

BNZ
MĀORI
EXCELLENCE
IN FARMING AWARD 2015
SHEEP AND BEEF



AHUWHENUA TROPHY
FIELD DAY HANDBOOK

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REALISING MĀORI POTENTIAL



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Ministry for Primary Industries
Manatū Ahu Matua





THE AHUWHENUA TROPHY

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»» FROM THE MINISTER FOR MĀORI DEVELOPMENT



Ka rere te hue mataati

We know this whakataukī to mean ‘the first shoot of the gourd stretches out’; when we look upon the gourd’s runners extending out, this whakataukī can also represent whakapapa and continuity – as well as speak to the power of action, and pursuing a result.

I would like to congratulate the three finalists for the 2015 Ahuwhenua Trophy BNZ Māori Excellence in Farming Award for sheep and beef, Mangaroa Station, Paua Station, and Maranga Station. I wish all three Māori farms the very best at their respective Field Days.

Their pursuits of excellence demonstrate intent and purpose; and their achievements contribute to the legacy and long history of best practice in agribusiness for Māori-owned farms. As with all finalists, their participation exemplifies the tenet on which the competition was founded in 1932: to encourage skill and proficiency in Māori farming.

The competition was initiated by then Minister of Native Affairs Sir Apirana Ngata, and then Governor General, Lord Bledisloe who donated the first Ahuwhenua Trophy.

It is my pleasure to greet you, for my first time, in the capacity of Minister for Māori Development and as Ahuwhenua Trophy competition Trustee, alongside of the Minister for Primary Industries, and the Chief Executive of Te Puni Kōkiri.

Māori farmers maintain our history of innovation and modern day best practices in areas like governance, environmental sustainability, and skill development. Further Māori farmers deliver the best long term outcome for themselves and their people.

I also acknowledge the Ahuwhenua Trophy Management Committee and all involved in the competition, for their commitment to Māori agribusiness excellence.

Ngā manaakitanga

Hon Te Ururoa Flavell

MINISTER FOR MĀORI DEVELOPMENT



»»» FROM THE MINISTER FOR PRIMARY INDUSTRIES



Ehara taku toa i te takitahi Engari, he toa takitini

We are now in the 82nd year of the Ahuwhenua Awards, and it's fantastic to see the continued innovation and success of Māori farmers. This competition is a way for us all to acknowledge the significant role Māori have in our primary industries and the wider New Zealand economy.

Supporting Māori agribusiness is key to unlocking growth in New Zealand's regions – and in turn, New Zealand's economy as a whole through regional economic development. I'm proud to witness the continued growth and productivity of Māori agribusiness during my time as Minister for Primary Industries and acknowledge the hard work and excellence on display.

There are opportunities to make a real difference to communities and the Ministry for Primary Industries is continually exploring new ways it can support Māori land owners to overcome challenges, improve productivity and capability and attract investment.

The Ahuwhenua competition helps support Māori leaders who carry the aspiration and visions of the future to realisation. The road of leadership is challenging and I commend all entrants in taking an important step by being part of an historical event dedicated to continuous improvement and showcasing excellence in Māori farming.

This year we've seen some outstanding examples of successful sheep and beef farmers. Māori farms produce about 15% of the national meat and wool output. They are generally large scale operations and often in difficult country which makes the results even more impressive. Vision, innovation, hard work and leadership are the key.

The Ahuwhenua Trophy is an opportunity for us to celebrate the pursuit of excellence by Māori farmers.

I extend my warmest congratulations to each and every one of our finalists this year.

Hon Nathan Guy

MINISTER FOR PRIMARY INDUSTRIES



»» FROM THE CHAIRMAN



Tēna ko te toa mahi kai e kore e paheke.

Since the Ahuwhenua Trophy Awards were re-launched in 2003, much has happened in the space of both the awards and Māori agribusiness.

There have now been 21 finalists in the sheep and beef competition – all of them outstanding farms which are both profitable and which live up to the high ideals of looking after their resources for the benefit of future generations.

Up until fairly recently, Māori have quietly worked away behind the scenes building up their farming and other commercial operations. They have been very much off the radar of most New Zealanders, including many Māori.

But now we are starting to see a change and I think that the Ahuwhenua Trophy Awards have been a significant factor in this change. Māori agribusiness has a much higher profile and professionals in the sector are recognising this. The fact is that when consultants and investors start chasing your business you know that you are doing things right. The media are even starting to get interested in us and they are helping to spread the message into the wider community.

The Ahuwhenua Trophy has helped lift the bar behind the farm gate and we are seeing some amazing innovation taking place. The technology of many farms is leading edge and benchmarks more than favorably with many other farming operations in Aotearoa New Zealand. We are seeing much improved governance and leadership in our whānau businesses and this has led to top people being employed as advisors, managers and general staff.

I take great pride in what has happened and I am sure that Sir Apirana Ngata and Lord Bledisloe who had the vision to create these awards would feel a similar sense of satisfaction. Their goal was to unlock and unleash the potential of Māori farmers and it's happening now on a daily basis. Māori are looking beyond the farm gate to add further value to the raw product which benefits both shareholders and New Zealanders as a whole.

The Ahuwhenua Trophy has been a beacon for success and I'm sure that's exactly what Sir Apirana Ngata envisaged when he inaugurated these awards.

In conclusion on behalf of the Ahuwhenua Trophy Management Committee, I would like to congratulate the three finalists and wish them well as the competition evolves over the coming months. I look forward to seeing them in Whanganui at the end of May at the awards dinner. I would also like to thank the many people including our sponsors, judges, staff and other supporters who make this annual celebration of Māori agribusiness such a success.

Kingi Smiler

CHAIRMAN

AHUWHENUA TROPHY MANAGEMENT COMMITTEE



»» History of the Ahuwhenua Trophy

The Ahuwhenua Trophy is the most prestigious award for Māori agriculture. It is hard to believe that it is 82 years since the visionary Māori leader Sir Apirana Ngata and the Governor General at the time Lord Bledisloe launched this award. It is twelve years since the competition was re-launched to reflect the growth and development of Māori agribusiness and the increasingly important role that it plays in the overall economy of Aotearoa New Zealand.

The Ahuwhenua Trophy competition was introduced to encourage skill and proficiency in Māori farming. 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 cup was displayed in a shop in Waiapu. A year later the shop caught fire and the trophy was destroyed. 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 farms became increasingly evident and in 1954 the competition was divided into two separate awards, each with their own trophy. Once again, Lord Bledisloe 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 new criteria for the awards took into account the changing face of Māori farming and the increasing importance of Māori Incorporations and Trusts in the agribusiness sector. The first sheep and beef competition winner in 2003 was Kapenga Farm owned by Kapenga M Trust of Rotorua under the Chairmanship of Sonny Sewell.

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.



The Ahuwhenua Trophy competition trustees are the Minister for Māori Development, the Minister for Primary Industries and the Chief Executive of Te Puni Kōkiri. They delegate their authority to the Ahuwhenua Trophy Management Committee to manage and supervise the competition. The current Chairman, Kingi Smiler, has held that position since 2007.

The first bi-annual dairy competition, held in 2006 was won by the Parininihi Ki Waitotara Incorporation's Farm 12 in Taranaki under the Chairmanship of Spencer Carr.

A new award for young Māori farmers was introduced in 2012, in association with Primary ITO who were joined by Te Puni Kōkiri, Te Tumu Paeroa and Allflex as sponsors. The first competition was for young Māori dairy farmers held in 2013 with the winner being Tangaroa Walker of Southland while the first sheep and beef Young Māori Farmer was Jordan Smith from the King Country. Last years dairy winner was Wiremu Reid.

Today the Ahuwhenua Trophy remains the pre-eminent accolade to win in Māori farming. 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.

Two years ago a special book, 'Ahuwhenua – Celebrating 80 years of Māori Farming' was launched by the then Minister of Māori Affairs, Hon Dr Pita Sharples at the annual Federation of Māori Authorities conference. The book, written by the eminent historian Dr Danny Keenan traces the history of the Awards and gives a quite brilliant insight into the development of Māori farming over 80 years.

This book shows just how much Māori farming has developed over the years and how the Ahuwhenua Trophy Awards have established a strong platform for future growth.



»» Looking Back

THE 2013 SHEEP AND BEEF FINALISTS

Tarawera Station, owned by Te Awahohonu Forest Trust, was dealing with one of the most severe droughts to hit the country when the field day was held at the farm in May 2013. Feed on the farm situated on typical hill country on the Napier Taupo road was at a premium and dusty farm tracks were a challenge. Despite this adversity, Tarawera Station won the Ahuwhenua Trophy in 2013 and since then has made significant progress.

The station recovered quickly from the drought and immediately began implementing its long term strategy which had been tweaked a little as a result of the feedback they received during the awards judging process.

Perhaps the biggest change has been transitioning Tarawera Station into a breeding only farm and using another property owned by the Trust, Gwavas Station in Central Hawke's Bay as a finishing property. This strategy has given Tarawera greater resilience as lambs are taken off earlier and thus reducing the carrying capacity and providing more and better feed for the breeding flock.

The governance team at Tarawera has not changed over the past two years, but the trustees have embarked on a succession plan to ensure that any future change in the leadership team will be seamless. They have instituted an assistant trustee programme which brings on a new assistant trustee for about 12 months. The aim is for them to learn about governance and to potentially be one of the trustees in the future if they are capable and inclined.

In terms of the return to shareholders, Tarawera Station have maintained their distribution policy and made small incremental increases over the past years.

Looking back on the benefits of entering the Ahuwhenua Trophy competition, the trustees say it's made them focus on the areas where they felt they could make the most gains. This was the decision to make Tarawera Station a strictly breeding farm. They say the independent audit validated their strategy and gave them the confidence to implement this which has worked well from a farm management and financial perspective.



TARAWERA STATION - WINNER



At Te Uranga B2 Incorporation's mixed livestock farm Upoko B2, the advice given by the Ahuwhenua Trophy judges has been quickly picked up and implemented. The Committee of Management asked for a one-on-one briefing with the competition's Chief Judge to obtain some independent and constructive feedback on their sheep and beef operation. As a result of this feedback they completely revised their business plan and approach to their farming operations.

While they still run an integrated farming platform across dairy and mixed livestock they are now firmly focusing on individual business unit performance and profitability. They have reviewed their farm supplements policy and are looking eventually to moving away from the likes of palm kernel and using more environmentally sustainably and friendly supplements.

On the governance side, Te Uranga B2 have set a succession plan by creating an associate committee member role. This has been in operation for just over twelve months and is extremely successful. Having a new person with business qualifications and experience on the board has bought new and independent thought to the decision making process. Linked in with this is Te Uranga B2's commitment to professional development programme which led them to attend the FOMA and Tairawhiti Land Development Trust's 'Conducting Business in Your Sector' two-day governance workshop



TE URANGA B2 INCORPORATION

alongside other central North Island trusts and incorporations.

Te Uranga B2 has always been committed to supporting the local community. They have continued to support the local primary school as well as other community and sporting groups in the Taumarunui district. This year they will look at how they partner with other strategic aligned farms in the region.

Entering the Ahuwhenua Trophy has sharpened Te Uranga B2's focus with results that they have reviewed and changed their strategic and business profile. This includes annual performance reviews of the governance body and management team as well as formalising the engagement of advisors. This approach ensures that everyone on the Te Uranga B2 team are focused on adding value to the kaupapa of Te Uranga and its farming enterprises.

Since being a finalist in the competition in 2013, Te Hape B Trust – Te Hape Station has been through a huge period of change which has been challenging for the Chairman of the Trust. A number of trustees have left to seek employment both overseas and in other parts of New Zealand with the result they are in a re-building phase with their governance team.

While the farm manager has remained a number of other staff have left presenting further challenges. They have changed their sheep flock from using Finn rams over Romney breeding ewes to Perendale because of this breeds better mothering skills on their type of country. The result is that lamb weights are up on previous years.

TE HAPE B TRUST



The change to an all Perendale flock has also seen lambing percentages rise and the mortality rate drop markedly with this year's docking rate confirmed at 130%. More importantly, the survival rate of lambs is improving with the new flock that has many other advantages in that they are "hardy, high off the ground, free moving, and easy care". This new strategy is paying off not only financially but by reducing labour costs, the Trust is confident that this will be reflected in the end of year accounts.

Like on most farms, it's been a good year for beef with prices the highest they have been for some time. The high beef price will put Te Hape B Trust in a position to increase its distribution to shareholders to just over \$1million this year.

In terms of on farm development there has been a focus of concentrating on fencing to create small sub divisions. Linked to this has been a move to improve stock drinking water reticulation to avoid stock drinking out of rivers and streams. Environmental issues are high on the agenda of Te Hape B Trust.

For the Trust, the benefit of entering the Ahuwhenua Trophy was getting an independent evaluation done on the farm. They were keen to get an unbiased report which gave them information on which to base their future strategic direction. This information is still being worked through and has proved invaluable in their decision making process.



Proudly supporting Māori farming now and for many generations to come.

***Platinum sponsor of the 2015 Ahuwhenua Trophy
BNZ Māori Excellence in Farming Award***

With quality banking, professional support and the right solutions, Māori farming operations will continue to thrive and create wealth and opportunity for shareholders. We are privileged to partner with the individuals, trusts and incorporations that make up this sector to achieve their business and community goals for today, tomorrow and future generations.

Tēnā ko te toa mahi kai e kore e paheke.

The warrior who works hard at growing food will not fail.

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*2013 finalists, whānau and supporters
celebrate the 2013 Ahuwhenua Trophy
BNZ Māori Excellence in Farming
Awards Dinner for Sheep and Beef at
the Pettigrew Green Arena, Taradale.*



**AHUWHENUA
TROPHY**



2015 AWARDS DINNER *Friday 29th May*

War Memorial Conference Centre, Watt Street, Whanganui

For further details email ahuwhenuacompetition@tetumupaeroa.co.nz

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The Ahuwhenua Trophy Management Committee supports making farms safer places to live and work



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Māori Succeeding as Māori



Te Puni Kōkiri supports the Ahuwhenua Competition – recognising its contribution for strengthening economic wealth. Māori famers are embracing our history of innovation and modern day best-practices in areas like governance, environmental sustainability, and skill development. Māori agribusiness has now become a powerhouse of the New Zealand economy.

Te Kāwanatanga o Aotearoa

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FOR FARMERS**

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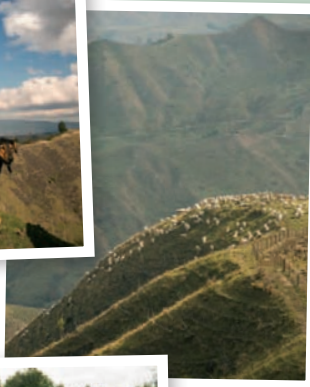
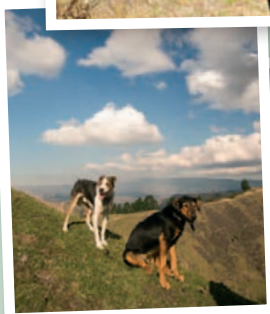
Celebrating Māori Excellence in Farming



»» Mangaroa Station Limited

651 Mangaroa Road, Wairoa

Field Day: Wednesday 22nd April 2015



»» Mangaroa Station

FIELD DAY PROGRAMME

9.00 am	Pōwhiri at Erepeti Marae, 1728 Ruakituri Valley Road, Wairoa (The Host); Response (Competition Kaumātua, Abe Seymour)
9.35 am	Morning tea
10.00 am	Drive from Erepeti Marae to Mangaroa Woolshed
10.20 am	Introduce the programme (Field Day Facilitator, Mark Harris)
10.25 am	Background to the competition (Management Committee)
10.35 am	Introduction to Farm (the farm team) includes farm history, governance, resources and development plan and implementation and business structure
11.10 am	Discussion on financial performance, production, staff, environmental management and future strategic direction – includes photographs of farm for those unable to make farm tour
11.40 am	Judges' comments and presentation of prizes
12.05 pm	Lunch
12.35 pm	Farm tour for those who have suitable vehicles – Quads (4WD for a shortened tour)
3.30 pm	Kai and refreshments

Note: 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, moving around the yards and facilities, and in handling stock. 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, which will be announced at the commencement of the field day, they clearly point out that you enter the property at your own risk.

Please note that the Mangaroa Station full farm tour will be undertaken using farm bikes, quad bikes and side by sides only; manufacturer's recommendations to be followed. In recognition of new rules on Health and Safety coming into effect, attendees will only be permitted to travel on the farm if wearing approved helmets. Passengers may only be carried if the manufacturer's instructions provide for this. Also we would urge that only experienced bike riders participate in the farm tour. A shortened tour will be available for 4WD vehicles.

The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.





Mangaroa Station

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Very clear vision and core plan regarding what they wanted to achieve and how they would get there
- A family run business, making great use of wider family and key professionals to fulfill the governance role.

SOCIAL/COMMUNITY/NGĀ TIKANGA MĀORI

- Great community contribution through their involvement with Shearing Sports and shearing courses on their property, Wairoa A&P show, Raukituri School, St Joseph's Māori Girls College, support of local marae, and Trustee of Te Humehume Hunia Whānau Trust.

FINANCIAL AND BENCHMARKING

- Excellent above average performance on a genuine hill country property with a limited area of easy rolling cultivatable country
- Three year average Economic Farm Surplus of \$456/ha well above average, key driver being the above average Gross Farm Revenue at \$916/ha, with Farm Working Expenditure, Wages of Management, and Plant Replacement allowance totaling \$460/ha about what you would expect for this type of operation.

FEED PRODUCTION

- Strong focus in improving soil fertility with specific targets and regular monitoring
- Good strategic use of fodder crops
- Key dates for implementing strategic changes to grazing plan based on covers
- Good strategic use of nitrogen.

ANIMAL PERFORMANCE

- Excellent baseline production performance in the main sheep enterprise with three year average lambing 141%, with an improving trend over the last three years; in addition all replacement hogget's are mated
- Good understanding of priority stock classes at key times of the year, and which stock are earning the greatest returns
- Good balance between stocking rate/per ha performance and per head performance
- Collective scale of wider family used to best advantage to market stock.

ENVIRONMENTAL/SUSTAINABILITY GOALS AND STRATEGIES

- Extensive native plantings to enhance shelter and provide bird habitat
- Strategic soil conservation plantings
- Comprehensive farm plan completed setting out key goals to enhance environmental sustainability.



»» Mangaroa Station

DIRECTORY

Tribal affiliation: Ngāti Awa me Ngaiterangi

Number of owners: 2

TRUSTEE / BOARD

Barton Hadfield, *Director and Owner*

Nukuhia Hadfield, *Director and Owner*

FARM STAFF

Thomas Hansen, *Shepherd*

FARM DESCRIPTION

Mangaroa Station is a 1,506ha (1,250 effective) sheep and beef property situated in the Ruakituri Valley, 60km northwest of Wairoa. It is rolling to steep hill country with no flat area. Mangaroa Station winters 12,665 SU with a 62/38 % sheep/cattle ratio. Its lowest point is 200m and rises to 620m at its highest point, owing to this snow falls do occur.

Mangaroa Station is owned and run by husband and wife team Bart and Nukuhia Hadfield, with one full time shepherd. Casual staff and contractors are employed during peak work periods.





Mangaroa Station

HISTORY OF THE FARM

In 2001 Bart and Nukuhia Hadfield pooled their resources along with Nukuhia's siblings Eugene, Ronald and Marama and their partners to lease Mangaroa Station in the Ruakituri Valley Northern Hawke's Bay and Ruakaka Station in Tiniroto Gisborne, though in different districts the properties boundary each other. The whānau goal was to work together to build equity so everyone could buy their own farms.

Bart and Nukuhia had a 3,200 SU property in Taihape and the King whānau had a 3,800 SU property in Whangamomona, both properties were sold to fund the 22,000 SU needed to farm the leased Mangaroa (12,000 SU) and Ruakaka (10,000 SU). Banks were reluctant to fund the initial purchase, but the whānau managed to get backing from Allied Farmers Finance.

Mangaroa Station was purchased by the whānau in 2002. Equity was increased through running a low cost operation, all shearing was done by the whānau as this was a skill that all four men had as they had all previously been full time shearers and the women had also all worked in the shearing industry. In 2005 the whānau then purchased Ruakaka Station.

The whānau all agreed to stay together for five years but the successful arrangement ended up lasting for seven. As at today everybody now farms on their own account. Having started with 7,000 SU the whānau collective farm approximately 37,000 SU from Matawai to Ruakituri to the Wairarapa.

In 2008 Bart and Nukuhia purchased Mangaroa outright, by then they knew how to farm Mangaroa and had the confidence to take on the substantial mortgage needed to purchase the property. The first thing Bart and Nukuhia had to do as sole owners was to employ a Shepherd General.

The Hadfield's priorities have been to reduce debt, improve their asset whilst increasing productivity. Over the last seven years Nukuhia and Bart have reduced debt every year and paid over a quarter of their mortgage off. They have implemented a comprehensive development programme which has included building a substantial covered yard, cropping and regrassing of 80ha of rolling country and clearing of approximately 80ha of scrub, also 10km of new conventional fencing has been erected.

Bart and Nukuhia set themselves a goal to dock 10,000 lambs by 2016 they achieved this goal in 2014 by docking 10,502, a target they managed to exceed due to the increased scanning performance of both ewes and hoggets. Bart and Nukuhia have won the Best Large Flock award in the New Zealand Ewe Hogget Competition in 2013 and 2014.

Bart and Nukuhia's future goal is to purchase a complementing property that will enable them to retreat from Mangaroa Station and be able to leave it in the safe hands of their children Ariana, Lee and Atawhai.

Mangaroa Station is a unique success story. It is an example of smart hard working whānau having an ambitious and achievable long term strategy and pooling their resources to achieve this. They are understandably proud of what they have achieved and can see the benefits of the sacrifices that they have made to create a successful farm and a worthy finalist in the Ahuwhenua Trophy competition.



»» Mangaroa Station

GOVERNANCE AND STRATEGY

VISION

Our Vision is to nurture our whenua for the future of our whānau. By continuing to create a productive and profitable farming enterprise, we are able to support our whānau in their endeavours now and in the future.

GOALS

One year target

- Debt reduction
- Achieve budget.

Three year target

- Ongoing debt reduction
- Purchase a complementing property.

Strengths – Simplistic business structure and stocking policy (whānau owned)

Opportunities – To grow the business for succession, increased scale and spread of risk

Weaknesses – Price takers, little influence on pricing outside of farm gate

Threats – Weather, poor sheep, beef and wool returns

GOVERNANCE

Bart and Nukuhia are the Directors of Mangaroa Station Limited.

We use people who provide professional services as quasi governors:

- Mark Gemmell – fertiliser
- Nick Caviale – environmental plan
- Tim Lewis – crops and regrassing
- plus other successful farmers in Wairoa district.

As directors we set the overall direction and policy.

We engage our bank manager and accountant for financial and business decisions.





Mangaroa Station

SOCIAL COMMUNITY NGĀ TIKANGA MĀORI

GOALS

Contribution to, and participation in communities of interest to the organisation, support for local hapū, marae and the wider community.

We apply tikanga daily through whanaungatanga, manaakitanga and kaitiakitanga.

Whanaungatanga – Opening our home to all visitors. Taking people hunting over Mangaroa. Training and mentoring young people with skills such as shearing and business.

Manaakitanga – Bart

- Section Head for Shearing Wairoa A&P Show
- Wairoa A&P Show committee member
- New Zealand Shearing Sports Judge and Referee
- Examiner for Shearing Sports New Zealand – East Coast Region
- World Record Shearing Judge
- Part time TECTRA Shearing instructor.

Manaakitanga – Nukuhia

- Wairoa A&P Show committee member
- Ruakituri School Board of Trustees – Treasurer
- St Joseph's Māori Girls College Hostel Management Board – Parent Rep
- Trustee on Akuhata and Rene (Riini) Te Humehume Hunia Whānau Trust
- Administrator for Shearing section Wairoa A&P Show
- We both attend fundraising crutching events for Ruakituri School and Playgroup, and other fundraising ventures for local Hunt Club, Dog Trials, Horse Sports and A&P Show
- We hold shearing courses at our property
- Koha is given to local marae, e.g. mutton, pork for hui such as tangi and birthdays. We employ local casual staff, most of whom whakapapa to Erepeti or Te Reinga Marae.

Kaitiakitanga – We take care of Papatuanuku by recycling and planting native shelter belts to encourage native bird life, limiting access to eels to local whānau. Spraying of blackberry from existing native stands. Spraying of gorse in the neighbouring Erepeti Marae reserve.

STRATEGIES

We involve ourselves in community activities because we believe we have something positive to contribute and we want our community to be strong and vibrant. It is also something we enjoy doing and we have encouraged our children to follow in our footsteps.



»» Mangaroa Station

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	1,506ha
Effective grazing ha	1,250ha
Subdivision	52 paddocks
Water supply	Dams and creeks with holding paddocks and paddocks between woolshed and house having troughs
Contour	100ha rolling with the balance medium to steep hill country
Pasture	80ha new grass, 1,170ha native pasture
Fertiliser applied for year kg/ha	180kg/ha 20p 21S 56 CA RPR
Seasons rainfall mm	2014 = 1610mm
NIWA 10 yr rainfall mm (nearest location)	1648mm at Wairoa, Waiputaputa Station
Olsen P	18mg/l to 25mg/l (across 5 sites)
Soil pH	5.7 average

LIVESTOCK SUMMARY

Stock Numbers 1st July	2011-12	2012-13	2013-14
SHEEP			
MA Ewes	4,661	4,558	4,198
2 Tooth Ewes	1,368	1,536	1,864
Ewe Hgts	775	508	360
In Lamb Hgts	830	1,344	1,592
Ram Hgts/Trade lbs	147	70	341
Rams	60	75	62
Other Sheep	0	0	0
Total	7,841	8,091	8,417
Total Sheep SU (SSU)	7,386	7,634	7,876
CATTLE			
MA Cows	349	469	538
IC R2 Hfrs	0	48	0
Dry R2 Hfrs	151	110	141
R1 Hfrs	193	164	172
R1 Bulls	0	0	0
R2 Bulls	0	0	0
MA Bulls	0	0	0
R1 Steers	13	18	19
R2 Steers	5	12	0
MA Steers	0	30	0
Breeding Bulls	15	13	15
Total	726	864	885
Total Cattle SU (CSU)	3,787	4,686	4,789
Dairy Hfrs SU			
Deer SU			
Total SU	11,173	12,319	12,665
Stocking Rate/ha	8.9	9.9	10.1
Sheep/Cattle Ratio %	66%	62%	62%



» Mangaroa Station

FINANCIAL AND PHYSICAL KPI'S

	2011-12	2012-13	2013-14
PHYSICAL SUMMARY			
Effective Area (ha)	1,250	1,250	1,250
Total SU	11,173	12,319	12,665
SU/ha	8.9	9.9	10.1
Sheep/Cattle Ratio %	66	62	62
Labour Units	2.55	2.55	2.55
Total SU's/Lbr Unit	4,382	4,831	4,967
Scanning % MA Ewes (Ex Trips)	170	173	176
Scanning % 2th Ewes (Ex Trips)	155	166	161
Lambing %	138	141	144
Calving % ¹	87	77	83
Sheep D&M %	4.6	4.9	3.6
Cattle D&M %	0.1	2.9	3.8
Wool kg/SSU	4.58	6.46	5.92
Wool \$/kg Greasy	\$3.93	\$2.75	\$3.39
Number of Lambs Sold	6,852	6,685	8,069
Lambs Sold \$/Head	\$109	\$77	\$80
FINANCIAL SUMMARY			
GFR/ha	\$1,043	\$798	\$907
FWE/ha (Adj)	\$342	\$354	\$446
FWE as a % of GFR	33	44	49
EFS/ha	\$626	\$365	\$378
GFR/SU	\$117	\$81	\$89
FWE/SU (Adj)	\$38	\$36	\$44
SUNDRY			
Adj EBITR/ha	\$680	\$420	\$433
Debt Servicing % GFR	22	24	21
Farm Profit Before Tax	\$610,761	\$301,940	\$309,589
Farm Profit Before Tax/ha	\$489	\$242	\$248
Return on Capital	10.1	6.4	6.4

FWE = Farm Working Expenses – Adjusted for Fertiliser & R&M

GFR = Gross Farm Revenue

EFS = Economic Farm Surplus – Adjusted for Fertiliser & R&M

EBT = Earnings Before Interest Tax and Rent – Adjusted for Fertiliser & R&M

¹ Calculation of Calving %; the number of calves marked as a percentage of cows mated.

BEEF+LAMB NEW ZEALAND – FARM SURVEY DATA 2013-14 BENCHMARKING PERFORMANCE

2013-14 SURVEY (PROVISIONAL), CLASS 3 EAST COAST QUINTILE ANALYSIS RANKED BY EBITR PER HECTARE				
	Unit	Mean	Mangaroa Station	Variance %
Effective Area	ha	1,018	1,250	23%
Stocking Rate	SU/ha	7.7	10.1	32%
Lambing	%	114	144	26%
Sales All Lambs	\$/head	87	80	-8%
Gross Farm Revenue	\$/ha	601	907	51%
Total Expenditure	\$/ha	460	659	43%
EBITR	\$/ha	220	440	100%

¹ 2013-14 B+LNZ Farm Survey Data is provisional and farm comparisons should be regarded as only approximate

NOTE: 'Total Expenditure' Includes Managerial Salaries Interest & Rent

EBITR = Earnings Before Interest Tax & Rent

See also the footnotes below the 2012-13 Benchmarking Performance table on the next page.



»» Mangaroa Station

BEEF+LAMB NEW ZEALAND – FARM SURVEY DATA
2012-13 BENCHMARKING PERFORMANCE

BASED ON 2012-13 SURVEY, CLASS 3 N.I. HARD HILL COUNTRY EAST COAST QUINTILE ANALYSIS RANKED BY EBITR PER HECTARE						
Class 3 2012-13	Unit	Top 20%	Mean	Mangaroa Station	Variance % Mean	Top 20%
Effective Area	ha	1,104	1,018	1,250	23%	13%
Total Labour Units	No.	2.43	2.23	2.55		
Open Total	SU	10,511	7,938	12,319	55%	17%
Stocking Rate	SU/ha	9.5	7.8	9.9	26%	4%
Sheep:Cattle SU Ratio	%	55.5	60.1	62		
Lambing	%	134.2	123.8	141	14%	5%
Calving ¹	%	80.9	79.3	77.0	-3%	-5%
Sheep Loss	%	4.7	5.2	4.9		
Cattle Loss	%	1.8	2.5	2.9		
Wool Shorn	kg/SSU	4.85	4.50	6.46		
Wool net before freight	¢/kg	292.7	284.9	275		
Sales All Lambs	No.	4,082	3,125	6,685		
Sales All Lambs	\$/head	68.23	65.28	76.6	17%	12%
Gross Farm Revenue	\$/ha	699.60	531.17	798	50%	14%
Gross Farm Revenue	\$/SU	73.45	68.09	81.0		
Wool Revenue	\$/SSU	14.87	13.16	17.76		
Sheep Revenue	\$/SSU	72.81	60.23	84.23		
Sheep+Wool Revenue	\$/SSU	87.68	73.39	101.99	39%	16%
Cattle Revenue	\$/CSU	58.21	55.29	46.54	-16%	-20%
Dairy Grz Revenue	\$/DzSU					
Deer+Velvet Revenue	\$/DSU	42.81	42.81			
Total Expenditure	\$/ha	515.71	462.95	556.39	20%	8%
Total Expenditure	\$/SU	54.14	59.34	56.45		
Wages and Salaries	\$/SU	6.29	9.43	4.64	-51%	-26%
Animal Health	\$/SU	4.16	3.85	5.27	37%	27%
Shearing	\$/SU	3.01	3.74	3.05	-18%	1%
Fertiliser	\$/SU	8.67	8.20	9.03	10%	4%
R & M	\$/SU	5.32	6.48	3.58	-45%	-33%
Administration	\$/SU	1.87	2.81	1.02	-64%	-46%
Insurance & ACC	\$/SU	1.68	1.58	1.57	0%	-6%
Rates	\$/SU	1.60	1.92	1.94	1%	21%
Interest	\$/SU	12.41	8.08	19.50	141%	57%
Farm Profit Before Tax	\$/ha	183.89	68.23	241.55	254%	31%
Farm Profit Before Tax	\$/SU	19.31	8.75	24.51		
EBITR	\$/ha	311.83	151.45	433.71	186%	39%
EBITR	\$/SU	32.74	19.41	44.01		

NOTE: 'Total Expenditure' Includes Managerial Salaries Interest & Rent

EBITR = Earnings Before Interest Tax & Rent

¹ B+LNZ Calculation of Calving %; the number of calves marked as a percentage of cows mated (includes dry cows and is adjusted for the sale or purchase of in-calf cows)





Mangaroa Station

BUSINESS MANAGEMENT

GOALS

- To increase production
- To increase lambing percentage to 150%
- To achieve 90% calving survival to weaning
- To reduce debt
- To improve our assets by ongoing development programme made up of eradication of scrub and blackberry and new fencing.

KPI's

One year target

- Increase lamb production by improving survival from birth to sale, e.g. shelter belts, digging out under runners (tomos)
- Increase 2 tooth conception rates.

Three year target

- Finish all male and terminal lambs
- Have completed re-grassing all cultivable areas
- Employ a junior shepherd
- Increase soil levels of P to 25+
- Dock 10,000 lambs (achieved in 2014).

Five year target

- Have all native shelter belts planted and thriving.

STRATEGIES

To achieve our goals we need continued profitability and production at Mangaroa Station. Without this the business will not be in a position to grow. Accordingly we place high emphasis on Financial and Production monitoring to ensure that the business is tracking in the right direction.

Specifically we will:

- Grow our business by reducing debt at the same time as improving production
- Seek to purchase a supporting property in three years that will add a finishing component to the existing business – this will enable Mangaroa Station to finish all progeny and potentially add a trading aspect to the business to complement the current breeding model
- Implement a succession policy that protects Mangaroa Station and gives opportunities to our children
- Keep our farming system uncomplicated, staying true to our beliefs, producing a good product for a good price while looking after our whenua and our whānau.



»» Mangaroa Station

FEED PRODUCTION

FEED MANAGEMENT

Quality of permanent pastures (composition and nutritive value)

- Predominately clover and ryegrass on hills
- 71ha re-grassed with ryegrass and clover over the past five years
- 8ha plantain clover mix.

Forage crop yields and integrated use

- Swedes or kale sown on approximately 15ha annually for winter feed for weaners and 18 month old cattle (approx 400 cattle) yielding on average 15 tonne per ha
- Swedes sown Dec 2013 grazed Aug/Sep 2014 yielding 18 tonne per ha
- This allows for cattle to be taken off lambing country which allows for more feed for lactating ewes and no disruption by cattle during lambing.

Use of least cost supplements and tactical use of nitrogen

- Swedes or kale grown for young cattle
- Nitrogen (DAP) applied to early lambing country, N at 25kg/ha. Relieves pressure as demand increases.

Feed budgeting and grazing plans

- Monthly plans are made for grazing on crops or grass and are adjusted as weather dictates.

Weed control

- Have sprayed blackberry and cut scrub on two thirds of farm; development is ongoing. Goal is to have all scrub and blackberry eradicated by 2017.

SOIL MANAGEMENT AND FERTILITY

Development and sustainability of soil fertility

- RPR Fertiliser applied annually over whole farm
- Regular soil tests
- DAP spread over early lambing country in early spring
- Lime applied to country prior to cropping
- Goal is to increase P levels from present level of 18-25 to 25-30 over the property in next four years.





Mangaroa Station

ANIMAL PRODUCTION

SHEEP AND WOOL PRODUCTION

- First pick of lambs killed mid Nov 2014, 1124 off mother at 15.8kg; 5,000 lambs killed between Nov and April average 16.5kg; 2,500 mixed sex lambs sold store from Dec through to April.

CATTLE PRODUCTION

- All weaner steers (220) are sold in April have averaged \$600, on farm.

FLOCK AND HERD FERTILITY

- Buy rams within top 5% of ram breeders flock based on high SIL measures
- Culling of undesirable traits when picking replacements
- Target weight of 67kg for ewes to the ram; target weight of 64kg for 2 tooth ewes to the ram; target weight of 45kg average for hogget's to the ram
- Goal is to scan 180% in mixed age ewes [twin/single] for 2015 (177% in 2014); 170% in 2 tooth ewes [twin/single] for 2015 (170% in 2014); 100% in hoggets [twin/single] for 2015 (99% in 2014 when all hoggets mated)
- Aim for 150% docking mixed age ewes and 2 tooth ewes
- Achieve 150% lambing from ewes to ram excl. hoggets
- Buy bulls with above average EBV's and that are structurally sound
- Annual culling of underperforming and undesirable traits
- Goal is to scan 95% in heifers (R3 heifers scanned 93% in 2014)
- Goal is to scan 90% in mixed age cows (85% in 2014).

ANIMAL HEALTH

- An annual consultation with local vet and a comprehensive animal health programme is implemented
- Use of animal biopsy information
- Annual consultation with Merial Animal Health rep re: appropriate use of products
- Shear twice a year for ease of movement and to minimise cast sheep, also minimises fly strike
- We are addressing shade and shelter issues
- We provide clean and adequate water
- We maintain animal handling facilities to a high standard
- Use of a stock conveyor to minimise time off grass and perform several tasks to minimise stress for sheep
- Use of capsules for better performance and ease of management
- Use of seeing eye dip, for speed, ease and clean spray every time.



»» Mangaroa Station

HUMAN RESOURCES

MANAGERS AND STAFF

Goals

Success in the area of people management is measured by all permanent and casual staff of Mangaroa Station being happy and content with the environment in which they work.

Individuals gain work experience and personal development over all facets of the farming operation and achieve self satisfaction from working at Mangaroa.

Strategies

An employee is hired to complement Bart and Nukuhia. A formal contract is in place.

All staff and farm visitors are fully inducted into our Health and Safety plan.

Daily contact for the majority of the tasks occurs with Bart and/or Nukuhia.

Training needs are assessed post consultation with the employee who is encouraged to participate and is fully supported. We attend courses when available, for example Bart has completed ATV and Hazardous chemical courses, as well as Fire Brigade training, sheep dog training days, and shearing judging training days. Nukuhia has attended Health and Safety training for A&P Show and Governance and Financial Management courses for Board of Trustees. We attend Cash Manager courses when available.

Quarterly informal feedback to our employee with a formal annual review.

RURAL PROFESSIONALS

Our professional team is made up of our bank manager, accountant, fertiliser rep and other business reps that are key to our business. We have built up a good rapport with these people over a period of time. We involve them in our business because we trust their expertise and their experience. These people know us on a professional and a personal level and they understand what we are about; hence we have built a bond of trust and loyalty. We have not had to select any new professionals as we have had long standing relationships that are working for our business. Our success is in part due to the advice and support they have given us.





Mangaroa Station

ENVIRONMENTAL / SUSTAINABILITY GOALS AND PRACTICES

GOALS

Environmental plans in place:

We have had a comprehensive Farm Plan completed which includes:

- Soil conservation map
- Land use capability map
- Shelter belt protection map
- We also undertake an annual consultation with our fertiliser rep.

Environmental plans that are being implemented:

- Planting of native shelter belts for shade and shelter in exposed paddocks, annually and ongoing
- Planting poplar/willow poles for erosion protection and shade and shelter, annually and ongoing
- Maintaining and protected existing stands of native bush by spraying blackberry
- Have completed possum eradication programme in partnership with Regional Council and control is ongoing
- DOC utilising native shelter belts to plant endangered Ngutukaka (Kaka Beak) to build up seed bank due to the standard of the fencing and protection provided for the plants, e.g. 9 wire conventional with top electric wire
- Recycling programme is ongoing with all household recycling carried out monthly, all scrap metal including wire is stock piled and collected by scrap metal dealer six monthly
- Use of RPR fertiliser.

STRATEGIES

Environmental performance is being monitored and promoted

- Have consulted Nic Caviale from Whangawehi Project who has advised and monitored our progress with native plantings
- Soil tests are carried out on a regular basis
- Further identifying areas of native vegetation to be fenced off is ongoing.

Biodiversity is being enhanced

- Native birds have stands of healthy native bush with further plots coming on-stream.
- Eradication of possums has allowed for healthier bush and bird life
- Continual eradication of goats pigs and deer.

Ecological

- Establishing native shelter belts
- Planting poles on erosion prone areas
- Possum eradication programme
- Use of environmentally friendly fertiliser
- Ongoing recycling programme.

Welfare

- Shelter belt planting
- Focus on prevention, e.g. vaccinating, dipping, drenching, shearing.



»» Mangaroa Station

ENTREPRENEURSHIP AND INNOVATION

- Our journey to farm ownership through pooling resources with whānau
- We have used the New Zealand Ewe Hogget competition to benchmark and improve our hogget and flock performance. In 2013 we won the Best Large Flock Award and in 2014 we won the Best Large Flock Award, had the 2nd highest mark for type/evenness, phenotype and came 3rd overall scoring 89.83 and the winner scoring 90.33
- Collective whānau marketing agreement with meat company (this allows for negotiation of price received owing to collective volume 37,000 SU)
- Use of automatic weighing system to monitor and prepare lambs for market and ewes and hoggets for tupping
- Use sheep conveyor, less time in yards for stock and multiple things can be administered reducing stress to the stock
- Electrodisp, clean wash everytime, quick, effective and very cost efficient
- Continual improvement of pasture quality through use of cropping
- Purchased Suffolk ewes as a project for our sons to go through the process of breeding and marketing rams for a hands on start to their farming careers.

FARM INFRASTRUCTURE

Mangaroa Station's infrastructure is of a high standard due to the continual annual improvements that are made. All buildings are in good condition with each having been repainted inside and out and houses have been re-carpeted within the last seven years. All houses have been insulated in the last five years and have modern efficient wood fires.

Sheds have been renewed and a covered yard was built four years ago to add to the very modern six stand woolshed.

Mangaroa has 52 paddocks and all are well tracked. All tracks are cleared annually to allow access over the whole farm. There are four satellite sheep yards on the property that are used at docking time and also to carry out tasks such as drenching and sorting of sheep.

All fences are 9 wire conventional, some with a hot wire on the top. Two new bridges (four years old) allow access to both sides of the farm. All handy paddocks between the house and woolshed have troughs.

We have an ongoing maintenance programme and replacing fences is part of this. New fencing has been erected for subdivision and also native shelter belts. The infrastructure does not cause any limitations but improves the efficiency with which Mangaroa Station operates.





Mangaroa Station

FARM MAP



FARM TOUR

Ministry for Primary Industries
Manatū Ahu Matua



The Ministry for Primary Industries is proud to be a longstanding sponsor of the Ahuwhenua Trophy and to celebrate Māori excellence in farming. We're committed to partnering with Māori to sustainably grow their primary sector assets.

www.mpi.govt.nz

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Te Tumu Paeroa is an independent, professional trustee organisation which protects and grows assets for over 85,000 Māori landowners.

We manage 2,000 trusts, companies and joint ventures across 100,000 hectares of Māori land.

We support excellence in Māori agribusiness and mobilising Māori land to create this generation's legacy.

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**TE
TUMU
PAEROA**
The New Māori Trustee

»» Parengarenga Incorporation – Paua Station

8145 Far North Road, Te Kao, Northland
Field Day: Thursday 30th April 2015



»»» Paua Station

FIELD DAY PROGRAMME

9.00 am	Pōwhiri at the Potahi Marae, Potahi Road, Te Kao (The Host); Response (Competition Kaumātua, Abe Seymour)
9.35 am	Morning tea
10.00 am	Introduce the programme (Field Day Facilitator, Mark Harris)
10.10 am	Background to the competition (Chairman Management Committee, Kingi Smiler)
10.25 am	Introduction to Farm (the farm team) includes farm history, governance and business structure
11.00 am	Discussion on financial performance, production, staff, environmental management and future strategic direction – includes photographs of farm for those unable to make farm tour
11.30 am	Judges' comments and presentation of prizes
12.00 pm	Lunch
12.50 pm	Farm Tour for those who have suitable 4WD vehicles
3.30 pm	Kai and refreshments

Note: 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, moving around the yards and facilities, and in handling stock. The farm tour will be undertaken using 4WD vehicles (including SUVs and LUVs, e.g. Santa Fe's, Prado's, Forester's and the like). No passengers will be allowed to be carried on the trays of vehicles.

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, which will be announced at the commencement of the field 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.



»»» Paua Station

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Secondment of skilled advisors to Farm Committee has brought focus to realising the potential on this farm
- Written five year strategic plan identifying production, financial objectives and strategies to achieve these
- Clear sense of direction on farm, evidence of development of key infrastructure and land classes needed to improve performance.

SOCIAL/COMMUNITY/NGĀ TIKANGA MĀORI

- Focus on employing all junior staff members from the local community
- Provide casual labour opportunities to local young people
- Encourage use of local contractors
- Clear policy on provision of meat for whānau
- Good communication with owners using social media and newsletters; and the Incorporation office is staffed five days per week.

FINANCIAL AND BENCHMARKING

- Significant development achieved from cashflow
- A very good example of a farm going through a development phase and poised to take advantage of the progress made
- Embarking on Stock Care Programme to enable performance benchmarking.

FEED PRODUCTION

- Focus on improving fencing, subdivision and development of Techno™ system, with concurrent water scheme development, to better manage kikuyu pastures
- Monitoring soil fertility and applying fertiliser that enables production objectives
- Developing systems and techniques to manage challenges including toad rush and difficult soil characteristics ranging from podzols to sands.

ANIMAL PERFORMANCE

- Changing stock policies to better suit the often dry summer conditions of the Far North
- Excellent consistent calving performance averaging 89% to cows mated over three years
- Collective scale of Incorporation farms used to best advantage to market stock.

ENVIRONMENTAL/SUSTAINABILITY GOALS AND STRATEGIES

- Extensive riparian fencing underway and due to be completed by 2017
- All harbour boundaries fenced with wide buffer zones to protect water quality
- Cattle and sheep yard effluent run-off areas and settlement ponds completed by year end 2015
- Managing wet soil conditions with appropriate stock classes.



»» Paua Station

DIRECTORY

Tribal affiliation: Aupouri, Ngāti Kuri, Te Rarawa, Ngai Takoto and Ngāti Kahu

Number of owners: 3,600

TRUSTEE / BOARD

Chad Paraone, *Board Chairman*

Ngainanga Kapa, *Deputy Chair and Farm Committee*

Maahia Nathan

Harry Kapa

Pereniki Conrad, *Farm Committee Chairman*

Rihari Wiki, *Farm Committee*

Clayton Wiki

John Woodward, *seconded Farm Committee*

Winiata Brown, *seconded Farm Committee*

Herbie Subritzky, *seconded Farm Committee*

John Ellis, *General Manager*

FARM STAFF

Josh Williamson, *Farm Manager*

Dean Henare-Toka, *Head Shepherd*

Tristan Golley, *Shepherd*

Lewis Brown, *General Hand/Tractor Ops*

Tim Everitt, *General Hand/Stock*

Roy Garea, *General Hand/Fencing*

Shane Wright, *General Hand*

FARM DESCRIPTION

Parengarenga Incorporation comprises a total of 15,000ha, 9,658ha being forest and the balance being two stations, namely Paua Station 2,825ha and Te Rangi Station 2,517ha. The land spans the country from the Pacific Ocean to the Tasman Sea. State Highway 1 runs through the centre of the land with the closest town being Kaitaia, 80km south.

Paua Station runs along the pristine waters of Parengarenga Harbour (the food basket for the local people). Every effort is made to protect our taonga with coastal and wetland fencing and riparian areas. The soils are predominately sand and podzolised clays with areas of very shallow pan and low Olsen P levels over most of the station. The contours are mainly flat to moderate slopes.

Paua Station winters approximately 6,210 sheep SU and 13,440 Angus cattle SU. The station employs six full time staff mostly housed on the station and casual and contract labour during peak work periods.



»»» Paua Station

HISTORY OF THE FARM

Paua Station is owned by Parengarenga Incorporation which is based in the small community of Te Kao. The station is located about 80km north of Kaitaia and 35km south of the top of New Zealand, Cape Reinga.

The Parengarenga rohe spans across the top of New Zealand from the Pacific Ocean in the East to the Tasman Sea in the West. It stretches from Te Kao in the South to Thoms Landing in the North and its land sweeps alongside the pristine waters of Parengarenga Harbour on the eastern shoreline.

In 1956 nine blocks of Māori land towards the south of Parengarenga Harbour were amalgamated into one block which was known as the Parengarenga Toopu. These blocks were Parengarenga 1, 5A1, 5A3 and 5B2B – valued at £17,195 or 17,195 shares. In 1965 Parengarenga Toopu was divided into Parengarenga A, to be developed as Forest and Parengarenga B to be developed into two farming stations. These farms were known as the Paua and Te Rangi development schemes.

On the 4th March 1965 the Māori Land Court mandated Parengarenga Incorporation. It should have been a great celebration but the Lands and Survey department was to administer and control the land. The newly mandated Incorporation appointed trustees whose task was to secure our land back under our control. After many years, Lands and Survey no longer held the respect of the rohe, the management appointed lacked skill and the staff moral hit an all-time low.

This situation was to continue for twenty-three years before Lands and Survey would withdraw its administration. The immediate impact of the Lands and Survey withdrawal was to leave poor infrastructure, there were no administrators, staff, and farm advisors – no system at all. On the 5th August 1988 the then Minister of Māori Affairs, the Honourable Koro Wetere, officially handed full control of the land to Parengarenga Incorporation.

Paua Station as it stands today consists of 2,431ha of effective pasture of easy rolling coastal sand country on which are run 2,800 mainly Angus cattle and 6,500 sheep including 4,600 ewes achieving 118% lambing.

The story of Paua Station is about development and it is ongoing. It is now a breeding and finishing property and the farming policy dovetails in with Te Rangi Station also owned by the Parengarenga Incorporation and Cape View station which is leased.

It's been about increasing stock numbers and having a stock policy which better suits the often dry summer conditions of the Far North. For example Paua Station lambs in June/July and has most of the lambs off the farm by Christmas. This allows them to get premium prices and to take the feed pressure off capital stock in summer. They are moving from a Perendale X flock to a Romney one to gain better returns in lambing while retaining quality meat and wool.

The station now breeds and finishes its own Angus bulls and again sells them in winter/spring to gain the best price. A far cry from the early days when weaners were bought in and finished on the farm. Infrastructure on Paua Station has steadily been improved with new fences, buildings and better quality pastures sown. The farm, thanks to good governance and management has lifted its game and is another example of property that is realising its potential and hence is another worthy Ahuwhenua Trophy finalist.



»» Paua Station

GOVERNANCE AND STRATEGY

VISION

A world-class business of the land and sea, growing our people and communities, shaping the future of the Far North.

He pākihi i takea mai i te whenua me te moana. He ūmanga hei whakatipu tangata hei whakapakari hāpori, puta noa te rohe whānui o Te Hiku o Te Ika.

STRATEGIC PLAN

Parengarenga will achieve its vision through:

- Protecting and enhancing our interests and assets
- Growing – quality people, systems and decision making
- Developing viable commercial partnerships
- Building effective relationships
- Respecting and strengthening involvement with iwi
- Providing fair, proper and prudent administration of our assets.

A key strategic goal for Parengarenga is to improve productivity and returns from existing assets. For Paua Station this includes continued development of the farm to help lift productivity and Gross Farm Revenue. A three year goal is to lift the EBITR (\$/ha) from \$12 in 2013-14 to \$350/ha or to be at or above the B+LNZ Average. The long term goal is to have this between the B+LNZ Average and Top 20%.

Three key aspects of Paua Station's strategic plan to achieve this includes:

Sheep – Action; use Androvax to bring lambing earlier without reducing lambing %. Input genetics which favour early lambing. Goals; maintain lambing %, achieve earlier lambing to increase income from premium prices.

Cows – Action; subdivision of cow areas therefore increase stocking rate per ha. Goals; better control of kikuyu and increase weaning weights of calves. Increase number of 1st calving cows. Start conversion of cow blocks into bull grazing systems.

Bulls – Action; R2 bulls on Intensive Beef Finishing (IBF) systems targeting 50+ day winter rotation. Goals; increase the area of IBF systems, with an additional 164ha producing approximately an extra 30t of beef/pa.

Potential gains of \$157/ha.

These changes in stock policies aim to improve utilisation of pasture and existing farm resources with significant improvements on return for investment. They may not achieve the B+LNZ top 20% in the near future but they will significantly improve returns from the farm.

The strategic plan was collectively developed by the Farm Managers, Farm Committee, General Manager and external farm professionals. Historical data, climatic and market conditions, development opportunities, financial and external benchmarking all inform the setting of the plan. Annual plans and budgets are developed by the farm managers in accordance with the plan endorsed by the Farm Committee and approved by the trustees. Implementation of the annual plans is the responsibility of the Farm Manager with monitoring and oversight from the General Manager and Farm Committee and ultimately the trustees.



»»» Paua Station

SWOT ANALYSIS

Strengths

- Size (market opportunities)
- Good staff
- Meet social obligations
- Farming knowledge and expertise
- Kikuyu (drought management capability)
- High quality capital stock
- Good shareholder support
- Good reputation
- Good relationships.

Weakness

- Paddock size
- Climate
- Poor soils
- Poor pasture
- Rushes
- Coastal area (large amount of waterways to protect)
- Development capital constrained by debt servicing of parent (Incorporation)
- Location (geographical isolation).

Opportunities

- Extend use of technology and targeted cropping
- Paddock subdivision
- Local employment
- Warm winters
- Use cows to manage kikuyu
- Shelter planting
- Benchmarking
- Networking and field days
- Expansion opportunities (economies of scale and efficiencies) through joint venture with Te Aupouri Rūnanga and other neighbouring iwi (for farms returning under Treaty claims).

Threats

- Increasing labour requirements
- Increasing red tape legislative/compliance
- Environmental issues
- Marketing products (distance/food miles/remoteness)
- Industry issues (holding back maximisation of return from red meat sector).

Key business principles for Parengarenga Incorporation

- Integrity – *Te Pono*
- Professionalism – *Te Tū Rangatira*
- Social Responsibility – *Manaakitanga*
- Leadership – *Rangatiratanga*
- Spirituality – *Wairuatanga*
- Unity – *Kotahitanga*
- Knowledge and Skills – *Pukengatanga*
- Guardianship – *Kaitiakitanga*.



»»» Paua Station

GOVERNANCE

Major business decisions involving significant assets or contentious issues may be taken to shareholders for a decision, otherwise normal business decisions are made by trustees, the General Manager or Farm Manager according to delegated authority.

Shareholders elect Parengarenga trustees for a three year term at the AGM on a rotational basis with two positions vacant in the first year, two in the second year and three in the third year. Pre-AGM material identifies trustees reaching the end of their three year term, and requests nominations. The information also highlights expertise and skill sets deemed important for the role. Individuals with potential or critical experience and capabilities may be encouraged to put their names forward.

The Farm Committee comprises trustees, plus seconded members (advisors) with extensive farming experience.

These are shouldered on the basis of their skills and experience and invited on to the committee. Skills on the committee range from current farming management, retired farmers, environmental work and tikanga Māori.

New trustees induction process includes an information pack on incorporation business, farm and forest tours, dedicated time with the General Manager, support from existing trustees and Chairman, and time to get up to speed before shouldering greater responsibilities.

Allocation of trustees across key portfolios takes into account experience and interest. Trustee training in directorship and fiduciary duties or other governance skills are discussed on a regular basis – including areas where trustees feel a need to upskill. This upskilling has been undertaken in the last few years.

In general Parengarenga prefers advisors who have deep experience and robust local knowledge, as we believe our location has significant climate and soil conditions that must be taken into account. The seconded Farm Committee members fit this category.

They meet monthly with Farm Managers or more often if required with support from the General Manager.

Other advisors, e.g. consultants, are identified through business/industry networks or recommendations of highly trusted contacts and are mainly used for specific tasks or situations (such as benchmarking analysis, strategic plan development, pasture cropping analysis and so forth).



»»» Paua Station

SOCIAL COMMUNITY NGĀ TIKANGA MĀORI

VISION

“Growing Our People and Communities” is one of the three core parts of the Parengarenga Vision.

This picks up on several objectives in the Parengarenga Incorporation constitution relating to social, community and tikanga aspects. These include:

Social and economic advancement – promoting and making provisions for education and economic advancement including promotion and maintenance of health, education, and spiritual wellbeing of the incorporations shareholders and beneficiaries.

Charitable causes – partaking in and promoting charitable causes in the local area for the benefit of local shareholders / beneficiaries.

Cultural awareness – promoting cultural awareness through the education and participation of shareholders/beneficiaries in taha Māori, including establishment of meeting places (wharenui, wharekai and other facilities).

Recreational and sports – establishing, maintaining recreational and sports ground areas, facilities to foster and encourage healthy youth activities and whānau participation.

Care of the needy – providing suitable accommodation and/or facilities for care of the needy, including the destitute, abused, disabled, elderly and spiritually bereft.

STRATEGIES

We seek to satisfy the Vision and Objectives in a variety of ways each year. The degree of support does vary from year to year depending on the current financial position of the Incorporation of which Paua Station is part. So, the strategy is to operate successfully and generate the returns to resource this activity.

Actions taken against the Vision and Objectives include:

Manaakitanga

- Supporting our three local marae, local kura, kōhanga reo, sporting facilities and our local health provider where required
- Kuia and kaumātua grants
- Educational grants and scholarships for tertiary study
- Provision of a housing papakainga for shareholders to build homes under license to occupy arrangements.

Wairuatanga

- Assistance with the maintenance and protection of all wāhi tapu by providing adequate fencing, labour, equipment and or funding to protect these assets
- This year we are honoured to assist with the funding to erect a new commemorative memorial for those who fell in the World Wars.

Rangatiratanga

- Uphold our policy (including with significant business partners and contractors) to employ or contract locals or local business whenever possible.

Kaitiakitanga

- Restricting commercial fishing access to the Parengarenga Harbour across Incorporation land (to protect the fish stock for locals)
- Work with other local iwi and incorporations to exercise kaitiakitanga for the rohe
- Provision of reserves for access to harbour.



Paua Station

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	2,754ha (please note that includes the lease land)
Effective grazing ha	2,431ha
Subdivision	Total of 116 paddocks, predominantly 7 wire 5 batten. Combination of 5 wire and 3 wire electric fences in intensive area. 73ha 'kiwi tech' single wire fences in IBF and Techno™ systems.
Water supply	Reticulated system feeds from natural lake and bores. 10% of farm still on natural supply or dams.
Contour	Combination of rolling and medium hill country 250ha of flat
Pasture	Kikuyu dominant
Fertiliser applied for year kg/ha	1,000 tonne lime with 58 tonne of Sulphurgain 20S added. Spread at 1,500kg/ha. 15% Potash Sulphur super spread at 450kg/ha. 1,000 tonne lime at 1,200kg/ha. 1kg per ha of Selenium added to all fertiliser and lime.
Seasons rainfall mm	2014 = 1,354mm
NIWA 10 year rainfall mm (nearest location)	1,359mm at Kaitaia
Olsen P	Average of 23mg/l
Soil pH	Average 6.07 units

LIVESTOCK SUMMARY

Stock Numbers 1st July	2011-12	2012-13	2013-14
SHEEP			
MA Ewes	4,177	3,917	3,405
2 Tooth Ewes	1,574	1,582	1,519
Ewe Hgts	1,794	1,704	1,185
In Lamb Hgts	0	358	438
Ram Hgts/Trade lbs	20	0	0
Rams	77	134	132
Other Sheep	0	0	0
Total	7,642	7,695	6,679
Total Sheep SU (SSU)	7,082	7,085	6,210
CATTLE			
MA Cows	869	844	886
IC R2 Hfrs	0	0	51
Dry R2 Hfrs	296	217	261
R1 Hfrs	329	278	375
R1 Bulls	675	724	639
R2 Bulls	595	804	871
MA Bulls	0	0	105
R1 Steers	0	0	0
R2 Steers	0	0	0
MA Steers	0	0	0
Breeding Bulls	32	17	16
Total	2,796	2,884	3,204
Total Cattle SU (CSU)	14,199	14,633	16,323
Dairy Hfrs SU			
Deer SU			
Total SU	21,281	21,718	22,533
Stocking Rate/ha	8.8	8.9	9.3
Sheep/Cattle Ratio %	33%	33%	28%

Paua Station

FINANCIAL AND PHYSICAL KPI's

	2011-12	2012-13	2013-14
PHYSICAL SUMMARY			
Effective Area (ha)	2,431	2,431	2,431
Total SU	21,281	21,718	22,533
SU/ha	8.8	8.9	9.3
Sheep/Cattle Ratio %	33	33	28
Labour Units	7.5	7.5	7.5
Total SU's/Lbr Unit	2,853	2,911	3,020
Scanning % MA Ewes (Ex Trips)	130	149	138
Scanning % 2th Ewes (Ex Trips)	118	124	137
Lambing %	108	116	118
Calving % ¹	88	89	91
Sheep D&M %	8.1	6.5	6.0
Cattle D&M %	0.7	0.3	1.1
Wool kg/SSU	4.94	5.29	4.82
Wool \$/kg Greasy	\$3.90	\$2.99	\$3.27
Number of Lambs Sold	3,900	5,203	4,550
Lambs Sold \$/Head	\$95	\$59	\$77
FINANCIAL SUMMARY			
GFR/ha	\$578	\$530	\$566
FWE/ha (Adj)	\$423	\$462	\$415
FWE as a % of GFR	73	87	73
EFS/ha	\$103	\$1	\$82
GFR/SU	\$66	\$59	\$61
FWE/SU (Adj)	\$48	\$52	\$45
SUNDRY			
Adj EBITR/ha	\$23	-\$25	\$62
Debt Servicing % GFR	0	0	0
Farm Profit Before Tax	\$24,694	-\$73,708	\$1,427
Farm Profit Before Tax/ha	\$10	-\$30	\$1
Return on Capital	1.9	0.0	1.5

FWE = Farm Working Expenses – Adjusted for Fertiliser & R&M

GFR = Gross Farm Revenue

EFS = Economic Farm Surplus – Adjusted for Fertiliser & R&M

EBT = Earnings Before Interest Tax and Rent – Adjusted for Fertiliser & R&M

¹ Calculation of Calving %; the number of calves marked as a percentage of cows mated.

BEEF+LAMB NEW ZEALAND – FARM SURVEY DATA 2013-14 BENCHMARKING PERFORMANCE

2013-14 SURVEY (PROVISIONAL), CLASS 4 NORTHLAND-WAIKATO-BOP QUINTILE ANALYSIS RANKED BY EBITR PER HECTARE				
	Unit	Mean	Paua Station	Variance %
Effective Area	ha	320	2,431	660%
Stocking Rate	SU/ha	9.1	9.3	2%
Lambing	%	126	118	-6%
Sales All Lambs	\$/head	87	77	-11%
Gross Farm Revenue	\$/ha	934	566	-39%
Total Expenditure	\$/ha	731	565	-23%
EBITR	\$/ha	331	12	-96%

2013-14 B+LNZ Farm Survey Data is provisional and farm comparisons should be regarded as only approximate

NOTE: 'Total Expenditure' Includes Managerial Salaries Interest & Rent

EBITR = Earnings Before Interest Tax & Rent

See also the footnotes below the 2012-13 Benchmarking Performance table on the next page.



Paua Station

BEEF+LAMB NEW ZEALAND – FARM SURVEY DATA
2012–13 BENCHMARKING PERFORMANCE

BASED ON 2012-13 SURVEY, CLASS 4 N.I. HILL COUNTRY NORTHLAND-WAIKATO-BOP QUINTILE ANALYSIS RANKED BY EBITR PER HECTARE						
Class 4 2012-13	Unit	Top 20%	Mean	Paua Station	Variance % Mean	Top 20%
Effective Area	ha	274	320	2,431	660%	787%
Total Labour Units	No.	1.6	1.5	7.5		
Open Total	SU	2,655	2,958	21,718	634%	718%
Stocking Rate	SU/ha	9.7	9.3	8.9	-4%	-8%
Sheep:Cattle SU Ratio	%	30.9	45.2	33		
Lambing	%	134.8	130.0	116	-11%	-14%
Calving ¹	%	84.6	84.8	89	5%	5%
Sheep Loss	%	7.5	5.7	6.5		
Cattle Loss	%	0.6	1.4	0.3		
Wool Shorn	kg/SSU	7.28	5.52	5.29		
Wool net before freight	¢/kg	261.8	266.4	299		
Sales All Lambs	No.	2,102	1,220	5,203		
Sales All Lambs	\$/head	65.30	70.49	59	-16%	-10%
Gross Farm Revenue	\$/ha	1,307.02	870.29	530	-39%	-59%
Gross Farm Revenue	\$/SU	134.97	94.06	59.3		
Wool Revenue	\$/SSU	19.23	15.06	15.82		
Sheep Revenue	\$/SSU	118.38	77.59	53.36		
Sheep+Wool Revenue	\$/SSU	137.61	92.66	69.19	-25%	-50%
Cattle Revenue	\$/CSU	105.14	79.76	53.86	-32%	-49%
Dairy Grz Revenue	\$/DzSU	107.33	113.60			
Deer+Velvet Revenue	\$/DSU		88.76			
Total Expenditure	\$/ha	912.72	708.86	560	-21%	-39%
Total Expenditure	\$/SU	94.25	76.61	63		
Wages and Salaries	\$/SU	6.09	5.61	12.53	123%	106%
Animal Health	\$/SU	4.89	4.69	3.91	-17%	-20%
Shearing	\$/SU	2.78	3.57	2.52	-29%	-9%
Fertiliser	\$/SU	9.67	12.28	1.57	-87%	-84%
R & M	\$/SU	5.69	6.77	11.77	74%	107%
Administration	\$/SU	3.98	3.14	2.09	-34%	-48%
Insurance & ACC	\$/SU	2.73	2.41	1.27	-47%	-53%
Rates	\$/SU	3.41	3.18	1.73	-46%	-49%
Interest	\$/SU	16.64	11.63	0.16	-99%	-99%
Farm Profit Before Tax	\$/ha	394.30	161.43	-30.3	-119%	-108%
Farm Profit Before Tax	\$/SU	40.72	17.45	-3.4		
EBITR	\$/ha	596.75	290.58	-19.04	-107%	-103%
EBITR	\$/SU	61.62	31.41	-2.13		

NOTE: 'Total Expenditure' Includes Managerial Salaries Interest & Rent

EBITR = Earnings Before Interest Tax & Rent

¹ B+LNZ Calculation of Calving %; the number of calves marked as a percentage of cows mated (includes dry cows and is adjusted for the sale or purchase of in-calf cows)

»»» Paua Station

BUSINESS MANAGEMENT

GOALS

The farms are one year into a three year development plan.

Our focus is to increase profit through increased productivity and reduced cost.

Target is to lift profitability by \$338/ha – growth is to be achieved without incurring additional debt.

Development must be environmentally and economically sustainable.

KPI's

Main KPI is GFR/ha – currently we achieve \$566/ha with a three year target of \$667/ha.
An increase of \$101/ha or \$246k/pa.

We also seek to reduce FWE/ha from 73% of GFR to 65%.

We are targeting a production/ha increase of >3% on all classes.

Investment must achieve the above goals.

If a proposal appears to be marginal, a cost/benefit review is undertaken and may involve outside experts to confirm viability. The returns produced may not specifically benefit Paua Station but must assist another part of the business to increase productivity/profitability before it would be considered for implementation.

STRATEGIES

We aim to maximise production from all available land areas. To achieve this we must increase pasture growth and conversion to product. Increases in dry matter production are monitored and utilised for the best animal class at the time of year. Improved dry matter production must yield better animal growth and condition and therefore production for sale.

Bull finishing is key to our profitability and is therefore given priority. This is the reason for significant expenditure in the Techno™ system and infrastructure.

Unfortunately we cannot control prices so increased production and reduced costs to generate growth is key.

- Installation of Techno™ IBF to increase SU/ha numbers
- Lifting from 1 bull/ha to 3.5/ha. With faster growth rates target of 1kg per day over the life of the animal
- Pasture improvement through subdivision and weed control. The IBF makes better use of pasture and controls weeds and makes better use of effluent by keeping it evenly spread
- Strategic application of fertiliser is co-ordinated with fertiliser and pasture experts to maximise growth and minimise nutrient leaching and run-off
- Installation of laneways has improved stock handling and reduces time taken to move animals
- Continued genetic improvement of bulls and rams
- Improve and expand existing reticulated water systems.

BUDGET APPROACH

- The General Manager issues guidelines to the Farm Managers
- Managers then discuss and present draft budgets to the Farm Committee ensuring that they achieved their station's development goals and the trustee return requirements
- The Farm Committee recommends the draft budget to trustees, ensuring that it meets the overall revenue plans
- If approved then the budget is implemented and monitored on a monthly basis
- Budgets are reviewed with our accountants after interim accounts are completed in February.



»» Paua Station

FEED PRODUCTION

FEED MANAGEMENT

Improving dry matter utilisation is paramount to achieving production and profitability targets. Subdivision, intensification and grazing techniques the keys to lifting production and achieving those goals.

Have 145ha subdivided into 5-6ha paddocks, 150ha of Techno™/IBF operational within two years.

Lifting growth kg DM/ha by 5% over next two years.

Subdivide/intensify 210ha Paua/Te Pua road 3-5 years.

Continue with annual gorse control policy.

For rush control the increase in breeding cow numbers will aid in the following process; the application of lime, mulching of severe rush covered areas coupled with intense grazing from cows, subdivision then followed up with rotowiping.

SOIL MANAGEMENT AND FERTILITY

Annual soil tests conducted every spring.

Ensure fertiliser applied is sustainable, both financially and environmentally.

The last four years the focus has been on lifting the pH to aid in nutrient uptake.

The farm has real deficiencies in sulphur and potassium. The focus is to bring these up to optimum levels.

We made mistakes in our first few years by ploughing paddocks trying to remove the rush component (conventional method). This had a detrimental effect to the top soils as they are light and shallow. So we have had to experiment and work with different ideas. We believe subdivision with the right class of livestock for the season is the key component to good management.

The farm average for Olsen P is 23mg/l, the aim is lift that to 28mg/l in the key production areas over the next two years.



»»» Paua Station

ANIMAL PRODUCTION

SHEEP AND WOOL PRODUCTION

The sheep on Paua Station are a good 'type' of sheep with a very marketable fleece, they just had poor fertility. We aim to pull the mean lambing date forward to June 15 whilst lifting the weaning weight by 2kg per year over the next two years.

A target of 50% of all male lambs slaughtered achieving 15kg at weaning over next two years, lifting the kill weight to 16kg by year four. Medium term goal is to revisit lamb finishing/cropping options by year 4-5.

CATTLE PRODUCTION

Lifting the average mixed sex weaning weight for all calves (heifers and MA cows) to 225kg at 180 days of age from mean calving date over the next two years with a lift of 6% by year five – 218kg was achieved this year.

Lifting the average carcass weight of all bulls killed by 2% per year over the next five years. Ensuring all bulls are killed to target weights by December 20.

Lifting the total net beef produced by R1 bulls by 5% each year over the next five years. 118,000kg currently being achieved.

FLOCK AND HERD FERTILITY

Lifting the lambing percentage to 125% two years, 130% four years. We hope to achieve this by introducing higher fecundity genetics from Wairere.

1,200 hoggets in-lamb each year.

95% scanning was achieved over two cycles for R1, R2 heifers and MA cows. Our goal is to maintain across R1 and MA cows and improve the R2 heifer scanning from the low 90%'s to mid 90%'s. We hope to achieve this by feeding them better during lactation so as to help flush the cow before mating. This feed surplus is created through subdivision and the ability to harvest feed more efficiently.

ANIMAL HEALTH

Reduce losses during key times of production. Over the next two years consolidate and improve on levels already achieved.

Over the next two years focus on identifying the times of the year where the animals are experiencing deficiencies in minerals or high parasite burdens. Put effective procedures in place to minimise the losses.

»»» Paua Station

HUMAN RESOURCES

MANAGERS AND STAFF

Goals

Parengarenga Incorporation would like to employ local people that have links to the rohe. They are therefore more likely to be a stable family not likely to be moving on and therefore long term employees. Having said this, ultimately it becomes the best person for the job.

The Incorporation encourages employment of staff with families which directly assists the community by increasing the roll at the local school, kohanga, marae and sporting activities. The effects of doing this flow into the community.

Strategies

On starting all new staff are presented with an employment contract with job descriptions and an induction pack detailing the house rules, human resource requirements, housekeeping and the use and requirements of equipment and or work appliances and utilities including a strong focus on Health and Safety. The Incorporation offers staff a safe environment, i.e. drug free, smoke free and healthy.

Training for essential requirements is offered to all staff including First Aid, Work Safety, equipment use for quads, tools, hazardous chemicals. In conjunction we currently perform weekly Health and Safety meetings ('Tool Box talks') with staff to address any concerns they may have.

We encourage career training for specific roles and our young staff are keen to undertake training but unfortunately, most training courses take place in Whangarei, three hours away. Despite giving staff time for this training they are sometimes reluctant to travel these distances. If training was available locally or on farm more staff would utilise these opportunities.

As the farm operations become more technical, training will become essential for staff in advance of implementation of new systems. Staff undertook training in Techno™ system prior to installation.

Managers perform staff appraisals annually and report back to trustees for approvals and issues where applicable. Managers then report all appraisal findings back to staff.

RURAL PROFESSIONALS

Parengarenga Incorporation have always remained with the same bankers. We have periodically investigated an alternative but no cost benefit could be achieved.

In 2014 the Incorporation tendered to appoint new accountants. The Incorporation was seeking a firm that could offer new innovative experience to not only Māori incorporations but rural and farm expertise, readily available to offer skill with ongoing and potential new projects.

The Incorporation was successful in appointing a new accountant for the start of this financial year.

Other advisors (e.g. consultants) are identified through business/industry networks or recommendations of highly trusted contacts and are mainly used for specific tasks or situations (such as benchmarking analysis, strategic plan, development, pasture cropping analysis and so forth).



»»» Paua Station

ENVIRONMENTAL / SUSTAINABILITY GOALS AND PRACTICES

GOALS

Paua Station is located in a pristine area and farm activities could have significant effect on the harbour and therefore could affect the people by damaging the food basket.

- The farm operations must not impact on the environment especially the harbour or coastal areas
- The farms practices must be sustainable both short and long term
- Water courses and wetlands are protected and improved by fencing out stock and planting
- Pest reduction, of possums, geese, swans, rabbits, pigs and dogs
- Weed control of farm land and boundary areas and foreshore areas
- Maintain good biosecurity – TB etc, from pests or introduction from visitors to the area.

KPI's

- Generally the shareholders of the rohe dictate environmental concerns as they are seen. These include harbour fishing conditions, water quality etc
- NRC undertake regular environment audits – Parengarenga Incorporation is kaitiakitanga over Parengarenga Harbour and whenua
- We liaise with harbour, users aquaculture operators and fishermen for feedback on water quality or turbidity
- Parengarenga Incorporation allows harbour and foreshore access to local authorities and DOC for in harbour monitoring and pest control.

MAIN AREAS OF FOCUS

- Continue with coastal fencing, increase fencing of water courses
- Ensure any drains will discharge farm water into an absorption bed of grass and swamp/wetland plants
- Minimise the use of nitrogen fertiliser in vulnerable areas or during rain periods
- Protect and plant riparian areas by the exclusion of all stock
- Improve farm environment and animal health by planting shelter belts
- Not to over intensify stocking of fragile flat areas near harbour run-off areas
- Encourage controlled shooting of pests.

KEY STRATEGIES

- Continue with coastal fencing; currently completed over 16km fenced
- Keep intensive stock from coastal areas
- Minimise the use of chemicals, herbicides and pesticides
- Implement a nutrient budget for fertiliser to maximise growth and minimise run-off or leaching
- Reduction of invasive weeds by safe means.



»» Paua Station

ENTREPRENEURSHIP AND INNOVATION

Main innovations are the IBF systems such as the Techno™ systems and innovations linked to that system e.g. fences, water and infrastructure development including new laneways.

Calves are yard weaned.

Installed cattle crush with EID reader and three way drafting.

Commercial arrangements:

- Preferred Supplier to AFFCO providing guaranteed kill space
- Premium supplier price and bonus loyalty payment for both sheep and beef
- Long term wool contract with PPG Wrightson. Wool pays a premium usually above auction price for supplies to specific contracts.

FARM INFRASTRUCTURE

Ninety percent of the farm has reticulated water. The system is based around a gravity/syphon to tank reservoirs for a pump which then distributes throughout 70% of the farm reticulation system. There are also two bores that feed the remaining 20%. The goal is to have reticulated water to the remaining 10% over the next five years.

The station's fences are predominantly seven wire five batten, and are in average condition. Broken up into 116 paddocks, with three or five wire electrics in the intensified areas. 73ha of Techno™/IBF systems using 'kiwi tech' materials are operational with a further 30ha to be completed by May 2015.

Four years ago 650ha of the farm's fencing was in very poor condition. There is 120ha of fencing to be repaired in the next 12 months, bringing it up to a workable condition. There has been a lot of work done over the last four years to bring the fences up to a reasonable standard.

The goal over the next five years is to fence off livestock from all waterways and bush areas on the property. As we work through this plan we are utilising this new infrastructure as the template for further subdivision and intensification.

The station only makes balage as a supplement to be fed out to calves during yard weaning process.

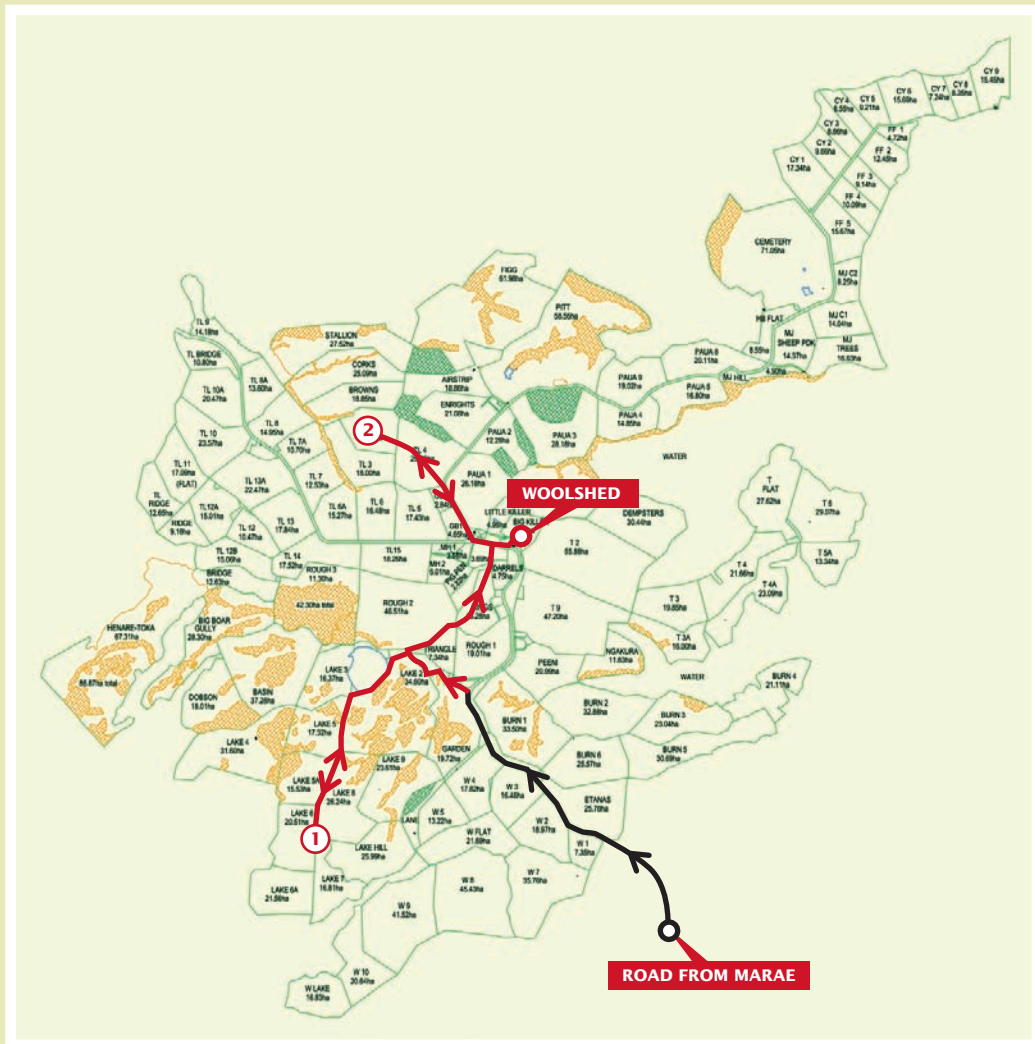
All yards are well maintained and in good working order. We invested in a good quality cattle crush with a built in EID reader and three way drafting system. As sheep production improves we will look to invest in a more efficient weighing system for the sheep yards.

There are eight houses on the farm, six are used for staff, one for the General Manager and one is rented. The Incorporation employs a full time builder who spreads his time between the two stations and our leased interests maintaining the farm houses, buildings and in some cases sheep and cattle yards.



Paua Station

FARM MAP



FARM TOUR



**Growing
Māori
agribusiness**

Ōku iwi he mana ohooho
Ōku whenua he mana takatu
Whakamaua kia tina
Our people, Our land, Our future

Primary ITO is proud to play a role in growing
Māori agribusiness by supporting the Ahuwhenua
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»» MJ & JM Charteris Farming Partnership – Maranga Station

1877 Tiniroto Road, Waerenga-o-Kuri, Gisborne
Field Day: Thursday 7th May 2015



»» Maranga Station

FIELD DAY PROGRAMME

9.00 am	Whakatau at Waerenga-o-Kuri Hall, 1722 Tiniroto Road, Gisborne (The Host); Response (Competition Kaumātua, Abe Seymour)
9.35 am	Morning tea
9.55 am	Introduce the programme (Field Day Facilitator, Mark Harris)
10.00 am	Owners introduce history and the team
10.20 am	Farm tour for those who have suitable vehicles - Quads and 4WD
12.55	Lunch
1.30 pm	Background to the competition (Chairman Management Committee, Kingi Smiler)
1.45 pm	Discussion on governance and business structure
2.05 pm	Discussion on financial performance, production, staff, environmental management and future strategic direction – includes photographs of farm for those unable to make farm tour
2.30pm	Judges' comments and presentation of prizes
3.25 pm	Kai and refreshments

Note: 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, moving around the yards and facilities, and in handling stock. Please note that the farm tour of Maranga Station will be undertaken using farm bikes, quad bikes and side by sides only, manufacturers recommendations to be followed. In recognition of new rules on Health and Safety coming into in effect, attendees will only be permitted to travel on the farm if wearing approved helmets. Passengers may only be carried if the manufacturer's instructions provide for this.

We will be able to get 4WD capable vehicles to both farm tour stops as part of an alternative tour.

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, which will be announced at the commencement of the field 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.



»»» Maranga Station

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Setting and achievement of goals of farm expansion and development matched with on farm policies which maximise pasture utilisation and financial returns
- Excellent use of professional help, for example accountants and bankers as well as strong local support both as advisors and mentors
- Pragmatic approach to asset building ensuring the farm is at the scale needed for either family succession or having the farm as a saleable asset.

SOCIAL/COMMUNITY/NGĀ TIKANGA MĀORI

- Very active members of the local community
- Mentoring of a number of young budding farmers and part of the WWOOF and HelpX volunteer programmes.

FINANCIAL AND BENCHMARKING

- Key focus of securing the land asset by ensuring expenditure focuses on fertiliser, fencing and water
- Strong focus on debt reduction over the next five years
- Regular review of budgets and cashflow
- Maranga Station has achieved an average Gross Farm Revenue of \$618 per ha over the last 3 years. The 2012/13 result of \$709/ha was 1% higher than the Beef + Lamb NZ average for Class 3: North Island Hard Hill Country East Coast properties
- Adjusted EBITR/ha over the past three years was \$223/ha. This was achieved after the application of capital fertiliser and investing into development work on the farm. Against benchmark data the 2012/13 result was almost double the mean for Class 3 properties
- Willingness to investigate and implement alternative land use opportunities to boost income streams including growing maize for silage and squash for export, grazing and calving down dairy cows, use of goats on poorer areas as an additional income source.

HUMAN RESOURCES

- Daily reporting so everyone knows where everyone is and touch base during the day
- Run an open home policy.

FEED PRODUCTION

- Progressively improved the pasture by over-sowing at the same time as they spread fertiliser on the property
- Focus on water reticulation
- Use of the forestry blocks when trees were smaller for grazing as a key part of the farm management system
- The use of locally available feed for supplements, for example corn waste
- Use of buffer paddocks to mitigate for dry spells.

ANIMAL PERFORMANCE

- Early lambing to cash in on the lucrative Christmas market and allows flexibility to buy in lambs to utilise pasture between December and July, plus help avoid the dry months
- Ewe flock performance is consistently above average with a three year average lambing of 132%
- Excellent stockmanship.

ENVIRONMENTAL/SUSTAINABILITY GOALS AND STRATEGIES

- Nutrient Management Plan completed and used in developing fertiliser programmes
- Two-yearly soil testing programme recognising the different soil types across the property and therefore different nutrient requirements
- Strong focus on mitigating the impacts of erosion including planting and retirement of highly prone areas.



»» Maranga Station

DIRECTORY

Tribal affiliation: Te Arawa

Number of owners: 2

TRUSTEE/BOARD

Marty Charteris, *Owner*

Janice Charteris, *Owner*

Richard Coates, *Land Trustee*

FARM STAFF

Rangi Turipa, *Shepherd General*

Fred Skudder, *Casual*

FARM DESCRIPTION

Maranga Station is now 1,075ha and has a mix of country – ranging from about 50ha of flats to 500ha of moderate rolling country, with the balance being steep hill country. Soils are predominately pumice, limestone and sedimentary. Annual rainfall is 1,382mm. The driest month is November, the wettest month is August, and height above sea level is 200m at its lowest level to 587m at its highest.

With 925ha (effective), the station runs 6,000 Romdale sheep and 1,200 Angus cattle plus 600 goats, including trophy goats, which are mustered annually. On average, 6,000 SU are finished each year and 10,000 SU are wintered.

Maranga is owned and operated by Marty and Janice Charteris and employs one full-time staff member. It is located on Tiniroto Road approximately 30km south west of Gisborne.



»»» Maranga Station

HISTORY OF THE FARM

Maranga Station is a typical East Coast hill country sheep and beef property.

For the owners of Maranga Station it is the culmination of a challenging journey, hard work and sacrifice to create an economic property.

The land itself has a long and important history of great significance to local people. This area was a well traversed huarahi (pathway) for the coastal hapū Ngāti Hinewhanga, Ngai Tawhiri, Ngāti Ruapani, and the inland hapū of Rongowhakaata and its neighbours Whānau a Kai and Te Aitanga a Mahaki, Ngāti Hinehika and Ngai Taane. These latter two hapū from Te Reinga frequently brought tuna elvers from their water falls to replenish the Waikoko stream, a waterway meandering through the property.

It has always been a good place to catch tuna. Both maunga Rimuhau and Rimuroa prior to the 1870s attracted titi (mutton birds) on their migrations to nest. These nesting places are still visible today. Each hapū had its own area and these were closely guarded. The arrival of cats and weasels with European settlement quickly saw the demise of the prized titi. The same applied to the weka after Bola in 1988.

Today, Janice and Marty Charteris have transformed Maranga Station into a highly successful operation. Marty grew up on a farm at Mamaku near Rotorua, worked on farms at Reporoa and on the East Coast. He and Janice, who was working in Ruatoria, married in 1979 and Marty spent much of his life in the forestry business while Janice continued teaching.

In 1989 they purchased their first farm in the area – the 285ha Wakelins Highcrest on which they ran 2,500 SU. In 1995 they bought Gillingham's Rimuhau and added a further 424ha and 3,400 SU to their farming operation. They also leased a further 56ha before finally buying Maranga at which point they consolidated all in the land into Maranga Station.

The station now consists of 925ha (effective) on which are run 6,000 Romdale sheep and 1,200 Angus cattle plus 600 goats, which are mustered annually. Killable goats are sent to the local meat exporter and any trophy heads are sold to Game Parks. Marty and Janice have a split lambing policy, with the older ewes lambing in July and younger stock in September. The early lambing means they cash in on the lucrative Christmas market but this also allows them to buy in lambs to utilise pasture between December and July, plus help avoid the dry months. On average they finish over 6,000 SU a year and 10,000 SU are wintered at Maranga.

Maranga Station has mix of country – ranging from 50ha of flats to 500ha of moderate rolling country, with the balance steep hill country. Over the years Marty and Janice have upgraded the farm infrastructure and environment. They have also progressively improved the pasture by over-sowing at the same time as they spread fertiliser on the property.

Maranga Station is another worthy finalist that demonstrates the setting and achievement of goals matched with on farm policies that maximise pasture utilisation and financial returns.



»» Maranga Station

GOVERNANCE AND STRATEGY

VISION

To create a sustainable family business for future generations.

MISSION

Secure the asset, improve performance and support whānau and our local community.

STRATEGIC PLAN

Our strategic plan was created in collaboration with whānau to provide direction and understanding of the farm operation.

It defines what we want to achieve at the end of the day (vision), it reminds us what we're here to do (mission), it provides a path (goals), it sets direction (objectives), it tells us how we're going to do it (actions and strategies), and it does it all on one page.

By having the plan fit on one page – albeit a big page – it allows us to see all the pieces and how they fit together to achieve our vision, almost like following a flow chart.

Following on from our vision and mission, as described above, we have seven goals. These are:

- Strive to motivate all to achieve partnership goals
- Maintain a team atmosphere respecting employees' beliefs and ideas – treating employees like family
- Identify and manage risks – financial, health and safety
- Control costs and lower the debt to asset ratio
- Strategic forward thinking and planning to anticipate market changes
- Be an active member of our local and Māori community
- Improve the natural environment, in a practice aligned to the concept of kaitiakitanga.

Each goal has a set of objectives assigned to it, and in some cases to more than one goal, and these are what we measure our performance against annually.

VALUES AND BUSINESS PRINCIPLES

Wairua – connecting and respecting the land.

Kaitiakitanga – leaving the land in a better state than what we found it.

Kotahitanga – everyone is working towards a common goal.

SWOT ANALYSIS

Strengths

- Ability to reflect and problem solve
- Tight knit staff; excellent staff communication
- Diverse revenue streams (managing risks)
- Farm location
- Land quality
- Participation and contribution in the community
- Strong expert professional advisory group and network
- Great farm houses and grounds
- Experience at governance level
- Good water reticulation.



»»» Maranga Station

Weaknesses

- Need to enhance current farming computer technology skills
- Need to allocate more time to training and professional development
- Succession plan requires strengthening
- High debt to asset ratio
- Water storage and irrigation.

Opportunities

- Diversify revenue streams – forestry, goats, beekeeping, haylage contracting
- Using the farm home and grounds as a function venue
- Explore new governance positions
- Improve water storage and irrigation.

Threats

- High interest rates
- Climate and weather events
- Market fluctuations
- Health and well-being
- Cost of compliance.

GOVERNANCE

As a private enterprise, well-informed decisions can be made quickly. We endeavour to involve the whole whānau on key decisions. This can be done by phone, email, video conference or face-to-face communication. Formal whānau meetings based on strategic and succession plans.

In terms of meeting with professional advisors, the timings vary, and are set by our strategic plan. Meetings with our accountant occur six monthly, quarterly with our bank manager, and almost daily with our stock agent. Fertiliser and animal health advisor discussions occur more seasonally or as required.

On top of the skills our professional advisors bring, our whānau carry in their terāpēke a wide-ranging set of skills, knowledge and perspective that encapsulates:

- Governance experience – across a range of sectors
- Corporate management
- Marketing and communication
- Farm and forestry management
- Cooking and catering
- Environmental planning
- Animal health planning
- Sustainable policies and practices
- Teaching and mentoring
- Policy writing
- Strategic planning
- Administration
- Design and print.



»» Maranga Station

SOCIAL COMMUNITY NGĀ TIKANGA MĀORI

SOCIAL/COMMUNITY

Our goal is to be an active member of our local and Māori community. We have achieved this through:

Being active members of local community committees

- Former Chairperson (Marty) and Treasurer (Janice) of Waerenga-o-Kuri Residents Association
- Belonging to Federated Farmers and Fishing Club/Boating Associations and supporting the Waingake Dog Trials including providing our staff to assist in releasing sheep
- Supporting and organising local horse trek through various farms and supporting the local Hunt Club and 4x4 Wheel Drive Club, which raises money for the community
- Purchasing the local shop to continue the service for the community
- Attending local seminars/meetings (Council, Federated Farmers support meetings) and attending local monitor farms and open days.

Support local fundraising

- We are friends of the Eastland Rescue Helicopter Trust, which involves an annual subscription/donation
- We provide annual support to the local school and residents association – this includes farm staff attending crutching days; we also have shares in the school bus
- We support Daffodil Day.

Mentor young locals and whānau members interested in farming

- Taking back younger beneficiaries of Paeroa South B2B1 to their whenua and encouraging future input
- We have supported and guided future farmers from school – a local boy who is now a farm manager; a school boy from Rotorua who is now in his first year of the Waipaoa Station Farm Cadet Scheme.

Holding governance positions, and offer fundraising support, for iwi/whenua marae. Support marae in tangihanga.

- Current treasurer for Te Whetu Ahu Whenua Trust (Reporoa) – responsible for distributing dividends annually to owners/accounts
- Current Chairman of dairy unit Paeroa South B2B1 heading regular meetings on-farm or in the office initiating growth by buying more farms
- Support in donations and labour to Te Toke Marae, and attend functions.

Share our way of life with the world

- Worldwide (WWOOF/Helpx) scheme/cultural experience – sharing of our farm experience to others learning about NZ way of farming life
- Visited other world farming communities in NZ, Scotland, Uruguay, Australia to broaden our outlook.

NGĀ TIKANGA MĀORI

To improve the natural environment, stewarding the land in a practice aligned to the concept of kaitiakitanga

- Regenerate native bush and plant where appropriate, fencing off areas, encouraging people to enjoy with creating a pathway through; pest control to encourage bird life
- QEII area of 50ha on top of Rimuhau which is the maunga. Visitors are taken up there to experience the wairua (a sense of wellbeing,) and visit the location where the titi birds once lived
- We work as one supporting each other (kotahitanga) towards a similar goal to leave the whenua better than we started for future generations
- We explore and build on new knowledge and opportunities for new sustainable practices (mohiotanga)
- Spokesperson at the Central North Island Iwi adjudication hearing for Te Kaingaroa a Haungaroa Crown Forest Licences in support of Ngāti Tahu-Ngāti Whaoa claims process.

Our commitment to Māoritanga is that we uphold tikanga Māori aspects in the overall running of Maranga. Also we have extended this commitment to my own iwi by taking of positions of responsibility in land blocks with multiple Māori ownership.

Sites of significance have been identified like the nesting holes of the titi bird on Rimuhau. We are aware of the preservation of the native flora and fauna.



Maranga Station

FARM DATA AND FINANCIAL DATA

Please Note: 309 Ha of extra land was purchased in the 11-12 Year.
This has impacted the financials and some physical data in the 11-12 Yr tables.

FARM DESCRIPTION

Total area ha	1075ha
Effective grazing ha	925ha
Subdivision	150 paddocks
Water supply	Spring, dams and creeks
Contour	50ha flat, 500ha moderate hill, balance steep
Pasture	Ryegrass and Clover
Fertiliser applied for year kg/ha	235 kg/ha Maxi Super 15 plus 1kg Clover seed. 80 tonne Aglime
Seasons rainfall mm	1382mm
NIWA 10 year rainfall mm (nearest location)	1250mm at Waerenga-o-Kuri
Olsen P	17mg/l to 32mg/l
Soil pH	6.4 to 5.4 units

LIVESTOCK SUMMARY

Stock Numbers 1st July	2011-12	2012-13	2013-14
SHEEP			
MA Ewes	1,018	1,658	1,590
2 Tooth Ewes	492	728	700
Ewe Hgts	546	1,605	2,278
In Lamb Hgts	0	0	0
Ram Hgts/Trade lbs	20	133	0
Rams	25	40	55
Other Sheep	0	0	30
Total	2,101	4,164	4,653
Total Sheep SU (SSU)	1,926	3,635	3,953
CATTLE			
MA Cows	322	343	390
IC R2 Hfrs	0	0	0
Dry R2 Hfrs	332	464	275
R1 Hfrs	42	104	162
R1 Bulls	0	0	0
R2 Bulls	0	0	0
MA Bulls	0	0	0
R1 Steers	40	176	162
R2 Steers	21	26	171
MA Steers	0	0	0
Breeding Bulls	6	8	9
Total	763	1,121	1,169
Total Cattle SU (CSU)	4,078	5,760	5,997
Dairy Hfrs SU			
Deer SU			
Total SU	6,004	9,395	9,949
Stocking Rate/ha	6.5	10.1	10.7
Sheep/Cattle Ratio %	32%	39%	40%



Maranga Station

FINANCIAL AND PHYSICAL KPI's

	2011-12	2012-13	2013-14
PHYSICAL SUMMARY			
Effective Area (ha)	929	929	925
Total SU	6,004	9,395	9,949
SU/ha	6.5	10.1	10.7
Sheep/Cattle Ratio %	32%	39%	40%
Labour Units	2.5	2.5	2.5
Total SU's/Lbr Unit	2,402	3,758	3,980
Scanning % MA Ewes (Ex Trips)	176%	167%	160%
Scanning % 2th Ewes (Ex Trips)	152%	152%	160%
Lambing %	135%	127%	133%
Calving % ¹	88%	94%	82%
Sheep D&M %	3.8%	3.9%	5.0%
Cattle D&M %	2.0%	2.0%	2.0%
Wool kg/SSU	4.84	4.82	3.46
Wool \$/kg Greasy	\$3.29	\$2.42	\$3.05
Number of Lambs Sold	1,730	3,531	4,028
Lambs Sold \$/Head	\$112	\$94	\$91
FINANCIAL SUMMARY			
GFR/ha	\$486	\$709	\$660
FWE/ha (Adj)	\$312	\$392	\$411
FWE as a % of GFR	64%	55%	62%
EFS/ha	\$83	\$223	\$159
GFR/SU	\$75	\$70	\$62
FWE/SU (Adj)	\$48	\$39	\$38
SUNDRY			
Adj EBITR/ha	\$147	\$292	\$229
Debt Servicing % GFR	26%	34%	37%
Farm Profit Before Tax	\$7,840	\$19,949	-\$20,493
Farm Profit Before Tax/ha	\$8	\$21	-\$22
Return on Capital	1.1%	3.0%	2.1%

FWE = Farm Working Expenses – Adjusted for Fertiliser & R&M

GFR = Gross Farm Revenue

EFS = Economic Farm Surplus – Adjusted for Fertiliser & R&M

EBT = Earnings Before Interest Tax and Rent – Adjusted for Fertiliser & R&M

¹ Calculation of Calving %; the number of calves marked as a percentage of cows mated.

BEEF+LAMB NEW ZEALAND – FARM SURVEY DATA 2013-14 BENCHMARKING PERFORMANCE

2013-14 SURVEY (PROVISIONAL), CLASS 3 EAST COAST QUINTILE ANALYSIS RANKED BY EBITR PER HECTARE				
	Unit	Mean	Maranga Station	Variance %
Effective Area	ha	1,018	925	-9%
Stocking Rate	SU/ha	7.7	10.7	39%
Lambing	%	114	133	17%
Sales All Lambs	\$/head	87	91	5%
Gross Farm Revenue	\$/ha	601	660	10%
Total Expenditure	\$/ha	460	682	48%
EBITR	\$/ha	220	240	9%

2013-14 B+LNZ Farm Survey Data is provisional and farm comparisons should be regarded as only approximate

NOTE: 'Total Expenditure' Includes Managerial Salaries Interest & Rent

EBITR = Earnings Before Interest Tax & Rent

See also the footnotes below the 2012-13 Benchmarking Performance table on the next page.



Maranga Station

BEEF+LAMB NEW ZEALAND – FARM SURVEY DATA
2012-13 BENCHMARKING PERFORMANCE

BASED ON 2012-13 SURVEY, CLASS 3 N.I. HARD HILL COUNTRY EAST COAST QUINTILE ANALYSIS RANKED BY EBITR PER HECTARE						
Class 3 2012-13	Unit	Top 20%	Mean	Maranga Station	Variance % Mean	Top 20%
Effective Area	ha	1,104	1,018	929	-9%	-16%
Total Labour Units	No.	2.43	2.23	2.50		
Open Total	SU	10,511	7,938	9,395	18%	-11%
Stocking Rate	SU/ha	9.5	7.8	10.1	30%	6%
Sheep:Cattle SU Ratio	%	55.5	60.1	39		
Lambing	%	134.2	123.8	127	2%	-5%
Calving ¹	%	80.9	79.3	94.0	19%	16%
Sheep Loss	%	4.7	5.2	3.9		
Cattle Loss	%	1.8	2.5	2.0		
Wool Shorn	kg/SSU	4.85	4.50	4.82		
Wool net before freight	¢/kg	292.7	284.9	242		
Sales All Lambs	No.	4,082	3,125	3531		
Sales All Lambs	\$/head	68.23	65.28	94.47	45%	38%
Gross Farm Revenue	\$/ha	699.60	531.17	709	34%	1%
Gross Farm Revenue	\$/SU	73.45	68.09	70.1		
Wool Revenue	\$/SSU	14.87	13.16	11.65		
Sheep Revenue	\$/SSU	72.81	60.23	85.07		
Sheep+Wool Revenue	\$/SSU	87.68	73.39	96.72	32%	10%
Cattle Revenue	\$/CSU	58.21	55.29	50.49	-9%	-13%
Dairy Grz Revenue	\$/DzSU					
Deer+Velvet Revenue	\$/DSU	42.81	42.81			
Total Expenditure	\$/ha	515.71	462.95	687.92	49%	33%
Total Expenditure	\$/SU	54.14	59.34	68.03		
Wages and Salaries	\$/SU	6.29	9.43	5.73	-39%	-9%
Animal Health	\$/SU	4.16	3.85	4.47	16%	7%
Shearing	\$/SU	3.01	3.74	2.98	-20%	-1%
Fertiliser	\$/SU	8.67	8.20	11.79	44%	36%
R & M	\$/SU	5.32	6.48	3.38	-48%	-36%
Administration	\$/SU	1.87	2.81	1.76	-37%	-6%
Insurance & ACC	\$/SU	1.68	1.58	2.24	42%	33%
Rates	\$/SU	1.60	1.92	2.04	6%	27%
Interest	\$/SU	12.41	8.08	23.71	193%	91%
Farm Profit Before Tax	\$/ha	183.89	68.23	21.47	-69%	-88%
Farm Profit Before Tax	\$/SU	19.31	8.75	2.12		
EBITR	\$/ha	311.83	151.45	280.32	85%	-10%
EBITR	\$/SU	32.74	19.41	27.72		

NOTE: 'Total Expenditure' Includes Managerial Salaries Interest & Rent

EBITR = Earnings Before Interest Tax & Rent

¹ B+LNZ Calculation of Calving %: the number of calves marked as a percentage of cows mated (includes dry cows and is adjusted for the sale or purchase of in-calf cows)



»» Maranga Station

BUSINESS MANAGEMENT

GOALS

Business Growth Goals

- 150% ewe lambing survival to sale within the next three years
- 95% calving survival to weaning next two years
- Top 20% regional sheep and beef performance in the next three years (AgFirst dataset)
- Control costs and reduce debt in five years by \$1 million
- Cash farm surplus of \$300/ha, 2014-15 year.

KPI's

- Locality of any additional land purchases to existing farms
- Personal drawings not exceeding \$55,000
- Return on investment
- Maximum return when buying and selling stock
- Monitoring the “dashboard effect”
- Economic farm surplus per ha
- Stocking rate per ha
- Regional accounts analysis – benchmarking.

Our criteria for new investments is:

- Benefit to infrastructure
- Locality to existing farms
- Capital expenditure required
- Return on investment
- Debt to asset ratio.

STRATEGIES

Key areas of focus to achieve our goals:

- Animal health
- Genetics
- Farming policy
- Stock performance
- Forestry sector performance and log prices
- Succession planning
- Staff hauora – wellbeing, professional development and morale
- Fertiliser plan.

Strategies currently being worked on:

- Water – storage and reticulation
- Fertiliser strategy – nitrogen and fertiliser annual plans
- Forestry strategy – logging starts within the next two years; the road has been formed into the first block to be logged
- Fencing policy – new cattle yards
- Stock policy – genetics; putting Romdale rams over Perendale ewes; ongoing commitment to buying top quality Angus bulls.

Budget Approach:

- The budget is initially developed by the owners and refined in consultation with advisors
- Quarterly meetings reviewing the budget both on/off farm with professional banker
- Six monthly with accountant
- Monthly reconciliations and dashboard reporting.



»»» Maranga Station

FEED PRODUCTION

FEED MANAGEMENT

We prepare an annual crop plan that covers:

- Utilisation of summer pasture on flats to provide winter feed – increase from 450 to 1150 bales of haylage in 2014 to provide own farm needs and off farm revenue by selling surplus (600 bales)
- Planting a multi-seasonal crop from summer to a winter crop – this allows for finishing lambs in the dry season and the early part of winter.

Our approach to weed control is:

- Review and implement an annual weed control plan
- Identify high infestation areas
- Determine most effective method of eradication
- Plan and allocate resources – the main weeds are blackberry and thistles.

SOIL MANAGEMENT AND FERTILITY

- Develop a fertiliser strategy and plans for implementation with our local fertiliser rep
- Undertake soil testing annually to measure nutrient levels – this allows us to plan our effective fertiliser application
- Maxi Super 15 is applied annually at 235kg p/ha. Also we over-sow with clover at the same time at 1kg p/ha – 80 tonne Aglime on flats this year
- We manage erosion by strategically planting appropriate species of trees on land prone to erosion
- The Overlay 3 A project, which is a Gisborne District Council-led programme to treat areas of land prone to erosion, was completed on this farm in 2008.

»» Maranga Station

ANIMAL PRODUCTION

SHEEP AND WOOL PRODUCTION

Genetics

In the past two years we have altered our genetics programme to move to a Romdale flock.

We can increase the carcass weight without losing mobility and fertility.

Lamb Finishing

Target weight of 20kg/cwt and over for finishing lambs. Our genetics programme and annual cropping plan will help to achieve this goal. We also monitor meat production per ha (for 2014 year we produced just under 70kg of lamb meat per effective ha).

We aim for 100% finishing of lambs. Feed management planning and regular monitoring enables us to regularly achieve this goal.

We focus on catching the U.K. Christmas lamb market. Our split lambing policy – older ewes (700) lambing in July; younger ewes (2,000) in September – will increase our chances of capturing this profitable market.

Wool

We aim to increase wool weight to 5kg/SSU. By changing to a Romdale flock we will achieve this weight.

CATTLE PRODUCTION

Genetics

Commitment to top quality Angus bulls with frame and length, plus a quiet temperament with sound feet for our steep hills. Our performance from Kahurau genetics is strong (9 bulls and 340 breeding cows).

Production

95% calving. Genetics programme and focus on feed management and animal health.

Trading

Maximising trading margins by growing steers out for two winters and trading and finishing heifers/steers by November avoiding the summer dry months.

FLOCK AND HERD FERTILITY

Constantly looking at stock performance, buying extra land and having to constantly increase numbers in a volatile market can sometimes set your lambing or calving back until you have your own genetics coming through.

Since purchasing the Maranga block, we have lifted our stock units by 4,500. To do this and hold or increase fertility can be difficult. Our aim is to:

- Scan 170%
- Lift lambing to 150%
- Maintain calving above 95%
- We also need to focus on our feed production plan, animal health plan, grazing management and genetics programme.

ANIMAL HEALTH

We are developing and implementing a management plan with our vet clinic to lift animal health. A wall planner will cover the full animal health year. We get reminder e-mails, text messages and phone calls on what's coming up, when it will arrive and who will administer.

- Full drench resistance testing will occur across all classes of stock
- Good grazing management minimises animal health issues
- We are, and always have been, committed to comply with meat processing standards.



»»» Maranga Station

HUMAN RESOURCES

MANAGERS AND STAFF

Success for us means:

- We encourage and support employees to go onto higher things and grow in confidence, e.g. assuming management roles, becoming a Waipaoa Cadet, winning the Golden Shears
- Encourage and supporting the development of our employees – we have supported our present employee from the role of fencer to fencer general, and then on to Shepherd General; in the process he has gained confidence to take a leadership role, mentoring others as well as helping his wife in bringing up their five children to achieve a great standard of academic and sporting success; overseas visitors allow all of us to learn new skills from working alongside them
- Loyalty with no turnover of our permanent staff member
- Good communication by sharing highlights and dealing with issues straight away
- Being team players – all of us having the necessary skills, temperament and ability to fit into a team.

STRATEGIES

- Employ the best person suited for the job with the necessary skills that are needed and support them to develop other relevant skills to encourage personal development and self-esteem
- Expectations through job descriptions and individual employment plans
- Have a Health and Safety Plan in place that all staff and visitors are made aware of it
- Feedback is given through a tool box meeting every morning at our home at 6.30am over a cup of tea; keeping the team in tune on sales and purchases, grazing shifts, weather, development and finally the plan for the day; start by 7am, touch base with each other at 10am for morning tea and again at lunch; check on everyone again at afternoon tea and knock off between 4pm and 5pm. This way we know everyone has arrived home safe
- Undertake annual performance reviews
- Reward good performance with bonuses and trips that interest the employee
- Over the many years of forestry, agricultural contracting and farming we have employed a great number of people, at the height 120 to now just one and some casuals; we have always maintained it's the number of staff you finish a job with not the number you start with that counts; we have always fed people well, because an army marches on its stomach, treated them fair and honest, paid good wages and on time; we also talk with them and show them what is involved in the task at hand
- We now have our fulltime employee, who has been with us for eight years and has full control over all machinery and has worked alongside service providers that come here from time to time, whether it be tractor drivers, mechanics or earth movers; he has learnt a wide range of skills and is confident in the mechanics of running a farm; he also has taken over some of our dogs and is doing a lot of stock moves and grazing patterns; along with all this he is an excellent fencer, which he learnt from his grandfather before starting here with us.

RURAL PROFESSIONALS

- Our professional team has selected itself over many years of sound advice, support and evaluation; we look for people who we understand and trust; we have that in our banker, accountant, lawyer, and stock agent, fertiliser rep, shearing contractor, agricultural contractor, air fertiliser spreader, carpenter, plumber, electrician and cartage firm; these have all been long term personnel who have brought continuity into our business; regular reviews are had with the banking, accounting, stock, veterinary and fertiliser personnel
- We seek the expertise of our whānau as they are involved with a large NZ sustainable farming company, veterinary services, communication and marketing and technology
- We undertake some form of benchmarking at least weekly with expert practical farming mentors in the district.

»» Maranga Station

ENVIRONMENTAL/SUSTAINABILITY GOALS AND PRACTICES

GOALS

We will improve the natural environment in a practise aligned with sound farming and kaitiakitanga to preserve for future generations.

KPI's

- Keeping nutrient losses to a minimum
- Keeping soil erosion to a minimum
- Monitoring of QEII block by the trust
- Regeneration of native bush
- Planting where appropriate
- Ability to service debt
- Keep staff happy and performing at a high standard.

KEY AREAS OF FOCUS

Sound leadership and family, taking great care of our asset.

- Implement farming policy to suit the Gisborne dry summers
- Continue monitoring vulnerable erosion areas
- Extension of a reticulated stock water system so that further water protection can be achieved
- Ongoing pest control in native areas
- Preserving history (old woolshed).

STRATEGIES

- Good succession planning that maintains a strong commitment to sound environment practise
- We have developed a Business Continuity Plan, which identifies the different tasks and responsibilities required to keep the business going should any disruption be caused to the business, such as flooding, earthquakes, power failures
- Health and safety plan – horses used as much as possible instead of diesel/petrol vehicles
- Water plan – identifying areas requiring more water and developing the most effective way of getting it there
- Hazard register
- Farming policy – grazing rotation carefully monitored taking stock off the flats in the wet
- Weed control/pest control (council/goat mustering)
- Animal health plan
- Drought feed plan – production and use of own hay
- Fertiliser plan – soil testing and nutrient management plan prepared annually by fertiliser representative
- Fencing programme
- Repairs and maintenance
- Native bush preserved to encourage bird life, bees and enhancement (pest control/fencing) around farm and house environment
- Forestry – different species planted in ineffective areas not suitable for pasture/crops
- Environmental awareness – recycling glass, plastics, chemicals, dead animals; using fallen trees for firewood and food scraps for hens/pigs/vegetable garden
- Consent involvement in neighbouring areas and wetland areas back in iwi community – quarry/hot pool/wetlands (Reporoa), seismic (Rimuhau).



»»» Maranga Station

ENTREPRENEURSHIP AND INNOVATION

- Used our initiative to trade E.T.S units successfully
- Bought local store to support community and surrounding area
- Formed and maintained a strong network of respected and highly regarded rural professionals and stockmen, to share knowledge and discuss trends, systems, genetics and plans
- Changed farming policy to allow for the dry summers – trading stock are carried and sold in November
- Have a hand shake deal with the local meat processor to uplift small goats too small to process and farm them until maturity
- Muster and source trophy goats for game parks
- Growing trees for profit – unproductive land is utilised for growing high value trees for long term investment
- Grazing forestry as a drought management strategy and to increase livestock numbers earlier on
- Put in a feed pad to use corn waste from local industries
- A local beekeeper is currently using our land to locate his hives, until we upskill and source our own honey
- Belong to cultural experience programmes where people from all over the world come to work in our environment and learn, live and breathe NZ farming, drink kawakawa tea and live off the land
- Mentor students and school leavers from urban backgrounds – one in Waipaoa Farm Cadets at the moment
- Regular updates with payroll, cashmanager and bank computer programmes
- Utilising complex for future wedding venues
- Travelled overseas to visit other farms and study their application of genetics – South America, Scotland, Australia undertaken through contacts from local stud masters.

FARM INFRASTRUCTURE

Water supply is mainly in the creeks and dams on the hills, with trough water from a spring, plus stored water feeding the flat areas. Last year we have started to introduce k-line and have an ongoing plan to lift the water storage. All this is being undertaken to support lamb and cattle finishing on our better land.

Tracking is to a good standard to all paddocks. Horses are still used in winter or adverse conditions Improving fencing and yards is an ongoing programme – we recently ungraded two of the three cattle yards.

There are also five sets of sheep yards strategically placed around the farm for ease of management.

Subdivision of bigger paddocks is helping with grazing management. Currently, we have 150 paddocks ranging from 5ha to 30ha in size.

Weeds, blackberry and thistles is the number one target at this time. A spraying programme is in place annually to service this problem.

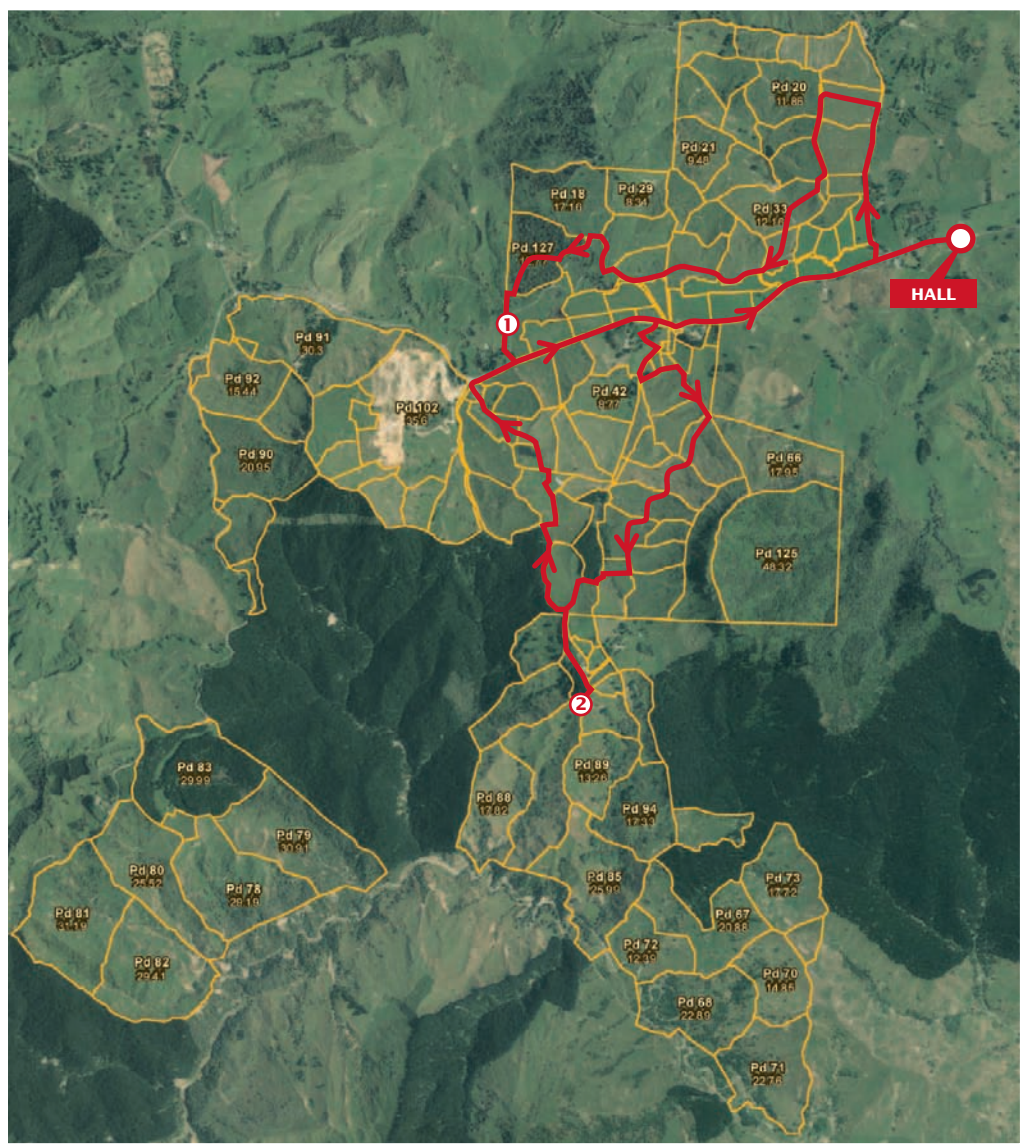
Station buildings are to a high standard as are the employee's housing and grounds. There are three houses on the property – one for our employee, one for ourselves and the other one is rented out. In succession planning, we would need these all to include a Stock Manager.

Supplementary storage areas include three hay sheds and three feed pads. This enables easy access in the winter months and less running cost on feeding out.



»» Maranga Station

FARM MAP



FARM TOUR —



»»» ABOUT THE COMPETITION

AIMS

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

BENEFITS TO THE ENTRANTS

By entering the Awards, participants will gain:

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

AWARDS

The winner will receive a replica of the Ahuwhenua Trophy, a medal and prizes to a value of not less than \$40,000. The three finalists will receive a medal and prizes to a value of not less than \$15,000.

JUDGING

Judging will be based on:

- The efficiency with which the property is farmed relative to its potential
- Financial results
- The effectiveness of the governance of the farming enterprise.

But will also take account of:

- Triple Bottom Line Reporting
- Cost of Production Analysis.

IN CONSIDERING THIS THE JUDGES WILL UTILISE AS A GUIDELINE THE FOLLOWING WEIGHTING:

CRITERIA	MAX. POINTS AWARDED	FACTORS TAKEN INTO ACCOUNT INCLUDE THE FOLLOWING (WHERE POSSIBLE JUDGES WILL COMPARE WITH INDUSTRY BENCHMARKS AND BEST PRACTICE)
Governance and Strategy	20	• Strong leadership • Good strategy • Monitoring of strategy • Implementation of strategy • Entrepreneurship and innovation.
Social/Community/ Ngā Tikanga Māori	15	• Contribution to, and participation in, communities of interest to the organisation; support for local hapū, marae, and wider local community • Governance or management team's ability to include tikanga Māori in aspects of the business • Identification and protection of cultural sites.
MANAGEMENT AND PERFORMANCE		
Financial and Benchmarking	20	• Economic Farm Surplus (EFS) • GFR/ha • FWE as a % of GFR • Consistency over time • Wealth creation – leveraging asset base, internal capital investment/development ROC • Understanding the Financials – budgeting, variance reports, KPI's.
Feed Production	10	• Development and sustainability of soil fertility • Quality of permanent pastures [composition and nutritive value] • Forage crop yields and integrated use • Tactical use of nitrogen where feasible • Feed budgeting and grazing plans.
Animal Performance	10	• Stock health and welfare • Genetic improvement • Reproductive and growth performance • Supply of products to market specifications • Purchasing and marketing skills.
Human Resource	10	• Employment agreements and job specifications • Performance review approach • Training support and career development • Team culture and attitude • Health and safety plans and implementation.
Environment/ Sustainability Goals and Strategies	15	• Environmental plans in place • Environmental plans are being implemented • Environmental performance is being monitored and promoted • Biodiversity is being enhanced.
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 farm and provide valuable feedback to those in governance roles and those who are involved in the day to day management of the farms.

The competition has two judging panels. The first round judges have the task of selecting three finalists – in effect the short list. At this point the finalist judges become involved and they have the task of selecting the eventual winner. They attend the field days at each of the farms and the running of these days is a part of the competition criteria. The Ahuwhenua Trophy Management Committee greatly appreciates the support of those sponsors who have made top class agribusiness experts available to judge the event.

FINALIST JUDGES

Dana Blackburn

Dana Blackburn - Chief Judge (Ngāti Rangi, Atihaunui a Pāpārangi, Tūwharetoa). While moving to a position of semi-retirement he continues to assist with the day to day operation of the family 840ha (effective) sheep and beef farm at Karioi Ohakune. Management of the farm is now the responsibility of his son Hamish. During the last 20 years he has been involved in developing Atihau Whanganui Inc where he was involved in various roles from Operational to Management to Governance. During that time he assisted in increasing Atihau's acreage from 12,500ha to over 30,000ha, and stock numbers from 50,000 to 200,000. As such he has a deep knowledge of large scale farming as well as intensive farming, including observing the introduction of new farming systems and use of technology. He also successfully negotiated a commercial settlement with the Government over Whanganui Vested Lands. Dana retired from Atihau Whanganui Inc in 2013.

Dr Gavin Sheath

Dr Gavin Sheath is an agricultural systems consultant with extensive international and domestic experience as a scientist and businessman. Dr Sheath has spent over 40 years with AgResearch in various senior management roles. Most recently he has provided strategic planning services to Māori agribusinesses, Deer Industry NZ, and DairyNZ. He has participated in technical reviews for the Ministry for Primary Industries and the Waikato River Authority and has worked in both the private and public sectors, in Japan, Mongolia and South America.

Rob Davison

Rob Davison, Executive Director of the Beef + Lamb New Zealand Economic Service since 1989. His early working life was spent working on farms but he has spent most of the last 40 years working in the fields of agricultural economics and policy, and farm sector output forecasting. The Economic Service's Survey of sheep and beef farms in its 64th year continues to gather data to analyse and publish benchmarks, forecasts and trends on livestock, production, revenue, expenditure and the financial structure of farms.

Sam Johnson

Sam Johnson joined BNZ as an Agribusiness Manager and Sales Manager in 1993. As one of BNZ's Senior Partners, Sam leads the Northland team of agribusiness, commercial and private banking Partners. He has a passion for agribusiness, Te Taitokerau, and helping grow business success amongst iwi. He chairs the Taitokerau Māori Agricultural Forum, BNZ's Te Pae Tawhiti Board and is also a trustee of the Hine Rangi Trust that supports research and advancement of primary industry in the North. With wife Debbie, they run 35 heifers on 15ha at Kamo, on the outskirts of Whangarei.

Abe Seymour

In addition to his role as judge, Abe Seymour is the Competition Kaumātua and supported both the first round and finalist judges on all of their visits. Abe Seymour is of Ngāti Tūwharetoa, Ngāti Raukawa, Ngāti Kahungunu and Atihaunui a Pāpārangi extraction and is currently a Strategic Contractor providing advice to a number of organisations including Primary ITO. He is a stakeholder in a number of trusts in and around the Central North Island and from time to time provides advice in those areas. He has also sat on a number of boards and directorships for Māori and is heavily involved and a strong advocate in training programmes for young Māori who are likely to be tomorrow's leaders. He is also involved in tertiary programmes, programme design and delivery with the Waiariki Polytechnic among others.



FIRST ROUND JUDGES

Rob Gemmell

Rob Gemmell has spent the majority of his 20 years with the BNZ as an Agri Business Partner and Senior Partner in Whanganui. More recently he has taken on a newly established National position providing oversight for all the Agribusiness Property Valuations relied on by the bank. Rob completed a B Com Ag (Val & Fmg) at Lincoln University, and worked as a Rural Valuer and Agri Banker in Tasmania and South Australia.

Jenny McGimpsey

Jenny McGimpsey has worked with Beef + Lamb New Zealand and its predecessor for eight years. Now working with B+LNZ as Economic Service Manager for the Southern South Island, which involves data collection and analysis and forecasting for the Sheep and Beef Farm Survey, she had also previously co-ordinated the implementation of an extension programme to sheep and beef farmers in Southland. Graduating with B Hort Sc (Hons) from Canterbury University (Lincoln College), Jenny has a science background and worked on the agronomy of new and novel crops for 10 years. She has years of extensive practical farming experience. In partnership with her husband, she farms sheep and beef on 550 ha of developed hill country in West Otago.

Peter Ettema

Peter Ettema has worked for the Ministry for Primary Industries (MPI) and its predecessors since 2005. His current role is as an acting manager for a five person team within the Sector Policy Directorate at MPI. Peter has a Bachelor of Agricultural Science and a Masters of Environmental Management. He has worked in the agricultural sector both in New Zealand and overseas as well as maintaining strong rural links through previous roles at the Department of Conservation and as the Wellington representative for the QEII National Trust.

Ian Peters

Ian Peters, (Ngātiwai), has spent the last 21 years in the employment of Te Puni Kōkiri both at National and Tai Tokerau office, Whangarei. Blessed with a background in dairy farming and horticulture, the rural economy has always been of great interest. Ian leases land for a small block enterprise which is now a hobby but invaluable for present farming practise. As a lover of horses, New Zealand National Equestrian Show Jumping Judge and Hunt rider Ian has ridden over some of the best Māori Blocks in the North Island. Although only experiencing a short political career Ian chaired the Māori Affairs Select Committee who ushered in the Te Ture Whenua Act. His MBA Research Project was on Māori Owned Multiple Land which is most relevant today. Ian brings to the table experience and knowledge gained at multiple levels of activity.

Peter MacGregor

Peter MacGregor (Ngāti Kahungunu; Atihaunui a Pāpārangi; Ngāti Raukawa; Maniapoto, Rangitane, Ngāti Apa and Ngāti Paoa) is the Kaihautu of the Te Kauta team of the Primary ITO responsible for engaging with Māori agribusinesses, stakeholder organisations and entities and growing Māori uptake of training and education. He has been energetically promoting the benefits of the reinvigorated competition at Field Days and to farm workers and employers since AgITO (now the Primary ITO) became a sponsor in 2005. Peter has previously held a variety of positions in the Housing, Education and Training and Land Development divisions of the former Department of Māori Affairs and several other positions with Te Puni Kōkiri.

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BNZ MĀORI EXCELLENCE IN FARMING AWARD 2015

SHEEP AND BEEF

»» PLATINUM SPONSOR



Be good with money

As the platinum sponsor BNZ is proud to support the Māori Excellence in Farming Award. With a team of 180 dedicated Agribusiness Partners and support staff around the country, we remain committed to continuing our extensive role in the New Zealand agribusiness sector.

»» GOLD SPONSORS



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Te Puni Kōkiri celebrates Māori potential, success and excellence. It proudly supports the pre-eminent accolade within Māori farming – the Ahuwhenua Trophy. The competition sets the benchmark for exceptional performance amongst Māori farmers committed to tapping the full potential of their holdings in a significant sector of New Zealand's economy. Māori success is our success.



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



Beef + Lamb New Zealand is proud to support this prestigious award that celebrates excellence and innovation in Māori farming. These are values we promote through our work on behalf of all New Zealand sheep and beef farmers, and we welcome this opportunity to highlight the successful Māori-owned agribusinesses that help raise the bar across our industry.

Ministry for Primary Industries
Manatū Ahu Matua



The Ministry for Primary Industries is a proud supporter of the Ahuwhenua Trophy, which showcases and celebrates Māori excellence in farming. Māori agribusiness is a growing contributor 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 farming.

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»» SPONSORSHIP SUPPORT HAS ALSO BEEN PROVIDED BY LANDCORP AND TOHU WINES
The Ahuwhenua Trophy Management Committee supports making farms safer places to live and work



**AHUWHENUA
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