifting both our safety culture and the reliability of what we deliver.

This work also extends beyond the port. Our work through the Port Health and Safety Leadership Group has supported the implementation of the Approved Code of Practice (ACOP), helping lift standards across the wider port sector.

People and capability

Our High Performance High Engagement (HPHE) approach continues to strengthen our culture and the way we work across the port.

It shows up in how teams operate day-to-day. There is clearer leadership on the ground, stronger accountability and a shared understanding of the standard we are working to.

This year we extended HPHE into the engineering function by establishing a dedicated forum and steering group, giving us a structured platform to address issues and progress key initiatives.

We have backed this with focused investment in capability across the whole business. That includes building frontline leadership, opening up clearer career pathways and working closely with our unions to improve how work gets done.

The result is a more disciplined business better equipped to perform consistently. Decisions are made faster. Teams are more confident in how they approach their work. The standard holds, even when the pressure is on.

We are also continuing to strengthen our relationships beyond the port, including with Ngāti Whātua Ōrākei, and to invest in the people and communities connected to the work we do.

Strong and sustainable financial performance

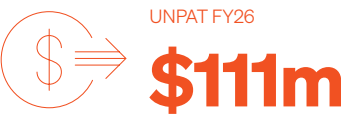
Strong operations with increased volume across most trades, with a clear focus on our safety and sustained investment in our people, have driven our financial performance this year.

The container terminal decreased truck turn times by 19% or three minutes this year, while increasing volume 6% - a key driver of our performance.

The lift in volume has driven our strongest financial outcome to date, with underlying net profit after tax (UNPAT) reaching \$111 million and revenue up 3% to \$404 million. More importantly, it reflects a business that is now performing consistently.

We are delivering steady returns back to Auckland Council, now exceeding \$1 million each week to our shareholder that flows through to ratepayer services. This is a direct outcome of how the port is running day to day.

After a period of catch up, the business has settled into a more stable pattern of growth. The performance we are seeing is repeatable. It is grounded in demand, disciplined execution and better service.



Investing at pace

Last year we launched an infrastructure programme to lay the foundations for our next 40 years of growth, resilience and service to the region. This year we have got on with delivering it.

Major projects are now in build. Work at the Auckland International Cruise Terminal, Bledisloe North wharf and Fergusson North extension are underway and channel deepening is set to commence in 2027.

These projects will allow larger vessels to berth, improve efficiency across the port and strengthen Auckland's role as a key gateway for cargo and cruise tourists.

Alongside the physical work, we are also improving how the port runs. Initiatives such as route optimisation across our straddle fleet are already improving efficiency and reducing unnecessary movements, while also supporting lower emissions.

We also migrated our operating platform to a cloud-based system. This has enabled us to improve system reliability, simplify upgrades and introduce new capabilities to support planning and optimisation across the terminal.

Looking ahead

The next phase is about consistency.

The foundations are in place. Infrastructure, systems and culture have shifted. Now the focus is on delivering at a high level, week in and week out.

Our infrastructure programme will remain a core focus next year, with key projects progressing through to completion, including Bledisloe North scheduled to finish by March 2027.

We are also well positioned to support the sectors that drive the region's economy, with continued demand expected across key trade categories. Our ongoing investments will further enhance our capability and resilience as part of New Zealand's supply chain.

None of this happens without our team. The performance this year belongs to them. It is the result of the work they do safely every day, often out of sight and at pace.

We thank them for it.

We also thank our partners and our shareholder for their support. Together, we are building a port that performs for Auckland and provides a seamless gateway to the world.

Jan Dawson
Chair

Roger Gray
Chief Executive



Board of Directors

Ko Ngā Kahika Whakareī



Jan Dawson

CNZM, BCom, FCA
(CAANZ), CFInstD

Chair

Jan Dawson was appointed as a Director and Chair in September 2021.

Jan is a highly experienced Director and Chair, and is currently Chair of ACC and Northern Rescue Helicopters Limited. She is currently a director of Serko Limited and Mitre 10.

Her previous board appointments also include Chair of Westpac New Zealand Limited and Deputy Chair of Air New Zealand Limited, AIG Insurance New Zealand Limited, Beca Limited, Goodman Fielder Limited and Meridian Energy Limited.

Jan was the Chair and Chief Executive of KPMG New Zealand for five years until 2011, following a career spanning 30 years specialising in audit, consulting and accounting services in the United Kingdom, Canada and New Zealand.

She was elected as a Vice President of World Sailing for the four years ending in November 2020 and was the President and Board Chair of Yachting New Zealand for six years until October 2013.



Peter Chrisp

BA, MA

Director

Peter has recently been appointed as the Director General and CEO of the Department of Conservation, after having served as CEO of NZTE, New Zealand’s international business development agency. Prior to this, Peter spent 20 years in the engineering, manufacturing, supply and logistics, and pulp and paper industries.

Peter has international experience as Senior Vice President of Norske Skog Global, based in Norway, and Australasian Regional President based in Sydney.

Peter is Chair of the Board’s People, Remuneration and Culture Committee.



Hazel Armstrong

BA/LLB, Barrister and Solicitor of the High Court of New Zealand

Director

Hazel Armstrong was appointed a Director of Port of Auckland on 1 February 2021.

Hazel is a partner in Armstrong Thompson, a law firm specialising in ACC, employment, and health and safety litigation, where she works principally on behalf of workers, unions and ACC claimants.

She has been appointed amicus – a friend of the court in the ACC jurisdiction, representing families in the coroner’s court following workplace fatalities.

Hazel has acted as an expert witness in health and safety and has inquired into health and safety in the forestry, maritime and rail sectors.

Hazel is a member of the Board’s Health, Safety and Wellbeing Committee and the Board’s People, Remuneration and Culture Committee.



Stephen Reindler

BE(Hons), AMP, FIPENZ, CFInstD

Director

Stephen is a professional director and mechanical engineer with extensive experience in heavy industry, large infrastructure, and workplace health and safety.

Current directorships are Steel and Tube Holdings, Te Kaha Project Delivery Limited and Broome International Airport Group.

Stephen also provides advisory services to Te Papa Museum of New Zealand on their infrastructure build programme.

He was previously on the boards of Z Energy Limited, Port of Napier, Meridian Energy, Naylor Love, WorkSafe NZ and was Chair of D&H Steel Construction, Clearwater Construction and Waste Disposal Services JV.

He is a past President of the Institution of Professional Engineers.

Stephen is Chair of the Board’s Health, Safety and Wellbeing Committee.



Geoff Plunket

BCom, FCA (CAANZ)

Director

Geoff is a professional director, a Fellow of Chartered Accountants Australia and New Zealand and a Member of the Institute of Directors. Geoff worked for Coopers & Lybrand (now PwC) and KPMG in Dunedin and the United Kingdom through the 1980s, before joining Port Otago Limited in 1988 as Chief Financial Officer.

Geoff spent nearly three decades with the Port Otago Group, working across the business in a variety of roles, culminating as CEO in 2004, and retiring in 2017.

He is currently Chair of Blis Technologies Limited.

Geoff retired from the Port of Auckland Board in November 2025.



Dr Andrew Flavell

BE(Hons), ME, Dr. Eng.

Director

Andrew Flavell was appointed a Director of Port of Auckland effective 1 June 2022.

Andrew is currently an Independent Director of Steel and Tube, and a member of ASB Bank’s Technical Advisory Group.

Andrew has extensive international experience in Information Technology, having worked at Microsoft and Nike in senior technology roles, and as Chief Technology Officer at Laybuy and Plexure.

He has experience in leading large teams, driving digital transformations, delivering compelling consumer experiences, personalisation and loyalty, privacy and security, AI and machine learning, and has contributed significantly to risk management and governance in the application of digital technologies in his career.



Paul Chambers

BSc, CA (CAANZ), FCA (ICAEW)

Director

Paul was appointed Director effective 1 November 2023.

Paul is the CFO and COO of Kiwibank and a Chartered Accountant.

He was previously CFO of Meridian Energy and has worked in engineering services, ports, fashion and manufacturing industries in New Zealand, the UK and France.

He has wide experience in leading large teams with a focus on people and wellbeing, business transformation, operations and strategy.

Paul is Chair of the Board’s Audit and Risk Committee.



Noel Coom

Director

Noel commenced his directorship on 1 November 2023.

His extensive sector experience includes more than 45 years with international container shipping lines in New Zealand, Australia and the USA, as well as senior management roles within the rail sector.

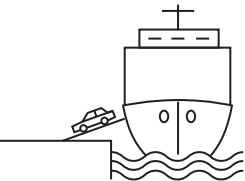
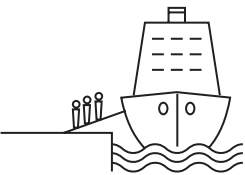
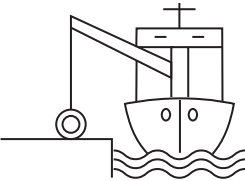
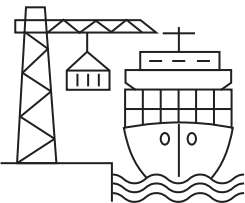
Prior Governance roles include KiwiRail and Mondiale Freight, and he was appointed for both the Auckland Port Study and the Upper North Island Supply Chain Study.



Value Chain FY26

Rārangi Uara

World



1,083

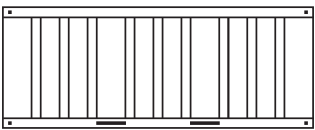
Ship calls

Five trades

Container handling

932,209

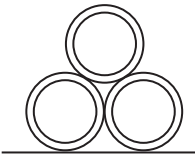
TEU 20FT containers



Multi-Cargo

3.0m

Tonnes
bulk and
breakbulk



Cruise

221,632

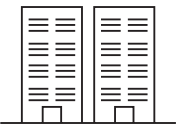
cruise passengers



Property

\$19.6m

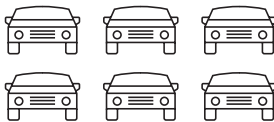
In supply
chain related
rental income



Roll-on, Roll-off (Ro-Ro)

202,555

cars



Other services



Bunkering



Marine
services



Strategic partner
for Pacific Islands



Rail services



Engineering
services



Security
Services

Outputs

\$55m

Operating dividend to Auckland Council



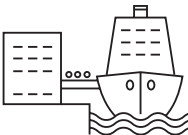
794

direct employees*



\$305.4m

GDP economic impact of cruise
for Greater Auckland



78

cruise ship visits



80

80 mussel ropes installed
on four main lines in port

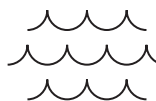
6%

Increase in dividend from 2025
(excludes Special Dividend in 2025)



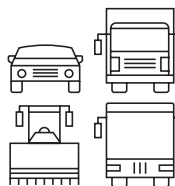
\$80,000+

provided to staff to support
community initiatives



\$150k+

invested into Harbour
Health initiatives



10,000+

people in Auckland connected
to vehicle imports and sales

* Does not include subsidiaries



Executive Leadership Team

Te rōpū whakahaere mātua



Roger Gray

Chief Executive Officer

Roger has been Chief Executive Officer since March 2022. Before joining the Port of Auckland, Roger was the CEO of Lyttelton Port Company for two years. Prior to that he worked for Air NZ for six and a half years.

His last role at Air NZ was Group General Manager Airports, in which he managed all ground handling and lounge operations at 55 airports around the globe, covering 2,800 staff who handle 18 million passengers annually. He has held several senior leadership roles with Goodman Fielder, including Managing Director of Quality Bakers – New Zealand. Earlier in his working life Roger served for 20 years in the Australian Army, retiring as a Lieutenant Colonel.

Roger holds bachelor's degrees in arts and economics, a Master of Business in Integrated Logistics and an MBA.

More recently Roger has completed executive education at INSEAD and Kellogg School of Management. Roger joined the Board of NZ Post in July 2024.



Julie Wagener

General Manager Communications, Government and Community Relations

Julie Wagener joined the executive team in July 2025 as General Manager Communications, Government and Community Relations. She has been with the port since late 2019 and has led the Communications team since 2022.

Prior to joining the port, she held senior roles at Fletcher Building and Spark New Zealand.



Tessa Auelua

General Manager Container Terminal and Engineering

Tessa is highly experienced in logistics and the supply chain, and has a strong history in managing complex operations. She was most recently General Manager Airports Australia and New Zealand at Air New Zealand.

Tessa joined the port in January 2023, and leads the Terminal Operations, Planning and Engineering teams.



Andrew Clark

Chief Financial Officer

Andrew Clark is an experienced commercial leader with a background in primary industries, FMCG and the port sector.

Before joining the port in October 2022, he was Chief Financial Officer (CFO) of Lyttelton Port Company, before which he was CFO of New Zealand King Salmon for over 10 years.



Gary Elmes

General Manager Digital

Gary joined the port in 2020, with the mandate to enhance the port's Digital team's effectiveness in digitally enabling the business strategy.

He brings nearly 40 years of digital experience and held a number of senior technology leadership responsibilities for Westpac NZ, working as a General Manager at Datacom, and spent seven years in a variety of roles for IBM.



Rob Mair

General Manager Health, Safety and Wellbeing

Rob Mair joined the executive team as General Manager Health, Safety and Wellbeing in February 2024.

Rob previously spent five years working at the City Rail Link project, most recently as the Health and Safety Director for the Link Alliance.



Alistair Kirk

General Manager Infrastructure and Property

Alistair joined the port in 2006. A civil engineer by trade, he is responsible for providing and maintaining the land and wharf infrastructure, berth and channel access, port buildings and services infrastructure, off-port property and property leases.

He has managed a number of significant projects including the Fergusson Container Terminal expansion.



Chris Mills

General Manager Marine, Multi-Cargo and Cruise

Chris Mills joined the executive team in March 2022. With over 20 years of experience in a range of senior human resource and operational leadership roles, he brings a wealth of expertise to the team.

Chris previously lived in Canada where he worked as the Vice President – People and Culture for WestJet, a large Canadian airline based in Calgary with over 14,000 employees.



Phil Doak

General Manager People and Legal

In February 2024, Phil Doak became part of the executive team as General Counsel.

Phil has been a valuable part of our port whānau since 2022, where he championed the High Performance High Engagement model.

Prior to joining the port, Phil spent 17 years at Air New Zealand as a senior leader.

New Auckland International Cruise Terminal, opening in March 2027.



Artist's impression of the new Auckland International Cruise Terminal.

Infrastructure Tūāhanga

This year marked a transition from planning into delivery across the port’s infrastructure programme, with major projects progressing into construction alongside upgrades to site access, facilities and long-term resilience measures.

Delivery of major projects

Construction of the Bledisloe North Wharf extension began in September 2025, after securing fast-track consent in August 2025. Planning for the Fergusson North extension is also well advanced, with construction scheduled to begin late 2026.

During the year we completed the final stage of reclamation at the Fergusson Container Terminal, delivering the final portion approved for reclamation. This marks the completion of a multi-decade programme to extend the terminal footprint.

Te Waharoa cruise terminal

Work is progressing on Te Waharoa, a purpose-built international cruise terminal on Bledisloe North, scheduled to open for the 2027 season.

The design has been developed in collaboration with border agencies and operators, with a focus on how passengers and services will be processed through the terminal in practice.

Site access and operational infrastructure

Changes to site access and layout are reshaping how vehicles move through the port.

The rollout of eGate enables trucks to enter and exit without stopping for manual processing, supported by updated gate locations and revised traffic flows. We have also installed new gate houses as we work with agencies to increase port security.

These changes include the separation of heavy and light vehicles at key access points, reducing interaction between vehicle types and changing how traffic moves from Tāmaki Drive.

Head office refurbishment

During the year, refurbishment of the head office progressed using our High Performance High Engagement model. When this work is complete it will deliver a reconfigured working environment and updated operational spaces.

The project includes the development of a centralised operations hub, bringing key operational functions into a single, purpose-designed location within the building. This creates a dedicated space for real-time oversight of port activity and supports how operations are managed on a day-to-day basis.

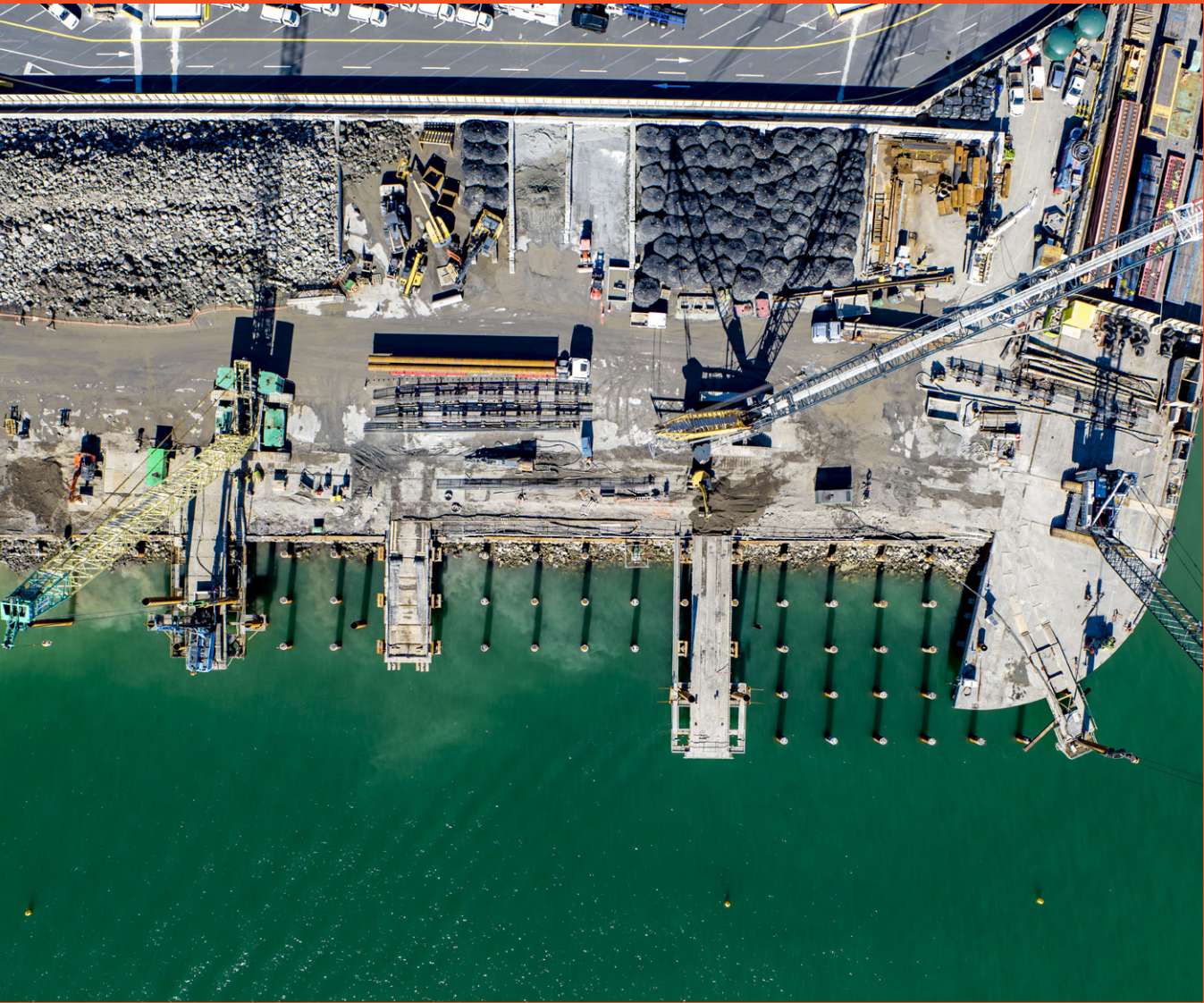
The refurbishment also incorporates updated building systems and infrastructure, alongside a redesigned internal layout to reflect the evolving needs of the business.

Climate resilience

Climate adaptation is being embedded into the design of new infrastructure and upgrades to existing assets, using site-specific modelling and forward-looking climate data.

Drainage capacity has been increased in critical areas of the port, with systems designed using NIWA rainfall projections to respond to more intense weather events.

Coastal protection has also been strengthened. A new seawall at the north-east corner of the Fergusson Terminal has been engineered to withstand projected wave conditions and sea-level scenarios through to 2100.



Building resilience for Auckland’s future

In FY25, we commenced the redevelopment of Bledisloe North Wharf, one of the most significant infrastructure investments on Auckland’s waterfront. As New Zealand’s largest import port, we play a critical role in the nation’s supply chain, handling around 40% of imports by value and welcoming around 100 cruise ships each year.

The redevelopment will expand berth capacity and prepare the port for larger cruise and roll-on/roll-off (Ro-Ro) vessels, helping us respond to growing trade and tourism demand while improving long-term operational resilience. The project includes a new reinforced concrete wharf structure, an extension to the Fergusson North Berth and future provision for cruise passenger facilities.

Delivering major marine infrastructure within a live operational port presents unique challenges. Construction is being carefully staged to allow freight, cruise and day-to-day port activities to continue safely and efficiently throughout the build. Once complete, the upgraded berth will provide greater flexibility across our waterfront operations, reduce pressure on existing cruise infrastructure and support Auckland’s long-term growth.

The redevelopment also supports wider waterfront aspirations by enabling future public use of areas including Captain Cook and Marsden wharves, while ensuring the port remains capable of serving the larger vessels that will shape New Zealand’s trade and tourism future.



Energy infrastructure

Investment in on-site energy generation has progressed with the installation of the port's first rooftop solar array on the car handling facility.

Since becoming operational, the array has reduced electricity costs by more than \$200,000 per annum, equivalent to approximately 8% of total power use.

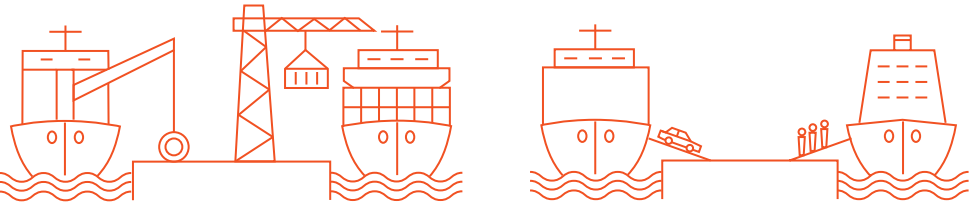
This installation is the first stage of a wider programme, with six additional arrays planned across the port. These assets are expected to deliver a payback period of approximately six years and have a design life of 30 to 35 years.

Adapting to changing conditions

Operational settings are being reviewed alongside infrastructure upgrades to reflect changing environmental conditions and the way the port operates within them.

This includes reassessing weather-related thresholds, such as wind limits, to ensure they remain aligned with both existing assets and future infrastructure design. These reviews are informed by updated climate data and operational insights, recognising that conditions on the harbour are changing over time.

This work sits alongside broader climate adaptation measures, ensuring that the way infrastructure is designed, maintained and operated continues to reflect real-world conditions at the port.



Health, Safety and Wellbeing

Haumaru Hauora me te Oranga

In FY26, health, safety and wellbeing performance continued to improve, reflecting a more mature and proactive approach to managing safety risk across the port. This progress was driven by a sharper focus on critical risks, stronger frontline leadership and the implementation of clearer, more practical systems designed to prevent harm and support safe operations.

Strengthening critical risk management

This year, we completed a comprehensive assessment of critical risks, identifying those with the potential to cause life-changing or fatal harm.

This work established a clear set of critical controls that must be in place to prevent serious incidents. Ownership of each lifesaver control is assigned to a specific role, supported by guidance that sets expectations. This reinforces a more disciplined approach to risk management, with work only proceeding when critical controls are checked and working properly.

Frontline teams played a key role in shaping this approach. Lifesavers were identified and refined through engagement with those doing each task, ensuring they reflect how work is performed in practice.

Improving safety performance

The Health and Safety Performance Index (HSPI) is an established system for monitoring overall safety performance, providing a balanced view of both leading and lagging indicators. We finished FY26 at 90%, exceeding our target of 80% and demonstrating sustained improvement.

The number of operational inspections increased by 24.7%, while hazard identification rose by 15%, as our people actively identified and reported risks across operations.

Reflecting our focus on critical risks, a new measure was introduced to track the presence and effectiveness of critical control lifesavers, ensuring the safeguards that prevent serious harm are consistently in place and operating as intended. These measures provide clearer visibility of control performance and reinforce focus on ensuring the highest-risk activities are well managed.



Container crane upgrade

Our systemic approach to managing critical risks allows for targeted control improvements to deliver tangible safety gains across the port's operations.

During the year, a new safety system was introduced to reduce the risk of collisions between shipping containers being lifted by cranes and straddles.

Lane light systems now provide clear visual signals indicating when it is safe for straddles to move beneath cranes, improving visibility and driver decision making in a high-risk environment.

Additionally, lasers fitted to the cranes detect when a straddle is positioned beneath the crane. If a potential collision between a container being lowered and the straddle is detected, the system automatically slows and stops the crane movement, preventing contact. This system reduces reliance on human judgement and strengthens controls to prevent serious incidents.

This is the first system of its kind to be implemented in New Zealand.

Building safety
leadership capability

During FY26, we strengthened safety leadership capability across the frontline operational teams.

Jointly designed with our union partners, a new frontline safety leadership programme ‘Ngā Ringa Haumarū - In safe hands’ was developed and rolled out to build practical leadership capability and reinforce safe behaviours.

Built on a simple but powerful leadership framework that focuses on people, performance and environment, ‘Leadership PPE’, the programme equips leaders with tools to manage safety in dynamic and high hazard situations.

Delivered as an offsite residential workshop, the programme combines classroom learning with practical exercises, allowing participants to apply safety leadership concepts in real-world operational scenarios.

Other joint working groups continue to make progress in partnership with our workforce and unions leveraging the port’s High Performance High Engagement (HPHE) methodology. These include initiatives focused on managing fatigue and introducing monitoring to support the health and wellbeing of our people.

Injury prevention

We have continued to strengthen our approach to injury prevention and rehabilitation, whilst recognising the distinction between everyday injuries and critical risks.

Injury rates improved, with lost time injury frequency reducing by 26% and days lost to injury decreasing by 76%. Our total ACC costs declined by 58% year on year.

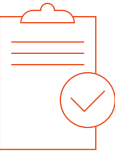
These improvements are the product of stronger monitoring systems, including earlier intervention, more consistent injury management and a more targeted approach to recovery and rehabilitation.

This is further supported by our on-site physio team, which plays a proactive role in injury prevention by helping our people better understand injury risks and how to reduce them in their day-to-day work.



668

Leadership
walk and talks



4,005

Operational safety
inspections



793

Critical control
verifications



Members of our container terminal operations team at a workshop focused on fatigue.

Focus on port wellbeing and fatigue

Port of Auckland’s ‘Te Ara Hauora’ wellbeing working group designed a health monitoring standard, reflecting a collaborative commitment to supporting the health and wellbeing of our people. Developed around HPHE principles, the group brought together union members, frontline workers and our safety teams to jointly identify health issues, decide what needed to change and design practical controls that people would trust and use.

The standard brings together workers, health professionals, leaders and safety representatives to monitor and manage health risks early, providing timely and confidential support. By ensuring that workers are directly involved in shaping the process, from how information is collected to how support is offered, the standard has workforce support and will enable health checks to be embedded in day-to-day practice.

Our work to build a comprehensive fatigue risk management system has continued in FY26 using HPHE. Using the Port H&S Leadership Group fatigue management guidance as a basis, supported by independent specialist advisors, the team are reviewing rostering practices, upgrading dedicated wellbeing and recovery spaces, refining fatigue-related policies and processes, and developing education resources for employees and their families. Crucially, these workstreams are led with active participation from people working shifts and operating equipment, so that proposed changes to rosters, facilities and policies are grounded in lived experience and jointly owned.

Together, these workstreams aim to support safer operations, improve wellbeing, and help people better manage fatigue at work and home.

Operations

Ngā Whakahaere

This year we delivered resilient, high-performing operations across Multi-Cargo, Marine, Cruise and Container Terminal, supporting economic recovery and strong supply chain continuity.

Multi-Cargo volumes rebounded, cruise visits reinforced Auckland’s position as a global destination and the container terminal delivered productivity gains through technology and fleet upgrades. Investment in people, systems and capability continues to enhance reliability, flexibility and customer experience, positioning the port for sustainable future growth.

Multi-Cargo and Cruise

During the past 12 months, Multi-Cargo and Cruise operations remained resilient, adapting to changing market conditions while continuing to support key industries and sectors.

Despite ongoing economic pressures, both business units performed well, demonstrating the port’s ability to respond to shifting demand, deliver consistent performance and infrastructure, systems and capability to support future growth.



Multi-Cargo

Adapting to changing demand

Multi-Cargo continues to act as an early indicator of economic activity, and in FY26 we saw the first signs of recovery emerge. The strong vehicle trade, coupled with our high and heavy import and export capability, is a cornerstone of our business, with the team delivering a strong result from this trade in FY26.

Vehicle imports rebounded strongly, with volumes exceeding 200,000 units, driven by demand for electric vehicles, hybrids and used imports. Commercial and heavy machinery volumes also lifted, alongside increased imports of construction materials such as steel, cement and aggregates.

Delivering reliable performance

Operational performance remained strong. Vehicle dwell time remained under two days, averaging 550 vehicles moving off the wharf each day through our transport partners.

Strong coordination across the supply chain ensured efficient cargo flow, while our ability to respond quickly to customer needs continued to differentiate the port. For example, when vessels were rerouted to Auckland from other ports throughout the year, we moved quickly to process cargo and keep supply chains moving.

We also continued to see a shift toward larger vessels, with fewer ship calls delivering higher overall volumes. This reinforces the importance of ongoing investment in berth capacity and infrastructure to accommodate bigger ships.

Investing in Multi-Cargo capability

Enhancements at Jellicoe Wharf have enabled larger vessels to berth, increasing capacity for bulk and breakbulk cargo and supporting future demand.

At the same time, a new Multi-Cargo terminal operating system and harbour planning tool are in development, designed to improve coordination, visibility and efficiency.

Together, these investments are strengthening operational resilience and ensuring the port is well equipped to support larger ships and increase volumes over time.

Cruise

Passenger demand remains strong

The FY26 cruise season saw higher passenger volumes per vessel, despite a reduction in port calls to 78 for the year.

Six maiden calls during the season highlighted continued interest from operators, with strong satisfaction reported by both passengers and crew. Auckland continues to be a highly attractive destination, supported by its central location and waterfront experience.

We are investing in cruise infrastructure to support future growth and evolving industry requirements.

Supporting the city and economy

The impact of cruise extends beyond the port gates. On days with multiple ships in port, Auckland City sees a noticeable lift in activity, supporting local businesses and the wider economy.

Cruise continues to play an important role in positioning Auckland as a gateway to New Zealand for international visitors.

Strengthening the proposition

During FY26, industry, government and port partners worked together to improve the operating environment for cruise lines.

This included greater clarity around biosecurity requirements, longer-term pricing visibility and improved coordination across agencies. Together, these changes are helping rebuild confidence in New Zealand as a cruise destination.

A key milestone was the commercialisation of our niche-area biofouling capability. What began as a trial is now a Ministry for Primary Industries certified solution for any vessel that requires in-water niche hull cleaning at berth.

This solution gives certainty to cruise operators, reduces disruption and supports New Zealand’s biosecurity standards, while making Auckland a more attractive and reliable port of call.

Investing in cruise infrastructure

Planning progressed for Te Waharoa, Auckland’s international cruise terminal, alongside expanded berth capacity to support larger vessels and improve the passenger experience. These investments prepare us for the ongoing shift toward fewer, larger ships and the need to ensure the port remains fit for purpose as demand evolves.

This work is being shaped in close collaboration with Iwi, customers, industry and regulators, ensuring infrastructure development aligns with operational needs and customer expectations.

Together, these upgrades will strengthen Auckland’s position as a key gateway for cruise tourism, while supporting the long-term growth and resilience of the sector.

Container Terminal

Focusing on core operations

Over the past 12 months, the container terminal has continued to build on recent operational improvements, delivering stronger performance and increasing operational maturity.

A consistent focus on safety, execution and reliability has supported growth in volume and productivity. It has also reduced disruption and strengthened confidence among customers and employees.

The terminal decreased truck turn times by an impressive 19% or 3 minutes during FY26, while container volumes increased by approximately 6% year-on-year, reflecting improved operational discipline, greater efficiency and stronger customer confidence.

Putting customers first

During FY26 we advanced our customer-centricity programme by mapping core customer journeys across key user groups. Working directly with customers and transport partners, we identified 345 opportunities to improve service, reduce friction and simplify interactions across the supply chain.

Initial improvements included enhancements to eGate, upgraded driver facilities and improved site amenities, delivering immediate benefits for road transport operators and other users of the port.

The focus now shifts to delivering the highest-impact improvements, simplifying customer interactions and creating a more transparent, efficient and customer-focused operating model.

Having established the roadmap, FY27 will be focused on execution and measurable outcomes. This will involve implementing the highest-value opportunities identified through our customer journey mapping programme, simplifying interactions, modernising service arrangements and improving the end-to-end customer experience.

Terminal optimisation

Following the upgrade of the N4 terminal operating platform in late FY25, the port has benefited from enhanced system reliability, simplified upgrade processes and new capabilities to support terminal planning and optimisation.

During the year, these capabilities enabled the introduction of straddle pooling, which reduced travel distances by approximately 42 metres per container move. This has improved operational efficiency, increased capacity and reduced equipment travel, supporting both productivity and sustainability outcomes.

Building a more versatile workforce

Dual skilling remained a key focus during FY26, enabling employees to work across a broader range of functions and increasing operational flexibility across the terminal.

A more versatile workforce allows resources to be deployed where they are needed most, improving resilience during disruptions, reducing reliance on individual roles and supporting changing operational demands.

Dual skilling supports fatigue management through task rotation to maintain wellbeing, focus and safety during long shifts.

This investment has strengthened workforce capability and depth, ensuring critical roles can be backfilled and operations maintained during periods of disruption or peak demand.

Consolidating the fleet

FY26 marked the successful completion of the straddle fleet transition and retirement of legacy equipment, closing out a complex multi-year programme.

The introduction of a modern straddle fleet, capable of stacking containers higher than current capability, has increased terminal flexibility while strengthening and improving operational efficiency.

To support the four-high straddles, a dedicated manual workshop was commissioned, ensuring capability and reliability continue to meet operational requirements while supporting the long-term performance of the terminal.

Looking ahead

Together, the investments made in technology, equipment, customer experience and workforce capability during FY26 have strengthened the container terminal's performance, resilience and readiness for future.

This progress has been enabled by the strong collaboration between employees, leaders, unions and customers whose partnership has supported meaningful improvements across the operation.

In FY27, our focus will be on delivering the highest-value customer improvements identified through our customer journey mapping programme, while continuing to enhance operational performance, workforce capability and service reliability.

With a clear focus on safety, productivity and customer outcomes, we are well positioned to deliver a more resilient terminal and stronger service performance in the years ahead.



The pilot boat HPHE team won an Outstanding Team prize at the annual Ka Pai awards.

Pilot boat renewal programme

Through the HPHE pilot boat renewal programme, our Marine, Safety and Pilot teams are replacing 'Akarana', which has served the port for nearly two decades, with a purpose-built vessel designed for local conditions and a 20+ year service life. The programme was shaped by the people who work on and around the pilot boats every day, with frontline crews, pilots and safety specialists jointly identifying the issues, weighing options and agreeing the way forward.

The new pilot boat was bestowed the name Te Ihu by Ngāti Whātua Ōrākei. It will improve safety, reliability and long-term value by reducing onboard noise, supporting crew wellbeing, improving visibility and enhancing performance in exposed conditions.

It also includes upgraded recovery, fuel shut-off, navigation and situational-awareness systems that were specified, tested and endorsed by the teams themselves, ensuring the final design reflects real operational needs rather than top-down assumptions.

Following a comprehensive assessment of local and international options, the port selected a modern platform that improves asset availability, supports efficient pilotage operations and reduces future maintenance pressure.

Using HPHE, the evaluation and recommendation process was run with active employee participation, so the choice of vessel is understood, supported and advocated by those who will operate and maintain it.

This programme shows HPHE in action: frontline expertise, safety insight and operational planning coming together to deliver a resilient asset that will support safe, reliable marine services for years to come. Because the solution was co-designed and decisions were made with full team involvement, the outcome has strong buy in and is far more likely to remain effective and sustainable over the long term.

Marine

Strengthening marine capability

During the past 12 months, our Marine function has entered a significant phase of renewal, focused on strengthening capability through targeted asset investment and more integrated, cross-functional delivery.

Over this period, the Marine team played a critical role in safeguarding the harbour, enabling safe and efficient vessel movements, and supporting the Harbourmaster’s day-to-day operations. They also coordinated multiple on-water rescues, demonstrating our strong commitment to public safety.

Marine assets

Building on the success of this year’s pilot boat HPHE programme, a new pilot vessel is scheduled to arrive in September 2026, marking a significant milestone for our Marine team. The programme brought together pilots, marine and technical teams to design a vessel shaped by operational experience and the practical needs of day-to-day service delivery.

The new pilot boat will strengthen our on-water capability, enabling even safer pilot transfers in adverse weather, while improved reliability and greater flexibility in supporting vessel movements across the harbour.

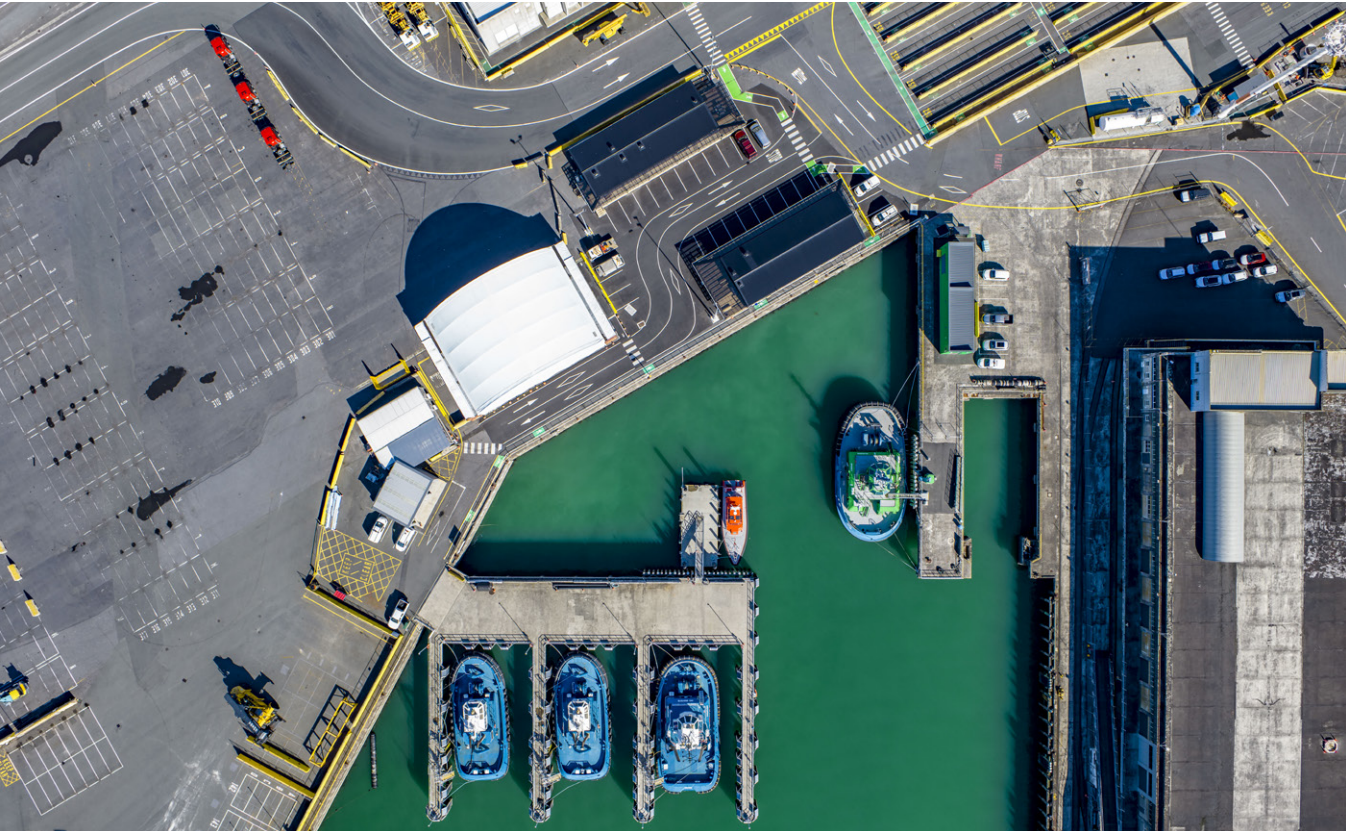
Looking ahead, the next phase of our marine asset replacement programme is now underway. An HPHE programme has been established to guide the replacement of three tugboats, with work expected to continue over the next 12-18 months.

These investments represent an important step in modernising our fleet and ensuring we have the capability needed to support Auckland’s future growth over the next 40 years.

Investing for the future

During FY26 we invested in a new 88-metre fuel tanker capable of supplying four fuel grades. Currently under construction, the tanker is expected to be delivered in 2028 and will strengthen our capacity to meet future demand while expanding the range of services we provide.

Read more on our website.



Spotlight on Woolworths New Zealand:
Strengthening supply chain confidence

Every day, thousands of products arrive in New Zealand through Port of Auckland before making their way to supermarket shelves across the country.

Woolworths New Zealand is one of New Zealand’s largest retailers, and more than three quarters of their import volume moves through Port of Auckland. During the past three years, the relationship between the two organisations has continued to strengthen, with Woolworths increasing the share of imports handled through Auckland as confidence in the port’s service, reliability and customer focus has grown.

In the past 12 months, Woolworths has seen a positive shift in customer engagement and transparency, supported by regular communication and opportunities to engage directly with Port of Auckland teams. Improved vessel berthing reliability, transporter turn-around times and reductions in dwell times have also contributed to a stronger customer experience.

Regular forums with shipping lines, transporters, freight forwarders, importers and other key stakeholders provide opportunities to share information, discuss challenges and identify opportunities to improve supply chain performance. This collaborative approach helps Woolworths plan with greater certainty and supports the efficient movement of goods through the country’s largest import port.

Looking ahead, the focus is on continuing to strengthen supply chain performance through better forecasting, improved visibility and more efficient freight movements. Together, Woolworths and Port of Auckland are helping ensure products reach New Zealand businesses and households reliably, reinforcing Auckland’s role as the country’s primary import gateway.



Port executives and senior leaders conduct regular port safety walks.

People, Culture and Community

Iwi Ahurea me te Hāpori

Our people, culture and community relationships underpin how we operate as a business and how we contribute to the communities around us. During the past year, we have continued to invest in safety, capability and leadership, while strengthening our connection with iwi partners, industry and our wider community, supporting better outcomes both within the port and beyond.



Celebrating diversity at our Lunar New Year gathering.



Dominic Atkins-Dickson wins the annual CEO Mana Award.



Our Ngā Ringa Haumarū programme leadership wins at the CILT Awards.

Connecting people to deliver better outcomes

As our strategy continues to mature, we've expanded our High Performance High Engagement (HPHE) framework across the whole business, building greater consistency and enabling a more collaborative, high-performing culture.

This approach is helping our people solve challenges faster, share knowledge more effectively and deliver better outcomes for both customers and the business.

Employee engagement results reflect this progress, improving for the third consecutive time to 75%, up from 73% in FY24. Retention has decreased slightly, with annual attrition increasing to 11.11%. This is positive attrition as we advance our performance management practices and ensure the right people are in the right role.

These results indicate growing confidence in the organisation, stronger alignment with our goals and a workplace culture where people feel valued and empowered to contribute.

Embedding a high-performance culture

The expansion of HPHE continued during FY26, supporting better communication and a stronger focus on change management and continuous improvement across the business. The programme was extended into Engineering through the establishment of a dedicated forum and steering group, providing a structured platform to address issues and progress key initiatives.

This work continues to embed high-performance practices and strengthen accountability and collaboration at all levels.

Investing in people and capability

Building workforce capability remains a core priority with ongoing investment in recruitment, training and development to strengthen performance and attract high-quality talent.

Improved operational performance and a stronger workplace culture have enhanced the port's reputation, driving increased interest from job seekers and allowing for greater selectivity in hiring.

Internal development has continued to deliver, with progression from within complemented by targeted external hires, including key leadership appointments such as a new Head of Engineering.

We also have a goal to increase female participation in operational roles, particularly in the container terminal. In time we will look at more flexible shift structures to support participation and broader access to these roles.

Celebration and recognition

Recognition remains an important part of our culture. Through initiatives such as Safety Week and the Ka Pai Awards, we celebrate the achievements of our people, reinforce the behaviours that underpin success and build pride across the organisation.

In June, we celebrated our third annual Ka Pai Awards, recognising outstanding contributions from across the port. We congratulate all of this year's winners and extend a special acknowledgement to this year's Mana Award recipient, Dominic Atkins-Dickson, whose contribution exemplifies our values and commitment to excellence.

We also recognise the success of the organisation as a whole. This year, as well as paying those eligible for individual short-term incentives, we recognised 417 eligible employees on collective contracts with a \$2,000 company performance bonus.





Deepening relationships with iwi partners

Over the year, engagement across our iwi partners in Tāmaki strengthened through more open and consistent dialogue, supporting more active relationships built on trust and shared understanding. Our internship and scholarship programmes continue to develop alongside our engagement on key projects and sponsorships.

Ngāti Whātua Ōrākei remains our closest relationship, reflecting geographic proximity and the importance of maintaining a strong connection with mana whenua.

This relationship is reflected in our Head Office refurbishment and in the design of Auckland’s International Cruise Terminal. We are working in partnership to develop and embed Te Ao Māori principles, taonga and culture into these places.



Supporting Port Pride

We have continued to support inclusive initiatives across the business, with a focus on our Port Pride programme, which brings people together to build understanding and foster allyship across the workforce.

We deepened our partnership with the Village Collective to support a more inclusive and culturally grounded approach to diversity. As a South Auckland-based organisation working across Pacific youth, wellbeing and Rainbow communities, they bring insight that reflects the lived experiences of many in our workforce.

By partnering with an organisation that understands the cultural nuances of Pacific and Rainbow identities, we have been able to approach inclusion in a more relevant and meaningful way.

During Pride Month, we delivered a panel focused on allyship, bringing together leaders, union representatives, community voices and lived experience. This created space for open, practical conversations and helped build confidence across the organisation.

Leadership

Strong leadership underpins both culture and performance, and we continue to invest in developing current and emerging leaders across the port.

During the past 12 months, five senior leaders completed external courses, supported by our wider leadership programmes.

Internal leadership training remains a priority, with 80 people progressing through our four pathway programmes (Ngā Ringa Haumarū, Te Ara Rangatira, Tumu Herenga Waka, and Strategic Leadership Course). This lifts the total percentage of staff who have received leadership training during their time at the port to 25%.

A standout initiative was Ngā Ringa Haumarū, our co-designed PPE safety leadership programme with unions, now completed by 48 people.



Backing our maritime workforce

Educating the future workforce is an important part of our long-term legacy. We have committed \$50,000 over five years to support Sea Scouts, helping to build awareness of the maritime industry and inspire the next generation.

Supporting those who keep the industry running today is a priority. Seafarers play an essential role in the port’s operations, and in September 2025 we opened a new facility to provide a comfortable and welcoming place for them to rest and recharge while in port.

The facility provides a range of amenities, including a lounge, free Wi-Fi, refreshments, recreational spaces and a chapel for reflection. It also offers practical support for longer visits, including SIM cards, money exchange and local transport.

This investment reflects our commitment to supporting the people who keep global trade moving.

Being a better neighbour to our communities

We recognise that operating in the heart of Auckland is a privilege, bringing with it a responsibility to be a good neighbour and trusted partner.

As part of this, we are focused on delivering better outcomes for the communities around us.

Over the past year, we have worked closely with customers to reduce noise impacts from visiting vessels.

This collaboration has delivered clear results, with one of the loudest vessels now performing among the quietest in the fleet. It demonstrates the impact of targeted action and partnership in reducing disruption and improving how we operate alongside our community.

Mahanihahi restoration

During FY26, we reached the final year of cover planting in our partnership with Ngāti Te Ata Waiohū to restore Mahanihahi (South Head) on the Āwhitu Peninsula to native bush.

In FY26 we planned for an additional 115,100 plants to be established across 17ha in the July-August 2026 planting season. This will bring the total restoration footprint to approximately 33ha.

We are now working closely with Ngāti Te Ata Waiohū to shape the long-term vision for the site, with a focus on enhancing its cultural and community value, as well as improving accessibility.

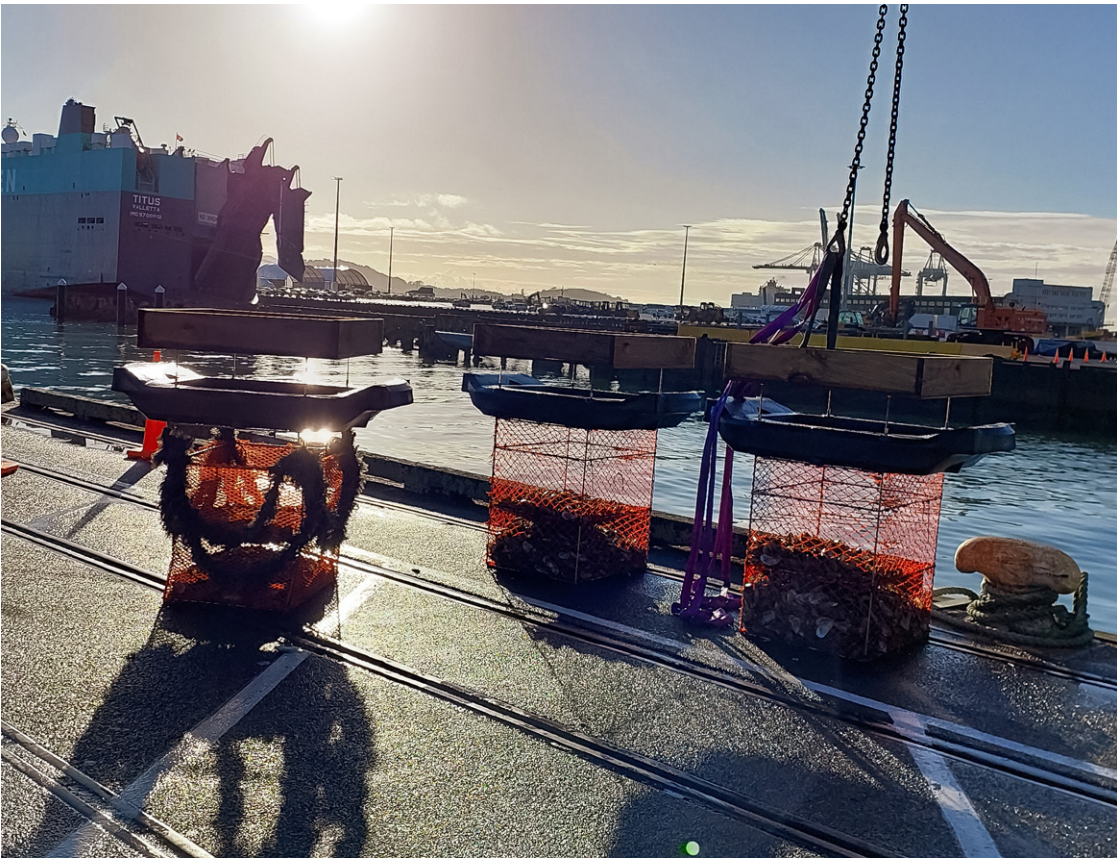
Construction of viewing platforms is already underway, alongside the development of walking tracks designed to enable public access while protecting the landscape.

Harbour Health

FY26 marked the beginning of the next phase of our Harbour Health Programme. This included consultation on the consent application to construct reef habitat using dredged material from the Capital Dredging Programme (channel deepening), scheduled to commence in 2027.

As part of the dredging works, reef habitat will be created adjacent to the navigation channel. The reefs will be formed using rock dredged from sections of the channel, supplemented by artificial reef structures constructed from softer dredged material.

We have also significantly advanced our environmental monitoring programme, establishing a suite of permanent monitoring measures across the port. Through detailed and ongoing monitoring, we are tracking environmental outcomes and gaining a clearer understanding of changes within the harbour.



Mussel baskets for the Harbour Health programme.



Mahanihahi planting underway.



View of Fergusson North and early works on reclamation underway.



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Corporate Governance and Financial Statements





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Corporate Governance

Ko Ngā Pou Arataki
o Te Rūnanga
Whakahaere

Corporate Governance

Ko Ngā Pou Arataki o Te Rūnanga Whakahaere

We believe that effective corporate governance is the foundation for a sustainable business. We are committed to ensuring that we apply and adhere to good governance practices by monitoring our performance and reviewing it against best practice codes.

Our Board regularly reviews and assesses our governance policies, procedures, and practices to ensure they are appropriate and effective.

This section of our Annual Report provides an overview of our corporate governance for the year, including any key developments, based on the 8 Principles in the NZX Corporate Governance Code (March 2026).

For more information about Corporate Governance refer to the Corporate Governance Statement on our website.

Principle 1 Ethical Standards

Our Board has adopted a Code of Conduct which documents the standards of ethical behaviour to which its directors and employees must adhere and is available on our website. In addition, we have policies for managing conflicts of interest, accepting gifts and hospitality, approving sponsorship and donations, fraud and corruption reduction, bullying and harassment, workplace relationships, and whistle blowing (Speak Up Policy).

During the year we reviewed and updated our Speak Up, Privacy, and Media and Social Media Policies.

During the year our Board received no requests from Directors to use company information received in their capacity as Directors which would not otherwise have been available to them.

Our Corporate Social Responsibility Statement, first published in December 2024, sets out our commitments to ethical conduct across a broad range of areas including human rights, responsible sourcing, anti-corruption, privacy and information protection, cyber security, border security and anti-competitive behaviour. This statement is available on our website.

Principle 2 Board Composition and Performance

Our Board of Directors has responsibility for our strategic direction and performance, ensuring that shareholder value is protected and enhanced, and stakeholder interests are taken into account. The Board operates under a written charter which is available on our website.

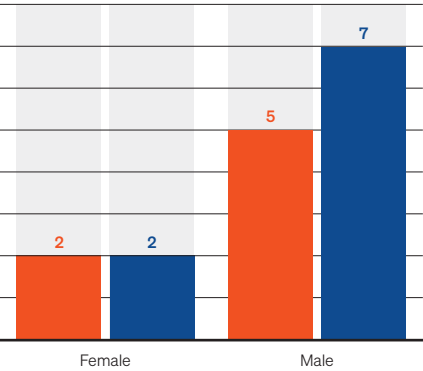
As at 30 June 2026 our Board has seven Directors, all of whom are independent professional directors, and none perform any management function. There was one change in Directors during the year — Geoff Plunket retired in November 2025, having served since November 2021. Two Directors had their term expire during the year, and both Paul Chambers and Noel Coom were reappointed by the Shareholder.

Our Board considers that individually and collectively, the Directors have an appropriate mix of skills, qualifications, and experience to enable them to discharge their duties effectively. Directors are encouraged to keep up to date on governance matters and trends, and those that impact our business or industry.

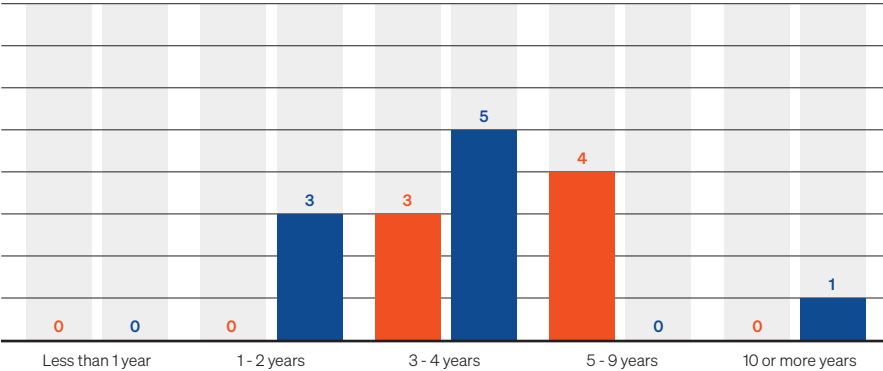
All Directors have access to Executive members and Executive members frequently present to the Board. Biographies of our Directors are provided on pages 10 and 11 of the main section of the Annual Report, and on our website.

Board Executive Team

Gender
Number of Board and Executive Team Members



Length of service



We believe diversity and inclusivity are essential to driving sustainable commercial success and creating a high performing, values driven, culture. Our Board and Executive aim to have a diversity of skills, experience, knowledge, length of service, and gender. We consult subject matter experts when additional expertise is required. We recognise the benefits of bringing greater diversity to the boardroom and throughout the organisation. Our Diversity and Inclusion Policy helps us drive these practices throughout the business and is available on our website.

Under the Memorandum of Understanding with the shareholder, the Board is required to perform an annual review of its performance, and every second year the review is to be conducted by an external provider. The last external review was undertaken in July 2024.

Principle 3 Board Committees

Our Board is supported by three Committees:

- The Audit and Risk Committee supports our Board in fulfilling its responsibilities with respect to financial reporting, external audit, risk management, compliance, and internal audit. This Committee also oversees our climate-related risks and disclosures.
- The Health, Safety and Wellbeing Committee provides leadership and policy in discharging its health, safety and wellbeing governance responsibilities within the organisation.
- The People, Remuneration and Culture Committee supports our Board in fulfilling its responsibilities with respect to all matters related to human resources, culture and remuneration. The Committee's charter was refreshed during the year to reflect our continued focus on diversity, equity and inclusion, talent management, and succession planning.

Our Board Committees have charters that set out their authorities, responsibilities, and processes and these are available on our website.

Principle 4 Reporting and Disclosure

Under Auckland Council's Disclosure Policy, we are required to formally report to the Council any material information, or information of an exceptional or extraordinary nature. Our Board considers this requirement during a standing board agenda item.

We maintain www.poal.co.nz, a website where stakeholders can access financial and operational information, media announcements, customer communications and key corporate governance information.

We ensure our quarterly and annual reports provided to our shareholder contain a balanced, transparent, public disclosure of our financial, social, and environmental performance.

During the year we published a new Environment and Sustainability Policy, reinforcing our accountability framework for environmental and climate governance. This policy is available on our website.

Principle 5
Remuneration

The total Board remuneration is approved by our shareholder as set out in its Appointment and Remuneration Policy for Board Members of Council Organisations. The Board, acting under POAL’s constitution, determines the amount of remuneration payable to each Director. Board remuneration was reviewed with Council in FY26, and subsequently increased in-line with market, for the first time since FY18.

Total remuneration paid to our Directors for the year was \$717,830 up from \$639,000 in FY25.

Director remuneration and attendance at the formal Directors’ meetings for the year ending 30 June 2026 is set out in the table below.

Our Directors undertake site visits, meet with management for briefings, attend Council meetings, as well as attending POAL Board and Board Committee meetings. During the year the Board undertook 9 meetings, and there were 14 Committee meetings.

Members of our executive team are appointed as Directors to our subsidiaries, associates, and joint ventures. This is considered as part of their role, and they do not receive director fees for these appointments.

Until the sale of Nexus Logistics Limited on 1 December 2025, Garrie Hoddinott was a Director of both Nexus Logistics Limited and Conlinxx Limited and is not an employee. Mr Hoddinott was paid director fees totalling \$25,000 in that period.

We have granted indemnities, as permitted by the Companies Act 1993, in favour of each of our Directors and Officers. Directors’ and Officers’ liability insurance is also maintained.

Principle 6
Risk Management

Our Enterprise Risk Management Policy sets out our approach – to enable us to pursue business opportunities and grow shareholder value, while developing and protecting our people, assets, reputation, and the environment.

We have an Enterprise Risk Management Framework to ensure a comprehensive approach across our business with oversight by our Executive and our Board. Risk assessments are ongoing within each area of our business to identify, evaluate and manage risks. Significant risks are reported to our Executive who maintain and regularly review our Key Risk Register. This register is subject to a formal twice-yearly review by our Audit & Risk Committee.

Good management of health and safety risks are a priority for us. We have a Board Committee focused solely on this. Management reports monthly to the Board on the company’s health and safety performance. The report includes a Health and Safety Performance Index that contains a balanced mix of lead and lag indicators.

During the year, our Board approved an updated Health, Safety and Wellbeing Policy, reinforcing our ‘Safety Always’ vision and setting out the responsibilities of the Board, Executive Leadership Team, managers, employees, and contractors in maintaining safe operations at all times.

Directors, individually and collectively, regularly visit sites to view our operations and meet with managers and workers to ensure familiarity with all aspects of the business; including how we meet stakeholder expectations and mitigate risk, especially safety risks.

Principle 7
Auditors

Our external auditor is the Auditor-General, who appointed Bruno Dente, a partner at Deloitte, to carry out the audit of our financial statements.

Total fees payable to Deloitte in its capacity as auditor for the financial year were \$523,963. There were no other fees paid.

Our internal audit function is provided by KPMG.

Principle 8
Shareholder Rights and Relations

Port of Auckland has a range of engagement with our shareholder Auckland Council, as well as other stakeholders who make up the community we operate in.

The port plays a vital role in New Zealand’s economy, and we recognise that due to our central location in Auckland, many stakeholder groups are both interested and affected by our operations and developments. We are committed to transparency, so that stakeholders can better understand how our business operates and the value we add. We are committed to engagement with stakeholders on any significant construction of new infrastructure on the port.

We engage stakeholders through regular meetings with various groups and independent surveys to understand what matters to them and how they assess our performance. Our Board monitors stakeholder engagement to ensure the behaviour is appropriate.

As well as our Annual Report, Port of Auckland provides our shareholder, Auckland Council, with quarterly reports which include financial updates and performance against Statement of Corporate Intent (SCI) targets. In addition, representatives from our Board and Executive regularly meet with Council representatives to discuss strategic issues and business performance.

POAL and our sole shareholder, Auckland Council, have a Memorandum of Understanding (MOU) which:

- reaffirms that our principle objective is to operate as a successful business and that our Shareholder must support that objective;
- requires that both parties respect the role and responsibilities of the other party and work constructively with each other;
- acknowledges that all decisions relating to our business are made by our Board of Directors in accordance with our Statement of Corporate Intent; and
- sets out processes for Board appointments, Director remuneration, Board reviews, dispute resolution, and the monitoring, reporting and disclosure of information.

The MOU is a public document and is available on our website.

In May 2024, the Mayor of Auckland, Maritime Union of New Zealand, and POAL signed a Heads of Agreement. This formed a new formal tripartite relationship based on long-term collaboration, good faith, and strategic alignment to deliver new Council objectives for the port, as incorporated into the 2024 Long-Term Plan.

Meeting attendance

Director	Board meetings	Audit and Risk Committee	People, Remuneration and Culture Committee	Health, Safety and Wellbeing Committee	Total remuneration paid for the year	Comments
Jan Dawson	9/9	4/4	4/4	6/6	\$154,333	Appointed 1 September 2021 Board Chair
Hazel Armstrong	8/9	-	4/4	6/6	\$85,165	Appointed 1 February 2021
Paul Chambers	9/9	4/4	-	-	\$93,000	Appointed 1 November 2023 Audit & Risk Committee Chair
Peter Chrisp	9/9	-	4/4	6/6	\$93,666	Appointed 1 December 2020 People, Remuneration & Culture Committee Chair
Noel Coom	9/9	-	-	6/6	\$80,666	Appointed 1 November 2023
Andrew Flavell	9/9	4/4	4/4	-	\$86,500	Appointed 1 June 2022
Geoff Plunket	3/9	1/4	-	2/6	\$27,500	Retired 30 November 2025
Stephen Reindler	9/9	4/4	-	6/6	\$97,000	Appointed 1 November 2021 Health, Safety & Wellbeing Committee Chair

POAL Group Remuneration Table

Remuneration*	Current	Redundancy/ Severance	Resigned and sale of Nexus	Total
\$100K > \$110K	53	1	5	59
\$110K > \$120K	72		5	77
\$120K > \$130K	72		2	74
\$130K > \$140K	58		3	61
\$140K > \$150K	69		2	71
\$150K > \$160K	46			46
\$160K > \$170K	29		1	30
\$170K > \$180K	20		1	21
\$180K > \$190K	20	1	4	25
\$190K > \$200K	15			15
\$200K > \$210K	11			11
\$210K > \$220K	7			7
\$220K > \$230K	4			4
\$230K > \$240K	5		1	6
\$260K > \$270K	3			3
\$270K > \$280K	2			2
\$280K > \$290K	4			4
\$290K > \$300K	1			1
\$300K > \$310K		1		1
\$310K > \$320K	2			2
\$320K > \$330K	2			2
\$330K > \$340K	4			4
\$340K > \$350K	1			1
\$350K > \$360K	1			1
\$370K > \$380K	2			2
\$380K > \$390K			1	1
\$420K > \$430K	1			1
\$430K > \$440K	1			1
\$440K > \$450K	1		1	2
\$460K > \$470K	2			2
\$480K > \$490K	1			1
\$490K > \$500K	1			1
\$540K > \$550K	1			1
\$560K > \$570K	1			1
\$1,500K > \$1,550K	1			1
Total	513	3	26	542

* Total remuneration including incentives, overtime and shift allowances

Key performance targets

Key performance measure	FY25 actual	FY26 actual	FY26 target	Status	Commentary
Safety					
Number of fatalities and serious work-related illnesses or injuries	0	0	0	Achieved	
Health and Safety Performance Index (HSPI) annual average	85%	90%	≥80%	Exceeded	Our Health and Safety Performance Index (HSPI), a balanced set of leading and lagging safety measures, achieved a score of 90% against a target of 80%. Our continued focus on leading safety measures is delivering strong results and helping embed a positive safety culture.
Financial Deliverables					
Underlying Net Profit After Tax (excluding revaluations and unusual items)	\$85.4m	\$111.2m	\$95m	Exceeded	FY26 statutory profit \$116.3m as per financial statements, less gain on sale of Subsidiary \$4.3m, less Investment Property revaluation (\$0.9m), less tax effect of transfer of operational land and buildings to investment property on sale of Nexus \$1.7m, equals to Underlying NPAT \$111.2m
Dividend (subject to trading and solvency requirements)	\$97m	\$55m	\$52m	Exceeded	FY25 includes special dividend of \$45m paid in August 2025 following sale of POAL's investment in Marsden Maritime Holdings Ltd. Interim dividend of \$26m was paid in February 2026. Final dividend of \$29m has been declared and will be paid in September 2026.
Free Cash Flow to Sales (revenue) ((EBITDA-Capex)/Revenue %)	26.9%	19.8%	9.3%	Exceeded	Cashflow assisted with lower capex spend and higher profits.
Revenue Growth (year on year revenue % growth)	16.3%	2.7%	4.1%	Not Achieved	FY26 included 5 months' Nexus revenue until sale 1 December 2025. Target was exceeded on a like for like basis.
Return on Assets (EBIT/ Average total assets)	7.3%	8.8%	7.7%	Exceeded	
Return on Equity (Underlying NPAT/average equity)	8.5%	10.4%	9.1%	Exceeded	
Ratio of consolidated shareholders' funds to total assets	66.4%	68%	63.6%	Exceeded	
Capital Expenditure	\$49.6m	\$103.6m	\$135m	Under spent	Delay in timing of resource consent for Bledisloe North wharf project and deferrals on minor replacement assets.
Net debt (prior to any capital recycling)	\$288m	\$302m	\$401m	Exceeded	Increased profits, lower capex spend and Nexus sale proceeds.

Operational metrics

Key performance measure	FY26 actual	Commentary
Customer at the Core		
Berth window performance	60.1%	12 month average.
Customer Experience Performance Index (CXPI)	7.9	Overall customer satisfaction score.
Infrastructure for the Future		
Container Terminal		
Berth Rate (Number of containers moved per hour while the vessel is available to be worked by operations excluding any berth delays (Breakbulk/OOG/Weather, etc.))	40.5	Average Net Berth Rate.
Terminal truck turn time under 30 minutes	18 mins	12 month average.
Time of use (Peak vs non-peak: % is peak/total)	45.7% (Peak) 54.3% (Off peak)	Road transport peak and off peak volume.
Multi-Cargo		
Import car dwell time (calendar days, excluding Toyota BLDG)	1.97 days	
Cruise		
Cruise ship calls	78 vessels	
Whanaungatanga		
Number of staff Iwi Engagements	75	Ngāti Whātua Ōrakei 28 Ngāti Whātua Kaipara 1 Ngāti Te Ata 3 Ngāti Tamaoho 3 Mātāwaka 40
Participation in Te Ara Rangatira Emerging Leaders programme	16	Participants
Participation in Te Ara Ahurea Wānanga Tiriti Training	57	Participants
Participation in Te Reo Māori training: Kia kaha te reo – internal mihi for beginners Education Perfect – Online learning Ataarangi	12 26 2	Total participants 40
Number of Iwi internships	3	Total number of Iwi interns.
Kaitiakitanga – Sustainability Framework		
Average carbon emission per TEU 12.72(kg CO ₂)	11.6 (kgCO ₂)	FY26 actual results.
5% reduction in waste disposed of to Landfill	11% decrease	Total waste to landfill reduced by 13t.
Number of Community Reference Group Meetings	4	Meetings held at the port, RNZYC clubrooms and in Devonport.



Independent Auditor’s Report

To the readers of Port of Auckland Limited’s group financial statements
for the year ended 30 June 2026

The Auditor-General is the auditor of Port of Auckland Limited Group (the group). The Auditor-General has appointed me, Bruno Dente, using the staff and resources of Deloitte Limited, to carry out the audit of the financial statements of the group, on his behalf.

Opinion

We have audited the financial statements of the group that comprise the statement of financial position as at 30 June 2026, income statement, the statement of comprehensive income, 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 material accounting policy information and other explanatory information on pages 16 to 70.

In our opinion, the financial statements of the group present fairly, in all material respects, its financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended, in accordance with New Zealand Equivalents to IFRS Accounting Standards and IFRS Accounting Standards.

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* 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

The Board of Directors is responsible on behalf of the group for preparing financial statements that are fairly presented and comply with New Zealand Equivalents to IFRS Accounting Standards and IFRS Accounting Standards.

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

In preparing the financial statements, the Board of Directors is responsible on behalf of the group for assessing the group’s ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors’ responsibilities arise from the Port Companies Act 1988.

Responsibilities of the auditor for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements, 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 it 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.

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, 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 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 group’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 going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the group to cease to continue as a going concern.
- 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 plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

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 our auditor’s report thereon.

Our opinion on the financial statements 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, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements 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 group in accordance with the independence requirements of 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)* as applicable for audits of public interest entities issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in, the group. In addition to the audit we have carried out engagements in the areas of half year procedures for group reporting, and negative pledge trustee reporting, which are compatible with the independence requirements. Other than the audit and these engagements, we have no relationship with, or interests in, the group.



Bruno Dente
for Deloitte Limited
On behalf of the Auditor-General
Hamilton, New Zealand
26 August 2026

Group Financial Statements

Ko ngā
whakapaunga-
a-ngā pūtea

For the year ended
30 June 2026

Income statement

For the year ended 30 June 2026

	NOTES	2026 \$'000	2025 \$'000
Revenue	A2	382,294	374,362
Other income		529	622
Operational rental income		12,251	11,703
Employee benefits	A3	(126,105)	(127,057)
Depreciation	B1, B5	(39,933)	(37,707)
Amortisation	B4	(6,638)	(7,981)
Net reversal of impairment of operating assets		-	556
Contracted services		(31,700)	(43,049)
Repairs and maintenance		(22,374)	(26,158)
Other operating expenses	A3	(39,422)	(40,252)
Operating profit		128,902	105,039
Gain on sale of subsidiary	F2	4,305	-
Investment rental income	B3	7,398	5,349
Finance lease income	D4	355	-
Gain on derecognition of right of use assets	D4	813	-
Share of profit of associates and joint ventures accounted for using the equity method	F1	3,576	3,477
Fair value change to investment property	B3	(864)	2,660
Other individually immaterial income from investments		154	662
Profit before financing and income tax		144,639	117,187
Interest expenses on loans and borrowings	A3	(15,319)	(17,545)
Interest expenses on other liabilities	A3	(558)	(543)
Profit before tax		128,762	99,099
Income tax	A4	(12,500)	(8,267)
Profit from continuing operations		116,262	90,832
Profit/(loss) for the period attributable to the owners of the Parent		116,262	90,832

Statement of Comprehensive Income

For the year ended 30 June 2026

	NOTES	2026 \$'000	2025 \$'000
Profit/(loss) for the period		116,262	90,832
Other comprehensive income			
Items that will not be reclassified to the income statement:			
Net change in fair value of land, buildings and wharves, net of tax	E1	-	48,844
Net change in fair value of equity securities (at fair value through other comprehensive income)	F3, E1	-	17,671
Items that will not be reclassified to the income statement		-	66,515
Items that may be reclassified subsequently to the income statement:			
Cash flow hedges, net of tax	E1	(569)	-
Items that may be reclassified to the income statement		(569)	-
Other comprehensive income net of income tax		(569)	66,515
Total comprehensive income for the period net of tax attributable to the owners of the Parent		115,693	157,347

Statement of Financial Position

As at 30 June 2026

	NOTES	2026 \$'000	2025 \$'000
Current assets			
Cash and cash equivalents	D1	2,998	980
Trade and other receivables	D2	51,387	49,407
Inventories	D3	5,364	5,366
Finance lease receivable	D4	936	-
Total current assets		60,685	55,753
Non-current assets			
Property, plant and equipment	B1	1,319,428	1,312,525
Intangible assets	B4	15,390	18,696
Investment properties	B3	213,141	165,836
Right of use assets	B5	-	11,275
Investments in other entities	F1	5,511	4,430
Finance lease receivable	D4	10,333	-
Total non-current assets		1,563,803	1,512,762
Total assets		1,624,488	1,568,515
Current liabilities			
Trade and other payables	D5	65,685	94,171
Tax payable		-	187
Provisions	D6	15,835	17,333
Lease liabilities	E4	912	934
Deferred income	D7	467	22
Derivative financial instruments	G2	509	-
Other current liabilities		1,215	682
Total current liabilities		84,623	113,329

	NOTES	2026 \$'000	2025 \$'000
Non-current liabilities			
Borrowings	E3	305,162	288,887
Provisions	D6	1,144	1,134
Lease liabilities	E4	10,687	11,453
Deferred income	D7	8,364	427
Deferred tax liabilities	A4	109,797	111,548
Derivative financial instruments	G2	281	-
Total non-current liabilities		435,435	413,449
Total liabilities		520,058	526,778
Net assets			
		1,104,430	1,041,737
Equity			
Share capital		146,005	146,005
Reserves		401,830	402,990
Retained earnings		556,595	492,742
Total equity	E1	1,104,430	1,041,737

These financial statements were approved
by the Board on 26 August 2026.

Signed on behalf of the Board by:

J. Dawson
Chair

P. Chambers
Chair – Audit and Risk Committee

Statement of Changes in Equity

For the year ended 30 June 2026

	NOTES	Attributable to equity holders of the Group			Total equity \$'000
		Share capital \$'000	Other reserves \$'000	Retained earnings \$'000	
Balance at 1 July 2024		146,005	365,113	463,272	974,390
Profit/(loss) for the period		-	-	90,832	90,832
Other comprehensive income	E1	-	66,515	-	66,515
Total comprehensive income		-	66,515	90,832	157,347
Transactions with owners in their capacity as owners					
Dividends paid	E2	-	-	(90,000)	(90,000)
Other movements					
Revaluation reserve reclassified to retained earnings on disposal of assets	E1	-	(36)	36	-
Revaluation reserve reclassified to retained earnings on disposal of equity securities	E1	-	(28,602)	28,602	-
Total other movements		-	(28,638)	(61,362)	(90,000)
Balance at 30 June 2025	E1	146,005	402,990	492,742	1,041,737
Profit/(loss) for the period		-	-	116,262	116,262
Other comprehensive income	E1	-	(569)	-	(569)
Total comprehensive income		-	(569)	116,262	115,693
Transactions with owners in their capacity as owners					
Dividends paid and payable	E2	-	-	(53,000)	(53,000)
Other movements					
Revaluation reserve reclassified to retained earnings on disposal of assets	E1	-	(591)	591	-
Revaluation reserve reclassified to retained earnings on disposal of equity securities	E1	-	-	-	-
Total other movements		-	(591)	(52,409)	(53,000)
Balance at 30 June 2026	E1	146,005	401,830	556,595	1,104,430

Statement of Cash Flows

For the year ended 30 June 2026

	NOTES	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Receipts from customers		495,563	462,617
Payments to suppliers and employees		(302,043)	(304,140)
Income taxes paid		(11,849)	(6,471)
Net cash flows from operating activities		181,671	152,006
Cash flows from investing activities			
Proceeds from sale of equity securities		-	46,025
Proceeds from sale of subsidiary		10,248	-
Payments for investment property		(2,121)	(52)
Payments for intangible assets		(3,164)	(6,545)
Payments for property, plant and equipment		(90,083)	(43,310)
Proceeds from sale of property, plant and equipment		325	36
Dividends received		2,499	3,761
Interest received		148	184
Net cash flows from investing activities		(82,148)	99
Cash flows from financing activities			
Proceeds from borrowings		270,533	185,107
Repayment of borrowings		(254,306)	(273,932)
Net finance lease cashflows		559	-
Repayment of lease principal		(1,030)	(1,615)
Dividends paid	E2	(98,000)	(45,000)
Interest paid		(15,261)	(17,581)
Net cash flows from financing activities		(97,505)	(153,021)
Net cash flows		2,018	(916)
Cash at the beginning of the year		980	1,896
Cash at the end of the year	D1	2,998	980

Notes to the Financial Statements

Reconciliation of operating profit to net cash flows from operating activities

	2026 \$'000	2025 \$'000
Operating profit	128,902	105,039
Adjustments to reconcile operating profit to net cash flows:		
Depreciation and amortisation	46,572	45,687
Movement in deferred revenue	8,914	(1,169)
Net loss on sale of other non-current assets	2,171	1,097
Net reversal of impairment of operating assets	-	(556)
Change in operating assets and liabilities:		
Trade and other receivables	(1,980)	880
Trade and other payables	11,028	2,575
Other provisions	(1,485)	(1,796)
Other operating assets	3	446
Capital items included in working capital movements	(8,003)	925
Investment rental income received	7,398	5,349
Income tax paid	(11,849)	(6,471)
Net cash flows from operating activities	181,671	152,006

Reconciliation of liabilities arising from financing activities to cash flows

	2026 \$'000	2025 \$'000
Interest bearing liabilities		
Opening interest bearing liabilities (excluding overdraft)	301,274	389,099
Lease additions	190	2,023
Other non-cash movements	51	543
Establishment fees (classified as interest paid under financing activities)	49	49
Cash movements		
Repayment of bank debt	(254,306)	(273,932)
Proceeds from borrowing	270,533	185,107
Repayment of lease principal	(1,030)	(1,615)
Closing interest bearing liabilities (excluding overdraft)	316,761	301,274

Reporting entity and nature of operations

The financial statements presented are those of Port of Auckland Limited (the Company), its subsidiaries and the Groups interest in associates and joint ventures (Port of Auckland Group, or the Group).

The Company operates Auckland's main seaport on the Waitematā harbour. The Group operates regional freight hubs in South Auckland and the Waikato, and has joint interests in a marine towage business at Northport, and an online cargo management system.

Statutory base

Port of Auckland Group is a designated for-profit entity.

Port of Auckland Limited is a company domiciled in New Zealand, is a Port Company under the Port Companies Act 1988 and registered under the Companies Act 1993.

All subsidiaries are incorporated in New Zealand.

These Group financial statements have been prepared in accordance with the Financial Reporting Act 2013 and Companies Act 1993.

The address of its registered office is Port of Auckland Building, Sunderland Street, Mechanics Bay, Auckland 1010.

Basis of preparation

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

These financial statements comply with generally accepted accounting practice in New Zealand in accordance with New Zealand Equivalents to IFRS Accounting Standards ('NZ IFRS') as issued by the External Reporting Board and IFRS Accounting Standards ('IFRS') as issued by the International Accounting Standards Board.

The Group financial statements were approved by the Board of Directors on 26 August 2026.

Basis of measurement

The Group financial statements have been prepared on the historical cost basis, modified by property, plant and equipment carried at fair value and financial assets measured at fair value through other comprehensive, more derivative financial instruments and investment properties and are presented in New Zealand dollars which is the Company's functional currency. All values are rounded to the nearest thousand dollars (\$'000).

Accounting policies

Accounting policies that summarise the measurement basis and are relevant to the understanding of the financial statements are included in the accompanying notes.

Going concern

The Board of Directors have, at the time of approving the financial statements, a reasonable expectation that the Group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation

The Group financial statements incorporate the assets, liabilities, and results of the subsidiaries, accounted for using the acquisition method, and the results of its associates and joint ventures, accounted for using the equity method.

All material intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Unrealised gains on transactions between the Group, associates and joint ventures are eliminated to the extent of the interest in the associates and joint ventures.

Foreign currency translation

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency').

Foreign currency transactions are converted 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 year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in equity as qualifying cash flow hedges.

Goods and services tax (GST)

The income statement has been prepared so that all components are stated exclusive of GST. All items in the statement of financial position are stated net of GST, with the exception of receivables and payables, which include GST invoiced.

Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities is classified as part of operating activities.

New and amended international financial reporting standards

All mandatory standards, amendments and interpretations have been adopted in the current year. None had a material impact on these financial statements except for NZ IFRS18.

The Group has early adopted NZ IFRS 18 Presentation and Disclosure in Financial Statements, including consequential amendments to NZ IAS 7 Statement of Cash Flows, for the annual reporting period beginning 1 July 2025.

NZ IFRS 18 replaces NZ IAS 1 Presentation of Financial Statements and introduces five mandatory categories for classifying income and expenses in the statement of profit or loss: operating, investing, financing, income taxes, and discontinued operations. The standard mandates two new subtotals: operating profit or loss and profit or loss before financing and income taxes.

The change has been applied retrospectively, with 2025 comparative figures restated to align with the new structure. Although NZ IFRS 18 has been applied retrospectively, a third statement of financial position is not required as the adoption had no material impact on the opening balances of the preceding period.

The adoption did not change the recognition or measurement of assets, liabilities, income, or expenses, but significantly altered the presentation of the statement of profit or loss and added new disclosures.

The new disclosures include management-defined performance measures (Note A1), and includes new requirements for aggregation and disaggregation of financial information.

There is expanded guidance in NZ IFRS 18 on structure as well as meaningful and informative labelling. On that basis, the Group has considered the labelling of certain financial statement line items and found more appropriate labelling for those that previously contained the word ‘other’.

To provide a useful structured summary of income, expenses, assets, liabilities, equity and cash flows, and to provide additional material information in the notes, we had to make judgements relating to how items are aggregated and disaggregated in the primary financial statements and the notes. We aggregated items based on shared characteristics, and we disaggregated items based on characteristics that are not shared and accordingly have made changes to the presentation of financial statements.

In addition, consequential amendments have been made to NZ IAS 7, which include changing the starting point for determining cash flows from operations under the indirect method, from ‘profit or loss’ to ‘operating profit or loss’ and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards, including NZ IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

The income statement under NZ IAS 1 for the year ended 30 June 2025 reconciles to the income statement under NZ IFRS 18, as follows:

Commentary on the presentation changes on page 25 are as follows:

- (i) Rental income relating to properties outside the Port operational areas has been treated as Investing revenue

(ii) All gains determined to be from disposal of Property, Plant and equipment, moved from the revenue line to a separate other Income line

(iii) Dividends received have been treated as Investing revenue
- (iv) Interest received has been treated as Investing revenue

(v) Other Income included in Revenue moved to separate Other Income line

(vi) Finance costs moved to after Profit before financing and income tax and disaggregated

	NZ IAS 1 2025 \$'000	Present changes \$'000	NZ IFRS 18 2025 \$'000	
Revenue	392,697	(18,335)	374,362	
Revenue from contracts with customers	374,362	-	-	
Rental income	17,052	(17,052)	-	i
Gain on disposal of property, plant and equipment	52	(52)	-	ii
Dividend income	477	(477)	-	iii
Interest income	184	(184)	-	iv
Other income	570	(570)	-	v
Other income	-	622	622	
Gain on disposal of property, plant and equipment	-	52	-	ii
Other income	-	570	-	v
Operational rental income	-	11,703	11,703	
Employee benefits	(127,057)	-	(127,057)	
Depreciation and amortisation	(45,688)	-	(45,688)	
Depreciation	(37,707)	-	(37,707)	
Amortisation	(7,981)	-	(7,981)	
Finance costs	(18,088)	18,088	-	vi
Net reversal of impairment of operating assets	556	-	556	
Other operating expenses	(109,459)	-	(109,459)	
Operating profit			105,039	
Investment rental Income	-	5,349	5,349	i
Other individually immaterial income from investments	-	662	662	
Dividend Income	-	477	-	iii
Interest Income	-	184	-	iv
Share of profit of associates and joint ventures accounted for using the equity method	3,477	-	3,477	
Fair value change to investment property	2,660	-	2,660	
Profit before financing and income tax			117,186	
Interest expenses on loans and borrowings	-	(17,545)	(17,545)	vi
Interest expenses on other liabilities	-	(543)	(543)	vi
Profit before tax	99,099	-	99,099	
Income tax	(8,267)	-	(8,267)	
Profit/(loss) for the period attributable to the owners of the Parent	90,832	-	90,832	

Section A: Our Performance

This section explains the financial performance of the Group by:

- a) disclosing management-defined performance measures;
- b) displaying additional information about individual items in the Income statement;
- c) providing analysis of the components of the Group’s tax balances and the imputation credit account.

A1. Management defined performance measures

The Group uses the following management-defined performance measure (‘MPM’) in its public communications:

- underlying net profit after tax for the Group

This MPM is not specified by NZ IFRS Accounting Standards. It provides management’s view of an aspect of the financial performance of the entity as a whole and might not be comparable with measures sharing similar labels or descriptions used by other entities.

Underlying net profit after tax for the Group provides management’s view of the Group’s underlying financial performance from recurring sources excluding items that management does not consider to be part of the underlying core business operations or are not expected to arise in future reporting periods. This is helpful in understanding the trends in the Group’s underlying profitability excluding the impacts from transactions not expected to arise in future reporting periods.

To derive this MPM, operating profit has been adjusted for items of income or expense that are either not expected to arise in future reporting periods or are considered by management not to be part of the underlying core business activities. The income tax rate in the reconciliation below is computed using the tax rates applicable to the transactions - current tax is recognised at a rate which takes into account the Auckland Council group loss offset and subvention payment agreement with Watercare and deferred tax is recognised at 28%.

The Group adjusts for the following material items:

- impairment losses (or reversals thereof) of intangible assets and property, plant and equipment (see note B1 and B4);
- fair value movement arising from Investment property revaluation (see note B3)
- gains or losses on disposal of financial assets
- deferred tax impact at 28% relating to building depreciation legislation changes (or reversals thereof)

Underlying net profit after tax reconciled to the IFRS-defined “Profit/(loss) for the period attributable to the owners of the Parent” is presented below:

	NZ IFRS	Adjustments			MPM
		Gain on sale of subsidiary	Investment property fair value	Deferred tax on assets reclassified from PPE to Investment Property	
	\$'000	\$'000	\$'000	\$'000	\$'000
Net reversal of impairment / (impairment) of operating assets	-	-	-	-	-
(Adjusted) Operating profit	128,902	-	-	-	128,902
Gain on sale of subsidiary	-	(4,305)	-	-	(4,305)
Fair value change to investment property	-	-	864	-	864
(Adjusted) Profit before financing and income tax	144,639	(4,305)	864	-	141,198
(Adjusted) Profit before tax	128,762	(4,305)	864	-	125,321
Income tax	(12,500)	-	-	(1,666)	(14,166)
(Underlying Net profit after tax)/Profit for the period	116,262	(4,305)	864	(1,666)	111,155

	NZ IFRS	Adjustments			MPM
		PPE Revaluation	Investment property fair value	Deferred tax on building reclassified from PPE to Investment Property	
	\$'000	\$'000	\$'000	\$'000	\$'000
Net reversal of impairment of operating assets	-	(556)	-	-	(556)
(Adjusted) Operating profit	105,039	(556)	-	-	104,483
Fair value change to investment property	-	-	(2,660)	-	(2,660)
(Adjusted) Profit before financing and income tax	117,187	(556)	(2,660)	-	113,971
(Adjusted) Profit before tax	99,099	(556)	(2,660)	-	95,883
Income tax	(8,267)	64	-	(2,238)	(10,441)
(Underlying Net profit after tax)/Profit for the period	90,832	(492)	(2,660)	(2,238)	85,442

A2. Revenue

Disaggregation of revenue from contracts with customers

	2026 \$'000	2025 \$'000
Container terminal	257,594	224,703
Multi-cargo	56,740	48,657
Marine services	46,760	49,772
Container transportation	21,200	51,230
Total revenue from contracts with customers	382,294	374,362

The categories of disaggregated revenue above represent the segments where the financial performance of the Group is evaluated. These revenue items are of a similar nature and timing.

Recognition and measurement

Revenue from contracts with customers

A summary of the Group's performance obligations are outlined below. The Group has not disclosed the aggregate amount of the transaction price allocated to the performance obligations that are partially satisfied at year-end as they relate to contractual obligations of an expected duration of less than a year, and thus meet the practical expedient requirement within the standard. Payment terms for all revenue from contracts with customers are typically the 20th of the following month.

The determination of the transaction price, including the estimation of variable consideration, where applicable, is calculated in line with contractual arrangements.

Marine services revenue

Marine services revenue: relates directly to the visit of a vessel to the port and includes fees for pilotage, towage and mooring. Contracts are entered into with vessel operators. The performance obligations identified include vessel arrival, departure and berthage. Revenue is recognised over time, based on time elapsed (berthage), being an input method. The transaction price for marine services is determined by the contract.

Container terminal revenue

The performance obligations identified for shipping lines which berth at the Fergusson container terminal include marine services (as identified above), and the ship exchange (load and/or discharge of containers, which include the services required to support the handling of containers). Container terminal revenue is recognised over time based on the number of containers loaded or discharged (an output method). This method is considered appropriate as it allows revenue to be recognised based on the Group's effort to satisfy the performance obligation. The transaction price is adjusted by variable consideration (i.e. customer rebates), and revenue is only recognised on the basis that it is highly probable that a significant reversal will not occur.

Multi-cargo revenue

Contracts are entered into with vessel operators for the provision of marine services and berthage (as identified above) and goods wharfage. The stevedoring services are provided by third-party operators. Goods wharfage (being the provision of space) is satisfied over time, and therefore revenue is recognised based on time elapsed, from the point that cargo is transferred from vessel to land (or vice versa), being an output method. The transaction price for goods wharfage is determined by the contract.

Container transportation revenue

Contracts are entered into with cargo owners or freight forwarders to collect and transport containers to or from the port. There are predictable legs for each container which have the same pattern of transfer (typically 3-4 legs in each containers life-cycle), and as such meet the criteria for revenue recognition over time as the obligation to provide transportation services is satisfied. As such, each contract is accounted for as a single performance obligation, and the transaction price is determined by the contract.

A3. Expenses

Operating Expenses

	2026 \$'000	2025 \$'000
Employee expenses		
Salaries and wages	117,732	117,804
Restructuring costs	389	317
Pension costs	5,507	5,165
Other employee expenses	2,477	3,771
Total employee expenses	126,105	127,057
Other operating expenses		
Hardware and Software costs	10,562	12,013
Fuel and power	9,643	9,373
Insurances	4,119	4,654
Operational supplies	4,033	3,426
Rent and rates	2,225	2,166
Directors fees and expenses	745	699
Bad and doubtful debts	1,014	537
Loss on disposal of property, plant and equipment	2,476	1,149
Other individually immaterial operating expenditure	4,081	5,721
Auditor's fees		
Current year audit and review of statutory financial statements (including disbursements, technology fees and OAG on-charge costs)	514	497
Agreed-upon procedures engagement	10	10
Attendance of training course	-	7
Total other operating expenses	39,422	40,252
Total operating expenses	165,527	167,309
Finance costs		
Interest on bank overdraft and bank loans	19	21
Establishment & line fees	49	49
Interest on fixed rate notes	8,775	8,777
Interest on related party term loan (unsecured)	6,476	8,698
Interest expense on loan and borrowings	15,319	17,545
Interest on lease liabilities	558	543
Total finance costs	15,877	18,088

Donation expenses are \$760 (2025: \$7,000) and are recognised within other individually immaterial operating expenditure.

Recognition and measurement

Employee expenses

Provision is made for benefits owing to employees in respect of wages and salaries, annual leave, long service leave and sick leave when earned by employees at rates expected to be incurred when the benefit is utilised.

Provisions for long service leave and sick leave entitlements that are expected to be paid in future periods, but have not yet vested, are recognised reflecting the probability that benefits will vest.

Contributions to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to contributions.

Bonus plans are recognised as a liability and an expense based on a formula that takes into consideration the profit attributable to the Group's shareholders after certain adjustments. The provision is recognised where contractually obliged or where there is a past practice that has created a constructive obligation.

Finance costs

Finance costs include bank interest, amortisation of costs incurred in connection with borrowings facilities, and interest on lease liabilities. Finance costs are expensed immediately as incurred unless they relate to acquisition and development of qualifying assets, in which case the finance cost is capitalised.

A4. Taxation

	2026 \$'000	2025 \$'000
Income statement		
<i>Current income tax</i>		
Current year	14,521	11,774
Adjustment for prior years	179	68
<i>Deferred income tax*</i>		
Temporary differences	239	(1,370)
Tax effect of transfer of operational land and buildings to investment property	(1,666)	(2,238)
Adjustment for prior years	(773)	34
Income tax expense	12,500	8,267
Other comprehensive income		
Property, plant and equipment	-	7,573
Income tax reported in equity	-	7,573

* Deferred income tax items total \$2,199,704 (refer to Movement in deferred tax balance below).

Reconciliation of effective tax rate

	2026 \$'000	2025 \$'000
Profit before income tax	128,762	99,099
Tax at 28%	36,053	27,748
<i>Adjustments</i>		
Non-taxable income	(4,531)	(320)
Non-deductible expenses	1,956	245
Adjustment for prior years	(594)	101
Loss offset utilisation	(17,748)	(15,808)
Tax effect of transfer of operational land and buildings to investment property	(1,666)	(2,238)
Dividend imputation credits	(970)	(1,461)
Income tax expense	12,500	8,267

Auckland Council has a subvention payment agreement and loss offset election with Watercare Services Limited which will be utilised for any residual taxable income. \$14,516,416 (2025:\$11,586,707) has been provided for payment to Watercare Services Limited for this subvention agreement.

Imputation credits

	2026 \$'000	2025 \$'000
Imputation credits available for subsequent reporting periods	78,297	76,909

Movement in deferred tax balance

	Property, plant and equipment \$'000	Investment property \$'000	Intangible assets \$'000	Provisions \$'000	Deferred revenue \$'000	Other \$'000	Total \$'000
Balance at 30 June 2024	110,161	2,304	2,454	(7,862)	1,980	(1,487)	107,550
Recognised in income statement	(3,539)	682	(1,007)	(396)	(28)	713	(3,575)
Recognised in other comprehensive income	7,573	-	-	-	-	-	7,573
Balance at 30 June 2025	114,195	2,986	1,447	(8,258)	1,952	(774)	111,548
Recognised in income statement#	(3,986)	128	32	1,647	(28)	677	(1,530)
Recognised in other comprehensive income*	-	-	-	-	-	(221)	(221)
Balance at 30 June 2026	110,209	3,114	1,479	(6,611)	1,924	(318)	109,797

This is the net of the Deferred income tax items totalling \$2,199,704 less deferred tax of \$670,380 released on sale of Nexus Logistics Limited.

* This refers to the deferred tax impact on the forward exchange contracts of \$790,954 disclosed in note G1. The amount recognised in Other comprehensive income is \$569,487 which is net of tax \$221,467.

Recognition and measurement

Income tax

The tax expense for the period comprises current and deferred tax. Tax is recognised on the income statement, except to the extent that it relates to items recognised in the statement of comprehensive income or directly in equity. In this case, the tax is also recognised in the statement of comprehensive income or directly in equity, respectively.

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the income tax rate. This is then adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements and by unused tax losses.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only to the extent it is probable they will be utilised.

Deferred tax amounts recognised in other comprehensive income relate to buildings and wharves.

The purchase of losses from related parties under commercial arrangements is debited to income tax in the income statement.

Tax losses received from entities within the Auckland Council tax group flow through equity as a contribution by the shareholder.

Imputation credits

The amounts represent the balance of the imputation account as at the end of the reporting period, adjusted for:

- a) Imputation credits that will arise from the payment of the amount of the provision for income tax;
- b) Imputation debits that will arise from the payment of dividends recognised as a liability at the reporting date; and
- c) Imputation credits that will arise from the receipt of dividends recognised as receivables at the reporting date.



Section B: Capital Assets Used to Operate Our Business

This section explains the capital assets such as property, plant and equipment that the Group uses to operate the business. It also includes detail on the revaluation methodologies used to value different types of capital assets.

B1. Property, plant and equipment

	Freehold land \$'000	Wharves \$'000	Freehold buildings \$'000	Plant and equipment \$'000	Pavement \$'000	Other \$'000	Total \$'000
Net book value at 1 July 2024	448,667	371,035	113,718	201,352	111,325	26,199	1,272,296
Movement							
Work in progress additions	-	3,791	15,186	18,293	357	5,498	43,125
Disposals	-	-	(135)	(1,025)	-	(41)	(1,201)
Revaluations - Reserves	29,336	22,967	4,114	-	-	-	56,417
Reversal of Impairment	139	573	(156)	-	-	-	556
Reclassifications / Transfers*	(7,329)	-	(14,258)	-	-	(580)	(22,167)
Depreciation charge	-	(5,444)	(3,111)	(19,709)	(4,168)	(4,069)	(36,501)
Movement to 30 June 2025	22,146	21,887	1,640	(2,441)	(3,811)	808	40,229
Balances							
Cost and/or fair value	470,813	386,061	96,922	375,692	144,926	49,534	1,523,948
Work in progress at cost	-	8,083	21,021	15,909	126	5,186	50,325
Accumulated depreciation	-	(1,222)	(2,585)	(192,690)	(37,538)	(27,713)	(261,748)
Net book value at 30 June 2025	470,813	392,922	115,358	198,911	107,514	27,007	1,312,525
Movement							
Work in progress additions	-	36,537	15,777	30,805	5,509	9,936	98,564
Disposals	-	-	(754)	(2,640)	-	(1,898)	(5,292)
Revaluations - Reserves	-	-	-	-	-	-	-
Reversal of Impairment	-	-	-	-	-	-	-
Reclassifications / Transfers*	(28,086)	-	(9,863)	(707)	(7,452)	(649)	(46,757)
Depreciation charge	-	(5,712)	(2,870)	(22,610)	(4,010)	(4,410)	(39,612)
Movement to 30 June 2026	(28,086)	30,825	2,290	4,848	(5,953)	2,979	6,903
Balances							
Cost and/or fair value	442,727	386,061	88,486	338,250	137,280	49,401	1,442,205
Work in progress at cost	-	44,620	32,653	28,126	2,368	6,304	114,071
Accumulated depreciation	-	(6,934)	(3,491)	(162,617)	(38,087)	(25,719)	(236,848)
Net book value at 30 June 2026	442,727	423,747	117,648	203,759	101,561	29,986	1,139,428

*Reclassifications /transfers to Investment property of \$46,214,256 in the current year (2025: \$21,586,997). Also includes reclassification of major spare parts to inventory from other fixed assets.

Recognition and measurement

Property, plant and equipment

Properties held for use in the supply of services for port operation purposes are classified as property plant and equipment.

Property, plant and equipment are initially recognised at cost. The cost of property plant and equipment includes expenditure that is directly attributable to bring the item to working condition for its intended use.

Costs may include materials used in construction, direct labour, transfers from equity of gains / losses on qualifying cash flow hedge reserves of foreign currency purchases and associated borrowing costs.

Borrowing costs may be capitalised where they are directly attributable to the acquisition or construction of a qualifying asset. A qualifying asset is deemed as having significant expenditure and takes more than six months to bring the item to working condition for its intended use. The capitalisation rate used to determine the amount of borrowings to be capitalised is the weighted average interest rate applicable to the entity's outstanding borrowings during the year.

Expenditure on an asset is recognised as an asset if it is probable that the future economic benefits will flow to the entity, and if the cost of the asset can be measured reliably. This principle applies for both initial and subsequent expenditure. All other repairs and maintenance are charged to the income statement during the period in which they are incurred.

Plant and equipment, pavement and other assets are carried at cost less accumulated depreciation and impairment losses.

Revaluations

Land, buildings and wharves are carried at fair value as determined by an independent registered valuer, less accumulated depreciation and any impairment losses recognised after the date of any revaluation.

Land, buildings and wharves acquired or constructed after the latest revaluation are carried at cost, which approximates fair value. Revaluations are carried out with sufficient regularity, at least triennial, to ensure that the carrying amount does not differ materially from fair value at balance date.

Revaluation increments are recognised in other comprehensive income and accumulated as a separate component of equity in the property, plant and equipment revaluation reserve, except to the extent that they reverse a revaluation decrease of the same asset previously recognised in the income statement, in which case the increase is recognised in the income statement.

Revaluation decreases are recognised in the income statement, except to the extent that they offset a previous revaluation increase for the same asset, in which case the decrease is recognised in other comprehensive income and accumulated as a separate component of equity in the property, plant and equipment revaluation reserve.

Accumulated depreciation as at revaluation date is eliminated against the gross carrying amount of the assets and the net amounts are restated to the revalued amounts of the assets.

Depreciation

Depreciation is calculated on a straight line basis to allocate the cost or revalued amount of an asset, less any residual value, over its estimated useful life. Land is not depreciated.

The estimated useful lives of property, plant and equipment are as follows:

Buildings	20 – 50 years
Wharves	50 – 100 years
Plant and equipment	5 – 20 years
Pavement	25 – 85 years
Other assets	3 – 20 years

Disposals

An item of property, plant and equipment is derecognised upon disposal or when no further future benefits are expected from its use.

Gains or losses arising on derecognition of an asset, calculated as the difference between the net disposal proceeds and the carrying amount of the asset, are included in the income statement in the year the asset is derecognised.

Any revaluation reserve relating to the particular asset being disposed or derecognised is transferred to retained earnings.

B2. Property, plant and equipment valuation

Valuation approach

At the end of each reporting period the Group makes an assessment of whether the carrying amounts differ materially from fair value and whether a revaluation is required. All freehold land was revalued as at 30 June 2026, in accordance with the New Zealand Institute of Valuers asset valuation standards. The current year fair value assessment concluded that the carrying amounts of the freehold land were not materially different from fair value. Accordingly, no revaluation adjustment was recognised in the financial statements.

Freehold land is the land used as part of the core port operations (Port Operations Land) or is required to be held for other operational purposes (Other Operations Land).The valuation of Port Operations Land was undertaken by CBRE, registered valuers in 2025. The Other Operations Land valuation was undertaken by Colliers International, registered valuers in 2025.

When revalued, Port Operations Land is valued using the income approach by way of a discounted cash flow model, as the primary basis. Other Operations Land is valued with a combination of the market approach using a comparable sales model and the income approach using a capitalised market income model.

The valuations of the independent valuers are reviewed by management and adopted as the carrying value in the financial statements. Management verifies all major inputs to the valuation, assesses valuation movements when compared to the prior year and holds discussions with the independent valuers as part of the process.

This valuation approach is undertaken in order to provide an independent assessment of the current value of the assets. The market value is based on events and evidence up to valuation date and the current economic conditions and latent potential volatility should be factored

into future considerations when referring to this valuation.

The valuations are on the basis that where contamination is known, allowance has been made for contamination remediation using high level estimates. There remains uncertainty as to the extent of any contamination which has not been noted by Valuers to date in estimates to date. Valuations are prepared on the best estimate of studies to date. There is a possibility that further contamination may exist.

The Group's land, buildings and wharves are all categorised as Level 3 in the fair value hierarchy as described in the note G1 financial risk management - fair value note.

During the financial year there were no transfers between the levels of the fair value hierarchy.

Port Operations Land Valuation

The following table summarises the valuation techniques and key assumptions used by the valuers to arrive at fair value for Port Operations Land in the prior year. These remain current, given no material movement in valuation in the current year:

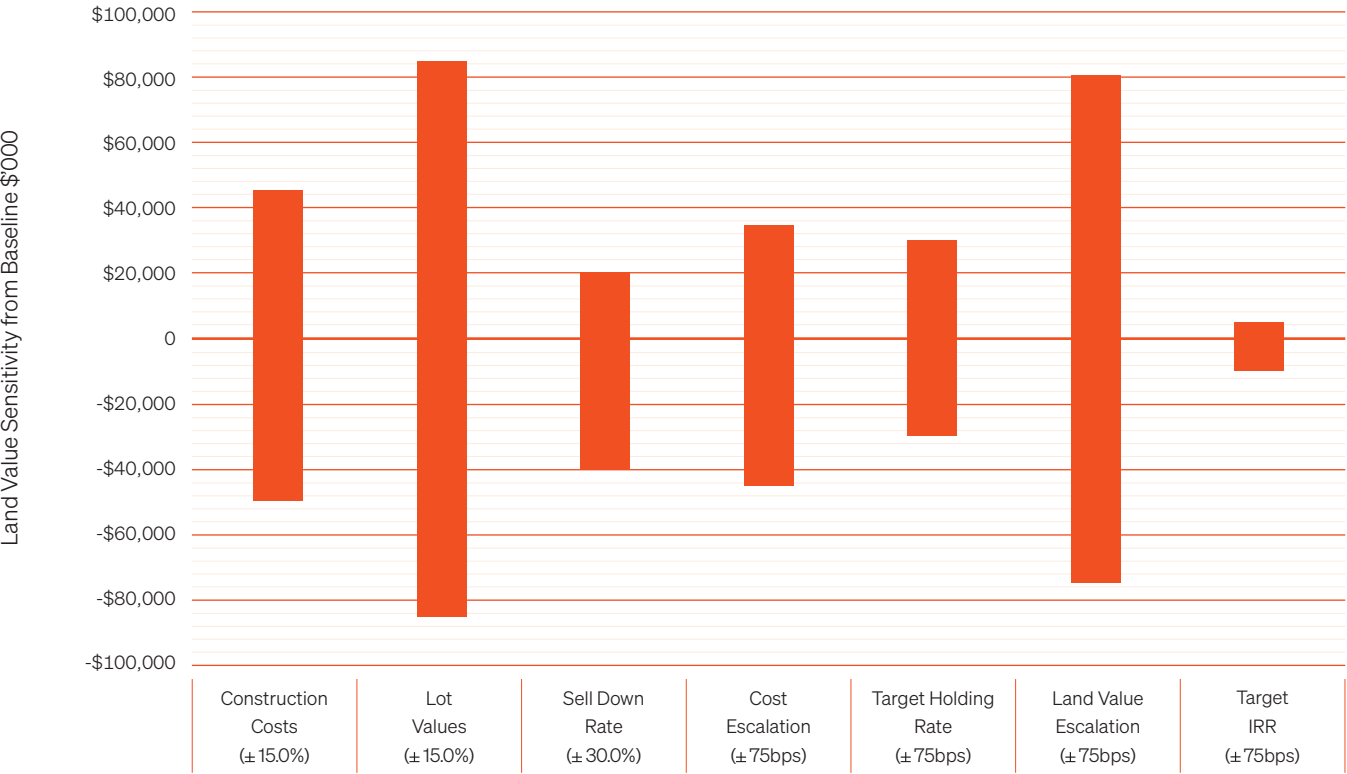
Asset valuation technique	Inputs used to measure fair value	2025 Range of significant unobserved inputs
Discounted Cash Flow model Given the size and location of the land, the discounted cash flows are based on the assumption that the land will be developed and sold in 6 stages. Stage 1 has a consenting time of 5 years with stages 2-6 consisting of 16 superlots with an average lot size of 5,000 sqm, with consenting to take 12 years and the sell down over 19 years (31 year period). The Port Precinct Framework Plan April 2024 sets out a high level vision for long-term redevelopment and a west to east development sequence which has changed the approach to assessing land value.	Land sales price The rate is based on site intensity and height being lower than that in the CBD because of the zoning of the port precinct	\$6,150 per sqm, for a 5,000 sqm allotment
	Site development costs have been estimated based on work undertaken by Beca Group, engineering consultants	Beca Group applied an escalation rate of 2% to cost assumptions used in June 2024 valuation.
	Discount rate	10.95%
	Sales price escalation	1% - 3.0% over the term
	Cost escalation	2.50% over the term
	Occupancy rate for holding income	50%

Port Operations Land value discounted cash flow sensitivity

The sensitivity analysis presented below is presented for the prior year, as the valuation methodologies and key assumptions have not materially changed.

The chart highlights the extent to which the valuation of the Port Operations Land varies relative to changes in key variables.

Land Value DCF Sensitivity 30 June 2025



Other operations land valuation

The following table summarises the valuation techniques and key assumptions used by the valuers to arrive at fair value for significant Other Operations Land:

Asset valuation technique	Inputs used to measure fair value	2025
		Range of significant unobserved inputs
Comparable sales model	Land sales price CBD	\$5,090 per sqm to \$13,442 per sqm
	Land sales price non CBD	\$275 per sqm to \$693 per sqm

Port operations wharves and freehold buildings valuation

Port operations wharves and buildings are valued at least every three years and were revalued at 30 June 2025 by John Foord (International), industrial valuers and Ortus International, registered Quantity Surveyors, to fair value.

At the end of each reporting period, the Group assesses whether the carrying amounts of its wharves, buildings, structures, civil works and support assets differ materially from fair value and whether a revaluation is required.

For the year ended 30 June 2026, management assessed that there had been no material changes in the fair values of these assets. Actual experience from the Bledisloe North wharf currently under construction supports this view.

Accordingly, no revaluation adjustment was recognised in the financial statements. The valuation methodology and key assumptions applied remain consistent with the prior year.

The fair value for the wharves, buildings, structures, civil works and support assets was derived using the Depreciated Replacement Cost (DRC) methodology. The calculation of fair value has been prepared using straight line depreciation.

In preparing the financial values for wharves, buildings, structures, civil works and support assets, the valuers have researched estimated Gross Current Replacement Costs (GCRC), these are required in order to calculate the depreciation amounts to arrive at the Depreciated Replacement costs (DRC).

The following table summarises the valuation technique and key assumptions used last year:

Asset valuation technique	Inputs used to measure fair value	2025
		Range of significant unobserved inputs
Depreciated replacement cost derived from modern equivalent asset rate	Wharve's economic life	100 years
	Wharf buildings' economic life	50 years
	Residual value at the end of economic life	15%
	Depreciation	Straight line
	Piles unit cost of construction per sqm	\$1,339 - \$2,787
	Wharf Platform unit cost of construction per sqm	\$2,112 - \$4,411
	Fenders unit cost of construction per sqm	\$110 - \$232
	Services unit cost of construction per sqm	\$150 - \$309
	Total unit cost of construction per sqm	\$3,710 - \$7,738

B3. Investment properties

	2026 \$'000	2025 \$'000
At fair value		
Balance at 1 July	165,836	141,537
Capitalised subsequent expenditure	1,955	52
Disposals	-	-
Reclassifications / Transfers (refer note B1)	46,214	21,587
Net gain / (loss) from fair value adjustment	(864)	2,660
Balance at 30 June	213,141	165,836

During the current financial year, the property occupied by Nexus Logistics Limited was reclassified from operational property, plant and equipment to investment property following the sale of the subsidiary (refer to Note F2).

Lease income from investment properties amounted to \$7,398,056 (2025: \$5,348,865) and operating expenses amounted to \$741,971 (2025: \$521,908).

The Group's investment properties are all categorised as Level 3 in the fair value hierarchy as described in the financial risk management - fair value note G1.

At the end of the reporting period there were no transfers of investment properties between the levels in the fair value hierarchy.

Recognition and measurement

Investment properties

Investment properties includes properties which are not intended for port operation purposes and are held with the principal objective to earn rental and/or capital appreciation or both (including property being constructed or developed for future use as investment property). Investment properties are carried at fair value, representing open market value determined annually by an independent registered valuer. Changes in fair values are recorded in the income statement in the year in which they arise. Investment properties are not depreciated for financial accounting purposes.

Transfers are made to or from investment properties when there is a change in use. A change in use occurs when the property meets, or ceases to meet, the definition of investment property and there is evidence of a change in use.

A transfer to investment properties may be evidenced by ending owner occupation, commencement of an operating lease to another party or commencement of construction or development for future use as investment property. This includes commencement of owner occupation, or of development with a view to owner occupy.

A transfer from investment properties may be evidenced by the commencement of a contractual arrangement which allows the property to offer more to the Group than solely rental returns and/ or capital appreciation. This includes commencement of owner occupation, or of development with a view to owner occupy.

Investment properties will be measured at cost until a fair value can be reliably determined.

Investment properties are derecognised when they have been disposed of. The net gain or loss on disposal is calculated as the difference between the carrying amount of the investment property at the time of the disposal and the proceeds on disposal and is included in the income statement in the reporting period in which the disposal settled.

Valuation approach

The Group's accounting policy is for investment properties to be measured at fair value, which reflects market conditions at the balance date. To determine fair value, the Group obtain an investment properties valuation annually by an independent registered valuer.

The valuations as at 30 June 2026 and 30 June 2025 were performed by Colliers International. The valuers are registered valuers and have experience in the location and category of the investment properties being valued.

The valuations of the independent valuers are reviewed by management and adopted as the carrying value in the financial statements subject to any specific adjustments required. Management verifies all major inputs to the valuation, assesses valuation movements when compared to the prior year and holds discussions with the independent valuers as part of the process.

The Group's investment property portfolio comprises a mixture of lessor's interest in both terminating and perpetual ground leases together with freehold land.

The value of the lessor's interest in the land is essentially only the right to receive the rental income and the right to review the income periodically when scheduled reviews and renewals occur.

The valuation is based on market evidence at the date of valuation. The valuation methodologies used were based on direct sales comparison, or a direct capitalisation of rental income using market comparisons of capitalisation rates, supported by a discounted cash flow approach.

The following table summarises the valuation techniques and the key assumptions relating to the major inputs used in establishing the fair values of significant properties:

Asset valuation technique	Inputs used to measure fair value	2026 Range of significant unobserved inputs	2025 Range of significant unobserved inputs
Market capitalisation	Market capitalisation rate – rental income	3.25% to 6.51%	2.97% to 6.58%
A valuation technique which determines fair value by capitalising a property's sustainable net income at an appropriate, market derived rate of return with subsequent capital adjustments for near-term events, typically including letting up allowances, capital expenditure and the difference between contract and market rentals.			
Direct sales comparison	Industrial land sales per sqm	\$143 to \$1474 per sqm	\$275 to \$1000 per sqm
A valuation technique whereby the subject property is compared to recently sold properties of a similar nature with fair value determined through the application of positive and negative adjustments for their differing attributes.			

The following table shows the impact on the fair value due to a change in a significant unobservable input:

		Fair value measurement sensitivity to significant:	
		Increase in input	Decrease in input
Unobservable inputs within the market capitalisation valuation approach			
Gross market rent or licence fee	The annual amount for which a tenancy or licence within a property is expected to achieve under a new arm's length leasing or licensing transaction, including a fair share of property operating expenses.	Increase	Decrease
Market capitalisation rate	The rate of return, determined through analysis of comparable, market-related sales transactions, which is applied to a property's sustainable net income to derive value.	Decrease	Increase
Unobservable inputs within direct sales comparison valuation approach			
Rate per sqm	The rate per square metre of recently sold properties of a similar nature.	Increase	Decrease

B4. Intangible assets

	Computer software \$'000
Net book value at 1 July 2024	20,223
Movement	
Work in progress additions	6,377
Reclassifications / Transfers	77
Amortisation charge	(7,981)
Movement to 30 June 2025	(1,527)
Balances	
Cost	61,615
Work in progress at cost	3,519
Accumulated amortisation and impairment	(46,438)
Net book value at 30 June 2025	18,696
Movement	
Work in progress additions	3,343
Reclassifications / Transfers	(11)
Amortisation charge	(6,638)
Movement to 30 June 2026	(3,306)
Balances	-
Cost	65,317
Work in progress at cost	2,312
Accumulated amortisation and impairment	(52,239)
Net book value at 30 June 2026	15,390

Recognition and measurement

Computer software

Computer software licences are capitalised and are recognised as intangible assets. The internal costs directly attributable to the development of business software are only recognised as intangible assets when it is probable that the project will, after considering its commercial and technical feasibility, be completed and generate future economic benefits.

These assets have a finite life and are amortised on a straight line basis over their estimated useful lives of three to ten years.

Where estimated useful lives have diminished due to technology change, amortisation is accelerated.

Subsequent to initial recognition, intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses (refer to note C2).

B5. Right of use assets

	Leased land \$'000	Leased equipment \$'000	Leased buildings \$'000	Total \$'000
Net book value at 1 July 2024	9,365	874	218	10,457
Lease extension and rent review	2,023	-	-	2,023
Depreciation charge	(497)	(631)	(77)	(1,205)
Movement to 30 June 2025	1,526	(631)	(77)	818
Balances				
Cost	13,618	3,813	250	17,681
Accumulated depreciation	(2,727)	(3,570)	(109)	(6,406)
Net book value at 30 June 2025	10,891	243	141	11,275
Movement				
Lease extension and rent review	-	190	-	190
Depreciation charge	(232)	(57)	(32)	(321)
Asset derecognition	(10,659)	-	-	(10,659)
Divested in subsidiary sale and other	-	(376)	(109)	(485)
Movement to 30 June 2026	(10,891)	(243)	(141)	(11,275)
Balances				
Cost	-	-	-	-
Accumulated depreciation	-	-	-	-
Net book value at 30 June 2026	-	-	-	-

Recognition and measurement

Right of use assets

Right of use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. The depreciation starts at the commencement of the lease. The Group applies NZ IAS 36 Impairment of assets to determine whether a right of use asset is impaired and accounts for any identified impairment loss as described in the property, plant and equipment policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the right of use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in operating expenses in profit or loss.

Derecognition

The Group acts as an intermediate lessor for land in Wiri which is now subleased to third parties from 1 December 2025 as part of the sale of Nexus Logistics Limited. Consequently, the Group derecognised the associated right-of-use asset of \$10,658,808 and recognised a net investment in sublease of \$11,268,334. Refer to D4.

We continue to recognise the lease liability associated to the head lease as per note E4.

Section C: Key judgements made

This section includes the critical judgments, estimates and assumptions made by the Group about the carrying amounts of certain assets and liabilities.

C1. Critical accounting estimates and assumptions

In the application of the Group’s accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant, and are reviewed on an on-going basis. Actual results may differ from those estimates.

The following are the critical estimates and judgements management has made in the process of applying the Group’s accounting policies and that have the most significant impact on the amounts recognised in the financial statements.

Useful lives of property, plant and equipment

The Group reviews the estimated useful lives of property, plant and equipment at the end of each annual reporting period. The determination of the estimated useful lives has a significant impact on the timing of recognition of depreciation expense (refer to note B1).

Fair value of property, plant and equipment

The Group revalues property, plant and equipment (specifically land, buildings and wharves) at least every three years or when the fair value of a revalued asset differs materially from its carrying amount. The valuation is performed by independent registered valuers. The revaluation requires judgement around the highest and best use of the property, plant and equipment, and an estimation of the amounts for which these assets could be sold in an orderly transaction between market participants at the measurement date (refer to note B2). The determination of value for these assets has a significant impact on the total asset value reported and in the case of property, plant and equipment the depreciation expense recognised (refer to note B1).

Fair value of investment property

The Group revalues investment property annually and the valuation is performed by independent registered valuers. The revaluation requires judgement around the estimation of the amounts for which these assets could be sold in an orderly transaction between market participants at the measurement date (refer to note B3). The determination of value for these assets has a significant impact on the total asset value reported.

Classification of investment properties

The Group classifies assets as investment property if they are not intended for port operation purposes, and are held with the principal objective to earn rental and/or capital appreciation. At times, the distinction can be subjective and dependent on the particular facts and circumstances of the property in question.

The Group reviews leases entered into, including any related contractual service agreements to determine the nature, if any, of contractual ancillary services provided in helping determine this classification.

Investment properties are held at fair value with revaluations recognised in the income statement, therefore, the determination of whether assets are investment property or property, plant and equipment can have a material effect on both profit or loss, and on the carrying value of the asset (if the alternative classification is not required to be held at fair value).

Fair value of derivative financial instruments

The fair value of derivative financial instruments is determined by valuation experts using various valuation techniques. The fair value of forward foreign exchange contracts is determined using forward foreign exchange market rates at the balance date (refer to note G2).



C2. Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment and whenever there is an indication of impairment. At each balance date, the Group reviews the carrying amounts of its other tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash

generating units, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation can be identified.

The recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash generating unit) is reduced to its recoverable value.

An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Section D: Operating assets and liabilities used to operate our business

This section provides further analysis of the operating assets and liabilities of the Group. These comprise the significant working capital balances used by the Group to run its day to day operating activities.

D1. Cash and cash equivalents

	2026 \$'000	2025 \$'000
Cash and cash equivalents		
Bank balances	2,998	980
Total cash and cash equivalents	2,998	980
Interest-Bearing Liabilities		
Total cash as per statement of cash flows	2,998	980

Recognition and measurement

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at 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 which are subject to an insignificant risk of changes in value, and bank overdrafts.

The carrying amount for cash and cash equivalents equals the fair value.

Bank overdraft

Bank overdrafts are shown within interest bearing liabilities in current liabilities on the statement of financial position.

The bank overdraft facility limit and maximum amount of credit to be made available to the Group is \$10,000,000, which is primarily used for short term working capital requirements. The interest rate is based upon the Reserve Bank of New Zealand's "Official Cash Rate" plus a marginal rate of 1.0% (2025: 1.0%) and interest is calculated on the daily balance outstanding refer to note E3.

Risk exposures

Details of the Group's exposure to risks arising from current and non-current borrowings are set out in note G1 and note E3.

Fair value disclosures

Details of the fair value of interest bearing liabilities for the Group are set out in note E3.

Details of the security relating to each of the unsecured liabilities and further information on the bank overdrafts and bank loans are set out in note E3.

Statement of cash flows

The following explains the terms used in the statement of cash flows:

- Operating activities are the principal revenue producing activities of the Group and other activities that are not investing or financing activities.
- Investing activities are the acquisition and disposal of long term assets and other investments not included in cash equivalents.
- Financing activities are the activities that result in changes in the size and composition of the contributed equity and borrowings of the entity.

D2. Trade and other receivables

	2026 \$'000	2025 \$'000
Trade receivables		
Trade receivables	48,061	45,539
Related party receivables	91	727
Sundry receivables	474	(354)
Provision for impairment of trade receivables	(1,618)	(1,012)
Net trade receivables	47,008	44,900
Other receivables		
Prepayments	4,379	4,507
Total trade and other receivables	51,387	49,407

The aging of trade receivables at reporting date was:

	2026 \$'000	2025 \$'000
Aged receivables		
Current	34,480	34,640
30 days	8,805	9,082
60 days	1,562	1,953
90 days	1,013	432
Over 90 days	2,292	159
Total aged receivables	48,152	46,266

As at 30 June 2026 current trade receivables of the Group with a value of \$175,118 (2025: \$153,649) were written off.

Trade receivables of \$13,672,642 (2025: \$11,627,277) were past due but not impaired as at 30 June 2026. These relate to a number of independent customers for whom there is no recent history of default, refer to note G1 for credit risk analysis.

Expected credit loss has been updated to take into account the expected recoverability. In making this assessment, current and prospective economic factors have been considered. The average credit period for trade receivables at 30 June 2026 is 45.97 days (2025: 45.11 days).

Recognition and measurement

Trade receivables

Trade receivables are recognised at fair value, less a loss allowance for expected credit losses.

Trade receivables are generally on terms of the 20th of the following month.

The carrying amount of trade receivables is reduced through the use of a loss allowance for trade receivables and the amount of the loss is recognised in the income statement within 'other expenses'.

Subsequent recoveries of amounts previously written off are credited against 'other expenses' in the income statement.

The impairment policy for trade receivables (including the methods, assumptions and information used to measure expected credit losses) is outlined within the credit risk disclosure in note G1.

D3. Inventories

	2026 \$'000	2025 \$'000
Inventories		
Inventories at cost	8,166	7,826
Inventory provision	(2,802)	(2,460)
Total inventories	5,364	5,366

The cost of inventories recognised as an expense during the year was \$10,502,242 (2025: \$10,022,321).

Recognition and measurement

Inventories

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs.

D4. Leases – sublease arrangements

Following the sale of Nexus Logistics Limited (refer to note F2), a sublease arrangement with Nexus for land in Wiri that was previously within the group was reclassified as a sublease to a third party where the group acts as an intermediate lessor. The sublease agreement is classified as a finance lease because it spans the entirety of the remaining terms of the head lease, transferring substantially all risks and rewards incidental to the underlying right-of-use asset.

Consequently, the Group derecognised the associated right-of-use asset of \$10,658,808 and recognised a net investment in sublease of \$11,268,334. A net gain of \$813,451 was recognised in the Income Statement. The net gain of \$813,451 was recognised in the Income Statement after recognising \$355,493 of finance income and \$559,418 as lease payments from the point of Nexus sale.

The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date and the net investment in subleases:

Port Operations Land Valuation

	2026 \$'000
Within one year	959
Greater than one year but not more than five years	3,836
Greater than five years but not more than ten years	4,795
Greater than ten years	8,232
Total undiscounted lease receivable	17,822
Less: Unearned finance income	(6,553)
Current lease receivable	936
Non-current lease receivable	10,333
Net investment in subleases	11,269

D5. Trade and other payables

	2026 \$'000	2025 \$'000
Trade payables	15,388	11,460
Related party payables	14,722	11,866
Dividend payable	-	45,000
GST and PAYE payable	4,627	5,482
Accruals	30,948	20,363
Total trade and other payables	65,685	94,171

Recognition and measurement

Trade and other payables

Trade and other payables are recognised initially at fair value and subsequently at amortised cost using the effective interest method.

The fair value of trade and other payables approximates their carrying value.

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Related party payables includes subvention payable to Watercare Services Limited (refer to note A4).

D6. Provisions

	Employee benefits \$'000	ACC partnership programme \$'000	Other provisions \$'000	Total \$'000
Opening balance at 1 July 2024	15,116	631	4,516	20,263
Movement				
Additional provisions and increases to existing provisions	10,106	-	749	10,855
Amounts used	(9,420)	-	(2,881)	(12,301)
Reversal of previously recognised provisions	-	(163)	(187)	(350)
Movement to 30 June 2025	686	(163)	(2,319)	(1,796)
Balance				
Current	14,668	468	2,197	17,333
Non-current	1,134	-	-	1,134
Balance as at 30 June 2025	15,802	468	2,197	18,467
Movement				
Additional provisions and increases to existing provisions	12,727	-	985	13,712
Amounts used	(11,565)	-	(1,204)	(12,769)
Reversal of previously recognised provisions	(753)	(39)	(1,639)	(2,431)
Movement to 30 June 2026	409	(39)	(1,858)	(1,488)
Balance				
Current	15,067	429	339	15,835
Non-current	1,144	-	-	1,144
Balance as at 30 June 2026	16,211	429	339	16,979

Recognition and measurement

Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

ACC Accredited Employer Programme

The Group participates in the ACC Accredited Employer Programme (AEP).

The AEP programme allows the Group to make cover and entitlement decisions and manage employees’ claims for work injuries and occupational diseases instead of ACC.

The liability for outstanding claims including an allowance for claims management expenses is recognised in provisions and measured as the present value of expected future payments to be made in respect of the employee injuries and claims up to the reporting date using actuarial techniques.

ACC liability valuation

An independent actuarial valuer (AON New Zealand) has calculated the Group’s liability, as at 30 June 2026. The valuer has attested satisfaction as to the nature, sufficiency and accuracy of the data used to determine the outstanding liability.

The valuation carried out as at 30 June 2026 produced a value for the ACC reserve of \$428,700 (2025: \$467,900). Pre valuation date claim inflation has been taken as 50% (2025: 50%) of movements in the CPI and 50% (2025: 50%) of the movements in the Average Weekly Earnings (AWE) Index. Post valuation date claim inflation rates and the discount rates used to value the liabilities are based on Treasury issued future rates and risk free rates as at 31 May 2026.

The Group is not exposed to any significant concentrations of insurance risks as work related injuries are generally the result of an isolated event to an individual employee.

Section E: How we fund our business

This section explains how the Group funds its business and shows the source of other funding facilities that can be used to fund future operational or investing activities.

E1. Equity and reserves

Share capital

	2026 Shares	2025 Shares	2026 \$’000	2025 \$’000
Ordinary shares				
Balance at 1 July	156,005,192	156,005,192	146,005	146,005
Balance at 30 June	156,005,192	156,005,192	146,005	146,005

At 30 June 2026, there were 156,005,192 (2025: 156,005,192) ordinary shares issued, 146,005,192 ordinary shares are fully paid (\$1.00 per share) and 10,000,000 ordinary shares remain unpaid at the end of the financial year.

D7. Deferred income

	2026 \$’000	2025 \$’000
Rail handling fee	445	-
Other current deferred income	22	22
Total current deferred income	467	22
Rail handling fee	4,500	-
Charter revenue	3,459	-
Other non-current deferred income	405	427
Total non-current deferred income	8,364	427
Total deferred income	8,831	449

The Group’s deferred income includes an upfront charge for rail handling fee and charter revenue in advance contributed towards the fuel barge replacement costs which will be recognised over the term of the charter agreement.



Reserves

	Property, plant and equipment revaluation \$'000	Fair value changes of equity securities \$'000	Cash Flow hedges \$'000	Retained earnings \$'000	Total \$'000
Balance at 1 July 2024	354,182	10,931	-	463,272	828,385
Profit / (loss) for the period	-	-	-	90,832	90,832
Dividends paid and payable	-	-	-	(90,000)	(90,000)
Revaluations	56,417	-	-	-	56,417
Changes in fair value of investments	-	17,671	-	-	17,671
Changes in fair value of cash flow hedges	-	-	-	-	-
Deferred tax	(7,573)	-	-	-	(7,573)
Revaluation reserve reclassified to retained earnings on disposal of assets	(36)	-	-	36	-
Revaluation reserve reclassified to retained earnings on disposal of equity securities	-	(28,602)	-	28,602	-
Balance at 30 June 2025	402,990	-	-	492,742	895,732
Profit / (loss) for the period	-	-	-	116,262	116,262
Dividends paid and payable	-	-	-	(53,000)	(53,000)
Revaluations	-	-	-	-	-
Changes in fair value of investments	-	-	-	-	-
Changes in fair value of cash flow hedges	-	-	(790)	-	(790)
Deferred tax	-	-	221	-	221
Revaluation reserve reclassified to retained earnings on disposal of assets	(591)	-	-	591	-
Revaluation reserve reclassified to retained earnings on disposal of equity securities	-	-	-	-	-
Balance at 30 June 2026	402,399	-	(569)	556,595	958,425

Recognition and measurement

Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

All ordinary shares rank equally with one vote attached to each fully paid ordinary share; they carry a right to dividends and a share of net assets on a wind up.

Reserves

Property, plant and equipment revaluation reserve

The property, plant and equipment revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. The balance standing to the credit of the reserve may be used to satisfy the distribution of bonus shares to shareholders and is only available for the payment of cash dividends in limited circumstances as permitted by law.

Fair value changes of equity securities

The fair value of equity securities reserve is used to record the fair value changes on listed securities. The fair value movements are recognised in the statement of comprehensive income.

Hedging reserve – cash flow hedges

The hedging reserve is used to record gains or losses on a hedging instrument in a cash flow hedge. The amounts are recognised in the income statement when the associated hedged transactions affect profit or loss.



E2. Dividends paid and payable

	Cents per Share	2026 \$'000	2025 \$'000
2024 Final dividend	13.70	-	20,000
2025 Interim dividend	17.12	-	25,000
2025 Special dividend	30.82	-	45,000
2025 Final dividend	18.49	27,000	-
2026 Interim dividend	17.81	26,000	-
Total dividends paid and payable		53,000	90,000

Recognition and measurement

Dividends

Any dividend declared on or before the end of the financial year but not distributed at balance date is recognised as dividend payable. Refer note H4 for dividends declared after balance date.

Dividends paid this year totalled \$98,000,000 which included the 2025 special dividend payable as at 30 June 2025, the 2025 final dividend declared as at 30 June 2025 and the 2026 Interim dividend declared and paid during the current year.

E3. Borrowings

	2026		2025	
	Available \$'000	Net drawn \$'000	Available \$'000	Net drawn \$'000
Current				
<i>Unsecured</i>				
Bank overdraft – refer note D1	10,000	-	10,000	-
Total current borrowings	10,000	-	10,000	-
Non-Current				
<i>Unsecured</i>				
Related party term loan (unsecured)	430,000	135,302	430,000	119,076
Fixed-rate notes	170,000	169,860	170,000	169,811
Total non-current borrowings	600,000	305,162	600,000	288,887
Total borrowings	610,000	305,162	610,000	288,887

Recognition and measurement

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost using the effective interest method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has a right as at balance date to defer settlement of the liability for at least 12 months after the balance date.

From 1 April 2023 the Group and its parent, Auckland Council, entered into a service level agreement (SLA) for the provision of treasury services and an inter-company loan agreement. Under this agreement the total available facility is \$600 million less any Fixed rate notes allocation.

Large scale repayments are not required as long as the Group remains within the debt headroom position agreed with Auckland Council Treasury. Auckland Council Treasury met all of their obligations under the terms of the SLA during the financial year. The key objective of the centralised treasury function is to achieve cost savings and efficiencies. Under the agreement, Auckland Council now provides all of the Group's financing needs.

The current and non-current borrowings are unsecured. The Group borrows under a negative pledge arrangement which requires certain certificates and covenants.

Interest on this loan is based on Auckland Council's weighted average cost of funds on its total debts and hedgebook for each year.

The negative pledge deed sets out a minimum interest cover requirement (1.5:1) and a maximum gearing ratio percentage requirement (65%). There have been no breaches of this negative pledge during the financial year. The Group's risk management policies are disclosed in note G1.

Fixed rate notes

On 21 June 2018, Port of Auckland Limited, received long term funding in the form of unsecured notes, via three fixed rate tranches with terms of 10, 12 and 15 years, with final maturities in 2028, 2030, and 2033 respectively.

Each tranche is shared evenly between two investors, Metlife Investments and Pricoa Capital Group.

Interest is paid semi-annually.

The fixed rate notes are subject to the same negative pledge deed as the loans outlined above.

Fair value

The carrying amounts of the bank overdraft and related party term loans approximate their fair values as all debt amounts are based on either floating interest rates or short term (90 days or less) fixed rates.

The fair value of the fixed rate notes is calculated by discounting the future contractual cash flows at current market interest rates that are available for similar financial instruments. Refer to note G1.

E4. Lease liabilities

	2026 \$'000	2025 \$'000
Current lease liabilities	912	934
Non-current lease liabilities	10,687	11,453
Total lease liabilities	11,599	12,387

Significant judgement – lease term

The lease refers to the Wiri KiwiRail head lease which was subsequently subleased during the current year (refer to note B5). The lease term has been determined as the non-cancellable period of the head lease, together with options to extend the lease if the lessee is reasonably certain to exercise that option. Judgement has been exercised, to determine the likelihood to exercise any rights of renewal, on a lease by lease basis. The average lease term is six years (2025: six years).

	2026 \$'000	2025 \$'000
Amounts recognised in profit and loss		
Depreciation expense on right of use assets	322	1,206
Interest expense on lease liabilities	558	543

Maturity analysis – contractual undiscounted cash flows

	2026 \$'000	2025 \$'000
Within one year	931	1,110
Greater than one year but not more than five years	3,726	3,979
Greater than five years but not more than ten years	4,657	4,657
Greater than ten years	7,993	8,924
Total undiscounted lease liabilities	17,307	18,670

Section F: Group Structure

This section provides information on the legal structure of the Group including how it affects financial performance and the financial position of the Group. It also includes details of acquired businesses.

F1. Investments in other entities

	Investment in joint ventures \$'000	Total \$'000
Carrying value of equity accounted investments		
Balance at 1 July 2024	4,237	4,237
Share of profit / (loss) after income tax	3,477	3,477
Dividends received	(3,284)	(3,284)
Balance at 30 June 2025	4,430	4,430
Share of profit / (loss) after income tax	3,576	3,576
Dividends received	(2,495)	(2,495)
Balance at 30 June 2026	5,511	5,511

The Port Connect Limited advance is repayable on demand, and interest may be charged at commercial rates.

Refer to note F2 - Related parties for disclosure on subsidiaries, investments in associates and joint ventures.

Recognition and measurement

Investments and advances

The investments in joint ventures and associates are equity accounted. Refer to F2, for the Group accounting policies.

Note G1 sets out information about the impairment of financial assets and the Group's exposure to credit risk.

Advances are held at amortised cost, less provision for impairment.

F2. Related Parties

Subsidiaries

	Place of business	Class of shares	Equity Holding	
			2026 %	2025 %
Bunker Shipz Limited	New Zealand	Ordinary	100	100
Seafuels Limited	New Zealand	Ordinary	100	100
Waikato Freight Hub Limited	New Zealand	Ordinary	100	100
Nexus Logistics Limited	New Zealand	Ordinary	-	100
Conlinxx Limited	New Zealand	Ordinary	100	100

Sale of Nexus

On 1 December 2025, the Group disposed of its 100% interest in Nexus Logistics Limited for a total cash consideration of \$10,676,000, resulting in a loss of control. Conlinxx remains owned by the group but did not trade during the year and has no assets or liabilities. The carrying amounts of the assets and liabilities derecognised at the date of disposal, and the financial effects of the transaction, are detailed below:

	2026 \$'000
Consideration	
Cash consideration received	10,676
Less direct costs of selling	(475)
Net consideration	10,201
Net assets disposed	
Cash and cash equivalents	(428)
Trade and other receivables	(8,260)
Property, plant and equipment	(3,306)
Trade and other payables	5,628
Other current liabilities	470
Total net assets derecognised	(5,896)
Gain on disposal before tax	4,305

The resulting gain/loss on disposal has been recognised as "Gain on sale of subsidiary" in the Income statement.

The following has been included in the Statement of cash flows.

	2026 \$'000
Net cash inflow on disposal:	
Cash consideration received	\$10,676
Less: Cash and cash equivalents balance divested	(428)
Net cash inflow reported in Investing Activities	\$10,248

Associates and joint ventures

				Equity Holding	
	Principal Activity	Place of business	Class of shares	2026 %	2025 %
Joint Ventures					
North Tugz Limited	Marine towage	New Zealand	Ordinary	50	50
PortConnect Limited	Online cargo management system	New Zealand	Ordinary	50	50

Summary financial information of associates and joint ventures

	Aggregate Balance	
	2026 \$'000	2025 \$'000
Assets and liabilities		
Current assets	9,456	8,566
Non-current assets	26,399	25,862
Total assets	35,855	34,428
Current liabilities	6,809	10,932
Non-current liabilities	6,292	2,905
Total liabilities	13,101	13,837
Net assets	22,754	20,591
Results		
Revenue	25,209	23,743
Expenses	(18,056)	(16,789)
Net profit after tax	7,153	6,954
Total comprehensive income	7,153	6,954

The associates and joint ventures had contingent liabilities of \$nil as at 30 June 2026 (2025: \$nil). Capital commitments as at 30 June 2026 are \$450,000 (2025: \$nil).

Related-party outstanding balances

	2026 \$'000	2025 \$'000
Current receivables		
Auckland Council Group	5	42
Associates and joint ventures	86	685
Total current receivables	91	727
Non-current receivables		
Associates and joint ventures	1,400	1,400
Total non-current receivables	1,400	1,400
Current payables		
Auckland Council Group	14,623	56,665
Associates and joint ventures	99	201
Total current payables	14,722	56,866
Non-current liabilities		
Auckland Council Group	135,302	119,076
Total non-current liabilities	135,302	119,076

Payables to the Auckland Council Group includes dividend provided (refer to note E2) and subvention payable (refer to note A4).

Related-party transactions

	2026 \$'000	2025 \$'000
Auckland Council Group		
Services provided by the Port of Auckland Group	57	22
Services provided to the Port of Auckland Group	5,686	6,168
Advances to the Port of Auckland Group	270,533	185,107
Advance repayments from the Port of Auckland Group	254,306	273,932
Interest paid to Auckland Council	6,476	8,697
Net dividend paid and payable to Auckland Council	53,000	90,000
Subvention payable to Watercare Services Ltd for tax losses	14,518	11,587
Associates and joint ventures		
Services provided by the Port of Auckland Group	1,001	850
Services provided to the Port of Auckland Group	1,061	1,029
Net dividends received	2,495	3,284

Key management personnel compensation

	2026 \$'000	2025 \$'000
Directors' fees	718	639
Salaries and other short term employee benefits	5,426	5,833
Total key management compensation	6,144	6,472

Recognition and measurement

Related parties

All subsidiaries, associates and joint ventures are related parties to the Group. Auckland Council wholly owns Port of Auckland Limited. All council controlled organisations (CCOs) of Auckland Council are considered related parties to the Group.

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date the control ceases.

All intra group transactions, balances, income and expenses are eliminated in full on consolidation.

The results of subsidiaries acquired or disposed of during the year are included in the income statement from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the Group.

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between:

- i) the aggregate of the fair value of the consideration received and the fair value of any retained interest; and
- ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests.

Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to retained earnings) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under NZ IFRS 9 Financial Instruments or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.

As a result of loss of control of a subsidiary when a joint venture is formed through the contribution of the subsidiary, the Group's Board and management have chosen to account for the loss of control under NZ IAS 28 Investments in Associates and Joint Ventures. NZ IAS 28 requires that when non-monetary contributions are made to a joint venture, a gain or loss is recognised only in relation to the portion no longer owned.

Associates and joint ventures

Associates are those entities over which the Group holds a significant but not controlling interest. Joint ventures are entities whose activities are jointly controlled by the Group and the Group has rights to the net assets of the entity. Investments in associates and joint ventures are accounted for using the equity method and are measured in the statement of financial position at cost plus post-acquisition changes in the Group's share of net assets. Goodwill relating to associates and joint ventures is included in the carrying amount of the investment. Dividends reduce the carrying value of the investment.

The amount recognised in the income statement and statement of comprehensive income reflects the Group's share of earnings of associates and joint ventures and its movement in reserves. Investments in associates and joint ventures are carried at the lower of the equity accounted amount and the recoverable amount. When the Group's share of accumulated losses in an associate or joint venture equals or exceeds its carrying value, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate or joint venture.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

The Group has applied NZ IFRS 11 Joint Arrangements to all joint arrangements. Under NZ IFRS 11 Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures.

The interests in North Tugz Limited and PortConnect Limited are accounted for in the Group financial statements using the equity method of accounting.

All joint ventures and associates have a 30 June year end.

Related Party Transactions

All services provided by and to Port of Auckland Group entities are entered into in the normal course of business on standard commercial terms.

Auckland Council Group

Auckland Council Group entities include: Auckland Council (Parent), Watercare Services Limited, Eke Panuku Development Auckland, Auckland Transport and Tātaki Auckland Unlimited.

The services provided to Port of Auckland Group entities from Auckland Council Group entities is made up of operating costs such as water and rates charged. The transactions between Port of Auckland Limited and Auckland Council Group entities include Intercompany loan advances and repayments, dividends, tax loss offsets, management fees and port charges.

Associates and joint ventures

The services provided to Port of Auckland Limited from associates and joint ventures are made up of port operating costs. The services provided by Port of Auckland Limited to associates and joint ventures include lease arrangements for property, management fees and port charges.

Port of Auckland Limited receives a dividend stream from North Tugz Limited.

Port of Auckland Limited has advanced funds to PortConnect Limited. Refer to note F1 for further information.

Directors

During the year, the Group entered into transactions with companies in which there are common directorships. These transactions have occurred on an arm's length commercial basis.

Key management personnel compensation

The key management personnel are all the directors of the company, the Chief Executive Officer and his direct reports who have the greatest authority for the strategic direction and management of the company.

The Group provides life insurance to some key management personnel. There are no other non-cash benefits provided to directors and other key management personnel in addition to their fees or salaries.

F3. Equity securities

	2026 \$'000	2025 \$'000
Balance at 1 July	-	28,355
Revaluation through reserves	-	17,671
Sale of shares	-	(46,026)
Balance at 30 June	-	-

On 12 June 2025, the High Court made final orders approving the scheme of arrangement (Scheme) under which Maritime Marsden Holdings Limited entered into an agreement with a Consortium comprising

Northland Regional Council, Port of Tauranga Limited and Ngāpuhi Investment Fund Limited (Tupu Tonu) (together, the Consortium) for the acquisition of all MMH shares other than those already held by Northland Regional Council at a price of

NZ\$5.60 per share in cash. In the prior year, the Group revalued this investment up to point of sale recognising this change in other comprehensive income.

Recognition and measurement

Equity securities

The Group made an irrevocable election to classify the equity securities at fair value through other comprehensive income (FVOCI). In the prior year, any related balance within the FVOCI reserve was reclassified to retained earnings.

The gains or losses on the equity securities are recognised in other comprehensive income, except for any impairment losses.

Dividends on FVOCI equity instruments are recognised in profit or loss when the entity's right to receive payment is established.

The Group assesses at each balance date whether there is objective evidence that a financial asset or a group of financial assets is impaired. Equity instruments are deemed to be impaired when there is a significant or prolonged decline in fair value below the original purchase price.

Financial assets are derecognised when the rights to receive cash flows from the asset have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

The fair values of quoted investments are based on current bid prices.

The Group holds no equity securities at balance date.

Section G: How we manage financial risk

This section describes the financial risks that the Group have identified and how it manages these risks to protect its financial position and performance. Risk management includes the use of financial instruments to hedge against unfavourable interest rate and foreign currency movements.

G1. Financial risk management

The Group's activities expose it to a variety of financial risks: credit risk, liquidity risk and market risk (including foreign currency risk, interest rate risk and equity price risk).

This note presents information about the Group's exposure to the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

The Group has a treasury policy which limits exposure to market risk for changes in interest rates and foreign currency, counter-party credit risk and liquidity risk.

The Group uses derivative financial instruments such as foreign exchange contracts and interest rate swaps to hedge certain risk exposures.

The Group does not hold derivative financial instruments for speculative purposes.

Credit risk

Credit risk is the potential loss from a transaction in the event of default by a counterparty on its contractual obligations.

Financial instruments which potentially subject the Group to credit risk, principally consist of bank balances, trade and other receivables, advances to equity accounted investees and derivative financial instruments.

Risk management

Credit risk is managed for cash and cash equivalents and deposits with banks and financial institutions, as well as credit exposures to trade receivables transactions. Derivative counterparties and cash transactions are limited to high credit quality financial institutions who currently have a Standard & Poors long-term credit rating of AA- or better. Limits are placed on the exposure to any one financial institution and the usage of these limits is determined by assigning product weightings to the principal amount of the transaction. The Group minimises its credit risk by spreading such exposures across a number of counterparties.

The carrying amount of financial assets recorded in the financial statements, which is net of impairment losses, represents the Group's maximum exposure to credit risk.

The Group's credit risk is also attributable to trade receivables which comprise a large number of customers, spread across diverse industries. The Group only extends credit after performing a credit assessment, which may include a review of their financial strengths, previous credit history with the Group, payment habits with other suppliers, bank references and credit rating agency reports.

Approximately 67% (2025: 54%) of trade receivables at balance date is reflected by the Group's ten largest customers. At balance date approximately 17% (2025: 16%) of the trade receivables related to one customer. The Group is satisfied with the credit quality of the customer and does not anticipate any non-performance.

Impairment of financial assets

The following financial assets are subject to the expected credit loss model:

- Cash and cash equivalents
- Trade receivables
- Advances to equity accounted investees

Trade receivables

The Group has applied the NZ IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. When a trade receivable is considered uncollectable, it is written off against the provision.

To measure the expected credit loss, the trade receivables have been grouped in accordance with their shared credit risk characteristics and the days past due. Historical loss rates are adjusted to reflect current and forward-looking information. The Group identified domestic GDP and the unemployment rate, alongside global macroeconomic factors such as global growth, and fuel prices, to be the most relevant credit risk factors. The loss rates are adjusted based on expected changes in these factors.

The trade receivables loss allowance as at 30 June 2026 was determined as follows:

\$'000s	Current	30 days past due	60 days past due	90 days past due	120 days past due	Total
30 June 2025						
Expected loss rate	1.66%	2.42%	6.45%	10.70%	29.30%	
Gross carrying amount	34,640	9,082	1,953	432	159	46,266
Loss allowance	573	220	126	46	47	1,012
30 June 2026						
Expected loss rate	1.57%	1.96%	3.91%	5.43%	34.29%	
Gross carrying amount	34,480	8,805	1,562	1,013	2,292	48,152
Loss allowance	543	173	61	55	786	1,618

Advances to equity accounted investees

The advances to equity accounted investees are repayable on demand, and as such the expected credit losses are based on the assumption that repayment of the loan is demanded at reporting date. As at 30 June 2026, there are no expected credit losses related to equity accounted investees (2025: \$nil).

Liquidity risk

Liquidity risk is the risk that the Group will be unable to meet obligations as they fall due. The Group manages the risk by targeting a minimum liquidity level by continuously forecasting cash flows and matching the maturity profiles of financial assets and liabilities.

The Group's exposure to liquidity risk based on undiscounted contractual cash flows relating to non-derivative financial liabilities is shown below:

\$'000s	Less than 6 months	6–12 months	1–2 years	2–5 years	5+ years	Total contractual cash flows	Carrying amount liabilities
Balance at 30 June 2025							
Trade and other payables	96,368	-	-	-	-	96,368	96,368
Borrowings	6,927	6,927	13,854	261,180	64,937	353,825	288,887
Total non-derivative liabilities	103,295	6,927	13,854	261,180	64,937	450,193	385,255

Balance at 30 June 2026

Trade and other payables	66,025	-	-	-	-	66,025	66,025
Borrowings	7,273	7,273	72,545	214,821	61,958	363,870	305,162
Total non-derivative liabilities	73,298	7,273	72,545	214,821	61,958	429,895	371,187

The Group's exposure to liquidity risk based on undiscounted contractual cash flows relating to derivative financial liabilities is shown below:

\$'000s	Less than 6 months	6–12 months	1–2 years	2–5 years	5+ years	Total contractual cash flows	Carrying amount liabilities
Balance at 30 June 2026							
Forward exchange contracts							
Inflows	-	(13,671)	(17,093)	-	-	(30,764)	-
Outflows	9,325	18,650	9,468	-	-	37,443	-
Net forward exchange contracts	9,325	4,979	(7,625)	-	-	6,679	790

Market risk

Foreign currency risk

Foreign currency risk is the risk arising from the variability of the NZD currency values of the Group's assets, liabilities and operating cash flows, caused by changes to foreign exchange rates.

The Group does not have any material exposure to currency risk except for the one off purchases of assets (e.g. plant and equipment) denominated in foreign currencies. The main foreign currencies the Group transacts with are EUR and USD.

The Group treasury policy requires that foreign exchange contracts must be entered into for the purchase of major items of plant and equipment and that the full amount of the purchase must be hedged.

Foreign exchange instruments approved under the treasury policy are forward exchange contracts and currency options.

Interest rate risk

As at 30 June 2026, the Group does not have any Interest rate swap arrangements.

Effects of hedge accounting on the financial position and performance

The effects of the foreign currency related hedging instruments on the Group's financial position and financial performance are outlined in the table below. The maturity date for the outstanding forward exchange contracts range from July 2026 to December 2027. These arrangements relate to the purchase of a new fuel barge for the Group. (No instruments in the prior year).

	2026 \$'000
USD Forward Exchange Contracts	
Carrying amount - liability	(542)
Notional amount	18,000
Hedge ratio	1:1
Change in discounted spot value of outstanding hedging instruments during financial year	(941)
Change in value of hedged item used to determine hedge effectiveness	941
Weighted average hedged rate for the year	USD 0.58512 :NZD 1
EUR Forward Exchange Contracts	
Carrying amount - liability	(249)
Notional amount	18,390
Hedge ratio	1:1
Change in discounted spot value of outstanding hedging instruments during financial year	(444)
Change in value of hedged item used to determine hedge effectiveness	444
Weighted average hedged rate for the year	EUR 0.49115 :NZD 1

As at the reporting date, the Group had the following variable rate borrowings outstanding:

	30 June 2026		30 June 2025	
	Weighted average interest rate	Balance \$'000	Weighted average interest rate	Balance \$'000
Bank overdrafts and bank loans	5.3%	0	6.3%	-
Related party term loan (unsecured)	4.4%	135,302	4.4%	119,076

A summary of terms and conditions of bank overdrafts and bank loans is provided in note E3.

Equity price risk

As at 30 June 2026, the Group does not hold equity securities. The Group is not exposed to commodity price risk.

Summarised sensitivity analysis

At balance date, the Group had the following mix of financial assets and liabilities exposed to interest rate risk, foreign exchange risk and equity price risk after considering hedging instruments.

	2026 \$'000	2025 \$'000
Financial assets		
Cash and cash equivalents	2,998	980
Total financial assets	2,998	980
Designated in hedge relationship		
Derivative financial assets		
Forward exchange contracts	-	-
Derivative financial liabilities		
Forward exchange contracts	790	-
Total designated in hedge relationship	790	-
Financial liabilities		
Interest bearing liabilities	305,162	288,887
Total financial liabilities	305,162	288,887
Net exposure		
	302,954	287,907

A change in the variables below with all other variables held constant, would increase/(decrease) the Group's net exposure by the amounts shown below:

	2026		2025	
	Profit before tax \$'000	Balance \$'000	Profit before tax \$'000	Equity \$'000
Interest rate risk				
25 basis point increase	763	-	725	-
25 basis point decrease	(763)	-	(725)	-
Foreign exchange risk				
10% increase in value of NZ dollar	-	(548)	-	-
10% decrease in value of NZ dollar	-	675	-	-

Fair value

Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

Level 1	Level 2	Level 3
The fair value of financial instruments traded in active markets is based on quoted market prices at the financial year end date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1. Instruments included in Level 1 comprise primarily NZX equity investments classified as at fair value through other comprehensive income (PY: available-for-sale).	The fair value of financial instruments that are not traded in an active market (for example, over the counter derivatives) is determined by using the following valuation techniques: - Quoted market prices or dealer quotes for similar instruments; - The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves; - The fair value of forward foreign exchange contracts is determined using forward exchange rates at the financial year end date, with the resulting value discounted back to present value; - Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.	The Group engages external, independent and qualified valuers to determine: - The fair value of the Group's investment property at the end of every annual reporting period, and - The fair value of the Group's land, buildings and wharves that are classified as property plant and equipment every three years. Any transfers in the fair value hierarchy is disclosed in note B2, along with an analysis for the fair value approaches used.

The following table presents the Group's assets and liabilities measured and recognised at fair value on a recurring basis:

	Level	2026 \$'000	2025 \$'000
Derivative financial assets			
Forward exchange contracts	2	-	-
Total derivative financial assets		-	-
Derivative financial liabilities			
Forward exchange contracts	2	790	-
Total derivative financial liabilities		790	-
Non-financial assets			
Investment properties	3	213,141	165,836
Land	3	442,727	470,813
Buildings	3	117,648	115,358
Wharves	3	423,747	392,922
Total non-financial assets		1,197,263	1,144,929

Financial instruments

The Group's financial instruments consist of cash and cash equivalents, trade and other receivables (excluding prepayments), advances to equity accounted investees, equity securities, trade and other payables and interest bearing liabilities.

The total carrying amount of the Group's financial assets and liabilities are detailed below:

	Carried at cost or amortised cost \$'000	Fair value through other comprehensive income \$'000
Balance at 30 June 2025		
Financial assets		
Cash and cash equivalents	980	-
Trade receivables	44,900	-
Joint venture and associate advances	1,400	-
Designated in hedge relationship		
Derivative financial assets	-	-
Derivative financial liabilities	-	-
Financial liabilities		
Trade and other payables	(43,689)	-
Borrowings	(288,887)	-
Lease liabilities	(12,387)	-
Balance at 30 June 2026		
Financial assets		
Cash and cash equivalents	2,998	-
Trade receivables	47,008	-
Joint venture and associate advances	1,400	-
Designated in hedge relationship		
Derivative financial assets	-	-
Derivative financial liabilities	-	(790)
Financial liabilities		
Trade and other payables	(61,058)	-
Interest bearing liabilities	(305,162)	-
Lease liabilities	(11,599)	-

The fair value of financial liabilities held at amortised cost are detailed below. This excludes floating rate bank debt, and trade and other payables, as their carrying values approximate their fair values.

	Tranche 1 \$'000	Tranche 2 \$'000	Tranche 3 \$'000	Total \$'000
Balance at 30 June 2025				
Interest bearing liabilities - fixed rate notes				
Final maturity date	21 June 2028	21 June 2030	21 June 2033	
Coupon	4.81%	5.06%	5.32%	
Carrying value - refer E3	57,961	55,937	55,913	169,811
Fair value	59,127	57,704	57,492	174,323

Balance at 30 June 2026

Interest bearing liabilities - fixed rate notes

	21 June 2028	21 June 2030	21 June 2033	
Final maturity date	4.81%	5.06%	5.32%	
Coupon	57,981	55,953	55,926	169,860
Carrying value - refer E3	58,954	57,379	57,876	174,209
Fair value				

The fair value of the fixed rate notes has been calculated as the present value of the future cash flows.

Capital risk management

The Group's objective when managing capital is to safeguard its ability to continue as a going concern, in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Group monitors balance sheet strengths and flexibility using cash flow forecast analysis and detailed budgeting processes. In addition, consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. The ratio is calculated as net debt divided by total capital.

Net debt is calculated as total borrowings (including 'current and non-current borrowings' as shown in the Group's statement of financial position) less cash and cash equivalents. Total capital is calculated as 'equity' as shown in the statement of financial position plus net debt.

The gearing ratio as at 2026 is 21% (2025: 22%).

G2. Derivative financial instruments

	2026 \$'000
Current liabilities	
Forward foreign exchange contracts	509
Total current derivative liabilities	509
Non-current liabilities	
Forward foreign exchange contracts	281
Total non-current derivative liabilities	281
Total derivative liabilities	790

Recognition and measurement

Derivatives

The Group uses derivative financial instruments to reduce exposure to fluctuations in interest rates and foreign currency exchange rates. The use of hedging instruments is governed by treasury policy approved by the Board.

Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently remeasured to fair value, at balance date, with an adjustment made for credit risk in accordance with NZ IFRS 13 'Fair Value Measurement'. The fair values are estimated on the basis of the quoted market prices for similar instruments in an active market or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.

The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument. Changes in the fair value of derivatives which have been successfully designated as part of a cash flow hedge relationship are recognised in the cash flow hedge reserve, to the extent they are effective. Any accounting ineffectiveness is recognised in the income statement. If the derivative is not designated as a hedged instrument, the resulting gain or loss is recognised immediately in the income statement.

Hedge accounting

The Group manages its exposure to fluctuations in foreign currency exchange rates through the use of derivatives.

At the start of a hedge relationship, the Group formally designates and documents the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an on-going basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

The Group designates certain derivatives as either hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge) or hedges of exposure to variability in cash flows that is attributable to a particular risk associated with an asset or liability or to highly probable forecast transactions (cash flow hedges).

Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in equity in the cash flow hedge reserve, while the gain or loss relating to the ineffective portion is recognised in the income statement.

Amounts recognised in equity are recycled in the income statement in the period when the hedged item will affect profit or loss (for instance when the interest payment that is hedged takes place).

When the forecast transaction that is hedged results in the recognition of an item of property, plant and equipment, the gains and losses previously deferred in equity are transferred from equity and included in the measurement of the initial cost or carrying amount of the item of property, plant and equipment. The deferred amounts are ultimately recognised in the income statement when the item of property, plant and equipment is depreciated.

If a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any amounts previously recognised in equity at that time remains in equity until the forecast transaction occurs. When a forecast transaction is no longer expected to occur amounts previously recognised in equity are transferred to the income statement.

Fair value

The Group's derivative financial assets and liabilities are all categorised in Level 2 in the fair value hierarchy as described in note G1 financial risk management – fair value.

Instruments used by the Group

The Group is party to derivative financial instruments in the normal course of business in order to hedge exposure to fluctuations in foreign exchange rates in accordance with the Group's financial risk management policies.

All derivatives are designated as hedging instruments.

Forward exchange contracts
- cash flow hedges

The Group is party to forward exchange contracts in order to manage foreign exchange risk. The Group's risk management policy is to hedge purchases of major items of plant and equipment in foreign currencies only.

The cash flows are expected to occur at various dates between six months to one year from the balance date.

At 30 June 2026, the Group had net outstanding forward exchange contracts equivalent to \$6,679,640 (2025: nil).

Hedging reserves

The Group's hedging reserves disclosed in note E1 relate to the following hedging instruments:

\$'000s	Forward exchange contracts	Total hedge reserve
Changes in fair value of hedging instrument recognised in OCI	(790)	(790)
Deferred tax	221	221
Balance at 30 June 2026	(569)	(569)

Hedge ineffectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic effectiveness assessments to ensure an economic relationship exists between the hedged item and the hedged instrument.

For hedges of foreign currency purchases, the Group enters into hedge relationships where the critical terms of the hedging instrument match, and therefore it is expected that the value

of the forward contracts and the value of the corresponding hedged items will systematically change in opposite direction in response to movements in the underlying exchange rate. Ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of the Group or the derivative counterparty.

Section H: Other disclosures

This section includes the remaining information for the Group that is required to be presented to comply with financial reporting requirements.

H1. Capital commitments

	2026 \$'000	2025 \$'000
Property, plant and equipment		
Property, plant and equipment	88,800	567
Intangible assets	1	74
Total capital commitments	88,801	641

Capital commitments include spend related to the construction of Bledisloe North Wharf, Fergusson building upgrade and fuel barge replacement. Prior year balances included spend related to HV power upgrade.

H2. Lease arrangements

	2026 \$'000	2025 \$'000
Operating lease arrangements: Group as lessor		
Within one year	15,370	13,470
Greater than one year but not more than five years	44,292	40,510
More than five years	47,854	45,541
Total operating lease arrangements	107,516	99,521

The lease arrangements of the Group relate to both investment property, and property, plant and equipment owned by the Group. Investment property non-cancellable term ranges from 1-12 years. Property, plant and equipment non-cancellable term ranges from 1 to 25 years.

All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

Recognition and measurement

Lease arrangements

Assets leased to third parties under operating leases are included in investment property and property, plant and equipment in the statement of financial position. Rental income (net of any incentives given to lessees) is recognised on a straight line basis over the lease term.

H3. Contingencies

Contingent liabilities

The Group had \$nil contingent liabilities at 30 June 2026 (2025: \$nil).

Port of Auckland Limited has a performance bond of \$810,000 (2025: \$810,000) with Auckland Council to ensure that the final finishing of the reclamation of the Fergusson Container terminal is undertaken and that an accessible esplanade reserve is provided.

Port of Auckland Limited pays Westpac a premium to take on the bond risk. No event has occurred that would cause this guarantee to be called upon.

Port of Auckland Limited potentially has a liability for aspects of repairs and maintenance on Queens Wharf of up to \$1.5 million. The expense is likely to be incurred within a ten to fifteen year time horizon.

H4. Events occurring after the reporting period

On 26 August 2026, subsequent to year end the Board of Directors resolved to pay an unimputed dividend of 19.86 cents per ordinary share, a total of \$29,000,000. The dividend will be paid on 4th September 2026.





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