

Kōrero Wai

First member of executive team announced

We're excited to confirm the appointment of James Graham to the role of chief financial officer. James joins us on 2 June, making him the first member of our executive team.

James's extensive experience in finance and business includes a career in investment banking that took him to England, Switzerland, the US and Asia and saw him rise to the rank of executive director at Swiss bank UBS.

Since returning to New Zealand with his whānau, he's held senior roles in local government, including the Bay of Plenty Regional Council, Western Bay of Plenty District Council and more recently as acting chief financial officer at Waipā District Council.

James sees his new role as a chance to draw on his experience in finance, strategy and transformation to build the financial architecture of a large organisation, while giving back to the community.



"The vision really resonates with me – healthy waters, healthy people," he says.

"I'm looking forward to not only building the financial systems and processes, but also helping to build the culture and set the company up to deliver on our strategic priorities.

"One of the challenges will be ensuring we can deliver essential infrastructure upgrades that protect people and the environment, while keeping tight control of costs. And it's crucial we get this right."

We're moving into our head office

On Tuesday 21 April our new head office in the BNZ Building on Victoria St in central Hamilton was blessed by Sonny Karena of Ngāti Hauā. This will be the main headquarters from Day One. We've now completed the fit-out and staff in the transition team will begin working there from next week.

The office will be set up to enable hot-desking within designated team areas – with the layout optimised to encourage teams that need to work together to do so easily.

Free parking will be available for staff in a carpark a short walk away. We're also exploring options for creating work and meeting space at our satellite offices so people can minimise travel for meetings. We hope to be able to share more about this with staff in the next couple of months.

Update on recruitment and future staffing

In April we reached a significant milestone, with every person transitioning from Waipā, Waitomo and South Waikato under the job guarantee accepting their job offer. This means we'll be well placed for a seamless transition of services at Day One on 1 July.

Recruitment is progressing well,

including for the permanent chief executive position and the rest of the tier 2 leadership team. We look forward to sharing more details as contracts are signed.

We expect to have around 160 staff on 1 July, with representation from every joining council, and will be welcoming another 30

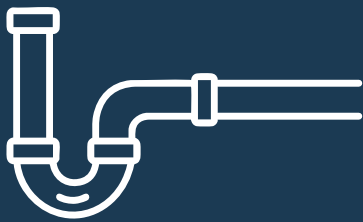
when Matamata-Piako District Council transitions on 1 October 2026. Some of our transition staff will continue beyond Day One to ensure a smooth handover and support for critical work.

When all six councils are on board, we expect to have around 220 full time staff.

Did you know...



The communities we'll serve stretch from coast to coast across the North Island – from Marokopa to Whiritoa.



We will look after more than **2300km** of water pipes – that's more than the length of Aotearoa!



Supporting suppliers for a smooth changeover

We can't deliver safe, reliable and affordable services without having trusted relationships with local suppliers, so we're already engaging with councils' existing suppliers to ensure a smooth transition come 1 July.

There was a strong turnout to our welcome event held in Karapiro last month, in which we welcomed people from more than 200 contractors, consultants and suppliers currently providing services to our six shareholding councils. We outlined what they can expect from us, what we expect in return, and answered any questions.

This week we invited those suppliers to register their companies on our new Supplier Portal – a crucial step that allows us to set them up in our systems early and ensures we can pay them on time after their services transition to us. We were pleased to see more than 60 companies had already registered within 48 hours of receiving the invite.

Right now, to ensure business continuity at Day One, our focus is solely on transitioning existing suppliers. While we're not yet in a position to engage with potential future suppliers, we expect there will be opportunities for this during our first year.

A deep dive into our above-ground assets

A major focus for us in year one will be taking stock. We want to build a clear picture of the condition, performance and risks across our infrastructure so we can make good decisions about where to focus our time, effort and investment.

As part of the transition, and to guide these decisions, we engaged Beca to assess the above-ground water and wastewater infrastructure that will be transferred to us from our shareholding councils. This includes treatment plants, pump stations, reservoirs and associated assets.

Assessments across Waitomo, South Waikato and Waipā are now complete, and findings for Matamata-Piako assets are currently being collated. We hope to complete inspections in Hauraki and Ōtorohanga before the end of June.

While a number of opportunities for upgrades or further condition assessments have been identified, it's been reassuring to see that most of this work had already been noted by councils, and in many cases is either underway or planned. Anything not already captured will be incorporated into our work programme and longer-term planning.



Karapiro Water Treatment Plant