

AHUWHENUA TROPHY
EXCELLENCE IN
MĀORI HORTICULTURE
AWARD
2026



AHUWHENUA TROPHY
FIELD DAY HANDBOOK

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in Māori Horticulture Award 2026

Te Kāwanatanga o Aotearoa
New Zealand Government



THE AHUWHENUA TROPHY

»»» CONTENTS

- 2 Mihi from the Minister for Māori Development, Hon Tama Potaka
- 4 Mihi from the Minister of Agriculture, Hon Todd McClay
- 5 Introduction from the Chair of the Ahuwhenua Trophy Management Committee, Nukuhia Hadfield
- 7 History of the Ahuwhenua Trophy
- 8 Looking Back – the 2023 Horticulture Finalists
- 11 **Mātai Pacific Iwi Collective**
50 Waimea Drive, Te Puke
- 37 Ahuwhenua Young Māori Grower - 2026 Finalists
- 39 **Otama Marere Trust**
178 State Highway 33, Paengaroa
- 65 **Ngāti Hine Forestry Trust**
Head Office, 5 Walton Street, Whangārei
- 96 About the Competition and Judging Criteria
- 98 About the Judges

»» MAI I TE MINITA WHANAKETANGA MĀORI



Te toto o te tangata he kai, te oranga o te tangata, he whenua, he oneone

While food provides the blood in our veins, our health is drawn from the land

He hōnore nui tēnei māku ki te tautoko i te Tohu Tohutoa Ahuwhenua o tēnei tau, he mea āhukahuka, whakanui hoki i te kairangi Māori i roto i te ahumahi ahumāra.

Mō mātou te Māori, he pou te whenua o tō mātou tuakiri. He tūrangawaewae mō mātou, he hononga anō hoki ki ō mātou tūpuna, ka mutu, he rawa hoki i whakapūmautia ai ngā whakatipuranga hei taonga tuku iho. He mea tāwhiwhi rawa ki te hitori, te kōrero, me ngā tikanga o ō tātou tūpuna. Nō te wā o ngā kaihōpara tuatahi, rātou i heri mai i ngā pua, i tere whai oranga i runga te whenua, i whakapau wā, i aro nui anō hoki te iwi Māori ki te mahinga kai kia mātua whakarite i te oranga o te whānau. I tēnei rā, e arahina tonu ana ngā hinonga Māori o ēnei rā e te tikanga me te Mātauranga Māori hei tāmau i ēnei tikanga. Kua whakatauiratia tēnei tikanga o neherā o te kairangi ahumāra Māori e ngā whiringa toa o te Tohutoa Ahuwhenua o tēnei tau.

Nō te iwi tekau mā toru tau kua hipa, i whakatūria e Tā Apirana Ngata me te Kāwana Tianara o taua wā a te Rore Bledisloe, te Tohutoa Ahuwhenua ki te whakanui i ēnei whakatutukinga o ngā kaipāmu Māori me te whakatenatena i ngā whakatipuranga e whai ake nei ki te whakawhanake i te whenua Māori. I āhukahukatia tahitia tēnei wawata te pitomata o te whenua Māori me te hiahia mō te tautoko haere tonu hei whakatinana i taua pitomata.

I whakatakina te ahumāra ki te Tohu Tohutoa Ahuwhenua i te tau 2020. Ko te rauna tuatoru tēnei mō te ahumāra i te Whakataetae Tohutoa Ahuwhenua, e whakaata ana i te pikinga o te mana puta noa i te rāngai ahuwhenua. I hopukina e te pūrongo te Māori i te ao Ahumāra i hangaia ai e BERL mā Ahuwhenua Aotearoa i te tīmatanga o tēnei tau i te pikinga o te 50% i ngā whenua ahumāra Māori i waenga i ngā tau 2017 ki te 2024, e whakaputa katoa ana i te \$305 miriona. Ahakoa e whakamahia ana ko te kotahi ōrau o te whenua Māori mō te ahumāra i tēnei wā, e āta whakatinana ana tōna pitomata ā-ōhanga. E whakahirahira ana ēnei nama i ngā arawātea kei mua i te aroaro mō te iwi Māori ki te ārahi, kia auaha anō hoki i tēnei wāhi.

Hei wāhanga o tō mātou Tōnui Māori (Going for Growth) i runga i te anga Māori kua kaingākau mātou ki te whakawātea i tēnei pitomata mā te whakapai ake i te whakamahinga o te whenua, e whakapau pūtea ana ki te hanganga, e whakawhānui ana hoki i ngā arawātea hokotai. Ki te nui ake ngā pakihi Māori angitu ka nui ake te hunga Māori e whai mahi ana, ka nui ake te whiwhinga pūtea mā te whānau, ka whānui ake hoki ngā arawātea mā ā tātou rangatahi, tamariki anō hoki. Mehemea e ora ana te whānau, e ora ana hoki ō rātou hapori, hapū, Iwi hoki, ka mutu, te katoa o Aotearoa.

Ka nui te mihi ki ngā whiringa toa me ngā kaiwhakauru mō te tohutoa i tēnei tau i te tohu mō ngā Kaiwhakatupu Rangatahi Māori. Kātahi te mahi whakaawe i te ngākau o te tangata ko te whakaaturanga ngātahi o te kairangi ahuwhenua Māori i runga i te auahatanga me te ihu oneone. Mā tō mahi, e whakatinana ana koe i tō tātou wawata o te whānau ora.

Ki te manaaki koe i te whenua, ka manaaki te whenua i a koe.

Hon Tama Potaka

MINISTER FOR MĀORI DEVELOPMENT





»»» FROM THE MINISTER FOR MĀORI DEVELOPMENT

*Te toto o te tangata he kai, te oranga o te tangata, he
whenua, he oneone*

*While food provides the blood in our veins, our health is
drawn from the land*

I am honoured to support this year's Ahuwhenua Trophy Award, recognising and celebrating Māori excellence within the horticultural industry.

As Māori, whenua is foundational to our identity. It is a place to stand, a connection to our tūpuna, and a resource that has sustained generations as taonga tuku iho. Horticulture is deeply entwined with Māori history, traditions and practices. From the first explorers who brought crops and adapted quickly to the land, Māori tirelessly dedicated time and attention to cultivation to ensure whānau wellbeing. Today, modern Māori enterprises guided by tikanga and mātauranga Māori continue to embed these practices. This tradition of Māori horticultural excellence is exemplified by this year's Ahuwhenua Trophy finalists.

Ninety-three years ago, Tā Apirana Ngata and the then Governor-General, Lord Bledisloe, established the Ahuwhenua Trophy to showcase the achievements of Māori farmers and encourage successive generations to develop Māori land. This vision recognised both the potential of whenua Māori and the need for ongoing support to realise that potential.

Horticulture was introduced to the Ahuwhenua Trophy Award in 2020. This is the third round for horticulture in the Ahuwhenua Trophy Competition, reflecting its growing influence across the agricultural sector. The recent Māori in Horticulture report by BERL produced for Horticulture New Zealand earlier this year, recorded a 50% increase in Māori horticultural land between 2017 and 2024, generating a gross output of \$305 million. While only one percent of Māori land is currently used for horticulture, its economic potential is steadily being realised. These figures highlight the opportunities ahead for Māori to lead and innovate in this space.

As part of our Tōnui Māori | Going for Growth with Māori framework we are committed to unlocking this potential by improving utilisation of whenua, investing in infrastructure, and expanding export opportunities. Successful Māori businesses mean more Māori employed, higher incomes for whānau, and greater opportunities for our rangatahi and tamariki. When whānau are thriving, so too are their communities, hapū, Iwi and all of Aotearoa New Zealand.

Congratulations to this year's trophy finalists and candidates for the Young Māori Grower award. The demonstration of Māori farming excellence through your dedication and innovation is inspirational. Through your mahi, you embody our vision of thriving whānau.

Ki te manaaki koe i te whenua, ka manaaki te whenua i a koe.

Hon Tama Potaka

MINISTER FOR MĀORI DEVELOPMENT



»» FROM THE MINISTER OF AGRICULTURE



Tēnā koutou katoa

I am honoured to be a Trustee of the Ahuwhenua Trophy competition, which this year celebrates excellence in Māori horticulture.

New Zealand's horticulture sector, including wine, reached almost \$9 billion in exports in the year to 30 June 2025. It continues to make a valuable contribution to our rural communities and our economy and is playing a vital role in New Zealand's ambitious goal of doubling the value of New Zealand's exports in ten years.

The sector is an important source of nutrition for millions in New Zealand and around the world. We expect the sector will continue to grow, with more international consumers choosing our delicious, high-quality New Zealand fruit and vegetables.

Horticulture on whenua Māori has notably increased in recent years. Māori landowners and agribusinesses are choosing horticulture as a land-use option that generates strong returns and creates jobs. Māori growers make a valuable contribution to our largest produce categories, such as kiwifruit, apples and onions. They are also investigating innovative opportunities such as truffles, coffee, peanuts and bananas.

New Zealand's growers benefit from open access to international markets. I am proud to be part of a Government that has secured new high-quality trade agreements with the United Arab Emirates and the Gulf Cooperation Council, along with upgrades to other key trade agreements.

Our agreement with the United Arab Emirates includes a dedicated Māori and Indigenous Peoples Economic and Trade Cooperation chapter. This market alone is worth over \$50 million per year to our growers, with considerable growth potential which Māori growers are already exploring.

We have also concluded negotiations on a high-quality free trade agreement with the world's most populous nation, India. Once in force, this agreement will remove barriers to New Zealand's horticultural products and increase opportunities for cooperation between our two nations in areas such as agricultural services and technology.

The Government remains fully committed to playing our part in the ongoing success of the horticulture sector.

Congratulations to this year's finalists in the Ahuwhenua Trophy and Young Māori Grower competitions. Best wishes for the upcoming field days.

Nāku noa, nā

Hon Todd McClay
MINISTER OF AGRICULTURE



»» FROM THE CHAIR



Nāku tō rourou, nāu te rourou, ka ora ai te iwi

With your food basket and mine, the people will flourish

As we enter our third Ahuwhenua Trophy Horticulture Competition, I reflect with immense pride on the achievements of our Māori growers. Across our previous two competitions, they have demonstrated remarkable resilience, leadership, and innovation during some of the most challenging periods in recent history.

The disruptions of COVID-19 in 2020, the devastation of Cyclone Gabrielle in 2023, and the ongoing weather volatility and global uncertainty of 2026 have tested our sector in profound ways. Yet despite these pressures, our people, our orchards, and our industry have continued to grow and strengthen.

For Māori growers, kiwifruit, apples, and pears continue to offer significant opportunity. MPI reports that kiwifruit revenue increased by 45 percent in 2024/25, with further growth anticipated. Apples also delivered a strong season last year, and the outlook remains positive.

While production has expanded, the movement of product from orchards to coolstores and ports remains a substantial challenge – particularly in Tairāwhiti, where limited access through the Waioeka Gorge continues to constrain reliability. Long-term infrastructure solutions are essential to provide confidence for further investment and development in these regions.

Māori continue to play a major role in the horticulture sector, contributing significantly to both the Māori economy and the wider Aotearoa economy. This year's finalists have put themselves forward to be assessed, challenged, and celebrated. Their commitment allows us all to learn from the practices and innovations that are making a meaningful difference for their staff, whānau, hapū, and communities – economically, socially, and culturally.

This year we also received an unprecedented number of entries in the Ahuwhenua Young Māori Grower award. This reflects the depth of talent within our sector, and the diverse opportunities horticulture offers our rangatahi. They are our succession plan, and I have every confidence that they will continue to rise, lead, and shape the future of the industry.

I extend my sincere thanks to our sponsors for their unwavering dedication to this kaupapa. Your financial and inkind support ensures the legacy of Tā Apirana Ngata and Lord Bledisloe continues to endure.

To all our finalists, I offer my warmest congratulations and best wishes – both for this competition and for the future.

Challenges remain; they always will. But recent years have shown that we possess the resilience, skill, and innovation to weather any storm and to achieve even greater things ahead.

Nāku iti nei,

Nukuhia Hadfield

CHAIR

AHUWHENUA TROPHY MANAGEMENT COMMITTEE



Thriving Whenua Thriving Whānau

Te Puni Kōkiri is proud to celebrate Māori excellence within the horticulture industry



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

www.tpk.govt.nz



»» History of the Ahuwhenua Trophy



It is 93 years since the Ahuwhenua Trophy was inaugurated by the visionary Māori leader Sir Apirana Ngata and the Governor General at the time Lord Bledisloe, and the 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 rangatahi 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.

A special book, Ahuwhenua – Celebrating 80 years of Māori Farming was launched by the then Minister of Māori Affairs, Hon Dr Pita Sharples in 2013. It was written by the eminent historian Dr Danny Keenan and traces the history of the Award and gives a quite brilliant insight into the development of Māori farming over 80 years. In 2023 the book was updated to include chapters on the introduction of the Horticulture award, and the Ahuwhenua Young Māori Farmer/Grower awards, showing how much the Māori agricultural and horticultural sectors have developed over the years and how the Ahuwhenua Trophy has established a strong platform for the future growth.

Today the Ahuwhenua Trophy remains the preeminent accolade to win in Māori agriculture and horticulture and 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 2023 HORTICULTURE FINALISTS

Wi Pere Trust

The Wi Pere Trust is a diverse and progressive horticultural enterprise based in Gisborne, managing 70ha of high-value crops including Gold kiwifruit, persimmons, citrus, blueberries and apples. The Trust oversees three primary orchard sites: **Toroa Orchard 29ha**, which specialises in Gold kiwifruit and persimmons, with ongoing organic development initiatives; **Tangihanga Orchard 30ha**, which includes the Trust's nursery operations and blueberry production and is home to a 250,000 cubic metre water storage pond, providing up to 30 days of irrigation security; and **Manutuke Orchard 11ha**, which is dedicated to certified organic kiwifruit production.

Operating with a strong commitment to kaitiakitanga, the Trust integrates mātauranga Māori with western science through tools such as the Mauri Compass to monitor and enhance the health of their waterways. Their approach is deliberately intergenerational, guided by a clear vision to ensure the whenua remains productive, resilient and a thriving legacy for the descendants of Wi Pere.

Since being awarded the prestigious Ahuwhenua Trophy for Excellence in Māori Horticulture in 2023, Wi Pere Trust has remained firmly focused on strengthening resilience, investing in infrastructure, and deepening its commitment to whānau and community.

Resilience and infrastructure

A defining moment for the Trust was with the arrival of Cyclone Gabrielle. The Trust's proactive investment in a flood protection wall at Tangihanga Orchard proved critical, preventing the flooding of buildings and nursery operations during the February 2023 event. Following their Ahuwhenua success, the Trust has continued to refine and extend flood mitigation works, reinforcing its commitment to safeguarding assets, protecting productivity, and building long-term climate resilience.

Key developments since winning include:

- **Strengthened leadership** – the appointment of Tim Rhodes in a newly created Chief Executive Officer role marked an important step in the Trust's evolution. As operations across sheep and beef, horticulture and forestry increased in scale and complexity, dedicated executive leadership became essential to ensure sustainable growth and strategic oversight.



- **Advancing new plantings and innovation** – continued development of new plantings, including trialing mandarins on 2D structures and introducing a dragon fruit trial, reflects a willingness to diversify and innovate. The nursery has also expanded its plant range, including an increased focus on native species.
- **Water security at scale** – the Trust has secured a multi-million-dollar funding contract to complete due diligence on a regional-scale water storage project of 30 million cubic meters on its hill country land. If realised, the project has the potential to provide irrigation for up to 10,000 hectares – over 24% of which is whenua Māori. This represents a significant contribution to regional resilience and productivity.

Winning the Ahuwhenua Trophy has further strengthened the Trust's role as a leader in Māori agribusiness. Alongside commercial growth, it has maintained a strong commitment to social and cultural outcomes.

- **Shareholder support** – the Trust continues to provide annual distributions and grants, including support for tertiary and school education, tangihanga assistance, and kaumātua grants.
- **Cultural preservation** – ongoing support for Te Rongopai Marae remains central to the Trust's commitment to whakapapa and identity.
- **Industry leadership** – continued participation and leadership within industry groups ensures Māori perspectives remain visible and influential within the wider agribusiness sector.
- **Protecting Māori rights and interest in freshwater** – Wi Pere Trustees Alan Haronga and Kingi Smiler serve on the governance team for Wai Manawa Whenua, a coalition of Māori Trust and Incorporation landowners, hapū, iwi collectives, and national organisations, including the Federation of Māori Authorities and the



New Zealand Māori Council. The group has filed proceedings in the High Court to hold the Crown accountable for failing to honour crown assurance given in 2013, to address Māori rights and responsibilities regarding freshwater. Wi Pere continues to support this very important take on behalf of all Māori through both strategic leadership and financial support.

The Wi Pere Trust continues to embody the spirit of *He Toa Takitini* – success is the work of many – ensuring that the excellence recognised by the Ahuwhenua Trophy translates into enduring prosperity for its more than 500 shareholders and for generations yet to come.



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Māori Investments Limited – Whiritoa Orchards

During the 2022–2023 growing season, Whiritoa Orchards experienced significant challenges brought on by an unprecedented 300% increase in rainfall. The excessive wet weather had a detrimental effect on production, soil health, and plant survival across multiple blocks.

Despite these adverse conditions, Māori Investments Limited (MIL) has remained steadfast in its commitment to building resilience and long-term sustainability within the orchards. Considerable investment has been directed toward improving infrastructure and adopting practices that mitigate the environmental impacts associated with growing kiwifruit under changing climatic conditions.

One of the most severe consequences of the extreme rainfall was the loss of approximately five hectares of Gold kiwifruit plants due to waterlogged soils and root saturation. In response, the team at Whiritoa Orchards undertook the design and construction of a robust drainage system to help manage future storm events. This system allows excess water to be efficiently pumped and discharged into the Rangitāiki River, ensuring that the orchards remain operational even during heavy rainfall.

A large discharge pipe has also been installed to accommodate water from surrounding whānau properties, recognising that many local council drains have already reached full capacity. This collaborative approach not only safeguards Whiritoa Orchard's productivity, but also supports neighbouring landowners in managing water responsibly.

Looking ahead, MIL plans to implement a similar drainage system within the organic blocks to enhance their resilience and protect against soil saturation.

The team continues to navigate the delicate balance between protecting the mauri of the whenua and maintaining productive horticultural systems. Lessons learned from the holistic and sustainable practices used in the organic orchard are being integrated into the conventional areas of Whiritoa. This includes the introduction of cover crops across five hectares of young plantings, which play a vital role in improving soil structure and enhancing biodiversity.

Over the past year, MIL has also doubled its total area of Gold kiwifruit plantings, demonstrating confidence in the long-term potential of the industry. This expansion has been supported by a growing interest in regenerative agriculture, which emphasises soil health, water management, and ecosystem restoration.

The team's involvement in a kiwifruit regenerative growing group has provided valuable opportunities for collaboration and knowledge exchange. Through regular wānanga held on the orchards, participants share ideas, research, and practical experiences that promote innovation and community learning.

Despite the environmental challenges faced during the 2022–2023 season, the efforts undertaken by MIL and Whiritoa Orchards reflect a forward-thinking approach to sustainability and resilience.

By combining traditional values, modern agricultural science, and collaborative community engagement, Whiritoa is positioning itself as a leader in the future of sustainable kiwifruit production in the Bay of Plenty region.





Proud to be supporting excellence in Māori horticulture

Ko tā Te Tumu Paeroa he tautoko i ngā mahi ahune e whai kiko ai tā mātou whakataukī, he iwi tauawhi mātou i ngā whenua Māori mō nāianeī, mō ngā uri whakaheke hoki

tetumupaeroa.co.nz



Horticulture New Zealand is proud to support the Ahuwhenua Trophy for excellence in Māori horticulture.

Māori participation in New Zealand's horticulture industry is growing, with exciting potential ahead. It's set to triple in the coming years, that's why we along with the wider sector, government, Māori and research providers, have made it a key priority in the Aotearoa Horticulture Action plan, which aims to double the farmgate value of horticulture by 2035.

www.hortnz.co.nz



»» Mātai Pacific Iwi Collective

50 Waimea Drive, Te Puke

Field Day: Thursday 26th March 2026



»» Mātai Pacific Iwi Collective

FIELD DAY PROGRAMME*

9:00	Pōwhiri at Hei Marae, 154 Manoeka Road, Te Puke. Hou Kainga – Waitaha, Tapuika
10:00	Morning tea
10:20	Whakatau, welcome and programme introduction
10:30	Presentation: History, Governance, Strategy
11:30	Buses leave to Te Mātai Orchards Presentation: Social / Community / Ngā Tikanga Māori
12:00	Orchard Tour: Stop 1: Market Focus / Innovation / Systems / Soil Health / Water Stop 2: Biodiversity / Kaitiakitanga / Waterways / Pest and Waste Management
12:50	Financial / Benchmarking
1:05	Return to Hei Marae
1:30	Judges' comments
1:45	Award ceremony and prize giving
2:10	Karakia whakamutunga
2:20	Kai hākari

* This programme is subject to change and 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.

Mātai Pacific operates a digital **Onside visitor check-in system** to ensure visitors receive current hazard information and emergency procedures. All visitors are required to complete the site check-in on arrival before entering the orchard.

Orchard Site: Mātai Pacific Orchard 5 – Site ID 5771

Visitor Check-in: <https://get.onside.co.nz/Kiosk/21547/23909BD9>

Protect our industry

Please arrive with clean boots and vehicles to reduce the risk of spreading a disease, pest or weed.



»» Mātai Pacific Iwi Collective

HISTORY

The story of Mātai Pacific Iwi Collective begins at an important moment in the recovery of New Zealand's kiwifruit industry.

By 2018 the sector was beginning to stabilise following the disruption caused by the PSA disease outbreak earlier in the decade. The newly developed SunGold (G3) variety was proving resilient both in orchards and in global markets. Grower confidence was starting to return, although uncertainty still lingered as the industry continued to rebuild.

It was during this period that a rare opportunity emerged. One of the largest privately owned kiwifruit orchard portfolios in the Bay of Plenty was offered to the market as a single package through a closed tender process. Transactions of this scale were unusual and required both courage, confidence in the future of the industry and the ability to work collectively and collaboratively.

The orchard platform itself had a distinctive history. The Te Mātai Road properties had originally been converted from dry stock farming into kiwifruit by offshore-aligned estate investors. The development was undertaken alongside neighbouring orchardist Tom Heeney and his family, who had long-standing involvement in the industry. Through Edwards Heeney Consulting (EHC Management Limited), Tom played a key role in establishing and managing the orchards and developing a deep understanding of the whenua, soils and water systems.

To diversify harvest timing and varietal exposure, additional orchards were later acquired at Old Coach Road in Pukehina (Pacific Gold) and at Pongakawa (Coachman). Together these properties formed the orchard platform that would eventually become Mātai Pacific.

Recognising the significance of the opportunity, Te Arawa Group Holdings Limited, led by Chief Executive Colleen Neville, invited Ngāti Awa Group Holdings Limited, led by Paul Quinn, and Rotomā No.1 Incorporation, chaired by Neville King, to jointly evaluate the investment. Debbie Birch of Ngāti Awa Group Holdings supported the financial analysis, drawing on industry insight with the assistance of Tony de Farias.

With strong commercial analysis and a shared belief in the long-term potential of the sector, the three iwi entities submitted a successful tender and completed the acquisition in 2018, establishing Mātai Pacific Iwi Collective.

A governance structure was established combining iwi leadership representation with industry expertise through the appointment of independent directors Tony de Farias and Peter Ombler. Operational management of the orchards continued under Tom Heeney and EHC Management Limited, ensuring continuity of knowledge and stewardship of the whenua.

Since acquisition the orchards have undergone significant redevelopment and optimisation. Conversion to the high-performing SunGold G3 variety and continued investment in orchard performance have increased production from approximately 79 hectares producing around 970,000 trays in 2018 to more than 100 canopy hectares producing almost 1.5 million trays by 2025.

Today the orchards and associated Zespri shareholding represent an asset base exceeding \$130 million, demonstrating what can be achieved through kotahitanga, courageous leadership and a long-term commitment to stewardship of the whenua for future generations.



»» Mātai Pacific Iwi Collective

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Strong and collaborative governance provided by partners, complemented with the expertise of independent directors.
- Strategic decisions based upon values and tikanga, e.g. kaitiakitanga responsibilities to the taiao and initiatives that seek to meet those commitments.
- Concise articulation of strategy over 3-time horizons which clarifies short, medium and long-term direction. The strategy is underpinned by actionable SMART goals allowing progress to be monitored and adjusted if necessary.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Consistent and direct cash distributions to partners of circa \$3M per year which contributes to the social activities of partners.
- Active engagement with mana whenua, and further with kura, local schools and sports clubs.
- Community riparian planting and marginal land retirement giving practical effect to kaitiakitanga, benefiting current and future generations.
- Active participation in industry groups, e.g. Māori Kiwifruit Growers Incorporated, New Zealand Kiwifruit Growers and Zespri.

FINANCIAL PERFORMANCE

- Mātai Pacific Iwi Collective has achieved strong financial results; above industry benchmarks in terms of yields, revenue and costs.
- Willingness to utilise balance sheet to access debt for investments that provide value. Agreed SIPO is in place to guide investment decisions.
- Commercially savvy by securing agreement with three different pack houses to better ensure flexibility and resilience in post-harvest operations. Focus on cost reduction while still maintaining high productivity by selective use of expensive growing structures only where necessary.

COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

- Embracing the responsibility of kaitiakitanga through many environmental initiatives, including the completion of large scale native plantings to enhance corridors for Pekapeka (native bats); dry stock grazing being phased out to further protect waterways and runoff issues in the Waiari catchment; and minimising and phasing out the use of plastic and plastic waste products.
- Good understanding of water flows and runoff areas, creating sediment ponds mitigating high rain events and possible damage beyond orchard gate.
- Waikōkōpu catchment membership. A collective of land blocks with the specific target to reduce nutrient inputs in the Pongakawa catchment to aid in the restoration of the tributaries that flow into Little Waihi estuary.



»» Mātai Pacific Iwi Collective

MARKET FOCUS

- Delegations have travelled overseas with Māori Kiwifruit Growers Incorporated, Seeka and Zespri to gain market insights and reinforce relationships with other Māori and industry growers.
- Demonstrated that produce exceeds customer expectations with 90% class 1, for SunGold (G3) and Green (HW) in 2025 season.

HUMAN RESOURCE AND HEALTH AND SAFETY

- Strong culture of growing and promoting Māori through orchard manager cadets' scheme and executive roles.
- Attentive to employee welfare, e.g. 6 days on, 1 day off rotation policy.
- Rely on local workforce, not Recognised Seasonal Employee (RSE), due to experience during the COVID-19 pandemic, reducing the risk of not being able to employ staff during events when RSE are not available.
- An approved Health and Safety (Risk Management Approach) Policy is in place.

INNOVATION

- Trial crops have been planted in conjunction with science and research providers.
- A new app is being developed to build information on land in real time.
- No plastic strings on G3 vines minimising cost and reducing plastic waste.



»» Mātai Pacific Iwi Collective

DIRECTORY

Tribal affiliation: Te Arawa, Ngāti Awa, Rotomā No1 Incorporation.

Number of owners:

Mātai Pacific Iwi Collective is a unique enterprise being owned by three separate and distinct Māori entities. Two of our shareholding entities are the commercial arms of post settlement governance entities, being Te Arawa Group Holdings Limited and Ngāti Awa Group Holdings Limited, and Rotomā No.1 Incorporation, a Māori incorporation governed by Te Ture Whenua Māori Act 1993. All of our entities have thousands of beneficiaries.

- Te Pūmautanga: 20,620 registered beneficiaries (not including Ngāti Whakaue, Ngāti Rangiwewehi, Tapuika and Ngāti Makino)
- Ngāti Awa: 25,000 (Te Whata database)
- Rotomā No.1 Incorporation: 8,000 shareholders.

BOARD OF DIRECTORS

Tiaki Hunia, *Chair and Shareholder Director (Ngāti Awa Holdings Limited)*

Fred Cookson, *Shareholder Director (Te Arawa Group Holdings Limited)*

Nelson Meha, *Shareholder Director (Rotomā No1 Incorporation)*

Tony de Farias, *Independent Director*

Sally Gardiner, *Independent Director*

EXECUTIVE

Charles Russell, *Te Manahautū / CEO*

OPERATIONS

Jordan-Leigh Taite-Potaka, *Te Ringa Hāpai / Executive Assistant*

Tom Heeney, *GM Operations, (EHC Management Limited)*

Trudi Ballantyne, *GM Financial (Stem Rural)*

Nick Cole, *Accountant (Stem Rural)*

Sarah Brown, *Payroll (Stem Rural)*

ADVISORS

EHC Management Limited

Stem Rural Accountants Limited

BDO Tauranga, *Auditor*

ORCHARD DESCRIPTION

Mātai Pacific Iwi Collective manages a diversified portfolio of kiwifruit orchards in the Bay of Plenty, the heart of New Zealand's kiwifruit growing region. The Collective owns more than 100 canopy hectares across three primary locations, with a combined landholding of around 224 hectares.

The largest component of the portfolio is the Te Mātai orchard complex near Te Puke, a 158-hectare property spanning nine titles and multiple KPINs. The whenua sits between 165 and 190 metres above sea level, with terrain ranging from rolling hill country to fertile valley floors. Waterways, gullies and areas of regenerating native vegetation weave through the property, forming natural corridors across the landscape.

Two further orchards strengthen the portfolio. Pacific Gold in Pukehina comprises 38 hectares with 28 canopy hectares of SunGold G3 supported by irrigation, frost protection and native restoration. Coachman Orchard in Pongakawa covers 28 hectares with almost 13 hectares of Early Start Hayward and SunGold plantings, alongside restoration wetlands, riparian margins and a large water storage dam that supports the orchards frost protection system.

Across the portfolio, productive orchards operate alongside native restoration areas, reflecting Mātai Pacific's commitment to high-performing horticulture and long-term stewardship of whenua and wai.





Mātai Pacific Iwi Collective

GOVERNANCE AND STRATEGY

TE MATAWHĀNUI – OUR VISION

To be recognised as a leader of excellence amongst Māori kiwifruit growers, honouring the mana of our iwi, and cultivating a legacy of sustainable prosperity for generations to come.

NGĀ WAWATA – OUR PURPOSE

To harness our iwi collective's strength through strategic, sustainable management of our resources, ensuring lasting economic growth, cultural integrity, and environmental stewardship in kiwifruit.

NGĀ MĀTĀPONO – OUR VALUES

The values of Mātai Pacific guide how the Collective governs, manages its orchards and works with partners, people and whenua.

- **Toitūtanga – Sustainability**
- **Rangatiratanga – Leadership**
- **Tōnuitanga – Prosperity**
- **Kia pono, kia tika – Integrity**

Together these values reflect the principles of kotahitanga, manaakitanga, whanaungatanga and kaitiakitanga that sit at the heart of the Collective.

STRATEGIC PLAN AND MEDIUM TO LONG-TERM GOALS

Mātai Pacific operates under a 10-year strategic framework (2025–2035) developed through Board wānanga and external facilitation. The strategy translates long-term aspirations into disciplined governance, investment decisions and operational delivery.

The framework is guided by five pou:

- **He Pou Whenua Māori – Protection and Control**
Maintaining mana whakahaere over iwi assets and disciplined stewardship of capital.
- **He Pou Tikanga Māori – Values Driven**
Embedding tikanga Māori across governance, partnerships and organisational culture.
- **He Pou Whakatipu – Sustainable Growth**
Growing scale and capability while strengthening operational and climate resilience.
- **He Pou Taurikura – Shareholder Enablement**
Delivering consistent value and transparent returns to iwi shareholders and beneficiaries.
- **He Pou Whakaaweawe – Influence and Leadership**
Strengthening Māori participation and leadership within the kiwifruit industry.

Through this framework the Collective aims to sustain high-performing orchards, strengthen environmental stewardship and grow the partnership's net asset base beyond \$150 million by 2035.

Environmental stewardship is embedded through the Oranga Whenua, Oranga Tāngata framework, recognising the interconnected wellbeing of land, water and people. Across approximately 220 hectares of whenua, including around 100 hectares of productive canopy, Mātai Pacific integrates cultural values with practical environmental management.

This includes developing people and capability (Tangata Ora), improving orchard stewardship and productivity (Tiaki Whenua), and restoring biodiversity and waterways through native planting and pest management (Manaaki Taiao). The Collective is working closely with mana whenua including Ngāti Moko, Tapuika and Waitaha to guide environmental monitoring and restoration.



»» Mātai Pacific Iwi Collective

GOVERNANCE

Mātai Pacific Iwi Collective operates as General Partner of Iwi Collective Orchards Limited Partnership, guided by a constitution and limited partnership agreement established by Te Arawa Group Holdings Limited, Ngāti Awa Group Holdings Limited and Rotomā No.1 Incorporation to deliver long-term stewardship of iwi kiwifruit investments.

The Board combines iwi representation with strong kiwifruit sector experience. Chair Tiaki Hunia provides governance leadership, supported by shareholder directors Fred Cookson and Nelson Meha. Independent directors Tony de Farias, former Managing Director of Seeka Kiwifruit Industries, and Sally Gardiner, a director of Zespri Group Limited, strengthen the Board's existing industry capability and commercial oversight.

The Board appoints a Chief Executive Officer, responsible for implementing strategy, coordinating operational delivery and reporting performance to the Board. The CEO is supported by Te Ringa Hāpai, who assists with operational coordination, compliance, reporting and land management support functions. This structure ensures clear accountability between governance and day-to-day operations.

A deliberate governance decision has been to operate a lean organisational structure, contracting specialist expertise while maintaining strong Board and Management oversight. Orchard management is provided by EHC Management Limited whose team brings decades of kiwifruit orchard development and operational experience. EHC Management Limited provides regular operational reporting to the Board, including production forecasts, orchard performance analysis and maintenance planning.

Financial services, accounting and payroll administration are also delivered through specialist providers Stem Rural Accountants and Deloitte Consultants. This model enables Mātai Pacific to access high-level professional capability while maintaining a highly efficient cost structure.

By combining lean internal leadership with specialist external expertise, the Collective ensures disciplined financial management while maintaining strong orchard performance. This structure has enabled Mātai Pacific to deliver excellent operational efficiency and strong net profitability, while allowing the Board to focus on long-term strategy, investment growth and stewardship of iwi assets.





Mātai Pacific Iwi Collective

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

GOALS

- Generate commercial success and sustainable economic returns that strengthen iwi, hapū and whānau wellbeing.
- Grow Māori capability and leadership within the kiwifruit industry through employment, cadetships, trainee orchard manager pathways and sector exposure for uri of shareholder whānau.
- Contribute to Māori and industry leadership through active participation in Māori Kiwifruit Growers Incorporated, Zespri engagement and hosting Māori grower shed talks, domestic delegations and international visitors.
- Support local communities connected to the orchards.
- Protect the mauri of culturally significant whenua, wai and ecosystems.
- Demonstrate how tikanga Māori values can guide a modern, high-performing horticultural enterprise.

KEY OUTCOMES AND STRATEGIES

Iwi Economic Returns

- Returning orchard profits directly to iwi partners through regular cash distributions.
- \$19.88 million returned to iwi partners since the first cash distribution in 2020. \$2.98 million distributed to iwi in FY2025 alone.
- These funds support iwi programmes including education scholarships, marae development, kaumātua support and wider community initiatives across Waiariki, Bay of Plenty.

Māori Capability Development

- Supporting Māori participation and leadership in horticulture through employment pathways and industry exposure.
- Employment and capability development for uri of shareholder iwi and mana whenua, including leadership roles and trainee orchard managers.
- Establishment of the Mātai Pacific Post-Harvest Cadet Programme, creating pathways for Māori into technical and leadership roles with industry partners including EastPack, Seeka and MPAC.

Industry Leadership and Representation

- Active participation in Māori Kiwifruit Growers Incorporated and New Zealand Kiwifruit Growers Incorporated.
- Hosting Māori grower shed talks, field days and international delegations, strengthening Māori leadership within the kiwifruit industry.
- Support for Māori grower collaboration and market development initiatives.

Local Community

- Working collaboratively with mana whenua including Ngāti Moko, Tapuika and Waitaha on environmental management and cultural engagement.
- Participating in regional environmental initiatives including the Wai Kōkopu Catchment Collective, Te Mātai Water Scheme and Old Coach Irrigation Scheme supporting long-term restoration of waterways flowing to the Kaituna and Little Waihi estuaries.
- Partnership and sponsorship with Te Kura Kaupapa o Te Mātai and Te Ranga School for community environmental activities, cultural engagement, restoration projects and catchment education initiatives.



»» Mātai Pacific Iwi Collective

Environmental Stewardship and Kaitiakitanga

- Riparian planting, biodiversity restoration and protection of wetlands and waterways across the orchard portfolio.
- Catchment collaboration and environmental monitoring development with mana whenua.
- Environmental monitoring and restoration programmes supporting long-term health of whenua and wai.

Strategic Māori Land Development Support

- Handing over development IP and providing technical and governance support to Ngāti Ruangutu / Paengaroa North D1B to enter Zespri cultivar trial agreements.
- Supporting other Māori landowners exploring future kiwifruit orchard development opportunities.

CULTURAL SITES AND PROTECTION

The orchards sit within landscapes of cultural significance and contain waterways, wetlands and ecological corridors that contribute to the wider catchment of the Kaituna and Little Waihi systems. Existing native vegetation areas provide habitat for indigenous species including the pekapeka (New Zealand long-tailed bat), highlighting the ecological importance of these remnant forests and riparian areas.

Mātai Pacific protects these areas through comprehensive environmental management programme (Manaaki Whenua):

- Collaboration with mana whenua and catchment groups on data sharing, reporting and participation in catchment restoration programmes to restore waterways, biodiversity and estuarine health.
- Riparian planting, waterway fencing and wetland protection across orchard properties.
- Large-scale new native planting programmes and biodiversity restoration initiatives. 14.81ha existing native bush, 10.50ha completed to 2025, and 16.19ha planned over the next 3-5 years.
- Progressive retirement and revegetation of steep gully land to reduce erosion and sediment loss.
- Stream bank stabilisation and erosion control planting within sensitive catchment areas.
- Pest plant control programmes targeting invasive species such as gorse, blackberry and barberry prior to revegetation.
- Pest animal management, including installation of AT220 predator traps, rabbit control across orchard areas and participation in community possum eradication initiatives.



»» Mātai Pacific Iwi Collective

VARIETY MIX AND PRODUCTIVITY ANALYSIS

Mātai Pacific has 96.8 producing hectares of conventionally grown Hayward and Gold3 kiwifruit plantings, situated in the Bay of Plenty.

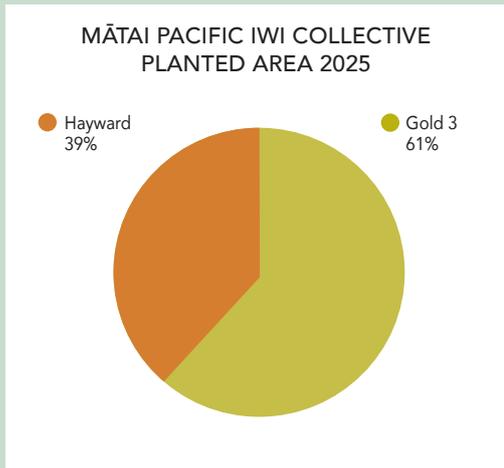


Figure 1. 2025 season planted area proportions by kiwifruit variety

The proportion of 2025 planted productive area by variety is illustrated in Figure 1. Figures 2 and 3 show the yield of each variety in trays per hectare, achieved over the last 3 years of study (2023-2026). For reference, individual business yield data is graphed alongside the corresponding Zespri supply regional average performance, by variety in that season. In 2024, Mātai Pacific cut over 2.56ha from Hayward to Gold3. However, the rest of the vines are considered to be at mature production.

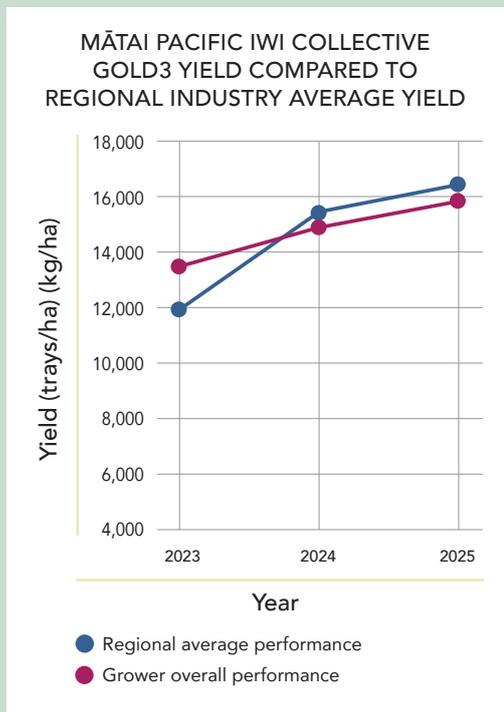


Figure 2. Gold3 yield achieved compared to the Zespri regional average yield 2023-2025.

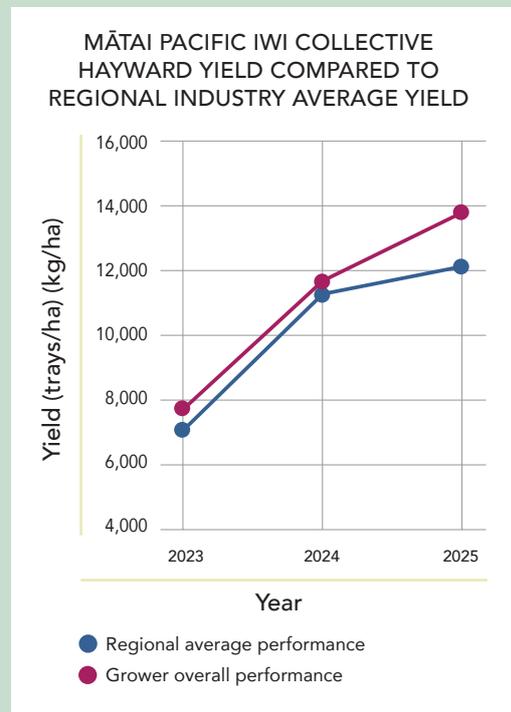


Figure 3. Hayward yield achieved compared to the Zespri regional average yield 2023-2025

»» Mātai Pacific Iwi Collective

FINANCIAL ANALYSIS AND KEY PERFORMANCE INDICATORS

For each finalist, three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd to identify trends in specific financial key performance indicators. Each finalist was then benchmarked against the other Ahuwhenua Trophy, Excellence in Māori Horticulture Award 2026 entrants.

Table 1 evaluates Mātai Pacific's results for the 2023, 2024 and 2025 financial years using crop data that best fits that financial year. The accompanying commentary has been made in relation to overall business growth and performance, with reference to the group average, encompassing all Ahuwhenua Trophy participants.

Mātai Pacific Iwi Collective	2023	2024	2025
Planted Area (ha)	97.43	94.8	96.8
Gold3 kiwifruit yield (trays/ha)	13,482	14,965	15,897
Hayward kiwifruit yield (trays/ha)	7,696	11,594	13,771
Orchard Gate Revenue per ha	\$121,036	\$157,772	\$180,019
Cost per ha	\$55,991	\$65,817	\$72,452
EBITDA per ha	\$65,045	\$91,955	\$107,567
Net Profit per ha	\$46,953	\$72,566	\$88,781
Orchard Gate Revenue	\$11,792,548	\$14,956,772	\$17,425,808
Costs	\$5,455,186	\$6,239,474	\$7,013,324
EBITDA	\$6,337,362	\$8,717,298	\$10,412,484
Net Profit	\$4,574,662	\$6,879,234	\$8,594,016
Costs/ Orchard Gate Revenue	46%	42%	40%
Distributions - Social Capital	\$2,979,592	\$2,979,592	\$2,979,592
Social Capital Index (Social Capital/Profit)	65%	43%	35%
Total Land, Building and Equipment	\$51,045,342	\$50,259,080	\$49,343,134
Total Assets	\$81,014,064	\$80,129,135	\$84,969,844
Total Liabilities	\$33,127,823	\$29,986,770	\$27,496,245
Total Equity	\$47,886,241	\$50,142,365	\$57,473,599
Asset value per horticultural planted ha	\$831,510	\$845,244	\$877,788
Return on Land Building and Equipment (Net Profit/ L, B & E)	9%	14%	17%
Return on Assets (Net Profit/Assets)	6%	9%	10%
Return on Equity (Net Profit/Equity)	10%	14%	15%
Equity Ratio (Equity/Assets)	59%	63%	68%
Equity Growth (% Change Opening to Closing)	0%	5%	15%



»» Mātai Pacific Iwi Collective

Mātai Pacific describe their orchard's current status as operating in an optimisation phase, where they are reflecting on their current performance in yield, expenditure and profitability, while considering their trajectory into the future, scrutinising their costs against their orchard gate revenue and how this is then reflected on their balance sheet.

Orchard performance:

- This business has the largest planted productive area (96.8ha) of the three finalists, and is 100% kiwifruit with 61% of the area planted as Gold3 and 39% planted in Hayward kiwifruit.
- Kiwifruit yield (trays/ha) increased year on year in for both varieties, and above the regional industry average for both varieties in 2024 and 2025.
- Over the 2023-2025 period, the average Gold3 yield was 14,781 trays/ha and the average Hayward yield was 11,020 trays/ha. In 2024, 2.56ha of Hayward was cut over to Gold3, with its first year of production in 2025. However, all other blocks are mature.

Income, expenditure and profitability:

- The average orchard gate revenue per ha over 2023-2025 period (\$153K per ha) was well above the group average. As yields increase on the young planting, there is an expectation for the OGR/ha to grow.
- Mātai Pacific's three-year average costs per hectare (\$65K/ha) were very similar to the participant group average.
- EBITDA per ha and net profit per hectare were well above the group average in each of the three focus years, and increased year on year.

Social Capital Index:

- On average, Mātai Pacific distributed approximately \$2.9 million annually representing 48% of profits.

Equity:

- Land, building and licence revaluation timelines and methods vary among contestants, therefore asset values have been taken as per the Chart of Accounts for each financial year.
- Mātai Pacific assets include industry shares, in Zespri, Eastpack and Farmlands. These shares have been purchased to build business resilience, with the aim for the income from these shares to sustain the administration and overhead expenses of the business.
- Over the 3 year study period Iwi Collective Orchards Limited Partnerships has shown equity growth of 20% from an equity of \$47.8 to \$57.5 million, an equity growth result that is above average for the participant group.
- The Mātai Pacific Equity Ratio average of 63.1% over the 2023-2025 period is below the participant group average of 81%.

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

- Average ROA was 8.1% and ROE was 12.7% in the 3-year period.



»» Mātai Pacific Iwi Collective

FINALIST BUSINESS COMPARISON

Each of the three finalists have kiwifruit as their predominant horticultural crop, however the structure of each overarching business differs greatly.

Mātai Pacific has a partnership business structure, and the audited financial statements are for the overarching Iwi Collective Orchards Limited Partnership. Ngāti Hine have a lease, supply and profit share business structure, and both Otama Marere and Ngāti Hine have other business divisions alongside their kiwifruit, and therefore the proportion of overhead business expenditure has been attributed as per discussions with these finalists.

The following income and expenditure KPI comparisons have been made to compare the performance of the kiwifruit division of the finalist businesses. There are aspects of this benchmark to take into consideration including differences in varieties, organic vs conventional growing systems, and vine age:

Mātai Pacific Iwi Collective

- Comprises 61% Gold3 and 39% Hayward kiwifruit, grown conventionally across three orchard properties located in Bay of Plenty.
- The majority of vines are at mature production levels, aside from 2.56ha which was cut over from Hayward to Gold3 in 2024.

Otama Marere Trust

- Located in Bay of Plenty, half of the total kiwifruit planted area is Hayward, with the balance being Gold3 production, 2.06ha of which is grown organically.
- All of the conventionally grown vines are at maturity. However, the organic Gold3 vines are young and therefore yielding lower.
- Otama Marere also have 2.1ha of GEM avocados, planted to utilise area not suited to kiwifruit production, however this hasn't been included within the financial business comparisons.

Ngāti Hine Forestry Trust

- Ngāti Hine's kiwifruit production is 100% conventional Gold3, with the orchard located in Northland.
- Yield is comprised of a combination of mature and maturing blocks across six orchard properties.
- Ngāti Hine operate with a lease supply agreement with Seeka, therefore their on-orchard expenditure differs greatly due to this arrangement. As a part of this agreement, they profit share with Seeka, and the income from this has been recorded as the Orchard Gate Return for comparison against the other two finalists.

For the balance sheet KPI comparisons, all values on the business' balance sheet are included.

GENERAL NOTES FOR ALL FINALISTS

For all finalists, three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd to identify trends for specific financial key performance indicators. Each finalist is benchmarked against the other participants in the 2026 Ahuwhenua Trophy, Excellence in Māori Horticulture Award. AgFirst specifically compared:

- Orchard gate revenue (whole business and per hectare): Revenue received after Post-Harvest Costs are deducted).
- Costs (whole business and per hectare): on orchard costs not including interest, lease and depreciation.
- EBITDA (whole business and per hectare): Earnings before Interest and Lease, Tax, Depreciation and Amortisation.
- Net Profit (whole business and per hectare): Orchard Gate Return minus Operating Costs and Non-Cash Adjustments (e.g. interest and depreciation).
- Costs /Orchard Gate Revenue (measure of performance calculated by dividing Direct Costs by Orchard Gate Revenue).



»» Mātai Pacific Iwi Collective

- Social Capital Index (measure of performance calculated by dividing Distributions by Net Profit).
- Return on Assets (indicator of how profitable a company is relative to its total assets; Net Profit divided by Total Assets).
- Return on Equity (measure of financial performance calculated by dividing Net Profit by shareholders' Equity).
- Equity Ratio (how much of the company's Assets are funded by Equity; Total Equity divided by Total Assets).
- Equity Growth (measure to understand the amount of funds being added to Equity by operation).

Key Performance Indicators (KPIs) 3 year average (2023-2025)	Mātai Pacific Iwi Collective	Otama Marere Trust	Ngāti Hine Forestry Trust
Planted Area (ha)	96	21	33
SunGold kiwifruit yield (trays/ha)	14,781	8,708	12,356
Hayward kiwifruit yield (trays/ha)	11,020	9,689	
Orchard Gate Revenue per ha	\$152,942	\$112,020	\$34,415
Cost per ha	\$64,753	\$81,088	\$13,237
EBITDA per ha	\$88,189	\$30,932	\$21,179
Net Profit per ha	\$69,433	\$26,563	\$4,551
Orchard Gate Revenue	\$14,725,043	\$2,300,245	\$1,117,618
Costs	\$6,235,995	\$1,677,333	\$438,796
EBITDA	\$8,489,048	\$622,912	\$678,822
Net Profit	\$6,682,637	\$533,645	\$136,562
Costs/ Orchard Gate Revenue	43%	74%	58%
Distributions - Social Capital	\$2,979,592	\$343,979	\$12,372
Social Capital Index (Social Capital/Profit)	48%	80%	0.4%
Total Land, Buildings and Equipment Value	\$50,215,852	\$21,383,432	\$31,941,318
Total Assets	\$82,037,681	\$31,116,974	\$40,451,159
Total Liabilities	\$30,203,613	\$821,020	\$8,154,034
Total Equity	\$51,834,068	\$30,295,954	\$32,297,125
Asset value per horticultural planted ha	\$851,514	\$1,513,649	\$1,241,107
Return on Land Building and Equipment (Net Profit/ L, B & E)	13%	2%	0.2%
Return on Assets (Net Profit/Assets)	8%	2%	0.2%
Return on Equity (Net Profit/Equity)	13%	2%	0.1%
Equity Ratio (Equity/Assets)	63%	97%	85.9%
Equity Growth (% Change Opening to Closing)	6%	2%	1.7%



»» Mātai Pacific Iwi Collective

BUSINESS MANAGEMENT

GOALS

Mātai Pacific's objective is to build a high-performing Māori horticultural enterprise that delivers sustainable financial returns while growing long-term iwi asset value and intergenerational prosperity.

Since establishment in 2018 the Collective has focused on improving orchard productivity, strengthening cashflow and building a resilient balance sheet. Operational improvements, redevelopment and varietal optimisation have increased performance across the orchards while fixed debt has reduced by approximately 33%.

The Collective is targeting \$150 million in net assets by 2035 while maintaining strong profitability and consistent partner distributions. Capital allocation and financial management are guided by the Board-approved Statement of Investment Policies and Objectives (SIPO) and treasury framework.

KEY PERFORMANCE INDICATORS

- Operating efficiency and cost management.
- Orchard yield and tray production per canopy hectare by KPIN and variety.
- Fruit quality, pack-out rates and market compliance.
- Post-harvest supplier performance and benchmarking.
- Net Orchard Gate Return (OGR) and revenue per hectare.
- Profitability and return on invested capital.
- Balance sheet strength, cashflow performance and debt servicing capacity.
- Environmental sustainability and compliance.

CRITERIA FOR NEW INVESTMENTS

All investment decisions are assessed against the Collective's strategic framework and SIPO. Potential investments must demonstrate:

- Detailed financial analysis and due diligence including expected return on capital and sensitivity analysis.
- Must demonstrate strong commercial cash returns and risk management considerations.
- Strategic alignment with long-term growth strategy and strategic pou objectives.
- Alignment with the organisations cultural and environmental values.

STRATEGIES

Mātai Pacific operates a multi-horizon strategy, 10-year financial forecasting models linking long-term asset growth with annual operational delivery.

Horizon 1 (Foundation and Optimisation)

- Capability development.
- Increase scale and influence – investment discipline and capital allocation.
- Embrace sustainability – environmental and carbon strategy.
- Collaborative alliances – value chain partnerships.
- Optimal systems and processes – technology and reporting systems.

Key initiatives to date include increasing Zespri shareholding, strengthening post-harvest partnerships through RFP and multi-year contracts, evaluating orchard acquisition and development opportunities, and undertaking innovation trials with EHC Management Limited to further improve orchard productivity and sustainability.





Mātai Pacific Iwi Collective

STRATEGIES CURRENTLY IMPLEMENTED

Strategic shareholding growth – increased Zespri shareholding through reinvestment of available cashflows, becoming the largest Māori shareholder and approaching the top ten overall. Participation in Zespri LAS and DAS programmes continues to strengthen long-term dividend income and industry alignment.

Collaborative partnerships – long term partners and review models. Strengthening post-harvest partnerships through RFP and multi-year contracts, banking funder and long term partnership development.

Value chain investment – increased equity participation in post-harvest value chain and ongoing evaluation of post-harvest partnerships through a structured procurement and partnership framework.

Orchard growth opportunities – actively assessing orchard acquisition, development opportunities and additional cultivar licence procurement, alongside partnerships supporting Māori land development in kiwifruit.

Innovation and production trials – five-year orchard innovation programme with EHC Management Limited to optimise productivity, increase yields and monitor long-term vine health and environmental outcomes.

Investment discipline – development of a formal investment framework and scorecard with Deloitte to streamline future opportunities review and alignment with strategy, financial thresholds and SIPO policy.

Digital orchard systems – implementation of GIS, digital orchard mapping and virtual orchard development systems to integrate production, environmental and financial data to support better decision-making and board reporting.

Capability development – establishment of a horticulture cadetship programme to support Māori capability and leadership within the kiwifruit industry.

Climate and sustainability initiatives – investigation of New Zealand Emissions Trading Scheme (ETS) participation, biodiversity restoration programmes and environmental monitoring across the orchard portfolio.

DEVELOPING AND IMPLEMENTING THE BUDGET

Mātai Pacific operates a structured annual budgeting and forecasting process aligned with orchard production cycles.

Budget preparation begins early each year following partner distributions in December and once Zespri fruit submit forecasts are available. Orchard manager EHC Management Limited prepares detailed line-by-line operating budgets for each KPIN block, supported by production forecasts derived from fruit-set strategies and orchard scanning data.

Management then integrates these operational budgets into a consolidated financial plan, including repair and maintenance allocations, environmental initiatives, capital improvement programmes, and forward investment planning supported by a ten-year financial forecast.

The draft budget is reviewed by management and presented to the Board for approval before the start of the financial year. Once approved, budgets are uploaded into financial systems for ongoing monitoring at orchard block, operational and board reporting levels, ensuring strong financial oversight and covenant compliance.





»» Mātai Pacific Iwi Collective

COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

GOALS

Mātai Pacific recognises that the long-term success of its orchards depends on the health of the land, water and ecosystems that support them. Our environmental approach is guided by Oranga Whenua – Oranga Tāngata framework, recognising that caring for the land supports the wellbeing of people, communities and future generations.

Key environmental goals include:

- Operate a highly productive horticultural enterprise while enhancing the health of whenua and wai.
- Integrate kaitiakitanga principles into orchard management and decision making.
- Restore and protect natural ecosystems surrounding orchard land.
- Progressively retire and restore non-productive land into native vegetation and biodiversity corridors (50-60 hectares).
- Stabilise erosion-prone gullies and waterways through native planting and sediment control.
- Improve freshwater quality through riparian buffers, wetlands and nutrient management.
- Strengthen biodiversity through habitat restoration supporting native species and pollinators.
- Reduce carbon emissions and improve climate resilience across orchard operations.
- Demonstrate that high-performing Māori horticulture can lead environmental stewardship.

KEY PERFORMANCE INDICATORS

- Hectares of land restored or retired into native vegetation.
- Native trees and biodiversity corridors established across gullies and waterways.
- Soil health monitoring, including organic matter and nutrient balance.
- Sediment and nutrient loss reduction through erosion control planting and ground cover.
- Freshwater protection, including riparian planting, fencing and water management plans.
- Water use efficiency monitoring through irrigation systems.
- Carbon emissions monitoring and reduction initiatives.
- Biodiversity enhancement, including native pollinator habitat and pest control programmes.

STRATEGIES

Mātai Pacific operates under Manaaki Whenua, a structured environmental management system integrating cultural values, science and industry best practice.

- Freshwater Farm Plans supporting improved water quality outcomes.
- Environmental and climate planning developed through the Westpac Sustainable Farm Loan programme.
- Independent environmental assurance and assessment byASUREQuality auditing.
- Detailed GIS environmental mapping identifying waterways, slopes, biodiversity areas and restoration zones to guide environmental management.
- Native planting programmes across gullies, slopes and riparian margins to stabilise soils and improve biodiversity.
- Sediment and erosion control planting using sedges and stabilisation species in erosion-prone flow paths.
- Development of wetland areas to filter nutrients and sediments before entering waterways.
- Implementation of a Climate Change Adaptation Plan addressing rainfall variability, temperature shifts and extreme weather risks.
- Continuous environmental monitoring integrated into orchard operational management.





Mātai Pacific Iwi Collective

COMMUNITY ENVIRONMENTAL CONCERNS

The orchards sit within the Kaituna–Pongakawa–Waitahanui Water Management Area, which drains to sensitive coastal receiving environments including the Waihi and Maketū estuaries. These environments are recognised for their ecological, cultural and recreational values and are a focus of regional water quality management.

Catchment monitoring and community engagement have identified water quality pressures associated with nutrients, sediment and microbial contamination, particularly nitrogen, phosphorus, E.coli and suspended sediments. These contaminants arise from a range of land uses within the catchment, including pastoral farming, horticulture, forestry and urban development.

The lower catchment contains extensive historic drainage networks developed to convert wetlands into productive farmland. While these systems are critical for land use and flood management, they can also act as pathways transporting nutrients and sediments into rivers and estuaries.

As a result, improving freshwater quality and protecting downstream estuarine ecosystems are key priorities for the community, iwi and Bay of Plenty Regional Council through catchment planning and freshwater management initiatives.

POLICIES AND PRACTICES

Soil conservation is achieved through careful orchard floor management including permanent grass cover, mulching of organic material and erosion control planting. Soil nutrient levels are monitored through regular testing and fertiliser programmes designed to optimise plant health while reducing nutrient losses.

Water use is carefully managed through irrigation scheduling and monitoring systems to ensure efficient use of water resources.

Integrated pest management practices are used to minimise agrichemical inputs, with spray programmes guided by industry best practice and orchard monitoring systems.

The orchards also participate in biodiversity initiatives including Operation Pollinator, which introduces native plant corridors to support pollinators and beneficial insects, strengthening ecological resilience across the orchard ecosystem.

INDUSTRY BEST-PRACTISE

Mātai Pacific operates in alignment with recognised New Zealand horticultural industry best-practice frameworks, ensuring that production standards, environmental management, and worker welfare meet internationally recognised benchmarks.

All orchards within the Collective operate under the Zespri Good Agricultural Practice (GAP) programme, which provides a comprehensive framework covering food safety, environmental management, agrichemical stewardship, worker welfare and traceability. Compliance is verified through independent audits and certification processes.

The Collective's orchard management contractor, EHC Management Limited, is also independently certified under the Zespri Contractor Programme and GAP/GRASP standards, confirming that orchard operations meet required standards for agrichemical management, nutrient management, harvest practices and worker welfare.

Environmental planning across the orchards is supported by structured management plans covering:

- Soil management.
- Water management and protection of water sources.
- Biodiversity and habitat protection.
- Waste and pollution management.
- Energy efficiency and fuel use reduction.

These plans follow the Zespri Grower Manual framework and support continuous environmental improvement across the orchard portfolio. Together these systems ensure that environmental, food safety and labour standards are maintained while providing full traceability and assurance to international markets.



»» Mātai Pacific Iwi Collective

MONITORING

Environmental performance is actively monitored through a combination of operational systems, industry compliance tools and continuous improvement processes. The orchards utilise a range of monitoring tools including:

- Soil nutrient testing and soil health monitoring.
- Irrigation monitoring systems to optimise water use.
- Agrichemical usage records and spray diary systems.
- Orchard GIS mapping to identify waterways, slopes and environmentally sensitive areas.
- Annual water quality testing for irrigation sources.
- Energy monitoring through fuel and electricity usage tracking.

Water management planning ensures that water sources are tested regularly, irrigation systems are designed by specialist providers, and water usage is actively monitored to ensure both crop performance and environmental protection.

Soil management plans identify site-specific soil types, potential compaction risks and drainage challenges, enabling targeted soil fertility programmes and erosion management strategies.

Energy use across orchard operations is monitored through fuel receipts and electricity records to identify opportunities to reduce non-renewable energy use and improve machinery efficiency.

Environmental performance is reviewed annually alongside production and financial performance, ensuring environmental indicators are embedded within overall business decision making.

WASTE, REUSING AND RECYCLING

Mātai Pacific takes a practical approach to waste minimisation by integrating waste reduction and recycling into everyday orchard operations.

Organic material generated within the orchards is typically recycled back into the system through mulching and composting. Prunings and vine material are mulched to improve soil organic matter and support long-term soil health.

Agrichemical containers are managed through recognised industry recycling programmes to ensure safe disposal and minimise environmental risk. Storage, handling and disposal of agrichemicals follow strict compliance procedures to protect soil and water resources.

Operational waste streams such as plastics, irrigation materials and packaging are separated where possible and directed to appropriate recycling channels. Machinery servicing and maintenance programmes also minimise environmental risk through careful management of oils, fuels and lubricants.

Waste and pollution risks are formally assessed through orchard environmental management plans that identify potential contamination sources and implement mitigation strategies across orchard operations.

Through these practices Mātai Pacific aims to minimise waste generation, maximise reuse of organic resources and ensure that unavoidable waste streams are responsibly managed.



»» Mātai Pacific Iwi Collective

MARKET FOCUS

Mātai Pacific produces premium kiwifruit for global markets through the Zespri marketing system.

Fruit quality and consistency are central to the organisation's market focus. Orchard management practices are designed to maximise fruit size, pack-out quality and shelf-life performance to meet Zespri's global market specifications.

All fruit is produced under strict industry standards including GlobalG.A.P certification and Zespri quality assurance programmes. These systems ensure full traceability from orchard block to export market.

Market trends and consumer expectations are monitored through directly participating in global market grower visits, industry engagement with Zespri, post-harvest operators and grower organisations. This information is used to inform orchard management decisions, including varietal selection, crop loading strategies and investment in new plantings.

Through this approach Mātai Pacific ensures its produce consistently meets the expectations of global consumers while strengthening the reputation of New Zealand kiwifruit.



»» Mātai Pacific Iwi Collective

HUMAN RESOURCE AND HEALTH AND SAFETY

GOALS FOR MANAGERS AND STAFF

Success for Mātai Pacific in people management is defined by building a high-performing, values-driven team that delivers excellence in orchard production while strengthening Māori capability within horticulture.

Goals

- Maintain a safe and healthy workplace across all orchard operations.
- Build leadership capability and succession pathways.
- Support career development for Māori within horticulture.
- Foster continuous improvement, accountability and innovation.
- Maintain strong relationships between governance, management, operational partners and kaimahi.

RECRUITMENT AND CAPABILITY

Mātai Pacific is intentional in building capability across governance, management and on-orchard operations. The Collective recruits and appoints people who bring both strong industry expertise and alignment with its kaupapa, values and long-term aspirations.

This includes a governance model that deliberately combines shareholder representation with highly experienced independent sector leaders. The Board includes recognised kiwifruit and agribusiness professionals with expertise across governance, supply chain, post-harvest, finance, investment and Māori economic development. Founding independent directors Tony de Farias and Peter Ombler helped establish this standard of governance and industry credibility from the outset. Peter Ombler's contribution to the kiwifruit industry was further recognised in 2026 through the Fresh Carriers Hayward Medal for outstanding contribution to the kiwifruit industry. Current Independent Director Sally Gardiner has significant industry experience and is a current director of Zespri.

Operational capability is strengthened through CEO leadership, Te Ringa Hāpai support, and the long-standing orchard management partnership with EHC Management Limited, whose team brings decades of practical kiwifruit growing, development and production management experience.

Mātai Pacific also invests in the next generation of leaders. Alongside experienced professionals, the Collective is building pathways for emerging talent through trainee orchard manager roles, cadetships with post-harvest partners, and targeted leadership development for uri of shareholder whānau and mana whenua.

This deliberate blend of proven industry leadership, strong governance, operational expertise and succession planning ensures Mātai Pacific continues to build a resilient, high-performing Māori horticultural enterprise. People management is supported by:

- Clear employment agreements, role descriptions and reporting lines.
- Regular communication between governance, management and orchard operations.
- Performance reviews and development discussions.
- Recognition of strong performance through bonuses and career opportunities.
- Training in orchard management, compliance, health and safety, leadership and sector learning.



»» Mātai Pacific Iwi Collective

HEALTH AND SAFETY MANAGEMENT PLAN

Health and safety is a core operational priority. Mātai Pacific operates under a Health and Safety Management Plan co-developed with EHC to ensure that systems are practical on orchard and aligned with governance expectations.

A key tool is the Onside digital platform, used across all properties to manage:

- Site inductions for staff, contractors and visitors.
- Hazard communication and contractor compliance.
- Incident and near-miss reporting.
- Site access records and emergency procedures.

Operational safety is supported through regular meetings, contractor briefings, hazard registers and routine audits. Health and safety performance is reported to management and the Board, reinforcing active oversight.

Through this integrated risk management approach Mātai Pacific seeks to maintain a safe working environment for staff, contractors and visitors while supporting efficient and professional orchard operations.

ADVICE AND SUPPORT

Mātai Pacific works closely with a range of trusted professional advisors who provide specialist expertise to support operational performance and strategic decision-making. Key partners include:

- Orchard management specialists – EHC Management Limited.
- Financial strategy, advice and accountants – Stem Rural Accountants, Deloitte Rotorua.
- Legal services and solicitor – Cooney Lees Morgan.
- Banking partners – Westpac Agribusiness.
- Registered valuers – Logan Stone, Preston Rowe.
- Environmental consultants – Allegro Water Consultants.
- Industry partners – Zespri; and post-harvest operators including: EastPack, MPAC and Seeka.

These partners are selected based on their experience, reputation, alignment with our values and ability to support Mātai Pacific's long-term strategy. Strategic long-term multi year partnership agreements are utilised with detailed terms of reference for both Mātai Pacific and the provider are outlined. Performance is assessed through regular engagement and formal annual reviews with management and the Board, ensuring the organisation continues to benefit from high-quality professional advice.



»» Mātai Pacific Iwi Collective

INNOVATION

Innovation within Mātai Pacific is reflected in both its commercial structure and operational approach.

As a Māori collective, Mātai Pacific has brought together multiple iwi entities into a collaborative ownership model that enables scale, shared capability and long-term asset development. This structure allows Māori investors to participate in high-performing horticultural assets while remaining aligned to cultural values and intergenerational outcomes.

The Collective has also shown innovation in its financial and commercial strategy. Following COVID-19 disruption, the Board secured long-term lending facilities during a favourable financing window, which protected cashflow and supported continued growth as interest rates later increased. Additionally, Mātai Pacific has also demonstrated innovation in its commercial partnerships across the kiwifruit value chain, including developing reciprocal relationship agreements with orchard management providers, post-harvest operators and industry partners. These strategic partnerships enable the collective to access mutual commercial outcomes, leading horticultural expertise, mutually develop Māori capability and capacity in kiwifruit, adopt best-practice growing and environmental systems and maintain consistent fruit quality.

Operationally, Mātai Pacific works closely with EHC and industry partners to review production data, pack-out performance and orchard health across all orchards. Mātai Pacific has a strong commitment to industry-good trials, including new products and practices to improve fruit size, reduce labour demand, support safer budbreak alternatives, and host pre-commercial cultivar trials.

Mātai Pacific is also developing digital orchard systems and a virtual orchard management platform to integrate real-time production, environmental and financial insights.

Carbon reduction trials, biodiversity initiatives and data-led environmental management further strengthen the organisation's reputation as a forward-looking Māori horticultural enterprise.

INFRASTRUCTURE

Mātai Pacific's orchard portfolio has been developed with a strong focus on operational efficiency, environmental protection and long-term productivity.

The orchards are supported by well-established infrastructure including irrigation systems, internal access tracks, shelter plantings, drainage systems and orchard support facilities that enable consistent production and safe working environments.

Water supply is supported through a combination of groundwater and reticulated infrastructure, including long-term security through water resource consents, the Te Mātai Water Scheme and the Old Coach Road Irrigation Scheme. Irrigation systems are professionally designed and monitored to support vine health, fruit development and efficient water use.



»» Mātai Pacific Iwi Collective

ORCHARD MAPS



»»» FINALISTS

AHUWHENUA YOUNG MĀORI GROWER AWARD 2026



Larissa Wooding-Ngata

*Ngāti Porou.
28 – Foreperson for Craigmere
Sustainables, Gisborne.*

“Looking into the future I aspire to hopefully one day manage an orchard, with my ultimate goal being having a lifestyle block with my own mini orchard.”

A born and raised Gisborne local, Larissa is the Foreperson for Craigmere Sustainables Gisborne, where she has worked since February 2023. She started as an Orchard Leading Hand and quickly progressed to Foreperson.

Her horticulture journey began at 18, broccoli planting with her best friend, sparking a passion for the industry. After five years moving through planting, harvesting, and supervising in vegetables, she transitioned to a family-owned citrus and persimmon property before settling into apples four years ago.

Larissa oversees two sites: Glenpark in Pātūtahi with 33 hectares of Envy apples, and Sunpark in Te Karaka with 43 hectares comprising 30 hectares of Rockit, 10 hectares of A1, and 3.6 hectares of Joli apples.

Her role covers the day-to-day orchard operations – setting up teams, supervising leading hands, managing inductions, pruning, spraying, and liaising with assistant orchard managers. During peak seasons like thinning and harvest, she coordinates both local and RSE contractors. She also serves as the health and safety representative for her sites.



Robert John Manuel

*Ngāti Kahu, Ngāti Rehia, Ngāpuhi,
Ngāti Raakaipaaka.
29 – Team Supervisor for the Ngāti
Hine Forestry Trust, Kerikeri.*

“This year is a highlight for me because we are extending our team to 21, and we have our own tractors for the harvest. My ultimate goal is to become the Orchard Manager and to watch my team grow and succeed.”

Rob is a Team Supervisor for Ngāti Hine Forestry Trust, where he has worked for the past three years. He brings a decade of experience in the horticulture and kiwifruit industry.

Born in Australia, Robert returned to Aotearoa at age 12 and attended Kamo High School in Whangārei. He left school at 16 and spent three years back in Australia before returning home. Through family contacts, he secured his first role in horticulture, eventually joining Ngāti Hine Forestry Trust three years ago.

Ngāti Hine Forestry Trust owns 32 hectares of G3 gold kiwifruit in Kerikeri, divided across six orchards. Robert leads a team of 12 full-time workers.

This year marks a significant milestone as the operation expands the team to 21 workers and acquires its own tractors for harvest.

Based about 20 kilometres north of Whangārei Robert embraces the outdoor lifestyle his role provides and says he wouldn't change it for anything.





Te Rina Joe

*Ngāti Pāhauwera, Ngāti Kahungunu.
27 – Pakuratahi Orchard for Ngāti
Pāhauwera Commercial Development
Limited, Hawke’s Bay.*

“My goals for the future are to one day manage the orchard I work on and to create opportunities for my friends and whānau within the workplace and inspire them to pursue careers here as well.”

Te Rina grew up in Napier and spent much of her youth in Mohaka and Otane, where her whānau are from.

She is a Supervisor/Orchard Hand at Pakuratahi Orchard for Ngāti Pāhauwera Commercial Development Ltd in Tangoio, Hawke's Bay. The operation spans 55 hectares of apples in production, plus 6 hectares of nursery trees and 4 hectares of oranges.

Her role covers everything from spray and machine operations to supervising teams of 40-60 workers through pruning, thinning, and picking seasons. Stepping into supervision was a huge learning curve, but she has discovered the importance of clear communication and working alongside her team.

Her journey in horticulture started at 15, working seasonally with her siblings, cousins, and whānau. Working alongside her aunty at Rangihau Orchard deepened her passion for the industry.

After two years, an opportunity arose to work for her iwi. She felt honoured knowing she would be working for her people and future generations.



SPONSORS OF THE AHUWHENUA YOUNG MĀORI GROWER AWARD

»» KAITAUTOKO TUATAHI



»» KAITAUTOKO TAKETAKE



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT



United Fresh
New Zealand Incorporated

»» TE KAITAUTOKO



Whenua Māori Agribusiness

Bank of New Zealand is committed to growing Māori prosperity by supporting Māori businesses and communities.

Our Agribusiness team has experience across the Primary sector and a well-established history of supporting Māori horticultural operations. Our team has strong connections to horticulture communities around Aotearoa, and have worked on orchards, or still do.

"Utilising Whenua Māori as a financial asset supports the growing Māori economy. It is BNZ's desire to unlock this ability for whenua owners, applying a tikanga based approach to our interactions to safeguard their whenua and taonga. Ultimately, ensuring they are protected for tamariki and mokopuna to come."

Whetu Rangi – Head of Māori Business

For more information please contact: Whetū Rangi at whetu_rangi@bnz.co.nz

bnz
let's find a way



**Nāku te rourou, nāu te
rourou ka ora ai te Iwi**

**With your food basket and my food
basket, the people will thrive**

Proudly supporting Māori excellence in horticulture



»» Otama Marere Trust

178 State Highway 33, Paengaroa

Field Day: Thursday 2nd April 2026



»»» Otama Marere Trust

FIELD DAY PROGRAMME*

9:00	Pōwhiri at 178 State Highway 33, Paengaroa
9:40	Morning tea
10:10	Welcome and programme introduction
10:20	Presentation: Whakapapa / History / Governance / Strategy Financial / Benchmarking
11:55	Site tour. Topics will include: Orchard, Wetlands, Pā Site New Development / Koura Pilot Pond
12:40	Presentation: Social / Community / Ngā Tikanga Māori People Performance / Training / Health and Safety
1:25	Judges' comments
1:40	Award ceremony and prize giving
2:10	Karakia whakamutunga

* This programme is subject to change and 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.



»»» Otama Marere Trust

HISTORY

Otama Marere takes its name from the pā site once occupied by Rangiiwaho and his whānau, grounding our connection to this whenua through whakapapa – these are the lands of Rangiiwaho, and through him, they are ours.

Historically, Otama Marere served as an overnight resting place for travellers navigating the Kaituna River by canoe before continuing inland along established walking tracks. The surrounding wetlands were rich with tuna and watercress, while the fertile land – some of which is now orchard – sustained crops such as kūmara, kamokamo, and other traditional crops.

Our tūpuna lived on this whenua in balance with their environment, guided by tikanga that aligned activities with the seasons. Birds, plants, and fisheries were harvested sustainably to ensure resources remained plentiful. This approach fostered a resilient, diverse and self-sufficient way of life rather than reliance on a single food source. Through nurturing Otama Marere, our ancestors safeguarded the wellbeing and prosperity of the hapū.

The earliest Māori Land Court survey record for Otama Marere's original title, Paengaroa North A3 Section 2, dates back to March 1890. On 1 July 2014, Whakawhiti and Otama Marere were amalgamated to form Paengaroa North A5 – a 45.0144 hectare block of Māori freehold land. The Trust is administered by an Ahu Whenua Trust, established in 1979 and now governed under a comprehensive 2022 deed.

The land was leased for a 60-year term to Te Puke Golf Club before orchard development began in the 1980s, with support from Māori Affairs. Sir Peter Tapsell's leadership encouraged early plantings – nashi pears and sweetcorn, before kiwifruit emerged as the most viable long-term enterprise.

Development continued through Māori Affairs and the Labour Department's PEP programme, with an all-women crew constructing pergolas, driving posts and wiring across the orchard.

Our branding reflects who we are. Designed by a whānau member, our logo embodies the Trust's values and whakapapa:

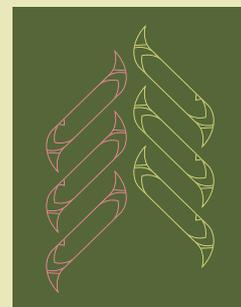
- The bi-directional form symbolises connection and unity.
- The spiral reflects the creation story.
- The two hands represent our wairua and commitment to nurturing the land.

The composition of our Board further reflects our commitment to diversity and capability. Our Trustees bring a wide range of skills, experiences, ages, and perspectives, united by a shared passion for Māori development. This diversity strengthens governance and equips the Trust to respond to future economic, environmental, biosecurity, climate, and crop health challenges.

Today, Otama Marere Trust's land use comprises: 32.06ha – 21.11ha productive, balance area 10.95 riparian to Kaituna.

Otama Marere remains committed to kaitiakitanga – protecting our wetlands, diversifying our enterprises, and growing our assets to secure a strong and sustainable future for generations to come.

Many of our owners hold strong personal ties to Otama Marere, having worked on the orchard in their youth. Strengthening these intergenerational connections remains a priority through orchard tours, employment pathways, and whānau-focused events. Otama Marere's journey is one of resilience, stewardship, and foresight – a legacy that continues as we care for our whenua and whānau.



»»» Otama Marere Trust

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Perpetual Guardian as the Responsible Trustee, with a strong relationship with Advisory Trustees has been a successful governance structure. Good rotation of Advisory Trustees with three yearly rotations. An experienced Trustee is also the Orchard Manager, with solid support from Seeka.
- Upskilling of Trustees occurs through overseas industry market tours to gain market insights. Solid succession planning through Cadet Trustee training.
- Regular whānau days on the whenua help to ensure their people are part of the Trust's development journey and connecting with the whenua.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Tikanga guides governance and management, e.g. operation moving into organic practices. Sound knowledge of historical and contemporary context, i.e. conversion from golf course to kiwifruit orchard.
- Orchard plots (KPINs) have all been given tūpuna names associated with their whakapapa and rich history.
- Strong social support provided to the Maketū community and beneficiaries through local marae, school and 50% distribution policy.
- 68% of profit distributed through owners' grants, kaumātua education, scholarships and discretionary grants, tangihanga support. The Trust also supports the owners and the community via sports, art, cultural and reunion grants.

FINANCIAL PERFORMANCE

- Great diversification through an active investment portfolio including conventional SunGold G3 and Hayward kiwifruit, organic SunGold G3, GEM avocado and commercial building investment. Whenua is being developed for the release of new kiwifruit varieties over the next three years, to further diversify exposure from single variety crops and markets.
- Further investments through shares with Seeka and Zespri, a portfolio with Craigs Investment Partners and Te Pahau Ltd. Investment portfolio reviewed at bi-monthly meetings.
- In recent years cash reserves have been utilised and external funding sources also to continue to grow business operations while protecting the whenua.

COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

- Many environmental initiatives are being undertaken, including: wetland restoration near the banks of the Kaituna River; harakeke planting for resources for raranga wānanga to revitalise a traditional practice; koura farming in the wetland ponds; and dune restoration at Maketū.
- Water security established through the construction of a water storage facility.
- A systematic approach to the gathering of seeds and seed banking, a wide range of native plantings over a seven year period.
- 7 hectares of canopy applied for organic licence with a view to expand.
- Good relationships with Bay of Plenty Regional Council and Department of Conservation (Ngā Whenua Rāhui).



»»» Otama Marere Trust

MARKET FOCUS

- Travelling to markets in China, Japan, Europe and USA to gain market insights and deepen relationships with Māori and industry kiwifruit growers. Member of Māori Kiwifruit Growers Incorporated.
- Trustees return from overseas in-market tours and implement their learnings on orchard, e.g. planting of organic SunGold G3 kiwifruit.
- Looking at domestic markets for reject kiwifruit and local market development for GEM avocado.

HUMAN RESOURCE AND HEALTH AND SAFETY

- On-site health and safety briefing conducted immediately upon entry at orchard. Health and safety signage also clearly visible on orchard.
- Employment conditions in line with Seeka employment policy, e.g. time and a half with a day in lieu provided if working public holidays.
- Three local people are working on the orchard that whakapapa to Otama Marere Trust. Fifty Recognised Seasonal Employees (RSE) are employed during peak season. One cadet is in the Toi Ki Tua horticulture programme.

INNOVATION

- The judges acknowledge the independent review of the business operation structure in 2024. The approval of a Charitable Trust and Owners' Grant distribution in lieu of dividend has unlocked, in part, Otama Marere's strategic investment into commercial properties.



»»» Otama Marere Trust

DIRECTORY

Tribal affiliation: Rangiiwaho, Ngāti Whakaue, Te Arawa

Number of owners: 757

TRUSTEES

Fleur Tahata, *Chair o/o Responsible Trustee*

Homman Tapsell, *Advisory Trustee and Orchard Manager*

Petera Tapsell, *Advisory Trustee*

Dr. Jade Chalmers, *Advisory Trustee*

Aubrey Wilkinson, *Advisory Trustee*

Diane Berghan, *Advisory Trustee*

John Kameta, *Advisory Trustee (elected 28/09/2025)*

SEEKA MANAGEMENT CADET

Jack Paton

ADVISORS

Craig Roebuck, *Investment Advisor*

Rhys Rushton, *Seeka Ltd Manager*

ORCHARD DESCRIPTION

Paengaroa is nestled in the Western Bay of Plenty and Otama Marere is situated on Paengaroa North A5 block, being Māori freehold land, with access from State Highway 33, spanning the Kaituna River. The total area of the whenua is 45.0144 hectares of which the orchard covers approximately 50% comprising of 19.49 hectares of kiwifruit (Hayward Green kiwifruit – 9.8ha, SunGold Organic kiwifruit – 2.06ha, SunGold G3 kiwifruit – 7.08ha), with a further 0.98 hectares recently installed posts and wire into a new development. In addition to kiwifruit, the Trust has planted 950 GEM Avocado – 2.1ha.

Approximately 70% of the whenua is flat to easy rolling country with moderately steep to steeper sections connecting lower terraces down to the Kaituna River. A central gully through the orchard, once planted in forestry has been restored into wetlands.

The orchard benefits from excellent internal roading, irrigation sourced from the Kaituna River system and highly productive allophanic soils, strongly influenced by clay minerals in areas of volcanic ash.

Owner and Advisory Trustee, Homman Tapsell has managed the block under a Seeka partnership since 2007, with Seeka Ltd providing post-harvest, employment and operational support.





»»» Otama Marere Trust

GOVERNANCE AND STRATEGY

VISION

Ko ta maatau tirohanga he whakatipu i nga rawa o te kaitiaki hei whakarato i te pumau me te whai hua mo o tatou iwi me te whenua.

Our vision is to grow the Trust assets to provide a sustainable and fruitful future for our people and the land.

VALUES

Our values guide every decision we make:

- Whanaungatanga.
- Manaakitanga.
- Kotahitanga.
- Tika me te Pono.
- Mātauranga.
- Kaitiakitanga.
- Wairua.

MISSION

Ka ora te whenua – ka ora te hapū.

Healthy and vibrant land ensures a healthy and vibrant hapū.

STRATEGIC PLAN

Otama Marere's strategic direction is grounded in its mission to build a diversified, sustainable, and high performing enterprise that honours the past while creating growth for future generations. The Trustees maintain a strong duty of care to the whenua and its people, ensuring long-term decision making is aligned with the aspirations of shareholders and grounded in whakapapa.

The strategic plan considers the Trust's historical development, current position and future opportunities the needs and aspirations of Otama Marere shareholders. The purpose of the strategic plan is to develop objectives and goals for the medium to longer term which fit the Trust's vision and mission. The following key principles have been identified by the Trustees to achieve their goals:

- The need to collaborate and build key relationships.
- The importance of nourishing and developing the whenua.
- The desire to return and reconnect the whānau to the whenua.
- Being open to new investments and opportunities.
- Provide proactive and united leadership.
- Upholding tikanga Māori.

The Trustees align these key principles to the tikanga Māori values above. In following their strategic plan, the Trustees are on course to build a diversified entity with a strong focus on nourishing the whenua and the whānau.

The strategic plan formulates an annual plan to ensure the Trustees actively work through the key performance areas. The annual plan is reviewed at bi-monthly governance hui and the strategic plan is assessed and checked against current processes at least six monthly.



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The Trustees actively monitor strengths, weaknesses, opportunities, and threats. Strengths include strong whakapapa connection, productive soils, and a skilled governance team. Opportunities lie in diversified investments, orcharding excellence and partnerships with Māori entities. Weaknesses and threats, such as climate variability, biosecurity risks, and industry volatility, are managed through careful planning, robust advisory support, and investment in resilience.

GOVERNANCE

Otama Marere operates as an Ahu Whenua Trust over the Māori freehold land known as Paengaroa North A5 with governance processes defined by the Māori Land Court under the 2022 Trust Order.

The Trustees demonstrate kaitiakitanga or guardianship of Otama Marere through deep whakapapa connections and by walking the whenua. Engagement with owners to also walk alongside them is integral to Otama Marere, achieved through annual owners' meetings, whānau days and transparent communication. Owner mandate for significant decisions ensures alignment between governance direction and shareholder aspirations. which promotes:

- Clarity of purpose and focus to align with the strategic plan.
- Strong leadership and effective separation of governance and management.
- The right expertise is present both in the orchard and the boardroom.
- Consideration of effective land use options for the orchard such as maara kai and organics.

The governance structure includes a three-year rotation cycle for Advisory Trustees, confirmed by the Māori Land Court in 2022. Every rotation period, two Trustees either stand down or seek re-election, ensuring accountability and continuous renewal.

Succession planning is recognised as essential to long-term sustainability. The Trust focuses on identifying and supporting emerging leaders, whether from within the whānau, the workforce, or external networks, to maintain capability, relationships, and confidence among owners.

The Governance Board meets at least bi-monthly and brings together a diverse mix of ages, genders, and skillsets. Trustees collectively offer strengths in horticulture, finance, business, tikanga Māori, and community leadership. Specialist advisors, including accountants, financial experts, and sector professionals, are engaged as needed to support quality decision making. The strategic plan also provides for ongoing Trustee development, ensuring the governance team remains informed, skilled, and adaptable in a changing environment.

Through strong governance practices, Otama Marere continues to uphold its legacy of stewardship, resilience, and commitment to intergenerational prosperity.



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SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

GOALS

Tikanga Māori is a framework for caring for and managing the environment, grounded in the traditional Māori worldview. Our tūpuna lived on this whenua in deep connection with the natural world. Each season carried its own tikanga for harvesting birds, plants, and fisheries, ensuring sustainability and abundance for the hapū.

At Otama Marere, the wellbeing of our natural resources is evident in the restoration of our wetlands. The reintroduction of tuna, koura, and watercress, along with the return of waterfowl, reflects a thriving ecosystem where the mauri and wairua of the environment remain strong. As the wetlands continue to flourish, they will provide opportunities for schools and community groups to learn about ecological systems and kaitiakitanga.

Within the orchard gullies, the planting of kauri and mānuka supports soil health and offers future resources for whānau and hapū, including for carving and cultural practices. The Trust aims to use the land to its full potential while safeguarding the whenua and surrounding properties. Our shift toward organic practices helps minimise the impacts of Hi-cane residue and aligns with our responsibilities as kaitiaki.

Tikanga Māori encompasses many concepts, culture, custom, ethics, protocol, but at Otama Marere, it defines how we operate. Our work is guided by the following principles:

- Whanaungatanga – belonging, inclusiveness, protecting owners, and building strong partnerships.
- Manaakitanga – caring for present and future generations, supporting owners, and listening actively.
- Kotahitanga – unity, collective purpose, and aligned governance.
- Tika me te pono – to be authentic, honest, and respectful in all interactions.
- Mātauranga – building knowledge, educating others, and continual learning.
- Kaitiakitanga – guardianship, protection, and stewardship of the whenua.
- Wairua – wellbeing and spiritual connection to the land.

These principles shape how we work as Trustees. They guide our leadership, communication, and decision-making, all centred around the wellbeing of our whānau.

*Tuia ki te rangi
Tuia ki te whenua
Tuia ki te moana
Tuia ki te herenga tangata
Ka rongo te po
Ka rongo te ao*

Which reminds us that everything is connected and all exist in harmony.

It is important that tikanga Māori practices remain accessible and actively supported at Otama Marere. Future aspirations such as raranga wānanga at the wetlands, learning about rongoā, and whānau-focused activities have helped reconnect the owners with their whenua.

As the Trust explores opportunities beyond horticulture and diversifies its portfolio, tikanga Māori will continue to guide our future direction, ensuring all developments serve the best interests of our people.

Otama Marere is proud to contribute actively to social, community, and ngā tikanga Māori initiatives as part of its strategic direction and its commitment to kaupapa Māori principles that guide everyday Trust operations.

The Trust supports the wider community through donations to our local kura and marae, prioritising local employment, and engaging local contractors. Owners and their whānau are encouraged to participate in orchard work, with additional opportunities provided through Seeka's horticulture cadetship programme for owners and their descendants.



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Otama Marere has established distribution policies that provide annual grants to support Whakaue Marae at Maketū – the landing place of the Te Arawa Waka – alongside grants for beneficial owners and their descendants, which are detailed below.

In 2025, Otama Marere partnered with the Māori Education Trust (MET) to administer education scholarships, strengthening administrative processes and expanding opportunities available to our taura. Through this partnership, taura can now access a wider network of tertiary-based funding. MET also provides additional support to other whenua-based partners, such as Rotomā No. 1 Incorporation, Paehinahina Mourea Trust, Kōkako, and Kapenga M Trust, which may further benefit our whānau who affiliate to these entities.

Acknowledgements and success stories from grant and scholarship recipients are shared with owners at the Annual General Meeting (AGM). Many beneficiaries now give back to the Trust, including Trustees such as Diane Berghan and Jade Chalmers; both of whom received education grants from the Trust and now apply their skills in service to Otama Marere.

STRATEGIES

Otama Marere's purpose of supporting tertiary students aligns closely with MET's mission to empower Māori on their educational journey. The Trustees are fortunate to have secured this partnership for the enduring benefit of current and future generations.

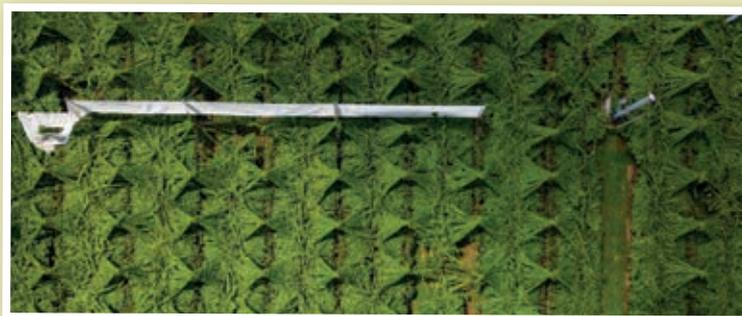
Community and social participation initiatives include:

- Supporting education pathways through annual grants of up to \$3,000 per recipient, with \$56,000 distributed in 2025 – consistent with the last five years.
- Awarding the Huia Tapsell Postgraduate Scholarship each year to acknowledge academic excellence.
- Encouraging high achievement in elite sporting and cultural activities through the Warwick Tapsell grant.
- Acknowledging kaumātua aged 60+ through an annual grant.
- Supporting whānau during bereavement through tangihanga grants.
- Providing sustainable annual owners' grants, totalling approximately \$197,000 for the year ending 30 September 2025.
- Contributing to the protection and care of significant cultural sites, including the neighbouring pā site and restoration of urupā.

CULTURAL SITES

Rangiiwaho once occupied the pā that gives Otama Marere its name – *these are the lands of Rangiiwaho and through him they are ours*. The Trust acknowledges the considerable support provided by Ngā Whenua Rāhui and the Bay of Plenty Regional Council, whose partnership has been essential to protecting and restoring culturally and ecologically significant areas. These collaborations reflect the Trust's commitment to nurturing the land for the benefit of the region and inclusive catchments.

The kawenata with Ngā Whenua Rāhui has recently been varied to provide more support for weed and pest control. We are also negotiating further with them to set aside additional areas of the whenua that are not productive for the orchard and have been identified as important ecological areas.



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VARIETY MIX AND PRODUCTIVITY ANALYSIS

Otama Marere Trust, situated in the Bay of Plenty, has 19.49 planted hectares of Hayward and Gold3 kiwifruit in the 2025 season, of which 2.06ha is produced organically. In addition, there is 2.1ha of land which is not suited to kiwifruit, which is planted in GEM avocados.

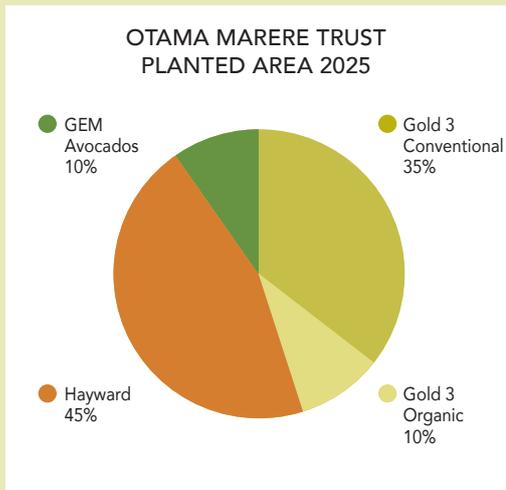


Figure 1. 2025 season planted area proportions by kiwifruit variety

The proportion of 2025 planted area by variety is illustrated in Figure 1. Figures 2 and 3 show the yield of each kiwifruit variety in trays per hectare, achieved over the last 3 years of study (2023-2026). For reference, individual business yield data is graphed alongside the corresponding Zespri supply regional average performance, by variety in that season. Figure 2 includes both the conventional and organic Gold3 production. Following harvest in 2024, the organic vines were transferred to a Hayward block which was cut over. However, all Hayward and most Gold3 vines are mature.

Although the GEM avocado production is not included within the financial analysis and benchmarking of the awards, Otama Marere Trust are pleased to acknowledge this diversification of land use. The 2.1ha of GEM avocados were planted in 2019, with 10 bins harvested in the 2025 season.

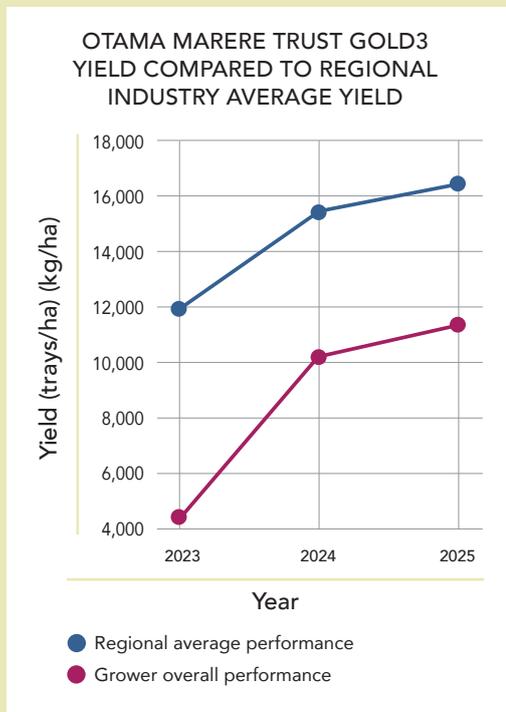


Figure 2. Gold3 yield achieved compared to the Zespri regional average yield 2023-2025, accounting for both the conventional and organic production.

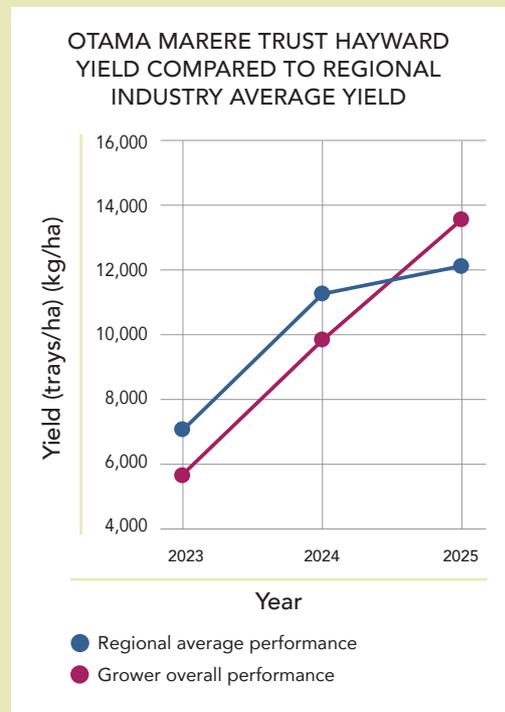


Figure 3. Hayward yield achieved compared to the Zespri regional average yield 2023-2025

Benchmarking information compiled by AgFirst



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FINANCIAL ANALYSIS AND KEY PERFORMANCE INDICATORS

For each finalist, three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd to identify trends in specific financial key performance indicators. Each finalist was then benchmarked against the other Ahuwhenua Trophy, Excellence in Māori Horticulture Award 2026 entrants.

Table 1 evaluates Otama Marere Trust's financial KPIs for the 2023, 2024 and 2025 financial years using crop data that best fits that financial year. The accompanying commentary has been made in relation to overall business growth and performance, with reference to the group average, encompassing all Ahuwhenua Trophy participants.

Otama Marere Trust	2023	2024	2025
Planted Area (ha)	21.14	21.22	19.49
Gold3 kiwifruit yield (trays/ha)	4,476	10,298	11,351
Hayward kiwifruit yield (trays/ha)	5,609	9,861	13,597
Orchard Gate Revenue per ha	\$108,775	\$99,104	\$128,182
Cost per ha	\$83,371	\$88,569	\$71,323
EBITDA per ha	\$25,404	\$10,534	\$56,858
Net Profit per ha	\$22,904	\$5,795	\$50,989
Orchard Gate Revenue	\$2,299,498	\$2,102,979	\$2,498,258
Costs	\$1,762,466	\$1,879,445	\$1,390,087
EBITDA	\$537,032	\$223,534	\$1,108,171
Net Profit	\$484,192	\$122,962	\$993,782
Costs / Orchard Gate Revenue	77%	89%	56%
Distributions – Social Capital	\$474,886	\$118,650	\$438,400
Social Capital Index (Social Capital/Profit)	98%	96%	44%
Total Land, Building and Equipment	\$21,406,624	\$21,404,838	\$21,338,834
Total Assets	\$30,409,669	\$30,350,179	\$32,591,074
Total Liabilities	\$768,493	\$684,426	\$1,010,142
Total Equity	\$29,641,176	\$29,665,753	\$31,580,932
Asset value per horticultural planted ha	\$1,438,490	\$1,430,263	\$1,672,195
Return on Land Building and Equipment (Net Profit/ L, B & E)	2%	1%	5%
Return on Assets (Net Profit/Assets)	2%	0%	3%
Return on Equity (Net Profit/Equity)	2%	0%	3%
Equity Ratio (Equity/Assets)	97%	98%	97%
Equity Growth (% Change Opening to Closing)	0%	0%	6%



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Otama Marere Trust is a diverse business, which amongst other business divisions grows both Gold3 and Hayward kiwifruit both organically and conventionally, in the Bay of Plenty. Following the planting of the GEM avocados, and moving the location of their Organic Gold3 kiwifruit, their orchard land utilisation plan is complete, with Otama Marere Trust now turning their attention to how they can best optimise the older kiwifruit blocks, as well as turning attention to improving their ecological areas on the land.

Orchard Performance:

- This business has the smallest kiwifruit planted area (96.8 ha) of the three finalists.
- The kiwifruit production is split across Hayward and Gold3 kiwifruit varieties, with 17.45ha grown conventionally and 2.06ha grown organically. This is the only business within the finalist group to have organic production.
- Gold3 yield includes both conventional and organic production, as well as a mix of maturing and mature vines. Therefore, although production is below the regional average, it is showing increases year on year as the vines mature.
- The Hayward yield shows improvements across the 2023-2025 period, with the 2025 production achieving 13,597trays/ha, a result above the regional average for this variety.

Income, Expenditure and Profitability:

- The average orchard gate revenue per ha over 2023-2025 period (\$109K per ha) was well above the group average, despite the yield being below the regional average, and can partly be attributed to the higher returns from organic kiwifruit production. There is an expectation for the OGR/ha to grow, as yields continue to increase on younger plantings.
- Three-year average costs per hectare (\$81K/ha) were greater than the group average, particularly in 2023 and 2024, as the result of organic production being a higher input growing system, and the development expenditure due to being a young block.
- EBITDA per ha and net profit per hectare were well above the group average in each of the three years.

Social Capital Index:

- The social distribution per annum ranges from around \$400,000 in 2023 and 2025, to \$100,000 in 2024.
- In both 2023 and 2024, the social capital index was 98% and 96% respectively, showing that this was a large proportion of the kiwifruit profit. This level of distribution was able to be done as a result of the other income streams for this business.

Equity:

- Land, building and licence revaluation timelines and methods vary among contestants, therefore asset values have been taken as per the Chart of Accounts for each financial year.
- Otama Marere's horticultural industry shares include Zespri, Seeka and Ballance Agri-Nutrients Ltd, alongside shares in other non-horticultural companies.
- Over the 3 year study period Otama Marere Trust has shown equity growth of 6.5% from an equity of \$29.6 to \$31.6 million, with an average equity ratio of 97.4%.

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

- Average ROA was 2% and ROE was 2% in the 3-year period. This was above average on ROA and slightly below average for ROE.



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FINALIST BUSINESS COMPARISON

Each of the three finalists have kiwifruit as their predominant horticultural crop, however the structure of each overarching business differs greatly.

Mātai Pacific has a partnership business structure, and the audited financial statements are for the overarching Iwi Collective Orchards Limited Partnership. Ngāti Hine have a lease, supply and profit share business structure, and both Otama Marere and Ngāti Hine have other business divisions alongside their kiwifruit, and therefore the proportion of overhead business expenditure has been attributed as per discussions with these finalists.

The following income and expenditure KPI comparisons have been made to compare the performance of the kiwifruit division of the finalist businesses. There are aspects of this benchmark to take into consideration including differences in varieties, organic vs conventional growing systems, and vine age:

Mātai Pacific Iwi Collective

- Comprises 61% Gold3 and 39% Hayward kiwifruit, grown conventionally across three orchard properties located in Bay of Plenty.
- The majority of vines are at mature production levels, aside from 2.56ha which was cut over from Hayward to Gold3 in 2024.

Otama Marere Trust

- Located in Bay of Plenty, half of the total kiwifruit planted area is Hayward, with the balance being Gold3 production, 2.06ha of which is grown organically.
- All of the conventionally grown vines are at maturity. However, the organic Gold3 vines are young and therefore yielding lower.
- Otama Marere also have 2.1ha of GEM avocados, planted to utilise area not suited to kiwifruit production, however this hasn't been included within the financial business comparisons.

Ngāti Hine Forestry Trust

- Ngāti Hine's kiwifruit production is 100% conventional Gold3, with the orchard located in Northland.
- Yield is comprised of a combination of mature and maturing blocks across six orchard properties.
- Ngāti Hine operate with a lease supply agreement with Seeka, therefore their on-orchard expenditure differs greatly due to this arrangement. As a part of this agreement, they profit share with Seeka, and the income from this has been recorded as the Orchard Gate Return for comparison against the other two finalists.

For the balance sheet KPI comparisons, all values on the business' balance sheet are included.

GENERAL NOTES FOR ALL FINALISTS

For all finalists, three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd to identify trends for specific financial key performance indicators. Each finalist is benchmarked against the other participants in the 2026 Ahuwhenua Trophy, Excellence in Māori Horticulture Award. AgFirst specifically compared:

- Orchard gate revenue (whole business and per hectare): Revenue received after Post-Harvest Costs are deducted).
- Costs (whole business and per hectare): on orchard costs not including interest, lease and depreciation.
- EBITDA (whole business and per hectare): Earnings before Interest and Lease, Tax, Depreciation and Amortisation.
- Net Profit (whole business and per hectare): Orchard Gate Return minus Operating Costs and Non-Cash Adjustments (e.g. interest and depreciation).
- Costs /Orchard Gate Revenue (measure of performance calculated by dividing Direct Costs by Orchard Gate Revenue).



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- Social Capital Index (measure of performance calculated by dividing Distributions by Net Profit).
- Return on Assets (indicator of how profitable a company is relative to its total assets; Net Profit divided by Total Assets).
- Return on Equity (measure of financial performance calculated by dividing Net Profit by shareholders' Equity).
- Equity Ratio (how much of the company's Assets are funded by Equity; Total Equity divided by Total Assets).
- Equity Growth (measure to understand the amount of funds being added to Equity by operation).

Key Performance Indicators (KPIs) 3 year average (2023-2025)	Mātai Pacific Iwi Collective	Otama Marere Trust	Ngāti Hine Forestry Trust
Planted Area (ha)	96	21	33
SunGold kiwifruit yield (trays/ha)	14,781	8,708	12,356
Hayward kiwifruit yield (trays/ha)	11,020	9,689	
Orchard Gate Revenue per ha	\$152,942	\$112,020	\$34,415
Cost per ha	\$64,753	\$81,088	\$13,237
EBITDA per ha	\$88,189	\$30,932	\$21,179
Net Profit per ha	\$69,433	\$26,563	\$4,551
Orchard Gate Revenue	\$14,725,043	\$2,300,245	\$1,117,618
Costs	\$6,235,995	\$1,677,333	\$438,796
EBITDA	\$8,489,048	\$622,912	\$678,822
Net Profit	\$6,682,637	\$533,645	\$136,562
Costs/ Orchard Gate Revenue	43%	74%	58%
Distributions - Social Capital	\$2,979,592	\$343,979	\$12,372
Social Capital Index (Social Capital/Profit)	48%	80%	0.4%
Total Land, Buildings and Equipment Value	\$50,215,852	\$21,383,432	\$31,941,318
Total Assets	\$82,037,681	\$31,116,974	\$40,451,159
Total Liabilities	\$30,203,613	\$821,020	\$8,154,034
Total Equity	\$51,834,068	\$30,295,954	\$32,297,125
Asset value per horticultural planted ha	\$851,514	\$1,513,649	\$1,241,107
Return on Land Building and Equipment (Net Profit/ L, B & E)	13%	2%	0.2%
Return on Assets (Net Profit/Assets)	8%	2%	0.2%
Return on Equity (Net Profit/Equity)	13%	2%	0.1%
Equity Ratio (Equity/Assets)	63%	97%	85.9%
Equity Growth (% Change Opening to Closing)	6%	2%	1.7%



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BUSINESS MANAGEMENT

GOALS

Otama Marere first entered kiwifruit production in the early 1980s, accepting the challenge of developing a new horticultural venture that has since grown into one of the region's most successful operations.

The orchard initially grew two cultivars: Hayward Green and Tomua. While Hayward became a reliable and consistent performer, Tomua struggled with appearance and storage issues that limited its export viability. As a result, Zespri discontinued Tomua, and it was replaced with Hort16A, a goldfleshed cultivar known for its tropical flavour and high productivity – nearly double that of Hayward.

PSA Impact and Transition to SunGold (G3)

Hort16A proved vulnerable to PSA, which significantly affected the orchard in 2012. Zespri subsequently removed Hort16A from export programmes after the final 2012 harvest. Fortunately, the industry moved quickly to develop a replacement: SunGold G3, a more resilient and commercially successful gold variety.

All gold blocks at Otama Marere were grafted over to G3, followed by a mandatory two-year stand down period before production could resume. The first SunGold crop harvested in 2014 yielded 8,400 trays/ha, increasing to 39,504 total trays in 2025.

Kiwifruit Performance

2025 Harvest Details

- Total SunGold total of 111,073 @ 11,463 trays/ha (avg).
- Average trays/ha increased 11% on 2024.
- Average rejects of 10.3% is 41% fewer than 2024.
- Conventional SunGold: 14,907 trays/ha. Trays/ha had 12% less fruit than 2024.
- 5.6% reject rate is 21% lower than 2024.
- Organic SunGold: 10,166 trays/ha. Trays/ha has 25% more fruit than 2024.
- Reject rate of 9.7% has 47% fewer rejects than 2024.
- Hayward: 13,597 trays/ha with 5.6% rejects.
- All Hayward achieved KiwiStart.
- Trays/ha up 38% on 2024.
- Reject rate of 10.3% has 41% fewer rejects than 2024.

The above performance demonstrates that Hayward remains a foundational cultivar for Otama Marere. Production was modest from 2002 onward, around 6,800 trays/ha, but consistent with industry norms. Now in 2025, improvements in vine management, soil health, and fertiliser practices lifted yields to 133,250 trays from 116,955 in 2024. Early picking continues to ensure strong returns for the orchard.

Ongoing Orchard Challenges and Management

Armillaria, an aggressive soilborne fungal disease, remains an ongoing challenge. Strong orchard practices and continuous monitoring support vine health and help maintain production levels.

Technology continues to play a key role in orchard operations. A state of the art irrigation system has replaced reliance on electric frost protection fans and serves a dual role in irrigating the entire orchard. The irrigation pond and supporting infrastructure undergo regular maintenance to ensure optimal performance. Four traditional windmills remain on site as backup frost protection.

Year on year, the Trust's financial performance has excelled as reflected in the cashflow and balance sheet. Otama Marere has prudently managed the orchard operations to align with our investment goals and strategic direction to optimise returns for the beneficial owners and future generations. This is our mission after all; to provide a sustainable and fruitful future for our people and the land.



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KEY PERFORMANCE INDICATORS

The Trustees set an annual profit budget that is comparative to the Seeka operation budget. The budget is reviewed versus actual variances at Board hui held on a bi-monthly schedule. The Trust's accounting team provide a helpful executive summary of profit and loss for each period being reviewed. Tracking the budget regularly, guides the Trustees in their business decisions.

CRITERIA FOR NEW INVESTMENTS

Otama Marere Trust has developed a Statement of Investment Policy and Objectives (SIPO) that encourages local career options, local investment and businesses whenever possible, sensibly working with the local community.

The SIPO aligns with the Trust's values of kaitiakitanga to ensure the whenua is used in a sustainable manner and sustainable practices are used. The primary investment objectives are:

- Preserving the capital base of the Trust for the current and future beneficiaries.
- Optimising investment returns available to support the grants to owners over the short, medium and long term.
- Optimising the value of the capital base in real terms – preserving and utilising the asset.

STRATEGIES

In order to achieve their goals, the Trustees' methodology is:

- Reinvestment of surplus income, if applicable, subject to agreed payments being made in accordance with recommendations from the Advisory Trustees.
- Retention of capital growth.
- Investment of any future settlement funds received.

The Trustees aim to meet the Trust's investment objectives by investing in accordance with asset allocations and ranges that target 70% in growth assets and 30% in income assets.

The Trust's accountant gathers assumptions from the previous year's financial statements and then measures these against the Seeka operation budget. The Trustees consider the comparative outcome at their board hui normally held in August and this is adopted as the Trust's profit budget for the year. The budget is reviewed regularly to ensure the Trust is aligned with their business decisions.



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COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

GOALS

Otama Marere is committed to sustainable and environmentally responsive orchard management. Over the years, the orchard has actively implemented practices that reduce chemical use, protect surrounding ecosystems, and support long-term land health. One significant initiative has been the diversification into organic SunGold kiwifruit, which has allowed Otama Marere to meaningfully reduce reliance on harsh agrichemicals, particularly in the block closest to the Kaituna River and the wetlands.

The following practices demonstrate our connectivity to the whenua:

- Nutrient and soil management.
- Water management.
- Integrated pest management.
- Organic management and compliance.

From growth to harvest to packaging, the orchard upholds best-practice standards across all stages of production, ensuring ongoing stewardship of the land and care for the surrounding environment.

In alignment with the Trust's commitment to diversity and environmental stewardship, Otama Marere initiated a native replanting programme. Fastgrowing kauri have been interplanted with mānuka, alongside additional species such as kānuka, koromiko, karamū, and purei grasses to support wider ecological regeneration.

Working with Matakana Nursery – selected both for cultural alignment as a Māori organisation and for cost effectiveness – the Trust planted in mid-2020. To date, 1,700 kauri trees have been established. These trees will not only provide longterm income but also create future opportunities for carving by owners, local hapū, and wider whānau.

KEY PERFORMANCE INDICATORS

The abundance of bird life and return of fisheries to the wetlands is a clear measure of success for the Trust. Improvement to the soil health is shown with testing and in the growth and quality of the fruit which sits above industry standard. These indicators demonstrate the positive impact of the Trust's stewardship and the alignment of orchard practices with environmental priorities.

STRATEGIES

Otama Marere has key environmental strategies, guided by a developing Environmental Plan. Focus areas guide the Trustees as custodians to protect the whenua for generations to come:

- Awareness of adverse environmental factors.
- Reduction of chemicals and inorganic fertilisers, where possible.
- Compliance with organic procedures and policies.
- Best practice irrigation.
- Soil management – promoting healthy soil biology with adequate nutrients.
- Preserving and replenishing the wetlands – to improve water quality and encourage wildlife habitat.
- Continue native plants restoration and regeneration.
- Determine retired or unused areas for further protection under Ngā Whenua Rāhui.



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COMMUNITY ENVIRONMENTAL CONCERNS

The above priorities also reflect the concerns of the wider Paengaroa – Te Puke community, where intensive horticulture has raised awareness around waterway protection, fertiliser impacts, and sustainable land use. Otama Marere uses effective management tools and practice to ensure the land continues to be nourished for generations to come, through regeneration of native wetlands, plantations of mānuka, kauri and other native plants and the commitment to organics to negate the exposure to toxic chemicals.

LAND MANAGEMENT

Robust environmental practices underpin orchard management. Annual soil health programmes, led by the Orchard Manager, Homman Tapsell, in partnership with Seeka, ensure fertility is maintained without overloading nutrients. A new nutrient management system being introduced for 2027 aims to reduce inputs by 20–50% through targeted application.

Water allocation from the Kaituna Awa requires annual monitoring through authorised laboratories, ensuring responsible water use. A state-of-the-art irrigation system doubles as frost protection and uses soil moisture and temperature probes to minimise water use while maintaining vine health.

Pest management is supported by Verified Lab Services, enabling targeted spraying and reducing overall agrichemical use. Spray contractors operate to Seeka and industry standards, eliminating the need for on-orchard chemical storage.

BEST PRACTICES

Otama Marere maintains compliance with Zespri's KiwiGreen programme that features:

- Having standard scientific information available to assess and assist with a specific issue or problem that arises.
- Synergy of collaboration between scientists and industry experts in transferring technology.
- A co-ordinated and singularly managed industry that is capable of making a unified commitment.
- Reduced application of 'hard sprays' thus improving environmental and health benefits.
- Retention of market access locally and across the globe.
- Increased food safety.
- Heightened consumer acceptance of product.
- A world-class and significantly improved management system that provides speed and efficiency to the entire industry.

MONITORING AND ACHIEVING OF TARGETS

Production goals are based on historical performance and set into the operational budget prior to the start of each season.

Monitoring of set targets are completed at specific points in the growing season with Winter: bud counts, Spring: flower counts, and Summer: fruit counts.

Management strategies such as fruit thinning, canopy control and nutrient manipulation are utilised to regulate canopy growth, fruit growth, and fruit numbers through the growing season.

WASTE, REUSING, RECYCLING

Waste reduction remains a priority. Seeka's recycling programme collects orchard string waste; material orders are precisely calculated to minimise surplus; and surplus kiwifruit is directed to Class 3 programmes, livestock feed, AGM events, and donated to the Tauranga Food Bank. Through these initiatives, Otama Marere upholds its responsibility as kaitiaki – ensuring the whenua, waterways, and ecosystems remain healthy for generations to come.



»»» Otama Marere Trust

MARKET FOCUS

Otama Marere is committed to delivering a consistently high standard of customer service by producing premium quality fruit. Taste, appearance, and overall quality are closely monitored through rigorous orchard management practices.

Recognising the growing global demand for organic food, the Trust has actively adapted to align with consumer expectations. Customers are becoming increasingly health conscious and are seeking organically grown produce. Our move into organic production – particularly the successful cultivation of SunGold kiwifruit – reflects our responsiveness to these trends. Marketing efforts highlight natural benefits, sustainability, and the transparency valued by today's consumers.

To ensure we remain informed about market expectations and future opportunities, our Trustees frequently participate in Zespri Grower Tours to key offshore markets. These include the Zespri Asia Tour, the Zespri Organic Tour and Organic Summit in the USA, and the Māori Growers Tour in Europe. These experiences have enabled us to:

- Gain insight into what international markets are seeking;
- Understand how New Zealand kiwifruit is perceived overseas; and
- Appreciate the growing importance of organics in the export sector.

In addition to overseas engagement, the Trust regularly sends representatives to Seeka field days and other industry events. Attendance ensures we remain up to date with new developments in both the kiwifruit and avocado sectors. Information gathered is shared with orchard teams and used as an educational resource for all Trustees.

Zespri Māori Grower Market Tour of Asia (Shanghai and Tokyo)

This tour provided valuable exposure to key components of the Asian market. The tour included visits to supermarkets, wholesale markets, and coolstore facilities, along with opportunities to meet the China and Japan based Zespri teams. A highlight was locating a pallet of Otama Marere green kiwifruit in a Shanghai coolstore facility.

We also gained insights into broader strategic considerations for market development. China remains Zespri's largest market, currently valued at approximately \$44 million, with significant room for further growth.

As a Māori grower, Otama Marere has proudly hosted dignitaries and media representatives, helping to showcase our orchard, practices, and heritage. We continue to support Zespri by participating in and hosting grower tours for both local and international visitors. Prior to COVID-19, we welcomed groups from countries including Taiwan and Japan. More recently, there has been stronger engagement with local Ahuwhenua trusts and regional grower groups, reflecting a shift towards domestic education and relationship building.

Our focus extends beyond external customers. Internal customers – our owners and staff – play a vital role in guiding our direction. Their feedback, often provided at owners' hui or through staff to management channels, helps ensure we remain aligned with community expectations and uphold our values.

Looking ahead, the Trust intends to continue strengthening its partnerships with Seeka and Zespri. This will support ongoing relationship building, assist with market monitoring, and ensure we remain well positioned within both the kiwifruit and avocado industries.

Diversification and Market Responsiveness

Otama Marere has embraced the challenge of expanding into the avocado industry. The decision to plant the GEM variety, rather than the widely supplied Hass, has increased our product diversity and enabled us to reach new market segments. This diversification reduces our reliance on kiwifruit, helps mitigate risk, and contributes to long-term revenue growth.

Supply and demand considerations were central to our decision making process. In 2025, we harvested our first trays of fruit for consumers, marketed nationally through AvoTree, which operates in collaboration with Seeka. This partnership provides a strong platform for future development and customer engagement.





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HUMAN RESOURCE AND HEALTH AND SAFETY

GOALS FOR MANAGERS AND STAFF

People are central to Otama Marere's success. The Trust's goal is to create a workplace where staff feel valued, safe, supported, and equipped to perform at a high standard. A strong people management culture, rooted in respect, teamwork and accountability, underpins the orchard's operational performance.

The orchard is professionally managed by Homman Tapsell, whose deep knowledge of the block and extensive horticultural experience ensure continuity and high-quality outcomes.

Between four and ten owners or whānau members were employed as casual staff through Seeka, strengthening intergenerational connection to the whenua. Contracted workforces are now selected for their proven capability, ensuring tasks are completed to a high standard.

Permanent roles involve a robust recruitment process to ensure the best fit. All workers receive thorough inductions covering health and safety requirements, orchard procedures, and job expectations. Daily toolbox meetings support open communication, enabling workers to raise concerns, share updates, and discuss hazards. Workers are encouraged to lead toolbox sessions, fostering confidence and shared responsibility.

Health and safety is monitored through multiple channels. Seeka conducts random compliance audits to ensure all contractors meet industry standards. A safety board at the orchard entrance requires all visitors and staff to register, with QR codes available for Seeka personnel. Only inducted individuals may access the orchard without supervision. Annual audits, monthly trust reporting, and AGMs ensure transparency around health and safety performance. Where specialist advice is required, the Trustees promptly engage external professionals to strengthen systems.

Training and development are essential to maintaining a high-performing team. People have opportunities to upskill through industry training, licensing programmes, and Seeka's horticulture cadetships. Trustees build governance capability through Māori governance courses, first aid training, and attendance at field days, AGMs, and industry forums. Participation in Zespri grower events and Māori Kiwifruit Growers initiatives ensures the governance team remains connected to global markets and industry trends.

Key success factors include clear expectations, structured induction processes, regular performance feedback, and planned upskilling. Training needs are identified collaboratively based on roles, responsibilities, and orchard priorities. The Trust expects performance excellence from the management team – Homman Tapsell and Rhys Rushton have a long-standing record of accountability, supported by technical expertise and advice from Seeka.

Seeka's role in orchard management, post-harvest services and marketing provides a strong professional framework. Their recruitment standards, technical capability, and compliance systems ensure that Otama Marere has continuous access to a skilled workforce.

Health and safety measures are audited annually. This is coupled with a continual commitment to monitoring health and safety as a whole by Seeka, the Orchard Manager, landowners and Trustees of Otama Marere, Perpetual Guardian.

Any health and safety issues and/or incidents are included in monthly trust reports and AGMs receive comprehensive reports of health and safety statistics. Further, when the Trustees or Orchard Manager identify a need for professional advice or assistance, the Trustees seek out those options, advice, and support to continue to build the confidence in health and safety at Otama Marere.



»»» Otama Marere Trust

STRATEGIES

With access to the Seeka whānau and their cadetship programme, as well as Zespri, we look to both organisations to train our next high performance Orchard Manager and continue to expose to, and up-skill our current Advisory Trustees in the intricacies of the kiwifruit industry, global markets and customers. In-market visits, engagement with industry groups like Māori Kiwifruit Growers for example and attending Zespri forums keeps us abreast with the kiwifruit industry updates.

The Trust demands both performance excellence and accountability from our orchard management team. Our current management team has a proven history of high performance and accountability where they take responsibility for every orchard activity and programme approved by the trust.

With their combined experience they have access to information, technical expertise and advice to support their suggestions and help to navigate them to the successes they have achieved.

As Seeka provides orchard management, post-harvest and marketing services we rely on their stringent recruitment process in employing the best people to support our business.

HEALTH AND SAFETY PLANS AND IMPLEMENTATION

The orchard's Health and Safety Plan includes active soil conservation, careful nutrient management, targeted pest management, and safe agrichemical practices. Monitoring tools including soil testing, moisture probes, and frostprotection systems support safe and efficient operations. The Trust also maintains strong professional networks, including Perpetual Guardian for governance support and Seeka for operational oversight. These relationships provide ready access to industry specialists, ensuring decisions are wellinformed and aligned with best practice.

Through strong leadership, robust health and safety systems, and a commitment to developing its people, Otama Marere continues to build a highperforming, sustainable workforce that supports longterm success.

People have access to opportunities to upskill through industry training, horticulture cadetships, and relevant licensing programmes. Trustees are also supported to develop governance capability through Māori governance courses, invitations to attend field days, AGMs, and industry meetings. Seeka induction courses are carried out online every two years by Trustees for the orchard and for Perpetual Guardian.

Otama Marere has several safety signs erected around the Orchard to notify of any hazards. A Safety Board is at the entrance and must be used by all who enter our Orchard. There is a Registration Schedule that must be filled out on entry and exit. Seeka employees and contractors can use the QR scanning code on their mobile phone. People who have not been inducted cannot enter Otama Marere Orchard without being supervised by the Orchard Manager or Seeka.

ADVICE AND SUPPORT

With Perpetual Guardian engaged to lead our governance team, as well as Homman Tapsell as an Advisory Trustee and Orchard Manager, along with Seeka, Otama Marere has deep connections within the agriculture, horticulture and associated industries. These wide-ranging connections and relationships provide easy access to reputable, professional advice and services.



»»» Otama Marere Trust

INNOVATION

Innovation is crucial to Otama Marere's long-term sustainability and competitiveness. The Trust recognises that science, technology, and forward thinking decision making are essential to maintaining resilience in a rapidly evolving horticultural sector.

A key innovative step has been the conversion of an existing SunGold block to Organic SunGold. Following detailed feasibility analysis and strong owner support, the Trust transitioned to organics. This shift responds to growing demand for organic produce and positions Otama Marere favourably in premium markets, particularly North America and Europe.

Diversification is another cornerstone of our innovation strategy, to strengthen the orchard's long-term resilience by diversifying income streams, including:

- Making productive use of land not suitable for kiwifruit.
- Establishing GEM avocados, which after seven years produced their first crop in 2025.
- Becoming one of the first orchards in Aotearoa to plant the GEM variety – receiving encouraging feedback from the market.
- Leveraging the characteristics of the GEM avocado, including:
 - High yields and suitability for higher-density planting compared to Hass; and
 - A slightly later maturity window, which fills a valuable market gap.

Diversification ensures we are not reliant on a single crop variety. Alongside Hayward, Gold, and Organic SunGold kiwifruit, the addition of GEM avocados strengthens the orchard's resilience and supports sustained growth.

In June 2021 the matter of water consent and irrigation was raised by the Orchard Manager. Homman noted that the frost fans required replacing and constant repairs and maintenance was becoming onerous on his management and the Trust financial position. Innovative design and due diligence was approved by the Trust to improve frost protection and be beneficial to the orchard. Installation of the irrigation pond was project managed by then Advisory Trustee, Kiri Tapsell who brought his relevant expertise in this area and capability to the Trust.

An area of 1.6 hectares of remaining bare land has recently been developed to expand kiwifruit production. This block was previously planted in pine trees which were felled in 2018, leaving heavily contoured ground with limited topsoil. Hayward is recommended as the initial cultivar, with the option to graft over to a more lucrative variety as market conditions evolve. The new development follows the orchard work programme and should be in production within 5 – 7 years, with favourable conditions.



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INFRASTRUCTURE

Otama Marere has invested in strong, well maintained infrastructure to support efficient orchard operations and long-term productivity.

The Orchard Manager's residence is located at the front of the property, enabling effective oversight of daily activities.

Te Whareiti – the original potting and planting shed remains an important part of the site and reflects the early establishment of the orchard. Additional implement sheds, pump sheds, and storage facilities provide secure housing for machinery, equipment, and irrigation systems.

A well designed network of roads, tracks, and loadout areas ensures safe movement around the orchard, with surfaces maintained to minimise erosion and improve operational efficiency. Upgraded pergola structures and aluminium stringing poles provide durability while reducing contamination risks. Clear orchard signage supports health and safety requirements, shares orchard statistics and historical information relevant to the Trust and our tūpuna.

Protective plant cages minimise frost and wind damage, while extensive kauri and mānuka plantings (established in 2020) contribute to longterm ecological restoration. Wetland protection is a significant feature of the property's infrastructure, encouraging the return of birdlife and fisheries and supporting cultural practices such as raranga and whakairo. The development of Organic SunGold blocks further enhances environmental stewardship.

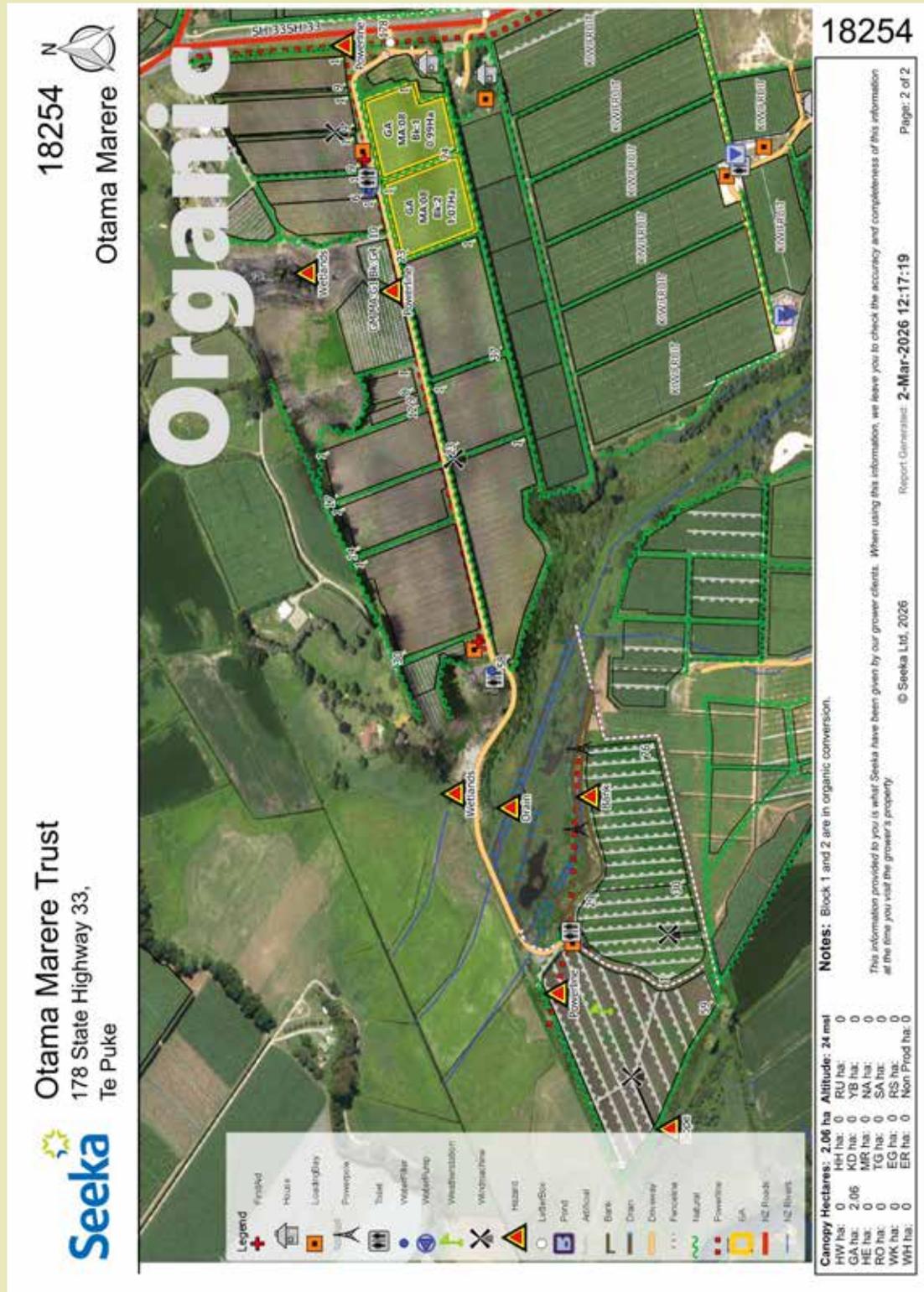
While the orchard's infrastructure is robust, some factors influence efficiency and production. As equipment ages, replacement or upgrading is required to maintain performance, such as the recent transition from frost fans to a modern irrigationbased frost protection system.

Continued investment in tracks, drainage, and irrigation remains essential to support safe access, protect soil health, and ensure water security. Through ongoing maintenance and carefully planned improvements, Otama Marere ensures its infrastructure continues to meet operational, environmental, and cultural needs.



»»» Otama Marere Trust

ORCHARD MAP



PGG Wrightson



Te Mātai Ahuwhenua

PGG Wrightson's Māori Agribusiness team provides guidance on farming and horticulture practices that align with the environmental values of Māori agribusiness clients.

We support iwi to:

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

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Ph. 027 605 6053

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Carlos Cressy
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Finalists, whānau and supporters celebrate the 2023 Ahuwhenua Trophy awards dinner for Horticulture in Tauranga.



**AHUWHENUA
TROPHY**

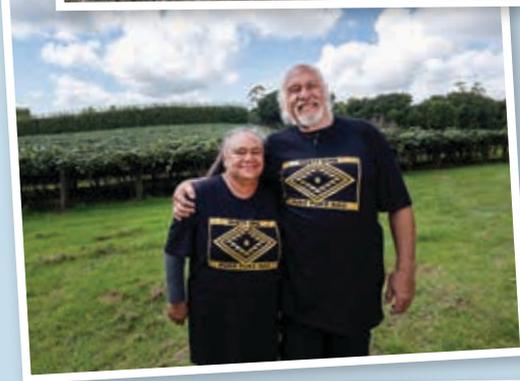
2026 AWARDS DINNER
Friday 5th June
McKay Stadium,
Whangārei.

For further details email:
info@ahuwhenuatrophy.maori.nz

»» Ngāti Hine Forestry Trust

Head Office, 5 Walton Street, Whangārei

Field Day: Thursday 23rd April 2026



»» Ngāti Hine Forestry Trust

FIELD DAY PROGRAMME*

9:00	Pōwhiri at Otiria Marae, 7 Kingi Road, Moerewa
9:40	Morning tea
10:10	Welcome and programme introduction
10:20	Presentations: - History, Governance, Strategy and Business Planning - Social, Community, Ngā Tikanga Māori - Financial Performance, Benchmarking
11:45	Board buses for orchard tour
12:25	Paparata Orchard. Topics include: - Kaitiakitanga and Sustainability - Human Resource, Health and Safety - Market Focus - Innovation
2:00	Judges' comments
2:10	Award ceremony and prize giving
2:25	Karakia whakakapi
2:30	Hākari

* This programme is subject to change and 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.





»» Ngāti Hine Forestry Trust

HISTORY

Ngāti Hine Forestry Trust is an Ahu Whenua Trust grounded in whakapapa, whenua and a long-term vision for prosperity that benefits both current and future generations: 'He Whenua Hua, He Tangata Ora.'

Established in 1974, the Trust holds approximately 6,000 hectares of lands centred alongside the rural towns of Moerewa and Kawakawa, with offices in Whangārei and Moerewa. The Trust has over 6,000 registered owners represented by seven Trustees who govern the Trust under the authority of a Trust Order pursuant to Te Ture Whenua Maori Act 1993. The Trust has substantial interests in forest leases, kiwifruit orchards in Kerikeri, a mānuka honey and pollination operation, dairy farms, carbon crops and a natives nursery. Wealth creation through these and other interests has seen the Trust assets grow in value over time. While forestry remains central to the Trust's asset base, its kiwifruit operations have emerged as an example of strategic diversification, strong governance and operational excellence in the primary sector.

The Trust's six kiwifruit orchards in Kerikeri – Waipapa is comprised of 49 hectares of land with 32 hectares of Zespri SunGold G3 kiwifruit canopy. Paparata, Te Tara Kowhai and Te Ara Kopeka orchards were purchased by the Trust in 2004. Ahuareka was purchased in December 2006, Pukerau in December 2018 and Ahikiwi in November 2020.

The Trust's kiwifruit orchards reflect a deliberate move into high-value horticulture, leveraging land capability and commercial partnerships to build a resilient and future-focused enterprise. Situated in Northland, the orchards demonstrate that kiwifruit production can succeed outside traditional growing regions when underpinned by robust planning, skilled management and a commitment to best practice.

All of the orchards have lease and supply agreements with Seeka. Since 2023, the Trust is also engaged by Seeka as a contractor whereby the Trust directly employs 13 staff including its own orchard manager, to undertake work on the Trust's orchards. Over time, the Trust is strengthening its internal operational capability and systems to support more active involvement in the management of its orchards. The Trust's orchard staff are studying towards a Level 4 horticulture qualification, having just completed Level 3, alongside specific management training through the Seeka cadetship programme.

Operationally, Ngāti Hine Forestry Trust places strong emphasis on health and safety, environmental stewardship and people capability. The orchards are managed with a clear understanding that commercial success and kaitiakitanga go hand in hand. Sustainable land use, careful water management and responsible inputs are integral to day-to-day decision-making, supporting long-term soil health and ecosystem resilience.

Governance plays a critical role in the success of the kiwifruit business. Trustees, past and present, bring a long-term intergenerational lens, balancing commercial performance with cultural, social and environmental outcomes. Clear separation between governance and management allows the team to focus on operational excellence, while the Trust maintains strategic oversight and accountability to its beneficiaries.

Financially, the kiwifruit orchards contribute diversified income streams that enhance the overall resilience of the Trust's portfolio. Returns from horticulture help buffer against commodity cycles and provide capital for reinvestment across the Trust's wider activities. This diversification strengthens the Trust's ability to support marae, education, cultural initiatives and future development opportunities.

Grounded in the kaupapa of 'He Ringa Ahuwhenua, He Hanga Mahi', Ngāti Hine Forestry Trust's kiwifruit business is about more than just growing fruit, it is growing capability, confidence and enduring prosperity for generations to come.



»» Ngāti Hine Forestry Trust

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Excellent knowledge of historical context with strong and collaborative governance and management structures. Strategic direction is clearly outlined and linked to the vision, values and responsibilities to the taiao. Leadership is strategic and influential with a strong mindset to grow assets and employment.
- Have utilised forestry carbon credits to grow estate by 10%, leveraging forest asset to purchase land and develop current kiwifruit portfolio.
- Ngāti Hine Forest Trust are transitioning from passive to active management of their orchard. In the near future, Ngāti Hine will be able repay the debt owed to Seeka and be in position to take full control of the orchard.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Strong cultural capabilities, complemented with an independent Trustee and the Board Chair holding governance roles with local Government bodies.
- Looking for further full-time opportunities for their people who work the land. The Trust has provided a vehicle for staff who reside in Whangārei. Orchard cadet to train and work with Seeka towards becoming a future Orchard Manager for the Trust.
- The Trust has transitioned into a position of being able to provide direct benefits to their kaumātua through grants.

FINANCIAL PERFORMANCE

- A favourable 95% profit share lease arrangement with Seeka to the Trust. Mutual collaboration with Seeka with eventual full management by the trust. Year on year growth with continued improvement on quality with attention to detail.
- Kiwifruit returns now complement the forestry operation, raising net equity to 82.7% of total asset.
- Year on year improvement (2023 – 2025) in productivity and profitability.

COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

- Reduced fertiliser application and the timing of applications to ensure any runoff from the orchards are minimised.
- A native nursery has been established on the whenua seeds and gathered from the area to increase survival rate and to propagate plants into the riparian margins on the whenua. The nursery has been utilised for trial plots and the transition of some pine into native plantations.
- Targeted water usage to avoid potential waste of a limited commodity in Northland.
- Daily tracking of water uses to improve crop production through efficient irrigation. Relationship with Northland Regional Council has enabled a successful resource consent application to be granted to cap an open stream to further protect their open water source from potential contamination.



»» Ngāti Hine Forestry Trust

MARKET FOCUS

- Solid and active relationship with Seeka with mutual support for each other's business.
- Orchard Manager is Northland representative on the Māori Kiwifruit Growers Incorporated Board and the Trust has hosted an MKGI forum.
- Overseas travel delegations to gain market insight and witness their KPIN kiwifruit in market and deepen relationships with Māori and industry kiwifruit growers.

HUMAN RESOURCE AND HEALTH AND SAFETY

- Health and Safety information packs received by Judges prior to site visit and briefing delivered by Chief Executive at beginning of orchard presentation to Ahuwhenua judges.
- Staff are pursuing ITO qualifications to further knowledge of the horticulture sector. Very capable workforce able to pivot from working on orchard and on forestry related projects which benefit Ngāti Hine Forestry Trust as a whole.
- The purchase of the Trusts' own machinery and equipment for orchard management includes training for staff and the ability to control overheads and be in a better position to eventually take control of the whole orchard system.
- Expansion of contract services represents a forward-looking approach to sustainable revenue generation and strengthened operation capacity.

INNOVATION

- Applying technologies, i.e. soil mapping, moisture probes to improve orchard productivity and environmental performance.
- Looking to maximise the value of crop through nutraceuticals and waste product streams.
- Great planning in place to bury drain system to allow Hi-Cane to be applied on rows that have been missed due open drain way. Discussions were that the crop will pay for the drainage within a year.



»» Ngāti Hine Forestry Trust

DIRECTORY

Tribal affiliations: Ngāti Hine

Number of owners: 6,000+

TRUSTEES

Pita Tipene, *Chairman*
Waihoroi Hoterene, *Trustee*
Len Bristowe, *Trustee*
Maxine Shortland, *Trustee*
Kawiti Brown, *Trustee*
Mike Butler, *Trustee*
Jane Frances, *Trustee*
Bridgette Henare, *Trustee Elect*

STAFF

Heidi Mackey, *Chief Executive*
Amos Cook, *Chief Financial Officer*
Joe Marsh, *Orchard Manager*
Robert Manuel, *Team Supervisor*
Prinni Livingstone, *Rau Tautoko*
Nola Sooner, *Administration Services Manager*
Taoho Cooper-Peihopa, *Seeka Management Cadet*

ORCHARD DESCRIPTION

The Trust owns six kiwifruit orchards in Kerikeri – Waipapa comprising 49.7456 hectares (123 acres) of land. There is 32.17 hectares (79 acres) of Zespri SunGold G3 kiwifruit canopy.

Paparata, Te Tara Kowhai and Te Ara Kopeka were purchased by the Trust in 2004. Ahuareka was purchased in December 2006, Pukerau in December 2018 and Ahikiwi in November 2020.

Te Ara Kopeka underwent a cultivar conversion to SunGold in 2019, Te Tara Kowhai and Paparata were converted to SunGold in 2020. These three orchards are progressing well into mature production.

The orchards are on free draining mature basalt volcanic soils that are drought-prone, typical of the region. All orchards are on irrigation sourced through the Kerikeri Irrigation Scheme.



Norton Lemon - Kiwifruit Orchard Kaimahi for the Trust



»»» Ngāti Hine Forestry Trust

GOVERNANCE AND STRATEGY

TE PAE TAWHITI – OUR VISION

He Whenua Hua, He Tangata Ora - Productive Lands, People Wellbeing

TE KAUPAPA – OUR MISSION

He Ringa Ahuwhenua, He Hanga Mahi - Busy Hands, Creating Opportunities

STRATEGIC PLAN

The Trust's statement of strategic intent was refreshed in 2024 following a consultative process. A Special General Meeting was held in 2024 and feedback from the beneficial owners informed the final version presented at that year's Annual General Meeting (AGM). The strategic intent document sets out five broad goals for the Trust to work towards between now and 2040:

- Te Hunga Whai Tika – is about our core duty to advance the collective interests of the beneficial owners, and where possible, to support our marae, kura, kohanga reo and Ngāti Hine communities.
- Ngāhere Ora – a balanced kuira (mosaic) approach to forestry systems integrated with mātauranga Māori weaving cultural knowledge, environmental stewardship and productive land use.
- Ngā Rawa – to unlock new pathways for growth by developing a diversified portfolio of complementary enterprises that transform our natural and productive assets into high value products and sustainable cashflow.
- Ngā Tirohanga – to harness the potential of our people by building capability at every level, creating diverse employment opportunities, and establishing clear pathways that support growth, leadership and long-term success.
- Ngā Whakahaere – to ensure enduring success through sound governance, transparent oversight, and operational excellence that enhances performance, manages risk and supports long-term sustainability.

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Strong cultural identity. • Collaborative governance and management structure. • Diversified asset portfolio to balance cyclical income streams. • Financially stable. • Favourable commercial arrangements with partners such as Seeka. 	<ul style="list-style-type: none"> • Commodity and market exposure. • Biosecurity risks. • Less chill in Northland and warmer climate can be challenging for growing kiwifruit. • Governance and management complexity increases with diversification. • Restrictive legislation and Māori Land Court delays can undermine effective governance succession. • High capital requirements for orchard development. 	<ul style="list-style-type: none"> • Value-add and vertical integration opportunities such as orchard pollination and honey. • Potential joint ventures in timber processing or post-harvest facilities. • Expansion of contractor services. • Land-use optimisation for long-term value. • A diversified Māori land enterprise. • Strategic New Zealand Emissions Trading Scheme (ETS) participation. 	<ul style="list-style-type: none"> • Inability to provide continuous work due to seasonality of horticulture and forestry. • Changes to ETS, forestry, horticulture, or environmental regulations. • Extreme weather, kiwifruit and bee health issues, fire and pest risks. • Potential export market volatility.

»» Ngāti Hine Forestry Trust

The way in which we do business is underpinned by our values:

He Ringa Ahuwhenua – we are action orientated.

Kaitiakitanga – we are responsible guardians.

Te Tu o Ngāti Hine – we are Ngāti Hine.

Whakanekeneke – we are transformative.

Mana Motuhake – we are self sufficient.

Whanaungatanga – we build strong relationships.

GOVERNANCE

Process for Obtaining Mandate from Owners

The Trust obtains its mandate directly from its Beneficial Owners through a transparent and legally compliant AGM process.

Mandate is confirmed through:

- Notice of AGM issued in accordance with the Trust Order.
- Formal nomination process for Trustee vacancies (closing at a specified date and time).
- Verification of eligibility to vote based on the Māori Land Court schedule of owners.
- Registration of Beneficial Owners and valid proxies prior to voting.
- Election conducted in accordance with the Trust Order.

Where nominations exceed vacancies, an election is held. Owners determine the voting methodology at the meeting (poll vote based on shareholding or one person/one vote if requested by at least 50% of owners present). Voting is conducted by ballot, with results tallied at the AGM to ensure transparency.

Final appointment of Trustees is subject to:

- Approval by the Māori Land Court under Section 222 of Te Ture Whenua Maori Act 1993.
- Approval by the Trust's lenders (where required under loan agreements).

This process ensures Trustees hold both legal authority and beneficiary confidence.

Process for Selecting the Governance Team

Trustees are selected through a structured nomination and election process guided by:

- Eligibility criteria under the Trust Order.
- Statutory considerations under Te Ture Whenua Māori Act 1993.
- Lender suitability requirements (including credit and background checks).
- Beneficial Owner voting at the AGM.

Candidates are assessed on governance capability, experience, integrity, and broad acceptability to beneficiaries.

The governance team is therefore selected through a combination of:

- Democratic mandate.
- Legal oversight.
- Credit suitability requirements.



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Governance Team Skill Mix

The Trust seeks to maintain a governance team with a balanced mix of:

- Governance and strategic oversight capability.
- Financial literacy and capital management experience.
- Sector knowledge (forestry, horticulture, apiculture, farming, property/leases).
- Risk management, legal and compliance expertise.
- People capability and employer responsibility.
- Commercial acumen and entrepreneurial capability.
- Understanding of tikanga Māori and kaitiakitanga principles.

The goal is to ensure the Board collectively possesses the skills required to oversee a diversified asset portfolio while maintaining cultural stewardship responsibilities.

Where skill gaps are identified, these are addressed through targeted training, or specialist advisors.

Development and Training of Trustees

The Trust is committed to ongoing governance development. Development processes may include:

- Governance induction for new Trustees (Trust Order, financials, lender obligations, compliance requirements).
- Access to governance training workshops and sector-specific seminars.
- Attendance at industry conferences.
- Regular Board performance reflection and governance capability assessment.
- Mentoring of new Trustees by experienced Board members.

Trustees are expected to maintain sufficient knowledge to discharge their fiduciary duties and meet both Court and lender expectations.

Selection and Use of Advisors

The Trust engages independent professional advisors to strengthen governance decision-making.

Advisors may include:

- Legal counsel.
- Accountants and auditors.
- Forestry, horticulture, apiculture or agriculture consultants.
- Valuers and property advisors.
- Banking and financial advisors.

Advisors are selected based on:

- Relevant expertise.
- Proven track record.
- Understanding of Māori land governance structures.
- Independence and professional standing.

The Board retains ultimate decision-making authority, using advisors to inform, test, and strengthen strategic decisions.

Governance Approach Summary

The Trust's governance framework combines:

- Democratic mandate from Beneficial Owners.
- Statutory oversight by the Māori Land Court.
- Ongoing capability development.
- Independent professional advice.

This ensures the Trust operates with transparency, legal compliance, cultural integrity, and commercial discipline.

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SOCIAL / COMMUNITY / Ngā Tikanga Māori

ORGANISATIONAL CAPACITY, WHĀNAU ENGAGEMENT AND COMMUNITY IMPACT

For Ngāti Hine Forestry Trust, social impact and cultural integrity are inseparable from commercial performance. Our focus is not only on growing sustainable returns, but on strengthening our people, supporting our marae, and building enduring capability for future generations.

Improving organisational capacity has been a key priority and as a result, whānau and shareholder engagement has been significantly strengthened.

We have held shareholder focus group hui and wānanga to hear aspirations and whakaaro, ensuring our strategic direction reflects the voice of our owners. Regular digital pānui and the launch of a Facebook page have improved transparency and communication. Dedicated kaimahi are available to kōrero with shareholders, hold drop-in days at our Moerewa office, and assist whānau with Māori Land Court successions and navigating Te Pātaka Whenua Māori.

Supporting uri, marae and the wider community remains central to our kaupapa. The Trust has made and will continue to make marae grants, education grants and kaumātua payments, reinforcing our commitment to the Trust's kaupapa of people wellbeing. We continue to provide in-kind support to aligned kaupapa and community events, such as providing awhi at Waitangi for Waitangi Day commemorations.

Delivering returns to shareholders has been a strong focus in recent years. While individual shareholder payments were approved at the 2024 AGM, the vast majority have not been claimed.

Recognising that approximately 94% of shareholders hold fewer than 1,000 shares – and that the cost of administering small individual payments to around 5,700 shareholders would outweigh the benefit received – Trustees proposed an alternative approach at the 2025 AGM. Beneficial Owners approved a recommendation to make impactful grants that benefit owners collectively. This shift reflects a commitment to equitable, meaningful distribution aligned with the aspirations of our people.

Looking ahead, the Trust is focused on creating further employment and training opportunities for uri, with projected growth across our operations.

By investing in people and prioritising collective benefit, Ngāti Hine Forestry Trust continues to demonstrate that successful Māori agribusiness is grounded in community, culture and intergenerational responsibility.



Ngāti Hine Forestry Trust

VARIETY MIX AND PRODUCTIVITY ANALYSIS

Ngāti Hine has 32.16 planted hectares of conventionally grown Gold3 kiwifruit, situated in Northland.

The proportion of 2025 planted area by variety is illustrated in Figure 1. Figure 2 shows the yield in trays per hectare, achieved over the last 3 years of study (2023-2026). For reference, individual business yield data is graphed alongside the corresponding Zespri supply regional average performance, by variety in that season.

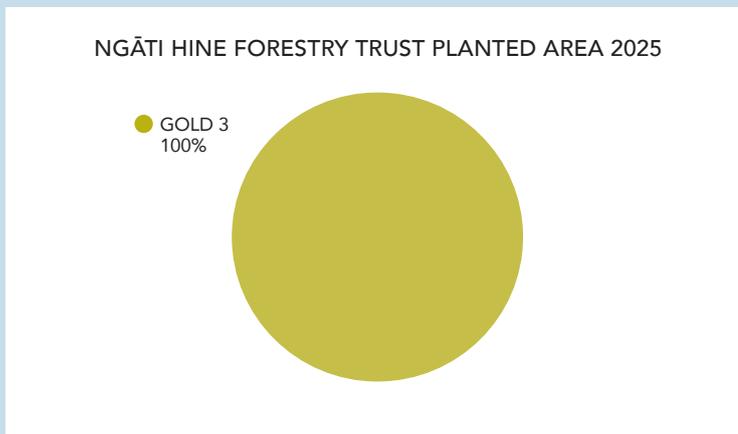


Figure 1. 2025 season planted area proportions by kiwifruit variety

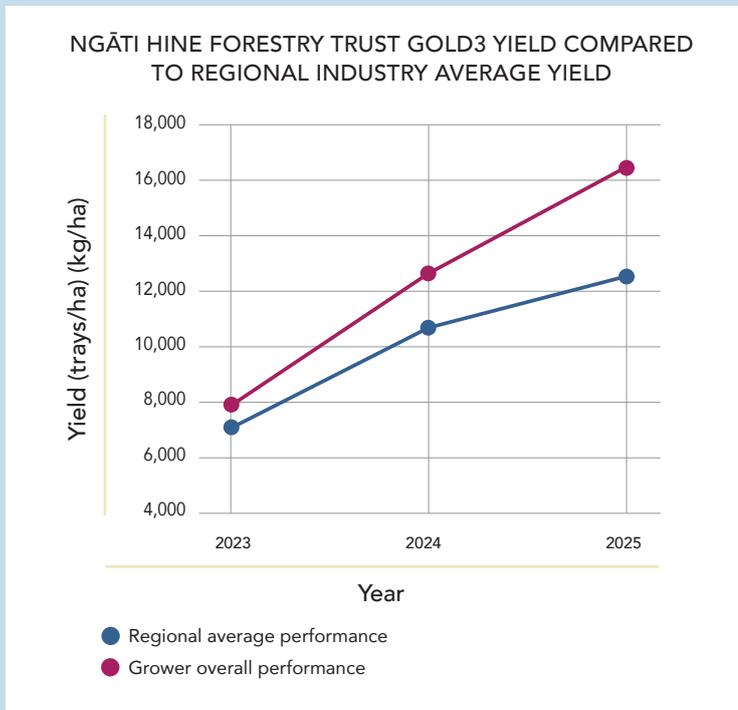


Figure 2. Gold3 yield achieved compared to the Zespri regional average yield 2023-2025

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FINANCIAL ANALYSIS AND KEY PERFORMANCE INDICATORS

For each finalist, three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd to identify trends in specific financial key performance indicators. Each finalist was then benchmarked against the other Ahuwhenua Trophy, Excellence in Māori Horticulture Award 2026 entrants.

Table 1 evaluates Ngāti Hine's financial KPIs for the 2023, 2024 and 2025 financial years using crop data that best fits that financial year. The accompanying commentary has been made in relation to overall business growth and performance, with reference to the group average, encompassing all Ahuwhenua Trophy participants.

Ngāti Hine Forestry Trust	2023	2024	2025
Planted Area (ha)	33.23	32.42	32.16
Gold3 kiwifruit yield (trays/ha)	7,839	12,674	16,556
Orchard Gate Revenue per ha	\$22,259	\$33,213	\$47,774
Cost per ha	\$35,674	\$4,303	-\$266
EBITDA per ha	-\$13,415	\$28,910	\$48,041
Net Profit per ha	-\$30,065	\$10,836	\$32,881
Orchard Gate Revenue	\$739,673	\$1,076,756	\$1,536,425
Costs	\$1,185,459	\$139,487	-\$8,559
EBITDA	-\$445,786	\$937,269	\$1,544,984
Net Profit	-\$999,060	\$351,304	\$1,057,442
Costs / Orchard Gate Revenue	160%	13%	-1%
Distributions – Social Capital	\$20,650	\$9,467	\$7,000
Social Capital Index (Social Capital/Profit)	-2%	3%	0.7%
Total Land, Building and Equipment	\$31,862,552	\$32,008,789	\$31,952,612
Total Assets	\$39,999,642	\$40,335,817	\$41,018,018
Total Liabilities	\$8,984,968	\$8,215,590	\$7,261,544
Total Equity	\$31,014,674	\$32,120,227	\$33,756,474
Asset value per horticultural planted ha	\$1,203,721	\$1,244,165	\$1,275,436
Return on Land Building and Equipment (Net Profit/ L, B & E)	-3%	1%	3%
Return on Assets (Net Profit/Assets)	-2%	0%	3%
Return on Equity (Net Profit/Equity)	-3%	0%	3%
Equity Ratio (Equity/Assets)	78%	98%	82%
Equity Growth (% Change Opening to Closing)	0%	0%	5%



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Ngāti Hine Forestry Trust is a diverse business. Alongside their 32.2ha across six orchard properties of conventionally grown Gold3 kiwifruit, Ngāti Hine also have a range of other business divisions providing income in addition to their kiwifruit including forestry, honey, 1Billion Trees, a Nursery, DOC pest control and a farm.

Ngāti Hine have a unique business structure amongst the 2026 Ahuwhenua Trophy participants, as they operate under a lease and supply agreement with Seeka. Within this agreement, Seeka undertakes the day to day running of the orchards and cash flows the orchard expenditure, with the fruit supply then being guaranteed to Seeka. Therefore, the direct costs included within this analysis are those incurred by Ngāti Hine specifically, but don't include the orchard working expenses as these are Seeka's own. This agreement with Seeka was in place for each of the years benchmarked as part of Ahuwhenua and the current term remains in place for a further two years.

Ngāti Hine are looking to optimise their kiwifruit production, with a number of their orchards which had been converted to Gold3 now reaching maturity.

Orchard performance:

- This business has 32.16 planted hectares in Gold3 kiwifruit, the only finalist to have a single variety.
- Kiwifruit yield (trays/ha) increased year on year and performed above the regional industry average yield. The average Gold3 yield was 12,356 trays/ha over the 2023-2025 period. This yield is comprised of a combination of mature and maturing blocks.

Income, expenditure and profitability:

- Due to the profit share agreement Ngāti Hine holds with Seeka, Ngāti Hine do not see the direct Orchard Gate Return incurred through the sale of the kiwifruit harvested as income. Instead, income for this business division is through the orchard lease payments and profit share amounts from Seeka. For the purposes of benchmarking, this income is represented in the "Total orchard gate revenue" line.
- Three-year average costs per hectare (\$13.2K/ha) were well below the group average. These costs are those incurred by Ngāti Hine directly but don't include the orchard working expenses as these are Seeka's own. There is also a nuance with the accounting processes involved in the Seeka Accrual Movement at the balance date.
- EBITDA per ha increased each year, going from a loss of -\$13K/ha in 2023 to a profit of \$48K/ha in 2025.

Social Capital Index:

- As an average across the 2023-2025 period, Ngāti Hine distributed \$12,372 of social capital, representing an average of 0.4% of profit from the kiwifruit business division.
- At the 2024 AGM, significant shareholder and community distributions were approved for 2025, however as these payments were paid after the balance date of 30th June 2025, these do not show up in the FY2025 statements.

Equity:

- Land, building and licence revaluation timelines and methods vary among contestants, therefore asset values have been taken as per the Chart of Accounts for each financial year. Ngāti Hine's assets have not been revalued over the 3 year study period.
- Ngāti Hine's horticultural industry shares include Ballance Agri-Nutrients, Kerikeri Irrigation and Zespri, alongside shares in Māori land.
- Over the 3 year study period, Ngāti Hine have shown an equity growth of 8.8% from \$31.0 to \$33.8 million, with an average equity ratio of 86%.
- Amounts owed to Seeka at balance date are recognised as a liability in the consolidated financial statements, therefore this equity growth can be attributed to a reduction of liabilities due to paying back the Seeka accrual debt, alongside an increase in assets.

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

- Average ROA was 0.3% and ROE was 0.3% in the 3-year period.

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FINALIST BUSINESS COMPARISON

Each of the three finalists have kiwifruit as their predominant horticultural crop, however the structure of each overarching business differs greatly.

Mātai Pacific has a partnership business structure, and the audited financial statements are for the overarching Iwi Collective Orchards Limited Partnership. Ngāti Hine have a lease, supply and profit share business structure, and both Otama Marere and Ngāti Hine have other business divisions alongside their kiwifruit, and therefore the proportion of overhead business expenditure has been attributed as per discussions with these finalists.

The following income and expenditure KPI comparisons have been made to compare the performance of the kiwifruit division of the finalist businesses. There are aspects of this benchmark to take into consideration including differences in varieties, organic vs conventional growing systems, and vine age:

Mātai Pacific Iwi Collective

- Comprises 61% Gold3 and 39% Hayward kiwifruit, grown conventionally across three orchard properties located in Bay of Plenty.
- The majority of vines are at mature production levels, aside from 2.56ha which was cut over from Hayward to Gold3 in 2024.

Otama Marere Trust

- Located in Bay of Plenty, half of the total kiwifruit planted area is Hayward, with the balance being Gold3 production, 2.06ha of which is grown organically.
- All of the conventionally grown vines are at maturity. However, the organic Gold3 vines are young and therefore yielding lower.
- Otama Marere also have 2.1ha of GEM avocados, planted to utilise area not suited to kiwifruit production, however this hasn't been included within the financial business comparisons.

Ngāti Hine Forestry Trust

- Ngāti Hine's kiwifruit production is 100% conventional Gold3, with the orchard located in Northland.
- Yield is comprised of a combination of mature and maturing blocks across six orchard properties.
- Ngāti Hine operate with a lease supply agreement with Seeka, therefore their on-orchard expenditure differs greatly due to this arrangement. As a part of this agreement, they profit share with Seeka, and the income from this has been recorded as the Orchard Gate Return for comparison against the other two finalists.

For the balance sheet KPI comparisons, all values on the business' balance sheet are included.

GENERAL NOTES FOR ALL FINALISTS

For all finalists, three years of financial data and accounts were analysed by AgFirst Hawke's Bay Ltd to identify trends for specific financial key performance indicators. Each finalist is benchmarked against the other participants in the 2026 Ahuwhenua Trophy, Excellence in Māori Horticulture Award. AgFirst specifically compared:

- Orchard gate revenue (whole business and per hectare): Revenue received after Post-Harvest Costs are deducted).
- Costs (whole business and per hectare): on orchard costs not including interest, lease and depreciation.
- EBITDA (whole business and per hectare): Earnings before Interest and Lease, Tax, Depreciation and Amortisation.
- Net Profit (whole business and per hectare): Orchard Gate Return minus Operating Costs and Non-Cash Adjustments (e.g. interest and depreciation).
- Costs /Orchard Gate Revenue (measure of performance calculated by dividing Direct Costs by Orchard Gate Revenue).



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- Social Capital Index (measure of performance calculated by dividing Distributions by Net Profit).
- Return on Assets (indicator of how profitable a company is relative to its total assets; Net Profit divided by Total Assets).
- Return on Equity (measure of financial performance calculated by dividing Net Profit by shareholders' Equity).
- Equity Ratio (how much of the company's Assets are funded by Equity; Total Equity divided by Total Assets).
- Equity Growth (measure to understand the amount of funds being added to Equity by operation).

Key Performance Indicators (KPIs) 3 year average (2023-2025)	Mātai Pacific Iwi Collective	Otama Marere Trust	Ngāti Hine Forestry Trust
Planted Area (ha)	96	21	33
SunGold kiwifruit yield (trays/ha)	14,781	8,708	12,356
Hayward kiwifruit yield (trays/ha)	11,020	9,689	
Orchard Gate Revenue per ha	\$152,942	\$112,020	\$34,415
Cost per ha	\$64,753	\$81,088	\$13,237
EBITDA per ha	\$88,189	\$30,932	\$21,179
Net Profit per ha	\$69,433	\$26,563	\$4,551
Orchard Gate Revenue	\$14,725,043	\$2,300,245	\$1,117,618
Costs	\$6,235,995	\$1,677,333	\$438,796
EBITDA	\$8,489,048	\$622,912	\$678,822
Net Profit	\$6,682,637	\$533,645	\$136,562
Costs/ Orchard Gate Revenue	43%	74%	58%
Distributions - Social Capital	\$2,979,592	\$343,979	\$12,372
Social Capital Index (Social Capital/Profit)	48%	80%	0.4%
Total Land, Buildings and Equipment Value	\$50,215,852	\$21,383,432	\$31,941,318
Total Assets	\$82,037,681	\$31,116,974	\$40,451,159
Total Liabilities	\$30,203,613	\$821,020	\$8,154,034
Total Equity	\$51,834,068	\$30,295,954	\$32,297,125
Asset value per horticultural planted ha	\$851,514	\$1,513,649	\$1,241,107
Return on Land Building and Equipment (Net Profit/ L, B & E)	13%	2%	0.2%
Return on Assets (Net Profit/Assets)	8%	2%	0.2%
Return on Equity (Net Profit/Equity)	13%	2%	0.1%
Equity Ratio (Equity/Assets)	63%	97%	85.9%
Equity Growth (% Change Opening to Closing)	6%	2%	1.7%



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BUSINESS MANAGEMENT

GOALS

Business Growth Goals

Ngāti Hine Forestry Trust's growth strategy is focused on strengthening the long-term prosperity of our whenua while delivering sustainable economic returns for current and future beneficiaries. Our business development priorities centre on consolidation, performance improvement, diversification, and forward-looking investment.

Consolidation and Operational Integration

A key priority is the consolidation of all existing business activities across forestry, kiwifruit, farm and apiculture operations. This includes aligning governance, management systems, and operational practices to improve efficiency, strengthen oversight, and maximise synergies between land uses. Consolidation will provide a stable platform from which sustainable growth can occur.

Continuous Improvement in Kiwifruit Performance

The Trust is committed to maintaining performance in profitability and production across its kiwifruit operations. This will be achieved through ongoing investment in orchard development, adoption of best-practice horticultural systems, workforce capability development, and optimisation of yield and fruit quality to ensure consistent financial performance.

Expansion of Contracted Services

Ngāti Hine Forestry Trust seeks to expand its contracted service capability within both the kiwifruit and forestry sectors. Building scale in contracting services will diversify revenue streams, strengthen regional employment opportunities, and leverage existing expertise and equipment to generate additional commercial returns beyond Trust-owned land.

Development of Premium Mānuka Honey Markets

A strategic objective is to secure and grow access to premium export markets for the Trust's mānuka honey production. Emphasis will be placed on brand positioning, quality assurance, traceability, and partnerships that recognise the cultural provenance and environmental integrity of Ngāti Hine whenua.

Advancing Forestry Cashflow Opportunities

Recognising the long investment horizon of forestry, the Trust is actively exploring options to bring forward future forestry cashflows. This includes evaluating alternative harvest scheduling, carbon market participation, joint venture opportunities, and innovative financing mechanisms that maintain long-term asset value while supporting current reinvestment and beneficiary outcomes.



Joe Marsh, Orchard Manager



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KEY PERFORMANCE INDICATORS

- EBITDA per hectare.
- Enterprise profitability (kiwifruit / forestry / honey / contracting).
- Cashflow forecast vs actuals.
- Production per hectare.
- Contracting margin.
- Health and safety performance.
- Employment of Ngāti Hine uri.
- Training and qualifications achieved annually.
- Environmental compliance.

CRITERIA FOR NEW INVESTMENTS

Income Earning

- Capable of earning cash income; preferably on a regular basis (e.g. monthly), although annually is acceptable.
- A rate of return on investment of at least 7% is expected.
- The ability to generate an acceptable and sustainable cash flow is a priority criteria.

Capital Growth

- The asset or business must have the potential to increase in capital value over time at a level consistent with expectations of other like assets or businesses.
- It is accepted that the capital value of assets such as land may rise and fall and therefore a long term investment horizon is appropriate for some asset classes.
- The ability to at least retain the initial capital invested on business failure is an important consideration.

Acceptable Risk Profile

- Something is acceptable when it is satisfactory, or when people do not object to it (normally in hindsight).
- The activity has a very high chance of being successful within an acceptable time frame.
- A large part of the funds used to purchase an asset or business must be able to be recovered, over time, should the asset or business fail.
- For example, investing in start-up companies or the share market may be considered less than acceptable.

Active

- Participating or engaged in a particular sphere or activity.
- Active may mean being a lessor of a lease at the passive end of 'active' through to the hands on running of an operational business day to day at the other more 'active' end of the 'participating / engaged' end of the spectrum.
- Some assets or businesses may be best run at arms-length (e.g. housing portfolio), while others may be more suited to a hands on scenario (e.g. corner dairy).

Ethical

- Acting in ways consistent with what society and individuals typically think are good values.
- Precludes investments in businesses that, for example, sell alcohol, tobacco, drugs.
- Precludes investments in activities that may put people in harm's way, for example, operating a casino.



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KEY STRATEGIES

The key strategic priorities in the 2025/26 Annual Plan are:

- Maintaining consistent whānau engagement and communications.
- Continuous improvement towards operational excellence.
- Strengthening our culture of Health, Safety and Wellbeing.
- Building our financial resilience.
- Exploring aligned business development opportunities.

DEVELOPING AND IMPLEMENTING THE BUDGET

Ngāti Hine Forestry Trust applies a structured and disciplined budgeting process to ensure financial performance aligns with strategic objectives, operational capability, and long-term intergenerational outcomes.

Strategic Alignment

The annual budget process begins with review of the Trust's long-term strategic plan and Annual Business Plan. Enterprise priorities across forestry, kiwifruit, apiculture, agriculture, nursery and contracting activities are assessed to ensure planned expenditure and investment directly support agreed growth objectives, including profitability improvement, business consolidation, and expansion opportunities.

Trustees may review their high-level financial parameters, including profitability targets, cashflow requirements, capital investment priorities, and acceptable risk levels.

Enterprise-Based Budget Development

Management develops detailed enterprise budgets for each business unit:

- Kiwifruit orchards.
- Forestry operations.
- Honey production and pollination.
- Contracting services.
- Farm.
- Nursery.
- Overheads.

Budgets are prepared using historical performance data, production forecasts, market pricing assumptions, and industry benchmarks. Key cost drivers such as labour, inputs, harvest costs, and contracted services are carefully modelled to reflect realistic operating conditions.

Consolidation and Financial Modelling

Enterprise budgets are consolidated into a whole-of-Trust financial model that includes:

- Forecast profit and loss.
- Cashflow projections.
- Capital expenditure plans.
- Debt servicing requirements.
- Forestry and carbon revenue forecasts.

This integrated approach enables governance to understand both short-term operating performance and long-term asset impacts before approval.



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Governance Review and Approval

The draft budget is reviewed by Trustees to ensure it reflects:

- Sustainable financial performance.
- Protection of Trust assets.
- Capacity for reinvestment and growth.
- Delivery of beneficiary outcomes.

Adjustments are made where required before formal adoption of the annual budget.

Implementation and Accountability

Once approved, the budget becomes the primary operational management tool together with the annual business plan.

Capital expenditure and major operational decisions are assessed against approved budget allocations to maintain financial discipline.

Monitoring and Adaptive Management

Financial and production performance is monitored regularly through management reporting to Trustees every six weeks. Actual results are measured against budgeted targets, with variances analysed to inform operational adjustments.

Where market or environmental conditions change, forecasts may be updated and management responses implemented to protect profitability and cashflow.





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COMMITMENT TO SUSTAINABILITY AND THE ENVIRONMENT

GOALS

Environmental Sustainability Goals

Ngāti Hine Forestry Trust recognises that the long-term success of the Trust is intrinsically linked to the health and sustainability of whenua, waterways, and natural resources.

Through the exercise of kaitiakitanga, we are committed to ensuring that land and resources are enhanced for future generations while supporting sustainable commercial productivity today.

The Trust continues to strengthen environmental performance across all operations through measurable goals focused on soil health, water management, biodiversity restoration, and responsible land use.

Sustainable Nutrient Management

The Trust has implemented a programme of reduced fertiliser application across its kiwifruit orchards, supported by improved planning around application timing. Fertiliser inputs are carefully aligned with crop demand and seasonal conditions to minimise the risk of nutrient run-off into surrounding waterways.

This approach supports both environmental protection and improved soil efficiency, ensuring productive outcomes are achieved while safeguarding downstream ecosystems.

Responsible Water Management

Water is recognised as a limited and valuable resource within Te Tai Tokerau. Ngāti Hine Forestry Trust has prioritised targeted water usage practices designed to eliminate waste and optimise irrigation efficiency.

Daily monitoring and tracking of water use enables management to make informed irrigation decisions based on crop requirements and climatic conditions. This data-driven approach improves crop production outcomes while ensuring responsible use of available water resources.

In response to recommendations received through the Ahuwhenua Trophy first round judging process, the Trust is actively considering options to increase water storage capacity to strengthen resilience during extended dry periods and protect future production capability.

Protection of Waterways

The Trust is in the process of applying for resource consent to cap an open stream located on one of its orchards. This initiative significantly reduces the risk of contamination to an important water source and demonstrates proactive collaboration with regulatory partners (in this case, Northland Regional Council) to achieve improved environmental outcomes.

Biodiversity Restoration and Native Regeneration

Ngāti Hine Forestry Trust has a native plant nursery on its whenua using locally sourced seed. Propagation from local genetic stock increases plant survival rates and strengthens ecological integrity.

Plants grown within the nursery have been progressively established along riparian margins to stabilise waterways, enhance biodiversity, and improve habitat connectivity across the Trust's landholdings. The nursery also provides an important platform for trial planting programmes and supports the gradual transition of selected pine forestry areas into native plantations over time, reflecting a long-term commitment to ecological restoration alongside commercial forestry.

Complementing these restoration efforts, the Trust also implemented a comprehensive pest control programme across the forestry estate and surrounding whenua, supported by funding from the Department of Conservation's Jobs for Nature initiative. This programme has reduced pest pressure on regenerating native vegetation and wildlife, enhancing the success of restoration plantings and supporting the recovery of native species and habitats.



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Continuous Improvement and Future Focus

Environmental management within the Trust is viewed as an evolving process of learning and improvement. Feedback received through the Ahuwhenua Trophy programme has reinforced the Trust's commitment to:

- Ongoing reduction of environmental impacts from production activities.
- Improved water security and climate resilience.
- Expansion of native planting programmes.
- Integration of sustainable land-use practices across all enterprises.

Through these initiatives, Ngāti Hine Forestry Trust seeks to balance economic performance with environmental guardianship, ensuring the whenua remains productive, resilient, and healthy for generations to come.

KEY PERFORMANCE INDICATORS

1. Nutrient Management and Soil Health

- Fertiliser application rate (kg per hectare) – year-on-year reduction or optimisation.
- Number of fertiliser applications aligned with approved timing plans.

Success Outcome:

Reduced nutrient runoff risk while maintaining orchard productivity and soil health.

2. Water Use Efficiency

- Water use per hectare (m³/ha).
- Water use per tray of kiwifruit produced.
- Daily irrigation monitoring compliance (%).
- Irrigation efficiency improvement year-on-year (%).

Success Outcome:

Efficient use of a limited regional water resource while improving crop performance.

3. Waterway Protection

- Riparian margins planted or protected.
- Compliance with resource consent conditions (%).
- Number of water quality incidents recorded annually.
- Water quality indicators (sediment/nutrient levels where monitored).

Success Outcome:

Protection of waterways and reduced contamination risk across orchards.

4. Biodiversity and Native Regeneration

- Native plants propagated annually through Trust nursery.
- Survival rate of planted natives after 12–24 months (%).
- Riparian planting completion (hectares).

Success Outcome:

Improved biodiversity, strengthened ecosystems, and enhanced whenua resilience.

5. Climate Resilience and Resource Security

- Water storage capacity alternatives identified.
- Drought impact mitigation measures implemented annually.

Success Outcome:

Greater resilience to climate variability and long-term protection of production systems.



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ENVIRONMENTAL PLANNING

Ngāti Hine Forestry Trust has a clear environmental management framework in place to guide sustainable land use and protect the long-term health of its whenua and natural resources. Environmental outcomes across the Trust's kiwifruit operations are delivered in partnership with its lessee Seeka, who holds operational responsibility for orchard management.

As lessee, Seeka is ultimately responsible for implementing environmental practices in accordance with its comprehensive Environmental and Sustainability Plan. Ngāti Hine Forestry Trust works collaboratively with Seeka to ensure environmental objectives align with the Trust's values of kaitiakitanga and intergenerational stewardship.

Through this partnership approach, environmental performance expectations are embedded within lease arrangements and monitored through ongoing engagement and reporting.

IMPLEMENTED ENVIRONMENTAL STRATEGIES

Sustainable Nutrient Management

Fertiliser use is actively managed through reduced application rates and improved timing of applications to minimise nutrient run-off from orchard areas. Applications are aligned with crop demand and seasonal conditions to protect surrounding waterways and soil health.

Efficient Water Use and Irrigation Management

Targeted irrigation systems are utilised to ensure efficient use of water resources, recognising water as a limited commodity within Northland. Monitoring and tracking of water usage supports informed irrigation decisions that enhance crop production while avoiding unnecessary water loss.

The Trust is also assessing opportunities to increase water storage capacity to strengthen resilience during dry periods and ensure long-term water security.

Native Regeneration and Biodiversity Enhancement

The Trust's native rākau nursery sources seed collected from the surrounding environment. This initiative improves plant survival rates and supports large-scale riparian planting programmes designed to stabilise waterways, enhance biodiversity, and restore ecological balance. It is intended that wetland species propagated in the Trust's nursery will be planted in the Trust's orchards where needed.

Governance Oversight and Continuous Improvement

While operational delivery sits with Seeka, Ngāti Hine Forestry Trust maintains governance oversight to ensure environmental outcomes continue to improve over time.

This collaborative model enables the Trust to uphold its environmental responsibilities while leveraging industry-leading operational expertise to achieve sustainable production outcomes.

COMMUNITY ENVIRONMENTAL CONCERNS

Protection and preservation of fresh water and sustainable orchard management practices.

BEST PRACTICES

Commitment to Industry Best Practice

Ngāti Hine Forestry Trust is committed to operating its land-based enterprises in accordance with recognised industry best-practice standards that support sustainable production, environmental responsibility, and market assurance.

Across its kiwifruit operations, industry best practice is achieved through its leasing partnership with Seeka, an established horticultural operator operating under certified environmental and quality assurance systems. The Trust supports adherence to these programmes as an essential component of responsible land stewardship.





»» Ngāti Hine Forestry Trust

Certified Sustainable Kiwifruit Production

All six of the Trust's orchards are managed in accordance with the Zespri Gold production standards administered through Zespri International Limited.

These programmes require compliance with strict environmental, food safety, and social responsibility requirements, including:

- Integrated pest and disease management.
- Responsible agrichemical use.
- Soil and nutrient management planning.
- Water use efficiency.
- Traceability and product integrity.
- Worker health, safety, and welfare standards.

Independent auditing ensures that orchard management practices meet both domestic regulatory requirements and international market expectations.

Environmental Certification and Continuous Improvement

Best-practice management extends beyond compliance to continuous improvement. Operational practices incorporate:

- Reduced fertiliser inputs aligned with crop demand.
- Precision irrigation and water monitoring systems.
- Protection of waterways and riparian margins.
- Ongoing soil and environmental monitoring.

Participation in recognised industry assurance programmes provides confidence that production systems remain environmentally sustainable while maintaining premium export market access.

MONITORING AND ACHIEVING OF TARGETS

Governance Oversight and Performance Reporting

Trustees and management monitor progress through regular reporting that tracks financial, production, environmental, and health and safety performance.

Performance reports compare actual results against budget and forecast targets, enabling the Trust to identify trends, assess risks, and make informed decisions regarding investment, operational priorities, or corrective actions where required.

Operational Management Systems

Operational delivery across kiwifruit orchards is undertaken by Seeka, which utilises industry-recognised orchard management systems and reporting tools to monitor production, environmental performance, and resource use.

These systems enable ongoing monitoring of:

- Production and yield performance.
- Irrigation and water use efficiency.
- Nutrient application and soil management.
- Labour productivity and operational costs.
- Compliance with environmental and quality assurance standards.

Regular operational updates ensure performance expectations agreed by the Trust are being achieved.

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Budgeting and KPI Tracking

Six weekly written reports, monthly statements and bi-monthly operational meetings between Seeka and the Trust assess performance against agreed targets, supported by variance analysis to understand the drivers of under- or over-performance.

Where variances occur, management responses may include:

- Adjustment of operational practices
- Reprioritisation of capital expenditure
- Review of contracting or resource allocation

Data-Driven Decision Making

Daily and seasonal data collection plays an important role in achieving performance targets. Examples include daily irrigation monitoring, production tracking during harvest, and environmental compliance monitoring.

This data-driven approach enables timely decision-making and continuous improvement rather than retrospective correction.

WASTE, REUSING, RECYCLING

Ngāti Hine Forestry Trust views waste reduction as an ongoing process. Currently, a few ways in which we do this includes using efficient water irrigation systems and monitoring, distributing non-export grade kiwifruit to whānau rather than to waste, providing our team with shared transport rather than using multiple cars.

Through monitoring, industry benchmarking, and feedback received through programmes such as the Ahuwhenua Trophy, the Trust continues to identify opportunities to:

- Reduce input waste.
- Improve recycling practices.
- Increase reuse of organic materials.
- Enhance resource efficiency across all enterprises.

By embedding waste minimisation into everyday operations, the Trust strengthens environmental outcomes while supporting sustainable and efficient business performance.



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MARKET FOCUS

Ngāti Hine Forestry Trust ensures produce grown on Trust orchards consistently meets premium market specifications through certified growing systems, strong quality assurance processes, and industry partnerships. Kiwifruit production is managed in accordance with standards set by Zespri International Limited, incorporating strict requirements for fruit quality, food safety, environmental management, and worker welfare.

Robust traceability systems enable produce to be tracked from orchard to export market, providing assurance of product integrity and sustainability credentials. Consumer demands and global market trends are monitored through industry reporting and supply chain feedback, informing orchard management decisions such as production practices.

This market intelligence supports continuous improvement and ensures products grown on Ngāti Hine orchards consistently meet evolving customer expectations for quality, sustainability, and reliable premium supply.

HUMAN RESOURCE AND HEALTH AND SAFETY

MANAGERS, STAFF

What Success Looks Like

For us, success in people management is defined by the wellbeing, capability, and long-term development of the people who work on and alongside Trust whenua. The Trust recognises that sustainable business performance is achieved through safe workplaces, skilled teams, and a culture grounded in respect, accountability, and shared purpose.

A fundamental measure of success is ensuring that every person working on Trust orchards, in the forest or on the land returns home safely each day. Health and safety is viewed as a core operational value rather than a compliance requirement.

The Trust maintains governance oversight of health and safety performance. Operational delivery across kiwifruit activities is undertaken by the Trust (as a contractor) and by Seeka, which operates under comprehensive health and safety management systems aligned with industry best practice and legislative requirements.

Clear expectations are established through contractual arrangements requiring strong hazard management, incident reporting, staff training, and continuous improvement in workplace safety practices. Regular reporting from Seeka enables Trustees to monitor safety performance, identify risks, and ensure appropriate corrective actions are implemented where required.

Success also means fostering a positive workplace culture where workers feel valued, supported, and empowered to contribute.

The Trust supports environments where communication is open, cultural values are respected, and teamwork is encouraged across all operations. Leadership and supervision are recognised as critical factors in maintaining both safety and productivity outcomes.

Developing workforce capability is another key indicator of success. Ngāti Hine Forestry Trust seeks to create meaningful employment opportunities and pathways for whānau within horticulture, forestry, and other activities. Investment in training, skills development, and industry qualifications helps build a capable workforce while strengthening the long-term ability of beneficiaries to participate in and lead Trust operations.

Retention of experienced staff and contractors is viewed as an important measure of organisational health. Stable teams contribute to improved operational knowledge, higher productivity, and safer working environments. The Trust values long-term relationships with employees, contractors, and service providers who demonstrate commitment to both performance and the values of the Trust.



»» Ngāti Hine Forestry Trust

Health, wellbeing, and workforce resilience are increasingly important considerations as seasonal demands and climatic variability place pressure on land-based industries. Success includes ensuring appropriate resourcing, safe workloads, and support systems that promote both physical and mental wellbeing.

Ultimately, people management success for Ngāti Hine Forestry Trust is demonstrated when strong commercial outcomes are achieved alongside safe working environments, growing workforce capability, and increased participation of Ngāti Hine whānau in meaningful employment.

By investing in people as much as in land and infrastructure, the Trust is building the leadership, skills, and experience required to sustain and care for its whenua and assets for generations to come.

STRATEGIES

Strategies for Building a High-Performing Management Team

We understand that building and maintaining a high-performing management team is an ongoing journey. While strong systems and partnerships are currently in place, the Trust acknowledges that these practices continue to evolve and that there remains opportunity for further improvement as the business grows and diversifies.

Recruiting the Right People

A key success factor has been engaging experienced and values-aligned operational partners and managers who bring the technical expertise required to manage complex land-based enterprises. Operational delivery across kiwifruit activities is undertaken in partnership with Seeka, whose established recruitment processes support the placement of skilled personnel with strong health and safety awareness and industry capability.

In 2023, we co-appointed a future Orchard Manager, Taoho Cooper-Peihopa (Ngāti Hine), who is employed and trained by Seeka towards becoming an Orchard Manager, eventually on Ngāti Hine orchards.

The Trust continues to strengthen its approach to ensuring leadership capability also reflects Ngāti Hine values, long-term stewardship, and collaborative engagement.

Clear Roles and Performance Expectations

Ensuring people understand what is expected of them remains a priority and is an ongoing focus area. Roles and responsibilities are defined through operational plans, contractual arrangements, and annual work programmes aligned with Trust strategy.

As the organisation develops, the Trust is working toward greater consistency in documenting expectations and strengthening communication between governance, management, and operational teams to ensure alignment across all activities.

Performance Feedback and Accountability

Performance feedback is currently provided through operational reporting and review processes, with performance assessed against agreed outcomes.

The Trust recognises there is opportunity to further formalise performance review processes over time to strengthen accountability, support leadership development, and ensure lessons learned are consistently applied across operations.

Identifying Training Needs and Workforce Development

Training and capability development are supported through operational partners and industry programmes. Training needs are identified through workplace reviews, safety monitoring, and operational requirements.

Staff and contractors participate in training such as:

- Health and safety certification.
- Operational and machinery competency training.
- Industry best-practice horticulture and forestry programmes; e.g. Primary ITO courses.
- Supervisory and leadership development.

Developing pathways for Ngāti Hine whānau participation remains an area of ongoing focus, with future opportunities to expand structured training and succession planning.





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Continuous Improvement

Ngāti Hine Forestry Trust views people management as an area of continuous improvement. Success for the Trust is not defined by having fully completed systems, but by demonstrating a clear commitment to improving leadership, supporting people, and building management capability that will sustain the Trust's assets and aspirations into the future.

HEALTH AND SAFETY PLANS AND IMPLEMENTATION

Ngāti Hine Forestry Trust recognises that the health, safety, and wellbeing of all workers, contractors, and manuhiri is fundamental to the success and sustainability of the business.

As both a kiwifruit grower and contractor directly employing up to 20 orchard kaimahi, the Trust is committed to continuously improving workplace health and safety through active consultation, shared responsibility, and increased awareness across governance, management, and workers.

The Trust's health and safety system is aligned with the Health and Safety at Work Act 2015, relevant regulations, and recognised horticultural industry best practice.

Hazard prevention is the central focus of implementation. Orchard inspections and pre-start and toolbox meetings enable hazards to be identified early and effectively controlled. Safe procedures are in place for machinery operation, agrichemical use, harvesting activities, and the handling, storage, and use of plant and substances.

Workers receive induction, supervision, and ongoing training to ensure they can carry out their roles safely.

Health and safety performance is monitored through incident and near-miss reporting, workplace audits, and regular operational review. Worker health, workplace conditions, and safety behaviours are actively monitored to prevent injury and illness.

The Trust promotes a cooperative safety culture where management and workers work together to strengthen safe behaviours and continuously improve systems. While strong foundations are in place, health and safety remains an ongoing area of development, with continuous improvement embedded to ensure safe, sustainable operations for current and future generations.

ADVICE AND SUPPORT

The Trust recognises that achieving strong financial, environmental, and operational outcomes requires access to high-quality professional advice. The Trust therefore engages a range of experienced agricultural professionals whose skills complement governance capability and support informed decision-making.

Professional advisers – including bankers, accountants, horticultural consultants, legal advisers, and industry specialists – are selected based on proven sector expertise, understanding of Māori land ownership structures, alignment with the Trust's long-term intergenerational objectives, and their ability to provide practical, solutions-focused advice. Established industry reputation, demonstrated performance, and the ability to work collaboratively with governance and operational partners are key selection criteria.

Operational horticultural expertise is primarily delivered through Seeka as lessee and management partner, providing access to specialist technical knowledge, market intelligence, compliance systems, and industry best practice. This ensures orchard performance, environmental management, and market requirements are supported by experienced professionals.

In addition, the Trust has its own Orchard Manager, Joe Marsh, with 30 years of horticulture experience.

Performance and value are assessed through the quality and timeliness of advice, achievement of agreed outcomes, regulatory compliance, financial performance, and the ability of advisers to support sound strategic decisions. Ongoing relationships are reviewed periodically to ensure services remain aligned with the Trust's evolving needs.

»» Ngāti Hine Forestry Trust

INNOVATION

Entrepreneurial and Innovative Strategies, Goals and Achievements

Ngāti Hine Forestry Trust continues to adopt innovative and forward-thinking approaches that enhance both productivity and environmental performance across its whenua-based operations. Feedback received through the Ahuwhenua Trophy process has reinforced the Trust's commitment to innovation as a key driver of sustainable growth.

A significant focus has been the use of leading-edge technology to support data-informed orchard management. The use of soil mapping and moisture probe technology enables precise monitoring of soil variability and irrigation requirements, allowing inputs such as water and fertiliser to be applied accurately. This improves crop performance while reducing environmental impact through more efficient resource use.

The Trust has also implemented innovative infrastructure improvements, including the progressive burial of open drain systems. This initiative enables the full application of Hi-Cane across previously inaccessible orchard rows, immediately lifting productive capacity. Financial modelling indicates the increased crop yield will recover drainage investment costs within a single season, demonstrating strong commercial innovation aligned with long-term land improvement.

Looking ahead, the Trust is actively exploring opportunities to maximise crop value through nutraceutical and waste-stream utilisation. This includes investigating pathways for extracting additional value from lower-grade fruit and organic by-products, supporting circular economy principles while diversifying revenue streams.

Innovation is further reflected in the Trust's commercial arrangements, combining its role as both grower and contractor while partnering with industry leader Seeka. This model provides access to advanced technical expertise, market intelligence, and operational scale while retaining governance control and long-term ownership outcomes.

Collectively, these initiatives demonstrate Ngāti Hine Forestry Trust's entrepreneurial approach: investing in technology, improving land capability, and pursuing new value opportunities to strengthen profitability, resilience, and intergenerational sustainability.



Sean Laybourn - Head of Apiculture, and Willie Tae - Beekeeper



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INFRASTRUCTURE

Orchard Infrastructure and Future Development

Ngāti Hine Forestry Trust's orchards are supported by well-established infrastructure designed to enable efficient production, safe operations, and strong environmental performance. Core infrastructure includes reliable water supply systems supported by monitored irrigation networks, internal orchard tracks providing safe all-weather access, secure boundary fencing, and well-maintained orchard layouts that support efficient machinery movement and crop management.

Irrigation infrastructure incorporates moisture monitoring technology to optimise water use and improve crop outcomes while minimising waste. Staff welfare facilities, storage areas for machinery and agrichemicals, and operational workspaces are maintained to support safe and efficient day-to-day operations for orchard personnel and contractors. Ongoing maintenance programmes ensure infrastructure remains fit for purpose and aligned with productivity and health and safety requirements.

While current infrastructure effectively supports production, several factors have been identified as potential constraints to future growth. Water security remains a key consideration in Northland, and the Trust is actively assessing options to increase water storage capacity to protect orchard performance during extended dry periods and climate variability.

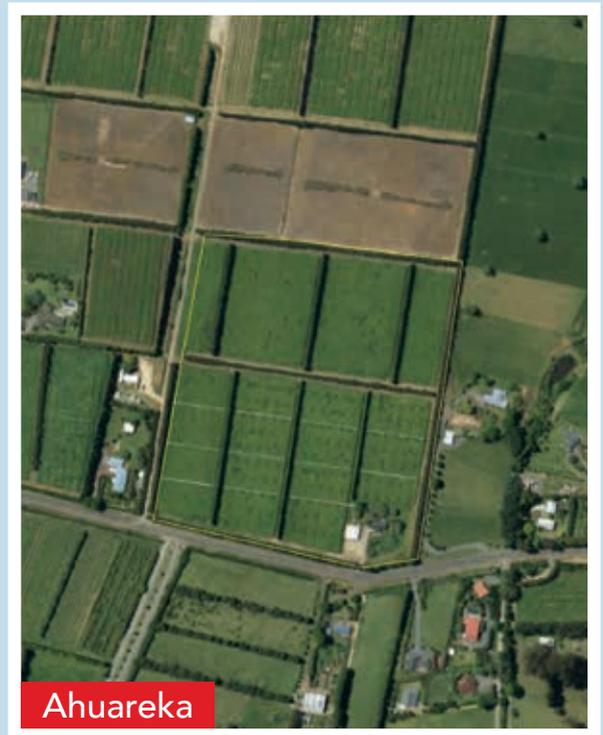
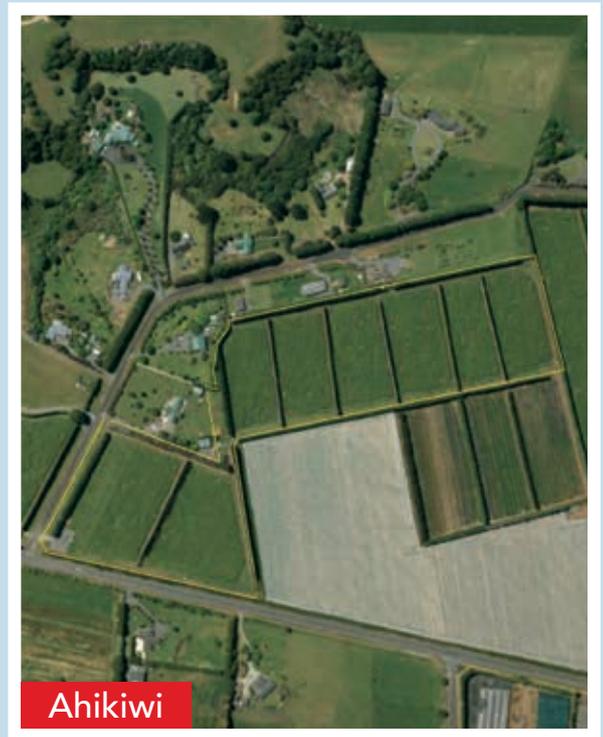
At an industry level, continued expansion of horticulture places increasing demand on supporting infrastructure, including packhouse capability, skilled labour availability, port capacity, and regional roading networks. Long-term productivity and export growth will rely on coordinated investment across the wider supply chain.

The Trust continues to plan infrastructure improvements – including drainage upgrades, irrigation optimisation, and future water storage solutions.



»» Ngāti Hine Forestry Trust

ORCHARD MAPS



»» Ngāti Hine Forestry Trust



»»» 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 horticulturalists have 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.

This will not be based solely on financial measures such as profit per hectare or return on business capital. These measures will be taken as a guide but consideration will also be given to other factors such as:

- The physical resources available to the grower (e.g., local climate, soil types, water, location etc)
- Stage of development, financial structure.

Financial results where:

- Profit will be determined by the calculation of the operating profit per hectare, that is gross income less working expenses. Interest, development, capital expenditure, drawings, dividends, and taxation are not included in the calculation of operating profit.
- Financial performance will be determined from annual financial statements for the three years ending at balance date in 2025.

The effectiveness of the growers' governance procedures and initiatives, in areas that include:

- 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.



JUDGING CRITERIA

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

CRITERIA	PERCENT	FACTORS TO BE TAKEN INTO ACCOUNT
Governance and Strategy	20%	<ul style="list-style-type: none"> • Demonstrate how the governance structure provides strategic direction and articulates the vision and strategy of the business. • Show how governance ensures effective oversight of management and safeguards the organisation's long-term sustainability. This includes setting goals, monitoring performance, managing risks, ensuring legal and ethical compliance, and acting in the best interests of stakeholders. • Provide clear articulation of the tangible returns and benefits of the strategy and business to shareholders. • Show how tikanga Māori is applied to guide aspects of the strategy and values.
Social, Community, Ngā Tikanga Māori	20%	<ul style="list-style-type: none"> • Describe how the business contributes to, and participates in, communities of interest for the organisation. This includes support for whānau, hapū, iwi, marae, and wider local community. • Outline how kaitiakitanga and other te ao Māori values are applied across all criteria categories. • Demonstrate the governance and management team's awareness of opportunities to connect with the wider industry to share knowledge, partner for impact, develop strategy, build networks and access financial or other tangible support. • If there are cultural or historical sites of significance on the whenua, show how they are preserved.
CRITERIA	PERCENT	MANAGEMENT AND PERFORMANCE
Financial Performance	20%	<ul style="list-style-type: none"> • Show clear understanding of the organisation's financial performance, budgeting, variance reports and KPIs in place to monitor financial performance. • Explain what non-financial benchmarks are used and why. • Show consistency over the last 3-5 years in wealth creation for asset base growth, including leveraging the asset base for further capital investment. • Show strong net profit per ha against comparable sector or crop benchmarks. • Demonstrate that sustainable financial models are in place.
Commitment to Sustainability and the Environment	15%	<ul style="list-style-type: none"> • Clearly show what environmental plan is in place, incorporating tikanga Māori concepts and indicators where appropriate, and the plan's relationship to other schemes such as NZ GAP EMS or similar. • Describe what practices are in place either to restore or preserve te taiao. Outline any other contributions made by the business to the wider region to restore te taiao as part of kaitiakitanga. • Demonstrate that best practices meet or exceed those for comparable horticultural properties in the same sector and give examples and show active measurement. • Demonstrate commitment to relevant industry Codes of Practice, including active care for soil, water, atmosphere, responsible agrichemical use, reduction of GHGs and care for the health and wellbeing of people and te taiao. • Demonstrate the organisation's commitment to and leadership of relevant sector best practice, e.g. apple futures, kiwigreen or equivalent, waste elimination.
Market Focus	10%	<ul style="list-style-type: none"> • Demonstrate that the produce grown meets or exceeds market specifications and customer expectations (e.g. 70% of produce is TAG 1), document success and quality rates from harvest. • Outline the growing systems and product standards and processes that are in place to support achievement of these standards. Provide evidence of product traceability processes. • Show that consumer demands are monitored understood, and that the produce grown delivers to these standards.
Human Resource and Health and Safety	10%	<ul style="list-style-type: none"> • Provide evidence that people and employment policies and practices support employees and the community. Outline what contributions and additional benefits are given back to employees. • Outline conditions in employment contracts and provide evidence of regular reviews and performance feedback, training pathways and manaakitanga. • Provide evidence of active and positive health, safety and wellbeing culture that builds staff engagement and continuous improvement. • Demonstrate 'Employer of Choice' approaches going above and beyond other employers to attract and retain staff. • If relevant, demonstrate how the organisation goes and above and beyond to support RSE staff and integrate them into the organisation.
Innovation	5%	<ul style="list-style-type: none"> • Show what innovation approaches are in place for the organisation. • Describe how mātauranga Māori is being applied to create innovations in the business alongside other knowledge systems where relevant. • Describe how important innovation is to strategy and the current and future success of the business. • Outline what collaborative partnerships are being developed for innovation.
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

Dr Bruce Campbell, CNZM – Chief Judge

Dr Bruce Campbell is a company director and consultant. He holds board positions as Director of the New Zealand Institute for Public Health and Forensic Science, Director of the New Zealand Winegrowers Research Centre Limited and Director of Predator Free 2050 Limited. Bruce is experienced in strategies for innovation and was previously a Director of Horticulture New Zealand and Chief Operating Officer at Plant & Food Research.

He has a particular interest in building partnerships with tangata whenua 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.

Nicole Nepe – Te Puni Kōkiri

Rongowhakaata, Te Whānau a Kai

Nicole brings extensive experience in Māori development and public policy. Over the past ten years, she has worked closely with Māori landowners across the country, supporting development at multiple scales and across a wide range of industries. Her deep understanding of Māori land law has strengthened national and regional programmes focused on land administration, governance capability, and the long term sustainability of Māori freehold land.

In her career, Nicole has contributed to initiatives that improve outcomes for Māori agribusiness, enhance regulatory settings, and ensure Māori aspirations are reflected in government decision making. She is adept at navigating the intersection of policy, practice, and community priorities, bringing clarity to complex issues and championing solutions that uphold tino rangatiratanga and the enduring relationship between people and whenua.

Nicole has worked alongside Māori landowners, growers, and enterprises to lift productivity while protecting whenua and whakapapa. Her work emphasises resilience, innovation, and the creation of pathways that support intergenerational prosperity. Nicole brings strong evaluative skills, a deep appreciation for kaupapa Māori, and a commitment to intergenerational stewardship and the unique strengths of Māori farming systems.

Nick Bullen – BNZ

Nick Bullen is an Agribusiness Partner at BNZ, based in the Bay of Plenty since 2022. His client base is predominantly kiwifruit, with dairy and drystock farming also in the mix. Originally from the Waikato, he spent several years working on dairy farms while completing a Bachelor of Business Analysis. He began his professional career in accounting before joining BNZ in 2016 where he has since held a range of roles supporting farmers, growers, and rural businesses.

Nick has experience working alongside a variety of Māori agribusiness groups and has an appreciation for the values, aspirations, and intergenerational objectives that underpin Māori land management and is looking forward to contributing as a judge for the 2026 Ahuwhenua Trophy.



Rito Tapuke – Pou Māori Judge

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

Rito 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 also 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

Wally Lee – Lead Judge, Ministry for Primary Industries

Born and raised in Rotorua, Wally began governance of whenua Māori in 2007 and now has an extensive background in leadership of ahu whenua land blocks. He is the current Chair of Tumunui Land Trust, Waipupumahana A1B2 Land Trust, Te Puke 2B1C kiwifruit orchard and a Trustee on a number of Tūhourangi/Ngāti Wāhiao whenua blocks including Rotomahana Parekarangi 6J2B5B, Kapenga M and Tokerau A10.

Wally has been involved in developing bovine and ovine dairy units, as well as creating business plans and overseeing farming and horticultural contracts, dry stock, dairy, forestry, kiwifruit orchard management, and commercial property management.

After 18 years as a professional fire fighter, Wally took an opportunity to join the Ministry of Primary Industries, Māori Agribusiness Team in February 2020. Covering the Bay of Plenty region, Wally is now six years into working with Māori Land Trusts helping to build capability and growth in the agricultural and horticulture sector.

Erika Lilley – BNZ

Erika Lilley is an Agribusiness Partner with BNZ, based in Whakatāne. Originally from a dairy farm and kiwifruit orchard in Te Puke. Before joining BNZ in 2023, Erika completed her Bachelor of Agribusiness (Farm Management) through distance study with Massey University, whilst dairy farming in Southland.

As an Agribusiness partner she now works alongside a mix of both horticulturalists and dairy farmers across the Bay of Plenty region, a few of whom are proudly connected to the Ahuwhenua Trophy. Erika is honoured to be a part of the Ahuwhenua Trophy competition and is looking forward to working with this year's entrants.

Leanne Roberts – Horticulture New Zealand

Leanne is a Senior Environmental Policy Advisor with Horticulture NZ. Leanne has oversight of a number of regions and works closely with growers to advocate for their needs.

Leanne has a blended background. She was Managing Director for ten years of Thymebank, a commercial hydroponic salad and herb operation in Marlborough. Through this time, she was a Director on Vegetables NZ Inc. Prior to this she has held roles in policy and development in primary health and local government.

Leanne is based in the Manawatū where she lives with her fiancé and two children.

Preston Stevens – Bioeconomy Science Institute, Maiangi Taiao

Preston Stevens is the Assistant Research Orchard Manager for the Bioeconomy Science Institute, Kerikeri. He resides in the beautiful Te Tai Tokerau (Northland) where he grew up in the kiwifruit industry from commercial pre and post-harvest canopy management, packhouse management and export to in the recent years of growing science kiwifruit. Preston mainly specialises in the breeding and growing of new varieties of kiwifruit with less spraying requirements, better disease and pest resilience, low cost high yield crops and more sustainable ways to grow, aiming to build 'a smart green future, together.'





»» **NOTES**





»» **NOTES**

AHUWHENUA TROPHY EXCELLENCE IN MĀORI HORTICULTURE AWARD 2026



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



Office of the Māori Trustee

Te Tumu Paeroa is committed to supporting excellence in Māori agribusiness and horticulture. We are proud to continue our sponsorship of the Ahuwhenua Trophy and congratulate all the entrants who are committed to delivering new and innovative ways of working, showing leadership in this growing sector and creating a legacy for future generations.



BNZ is proud to continue our long history in supporting Ahuwhenua Trophy. 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 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.



Zespri is proud to support and celebrate excellence in Māori horticulture through our long-standing sponsorship of the Ahuwhenua Trophy. We're committed to helping people, our communities and the environment thrive through the goodness of kiwifruit, and this partnership reflects our focus on strengthening our partnership with Māori growers, supporting their growth aspirations, and working together to help Māori communities thrive well into the future.

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