

Performance Report 30 June 2026

Manukau Business Association Incorporated
For the year ended 30 June 2026

Prepared by Business Like NZ Ltd

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Entity Information

Manukau Business Association Incorporated For the year ended 30 June 2026

Legal name

Manukau Business Association Incorporated

Other name used

Business Manukau and Manukau Heart of the South

Entity Type

Not-for-profit incorporated society registered under the Incorporated Societies Act 2022

Incorporation number

1807899

New Zealand Business Number

9429043038114

IRD Number

094-366-305

Registered Address

24 Cavendish Drive
Manukau, Auckland 2104

Purpose

To represent and support businesses and commercial property owners in Manukau and help make Manukau a destination where the community can live, shop, work, study and play.

Structure and governance

The Association is governed by an Executive Board elected annually by its members. The Board oversees the Association and its Business Improvement District programme.

Main sources of funds

Auckland Council Business Improvement District targeted-rate grant, government service contracts, grants, associate membership fees, boardroom hire and interest.

Reliance on volunteers

The elected Executive Board provides governance to the Association. The extent of other volunteer support has not been quantified.

Executive Board

Chairperson - Stephen Grey

Treasurer - Belinda Sutton

Secretary - Audrey Williams (no voting rights)

Committee Member - Aaron Jones

Committee Member - Brian Maposua

Committee Member - David Midgen

Committee Member - Debra Law

Committee Member - Ilango Krishnamoorthy

Committee Member - Kim Green

Committee Member - Rachel Darlington

Committee Member - Shama Shah

Committee Member - Sohail Chaudhry

Approval of the Performance Report

Manukau Business Association Incorporated For the year ended 30 June 2026

The Executive Board is responsible for the preparation of this Performance Report and has determined that the Tier 3 Not-for-Profit Standard is appropriate for the Association.

The Executive Board has approved the Performance Report for issue.



Stephen Grey, Chairperson

Date: 1/10/26



Belinda Sutton, Treasurer

Date: 1/10/2026

Statement of Service Performance

Manukau Business Association Incorporated

For the year ended 30 June 2026

The Association supports and represents businesses and commercial property owners in the Manukau Business Improvement District. Its work is organised around advocacy, economic development, marketing and promotion, networking and events, and a safer Manukau.

Objective	2026 activity and measure	2025
Represent the Manukau business community	Approximately 1,700 businesses and commercial property owners represented, The Association provided a collective voice to local and central government.	Approximately 1,700 businesses and commercial property owners represented.
Support economic development	Activities focused on creating a healthy environment for businesses, residents and visitors and promoting Manukau as a place to live, shop, work, study and play.	Prior year measure not reported.
Market and promote Manukau	Marketing, website, networking and stakeholder projects were delivered throughout the year. Related expenditure was \$60,533.	\$61,605
Connect businesses and the community	The Association website listed 39 events held between 1 July 2025 and 30 June 2026, including business learning, networking, community and safety events.	41 events held between 1 July 2024 and 30 June 2025.
Improve safety and amenity	More than 70 safety cameras were operated across Manukau. Community Liaison Officers engaged with businesses and the public and reported maintenance matters to the Council or property owners. Crime-prevention expenditure was \$160,300.	\$164,643

Statement of Financial Performance

Manukau Business Association Incorporated

For the year ended 30 June 2026

	NOTES	2026	2025
Revenue			
Government service delivery grants and contracts	1	659,897	599,522
General grants	1	10,000	4,400
Membership fees and subscriptions	1	2,400	2,608
Revenue from commercial activities	1	1,290	413
Interest and other investment revenue	1	5,292	7,278
Other revenue	1	10,043	-
Total Revenue		688,922	614,222
Total Income		688,922	614,222
Expenses			
Employee remuneration and other related expenses	2	314,416	330,112
Other expenses related to service delivery	2	318,347	313,358
Total Expenses		632,763	643,471
Surplus or deficit for the year		56,159	(29,249)



These financial statements have been subject to an audit engagement, and should be read in conjunction with the attached Audit Report.

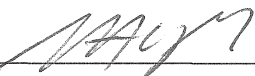
Statement of Financial Position

Manukau Business Association Incorporated

As at 30 June 2026

	NOTES	30 JUN 2026	30 JUN 2025
Assets			
Current Assets			
Bank accounts and cash	3	160,930	250,805
Short-term investment	3	40,000	40,000
Debtors, prepayments and other current assets	4	22,013	24,773
Total Current Assets		222,944	315,578
Property, Plant and Equipment	5	152,211	169,979
Total Assets		375,155	485,557
Liabilities			
Credit-card balances	3	3,861	1,536
Creditors and accrued expenses	6	20,746	198,957
Employee costs payable	7	36,448	27,124
Total Liabilities		61,055	227,617
Net assets (total assets less total liabilities)		314,099	257,940
Accumulated funds			
Accumulated surpluses	8	314,099	257,940
Total Accumulated funds		314,099	257,940

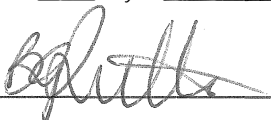
For and on behalf of the Association



Stephen Grey

Chairperson

Dated this 1 day of October 2026



Belinda Sutton

Treasurer

Dated this 1 day of October 2026



These financial statements have been subject to an audit engagement, and should be read in conjunction with the attached Audit Report.

Statement of Cash Flows

Manukau Business Association Incorporated For the year ended 30 June 2026

	2026	2025
Cash Flows from Operating Activities		
Cash Received:		
Cash receipts from other operating activities	520,775	770,557
Net GST Received	36,796	43,621
Total receipts	557,571	814,177
Cash payments:		
Payments to suppliers and employees	(606,889)	(635,986)
Total payments	(606,889)	(635,986)
Net cash flows from operating activities	(49,318)	178,192
Cash Flows from other activities		
Cash Received:		
Interest, dividends and other investment receipts	5,292	7,278
Receipts from sale of property, plant and equipment	6,957	-
Cash payments:		
Payments to acquire property, plant and equipment	(55,130)	(16,718)
Net cash flows from other activities	(42,882)	(9,440)
Net Increase/(Decrease) in Cash	(92,201)	168,752
Bank Accounts and Cash		
Opening cash balance (net)	289,270	120,518
Net change in cash for period	(92,201)	168,752
Closing cash balance (net)	197,069	289,270



This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Accounting Policies

Manukau Business Association Incorporated

For the year ended 30 June 2026

A. Basis of Preparation

This performance report has been prepared in accordance with the XRB's Tier 3 Not-for-Profit Standard. The Association is eligible to apply these requirements as it does not have public accountability and has total annual expenses of less than \$5,000,000. The Association has elected to apply the Tier 3 Not-for-Profit Standard.

The performance report has been prepared using the accrual basis of accounting and under the historical cost basis, except where otherwise stated. It is presented in New Zealand dollars and amounts are rounded to the nearest dollar. The performance report has been prepared on the assumption that the Association will continue to operate for the foreseeable future.

B. Goods and Services Tax

Amounts are recorded exclusive of GST, except for debtors and creditors, which include GST where applicable. The net amount of GST recoverable from Inland Revenue is presented as a current asset.

C. Revenue Recognition

Targeted-rate and government service delivery revenue is recognised when the Association has a right to receive the funding and any documented expectations about its use have been satisfied. Amounts relating to expectations not yet satisfied are recorded as income received in advance.

Membership fees are recognised over the membership period. Boardroom-hire revenue is recognised when the hire service is provided. Interest is recognised as it accrues. Other revenue is recognised when the Association has earned the revenue and the amount can be measured reliably.

D. Property Plant and Equipment

Property plant and equipment is recorded at cost less accumulated depreciation and impairment. Depreciation is charged using the diminishing-value method over the estimated useful lives of the assets. The rates used range from 10 percent to 67 percent. Assets are reviewed for indicators of impairment at each balance date.

E. Bank Accounts Cash and Investments

Bank accounts and cash comprise bank balances available on demand. Term deposits with an original maturity exceeding three months are presented as short-term investments. Credit-card balances are presented as current liabilities.

F. Debtors and Other Receivables

Debtors and other receivables are recorded at the amount expected to be collected. Receivables are reviewed at balance date and amounts that are not expected to be collected are written down.

G. Employee Costs Payable

Employee costs payable represent obligations for employee entitlements that have accrued at balance date, including holiday pay.

Notes to the Performance Report

Manukau Business Association Incorporated For the year ended 30 June 2026

	2026	2025
1. Revenue		
Government service delivery grants and contracts		
MSD - Community Liaison Officers	11,168	4,358
Auckland Council targeted rate grant	648,729	595,164
Total Government service delivery grants and contracts	659,897	599,522
General grants received		
General grants	10,000	4,400
Total General grants received	10,000	4,400
Membership fees and subscriptions		
Associate Membership Fees	2,400	2,608
Total Membership fees and subscriptions	2,400	2,608
Revenue from commercial activities		
Boardroom Hire	1,290	413
Total Revenue from commercial activities	1,290	413
Interest, dividends and other investment revenue		
Interest Income	5,292	7,278
Total Interest, dividends and other investment revenue	5,292	7,278
Other revenue		
Sundry income	6,209	-
Gain on Sale of Assets	3,834	-
Total Other revenue	10,043	-
Total Revenue	688,922	614,222
	2026	2025

2. Expenses

Administration expenses	284,759	294,144
Building expenses	68,803	61,930
Town Centre marketing	60,533	61,605
Town Centre crime prevention	160,300	164,643
Depreciation	58,369	60,477
Loss on disposal of property plant and equipment	-	672
Total Expenses	632,763	643,471
	2026	2025

3. Bank Accounts, Short-term cash investments and Credit Cards

Bank accounts		
BNZ 000 Account	11,825	175,917
BNZ 001 Account	36,421	36,786

	2026	2025
BNZ 002 Account	112,683	38,103
Total bank accounts and cash	160,930	250,805
Short-term cash investments		
BNZ Term Deposit 1400	40,000	40,000
Total Short-term cash investments	40,000	40,000
Credit cards		
BNZ Visa - Pryce	(2,106)	(702)
BNZ Visa - Williams	(1,755)	(834)
Total credit-card liabilities	(3,861)	(1,536)
Total Bank Accounts, Short-term cash investments and Credit Cards	197,069	289,270
	2026	2025

4. Debtors, Prepayments and Other Current Assets

Accounts Receivable	288	-
Prepayments	4,705	3,880
Rent in Advance	9,311	9,311
Wage deductions receivable	30	-
GST receivable	7,710	11,582
Total Debtors, Prepayments and Other Current Assets	22,043	24,773

5. Property Plant and Equipment

Asset class	Opening	Additions	Disposals	Depreciation	Closing
CCTV equipment	\$73,666			\$27,030	\$46,636
Leasehold improvements	\$68,196	\$1,680		\$7,411	\$60,465
Motor vehicles	\$3,122	\$2,370	\$3,122	\$7,041	\$16,429
Office equipment	\$2,253	\$3,059		\$2,428	\$2,883
Plant and equipment		\$15,515		\$2,089	\$13,426
Website development	\$24,741			\$12,371	\$12,371
Total	\$169,978	\$43,724	\$3,122	\$58,370	\$152,210

	2026	2025
6. Creditors and Accrued Expenses		
Accounts Payable	18,586	34,615
Accruals	2,160	2,160
Income in Advance	-	162,182
Total Creditors and Accrued Expenses	20,746	198,957
	2026	2025

7. Employee Costs Payable

Holiday Pay Accrual	36,478	27,124
Total Employee Costs Payable	36,478	27,124

2026 2025

8. Accumulated Funds

Opening accumulated funds	257,940	287,189
Surplus or deficit for the year	56,159	(29,249)
Closing accumulated funds	314,099	257,940
Total Accumulated Funds	628,199	515,880

9. Related Party Transactions

Related party and relationship	Transactions during the year	2026 Value	2025 Value	2026 owing from /(to)	2025 owing from /(to)
Ilango Krishnamoorthy, Committee Member and director of Mercury Printz Limited	Printing services provided by Mercury Printz Limited	\$1,653 plus GST	\$4,710 plus GST	0	0
Rachel Darlington, Committee Member and director of Business Like NZ Limited until 31 March 2025.	Accounting and related services provided by Business Like NZ Limited	\$5,736 plus GST	\$4,757 plus GST	(\$202) incl. GST	(\$115) incl. GST
Shama Shah, Committee Member and director of iGlow Spa	Goods and services for the Pink Ribbon event	\$546 plus GST	Nil	0	0
Kim Green, Committee Member & General Manager of Wiri Licensing Trust	Catering Services provided by Woodside Bar and Kitchen.	\$6,115 plus GST	\$8,858 plus GST	0	0
Audrey Williams, Committee Member and Associate Member of the Life Education Trust Board	No transaction amount was identified in the supplied report	Nil	Nil	0	0

Transactions are considered by the Association to be on arm's-length terms.

10. Lease Commitments

The Association leases its premises under an agreement that expires on 31 March 2028. Annual base rent is \$46,936.80 plus outgoings and GST. Based on the current annual rent and excluding outgoings, GST and any rent adjustments, estimated remaining base-rent commitments at 30 June 2026 are:

Timing	Estimated commitment
Within one year	\$46,937
One to two years	\$35,202
Total	\$82,139

11. Securities and Guarantees

There was no overdraft at balance date and no overdraft facility had been arranged. The Association had no known securities or guarantees at balance date.

12. Contingent Liabilities

The Association had no known significant contingent liabilities at balance date (2025: nil).

13. Events After Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report (2025: nil).

14. First Time Application of the Tier 3 Not-for-Profit Standard

This is the Association's first Performance Report prepared under the Tier 3 Not-for-Profit Standard. The comparative information was previously prepared under a special-purpose reporting framework and has been reclassified to align with the Tier 3 presentation categories.

The reclassification did not change the previously reported deficit for 2025 or closing accumulated funds at 30 June 2025.

Detailed Expense Information

Manukau Business Association Incorporated For the year ended 30 June 2026

The following information supports the expense categories in Note 2 and is not a substitute for the prescribed Tier 3 categories in the Statement of Financial Performance.

	2026	2025
Administration expenses		
ACC Levies	748	837
Accounting & Audit Fees	8,936	7,757
Bank Fees	141	221
Computer Expenses	60	859
Consulting fees	3,166	500
Health & Safety	1,331	75
Insurance	6,788	6,726
Kiwisaver Employer Contribution	6,389	-
Kitchen / Meeting Supplies	3,182	3,311
Office Expenses	428	923
Printing, Stationery & Postage	6,647	6,024
Salaries - Admin	90,700	120,924
Salaries - Management	134,161	132,235
Staff Expenses	758	1,110
Staff Training & Development	3,215	2,991
Stripe Fees	9	-
Subscriptions	14,662	5,791
Telephone & Internet	3,440	3,861
Total Administration expenses	284,759	294,144
	2026	2025
Building expenses		
Body Corporate Fees	11,588	11,588
Cleaning	2,979	2,478
Light, Power, Heating	5,640	-
Office Rent & Rates	47,912	44,944
Repairs and Maintenance	683	2,920
Total Building expenses	68,803	61,930
	2026	2025
Town Centre marketing		
Beautification Project	2,988	4,038
Branding Project	-	11,576
MBA Website	4,459	2,951
Marketing	11,932	19,283
Networking Events	40,209	18,554

Stakeholder Projects	944	5,203
Total Town Centre marketing	60,533	61,605
	2026	2025
Town Centre crime prevention		
CCTV Maintenance Provision	-	5,600
CCTV Operations	68,095	74,700
Community Engagement	2,364	4,796
Motor Vehicle Expenses	4,208	3,170
Salaries - Community Liaison Officers	82,410	75,843
Uniforms	3,223	533
Total Town Centre crime prevention	160,300	164,643



INDEPENDENT AUDITOR'S REPORT

To the Executive Board of Manukau Business Association Incorporated

Opinion

We have audited the accompanying Performance Report of Manukau Business Association Incorporated on pages 6 to 16, which comprises the Entity Information, the Statement of Service Performance, the Statement of Financial Performance and Statement of Cash Flows for the year ended 30 June 2026, the Statement of Financial Position as at 30 June 2026, a Statement of Accounting Policies and Notes to the Performance Report including material accounting policy information and other explanatory information.

In our opinion, the accompanying Performance Report presents fairly, in all material respects:

- the entity information for the year ended 30 June 2026;
- the service performance for the year ended 30 June 2026, in that the service performance information is appropriate and meaningful and prepared in accordance with the entity's measurement bases or evaluation methods;
- the financial position of Manukau Business Association Incorporated as at 30 June 2026, and its financial performance, and cash flows for the year then ended,

in accordance with the Tier 3 (NFP) Standard issued by the New Zealand Accounting Standards Executive Board of the External Reporting Executive Board (XRB).

Basis for Opinion

We conducted our audit of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Accounting Policies and Notes to the Performance Report in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the Entity Information and Statement of Service Performance in accordance with New Zealand Auditing Standard 1 (Revised) 'The Audit of Service Performance Information' (NZ AS1 (Revised)). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Performance Report section of our report. We are independent of Manukau Business Association Incorporated 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 Executive Board, and we have fulfilled our other ethical responsibilities in accordance with these

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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, Manukau Business Association Incorporated.

Restriction on Responsibility

This report is made solely to the Executive Board, as a body, in accordance with section 42F of the Charities Act 2005. Our audit work has been undertaken so that we might state to the Executive Board those matters 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 Executive Board as a body, for our audit work, for this report, or for the opinions we have formed.

Executive Board' Responsibility for the Performance Report

The Executive Board are responsible on behalf of the entity for:

(a) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with the Tier 3 (NFP) Standard;

(b) the preparation and fair presentation of the Performance Report which comprises:

- the Entity Information;
- the Statement of Service Performance; and
- the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Accounting Policies and Notes to the Performance Report in accordance with the Tier 3 (NFP) Standard, and

(c) for such internal control as the Executive Board determine is necessary to enable the preparation of a Performance Report that is free from material misstatement, whether due to fraud or error.

In preparing the Performance Report, the Executive Board are responsible on behalf of the entity for assessing the entity'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 Executive Board either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Performance Report

Our objectives are to obtain reasonable assurance about whether the Performance Report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance ISAs and NZ AS1 (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, they could reasonably be expected to influence the decisions of users taken on the basis of this Performance Report.

As part of an audit in accordance with ISAs (NZ) and NZ AS1 (Revised), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Performance Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Obtain an understanding of the process applied by the entity to select its elements/aspects of service performance, performance measures and/or descriptions and the measurement bases or evaluation methods.
- Evaluate whether the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the entity's service performance in accordance with the applicable financial reporting framework.
- Evaluate whether the service performance information is prepared in accordance with the entity's measurement bases or evaluation methods, in accordance with the applicable financial reporting framework.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Executive Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Performance Report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Performance Report, including the disclosures, and whether the Performance Report represents the underlying transactions and events in a manner that achieves fair presentation.

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

A handwritten signature in black ink that reads "Kudos Murray Audit".

Kudos Murray Audit Limited

Dairy Flat

7 October 2026