



Dilworth

Dilworth Trust Annual Report



Dilworth
Junior
Campus

for the year ended 31 December 2025

Contents

Chairman’s Review

3

General Purpose Financial Report

+ Statement of Service Performance

7

+ Financial Statements

12

+ Independent Auditor’s Report

34

Governance Statement

37



Chairman's Review:

Introduction

It has been a privilege to assume the Chair's role this year and to continue the Dilworth Board's programme of transformative change across all parts of the organisation, including governance, the School, and commercial activities. In my first year as Board Chair, I have renewed the focus of our Board and Management team on Dilworth's core purpose: enhancing equitable outcomes for our great young men who might not otherwise have access to those opportunities, as outlined in the Will of Founder James Dilworth, but with a contemporary expression. This builds on the work led by the previous Chair, Aaron Snodgrass, ensuring Dilworth remains progressive, student-centred, and future-focused. Aaron retired from the Board on 30 April 2025 after reaching the maximum Trustee tenure of 12 years.

As Dilworth's first independent Board Chair for many years, one of my main priorities has been ensuring modern governance practices are in place, including Board terms and tenure. Another key focus has been to ensure the Board continues to encompass the broad range of capabilities, skills, diversity, and experience required to effectively govern the organisation. In 2025, we were pleased to appoint two new trustees: Ngaire Ashmore, who is Principal of Auckland Girls' Grammar School and brings further substantial expertise in education, and Aaron Hockly, who provides extensive legal and property experience and offers a valuable perspective as a Dilworth Old Boy. Further details on these appointments can be seen on the Dilworth School website.

After the year end, there were two further changes to the composition of the Dilworth Board. On 1 March 2026, new trustee Matanuku Mahuika was appointed, bringing extensive legal and governance expertise. Mr Matanuku's considerable experience includes governing complex, high-value organisations across the commercial, iwi, public service and for-purpose sectors. We also farewelled Deputy Board Chair Peter Alexander on 27 March 2026, after he reached the end of the new standard Trustee tenure of nine years.

Our Board's programme of work ensures Dilworth remains sustainable into the future and that the school of today and tomorrow exemplifies educational excellence and potential realised when equity is achieved - not only in Aotearoa New Zealand but in the world today.

Dilworth Response

The Board has continued to prioritise recommendations 3 and 4 of the Dilworth Independent Inquiry, which examined historical abuse at Dilworth School. These recommendations sought for the Board to work with survivors of historical abuse to identify what steps were needed to supplement the existing Redress Programme, and to ensure that the Board was, and was seen to be, even-handed in its relationships with all former students of the School so that it could contribute to healing the rifts within this community.

We began the year with the delivery of the Dilworth Community Acknowledgement and Apology on 1 March 2025, which was also live streamed to the Dilworth community. The Apology generated robust discussion with our survivor community, which wasn't always easy to hear, but underlined our ongoing commitment to transparency and open dialogue.

One of the year's highlights for me was working with the Project Reform Steering Group (PRSG). Established in 2024, this group is led by several men who are Dilworth survivors themselves and are willing to step forward to improve outcomes for others. I am immensely grateful to them. The PRSG led Dilworth's response to the National Day of Reflection on 14 November 2025, bringing the past and present together for the first time by including current students, staff, Board members, and Old Boys.

Also led by the PRSG, another significant initiative was announced in November 2025: the independent Navigator Services programme, delivered by Better Blokes Tautoko Tāne Tāmaki Makaurau, a trusted for-purpose organisation experienced in supporting male survivors of sexual abuse. This two-year pilot mental health and wellbeing programme aims to provide additional support to those who have experienced sexual abuse at Dilworth. The need for further support was a recurring theme during the discussion at the Dilworth Community Acknowledgement and Apology. The programme commenced operations after year end, on 17 March 2026.

Dilworth School

Student safety remains at the forefront of the School's focus. In September 2025, Dilworth School successfully achieved reaccreditation through the Australian Childhood Foundation's (ACF) Safeguarding Children Programme. ACF congratulated Dilworth for complying with all seven accreditation standards. Dilworth was first accredited by Child Wise in 2022, becoming the first school in New Zealand to do so. Child Wise merged with ACF in 2024.

In 2025, the Educational Review Office (ERO) assessed Dilworth as part of its review cycle and gave the School a favourable review across schooling and boarding.

The outcomes of the six-year transformational change programme led by Headmaster Dan Reddiex began to fully emerge in 2025.

The School achieved impressive NCEA results, including its highest-ever university entrance attainment level at 85.9%, and experienced a notable shift to merit and excellence grades, especially at NCEA Level 3. This was also reflected in the highest-ever number of NZQA Scholarships earned by Dilworth students, 23, with three young men attaining outstanding scholarships.

External scholarships—awarded to school leavers by other organisations and universities—also reached an all-time high of 40, including scholarships from most major NZ universities.

Perhaps the most exciting aspect for our School and Trust leadership was the incredible success of students who identify as Māori or Pasifika, with their results more than double the national average across NCEA Level 2 and 3 and NZQA Scholarship, reinforcing the effectiveness of our teaching systems and educational model.

Sporting success at Dilworth School continued with three particularly notable achievements:

- Our 4x100m relay team was victorious at the New Zealand Secondary Schools' Athletics Championships.
- Our premier basketball team won both the Auckland and Northern Region championships, in the process defeating several outstanding schools renowned for the sport.
- Our first-ever rugby league team won the 2025 New Zealand Secondary Schools Rugby League Boys' Championship.

Music, a huge part of Dilworth's culture, continued to excel with the premier choir, Fortissimo, winning gold at the Big Sing. Junior students also won gold at the New Zealand Choral Federation's 'The Kids Sing' for the first time.

The outstanding achievements of our musicians were recognised in the London Trinity School of Music examinations: 40 Dilworth students sat and passed exams at their respective levels, with 91% of candidates who entered gaining a Merit or Distinction.

Rounding out the year, we saw the completion of our new St Patrick's Chapel, at our Senior Campus in Epsom. Opening just after year end, in January 2026, this striking new building will provide substantial benefits to Dilworth School by enabling full School chapel and assembly gatherings, as well as enhanced opportunities for music and drama performances.

Financial Prudence and Sustainability

Financial sustainability remains a key priority for the Board.

While Dilworth Trust holds significant assets, 100% of the returns from these assets are applied to fund Dilworth School, where every student receives a fully funded scholarship.

With substantial resources allocated to Dilworth Response including the independent Dilworth Redress Programme over the past five years, and amid general economic headwinds and the need to maintain significant investment in the School, the Board and Management continue to adopt a prudent approach to financial management.

A key focus for the year was reviewing our commercial investment programme and establishing new revenue channels to ensure Dilworth's sustainability, including through our Advancement programme and by making some of our facilities available for external hire when not in use. An example of a successful facilities hire initiative was the highly successful Global Youth 7's, which has now been held at Dilworth for the past two years.

In addition to the new St Patrick's Chapel, the Dilworth Trust Office's property development team completed a major commercial property development towards the end of the year. A five-level development at the corner of St Mark's Road and Remuera Road, Remuera, was finished and fully leased to Auckland Radiology Group – a valuable addition to our investment property portfolio.

\$000's	12 months to 31 December 2025	11 months to 31 December 2024	12 months to 31 January 2024	12 months to 31 January 2023
Net Investment Property Income (1)	\$30,151	\$27,768	\$34,362	\$31,576
Net Income Available for School Use	\$24,014	\$20,068	\$25,700	\$22,489
School Operating Expenses	\$36,179	\$33,586	\$34,508	\$31,577
School Capital Investment (2)	\$8,258	\$11,097	\$6,075	\$19,331
Funds Applied to School Use	\$44,437	\$44,683	\$40,583	\$50,908

(1) *Excluding fair value adjustments*

(2) *Funded from reserves/divestment of investments*

In closing

My work this year has been supported by a dedicated team of Trustees who offer significant expertise in their respective areas. To my fellow Board members, Headmaster Dan Reddiex, Trust Office CEO Ewen Anderson, and your teams: thank you for your unwavering commitment to our mission and for supporting the Board.

I would like to make a special mention of Peter Alexander, retiring Trustee and Deputy Board Chair. Peter's contribution to Dilworth has been immense, and I wish to recognise his work and dedication both as a Trustee and as the Chair of the Safeguarding and Investment (formerly Property) Committees.

And finally, I would like to recognise the exceptional commitment and service provided to the Dilworth organisation over 12 years by former Chair Aaron Snodgrass. Along with the rest of the Board at the time, and amongst many other contributions to Dilworth, Aaron was a driving force in the governance oversight of the major School reset that has occurred under Headmaster Dan Reddiex, and in the establishment of our response to the historical abuse that occurred at the School.

We look forward to 2026 with confidence and excitement about future possibilities for the great young men who attend Dilworth now and in the future.

Jonathan Mason

Board Chair, Dilworth Trust

Dilworth Trust
General Purpose Financial Report
for the year ended 31 December 2025

Dilworth Trust

Statement of Service Performance

Our Mission and Vision

Dilworth's mission and vision have stayed true to the intent expressed in James Dilworth's Will more than 130 years ago.

Mission

To support young men to reach their potential
and become good and useful members of society

Vision

To develop young men of good character,
achieving personal excellence, who flourish in life



Statement of Service Performance

Dilworth Trust Purpose

Dilworth's purpose, what it intends to achieve, and how it goes about it were set out in the terms of James Dilworth's will. The will established an endowment to fund the education and training of as many young men as the income from the endowment will allow, providing them with opportunities they might not otherwise have had, enabling them to reach their potential and become good and useful members of society.

A key role of the Trust Board is to assess the School's requirements, i.e. admissions, teaching, and other facilities, that will best enable the School to achieve its mission while balancing the limits of funds available from the endowment in any given year.

Trustees are accordingly appointed to various committees, appropriate to their expertise, to oversee key areas on behalf of the Board: Admissions, Education, Disciplinary, People & Culture, Investment, and to an Audit, Finance & Risk Committee.



Service Performance of Dilworth School

About Dilworth

Students receive a high-quality education, strong pastoral care, and a wide range of extracurricular activities to ensure they are fully prepared to realise their potential and strive for personal excellence.

Dilworth offers a comprehensive and innovative curriculum, specifically designed and integrated to provide students with a broad education and the best possible chance of success in life. The curriculum comprises three distinct strands: the academic curriculum, Ako Puāwaitanga (wellbeing), and a programme of Learning in the Outdoors.

The school has three campuses: the Junior Campus in Remuera (Years 7 and 8); the Senior Campus in Epsom (Years 9 to 13); and the Mangatāwhiri Outdoor Education Campus, located just outside Auckland, where all students can participate in dedicated outdoor learning experiences.

The majority of students board at Dilworth and go home at weekends. Both day and boarding options are available at Dilworth's Junior Campus.

Dilworth's modern boarding school environment fosters a sense of community, and house staff aim to meet the students' physical, social, and academic needs in a 'home-away-from-home' environment. In addition, when a student's home or boarding environment is temporarily disrupted, Isabella Dilworth Lodge provides short-term residential care.

During 2025, a comprehensive review of Boarding at Dilworth was undertaken, with a planned move to a horizontal boarding model in 2026 (i.e each year group in their own, dedicated boarding facility) and the introduction of Day School to Year 9 at the Dilworth Senior Campus.

Safeguarding

Keeping students safe from harm is Dilworth's highest priority. The School has worked hard over a six-year period to build a new culture from the ground up, with

student safety at its core. Safety includes physical health and safety, as well as child safeguarding. In 2022, Dilworth became the first school in New Zealand to be Child Wise accredited.

In September 2025, Dilworth School successfully achieved reaccreditation through the Australian Childhood Foundation's (ACF) Safeguarding Children Programme. The extensive audit report concluded that Dilworth's safeguarding culture is "highly mature," with robust systems, policies, and procedures embedded throughout the organisation. Auditors noted that protecting children's safety and supporting their wellbeing is considered the "highest priority" and "second nature" among personnel.

Key strengths of our safeguarding culture, as identified in the ACF reaccreditation audit, include:

- A systematic, child-focused approach
- Significant investment in safeguarding
- Strong consultation and partnership
- Safeguarding embedded in daily practice

The Christian faith, as expressed by the Anglican Church, is central to all parts of School life. Towards the end of the year, Dilworth's new chapel, St Patrick's, was completed, ready for opening in January 2026. This building will make a material difference to life at the School, accommodating the whole School for chapel, assemblies and special performances.

Dilworth offers NCEA at Years 12 and 13, and the Dilworth Diploma at Year 11. Students in all year levels are challenged academically and supported extensively. Small class sizes, a bespoke curriculum and specialist teachers ensure students reach their academic potential. Dilworth's NCEA results reflect this.

Service performance for the year ended 31 December 2025

Outcome	Measure	2025 Academic Year	2024 Academic Year	2023 Academic Year
To carry out its purpose, Dilworth provides scholarships which includes free tuition, boarding, uniforms, sports fees, and music tuition for boys from Year 7 to Year 13.	Number of Educational Opportunities Funded	495	489	501
	New Students Admitted	96	96	82
	Number of NCEA Scholarships	23	14	7
	NCEA Achievements:			
	Level 1*	N/A	N/A	91%
	Level 2	99%	98%	96%
	Level 3	93%	94%	97%
	Number of Students Graduated at End of Year	67	63	67
To provide outstanding education opportunities, Dilworth employs staff across the School and Trust Office. It has three campuses in Auckland: the Junior Campus houses our Year 7 and 8 students, Years 9 to 13 are located at the Senior Campus, and all students have the opportunity during the year for Learning in the Outdoors at the Mangatāwhiri Campus.	Number of Staff Employed	248	243	221
	Number of Students at Boarding Houses	474	489	478

*Not offered in 2024 and 2025 and replaced by the Dilworth Diploma

The construction of the new St Patrick's Chapel at the Senior Campus was completed in late 2025 and officially opened in January 2026. The building is designed to accommodate full School chapel and assembly gatherings, enhanced opportunities for music and drama performances, gatherings of the wider whānau community, and further facilities hireage opportunities when not in School use.

Service Performance of the Trust Office

Dilworth relies primarily on the endowment established by James and Isabella Dilworth 130 years ago to fund the current and future operational and capital needs of the School. Trustees have been charged by the will established by James and Isabella Dilworth to protect and grow the endowment so that the School will be able to thrive in perpetuity.

The Trust Office is the commercial arm of Dilworth, responsible for managing the endowment and a range of other related commercial activities.

Alongside this, the Trust Office also supports the delivery of the Dilworth Redress Programme, governance administration matters, and management of a range of shared services including Health & Safety, Finance and Advancement (alumni relations and fundraising).

Service performance for the year ended 31 December 2025

Outcome	Measure	FY Dec 2025 (12 months)	FY Dec 2024 (11 months)	FY Jan 2024 (12 months)
Dilworth relies largely on the endowment to fund the current and future operational and capital needs of the School. Trustees are charged with protecting and growing the endowment.	Average Net Income Generated and Available for School Use* in Last Five Years	\$22.7m	\$21.8m	\$23.0m
	Net Income Generated and Available for School Use*	\$24.0m	\$20.0m	\$25.7m
	Total Assets	\$1,045m	\$1,055m	\$1,148m
	Total Trust Equity	\$990m	\$991m	\$1,042m

*Excluding changes in historical abuse provisions and fair value changes

The Trust Office continues to implement a clear long-term plan to ensure the ongoing financial sustainability of the endowment. A key aspect of executing this plan is building on its core strength in commercial property, providing expert oversight of the financial assets portfolio, and the ongoing development and maintenance of robust, fit-for-purpose systems and processes.

Judgements in the selection, measurement, aggregation, and presentation of performance

The Trustees exercise judgment in deciding how to select, measure, aggregate, and present service performance information. This judgement focuses on determining the most appropriate and meaningful performance measures that are of particular value for accountability and decision-making purposes. The Trustees have chosen to present the performance measures selected above after consideration of the qualitative aspects and constraints on the collection of information. This included consideration of other information, such as students' academic, sporting, and cultural achievements, published in the Trust's annual review on its website and elsewhere. This other information has not been selected as it does not meet the qualitative characteristics required of service performance information. The service performance indicators selected focus on the Trust's ability to fulfil its mission: to educate and support as many young men as possible to help them reach their full potential and become good and useful members of society.

Financial Statements

Dilworth Trust

Statement of Comprehensive Revenue and Expense

For the year ended 31 December 2025

in thousands of dollars

Expenses	Note	12 months to Dec 2025	11 months to Dec 2024
School operating expenses		36,179	33,586
Trust Office operating expenses		6,137	7,700
Investment property expenses		4,251	8,264
Interest expenses	14	1,366	3,329
Funds management expenses		203	182
Loss on disposal of property, plant and equipment		4	-
Provision for historical abuse	13	19,725	15,389
Total expenses	5	67,865	68,450
Funded by:			
Income			
Investment property rental income		34,402	32,975
Government grants		722	556
Interest income		335	544
Donations, bequests & other income	6	841	865
Gain on disposal of property, plant and equipment		-	40
Dividends received		823	1,477
Total income before fair value (loss) / gain on investment property and managed funds		37,123	36,457
Net deficit before fair value (loss) / gain on investment property and managed funds		(30,742)	(31,993)
Net fair value (loss) / gain on investment properties	10	12,779	(16,155)
Net fair value (loss) / gain on investment properties held for sale		(971)	(19,416)
Net fair value (loss) / gain on managed funds		16,533	16,126
Share of income from associates		870	440
Surplus/(Deficit) for the period		(1,531)	(50,998)
Total comprehensive revenue and expenses		(1,531)	(50,998)

Dilworth Trust
Statement of Financial Position
As at 31 December 2025
in thousands of dollars

Assets	Note	Dec 2025	Dec 2024
Cash and cash equivalents		6,292	11,481
Receivables and other assets	7	1,790	2,236
Managed funds	8	144,981	132,257
Investment property - held for sale	11	10,632	81,780
Interest in associate	9	7,187	7,467
Investment property	10	683,880	633,960
Property, plant and equipment	12	189,948	186,259
Total assets		1,044,710	1,055,440
Liabilities			
Trade and other payables from exchange transactions		7,159	13,541
Employee benefits liability		2,527	2,250
Provision for historical abuse	13	26,665	22,824
Bank loan	14	18,000	25,000
Trust and special funds	15	591	526
Total liabilities		54,942	64,141
Total net assets		989,768	991,299
Trust equity			
Accumulated comprehensive revenue and expense		989,768	991,299
Total Trust equity		989,768	991,299

Trustee



Date: 28 April 2026

Trustee



Date: 28 April 2026

Dilworth Trust

Statement of Changes in Net Assets / Equity For the year ended 31 December 2025 *in thousands of dollars*

	Accumulated comprehensive revenue and expense	Total Equity
Balance at 1 February 2024	1,042,297	1,042,297
Total comprehensive revenue and expenses for the 11 month period	(50,998)	(50,998)
Balance at 31 December 2024	991,299	991,299
Balance at 1 January 2025	991,299	991,299
Total comprehensive revenue and expenses for the 12 month period	(1,531)	(1,531)
Balance at 31 December 2025	989,768	989,768

Dilworth Trust
Cash Flow Statement
For the year ended 31 December 2025
in thousands of dollars

Cash flows from operating activities	Note	12 months to Dec 2025	11 months to Dec 2024
Rental income from investment properties		34,726	34,606
Government grants		722	556
Donations, bequests & other income		1,041	865
Interest received		512	703
Dividends received		823	1,477
Interest paid		(2,937)	(3,469)
Cash paid to employees		(23,022)	(20,866)
Cash paid to suppliers		(22,747)	(24,814)
Cash paid to survivors		(13,258)	(30,283)
Net cash from / (used in) operating activities		(24,140)	(41,225)
Cash flows from investing activities			
Proceeds from sale of investment property		36,006	88,151
Proceeds from sale of fund investments		5,362	11,167
Acquisition of property, plant and equipment		(8,258)	(11,097)
Capital expenditure on investment property		(6,803)	(18,593)
Acquisition of fund investments		(1,320)	(2,107)
Income from associates	9	66	-
Receipt of loan repayment from associates	9	898	-
Net cash from / (used in) investing activities		25,951	67,521
Cash flows from financing activities			
Proceeds from bank loans		20,093	42,843
Repayment of bank loans		(27,093)	(70,000)
Net cash from / (used in) financing activities	14	(7,000)	(27,157)
Net increase / (decrease) in cash and cash equivalents		(5,189)	(861)
Cash and cash equivalents at start of reporting period		11,481	12,342
Cash and cash equivalents at end of reporting period		6,292	11,481

Dilworth Trust

Reconciliation of (deficit) surplus with net cash flows (used in) / from operating activities

For the year ended 31 December 2025

in thousands of dollars

		12 months to	11 months to
	Note	Dec 2025	Dec 2024
(Deficit) / surplus for the year		(1,531)	(50,998)
Non-cash movements:			
Decrease / (increase) in investment properties due to revaluation	10	(12,779)	16,155
Decrease / (increase) in investment properties held for sale due to revaluation	11	971	19,416
Decrease / (increase) in financial investments due to revaluation		(16,533)	(17,605)
Increase / (decrease) in interest rate swap liability		(1,273)	1,478
(Gain) / loss on disposal of property, plant and equipment		4	(40)
Depreciation	12	4,569	4,017
Share of income from associates		(870)	(440)
Impairment of assets under construction	10	-	2,942
Increase / (decrease) in provision for historical abuse		3,841	(17,413)
Add / (deduct) movements in working capital:			
Increase / (decrease) in payables and other liabilities		(775)	166
Decrease / (increase) in receivables and other assets		236	1,097
Net cash used in operating activities		(24,140)	(41,225)

Notes to the Financial Statements

for the year ended 31 December 2025

Note 1: Reporting entity

Dilworth Trust (the “Trust”) is a Trust domiciled in New Zealand and registered under the Charitable Trusts Act 1957 and the Charities Act 2005. The general purpose financial report (comprising the statement of service performance and the financial statements) has been prepared in accordance with the requirements of the 2005 Act.

For the purposes of financial reporting, the Trust is a public benefit entity (not-for-profit).

The Trust was established under the Will of James Dilworth who died on 23 December 1894. Under the terms of the Will the Trustees are directed to maintain and educate boys from families of good character in straitened circumstances to enable them to become good and useful members of society.

Note 2: Basis of preparation

a) Statement of compliance

The general purpose financial report has been prepared in accordance with and complies with New Zealand Generally Accepted Accounting Practice (NZ GAAP). It complies with the Public Entity Standards (PBE Standards) as appropriate for Tier 1 Not-For-Profit Public Benefit Entities (PBEs). As a registered charity, the Trust is required to prepare a general purpose financial report in accordance with NZ GAAP as specified in standard XRB A1. The Trust is a Tier 1 reporting entity.

The general purpose financial report was approved by the Trustees on 28 April 2026.

b) Basis of measurement

The financial statements have been prepared on an historical cost basis except for the following items in the Statement of financial position:

- Investment property, which is measured at fair value
- Managed funds, which are measured at fair value

c) Functional and presentation currency

The financial statements are presented in New Zealand dollars (“NZD”), which is the functional and reporting currency of the Trust and all values are rounded to the nearest thousand (\$000) unless indicated otherwise.

d) Statement of financial position presentation

The statement of financial position is presented broadly in order of liquidity, as it is considered to be a more relevant and faithful representation of the financial position of the Trust than a current/non-current presentation.

e) Change in financial year end

In the prior period the Trust changed its financial year end. The financial statements are prepared for the year ended 31 December 2025. The comparatives are for the 11 month period ended 31 December 2024, except for Related parties, Board and senior management (Note 19) where a 12 month comparative has been disclosed.

Note 3: Use of judgements and estimates

In the application of the Trust’s accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period of the revision and future periods if the revision affects both current and future periods. Actual results may vary from these estimates.

The significant judgements, estimates and assumptions made in the preparation of these financial statements are outlined below.

a) Judgements, assumptions and estimation uncertainties

Information about judgements, assumptions and estimation uncertainties in the year ended 31 December 2025 that have a significant risk of resulting in a material adjustment is included in the following notes:

- Note 4(i) & Note 8 – fair value estimation – managed funds
- Note 4(d) & Note 10 – fair value estimation – investment property
- Note 4(l) & Note 13 – provision for historical abuse estimation

b) Measurement of fair values

A number of the Trust's accounting policies and disclosures require the measurement of fair values, for both financial and investment property assets. The Trust has an established control framework with respect to the measurement of fair values. If third party information, such as independent property valuations is used to measure fair values, management assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of PBE Standards, including the level in the fair value hierarchy in which such valuations should be classified. When measuring the fair value of an asset or a liability, the Trust uses observable market data as far as possible. Significant valuations are monitored by the Audit, Finance & Risk Committee.

Transactional evidence supported investment property asset valuations at 31 December 2025. The independent valuers determining the fair value of the Trust's investment properties note the valuations are based on market conditions at 31 December 2025.

Note 4: Significant accounting policies

The accounting policies set out below have been applied in preparing the financial statements for the period ended 31 December 2025. There are no new, revised, or amended standards that are applicable to the Trust which are in issue but are not yet required to be adopted for the period ended 31 December 2025, which would have a significant impact on the Trust's financial statements.

a) Revenue from non-exchange transactions

Non-exchange transactions are those where the Trust receives value from another entity without giving approximately equal value in exchange. Inflows of resources from non-exchange transactions, other than services in-kind, that meet the definition of an asset are recognised as an asset only when:

- It is probable that the Trust will receive an inflow of economic benefits or service potential; and
- The fair value of the inflow can be measured reliably.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting obligation as a result of the non-exchange transactions, where both:

- It is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation; and
- The amount of the obligation can be estimated reliably.

Grants

The recognition of non-exchange revenue from grants depends on whether the grant comes with any conditions on the use of a transferred asset. Conditions that specifically require the Trust to return the inflow of resources received if they are not used in the way stipulated, result in the recognition of a liability that is subsequently recognised as non-exchange revenue as and when the conditions are satisfied. Conditions that are restrictions that do not specifically require the Trust to return the inflow of resources received if they are not utilised in the way stipulated do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue. The Trust receives a Government grant (Ministry of Education); the grant is provided to cover operational expenses in providing education to students. The grant does not impose any conditions on the Trust that require a return of unspent funds. Revenue in relation to this grant is recognised when it is payable to the Trust.

Donations and bequests

Donations and bequests are recognised as revenue at their fair value. Donations and bequests are voluntary transfers of assets including cash or other monetary assets, goods in-kind, and services in-kind that the Trust receives which are free from stipulations. Donations and bequests are recognised as revenue when it is probable that the future economic benefits or service potential will flow to the Trust, and the fair value of the assets can be measured reliably. For donations and bequests, this is usually on receipt of cash or other assets.

b) Taxes

The Trust is a charitable organisation and is exempt from income tax, as it operates for public benefit and to relieve the Government of its burden to provide welfare services and assist disadvantaged people.

c) Property, plant and equipment

All property, plant and equipment is stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Work in progress includes expenditure on partially completed assets that the Trust expects will form part of the asset cost at completion. Work in progress is measured at cost and will be depreciated once the asset is available for its original intended use.

Where an asset is acquired in a non-exchange transaction for no or nominal consideration, the asset is initially measured at its fair value.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Trust. All other repair and maintenance costs are recognised in surplus or deficit as incurred.

Depreciation is calculated to expense the cost of items of property, plant and equipment less their residual values using the straight-line method over their useful lives and is recognised in surplus or deficit. The estimated useful lives of property, plant and equipment are as follows:

- Buildings - New or refurbished: 50 – 80 years
- Buildings - Services and infrastructure: 10 – 25 years
- Plant and equipment: 3 – 20 years

If components of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items. Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

d) Investment property

Investment property is commercial real estate held to earn rental income and for capital appreciation. Investment property is initially recognised at cost, except property acquired through non-exchange transactions which is measured at fair value as its deemed cost. Cost includes expenditure that is directly attributable to the acquisition of the investment property. Investment properties are subsequently measured at fair value with changes in fair value recognised in surplus or deficit. Investment properties under construction are carried at cost until it is possible to reliably determine their fair value.

Investment properties are derecognised either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit or service potential is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the surplus or deficit in the period of derecognition.

e) Investment property - held for sale

Investment property is transferred to investment property held for sale when it is actively marketed for sale and its carrying amount will be recovered principally through a sale transaction rather than from continuing use. Investment properties held for sale are carried at fair value. Where a contracted sale price is available, the investment property is carried at that value as this is considered the best estimate of fair value.

f) Leases

The Trust owns land and developed properties leased to commercial tenants. Both ground leases and developed property leases are classified as operating leases, on the basis that the Trust retains legal ownership and substantially all of the risks and rewards incidental to ownership.

Some leases provide for periodic fixed rent increases. Where the rent increase is based on a fixed dollar amount or percentage increase, the contractual increase is reflected in the determination of the lease income and recognised on a straight-line basis over the lease term. Where the contractual increase is based on movements in the consumer price index, this is recognised as income in the period the increase occurs.

Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised as an expense over the lease term on a straight-line basis. Incentives granted to lessees in negotiating a new or renewal lease are recognised as a reduction to rental income straight-lined over the lease term.

g) Impairment of non-financial assets

The carrying amount of the Trust's non-financial assets other than investment properties are reviewed at each reporting date to determine whether there is any indication of impairment. If such an indication of impairment exists, then the asset's recoverable amount is estimated. An impairment loss is then recognised if the carrying amount of an asset exceeds its estimated recoverable amount.

The recoverable amount of a non-financial asset is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated cash flows (for cash-generating assets) or remaining service potential (for non-cash generating assets) are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money specific to the asset.

The Trust has determined that non-financial assets not held for investment purposes are non-cash generating and they are held for the operation of the Trust. All other non-financial assets are cash generating assets.

For each asset, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Trust estimates the asset's recoverable service amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable service amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable service amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in surplus or deficit.

h) Investment in associate

The Trust's interests in equity-accounted investees comprises an interest in an associate. Associates are those entities in which the Trust has significant influence, but not control or joint control, over the financial and operating policies. An interest in associate is accounted for using the equity method. The interest is initially recognised at cost. Subsequent to initial recognition, the financial statements include the Trust's share of the surplus or deficit and other comprehensive revenue and expense of the equity-accounted investee, until the date on which significant influence ceases.

i) Financial assets

The Trust's financial assets include cash and cash equivalents, receivables and managed funds.

Managed Funds

Managed funds are carried in the statement of financial position at fair value with the change in fair value recognised in surplus or deficit. At reporting date, the fair value of each investment in funds is derived from the Trust's relative interest in the total fair value of the fund as reported by the fund manager, and where applicable with adjustments for any significant changes leading up to the reporting date of the Trust.

Given the size of the Trust's holding in some financial assets, subsequent sale may result in a recoverable amount that is less than the fair value calculated on market value immediately prior to the sale. No liquidity adjustments have been estimated on the fair values recorded in Note 8 (31 December 2024: none).

Financial assets at amortised cost

Cash and cash equivalents and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest method, less impairment. Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. Losses arising from impairment are recognised in the surplus or deficit.

Derecognition of financial assets

The Trust derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Trust neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Impairment of financial assets

The Trust considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Trust in full. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data, such as significant financial difficulty of the debtor; a breach of contract such as a default; or it is probable the debtor will enter bankruptcy.

j) Financial liabilities

The Trust's financial liabilities include bank loans and trade payables.

All financial liabilities are recognised initially at fair value and, in the case of loans, plus directly attributable transaction costs. All the Trust's financial liabilities are subsequently measured at amortised cost using the effective interest rate method. Interest expense is recognised in surplus or deficit.

Derecognition of financial liabilities

The Trust derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Trust also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in surplus or deficit.

k) Provisions

Provisions are recognised when the Trust has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Where the Trust expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Statement of comprehensive revenue and expense net of any reimbursement.

l) Employee benefits

Short and long-term employee benefits

The cost of all short-term employee benefits, such as leave pay, is recognised during the period in which the employee renders the related service. The Trust provides long-term incentives to eligible employees, payable on completion of years of employment. The Trust's liability is based on an actuarial valuation. Changes in the value of the liabilities are recognised in the Statement of comprehensive revenue and expense. The estimated obligation is measured using the projected unit credit method.

m) Related parties

The Trust regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over the Trust, or vice versa. Members of key management (those that comprise the senior management group as disclosed in Note 19) and the Trustees are considered related parties.

n) Interest expense

The interest charges on bank loans are expensed in the period in which they occur, other than associated transaction costs which are capitalised and amortised over the term of the facility to which they relate. The borrowing costs are capitalised in relation to qualifying assets under construction. The Trust's borrowings are general in nature, and accordingly a weighted average capitalisation rate has been applied to eligible expenditures.

o) Adoption of new and revised standards

No standards, amendments or interpretations are expected to have a material impact to the Trust in the current or future reporting periods and on foreseeable future transactions.

Note 5: Expenses

in thousands of dollars

Total expenses include the following specific items:

	Note	12 months to Dec 2025	11 months to Dec 2024
Employee benefits		22,356	20,306
Contributions to defined contribution funds (Kiwisaver)		932	867
Depreciation	12	4,569	4,017
Fees paid to BDO Auckland for audit of financial report		100	103

No other non audit or assurance related services have been provided by BDO Auckland.

Note 6: Donations, bequests and other income
in thousands of dollars

	12 months to Dec 2025	11 months to Dec 2024
Donations and bequests	124	119
Facility hire	591	512
Parent contributions	76	205
Other	50	29
	<hr/>	
Total Donations, bequest and other income	841	865

Note 7: Receivables and other assets
in thousands of dollars

	Dec 2025	Dec 2024
Receivables from exchange transactions	562	330
Expected credit loss provision	(205)	(8)
Net receivables from exchange transactions	357	322
	<hr/>	
Accrued revenue from exchange transactions	867	821
Prepayments and other current assets	566	838
GST receivable	-	255
	<hr/>	
Total receivables and other assets	1,790	2,236

Bad debt expenses of \$33,000 (December 2024:\$3,000) have been recorded within Investment property expenses in the Statement of Comprehensive Revenue and Expenses

The provision for doubtful debts is calculated by reviewing all overdue balances and assessing the likelihood the balance will be paid. Where there is doubt that the full amount will be paid a full provision is made for that balance. Provision used during the period on bad debt expense \$8,000 (December 2024:\$256,000), additional provision expense made during the period \$205,000(December 2024:\$35,000)

Note 8: Managed funds
in thousands of dollars

Managed funds are recognised at fair value in the statement of financial position, with fair values based on the Net Asset Value (NAV) unit price excluding adjustment for buy/sell spreads as reported by the respective fund manager. The fund manager's assessments of NAV of the managed funds which are held on behalf of the Trust use the following methods:

- Level 1: the fair value is calculated using quoted prices in active markets.
- Level 2: the fair value is calculated using inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly (as prices) or indirectly (derived from prices) in active markets
- There are no Level 3 funds (31 December 2024: nil)

	Level 1	Level 2	Total
31 December 2025			
Financial assets measured at fair value:			
Managed funds	-	144,981	144,981
Total financial assets measured at fair value	-	144,981	144,981

31 December 2024			
Financial assets measured at fair value:			
Managed funds	-	132,257	132,257
Total financial assets measured at fair value	-	132,257	132,257

Note 9: Interest in associate

On 30 November 2021 the Trust invested \$4,905,000 in ArborGen ANZ, a limited partnership, established to acquire, operate and maintain the New Zealand and Australian business of ArborGen Holdings Limited. In addition, the Trust, in its capacity as a Limited Partner, lent \$1,795,000 to ArborGen ANZ to fund working capital and general corporate purposes of the business.

The associate is accounted for using the equity method. The carrying amount of the investment in associate is increased or decreased to recognise the Trust's share of the surplus or deficit and other comprehensive income of the associate, adjusted where necessary to ensure consistency with the accounting policies of the Trust.

The loan to associate attracts interest at 7.0% per annum, with interest to be paid every 31 March and 30 September. 50% of the loan was repaid on 30 December 2025 and 50% is due to be repaid on 31 December 2026.

Note 10: Investment property
in thousands of dollars

	Note	Dec 2025	Dec 2024
Opening balance		633,960	728,153
Additions (development expenditure)		4,028	13,597
Additions (subsequent expenditure on existing properties)		2,777	4,996
Impairment of assets under construction		-	(2,942)
Reclassifications (to)/from assets held for sale	11	30,336	(93,689)
Carrying amount pre-revaluation		671,101	650,115
Increase / (decrease) in fair value		12,779	(16,155)
Closing balance		683,880	633,960

External, independent valuers, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued, have valued the Trust's investment property portfolio at least every 12 months. The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

The fair values of the developed properties were determined based on valuations performed by Colliers International, Jones Lang LaSalle, Bayley's Valuations, CBRE and Savills New Zealand; registered independent valuers at 31 December 2025. The valuers are industry specialists in valuing investment properties of the type and location held by the Trust. All valuations were prepared and authorised by members of the New Zealand Institute of Valuers.

The fair values of ground lease properties as at 31 December 2025 were assessed by Savills New Zealand, CBRE, Seagar's and Colliers International; registered independent valuers and all valuations were prepared and authorised by members of the New Zealand Institute of Valuers.

Valuation methodologies and significant inputs

Independent valuers have adopted two or more of the following methodologies in arriving at the fair valuation calculations:

a) Discounted cash flows

A financial modelling methodology assessing the long-term return that is likely to be derived from an asset. Explicit assumptions are required for rental income growth and leasing up metrics on expiries, along with terminal value at the end of the cash flow period, typically a 10-year horizon. A market-derived discount rate is then applied to the assessed cash flows and discounted to a present value to determine fair value.

Key inputs – rental income, incentive costs, occupancy rate, vacancy rate, terminal capitalisation rate, rental growth rate and discount rate.

b) Income capitalisation

Determines fair value by capitalising the net income at a capitalisation rate reflecting the nature, location and tenancy profile of the asset. Subsequent near-term capital adjustments are then made which typically include letting-up allowances for vacancy and pending expiries, capital expenditure allowances, and under/over renting reversions.

Key inputs – gross market rent and core capitalisation rate.

c) Residual value

A methodology normally used for property which is undergoing, or is expected to undergo, redevelopment. Fair value is determined by firstly calculating a gross realisation which forecasts what a property is worth on completion and deducts all costs associated with the development of the property. These costs typically include letting and sale costs, a market required profit and risk margin, construction costs and finance costs.

Key inputs – profit and risk allowance and forecast development costs.

d) Sales comparison

Fair value is determined by applying positive and negative adjustments to recently transacted assets of a similar nature.

Note 11: Investment property - held for sale

in thousands of dollars

	Dec 2025	Dec 2024
Opening balance	81,780	92,882
Carrying value of investment properties transferred to held for sale	-	93,689
Carrying value of investment properties held for sale transferred to investment properties	(30,336)	-
Sale of investment properties held for sale	(40,510)	(86,730)
Fair value gain / (loss) on revaluation at reporting date	(302)	(18,062)
Closing balance	10,632	81,780

The Trust has actively marketed for sale 2 (December 2024:14) properties, of which 1 was contracted for sale as at 31 December 2025 (December 2024:7 properties). As of the date of approving these financial statements the sale of 2 properties have fully settled with none (December 2024: 12) expected to settle within the next 1 year.

The Trust changed its divestment plan during the year, resulting in a number of properties being transferred to investment property.

Note 12: Property, plant and equipment
in thousands of dollars

	Land	Buildings	Plant & Equipment	Work in Progress	Total
Cost or deemed costs					
Balance at 1 January 2025	94,209	93,829	17,568	11,902	217,508
Additions	-	-	-	8,263	8,263
Disposals	-	-	(81)	-	(81)
Transfer of Work in Progress during the year ¹	-	15,360	3,999	(19,359)	-
Balance at 31 December 2025	94,209	109,189	21,486	806	225,690
Accumulated depreciation					
Balance at 1 January 2025	-	23,714	7,535	-	31,249
Depreciation expense	-	2,705	1,864	-	4,569
Disposals	-	-	(76)	-	(76)
Balance at 31 December 2025	-	26,419	9,323	-	35,742
Carrying balance at 31 December 2025	94,209	82,770	12,163	806	189,948
Cost or deemed costs					
Balance at 1 February 2024	94,209	93,562	15,626	3,096	206,493
Additions	-	-	-	11,107	11,107
Disposals	-	-	(92)	-	(92)
Transfer of Work in Progress during the year	-	267	2,034	(2,301)	-
Balance at 31 December 2024	94,209	93,829	17,568	11,902	217,508
Accumulated depreciation					
Balance at 1 February 2024	-	21,362	5,952	-	27,314
Depreciation expense	-	2,352	1,665	-	4,017
Disposals	-	-	(82)	-	(82)
Balance at 31 December 2024	-	23,714	7,535	-	31,249
Carrying balance at 31 December 2024	94,209	70,115	10,033	11,902	186,259

¹The construction of the new school chapel was completed in the year, and capitalised cost moved from Work in Progress

Note 13: Provision for historical abuse
in thousands of dollars

	Dec 2025	Dec 2024
Opening balance	22,824	40,237
Additional provisions made	19,725	15,389
Amounts incurred and charged against the provision	(15,884)	(32,802)
Closing balance	26,665	22,824

Background

In 2019 the Trust publicly acknowledged historical abuse had occurred at Dilworth School. At the same time, the Trust provided former students who had suffered abuse and their families with access to an independent, confidential Listening Service providing fully funded access to an independent clinical psychologist and other forms of support. The Listening Service continues to be available to and used by former students who suffered abuse and their families.

The Trust is committed to openly and honestly confronting the issue of historical abuse at Dilworth School. As part of its response, the Trust established two other key programmes: an Independent Inquiry (“Inquiry”) and an independent Redress Programme (“Redress Programme”) during the 2023 financial year. The Inquiry completed its work on 18 September 2023, while the Redress Programme is ongoing.

The Trust has been contacted by lawyers representing some former students seeking redress for historical abuse. These claimants have settled their claims through the Redress Programme. In June 2021, a representative claim was made against the Trust under the Human Rights Act 1993 by former students who have indicated they were sexually abused while at School; this claim remains outstanding. The Trust acknowledges that these potential claimants may have grounds for claims through the Redress Programme and will support former students who choose to participate in this programme.

Provision and constructive obligations

A public announcement of the Trust’s intentions and the sharing of details of the proposed Inquiry and Redress Programme in 2021 with former students who had suffered abuse led to the existence, at 31 January 2022 of a constructive obligation for future cash outflows to meet claims related to historical abuse, in particular through the Redress Programme.

The Trustees note a high degree of judgement has been required to quantify the provision for historical abuse based on this constructive obligation in the financial statements.

Assumptions and Estimates

The assumptions and estimations made in their calculations included some uncertainties but were based on current information available to Trustees at that time, payments to date, best estimates, and predictions. These may be subject to material changes in future periods. The Trustees consider the provision to be the best estimate at a specific point in time and caution readers of the financial statements that the final amounts incurred may differ, potentially materially, from the estimates provided.

Quantification

In considering the quantification of the constructive obligation, the Trust has considered the potential ongoing costs associated with the Redress Programme, and associated wellbeing and ongoing support costs for former students who suffered abuse. These cost categories have been considered in estimating the provision for historical abuse.

In order to prepare a reasonable estimate for the provision for historical abuse, Trustees have had to exercise significant judgment due to the outcomes of the Redress Programme not being known or capable of prediction by the Trust.

The following assumptions have been made:

- The Redress Programme is expected to be in operation until at least the second half of 2027.
- Based on the number of eligible applicants to date, the total number of applicants to the Redress Programme could be approximately 395 to 425 (Dec 2024: 290 to 330) .
- Since March 2024 the independent Redress Panel has, in accordance with its Terms of Reference, awarded redress payments to former students who suffered abuse of up to \$300,000. In addition, the independent Redress Panel has discretion to make an additional award for ongoing therapy.

Due to the number of unknown factors and outcomes for each of the assumptions, the Trustees have quantified the remaining provision of \$26,665,000 (Dec 2024: \$22,824,000), all of which is expected to be settled within the next 24 months. The costs are based on the acceptances and payments so far.

The Trustees acknowledge that there may be a claimant, or group of claimants, who choose not to accept the offer made through the Redress Programme. A contingent liability exists as those individuals might bring a separate claim outside the Redress Programme against the Trust. However, apart from the claims mentioned above, the Trustees were not aware of any such claims at the date of approval of the financial statements.

Note 14: Bank loan

The Trust has arranged bank funding from Industrial and Commercial Bank of China (New Zealand) Limited (ICBC). As at 31 December 2025, bank facilities of \$18 million were drawn from ICBC of which a total \$50 million of facilities was available to be drawn (December 2024: \$25 million was drawn from ICBC of which a total \$60 million was available to be drawn). The facility is secured against a portfolio of investment properties (Note 10). The borrowings are in the name of the Trust.

During the year The Trust cancelled its \$50 million bank funding arrangement with Westpac New Zealand Limited. As at 31 December 2025 \$nil (December 2024: \$nil) was drawn down.

The interest rate on the loan is BKBM rate plus a margin and fees which range between 1.65% and 2.35% (December 2024: 1.71% and 2.51%) depending on the loan and the Trust's position within relevant covenant ratios. Interest expense incurred during the reporting period was \$1,366,000 (December 2024: \$3,329,000).

The loan facility contains covenants requiring a maximum permitted loan to value ratio of 50%, a minimum interest cover ratio of 2:1, and a weighted average lease term that is higher than the unexpired term of the facility with a minimum of 36 months. The Trust was compliant with these covenants during both periods.

The terms of the loan facility require a drawing for each interest period (one to six months) for which a drawdown notice is provided. At the end of the interest period the loan must be repaid, and the Trust has the right to reborrow if it is in compliance with the terms of the loan. The expected repayment of the facility has been outlined in Note 20.

Reconciliation of liabilities arising from financing activities:
in thousands of dollars

	Dec 2025	Dec 2024
Opening balance	25,000	52,157
Interest charged (non-cash)	1,366	3,329
Interest paid (cash)	(1,366)	(3,329)
Proceeds (cash)	20,093	42,843
Repayment (cash)	(27,093)	(70,000)
Closing balance	<u>18,000</u>	<u>25,000</u>

Note 15: Trust and special funds

The Trust holds a number of funds on behalf of beneficiaries related to the operation of the School, totalling \$591,000 (Dec 2024: \$526,000). These are donations received with specific criteria provided by the donor and certain funds belonging to students.

Note 16: Operating leases as lessor

in thousands of dollars

Future minimum lease income under non-cancellable operating leases:

	Dec 2025	Dec 2024
Due within one year	29,436	29,490
Due between one and five years	107,157	103,826
Due later than five years	154,308	124,036
Total non-cancellable operating lease payments	290,901	257,352

The information in the table above is gross and undiscounted.

Note 17: Contingent liabilities and assets

Other than as disclosed in note 13, there were no contingent liabilities or contingent assets at 31 December 2025 (December 2024: Nil).

Note 18: Capital commitments

in thousands of dollars

	Dec 2025	Dec 2024
Committed investment in managed funds	15,818	4,889
Committed investment property capital expenditure	-	1,104
Committed school capital expenditure	-	2,701
Capital commitments	15,818	8,694

Note 19: Related parties, Board and senior management

The total remuneration of 6 Trustees (December 2024: 5 Trustees) that held office during the period was \$612,000 (12 months to December 2024: \$606,000).

The senior management group are the key management personnel responsible for the operation of Dilworth School and the Trust. The senior management group consists of eight persons, being the Headmaster and the Chief Executive Officer, who both report to the Board, and certain members of the senior management teams. The total remuneration of the senior management group in the period was \$3,037,000 (12 months to December 2024: \$2,727,000) which includes salary and superannuation.

There are no loans or receivables which have been granted to any Trustee or member of the senior management group. (December 2024: \$nil)

The Dilworth Foundation was incorporated under the Charitable Trusts Act 1957 on 4 August 2016. The Dilworth Trust Board retains control of The Dilworth Foundation as the Trustees are the same for both organisations. There were no transactions with the Dilworth Foundation during the period (December 2024: \$nil). The total assets and net assets of the Foundation at reporting date was \$17,277 (December 2024: \$16,417), therefore consolidated financial statements including the Foundation have not been prepared.

Note 20: Financial risk management

The Board has overall responsibility for the establishment and oversight of the Audit, Finance and Risk Committee, which is responsible for developing and monitoring the Trust's risk management policies. The Committee reports regularly to the Board on its activities. The Committee oversees how management monitors compliance with policies and procedures and monitors the adequacy of the risk management framework in relation to the risks faced by the Trust.

Investment portfolio construction

The Trust's income is generated from its investments which are used to fund the School's operations.

The portfolio is invested in direct property, directly held equity, and pooled and segregated funds and financial assets managed by 12 investment managers (December 2024: 12). Under normal circumstances the Investment Portfolio is regularly reviewed to ensure that asset classes remain within the Strategic Asset Allocation set out in Dilworth's Statement of Investment Policy and Objectives (SIPO). The Board's Investment Advisor (Cambridge Associates LLC) carries out that review quarterly. Investment managers are recommended by the Board's Investment Advisor and ultimately approved by the Board. The Board is not involved with the analysis, sale or purchase of individual asset securities.

For financial assets, each asset class and the portfolio as a whole are measured against an appropriate internationally accepted standard benchmark or index. For direct property, the returns are measured against an internally set benchmark reflective of the market.

Through its investing activities, the Trust is exposed to credit risk, liquidity risk and market risk.

Credit risk

Credit risk is the risk of financial loss to the Trust if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Financial instruments which subject the Trust to credit risk principally consist of cash and cash equivalents, trade receivables and managed funds. The carrying amount of financial assets represents the maximum credit exposure.

The Trust conducts credit assessments to determine worthiness prior to entering lease agreements. In addition, trade receivables balances are monitored on an ongoing basis with the result that the Trust's exposure to credit risk is not significant. There were no impairment losses on lease rentals recognised in comprehensive revenue and expense (December 2024: nil).

The Trust manages credit risk on managed funds through a diversified basket of investments across traditional and alternative assets classes; the use of a multi-fund manager approach to portfolio investments; and compliance with mandate requirements of each investment. There is no significant concentration of credit risk as financial assets are spread amongst reputable financial institutions as managers, including across different types of asset classes in different jurisdictions.

The Trust does not currently have any direct holdings in bonds (December 2024: nil).

Liquidity risk

Liquidity risk is the risk that the Trust will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Trust monitors and evaluates liquidity requirements on an ongoing basis and generates sufficient cash flows from its operating activities to meet its obligations arising from its financial liabilities. The Trust's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable risk. This is done by ensuring the Trust has cash available and that its cash flows are in excess of expected cash outflows on financial liabilities. The exposure to liquidity risk is limited to accounts payable which are due within 0 to 60 days and bank loans. The Trust expects to have the ability to reborrow if it is in compliance with the current loan agreement and has no immediate plans for repayment of the full balance.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

in thousands of dollars

	Carrying value	Total	Less than 2 months	2 to 12 months	1 to 2 years	2 to 5 years
31 December 2025						
Non-derivative financial liabilities:						
Bank loan	18,000	(18,732)	(98)	(634)	(18,000)	-
Trade payables	3,750	(3,750)	(3,750)	-	-	-
Total non-derivative financial liabilities	21,750	(22,482)	(3,848)	(634)	(18,000)	-
	Carrying value	Total	Less than 2 months	2 to 12 months	1 to 2 years	2 to 5 years
31 December 2024						
Non-derivative financial liabilities:						
Bank loan	(25,000)	(27,775)	(388)	(1,822)	(371)	(25,194)
Trade payables	(5,465)	(5,465)	(5,465)	-	-	-
Total non-derivative financial liabilities	(30,465)	(33,240)	(5,853)	(1,822)	(371)	(25,194)

As disclosed in Note 14, the Trust has a secured bank loan that contains financial covenants. A future breach of the covenants may require the Trust to repay the loan earlier than indicated in the above table. Under the agreement, the covenants are monitored on a regular basis by the treasury function and regularly reported to the Board to ensure compliance with the agreement.

The interest payments on the variable interest secured loan in the table reflect market forward interest rates at the reporting date offset and these amounts may change as the interest rates change. Except for this it is not expected that the cashflows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

Market risk affecting the Trust's income or its holding of financial instruments

Market risk is the risk that changes in market prices, such as interest rates, equity prices and foreign exchange rates, will affect the Trust's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

a) Interest rate risk

The Trust is exposed to interest rate risk from the bank loan. The interest rate on the bank loan is comprised a variable amount, the BKBM rate, and a fixed margin. An increase of 100 basis points in interest rate during the year would have decreased total comprehensive revenue and expense for the year by \$180,000 (December 2024: \$250,000). This analysis assumes that all other variables remain constant. The Trust has a Treasury Policy which allows for the use of hedging instruments to manage the interest rate risk, and the entry into any hedging instrument must be approved by the Board. The Trust terminated its interest rate hedging arrangements during the year, and has \$nil interest rate hedging liability or asset as of 31 December 2025. As at 31 December 2024, the Trust had an interest rate hedging instrument liability of \$1,273,000 included in trade and other payables from exchange contracts. For hedging arrangements for \$50,000,000 of loans at an average rate of 4.62% in order to fix the other wise variable BKBM portion. 50% of those arrangements were due to expire in July 2026 and the rest due to expire in October 2027.

The Trust is also exposed to interest rate risk from cash and cash equivalents. The interest rate on cash and cash equivalents is variable. A decrease of 100 basis points in interest rate during the year would have decreased total comprehensive revenue and expense for the year by \$63,000 (December 2024: \$115,000). This analysis assumes that all other variables remain constant.

b) Market price risk

The Trust is exposed to equity price risk, which arises from managed fund investments measured at fair value through comprehensive revenue and expense. The Trust manages these financial assets through the policies set out in its Statement of Investment Policy and Objectives, monitoring the proportion of exposure to equity price risk through the approved strategic asset allocation. The primary goal of the Trust's investment strategy is to maximise investment returns, whilst managing and controlling market risk exposures within acceptable parameters. Management is assisted by external advisers in this regard.

c) Currency risk

The Trust is exposed to currency risk on managed fund investments. The mitigation of foreign exchange risk within each portfolio is dependent on the investment mandate for each manager, who select whether foreign exchange positions are hedged or unhedged. The Board, in conjunction with its investment adviser, considers the hedged or unhedged characteristics at the time the investment is made as part of the overall balance of the portfolio structure. In addition, there are managed fund investments held in currencies other than NZD.

At 31 December 2025, the Trust held managed fund assets that were denominated in Australian dollars ("AUD") and United States dollars ("USD") (December 2025: AUD\$6.1 million and USD\$31.0 million; December 2024: AUD\$17.8 million and USD\$12.3 million).

A 10% strengthening (weakening) of the NZD against the USD and AUD at 31 December 2025 and 31 December 2024 would have not have materially affected the measurement of financial instruments denominated in a foreign currency or equity and surplus or deficit. This assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

Capital Management

The Trust's capital is its equity, which comprises accumulated comprehensive revenue and expense. Equity is represented by net assets. The Trust manages its equity prudently as part of the process of effectively managing its revenues, expenditure, assets, liabilities and all related financial affairs. To ensure that the Trust achieves all its charitable objectives and purpose, the Trust has a Board of Trustees that actively controls and monitors progress of plans and activities against key performance indicators. The Trust is not subject to any externally imposed capital requirements.

Note 21: Subsequent Events

Management is not aware of any subsequent events other than those disclosed elsewhere in the financial statements that could have a material impact on the financial statements.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DILWORTH TRUST

Opinion

We have audited the general purpose financial report of Dilworth Trust (“the Trust”), which comprises the financial statements on pages 12 to 33, and the statement of service performance on pages 7 to 11. The complete set of financial statements comprise the statement of financial position as at 31 December 2025, the statement of comprehensive revenue and expense, statement of changes in net assets/equity, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion the accompanying general purpose financial report presents fairly, in all material respects:

- the financial position of the Trust as at 31 December 2025, and its financial performance, and its cash flows for the year then ended; and
- the statement of service performance for the year ended 31 December 2025 in that the service performance information is appropriate and meaningful and prepared in accordance with the Trust’s measurement bases or evaluation methods,

in accordance with Public Benefit Entity Standards (“PBE Standards”) issued by the New Zealand Accounting Standards Board.

Basis for Opinion

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

Other than in our capacity as auditor we have no relationship with, or interests in, the Trust.

Emphasis of Matter

We draw attention to Note 13 to the general purpose financial report, which describes the uncertainty related to the Provision for Historical Abuse. The Provision incorporates a high degree of estimation uncertainty surrounding the number of eligible applicants and the amount of the settlement per eligible applicant. The final amounts of the actual settlements may differ to the Provision estimated. Our opinion is not modified in respect of this matter.

Other Information

The Trustees are responsible for the other information. The other information obtained at the date of this auditor's report is information contained in the annual report, but does not include the statement of service performance and the financial statements and our auditor's report thereon.

Our opinion on the statement of service performance and 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 statement of service performance and financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the statement of service performance and the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, 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.

The Trustees' Responsibilities for the General Purpose Financial Report

The Trustees are responsible on behalf of the Trust for:

- a) the preparation and fair presentation of the financial statements and statement of service performance in accordance with PBE Standards;
- b) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a statement of service performance that is appropriate and meaningful in accordance with PBE Standards;
- c) the preparation and fair presentation of the statement of service performance in accordance with the Trust's measurement bases or evaluation methods, in accordance with PBE Standards;
- d) the overall presentation, structure and content of the statement of service performance in accordance with PBE Standards; and
- e) such internal control as the Trustees determine is necessary to enable the preparation of the financial statements and statement of service performance that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the General Purpose Financial Report

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

A further description of the auditor's responsibilities for the audit of the general purpose financial report is located at the XRB's website at

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-14-1/>

This description forms part of our auditor's report.

Who we Report to

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

BDO AUCKLAND

BDO Auckland
Auckland
New Zealand
28 April 2026

Governance Statement

For the year ended 31 December 2025

Dilworth Mission

The purpose of the Dilworth Trust was established by the directions within the will of James Dilworth, an Auckland farmer and property investor who died on 23 December 1894.

The Will provided for an endowment that is to be used to fund the maintenance, education and training of as many young men as the endowment will allow, providing them with opportunities they may not otherwise have had available to them, and in doing so enabling them to reach their potential and become good and useful members of society.

Role of the Board

Trustees are responsible for governing Dilworth Trust in accordance with the Will. In doing so they are responsible for the governance of Dilworth School and the Dilworth Trust Office, with the primary objective of delivering outstanding educational and pastoral care outcomes, and an important secondary objective of ensuring prudent stewardship of the endowment and its investments so as to ensure sustainable revenue streams are generated to fund the School in perpetuity.

In governing the School, the Board is responsible for the strategic oversight of a wide range of matters so as to enable the School to achieve the mission while balancing the limits of funds available from the endowment. The Board's governance responsibilities extend across areas such as faith, health and safety, student safety and discipline, resourcing requirements, curriculum, admissions, teaching, infrastructure and facilities, people and culture, stakeholder engagement, and risk management. Trustees are expected to be actively involved and present in the life of the School including attending a range of key School functions throughout the year and fostering relationships with a variety of stakeholders. Amongst other things they must maintain a close and positive working relationship with the Headmaster, monitor and assess the School's academic performance and progress, and interview prospective students and their families, a process which involves a commitment of several days over the course of the year.

Dilworth relies almost exclusively on the endowment established by James and Isabella Dilworth over 130 years ago to fund the current and future operational and capital needs of the School. In addition to providing a range of services that facilitate the efficient operation of the School, the Dilworth Trust Office is a commercially sophisticated operation responsible for the management and protection of the endowment in a manner that enables the School to fulfil the mission in perpetuity. The endowment incorporates a large commercial property portfolio alongside a significant international equities portfolio, and Trustees are charged with protecting and nurturing it in such a way as to ensure it is protected in perpetuity and grows in order to maintain purchasing power. Trustees discharge this obligation through regular review of investment policies and objectives and via governance oversight of financial management and investment decisions.

Under the guidance of the Board, the various elements of Dilworth form one of New Zealand's largest social enterprises, undertaking commercial activities to support the delivery of important social outcomes.

Our Governance Structure as at 31 December 2025

The Board

The Board is responsible for guiding the overall strategic direction of Dilworth Trust, to fulfil its mission while also fulfilling fiduciary duties to protect the interests of the organisation and its beneficiaries.

Chair: Jonathan Mason

Deputy Chair: Peter Alexander

Members: Leo Foliaki, John Morris, Aaron Hockly, Ngaire Ashmore

Admissions Committee	Education Committee	People & Culture Committee	Investment Committee	Audit, Finance & Risk Committee	Disciplinary Committee
Chair: Leo Foliaki	Chair: John Morris	Chair: John Morris	Chair: Peter Alexander	Chair: Leo Foliaki	Chair: Peter Alexander
Peter Alexander John Morris Ngaire Ashmore	Jonathan Mason Ngaire Ashmore	Jonathan Mason Ngaire Ashmore	Jonathan Mason Leo Foliaki Aaron Hockly	Jonathan Mason Aaron Hockly	Leo Foliaki John Morris Aaron Hockly Ngaire Ashmore
			Independent Member: Michael Holloway		

In addition to the six core Committees of the Board, a key governance body is the Safeguarding Committee. The Safeguarding Committee is a School management committee which includes amongst its members the Headmaster, Safeguarding Officer, General Manager HR, Board Chair, and Deputy Board Chair (who is the Board-appointed Safeguarding Trustee). The Committee receives input from a parent safeguarding committee and, through various channels, from students.

Other important stakeholder groups that contribute to governance at Dilworth include:

- Key parent groups Dilworth Family Connect, Pasifika Advisory Group, and Whānau Rūnanga
- Dilworth Old Boys' Association
- Student Council
- Senior Leadership Teams for both the School and Trust Office
- Anglican Bishop of Auckland and the Auckland Diocese

The Board has established a process to undertake independent evaluations of Board performance on a 2-3 year rotation. The Board Committees undertake reviews every other year of their objectives, responsibilities, procedures and performance, recommending any changes in their Terms of Reference to the Board for approval.

The key functions of the six Committees are set out below.

Admissions Committee

The Will requires Trustees to approve all students being admitted to Dilworth School. The objective of the Admissions Committee is to assist the Board to discharge these responsibilities. It assists the Board to:

- Formulate admissions criteria.
- Review marketing campaigns.
- Undertake the admissions / interview process.
- Review admissions processes, policies and practice.

Sub-delegation from Board: Consider, review, and make recommendations to the Board. Support the Board Chair where decisions are appealed.

Education Committee

In discharging the Board's responsibilities to govern the delivery of education at Dilworth School, the Committee's function is to:

- Ensure the Board and Headmaster have a shared vision of academic excellence and a clear road map to achieve it.
- Ensure that all Trustees understand and support the academic assurances and targets outlined in various School and public documents and are clear on how well the organisation is performing against those assurances and targets.
- Inform, advise, and educate the Board to ensure proper oversight of the School's academic programme.

The Committee's membership includes staff, student and parent representatives.

Sub-delegation from Board: Consider, review, and make recommendations to the Board.

People & Culture Committee

In discharging the Board's responsibilities in relation to people and culture, the Committee's function is to:

- Conduct performance reviews and set remuneration for the Headmaster and Chief Executive Officer.
- Establish, monitor and review people and culture policies and practices for employees of the School and Trust Office, including in relation to leadership and capability, succession planning, employee development, inclusiveness, diversity, and engagement.
- Oversee the establishment of remuneration policies and practices to ensure Dilworth continues to attract and retain top talent at all levels.
- Review Trustee remuneration, develop strategies for Trustee development, and undertake Board succession planning to ensure the Board continues to retain an appropriate mix of skills, experience, expertise, and diversity.

Sub-delegation from Board: Consider, review, and make recommendations to the Board.

Investment Committee

The Investment Committee (which changed its name from the Property Committee during 2025, reflecting an expansion in its mandate) assists the Board to discharge its responsibilities in relation to matters of commercial property investment, financial markets investments, and treasury management, including but not limited to:

- Investment strategy and policy
- Monitoring of investment performance
- Risk management
- Liquidity management
- Regulatory and policy compliance
- Acquisition and divestment / redemption
- Commercial property development
- Commercial property leasing
- Capital expenditure and maintenance
- Key external advisor/stakeholder monitoring and relationship management

Submissions to the Investment Committee and Board are supported by quality proposals and rationale that support and advance Dilworth's strategic investment and financial objectives. Membership of the Committee includes an independent commercial property expert.

Sub-delegation from Board: Authority within specified parameters to approve new commercial property leases, lease variations, and rent reviews. Otherwise, to consider, review, and make recommendations to the Board.

Audit, Finance & Risk Committee

The objective of the Committee is to advise and assist the Board to discharge its responsibilities in relation to:

- Financial planning and budgeting
- External financial reporting
- Financial policy setting including in relation to treasury management
- Insurance
- Risk management
- Regulatory and policy compliance
- Credit card management
- Audit oversight
- Internal controls

Sub-delegation from Board: Authority to approve annual insurance renewals, banking covenant compliance reporting, issuance of credit cards, and changes in credit card limits. Otherwise, to consider, review, and make recommendations to the Board.

Disciplinary Committee

The objective of the Committee is to assist the Board to discharge its responsibilities in relation to the review of disciplinary policies and practices, and to review:

- Disciplinary breaches by ākonga/students while attending Dilworth School;
- Situations where ākonga/students may be unsuitable for boarding and attending Dilworth School;
- Situations where ākonga/students demonstrate they are not upholding Dilworth School's Ākonga/Student Code of Conduct;

And in each of these cases, to determine if continuation of attendance at Dilworth School, or the imposition of conditions related to that attendance, is appropriate.

Sub-delegation from Board: Authority to make decisions on matters presented to it in relation to continued attendance at Dilworth School. Support the Board Chair where decisions are appealed.

Our Trustees

Jonathan Mason, Board Chair

Jonathan joined the Dilworth Trust Board in 2019. He serves on the Board of Zespri, is Vice-President of the National Council for the New Zealand Institute of Directors, a trustee of the University of Auckland Endowment Fund, a Member of the University Council for the University of Auckland, Chair of the NZUS Council, and a Trustee of the American Chamber of Commerce. He has recently held Board positions on major New Zealand companies Vector, Westpac New Zealand, and Air New Zealand. He was previously Chief Financial Officer for Fonterra and, prior to that, Carter Holt Harvey.

Jonathan and his wife have two adult daughters, and his interests include watching cricket and US football, tramping, and birdwatching.

Date of appointment: 8 March 2019

Peter Alexander, Deputy Board Chair

Peter joined the Dilworth Trust Board in 2017. A property and investment expert, Peter is an independent property investment and development advisor and a Fellow of the Royal Institution of Chartered Surveyors. In addition to various property advisory roles, he is a director of Smith & Caughey and Kiwi Property Group, and a panel member of Kainga Ora's Construction Programme Advisory Panel. He has previously held senior executive roles at a number of publicly listed companies including Auckland International Airport, Stride Property Group (where he was Chief Executive), Goodman, Property for Industry, and SkyCity Entertainment. He is a past Chairman of community housing provider Homes of Choice Limited and a past Director of HLC Limited (formerly Hobsonville Land Co Limited).

Peter is married and the father of two adult sons. He is a keen sportsman with a passion for water sports. His interests include youth development, water safety, social housing initiatives, and the disabilities sector. He is also an active volunteer in his local Pest Free initiative.

Date of appointment: 27 March 2017

Aaron Snodgrass, retiring Board Chair, Old Boy

Aaron is a Dilworth Old Boy (class of 1989) who joined the Dilworth Trust Board in 2013 before becoming Chair in 2018 and who retired from the Board during 2025. He is Chief Financial Officer of leading private environmental and engineering consultancy Tonkin + Taylor Group, having previously been Chief Financial Officer of Eastland Group, a Gisborne-based infrastructure company, and prior to that worked as a Chartered Accountant at PwC and Deutsche Bank. He is a trustee of Independent Schools of New Zealand and has served as a director on various commercial boards, including Eastland Generation and Flick Electric.

Aaron is a Chartered Accountant Fellow (FCA) and a Chartered Fellow of the Institute of Directors (CFInstD), a Justice of the Peace, an Issuing Officer, and a Judicial Justice serving in the District Court. He is married with four school aged children.

Date of appointment: 1 May 2013 (retired from the Board 30 April 2025)

Leo Foliaki

Leo was formerly a senior partner at PwC and joined the Dilworth Trust Board in 2022. His governance experience includes Board membership of a range of educational, health and social good organisations including the Auckland University of Technology Council, The Fred Hollows Foundation NZ, Studio of Pacific Architecture, Tātou Collective, Whakarongorau Aotearoa (NZ Telehealth Services), ProCare Network, and TupuToa Trust.

Leo and his wife have four adult children, and he values mentoring and developing young people. He is the co-chair of TupuToa Trust, which aims to increase Māori and Pasifika representation in corporate leadership. Since its foundation, it has successfully placed almost 1,000 Māori and Pasifika interns into organisations in NZ.

Date of appointment: 11 February 2022

John Morris ONZM

John was appointed to the Dilworth Trust Board in 2023 and brings significant experience in secondary school education and governance. He is currently an educational advisor to several schools and educational institutions and is a former Headmaster of Takapuna Grammar School (1990-93), Auckland Grammar School (1993-2012), and more recently, Executive Principal of Crimson Global Academy (2019-23), a global online high school. John has sat on several educational boards, including as an Independent Director of Academic Colleges Group, the Tertiary Education Commission, Education NZ, and the NZ Partnership Schools' Board, and has chaired the Education Council of Aotearoa NZ Transition Board.

John and his wife, a former teacher herself, have three adult children. In the sporting arena, John is a former Chairman of NZ Football and member of the FIFA Technical Committee, having previously represented New Zealand at international level.

Date of appointment: 26 October 2023

Aaron Hockly, Old Boy

Aaron is Chief Executive of leading New Zealand law firm MinterEllisonRuddWatts and was appointed to the Dilworth Trust Board in 2025. An experienced property and financial services executive, non-executive director, and former lawyer, Aaron has 15 years' experience leading large property groups in New Zealand and Australia, first as Chief Operating Officer and General Counsel of ASX-listed Growthpoint Properties Australia and, more recently, as Chief Executive of NZX-listed Vital Healthcare Property Trust. He has held a variety of governance roles and is currently a member of the Auckland Urban Design Panel, an independent advisory body that reviews significant projects across Auckland, and a director of the External Reporting Board, the independent Crown entity responsible for developing financial reporting standards. Previous governance roles include the board of Eke Panuku Development Auckland, Auckland Council's urban regeneration organisation, hospice and aged-care provider Mercy Healthcare (Auckland), the Ponsonby Community Centre, and Melbourne's Midsumma Festival. He is a Fellow – Governance New Zealand, a Fellow – Financial Services Institute of Australasia, a Chartered Member – Institute of Directors (New Zealand), a member of INFINZ, and holds a Master of Applied Finance.

Aaron and his partner have two primary school aged children, and in the (limited) spare time he has available to him, he enjoys the theatre and family time at the beach.

Date of appointment: 23 June 2025

Ngaire Ashmore

Ngaire was appointed to the Dilworth Trust Board in 2025. A distinguished educational leader with a career spanning three decades, marked by a deep commitment to student success and community engagement, Ngaire began her journey at Tamaki College before serving 20 years at Tangaroa College, 11 of those as Principal. At Tangaroa, she significantly elevated student achievement, particularly in University Entrance rates, and fostered greater parental support and engagement. Her expertise was recognised with a secondment to the University of Auckland Centre for Educational Leadership, where she contributed to programmes on culturally responsive leadership and community engagement together with a programme for first-time principals. In 2017, Ngaire was appointed Principal of Auckland Girls' Grammar School, where she has continued to drive notable improvements in student achievement, and in curriculum design and implementation that is responsive to student needs and community aspirations. She has led key developments at the school, including establishing a Health Science Academy in partnership with the Ministry of Health. Ngaire's governance experience includes current roles on the Secondary Principals' Association of New Zealand, Auckland Secondary School Principals' Association, School Sport New Zealand, and the Spirit of Adventure Trust, while she was previously a trustee of the Polyfest Trust, these roles underscoring her broad impact on the educational landscape.

Ngaire and her husband have three adult children, and in her spare time she enjoys spending time with her children and grandchildren, and some overseas travel when she can.

Date of appointment: 1 July 2025

2025 Skills Matrix - Dilworth Specific Skills

Trustees are committed to ensuring the Board continues to encompass the broad range of capabilities, skills, diversity, and experience required to effectively govern the organisation. A key element of this approach is the maintenance of a skills matrix that identifies the areas of both Dilworth-specific and broader governance related expertise and experience brought by Trustees. The table below summarises the key Dilworth-specific skillsets contributed by individual Trustees.

	Individual Trustee Expertise and Experience						Overall Board Capability	Targeted Skills for Recruitment
Educational Leadership	Expert	Expert	Expert	Expert	Developing	Expert	Expert	No
Admissions	Expert	Expert	Expert	Expert	Developing	Expert	Expert	No
Commercial Property Investment	Expert	Expert	Expert	Developing	Expert	Developing	Expert	No
Investment Management	Expert	Expert	Expert	Developing	Expert	Developing	Expert	No

Key: Level of expertise and experience

■ Expert	■ Moderate	■ Developing
---	--	---

Board / Committee Attendance – 1 January to 31 December 2025

Trustee	Board	Education ¹	P&C ²	Investment ³	AFR ⁴
Number of meetings	8	4	4	9	6

Attendances:

Jonathan Mason	8 / 8	1 / 3	4 / 4	5 / 9	6 / 6
Peter Alexander	8 / 8	-	-	9 / 9	-
Aaron Snodgrass ⁵	2 / 4	1 / 1	1 / 1	2 / 3	3 / 3
Leo Foliaki	8 / 8	-	-	9 / 9	6 / 6
John Morris	8 / 8	4 / 4	3 / 4	-	-
Aaron Hockly ⁶	3 / 4	-	-	4 / 5	2 / 2
Ngaire Ashmore ⁶	4 / 3	2 / 2	1 / 1	-	-

- ¹ There was robust Trustee attendance at Education Committee meetings during the year, with at least two Trustees present at each meeting.
- ² There was robust Trustee attendance at People & Culture Committee meetings during the year, including three instances not noted above of additional Trustees attending meetings (all Trustees are generally able to attend Committee meetings if they wish).
- ³ There was robust attendance at Investment Committee meetings during the year, including attendance by the Independent Committee member at each meeting (not noted in the table above). One meeting was held by circulation of the papers only, with deemed attendance noted in the table above. The Committee was renamed from the Property Committee in the latter part of the year, reflecting an expansion in its mandate.
- ⁴ There was full Trustee attendance at Audit, Finance & Risk Committee meetings during the year, including one instance of an additional Trustee attending a meeting (not noted above).
- ⁵ Aaron Snodgrass was granted a leave of absence from the March and April Board meetings, with Jonathan Mason presiding as Acting Chair prior to his appointment to the Chair role. Aaron retired from the Board on 30 April 2025.
- ⁶ Aaron Hockly and Ngaire Ashmore were appointed in June and July 2025 respectively, with subsequent appointments to various Board Committees. Ms Ashmore joined the June Board meeting as an observer, prior to her formal appointment as a Trustee.

The Admissions and Disciplinary Committees meet as and when required.

Trustee Honoraria

Trustee remuneration is subject to High Court approval every five years. The last review was completed by independent remuneration experts Strategic Pay and approved by the High Court in March 2025.

While the High Court approved formula sets a maximum aggregate remuneration level for Trustees, the full amount of this remuneration is not necessarily required to be utilised. In recent years, Trustees have elected not to take up the maximum aggregate remuneration to which they are entitled, while total remuneration levels have also been reduced as a result of there being periods during which less than six Trustees have been on the Board.

Aggregate Trustee Remuneration (\$000)	12 months to 31 December 2025	12 months to 31 December 2024
Available Pool	644	667
Remuneration Paid	612	606

Tenure Limits

Trustee tenure is limited to nine years with the ability to extend this to 12 years in exceptional circumstances. Current Trustee tenures and retirement dates are as follows:

	Date of Appointment	Tenure at 31 December 2025	Retirement Date	Tenure at Retirement Date
Jonathan Mason	8 March 2019	6 years 10 months	7 March 2028	9 years
Peter Alexander	27 March 2017	8 years 9 months	27 March 2026	9 years
Aaron Snodgrass	1 May 2013	-	30 April 2025	12 years
Leo Foliaki	11 February 2022	3 years 11 months	11 February 2031	9 years
John Morris	26 October 2023	2 years 2 months	26 October 2026	3 years
Aaron Hockly	23 June 2025	6 months	22 June 2034	9 years
Ngaire Ashmore	1 July 2025	6 months	30 June 2034	9 years

Trustee Engagement/Activities

The Board ensures transparent communication and active engagement with the School and parent community on key decisions and issues. This is achieved through a range of channels and initiatives, including:

- Dilworth School website – regular updates on governance matters and strategic initiatives
- School newsletter – periodic updates for parents and caregivers
- At least annual stakeholder meetings with key groups, such as:
 - Dilworth Family Connect
 - Pasifika Advisory Group
 - Whānau Rūnanga
 - Student representatives (prefects, Student Council)
 - Senior staff
 - Dilworth Old Boys' Association
 - Staples Education Foundation
 - Anglican Bishop of Auckland and the Auckland Diocese
- Old Boys engagement – updates via the Reunion newsletter, hosting and attending reunions, and participation in DOBA Council meetings
- Comprehensive reporting in the Annual Report
- Social media – sharing news and updates to reach a wider audience
- Dilworth Prospectus – providing information about the Board and its role

Trustee Recruitment and Selection

Trustee appointments are well publicised and utilise the expertise of an independent recruitment firm. The selection of new Trustees is guided by our skills matrix to ensure alignment with the Board's strategic needs, and that the Board continues to encompass the broad range of capabilities, skills, diversity, and experience required to effectively govern the organisation.

During the year, the Board appointed two new Trustees, Aaron Hockly and Ngaire Ashmore, who bring significant expertise. Aaron is an experienced property and financial services executive and former lawyer with significant governance experience. Ngaire is a distinguished educational leader with a proven track record in the secondary school sector. Aaron Snodgrass retired from the Board during the year.

A third new Trustee, Matanuku Mahuika, was appointed after year end. Matanuku brings extensive legal and governance expertise, further strengthening and diversifying the Board's range of capabilities, skills and experience.



Dilworth