AHUWHENUA TROPHY

Excellence in Māori Horticulture Award

2023

Field Day Handbook

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"OUR STRENGTH IS IN UNITY"

THE AHUWHENUA TROPHY

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From the Minister of Agriculture

Tēnā koutou katoa,

Taiao ora, tangata ora
Healthy environment, healthy people

This year the Ahuwhenua Trophy Competition marks its 90th anniversary. The competition helps to set the benchmark for exceptional performance in Māori farming and horticulture and I am honoured to help mark this year's milestone.

The 2023 competition brings New Zealand's top-performing Māori horticulture entities to the fore. Our horticulture export revenue continues to grow with a forecast 5 percent increase to $7.1 billion by 30 June 2023. This is an impressive result and showcases the sector's resilience as the impacts of the pandemic continue to affect economic growth. Māori are a significant and growing component of our nation's horticulture industry. The 2020 BERL report shows that between 2006 and 2018, the Māori horticulture industry grew 300 percent, which was appropriately recognised through the introduction of horticulture into the Ahuwhenua Trophy in that year.

Last year, the Ministry for Primary Industries (MPI) launched Rautaki mo te Taurikura – Embracing change for prosperity, a detailed action plan to support the increasingly vital role that Māori agribusinesses play in our economy. The action plan ensures MPI supports the continued growth of the Māori food and fibre sector and builds on multiple investments from Budget 2022. As part of our commitment to working in partnership with Māori, the Budget included $34.5 million over four years to expand MPI's support for Māori agribusinesses, and $35 million over four years to support Māori-led responses to climate change on whenua Māori.

As the effects of climate change become more evident the Government is committed to ensuring that the horticulture industry has the right tools to adapt to this challenge. MPI's new Māori-led climate change research and development programme, paired with the creation and delivery of tikanga-based tools, resources, and support will help enable this shift. Māori will play a pivotal role in the transition ahead. Māori horticulture draws on strong cultural values and mātauranga to guide decision-making for intergenerational investment in the sector and farming communities. Māori are therefore uniquely positioned to convert the challenges ahead into opportunities and be a beacon for others to do the same.

The finalists this year are an outstanding example of excellence in Māori horticulture. I would like to extend my warmest congratulations to you, and I look forward to seeing more of your successes beyond this year's competition.

Nāku noa, nā

Hon Damien O'Connor
Minister of Agriculture

From the Minister for Māori Development

Whatungarongaro te tangata toitū te whenua
As man disappears from sight, the land remains

This year we celebrate an important milestone for the most prestigious award in Māori agriculture: the 90th anniversary of the Ahuwhenua Trophy.

In those 90 years, Māori enterprises have become an increasingly significant part of Aotearoa's primary sector. Māori own about $13 billion in primary sector assets, including roughly 30 per cent of all beef and lamb production. Māori horticulture grew 300 per cent in the 14 years to 2020 with an estimated gross output of more than $200 million per year.

For whānau Māori, involvement in agribusiness not only offers good economic outcomes to individuals, trusts and incorporations but it also offers employment opportunities and career pathways for our people and whānau.

As expressed in the whakataukī above, it is our intimate connection with the land that gives meaning to what it is to be tangata whenua. Whether it be cultivating a māra kai or marae plantation or running a thriving horticultural enterprise.

Through the Whenua Māori Service, Te Puni Kōkiri continues to support Māori landowners to enter the horticulture industry to develop their whenua for future generations.

We know when whenua is thriving, whānau thrive as a direct result.

Founded by Sir Āpirana Ngata and Lord Bledisloe in 1933, the inaugural Ahuwhenua Trophy competition was open to Māori dairy farmers in the Waiariki land district. It was won by William Swinton from Raukokore, Te Moana-a-Toi (Bay of Plenty).

The trophy has since become Aotearoa's pre-eminent accolade to win in Māori farming.

In 2020, the competition began alternating between the horticultural and pastoral sectors. This year, it is a pleasure to see some of our country's finest horticultural expertise on display. The value of the sector continues to increase quickly, particularly high-value crops.

We also celebrate the rangatahi who are excelling as leaders in their field and are role models for their generation. I hope the success highlighted now will inspire more Māori growers to enter the competition in years to come.

A huge congratulations to the winners, finalists and everyone who helped make this a competition a success that we can all enjoy.

Hon Willie Jackson

Minister for Māori Development

Photo: Te Ataarangi Parata works in the Te Kaha Gold nursery.

From the Chair

I congratulate all the individuals and organisations that entered this year's Ahuwhenua Trophy, Excellence in Māori Horticulture Competition, and especially the finalists.

By entering this prestigious competition you are living the vision and spirit of the two great people, Sir Apirana Ngata and Lord Bledisloe, who inaugurated this award ninety years ago. You are part of that legacy which has successfully promoted and grown Māori agribusiness over nearly a century. You are role models and you show the character, resilience and innovation that has seen Māori agribusiness grow and become integral to the economy of Aotearoa New Zealand.

The award for horticulture is new – this is only the second time it has been held, yet in fact the first Māori exports from Aotearoa were potatoes. Māori have always been horticulturalists and it is fitting that this new and beautiful trophy recognises this.

It is not surprising that Māori are becoming more involved in horticulture in Aotearoa – especially, but not only in the kiwifruit sector. We are seeing horticultural crops being planted alongside our dairy farms as a means of diversification and increasing the returns to whānau.

The last three years have been difficult for everyone in the primary sector due to the disruptions and challenges of Covid-19, which has led to labour shortages to manage, harvest and market crops. The inclement weather has compounded the problem and the challenges are not over yet. Uncertainty and disruption, be it through Covid or adverse weather, is going to be a way of life for the foreseeable future.

The past two seasons have been very difficult for growers with returns down due to quality issues and the disastrous frost which hit many regions, and these problems may linger on for another year. Not to mention Cyclone Gabrielle and the impacts this has had on both the agri and horticultural industries and the continuing impact that this will have for many years to come.

But what impresses those who are watching our Māori growers and farmers from the sideline is their resilience and determination to carry on.

This years finalists can rightfully feel proud of what you have achieved by business savvy, sacrifice and a real commitment to your people. Your legacy will be one that others in the future will admire and will act as an inspiration for them to become part of the Ahuwhenua Trophy legacy.

On behalf of the Ahuwhenua Trophy Management Committee, I wish you well as you run your field days and work hard at convincing the judges that you are the best. Whatever the outcome, I know as a past finalist that this process is hugely rewarding and will inspire you to even greater achievements in the future.

Kia pa tō haere Ahuwhenua.

Nukuhia Hadfield

Chair,
Ahuwhenua Trophy Management Committee

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Te Kāwanatanga o Aotearoa
New Zealand Government

History of the Ahuwhenua Trophy

It is now 90 years since the Ahuwhenua Trophy was inaugurated by the visionary Māori leader Sir Apirana Ngata and the Governor General at the time Lord Bledisloe. What is quite remarkable is that this competition remains as relevant and as prestigious now as it was almost a century ago.

While the values and vision of Sir Apirana and Lord Bledisloe have remained unchanged, the way the competition is run has moved with the times – especially since its re-launch in 2003.

The Ahuwhenua Trophy competition was introduced to encourage skill and proficiency in Māori farming. Sir Apirana Ngata realised the importance of retaining and improving what remained of Māori land was critical. He led the renaissance of Māori land development which had been decimated during the colonisation of New Zealand by forced sales and lack of opportunity and access to development capital.

The inaugural 1933 competition was open to individual dairy farmers in the Waiariki Land district and was won by William Swinton from Raukokore, Bay of Plenty. The following year the competition was extended to include entrants from North and South Auckland, Gisborne, Whanganui, and Wellington.

In 1936 the cup was won by Henry Dewes, a sheep farmer from Tikitiki. The Trophy was displayed in the Waiapu Farmers store which two weeks later caught fire and destroyed the cup. It was replaced with a new cup in 1938 but six years later that trophy was lost during a rail trip from Rotorua to Wellington. It was eventually found in 1946 in a Frankton store after being mislaid with someone's personal belongings at the railway station.

The inappropriateness of comparing dairy with sheep and beef farms became increasingly evident and in 1954 the competition was divided into two separate awards, each with their own trophy. Once again, Lord Bledisloe, a man with farming interests donated the companion cup.

The competition continued up until the 1980s but interest started to wane and the last of the original competitions was held in 1990. It was Gina Rudland and Wayne Walden who along with Meat New Zealand chairman John Acland re-launched the awards in 2003. The awards took into account the changing face of Māori farming and the increasing importance of Māori Incorporations and Trusts in the agribusiness sector.

In 2005, the Ahuwhenua Trophy Management Committee decided on a new structure for the competition with sheep and beef and dairy competitions being run in alternate years. In recognition of Māori involvement in the horticultural sector, it was decided that in 2020, the competition would be opened up to also include horticulture. A new trophy was designed and made and there was excellent support for this initiative.

The Ahuwhenua Trophy competition Trustees are the Minister for Māori Development, the Minister of Agriculture, and the Secretary for Māori Development. They delegate their authority to the Ahuwhenua Trophy Management Committee to manage and supervise the competition. The current Chair, Nukuhia Hadfield, has held this position since July 2021.

The first bi-annual dairy competition held in 2006 was won by the Parininihi ki Waitotara (PKW) Incorporation's Farm 12 in Taranaki under the chairmanship of Spencer Carr and Secretary Peter Charleton. Previous Chairmen of PKW Edward Tamati and Charles Bailey were dual winners of the Trophy as individual farmers in 1965 and 1971, 1970 and 1976 respectively.

An award for young Māori farmers and growers was introduced in 2012 and successive winners have demonstrated that young Māori have the leadership and management skills to take Māori agri and horticultural businesses forward in the 21st century. Māori success is centred around the need to provide for future generations and so this competition is about 'future proofing' Māori businesses.

Today the Ahuwhenua Trophy remains the pre-eminent accolade to win in Māori agriculture and horticulture is recognised as the most prestigious and comprehensively judged award in New Zealand. The entrants, finalists and eventual winners all share and live the enduring values, goals, and vision of Sir Apirana Ngata and the competitive spirit of Lord Bledisloe.

Looking Back

The 2020 Horticulture Finalists

Hineora Orchard, Te Kaha 15B Trust

Te Kaha 15B Ahuwhenua Trust owns Hineora Orchard in Te Kaha and Karirangi Holiday Park in Whanarua Bay, and is very proud to be the inaugural winner of the Ahuwhenua Trophy, Excellence in Māori Horticulture Award in 2020.

Hineora Orchard is an 11.5 hectare orchard that produces over 130,000 trays of G3 SunGold over its total land area. Karirangi Holiday Park caters for Recognised Seasonal Employees (RSEs) all year round who make up part of the workforce on the orchard as well as shareholders to enjoy when they come home.

Since winning the competition, the Trust has had to navigate through the landscape of Covid-19, severe weather events, labour shortages and border closures affecting the RSE teams. Whilst these have been challenging times, the Trust has continued steady growth and has reinvested back into its asset base with infrastructure and development. Additionally, the Trust has shareholding in Te Kaha Orchard Services, Te Kaha Nurseries and is a joint venture partner in a new 12ha Green kiwifruit development in Te Kaha. Moreover, Hineora Orchard will be crystallised this year whereby the Trust will have 100% ownership.

Appointing a General Manager to manage operations has allowed governance to undertake strategic appointments for the benefit of the Trust and the community. One in particular through the Trust Chairman, is the Kaiaio Irrigation Scheme collaborating with landowners, hapū and iwi to provide water to land blocks and whānau across the wider Te Kaha district.

The philosophy of Te Kaha 15B has always been to give something back to the soil, plants, and people within their rohe. The Trust continues to create jobs and generate economic well-being for its community. The Trust offers educational pathways through scholarships in horticulture and since winning the competition, have increased scholarships to shareholders of other tertiary studies.

The impact of improving access to educational pathways in the rohe have seen staff promoted to more senior positions within the industry. We are seeing improved self-perception and āhua, improved wages, even though we started the living wage in 2019, and how that impacts positively on whānau and the local economy. A generational cycle has commenced with rangatahi and mokopuna no longer moving away and interested in career pathways within horticulture.

Some of the key benefits of winning the Ahuwhenua Trophy have been the relationships forged with key industry stakeholders, universities, and government agencies. These relationships have assisted the Trust to investigate diversifying our crop production, improvements in soil health, enhanced environmental sustainability and orchard productivity.

Research and development have and continues to benefit the Trust along with the networking opportunities the competition has provided.

Improving microbiological activity has been key to production growth and quality of fruit picked.

The Trust were forerunners in the use of Totalfert organic fertiliser in the rohe to help retain moisture and lift soil quality along with worm vermiculture and compostable pellets. A new regime of pruning, used in the Far North has been implemented and now in its third year, is seeing a steady growth in the number of trays produced each season.

Winning the award has really put Hineora Orchard on the map and, in time, the Trust hopes it will

encourage whānau to remain or come home, knowing there will be productive employment opportunities for them. We have been able to uplift the community. We see it in the looks on the faces of the old people, the young people, the workers, everyone is proud of what has been created and what the future holds for all of us.

Otama Marere

Otama Marere is an orchard located on Paengaroa North A5 Block in Paengaroa, near the Bay of Plenty town of Te Puke. The Trust has a total land area of 45.0144 hectares. The orchard is made up of 11.87 hectares of Hayward Green kiwifruit, 2.21 hectares of organic SunGold G3 and 7.08 hectares of SunGold G3. In addition to kiwifruit, the Trust has planted 950 Gem avocados spanning a total of 2.1 hectares. The Trust also boasts a thriving wetland, full of medicinal plants and birdlife.

Since being a finalist in the 2020 Ahuwhenua Trophy competition, Otama Marere has continued with its orchard operations and faced the difficulties of environmental challenges and the challenges which Covid-19 placed on the industry. With the workforce affected by the lack of overseas horticultural workers, Otama Marere was lucky enough not to feel the full effects of the labour shortage, being well supported by owners and Seeka. PSA continues to be an issue on the orchard and this is an ongoing challenge for the Orchard Manager, Homman Tapsell.

In October 2022, a significant frost hit the Bay of Plenty and surrounds and threatened the orchards crop. The frost was the most severe frost seen in 35 years, with some orchards losing their whole crop. Thankfully, Otama Marere was less affected than originally thought, with losses projected at 15% rather than the initial 40%.

In terms of the future goals, the Trust is working on strategic vision and planning, particularly around the possibility of new investments and opportunities. We are investigating off orchard opportunities while continuing to ensure that the orchard is being supported to perform at a high level.

Financially, Otama Marere continues to perform well. The trustees are in the process of undertaking feasibility on further horticulture works on the land and the Trust has recently undertaken a large-scale irrigation project on the orchard which will offer further protection from future frost events such as the one experienced in October. The Trust continues to consider its environmental obligations to the whānau and whenua and the wetlands are continuing to be nurtured and developed as and when required.

Otama Marere appreciated the feedback received from the Ahuwhenua Trophy competition and this will continue to assist the Trust with strategic planning moving forward. The networking and strong whānau support during the competition was invaluable and the trustees felt the excitement from the whānau in the Trust being involved in such a prestigious Māori competition.

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MIL - Whiritoa Orchards

207-217 Galatea Road, Te Teko

Field Day: 4th May 2023

MIL - Whiritoa Orchards

FIELD DAY PROGRAMME*

9:30	Pōwhiri at 207 Galatea Road, Te Teko
10:00	Morning tea
10:40	Introduction to the day Presentations: • Health and Safety, History, Governance, Financial and Benchmarking
11:30	Orchard Tour Station 1: • Kaitiakitanga, Commitment to Sustainability and Environment, Customer Focus, Innovation Station 2: • Human Resources, Hapori, Whakawhanaungatanga
1:00	Judges' comments
1:35	Award ceremony
2:00	Refreshments

** Times are approximate*

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities. While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

Protect our industry – please arrive with clean boots and vehicles to reduce the risk of spreading a disease, pest or weed.

MIL - Whiritoa Orchards

History

Ko Pūtauaki te maunga e tu mai nei
Ko Rangitaiki te awa e rere nei
Ko Whiritoa te whenua e mihi nei

The history of Māori Investments Limited (MIL) began in 1963, with a concept proposed by Tasman Pulp and Paper Company Limited to establish its own forest, called the Tarawera Forest Scheme, in order to meet its wood requirements the Tasman mill at Kawerau. At the time of the discussions, the Crown 'owned' 7,564 hectares and Tasman 7,830 hectares in the area. In between and surrounding these areas were 44 blocks of Māori land of various sizes totalling 15,416 hectares.

In order to make the arrangement commercially viable, agreement was sought to form a tripartite forestry scheme (a first of its kind) whereby Tasman, the Crown and individual Māori land owners vested land in return for shares in the company, Tarawera Forests Limited.

A series of meetings took place with the Māori land owners throughout 1965-66 regarding the Tarawera Forest scheme, the most significant of which was convened by the Māori Land Court at Kōkōhinau Marae in December 1965 to outline the tripartite proposition. Despite a considerable number of dissenting voices and Māori owners not sufficiently understanding or consenting to the tripartite joint venture, the judge unfairly decided that a sufficient number of owners approved the transaction and initiated what would become Tarawera Forests Ltd .

The 44 Māori land blocks would be valued and the land amalgamated into one title, Tarawera No1 pursuant to an order under section 438(1) of the Māori Affairs Act 1958. Tarawera No 1 was also amalgamated with the land owned by the Crown and Tasman Pulp and Paper Co Ltd. This was then transferred to Tarawera Forests Ltd which had three shareholders; MIL, the Crown and Tasman Pulp & Paper Co Ltd.

Tasman met all the development costs and would be compensated for their expenditure by increasing their proportion of ownership in Tarawera Forests Ltd at the expense of the other two shareholders.

It is for this reason that although the Crown provided 25% of the land for the project and Māori Investments Ltd 50%, the final shareholding in Tarawera Forests Ltd was 6.7% to the Crown and 10.8% to Māori respectively.

MIL was formed as provided by the Tarawera Forest Act 1967 to administer the interests of the Māori land owners whose holdings were amalgamated in the Tarawera forest.

It would be nearly 40 years until MIL was able to complete the buyout of the other two interests in Tarawera and resume ownership of the land beneath the Tarawera forest, totalling close to 30,000 hectares. Since that time MIL has invested wisely and prudently and expanded its group to include subsidiary companies:

- Tarawera Land Company;
- Nga Maunga Kaitiaki Trust;
- MIL Ahuwhenua Limited Partnership, which owns Whiritoa Orchards;
- MIL Blueberries Limited Partnership; and
- Tapatahi Limited Partnership.

The most significant landmark within the MIL land holdings is our Maunga Pūtauaki.

MIL - Whiritoa Orchards

What Impressed the Judges

GOVERNANCE AND STRATEGY

A professional Board with a well-developed strategy and clear targets. The strategy for horticulture is anchored into the values of the organisation. The development of tikanga and mātauranga-led approaches are commended.

A strong, caring culture for people and nature is evident. This is nurtured by the Board and infused throughout the business. MIL have a strong focus on developing people, and developing leaders – for example, with associate directorships, and they support employees with learning, e.g., māra kai.

The Board have an excellent understanding of the historical context of the whenua and people.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

There is positive impact on the wider community through employment and culture – MIL employ eight permanent staff and twenty contractors from the Te Teko community.

Excellent opportunities by providing access for staff to Primary ITO training courses.

The care for the whānau of staff, as well as the wider community, is evident.

An excellent focus on people, and a holistic approach to orchard management practices.

COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

MIL Whiritoa Orchards are a Ballance Farm Environment Award winner and have proven commitment in this area. Impressive efforts to continually lighten the environmental footprint. This includes the use of indicators such as crop yield, sap flow, insect levels, native tree shelter belts, and diversity of cover crops.

The awareness of and application of tikanga-led approaches is commended.

There is a good connection to the whenua and linking to the area which Kōkōhinau describes as "He One Matua," the Abundant Earth.

Whiritoa Orchards have a vision that they will be a place of abundance, providing safe, nutritional, and excellent tasting kiwifruit.

KAITIAKITANGA

The Board place people and te taiao at the centre of all their decision-making. They are caring for people, caring for vine health – and not trying to maximise production at the expense of te taiao.

People are only allowed to enter the orchard and workplace if they are in a good head space, otherwise they are advised and supported to rest up. There is good use of karakia to ground people before entering the orchard if needed.

FINANCIAL AND BENCHMARKING

A good understanding and oversight of financial performance.

The mature conventional SunGold orchard performs well compared to industry averages, with orchard gate returns well above Zespri average year on year.

MIL agribusiness a subsidiary of MIL Group. It has strong equity when related party transactions / liabilities are removed. MIL have excellent farm gate produce income per ha and are running an excellent on farm operation to the EBITDAR line. Returns on equity will improve as the organic operation comes into full production.

When the orchards are in full production, they are expected to make a good contribution to group revenue and fit in with the goal of having 30% of the forecast $200M assets in the agribusiness sector by 2030.

MIL - Whiritoa Orchards

CUSTOMER FOCUS

There is a strong focus on customers and people as integral components of the business.

HUMAN RESOURCE AND HEALTH AND SAFETY

Good health and safety inductions are provided.

Mentors are developed across the team and people are informed why activities are being done, rather than just being told to do them.

INNOVATION

The consideration of moon cycles for planting and actions in the orchard shows the development and application of mātauranga Māori principles. This is developing and applying mātauranga Māori knowledge systems for this horticulture enterprise.

Good to see the interface with science knowledge systems as well such as engagement with Plant & Food Research to monitor sap flows.

MIL - Whiritoa Orchards

Directory

Tribal affiliations: **Nga Iwi o Mataatua, Te Arawa**

Number of owners: **5,000 shareholders**

MĀORI INVESTMENTS LIMITED BOARD

John O'Brien, *Chairman*
Charlie Elliott, *Deputy Chair*
Graham Te Rire, *Director*
Rihi Vercoe, *Director*
Les Stowell, *Director*
Tiaki Hunia, *CEO*

ADVISORS

Alex Wilson
Tony de Farias
Shayne Joyce

ORCHARD STAFF

Helen Scott, *Whiritoa Orchard Manager*
Rex Anderson, *Whiritoa Property Manager*
Ray Hiki, *Whiritoa Canopy Supervisor*
Rana Paul, *Whiritoa Kaimahi*
Joe Te Kira, *Whiritoa Kaimahi*
Kelly Scott, *Whiritoa Kaimahi*

Orchard Description

Te toto o te tangata, he kai; te oranga o te tangata he whenua
While the food provides the blood in our veins, our health is drawn from the land

Whiritoa Orchards are located in Te Teko and consist of two adjacent orchard properties. The first orchard was purchased in 2016 as a Nashi orchard and converted into organic Gold with a planted area of 5.3ha. This was closely followed by the acquisition of the neighbouring 6.8ha Gold orchard in 2017 and collectively renamed Whiritoa, to acknowledge the traditional name of this whenua.

Whiritoa is owned by Māori Investments Ltd (MIL) on behalf of its 5,000 shareholders and was the first acquisition by the MIL Board in transitioning from a passive asset holder to an active asset manager.

Prior to Whiritoa, MIL had limited governance experience in kiwifruit through an existing partnership but no operational capability at the time of acquiring the orchards, just a desire to build a legacy and to make a meaningful contribution in the lives of our shareholders and our local Māori communities, especially Te Teko.

The orchards are on flat land with excellent road access, rich abundant soil and located close to the Rangitaiki river with Ngāti Awa marae, Te Kura o Te Teko and the local township all close by.

Whiritoa Orchards are managed by Helen Scott with support from Rex Anderson, Ray Hiki and a committed team of kaimahi Māori all from our local communities.

MIL - Whiritoa Orchards

Governance and Strategy

We have a korero in Te Teko that derives from one of our marae, Kōkōhinau which describes the area as "He One Matua", an abundant earth.

Our goal for Whiritoa Orchards is that it will be a place of abundance, providing safe, nutritional and excellent tasting kiwifruit. We strive to provide an environment that our kaimahi love going to work in, that is beautiful, and where they feel valued and respected.

MISSION

Kaore te au wai e hoki ano ki tōnā mātāpuna
The current of the water never returns to its source; seize opportunities when they arise

The explanation of our mission statement is as follows:

Source: The source represents the shareholder collective which is served by Māori Investments Limited.

Water: The water represents the most powerful resources the shareholders have along with tangata and whenua.

Current: The current represents the movement of opportunities based on market trends.

Seize: To seize opportunities is to have a strategy in place to make decisions to action.

Opportunity: The opportunity is to maintain a profitable and sustainable portfolio which is in line with the values and kaupapa of the shareholders.

NGĀ MĀTĀPONO – VALUES

Kaitiakitanga
To act as a kaitiaki of our taonga; to restore the mauri and ecology of Pūtauaki; and to prudently manage our resources.

Tu Pakari
To foster a culture of excellence; to be a leader in the local and regional economy; to be visible to shareholders.

Mahi Tahi
Form lasting relationships; to collaborate with like-minded organisations for mutual benefit.

Rangatiratanga
To advance the interests of our shareholders.

MIL - Whiritoa Orchards

STRATEGIC PLAN

Ki te kahore he whakakitanga, ka ngaro te iwi
Without foresight or vision, the people will be lost

To enable our vision and mission MIL has a strategic focus on investing in whenua based businesses which add value to land holdings and provides commercial opportunities for our people. In particular, an investment approach into capabilities and assets with significance to our rohe and our iwi.

Within that context Whiritoa plays a critical role in the diversified investment approach of MIL and has developed a strategic plan based on key objectives of:

1. Providing a meaningful and sustainable return on investment.

2. Creating new opportunities for shareholders (either through co-investment or employment).

3. Improving the value of our landholdings.

4. Upholding the value and integrity of the whenua and ensuring its sustainability for future generations.

5. Enabling self-sufficiency and self-determination for MIL , its shareholders and our staff.

This is founded on our key Strategic Pou to guide our approach:

Pou Tokomanawa – Leadership

Pou Tuarongo – Optimising our assets

Strengths	Weaknesses	Opportunities	Threats
• Trusted partner and strong relationships with other Māori entities • Committed to developing our people • Strength of our whakapono and commitment to tikanga and mātauranga Māori • Long term investment horizon • Organic development • Quality of land • Financial stability	• Impacted by current Industry weaknesses such as labour and quality management • Adverse Weather events and impacts • Limited governance experience in Kiwifruit	• Support and commitment to the growth of Māori alliances within Zespri • Lead the creation of a Rangitaiki cluster of Māori kiwifruit growers • Adopt and implement new orchard technology and practices • Diversification into new varieties • Participate in innovative monitoring and mentoring programmes • Encourage staff to participate in international market visits	• Weather events and climate risks • Biosecurity • Economic climate and increasing costs

MIL - Whiritoa Orchards

GOVERNANCE

He kai kei aku ringa
To provide by my own hands, using ones skills and resources to create success

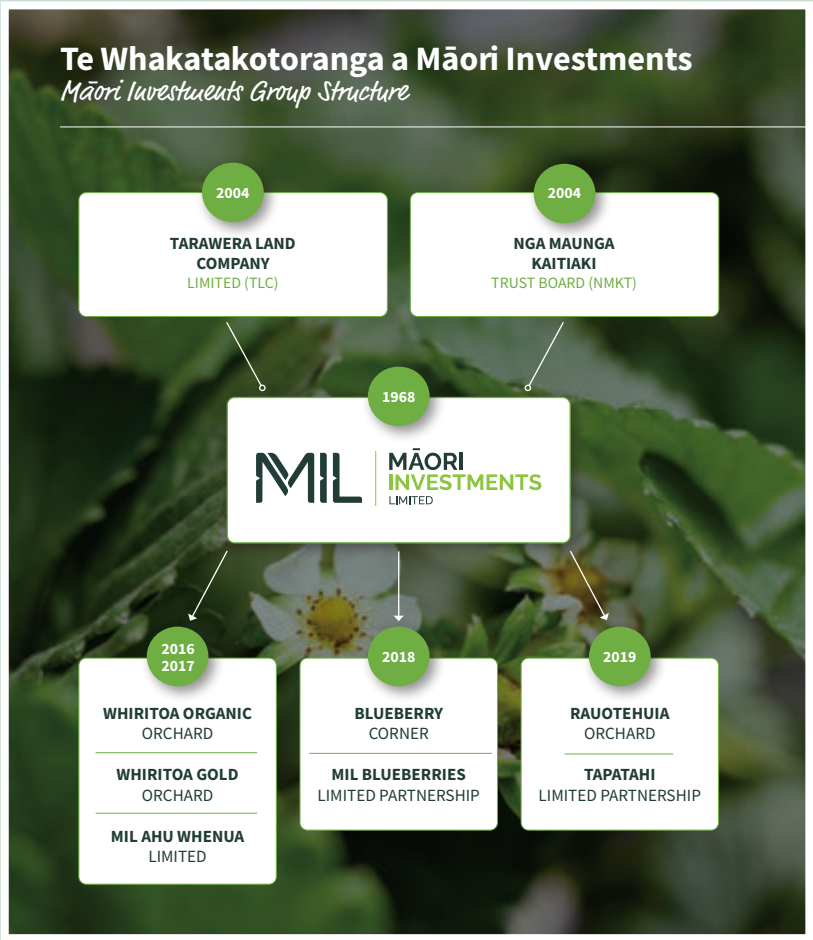
MIL currently has a Board of five Directors who are elected at annual owners meetings for three year terms. We are extremely fortunate with the level of experience amongst our Board members with their involvement as MIL Directors ranging from three to 25 years.

In 2022, the Board reset its business goals as part of a regular five year planning cycle. With strong growth and increasing confidence the board reset its whāinga and named it "ara ki te rua rau", a goal to grow our group assets to $200M by 2030.

To assist with this the Board utilises a number of trusted advisers including a separate Audit, Risk and Investment Committee who provide commercial experience and expertise to supplement the existing skill base at the Board table.

Board members are encouraged to adopt a continuous learning and development approach to enhance their governance skills and have enabled this through a professional development policy, as well as membership and attendance with organisations such as the Institute of Directors.

We have previously had Associate Directors as part of our approach to succession planning and will be looking at reintroducing that policy in the near future. Our external advisers are selected based on trust, alignment with our values, proven track records of success and experience in working with Māori organisations.



MIL - Whiritoa Orchards

Social / Community / Ngā Tikanga Māori

Nau te rourou, naku te rourou, ka ora ai te iwi
With your basket and my basket, the people will thrive

MIL is committed to the growth and transformation of our communities, our shareholders, our staff and upholding our cultural values and tikanga. We enable this through a wide range of activities;

- Strong emphasis on enabling local employment and ongoing training and development. We have supported training for staff including Primary ITO horticulture certification and upskilling, Growsafe certification and First Aid training.
- Actively practice kaitiakitanga through the implementation of mātauranga Māori practices on orchard. We adhere to our maramataka and have implemented this through the development of our own maara kai whereby staff can learn and implement traditional knowledge practices.
- We encourage our staff to actively contribute to our communities through their marae, we are fortunate to have a Pou o te Haahi Ringatu amongst our orchard staff who guides and leads our whakapono, as well as other team members who play key roles as Kaikōrero, Kaihāpai and Kaikarakia amongst their marae.
- We have an active relationship with Te Whare Wānanga o Awanuiarangi as well as a commitment to our local kura in connecting with and educating our tamariki.
- We celebrate Matariki and encourage the revitalisation of traditional knowledge and practices associated with Matariki.
- During Covid-19 we supplied fruit from our orchards to care packages distributed to kaumātua and whānau.
- From an industry growth perspective, we are active supporters of MKGI and Zespri, with our orchard manager Helen Scott the current Rangitaiki representative on the forum and previous CEO Kiriwaitingi Rei as the recently appointed head of Māori Alliances at Zespri.
- In addition, Helen Scott has also been featured recently in kiwifruit industry promotional material for Zespri and NZKGI.
- Whiritoa Orchards have hosted a number of industry forums such as the Ballance awards as well as recently hosting members of the Zespri sustainability board.
- A portion of the proceeds from our business activities contribute to our kaumātua and tertiary education grants, as well as our shareholder dividends.

MIL - Whiritoa Orchards

Financial Analysis and Key Performance Indicators

Three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd for each finalist to identify trends for specific financial key performance indicators. Each finalist is benchmarked against the other Ahuwhenua Trophy, Excellence in Māori Horticulture Award 2023 entrants. Of the three finalists, MIL – Whiritoa Orchards and Ngāi Tukairangi Trust are 100% kiwifruit. Wi Pere Trust is a business that includes multiple permanent crops, including kiwifruit.

Table 1 for each business shows the results for the entire business. Table 2 compares just the kiwifruit component of each business.

MIL Whiritoa Orchards	2020	2021	2022
Planted Area (ha)	6.84	6.84	12.14
Kiwifruit Yield (kg/ha)	72,120	83,589	47,684
Orchard Gate Revenue per ha	$220,317	$269,245	$137,765
Cost per ha	$126,687	$157,182	$107,884
EBITDA per ha	$93,629	$112,063	$29,881
Net Profit per ha	-$9,392	$13,314	-$26,343
Orchard Gate Revenue	$1,506,965	$1,841,633	$1,672,467
Costs	$866,542	$1,075,123	$1,309,706
EBITDA	$640,423	$766,510	$362,761
Net Profit	-$64,244	$91,065	-$319,806
Distributions – Social Capital	$169,957	$233,007	$329,657
Social Capital Index (Social Capital/Profit)	-265%	256%	-103%
Land Value (Land, Buildings and Equipment)	$5,160,540	$4,783,091	$4,386,243
Total Assets	$10,494,870	$10,861,946	$9,952,144
Total Liabilities	$4,427,721	$4,356,715	$4,188,735
Total Equity	$6,067,149	$6,505,231	$5,763,409
Return on Land Value (Net Profit/Land Value)	-1%	2%	-7%
Return on Assets (Net Profit/Assets)	-1%	1%	-3%
Return on Equity (Net Profit/Equity)	-1%	1%	-6%
Equity Ratio (Equity/Assets)	58%	60%	58%
Equity Growth (% Change Opening to Closing)		7%	-11%

MIL - Whiritoa Orchards

MIL – Whiritoa Orchards is 100% G3 kiwifruit starting this judging cycle with 6.84ha and ending with 12.14ha due to a new planting of organic G3 in the 2022 year. They have excellent orchard gate revenue per ha and are running an excellent on farm operation to the EBITDAR line. Yield figures are the best among kiwifruit growers in the panel. However with high interest, depreciation and amortisation, they benchmark below the group average in the remaining KPIs.

Orchard Performance:

- The business studied is 100% kiwifruit with 100% in the G3 cultivar. In 2022 the land area doubled from 6.84ha to 12.14ha with a new planting of 5.3ha of organic G3.
- Even with the new planting in 2022, Whiritoa yield per hectare averages 68 t/ha over the 3-year study. The drop in yield per ha seen in 2022 will be due to the new land area and young crops only just starting to increase in yield.

Income, Expenditure, and Profitability:

- Orchard gate revenue per ha ($209,109 per ha) is very high due to the high yields achieved and being 100% G3, the premium kiwifruit cultivar. OGR per ha reduced significantly in 2022 due to the new organic G3 development.
- Costs per hectare were also very high however.
- EBITDA per ha hectare was exceptionally good across 2020 and 2021 at $102,846 per ha. Although there was a drop in 2022, due to the expansion in productive land, the average EBITDA for all three financials years studied was two times the group average.
- Due to very high interest, depreciation and amortisation costs, the business made a trading loss in two of the three years studied averaging -$7,474/ha over the three years of the study. This compares with the group average which was $17K profit per ha.

Social Capital Index:

- On average, Whiritoa Orchards distributed $244,207 annually.
- As the orchard business was generally not profitable through this period, we assume the social capital distributions predominately came from non-orchard income.

Equity:

- Land, building and licence revaluation timelines and methods vary among contestants. Asset values have been taken as per the chart of accounts for each financial year.
- MIL assets include a significant investment in horticultural related shares, e.g., Zespri.
- The equity ratio averaged 59% over the 3 years of the study.

Return on Assets (ROA) and Return on Equity (ROE):

- Average ROA was -1% and ROE was -2%, which is lower than the 3-year group average.

MIL - Whiritoa Orchards

Finalist Comparison – 3 Year Average

The following comparison has been made to compare the performance of the kiwifruit portions of the three finalists businesses. There are aspects of this benchmark to take into consideration including differences in varieties, growing systems, organic vs conventional and vine age:

MIL – Whiritoa Orchards

Comprised of three blocks of mature conventional G3 kiwifruit and two developing blocks of organic G3 kiwifruit coming into first production in 2022.

Wi Pere Trust

Wi Pere's kiwifruit business is 100% conventional G3. It is made up of a 10ha mature block, and a 5ha developing block, with 3ha of that coming into its first production in 2021. Refer to Wi Pere Trust section for comment on their distribution value.

Ngāi Tukairangi Trust

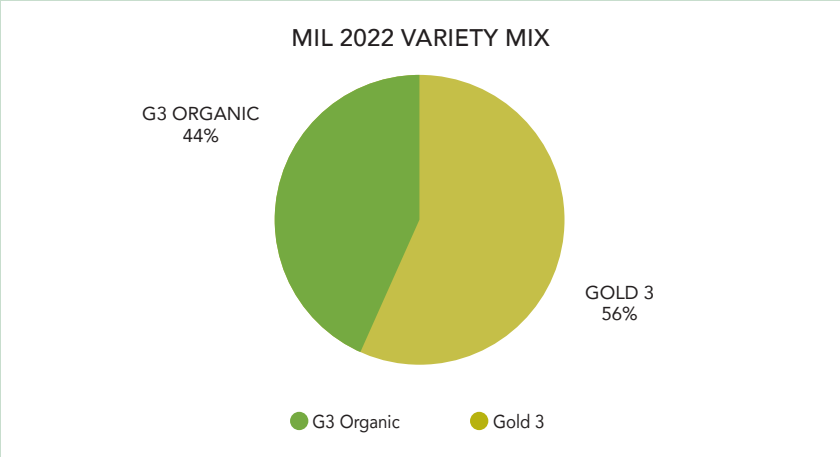
Comprises 90% G3 and 10% Haywood. Of the G3, two blocks are reaching their mature yield potential in 2022. One block is developing and came into first production in 2021. There is also a block of mature Haywood kiwifruit comprised in the data.

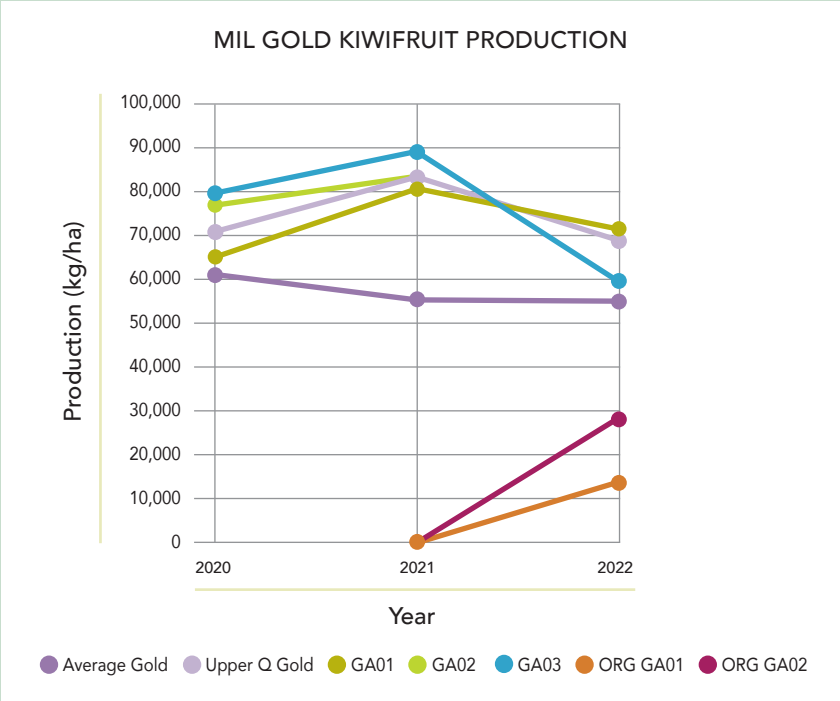
Key Performance Indicators	MIL – Whiritoa Orchards	Wi Pere Trust *(kiwifruit only)*	Ngāi Tukairangi Trust
Planted Area (ha)	8.6	15.0	122.4
Kiwifruit Yield (kg/ha)	67,798	54,523	48,282
Orchard gate revenue per ha	$209,109	$152,282	$160,943
Cost per ha	$130,584	$58,854	$73,428
EBITDA per ha	$78,524	$93,428	$87,516
Net Profit per ha	-$7,474	$86,285	$56,921
Orchard gate revenue	$1,673,688	$2,284,224	$19,723,928
Costs	$1,083,790	$882,806	$9,040,230
EBITDA	$589,898	$1,401,418	$10,683,699
Net Profit	-$97,662	$1,294,280	$6,842,153
Distributions – Social Capital	$244,207	$0	$2,114,306
Social Capital Index (Social Capital/Profit)	-37%	0%	33%
Land Value (Land, Buildings and Equipment)	$4,776,625	$4,483,459	$97,264,072
Total Assets	$10,436,320	$12,992,571	$197,356,481
Total Liabilities	$4,324,390	$1,909,175	$46,072,921
Total Equity	$6,111,930	$11,083,396	$151,283,560
Return on Land Value (Net Profit/Land Value)	-2%	30%	7%
Return on Assets (Net Profit/Assets)	-1%	12%	4%
Return on Equity (Net Profit/Equity)	-2%	14%	5%
Equity Ratio (Equity/Assets)	59%	85%	78%
Equity Growth (% Change Opening to Closing)	-2%	36%	22%

MIL - Whiritoa Orchards

Kiwifruit Productivity Analysis and Variety Mix

The following graphs show the yield per ha (kiwifruit) over the last 3 years of study (2020-2022) and the variety mix of the business in 2022. The average and upper quartile production are attributed to all kiwifruit contestants of the Ahuwhenua Trophy Excellence in Māori Horticulture Award 2023. The average and upper quartile will not be the New Zealand kiwifruit total data but is useful as a reference.





MIL - Whiritoa Orchards

Business Management

GOALS

Our approach to success in terms of business management is simple:

- Ka ora te whenua, ka ora te tangata – if we care for our land, it will care for us.
- Our people are our pride and our future. The health and wellbeing of our people is paramount.
- We celebrate our success with our communities.
- We actively strive to live our principles and values every day.
- We encourage the reclamation and reinvigoration of mātauranga Māori.
- Specific to kiwifruit, our goal is to develop 50ha of our own orchards and to support the growth of a Rangitaiki Māori growers cluster.
- Year on year growth of our asset base.

KEY PERFORMANCE INDICATORS

MIL, through Whiritoa Orchards, look to quadruple bottom line indicators of success, namely:

- **Social** – through employment, training and up-skilling.
- **Commercial** – through top quartile performance and contribution to 'ara ki te rua rau'.
- **Environmental** – through ongoing demonstrations of kaitiakitanga in practice.
- **Cultural** – encouraging the increased use and influence of tikanga and mātauranga in our behaviours and practices.

CRITERIA FOR NEW INVESTMENTS

We use a decision making matrix in terms of new investments with three levels that focus on:

- **Optimise** – optimising the foundation assets.
- **Diversify** – achieving a balanced portfolio which lowers risk and provides exposure and learning into level three investment opportunities.
- **Maximise** – invest in iwi/Māori owned and operated ventures which utilised iwi/Māori assets and increases the returns through greater value chain participation.

Underlying this approach is our SIPO and strategic asset allocation framework and where required expert external advice and guidance.

We do have a focus on local economic development which can also provide for the growth of our staff across the value chains into management and leadership roles.

DEVELOPING AND IMPLEMENTING THE BUDGET

Our budgets are developed through a collaborative approach between staff and management first, then reviewed by our Audit, Risk and Investment sub-committee before final consideration and approval by the MIL Board.

In developing the budgets, typically historical averages are used as starting points which are built on through industry advice and forecasts, and refined in consultation with our banks and financial advisers.

Budget monitoring and implementation is implemented on a monthly basis and supported through our strategic relationship with Deloitte.

MIL - Whiritoa Orchards

Commitment to Sustainability and the Environment

Ka ora te wai, ka ora te whenua, ka ora te whenua, ka ora te tangata
If the water is healthy, the land and the people will be nourished

Within our Environmental Plan we encourage the following actions and behaviours:

- Actively reduced our carbon footprint and compaction on our soils, by having limited access for vehicles on the orchards. Bicycles are used for staff on the orchards.
- Strong focus on soil health and understanding the whakapapa of the soil.
- Moisture probes to use water appropriately and minimising wastage of water.
- Soil test, and leaf test taken yearly.
- Foliar sprays used on both orchards to provide nutrients to the plants through the leaf. This lessens the chance of leeching nutrients through the soil.
- Fertigation used on the conventional orchard to tailor to our soil structure on the Rangitaiki plains. Small amounts more often, opposed to large quantities all at once.
- Cover crops.
- Retain moisture in the soil during drought. Help absorb moisture in the soil during excessive wet periods. Provide biodiversity in the soil. Observations show it provides seed as a different food source after bud break for the bird pressure at that time of year.
- Have modelled soil, nutrient, and water management from Zespri.
- Use integrated pest control. Through KiwiGreen monitoring from post-harvest facilities we can plan if there is a need to spray for pest. We use our observations too for integrated pest control. Our native shelter can host scale and passion vine hopper too and act of as an indicator for these pests.

We are committed to the use of integrated pest control. Through KiwiGreen monitoring from post-harvest facilities, we can plan if there is a need to spray for pest.

We use our observations too for integrated pest control. Our native shelter can host scale and passion vine hopper and act as an indicator for these pests.

We are also investigating how other Māori businesses and entities lead in the development of industry best practice and would like to explore further how we might support Māori businesses such as AgriSea to create mutually beneficial relationships.

Currently we use industry and post-harvest support to monitor our results in line with industry expectations and practices, we're also keen on working in partnership with progressive organisations such as Rangahau Ahumāra Kai (Plant and Food Research) to focus on regenerative farming practices based on mātauranga Māori and application on kiwifruit orchards.

We are strong proponents and advocates of Para Kore on our orchards which support our focus on tikanga and practical applications of kaitiakitanga. For example, we have been recycling string from our orchards through Plaspak at Te Puke and are actively looking at similar opportunities to support. We're also investigating the use of AgriSea products to replace our current foliar fertilisers.

MIL - Whiritoa Orchards

Kaitiakitanga

Toitū te marae a Tāne, toitū te marae a Tangaroa, toitū te iwi
If the land is well and the sea is well, the people will thrive

GOALS

The wellbeing of our taiao and our commitment to kaitiakitanga is an integral measure of our success. We are excited about the pending achievement of our organic certification and how the innovation and practices between our conventional and organic orchards can complement each other.

Looking to the future we see the increased adoption of organic practices becoming more prevalent on conventional orchards, complimented by the revitalisation of our traditional mātauranga which we are tremendously excited about.

In summary our three key goals are:

- Growing our understanding and implementation of regenerative practice.
- Less reliance on chemical inputs.
- Encouraging mātauranga Māori recognition and influence on orchard practice.

KEY PERFORMANCE INDICATORS

KPIs to monitor our performance here include;

- Soil samples show improvement with organic matter levels.
- Increase CEC rating in the soil. Increased availability of nutrients to the plants.
- Increased biodiversity in the orchards, i.e., more native birds and wild bees present through the orchard.
- Monitor moisture levels through the soil during times of a dry season or a wet season.
- Achieving GAP certification.
- To identify and account for environmental and social values when planning and undertaking operations.
- Monitored impact reduction on the environment and the community.
- To identify and protect key areas that are significant, ecological and scientifically valuable within our orchards and implement processes to protect and where practicable, enhance identified values.
- To manage our orchards and land sustainably and minimise adverse effects that can impact soil and water values.
- To minimise the impact of operations on archaeological and cultural sites.
- To minimise the impact of operations on amenity values (visual, noise, and air effects) and neighbouring properties.
- To manage the use of chemicals responsibly and seek to minimise the use of chemicals in our operations as far as practical, aligning with the kaitiaki values.
- To capture and learn from the environmental incidents through reporting, investigation and shared learning.
- Comply with relevant international, national and regional/local environmental legislation and regulations.
- Apply the principles of IPM following the Zespri KiwiGreen programme.
- Consider ways to protect and enhance the natural environment and biodiversity on and around the property and implement practices to do so.
- Optimise the use of water where possible.
- Keep the orchard and any surrounding native bush clear of any litter and waste that may be detrimental to the environment now or in the future.
- Reduce, reuse and recycle wherever possible.
- Engage and encourage everyone that comes onto the orchard to do their bit to protect and enhance the natural environment.
- Ensure employees are aware of my commitment to protecting the environment on the orchard and its surroundings and that they comply with any rules set in place to do so.
- Purchase environmentally friendly products where possible.

MIL - Whiritoa Orchards

STRATEGIES

Our Environmental Management Plan (EMP) sets out the environmental activities and commitments that lead the operations of Whiritoa efficiently and sustainably. This EMP is a key tool that guides the decision-making and alignment with the values of our parent company MIL.

Our commitment	Whiritoa Orchards is committed to ensuring sustainability is carried out through our management. It is our goal to deliver optimal value to our shareholders and community while protecting the future productivity of the land and ensuring that over time the environmental, cultural, and community values of the whenua we manage are maintained or enhanced.
Kaitiakitanga	MIL is committed to caring for the land and minimising the use of toxic chemicals while recycling a number of resources.
Legal and other requirements	We will operate our business so that we meet or exceed all statutory environmental requirements, relevant core values and practices, and industry best guidelines and agreements.
Resources	We will allocate sufficient resources to ensure responsible management is undertaken and to further develop knowledge of our orchards and whenua.
Training and development	We are committed to training and developing managers, and employees to ensure all individuals working within the parent company and its subsidiary entities are competent in meeting the company's environmental requirements.
Systems and practices	We will develop and implement best practices and management practices to ensure a systematic approach for orchard management, maintenance and enhancement of soil, water, biodiversity, cultural, landscape amenities and community values.
Shareholder/ community engagements	We will proactively engage the employment of our shareholders, or their descendants and the local community to promote constructive community relations while increasing awareness and understanding of our operations.
Continuous improvement	We strive to enhance all operations and will undertake regular reviews of our orchard management systems in light of new information when it arises for continuous improvements.

ENVIRONMENTAL CONCERNS

Environmental concerns amongst our community are:

- Appropriate water management recognising the taonga nature of our wai.
- Agrichemicals being misused / spray drift, poor communication amongst affected parties.
- Risk of leaching into water bodies.

CULTURAL SITES

All whenua within the Rangitaiki is of strong significance to us, especially given the historical negative impacts of Raupatu within Ngāti Awa. When we re-acquire our land back, such as the orchards, we try our best to revert back to the traditional names and histories of the whenua, hence the naming of our orchards Whiritoa which celebrates the traditional name of this area.

With the guidance of our kaumātua and Pou, we ensure that the appropriate tikanga and practices associated with our custodianship are always respected and implemented.

MIL - Whiritoa Orchards

Customer Focus

Whiritoa Orchards supplies its kiwifruit through to Zespri who market and export our fruit to the world.

We work closely with the Zespri and the post-harvest sector in understanding the customer requirements particularly for quality standards and strive to implement and exceed those standards through our practice.

The MIL Board firmly believe that there is untapped potential in combining our mātauranga as Māori growers and producers with industry practice and provenance. To that end, MIL are strong supporters of the Māori Kiwifruit Growers Inc (MKGI) – our CEO was the establishment Chairperson of MKGI, and our current Whiritoa Orchard Manager is the Rangitaiki representative on the forum.

Board members and staff have participated in global market visits and see this as a key part of the professional development of our people as well as providing input and direction into Zespri's approach to marketing provenance and sustainability with a combined Aotearoa New Zealand narrative.

Orchard Manager Helen Scott has been recognised through her industry leadership and contributions and is profiled in a range of media recordings for Zespri commercials, NZKGI and Ballance.

MIL - Whiritoa Orchards

Human Resource and Health and Safety

Ki te watea te hinengaro, me te kaha rere o te wairua, ka taea nga mea katoa
When the mind is free and the spirit is willing, anything is possible

GOALS

MIL through Whiritoa is committed to providing and maintaining a safe and healthy working environment for our staff, visitors and all other people/s utilising our premises as a workplace and ensuring that all risks are minimised and mitigated as far as reasonably practicable.

All health and safety procedures and practices are implemented and outlined in our Health and Safety Policy and Procedures.

MIL Board Director's acknowledge their ultimate responsibilities for health and safety standards in the workplace and their specific roles and responsibilities as a PCBU. Their performance relating to these duties is evaluated annually or as required. However, we seek cooperation from all employees, visitors and other people/s on the orchard to achieve our health and safety objectives, and expect that all comply with the below:

- Take reasonable care for their own health and safety.
- Take reasonable care, that they do not adversely affect the health and safety of other persons.
- Follow our Policy and Procedures (produced by Hazard Co).
- Identify hazards and assess control risks for the health and safety of others.
- Use any Personal Protective Equipment (PPE) provided.
- Report all hazards, accidents, and incidents (events) to their supervisor in a timely manner.
- Participate in the development of a safe and healthy workplace.

From a Human Resources perspective we strive to provide pathways for individual professional development. Orchard Manager Helen Scott is a fantastic role model for our kaimahi, and is an inspiration for all our people.

Success for us will be when all our staff are from our own communities, especially those in leadership and management roles and beyond into key industry roles both domestically and internationally.

STRATEGIES

Our orchard teams operate naturally as whānau given most if not all our staff are related. Like most whānau, feedback is consistent, clear, sometimes direct but always with aroha. Training needs are identified both at a group and individual levels and are constantly encouraged amongst Whiritoa Orchards staff.

ADVICE AND SUPPORT

Once Helen Scott agreed to join MIL, we knew that we needed to invest in building her capability to help realise her potential.

We approached a successful and highly regarded Orchard Manager, Shayne Joyce (Trinity Orchards) to act as a mentor for Helen. His brief was to be a sounding board, to challenge her thinking and to encourage her to act more strategically, and to provide a competitive environment.

The other step that we took was to provide the CEO, Kiriwaitingi Rei with a mentor which was Tony de Farias (former CEO of Seeka and Zespri Board Director).

Both Shane and Tony, along with our grower liaison mangers from post-harvest operators, are critical to our success. We also recognise that we have a role to play towards supporting the growth of Māori capability and leadership across the industry which we provide through our support and contribution to MKGI.

MIL - Whiritoa Orchards

Innovation

I orea te tuatara ka patu ki waho
A problem is solved by continuing to find solutions

We believe the innovation that we implement is more from the reclamation and rejuvenation of our traditional mātauranga Māori, as opposed to tech based solutions, though we do follow and monitor industry developments through digital means.

We use knowledge of Maramataka to guide decisions on orchard, as well as learnings from our organic orchard to test and challenge conventional practice assumptions.

Infrastructure

Infrastructure on the orchards include:

- Organic / conventional orchards side by side.
- Kpin 2007 water supply comes from Pineview a private water scheme and supplemented from the bore water system from kpin 1568. This accommodates for frost protection.
- Pergola structure through both orchards.
- Robust Cryptomeria shelter belt between the conventional and organic orchards to mitigate spray drift.
- Replacement of wooden infrastructure on the organic orchard limited as the Canadian market does not accept organic fruit with tanalised wooden poles.

MIL - Whiritoa Orchards

Orchard Maps

Legend

GA (SunGold) 6.84 ha

Mapped Area 6.84 ha

Block	Size (ha)	Variety	Status	Grafted	Details
1	3.00	GA	P	2015	
1A	2.10	GA	P	2012	Covered
1B	1.74	GA	P	2012	Covered

MIL - Whiritoa Orchards

Legend

GA (SunGold)
5.3 ha

Mapped Area 5.3 ha

Block	Size (ha)	Variety	Status	Grafted	Details
1	5.30	GA	P	2019	

Notes

Use facilities on KPIN 1568

PGG Wrightson

Te Mātai Ahuwhenua

PGG Wrightson's Māori Agribusiness team is a dedicated unit providing guidance on farming and horticulture practices that align with the environmental values of our Māori agribusiness clients.

We support iwi to:

- *Unlock the potential of Māori land.*
- *Explore diversification into horticulture.*
- *Build capability with on-farm learning workshops.*
- *Get the backing of highly qualified technical experts .*
- *Retain cashflow through the use of GO-STOCK products.*

Talk to us today

Kōrero ki a mātou i tēnei rā

www.pggwrightson.co.nz *Helping grow the country*

Wi Pere Trust

***Toroa Orchard**, 645 Bushmere Road*
***Tangihanga Orchard**, 864 Lavenham Road*

Field Day: 11th May 2023

Wi Pere Trust

FIELD DAY PROGRAMME*

9:30	Pōwhiri at 864 Lavenham Road, Waipaoa
10:00	Morning tea
10:30	Introduction to the day Presentations: • History • Governance, Strategy & Business Planning • Strategy Implentation and Customer Focus • Financial Performance / Benchmarking • 5 min video
11:30	Orchard Tour *(Buses and Vans – Radio Commentary)* Travel to Stop 1: • Social, Community, Ngā Tikanga Māori Stop 1: Toroa Orchard, 645 Bushmere Road • Growing Practices, Innovation, Kaitiakitanga and Sustainability Travel to Stop 2: • Human Resource, Health & Safety Stop 2: Tangihanga Orchard, 864 Lavenham Road • Flood Protection Strategy/Blueberries
1:45	Judges' comments
1:55	Award ceremony
2:15	Refreshments

** Times are approximate*

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities. While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

Protect our industry – please arrive with clean boots and vehicles to reduce the risk of spreading a disease, pest or weed.

Wi Pere Trustees Alan Haronga and Trudy Meredith

Wi Pere Trust

History

Wi Pere ready to leave on his trip to London in 1888 to raise capital and bring out settlers.

Wi Pere was a man ahead of his time; a rangatira, tohunga, soldier, entrepreneur, politician and legislator. He was born in 1837 and lived during a time of some of the most turbulent chapters of New Zealand history, experiencing firsthand the catastrophic effects of colonisation and the loss of Māori land.

Wi Pere held the Eastern Māori Seat from 1884 – 1887 and 1894 – 1905 and was appointed to the Legislative Council during 1907 – 1912. Throughout his political career, he advocated strongly for the retention and development of land in Māori ownership and control. He was responsible for the Mangatu Empowering Act 1893 which formed the first Māori Incorporation, and of which he was the founding Chairman. He was also involved in mediating some of the contentious conflicts involving his whanaunga Te Kooti – at times these were life-threatening events.

At the same time, Wi Pere the entrepreneur was proactive at taking advantage of business opportunities and developed his own lands as a successful grazier of some 18,000 sheep. Along with W L Rees, he also launched the East Coast Native Land and Settlement Company which had accumulated a quarter of a million acres in the Gisborne region and set off to London in 1888 to raise capital and bring out settlers. However, due to hostile opposition from the Atkinson government, this venture was unsuccessful.

When Wi Pere died on December 9, 1915, in his eulogy Ta Apirana Ngata remarked "No man ever did more for his people, never was there a greater fighter for his race than Wi Pere".

Created in 1899 by an Act of Parliament, the Wi Pere Trust was established by our tipuna Wi Pere to protect the remaining lands of his whanau at a time when the whenua was heavily in debt and under threat of being sold under mortgagee sale. Over this period a sole external Trustee was appointed with the approval of the Governor of the day. Wi Pere's two sons, Te Kani and Moanaroa were later appointed Trustees with the Governor's approval. Gradually over time other direct descendants were appointed to replace non-whanau Trustees with the approval of the Minister of Māori Affairs.

Today, 123 years later the Wi Pere Trust continues under the stewardship of his mokopuna Alan Haronga (Chair), Kingi Smiler, Trudy Meredith, Hector Pere, and Jason Lardelli.

In 2017 the constitution was changed by an Act in Parliament to remove Ministerial oversight, hand the power back to the whanau to appoint Trustees and bestow limited liability on the Trust.

An important landmark on Wi Pere lands is the memorial of the Waerenga-a-Hika siege in 1865 adjacent to the urupa where Wi Pere is buried. Another is Te Rongopai Marae, a painted meeting house unique among its kind built in 1887 in preparation for the return of Te Kooti to Poverty Bay. Rongopai continues to be an active whanau and Ringatu marae today.

The Trust's aspiration is to continue to build and grow Wi Pere's whenua which he fought so hard to retain for his whanau, and to continue to provide a legacy for current and future generations of his descendants.

Wi Pere

In 2000 the Trust commissioned Derek Lardelli to design the Wi Pere logo.

Colors	*Black*	*Te Po, potential*
	White	*Te Ao, the world of light*
	Red	*Sacred bloodlines*
Koru	*The three baskets of knowledge and signifies Wi Pere teachers and schools of learning.*	
Pu Kanohi	*With an eye on the past, linking the present to secure our future.*	

Wi Pere Trust

What Impressed the Judges

GOVERNANCE AND STRATEGY

There is a strong depth and breadth of capabilities and experience in current trustees.

Strong energy and direction being provided by the trustees. There is great clarity and understanding of the achievements and future direction of the horticulture enterprise, as evidenced by the quality of information presented.

Great understanding of the Trust history and its context; this is used as a basis for future direction and growth. Clear vision and strategy out to 2030.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Close connection demonstrated with people, history, and place. An example of this is the mapping and protection of pā sites.

Distributions to the community over 12 years total $5.85M. Dividend payments over the Covid-19 period were increased to support whānau.

A book on the life of Wi Pere is provided to all beneficiaries, and whānau open days are undertaken.

There is strong support for Rongopai Marae, kōhanga reo and papakāinga.

COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

Development of the use of the Mauri Compass to guide approaches to te taiao is commended.

Strong examples of care for te taiao to date include a detailed environment plan, significant riparian plantings, reduction in the use of sprays and building organic matter back into soils, and using lucerne to reduce use of nitrogen fertiliser.

KAITIAKITANGA

The Mauri Compass is a valuable tool that focuses on care for nature and incorporates mātauranga Māori and western science. It was noted that the creator of the Mauri Compass is an active contributor into the work of the Trust in this area.

Impressive investment in water storage, flood protection and other infrastructure to build resilience and de-risk the horticulture business.

FINANCIAL AND BENCHMARKING

A good understanding of financial fundamentals, with regular forecasting of budgets, short/medium and long term out to 2030. The forward forecasting out to 2030 was a valuable tool to encourage longer-term thinking and an intergenerational perspective on how to develop the horticultural business.

Strong financial governance and planning with comprehensive quarterly reports as well as variance reporting every other month. Good use of consolidated reporting against budget on a divisional basis provides good insight on performance.

The Trust makes considered investment decisions. Major capital expenditure requires Board approval with analysis on payback period, risk/benefit analysis and return on investment.

Diverse operation with a well-balanced portfolio of crops. KPIs are well reported across crop types – this good to understand each crops contribution to business performance. Consolidated financial forecasts provide insight into income streams and profit.

Wi Pere Trust

CUSTOMER FOCUS

Great careful investment into higher value, higher margin horticultural crops attracting a market premium – Rockit apples, SunGold kiwifruit, export quality persimmons and berries.

Wi Pere Trust have formed close strategic relationships with marketers. Visits to overseas markets continues to increase the Trust's knowledge and networks.

HUMAN RESOURCE AND HEALTH AND SAFETY

Robust health and safety inductions and clear policies and knowledge. A tidy site with few hazards and a supportive environment for workers.

Strong ability to provide work for the vast majority of the year to provide some of the conditions for a stable and more skilled/experienced work force.

INNOVATION

Involved in trialling new varieties, new management techniques, and new growing systems.

Our Horticulture Team

Wi Pere Trust

Directory

Tribal affiliations: **Te Aitanga-a-Mahaki me Te Whanau-a-Kai**

Number of owners: **545**

TRUSTEES

Alan Haronga, *Chair*
Kingi Smiler
Jason Lardelli
Trudy Meredith
Hector Pere
Te Hira Pere, *Pou Tikanga*

ADVISORS

Chris Torrie, Trust Secretary, *Accountant and Business Advisor*
Ian Ruru, *Mauri Compass Advisor*
Lachie Grant, *Environmental Advisor*
Ewan Potgieter, *Blueberry Advisor*
Marco Van Den Berg, *Plant Nutrition Advisor*
Lachlan McKay, *Rockit Apple Technical Rep*

ORCHARD STAFF

Wayne Hall, *General Manager*
Eddie Collins, *Orchard Manager*
Paul Waihape, *Orchard Supervisor*
James Torrie, *Orchard Supervisor*
Regan Mauheni, *Permanent Orchard Worker*
Joe Niania, *Permanent Orchard Worker*
Kurt Mauheni, *Machinery Operator*
Loni Lardelli, *Orchard Contractor*

Orchard Description

Wi Pere Trust Horticulture consists of three orchards that are fully integrated. In total the Trust currently has 79ha planted in permanent horticultural crops.

Toroa Orchard is located at 645 Bushmere Rd, Gisborne. The plantings consist of 10ha of mature Gold kiwifruit, 5ha of developing Gold kiwifruit, 4ha of mature persimmons and 10ha of newly planted Tarzi apples.

Tangihanga Orchard is located at 864 Lavenham Rd, Gisborne. The plantings consist of 15ha of navel oranges, 20ha of developing Rockit apples and 4ha of blueberries.

Manutuke Orchard is located at 1102 Wharerata Rd, Manutuke. The planting consists of 11ha of developing organic Gold kiwifruit.

Both Toroa and Tangihanga Orchards are planted on highly fertile alluvial flats which are adjacent to the Waipaoa river. Manutuke Orchard is planted on heavier soil types which are highly fertile. All orchards are fully irrigated, with water being sourced from the Waipaoa river system.

Wi Pere Trust

Governance and Strategy

VISION

Nurturing the Wi Pere legacy for current and future generations with the overarching philosophy of kaitiakitanga.

PURPOSE

Wi Pere Trust will fulfil its owner's aspirations through the cultural, social, environmental and economic development for its whanau.

VALUES

Value	Behaviour	Outcome
Kaitiaki	Actions that will protect, nurture and grow our people and our environment	Resilient people and sustainable resources
Communication	Effective two-way exchange of information that is accurate, complete and timely	Informed and effective teams
Integrity	Actions are dependable, respectful and truthful	Trusted relationships
Excellence	Be the best, by being passionate, proud and exceeding expectations, providing a safe workplace and being an employer of choice	Reward for everyone
Enjoyment	A positive happy work environment that builds confidence and achievement	Work-life balance

STRATEGIC PLAN

The Trust reset its Horticultural Strategic Plan in 2010, reviewing how to optimise returns from our whenua, and consider what were the most appropriate land use activities and markets. The review determined that we should pivot away from growing grapes on our best lands and dispose of our investments in wine, and redirect investment into high value horticulture export crops such as Gold kiwifruit, persimmons, blueberries and Rockit apples.

After securing Gold kiwifruit licence we commenced planting 10ha of Gold kiwifruit and 4ha of persimmons in 2014. These plantings reached full maturity in 2021. We also secured access to more water resources in 2013 and invested in a large scale water storage dam at Tangihanga, which then allowed us to undertake our plantings, knowing that we had water security for the next 20 years.

Our people capability is lifted through the sound recruitment of skilled staff, who are supported with industry and in-house training programmes. We have also invested in state of the art infrastructure, such as overhead canopies and smart growing systems to protect our kiwifruit, persimmon, blueberry and more recently Rockit and Tarzi apples.

Wi Pere Trust

Medium Term Goals (5 – 10 years) for Wi Pere Horticulture are:

- Strategic Reset in 2010 to invest in high value export crops, and exit 65ha of low performing wine grapes and 40ha of local market citrus.
- Ensure our production aligns with our customer expectations and benchmark our performance and be ranked in the top quartile.
- Develop detailed environmental plans based on our philosophy of kaitiakitanga.
- Secure access to water and water storage for irrigation.
- Investment in flood protection.
- Improve our productivity by investment in recruiting and training our people and better utilising productivity tools.
- Invest in high quality, modern orchard and crop infrastructure.
- Continue to invest and support our whanau, our marae and our community activities.

GOVERNANCE

In 2017 the legislative changes to the Wi Pere Trust Act now provide for the following:

- Established a Trust Board where the Board members are not personally liable.
- The appointment of five whanau members for a period of five years and up to two independent members.
- The five whanau members are nominated and voted on by the shareholders.
- Every year one of the members retires by rotation.
- The independent members are appointed by the Board.

With the current Board's mix of skills and business experience it has not been necessary to appoint independent directors. We have however, appointed expert advisors on specialist matters in our business. Current advisors are Lachie Grant, Ian Ruru, Ewan Potgieter, Lachlan McKay and Marco van den Berg.

All Board members have attended appropriate induction and training programmes over the years and ongoing development is encouraged. The Trust also has an annual scholarship programme for our rangatahi and we are confident that within our whanau we have the next generation of leadership and business skills to govern our business. For example, in 2020 Jason Lardelli replaced his grandfather Henry Lardelli as a Trustee.

The annual planning cycle each year provides for an update of the Annual Business Plan and a rolling three year financial forecast along with a detailed annual budget which is approved by the Board.

Communication and buy-in from our owners is critical. This is achieved by:

- Providing detailed Annual Report and Audited Financial Accounts to all shareholders which are reviewed and approved at the Annual General Meeting. These meetings also provide detail on the update of the Strategic Plan, as well as the business case for major investments proposed to be undertaken.
- Six monthly newsletters on key business and whanau activities provided to all shareholders.
- Shareholder open days held on the orchards every two years.
- Wi Pere whanau reunions scheduled every decade, with attendance usually around 1500 – 2000 whanau.
- Engagement with shareholders through Facebook and the website.

Wi Pere Trust

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
• Governance and management • Location of orchards with regional advantage for maturation on most of our key varieties • Decision to manage risk with crop protection ie canopy and water security • Staff retention • Availability of fertile land • Longevity/ intergenerational • Financially stable/ strong balance sheet • Long term water consent for storage.	• Cost of entry to production, e.g., Gold kiwifruit license • Availability of experienced staff • Significant investment in capital required for additional growth • Generally, commodity price takers • Flooding.	• Growth of export opportunities • Growing consumer demand for high health, nutrient rich product lines • New technologies on a range of our crops now becoming more available • Grow our brand to ensure we are the employer of choice • Partnerships with like-minded organisations • Diversification.	• Competitive labour market forces/ availability of industry labour • Climatic challenges such as droughts,floods and cyclones • Biosecurity risks, e.g., fruit fly and canker • Rising costs • Market volatility • Pandemics such as Covid-19 • Biosecurity breaches.

Wi Pere Whanau Reunion

Wi Pere Trust

Social / Community / Ngā Tikanga Māori

GOALS

- Continual support of Te Rongopai Marae and community activities.
- Continual investment in education, scholarships and whanau leadership.
- Continue to pay and grow dividends to shareholders.

MARAE SUPPORT

- Provide help and financial support for significant renovation projects and grant applications. Over the past two years $170,000 in funding has been allocated for a series of major works at the marae. These include a major upgrade of both the whare kai and the whare tupuna.
- Provide financial support through paying annual fixed costs such as insurance and fire monitoring charges – current grants $35,000.
- Regular grounds keeping services, e.g., lawn mowing and tree maintenance.

NGĀ TIKANGA MĀORI

- Wi Pere Trust was actively involved in the Tairawhiti Land Development Trust (TLDT) which was the body that was established to manage a Major Regional Initiative Programme in 2004. Trustee Kingi Smiler was the Chairman of the TLDT. This successful programme then evolved into the Tairawhiti Whenua stakeholders' group.
- Taking a leadership role in forming a Māori stakeholder's group, the Tairawhiti Whenua, representing 42 land blocks and 143,000 hectares to ensure there is a collective voice when dealing with local and central authorities, lobby groups etc in matters such as Resource Management Act reform and climate change. Our Chairman Alan Haronga actively leads the group.
- Wi Pere Horticulture have a longstanding connection with other Māori horticultural businesses that are based in Tairawhiti. Staff from Wi Pere Horticulture work closely with Hauiti Berries and Te Whanau a Taupara Trust who also grow persimmons close to Wi Pere Horticulture. Wi Pere Horticulture management staff provide support to other Māori growers wherever possible, especially with advice on new orchard developments.
- Our wider industry involvement is through Māori Kiwifruit Growers Incorporated who regularly meet to advocate and promote the interests of Māori kiwifruit growers. Both Alan Haronga and Wayne Hall, the General Manager of Wi Pere Horticulture, are actively involved with the collective, and host member growers to Wi Pere orchards each year. Wi Pere Horticulture Orchard Manager Eddie Collins, along with our kiwifruit staff, regularly attend MKGI workshops and field days.
- Working with Ian Ruru from Te Aitanga-a-Mahaki tribal organisation to implement the Mauri Compass and Mahinga Kai compulsory values in Te Mana o Te Wai.
- Commissioned Ian Ruru to do an ecology report on the Waipaoa river to ensure our water storage and irrigation projects will not negatively affect the mauri of the Waipaoa River.
- Cultural sites and sites of significance are mapped.

Wi Pere Trust

COMMUNITY

- Host public field days in conjunction with Citrus New Zealand, Persimmons New Zealand, Zespri, Miro and East Pack. We share what we have learnt on our research sites and provide support for other growers.
- General Manager Horticulture sits on the boards of Citrus New Zealand, Persimmons New Zealand, the East Pack Trust Advisory Forum, the Tairawhiti Growers Association and the Berryco Growers Regional Committee.
- Wi Pere Trust have a close connection with Te Kura o Patutahi School. 95% of their current school roll, and 90% of their staff and trustees are direct descendants of Wi Pere, which presents a rich and strong whakapapa connection to Wi Pere. As part of the support for the kura, Wi Pere Trust have provided funding for new school uniforms.
- Wi Pere Horticulture host local students on a regular basis. In 2022 we hosted the EIT Fruit Production Apprentices. This was a proud occasion for two of our horticultural staff members, Paul Waihape and Regan Mauheni who are both first year horticultural apprentices. They were able to show their fellow students around the Wi Pere orchards.

WI PERE WHANAU

- Education grants for school and tertiary education – annual grants $70,000.
- Tangihanga, kaumatua grants and sponsorship.
- Offer summer internship for two school leavers or students to be exposed to horticulture as a potential pathway.
- All employment opportunities are sent to whanau through Facebook and our email tree before publicly advertising.
- Wi Pere Horticulture actively engage with Wi Pere Trust whanau through horticultural field days that are exclusive to shareholders, and often align with our Annual General Meetings. Wi Pere Horticulture management provide an interactive session for all who join us on these field days, and we receive positive feedback from those who attend.
- Pay annual dividends – annual payment $610,000.
- Wi Pere reunions every ten years.
- Over the last 12 years the Trust has distributed $5,850,000 on all of these whanau activities.

Wi Pere Whanau Field Day 2023

Wi Pere Trust

Financial Analysis and Key Performance Indicators

Three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd for each finalist to identify trends for specific financial key performance indicators. Each finalist is benchmarked against the other Ahuwhenua Trophy, Excellence in Māori Horticulture Award 2023 entrants. Of the three finalists, MIL – Whiritoa Orchards and Ngāi Tukairangi Trust are 100% kiwifruit. Wi Pere Trust is a business that includes multiple permanent crops, including kiwifruit.

Table 1 for each business shows the results for the entire business. Table 2 compares just the kiwifruit component of each business.

Wi Pere Trust	**2020**	**2021**	**2022**
Planted Area (ha)	49	59	69
Kiwifruit Yield (kg/ha)	52,925	41,125	47,753
Orchard gate revenue per ha	$59,635	$56,222	$41,069
Cost per ha	$34,018	$36,354	$30,323
EBITDA per ha	$25,616	$19,868	$10,746
Net Profit per ha	$19,002	$12,454	$2,841
Orchard gate revenue	$2,922,106	$3,317,100	$2,833,775
Costs	$1,666,906	$2,144,910	$2,092,280
EBITDA	$1,255,200	$1,172,190	$741,495
Net Profit	$931,094	$734,789	$196,040
Distributions – Social Capital *	$0.00	$0.00	$0.00
Social Capital Index (Social Capital/Profit)	0%	0%	0%
Land Value (Land, Buildings and Equipment)	$12,108,165	$15,905,428	$18,451,962
Total Assets	$20,103,987	$27,080,690	$34,892,224
Total Liabilities	$4,407,145	$5,721,563	$7,081,405
Total Equity	$15,696,842	$21,359,127	$27,810,819
Return on Land Value (Net Profit/Land Value)	8%	5%	1%
Return on Assets (Net Profit/Assets)	5%	3%	1%
Return on Equity (Net Profit/Equity)	6%	3%	1%
Equity Ratio (Equity/Assets)	78%	79%	80%
Equity Growth (% Change Opening to Closing)	38%	36%	30%

** Refer to commentary on page 47 on Distributions – Social Capital*

Wi Pere Trust

Wi Pere Trust is a large scale (69ha in 2022) business with multiple horticultural crops. The Trust has under taken a significant development programme which is continuing today. Mature crops include; Gold (G3) kiwifruit and persimmons. The Trust has developing crops of blueberries, citrus, organic Gold kiwifruit and apples. The kiwifruit business is currently producing at or above average production however with the addition of other lower yielding, lower value crops and non-producing new developments, their return per ha drops compared to the mature businesses solely growing kiwifruit.

Orchard Performance:

- This business has one of the largest planted areas (69ha), well above the 3-year group average of 37ha.
- The business studied is horticulturally very diverse with five different crop types and both conventional and organic growing methods in their kiwifruit.

Income, Expenditure, and Profitability:

- Income has been driven by the returns from the Gold kiwifruit and persimmons. The Trust has targeted the Kiwistart premiums for their Gold kiwifruit operations. This has the effect of reducing yields, for early maturity, for the higher tray price.
- The income of 2020 was especially strong from the Gold kiwifruit operations and the persimmons started to yield better as the plants matured. The 2021 income increase as a new 5-hectare block of Gold Kiwifruit started to produce fruit. The 2022 year was affected by bad weather, reducing returns from the Gold kiwifruit operations.
- Expenditure levels have increased over the three years as crops mature resulting in additional costs as well as the increase in costs for developing new crops. The table includes all of the costs of the total operations, including the developing crops. If the developing costs are removed from the costs, then the 3-year average would reduce from $1,968,000 to $1,579,000.
- Profitability has decreased over the three years as a result of the reduced kiwifruit income in 2022 and the increase in costs for the developing crops. The three-year average profits for the Trust are $620,000. When the developing crop costs are removed this increases to a 3-year average of $1,151,000.

Social Capital Index:

- No Social Capital Index is appropriate for this business as the horticultural side of the Trusts' operations are still developing. Surpluses provided from the mature crops and the sheep and beef operations along with bank debt are being used to fund the horticulture expansion.
- In the meantime, shareholders received over $800,000 last year by way of dividends and grants such as educations grants, scholarships and kaumātua grants.
- The Trust is predicting that by 2030 when all of the crops are at maturity, horticulture will provide two thirds of the value of distributions to shareholders.

Equity:

- Wi Pere Trust annually have independant valuations prepared of their land and buildings and fruit licences are market valued each year as well.
- The Trust has reported a significant increase in equity over the three years. This has been driven by the revaluation of land and buildings and the revaluation of kiwifruit licences annually.
- Wi Pere increased equity annually, which is a good indication of the strength of the business.
- The equity ratio is also highly commendable staying between 78% and 80% of total assets.

Return on Assets (ROA)and Return on Equity (ROE):

- The 3-year average ROA is 3% and ROE 3%. Taking the developing crops out of the calculations results in a ROA of 8% and ROE of 9%.

Wi Pere Trust

Finalist Comparison – 3 Year Average

The following comparison has been made to compare the performance of the kiwifruit portions of the three finalists businesses. There are aspects of this benchmark to take into consideration including differences in varieties, growing systems, organic vs conventional and vine age:

MIL – Whiritoa Orchards

Comprised of three blocks of mature conventional G3 kiwifruit and two developing blocks of organic G3 kiwifruit coming into first production in 2022.

Wi Pere Trust

Wi Pere's kiwifruit business is 100% conventional G3. It is made up of a 10ha mature block, and a 5ha developing block, with 3ha of that coming into its first production in 2021.

Ngāi Tukairangi Trust

Comprises 90% G3 and 10% Haywood. Of the G3, two blocks are reaching their mature yield potential in 2022. One block is developing and came into first production in 2021. There is also a block of mature Haywood kiwifruit comprised in the data.

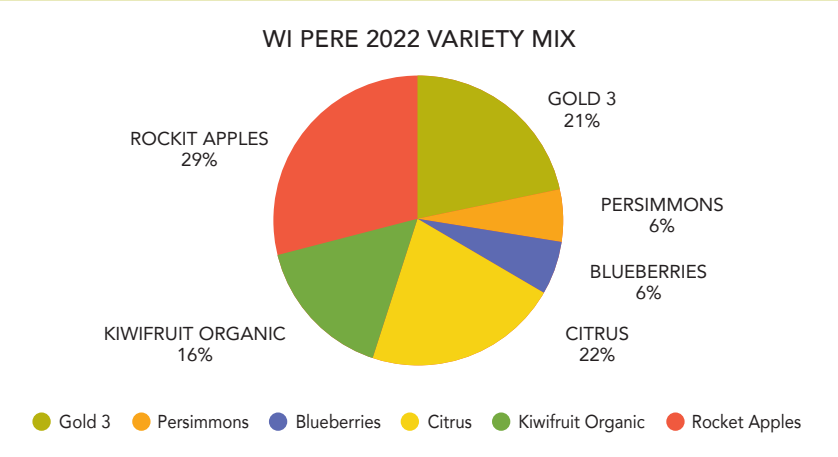
Key Performance Indicators	**MIL – Whiritoa Orchards**	**Wi Pere Trust** *(kiwifruit only)*	**Ngāi Tukairangi Trust**
Planted Area (ha)	8.6	15.0	122.4
Kiwifruit Yield (kg/ha)	67,798	54,523	48,282
Orchard gate revenue per ha	$209,109	$152,282	$160,943
Cost per ha	$130,584	$58,854	$73,428
EBITDA per ha	$78,524	$93,428	$87,516
Net Profit per ha	-$7,474	$86,285	$56,921
Orchard gate revenue	$1,673,688	$2,284,224	$19,723,928
Costs	$1,083,790	$882,806	$9,040,230
EBITDA	$589,898	$1,401,418	$10,683,699
Net Profit	-$97,662	$1,294,280	$6,842,153
Distributions – Social Capital *	$244,207	$0	$2,114,306
Social Capital Index (Social Capital/Profit)	-37%	0%	33%
Land Value (Land, Buildings and Equipment)	$4,776,625	$4,483,459	$97,264,072
Total Assets	$10,436,320	$12,992,571	$197,356,481
Total Liabilities	$4,324,390	$1,909,175	$46,072,921
Total Equity	$6,111,930	$11,083,396	$151,283,560
Return on Land Value (Net Profit/Land Value)	-2%	30%	7%
Return on Assets (Net Profit/Assets)	-1%	12%	4%
Return on Equity (Net Profit/Equity)	-2%	14%	5%
Equity Ratio (Equity/Assets)	59%	85%	78%
Equity Growth (% Change Opening to Closing)	-2%	36%	22%

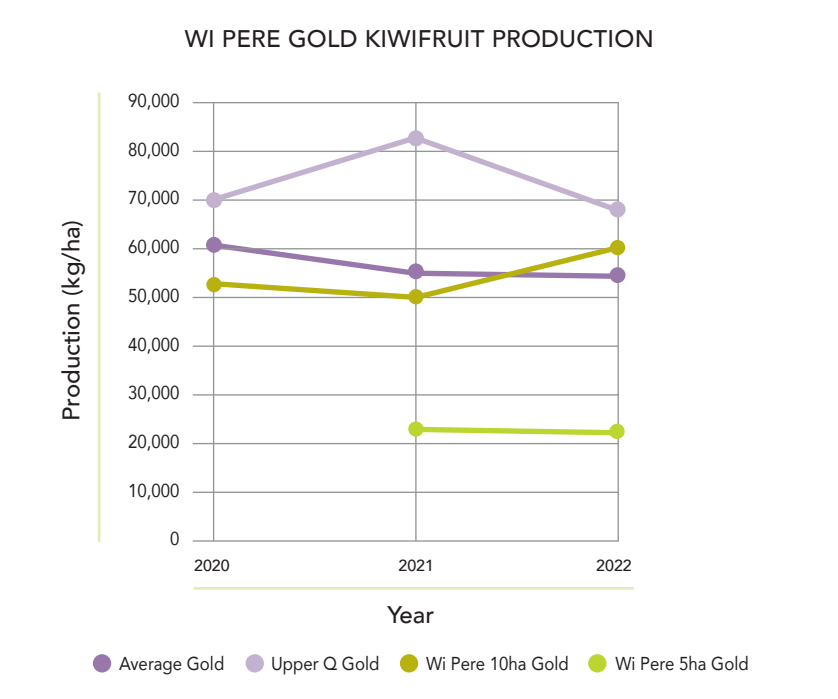
** Refer to commentary on page 47 on Distributions – Social Capital*

Wi Pere Trust

Kiwifruit Productivity Analysis and Variety Mix

The following graphs show the yield per ha (kiwifruit) over the last 3 years of study (2020-2022) and the variety mix of the business in 2022. The average and upper quartile production are attributed to all kiwifruit contestants of the Ahuwhenua Trophy Excellence in Māori Horticulture Award 2023. The average and upper quartile will not be the New Zealand kiwifruit total data but is useful as a reference.





Wi Pere Trust

Business Management

GOALS

Our goal is to produce high quality export driven crops on our quality lands.

- Key focus areas are the optimisation of returns from existing operations, introduction of new varieties, an export focus and labour availability.
- Wi Pere will be innovative and be leaders in their industry, creating added value to its economic base and brand value in selected markets.
- The horticulture business to be providing 67% of the cash resources for distribution to owners by 2030.
- We continue to look for opportunities to partner with like-minded organisations throughout the value chain where we can bring our individual strengths to the benefits of all parties.
- Direct marketing of products to customers which will provide greater transparency, closer communication and higher returns.
- The following table highlights the KPIs out to 2030.

KPIs	2020 – 2022 3 year average Productive crops	2030 8 year forecast Productive crops
Canopy area	59	89
Yield kg/ha	34,710	60,751
OGR/ha	$106,331	$150,210
Revenue/ha	$132,327	$210,358
Cost/ha	$56,404	$63,675
EBITDA/ha	$49,926	$86,536
Profit/ha	$41,107	$80,722
Return on assets	7.64%	15.84%
Return on equity	9.12%	20.82%

KEY PERFORMANCE INDICATORS

- Benchmarking productive and financial performance against industry data with a goal of being in the top quartile as well as against our original investment decision.
- Setting three year budgets annually to monitor expectations into the future not just the current financial year.
- Achieving our financial targets such as OGR and profitability.
- Monitoring land use options and setting targets for best use.
- 90% of total horticulture crop harvested is for export markets.
- Borrowing not to be above 40% of total assets, excluding the value of our Māori freehold corpus land. This land cannot be borrowed against.
- GLOBAL GAP certification for export crops.
- Critical tasks such as pruning, thinning and harvesting, are performed on time.

Wi Pere Trust

STRATEGIES

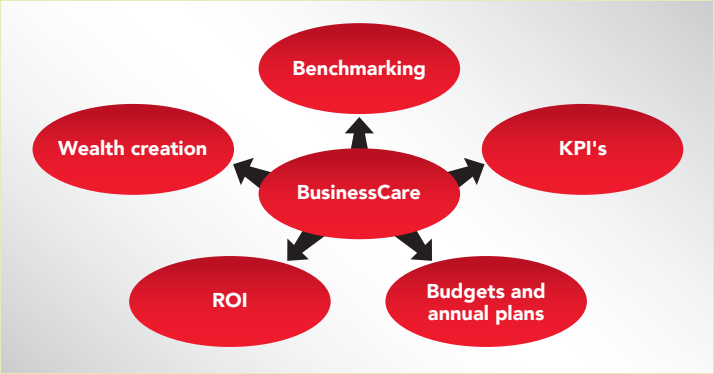
Following our strategic 'reset' in 2010 we introduced a new business plan that would focus on planting high value, export based crops, on our premium soils and provide early season financial advantages. The table below outlines the timeframes, and shows the progress and execution of our strategic developments.

Strategy Implementation Timeline

Initial Horticultural Strategic Reset		2010
Gold Kiwifruit, Persimmon and Citrus Plantings	29 ha	2014
Gold Kiwifruit Plantings	5 ha	2018
Miro Blueberry Plantings	4 ha	2020
Organic Gold Kiwifruit Plantings	11 ha	2021
Rockit Apple Plantings	10 ha	2021
Rockit and Tarzi Apple Plantings	20 ha	2022

- Commencing in 2010 we began our transition from lower value citrus and grape production, to our new, high value, export focussed crops.
- We secured our necessary water consents in 2013, which then allowed us to undertake a significant capital investment in our dam at Tangihanga, which secured water for all our new plantings.
- We completed our due diligence for our first tranche of Gold kiwifruit license in 2013.
- Our initial plantings of Gold kiwifruit and persimmons in 2014 are now at full production and generating strong cash flows for our business.
- Our citrus, newer kiwifruit plantings, blueberries and apples are at varying stages of development, and now provide year round employment for our staff.
- Our production focus is on achieving high yields across all of our orchards. We strive to achieve high packouts and premium pricing across all our product categories.
- We strategically partner with proven marketing companies and distributors, and we have a strong understanding of the fruit and produce supply chain.

OUR BUSINESS CARE PROGRAMME IS THE MANAGEMENT TOOL THAT IS USED TO IMPLEMENT OUR HORTICULTURAL STRATEGY



Wi Pere Trust

BENCHMARKING

- Industry benchmarking is used across all our crops so we can monitor our performance.
- Our fully producing 10ha Gold kiwifruit orchard is currently in the top 25% of OGR across all Zespri suppliers.
- Our persimmon production in 2021 was the highest performing orchard for yield in Gisborne and nationally.
- Our newer plantings are also tracking well to date against industry data.

ANNUAL PLANS AND BUDGETS

- Three year business plans are prepared each year and require approval by the board. These plans are generated for all crops and are critical in translating the Strategy into clear targets, accountabilities and timelines.
- Budgets are prepared for a three year period, and reviewed annually.
- Every quarter a full reforecast for the year end position is presented to the board compared against the original budget.

A quarterly dashboard is presented that reports on predicted year end against original budget for:

- OGR, driver costs, enabler costs, EFS, and NPBT.
- Production.
- Monthly bank balances.
- Price and volume variances.
- Capital expenditure.

KPI TARGETS

The following two tables outline our KPIs for our mature Gold kiwifruit and persimmon crops for 2023 alongside our 2020 – 2022 actuals.

Gold Kiwifruit KPIs

Criteria	2020 Actual	2021 Actual	2022 Actual	2023 Targets
Fruit Size	27	27	27	27
Class One %	89	90.5	86	90
TZG (Dry Matter)	N/A	0.78	0.56	0.70
Trays/ha	14,307	13,682	16,479	16,000
OGR/tray	$14.96	$15.02	$8.87	$12.00
OGR/ha	$214,000	$205,500	$146,200*	$192,000

** Note that our 2022 crop was negatively impacted by a significant weather event in March 2022 just prior to harvest, which effected our harvest timing, impacted TZG levels, and resulted in lower OGR values.*

Persimmon KPIs

Criteria	2020 Actual	2021 Actual	2022 Actual	2023 Targets
Fruit Size	15.1	17.2	16.9	16
Export %	52	59	52	60
Kg/ha	28,119	45,140	39,840	50,000
Export Trays/ha	3,655	6,658	5,179	7,500
OGR/tray	$7.78	$8.70	$10.81	$10.80
OGR/ha	$54,700	$98,200	$107,700	$108,000

** Wi Pere persimmons are now at full production and are generating consistently high returns.*

Wi Pere Trust

Citrus KPIs

Criteria	2023 Targets
Av Fruit Size	70mm
Tag 1 %	60
Tag 2 %	25
Juice Grade %	15
kg/ha	24,000
OGR/kg	$1.53

Blueberry KPIs

Criteria	2023 Targets
Jumbo Grade	60%
Premium Grade	20%
River Run Grade	15%
Reject Grade	5%
OGR/kg	$16.00
OGR/ha	$47,000

** Our citrus and blueberry plantings are still developing and will not be in full production until 2025 and 2026 respectively.*

ROI AND WEALTH CREATION

The table below outlines our strong performance to date with regard to ROI and Wealth Creation across our two mature orchards which are 10ha of Gold kiwifruit and 4ha of persimmons.

BusinessCare - % Return on investment

Gold kiwifruit

	2020	2021	2022
Investment	99.92	69.59	41.29
Investment and land	47.26	32.91	19.53

Persimmons

	2020	2021	2022
Investment	20.15	37.06	53.58
Investment and land	7.49	13.78	19.92

** Note that for the Gold kiwifruit we have used the original cost of the licences. For land values we have used the 30 June 2020 valuation.*

CRITERIA FOR NEW INVESTMENTS

For each investment opportunity we run a 20 year budget. We calculate an Internal Rate of Return for the opportunity, and benchmark that against our other crops as part of the decision making process. The Internal Rate of Return is only one measure that is used in accessing potential new investments. Other factors such as environmental, climatic, access to labour, capital required, availability of post-harvest operations, marketing skills, risks and our knowledge of the potential crop all come into consideration. Annually, we calculate a return on investment by crop.

Wi Pere Trust

Commitment to Sustainability and the Environment

GOAL

- To fulfil our vision 'to nurture the Wi Pere legacy for current and future generations' with the overarching philosophy of kaitiakitanga

Wi Pere Horticulture have a number of environmental policies and practices in place that support our commitment to sustainability and the environment.

FRESH WATER FARM PLAN

- A comprehensive and detailed Fresh Water Farm Plan (FWFP) has recently been completed, encompassing all our horticultural lands. Landuse Capability Units have been generated across all of our orchards and any inherent risks have been classified.
- Soil mapping has been completed and is included in the FWFP.
- Water quality has been evaluated. The aim is to have water quality that leaves Wi Pere lands as good as or better than when it enters the property.
- In addition to our Horticultural FWFP, Wi Pere has developed very comprehensive Land Environment Plans which cover land resources, water quality, climate change and biodiversity for all of our whenua of approximately 7,000ha.
- As part of the FWFP, greenhouse gas emissions on the horticultural enterprises have been calculated by Overseer FM.

Landuse Capability Map of Wi Pere Orchards

Wi Pere Trust

SOIL CONSERVATION

Wi Pere Horticulture aim to ensure that our soils are well managed. A key component of this is undertaking pre-planting subsurface drainage where necessary. A well-drained soil will be less likely to suffer compaction issues over the life of the orchard. All new plantings have new drainage systems installed prior to the planting of trees or vines.

We sow permanent inter row grass mix as soon as ground conditions allow in the early autumn.

SOIL HEALTH

- Prior to developing any new orchard we plant a 'green crop' such as mustard, tic beans or lucerne and incorporate well into the soil. This strategy assists with the soil health and biodiversity of our soils.
- We have recently planted our organic Gold orchard where we operate a mulching programme to assist with improving soil health.
- Post planting on our kiwifruit and persimmon blocks at Toroa, we engaged in a 3-year programme of compost applications which had the benefit of lifting our organic matter levels.
- We are aiming to eliminate the use of glyphosate from our orchards by 2025, as we introduce smarter ways of controlling weeds. The sowing of permanent undercover species will become adopted across all our conventional orchards to align with our organic management systems.
- Since 2021 we have discontinued with the use of the chemical hydrogen cyanamide (Hi Cane) from our kiwifruit operations.

INDUSTRY BEST PRACTISE

- As a kiwifruit grower and supplier to Zespri we follow the mandatory Kiwigreen Pest Management System.
- As citrus growers we have been using an Integrated Pest Management System since the programme was developed in 2005.
- As new growers entering the pipfruit industry we follow the guidelines set down under the Apple Futures Project and the well-established Integrated Farm Plan (IFP) Programme.
- As suppliers of fruit for export we are required to be GLOBAL GAP certified and have a sound knowledge of Integrated Pest Management and agrichemical use. We are independently audited annually as part of this assurance programme. All our spray operators are Growsafe registered.

WATER AND NUTRIENT MANAGEMENT

- Wi Pere Horticulture undertake regular soil and leaf testing across all our crops to determine what nutrient levels are doing, and what rates of ground and foliar fertilisers may be required. We look at trends rather than one specific test.
- We also monitor water usage on all our orchards through the use of certified water meters and monitoring probes.
- Water quality tests are also mandatory for our GLOBAL GAP requirements and are completed on a regular basis, especially on our blueberries which are fertigated daily

RECYCLING

- Reducing waste and recycling is an integral part of Wi Pere's business.
- At all sites we have 200 l wheelie bins for general waste and recycling segregation.
- We utilise the Agrecovery container recycling programme on a regular basis. This continually minimises the amount of used chemical containers we have on site.
- In our kiwifruit orchards we collect and recycle all string that is used for training canes.

Wi Pere Trust

ORGANICS – PATHWAY TO CHANGE

- In 2021 we commenced with the first stage of our new 11ha organic Gold kiwifruit development. The environmental benefits for our soil and plant health are significant, and we are now introducing a number of organic management practices in to our conventional orchards. We now have to operate differently in an organic growing environment, and our staff enjoy the benefits of this new way of growing.
- Wi Pere Horticulture have made some significant changes to the agrichemicals and fertilisers that we apply to our conventional crops, but even more radical changes have occurred over the past two years with our organic kiwifruit development. We undertake a lot more regular crop monitoring to detect any pest and disease issues before they become significant, as we only have a limited range of organic sprays that we can use to control any problems.
- In conjunction with using registered organic fertilisers, we have also established a 'live mulch' around each plant which is part of our strategy to minimise water use and improve soil health.

NEW ENVIRONMENTAL INITIATIVES

- In addition to our GLOBAL GAP certification we have recently applied to complete the NZ GAP Environmental Management System (EMS) add-on programme. This new scheme empowers growers to meet market and regulatory environmental obligations alongside their usual NZGAP audit. This new programme is tailored to horticulture and NZ growing systems, and will allow us to improve sustainability and measure success.
- Where possible we are actively reducing the amount of chemical fertilisers that are applied across our orchards.
- We currently undertake several practices to reduce the impact of Greenhouse Gases on the atmosphere. These include: avoiding unnecessary vehicle travel; regular servicing of work vehicles; vehicle replacement programme in place; minimising soil cultivation; direct drilling new pasture; moving to organics; orchard recycling programme since 2018.

Wi Pere Blueberries

Wi Pere Trust

Kaitiakitanga

GOAL

To fulfil our vision 'to nuture the Wi Pere legacy for current and future generations with the overarching philosophy of kaitiakitanga'.

STEPS TO UNDERSTAND THE WELLBEING OF OUR NATURAL RESOURCES

Wi Pere Trust has implemented a tangata whenua-led cultural monitoring regime to understand the impact of current and historical land use on freshwater fisheries, taonga species and their associated ecosystems.

The Mauri Compass is a structure for assessing and restoring the mauri of our waterways and is a tool that brings together western science and mātauranga Māori measures to present a wider view. It is a framework for restoring the mauri of any ocean, river or lake. It was developed as a comprehensive environmental assessment tool where mātauranga Māori and western science stand as unique bodies of knowledge in their own right.

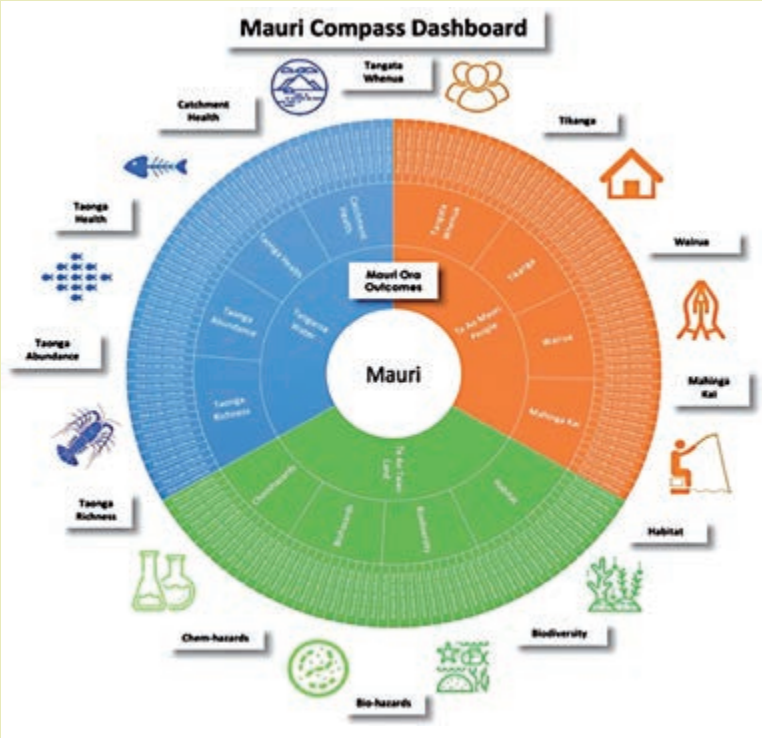
Ian Ruru is the kaitiaki of the tool which has been used by a number of tribal groups, land owners and regional councils across the country. Ian and his son Riaki have both been Wi Pere Trust scholarship recipients and used the funding to further their University studies.

The fundamental Te Ao Māori principle underpinning the Mauri Compass is based on the whakataukī:

*Toitū te marae o **Tane***	*Protect and strengthen the realms of the **land***
*Toitū te marae o **Tangaroa***	*Protect and strengthen the realms of the **water***
*Toitū te **Tangata***	*And only then will the **people** thrive and prosper*

The structure provides a robust, valid and repeatable assessment to improve the overall health of the ecosystem allowing for constructive conversations on ecological and resource management issues.

The Mauri Compass dashboard is designed around the twelve attributes (indicators) that inform the mauri of a particular waterbody. The dashboard is used to visualise the complex inter-relationships in a straightforward manner.



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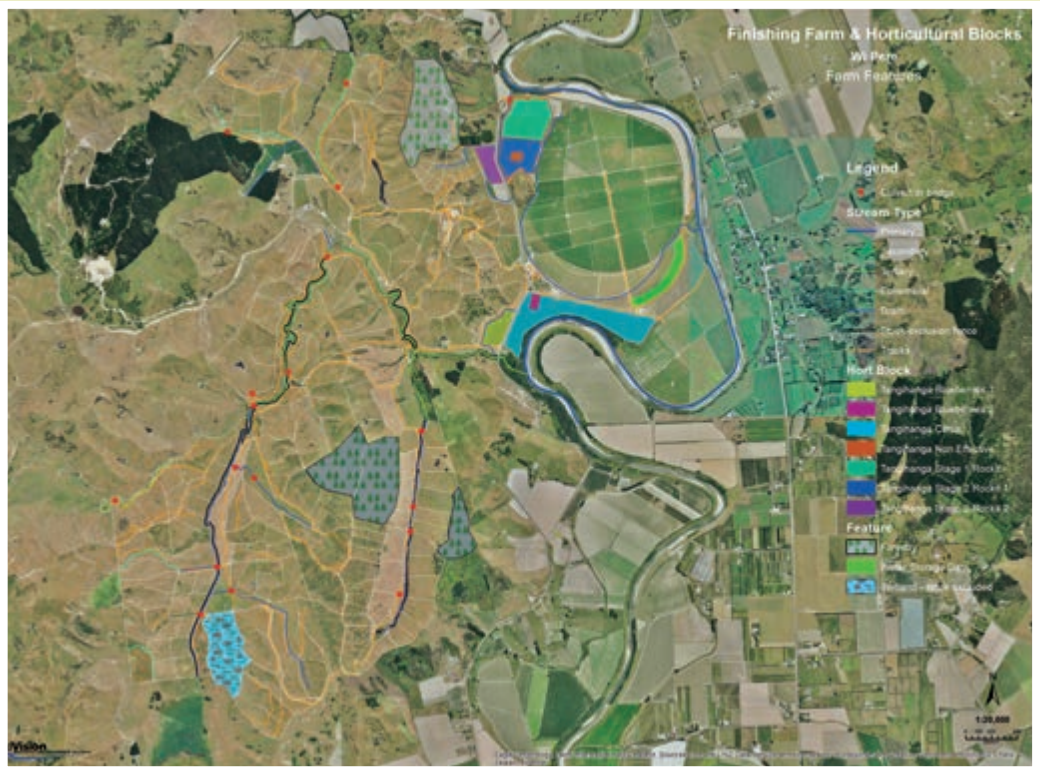
Wi Pere Trust is using the Mauri Compass to:

- Apply a tikanga Māori approach to natural resource management to inform requirements of Te Mana o te Wai, the National Objectives Framework, and Mahinga Kai as a compulsory value National Policy Statement for Freshwater Management (2020).
- Create a baseline to quantify improvements in the mauri of their awa from farm improvement projects.
- Quantify the improvements in the mauri of our waterways from our significant riparian restoration projects.
- Understand the impact of current and historical land use on freshwater fisheries, taonga species and their associated ecosystems.

In addition to these measures, Wi Pere Trust have developed a comprehensive and detailed Land Environment Plan which includes 7,000ha of farmland and 88ha of horticultural holdings. The plan outlines a number of strategies and actions taken to date. Detailed farm mapping is used to identify the different land use capability. Visual soil assessments are used to monitor soil health. Water quality is measured where it comes into and leaves our land.



Comprehensive mapping of farm and horticulture waterways at Tangihanga

- Significant riparian plantings have taken place on the farm and horticulture lands.
- A biodiversity study to understand what flora and fauna are on Wi Pere whenua has been undertaken.
- Cultural sites and sites of significance are mapped, and buffer zones are in place. All staff and whanau are aware of the significance of these sites.

Wi Pere Trust

Customer Focus

GOAL

For Wi Pere Horticulture to continue to achieve high returns, it is essential we understand the importance of delivering fruit that not just meets, but often exceeds, the quality standards that are in place for each of the respective crops we grow.

MARKETING PARTNERSHIPS

Wi Pere Horticulture are completely focussed on meeting the needs of our customers, through our various marketing partners:

- Well connected with our marketing partners and customers. We have a number of longstanding relationships with a range of marketers and distributors of our produce.
- Sound understanding of the fruit produce supply chain.
- Long term connection to industry product groups.
- 'In market' visits both domestically and offshore are a feature of our connection to our consumers.

Wi Pere Horticulture provide a range of produce to a wide cross section of customers. The table below summarises the standards Wi Pere Horticulture have in place to satisfy our customers' expectations.

PRODUCT STANDARDS

Crop	Customer Focus Standards
Kiwifruit	• Sound understanding of Zespri requirements • 'In market trips' to fully understand the importance of delivering quality fruit using industry guidelines • Marketer and grower visits to Wi Pere orchards by overseas customers to ensure growing systems are at a high standard. Wi Pere has been a Zespri focus orchard for overseas visitors since 2019 • Established maturity monitoring in place to determine profile of crop and market acceptability • We are fully compliant with Zespri GAP which is required by all markets Zespri export to • Our strategic decision to invest in Organic Gold kiwifruit aligns with Zespri who have a growing demand for this category.
Citrus	• Well established industry standards in place to ensure consumers have a positive eating experience with a high likelihood of repeat purchasing • Wi Pere consistently able to deliver citrus to the market that exceeds the minimum maturity standard early in the supply window • Current growing practices focus on producing high taste fruit.
Persimmons	• Wi Pere are consistently able to deliver fruit to the export and domestic market that exceeds the minimum maturity standard • Smart growing system with a focus on maximising sunlight distribution through the use of white reflective matting which improves fruit colour • Annual retailer visits to our persimmon orchard • Wi Pere persimmon orchard feature on the First Fresh marketers website.
Blueberries	• Wi Pere understand the importance of correct cool chain management • Sound Quality Control system in place at harvest time which ensures fruit is in top condition for marketing • Current growing practices focus on producing high taste fruit.
Apples	• As a new grower of Rockit Apples in 2023 we must comply with the conditions of supply that are outlined in the 'Rockit Apple Supply Handbook 'which aligns with Rockit customer expectations • Rockit Quality Control staff are well connected with Wi Pere management, with regular orchard visits and pre harvest sessions in place for February 2023.

Wi Pere Trust

GROWING SYSTEMS

Wi Pere Horticulture have a number of permanent fruit crops on a range of growing systems. With Gold kiwifruit, we have invested in the pergola growing system which if managed well has been proven to grow high quality fruit. Our staff understand how to manage kiwifruit well using this growing system, and our marketer Zespri promotes the growing system on the majority of all new kiwifruit plantings, both in New Zealand and overseas.

On our persimmon orchard we have planted on a Y trellis system which allows maximum sunlight distribution during the season which results in high taste fruit with exceptional fruit colour both internally and externally.

CROP ASSURANCE AND TRACEABILITY

Wi Pere Horticulture are able to provide our customers with a number of processes that provide traceability of our produce. The Zespri GAP Assurance System covers a wide range of traceability information. Wi Pere are annually audited to ensure we are meeting their customer requirements. Pre-harvest maturity testing of our Gold kiwifruit is a key process that Zespri have in place to guarantee to their customers that our fruit meets the correct grade standards.

We also have GLOBAL GAP certification for our apples, citrus, blueberries and persimmon crops. In the citrus industry comprehensive maturity testing procedures have been in place for the last three years which allow full traceability of fruit from grower to consumer.

CONSUMER TRENDS

Consumer trends, both internationally and domestically, are important indicators of where price premiums may be achieved across the range of fruit that we produce. For example, the growing demand for organic Gold kiwifruit. As a result of our own market research, and supported by a strong desire by Zespri to grow their organic kiwifruit category, Wi Pere decided to extend their crop portfolio to include the growing of organic Gold kiwifruit. While there are a number of environmental drivers around this investment decision, the economics made good sense, and firmly aligns with the growing customer trend for a healthy alternative to conventionally grown kiwifruit.

Following a citrus study tour to the USA in 2015 it was determined that the trend for seedless varieties was very strong, and this information allowed us to develop a new nursery programme focussing on the production of seedless mandarin trees. The variety Tango is our new mandarin variety which will be planted in 2023.

Rockit Apples at Tangihanga Orchard

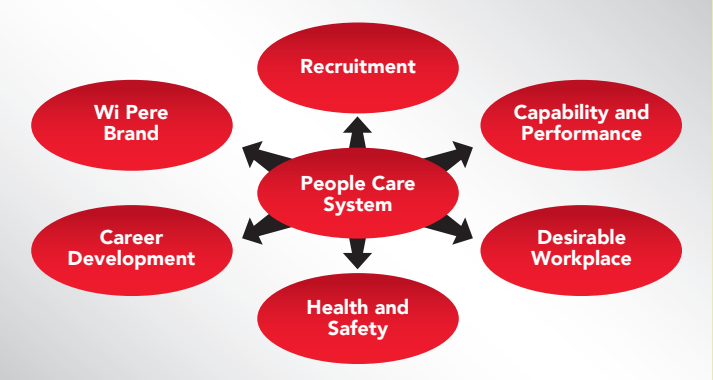
Wi Pere Trust

Human Resource and Health and Safety

GOALS

- To improve productivity by investment in training our people and better utilising productivity tools.
- To have happy, motivated and highly skilled people.
- To be the employer of choice and recognised as a place where people can grow their career through education, practical on orchard training and clear career pathways.

STRATEGIES



RECRUITMENT

When a permanent position becomes available, internal staff who are capable or have the attitude to upskill quickly are considered first to fill the role. We encourage Wi Pere whanau to apply for positions on our orchards through our panui and at our AGM.

Formal employment agreements, job descriptions and orchard tour induction sessions are part of our recruitment process, as it is important that candidates understand our business, our values and what will be expected of them.

CAPABILITY AND PERFORMANCE

Annual performance reviews are undertaken with all permanent staff. This review session between management and staff helps identify and capability gaps and allows any appropriate training programmes to be put in place. The aim is to ensure that the training pathway benefits both the employee and the business.

Currently we have two permanent staff members competing year two of their three year Horticultural Apprenticeship Programme, through the EIT in Gisborne. An additional two more staff will be offered the opportunity to join the programme in 2023. Wi Pere Horticulture fully fund any training, and also agree to appropriate study leave for our staff so they can attend their classes. We also had one our crop supervisors successfully complete the Emerging Leaders Programme in 2022.

In house First Aid, Growsafe courses and crop specific workshops are also provided to further develop staff skills.

Wi Pere Horticulture engage with a group of professional crop advisors who work closely with our orchard management team in all aspects of practical horticultural advice through to business planning. The people who work in this group are experts in their fields. Currently we have Chris Torrie, Trust Secretary, Accountant and Business Advisor; Lachie Grant, Environmental and Land Use; Ian Ruru, Mauri Compass; Ewan Potgieter, Blueberry Advisor; Lachlan McKay, Rockit Apple Technical Rep and Dean Rainham, AgFirst Pipfruit Specialist.

Wi Pere Trust

DESIRABLE WORKPLACE

Wi Pere Horticulture focusses on providing a workplace that is enjoyable and rewarding to all staff members. At staff meetings we encourage input and views from all of our staff. Work/life balance is important so our staff can perform their best in the workplace. We strive to be an 'Employer of Choice' in our region. Since 2021 Wi Pere Horticulture have paid at least the living wage to all staff that commence employment with us.

One of our non-financial KPIs refers to staff retention. Our lead management team have been with Wi Pere Horticulture for 10 and 11 years respectively.

HEALTH AND SAFETY

At Wi Pere, Health and Safety is all about culture. Wi Pere wants to make sure everybody gets home safely each night. Wi Pere Horticulture use our comprehensive Orchard Safety Plan as our key H&S document. Our Hazard Risk Register, as well as any incident or near misses reports are contained in this plan. Wi Pere Horticulture use the 'Keep Safe Keep Growing' guide that has been provided by Horticulture NZ, in conjunction with WorkSafe NZ. An Induction and Training booklet is supplied to all casual staff. Monthly Health and Safety meetings are held and we also provide free annual medical checks for all permanent staff. We also have a drug and alcohol policy and a bullying and harassment policy.

CAREER DEVELOPMENT

A key feature of our People Care System is the ability to foster the development of our staff. Because we are a multi crop operation, we are in a position to provide a wide range of opportunities across all of our orchards. Management provide guidance and training, and encourage our staff to improve their skills so they can specialise in the growing of the crop of their choice. We now have staff that have risen to become supervisors through this process.

WI PERE BRAND

The Wi Pere Brand signifies who we are and what we do. Wi Pere strives to be a great place to learn and work. Wi Pere Horticulture have a great culture with a real 'team approach'. Staff support each other and are proud to work for Wi Pere.

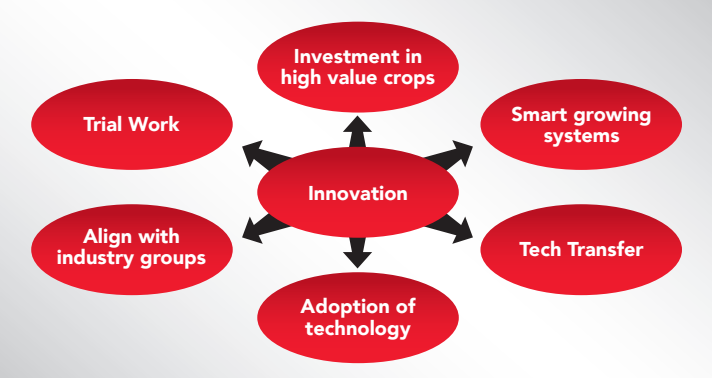
Eddie Collins, Orchard Manager, Wi Pere Horticulture

Wi Pere Trust

Innovation

GOAL

Wi Pere Horticulture is continually reviewing its operation and is focused on being at the leading edge of fruit production over the range of its crops. To stay smart we need to be aware of new or better ways of growing or selling our produce.



Currently we have multiple innovation pathways underway across our various crops.

TECH TRANSFER

- Zespri provide innovation and technical presentations through their regular regional grower workshops, webinars, or through Zespri Canopy, their main communication portal.
- Both Berryco and Miro who are involved in our blueberry business provide management workshops regularly during the season. Wi Pere provided the venue for the latest workshop in September 2022.
- As well as operating as an independent grower in our region, we also belong to several industry groups that we collectively transfer technical knowledge with.
- In addition to gaining knowledge for the crops that we grow, we are also often asked to present to growers, retailers, and training institutions. The purpose of these sessions is so others can learn from the knowledge of our own staff, and how we manage our various crops.
- The Wi Pere General Manager of Horticulture, Wayne Hall, has also facilitated numerous citrus and persimmon pruning and grafting workshops over recent years for local growers.

INVESTMENT IN HIGH VALUE CROPS

- In the period between 2014 - 2021 Wi Pere Horticulture invested in high value, export focused crops such as Gold kiwifruit (both conventional and organic), persimmons, and blueberries.
- In 2020 Wi Pere made the decision to invest in Rockit apples and commenced planting in 2021. One of the main drivers was the innovative approach that Rockit Apples have taken to branding and marketing their unique 'snack apple.' Wi Pere also felt it was important to reduce our industry exposure by having a range of crops in our horticultural portfolio.

Wi Pere Trust

SMART GROWING SYSTEMS

- In 2022 Wi Pere invested in the high yielding 2D apple growing system. This growing system will allow for simplified harvesting of the crop, with the possible introduction of 'robotic harvesting' in the near future.
- Our Autogrow fertigation system in our blueberry and citus nursery operations allows us to have full control of water and nutrient management across six different zones in our tunnel houses.
- Wi Pere Horticulture were the first commercial citrus nursery to adopt the advanced spike dripper system with pots in New Zealand. The system is widely used in the USA where large numbers of nursery trees are produced. Our new technique of growing nursery plants allows us to produce a high-grade, full-term tree in 18 months compared to 24 months conventionally.

ADOPTION OF TECHNOLOGY

- Wi Pere blueberry staff recently attended a berryfruit innovation conference in Australia which included presentations from key technical and breeding staff from Mountain Blue Orchards who are the variety owners of the current range of blueberries that we grow.
- Our staff receive tuition on various Apps and software we use such as the Dataphyll Harvest Management Programme we use in our blueberry operation.
- Recently a new App has been developed to assist our staff engage with the Mauri Compass, which is a leading edge, environmental assessment tool.

ALIGN WITH INDUSTRY GROUPS

- Wi Pere Horticulture are well connected with industry groups such as Māori Kiwifruit Growers Inc at both a governance and operational level. These product groups promote innovation opportunities to their members. A recent example was the demonstration of mechanical harvesting machinery at a recent blueberry industry event.

TRIAL WORK

- Wi Pere also has a citrus cultivar trial site at Tangihanga Orchard, which consists of a range of pre-commercial orange and mandarin selections that are being evaluated for fruit quality, taste, and timing of maturity. Local citrus growers visit the site to hear presentations on the progress of these trials.

2-dimensional tree architecture

Wi Pere Trust

Infrastructure

Since our new horticultural plantings commenced in 2014, Wi Pere Horticulture have invested in a number of key structures that are designed to protect our crops, and ensure we can achieve high yields of crop, as early as possible from the time of planting.

- Overhead canopies for Gold kiwifruit, persimmons and blueberries.
- Well-designed pergola and trellis growing systems for Gold kiwifruit and persimmons.
- New high tech drainage systems installed at all sites prior to any plantings commencing.
- New access tracks in our orchards, utilising metal from our own quarry at Tangihanga.
- 2D Apple structures on our 2022 apple plantings.

Wi Pere also secured a 20 year water consent in 2013, and built a 250,000 cubic meter water storage pond which provides 30 days of continuous irrigation. The pond provides water security for our high value horticulture developments, currently providing irrigation for approximately 70 hectares of Gold kiwifruit, persimmons, citrus, blueberries and apples, with the capacity to irrigate an additional 30 hectares of any additional new plantings in the future.

To ensure we are able to deliver high quality water across our crops, we made an investment in high specification gravel filters to minimise sediment and impurities from our dam water, before it enters our irrigation or fertigation lines. This investment was paramount in being able to provide 'silt free' water to our orchards following the recent cyclone event.

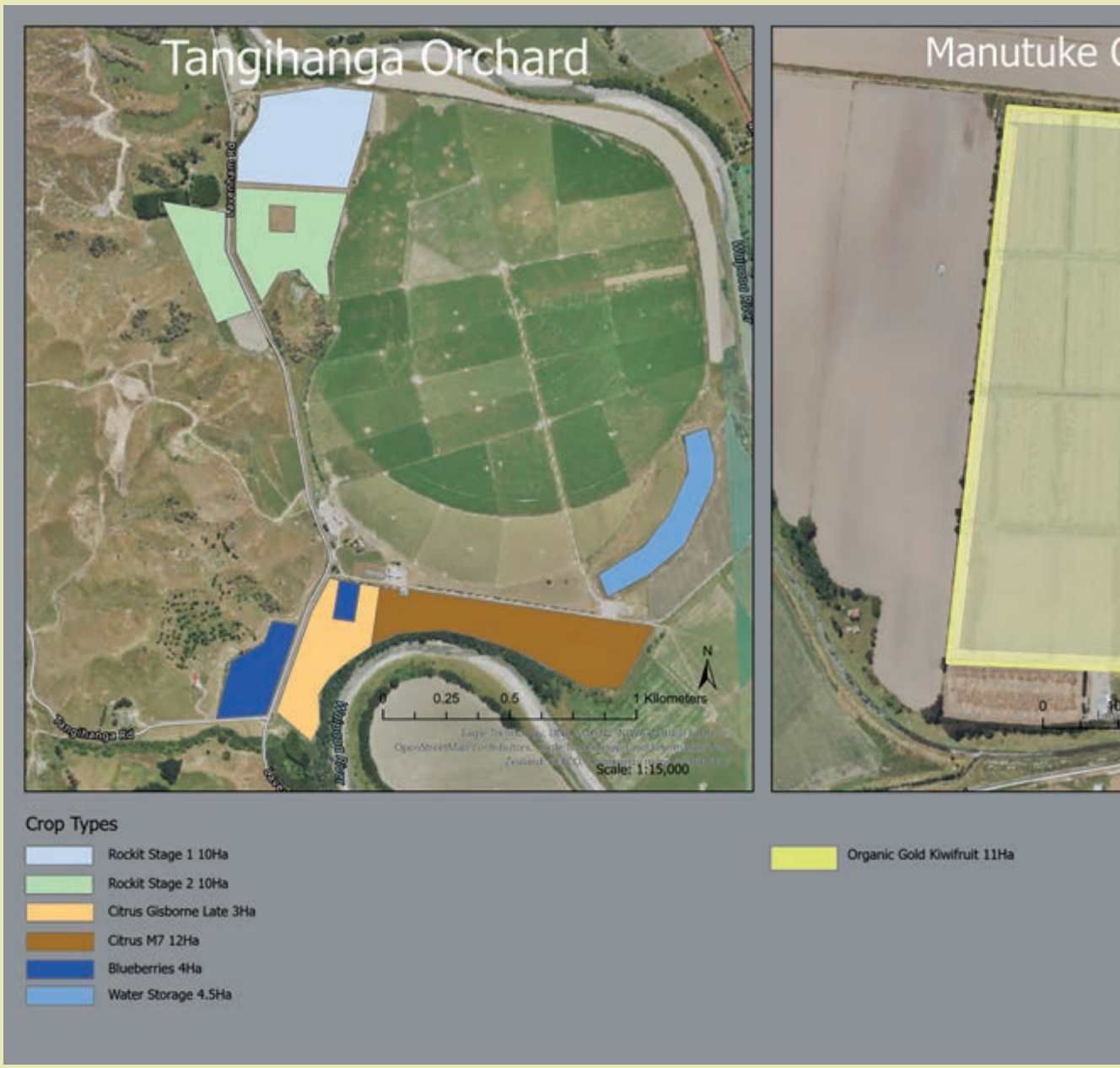
The most recent investment in infrastructure was the construction of a flood protection wall at Tangihanga, which now provides effective protection against flooding of our orchard and farm buildings. During the recent cyclone event on 14 February 2023, this wall prevented the flooding around a significant area of buildings and nursery operations.

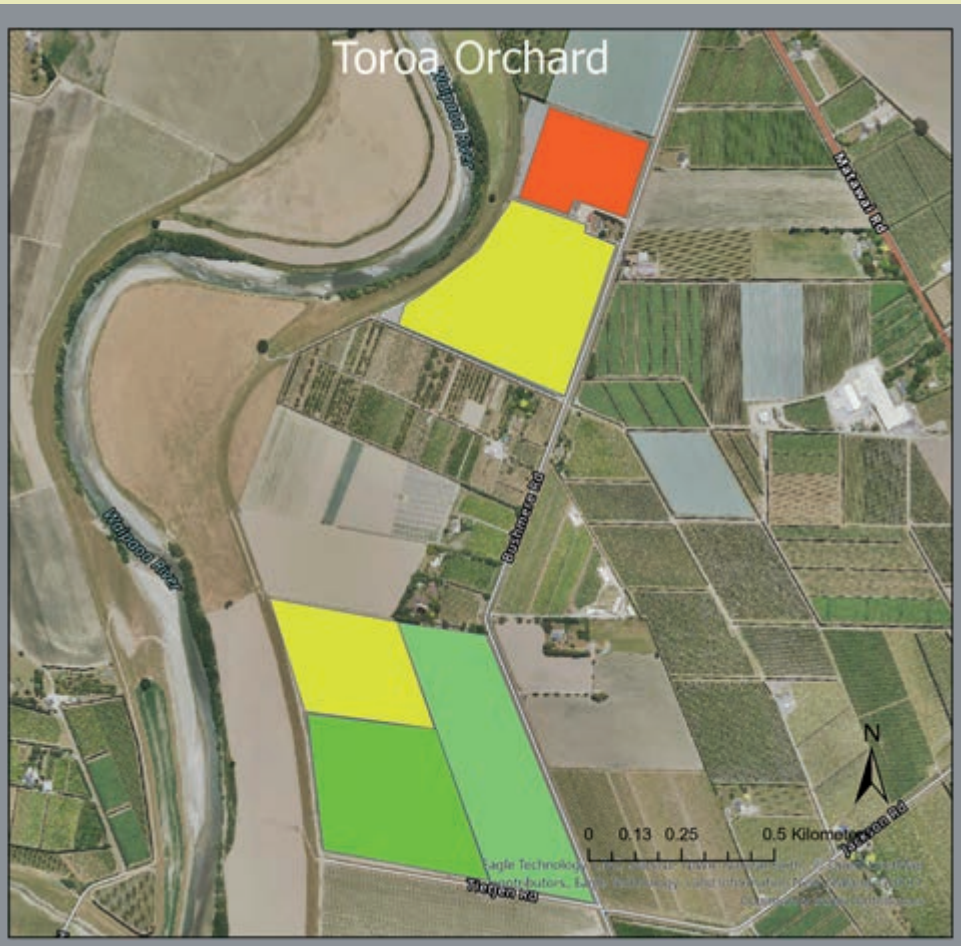
We are currently undertaking due diligence for the provision of accommodation facilities for our casual staff. As our business expands, we need to provide temporary accommodation for our local and overseas workers. We see this investment aligning well with the rapid growth of our horticultural business.

250,000 cubic meter water storage pond on Tangihanga Orchard.
Dimensions are 700 meters long, 100 meters wide, 5 meters deep and a surface area of 4.5 hectares

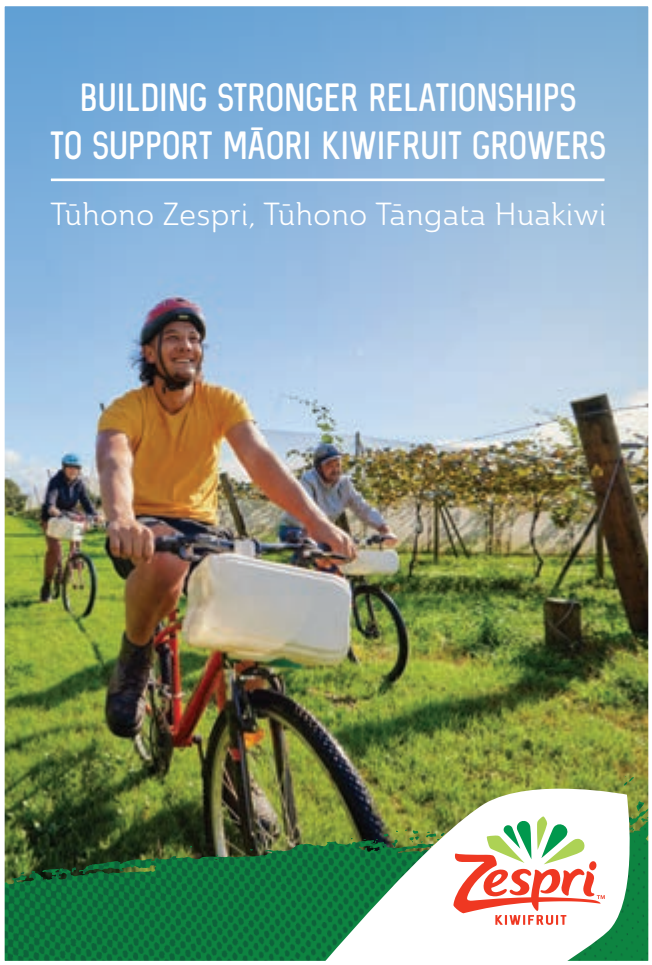
Wi Pere Trust

Orchard Maps





- Persimmons 4ha
- Gold Kiwifruit 15Ha
- Tarzi Apples 10Ha
- Leased land 9Ha


BUILDING STRONGER RELATIONSHIPS
TO SUPPORT MĀORI KIWIFRUIT GROWERS
Tūhono Zespri, Tūhono Tāngata Huakiwi
Zespri
KIWIFRUIT

A smart green future. Together.
He ao mātua, he ao manea, he ao tūroa. Hui huia.
Proud sponsors of the Ahuwhenua Trophy
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Finalists, whānau and supporters celebrate the 2020 Ahuwhenua Trophy Awards Dinner for Horticulture in Rotorua
Ahuwhenua Trophy
2023 Awards Dinner
Friday 9th June
Trustpower Baypark Stadium in Tauranga
For further details email: info@ahuwhenuatrophy.maori.nz

Ngāi Tukairangi Trust

Korokipo Orchard *- 1733 Korokipo Rd, Hastings*
Tukituki Orchard *- 299 Te Mata Mangateretere Rd, Havelock North*

Field Day: 18th May 2023

Ngāi Tukairangi Trust

FIELD DAY PROGRAMME*

9:00	Pōwhiri at Waipatu Marae, 71 State Highway 51, Hastings
9:30	Morning tea
9:45	Ngāti Kahungunu
10:15	Introduction to the day
10:25	Presentations: • History, Governance, Strategy, People, Environment
11:40	Orchard Tour Stop 1: Korokipo Orchard - 1733 Korokipo Rd, Hastings • Kiwifruit and Orchard Performance Stop 2: Tukituki Orchard - 299 Te Mata Mangateretere Rd, Havelock North • Apples and Innovation
1:45	Navigating post-cyclone
2:10	Judges' comments
2:20	Award ceremony
2:50	Kaitahi

** Times are approximate*

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities. While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

Protect our industry – please arrive with clean boots and vehicles to reduce the risk of spreading a disease, pest or weed.

Ngāi Tukairangi Trust

History

Ko Mauao te maunga
Ko Te Awanui te moana
Ko Mataatua te waka
Ko Ngāi Te Rangi te iwi
Ko Ngāi Tukairangi te hapū
Ko Hungahungatoroa, ko Whareroa hoki ngā marae

Ngāi Tukairangi Trust is a very large horticultural operation with orchards located in four regions across the country. Our main Bay of Plenty orchard is based at Matapihi, just a few kilometres from the centre of Tauranga city. Our whenua is located on a peninsular and was originally used for dairy farming. Forty two years ago, a number of family members who owned dairy farms feared that the land would become incorporated into urban development decided they had a better chance of holding onto their land if they developed a single strategy of use and so the Ngāi Tukairangi No 2 Trust came into being. This was in the 1980s, right at the start of the major kiwifruit boom. Shortly after, our land was planted into kiwifruit.

Today, Ngāi Tukairangi Trust has expanded and is said to be the largest Māori kiwifruit grower in the country. We have 224 hectares of land planted in various crops including 148ha of kiwifruit, 54ha of apples, 19ha of persimmons, and a small crop of mandarins. The majority of our kiwifruit variety is G3 Gold; and our main apples are Envy and Rockit.

When our Trust acquired the Hastings' orchards, we used our experience in the industry to make changes which saw production near on double within a year. Last year, our Trust produced 1.9 million trays of mainly Gold kiwifruit and we were aiming to produce 2.2 million trays this year; 900,000 trays in Hastings. Our apples acquired last year will provide our first crop of Rockit and our first crop of Envy.

We are also embarking on a major development with Rockit having developed a new orchard across four smaller lots, previously planted in older varieties of apples. We have amalgamated the blocks; and utilised concrete poles, now seen as a leading technology in the apple industry future proofing our orchards for mechanical management, and robotic picking. Our orchards are designed to withstand severe weather events as climate change influences everything we do.

Innovation has been a hallmark of the Trust and we see ourselves focused on the future and the demands of consumers. We also want to embrace more resilient forms of growing methods and technologies. We have explored organic kiwifruit crops; and are a forerunner in new variety opportunities as well.

Our Trust has approximately 1,800 beneficial owners. We review our shareholder distributions each year and ensure our grants focus on the key needs of our whānau. Over the last ten years, we have supported whānau with community grants, we have sponsored our future generations with scholarships to study; and we ensure we support sports, community projects, and environmental endeavours through our eco-warrior's programme. Our kaumātua health programme has ensured our most precious kaumātua have support with their increasing health needs, we fund internships each year as well.

As we have invested in other iwi rohe; we have initiated other programmes such as re-naming orchards and we have worked in new regions with a clear sense of responsibility to the environmental terrains and the hapū in the respective regions. We strive to be a leader in our responsibilities to recognise the challenges with growing wealth on all fronts economically, environmentally, socially, and culturally.

Ngāi Tukairangi Trust

What Impressed the Judges

GOVERNANCE AND STRATEGY

A highly organised, courageous Trust with a passionate and engaged Board and management team.

A return entrant to the competition, with noticeable shifts in emphasis in the 2023 competition on governance and growth. The appointment of a CEO, Financial Controller, and Data Analyst is a strategic enabler to improving insights and decisions. The Trust separates the different elements of the business to enable transparent assessments of performance across its portfolio.

The Board acts in the strategic spaces, with a clear strategy implemented, and the development of partnerships across multiple regions.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Strong connection with tangata whenua appropriate to the various places where the Trust operates, forging good local connections and partnerships.

The Trust has good scale and intent to create benefits for beneficiaries.

A positive effort to create employment opportunities to support rehabilitation of people re-entering the community from the corrections system.

A focus on visiting the island homes of the RSE workers to better understand their cultures.

Commitment to sustainability and the environment.

A strong strategy and effort to deliver to environmental and community outcomes as well as business financial outcomes. Great examples of reinvestment back into nature and the community.

A strong rangatahi voice is evident in the strategy.

KAITIAKITANGA

Kaitiakitanga is deeply embedded in the Trust strategy. For example, the re-naming of orchard blocks to names supported by local hapū. This was noted positively in building relationships with tangata whenua as geographic spread grows.

FINANCIAL AND BENCHMARKING

The Trust has produced a strong financial performance and is a large-scale producer of Gold kiwifruit. It continues to broaden its portfolio beyond kiwifruit (particularly through Tukairangi Investments Ltd) with ongoing investments into apple orchards with a range of varieties, including Rockit.

The Trust has clear and ambitious financial goals set out with a strategic plan for 2030 setting out desired and measurable goals across total assets, net assets, profitability, and diversification / asset mix. Strong financial governance and control is evident with an annual review of the strategic plan, bi-monthly board meetings and monthly financial reporting and variance analysis.

Investment performance has shown improvement in return on investments over the previous five years (even with developing orchards impacting returns). Profitability continues to improve with NPAT growth of 110% over five years.

The Trust continues with strategic capital investment with substantial growth in net assets over the past ten years with investments in a range of horticultural varieties across different locations.

Ngāi Tukairangi Trust

CUSTOMER FOCUS

The Trust holds a sizeable investment across the value chain, with Te Awanui, Seeka and Zespri, which help hone the focus on the range of customers.

The Trust established the kiwifruit grower tours to overseas markets and continues to support Zespri and Seeka's tour programme today, demonstrating strong customer focus and learning of customer needs in high value overseas markets.

Orchard performance is improving through continual investment, diversification, value chain investments and partnerships – the Trust has formed strategic partnerships with industry innovators such as Miro and Rockit.

HUMAN RESOURCE AND HEALTH AND SAFETY

Visitors are welcomed with clear health and safety instructions on entry into the orchard, and further instructions are provided once vehicles were exited.

The Trust has employed resource, and made time, to focus on the wellbeing of its people. This includes the development of a leaders network within the staff to support and mentor their co-workers.

INNOVATION

The Trust is very open to trialling new technologies, supporting the industry and/or their own initiatives. Orchard managers regularly attend field days, and innovative development of apple blocks and use of new spray technologies are providing pathways to improved sustainability.

Impressive innovation being undertaken with new developments (2D system) and leading growing systems designed to maximise production.

Ngāi Tukairangi Trust

Directory

Tribal affiliations: **Ngāi Tukairangi (Hapū), Ngāi Te Rangi (Iwi)**

Number of owners: **1,800**

TRUSTEES

Peter Ratahi Cross, *Chairperson*
Neil Te Kani, *Vice Chairperson*
Helen Ellis, *Trustee*
Ngawa Hall, *Trustee*
Joshua Gear, *Trustee*
Helen Te Kani, *Trustee*
James Lambert, *Trustee*

STAFF

Riri Ellis, *Chief Executive Officer*
Colin Jenkins, *General Manager – Orchards*
Richard Pentreath, *Regional Orchard Manager, Hawke's Bay*
Liam Sykes, *Apple Manager, Hawke's Bay*
Andrew Wood, *Regional Orchard Manager, Bay of Plenty*
Stacey Smith, *Financial Controller*
Dorothy Maclachlan, *People and Culture Manager*

Heretaunga Orchard Description

Ngāi Tukairangi Trust has orchard operations in four regions across the country. Our largest orchard operation is situated near Hastings in the Hawke's Bay, which is a large-scale well-run horticultural business, with a total planted area of 106ha in 2022, mostly G3 Gold kiwifruit and the remainder in apples. The kiwifruit block was purchased by the Trust in 2017 and the apples in 2019 and 2022. This year, 2023 was going to see our harvest volumes at an all-time high. We grow Rockit and Envy apples which complement our other kiwifruit operations based in Kerikeri, and in the Bay of Plenty where the head office of the Trust is situated. We also recently acquired an orchard in Gisborne, which grows kiwifruit, persimmons, and mandarins.

Our Heretaunga kiwifruit operations are unique in that they are entirely covered by overhead cloth. It is the largest area of overhead shelter within the country, offering protection against wind and hail, whilst Hawke's Bay's winter provides optimal chilling and the potential for organic production in the future.

We were finalists in the inaugural 2020 horticulture competition with our Matapihi orchard near Tauranga. We are excited to be part of the competition this year.

Ngāi Tukairangi Trust

Governance and Strategy

VISION

Manaakitia ngā tāonga tuku iho. Whāia ngā wawata, kia tu rangatira ngā tāngata
Strong culture – strong business – strong people

MISSION STATEMENT

To lead Māori business by protecting our whenua and maximising intergenerational value for our owners.

VALUES

Rangatiratanga: We encourage and support leaders within our whānau and hapū to continue our legacy.

Manaakitanga: We treat people how we expect to be treated; with kindness, respect, and hospitality.

Kotahitanga: Working together as one increases our ability to grow our Trust and our Māori businesses together.

Whānaungatanga: Our whakapapa binds us and keeps us connected in Te Ao Māori. We also work with this principle when working with others.

Moemoeā: Through innovation and determination, the possibilities are endless.

Kaitiakitanga: As is our inherent responsibility, we have an obligation to care for our surrounding environs, whenua, wai, maunga, flora and fauna.

These concepts are important as our shareholders' value collective success, people before profit, caring for the environment and the importance of Matapihi and Mount Maunganui as our whenua tipu.

STRATEGIC PLAN

Our Trust has three main goals:

Goal 1 – Manaakitia ngā tāonga tuku iho

To preserve, maintain, protect, and enrich Ngāi Tukairangi taonga, marae, whenua and whānau.

At its core our Trust wants to ensure that those treasures passed down from our tipuna are preserved and maintained.

Goal 2 – Whaia ngā wawatā

To establish an economic platform that creates business opportunities and financial wellbeing.

Our Trust is a successful business operation. We aim to improve our current operations and grow our business investments to create wealth.

Goal 3 – Kia tū rangatira ngā tāngata

Our Trust was established by our forebears and leaders who have since passed on and it is critical that our people utilise all opportunities presented to them, by our Trust and beyond to grow as a people today, and in the future.

Ngāi Tukairangi Trust

Our strategic goals are achieved through:

- An annual review of the strategic plan by the trustees.
- An annual review of the annual plan and our priorities.
- Reviewing our projects at bi-monthly trustee meetings.
- Assigning leads for strategic projects.
- Incorporating strategic projects and budgets into our annual plan each year.
- Monitoring budgets, project plans, and cashflows through trustee meetings.
- Shareholder support and communication.
- Engaging external expertise (where required).

The strategic plan was formally prepared by our trustees in February 2023; using our 2015 plan as a foundation. We have an orchard strategy that covers our business operations; and we also have a diversification approach with our subsidiary, Tukairangi Investments Ltd, which also grows blueberries. All of our projects or business plans have budgets assigned to them to ensure we are aware of the costs of these operations. We actively maintain a Risk Register which is reported to the Audit and Risk Committee on a monthly basis; as is our Health and Safety Report.

STRATEGIC PRIORITIES

We have several strategic priorities that include:

- ***People*** – our people are cherished and celebrated for their contributions to our business, our growth, and our future.
- ***Culture and Identity*** – our whānau continuously strive to preserve, enhance, and grow our culture and identity.
- ***Business*** – our trustees and our staff are instrumental in creating successful business opportunities to grow our collective resources.
- ***Environment (Taiao)*** – our whānau are on a journey to reconnect with, renew, and revitalise our obligation and duty to care for our taiao.
- ***Governance and Leadership*** – our duties as rangatira, kaitiaki, and tangata manaaki of our rohe, our whenua, our whānau, and our identity are performed with pride and strength.
- ***Whānau*** – our whānau are on a journey to instil a greater sense of responsibility upon ourselves to care, nurture and ensure we flourish.
- ***Innovation*** – our whānau will adopt a collective mindset that embraces innovation as a means to address people and business challenges of the future.

OUR DRIVERS

We are driven by the need to be agile, and more adaptive to changes environmentally, politically, socially, economically, and culturally by:

- Forging new partnerships by moving beyond regions.
- Being environmental champions.
- Maintaining a licence to operate nationally and globally.
- Growing value as a collective of businesses for our whānau and stakeholders.
- Being innovative through research and development.
- Being culturally competent and astute with our Māori heritage.

Ngāi Tukairangi Trust

PRINCIPLES OF PRACTICE

We adopt the following principles of practice:

- Get better systems, structure, and leadership in place.
- Leverage for asset growth.
- Use new technology to create better ideas.
- Emerge and prosper as cultural leaders.
- Incremental growth in returns.
- Connect with our whānau to find opportunities in obligation.

GOVERNANCE

We operate as an Ahu Whenua Trust and adhere to the Te Ture Whenua Act 1993. We strictly adhere to our Trust Order regarding shareholder mandate and trustee selection, who act as our governors. We are also guided by governance pillars promoted by the Federation of Māori Authorities and the Institute of Directors.

Each year our shareholders are given the opportunity to vote on whom they want to represent them at trustee elections. We have seven trustees, and two trustees retire by rotation annually. When a trustee retires, they are allowed to make themselves available for nomination again. The voting process takes place at the annual general meeting, where nominees are encouraged to speak to whānau members and pitch for their support.

Once shareholders appoint trustees, trustee meetings are held regularly throughout the year. In the past, most of the trustees lived locally in Matapihi, but that has since changed. The trustees aim to have a diverse skillset across them, such as legal, business, cultural and industry expertise.

Following the formal amalgamation of the land blocks to form the Trust, the first trustees were Turirangi Te Kani, Mahaki Ellis, Toa Faulkner, Lincoln Smith, Wiparera Te Kani, Matiu Dickson, and Pokai Waiari. All of the original trustees have now passed on, but their memories and service to our people remain.

The trustees adopt a continuous training model, we are all members of the Institute of Directors and each year trustees are encouraged to set their own professional development goals. Our trustees also attend governance training programmes as well as industry related events, such as the annual Zespri Momentum conference, the Federation of Māori Authorities conference, and the New Zealand Horticulture conference.

In 2021, our trustees created a CEO position to tend to all operational matters. As a result, our trustees now traverse the governor, management divide with much more certainty, understanding and confidence.

Ngāi Tukairangi Trust

Social / Community / Ngā Tikanga Māori

Our overarching goal regarding our social commitments, our community and tikanga Māori is summarised in this kōrero:

Kia tiaki ngā tāonga tuku iho
To preserve, maintain, protect, and enrich Ngāi Tukairangi tāonga, marae, whenua and whānau

At its core, we want to ensure that the tāonga passed down from ancestors are preserved and cared for with aroha. We aim to:

- Recognise and support the efforts of community marae/groups/organisations in their endeavours.
- Recognise and support the efforts of whānau in their educational endeavours.
- Recognise and support the efforts of whānau in their cultural or sporting endeavours.
- Be an industry leader and support other Māori horticulture businesses.
- Initiate and develop opportunities with our hapū and tangata whenua partners in different rohe in the country.

The Trust emerged from pressures associated with impeding urbanisation upon the Matapihi peninsular in the 1980s. A clear goal of our shareholders is to ensure that we retain our land and develop it for our own needs. We are now in a financial position to offer assistance to our community through our sports, cultural, education, kaumātua, health and community grants. The allocation of funds for grants is reviewed annually at each AGM.

STRATEGIES

Our koroua and kuia who established our Trust believed that our commitment to whānau and hapū emulated from a belief that positive change will emerge if we all work together. We are fortunate that we have a strong community network due to our whakapapa connections to three Marae in our community – Hungahungatoroa, Whareroa and Waikari.

We are also active in supporting and contributing to the development of reo and tikanga in our community as a natural process of support for our community, our kura and our kōhanga. In the last ten years, we provided our marae with grants to assist with key repairs and maintenance work. We have also supported local schools performing kapa haka for the local Tauranga Moana competition and we have a specific cultural grant to help our whānau improve their reo.

With respect to educational and sporting endeavours; we have helped our young whānau reach their dreams of being entrepreneurs, doctors, builders, and even national sporting champions. Each year, we provide $55,000 for tertiary educational grants; and $20,000 for summer internships. With respect to our kuia and koroua, we provide $15,000 for kaumātua health grants which assist with medical bills, getting new glasses or even new hearing aids. We have contributed over $8M in owner distributions to assist our whānau and wider community as a result.

We believe we can assist our people throughout all stages of their lives – from when they are a young tamariki at kohanga reo, through their development as young adults, parenthood and eventually as kuia and koroua.

At a leadership level, we were one of the first Māori land blocks in the country to grow kiwifruit. In December 1981, our first kiwifruit nursery was established, and the first kiwifruit vines planted in 1982. We are over 42 years old now and maintain that we are an industry leader in growing kiwifruit, and with that position, comes further responsibilities. We are currently the largest Māori shareholder in Zespri and the biggest shareholder in Te Awanui Huka Pak. This has allowed us to not only be at the leading edge of innovation and business; it has been a key driver in enabling us to share the knowledge we have gained with other Māori Ahu Whenua trusts throughout the country. We take our responsibility seriously, and offer our experience as one case study of consideration for land trusts as they decide upon their investment pathways in the future.

Ngāi Tukairangi Trust

Financial Analysis and Key Performance Indicators

Three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd for each finalist to identify trends for specific financial key performance indicators. Each finalist is benchmarked against the other Ahuwhenua Trophy, Excellence in Māori Horticulture Award 2023 entrants. Of the three finalists, MIL – Whiritoa Orchards and Ngāi Tukairangi Trust are 100% kiwifruit. Wi Pere Trust is a business that includes multiple permanent crops, including kiwifruit.

Table 1 for each business shows the results for the entire business. Table 2 compares just the kiwifruit component of each business.

Ngāi Tukairangi Trust	2020	2021	2022
Planted Area (ha)	116.5	116.5	134.1
Kiwifruit Yield (kg/ha)	46,977	46,284	51,585
Orchard gate revenue per ha	$154,372	$162,054	$166,404
Cost per ha	$65,436	$71,836	$83,011
EBITDA per ha	$88,936	$90,218	$83,393
Net Profit per ha	$65,919	$68,810	$36,032
Orchard gate revenue	$17,984,335	$18,879,303	$22,308,147
Costs	$7,623,275	$8,368,928	$11,128,486
EBITDA	$10,361,060	$10,510,375	$11,179,661
Net Profit	$7,679,530	$8,016,414	$4,830,514
Distributions – Social Capital	$1,923,709	$2,017,374	$2,401,834
Social Capital Index (Social Capital/Profit)	25%	25%	50%
Land Value (Land, Buildings and Equipment)	$87,130,769	$89,231,732	$115,429,715
Total Assets	$159,195,495	$167,514,780	$265,359,168
Total Liabilities	$31,216,399	$29,286,061	$77,716,303
Total Equity	$127,979,096	$138,228,719	$187,642,865
Return on Land Value (Net Profit/Land value)	9%	9%	4%
Return on Assets (Net Profit/Assets)	5%	5%	2%
Return on Equity (Net Profit/Equity)	6%	6%	3%
Equity Ratio (Equity/Assets)	80%	83%	71%
Equity Growth (% Change Opening to Closing)		8%	36%

Ngāi Tukairangi Trust

Ngai Tukairangi is a large-scale well-run horticultural business. Total planted area in kiwifruit for instance, is 134ha in 2022, 90% G3 and 10% Haywood kiwifruit. They are an extremely consistent performer across all business KPIs. Their success reflects their excellent transition into G3 production and scaling their development and expansion appropriately. Standout KPIs include equity growth ($60M over 3 years), return on equity and net profit per ha.

Orchard Performance:

- This business has the largest planted area (134ha) by a considerable margin.
- The business studied is 100% kiwifruit with 90% in the G3 cultivar and 10% Haywood.
- Kiwifruit yield per hectare was very stable over the study period averaging 48 t/ha. This yield is comprised of a combination of mature blocks and a younger, developing block.

Income, Expenditure, and Profitability:

- Orchard gate revenue per ha ($160K per ha) was well above the group average due to the good yield and the high proportion of G3, the premium kiwifruit cultivar. OGR/ha is expected to grow as the younger Kerikeri block returns higher yields in years to come.
- Costs per hectare ($73K/ha) were similar to the group average.
- EBITDA per ha and net profit per hectare were exceptionally good across all three financials years studied with a reduction in 2022 due to the development of a new block in Kerikeri.

Social Capital Index:

- On average, Ngāi Tukairangi Trust distributed approximately $2.1 million annually representing 33% of profits, this compared to the group average of 36%.

Equity:

- Land, building and licence revaluation timelines and methods vary among contestants. Asset values have been taken as per the Chart of accounts for each financial year.
- Ngāi Tukairangi assets include a significant investment in horticultural related shares, e.g., Zespri.
- Over the 3-year study period, Ngāi Tukairangi Trust have shown exceptional equity growth from $128 million in 2020 to $188 million in 2022. This is due to the strong increases in the orchard and license values.
- The equity ratio is also highly commendable staying between 70% and 80% of total assets.

Return on Assets (ROA) and Return on Equity (ROE):

- Average ROA was 4% and ROE was 5%.

Ngāi Tukairangi Trust

Finalist Comparison – 3 Year Average

The following comparison has been made to compare the performance of the kiwifruit portions of the three finalists businesses. There are aspects of this benchmark to take into consideration including differences in varieties, growing systems, organic vs conventional and vine age:

MIL – Whiritoa Orchards

Comprised of three blocks of mature conventional G3 kiwifruit and two developing blocks of organic G3 kiwifruit coming into first production in 2022.

Wi Pere Trust

Wi Pere's kiwifruit business is 100% conventional G3. It is made up of a 10ha mature block, and a 5ha developing block, with 3ha of that coming into its first production in 2021. Refer to Wi Pere Trust section for comment on their distribution value.

Ngāi Tukairangi Trust

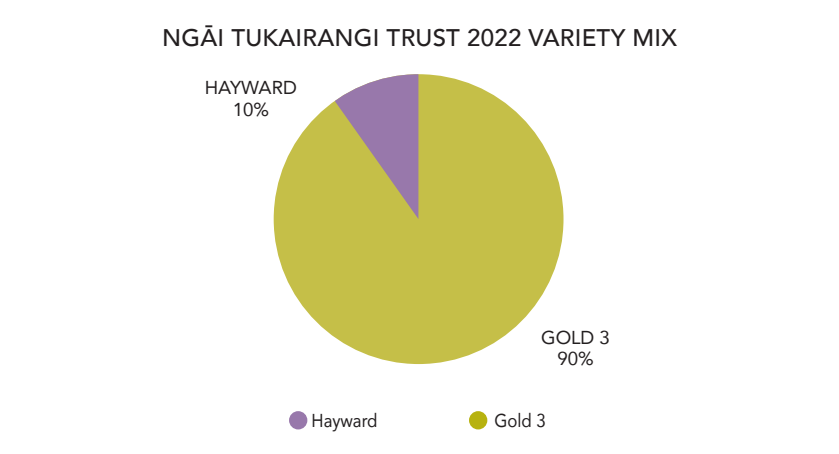
Comprises 90% G3 and 10% Haywood. Of the G3, two blocks are reaching their mature yield potential in 2022. One block is developing and came into first production in 2021. There is also a block of mature Haywood kiwifruit comprised in the data.

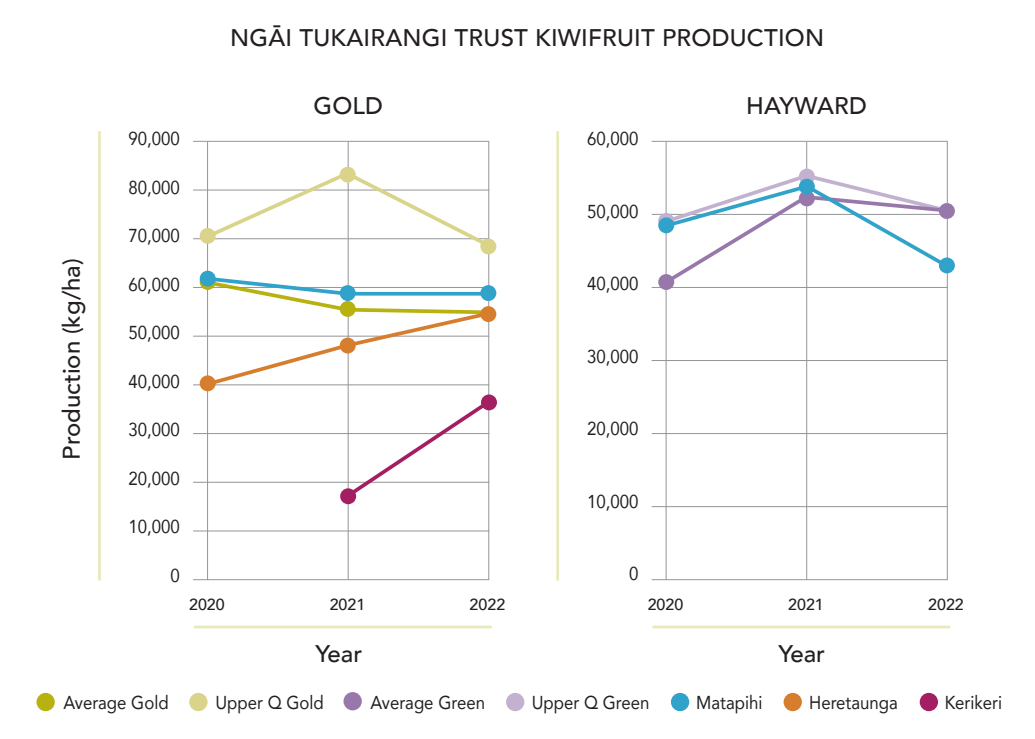
Key Performance Indicators	MIL – Whiritoa Orchards	Wi Pere Trust *(kiwifruit only)*	Ngāi Tukairangi Trust
Planted Area (ha)	8.6	15.0	122.4
Kiwifruit Yield (kg/ha)	67,798	54,523	48,282
Orchard gate revenue per ha	$209,109	$152,282	$160,943
Cost per ha	$130,584	$58,854	$73,428
EBITDA per ha	$78,524	$93,428	$87,516
Net Profit per ha	-$7,474	$86,285	$56,921
Orchard gate revenue	$1,673,688	$2,284,224	$19,723,928
Costs	$1,083,790	$882,806	$9,040,230
EBITDA	$589,898	$1,401,418	$10,683,699
Net Profit	-$97,662	$1,294,280	$6,842,153
Distributions – Social Capital	$244,207	$0	$2,114,306
Social Capital Index (Social Capital/Profit)	-37%	0%	33%
Land Value (Land, Buildings and Equipment)	$4,776,625	$4,483,459	$97,264,072
Total Assets	$10,436,320	$12,992,571	$197,356,481
Total Liabilities	$4,324,390	$1,909,175	$46,072,921
Total Equity	$6,111,930	$11,083,396	$151,283,560
Return on Land Value (Net Profit/Land Value)	-2%	30%	7%
Return on Assets (Net Profit/Assets)	-1%	12%	4%
Return on Equity (Net Profit/Equity)	-2%	14%	5%
Equity Ratio (Equity/Assets)	59%	85%	78%
Equity Growth (% Change Opening to Closing)	-2%	36%	22%

Ngāi Tukairangi Trust

Kiwifruit Productivity Analysis and Variety Mix

The following graphs show the yield per ha (kiwifruit) over the last 3 years of study (2020-2022) and the variety mix of the business in 2022. The average and upper quartile production are attributed to all kiwifruit contestants of the Ahuwhenua Trophy Excellence in Māori Horticulture Award 2023. The average and upper quartile will not be the New Zealand kiwifruit total data but is useful as a reference.





Ngāi Tukairangi Trust

Business Management

GOALS

Our current business growth goals are driven by the following targets. By the end of 2030 we aim to achieve:

- Total assets valued at $400 million.
- Net assets valued at $280 million.
- Net profit $18 million.
- 70% of assets are in orchard operations and land.
- 30% of assets are in cash, commercial property, and equities.
- Industry leader in kiwifruit by way of returns.
- Regional leader for Tauranga Moana Trusts.

KEY PERFORMANCE INDICATORS

Key performance indicators that drive business decisions include:

- Performance achievements within the top ten orchards in the country.
- Horticulture productivity targets (e.g., orchard gate returns).
- Meeting and adhering to the budget.
- Meeting asset diversification targets.
- Shareholder support for targets at each annual general meeting.
- Response to environmental impacts.
- Continuous improvement in sustainability.
- Our focus is on continuous improvement.
- GLOBAL GAP – certificate to export.
- Being the best employer.
- Strict adherence to health and safety practices.

CRITERIA FOR NEW INVESTMENTS

The Trust strategy toward investment remains threefold:

- Maximise the performance of our horticultural assets.
- Diversify our asset base and increase our exposure away from kiwifruit and kiwifruit activities, investing more in property, equity shares and new business opportunities.
- Seek out opportunities outside of the Bay of Plenty and globally, e.g., exploration of business opportunities internationally.

Ngāi Tukairangi Trust

STRATEGIES

Key focus areas include:

- Achieving excellence on our orchards, e.g., orchard gate return premiums.
- Growing diversified investment portfolios.
- Extending value chain opportunities in the Bay of Plenty and abroad.
- Step change in our governance and management capability and capacity.

The key strategies being implemented include:

- Reducing industry risks by expanding production within Trust owned orchards, e.g., removing shelter belts.
- Excelling in our acquisition of new high-performance assets and property, equity and other higher interest earning opportunities.
- Exploring opportunities to partner with, and or directly invest in areas outside of Tauranga, e.g., Heretaunga and Gisborne orchards.
- Providing professional development opportunities for trustees to ensure they are adopting best practice modelling of governance policies, practice, and behaviour.
- Fine tuning our strategy to ensure we have more senior management capability in the future across our various divisions.

DEVELOPING AND IMPLEMENTING THE BUDGET

The budget is currently developed, monitored, and implemented by the Financial Controller with the assistance of the orchard managers and the CEO. The Audit and Risk Committee has oversight on behalf of the Trust. The following conventions are adopted:

- An annual budget is approved at the March trustee meeting.
- An early forecast model established by Seeka Ltd aids in establishing our revenue streams for our annual budget. The forecast also assists with comparative analysis across the industry.
- Budget expenditure is based on our previous year's performance and adjusted to include any increased expenditure, development costs, and fixed asset acquisitions.
- Monthly variance reports are discussed at our Audit and Risk Committee meetings; and then summarised for bi-monthly trustee meetings.
- Monthly budget versus actual costs and full budget comparisons are reported at the full trustee meetings.
- Our industry revenue stream is updated following the release of the October Zespri Forecast.
- Monthly orchard budget updates are provided to orchard managers.
- Monthly capital spend forecast reports are prepared for General Manager – Orchards and the CEO.
- Monthly capital development project spend reports are prepared for the General Manager and orchard managers.

Ngāi Tukairangi Trust

Commitment to Sustainability and the Environment

The sustainability of our environmental resources is fundamental to the success of our business and people. We have developed orchard practices that ensure our environmental responsibilities are integrated into our daily operations, these include:

- Annual soil and leaf tests are undertaken.
- AgFirst designed irrigation system is monitored using Ricardo software.
- Sprinkler system monitoring in Hawke's Bay using harvest software.
- KiwiGreen pest monitoring which minimises chemical use and allows the use of softer spray options.
- Strict adherence to spray programmes and best practice models.
- Use of air induction nozzles to reduce spray drift.
- Annual calibration of all spray equipment.
- Application of compost to our trust's orchard.
- Thorough machinery and maintenance schedules are regularly performed.
- Adhering to resource consents.
- Adhering to our orchard vision.
- Adhering to goals and values.
- Comprehensive health and safety systems regularly adhered to.
- Use of natural compost, e.g., chicory, lucerne, plantain, red clover, and rye.
- Cultural monitors and hapū environmental representatives are included in key discussions on the orchards.

We ensure that industry best practices are followed across all our orchard operations for kiwifruit and apples. NZGAP GLOBAL GAP is a certified industry standard of quality to align with GLOBAL GAP standards. Gaining this certification ensures the systems and standards inside the orchard gate are met against the standards.

This programme includes assessing orchard management systems and the activities that are undertaken on orchards. We consistently meet these standards, and this season has a 100% pass rate. Our Apple operations also complete an annual GRASP assessment to ensure we are good employers and that we follow New Zealand standards as well.

MONITORING AND ACHIEVING TARGETS

Our orchard staff are leaders in the kiwifruit industry. Our General Manager, Colin Jenkins and his whānau have lived and worked on our whenua for over thirty-eight years. His commitment to the community and our Trust has been unwavering – evident in the continual success our Trust has experienced over the years. Colin heads a vastly experienced management team with close to ninety years of combined experience in the kiwifruit sector.

Andrew Wood (Regional Manager, Bay of Plenty) and Richard Pentreath (Regional Manager, Hawke's Bay) report directly to Colin. The two Regional Managers oversee the management of seventy-three permanent staff and twenty RSE's across the two regions. Colin and his team of managers are guided by the Zespri GAP system and have ongoing managerial professional development.

Liam Sykes (Apple Manager) is a fourth-generation apple orchardist with his family growing since 1927 in Hawke's Bay. Alongside him in his team are highly committed orchardists with twenty-five plus years in the industry delivering top results through our recently purchased orchard. The Apple team use Fruitfed to help monitor our crop, guiding us to success.

Ngāi Tukairangi Trust

In terms of reaching their targets, our orchard staff use a number of methods to measure their success including:

- Achieving results in the top 25% of orchard gate returns across the industry (Matapihi orchard).
- Improving yields annually against pre-set benchmarks (Heretaunga orchards).
- Harvesting fruit early to maximise early pick premiums to secure early market access and ensuring consistent supply of fruit for Zespri.
- Annual and on-going performance reviews.
- Retention of our permanent workforce.
- High return rate of seasonal workers.
- Building solid relationships with the Ministry of Business, Innovation and Employment to secure an experienced RSE workforce.
- Introducing 'precision horticulture' into our orchards to eliminate variability.
- Working with key partners (Turners and Growers, Rockit) to ensure we deliver quality products to market.
- Meet NZGAP GLOBAL GAP standards through quality certification.

We are committed to recycling as much of our by-products as possible. Some examples of these include:

- Prunings mulched back into the orchard.
- Mulched shelter trees were used on the Huntly bypass.
- Recycled spray containers go to AgRecovery.
- Kiwifruit trunks from cutovers are used for firewood.
- Apple developments are mulched, not burnt.
- All old irrigation line are reused (for free) in neighbouring properties to tie trees to wires for support.
- Old posts are donated to local farmers to reuse in farmland.
- Metal, glass, and plastic are all recycled.
- Paper and cardboard are put into a recycling collection point on site.

Ngāi Tukairangi Trust

Kaitiakitanga

GOALS

Our Trustees understand the deep responsibilities associated with being kaitiaki of our own whenua and people. There is a deep sense of commitment to protecting our taiao for our current and future tamariki and mokopuna. As kaitiaki of our whenua, our goal is to minimise the impact on our whenua, as much as possible. We want to ensure that we are a sustainable business that can remain productive and profitable for our tamariki mokopuna and also grow and protect our environment to ensure it is plentiful and healthy in the future.

We want to ensure:

- Our taiao remains as healthy as possible.
- Our orchard is bountiful, and we are maximising fruit production without having a harmful effect on our taiao.
- Our Trust takes a leadership role in these matters in the future for our respective communities.

KEY PERFORMANCE INDICATORS

The key performance indicators that we measure kaitiakitanga upon include:

- Our whānau and local community are supportive of our environmental practices.
- Our hapū kaitiaki are advised of key matters.
- Working with hapū and whānau neighbours regarding future resource consents, particularly with water use.
- Working with iwi and hapū in rohe we invest in, e.g., Gisborne and Heretaunga.
- Meeting all consent requirements.
- Meeting GAP environmental policies for the fruit we produce.
- Providing scope for our future generations to learn about the environment, e.g., Eco Warriors.
- Providing scope for our rangatahi leadership to guide our future activities in terms of environmental practices.
- Acknowledging environmental 'tohu' that stem from the whenua, awa, moana and maunga.

STRATEGIES

In 2023, the Trust created our first environmental plan which encompassed all the respective regions within which we are located. It is the first time we have invested in such a plan and we look forward to the outcomes from focusing on our moana, maunga, awa, and whenua.

At a practical orchard level, we continue to adhere to NZGAP GLOBAL GAP standards which ensure environmental practices are adhered to; guided strongly by the industry groups we are associated with such as Zespri, Turners and Growers, and Rockit.

Inside the orchard gate, our Trust advocates for water preservation. We have at least nine water bores and two ponds for water use across all of the orchards. We have a computerised irrigation system that monitors our water levels to ensure we are consistently adhering to consent levels. We understand our role as kaitiaki of our whenua, and particularly of our Wai Māori. We have monitored the bore levels of our neighbouring properties against our bore levels to ensure there is no adverse effect on our whānau. We are also within close vicinity of waterways and treat them with the utmost respect in terms of their overpowering potential.

As a start, most of our Matapihi orchards are surrounded by the harbour, which has prompted opportunities for native re-planting. There are very small pockets of whenua that are unusable for growing, particularly around the Otuawahia block. The idea of native planting has also been captured in a stream edge project where natives are now located around the stream e.g., Raupare Stream. We are also embracing the opportunity to be organic and our kiwifruit orchards in Heretaunga, as the temperature there supports limited use of chemicals.

Ngāi Tukairangi Trust

At a community level, we have the Eco Warriors programme which is a kaupapa that we have been running for the past five years. We employ a group of young people for two weeks to help recycle rubbish and landfill not just from the orchard, but from the wider community. Most of these young people are from the local kura, are born and raised in Matapihi, and speak te reo Māori. Our goal is to teach them that they are the kaitiaki of their whenua.

Our trustees are now proactively considering the responsibilities associated with the environment and have resourced a Policy Analyst to keep us up to speed with reforms, including climate change, the RMA reforms; and all factors associated with how the law impacts our trust whenua. We are active members of advocacy groups such as the Federation of Māori Authorities, Horticulture New Zealand, and the New Zealand Kiwifruit Growers Incoporated.

In our role as kaitiaki of our whenua, we strive to go over and above those standards. One example is the re-naming orchard project we have initiated in Heretaunga. We have changed all the names of the orchards back to names related to the area and or the hapū and iwi. Looking to the future, we understand our Trust will constantly hold a leadership role in this industry as Māori and for that reason, we will strive to do more - 'Toitū te whenua, whatungarongaro te tangata'.

The primary environmental concerns for our communities include:

- **Spray application, timing, and chemical composition.** We adhere to a strict industry spray programme to allay these concerns.
- **Water use preservation.** We continue to monitor our water usage and those of our neighbours.
- **Organic compost odour.** We endeavour to keep the smell at bay by dampening down the area when applying. It is an ongoing process we are trying to rectify.
- **Locations of orchards.** Ensuring we are minimising community foot traffic to ensure safe working space.
- **Soil condition.** We constantly monitor our soils for chemical residues.
- **Tangata whenua and hapū rights.** We continue to navigate the challenges associated with hapū and their environmental aspirations, outside of rohe tūturu.

In our homelands, we constantly monitor the cultural sites that are in our orchards given this area is also our turangawaewae. We have middens and pā sites on parts of our orchard, or nearby. We have been actively involved in planning hui, and wānanga associated with our rohe; and our whenua even beyond the immediate location of our orchard property as part of our Ngāi Tukairangi hapū responsibilities.

With respect to cultural sites located on other whenua we have invested in, as far as we know, there are limited immediate cultural sites present, except for the Raupare stream and the freshwater kōura located in it. What is precious to us, however, is learning more about the areas we have invested in, and the renaming of the orchards into Māori names that are associated with the people; and the rohe. For instance, our orchard on Twyford Rd was called Encore, we have since renamed it Raupare given the area was called Raupare; and in Te Puke, the orchard name there was called Bayliss after the previous orchard owner, we have renamed it Raparapahoe, after the stream that runs at the bottom of the orchard.

We are also learning about significant events; and significant Kaitiaki o te awa, o te whenua, o te moana hoki.

Ngāi Tukairangi Trust

Customer Focus

We are confident that we are completely attuned to meeting the needs of customers through our supply and marketing relationships with Zespri, Seeka Ltd, and now Turners and Growers, Rockit and others. We have maintained and grown our business through a commitment to delivering the best for our people, and the best products to our customers. We currently adhere to industry standards outlined in the NZGAP GLOBAL GAP standards for our fruit. Adherence to these standards ensures we are consistent with market requirements and the process of getting our fruit overseas into export markets.

Over the last forty two years, our previous trustees have led export delegations as part of the Te Awanui Huka Pak family of trusts. In the past ten years, trustees and senior staff members have travelled overseas to countries including Japan, China, Malaysia, Taiwan, Singapore, Italy, United Arab Emirates, South America, Belgium, and North America to build and maintain relationships with local businesses there. This has ensured we understand our customer and consumer trends intimately so we can respond accordingly. Although under the Kiwifruit Export Regulations 1999, Zespri is the sole authorised exporter of New Zealand grown kiwifruit to all markets except Australia. We understand that working alongside Zespri guarantees us access to as many as fifty-six markets worldwide. This is the same for the apple varieties that we grow, knowing that with varieties sourced from Turners and Growers; and also, Rockit means we need to abide by rules; procedures and revenues derived from the variety of fruits we grow; to ensure we meet customer demands, particularly in relation to premiums we can gain. As a result, our apple orchards consist of sought after fruit that is destined for China, Japan, and Vietnam.

We understand that our fruit stands out – our orchards are located in the best conditions for growing fruit in the world – Kerikeri, Tauranga, Gisborne, and Hawke's Bay. However, given our high production costs to get our fruit to market (freight rates), we know we have to understand our customers more so than any other exporter. The value of our brand comes from a combination of our growers, and our value chain showing fruit from its source e.g., Heretaunga, right through to market. Customers are growing more aware of the traceability – or the whakapapa – of their fruit.

As we look to the future, we understand that our marketers expect annual sales to various countries will increase, especially where higher prices per tray or bin can be derived. We are confident that where weather is on our side, we will be able to meet those growing needs and demands.

Ngāi Tukairangi Trust

Human Resource and Health and Safety

GOALS

Our focus is on growing our people, staff, and managers alike so that they can achieve greatness with us here at Ngāi Tukairangi Trust. It is important for us to ensure that we have positive impacts not only for our own workers but also for our communities, and we want to work closely with the communities and whānau where we have orchards. Some of the ways in which we do this are by participating in community run initiatives and ensuring whānau are well informed when opportunities arise as well as:

- Developing a skilled, experienced, and motivated team through ongoing training.
- Providing more employment opportunities to whānau/shareholders by increasing the number of people we employ directly and reducing our reliance on contractors.
- Actively managing staff performance by conducting regular performance reviews, setting clear goals, and monitoring their achievement.
- Maintaining a positive team culture by practicing our core values of kotahitanga and whānaungatanga.
- Providing a safe working environment.

STRATEGIES

To ensure we have a high performing management team, it starts with an understanding that our values drive how we put things into practice, and if our people feel valued, it will show in their productivity. Our biggest advocates are the people that already work here, and word of mouth is a powerful tool when utilised correctly. Recognising this and having it sit alongside a clear recruitment framework helps us to ensure we hire candidates that not only fit the role but that they also fit and align with our overall values and expectations.

We ensure our people have an amazing experience with us from recruitment right through all our people and culture stages. Part of the employee experience is ensuring that when our people are getting onboarded, we give them all the tools they need to understand the business and what we do. Prior to a new employee starting with us they are given information that can help them on their journey with us to understand the way in which we do things as outlined in the:

- Employee Handbook.
- People and Culture Manual.
- Health and Safety Manual.

At the beginning of each year, we undertake a People Survey that is sent out to get feedback on how things went the previous year and what they think could be done better in all areas of the business. Our management team also carries out self-assessments at this time to set the intentions for our staff for the year and to get a good baseline for what they are wanting to achieve in time. Our orchard managers then have three-monthly check-ins to see how staff are tracking and to discuss if there is anything that needs to be changed or managed to help them achieve their goals. Performance-related issues are normally brought up with an individual when needed in a one-on-one meeting.

As part of the self-assessments, we discuss training that we would like for them to do as part of their role. These are some of the training options we have for staff:

- Horticulture Level 2,3,4.
- First Aid.
- Forklift driving.
- Truck licence.
- GrowSafe.

Ngāi Tukairangi Trust

HEALTH AND SAFETY

Staff health and safety is of the utmost importance to us. We have daily practices and policies in place that ensure our staff are safe while working onsite. These include:

- Daily morning meetings.
- Health and safety boards on entry stating all the health and safety details.
- Onside, which is a mobile application.
- A health and safety briefing for the start of any new job.
- A health and safety manual with the most up to date information on how we work.
- A worker's voice as part of the Health and Safety Committee.

ADVICE AND SUPPORT

Ngāi Tukairangi trustees confirm advisers in relation to the governance of our Trust. For instance, lawyers or strategic advisers are reviewed and then appointed accordingly.

With respect to business operations, the CEO confirms advisers at that level, accounting advice, tax advisers, or consultants, including property valuers for instance. Our banking relationship is based on a respective deal, and in the first instance, we operate a level of loyalty with respect to the repeated use of existing providers.

Our orchard managers select orchard related advisers in relation to soil, plant health, orchard construction advisers, and the like. We also associate ourselves with other industry related advisers that relate directly to the propriety rights we grow for instance we get advice from Turners and Growers, Zespri, Seeka Ltd, or Rockit. We also use other advisers such as AgFirst.

Our Trust is also a member of New Zealand Ethical Employers which is an organisation that recognises strong employment ethics and a willingness by employers to treat all employees with respect and adherence to government policy.

Ngāi Tukairangi Trust

Innovation

Ngāi Tukairangi orchard operations are at the forefront of innovation and technology. We utilise practices to help us manage our crops more efficiently and effectively, whilst looking after our whenua.

Structures:

Our structures are certified organic (except for kiwifruit). With apples, the concrete structures in our orchards are used to eliminate CCA (Chromated Copper Arsenate) leaching into the environment. This system is fully engineered to withstand extreme weather events which are becoming more frequent. It can also be completely isolated if there was an outbreak of bio-security threats.

Soils:

It is important to look after our whenua, so we can farm sustainably on our orchards for generations to come. Ngāi Tukairangi focuses on soil biology to increase populations of microbes; assist the breakdown of soil mulch and free up required nutrients. There is zero tolerance to roundup weed spray and adherence to this protocol helps protect our soils. Our Trust has purchased mechanical weeders which help keep weeds down, we will also use staff for hand weeding when necessary.

In our apple orchards and some of our kiwifruit orchards, we use cover crops to mitigate weeds and create soil moisture retention and nitrogen fixing, whilst giving us natural compost. This is made up of chicory, lucerne, plantain, red clover, and thick leafed rye. Kiwifruit also uses humates to reduce nitrogen leaching and lock up copper in the soil.

Atmosphere:

With new technology sprayers, we can reduce spray drift in our orchards giving us better targeted sprays and minimising spray drift across other varieties and blocks. Our apple orchard staff are working with Fruition and NZ Apples & Pears in a ten-year study to minimise spray use in our apple orchards, working towards a 'spray-free 2050'. In kiwifruit we use products that reduce spray drift plus we use air induction nozzles.

Orchard Mapping:

We map our orchards before developing to determine which plant will grow best in specific soil types, and where trends are set in pest and disease management giving us more targeted methods of management.

Hi-cane Alternative Trials:

We are currently in the first year of a three-year trial with Zespri to investigate alternative sprays that will produce similar bud break enhancement results such as Hi-cane.

Organic Blocks:

Portions of the Heretaunga and Matapihi kiwifruit orchards are in a three-year transition from conventional to organic certification. As each season passes decisions are made on whether to commit further areas into the organic regime. The winter chill is a determining factor in organic production, so we are mindful of the climatic conditions in the two regions.

Ngāi Tukairangi Trust

Infrastructure

We have built up an impressive orchard operation during the last 42 years. The Matapihi and Heretaunga orchards include:

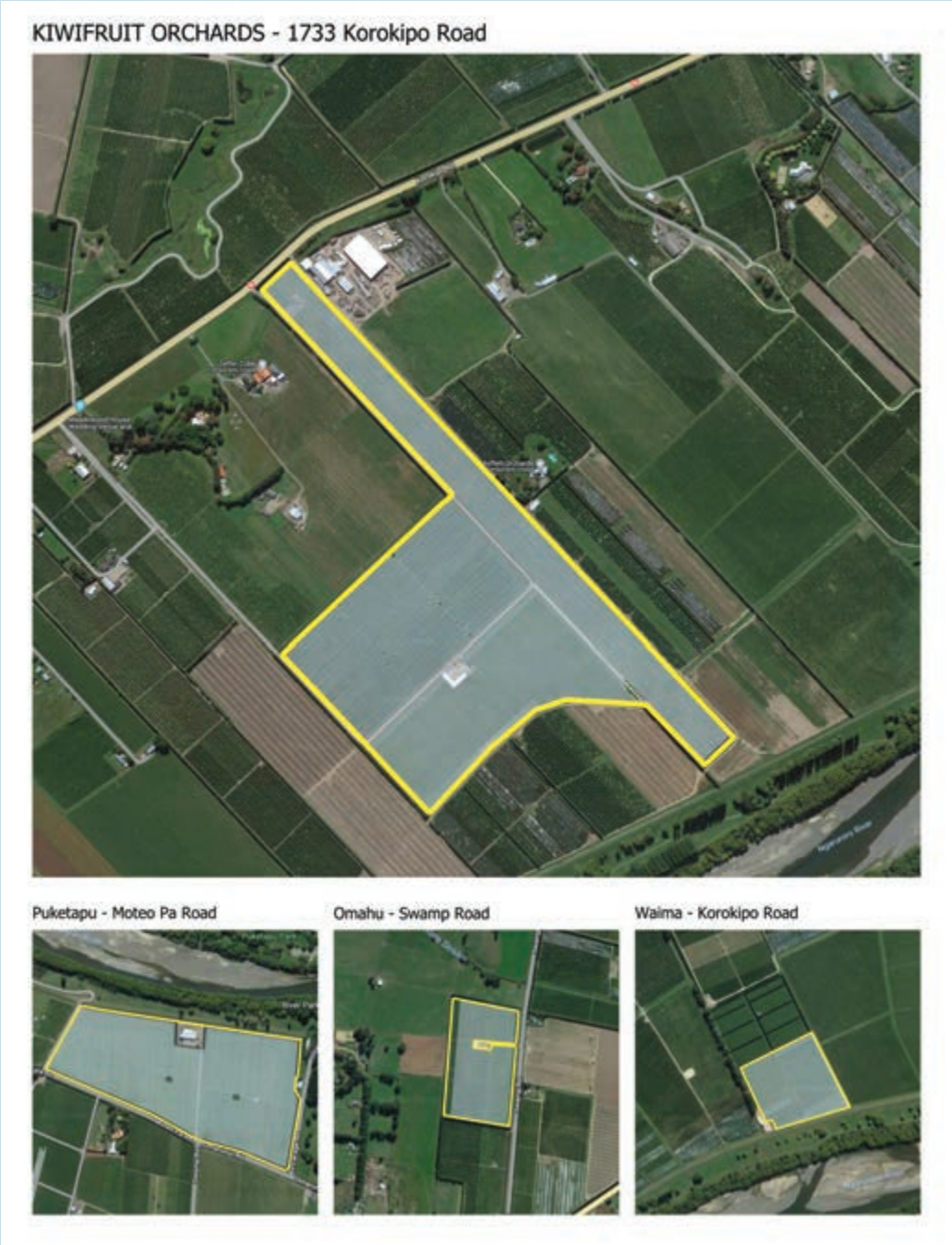
- Trust offices, board room, and smoko rooms.
- Extensive workshops and sheds for equipment storage and repair and maintenance (Matapihi and Heretaunga).
- Kaimahi village accommodation for seasonal staff.
- Nine residential properties for permanent staff, local tenants where occupation allows, and RSE accommodation.
- Eleven water bores and storage ponds with computerised irrigation systems. This allows us to accurately monitor and manage our water use (Matapihi and Heretaunga).
- Natural and artificial shelter – a balance of both, for pest reduction and best use.
- New technology orchard equipment. Atomizer spray machinery with efficiency setting capabilities.
- Metalled tracks with areas of tarseal.
- Subsurface drainage installations.
- Orchard structures and in Heretaunga, frost fans.

In regards to future development, the limitations on both orchards include:

- Overhead power lines (Matapihi).
- Water availability (Heretaunga).
- Limited skilled workforce (Matapihi and Heretaunga).
- Growing residential population (Matapihi).
- A need to be continually building environmental awareness (Matapihi and Heretaunga).
- Resources for further infrastructure support (Gisborne and Heretaunga).

Ngāi Tukairangi Trust

Orchard Maps



Ngāi Tukairangi Trust

APPLE ORCHARDS - 299 Te Mata Mangateretere Road

Raupare - Twyford Road

Te Wairua - Lawn Road

About the Competition

Aims

- To recognise excellence in Māori farming and horticulture.
- To encourage participation and ensure its sustainability.
- To use the award to showcase achievements in the Māori farming and horticultural sectors, in particular successful approaches to governance, financing, management and the recognition of ngā tikanga Māori.
- To utilise the award to highlight excellence in the Māori farming and horticultural sectors to all New Zealanders.
- To acknowledge the contribution the Māori farming and horticultural sectors currently makes to the New Zealand economy and highlight areas for future growth.

Benefits to the Entrants

By entering the award, participants will gain:

- Recognition for excellence in the horticultural industry and the wider New Zealand agricultural industry.
- Judges' expert advice and guidance to improve their horticultural operations.
- Access to a network of progressive and like-minded individuals and organisations involved in the horticultural industry.
- Exposure to practices and approaches of other Māori horticulturalists.
- Significant enhancement to the productivity and profitability of their horticultural operations.
- Recognition of the major role Māori horticulture has in the New Zealand economy.

Awards

All finalists receive cash and prizes of up to $30,000. The winner will receive a further cash and prize pool of up to $70,000.

Judging

Judging will be based on:

The efficiency with which the property is run relative to its potential.

Financial results where:

The effectiveness of the grower's governance procedures and initiatives. But will also take into account of:

- The adoption of innovative systems and reinvestment in the business.
- The pursuit of sustainable management strategies including the up-skilling of all personnel.
- Keeping up to date with new growing methods and ways to monitor performance.
- The level of recognition given to kaitiakitanga and ngā tikanga Māori in the operation of the enterprise.

Considerations

The organisers note that in recent times a number of new measures have been introduced to assess the performance of orchard and vegetable gardens, and other businesses. These include:

- Triple Bottom Line Reporting which focuses a business on its economic value, added or lost, as well as environmental and social value. Entrants are encouraged to outline their efforts in these areas to the judges during their visits.
- Cost of Production Analysis – calculating the cost of production per unit of output. This encourages the setting of goals for improved performance and allows comparisons to be made between different types of horticultural businesses. We encourage all businesses to discuss the benefits of adopting such an approach with their advisors.
- Innovation – is the orchard or vegetable garden looking at innovative technology, processes, tools, practices or embracing new technologies that result in real improvements i.e., financial, horticultural etc.

The judges will also look for best practice in relation to people management, including health and safety, and career development.

The judges will utilise the following criteria and weighting as a guideline:

Criteria	Percent	Factors to be Taken into Account
Governance and Strategy	15%	• Demonstrate active leadership of the organisation. • Articulate the vision and strategy. • Show evidence of the implementation and results from the strategy. • Demonstrate professional development for Management, Trustees and/or Directors, succession planning and internships. • What are the tangible returns and benefits to shareholders?
Social / Community / Ngā Tikanga Māori	15%	• Articulate the contribution to, and participation in, communities of interest to the organisation; support for whānau, local hapū, iwi, marae, and wider local community. • Governance or management team's ability to include tikanga Māori in aspects of the business. • Demonstrate the management and governance team's awareness of opportunities to connect with the wider industry and beyond to share knowledge, partner for impact, develop strategy, built networks and access financial or other tangible support.
Management and Performance		
Commitment to Sustainability and the Environment	15%	• Demonstrate active soil conservation, measurement of soil health, management of sediment, nutrient management and avoidance of leaching, monitoring and minimisation of water use, the use of integrated pest management and management of agrichemicals. • Display the organisations commitment to relevant industry best-practise, e.g. Apple Futures, KiwiGreen or equivalent. • Show that best environmental practise is being followed in all aspects of the operation, give examples and show active measurement. • Is there any adoption of alternative compounds and /or techniques to save the use of artificial fertilisers or chemical sprays? • What is being done to reduce the impact of GHG on the atmosphere? • Show how the organisation is actively eliminating waste, reusing and /or recycling resources.
Kaitiakitanga	10%	• What steps are being taken to understand the wellbeing of your natural resources including flora and fauna. • What practices are in place either to restore or preserve the mauri of natural resources. • If there are cultural or historical sites of significance on the whenua, how are they preserved. • How are new developments managed so as not to adversely impact on resources.
Financial and Benchmarking	20%	• Clearly show understanding of the organisations Financials – Budgeting, Variance Reports and KPls in place to measure financial performance. • What non-financial benchmarks are used and why? • Consistency over time – show over the last 3-5 years: • Wealth creation for asset base growth: Leveraging Asset Base, Internal Capital Investment. • Orchard Gate Return per ha. • Net profit per ha.
Customer Focus	10%	• Demonstrate that the produce grown meets or exceeds the customer's expectations including product standards, growing systems, traceability and processes. • Show that consumer demands are measured and satisfied. • Display how customer and consumer trends are monitored. How is this information used?
Human Resource and Health and Safety	10%	• How do employment policies and practices support dignity of work and understanding of social wealth creation via the enterprise? • Show employment contracts with job descriptions and evidence of regular reviews. Evidence of training pathways for staff, that are relevant to their roles and responsibilities. • Show an active and positive H&S culture that highlights good staff engagement. • Demonstrate 'Employer of Choice' going above and beyond other employers to attract and retain staff.
Innovation	5%	• Show the pathways that are in place to innovate. • Demonstrate how innovation was accessed and where appropriate how was it adopted? • How is knowledge and tech transfer applied to the organisation?
Total	**100%**	

About the Judges

The Ahuwhenua Trophy judges play a vital role in the success of the competition. All are very experienced people who are able to accurately assess each entrant and provide valuable feedback to those in governance roles and those who are involved in the day-to-day management of the organisation.

The competition has two judging panels. The first-round judges have the task of selecting up to three finalists – in effect the short list. At this point the finalist judges become involved and they will select the eventual winner. The Ahuwhenua Trophy Management Committee greatly appreciates the support of those sponsors who have made top class horticultural experts available to judge the event.

Finalist Judges

Martyn King – Chief Judge

Martyn King has a wide range and lifetime of horticultural experience from fruit, vegetable and flower growing/marketing to nursery and tissue culture production, working both in New Zealand and overseas.

Martyn was the GM at Kono Horticulture for Wakatu Incorporation in Te Tau Ihu for the last fifteen years, developing young Māori horticulturalists while growing apples, pears, kiwifruit and hops. Prior to this he was GM at Waimea Nurseries and GM of Rex Graham's fruit growing and marketing operations in Hawke's Bay. He is currently involved in a number of horticultural projects, and feels honoured to be involved in the Ahuwhenua Trophy competition.

Marcus Tietjen

Marcus Tietjen works as an Agribusiness Partner for the BNZ. Based in the Whakatane for the past five years, Marcus works with a mix of both horticulture and dairy farmers. He was brought up on a mixed orchard in Gisborne producing cash crops, citrus and grapes.

Marcus has a B Com Ag (Valuation & Economics) from Lincoln University, and recently completed the Kellogg Rural Leadership Programme. He considers it a privilege to be involved as one of the judges for Ahuwhenua Trophy 2023.

Jessica Smith

Te Atihaunui ā Pāpārangi, Ngāti Tamakōpiri, Ngāi Tahu, Ngāti Kahungunu

Jessica Smith grew up on a hill country sheep and beef farm in Taihape. Her career spans several decades in Māori development through various management, consultancy, and governance roles. She has extensive experience in developing food and fibre sector opportunities on Māori land, and drove the engagement of a $30M investment into the development of kiwifruit orchards as well as the growth of 144 Māori enterprises across Aotearoa from berries, avocados, citrus, apples, honey and forestry.

Jessica attended Harvard Business School to complete their prestigious Agribusiness Programme. She received a Zespri Scholarship to attend the Kellogg Rural Leadership Programme and holds an MBA from Victoria University.

Jessica has held governance roles with New Zealand Kiwifruit Growers Incorporated, Māori Kiwifruit Growers, Agri-Women's Development Trust, and Te Atihau Trust. She was the Future Director for New Zealand Lotteries Commission and is currently holding several governance roles through Te Puni Kōkiri.

Rito Tapuke – Taha Māori

Te Atiawa, Ngāti Mutunga, Taranaki Iwi, Ngāti Tama and Ngāti Paoa

Rito Tapuke is the Chief Advisor Māori for the Department of Prime Minister and Cabinet. He has held a range of different roles spanning management, strategy, general legal practice, policy and accounting in iwi, private and public sectors, including the fisheries and aquaculture sectors. He also holds a number of governance roles in Māori trusts involved in housing and property development.

Rito has extensive tikanga Māori experience and has been the project director of the Ahuwhenua Trophy Project Team and a member of the Ahuwhenua Trophy Management Committee.

First Round Judges

Tony Schischka – Lead Judge

Tony Schischka is a Principal Adviser at the Ministry for Primary Industries, based at the Ruakura Campus in Hamilton. He has a Bachelor of Management Studies majoring in economics and strategic management and has a range of experience across sector development and natural resources policy, emergency management at national and local levels. Tony currently works in areas that build rural resilience and wellbeing.

Will Anderson

Will Anderson works as an Agribusiness Partner at BNZ. Based in Tauranga for the past seven years, Will works with mainly kiwifruit and dairy clients.

He was brought up on a high-country sheep station in Central Otago. Will completed a B Com Ag (Farm Management) at Lincoln University. He has twelve years agribusiness banking experience with BNZ. Prior to this he worked on farm and in various agribusiness roles including time as a training advisor with PrimaryITO.

Dr Bruce Campbell

Dr Bruce Campbell is a company director and consultant. He holds board positions as Director of Horticulture New Zealand (Inc.), Director of the New Zealand Winegrowers Research Centre Limited (trading as Bragato Research Institute) and is Chair of the Northland Horticulture Careers Progression Governance Group.

Bruce is experienced in strategies for innovation and was previously Chief Operating Officer at Plant & Food Research. He has a particular interest in building partnerships with Māori and accelerating innovation, education, and talent development. Bruce has a Doctor of Philosophy (PhD) in Ecology from the University of Sheffield. He is a recipient of the 2017 Prime Minister's Science Prize, 2017 Horticulture New Zealand Industry Service Award and 2016 Royal Society of New Zealand Thomson Medal for outstanding leadership of agricultural and horticultural science.

Preston Stevens

Ko Maungataniwha te Maunga
Ko Taapapa te Awa
Ko Ngatokimatawhaorua te Waka
Ko Rahiri te Tupuna
Ko Poroa te Tupuna
Ko Hokianga Whakapou Karakia te Moana
Ko Mangamuka te Marae
Ko Ngapuhi te Whare Tupuna
Puhi Kai Ariki
Puhi Moana Ariki
Puhi Taniwha Rau
Ko Kohatutaka me Te Uri Mahoe nga Hapu
Ko Ngapuhi me Te Rarawa nga Iwi
Ko Preston Stevens ahau

Preston Stevens is from Te Tai Tokerau (Northland) and feels very honoured and humbled to be a part of the Ahuwhenua Trophy judging panel. Preston started as a contractor to Plant & Food Research for seven plus years before joining the Field Research Network as a technician and grew to become Assistant Orchard Manager over the previous four years.

AHUWHENUA TROPHY

Excellence in Māori Horticulture Award 2023

AHUWHENUA TROPHY

PLATINUM SPONSORS

Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Puni Kōkiri and the Ahuwhenua Trust are united in celebrating Māori excellence. Te Puni Kōkiri is proud to be the Platinum Sponsor of this prestigious award. The competition exemplifies Māori achievement in land based industries where a legacy of hard work, fortitude and innovation is demonstrated. Te Puni Kōkiri stands beside those responding to the wero, who are creating jobs, engaging young people and developing new ways of succeeding. We are proud to support their commitment and drive towards sustainable prosperity for the economy, the whenua and the people.

Ministry for Primary Industries
Manatū Ahu Matua

The Ministry for Primary Industries is a proud Platinum sponsor of the Ahuwhenua Trophy, which showcases and celebrates excellence in Māori horticulture. Māori agribusiness and horticulture are growing contributors to New Zealand's economy, and we are committed to partnering with Māori to unlock the potential in New Zealand's regions. We congratulate all entrants for their continued and relentless commitment towards achieving the aspirations of their people and shareholders, and their outstanding accomplishments in horticulture.

GOLD SPONSORS

Te Tumu Paeroa
Office of the Māori Trustee

Te Tumu Paeroa is an independent, professional trustee organisation which protects and grows the land and assets for over 85,000 Māori landowners. We manage 2,000 trusts, companies and joint ventures across 100,000 hectares of Māori land. We support excellence in Māori agribusiness and horticulture and mobilising Māori land to create this generation's legacy.

bnz

BNZ is proud to continue our long history in supporting Ahuwhenua Trophy and are excited about the introduction of the Ahuwhenua Trophy Excellence in Māori Horticulture Award. In evolving our support across the whenua sector we are excited to have commenced our Natural Capital Programme recognising the Kaitiaki aspirations of our community and enhancing our Māori specialist support.

Horticulture New Zealand
Ahumāra Kai Aotearoa

Horticulture New Zealand represents the interests of more than 5000 fruit and vegetable growers. We provide a unifying vision and raise horticulture's profile, by promoting its contribution to the economy, and health and wellbeing. We promote our growers' right to grow by addressing issues that have a direct impact on them.

NZ Māori Tourism
HE TOA TAKITINI
'OUR STRENGTH IS IN UNITY'

NZ Māori Tourism is committed to working with the Māori tourism sector to contribute to our economy, provide compelling visitor experiences, and build strong commercial and cultural leadership. We support leaders and partnerships that generate value in the Māori and wider tourism sector. Positioning Māori tourism this way allows Māori to take a leadership role in how visitors experience our country.

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Zespri KIWIFRUIT

Plant & Food Research
Rangahau Ahumāra Kai

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FMG Advice & Insurance

New Zealand Fruitgrowers Charitable Trust

WORKSAFE
Mahi Haumaru Aotearoa

Ministry of Business, Innovation & Employment
Hīkina Whakatutuki

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