





Kaua e mate wheke mate ururoa

**///\\ Every challenge
is an opportunity for
us to learn and grow**

Nga mai ki tā mātau Pūrongo Tapatahi tuawhā

Welcome to our fifth Integrated Report

Ko mātau ngā kaitiaki o ngā tikanga hiika a te iwi Māori e pā ana ki te kaimoana me ngā kai ora, ā, e mōhio ana mātau ki te whakahirahira o te pūrongo ake i ā mātau mahi hei tautoko i ngā putanga ā-ōhanga, ā-hapori, ā-kāwanatanga, ā-taiao anō hoki i Aotearoa. Nā te nui, nā te roa o Moana New Zealand i mārama pū ai mātou ki te herenga e pā ana ki te whakahaerenga o te haonga rahi, o te uara hoki, āianeī mai, āpōpō mai.

Ko tētahi kura huna o mātou, ko kore noa e horokukū o o mātou tāngata ki te hāpai i te mānuka takoto, arā ko te mate utuā kōwheori kāore rawa i kitea i te ao nei i mua. He whai hua, he mahinga tahi o mātou hononga hoa mahi - ā-tauhoko, ā-hapori, ā-rōpū - ka hōpara tahi ai te tokomaha mā runga i te waka kotahi. E mārama ana ngā iwi pupurihea i te wāhi ki a mātou, arā kua ko te tuku moni hua anake hei tautoko i o rātou wawata, engari kē ia ko te uara whānui tonu e hoatu ai tā rātou kamupene ki a rātou.

Tēnei ka mihi ki a koe mōu i āta whai i ngā kōrero kia mārama ai a Moana New Zealand, oña tāngata, oña āhuatanga motuhake, me tā mātou e whai nei mā o mātou lwi pupurihea.

As guardians of Māori fishing rights across kaimoana and kai ora assets, we acknowledge importance of reporting how we contribute to economic, social, governance and environmental outcomes in Aotearoa. Moana New Zealand's size and scale means we inherently understand responsibility attached to management of quota volume and value, now and into a brighter future.

Our point of difference is our people who didn't hesitate to step up this year in response to an unprecedented global health pandemic. Partnerships – commercial, community, organisational – continue to prove fruitful and collaborative as we navigate many in a single waka. Lwi shareholders appreciate our role in not only returning a dividend which contributes to their own aspirations but in the broader value their company provides them.

Thank you for taking the time to understand Moana New Zealand, its people and unique qualities, and what we strive to achieve on behalf of our lwi shareholders.



Contents

Chairperson's report	06
Snapshot	10
Chief Executive's report	12
True to people highlights	24
Creating value for our shareholders	26
Update on aspirational strategy	28
Focusing on what matters	30
Our people	32
Our harvest	44
Our operations	52
Our markets	56
Our performance	60
Tracking against UNSDGs	68
Priority sustainability projects	70
Board of Directors	72
Corporate governance	74
Executive team	76
Quota management system terminology	78
Financial highlights	79
Financial statements	80
Notes to the financial statements	85
Independent auditor's report	117
Other annual report disclosures	120
Glossary	124
Corporate directory	128



Finding strength through

Kanorau

Diversity

Atamaitanga

Innovation

Kotahitanga

Unity

Tā te tiamana pūrongo

Chairperson's report





“We served the needs of local communities more than ever, a win-win scenario as whānau concentrated more time on preparing and sharing kai.”

Te whakaatu i ā mātou tikanga

Iā rā, ia rā ora ai mātou, hā ai mātou i ā mātou tikanga e whā – te whakapapa (tō mātou takenga), te manaakitanga (tā mātou manaaki i ō mātou tāngata), te kaitiakitanga (kaitiaki mō ngā whakatipuranga ā muri nei), me te whakatipuranga (kia whai rawa ai ngā whakatipuranga ā muri nei).

Ka whakamahara mai te mate urutā nei he aha kē te mea nui. I manaakitia paitia rawa atu e mātou ngā hiahia o ngā hapori ā-rohe, i whiwhi painga ai te katoa, i tauri rā ngā whānau ki te taka kai, ki te tohatoha kai. Mō ētahi, he uaua kē atu te hora i te kai ki te tēpu.

Whakamahia ai ā mātou Kai Ora - KO - i roto pūhera atawhai tangata. He whakahirahira hoki i te tau nei, he mea whakamiramira nā tō mātou hoanga i te taha o Te Ope Whakaora o Aotearoa me te Pokapū Hinonga Whawhati Tata o Te Rākau Whakamarumaruru ki Te Papaioea. Nāna nei i hoko, i tuari ētahi pūkete atawhai KO, nuku atu i te 8,000, ki ngā hapori ratonga kore o Manawatū. I tāpae koreutu nei mātou i ngā KO ki ō mātou Iwi pupurihea katoa.

Ka nui te mihi ki ngā kaimahi o Moana New Zealand, ngā kaihiika whaikirimana, ngā kairuku moana, ngā kaimahi pāmu mō rātou i titikaha tonu i te roa o te tau. E te huinga o ō mātou kaupurihea, ō mātou kiritaki hoki – nā tā koutou tautoko tonu rā i angitu ai mātou.

E Jamie Tuuta, te tū rā hei Tumu mō ngā wāhanga e toru, te tautōhito tautoko i ngā komiti nei, arā te tātari kaute me te tūraru, ā, te oranga me te haumarutanga – tēnā koe mōu i manawanui mai.

E Whaimutu Dewes, te tū rā hei Tiamana o Moana New Zealand mō ngā wāhanga e toru, ā, nuku atu i te toru tekau tau i tū rā hei māngai torokaha, hei māngai piripono mō te iwi Māori i roto i ngā mahinga ika - tēnā koe. He whakahirahira hoki tā Whai arataki i te rāngai i te Whakataunga Mahinga Ika Māori i te taha o te Karauna, ā, e haere tonu ana tana piripono hei Tiamana o Sealord.

Demonstrating our tikanga

We live and breathe our four organisational tikanga – whakapapa (where we’re from), manaakitanga (looking after people our way), kaitiakitanga (custodians for future generations) and whakatipuranga (prosperity for future generations) – every day.

This global pandemic reminds us what is truly important. We served the needs of local communities more than ever as whānau spent more time preparing and sharing kai together. For some, putting kai on the table was harder than usual.

Our ready to eat meals – or RTEs – are used in humanitarian aid packages. They proved vital this year, highlighted by our partnership with the Salvation Army and Palmerston North Civil Defence Emergency Operations Centre which bought and delivered more than 8,000 RTE care packages to underserved Manawatū communities. We also offered RTEs to all Iwi shareholders at cost.

Special thanks to Moana New Zealand staff, contract fishers, divers and farmers for their ongoing commitment throughout the year. To our valued network of stakeholders and customers – your support is directly attributable to our success.

To Jamie Tuuta, a Director who served three terms and who provided expertise to both the audit and risk, and health and safety, subcommittees – thank you for your dedication.

To Whaimutu Dewes, who served three terms as Chair of Moana New Zealand, and who tirelessly and loyally advocated for Māori in fisheries across more than three decades - thank you. Whai has been instrumental in guiding the sector through the Māori Fisheries Settlement with the Crown and his commitment continues as Chair of Sealord.



“Our strength is in kotahitanga as Iwi and Māori, achieving scale and excellence by collectivising our natural resources, our people and our vision.”

I kopoua a Mavis Mullins, mai i te 1 o Ākuhata 2020, rāua ko Glenn Hawkins, mai i te 1 o Oketopa, ki ngā tūranga o Jamie Tuuta rāua ko Whaimutu Dewes. Nau mai rā Mavis kōrua ko Glenn ki te whānau o Moana.

E whakaae ana ahau he tau taumaha te tau nei mō te nuinga o te rāngai hiika nā te pānga mai o te mate Kōwheori. Ko tō mātou kaha ko te kotahitanga o ngā iwi, o te iwi Māori hoki. Ka whakakotahitia nei ō mātou rawa taiao, ō mātou tāngata, tō mātou tirohanga ki te pae tawhiti kia whānui ake ai, kia eke ai ki te taumata tiketike. He hōnore nui te tū hei tiamana o Moana New Zealand, ā, e rīkarika ana te ngākau ki te mahi tahi tonu i te taha o ngā iwi, o ō mātou kaimahi, o ō mātou hoamahi anō hoki.

Moni hua

E koa ana te Ohu Tumu ki te whāki e \$8.8 miriona te moni hua mō te tau ki te 30 o Hepetema 2020, te whakautua rā i te Tihema. E whakahihī ana mātou i te huanga nei ahakoa te tau taumaha nei.

Hinerangi Raumati-Tu'ua,
Tiamana Chair



Mavis Mullins and Glenn Hawkins were appointed to succeed Jamie Tuuta and Whaimutu Dewes from 1 August 2020 and 1 October 2020 respectively. We welcome Mavis and Glenn to the Moana whānau.

I acknowledge that it has been a challenging year for most of the fishing sector with the impact of Covid19. Our strength is in kotahitanga as Iwi and Māori, achieving scale and excellence by collectivising our natural resources, our people and our vision. It is a real privilege to chair Moana New Zealand, and I look forward to continuing to work with Iwi, our kaimahi and our partners.

Dividend

This year the Board of Directors is pleased to declare a dividend of \$8.8 million for the year to 30 September 2020, which was paid in December. We are proud of this result in the context of a difficult year.



Kaperua o Moana New Zealand





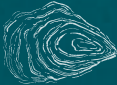

Moana New Zealand snapshot

We are proudly 100% Māori-owned and strive to achieve greater value each year for our Iwi shareholders by operating our business efficiently and living our tikanga.

Iwi	Dividend	100% Māori owned	58 Iwi shareholders	33 Long-term Iwi partnerships	45 Pāua quota holder partnerships
Ownership	Ownership	\$115.2m Dividends paid to Iwi to date	\$8.8m Dividend for the year	961 Students from 11 Northland schools supported through Kiwi Can	

Process	8 Processing facilities	317 Employees	72 Fishing vessels	49 Divers

Harvest

Our products	Pāua Kahurangi (Blue Abalone)	Pāua Tūwā (Wild Abalone)	Ika (Fin Fish)	Koura (Lobster)	Tio (Oyster)	Kai Ora (Ready to Eat Meals)
						

Market

3 Retail outlets	Our markets	\$4.5m ↓ North America	\$12m ↓ China	\$1.7m ↓ Other**
		\$18.2m ↓ Rest of Asia*	\$30.5m ↓ Australia	\$65.4m ↑ New Zealand***

*Singapore, Hong Kong, Taiwan

**Europe, Pacific Islands and Middle East

↑ ↓ Up or down on previous year

***Figures include lobster ACE sold through Port Nicholson Fisheries partnership

Tā te tumuaki arotake

Chief Executive's report



“Our balanced portfolio showed resilience through a combination of strong domestic and Australian demand for ika, reduction in operating costs, exploration of new channels to market and the hard work of our staff.”

Te tau i manawaroa ai, i māngari ai mātou

E kore rawa e taea te matakite te pōkaikaha o ngā pakihi i runga i te mate Kōwheori. Ka mārō te haere i te Hanuere, kātahi ka pāngia kinotia e te mate urutā ngā tari mahi o ngā momo ika katoa i tua atu i te ika whaitira.

He iti iho ngā moni utunga i mua i te tāke me te huamoni mā te 42% i te Mahere, he pā nō te mate Kōwheori ki te rāngai takakai, he heke hoki nō te hiahoko, ā, ka whāiti iho ngā haringa rawa ki tāwāhi nā te katinga o te paenga o te motu. Ahakoa aua wero, nā tā mātou kete rawa tairite te manawaroa i whakaatu, arā ko te kaha o te hiahoko ika i konei, i Te Whenua Moemoeā hoki, ko te whāiti haere o ngā utu mahi, ko te hōpara i ngā huarahi hou ki te mākete, tae atu ki te hautoa, te remurere me te manawanui o ō mātou kaimahi.

Ko tētahi aronga nui ko te huinga o ngā moni nama a ngā kiritaki, inā te tūraru kei kore noa ngā kiritaki takakai tarāwhare, rāwaho anō hoki (me ētahi atu huarahi) e āhei ki te whakatutuki i ō rātou herenga, he kore nō rātou e āhei ki te hokohoko i ngā wā rāhui me te korenga o te hiahoko. E koa ana te ngākau ki te pūrongo ake kāore tēnei i heipū mai.

I oti i a mātou te 45% o te Mahere Huanga i Muri i te Tāke mō te tau (i tua atu i tā mātou hea e 50% o ngā moni utunga a Sealord). Koinei te 84% o te huanga o tērā tau.

He nui tonu te homai a Sealord, he nui rawa te tupuranga mākete hei urupare ki ngā whanonga hoko rerekē a ngā kaihoko i te wā o te mate urutā. Waihoki ko te moni utunga ngaringari mai i te hokonga o te 50% o Petuna Aquaculture i mahue iho rā, arā te mahinga tahi a Sealord o te hāmana i Tāhimeinia. E \$14.6m tō mātou wāhanga o ngā moni utunga a Sealord whai muri i te tāke. Nā tā Sealord hokonga o te 50 ōrau o Petuna Aquaculture i mahue rā, i hiahatia ai he whakarerekētanga kotahi mō te tau i pau rā i te 30 o Hepetema, e \$4.7m te nui.

Te pānga o te Kōwheori ki tō mātou tau

I te Hanuere, ka taka te pō, ka rerekē katoa tā mātou pakihi. Ka noho ngā toa hokomaha hei wāhi tuku rawa whakahirahira. Ka katia te huarahi ki Haina, tētahi o ō mātou mākete tukunga rawa nunui, ā, ka wawe tonu te mutunga o ngā hokonga kaimoana ora, kaimoana pātio anō hoki nā te mate urutā.

Our year of resilience and privilege

Nobody could have predicted the uncertainty all businesses suddenly faced in the wake of Covid19. After tracking well in January, all specie business units bar fin fish (ika) were significantly impacted by the pandemic.

Operating earnings before tax and interest were down on Plan by 42% due to hospitality's exposure to Covid19 and falling demand, as well as the impact of border closures and reduced international airfreight capacity. Despite these challenges our balanced portfolio showed tremendous resilience through a combination of strong domestic and Australian trade demand for ika, reduction in operating costs, exploration of new channels to market, and the courage, passion and commitment of our staff.

Collection of monies owed by customers was a key focus as there was a real risk that both domestic and export hospitality customers (and other channels) would be unable to meet their obligations due to being unable to trade during lockdown periods and lack of demand. It is pleasing to report that this did not eventuate.

We achieved 45% of Plan Net Profit After Tax for the year (excluding our 50% share of Sealord earnings), which is 84% of last year's outcome.

Sealord's contribution was strong again following record retail market growth in response to changing consumer purchasing behaviour during the pandemic and the incremental earnings from its acquisition of the remaining 50% of Petuna Aquaculture, Sealord's Tasmanian salmon joint venture. Our share of Sealord's operating earnings after tax is \$14.6m. Sealord's acquisition of the remaining 50 percent of Petuna Aquaculture required a \$4.7 million one-off adjustment for the year ended 30 September.

Impact of Covid19 on our year

In January our business changed overnight. Supermarkets became significant points of supply. Access to China, one of our key export markets, closed with live and chilled seafood sales ceasing immediately due to the outbreak.



145% increase in reporting of Health & Safety on the previous year

Ka hiahiaitia he whakawhānuitanga pāwawe ki tā mātou rautaki māketete. Ka whakatewhatewha mātou i ētahi huarahi tohatoha hou, ā, ka koa te ngākau i ngā mahi i oti. Ko tā mātou hokonga tere katoa i te hītori o GrabOne, nuku atu i te tekau tau, i mua i te āheinga ki te hoko-ki-te-iwi i runga i tā Moana New Zealand ake toa ā-ipurangi.

I pāngia nuitia rawa ko ō mātou wāhanga nei, arā te kōura me te pāua. Ka whai wāhi ki ngā rautaki ko te whakamāmā i te hekeheke haere o te māketete hoko ki tāwāhi. E eke ai tērā, i whakahoungia ngā ritenga o ngā ōwehenga o te māketete tarāwhare me te māketete tāwāhi, ā, i herea ngā mahi a ngā kaihiika me ngā kairuku moana.

I mahi tahi tō mātou tīma Ō Ūta me ngā kaituku rawa kia mārama ai te hiahoko o te kiritaki, ā, kia puta ake ai he rongoā mō ngā kiritaki e pā ana ki tā ngā kaihiika me ngā kairuku moana e taea ai te tuku.

E manawaroa ai te ōhanga, ka mate te hunga mahi o Aotearoa, o Moana hoki ki te tautoko i te ōhanga, ā, i tino pērā rātou ahakoa ngā pānga pea ki te hauora. E whakahihī ana mātou i tā mātou whakatinanatanga o ā mātou tikanga e whā, te noho whakahirahira nei i roto i ngā tau huhua kua hori.

I kite hoki mātou i ngā pānga kaha ki ngā rawa katoa i kawea rā mā runga rererangi, he nui nō te piki o te utu. Kāore i te whakaarohia ka ngāwari atu tēnei hanga taea noatia te huakitanga mai o te paenga o te whenua. I te ati he taumaha rukiruki te whai rererangi kawerawa, engari kua hoki anō tēnei āhuatanga ki tōna hanga māori nei mai anō i te Mei.

E kaha ana te kawea o ngā rawa mā runga rererangi, engari kāore anō kia eke ki ōna taumata tiketike, arā ko te tātorutanga o ngā utu arowhānui i ngā mārama tuatahi o te mate urutā. I te wā nei kei te tāruatanga tonu te utu. He painga te mahi tahi i te taha o ngā hoa tauwhāinga, ngā hoamahi, ngā kiritaki hoki, ka tuari rā i ngā utu rererangi. He pai hoki te whakakorenga o te utu kawea i ngā hua ora, i ngā hua mātao ki te rererangi, ka heke ai ngā utu ki raro rawa i ērā ō mua i te mate Kōwhaeori.

Te tangata, te ahurea

E whiriwhiri tonu ana mātou i te taura here i ō mātou tāngata ki te whakapapa o Moana. He whakahirahira kia mārama rātou ki te pānga o ā rātou mahi, i te taha o tō rātou titikaha tūmau ki a Moana kia pai ai te hōpara i ngā au moana hou, kia ū ai ngā tūrangā mahi, ā, kia kitea ai e ngā iwi tō mātou manawanui.

Ko ētahi o ngā kaupapa ko te whiringa o te reo Māori ki roto ki te poutarāwaho pūmanawa tangata, kimi kaimahi hoki, tae atu ki te whakaurunga o ngā wāhi ako i runga ipurangi mā ngā kaimahi. Mā te akiaki kia pā atu ki ngā akoranga reo Māori, akoranga tikanga hoki e āwhina ai ō mātou tāngata ki te whakawhānui i tōna pānga ki te āhua o ā mātou mahi.

Our market strategy required swift diversification. We investigated new distribution channels and fulfilment was pleasing. We were the fastest-selling consumer deal in GrabOne’s more than decade history, before direct-to-public offerings were on offer via Moana New Zealand’s own e-commerce platform.

Our koura and pāua divisions were impacted most. Strategising involved export market downturn mitigation. We achieved this by recalibrating domestic versus offshore market ratios and restricting our fishers and divers.

Our Inshore team worked with suppliers to understand consumer demands and provide solutions for customers in relation to what our fishers and divers could supply.

Resilience required New Zealand’s and our own workforce to step up in support of the economy, and despite potential health implications, they did. We are proud to have embodied our four organisational values which have been instrumental for several years now.

We also saw marked impact on all airfreighted product owing to substantial cost increases. These are not expected to improve until country entry restrictions are lifted. Initially airfreight was exceedingly hard to access, but since May, several destinations have returned to some normality.

Airfreight rates remain high, although not at peak levels which were up to three times higher than standard rates in the first few months of the pandemic. We are still tracking at double the cost. Collaboration with competitors, partners, and customers in sharing airfreight costs has been beneficial and free onboard returns for live and chilled products airfreighted are tracking significantly lower than they were before Covid19.

People and culture

We continue to create a shared sense of belonging which connects our people to Moana’s whakapapa. Their clear sense of how the work they do makes a difference, coupled with their unwavering commitment to Moana, has been vital to navigating uncharted waters, sustaining jobs and showing commitment to Iwi.

Initiatives included integration of Te Reo in the talent and recruitment framework and introduction of online digital learning opportunities for employees. By encouraging access to Te Reo Māori, culture webinars and classes, our people are helping to build its influence through the way we work.

Mahi ai ō mātou tāngata i Moana, he nui atu tō rātou hiahia i te tūranga mahi anake, e hiahia ana rātou ki te whai wāhi ki tētahi rōpū e whai pūtake mārama ana, he tapatahi ōna uara, ā, e mōhio ana rātou he whaitake ā rātou mahi.

E whakahihi ana mātou i tā mātou whakaū i ngā tūranga mahi, i tā mātou titikaha ki ngā hapori e noho ai mātou, e mahi ai mātou.

He rite tonu te hora o ngā mahi whakapai i te ahurea, i te ūnga ki ngā mahi, i te whanonga hoki. Mihi ai mātou i ngā ekenga taumata, ā, hei muri nei ka noho mai ko te kaimahi hei pokapū o ngā whakaaro, me te whakatinana anō hoki i ā mātou tikanga, i tō mātou pūtake. Ka noho mai ko te whakapakaritanga kanorau, ko te whāinga wāhi, ko te taura herehere hei waeine i a mātou.

Hauora, haumarutanga

Ko te arotai matua ko te wharakore, ā, e eke ai tērā ko te whanaketanga hoki o tētahi ahurea e aro ana ki te haumarutanga.

Ko tētahi pae i ekea, kua rua tau mai anō i te whakaurunga o tā mātou pūnaha whakarite hauora me te haumarutanga, arā ko te Tackle Box. Mā konei mātou e āhei ai ki te kimi i te ia o te mahi nei, ki te whakamārama i te āhua o ngā hinonga e haere ana, ki te āta tiroiro iho, ki te toha i ngā akoranga anō hoki.

Kei te hāputa tonu ō mātou tāngata, arā kua eke te pāpātanga ūnga ki te 145% o tā tērā tau. Ko ngā pou o tā mātou rautaki hanga wāhi mahi haumarutanga me te ārahitanga me te ūnga. E 21% te pikinga o te pūrongotanga hinonga mai anō i tērā tau, ā, e 354% te pikinga mai anō i te tau pūtea 2016.

Arotahi ai tā mātou hōtaka whakarite tūraru ki ngā tūraru nunui kei mua i te aroaro o ō mātou tāngata i ia rā. Nā te hōtaka nei i whakakore, i whakamāmā ētahi tūraru, ka ahu mai ngā rongoā i ngā wāhi katoa o te pakihī. Pūrongotia ai, kōrerohia ai ērā i te taha o Te Ohu Tumu, i roto i ā mātou huinga komiti hoki. Nā te urunga mai o ngā tari huhua i whānui ai te hora o ngā whakaaro, i hōhōnu ai ngā kōrero, i homai rongoā ai hoki.

Aro ai ngā kaupapa whakapai tonu ki te whara whaiaro, pēnei me te whakawhāititanga o ngā mahi ā-ringa i roto i ētahi o ngā tūranga ringa raupā. Whai ai ngā tira ki te whakakore i aua tū mahi, ki te whakawhāiti rānei i te tūponotanga wharatanga.

Pāua tūwā (Wild Abalone)

Ahakoia he nui ngā haonga pāua tūwā o te kaupeka 2020 mai i te Oketopa ki te Hanuere, nā te noho rāhui o Haina i te Hanuere i katia nuitia ai ngā hokonga katoa o te pāua i te Pepuere. Nāwai i whāiti, ka whāiti kē atu ngā haonga i ngā whana kirīrarau i Hong Kong, ka pēhia iho ngā utu.

Ka piki ake anō ngā hokonga pāua pātio takitahi, pāua ora hoki i te rauoranga māngaingai o Haina, engari ka noho rāhui anō a Hingapō me Hong Kong me te aha ka tino pāngia te pāua pōwhā mō te wāhanga hākari i te puku o te ngahuru. Ko te tikanga he kaha te hokona, engari he torutoru rawa ngā hokonga i taua wā.

Nā te tukunga rawa a ngā whenua hoatauwāinga i kore ai e tatū ngā wawata kia piki ngā utu i ngā wāhanga pāua, he iti rawa nō ngā utu o ngā haonga pōwhā mai i ngā kaituku o Awherika ki te Tonga, o Tīre, o Te Whenua Moemoeā hoki. He haonga ora kē ēnei i ngā wā ō mua.

Our people work for Moana because they want more than just a job, they want to be part of an organisation with clear purpose and unified values, and to know their contribution makes a difference.

We are proud to continue sustaining jobs and demonstrating commitment to communities we live and work in.

There is always more work to be done to improve our culture, engagement and performance. We acknowledge gains and looking to the future will take an employee-centric approach to thinking and living our values and purpose. We will measure ourselves against strengthening diversity, inclusion and belonging.

Health and safety

Zero harm remains our top priority, as does developing a safety-focused culture to achieve this.

In a key milestone, it has been two years since the introduction of our health and safety management system, the Tackle Box. It enables us to search for trends, understand the nature of events occurring, make positive observations, and share learnings.

Our people continue to lead the way with participation rates increasing 145% on the previous year. Leadership and engagement are key pillars to our strategy of delivering a safe workplace. Event reporting has increased 21% year-on-year and 354% since FY16.

Our risk management programme focuses on critical risks that our people face each day. The programme has seen elimination and mitigation of risks with solutions from all areas of the business. These are reported and discussed with the Board of Directors and through our committee meetings. Cross functional participation provides us with a variety of views, robust discussions and drives solutions.

Continuous improvement initiatives focus on personal harm, such as reducing manual handling in some of our labour-intensive roles. Teams look at eliminating these tasks or reducing the likelihood of injury.

Pāua tūwā (Wild Abalone)

While pāua tūwā started the 2020 season with very strong landings from October to January, China's lockdown in January effectively halted pāua sales in all forms from February. Riots in Hong Kong further reduced volume and applied downward pressure on pricing.

China's slow recovery from late-May saw a re-emergence of individually quick frozen and live pāua volumes, but second waves and further lockdowns in Singapore and Hong Kong impacted canned pāua for the traditional mid-autumn festival period with few orders across this typically busy period.

Competitor country exports severely hindered price-growth ambitions in the pāua divisions, as previously live volumes were canned at very low prices by South African, Chilean and Australian suppliers.

Pāua kahurangi (Blue Abalone)

I tēnei tau i oti i a mātou tētahi arotake i te pakihi katoa kia mārama ai me ka taea rānei te pakihi pāua kahurangi te whakahaere kia whai hua ai, i tōna hanga onāiane rānei, i ētahi haumi āpiti rānei. Nā ngā otinga i mārama ai te hiahia kia tahuri atu i te tauira whakatupu ki tētahi tauira whakapakari kia ū ai te tari mahi nei.

Kua whakakorehia e mātou ngā hanganga kāore noa nei i hoahoatia mō ā mātou momo ika, me te aha he nui te hekenga o ngā utu, ā, he nui te tupuranga o ngā hua. E whakaaro ana mātou ka pai atu ngā pāpātanga tupuranga, ka iti iho ngā matenga hua i runga i te tauira pakihi utu iti nei. Ka aroha hoki, ko tētahi putanga o aua panonitanga ko te whakakorenga o ētahi tūranga mahi e 11 i tō mātou whare i Ruakākā.

He mārō te haere o ngā hokonga pāua pāmu taea noatia te noho rāhui Kōwhēori i Haina i te Hanuere, ka kore noa iho he kawenga rawa i reira taea noatia te tōmuritanga o te Mei. I eke ngā hokonga kai pātio ki tā te mahere i tohu ai mō te tau.

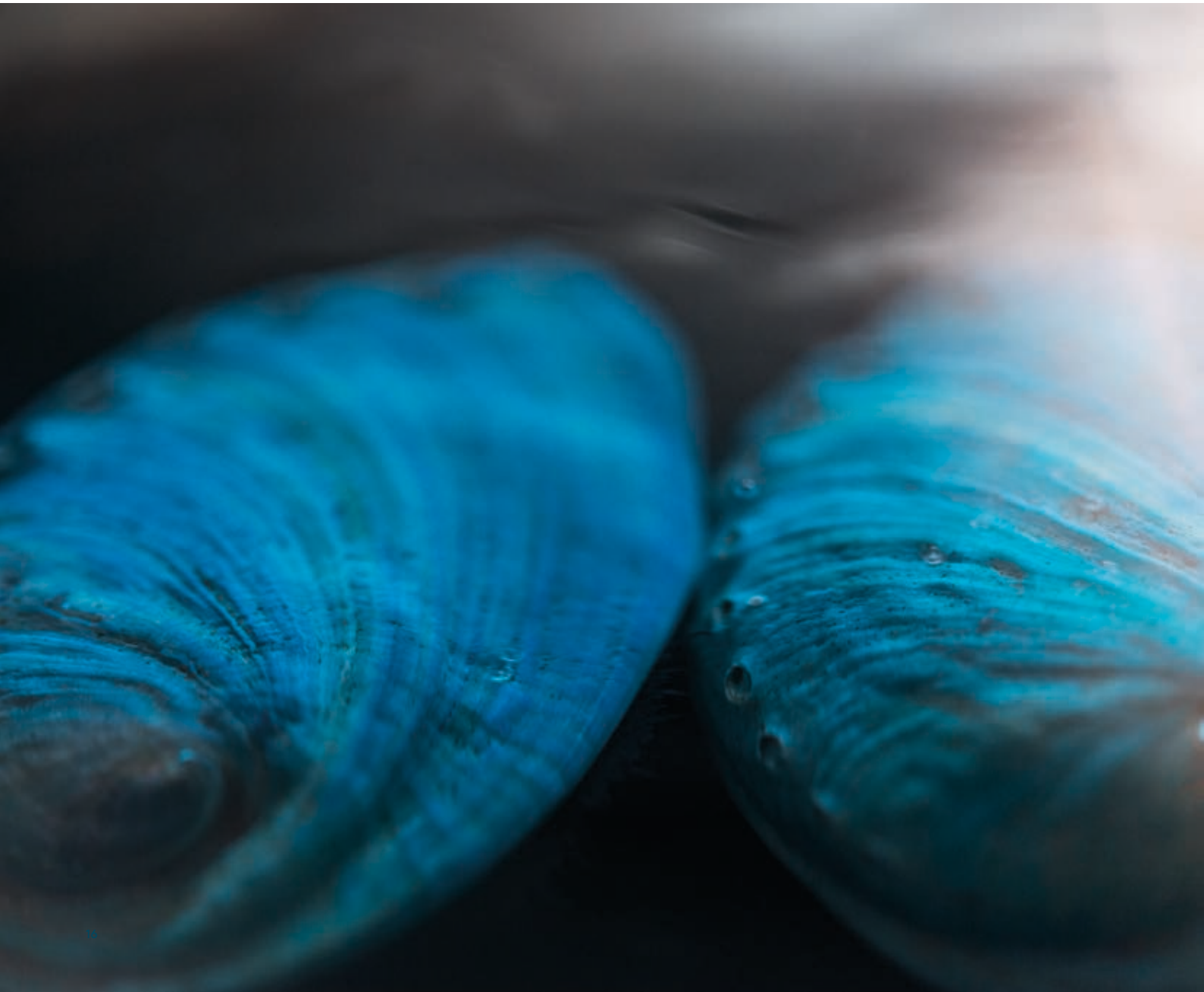
Pāua kahurangi (Blue Abalone)

This year we completed a full business review to identify if our pāua kahurangi business could be run profitably in its current state or with additional investment. Findings identified a clear need to shift from a growth model to a stabilisation model to solidify this business unit.

We have decommissioned infrastructure which was not designed for our species, resulting in significant cost reduction and improved growing footprint yield. We expect growth rates and reduced mortality from this more cost-effective business model.

Unfortunately, a result of these changes was the disestablishment of 11 roles at our Ruakaka facility.

Live farmed pāua sales were also performing well until January's Covid19 lockdown in China, which saw zero shipping until late May. Frozen sales achieved plan for the year.





Kai ora (Ready to Eat)

I te Tihema ka whakamōhio mai te Ope Kātua o Ahitereiria (OKA) ka whakahekeka te nui o āna hokonga ā-tau mā te 25%, he nui rawa e putuputu ana i roto i ōna pātaka. Ka whakawhāititia rawatia ngā haratau ope taua i te roanga o te wā mate Kōwhēori, me te aha kua whāiti iho ngā kai i kainga. Ahakoa e 11% noa iho te hekenga o ngā hokonga ki te OKA i te tau pūtea 2020 e ai ki te Mahere (e 6% te hekenga mai i te tau pūtea 2019), e whakapae ana mātou ka heke anō i te tau pūtea 2021.

I te Hanuere ka tīmata mātou i tētahi whakaritenga huinga kirimana hokonga rawa mō tētahi kiritaki i Amerika, arā ko New England Country Foods, ā, he pai ā rātou kōrero mō mātou e pā ana ki te whakahaerenga hātepe, me te kounga o ā mātou rawa. Kua whāki mai te kiritaki nei ka piki tēnei pakihī kai ora i te roanga o te tau 2021.

E tukaru ana te ngākau i ngā hokonga atawhai tangata, ka tata tonu ki te korekore noa iho i te roanga o ngā rāhui Kōwhēori i Ūropi, i Te Pokapū Rāwhiti hoki. He putanga tēnei o te tauri a ngā tari kāwanatanga me ngā rōpū atawhai ki ō rātou ōhanga tarāwhare, kua ki whenua kē atu. Ko te painga o te aronga tarāwhare ko te tautoko ā-pūtea, kua ko ngā hōtaka tuku kai a ngā rōpū atawhai.

Ka tāpae mātou i ētahi kai ora e whā ki ngā kaupupurihea mō te utu o te waihanga noa iho, i te pae mataara toru me te whā o te rāhui. Ka wātea noa atu ngā kaupupurihea ki taua tāpaetanga, he mārama nō mātou ki ngā pānga tonutanga o te mate Kōwhēori. I hoko kai hoki ētahi kaunihera ā-rohe, kaunihera ā-takiwā mō ō rātou kāuta kai, mō ā rātou kete aroha hoki mā ngā whānau e taumaha ana i roto i ō rātou rohe i te wā rāhui.

Kai ora (Ready to Eat)

The Australian Defence Force (ADF) advised in December a lowering of its annual purchase quantity by 25%, due to overstocking identified in its warehouses. Significant reductions in military exercises throughout the Covid19 period have also reduced volumes used. While ADF volumes sold in FY20 were only 11% down on our Plan (and down 6% on FY19 volumes), we are expecting a further volume decrease in FY21.

We commenced a retail product contract pack arrangement for a USA client, New England Country Foods, in January with positive feedback received for both our process management and the quality of our product. The customer has indicated growth in this ready to eat business through 2021.

Humanitarian sales were very disappointing, with near zero activity throughout European and Middle Eastern Covid19 lockdown periods. This was a result of government agencies and charitable organisations turning focus inward toward domestic economies rather than external aid. The inward focus resulted in more financial aid than food assistance programmes from charitable organisations.

An at-cost offer of four ready to eat meals was made available to shareholders during lockdown levels three and four. We have kept this offer open to shareholders indefinitely in recognition of the ongoing impacts Covid19 is having. Several regional and district councils also bought meals for food kitchens and care packages for struggling whānau in their regions during lockdown.



Ika (Fin fish)

He manawanui rawa te wāhanga ika i te tau nei i te wā o te mate urutā, nāna nei i whakararuru ngā māketē o te ao, ngā rārangi tuku rawa hoki. Me te aha e 27% te huanga UMMT ki tua o te mahere, ā, e 4% nui atu i ngā moni utunga o te tau o mua. I kaha mātou ki te whakawhānui i te haonga ki ngā māketē tarāwhare o ngā hua mata mātao, ki Te Whenua Moemoeā anō hoki, engari i ētahi atu māketē tāwāhi ka herea, me te aha ka pāngia nuitia te whaiwāhitanga me te hiahoko.

I runga paku ake ngā haonga whānui i tā te Mahere i tohu ai. E kore tēnei putanga e tutuki ki te kore ngā mahi hao e taea te panoni - he painga tauwhāinga tēnei e tika ana kia whāwhāngia tonutia ki te tau hou.

E whakamau tonu ana mātou i te tirohanga ki te eke ai ngā whāinga whakamahinga rauemi, ā, he pai atu ngā putanga mō ngā utu mahinga me ngā whakapaitanga whāinga hua i tā te mahere i tohu ai. I whiwhi painga ā mātou hinonga mai i ngā mahinga hua a ngā kaikirimana rāwaho, ā, e kimi ana ngā pakihi i ngā hoamahī e āheī ana, e whai kaha ana ki te tuku ratonga kounga, ki te tuku otinga hua roroa, nā runga i te mate Kōwhēori.

Ika (Fin fish)

Ika showed tremendous resilience this year during the pandemic which disrupted global markets and supply chains, producing an EBIT result 27% above plan and 4% above prior year earnings.

We were able to increase supply to domestic fresh chilled market channels, and to Australia, while other export markets faced restrictions which significantly impacted access and demand.

Harvest volumes overall were again slightly ahead of Plan. This result could not have been achieved without flexibility and capability to adjust harvesting methods - which is a competitive advantage requiring further exploration into the new year.

We have continued to sharpen our focus towards achieving optimal utilisation targets with operational costs and productivity improvements achieving better than planned results. Third party contract processing supply has benefitted our operations this year, and as a result of Covid19, businesses are looking for partners with capability and capacity to deliver outstanding service and product solutions long-term.

27%

Fin fish (Ika) EBIT above plan

4% above prior year earnings.

Kōura (Lobster)

Putā ai ngā moni utunga kōura a Moana New Zealand i tana wāhi ki Port Nicholson Fisheries (PNF), he pakihī o ngā iwi katoa e hāngai ana ki te kōura anake. Iā tau, iā tau mahia ai te kōura mai i te Aperira ki te Maehe, nō reira ko te huanga a Moana tō mātou wāhanga o ngā huanga PNF mō te haurua tuarua o te tau 2019/20, me te haurua tuatahi o te tau 2020/21. Hui katoa, e 53% te hekenga o ngā huanga kōura e ai ki te matapae a te Mahere, ā, e 45% noa iho o ngā huanga o te tau pūtea 2019.

I te tōmuritanga o te Hanuere ka puta te mate Kōwheori, me te aha ka wawe tonu te katinga o te māketē whairawa o Haina kātahi tonu i tīmata ki te huaki anō i te tōmuritanga o te Maehe. Ko te wero mō PNF ko te whakawhāiti i ngā hekenga utu e pā ana ki ngā rawa i haao kētia hei tuku ki rāwāhi, ā, me te kimi rongoā pai mō te HIT kāore anō kia haao. I whakamāmātia ititia te take tuarua rā e Te Tautiaki i ngā tini a Tangaroa, i pai ai te hao ake i te 10% o te HIT kāore anō kia haao hei te tau o muri atu, he whakamāmātanga wā kotahi.

Ka hanumitia e Moana me ōna hoa ā-iwi i PNF tētahi hekenga nui o ngā moni utunga mō te wāhanga roherohenga o te tau 2019/20 (e 33% te hekenga o ngā moni utunga PNF i te wāhanga ō mua). I whakatauria ngā hua pūtea o te roherohenga whakahoanga PNF mō te wāhanga hou ki tētahi taumata e heke ai mā te 40% mai i ngā hua pūtea o te tau 2019/20, ā, e whakaaro ana mātou ka uaua hoki te āhuatanga o ngā marama 12 e heke nei.

He hārakiraki rawa te māketē kōura me ōna utu, he kaha te piki me te heke o te hiahoko me ngā utu. Heoi he iti ake nei te utu taurite i tēnā i ngā tau ō mua. He whakawehi tonu te katinga o ngā māketē, tae atu ki te iti o ngā kawenga rawa mā runga rererangi. Ka heke te hiahoko, ka heke hoki ngā utu nā runga i te nui o te tukunga rawa mai i ngā mahinga ika o Te Whenua Moemoeā me Mēhiko. Heoi anō he pai pea mō te hiahoko i Aotearoa ko te pānga o ngā rāhui a te Kāwanatanga o Haina i ngā rawa a Te Whenua Moemoeā.

E whakaū tonu ana a PNF i āna mahinga rārangi tukunga ahakoa ngā hārakirakitanga o te hiahoko o te māketē me ōna utu. Ko ētahi o āna mahi ko te whāwhā i ngā hangarau hou, ngā hangarau atamai hei whakapai i ngā pūnaha kōunga, me ētahi atu momo huanga kē atu i runga ake i ngā taumata wāriu.

Kei mua paku atu i te Mahere PNF te haurua tuatahi o te wāhanga hou nei, he nui atu te tūhene katoa, ā, kei te 94% ngā hokonga haonga ora. He nui paku atu ngā utu USD i te Mahere, he tohu o tētahi tīmatanga pai i roto i te horopaki taumaha.

Kōura (Lobster)

Moana New Zealand's kōura earnings are generated through its involvement with Port Nicholson Fisheries (PNF), which is a pan-Iwi business solely focused on kōura. The kōura quota season runs from April through to March each year, so the Moana result reflects our share of PNF earnings for the second half of the 2019/20 season and first half of the 2020/21 season. At a summary level kōura earnings are down 53% on our Plan expectation and only 45% of FY19 earnings.

The emergence of Covid19 in late January resulted in immediate closure of the lucrative Chinese market which only started to re-open in late March. The challenge for PNF was having to minimise the losses on export destined product, which had already been landed, as well as finding sensible solutions for the uncaught ACE. The latter issue was mitigated to an extent by the Minister of Fisheries allowing the carryover of up to 10% uncaught ACE as a one-off relief.

Moana along with other Iwi partners in PNF absorbed a significant reduction in earnings for the 2019/20 quota season (PNF earnings were down 33% on the prior season). The PNF partner quota returns for the new season have also been set at a level reflecting a 40% reduction on the 2019/20 rates as we anticipate challenging conditions for the next 12 months.

The kōura market and pricing continue to be very volatile with demand and pricing moving considerably but average pricing mostly lower than past years. Market closures remain a constant threat as well as ongoing challenges of air freight capacity. As demand declines, additional supply from Australian and Mexican fisheries is likely to dampen pricing, although Chinese Government restrictions on Australian imports may have a positive impact for New Zealand demand.

PNF continues to ensure its supply chain functions despite volatility around market demand and pricing. This includes exploring new, innovative technology to improve quality systems and alternative product forms further up the value chain.

The first half of the new season is currently tracking just ahead of the PNF Plan with an improved net surplus and live sales volumes at 94%. USD pricing is slightly up on Plan also, indicating a positive start in a challenging environment.

Tio (Oysters)

I pāngia kinotia ngā hokonga tio e te waipuke kino rawa i Te Tai Tokerau, te kino katoa i ngā tau e 500. Te rerenga atu o te wai ka kati ō mātou pāmu i Whangaroa, i Ōrongo, i hea atu i Te Tai Tokerau mō te whā wiki, nuku atu. Ka pāngia kinotia ngā pāmu katoa o Moana e te nui o te ua puta noa i te motu, ka whāiti ngā haonga i te Akuhata me te Hepetema.

Ka pāngia anō te whakaputanga hua e te noho rāhui o te motu, me te rāhui taumata 3 tuarua i Tāmaki Makaurau, me te aha ka tokoiti iho ngā kaimahi kei pā te tūraru ki ngā whānau.

Whakaputaina ai te tio pirianga e tētahi pāmu rāwaho i raro i tētahi kirimana. I pā tētahi mate i te Hanuere, me te aha ka nuku atu i te 75% te hekenga o te whakaputanga tio ā muri nei. Kātahi ka whakaroatia te mahinga huanga tuarua e te noho rāhui i te Aperira, kātahi ka kino kē atu te pāngia ki te tukunga tio pirianga ki ō mātou pāmu tio. Ka whakamāmātia aua taumahatanga ki ngā tio pirianga o te tau pūtea 2019, inā rā he nui atu i tā te Mahere i tohu ai, engari e whakapae ana mātou ka toro tonu atu te raoranga o te mahinga tio ki te tau pūtea 2022.

Ka tautoko tēnei hanga i te whakaaro he whakahirahira ā mātou mahi haumi ki to mātou ake pāmu tio, e ai ki ngā whakaritenga ka tīmata te hanganga ōna hei te hiku o te tau pūtea 2021. E mārō ana te haere o te hanganga o te pāmu mō tēnei take tonu ki Whakatū.

Ka aukatia tonutia atu te hōngere ratonga kai i Haina, i Hong Kong hoki, ka pāngia kinotia ngā hokonga tio. Heoi anō kāore i pā te mate ki ngā utu pērā i te mate i pā ki te pāua i runga i ngā mahi a ngā whenua hautauwhāinga.

I pāngia ngā hokonga i Hong Kong, he kore noa nō ngā tūruhi Hainamana i haere ki reira mō te Tau Hou Hainamana 2020, ā, me te katinga o ngā ratonga kai i muri mai. Ka tino whirinaki ō mātou kiritaki ki te hōngere ratonga kai, te pāngia kinotia rawa nei i ngā nōhanga rāhui i Hong Kong.

Ahakoia e wātea ana ngā rawa o Ūropi ki Te Whenua Moemoeā i ngā marama i muri mai i ngā nōhanga rāhui i Haina, me ngā pāngia hoki ki te kawenga oratanga o ngā rawa i Ūropi, i piri tonu ō mātou kaitohatoa rawa ki ngā huanga o Aotearoa mō ngā marama i tuwhera tonu ai rātou. Ka pāngia ngā hokonga e te nōhanga rāhui o Te Whenua Moemoeā me te putanga tuarua o te mate ki Wikitōria, engari kāore i pāngia ngā utu. Ka tīmata te pikinga o ngā hokonga mai i te Hune ki te Hepetema.

Sealord

He nui rawa te pikinga o ngā hokonga tauhoko a Sealord i te tau pūtea 2020 huri noa i ngā wāhanga kai pōwhā, kai pātio anō hoki. I Aotearoa nei, ka kaha piki ngā hokonga i te nōhanga rāhui tuatahi, e whakakī ana te kaihoko i te pātaka. He nui tonu atu ngā hokonga tēnā i ngā hokonga ō mua i te nōhanga rāhui, ā, kua noho mai ngā kai a Sealord hei tino kai mō ētahi Kiwi tokomaha.

I te tau nei, e 30% te pikinga o te taumata hokonga o ngā kai pātio a Sealord i Aotearoa, ā, e 19% mō ngā kai pōwhā. E noho tonu ana te pikinga hokonga ki tōna taumata mō ngā tau torutoru nei i ēnei tū rawa, engari i te tau nei he pikinga hiahoko kaihoko te haere.

I Te Whenua Moemoeā, e kaha ana ngā kaihoko ki te noho i te kāinga, e 6% te pikinga o ngā hokonga o ngā kai a Sealord mai i te tau ō mua, ā, ka pērā tonu te haere. E 29% te pikinga o ngā taumata hokohoko.

Tio (Oysters)

Tio sales were impacted by a one in 500-year flood in Northland and resulted in runoff which closed our Whangaroa, Orongo and other Northland farms for a minimum period of four weeks. Significant rainfall across the country impacted all Moana farms and limited harvest volumes in August and September.

Production was further impacted by the nationwide lockdown and second Auckland Level 3 lockdown, resulting in staff shortages due to high risk whānau members.

Production of spat is produced under contract by an external hatchery. A mortality event in January decreased future production by more than 75%. Lockdown in April then delayed a second production run, further impacting delivery of spat volume to our tio farms. Gaps in supply were offset by FY19 spat volumes which were above Plan, however supply recovery is expected to stretch into FY22.

This reinforces the critical nature of investment in our own commercial hatchery which is scheduled to be in production nearing the end of FY21. Construction of the purpose-built hatchery in Nelson is tracking well.

Tio sales suffered from the foodservice channel grinding to a halt in China and Hong Kong but have not suffered the pricing setbacks that occurred in pāua via competitor country activity.

Hong Kong sales were impacted by the lack of Chinese tourists to Hong Kong for Chinese New Year 2020 and subsequent foodservice shutdown. Our customer is heavily dependent on the hospitality channel, which was amongst the hardest hit sectors in Hong Kong's lockdowns.

Whilst European supply was available to Australia in the months following China's lockdowns impacting live shipping from Europe, our distributors stuck with New Zealand supply for the months they were open. Australia's lockdown and the pandemic's later resurgence in Victoria affected volumes but not pricing. Volumes started to recover from June to September.

Sealord

Sealord retail sales experienced record growth in FY20 across both tinned and frozen coated product portfolios. In New Zealand, the first lockdown brought on a significant spike in sales as consumers stocked pantries. Sales have remained higher than pre-lockdown levels as Sealord products have become part of the routine for more Kiwis.

Sealord's baseline sales in New Zealand on frozen product grew 30% this year, and 19% for the canned category. Volume growth has been relatively flat for a few years in these categories, but this year has been driven by an increase in consumer demand.

In Australia, with more consumers staying at home more often, sales of Sealord grew 6% year-on-year and remained buoyant, with baseline sales up 29%.



“We remain confident in drawing on the strength of our diversified portfolio; strong leadership; supplier, shareholder and customer relationships; and, strength of demand for our kaimoana.”

Matapae

Tērā te pōraruru i roto i te pakihi kīhai i kitea i mua, e toro atu ana ki tua noa atu o te rāngai kaimoana. He uaua ki te matapae ka pēhea rā ngā marama 12 e haere ake nei mō Moana. E whakahīhi tonu ana mātou i te pakari o tā mātou huinga hinonga kanorau; te ārahitanga pakari; ngā whakahoanga i waenga i mātou ko ngā kaituku rawa, ngā kaupurihea me ngā kiritaki; ā, te kaha o te hiahoko ki ā mātou kaimoana.

Whai tonu ai mātou ki te whakawhānui i te uara mai i te roherohenga ika i whakawhāititia nei. He koanga ngākau te kite ake kīhai i nui ngā whakarerekētanga ki te HTKW. He wehe kē tēnei āhuatanga i ngā tau e rua kua hipa, i whakawhāititia nūtia rā te HTKW o te tarakihi. Ka ngaringari te uara i te whakawhitinga o te hōngere e tika ana, o te māketē hoki, ā, me te whakaputanga hua atamai anō hoki, me ka whakawhānuitia ngā taitapa. E hoko kē ana mātou i ngā hua kōunga ki ngā hōngere kōunga, ā, ināianei kāore he pae māmā ki te piki. E whānui atu ai ngā taitapa i tētahi hanga e whai tohu ana, e rite ana kia hokona (e hiahitia nei kia whakawhāititia te tukunga o te rawa kōunga mātao katoa), me mārara te rautaki, me āta whakahaere hoki kia maru ai tā mātou tino mahi, me te whai anō rā i te uara ngaringari.

I te taha ki te pāua tūwā, nō mātou te whiwhi i puta te mate Kōwhēori i te tau pūtea 2020 i muri mai i tā mātou whakatutukitanga i ngā tono hokonga mō te wā tauhoko nui i te Tau Hou Hainamana. Ahakoa tā mātou kaha ki te whakawhanake i ētahi atu momo rawa (te hua ora, te pātio horo takitahi hoki, arā te PHT), i ētahi atu huarahi hoki, e tino whirinaki tonu ana mātou ki te hiahoko ki ā mātou kai pōwhā i te Tau Hou Hainamana. E hoaturia ana ki ā mātou kaihoko ngā kai me ngā utu hakahaka iho i ngā utu tiketike o te wā nei, me te aha ka heke haere ngā utu. Āpititia ki tērā, e ōhiti ake ana ngā kiritaki i te nui o ngā hokonga, i runga i te tūraru kei aukatia ngā toronga whenua. Waihoki e tohetohe ana te Tuawhenua o Haina rāua ko Hong Kong, me te aha ka pāngia te rāngai takakai i Hong Kong. Ko te whakaaro o tā mātou Mahere ka nui te hekenga utu, ā, ka pērā anō te utu mō te HIT a ngā rōpū tūhāhā.

I whakamāramatia i runga nei e ngāueue tonu ana ngā moni utunga kōura e puta ake ana i te whakahoanga whāiti PNF, ā, he kaha te pā atu a ētahi atu take. I te taha ki te Mahere, he tūpatō te haere o te whakawhānuitanga o ngā utu, o te hiahoko hoki i ngā marama 12 e heke nei.

Outlook

There is a level of uncertainty within business rarely experienced before which extends beyond the seafood sector. The outlook for Moana for the next twelve months is difficult to predict. We remain confident in drawing on the strength of our diversified portfolio; strong leadership; supplier, shareholder and customer relationships; and, strength of demand for our kaimoana.

We will continue to look to increase value from a constrained quota base for ika. It is pleasing to note that there were no significant adverse adjustments to TACC in contrast to the previous two years when tarakihi underwent a significant TACC reduction. Incremental value will be delivered by appropriate channel and market switch, and product innovation, so long as margins are improved. We are already selling premium product into premium channels which means there are no quick wins. Extracting margin growth from a branded, consumer-ready format (which necessitates reducing supply of premium chilled whole product) requires a clear strategy and careful management to allow for protection of our core business whilst chasing incremental value.

For pāua tūwā we were fortunate that in FY20 the emergence of Covid19 was after we had met sales orders for the peak Chinese New Year season. While we are developing other formats (live and Individual Quick Frozen or IQF) and channels we remain heavily dependent on Chinese New Year demand for our canned products. Across the board our customers are being offered product at lower than recent historic pricing points which is resulting in downward price pressure. In addition, customers are being more cautious with order volumes as risk of travel bans remain and there is also heightened tension between Mainland China and Hong Kong which is impacting hospitality in Hong Kong. Our Plan assumption is that there will be a significant price reduction, which will also be reflected in the price paid for third party ACE.

As outlined above our koura earnings generated through the PNF limited partnership remain volatile and subject to significant externalities. For the Plan we have taken a cautionary view on the recovery of pricing and demand over the next 12 months. We don't expect there to be a full recovery to pre-Covid19 pricing levels.

Kāore mātou e whakapono ka hoki anō ki ngā taumata utu o mua i te mate Kōwheori. Ko tētahi take nui i rāwāhi ko te hoanga Ahitereiria-Haina, i rāhuitia taupuatia ētahi rawa nui a Te Whenua Moemoeā, pēnei i te kōura. Kei Haina ngā utu nui katoa mō te kōura a Aotearoa me Te Whenua Moemoeā, nā reira i pai ai ngā utu PNF i te korenga o ngā tukunga o ngā rawa Ahitereiriana. Heoi anō, kia whakaaetia rānōtia te kōura Ahitereiriana, ka heke ngā utu i tatū i te PNF nā runga i ngā hokonga nunui mai i Te Whenua Moemoeā. Ahakoa te hekenga haeretanga o ngā utu hoko, ka hiahia tonu ngā kaihiika ki te pae utu hao iti kia ū tonu ai ngā mahi hiika. Oti noa ana te tātari ngā utu mahinga PNF mai i te wāpu ki te whare tuku rawa ki rāwāhi, i te mutunga iho e mahue mai ana ki ngā hoa nei ko ngā moni toenga.

E oke ururoa ana tā mātou pakihī tio kia rua miriona taihana te nui o ngā hokonga ā-tau, he wāhanga o tā mātou mahere wawata mō ngā tau e rima. I whāki rā mātou, e hanga ana mātou i tētahi pāmu ki Whakatū. Ko te takahanga tuatahi tēnei i runga i te huarahi nei kia āhei ai mātou ki te whakaputa tūhāhā nei i ngā tio piriranga e eke ai ngā hokonga ki te taumata. E whakaaro ana mātou ka pai atu ngā hokonga rawa me ngā mahi haumi i te tau pūtea 2022, me te tau 2023 nā runga i te oranga o te tio, e rua tau nei te roa. E hiamō hoki ana mātou ki te pūrongo ake kua whakaaetia e Te Ohu te kēhi pakihī mō te takahanga tuarua i runga i te huarahi nei hei whakahou rawa i tā mātou hinonga pāmu, ā, kua tīmata kē. E toru tau te roa o taua whakahounga, ā, kāore noa iho e whakarite i te hinonga pāmu kia puta ai ngā rahinga hokonga e hiahia ana, engari kē ia ka whakapai hoki i ngā ritenga mahi mō o mātou kaimahi, ka whakamāmā i tā mātou pā ki te taiao, ā, ka whakawhāiti i te utu taurite whakaputa rawa. Ahakoa i whakaaetia tuatahitia te mahi nei hei hinonga 'rite te kāheru' o te Tahua Whanaketanga ā-Rohe, he pai kē atu ki a mātou kia tukuna te pūtea i raro i tā mātou whakaaetanga pēke māori noa i te taha o Westpac, he taumaha rawa nō ngā utu o te minonga PGF.

Ahakoa kua pāngia te hiahoko tio e te mate Kōwheori, e whakapae ana mātou ka piki anō. Ko te herenga nui ko te rahi o te tio, arā ka paitia ake ko te tio rahi rawa, ā, i te kitenga tuatahi me roa atu te noho a te tio i rō wai, me ētahi atu māhititanga hoki. Ko te whakaaro o te Mahere nei ka nui atu ngā hokonga katoa, ā, ka nui atu te utu taurite nā te huinga rahinga.

Āpiti atu ki ngā putanga ā-pūtea, ka whai tonu mātou i te wharakore. Ka haumitia hoki te whanaketanga me te oranga o o mātou tāngata hei whakatūturu ka kaha te tū kia mārō ai te haere i te tau 2021, ki tua atu hoki.



Steve Tarrant,
Tumuaki CEO

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One significant external factor is the Australia-China relationship where several significant Australian exports, including lobster, have been temporarily banned. Lobster from both Aotearoa and Australia achieve the best prices in China and so lack of Australian supply benefits PNF pricing. However, when Australian lobster is permitted again then the significant volumes from Australia will depress the pricing achieved by PNF. As sales price deteriorates fishers still require a minimum beach price in order to sustain fishing. After taking account of PNF operational costs from wharf to export plant the limited partners are left, in effect, with the residual earnings.

As part of our five-year aspirational plan our tio business is striving towards a two million dozen annual sales volume. As noted we are currently constructing a hatchery in Nelson which is the first step on our pathway and will allow us to independently produce the volumes of spat supply that will generate this level of sales. We expect additional sales volumes and investment benefits in FY22 and FY23 due to the two-year lifecycle of tio. We are also excited to report that the business case for the second step on our pathway which is to transform our farming operation has also been approved by the Board and is now underway. This transformation over the next three years will not only set up the farming operation to produce the required sales volume, but significantly improve working conditions for our staff, reduce our environmental footprint, and lower the average production cost. While this project was originally accepted under the Provincial Growth Fund 'shovel ready' initiative we have preferred to fund through our normal banking arrangement with Westpac as the PGF loan had slightly less favourable terms.

While demand for tio has been impacted by Covid19 we are anticipating a recovery. The bigger constraint is size cascade where the larger grade is often preferred which prima facie means leaving tio in the water for longer as well as additional grading. The Plan assumes an increase in total sales volumes and higher average pricing due to size mix.

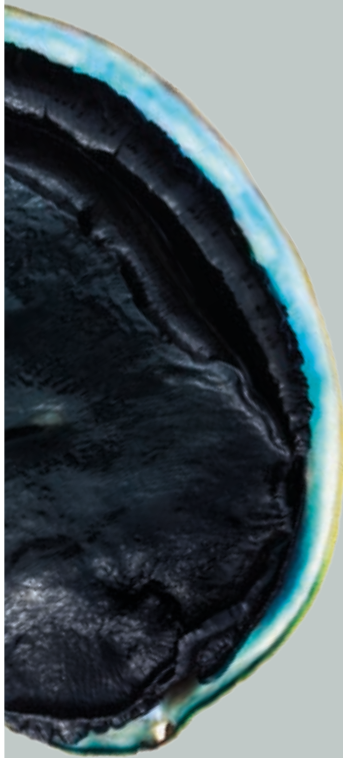
In addition to the financial outcomes we will continue to pursue zero harm and invest in the development and wellbeing of our people to ensure we are well positioned to navigate through 2021 and beyond.

Our achievements

Whakatipuranga — True to people

42%

*of our pāua
harvesters
are Māori*



\$11.95m

*paid to
Māori fishers*



\$8.8m

*paid to Iwi
shareholders*

\$6.6m

paid to Iwi partners

79%

of our ika catch was caught with Māori crew



64%

of our ika catch is caught by Māori owned vessels



6,625kg

ika fillets (pataka)

Te hanga uara mō ō mātau kaipupurihea

Our purpose

As guardians of Māori fishing assets we are dedicated to contributing to the wellbeing of future generations.

Our vision

We connect the world to the true taste and rare magic of New Zealand's best kaimoana.

Our inputs

O mātau tāngata

The care we have for our people and our investment in their continuous development enabling them to be the best they can be, who live our values and have meaningful relationships in the communities we operate in.

Our people

Tā mātau haonga

Time and money invested in protecting the taonga we have been entrusted with while doing our part to ensure te taiao (the environment), including farming and harvesting, remains healthy for future generations.

Our harvest

Iwi

Iwi are at the heart of business be it harvesting, farming or producing

O mātau māketē

Developing new channels to market for premium kaimoana and kai ora products, alongside our partnerships with our Iwi shareholders, customers and stakeholders.

Our markets

A mātau mahinga

Producer assets including factories, trucks, infrastructure and technology needed to process kaimoana and kai ora.

Our operations

Our tikanga (values) underpin the framework of integrated thinking which is applied to our inputs:

Whakapapa

Manaakitanga

Kaitiakitanga

Whakatipuranga

Creating value for our Iwi shareholders

Our outputs



Ō mātau tāngata Our people

- / Keeping our people safe – zero harm culture
- / Career pathways and talent development programmes
- / Hikoi ki te Ora – our wellness programme for life



Tā mātau haonga Our harvest

- / Collaborative fisheries management
- / Training our fishers to be responsible
- / Protection and enhancement of shared resources
- / Embracing harvest and farming method innovation



Ā mātau mahinga Our operations

- / Utilising producer assets efficiently
- / Continuous improvement culture
- / Cross-site engagement and innovation



Ō mātau māketē Our markets

- / Creating premium value through strong provenance
- / Enhancing our reputation and consumer confidence in our products
- / Developing new channels to market



To mātau whanonga Our performance

- / Support communities
- / Provide a dividend to all 58 Iwi

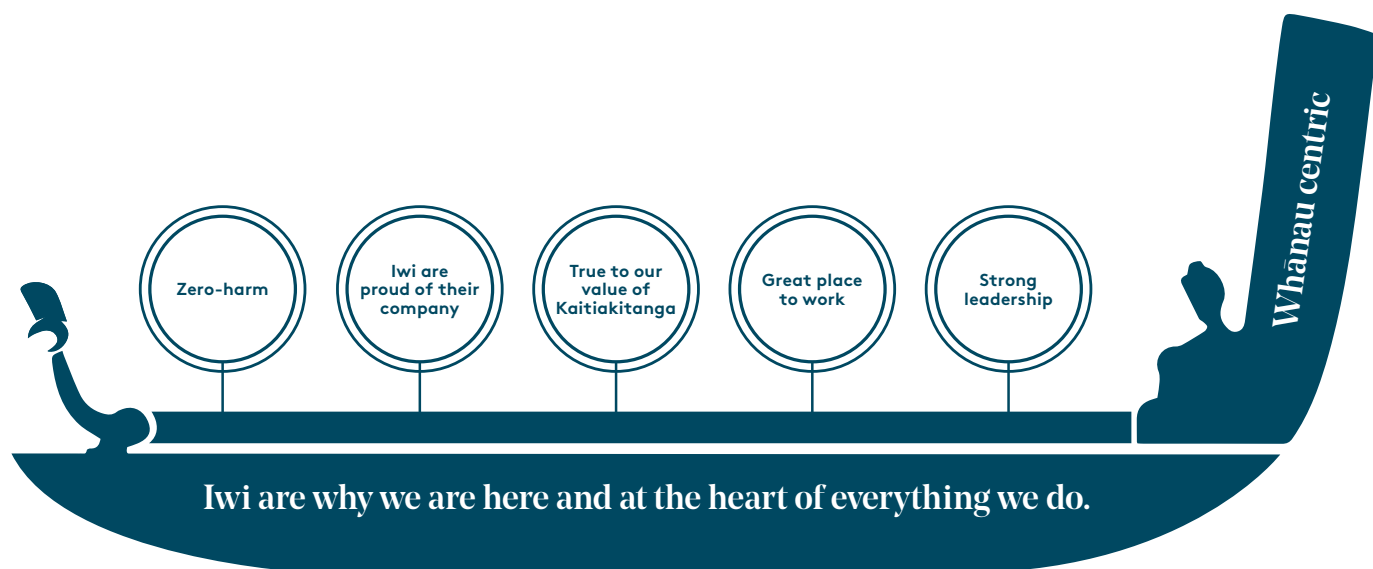
We are owned by all Iwi across the motu and return an annual dividend to Iwi shareholders which upholds our whakatipuranga value - prosperity for future generations

Kōrero hou mō te rautaki wawata

Update on aspirational strategy

He whakahirahira hoki kia whākina, kia mihiā te eke a Moana New Zealand ki te taumata hei rōpū Māori, nō ngā iwi e 58 katoa. Mā te kaha ā-ōhanga me te tūhāhātanga ngā hapori e pupuri ai, e whakawhānui ai i ngā rawa ā-hapori, ā-ahurea, ā-taiao hoki kia hangā ai he whakahoanga tūmau i te taha o ngā kaupuriheā. Kāore i raweketia nuitia te rautaki i whakaritea e mātou i ngā tau e rua ka mahue nei. Ahakoa ngā haupāuma i te tau nei, e kōkiri tonu ana mātou i te rautaki nei, ā, ka kite koe i ngā kōrero hou mōna i raro iti nei.

It's important to acknowledge and recognise the success of Moana New Zealand as a Māori organisation owned by all 58 iwi. Economic strength and independence allow communities to maintain and enhance their social, cultural, and environmental capital and creates enduring stakeholder partnerships. The strategy we put in place two years ago remains largely unchanged. Despite this year's headwinds, we are continuing to drive this strategy and note updates to this effect below.



	Blue Abalone	Fin Fish	Lobster	Oyster	RTE	Wild Abalone
	- Make profitable	- Enhance returns	- Protect against substitutes	- Grow more oysters and increase live	- Develop new markets and grow volume	- Grow live and protect volume
Updates to strategy	- Stabilise volume on farm	- Develop new markets - Online sales launch	- Unchanged	- Build a Moana hatchery - Removal of historic infrastructure - Transform to flip farming	- Dedicated resource to support market development	- Unchanged



Arotahi ki ngā take nunui

_____ Focusing on what matters

I whakahaeretia tā Moana New Zealand arotake take pakihi kia mārama ai he aha te mea nui ki ngā kaiwhaipānga hei whakauru ki te rautaki pakihi me te rautaki toitū-oranga.

I whai wāhi ki te arotake nei ngā kaiwhaipānga rāroto, rāwaho hoki mai i te Rōpū Mahi Toitū-Oranga o te kamupene, te ohu whakahaere, ngā tumu, tae atu ki ngā kaiwhaipānga rāwaho pēnei i ngā whakauru, ngā iwi, ngā rōpū ō waho tari kāwanatanga, ngā kaihiika, ngā rōpū o te rāngi, ngā kiritaki tarāwhare, me ngā kiritaki i tāwāhi.

Ko ngā kaupapa nui e rima i puea ake hei kaupapa whakahirahira ki ngā kaiwhaipānga i roto i te hātepe māhiti katoa ko ēnei:

/ Te tiaki momo mōrearea, te whakawhāiti haonga tē hiahiatia ai

/ Whakamahinga kaimoana

/ Te hiika atamai kia toitū ai te mauri ora

/ Hoahoanga i te taha kaimahi kia pai atu ai ngā mahi

/ Whakatutukitia ā mātou rautaki, mahia te mahi tika

Whai muri tata iho ko te whakapāpātanga huri noa i ngā wāhi mahi, te ako tahi, me te tiaki i ngā rāngai ika mō ngā whakatipuranga e haere ake nei. I whakaaro te nuinga o ngā kaiwhaipānga he pai tonu ngā mahi a Moana i ētahi āhuatanga huhua o te toitū-oranga.

I te taha o ngā kaupapa whānui o te arotake take pakihi i te tau 2018, ka whakaatu te pūrongo i te tau nei i te aronga tonutanga ki te whakapakaritanga tangata mā te whakangungu, mā te piki tūranga mahi, mā te whakamahi i ā mātou rauemi kia whai hua nui rawa ai.

He huhua ngā kaupapa o ngā mea nunui e rima i te arotake o te tau 2018 kāore i puea ake anō. Inā rā ahakoa he rite tonu te whakahirahira o te haumarutanga o ō mātou kaihiika, o ō mātou kaimahi, kāore i eke ki runga rawa hei aronga nui i te tau 2020 pērā i te tau 2018.

He koanga ngākau te kitenga i te nui o ngā kōrero ngākaupai i te roanga o te hātepe nei. He rite tonu te hāpaitanga o Moana e ngā kaiwhaipānga rāroto, rāwaho hoki mō tana whanonga onāianeī, mō āna mahi rautaki, ā, mō āna mahi toitū-oranga. I mihia whānuitia hoki a Moana New Zealand hei whakaihūwaka o te rāngai hiika, hei iho pūmanawa hoki.

Moana New Zealand's third full materiality assessment was conducted to inform its business and sustainability strategies by finding out what stakeholders believe is most important.

Internal and external stakeholders from the company's Sustainability Working Group, leadership team and directors, as well as external stakeholders including partners, Iwi, government, non-government organisations, fishers, industry bodies and domestic and export customers took part in the materiality assessment.

The top five topics that emerged as most important to stakeholders through the ranking process overall were:

/ Endangered species protection and reduce bycatch

/ Kaimoana utilisation

/ Innovation in fishing to improve sustainability

/ Improve operations through employee consultation

/ Execute our strategies, do the right thing

Close behind these were cross site engagement and shared learning and managing fish stocks for future generations. Most stakeholders felt that Moana was already doing well on several sustainability fronts.

Compared to the top material topics overall from 2018's full materiality assessment, this year's report showed a continued focus on developing people through training and career opportunities and using our existing assets in the most productive way.

Several topics from the top five in the 2018 assessment have not come up again. In particular, while the safety of our fishers and staff is always paramount, it was not ranked as highly as an area of focus in 2020 as it was in 2018.

It has also been pleasing to see a high level of positive feedback during this materiality process. Moana was often singled out by both internal and external stakeholders for its current performance and for its strategy and sustainable practices. There was a general acknowledgement that Moana New Zealand is a fishing industry leader and exemplar.

The top five topics that emerged as most important to stakeholders through the ranking process were:

2020

1

Endangered species protection and bycatch reduction

2019: Sustainability of fish stocks for the benefit of all

2

Kaimoana utilisation

2019: Ensuring the safety of our fishers and staff

3

Innovation in fishing to improve sustainability

2019: Better development of our people internally

4

Improve operations through employee consultation

2019: Better leadership as a Māori company

5

Execute our strategies, do the right thing

2019: Doing as we say we are going to do

Topic	2019	What we did	2020	What we will do
1	Sustainability of fish stocks for the benefit of all	Voluntary hoki shelving – read more on page 48	Endangered species protection and reduce bycatch	Continue support for Black Petrel working group and Māui Dolphin Protection plan – read more on page 46
2	Ensuring the safety of our fishers and staff	Goal of zero harm and continuation of Responsible Fisher training programme	Kaimoana utilisation	Continue support of Kai Ika – read more on page 66
3	Better development of our people internally	Ongoing training for our people – read one example on page 37	Innovation in fishing to improve sustainability	Continue investment in Precision Seafood Harvesting
4	Better leadership as a Māori company	Outlined in our aspirational strategy – page 28	Improve operations through employee consultation	Conduct internal engagement survey
5	Doing as we say we are going to do	Continue to work towards our aspirational strategy – page 28	Execute our strategies, do the right thing	Read more on our strategy on page 28



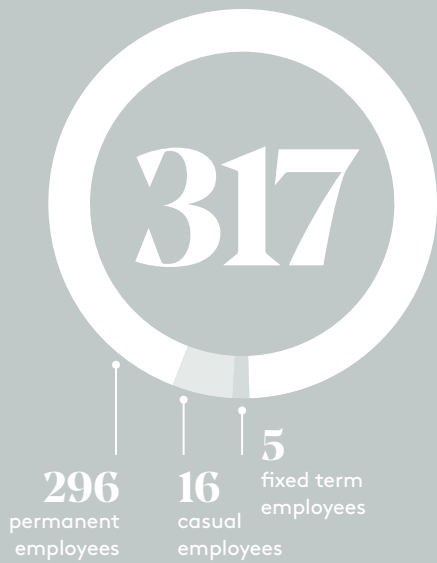
Ō mātau tāngata

///\\ Our people

—— Building capability
whilst keeping staff safe and
engaged across all sites

Our workforce has a varied geographical spread and diverse makeup. We operate right across the North Island and the top of the South Island through to the Chatham Islands.

Total employees



39% *Wāhine* (women)

61% *Tāne* (men)



Māori employees at Moana

37% *Total workforce are Māori*
(-2% 2019)

55% *of our executive team is Māori*

40% *of new recruits were Māori*



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Poutarāwaho hauora, kaupapa here, rautaki

Ka whakaatu te kopounga o te tūranga Kaitohutohu Whakapāpātanga & Hauora i te Pepuere 2020 i te titikaha ki te manaakitanga - tā mātou tiaki i ō mātou tāngata.

E aro ana ngā rauemi motuhake ki tā mātou hōtaka hauora onāianeī, arā ko Hīkoi ki te Ora, ā, ki te hanganga tonutanga o tētahi Wāhi Mahi Ora - he tohu o te whakahirahira o te hauora o ō mātou tāngata ki a mātou.

He huhua ngā āhuatanga o te hauora i roto i te poutarāwaho nei e arataki ana i a mātou. Kō ētahi o ngā kaupapa ko ēnei:

/ pāhotanga ipurangi, kiriata, rauemi hei tiki ake

/ tohutaka māmā, utu māmā, kai ora

/ akiaki, kupu āwhina hoki ki te whakapakari i te tinana

/ mātaitanga hauora koreutu

/ tohutohu mātanga mō ngā take hauora tinana pēnei i te whakamāmā mate huka

/ he whakaaro ki te aratakinga hokohoko, ngā mahere kai, te penapena moni.

Whakamārama ai tā mātou kaupapa here hauora i te āhua o tā Moana New Zealand tiaki i ōna tāngata.

Arataki ai tā mātou rautaki hauora i ngā mahi hei hanga i tētahi Wāhi Mahi Ora.

“We are diverse, but we are one.”

\\

Puāwai a Hīkoi ki te Ora i te tau tūpuhi

Nā te mate Kōwhēori i mārama ai te whakahirahira o ngā ahunga urutau ki te hauora o te tangata takitahi, o te rōpū anō hoki.

I tū te wānanga oranga hinengaro nei, te ‘Rautaki Hauora mō te Wā Taumaha’ kia koa ai te ngākau, ā, i tohaina ētahi rauemi hauora huhua, hei tauria tētahi ‘puka arataki mō ngā mahi papai mō te mahi ki te kāinga’.

E rua ngā huinga whakahirahira i i whakakotahitia mō te kaupapa Hīkoi ki te Ora i te Hepetema - Te Wiki o te Oranga Hinengaro me Te Wiki o te Reo Māori.

He kaha rawa ngā wāhi mahi katoa ki te uru ki ēnei kaupapa. Ko tētahi take nui ko te riterite - ā tātou uara ahakoa te ahurea. He kanorau, engari he kotahi.

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Wellbeing framework, policy and strategy

Establishment of the Engagement & Wellbeing Advisor position in February 2020 reflects commitment to manaakitanga – looking after people our way.

Dedicated resource is focused on our existing wellness programme, Hīkoi ki te Ora, and continued creation of a Healthy Workplace – a reflection of the importance we place on the wellbeing of our people.

Various dimensions of wellbeing within this framework guide our approach. Initiatives include:

/ podcasts, videos and downloadable resources

/ healthy, easy and cheap recipes

/ exercise motivation and tips

/ free health checks

/ expert advice on physical health issues such as managing diabetes

/ shopping guides, meal planners and money-saving ideas.

Our wellbeing policy outlines how Moana New Zealand looks after its people.

Our wellbeing strategy guides workflow in creating a Healthy Workplace.

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Hīkoi ki te Ora thrives during time of constraint

Covid19 highlighted the importance of adaptable approaches to wellbeing for individuals and as an organisation.

Mental wellbeing webinar ‘Wellbeing Strategies for Challenging Times’ was run to keep spirits lifted, while various wellbeing resources were shared including a ‘best practice guide for working from home’.

Two important events were combined for September's Hīkoi ki te Ora kaupapa – Mental Health Awareness Week and Te Wiki o Te Reo Māori.

All sites demonstrated strong engagement. One noteworthy theme is that regardless of our culture, we all share similar values. We are diverse, but we are one.



Te huinga o Matariki

I te Hūrae ka whakanuia te Tau Hou Māori i ō mātou wāhi mahi katoa.

I tohaina ētahi pukapuka hei whakamārama i te maramataka, hei whakamārama i te whakapapa o Matariki hei huinga tāngata, hei whakanui hoki i ngā tikanga, i te reo, i te wairuatanga, me te hītori.

He huhua ngā momo kaupapa pēnei i ngā wānanga raranga harakeke, te hanga manu whakaangi (Papaioea), te karakia (Te Whanganui-a-Tara), te waiata o te motu, ngā kanikani tuku iho (Wiri), tae rawa atu ki te kapahaka (Maungarei).

I mahia ngā hāngi i ētahi wāhi mahi huhua, ka paitia nuitia hoki, ā, ka kitea te whakahirahira o te noho tahi a te tuakana, a te taina.



Matariki celebrations

The Māori New Year was celebrated in July through various means across our sites.

Booklets were provided which explained the Maramataka and outlined the background to Matariki being a celebration of people, culture, language, spirituality and history.

Events varied from flax weaving workshops and making kites (Palmerston North) to karakia (Wellington) to the national anthem and traditional dances (Wiri) to a kapa haka performance (Mount Wellington).

Hangi were held, and thoroughly enjoyed, across most sites which highlighted how important it is for our people to have the opportunity to connect with one another.



Mani Lapu'aho, Jade Kimitaunga and Jessica Bowers celebrate Matariki with a hangi at Mt Wellington group office



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Putanga taurira

I puta ētahi o ngā mema o tō mātou tira i te Papaioea i ngā tohu Taumata 2 mō te Taka Kai, Taka Inu. Nā Competenz ngā tohu i tuku.

Ka nui te mihi ki a Te Aroha Rihari koutou ko Peni Koro, ko Mark Sutton, ko Mavis Taiaroa mō ā koutou putanga pai rawa atu.

I oti i a Tira Wiri tana karaehe Upskills whakamutunga, ā, ka whiwhi tiwhikete ngā taurira katoa.

Ka whakahaeretia te hōtaka e Upskills, ā, nā Te Amorangi Mātauranga Matua te pūtea tautoko. Ko te rōpū tuatahi ko ngā kaiārahi/kaiārahi piki, ā, i ako ngā rōpū e toru o muri mai i te pāngarau me te reo matatini. Ko te reo Ingarihi te reo tuarua o te nuinga o tō mātou kaimahi, nō reira he mea nui tēnei hei aronga mā mātou.

I tīmata tā Moana urunga ki te kaupapa nei i te Maehe o te tau 2019, ā, kua puta tō mātou kaimahi katoa. Ka whakawhiwhia ki tō mātou kaiārahi/kaiārahi piki te Tohu Toa Ara Pūkenga 2019.

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Graduations

Several members of our Palmerston North team achieved Level 2 qualifications in Food or Beverage Processing. Competenz presented the certificates.

Congratulations to Te Aroha Rihari, Peni Koro, Mark Sutton and Mavis Taiaroa on your fantastic results.

Team Wiri completed its final Upskills class with each graduate receiving their certificate.

The programme is run by Upskills and fully funded by the Tertiary Education Commission. The first group was leaders/emerging leaders and the following three groups learned about numeracy and literacy. For most of our employees, English is their second language, so this was important for us to focus on.

Moana's involvement in the project started back in March 2019, and all our employees have graduated, with our leaders/emerging leaders taking out the 2019 Skills Highway Champion Award.





“Moana and its partners in the industry, along with fishers, are working hard to better the industry. Not just Tiaki* as one of the main improvements but encouraging voluntary use of cameras to aim for transparency and to show people we’re not doing anything wrong. We’re a bunch of young guys out on the ocean trying to make a living to support our families.”

Sam Hayes, intergenerational contract fisher based in Whangarei

**Tiaki (Precision Seafood Harvesting) are innovations in how kaimoana is harvested to improve quality and reduce bycatch*



“For Moana and Sealord, the way in which we sustain our people comes not only from our annual dividend but through employment, engagement with local communities, provision of Pataka, bespoke business models and the careful stewardship of resources for future generations.”

Whaimutu Dewes, outgoing Chair



He aumihi ki a Whaimutu Dewes – he paki whakamiha

Whanake ai te ūmanga ahumatua i Aotearoa - he whenua e nui atu ai ōna tahaatika, ōna moana horomata, ōna whanga rerehua tē taea ai e ngā Kiwi tokomaha te toro atu i te roa o te oranga, mahue kē ko ngā tūruhi nō tāwāhi.

Ka whakamaioha i te whānuitanga o te whanaketanga koiora, he rite te whanaketanga o te kaimoana i te atī o tō tātou oranga ki tōna whanaketanga i te mutunga. He rite tonu te pēnei.

He mārama ake te hapori ki te tiakitanga o ngā rauemi taonga, rauemi tūmau, rauemi māori - he huhua ngā momo pūngao, ngā whenua māra, ngā pāmu, ngā ngahere, ngā mahinga ika - he mōhio nōna me whanake ngā whakaaro o tētahi taupori tuputupu.

Ka āta tiritiri mātou i te tau takahuri nei kihai i matapaetia, ko tā mātou e kite nei kei raro ngā āhuatanga rongonui - aunoatanga, hangarau moroiti, hononga raraunga nui, pūmanawa hei ratonga - kei runga ko te tangata. Kāore he tau i nui atu ai tō tātou āhuatanga whakaaro, arā te waea nama waru te mīharotia nei e te ao, te raruraru kore, tēnā i te tau 2020.

E hia whakatupuranga nei te iwi Māori e hiika ana, me te haepapa hoki o āna tikanga hī. Kua noho hei tūāpapa mō te māramatanga nui tonu o te whakawhitinga kōrero pakihī i waenga iwi, ngā mahi e tōitū ai te mauri ora, te rangahau me te whanaketanga, te kāwanatanga, te whakahaerenga tonutanga tōtika o ngā rauemi taimoana hei whāngai i ngā Kiwi, i ngā kiritaki i tāwāhi, ā, he mea nui hoki te kōkiritanga tonutanga o ngā hinonga hapori a ngā iwi.

Mō ētahi, inā rā ko te hunga e noho ana i te tahamoana, kei te pū o te tuakiri ko te āheinga ki te kohikohi, te tohatoha, te kai hoki i te kaimoana.

Kua haria ngā take e te iwi Māori ki te Karauna mō te tikanga ki te mahi kaimoana i mua i ō rātou kāinga, ō rātou marae, mō te pātaka. I ngā tau 1980 i whakatauria he mea tūturu ngā tikanga Tiriti, ā, mai anō te Māori e tauhoko kaimoana ana - ko te tauhoko nei te ritenga o te tikanga arumoni i aua rā.

E mihi ana tō tātou Tiamana heke, a Whaimutu Dewes, ki te hunga nāna i pakanga mō ngā tikanga. Ko te hua o āna mahi, a ētahi atu hoki, kua whai tikanga hī ika Māori ā-ngahau, ā-tikanga tuku iho, ā-arumoni hoki kia ora tonu ai te whakapapa Māori.



Paying our dues to Whaimutu Dewes – a tribute story

Primary industry is constantly evolving in Aotearoa – a country with more coastline, pristine ocean and picturesque harbours than many Kiwis let alone international tourists will visit in a lifetime.

In appreciating the bigger evolutionary picture, kaimoana develops the same way at the beginning of our lifespan as it does at the end. It always has.

Society is more informed about protecting precious, renewable, natural resources – energy in its many forms, pastoral land and farming, forestry, fisheries – because it knows an ever-growing population must develop its thinking.

When we granulate a year of unprecedented and unexpected change, our observation is that big name developments – automation, nanotechnology, big data connectedness, SaaS – to a certain extent took a backseat to human capital. Our number eight wire, internationally revered, no fuss mentality has scarcely been more significant than in 2020.

Māori have been fishing responsibly in the area for generations. It has been the basis for greater understanding of intercultural business communication, sustainable practices, research and development, governance, ongoing robust management of marine resources to feed Kiwis and export customers, and importantly to continue advancement of Iwi community endeavours.

For many, particularly those living near coastline, being able to gather, give and eat kaimoana is at the very heart of our identity.

Māori have brought cases to the Crown for the right to practice customary take in front of their homes and marae for Pataka. In the 1980s it was recognised that in fact Treaty rights do exist, and that Māori have always bartered kaimoana – barter being the equivalent to a commercial right.

Our outgoing Chair, Whaimutu Dewes, always pays homage to those who fought hard for rights. As a direct result of his and the work of others, we now have recreational, customary and commercial Māori fishing entitlements to enable the sustenance of Māori identity.



2016 launch of
Santy Maria

I whānau a Whaimutu i Whakatāne, nō Ngāti Porou me Ngāti Rangitīhi a ia. I puta ia i Te Whare Wānanga o te Upoko o te Ika, he Tohu Mātauranga tāna i te reo Māori, he tohu ture hoki tāna i te ture tūmatanui. Kua roa ia e mahi ana i te rāngai hiika, ā eke noa ētahi taumata tiketike. I te tau 1990 ka eke a Whaimutu ki te Kōmihana Hiika Tiriti o Waitangi (te matua o Te Ohu Kaimoana), e 10 tau tana roa i reira.

Mai i te tau 1993-95 ka tū ia hei Tumu o Moana Pacific Fisheries, i muri mai hei Tiamana o Chatham Processing Ltd me Pacific Marine Farms Ltd i te tau 1996. I whakaahuatia ia hei ruanuku whakaaetanga ā-ao, hei pou hoki o te Whakataunga Mahinga Ika Māori i te taha o te Karauna. Ko ia hoki te pou o te whakaaetanga o Sealord i noho tonu ai te roherohenga hiika i ngā ringaringa o ngā iwi, ā, i whai wāhi hoki ai tana hoa kamupene ki te roherohenga, a Nissui.

I tū ia hei Tiamana Tuarua o Sealord Group Ltd mai i te tau 1992-2008, ā, ka tū anō i tana tūranga onāiane, arā hei Tiamana. Ka kopoua ia ki te Poari o Aotearoa Fisheries (Moana New Zealand) i te 1 o Oketopa 2011 hei Tiamana.

He ika ā whiro, he tautōhito, he pūkenga kaiwhakahaere i noho i runga i ētahi atu Poari, hei tauria ko Te Reo Tatakī, ko te AMP New Zealand Advisory Board, ko Contact Energy, ko te Ngāti Porou Forestry Group, me Ngāti Porou Seafoods.

I tana noho i Moana New Zealand, nāna i whakahaere ētahi panonitanga nunui, hei tauria ko te hokonga o ngā pāmu tio o Sanford i Te Tai Tokerau, ko tētahi mahere mahi angitu e pā ana ki te whakamāmā i te huaketo OsHV-1, te whakawhiti māi i te whakatupu tio i rō pēke ki te pāmu huripoki, te hokonga o Oceanz Blue, ngā whare hou i te Pāpoua, i Maungarei me Rekohu, te whakarewanga o Santy Maria, me te whakahounga o te tohu o Moana New Zealand.

Kua hangā te Karahipi Whakawana Kaimoana Te Pae Tawhiti hei mihi ki ngā mahi roa a Whaimutu hei painga mō ngā mahinga ika Māori. Ia tau, ia tau whakawhiwhia ai te tohu nei ki tētahi ākonga Māori i te kura tuatoru e uru ana ki ngā akoranga taimoana, ki ngā akoranga whakawana kaimoana rānei.

Tēnei ka mihi ki a Whaimutu mōna i manawaroa, i titikaha ki ngā mahinga ika Māori.

Whaimutu was born in Whakatane of Ngāti Porou and Ngāti Rangitīhi descent. He graduated from Victoria University with a BA majoring in Māori language and LLB majoring in public law. Longstanding involvement in fisheries culminated in significant career milestones. In 1990 Whaimutu joined the Treaty of Waitangi Fisheries Commission (forerunner to Te Ohu Kaimoana), on which he served for more than 10 years.

From 1993-95 he was a Director of Moana Pacific Fisheries, then Chair of Chatham Processing Ltd and Pacific Marine Farms Ltd in 1996. Described as an international deal wizard and instrumental in the Māori Fisheries Settlement with the Crown, Whaimutu was also key to the Sealord deal which kept fishing quota in the hands of Iwi while giving partner Nissui quota access.

He served as Deputy Chair of Sealord Group Ltd from 1992-2008 and then again in his current capacity as Chair. He was appointed to the Aotearoa Fisheries (Moana New Zealand) Board on 1 October 2011 as Chair.

Whaimutu is a seasoned, experienced and skilled governor having served on other Boards such as Television New Zealand, AMP New Zealand Advisory Board, Contact Energy, Ngāti Porou Forestry Group and Ngāti Porou Seafoods.

During his time with Moana New Zealand he has overseen significant changes including purchase of Sanford's Northland oyster farms and a successful action plan around mitigating the OsHV-1 virus, transitioning from growing oysters in a bag to flip farming, purchase of Oceanz Blue, new facilities in Palmerston North, Mt Wellington and Chatham Islands, launch of the Santy Maria, and Moana New Zealand's rebrand.

To honour Whaimutu's long service to Māori fisheries, the Te Pae Tawhiti Kaimoana Enhancement Scholarship has been created which will be awarded to a Māori tertiary student enrolled in marine or kaimoana enhancement-based studies on an annual basis.

The Scholarship programme is designed for Māori who have a desire to contribute to the enhancement of the Māori kaimoana industry.

We thank Whaimutu for his ongoing commitment to Māori fisheries.



“While this year will be challenging with Covid19, it will be temporary. Our rights will remain. We will weather this storm and we will continue to sustain our people through more than just a dividend.”

Whaimutu Dewes, outgoing Chair

Whai in Japan



2018 Chinese chef visit



Tā mātau haonga

///\\ Our harvest

—— Farming, harvesting
and producing with a
lightness of touch



Ngā kōrero hou mō te popoto

Ko te whāinga o tō mātou oati ki te popoto, i tīmata rā i te tau 2016, ko te whakatūturu i ngā mahi hiika e maru ai te popoto i te kāinga o te ika onge nei i te tahatika hauāuru o Te Ika Tapu a Māui.

He kāmera kiriata, he pūaru ā-hiko tō tēnā, tō tēnā o ngā waka pūhoro o Moana i te kāinga o te popoto.

E tautoko hoki ana mātou i te rāngai, i te Kāwanatanga hoki me tana whāinga ki te kohikohi i ngā raraunga nui tonu atu mā te kaupapa matatopa Māui63, hei āwhina kia mārama ai kei hea te popoto, tōna nui, tōna hāereere, me āna mahi whakaputa uri.

Inā koa rā, ka kohikohi raraunga te āheinga aroturuki o tētahi matatopa nui, me tōna atamaitanga horihori mō te kimi me te aruaru i te popoto, e pā ana ki te whakamahinga a te popoto i tana kāinga i te awatea, i te pō - ā, i te roanga o te tau hoki. Mā ēnei raraunga e mana ai ngā kōrero pūtaiao e pā ana ki te mahi pai rawa hei tiaki i te popoto ki ngā whakamōreareatanga nui.

Ko tētahi o ngā āhuatanga nunui o tā Moana New Zealand tautoko i te kaupapa, me tā Sanford hoki, ko te hōpara i te āhua o te whakamahinga o te hangarau matatopa hei whakawhāiti i te tūraru ka pā ngā kupenga hao ika ki te popoto.



Māui dolphin update

Our Māui dolphin commitment, which dates back to 2016, aims to ensure Māui-safe fishing in the rare dolphin’s habitat along the west coast of the North Island. All Moana trawl vessels in the Māui dolphin habitat have video cameras and electronic tracking.

We are also supporting industry and the Government in its aim of collecting more data through the Māui63 drone project, which will aid understanding of Māui dolphin’s whereabouts, prevalence, movement patterns and breeding behaviour.

Specifically, the monitoring capability of a large drone, equipped with artificial intelligence to find and track Māui dolphins, will gather data about how the dolphins use their habitat during the day and night – and throughout the year. This data will power the science about how best to protect them from key threats.

Exploring how drone technology can be utilised to reduce the residual risk of Māui dolphins coming into contact with fishing nets is central to Moana New Zealand’s and Sanford’s support of the project.



In New Zealand we own:

33% of pāua quota

8% of lobster quota

30% of SNAI (snapper) quota

40% of TARI (tarakihi) quota

30% of TRE1 (trevally) quota

In New Zealand Sealord owns:

29% of hoki quota

38% of orange roughy quota



Ngā kōrero hou mō te Mahinga Kaimoana Matawhāiti

Ko tētahi miramirātanga i te tau nei ko ngā haumitanga tonutanga i ngā haonga kokoi, i ngā atamaitanga mahinga pēnei i te hangarau Mahinga Kaimoana Matawhāiti (MKM) e whakamahia ana mō ngā momo ika ō uta. Tautoko ai te MKM i te toitū-oranga, whakapai ai i te kounga, whakatairanga ai i ngā māiatanga hangahanga, ā, whakaputa ai i ngā rawa me ngā pūkete e pīrangitia ana e ngā kiritaki.

Ina tata nei ka whakawhiwhia ki a MKM te Tohu Hinonga Ahumatua Atamaitanga Mahinga Tahī. Waihoki i te tau 2014 i whiwhi ki te Tohu Nui o Aotearoa i ngā Tohu Hunga Atamai o Aotearoa.

Ka hāngai hoki tēnei ki tā mātou arotake e haere tonu nei i ō mātou hanganga huri noa i Te Ika Tapu a Māui, i te wā e pau haere ai ngā rīhi, e poua ai ngā whakahoanga matua hoki. E whiriwhiri haere tonu ana mātou i te āhua o te hanganga mahinga pai rawa hei ngā rā kei mua i te aroaro.



He tū ā-tūao, he tū tautoko i te rokinga ūturi ki te whata

E whakawhāiti ana a Moana, Sealord me ētahi atu mema o te Deepwater Group i tō rātou huinga haonga ūturi mā te 20,000 tāna i te tau 2020-21. He wāhanga tēnei o te oati ngātahi e pā ana ki ngā tikanga hiika toitū-oranga, me te whakatūturu hoki ka ranea tonu ngā rāngai ika o Aotearoa.

E whai ana ngā kamupene hiika pēnei me Sealord, nāna hoki te 93% o te roherohenga ūturi, i te ahunga ōhiti nei kia horo ai te rauoranga o te mauri o te ūturi ahakoa te whakatau a ngā tohunga pūtaiao ka toitū tonu te mauri ora i runga i ngā haonga o te wā nei.

Ko te ūturi te mahinga ika nui katoa o Aotearoa, ā, koia tōna hauwhā o ngā ika e whakaaetia ana te haonga ā-arumonitanga i ngā moana o Aotearoa. I ngā tau tata nei, he iti iho ngā ūturi i kitea i ngā mahinga ūturi o Te Tai o Poutini ki tua o te rārangi 25-maero. Kāore i te māranga ngā take i pēnei ai, ā, e mātōrohia ana tēnei hanga e ngā tohunga pūtaiao.

Ko te whakatau ki te whakawhāiti i te paenga haonga ūturi te tuatoru a te tāruru hao ika noho kōpua o Aotearoa i ngā tau e toru kua hipa. Kua whakawhāititia te haonga māi i te 150,000 tāna i te tau 2017-18 ki te 95,000 tāna i te tau 2020-21.

E ai ki te Tumuaki, ki a Doug Paulin, he tau tōnu te tau hao ūturi o Sealord, he ranea te ika, ā, he tohu tērā e ora ana te mauri o te ika.

“He pai ngā tātaritanga a ō mātou kāpene, ō mātou kaumoana hoki, ā, he kaha ngā taunakitanga e angitu ana te rauoranga o te mahinga ūturi. Heoi kua whakaae tahi mātou ki te whakawhāiti anō i te haonga, kia hohoro ake ai te hātepe nei, arā te whakawhānui i ngā rāngai ūturi. He tohu tēnei o te titikaha o te ūmanga ki tō mātou Kaupapa Oati i te wā tūturu.”



Update on Precision Seafood Harvesting

A highlight this year has been ongoing investment in smart harvesting and processing innovation like Precision Seafood Harvesting (PSH) technology used inshore for key species. PSH supports sustainability, improves quality, promotes manufacturing efficiency, as well as produces product and packaging solutions customers want.

PSH recently picked up the Primary Industries Innovation & Collaboration Project Award, having won the Supreme New Zealand Award at the NZ Innovators Awards in 2014.

This also aligns with our ongoing review of our infrastructure footprint across the North Island as site leases expire and key partnerships are established. We continue to work on what optimal operating structure looks like moving forward.



Voluntary, supportive stance for hoki shelving

Moana, Sealord and other members of the Deepwater Group are reducing their collective hoki catch by 20,000 tonnes in 2020-21, as part of a mutual commitment to sustainable fishing and ensuring that New Zealand continues to have abundant fish populations.

The fishing companies including Sealord, which collectively owns 93% of hoki quota, are taking this precautionary approach to speed up the re-build of hoki stocks even though scientists assess the current catches to be sustainable.

Hoki is the largest New Zealand fishery and represents around a quarter of all fish allowed to be caught commercially in New Zealand waters. In recent years, fewer hoki have been observed on the West Coast hoki fishing grounds outside the 25-mile line. The reasons for this are unclear and currently under investigation by scientists.

The decision to reduce the hoki catch limit is the third reduction by New Zealand’s deepwater fishing fleet in three years. The limit has been reduced from 150,000 tonnes in 2017-18 to 95,000 tonnes in 2020-21.

Chief Executive Officer Doug Paulin says Sealord has had an excellent hoki season with good fish numbers, showing the fishery is in good health.

“Analysis from our skippers and fishing crew has been positive with solid evidence the hoki fishery is successfully rebuilding. However, we’ve all agreed to again reduce the catch, so we can speed up the process of increasing the size of hoki stocks. This shows the industry’s commitment to our Promise Campaign in real-time.”



E rua ngā tau o FV Tokatū

E rua ngā tau kua oti i tō Sealord waka matua, i a Tokatū, te mahi. I tino kitea tōna pitomata i te tau nei, ka eke te haonga ki tua noa atu o te Mahere, arā e 4,553 tāna te wehenga o te rahinga ika i mua i te mahinga ōna tēnā i te tau ō mua. E 11,533 tāna o te ika pātio i oti i a Tokatū te whakaputa i te tau pūtea 2020, i te taha o te 8,132 tāna i te tau pūtea 2019, e 42% te pikinga.

Hei tā Kāpene Rex Chapman, i tino “eke a Tokatū ki te taumata” i te tau pūtea 2020. He miramiratanga te terenga a Tokatū ki Tāhimeinia, e 8 wiki te roa, i haoa ai e ia ngā ika nunui i te rangi kotahi i te taha o ētahi atu o tō Sealord waka moana uriuri. “I te terenga hao ūturi ki Te Whenua Moemoeā, he mārō tana haere. Ka eke te 101 tāna te taumahatanga hua, he rikoata mō Sealord,” hei tāna.

Kua mahi te kaimahi ika nei, a Morgan Kirikino, i runga o Tokatū mai anō i te taenga mai o te waka nei ki Aotearoa i Nōwei i te tau 2018. “Kei taumata kē atu ōna āhuatanga katoa. I roto i te whēketere o Tokatū, he aunoa ngā āhuatanga katoa, kāore e mahia ā-ringatia, ā, he ngāwari ake. Kua mahi au i runga i ētahi atu waka tawhito huhua, ā, he hou ngā mea katoa i konei. Ko tana rite ko te noho i rō hōtēra, ko te mutunga mai o te pai,” hei tāna.

I runga i ngā tatauanga o te tau pūtea 2020, ko Tokatū te waka e māmā rawa ai ngā utu i waenga i ngā waka katoa o Sealord, tae atu ki ngā PWNW.



FV Tokatu turns two

Sealord’s flagship vessel Tokatu has now completed two full years of operation. This year she truly showcased her potential, achieving well over Plan and catching 4,553 more green weight tonne of fish than in the previous year. Tokatu also produced 11,533 tonnes of frozen fish in FY20 compared with 8,132 tonnes of frozen fish in FY19, a 42% increase in production.

Skipper Rex Chapman describes Tokatu as “hitting her straps” in FY20. Tokatu’s 8-week hoki campaign in Tasmania was a highlight when she caught the most fish in a single day ever compared with Sealord’s other blue vessels. “During our hoki campaign in Australia, she went seamlessly. Cracking 101 tonne of product weight was a record for Sealord,” he says.

Factory hand Morgan Kirikino has been working on Tokatu since the vessel arrived in New Zealand from Norway in 2018. “She’s next level in every way. On Tokatu everything in the factory is automated rather than manual, which makes it a lot easier. I’ve worked on a lot of older boats and everything here is new. It’s like being in a hotel, it’s pretty awesome,” he says.

Based on the FY20 numbers, Tokatu provides the cheapest cost platform out of all Sealord’s vessels, including the BATMs.



Factory hand
Morgan Kirikino
with Skipper Rex
Chapman on
board Tokatu



“She’s next level in every way.”

Factory hand Morgan Kirikino





Ā mātau mahinga

///\\ Our operations

—— Creating efficiencies
to improve value from
finite resources



Tahuri ki Microsoft 365

He wāhi tīmata ariari tonu te Microsoft 365 mō ngā rōpū e whakaaro ana ki te tahuri ki te kapua rorohiko - e mōhio kē ana rātou ki te uara o ngā pūmanawa huhua, ia rā ia rā whakamahia ai e rātou.

Nā te ahunga ki runga kapua rorohiko, he ngāwari ake te mahi tahi i te wā kotahi puta i ngā pūmanawa huhua, i Microsoft Teams hoki. Āwhina ai te atamaitanga horihori me te akoranga mihini i ngā whakapaitanga o ngā āhuetanga pēnei me te hoahoa PowerPoint me te tātaritanga Excel. Waihoki, whai ai ngā haumarutanga rāroto e tautokona ana i runga ipurangi ki te whakahaumarū i ngā raraunga.

Ko tētahi wāhi o te whakahounga hangarau, me te whakaumunga matihiko hoki, ko tā Moana whakaū i te Microsoft 365 puta i ngā wāhi mahi katoa. He whakahirahira te wāhi ki te Microsoft Teams, ki ngā huinga ā-ipurangi Zoom anō hoki hei arataki i ngā kaimahi i roto i ngā nōhanga rāhui. Tēnei te mihi ki te tira rāroto mō te angitu o te tukunga hangarau nei.



Ā mātou mahinga

Kua oti i tō mātou whēketere i Maungarei tētahi atu pūhiki korekore te pou ki roto i ngā pouaka mātao kia whāiti ake ai te hīkinga ā-ringa o ngā pouaka ki runga i ngā rārangi mahi ika. Ka māia ake te mahi, ka wātea atu ngā kaimahi ki te mahi ika ki roto i ētahi atu wāhi mahi ika, ā, ka heke te tūraru wharanga nā te hikihiki i ngā mea taumaha i te tīmatatanga o te mahinga ika.

Whakamahi ai ō mātou wāhi mahi whakaihūwaka i ngā rama pūngao iti. Tukuruā hoki ai mātou i ngā kamupūtu kia huri ai hei whāriki papa tākaro mō te tamariki. Nā runga i ā mātou mahi tukuruā, e hia tāna para ka parea atu i ngā putunga para.



Move to Microsoft 365

For many organisations considering a move to the cloud, Microsoft 365 is an obvious place to start – they already know the value of many of the apps because they use them every day.

Through a cloud-based approach, collaboration in real-time is simpler across different apps and in Microsoft Teams. Artificial intelligence and machine learning help drive improvements in such areas as PowerPoint design and Excel analysis. Additionally, built-in, cloud-powered security aims to safeguard data.

As part of our IT upgrade and digital transformation journey, Moana is integrating Microsoft 365 across all sites. Microsoft Teams and Zoom cloud meetings were instrumental in guiding staff through lockdown periods. Congratulations to the internal team for a successful rollout.



Our operations

Our Mt Wellington factory has implemented another vacuum lifter into the chillers to reduce manual lifting of bins onto the processing lines. Improved efficiency will free up staff for operations work in other processing areas, and reduce injury risk from repeated heavy lifting at the outset of production.

Our state-of-the-art production sites use energy efficient lighting and we even recycle gumboots into playground mats for tamariki. We also divert tonnes of waste from landfills through recycling.



He koha hiko ki te iwi – Demand Flex ki te Papaioea

E tautoko ana mātou i te ahunga 'whakakore waro' o Aotearoa kia pai atu ai te whakamahinga o te hiko māori, me te tauritanga atu i ngā koranehe. E tautoko hoki ana mātou i te poutarāwaho Whāinga Whanaketanga Toitū-Oranga a te Kotahitanga o ngā Iwi o te Ao, inā hoki kia haepapa te āhua o te whakaputa me te hoko rawa.

Ko tō Moana whare whakamātao pāua tētahi o ngā mea tuatahi ki te whakamahi i tō Contact Energy kaupapa, a Demand Flex, he ngāwari nōna ki te whakarerekē i ngā hāora e mahi ai tōna whare ki te Papaioea.

I ngā wā e nui ai te kainga o te hiko puta i Te Ika Tapu a Māui, ka āwhina a Moana ki te whakamāmā i te taumahatanga, arā ka whakawhāiti rānei, ka whakaweto rānei i āna pouaka whakamātao pāua. Inā rā he 'koha hiko' tēnei ki te iwi.

Tae atu ki te mutunga o te Hepetema 2020, ka tīmataria a Demand Flex, ā, e whitu rawa ngā hinonga i urupare rā a Moana ki te hiahiko, e rua hāora te roa o tēnā, o tēnā. Hui katoa 14 hāora e tautoko ana i te iwi. E 23kW te hekenga taurite o te whakamahinga hiko i aua wā, nō reira e 320kW te nui o te hiko i penapenatia i aua hinonga e whitu.



Ka hao anō te ruha, te whati

E kohikohi ana te kaiwhakarato nei, a AlSCO NZ, i ngā kupenga i rukea ki te rua para, ā, ka huri hei whāriki.

E tautokona ai ngā mahi pakihi toitū-oranga, ahu mai ai te 50% i ngā ūmanga, me te 50% i ngā tukuruatanga a ngā kaihoko.

Kātahi ka whakahokia ngā hua para nei ki tōna pūhui taketake, arā ko te caprolactam. Kātahi ka tōia hei miro waerau ngaiaku 'hou', ka whakamahia hei raranga whāriki.

Koinei tētahi anake o ngā mahi hei whakawhāiti i ngā para e tukuna ana ki te rua para, e rukea ana ki te moana rānei.



Giving back to the grid – Demand Flex at Palmerston North site

We support New Zealand's 'decarbonisation' journey to better utilise renewable energy and its move away from fossil fuels. We also back the UN Sustainable Development Goals framework, specifically to produce and consume responsibly.

Moana's pāua refrigeration facility is one of Contact Energy's early adopters for Demand Flex, as our Palmerston North site can be flexible in terms of when it operates.

In periods of high energy consumption across the lower North Island, Moana helps ease overall load by reducing or switching off our pāua refrigerators, effectively 'giving back' to the grid.

Since implementing Demand Flex through to the end of September 2020, Moana has recorded seven demand response events at two hours duration. That's 14 hours supporting the grid in total. The average drop in power use during these events was 23kW, therefore the total energy saving during seven demand response events is 320kWh.



Repurposing old and broken fishing nets

Supplier AlSCO NZ is now taking discarded fishing nets destined for the landfill and turning them into flooring mats.

In support of sustainable business practices, the mat fabric is now made from 50% post-industrial and 50% post-consumer recycled content.

Waste products are processed back to the core caprolactam compound, which is then extruded to form 'new' synthetic polymer nylon yarns that is used to make the mats.

This is just one way of reducing quantities of materials sent to landfill or discarded in the oceans.



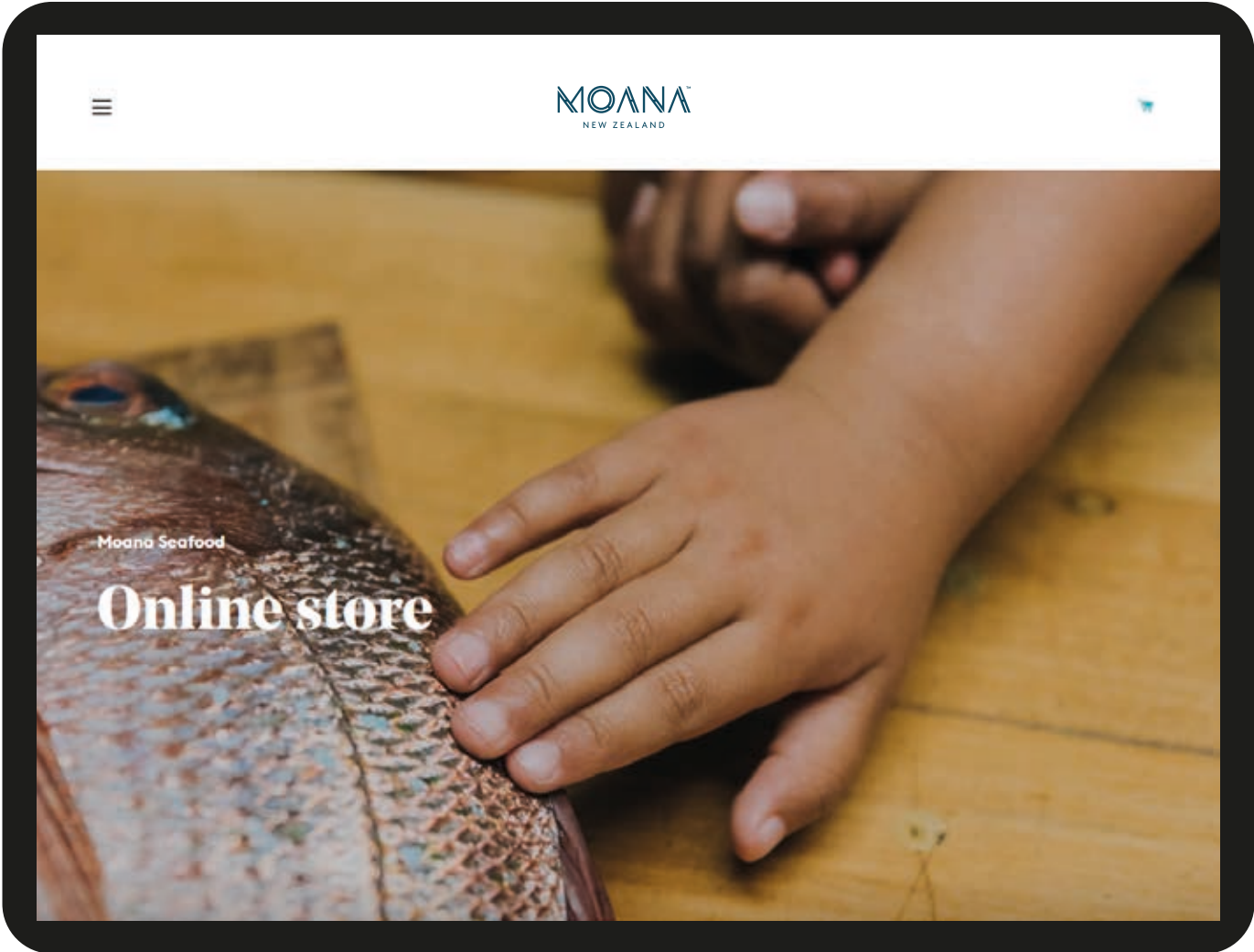
MOANA™
NEW ZEALAND

MOANA™
NEW ZEALAND

Ō mātau māketē

///\\ Our markets

—— Meaningful connections
with Aotearoa's premium
kaimoana and kai ora



\\

Whakarewanga o te toa ipurangi

Whai muri i te whanaketanga me te whakamātauranga ōna, i te hiku o te tau pūtea 2020 ka whakarewa mātou i te toa ipurangi tuatahi, kotahi-atu-ki-te-iwi.

Nāwai nāwai ka whakatuwheratia haeretia te tomokanga hikohiko o Moana New Zealand puta noa i ngā tūāpapa katoa, tae atu ki ngā pae pāpāho pāpori.

Hei āpiti ki ngā whāinga tauhoko, akiaki ai te toa ipurangi kia whāwhā mai te tangata i ā mātou kaimoana kounga, te tohu o Moana New Zealand hoki. He tohu hoki tēnei o ā mātou mahi hei whakawhānui i ā mātou hōngere tauhoko, he mahi e haere tonu ana, pēnei me ngā wāhi e wātea ai te iwi whānui ki te hoko.

> Visit shop.moana.co.nz

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Online store launch

Following a period of development and testing, we launched our first direct-to-public online retail offering late in FY20.

Moana New Zealand’s digital storefront was progressively phased in across existing channels including social media.

In addition to sales objectives, the online store encourages engagement with our premium kaimoana offerings, the Moana New Zealand brand, and demonstrates our ongoing efforts to broaden our sales channels with public purchasing options.



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Tohu hou

E whakauru haere ana mātou i ētahi tohu hou ki roto i ō mātou toa hokohoko e toru, e whakaatu ana i ngā pārongo takenga o ā mātou kaimoana.

Kua whakauru mātou i ngā waehe QR hei kawē i te tangata ki ētahi atu taipitopito, ka āwhina kia mārama mai ā rātou kōwhiringa, kia whakaaturia hoki ā mātou kaimoana kounga.

Ka whakaurua ki roto ki te hoahoanga hou ngā kupu arataki e pā ana ki te utu, te taumaha me te nui o ngā kai, e hāngai ana ki ngā tatauranga kaihoko.

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Te atawhai tangata

Tākaia ai ā mātou Kai Ora ki te Papaioea, ka whakamahia ki roto pūkete atawhai tangata, ā, e kimi māketē hou ana mātou mō ēnei kai. Kua kuhuna ēnei kai ki ngā ō a ngā tohunga pūtaiao o Aotearoa i ā rātou haerenga roroa ki Te Tiri o te Moana, ā, ki ngā ō taua a Te Ope Kātua o Te Whenua Moemoeā.

E paitia ana, ā, e paitia hoki ana te whakamahinga, nā runga i e iti o ngā tākaitanga pūkete, he tere te tununga, ā, he iti te wai ka whakamahia.

I te wā o te mate Kōwhēori, i piri tahi mātou ko Te Ope Whakaora o Aotearoa me te Pokapū Hinonga Whawhati Tata o Te Rākau Whakamarumarū ki Te Papaioea hei tuku i ngā Kai Ora e 8,000 ki ngā hapori ratonga kore, huri noa i te tāone. I whakawātea hoki mātou i ēnei hei hoko mā ō mātou iwi pupurihea mō te utu o te hanga noa iho.

> Visit moanameals.co.nz

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Brand new

Across our three retail stores in Wellington, we are in the process of implementing new instore branding which displays origin and sourcing information by kaimoana product.

Inclusion of QR codes will direct shoppers to more details, helping inform their choice and better showcasing our premium seafood.

Price, weight and portion size guidelines will be incorporated into fresh design aimed at consumer demographics.



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Humanitarian aid

Our ready to eat meals made in Palmerston North are used in humanitarian aid packages and we are looking into other markets for distribution. They have also been used by New Zealand scientists on long-distance traverses in Antarctica within ration packs, and by the Australian Defence Force in prepacked ration packs.

They are popular and practical due to reducing packaging, quick preparation and minimal water use.

During Covid19, we partnered with the Salvation Army and Palmerston North Civil Defence Emergency Operations Centre to deliver more than 8000 RTEs to underserved communities around the city. We also made these available at cost to all our Iwi shareholders.





Tō mātau whanonga

///\\ Our performance

_____ Demonstrating value
beyond dividend for the benefit
of Iwi and communities
we operate in



Ka whanake te tupuranga tio ki Whakatū

Ia tau, ia tau, nuku atu i te 100 miriona tio pirianga (2mm+ te nui) ka taea te whakaputa e te whare whakatupu tio hou o Moana New Zealand ki Whakatū, hei tuku ki te whare kōhanga o Moana New Zealand e tū kē ana.

Ko tētahi o ngā whāinga rautaki o Moana New Zealand mō ngā tau e rima e haere mai nei, ko te whakatupuranga o te pakihi tio ki te rua miriona hokonga i te tau hei te tau 2026. Ka hāngai tēnei ki tō te Kāwanatanga whāinga, arā kia tupu te rāngai ahumoana ki te \$3 piriona. I tautohua ko te haumitanga ki tō Moana whare tauhokohoko mō te whakatupu tio, kia eke ai taua whāinga.

Ka whakawhanaketia tētahi whare whakaihūwaka o te ao, he mea hanga i runga i te toitū-oranga, te āhua o te rere o ngā mahi, me ngā whakaaro ki te whakawhānuitanga.



Tā Sealord urupare ki te Kōwhēori

Nā runga i te mate Kōwhēori, he huhua ngā wero kei mua i te aroaro o Sealord, me ētahi atu kamupene hoki. I te haurua tuatahi o te tau, me te wā i noho rāhui ai a Aotearoa, ka whakamau te titiro ki te whakamarutanga o ngā kaimahi, ki te mahinga tonutanga hoki o ngā waka me ngā whēketere. I tino eke ēnei mahi a Sealord, ka haere tonu āna mahi hei ratonga matua, ka tukuna ngā kaimoana ki Aotearoa, ki te ao whānui anō hoki, ahakoa kāore i rite te nui o te tuku.

Ko ngā arotau matua ko ngā mahi atamai kia maru tonu ai ngā kaimahi i te wāhi mahi, pēnei me te whakarite i te teihana tiro pāmahana i rō motukā, me te whakamahi hoki i te pū kōpiro kau kia pā-kore ai te hoaturanga hopi patuero ki ngā kaimahi, tae atu ki ngā papa kirihou i waenga i ngā kaimahi i rō whēketere.

Ka kaha atu a Sealord ki te tuku kōrero ki ngā kaimahi i te roanga o te piere nuku nei, tae atu ki ngā kiriata kōrero hou, ngā whakataetae e hāngai ana ki te piere nuku pēnei me te 'whakaaturia tō tari kāinga' me te 'atamaitanga Kōwhēori pai rawa ki te mahi, ki te kāinga rānei', ā, me ngā paraihe anō hoki, hei taura e \$6 mō te hoko i te ō-tūhoe i hoatu mā ngā kaimahi whēketere katoa.

He nui hoki ngā koha a te kamupene ki te hapori whānui. E waru tāna kaimoana i uhia ki te pokenga, ki te maramara rānei, ka hoatu ki ngā iwi e 30. Kotahi tāna kaimoana mā ngā kororā whara ki



Nelson hatchery takes shape

Moana New Zealand's new oyster hatchery facility in Nelson will be capable of producing more than 100 million spat (2mm+ grade) per annum to supply the existing Moana New Zealand nursery.

One of Moana New Zealand's strategic objectives for the next five years includes growing our oyster business to two million dozen sales a year by 2026. This is in line with the Government's objective of growing the aquaculture industry to \$3 billion. Investment in a Moana-owned commercial hatchery was identified as critical to achieving this objective.

Development will create a world-class hatchery designed with sustainability, workflow and future growth in mind.



Sealord's Covid19 response

Like many companies, Sealord has encountered numerous challenges as a result of Covid19. In the first half of the year, including the period New Zealand was in lockdown, the focus was keeping staff safe and ensuring all vessels and factories continued to operate. Sealord has been successful on these fronts, continuing to work as an essential service providing seafood to New Zealand and the world, albeit at a slightly reduced scale.

Priorities were using innovative methods to keep staff on site safe, like setting up a drive-through temperature checking station and using a farm drenching gun to offer free contactless hand sanitiser to staff, as well as PVC screens between workers in the factories.

Sealord ramped up internal communication throughout the evolving crisis, including video updates, competitions related to the crisis like 'share your home office' and 'best Covid19 innovation at work or home' and rewards including \$6 towards a daily lunch meal for all factory staff.

The company also made significant contributions to the wider community, including eight tonnes of battered and crumbed seafood to 30 different Iwi, providing one tonne of seafood to injured penguins in Dunedin who couldn't get their usual supply due to COVID19, and staff giving donations from their pay to local Nelson food bank Kai with Love.



Ōtepoti, kāore rā i wātea ki a rātou ngā kai nā runga i te mate Kōwheori. Waihoki ka takohangia e ngā kaimahi ā rātou moni ki te pēke kai i Whakatū, arā ko Kai with Love.

I te Hepetema ka whakawhiwhia ki a Sealord tētahi Tohu Whetū Kaimoana e Seafood New Zealand mō tana urupare ki te mate Kōwheori, he mihi tēnei mō te “ārahitanga pai rawa atu, me te whānui hoki o tana tautoko i Aotearoa whānui i te wā raruraru hou nei”.

I te haurua tuarua o te tau pūtea 2020, ka huri te aro a Sealord ki te take nui nei, arā te kawenga mai o ētahi kaumoana 160 nō Rūhia, nō Ukaraina hoki, hei whakamahi i ōna waka PWNW, me te whakaaetanga hoki a te Kāwanatanga o Aotearoa. I te tuhinga o ēnei kōrero, e mau ana te titiro a te hunga pāpāho ki a Sealord me ētahi atu kamupene hiika e rua, arā ko Independent Fisheries Ltd me Maruha, he pā nō te mate Kōwheori ki ētahi kaumoana nō tāwāhi i roto whare noho taratahi. Kātahi te take nei ka nui kē atu, he pā nō te mate Kōwheori ki ētahi kaimahi hauora i roto i taua whare, ka kino kē atu te tūraru ka tūpono hora te mate ki te haporī. Ka whai a Sealord i ngā tohutohu a te Manatū Hauora me ētahi atu tari whaimana, nāna te haepapa manaaki i te take nei. Kātahi tētahi rōpū kaumoana tuarua nō tāwāhi ka whakaeke ki runga ki te whenua, kāore he raruraru.

Ko tētahi atu wero i takoto i runga i te katinga o ngā paewhenua ko te whakarite i te rīwhitanga kaumoana i runga o tō Sealord waka, ko Will Watch, e mahi ana i waho o Mauritiu. E whitu marama ngā kaumoana e mahi ana i te Tonga o te Moana o Īnia, kua mō ngā marama e toru e wāia nei rātou, nā runga i ngā nōhanga rāhui i Aotearoa, i Mauritiu hoki. E hia ngā ngananga ki te whakahoki mai i aua kaumoana me te kawē atu i ngā kairīwhi ki Mauritiu i runga rererangi torohaki whaiaro, ka hinga i runga i te raruraru o te mīhini, me te korenga hoki o te whakaaetanga ki te whakatau i te rererangi ki tāwāhi. Oti noa, ka tatū te rīwhitanga kaumoana i a Sealord, e \$385,000 te utu.

E ai ki te Tumuaki, ki a Doug Paulin, he wero nui kei te haere hei ngā marama 12-24 e haramai nei, i te horanga tonutanga o te mate Kōwheori i te ao.

Sealord won a Seafood Star Award from Seafood New Zealand in September for its 2020 Covid19 response in recognition of “outstanding leadership and the wide-ranging support provided to New Zealand during this unprecedented time”.

In the second half of FY20, Sealord’s focus turned to the pressing issue of bringing in 160 Russian and Ukrainian crew to operate its two BATM vessels, with permission from the New Zealand Government. At the time of writing, the media spotlight was on Sealord and two other fishing companies, Independent Fisheries Ltd and Maruha, after several foreign crew tested positive for Covid19 in managed isolation. The issue was heightened after health workers in the facility also contracted Covid19, increasing the risk of possible wider community transmission. Sealord followed the advice of the Ministry of Health and other authorities, which were responsible for managing the issue. A second round of foreign crew then entered the country without issue.

Another challenge due to border restrictions was managing crew changeover on Sealord’s vessel Will Watch, which operates out of Mauritius. Crew members ended up working for seven months fishing in the Southern Indian Ocean instead of the standard three months, due to Covid19 lockdowns in New Zealand and Mauritius. Several attempts to get the crew home and deliver the new crew to Mauritius via private jet failed due to engine issues and inability to secure landing permissions overseas. Finally, at a cost of \$385,000, Sealord successfully completed the crew changeover.

Chief Executive Officer Doug Paulin says the coming 12-24 months for Sealord will be challenging with Covid19 remaining a global issue.



“May we acknowledge here the tremendous support the hapu of Ngāti Kahu received (from Moana New Zealand) during Covid19 lockdown and the supply of customary catch to hapu leaders out of the Mangonui wharf. This was a very practical help to whānau during a very tense time. Nga mihi ki a koutou me nga whakaaro rangatira.”

Bardia Matiu, General Manager, Ngāti Kahu Fisheries, Mangonui





Whakaaro nui ki te hapori

He pakihi a Tasty Tio e whakahaeretia ana e ngā taura i te Whanga o Pāren-garenga, whakateraki i Kaitaia.

Whakatupu ai ngā taura, me te āwhina hoki a Moana New Zealand me Papa Taiao Earthcare, mai i te pāua pirianga (pūhoutanga) ki te rahinga haonga. I rā ia rā tātaritia ai e 8,000,000 rita wai e ngā tio e 43,000 a Tasty Tio i te Whanga o Pāren-garenga.

He rōpū whakangungu i te whakarauoranga taiao, i te toitū-oranga hoki a Papa Taiao Earthcare e āhei ai ngā mātātahi ki te ārahi i ngā hinonga ā-hapori, ā-ahurea, ā-taiao hoki, ā, ka whakawhiwhia ki a rātou ngā tohu NCEA, me ngā pūkenga tiaki taiao.

> Visit [youtube/356ObtdZNJ8](https://www.youtube.com/watch?v=356ObtdZNJ8)



With community in mind

Tasty Tio is a business run by students at Pāren-garenga Harbour, north of Kaitaia.

With help from Moana New Zealand and Papa Taiao Earthcare, students grow oysters from spat (infancy) to harvest size. Tasty Tio's 43,000 oysters filtered approximately 8,000,000 litres of water every day in the Pāren-garenga Harbour.

Papa Taiao Earthcare is a sustainability and ecological restoration training organisation which enables young people to lead enterprising social, cultural and environmental projects while gaining NCEA qualifications and earth care skills.





Whai wāhi ngā tamariki ki Murihiku

Nuku atu i te rima tau mātou e whakahīhi ana ki te tautoko i te Graeme Dingle Foundation, e mahi nei i te taha o ngā kura 11, me ngā ākonga e 961 i Murihiku.

He hōtaka pūkenga oranga, he hōtaka uara a Kiwi Can mō ngā ākonga Tau 1-8 (e 5-12 tau te pakeke) e whakahaeretia ana i roto i ngā kura tuatahi, i ngā kura takawaenga, nuku atu i te 100, huri noa i Aotearoa. Whakatairanga ai te hōtaka i ngā uara pēnei me te ngākau pono me te ngākau whakautu. Ka āwhina ki te whakatupu i te manawaroa, ka tuku hoki i ngā akoranga pārekareka ki ngā kura puta noa i te motu.

I te tōmuatanga o te tau 2020, ka takoto te mānuka ki mua i ngā kura o Whangaroa, arā me hoahoa, me hanga hoki i tō rātou ake pūtere, kātahi ka whakataetae tahi i runga i te moana rerehua o Whangaroa. Ia tau ia tau āwhina ai a Moana New Zealand i te taha haumarutanga i rō wai. Ā, tautoko ai i te hinonga tahunga kai a te hapori hei kohikohi moni, ka whakahokia ngā moni ki te Graeme Dingle Foundation. Nuku atu i te 400 ākonga ka whai wāhi atu, me ō rātou whānau hoki.

> Visit [youtube.com/watch?v=y4Ct2kBDTKI](https://www.youtube.com/watch?v=y4Ct2kBDTKI)



Kiwis Can i runga ipurangi

I te tau 2017, ka haumitia e mātou te 50 ōrau o te pūtea tautoko i hiahiatia hei whakarewa i te Kiwi Can Online. Ko te takune taketake o te kaupapa nei ko te whakarewa i tētahi tūāpapa ipurangi ki roto ki ngā kura hou, ā, i whakamātauria ki tētahi kura i Waikato.

Mai anō i taua wā kua eke a Kiwi Can Online ki tōna taumata hei tūāpapa whakangungu. Ka noho rāhui ngā kura i runga i te mate Kōwhēori, ka whakahirahira rawa te kaupapa nei kia haere tonu ai ngā hōtaka ako.

E ai ki te Tumuaki Hōtaka o Kiwi Can, ki a Simon Martin, “mei kore ake a Kiwi Can Online, ka kore pea te rōpū nei e mōrehu, e whaitake hoki i te nōhanga rāhui. He NUI te āwhina kia āhei tonu ai mātou ki te noho hei rōpū whaitake i te tau 2020 nei, ā, nāna i para te huarahi kia whanake tonu atu ai ētahi atu o ā mātou hōtaka.”



Engaging tamariki in the far north

We have proudly supported the Graeme Dingle Foundation for more than five years which works with 11 schools and 961 students in the far north.

Kiwi Can is a life skills and values programme for Year 1-8 students (five to 12-year olds) which is run in over 100 primary or intermediate schools around New Zealand. The programme promotes values such as integrity and respect, helps build resilience and delivers fun-filled learning to schools all around the country.

In early 2020 schools from in and around Whangaroa were challenged to design and build their own raft then battle it out on the picturesque Whangaroa Harbour. Moana New Zealand assists each year with water safety and contributes to the community event fundraising barbecue with donations going back to the Graeme Dingle Foundation. More than 400 students and their whānau take part each year.



Kiwis Can Online

In 2017 we invested 50 percent of support needed to launch Kiwi Can Online. The original intention of this project was to launch into new schools with an online platform, which was piloted in a Waikato school.

Since then Kiwi Can Online has come into its own as a training platform and as Covid19 sent schools into lockdown, it was essential to continuation of learning programmes.

Kiwi Can Head of Programmes, Simon Martin, said “without Kiwi Can online I’m not sure our organisation would have survived and stayed relevant in lockdown. It has made a HUGE difference to enabling us to be a viable organisation in 2020 and has led the way for further development in our other programmes.”



“It goes without saying that 2020 had been a tough year for many Kiwis and for some families it’s been tougher than ever. We’ve seen just how important our programmes are in helping our students to be resilient and have hope. Partnerships like the one we have with Moana come into their own in tough times and we cannot thank you enough for your ongoing commitment.”

Claire Baldwin, former Head of Partnerships, Graeme Dingle Foundation



Lionel Hotene
from Papatūānuku
Kōkiri Marae



E nui rawa ai ngā painga o te haonga

Mahi ai te tira Hinonga Kai Ika kia nui rawa ai ngā painga o tēnā wāhanga, o tēnā wāhanga o ngā ika katoa i haoa. Akiaki ai te pūnaha nei i ngā kaihiika ki te homai i ngā upoko me ngā tua ika tē hiahiatia ai, ā, ka mātohatohaina e te tira Kai Ika hei kai, hei whakamahi atu rānei mō te whakatupu kūmara, mō te aha rānei.

Nā te nōhanga rāhui mate Kōwhēori tuatahi o Aotearoa i aukatia ai ngā mahi i runga wai, pēnei me te hiika ngahau, ā, ka pāngia te wāteatanga a Kai Ika ki te ika. Nā Moana ngā upoko ika mata me ngā tua ika (he kai rangatira ēnei ki te iwi Māori) i hoatu ki Papatūānuku Kōkiri Marae. Mai anō i te mutunga o te nōhanga rāhui tuatahi, e mau tonu ana tō mātou whakahoanga i te taha o te tira Kai Ika, he auau tonu te tikinga o te kaimoana mai i to mātou whare i Maungarei.

I toro atu mātou ki Papatūānuku Kōkiri Marae, tiroiro ai i te kāinga o te tira Kai Ika, kai tahi hoki ai me rātou. Ka whakaiti te ngākau i te kitenga o te marae e tautoko ana i te hapori i te Tonga o Tāmaki, me te pānga nui ki te marea o te rerekētanga iti. He ranea hoki ngā kai e whakaturia ana e Papatūānuku Kōkiri Marae i runga i āna whenua e 2.5 heketea, hei whāngai i tō rātou hapori, hei whakamāmā hoki i ngā āwangawanga e pā ana ki te kai, arā ka rotoa te kai Māori me te kaimoana.

Ka tuku tonu a Moana i ngā upoko ika mata me ngā tua ika ki te kaupapa nui nei, kāore he utu. I te Hepetema noa iho, e 1,446kg i kohaina e mātou, ā, e rikarika ana mātou kia mau tonu te whakahoanga nei.

I hari mai mātou i tētahi o ngā kaitīpi o Kai Ika ki roto i tō mātou whare, e toru wiki te roa o te whakangungu i a ia, hei āwhina i ngā kaitīpi e mahi ana ki te wakātō tīpi ika o Kai Ika ki Westhaven Marina, ā, hei tuaki, hei tīpi i ngā ika a ngā kaihiika ngahau mō te koha iti nei.



Making the most of our catch

The Kai Ika Project team works to maximise every part of fish caught. The system encourages fishers to drop off unwanted fish heads and frames and the Kai Ika team redistributes fish parts to be eaten and put to another use, such as growing kumara and other vegetables.

New Zealand's first Covid19 lockdown restricted water activities like recreational fishing, impacting Kai Ika's supply. Moana provided fresh fish heads and frames (considered a delicacy in Māoridom) to Papatūānuku Kōkiri Marae. Since the initial lockdown period ended, our relationship with the Kai Ika team has continued with routine pickups of kaimoana from our Mount Wellington site.

We visited Papatūānuku Kōkiri Marae to see where the Kai Ika team is based and share a meal. It was humbling to see how the marae serves the South Auckland community, and how small changes can impact so many lives. Papatūānuku Kōkiri Marae grows an abundance of organic produce on its 2.5 hectares, feeding their community and reducing food insecurity through supply of Māori kai and kaimoana.

Moana will continue to provide fresh fish heads and frames free-of-charge to this important kaupapa. In September alone we donated 1,446kg and we look forward to our ongoing partnership.

We also brought one of the Kai Ika filleters inhouse for three weeks for training, to help with the filleting staff who will be stationed at The Kai Ika fish filleting trailer at Westhaven Marina ongoing, to clean and fillet recreational fishers' catch for a small donation.



Tekau tau te roa o tā Moana tautoko i Camp Quality

He rōpū tūao, he rōpū kua-mō-te-pūtea a Camp Quality. Ko tāna mahi he hoatu wheakoranga pārekareka, he hoatu hōtaka tautoko mō ngā tamariki e pāngia ana e te mate pukupuku, ā, kāore he utu mō ō rātou whānau.

Nuku atu i te tekau tau te roa o tā Moana New Zealand noho hei kaitautoko whakahihī o Camp Quality, e hoatu ika mata ana hei kai mā te puni.

He tānga manawa, he whakarekareka te koha a aua puni ki ngā tamariki e mōrearea ana i te mate pukupuku, he whakatā e tino hiahia ana e ngā tamariki me ō rātou whānau i ngā mahi e pau rawa ai ō rātou kaha.



Moana's decade-long support of Camp Quality

Camp Quality is a voluntary, non-profit organisation which provides a fun experience and support programme for tamariki living with cancer at no cost to their whānau.

Moana New Zealand has been a proud supporter of Camp Quality for more than a decade, providing fresh fish for the camp kai.

Camps provide respite and joy to children whose lives have been threatened by cancer, a much-needed break from an often-exhausting routine for children and family members.



E tatū ai ngā Whāinga Whanaketanga Toitū-Oranga

Tracking against Sustainable Development Goals

In 2015 the world's countries came together to create a set of 17 goals to end poverty, protect the planet and ensure prosperity for all so no one gets left behind. Moana New Zealand is committed to the interconnected Sustainable Development Goals, demonstrated by the following:



Ensure healthy lives and ensure wellbeing for all at all ages

- / Manaakitanga is one of our company values (looking after our people our way)
- / Award winning Hikoi ki te Ora wellbeing programme
- / Producers of a healthy source of protein



Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation

- / Investment in flip farming technology for Tio (oysters)
- / Investment in Precision Seafood Harvesting
- / Māui Dolphin Protection Plan and Māui63 drone project



Ensure sustainable consumption and production patterns

- / Kaitiakitanga is one of our company values
- / Delivered and committed to ongoing modernising of efficient facilities
- / Have measured our carbon footprint and understand our baseline
- / Undertake waste audits and have committed to the 6 Rs (rethink, refuse, reduce, reuse, recycle and repair)
- / Responsible fishers training
- / Involvement in Sustainable Seas National Science Challenge projects



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- / Whangaroa Ecosystem Service Review
- / Understanding our harvest footprint
- / Māui Dolphin Protection Plan
- / Shellfish restoration programme with The Nature Conservancy



Strengthen the means of implementation and revitalise the global partnership for sustainable development

- / Long-term partnerships with our Iwi shareholders
- / WWF-New Zealand
- / MPI, Māui63, WWF and Sanford with the Māui Dolphin Protection Plan
- / Sustainable Seas National Science Challenge
- / The Nature Conservancy
- / Legasea through Kai Ika project
- / The Aotearoa Circle



Hinonga toitū- oranga nunui

Priority sustainability projects

Our sustainability working group continues to focus on what matters most. While Covid19 has meant we haven't been able to meet in person as regularly as usual, like many other geographically spread working groups, we did continue online. It was such a success, we have committed to conducting every second meeting online, saving our carbon footprint.

Here's a brief snapshot on two focus areas for this coming financial year.

/ Carbon footprint update

We are currently reviewing our carbon footprint for FY20 and have finished FY19 measurement. Collation of results will assist future measurement against targets. At this stage we are looking to reduce rather than offset our carbon footprint. We know that freight, non-company vehicles, refrigerants and fuels are our most significant contributors.

/ Reducing the impact of plastic on our environment

We support the New Zealand Government's proposal to phase out hard-to-recycle plastics and made a submission during the Ministry for the Environment's consultation phase. We share concern that plastics have an impact on marine life through entanglement and bioaccumulation when it is not disposed of or recycled appropriately.

In the past financial year, we contributed to Aquaculture New Zealand Sustainable Business Network's programme to tackle plastic waste. We are also developing a Plastics Reduction Commitment and have formalised a Responsible Procurement Policy, including outreach to our plastic product suppliers to request collaboration to enable us to support the Government's phase-out proposals.



Sustainability update

Sustainable packaging arrives

Recently our Auckland factory took delivery of new cartons for our frozen fish business. Our older cartons, while durable, were not recyclable as the outside was covered with wax. We have now sourced a recyclable, water-resistant option which we are progressively rolling out.

Moana sees waterproof recyclable cartons as a key differentiation in the market. As seen in the photo, the older carton type (top carton) is slightly darker but this is an acceptable trade-off given sustainability advantages.



Swapping disposable coffee cups for keep cups

Samuel Hui, our resident coffee guy, is an institution at Moana's group office in Mt Wellington. With more than 100 staff on site, we swapped disposable cups for keep cups which saves at least 20 cups per day.

Thanks to Bell Ave staff member Nic Nicholson for taking initiative to see this change through to fruition.

Moana's dirty trucks

In response to Auckland's severe water shortages, the decision was made to stop regular washing of the trucks' exterior to conserve water. We are still required to wash the inside of the trucks regularly to ensure we are maintaining health and safety regulations. Wherever possible, we are washing our trucks outside of Auckland where water restrictions aren't in place. We even put stickers on our trucks so the public understands why our fleet may be dirtier than usual.



Te Ohu Tumu

Board of Directors



Hinerangi Raumati-Tu'ua
Ngati Mutunga, Waikato

Hinerangi Raumati-Tu'ua is a Fellow Chartered Accountant with significant investment, financial management and governance experience. Hinerangi is currently Chair of Parininihi ki Waitotara Inc (PKW), Te Pou Herenga Pakihi, Ngā Miro Trust, and Te Kiwai a Māui a Ngāruahine. Hinerangi's current directorships include Sealord Group Limited, Port Nicholson Fisheries, Taranaki Iwi Holdings, Tainui Group Holdings, Venture Taranaki Trust, and Watercare Services Ltd.



Alan Gourdie

Alan is an internationally experienced CEO and Global Marketing Director of high profile large national and global organisations within the telecommunications and FMCG industries. He is currently Principal of Quantiful, a datadriven marketing company providing "big data" predictive and social marketing services to clients. Alan is also a current Director of Fidelity Life Assurance and a Director of a number of NZ based social media and data analytic startups. He is also a Trustee of Eden Park.



Glenn Hawkins
Ngāti Whakaue, Ngāti Maniapoto

Glenn Hawkins has a strong background in Māori business success, having built the largest Māori owned professional services firm in Aotearoa, as well as working with Iwi and Māori organisations across an exceptionally diverse portfolio of industries including agribusiness, forestry, fisheries, horticulture, commercial property and health. Glenn's experience in fisheries includes being an inaugural director of Te Arawa Fisheries Group and as accountant for various Iwi fishing companies and the Iwi Collective Partnership. Glenn is a Fellow Chartered Accountant and has held a range of Governance roles within his Iwi over the past 20 years. He is currently a director of the Whānau Ora Commissioning Agency, and Life Skills for Life Trust, and recently completed a four-year stint as a director of Māori Television.



Greg Summerton
Rākaihautū, Ngāi Tahu, Waitaha, Ngāti Māmoē

Greg is the founder and Managing Director of the Okains Bay Seafood Group, Aotearoa's largest privately and whanau-focused longline fishing company. He specialises in the application of the NZ Quota Management System to develop business strategies based around the principles of sustainability, longevity, and innovation. Greg also acts in a governance capacity for a range of businesses involved in the seafood, agricultural and post-farm gate sectors. Greg joins the board of Moana New Zealand after serving for seven years as a Director of Ngāi Tahu Seafood Limited.



Jason Witehira
Ngā Puhi

Jason is currently the Chairman of Ngāpuhi Asset Holdings Company and a director on the Foodbowl Innovation Board.

Jason also owns one of New Zealand’s largest food retail outlets, Victoria Park New World Supermarket in Ponsonby, Auckland, and has chaired the group that represents New World North Island supermarket owners. He was awarded Aotearoa Outstanding Māori Business Leader of the year in 2015. This award recognises an individual who demonstrates outstanding leadership characteristics including strong vision, inclusive management, governance skills, altruism, humility and making collaborative decisions for the common good.



Liz Ward
Ngāti Porou

Liz Ward is the CEO of The Gough Group and has previous fisheries experience as the Chief Executive of Deep Cove Fisheries.

Liz is a commercially pragmatic senior executive with extensive experience driving business growth and improvement within a diverse range of industries including, transport and logistics, telecommunications, property development and management, and primary production.

Liz has held previous directorships and is a current member of the New Zealand Institute of Directors, Australian Institute of Directors, and Women on Boards, Australia.



Mavis Mullins
Rangitane, Atihau Nui a Pāpārangī, Ngāti Ranginui, Ngāti Hainamana

Mavis Mullins (MNZM) is an inductee into the New Zealand Business Hall of Fame, named as an Outstanding Māori Business Leader (Auckland University in 2017), a Westpac Rural Woman of Influence (2016) and a Member of the Order of Merit for services to the wool industry. Mavis is highly experienced in governance roles and is currently a director on UNICEF, Rangitane Tamaki Nui a Rua (Chair), AgriWomen’s Development Trust (Patron), Nga Whenua Rahu, Atihau Whanganui Incorporation (Chair) amongst others.



Tony Hannon
Ngāi Tahu

Tony is a Partner of Bancorp Corporate Finance with more than 26 years experience in all facets of corporate finance.

He was on the Sealord deal team in 1992 when the historic acquisition was made. Tony is currently Chairman of Healthpoint Partners, Omni Health, General Capital Technologies and Appello Services, and serves as director of Sealord Group Ltd and several other companies. Tony has previously been a director of well-known companies such as Jucy Rentals, AJ Hackett Bungy, and Jade Software.

Whakahaerenga rangatōpū

Corporate governance

ROLE OF THE BOARD

Te Ohu Kai Moana Trustee Limited is the controlling shareholder of Moana New Zealand and is responsible for appointments to the Board. The Board has statutory responsibility for the affairs and activities of Moana New Zealand. Directors are required to monitor, direct, and control the activities of Moana New Zealand and to ensure a high standard of corporate governance is exercised in the interests of the Company and shareholders.

The Board considers the annual business plan prior to the beginning of the financial year in order to determine the annual targets. The Board also sets the direction of Moana New Zealand by agreeing objectives and approving strategies. It is the role of the Chief Executive Officer and senior management to develop the strategy and manage the day-to-day operations.

CODE OF CORPORATE GOVERNANCE

As required by our constitution the Board has implemented a Code of Corporate Governance (incorporating a Code of Ethics). This code reflects accepted best practice among companies listed on the New Zealand Stock Exchange.

The guiding principles upon which the Company Governance Code is based, includes integrity and accountability. A clear understanding of moral and ethical responsibilities and strict observance of these obligations will assist Moana New Zealand in gaining support from Iwi and other stakeholders for the Company's strategies.

The following is a summary of the sections from the Moana New Zealand Corporate Governance Code:

Board Composition and Performance

The Board represents a balance of independence, skills, knowledge, experience, and perspectives ensuring Moana New Zealand works effectively. During the course of the year the Board has guided the direction of Moana New Zealand and provided oversight to management at a strategic level.

Ethical Standards

Directors have demonstrated and fostered ethical standards as required by the Code and acted honestly and in good faith.

Relationships with Iwi

Directors have ensured that Moana New Zealand uses its best endeavours to work co-operatively with Iwi, consistent with the requirement of the Māori Fisheries Act to manage Moana New Zealand assets in a commercial manner.

Stakeholder Interests

The Board respects the interests of all stakeholders within the context of Moana New Zealand's special type of ownership and its fundamental purpose.

Reporting and Disclosure

Accountability is a principal incentive for good corporate governance and the Board demands integrity both in financial reporting and in the timeliness and level of disclosure.

Auditor

The Board ensures the integrity, objectivity and independence of the external audit process.

Risk Management

The Board annually reviews that Moana New Zealand has appropriate policies and processes that identify and manage all potential and relevant risks.

Remuneration

Remuneration of executives is transparent, fair, and reasonable.

BOARD COMMITTEES

The Board uses committees in key areas where this enhances Moana New Zealand's overall effectiveness while retaining full Board responsibility for all governance decisions.

Three Committees to assist and enhance the Board's stewardship in three key areas – financial integrity and business risk, Health and Safety and executive remuneration.

The Committees make recommendations to the full Board on all matters requiring a decision.

Health and Safety Committee

The Health and Safety Committee has written terms of reference, and its activities are reviewed by the full Board.

The Health and Safety Committee assists the Board in health and safety policy and planning, delivering an effective system, and monitoring and reviewing the performance.

The Health and Safety Committee met on three occasions during the year. The members were:

Alan Gourdie (Chair), Greg Summerton, Jamie Tuuta, Liz Ward

Audit and Risk Committee

Written terms of reference guide the activities of the Audit and Risk Committee and these activities are reported to and reviewed by the full Board. Directors who are not members of the Audit and Risk Committee receive all Committee papers and may attend meetings.

The Audit and Risk Committee assists the Board in financial reporting compliance and meeting its responsibilities under the Financial Reporting Act 2013 and the Companies Act 1993. The Audit and Risk Committee also reviews the work and findings of the external auditor, Deloitte Limited.

The Auditor has direct access, via the Chair, to the Committee and Deloitte Limited attend the Audit and Risk Committee meetings.

Prior written approval of the Board is required before the external auditor is able to perform any non-external audit work. This decision is based on a review of the appropriateness of engaging the external auditor for the specified non-audit work as opposed to Moana New Zealand carrying out the work in-house or through other external parties.

The Auditor did not carry out any non-audit work during the year.

The Audit and Risk Committee reviews the adequacy of internal controls and insurance policies. Moana New Zealand has an ongoing internal audit programme to assist in ensuring performance is robust.

A good cross section of commercial, accounting and finance experience is provided by Directors of the Audit and Risk Committee, who met on five occasions during the year. The members were:

Hinerangi Raumati-Tu'ua (Chair), Jason Witehira, Tony Hannon, Jamie Tuuta

Executive Remuneration Committee

The Executive Remuneration Committee has written terms of reference and its activities are reviewed by the full Board.

The Executive Remuneration Committee is responsible for setting and reviewing the remuneration of the CEO and executive management as well as overseeing remuneration policies and practices at all levels of management.

The Executive Remuneration Committee met three times during the year. The members were: Whaimutu Dewes (Chair), Tony Hannon, Hinerangi Raumati-Tu'ua, Liz Ward

Table of Meeting Attendance for Directors

Attendance records of Board and Committee meetings for the year ended 30 September 2020.

BOARD MEETINGS OCTOBER 2019 - SEPTEMBER 2020

	Board (6)		Health and Safety Committee (5)		Audit and Risk Committee (4)		Remuneration Committee (3)	
	Attended	Required	Alan (C)	Greg	Hinerangi (C)	Jason	Whaimutu (C)	Tony
			Jamie	Liz	Tony	Jamie	Hinerangi	Liz
Directors	Attended	Required	Attended	Required	Attended	Required	Attended	Required
Whaimutu Dewes Retired 30/09/20	5	6	5	-	4	-	3	3
Alan Gourdie Appointed 01/11/13	6	6	4	5	-	-	-	-
Tony Hannon Appointed 01/11/13	6	6	2	-	4	4	3	3
Hinerangi Raumati-Tu'ua Appointed 15/01/12	6	6	4	-	4	4	3	3
Jamie Tuuta Retired 14/07/20	4	5	4	5	3	3	-	-
Liz Ward Appointed 01/11/13	6	6	5	5	-	-	3	3
Jason Witehira Appointed 01/12/18	6	6	-	-	2	4	-	-
Greg Summerton Appointed 01/05/19	5	6	5	5	1	-	-	-
Mavis Mullins Appointed 01/08/20	1	1	-	-	-	-	-	-

Ngā āpiha whakahaere

Executive team

From left to right: Katrina Thomson, Fiona Wikaira, Grant Shuker, Dean Pennell, Steve Tarrant, David Cossey, Michelle Cherrington, Mark Ngata, Karen Funnell



Steve Tarrant
Chief Executive Officer
Tumuaki

Steve was appointed to the role of CEO in September 2018 having previously been the Chief Operating Officer for Moana New Zealand.

Steve, a South Islander born in Temuka, brings over 20 years' experience in the seafood business, plus six years as General Manager of Operations with Centreport. He previously worked at Deep Cove Fisheries, which later became part of the Talleys Group.

One of the attractions of Moana was the chance to work under a different model – a 100% Māori-owned company with its focus on kaitiakitanga and manakitanga.

David Cossey
Group Portfolio Manager, ICT and Projects
Kaiwhakahaere Haumitanga, Hangarau, Hinonga

David became part of the Moana whānau in 2013 following a role as head of a Portfolio office with a financial institution.

David has a passion for ensuring projects and business initiatives all map back to the organisation's strategy and through many years of delivering and enabling projects, has demonstrated the business benefits of alignment and prioritisation of resources to deliver shareholder value.

Dean Pennell
General Manager Innovation and Sales
Tumu Atamai, Whakatairanga, Hokonga o te Kāhui
Ngāi te Rangī and Ngāti Kahu o Tauranga

Dean has spent the last ten years in leadership roles at Industrial Tube Manufacturing,

most recently as Chief Executive. Prior to joining Industrial Tube, Dean held a number of senior marketing and sales roles across the agribusiness sector including Tatua Cooperative Dairy Company, Deep Cove Fisheries and Weddel New Zealand.

In all these roles Dean has focussed on building sustainable organisations with particular emphasis on premiumisation and value add.

Fiona Wikaira
General Manager Aquaculture
Kaiwhakahaere Mahinga Mātaitai, Mahinga Kai
Ngāpuhi

Fiona has always wanted to work with Iwi to ensure long term sustainability of Treaty Settlement Assets for future generations and joined Moana New Zealand in 2018.

Fiona has worked in the manufacturing and FMCG sectors throughout her career. Holding a Bachelor of Chemical and Materials Engineering degree from the University of Auckland, Fiona is an experienced Operations Manager and her passion is creating "Great Work Places" through organisational culture development.

Grant Shuker
Chief Finance Officer
Tumu Pūtea Whakakapi

Grant joined Moana New Zealand in 2004. He is a qualified accountant and joined after a number of years working for a professional services firm primarily involved in financial and business process improvement assignments.

Since joining, Grant has spent most of his time in the Fin fish area and has a passion for

supporting earnings improvement through insightful financial analysis, while appreciating that practical solutions must be delivered.

Karen Funnell
Group Safety and Wellbeing Manager
Kaiwhakahaere Hauora, Haumarutanga o te Kāhui

Karen joined us from the Port sector in Wellington in July 2017. She has a Diploma in Health and Safety Management with over 20 years' experience in operational management including health and safety. Karen is dedicated to the safety and health of people in the workplace and is proud to be part of a whanau-centric organisation.

Katrina Thomson
Group People and Culture Manager
Kaiwhakahaere Take Tangata o te Kāhui
Te Aitanga-a-Hauiti and Te Aitanga-a-Māhaki

Katrina has a BSocSc (Waikato) majoring in Labour Studies and HR. Katrina joined Moana in 2015, previously working in national and regional leadership positions in the private prison sector, and in government working with industry groups and small businesses.

Katrina is married to Akerei and has four children. Katrina is proud to work for a fully Māori owned company, is conscious of the responsibility we have, she is passionate about people development and ensuring we are contributing to providing financially and socially for future generations – nga Iwi katoa.

Mark Ngata
General Manager - Inshore
Kaiwhakahaere Matua Ō-Uta
Ngāti Porou

Mark joined Moana in May 2020 from Ngāti Porou Seafoods and has nearly three decades of experience within the fishing/seafood sector in Southern Africa and New Zealand.

Mark is very passionate about delivering premium New Zealand kaimoana to key markets and developing a truly sustainable business which tells a compelling product and people story and engages consumers, taking them on a journey from sea to plate.

Mark has significant operational experience coupled with a grounding in the history of Māori fisheries and collaboration.

Michelle Cherrington
Group Communications and Sustainability Manager
Kaiwhakahaere Whakapānga, Toitū-Oranga o te Kāhui
Ngāti Awa, Te Whānau-ā-Apanui

Michelle joined the Moana New Zealand whanau in 2012, having spent almost ten years in communications and marketing roles within the building industry. Michelle grew up in Wairaka, Whakatane next to the awa and the moana and understands Māori have always had a deep connection in caring for te taiao. Working for an Iwi-owned company, she appreciates Moana New Zealand's responsibility to addressing important challenges within the fishing industry to ensure the wellbeing of our future generations.

Kupu o te pūnaha whakahaere roherohenga

Quota management system terminology

Pūnaha Whakahaere Roherohenga (PWR)

I whakaurua mai te (PWR) i te tau 1986 ki te whakahaere, ki te tiaki hoki i ngā mahinga ika tauhokohoko o Aotearoa. He mea whakarite i runga i te ariā waihanga tika rawa i roto i ngā Roherohenga Tauhoko Motuhake (RTM) kia toitū tonu ai mā te whakarite rāhui ā tau mō ia momo ika tauhokohoko.

Roherohenga Tauhoko Motuhake (RTM)

I tohaina ngā RTM mō ngā ika o uta katoa me ngā hī nga ika wai hōhonu, na i tēnei rā e 100 ngā momo ika, huinga momo ika rānei, e whakahaeretia ana i ngā rāngai ika 636 motuhake i raro i te RTM. Ko ngā roherohenga o ia rāngai ika i tohaina mō ake tonu atu, he mea ine mā ngā hea roherohenga ukauka. Ka taea e ngā kaupupuri roherohenga te hoko atu, te rīhi i aua roherohenga, tika hopu ika rānei, me te whiriwhiri mō āhea o roto i te tau hauhakētia ai aua roherohenga.

Haonga Ika ā Tau (HIT)

I te timatanga o ia tau hī ika, ka taea e ngā kaupupuri roherohenga te HIT i puta mai i a rātau hea roherohenga. He tika tā te HIT kia hauhakētia he tūtanga ika rite i tētahi rohe mō te tau kotahi. Ka rerekē te HIT mai i tētahi tau ki tētahi tau, inā te nui o te Haonga Tauhokohoko Katoa e Whakaaetia ana (HTKW) ka whakaritea e te Minita Tautiaki i Ngā Tini a Tangaroa.

Quota Management System (QMS)

The QMS was introduced in 1986 to manage and conserve New Zealand's commercial fisheries. It is based on the concept of creating property rights in Individual Transferable Quota (ITQ) and ensuring sustainability by setting an annual limit on total commercial catches from each fish stock.

Individual Transferable Quota (ITQ)

ITQ was allocated for all main inshore and deepwater fisheries, and today 98 species, or groups of species, are managed as 642 separate fish stocks under the QMS. The quota allocated for each fish stock is in perpetuity, and is measured in a fixed number of quota shares. Quota owners are able to buy, sell and lease their quota or catch rights, and to choose the method and the time of year they harvest their catches within these limits.

Annual Catch Entitlement (ACE)

At the beginning of each fishing year, quota owners are entitled to ACE generated from their quota shares. The ACE gives a right to harvest a specified quantity of a fish stock in an area for one year. ACE varies from year to year depending on the Total Allowable Commercial Catch (TACC) level set by the Minister of Primary Industries.

Haonga Ika Katoa e Whakaaetia ana (HIKW)

Ko te HIKW te huinga o ngā ika ika ka mau mai i tētahi rāngai ika i tētahi wā, he tau te roa i te nuinga o te wā, ka tohaina ki te hunga hī tauhokohoko, tikanga, rēhia rānei. Mā te Minita Tautiaki i NgāTini a Tangaroa tēnei e whakarite ka mutu ana te kōrerorero ki te hunga hī, ka whakatauria ki te taumata teitei e whakaaetia ana i te nuinga o te wā.

Haonga Tauhokohoko Katoa e Whakaaetia ana (HTKW)

Ko te wāhanga o te HIKW ka tohaina ki te hunga hī tauhokohoko e mōhinga ana he HTKW.

Huanga Toitū Ikeike (HTI)

HTI, ko te huanga rarahi rawa ka taea tonutia te mau i tētahi rāngai ika i ia tau i runga i te korenga o taua rāngai ika e heke rawa.

Utunga Hara

Ko te utunga hara he utu ka tae ki te Kāwanatanga hei karo mō te hī pokanoa i te ika käre i te HIT o te tangata nāna i hopu. I waihaNgātia hei akiaki i ngā kaihi ki te hoko HIT e rite ana ki a rātau hopunga i ia tau.

Total Allowable Catch (TAC)

The TAC is the total regulated catch from a fish stock in a given time period, usually a year, and is allocated to commercial, customary and recreational fishers. This catch limit is set by the Minister of Primary Industries after consultation with fishers, and is generally set at the maximum sustainable yield.

Total Allowable Commercial Catch (TACC)

The proportion of the TAC allocated to commercial fishers is known as the TACC.

Maximum Sustainable Yield (MSY)

MSY is the largest average catch or yield that can continuously be taken from a fish stock each year without depleting that stock.

Deemed Values

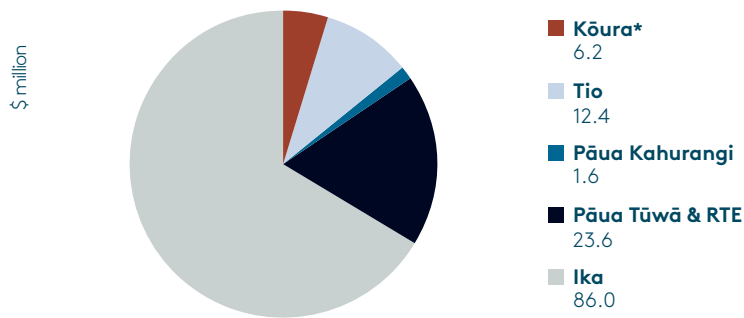
Deemed values are civil payments made to the Crown as a defence for landing catch of QMS species for which the individual fisher holds no ACE. They are designed to act as an incentive for fishers to obtain ACE which matches their catch for each fishing year.

Whakahararatanga ā pūtea

Financial highlights

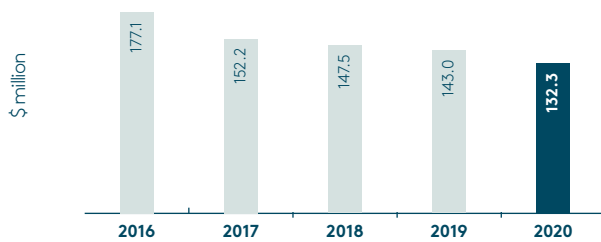
FOR THE YEAR ENDED 30 SEPTEMBER 2020

Sales by species

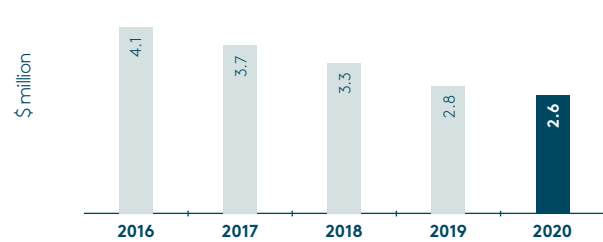


* Lobster sales includes the share of Port Nicholson Fisheries.

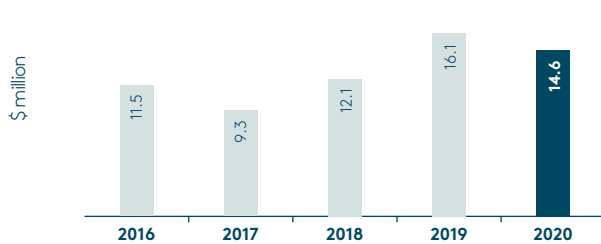
Total Revenue



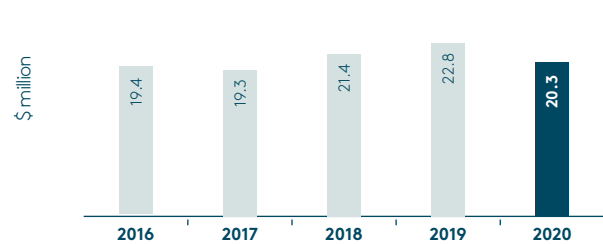
Financing Cost



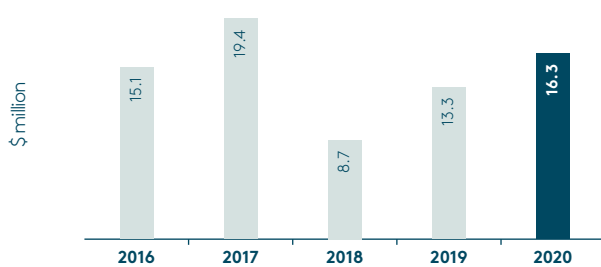
Profit Contribution from Sealord



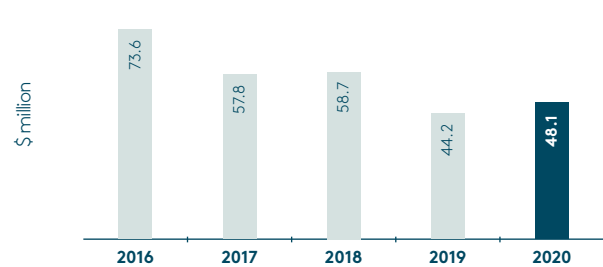
Profit for the Year



Operating Cash Flow



Bank Debt (Net of Cash)



Taukī tahua pūtea

Financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

Taukī tapatahi moni whiwhi

Consolidated income statement

FOR THE YEAR ENDED 30 SEPTEMBER 2020

\$000	Note	2020	2019
Sale of goods		123,117	136,408
Other revenue		9,140	6,592
Total revenue	14	132,257	143,000
Cost of sales	12	(104,461)	(112,030)
Gross profit		27,796	30,970
Other income/(expenses)	13	(612)	(48)
Distribution expenses	12	(4,151)	(4,355)
Administrative expenses	12	(15,367)	(14,322)
Asset impairment	22	–	(6,460)
Finance expenses	12	(2,562)	(2,832)
Share of Sealord profit	4	14,641	16,095
Share of profit of associates and joint ventures	5	880	3,823
Profit before income tax		20,625	22,871
Income tax expense	16	(285)	(26)
Profit for the period		20,340	22,845

The above Income Statement should be read in conjunction with the accompanying notes.

Taukī tapatahi whānui moni whiwhi

Consolidated statement of comprehensive income

FOR THE YEAR ENDED 30 SEPTEMBER 2020

\$000	Note	2020	2019
Profit for the period		20,340	22,845
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss			
(Losses) /gains from:			
Cash flow hedges	2	1,612	(1,543)
Share of Sealord other comprehensive income	4	10,248	(7,470)
Income tax relating to components of comprehensive income	2 & 17	(282)	270
Other comprehensive income for the year net of tax		11,578	(8,743)
Total comprehensive income for the year net of tax, attributable to the shareholders		31,918	14,102

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Ripanga kaute tapatahi o te tūranga pūtea

Consolidated statement of financial position

AS AT 30 SEPTEMBER 2020

\$000	Note	2020	2019
Assets			
Current assets			
Cash and bank balances	19	75	3,615
Trade and other receivables	20	8,691	15,521
Inventories	21	7,734	5,870
Biological assets	8	6,530	6,986
Income tax		564	934
Derivative financial instruments	27	289	3
Total current assets		23,883	32,929
Non-current assets			
Property, plant and equipment	22	47,948	48,245
Right of use assets	23	5,610	-
Investment in Sealord Group Limited	4	235,189	209,371
Investments in associates and joint ventures	5	2,680	3,072
Quota shares	7	244,608	242,719
Goodwill	9	4,710	4,710
Intangibles	24	6,134	6,200
Deferred tax	17	830	1,395
Total non-current assets		547,709	515,712
Total assets		571,592	548,641
Liabilities			
Current liabilities			
Trade and other payables	25	8,721	9,509
Provisions	10	11,922	14,748
Lease liabilities	23	1,922	-
Redeemable preference shares	11	20,000	20,000
Derivative financial instruments	27	620	1,730
Total current liabilities		43,185	45,987
Non-current liabilities			
Borrowings	26	48,171	47,805
Lease liabilities	23	2,813	-
Derivative financial instruments	27	1,328	1,826
Total non-current liabilities		52,312	49,631
Total liabilities		95,497	95,618
Net assets		476,095	453,023
Equity			
Shareholders' equity			
Capital contributed	2	286,979	286,979
Cash flow hedging reserve	2	(1,374)	(2,704)
Associates' derivative financial instruments and other reserves		(1,229)	(11,477)
Retained earnings		191,719	180,225
Total shareholders' equity		476,095	453,023

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

For and on behalf of the board, who authorised the issue of these Financial Statements on 23 December 2020.



Hinerangi Raumati-Tu'ua
Chairman



Anthony Hannon
Chair of the Audit and Risk Committee

Taukī tapatahi tūtanga rerekētanga

Consolidated statement of changes in equity

FOR THE YEAR ENDED 30 SEPTEMBER 2020

\$000	Note	Capital contributed	Cash flow hedging reserve	Associates' derivative financial instruments & other reserves	Retained earnings	Total equity
Balance at 1 October 2019		286,979	(2,704)	(11,477)	180,225	453,023
Net profit		-	-	-	20,340	20,340
Other comprehensive income for year, net of tax		-	1,330	10,248	-	11,578
Dividend provision	3	-	-	-	(8,846)	(8,846)
Balance at 30 September 2020		286,979	(1,374)	(1,229)	191,719	476,095
Balance at 1 October 2018		286,979	(1,431)	(4,007)	168,650	450,191
Net profit		-	-	-	22,845	22,845
Other comprehensive income for year, net of tax		-	(1,273)	(7,470)	-	(8,743)
Dividend provision	3	-	-	-	(11,270)	(11,270)
Balance at 30 September 2019		286,979	(2,704)	(11,477)	180,225	453,023

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Taukī tapatahi aurere pūtea

Consolidated statement of cash flows

FOR THE YEAR ENDED 30 SEPTEMBER 2020

\$000	Note	2020	2019
Cash flows from operating activities			
Cash was provided from:			
Receipts from customers		128,024	142,610
Government grant received		2,181	-
Interest received		83	135
Taxation received		920	-
		131,208	142,745
Cash was disbursed to:			
Payments to suppliers and employees		111,791	124,317
Interest paid		2,562	2,832
Taxation paid		555	2,346
		114,908	129,495
Net cash flows from operating activities	15	16,300	13,250
Cash flows from investing activities			
Cash was provided from:			
Dividends received		7,711	13,894
Sale of property, plant and equipment		18	48
		7,729	13,942
Cash was disbursed to:			
Purchase of property, plant and equipment		3,453	3,696
Purchase of quota		1,889	-
Shares purchased in associate	4	7,200	-
Acquisition of intangibles		540	498
		13,082	4,194
Net cash flows from investing activities		(5,353)	9,748
Cash flows from financing activities			
Cash was provided from:			
Proceeds of borrowings		7,000	-
		7,000	-
Cash was disbursed to:			
Repayment of borrowings		6,800	10,000
Payment of lease liabilities		3,417	-
Dividends paid to shareholders		11,270	8,564
		21,487	18,564
Net cash flows from financing activities		(14,487)	(18,564)
Net (decrease)/increase in cash held		(3,540)	4,434
Cash at the beginning of the period		3,615	(819)
Cash at the end of the year	19	75	3,615
Comprising:			
Cash and bank balances		75	3,615

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

Contents

1. Reporting Entity and Basis of Presentation	86
2. Shareholders' Equity	88
3. Dividend Declared	90
4. Investment in Sealord Group	90
5. Investments in Subsidiaries, Associates and Joint Ventures	92
6. Related Party Transactions	94
7. Quota Shares	95
8. Biological Assets	96
9. Goodwill	97
10. Provisions	98
11. Redeemable Preference Shares	98
12. Expenses	99
13. Other income/(expenses)	99
14. Revenue	100
15. Cash Flow Statement Reconciliation	101
16. Current Tax	101
17. Deferred Tax	102
18. Imputation Credit Account	102
19. Cash and Bank Balances	103
20. Trade and Other Receivables	103
21. Inventories	104
22. Property, Plant and Equipment	104
23. Leases	106
24. Intangibles	107
25. Trade and Other Payables	107
26. Borrowings	108
27. Risk Management	109
28. Commitments	116
29. Contingent Liabilities and Contingent Assets	116
30. Impact of Covid19	116

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

1. Reporting Entity and Basis of Presentation

Corporate Information

Aotearoa Fisheries Limited, trading as Moana New Zealand (the Company) was incorporated in New Zealand on 26 November 2004. The Moana New Zealand Group of Companies consists of the Company, its subsidiaries and associates (the Group).

The Group's principal activities during the year were the harvesting, procurement, farming, processing, and marketing of sustainably produced seafoods to consumers in domestic and major international markets. The registered office of the Group is 1-3 Bell Avenue, Mt Wellington, Auckland.

Basis of Preparation

The financial statements have been prepared on the historical cost basis except where indicated otherwise within the specific accounting policies.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000), unless otherwise indicated.

Statement of Compliance

These general purpose financial statements for the year ended 30 September 2020 have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP), and comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS), and other applicable Financial Reporting Standards as appropriate for profit-oriented entities. The financial statements also comply with International Financial Reporting Standards (IFRS), and with the requirements of the Companies Act 1993, the Financial Reporting Act 2013 and the Māori Fisheries Act 2004.

New Accounting Standards and Interpretations

The Group adopted NZ IFRS 16 Leases (NZ IFRS 16) during the current reporting period. As a result of the adoption, the Group had to change its accounting policies and make certain adjustments disclosed below.

NZ IFRS 16 – Leases

NZ IFRS 16 deals with the recognition, measurement, presentation and disclosure of leases and replaces the current guidance in NZ IAS 17 Leases (NZ IAS 17) and NZ IFRIC 4. The new standard introduces a single model for lessees which recognises all leases on the balance sheet through an asset representing the rights to use the leased item during the lease term and a liability for the obligation to make lease payments. This removes the distinction between operating and finance leases and aims to provide users of the financial statements relevant information to assess the effect that leases have on the balance sheet, income statement and cash flows of the reporting entity. Lessor accounting remains largely unchanged from NZ IAS 17 for the Group. The Group reviewed leases where the Group is the lessee and these leases primarily relate to building leases for properties and vehicles.

The Group has used the NZ IFRS 16 modified retrospective approach at transition date for all existing leases at 1 October 2019. The Group has made use of the practical expedients available on transition to NZ IFRS 16 not to reassess whether a contract is or contains a lease. Accordingly, the definition of a lease in accordance with NZ IAS 17 will continue to be applied to those leases entered or modified before 1 October 2019. Comparative numbers have not been restated. The right of use (ROU) assets are initially measured at cost, which comprises the initial amount of the lease liability plus any prepaid lease payments. The ROU assets are subsequently depreciated using the straight line method over the shorter of the estimated useful lives of the ROU assets or the remaining estimated lease term. The estimated useful lives of ROU assets are determined on the same basis as similar owned assets within property, plant and equipment. An additional depreciation expense of \$0.5 million has been recognised in relation to the adoption of NZ IFRS 16. Lease liabilities are initially measured at the present value of the unpaid lease payments at commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate (IBR). Under NZ IFRS 16, ROU assets are tested for impairment in accordance with NZ IAS 36 Impairment of Assets, replacing the previous requirements to recognise a provision for onerous lease contracts.

Key judgment areas in applying the new standards are the discount rate and assessment of whether options to extend or terminate a lease will be exercised. The discount rates used on transition are the Group's incremental borrowing rates (IBR), which reflects the borrowing rates that could be obtained from financial institutions as if the Group had purchased the leased asset, with the term of the borrowing similar to the lease term. The weighted average rate applied was 4.7%.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

The Group has applied the following practical expedients when applying the new lease standard NZ IFRS 16 to leases previously classified as operating leases under NZ IAS 17:

- The use of a single discount rate to a portfolio of leases with similar characteristics.
- Not recognising ROU assets and liabilities for leases with less than 12 months of lease term.
- Not recognising ROU assets and liabilities if the leased asset is considered a low value asset.

For short-term and low-value assets leases, the Group has opted to recognise a lease expense on a straight-line basis as is permitted by NZ IFRS 16. This expense is presented within cost of sales or administration expense in the income statement.

Reconciliation of lease commitment to opening lease liability as at 1 October 2019:

The following table provides a reconciliation of the operating lease commitments disclosed as at 30 September 2019 to the total lease liabilities recognised on the statement of financial position in accordance with NZ IFRS 16 at 1 October 2019.

\$000	
Operating lease commitments as at 30 September 2019	5,607
Leases not contained in the lease commitments schedule	2,035
Effect of discounting using incremental borrowing rates at 1 October 2019	(800)
Recognition exemption for:	
- short-term leases	(135)
- leases of low-value assets	(25)
Lease liabilities recognised at 1 October 2019	6,682

Under NZ IAS 17, all lease payments on operating leases were presented as part of cash flows from operating activities. Consequently, for the 12 months to 30 September 2020, the net cash generated by operating activities has increased by \$3.4 million and net cash used in financing activities increased by the same amount. Comparative numbers have not been restated. The adoption of NZ IFRS 16 did not have an impact on net cash flows.

Accounting Policies

Other than the first time adoption of NZ IFRS 16 there have been no changes made to accounting policies during the year.

Basis of Consolidation

The financial statements incorporate the financial statements of the Company and all subsidiaries (these are entities controlled by the Company and significant subsidiaries are listed in Note 5, collectively the Group). Control is achieved where the Company has power over the investee, is exposed, or has rights to variable returns from its involvement with the investee and has the ability to use this power to influence these returns.

All significant inter-company transactions are eliminated on consolidation. Subsidiaries' accounting policies are consistent with the policies adopted by the Group.

Significant Accounting Judgements, Estimates and Assumptions

Management is required to make judgements, estimates, and assumptions that affect the reported amounts in the financial statements. Management bases its judgements and estimates on historical experience and on other various other factors it believes to be reasonable under the circumstances. Actual results may differ from these estimates. The principal areas of judgements and estimates made in preparing the financial statements include impairment of quota and goodwill, and marine biological assets. Further details of these judgements may be found in the relevant notes to the financial statements.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

2. Shareholders' Equity

(a) Capital Contributed

Pursuant to the Māori Fisheries Act, the Company received certain assets and liabilities in 2004, of which the net fair value was treated as a shareholders' capital contribution.

The following table is a summary of the share capital.

	2020 Number of shares	2020 Book value of shares \$000	2019 Number of shares	2019 Book value of shares \$000
Voting shares	125,000	-	125,000	-
Income shares (fully paid)	250,000	286,979	250,000	286,979
Shares at end of year	375,000	286,979	375,000	286,979

(b) Voting Shares

All the voting shares are held with Te Ohu Kai Moana Trustee Limited, and confer all the rights to vote as under the Companies Act. The voting shares have no rights to dividends or other distributions.

(c) Income Shares

Under the Māori Fisheries Act, 80% of the income shares are to be held with mandated iwi organisations, with Te Ohu Kai Moana Trustee Limited holding 20%. Te Ohu Kai Moana Trustee Limited is still holding income shares in trust for iwi that have yet to be allocated under the Māori Fisheries Act. Income shares carry an equal right to dividends and share in other distributions, including assets on a wind-up.

	2020 Number of shares	2020 % of total shares	2019 Number of shares	2019 % of total shares
Te Ohu Kai Moana Trustee Limited (to be allocated)	3,332	1.33%	3,332	1.33%
Te Ohu Kai Moana Trustee Limited (held on trust)	50,000	20.00%	50,000	20.00%
Atiawa Ki Whakarongotai Holdings Limited	146	0.06%	146	0.06%
Atiawa Nui Tonu Fisheries Limited	518	0.21%	518	0.21%
Hokotehi Settlement Quota Holding Company Limited	176	0.07%	176	0.07%
Ika Toa Limited	1,532	0.61%	1,532	0.61%
Kahungunu Asset Holding Company Limited	15,748	6.30%	15,748	6.30%
Koata Limited	260	0.10%	260	0.10%
Maruehi Fisheries Limited	486	0.19%	486	0.19%
Muaupoko Trading Company Limited	560	0.22%	560	0.22%
Ngai Tahu Fisheries Investments Limited	12,220	4.89%	12,220	4.89%
Ngai Tamanuhiri Asset Holding Company Limited	356	0.14%	356	0.14%
Ngaitakoto Holdings Limited	150	0.06%	150	0.06%
Ngai Te Rangi Fisheries AHC Limited	3,078	1.23%	3,078	1.23%
Ngapuhi Asset Holding Company Limited	31,582	12.63%	31,582	12.63%
Ngaruahine Fisheries Limited	964	0.39%	964	0.39%
Nga Wairiki - Ngati Apa Developments Limited	724	0.29%	724	0.29%
Ngati Apa Ki Te Ra To Assets Holding Company Limited	192	0.08%	192	0.08%
Ngati Awa Asset Holdings Limited	3,902	1.56%	3,902	1.56%
Ngati Kahu Fisheries Limited	2,134	0.85%	2,134	0.85%
Ngati Manawa Tokowaru Asset Holding Company Limited	462	0.18%	462	0.18%
Ngati Maru (Taranaki) Fishing Limited	266	0.11%	266	0.11%
Ngati Mutunga o Wharekauri Asset Holding Company Limited	334	0.13%	334	0.13%

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	2020 Number of shares	2020 % of total shares	2019 Number of shares	2019 % of total shares
Ngati Porou Seafoods Limited	18,732	7.49%	18,732	7.49%
Ngati Pukenga Iwi Fish Holdings Limited	366	0.15%	366	0.15%
Ngati Ranginui Fisheries Holding Company Limited	1,952	0.78%	1,952	0.78%
Ngati Rarua Asset Holding Company Limited	238	0.10%	238	0.10%
Ngati Ruanui Fishing Limited	1,672	0.67%	1,672	0.67%
Ngati Tuwharetoa Fisheries Holdings Limited	10,078	4.03%	10,078	4.03%
Ngati Whare Holdings Limited	206	0.08%	206	0.08%
Ngati Whatua Fisheries Limited	3,862	1.54%	3,862	1.54%
Ngatiwai Holdings Limited	1,212	0.48%	1,212	0.48%
Pare Hauraki Asset Holdings Limited	4,012	1.60%	4,012	1.60%
Rangitane Holdings Limited	370	0.15%	370	0.15%
Rangitane o Te Ika A Maui Limited	978	0.39%	978	0.39%
Raukawa Asset Holding Company Limited	2,666	1.07%	2,666	1.07%
Raukawa Ki Te Tonga AHC Limited	5,800	2.32%	5,800	2.32%
Rongowhakaata Iwi Asset Holding Company Limited	1,098	0.44%	1,098	0.44%
Tama Asset Holding Company Limited	184	0.07%	184	0.07%
Taranaki Iwi Fisheries Limited	1,768	0.71%	1,768	0.71%
Tapuika Holding Limited	525	0.21%	525	0.00%
Te Aitanga a Mahaki Trust Asset Holding Company Limited	1,326	0.53%	1,326	0.53%
Te Arawa Fisheries Holding Company Limited	11,411	4.56%	11,411	4.56%
Te Atiawa (Taranaki) Holdings Limited	4,166	1.67%	4,166	1.67%
Te Atiawa Asset Holding Company Limited	578	0.23%	578	0.23%
Te Aupouri Asset Holding Company Limited	2,406	0.96%	2,406	0.96%
Te Hoiere Asset Holding Company Limited	372	0.15%	372	0.15%
Te Kumukumu Limited	668	0.27%	668	0.27%
Te Kupenga o Maniapoto Limited	9,086	3.63%	9,086	3.63%
Te Pataka O Tangaroa Limited	968	0.39%	968	0.39%
Te Patiki Holdings Limited	306	0.12%	306	0.12%
Te Urungi O Ngati Kuri Limited	1,426	0.57%	1,426	0.57%
Te Waka Pupuri Putea Limited	3,534	1.41%	3,534	1.41%
Tuhoe Fish Quota Limited	8,754	3.50%	8,754	3.50%
Waikato-Tainui Fisheries Limited	13,702	5.48%	13,702	5.48%
Whaingaroa Fisheries Company Limited	600	0.24%	600	0.24%
Whakatohea Fisheries Asset Holdings Company Limited	2,976	1.19%	2,976	1.19%
Whanganui Iwi Fisheries Limited	2,880	1.15%	2,880	1.15%
Total shares	250,000	100.00%	250,000	100.00%

(d) Cash Flow Hedging Reserve

\$000	2020	2019
Balance at beginning of the year	(2,704)	(1,431)
Net gains on cash flow hedges (post tax)	1,330	(1,273)
Balance at end of the year	(1,374)	(2,704)

This reserve records the gains or losses on cashflow hedging instruments that are determined to be effective hedges.

The cumulative deferred gain or loss on hedges is recognised in the Income Statement when the hedged transaction impacts revenue or expense, or is included as a basis adjustment to the non-financial hedged item, consistent with the applicable accounting policy (refer Note 27).

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

3. Dividend Declared

On 15 December 2020, the Directors approved a gross dividend of \$10.7 million (2019: \$13.7 million), resulting in a net cash dividend after Māori authority credits to shareholders of \$8.8 million. This has been accrued in the financial statements under the requirements of the Māori Fisheries Act 2004, to pay at least 40% of profit back to shareholders. The dividend will be paid in December 2020.

The dividend is calculated as follows:

\$000	2020	2019
Profit for the year	20,340	22,845
Adjust for unrealised asset impairment	-	5,330
Adjusted profit number	20,340	28,175
Dividend as a percentage of adjusted profit	43.5%	40.0%
Dividend	8,846	11,270

The following shows the dividend components:

\$000	2020	2019
Dividend declared after balance date	10,722	13,661
Māori authority credits	(1,876)	(2,391)
Net cash dividend to shareholders	8,846	11,270
Dividend per share	\$35.38	\$45.08

4. Investment in Sealord Group

(a) Investment Details

Kura Limited is the 100% owner of Sealord Group Limited (Sealord), with Moana New Zealand owning a 50% interest in Kura Limited. Kura Limited is a joint venture incorporated in New Zealand, with Nippon Suisan Kaisha Limited owning the other 50% ownership interest and voting rights. The principal activities of Sealord are catching, procurement, processing and marketing of seafood in New Zealand and internationally. The Company's investment in Sealord is accounted for using the equity accounting method as outlined in Note 5.

In January 2020 the Company purchased additional shares in Sealord for \$7.2 million. An equivalent purchase of Sealord shares was also made by Nippon Suisan Kaisha Limited.

The Company advanced to Sealord two loans of \$3.5m, one in 2017 and one in 2016 for the construction of a new deep sea vessel. An equivalent loan to Sealord was also made by Nippon Suisan Kaisha Limited. The loans to Sealord are for five years, renewable for a further three years and is unsecured. Moana New Zealand charges interest to Sealord at the same interest cost to Moana New Zealand from its banker. Further details of this loan are described in Note 26.

\$000	2020	2019
Kura Limited	235,189	209,371

(b) Movements in Carrying Amount

The movement in the carrying value of the investment in Kura Limited is as follows:

\$000	2020	2019
Balance 1 October	209,371	205,647
Share of profit/ (loss) after tax	14,641	16,095
Share of other comprehensive income	10,248	(7,470)
Share of dividends	(6,438)	(4,854)
Share purchase	7,200	-
Loan advance	167	(47)
Balance at 30 September	235,189	209,371

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

(c) Summarised Financial Information

On 3 February 2020 Sealord increased its 50% shareholding in Petuna Aquaculture to 100%. As such from this date onwards Petuna is a consolidated subsidiary of Sealord hence the balances presented below have moved significantly compared to prior year.

The summarised financial information is extracted from the audited Kura Limited Statement of Financial Position:

	As at 30 September 2020	As at 30 September 2019
\$000		
Current assets	261,290	196,734
Non-current assets	720,559	624,632
	981,849	821,366
Current liabilities	(137,079)	(160,975)
Non-current liabilities	(345,752)	(212,668)
	(482,831)	(373,643)
Net assets	499,018	447,723

	For the year ended 30 September 2020	For the year ended 30 September 2019
\$000		
Revenue	398,760	357,659
Expenses	(369,487)	(325,470)
Profit for the year	29,273	32,189
Other comprehensive income/ (expenses)	20,497	(14,940)
Total comprehensive income/ (loss) for the year	49,770	17,249

Included within the summarised financial information above are the following items, extracted from the audited Kura Limited Statement of Financial Position:

	As at 30 September 2020	As at 30 September 2019
\$000		
Cash and cash equivalents	7,538	13,464
Current financial liabilities (excluding trade and other payables and provisions)	(63,125)	(89,450)
Non-current financial liabilities (excluding trade and other payables and provisions)	(289,832)	(207,973)
Depreciation and amortisation	(31,881)	(16,005)
Interest income	265	462
Interest expense	(11,965)	(10,794)
Income tax expense/ (income)	(13,552)	(9,541)

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

5. Investments in Subsidiaries, Associates and Joint Ventures

The Group's share of results of equity accounted joint ventures and associates are included in these consolidated financial statements from the date that joint control or significant influence begins, until the date that joint control or significant influence ceases.

Under the equity method, an investment in a joint venture or associate is initially recognised in the balance sheet at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the joint venture or associate less any impairment losses.

Goodwill relating to an associate or a joint venture is included in the carrying amount of the investment and is assessed for impairment as part of that investment.

(a) Investment Details

\$000	2020	2019
Investments in associates	810	1,154
Investments in joint ventures	1,870	1,918
Total	2,680	3,072

(b) Investment in Subsidiaries

Details of the Group's significant subsidiaries are as follows:

Significant subsidiary	Principal activity
AFL Investments Limited	Investment company
Moana Pacific Fisheries Limited	Non trading company, licensed fish receiver
OPC Quota Limited	Quota owner
Pacific Marine Farms Limited	Investment company
Paua Holdings New Zealand Limited	Holding company
Prepared Foods Processing Limited	Investment company
Pupuri Taonga Limited	Quota owner
Prepared Foods 2009 Limited	Owns the Prepared Foods trading name

All subsidiaries are 100% owned, direct subsidiaries of the Group, and are incorporated in New Zealand and have a 30 September balance date.

(c) Investment in Associates

On 1 April 2016, the Company entered into an amalgamation with Port Nicholson Fisheries to form the largest Māori owned lobster processing business in New Zealand. The Company's share in the limited partnership is based on each limited partners annual catch entitlement contribution to the partnership. This is currently at 57.1%. The limited partnership is managed by Koura Inc General Partner Limited. The Company has a 25% share in the general partner, and therefore has significant influence over the limited partnership. The Company's investment in the limited partnership has been accounted for as an associate.

Details of the Group's associates are as follows:

Associate	Ownership interests		Principal activity
	2020	2019	
Port Nicholson Fisheries Limited Partnership	57%	58%	Harvests and markets lobster
Trident Systems Limited Partnership	16%	16%	Inshore fisheries research

The associates are incorporated in New Zealand and have a 30 September balance date, with the exception of Port Nicholson Fisheries Limited Partnership which is 31 March.

The movement in the carrying value of the investment in associates is as follows:

\$000	2020	2019
Balance 1 October	1,154	1,716
Share of profit after tax	863	3,359
Share of distributed profits	(1,207)	(3,921)
Balance at 30 September	810	1,154

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

(d) Investment in Joint Ventures

On 31 May 2019 the Company sold its 50% interest in Prepack Limited to its joint venture partner.

Details of the Group's joint ventures are as follows:

Joint venture	Balance date	Ownership interests		Principal activity
		2020	2019	
Auckland Fishing Port Limited	31 March	33%	33%	Holds an Auckland fishing wharf lease
Baypackers Limited Partnership	30 September	20%	20%	Harvests and markets wet fish
Inshore Fisheries JV Limited Partnership	30 September	50%	50%	Harvests and markets wet fish
Jemco Limited	30 September	40%	40%	Market aquaculture products
Oceanz Seafood Licensing	30 September	50%	50%	Seafood franchise operator
Prepared Foods Limited	30 September	50%	50%	Markets canned abalone
Prepack Limited	30 June	0%	0%	Assembles ration packs
Precision Seafood Harvesting JV Limited Partnership	30 September	33%	33%	Harvesting, research and development

All the joint ventures are incorporated in New Zealand.

The movement in the carrying value of the investment in joint ventures (excluding Kura Limited) is as follows:

\$000	2020	2019
Balance 1 October	1,918	6,542
Share of profit after tax	17	464
Share of dividends	(65)	(1,650)
Share of distributed profits	-	(35)
Disposal of investment	-	(3,403)
Balance at 30 September	1,870	1,918

The summarised financial information in respect of the Group's joint ventures (excluding Kura Limited) is set out below:

\$000	2020	2019
Current assets	4,151	4,395
Non-current assets	2,351	2,268
	6,502	6,663
Current liabilities	(1,892)	(1,435)
Non-current liabilities	(10)	(10)
	(1,902)	(1,445)
Net assets	4,600	5,218
Revenue	27,226	47,286
Expenses	(27,230)	(46,681)
(Loss)/ Profit for the year and total comprehensive income	(4)	425

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

6. Related Party Transactions

The immediate parent and ultimate controlling party respectively of the Group is defined under the Māori Fisheries Act 2004 (refer Note 2). Details of the interest in Sealord Group Limited is disclosed in Note 4. Details of interests in subsidiaries, associates, and joint ventures are disclosed in Note 5.

Details of the year-end related party receivables and payables are disclosed in Notes 20 and 25 respectively.

(a) Transactions between the Group and Sealord Group Limited

During the year there have been transactions between the Group and Sealord Group Limited (Sealord) as follows:

\$000	2020	2019
Sales to Sealord	208	435
Other revenue from Sealord	5,544	4,855
Purchases from Sealord	(13,135)	(10,634)
Dividend received from Sealord	6,438	4,854
Interest received from Sealord	69	77
Foreign exchange movements on loan advance to Sealord	(167)	47

(b) Transactions between the Group and its Associates and Joint Ventures

During the year the Company leased berthage from Auckland Fishing Port for \$0.2 million (2019: \$0.2 million)

During the year there have been transactions between the Group and its associates and joint ventures as follows:

\$000	2020	2019
Sales to associates and joint ventures	33,470	46,954
Other revenue from associates and joint ventures	511	548
Purchases from associates and joint ventures	(11,539)	(3,301)

(c) Transactions with Other Related Parties

During the year, the Company purchased Annual Catch Entitlement (ACE) of \$5.9 million (2019: \$5.4 million) from Te Ohu Kai Moana Trustee Limited and other shareholders.

During the year Pupuri Taonga Trust Limited recovered quota ownership costs of \$5.5 million (2019: \$4.8 million) from Sealord Group Limited.

During the year the Company made lease payments to related parties of \$1.5 million.

During the year there have been transactions between the Group and companies associated with its Directors as follows:

\$000	2020		2019	
	Purchased Services	Sales	Purchased Services	Sales
Bancorp Corporate Finance Limited	34	-	150	-
Contact Energy Limited	192	-	788	-
Foodstuffs North Island	8	9,103	474	8,680
Ngai Tahu Seafood Limited	-	-	1,425	94
Ngati Porou Seafoods Group	280	285	231	279
Quality Ocean International Limited	14	769	-	448
Seafood New Zealand Limited	-	-	150	-
	528	10,157	3,218	9,501

(d) Compensation of Key Management Personnel

The remuneration of the Board of Directors has been disclosed in Note 12.

The remuneration of the Chief Executive Officer and his direct reports during the year was as follows:

\$000	2020	2019
Short term benefits	3,663	2,884
Total compensation	3,663	2,884

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

7. Quota Shares

Quota shares are treated as an asset with an indefinite life, as the shares are issued under the Quota Management System, which is based on individual transferable quota property rights. Quota shares purchased are recorded at cost. Quota shares are not amortised and are carried at cost less any accumulated impairment losses.

Impairment losses are recognised whenever the carrying amount of an asset exceeds its recoverable amount. Quota shares are tested for impairment annually or whenever there is an indication of impairment on an individual basis or at a cash-generating unit level. The indefinite life assessment is reviewed annually to determine whether it continues to be supportable.

Determining whether the carrying value of quota is impaired is based on an estimation of the value-in-use or fair value less costs to sell of the quota. Fair value is determined by taking the average of three independent market valuations on each species. These valuations were based on a comparable sales methodology, factoring in the following Level 2 and 3 inputs; historical and current FishServe data, market intelligence and advice from professional industry valuers. Adjustments were made for current knowledge of market values on certain species.

The three brokers who provided valuations were:

- Aotearoa Quota Brokers Limited;
- Finest Kind Limited; and
- Quota Management Systems Limited.

The value-in-use of the quota shares is assessed under a discounted cash flow model for the relevant cash generating unit if the fair value of any of the individual quota shares within that cash generating unit is below its carrying amount. Where the value-in-use of quota shares was calculated to determine the recoverable amount, this was prepared on the basis described Note 9.

The carrying amounts were determined to be lower than their recoverable amount for all quota.

\$000	2020	2019
Carrying amount at 1 October	242,719	242,719
Additions	1,889	-
Disposals	-	-
Carrying amount at 30 September	244,608	242,719

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

8. Biological Assets

Biological assets relate to the Group's inventories of live shellfish growing on farms owned and operated by the Group. Biological assets are stated at fair value less point-of-sale costs, by reference to market prices, with any change therein recognised in the Income Statement. Biological assets are transferred to inventory at the time of harvest.

The following valuation assumptions have been adopted in determining the fair value of the Groups biological assets:

- (a) Costs are based on current average costs and are variable depending on the biological assets location and age being assessed.
- (b) Revenue is based on current pricing and expected levels of production, with an assessment made about the long term future returns for each product.

Biological assets are valued at market prices less harvesting, and post harvest costs, and are measured using Level 3 valuations (refer Note 27 (g)) and there were no transfers between levels during the year.

\$000	2020	2019
Balance at beginning of year	6,986	7,137
Change in values less estimated point-of-sale costs	4,924	6,041
Harvested produce transferred to inventories	(5,380)	(6,192)
Total biological assets	6,530	6,986

The following unobservable inputs were used to measure the Group's biological assets:

\$000	Fair Value at 30 September	Valuation technique	Unobservable inputs	Relationship of unobservable inputs to fair value
Oysters	2020: 5,034	Estimated market price of volumes produced less costs	Annual oyster yield	The higher the yield the higher the fair value
	2019: 4,900		Annual price per dozen per season	The higher the price the higher the fair value
Pāua	2020: 1,496	Estimated market price of volumes produced less costs	Annual pāua yield	The higher the yield the higher the fair value
	2019: 2,086		Annual price per kg per season	The higher the price the higher the fair value

Included in the cost of sales in the Group is a fair value decline of \$0.456 million (2019: decline \$0.015 million) in relation to biological assets.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

9. Goodwill

The acquisition method of accounting is used to account for all business combinations regardless of whether equity instruments or other assets are acquired. The excess of the cost of the business combination, any non controlling interests of the acquiree and the fair value of the acquirers previously held equity interest in the acquiree over the net fair value of the Group's share of the identifiable net assets acquired is recognised as goodwill.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. Goodwill is currently held only in the Ika cash-generating unit. The recoverable amount is the higher of fair value less cost to sell and value-in-use. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. Any impairment loss is recognised immediately in the Income Statement and is not reversed in a subsequent period.

Determining whether goodwill is impaired requires an estimation of the value-in-use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires an estimate of the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value. A discount factor of 6.00% per annum (2019: 6.00% per annum) was applied in the value-in-use models.

Cash flows were projected based on actual 2020 operating results and the 2021 financial budget approved by the directors. Value-in-use calculations cover a 5-year period with forecasted cash flows through to 2025 with a terminal value. The 2021 budget EBIT is applied out to 2025 assuming 1% (2019: 1%) growth. The cash flows beyond that five year period have been extrapolated, assuming 1% growth. Any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of cash-generating units.

The key assumptions used in the value in use calculations:

- (i) Sales growth - growth in sales was determined by management who have in-depth experience in the industry;
- (ii) Budget margins - based on historical margins; and
- (iii) Price inflation - forecast consumer price indices were applied to raw material costs and overheads.

The carrying amount of the Ika business unit was determined to be lower than the recoverable amount and no impairment loss was recognised.

\$000	2020	2019
Opening net carrying amount	4,710	4,710
Impairment adjustment	-	-
Closing net carrying amount	4,710	4,710

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

10. Provisions

The Group has two significant provisions. These are employee benefits, and dividend obligations.

\$000	2020	2019
Employee benefits	3,076	3,478
Dividend obligations	8,846	11,270
Total provisions	11,922	14,748

Employee Benefits

Liabilities for annual leave, long service leave, and accumulating sick leave are accrued and recognised in the Statement of Financial Position. The liability for annual leave is measured at the amount expected to be paid when the leave liability is settled.

The liability for long service leave is recognised and measured at the present value of expected future payments made in respect of services provided by employees up to reporting date. Consideration is given to expected future wage and salary levels and probability of employee departures and periods of service.

The liability for accumulating sick leave is recognised based on what expectation that the Group has that it will pay sick leave with respect to the unused entitlement that has accumulated at the reporting date. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates paid or payable.

Contributions to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to contributions.

Dividend Obligation

Under the requirements of the Māori Fisheries Act 2004, the Company must pay at least 40% of profit back to shareholders. This obligation to pay a dividend has been recognised as a provision.

Movements in each class of provision during the financial year are set out below:

\$000	Employee benefits	Dividend	Total
Year ended 30 September 2020			
Carrying amount at start of year	3,478	11,270	14,748
Additional provision recognised	2,172	8,846	11,018
Utilised during the year	(2,574)	(11,270)	(13,844)
Carrying amount at end of year	3,076	8,846	11,922
Year ended 30 September 2019			
Carrying amount at start of year	2,550	8,564	11,114
Additional provision recognised	3,764	11,270	15,034
Utilised during the year	(2,836)	(8,564)	(11,400)
Carrying amount at end of year	3,478	11,270	14,748

11. Redeemable Preference Shares

On 22 December 2004, AFL Investments Limited issued \$20 million redeemable preference shares to Moana New Zealand. Contemporaneously the \$20 million redeemable preference shares were transferred to Te Ohu Kai Moana Trustee Limited as repayment of a \$20 million shareholder loan transferred to Moana New Zealand as part of the assets transferred under the Māori Fisheries Act. The non-interest bearing redeemable preference shares comprise 20 million shares with an issue price of \$1 per share.

The redeemable preference shares agreement allowed Te Ohu Kai Moana Trustee Limited to put the redeemable preference shares to Moana New Zealand at any date from 29 November 2011 to 29 November 2019. In June 2019 a Variation Deed was signed extending the term of the put option to 29 November 2024. The redemption price is to be determined through negotiation between the parties, but cannot exceed \$1 per share.

At the Te Ohu Kai Moana Trustee Limited Hui-a-tau held on 31 March 2016, Iwi resolved that the redeemable preference shares should be cancelled by converting them into ordinary shares. These shares will be transferred to Iwi at the same time as Te Ohu Kai Moana Trustee Limited's voting and Income shares in Moana New Zealand, as part of the share capital changes to be made under the revisions to the Māori Fisheries Act.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

12. Expenses

The following items are included in cost of sales, distribution expenses, and administrative expenses:

\$000	Note	2020	2019
Amortisation of intangibles	24	606	528
Fees paid to auditors by Moana:			
Audit fees for the Group's financial statements		155	150
Fees paid to auditor by associated entities:			
Audit fees for Inshore Fisheries Joint Venture LP		11	11
Other assurance services		17	15
Tax and related advisory services		9	7
Bad debts		-	27
Defined contribution expense (KiwiSaver)		628	625
Depreciation	22 & 23	6,264	4,399
Directors' fees		429	412
Donations		35	10
Doubtful debts	20	28	4
Employee benefits expense		25,534	28,093
Net loss on disposal of assets		29	-
Research and development		230	426

Interest expense is accrued on a time basis using the effective interest method.

All other borrowing costs are recognised in the Income Statement, in the period in which they are incurred.

\$000	2020	2019
Finance expenses		
Interest on bank loans and overdrafts	2,323	2,832
Interest on lease liabilities	239	-
	2,562	2,832

13. Other income/(expenses)

Transactions in foreign currencies are recorded using the exchange rates prevailing at the dates of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at the end of the reporting period.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rate prevailing at the date when the valuation was determined (spot rate at the transaction date or a rate approximating that rate). Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Any foreign exchange gains and losses arising from these transactions are recognised in the Income Statement, except when deferred in equity as qualifying cash flow hedges as outlined in Note 27.

\$000	2020	2019
Net foreign currency exchange gain/ (loss)	(618)	172
Net foreign currency exchange gain/ (loss) on hedged sales	6	(276)
Gain on disposal of Prepack	-	32
Net gain on disposal of assets	-	24
	(612)	(48)

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

14. Revenue

(a) Revenue from Contracts with Customers

Revenue from the sale of goods is recognised at a point in time either when the goods are dispatched or when goods have reached their destination, depending on the terms and agreements with customers and when documentary evidence supports the customer taking ownership and control of the product. A receivable is recognised at this point as the right to payment becomes unconditional and only the passage of time is required before payment from the customer. Due to the perishable nature of seafood there is the potential of returns, claims and rejects from the customer. The impact of claims and returns have been assessed and found to be not significant to the revenue recognised and hence there are no impacts on the Group's revenue recognition. There is no variable consideration or financing components and payment terms are ordinarily within 30 days. Revenue is shown net of any goods and services tax, rebates and discounts, measured at fair value of the consideration received or receivable.

\$000	Revenue	
	2020	2019
Market		
North America	4,445	6,173
China	12,036	21,234
Rest of Asia (Singapore, Taiwan, Hong Kong)	18,204	22,328
Australia	30,440	32,359
Other (Europe and Pacific Islands)	1,684	3,306
New Zealand	65,448	57,600
	132,257	143,000

(b) Other Revenue

(i) Rental income from operating leases is recognised on a straight line basis over the lease term.

(ii) Dividend income is recognised when received.

(iii) Interest received is accrued on a time basis using the effective interest method.

\$000	Note	2020	2019
Dividends received		1	1
Interest received		83	135
Other income	30	2,423	459
Rental income		578	594
Revenue from related parties	6	6,055	5,403
		9,140	6,592

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

15. Cash Flow Statement Reconciliation

(a) Operating Activities

\$000	2020	2019
Reported profit for the year	20,340	22,845
Add/(deduct) non-cash items and non-operating items:		
Depreciation, amortisation and impairment	6,850	11,432
Movement in fair value of biological assets	456	152
Share of profit of associates and joint ventures	(15,521)	(19,918)
Loss on sale of property, plant and equipment	29	-
Unwinding of prepayments	(2,232)	(2,768)
Unrealised foreign currency (gain)/loss	(191)	214
Bad debts	-	9
Other	21	72
Change in fair value of foreign exchange contracts and interest rate swaps	(564)	447
Decrease/(increase) in deferred tax	565	(963)
Movement in working capital		
Decrease/(increase) in receivables and prepayments	6,830	(377)
Decrease/(increase) in inventory and biological assets	(1,408)	841
Increase/ (decrease) in payables and accruals	(788)	(1,971)
Increase/(decrease) in employee entitlements	(402)	928
Increase/(decrease) in other assets/liabilities	369	(1,560)
Add/(deduct) items classified as investing activities	1,207	3,867
Add/(deduct) items classified as financing activities	739	-
Net cash flows from operating activities	16,300	13,250

16. Current Tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities on the current period's taxable income and any adjustments in respect of previous years.

Income tax is recognised in the income statement, apart from when it relates to items recognised directly in other comprehensive income or equity, in which case it is recognised in other comprehensive income or equity.

\$000	2020	2019
Current tax expense	2	719
Deferred tax expense	283	(693)
Total income tax expense/ (benefit)	285	26

The tax on the profit differs from the theoretical amount that would arise using the applicable New Zealand Corporation tax rate or Māori authority tax rates as follows:

\$000	2020	2019
Profit/ (loss) before tax	20,625	22,871
Income tax at applicable rate	4,589	5,319
Non-taxable income included in accounting profit	(2,279)	(3,147)
Expenses not deductible	458	1,340
Other	46	73
Imputation credits	(2,529)	(3,559)
Total income tax expense/(benefit)	285	26

The company is a Māori authority and is taxed at the Māori authority tax rate of 17.5%. Other entities in the Group are taxed at the corporate tax rates.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

17. Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised.

Judgement is required in assessing whether deferred tax assets and certain deferred tax liabilities are recognised on the balance sheet. Deferred tax assets, including those arising from unrecouped tax losses, capital losses and temporary differences, are recognised only where it is considered more likely than not that they will be recovered, which is dependent on the generation of sufficient future taxable profits. These judgements and assumptions are subject to risk and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets and deferred tax liabilities recognised in the Statement of Financial Position and the amount of other tax losses and temporary differences not yet recognised.

The movement in deferred tax assets during the year, without taking into consideration the offsetting of balances within the same tax jurisdiction, is as follows:

Deferred Tax Asset \$000	Tax depreciation	Derivative financial instruments	Tax losses recognised	Provisions and other	Total
At 1 October 2019	1,083	574	276	(538)	1,395
Movement					
- Income Statement	(53)	-	(276)	46	(283)
- Equity	-	(282)	-	-	(282)
At 30 September 2020	1,030	292	-	(492)	830
At 1 October 2018	22	304	659	(553)	432
Movement					
- Income Statement	1,061	-	(383)	15	693
- Equity	-	270	-	-	270
At 30 September 2019	1,083	574	276	(538)	1,395

The following are the income tax effects relating to Comprehensive Income:

Group \$000	Before tax amount 2020	Tax (expense) / benefit 2020	Net of tax amount 2020	Before tax amount 2019	Tax (expense) / benefit 2019	Net of tax amount 2019
Cash flow hedges	1,612	(282)	1,330	(1,543)	270	(1,273)
Associates' derivative financial instruments	10,248	-	10,248	(7,470)	-	(7,470)
	11,860	(282)	11,578	(9,013)	270	(8,743)

18. Imputation Credit Account

\$000	2020	2019
Balance at beginning of year	1,417	1,661
Imputation credits attached to dividends received	2,529	3,559
Imputation credits attached to dividends paid and accrued	(1,876)	(2,391)
Imputation credits attached to tax paid	(3,559)	(1,412)
Balance at end of year	(1,489)	1,417

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

19. Cash and Bank Balances

Cash and bank balances in the Statement of Financial Position comprise cash at bank and short-term deposits with an original maturity of three months or less.

\$000	2020	2019
Cash at bank and in hand	75	3,615
Total cash and bank balances	75	3,615

20. Trade and Other Receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for expected credit losses.

The Group applies the simplified approach to measuring expected credit losses which uses a lifetime expected credit loss allowance for all receivables as they all display the same risk profile. Related party receivables are mainly trade in nature and are on terms consistent with external customers.

\$000	2020	2019
Trade receivables	7,420	8,978
Provision for loss allowance	(39)	(11)
Other receivables and prepayments	1,247	3,657
Receivables – Joint ventures	63	2,897
Total receivables and prepayments	8,691	15,521

Bad and Doubtful Trade Receivables

The average credit period on sales of goods is 24 days (2019: 28 days). No interest is charged on trade receivables. The Group maintains a provision for estimated losses expected to arise from customers being unable to make required payments. Receivables are reviewed periodically for impairment and bad debts are written off in the period in which they are identified.

The measurement of expected credit losses is a function of the probability of default, loss given default and the exposure at default. The Group considers an event of default as occurring when information obtained (internally and externally) indicates a debtor is unlikely to pay its creditors including the Group. The assessment of the probability of default and loss given default is based on historical data adjusted by forward looking information relating to the debtor and general economic conditions of the debtors. As for the exposure at default, this is represented by the assets' gross carrying amount at the reporting date.

Before accepting a new customer the Group performs credit checks, including, but not limited to verifying credit references, performing company checks and investigating any previous defaults, to assess the creditworthiness of the new customer. In determining the recoverability of a trade receivable the Group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the reporting date.

The Group has recognised a loss of \$0.028 million (2019: \$0.023 million) in respect of expected credit losses and bad trade receivables during the year ended 30 September 2020.

The Group does not hold any collateral in respect of the balances above.

\$000	2020	2019
Balance at 1 October	11	34
Expected credit loss	28	4
Amount written off during the year	-	(27)
Balance at 30 September	39	11

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

21. Inventories

Inventory is stated at the lower of cost or net realisable value.

Cost is determined on a weighted average basis and includes the expenditure incurred in bringing inventory to its existing condition and location. Costs include an appropriate share of fixed overheads, which are allocated on the basis of normal production capacity. Net realisable value is the estimated selling price in the ordinary course of business less any applicable selling expenses.

\$000	2020	2019
Raw materials at cost	1,853	332
Finished goods at cost	3,947	3,859
Finished goods at net realisable value	1,077	751
Packaging materials and fish bins	857	928
Total inventories	7,734	5,870

The cost of inventories recognised in the Group as an expense during the year was \$51.7 million (2019: \$53.5 million), and includes \$0.048 million writedown (2019: \$0.011 million uplift) in respect of inventory to net realisable value.

22. Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses. Any gains and losses on the disposal of property, plant and equipment are recognised in the Income Statement. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sale proceeds and the carrying amount of the asset.

In 2019 the Paua Kahurangi cash generating unit become unprofitable as a result of changing market conditions. A large increase of farmed abalone from other countries created price erosion to a level which could not support the current operating model. The Group also considered whether the carrying amount of the cash generating unit was supportable by the recoverable amount. The recoverable amount of the cash generating unit was estimated as its fair value less costs of disposal.

The Group determined that apart from working capital (including current biological assets which were assessed for impairment separately – see Note 8), the cash generating unit did not have assets with material fair values due to the specialised nature of the assets, and the significant relocation costs. Given the nominal fair values less costs to dispose, the effect of discount rates were also deemed to be immaterial.

Due to the carrying amount of the Blue Abalone cash generating unit exceeding the estimated recoverable amount, an impairment was recognised to fully write-down the affected assets.

	\$000
Buildings	1,857
Furniture, fittings and office equipment	7
Plant and machinery	4,596
Total	6,460

There has been no change to the impairment provision after review in 2020.

The estimation of the useful lives of assets has been based on historical experience as well as manufacturers' warranties (for plant and equipment), lease terms (for leased equipment), and turnover policies (for motor vehicles). In addition, the condition of the assets is assessed at least once per year and considered against the remaining useful life. Adjustments to useful lives are made on a prospective basis when considered necessary.

All assets are depreciated on a straight line basis with the exception of motor vehicles, which are depreciated on the diminishing value basis.

	Years
Buildings	5-50
Leasehold improvements	3-30
Furniture, fittings, and office equipment	2-10
Marine farm structures	14
Motor vehicles	3-8
Plant and machinery	2-20
Vessels	2-14

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

\$000	Land	Buildings	Leasehold improvements	Furniture, fittings and office equipment	Marine farm structures	Motor vehicles	Plant and machinery	Vessels	Capital work in progress	Total
Year ended 30 September 2020										
Opening net carrying amount	8,461	22,040	45	1,458	1,256	2,388	10,470	308	1,819	48,245
Additions	-	603	-	152	852	277	1,391	43	135	3,453
Disposals	-	-	-	-	-	(46)	(2)	-	-	(48)
Depreciation charge for the year	-	(1,056)	(14)	(278)	(179)	(473)	(1,684)	(38)	-	(3,722)
Impairment (losses)/reversal charged to Income Statement	-	-	-	-	-	20	-	-	-	20
Closing net carrying amount	8,461	21,587	31	1,332	1,929	2,166	10,175	313	1,954	47,948
Balance at 30 September 2020										
Cost	8,461	28,428	362	3,149	5,806	3,096	30,969	960	1,954	83,185
Accumulated depreciation	-	(6,841)	(331)	(1,817)	(3,877)	(930)	(20,794)	(647)	-	(35,236)
Net carrying amount	8,461	21,587	31	1,332	1,929	2,166	10,175	313	1,954	47,948

\$000	Land	Buildings	Leasehold improvements	Furniture, fittings and office equipment	Marine farm structures	Motor vehicles	Plant and machinery	Vessels	Capital work in progress	Total
Year ended 30 September 2019										
Opening net carrying amount	8,461	24,782	59	1,701	1,266	1,717	15,412	231	1,848	55,477
Additions	-	345	-	78	125	1,098	1,959	111	(20)	3,696
Disposals	-	(5)	-	-	-	-	(19)	-	-	(24)
Depreciation charge for the year	-	(1,234)	(14)	(314)	(135)	(382)	(2,286)	(34)	-	(4,399)
Impairment (losses)/reversal charged to Income Statement	-	(1,848)	-	(7)	-	(45)	(4,596)	-	(9)	(6,505)
Closing net carrying amount	8,461	22,040	45	1,458	1,256	2,388	10,470	308	1,819	48,245
Balance at 30 September 2019										
Cost	8,461	27,825	362	3,016	4,954	2,995	30,000	917	1,819	80,349
Accumulated depreciation	-	(5,785)	(317)	(1,558)	(3,698)	(607)	(19,530)	(609)	-	(32,104)
Net carrying amount	8,461	22,040	45	1,458	1,256	2,388	10,470	308	1,819	48,245

Pitopito kōrero mō ngā tauki pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

23. Leases

The Group leases certain property, plant and equipment. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases and leases of low value assets where the Group recognises the lease payments as an other operating expense on a straight-line basis over the term of the lease. Annual Catch entitlement multi year leases are prepaid in full on inception date depending on the terms of the underlying agreement.

Right of Use Assets \$000	Buildings	Plant and machinery	Annual catch entitlement	Motor vehicles	Total
Balance at 1 October 2019	4,210	40	1,989	443	6,682
Additions	-	-	1,470	-	1,470
Terminations (net)	-	-	-	-	-
Depreciation	(884)	(13)	(1,486)	(159)	(2,542)
Balance at 30 September 2020	3,326	27	1,973	284	5,610

Lease Liabilities – Maturity Analysis \$000

	2020
Lease liabilities under NZ IFRS 16	
Less than one year	1,922
Between one and five years	2,380
More than five years	433
Total lease payable	4,735
Current	1,922
Non-current	2,813

The Group leases various property, plant and equipment under non-cancellable leases expiring within three months to 14 years. The leases have varying terms and have no option to purchase in respect of the leased operating plant and equipment in the financial year ended 30 September 2020. Annual Catch entitlement leases are prepaid in full on inception date for periods from 3 to 5 years and are negotiated based on commercial rates.

Amount Recognised in the Income Statement \$000

	2020
Depreciation of right-of-use assets	(2,542)
Interest on lease liabilities	(239)
Short-term leases	(135)
Leases of low-value assets	(25)

The total cash outflow for leases in 2020 was \$3.7 million (2019: \$1.2 million)

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

24. Intangibles

Intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged on a straight-line basis over their estimated useful lives. The estimated useful lives, residual values and amortisation method are reviewed at the end of each reporting period, with the effect of any changes being accounted for on a prospective basis.

Software is amortised over 2.5 years.

Marine farm licences are treated as an asset with an indefinite life as it is highly probable that the licences will be renewed and the costs of renewal are minimal. Marine farm licenses purchased are recorded at cost less any accumulated impairment losses. The carrying value of marine farm licences are reviewed annually for impairment, or whenever there is an indication of impairment. Impairment testing was performed using a discounted cash flow model based on value-in-use. A post-tax discount rate of 6.5% (2019: 6.5%) was applied. Future cash flows were projected for 5 years and a terminal growth rate of 1% (2019: 1%) was applied. Key assumptions on EBITDA and capital expenditure were based on actual results and business plans.

The forecasts for purposes of valuation are sensitive to changes in foreign exchange rates, projected operating earnings and cash flows in the terminal year.

\$000	2020			2019		
	Marine farm licences	Software	Total	Marine farm licences	Software	Total
Opening net carrying amount	5,160	1,040	6,200	5,160	1,070	6,230
Additions	243	297	540	-	498	498
Disposals	-	-	-	-	-	-
Amortisation charge for the year	-	(606)	(606)	-	(528)	(528)
Closing net carrying amount	5,403	731	6,134	5,160	1,040	6,200
Cost	5,403	5,709	11,112	5,160	5,412	10,572
Accumulated amortisation	-	(4,978)	(4,978)	-	(4,372)	(4,372)
Net carrying amount	5,403	731	6,134	5,160	1,040	6,200

The amortisation charge for the year of \$0.606 million, (2019: \$0.528 million) is an administration expense in the Income Statement.

25. Trade and Other Payables

Trade and other payables are initially recognised at fair value and then subsequently measured at amortised cost.

\$000	2020	2019
Trade payables	3,576	3,451
Sundry payables and accruals	3,089	5,278
Payables to related parties – joint ventures	2,056	780
Total payables	8,721	9,509

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

26. Borrowings

The Group has its banking facilities with Westpac New Zealand Limited, and its borrowing facility includes two tranche's, Tranche A, and Tranche B.

The Tranche A loan is the main funding facility for Moana New Zealand and is subject to a floating interest rate. Tranche A matures on 30 November 2021. To hedge future interest rate risk, the Group has entered into a series of interest rate swap arrangements (refer Note 27(c)). These hedging arrangements transform the future variable debt interest cash flows, attributable to changes in the bank-to-bank rate, back to a known fixed debt interest cash flow based on the relevant swap rate existing at the inception of the hedge relationship. During the year, the weighted average interest rate was 3.98%, (2019: 3.92%).

The Tranche B loan is for the specific purpose of lending to Sealord Group Limited, to enable Sealord Group Limited to pay the deposit on a new deep sea vessel (refer to Note 4). This loan of \$8.0m is denominated in Euros, repayable in November 2021. Sealord Group Limited reimburses the Company for the borrowing cost of loan, and Sealord Group Limited takes all the foreign currency exposure risk.

Interest is paid on Tranche A and B, and the cash flow hedge swap arrangements quarterly in arrears.

The bank loans are secured by a general security agreement over the assets of the Group and a mortgage over the quota shares. In addition there is a negative pledge, which with limited exceptions does not permit the Group to grant any security interest over its assets. The negative pledge deed requires the Group to maintain certain levels of shareholders' funds and operate within defined performance ratios. The banking arrangements also create restrictions over the sale or disposal of assets.

Throughout the year, the Company has complied with all covenant requirements.

\$000	2020	2019
Bank loan – Tranche A – Moana New Zealand operations (secured)	40,200	40,000
Bank loan – Tranche B – Sealord Group Limited vessel loan (secured)	7,971	7,805
Total bank loan	48,171	47,805

2020 repayable as follows:	Less than one year	Between 1-2 years	Between 2-5 years	Greater than 5 years
Bank loans (secured)	-	48,171	-	-

2019 repayable as follows:	Less than one year	Between 1-2 years	Between 2-5 years	Greater than 5 years
Bank loans (secured)	-	-	47,805	-

\$000	2020	2019
Opening borrowings	47,805	57,852
Withdrawals	7,000	-
Repayments	(6,800)	(10,000)
Foreign exchange movements	166	(47)
Closings borrowings	48,171	47,805

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

27. Risk Management

The Group manages its exposure to key financial risks in accordance with the Group's treasury risk management policy, which is approved by the Board. The objective of the policy is to support the delivery of the Group's financial targets whilst protecting future financial security.

Derivative Financial Instruments

The Group uses derivative financial instruments such as forward exchange contracts, currency options and interest rate swaps to hedge its risk associated with foreign currency and interest rate fluctuations. Such derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and subsequently re-measured at their fair value at each reporting date. The Group designates certain derivatives as either hedges of the fair value of recognised assets or liabilities or firm commitments (fair value hedges), hedges of highly probable forecast transactions or hedges of foreign currency risk of firm commitments (cash flow hedges).

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

The Group's policy is to apply cash flow and fair value hedging in accordance with NZ IFRS 9. The Group designates certain hedging instruments, which may include derivatives, embedded derivatives and non-derivatives in respect of foreign currency exchange risk, as either fair value hedges or cash flow hedges. Hedges of foreign currency exchange risk on firm commitments are accounted for as cash flow hedges.

Cash Flow Hedges

Cash flow hedges are hedges of the Group's exposure to variability in cash flow that is attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction and that could affect profit or loss. The effective portion of any gain or loss on a hedging instrument is recognised in other comprehensive income and accumulated as a separate component of equity in the cash flow hedging reserve, while the ineffective portion is recognised in the profit or loss in the Income Statement.

Amounts taken to equity through the cash flow hedging reserve are transferred to the profit or loss in the Income Statement when the hedged transaction affects profit or loss, such as when a forecast sale or purchase occurs.

If a forecast transaction is no longer expected to occur, amounts previously recognised in the cash flow hedge reserve are transferred to profit or loss in the Income Statement. If a hedging instrument expires or is sold, terminated or exercised without replacement or rollover, or if its designation as a hedge is revoked, amounts previously recognised in equity in the cash flow hedging reserve remain in equity until the forecast transaction occurs.

Fair Value Hedges

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in profit or loss immediately, together with any changes in the fair value of the hedged item that are attributable to the hedged risk. The change in the fair value of the hedging instrument and the change in the hedged item attributable to the hedged risk are recognised in the line of profit or loss relating to the hedged item.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. The adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to profit or loss from that date.

Fair Value

The fair value of financial assets and financial liabilities are determined as follows:

- the fair value of financial assets and financial liabilities (excluding derivative instruments) is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions; and
- the fair value of derivative instruments is calculated using quoted market prices where available. Forward foreign exchange contracts are measured using observable market forward exchange rates and yield curves derived from observable market interest rates matching maturities of the contracts. Interest rate swaps are measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from observable market interest rates.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

Quantitative Disclosures

(a) Instruments Used by the Group

Derivative financial instruments are used by the Group in the normal course of business in order to hedge exposure to fluctuations in foreign exchange and interest rates.

At balance date the carrying value of foreign currency forward exchange contracts, currency options and interest rate swaps were:

\$000	2020	2019
Current assets		
Forward currency contracts – cash flow hedges	289	3
	289	3
Assets	289	3
Current liabilities		
Forward currency contracts – cash flow hedges	(188)	(1,532)
Interest rate swap contracts – cash flow hedges	(432)	(198)
	(620)	(1,730)
Non-current liabilities		
Interest rate swap contracts – cash flow hedges	(1,328)	(1,826)
	(1,328)	(1,826)
Liabilities	(1,948)	(3,556)
Net total	(1,659)	(3,553)

(b) Foreign Currency Exchange Risk Management

The Group has exposure to foreign exchange risk as a result of transactions denominated in foreign currencies, arising in the normal course of business. The Group uses foreign currency forward exchange contracts and options to manage these exposures. The foreign currencies in which the Group primarily transacts are Australian dollars, United States dollars, British pounds, Euro and Japanese yen.

Where exposures are reasonably certain it is the Group's policy to hedge these risks as they arise. For those exposures that are less certain in their timing and extent, such as future sales and purchases, it is the Group's policy to cover a proportion of the anticipated exposures for a maximum period of twelve months forward.

Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency that is not in New Zealand dollars. Approximately 60% (2019: 60%) of the Group's sales are denominated in currencies other than the New Zealand dollar, whilst almost 100% of costs are denominated in New Zealand dollars.

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

Foreign Exchange Sensitivity Analysis

The following table details the Group's sensitivity to a 10% increase and decrease in the New Zealand dollar against the relevant foreign currency:

30 September 2020	Carrying amount	Foreign exchange risk			
		10% decrease		10% increase	
\$000		Profit	Equity	Profit	Equity
Cash and cash equivalents	10	1	-	(1)	-
Derivatives – cash flow hedges	106	-	(2,973)	-	2,433
Trade debtors	4,158	462	-	(378)	-
Trade creditors	1,104	(123)	-	100	-
Total increase/ (decrease)		340	(2,973)	(279)	2,433

30 September 2019	Carrying amount	Foreign exchange risk			
		10% decrease		10% increase	
\$000		Profit	Equity	Profit	Equity
Cash and cash equivalents	41	5	-	(4)	-
Derivatives – cash flow hedges	(1,529)	-	(3,809)	-	3,116
Trade debtors	5,917	657	-	(538)	-
Trade creditors	(101)	-	-	-	-
Total increase/ (decrease)		662	(3,809)	(542)	3,116

Forward Foreign Currency Exchange Contracts

The main source of hedge ineffectiveness in these hedging relationships is the effect of the counterparty and the Group's own credit risk on the fair value of the forward contracts, which is not reflected in the fair value of the hedged item attributable to changes in foreign exchange rates. No other sources of ineffectiveness emerged from these hedging relationships.

The notional principal amounts of the outstanding forward foreign exchange contracts at 30 September 2020 were \$31.3 million (2019: \$38.9 million). The hedged highly probable forecast transactions denominated in foreign currency are expected to occur at various dates during the next 12 months.

Forward currency contracts – cash flow hedges and fair value hedges	NZD notional amounts		Average contract rates	
	2020	2019	2020	2019
\$000				
Maturity 0-12 months				
Sell New Zealand dollars / Buy Australian dollars	200	-	0.9195	0.9452
Sell Australian dollars / Buy New Zealand dollars	16,528	18,494	0.9330	0.9452
Sell JPY / Buy New Zealand dollars	223	480	69.5954	69.8139
Sell US dollars / Buy New Zealand dollars	14,300	19,938	0.6583	0.6647
	31,251	38,912		

Cash flow hedges movement

\$000	2020	2019
Opening balance	(1,034)	(285)
Charged to equity	1,314	(953)
Transfer to profit or loss	35	45
Income tax expense	(236)	159
Closing balance	79	(1,034)

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

(c) Interest Rate Risk

The Group's exposure to market interest rates relates primarily to the Group's long-term debt obligations.

The Group's policy is to manage its finance costs using a mix of fixed and variable rate debt or derivatives. The Group's treasury policy is to have a level of fixed rate exposure as a percentage of total debt.

To manage its cash flow volatility arising from interest rate changes, the Group enters into interest rate swaps, in which the Group agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount. These swaps are designated to hedge underlying debt obligations.

As the critical terms of the interest rate swap contracts and their corresponding hedged items are the same, the Group performs a qualitative assessment of effectiveness and it is expected that the value of the interest rate swap contracts and the value of the corresponding hedged items will systematically change in opposite direction in response to movements in the underlying interest rates. The main source of hedge ineffectiveness in these hedge relationships is the effect of the counterparty and the Group's own credit risk on the fair value of the interest rate swap contracts, which is not reflected in the fair value of the hedged item attributable to the change in interest rates. No other sources of ineffectiveness emerged from these hedging relationships.

As at 30 September 2020, after taking into account the effect of interest rate swaps, 99.5% of the Group's interest rate exposures are fixed rate (2019: 100%).

Interest rate swap contracts with a nominal principal amount of \$50 million (2019: \$60 million), are exposed to fair value movements if interest rates change.

Interest Rate Sensitivity Analysis

At 30 September 2020, if interest rates had moved, as illustrated in the table below, with all other variables held constant, post tax profit and equity would have been affected as follows:

\$000	Profit for the year Higher / (lower)		Equity Higher / (lower)	
	2020	2019	2020	2019
+ 100 basis points	-	-	(588)	(948)
- 100 basis points	-	-	607	984

Interest Rate Swap Contracts

Interest rate swap maturities

\$000	2020	2019
0-1 years	30,000	10,000
1-2 years	-	30,000
2-3 years	10,000	-
3-5 years	10,000	20,000
	50,000	60,000

Interest rate hedges movement

\$000	2020	2019
Opening balance	(1,670)	(1,146)
Charged to equity	(670)	(1,479)
Transfer to profit or loss	933	844
Income tax expense	(46)	111
Closing balance	(1,453)	(1,670)

Interest rates used are as follows:

	2020	2019
Interest rate swaps (excludes margin)	2.99% - 3.33%	2.99% - 4.72%
Loans	0.87% - 2.90%	0.66% - 2.90%
Bank overdraft	1.42%	2.17%
Cash	0.25%	1.00%

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

(d) Liquidity Risk

The liquidity risk management objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans and committed available credit lines.

Management monitors rolling forecasts of the Group's liquidity against its undrawn borrowing facility. The table below reflects all contractually fixed payables for settlement, repayments and interest resulting from financial liabilities, including the net payments due pursuant to derivative financial instruments at 30 September 2020. For derivative financial instruments the net market value is presented, whereas for the other obligations the respective undiscounted cash flows for the respective upcoming fiscal years are presented. Cash flows for financial liabilities without fixed amount or timing are based on the conditions existing at 30 September 2020.

At balance date, the Group has available approximately \$41.8 million (2019: \$45.6 million) of unused credit facilities available for its immediate use. These credit facilities expire on 30 November 2021.

2020 \$000	Financial position	Contractual cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Trade and other payables	8,721	8,721	8,721	-	-	-
Provisions	11,922	11,922	10,384	1,538	-	-
Borrowings	48,171	48,707	229	229	48,249	-
Redeemable preference shares	20,000	20,000	20,000	-	-	-
Guarantees	-	19,500	19,500	-	-	-
Lease Liabilities	4,735	5,262	1,036	1,036	1,536	1,654
Total non-derivative liabilities	93,549	114,112	59,870	2,803	49,785	1,654
Foreign exchange contracts	79	31,251	24,753	6,498	-	-
Interest rate swaps	(1,453)	(1,761)	(77)	(355)	(626)	(703)

2019 \$000	Financial position	Contractual cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Trade and other payables	16,838	16,838	16,838	-	-	-
Provisions	14,748	14,748	7,374	7,374	-	-
Borrowings	47,805	49,182	229	229	459	48,264
Redeemable preference shares	20,000	20,000	20,000	-	-	-
Guarantees	-	19,131	19,131	-	-	-
Total non-derivative liabilities	99,391	119,899	63,572	7,603	459	48,264
Foreign exchange contracts	(1,034)	38,912	30,592	8,320	-	-
Interest rate swaps	(1,670)	(2,024)	-	(198)	(992)	(834)

Pitopito kōrero mō ngā tauĭ pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

(e) Credit Risk

Credit risk arises from financial assets of the Group, which comprise bank balances, trade receivables, foreign currency forward exchange contracts and options. The Group's exposure to credit risk arises from potential default of the counter party, with a maximum exposure equal to the carrying amount of these instruments. Exposure to credit risk is monitored on an ongoing basis.

Only major NZ registered banks are counter parties to the Group's financial instruments, and the Group does not anticipate non-performance by such counter parties.

At balance date there were no significant concentrations of credit risk other than with related parties with the result that the Group's exposure to bad debts is not significant.

The status of trade receivables at the reporting date is as follows:

\$000	Gross receivables		Impairment		Expected credit loss %	
	2020	2019	2020	2019	2020	2019
Not past due	6,495	8,315	-	-	0.0%	0.0%
Past due 0 – 30 days	792	355	-	-	0.1%	0.2%
Past due 31 – 120 days	113	305	19	9	1.9%	1.9%
Past due more than 120 days	20	2	20	2	100.0%	100.0%
Total	7,420	8,977	39	11		

(f) Capital Risk Management

The Group manages its capital to ensure that entities within the Group will be able to continue as a going concern while maximising the return to shareholders through optimisation of the use of debt and equity. The Group's overall capital management strategy remained unchanged from the prior year.

The capital structure of the Group consists of debt, which includes borrowings disclosed in Note 26, cash and bank balances and equity attributable to equity holders of Aotearoa Fisheries Limited, comprising issued capital, reserves and retained earnings as disclosed in Notes 2 and 19 respectively. The borrowings disclosed in Note 26 are subject to covenants based on the Group's capital. Throughout the year, the Company has complied with all covenant requirements.

The Group's tangible assets are subject to a general security agreement held by the Group's bank.

The gearing ratio at 30 September was as follows:

\$000	Note	2020	2019
Borrowings	26	48,171	47,805
Less cash and bank balances	19	75	3,615
Net debt		48,096	44,190
Total shareholders' equity		476,095	453,023
Net debt to equity ratio		10%	10%

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

(g) Classification and Fair Values

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Interest rate swaps and foreign exchange contracts are measured at fair value subsequent to initial recognition, and are measured using Level 2 valuations. Biological assets are measured at fair value and are measured using Level 3 valuations. (refer Note 8). Borrowings and redeemable preference shares for disclosure purposes are measured using Level 2 valuation inputs.

2020 \$000	Derivative designated as hedging instrument	Financial assets at amortised cost	Financial liabilities at amortised cost	Carrying amount	Fair value
Current assets					
Foreign exchange contracts	289	-	-	289	289
Bank balances	-	75	-	75	75
Trade debtors	-	7,381	-	7,381	7,381
Other receivables	-	172	-	172	172
	289	7,628	-	7,917	7,917
Non-current assets					
Other assets	-	7,971	-	7,971	7,971
	-	7,971	-	7,971	7,971
Total assets	289	15,599	-	15,888	15,888
Current liabilities					
Foreign exchange contracts	188	-	-	188	188
Interest rate swaps	432	-	-	432	432
Trade creditors and other payables	-	-	8,721	8,721	8,721
Provisions	-	-	11,922	11,922	11,922
Lease liabilities	-	-	1,922	1,922	1,922
Redeemable preference shares	-	-	20,000	20,000	20,000
	620	-	42,565	43,185	43,185
Non-current liabilities					
Lease liabilities	-	-	2,813	2,813	2,813
Interest rate swaps	1,328	-	-	1,328	1,328
Borrowings	-	-	48,171	48,171	48,171
	1,328	-	50,984	52,312	52,312
Total liabilities	1,949	-	93,549	95,497	95,497

Pitopito kōrero mō ngā taukī pūtea

Notes to the financial statements

FOR THE YEAR ENDED 30 SEPTEMBER 2020

2019 \$000	Derivative designated as hedging instrument	Financial assets at amortised cost	Financial liabilities at amortised cost	Carrying amount	Fair value
Current assets					
Foreign exchange contracts	3	-	-	3	3
Bank balances	-	3,615	-	3,615	3,615
Trade debtors	-	8,967	-	8,967	8,967
Other receivables	-	3,242	-	3,242	3,242
	3	15,824	-	15,827	15,827
Non-current assets					
Other assets	-	7,806	-	7,806	7,806
	-	7,806	-	7,806	7,806
Total assets	3	23,630	-	23,633	23,633
Current liabilities					
Bank overdraft	-	-	-	-	-
Foreign exchange contracts	1,532	-	-	1,532	1,532
Interest rate swaps	198	-	-	198	198
Trade creditors and other payables	-	-	9,509	9,509	9,509
Provisions	-	-	14,748	14,748	14,748
Redeemable preference shares	-	-	20,000	20,000	20,000
	1,730	-	44,257	45,987	45,987
Non-current liabilities					
Interest rate swaps	1,826	-	-	1,826	1,826
Borrowings	-	-	47,805	47,805	47,805
	1,826	-	47,805	49,631	49,631
Total liabilities	3,556	-	92,062	95,619	95,619

28. Commitments

The Group has committed to the construction of an oyster hatchery in Nelson. At 30 September 2020 contracts had been signed to the value of \$3.48m. (2019: Nil)

29. Contingent Liabilities and Contingent Assets

Kura Limited, a joint venture of Aotearoa Fisheries Limited, has given bank guarantees with the Group's share being \$6.4 million (2019: \$5.8 million).

All partners of the Precision Seafood Harvesting joint venture have issued a joint guarantee of \$10 million (2019: \$10 million).

Moana New Zealand has given a bank guarantee of \$3.1m (2019: \$3.3m) to Santy Maria Fishing Ltd for the purchase of a new fishing vessel. The guarantee applies for the term of the loan which has 10 years remaining.

30. Impact of Covid19

In late January 2020 access to China, one of our key export markets, closed with live and chilled seafood sales ceasing immediately due to the outbreak of Covid19. Following this in March 2020 New Zealand and many countries to which Moana exports entered a series of lockdowns which significantly impacted demand and also caused disruptions to air freight and sea freight capacity, resulting in significant increased cost. Moana was deemed an essential service by the New Zealand Government and was able to continue to operate throughout all alert levels, a privilege not given to all our customers. Our koura and pāua divisions were impacted most due to the high level of market exposure to China while tio was also impacted by the operating restrictions in place throughout the hospitality sector in the countries we sell to. While domestic and Australian demand for ika has remained strong overall we have been agile in our allocation between domestic and export, and between customers in those markets. Moana also applied for and received a Covid Wage subsidy of \$2.2 million. The wage subsidy is included within other income in Note 14. Receipt of the subsidy supported our decision to retain all staff on full pay during the first nationwide lock down.

Pūrongo a te kaitātari kaute rāwaho

Independent auditor's report



TO THE SHAREHOLDERS OF AOTEAROA FISHERIES LIMITED (TRADING AS MOANA NEW ZEALAND)

Opinion

We have audited the consolidated financial statements of Aotearoa Fisheries Limited and its subsidiaries, trading as Moana New Zealand (the 'Group'), which comprise the consolidated statement of financial position as at 30 September 2020, and the consolidated income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements, on pages 81 to 116, present fairly, in all material respects, the consolidated financial position of the Group as at 30 September 2020, and its consolidated financial performance and cash flows for the year then ended in accordance with New Zealand Equivalents to International Financial Reporting Standards ('NZ IFRS') and International Financial Reporting Standards ('IFRS').

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing ('ISAs') and International Standards on Auditing (New Zealand) ('ISAs (NZ)'). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Other than in our capacity as auditor, we have no relationship with or interests in the Company or any of its subsidiaries.

Audit materiality

We consider materiality primarily in terms of the magnitude of misstatement in the financial statements of the Group that in our judgement would make it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced (the 'quantitative' materiality). In addition, we also assess whether other matters that come to our attention during the audit would in our judgement change or influence the decisions of such a person (the 'qualitative' materiality). We use materiality both in planning the scope of our audit work and in evaluating the results of our work.

We determined materiality for the Group financial statements as a whole to be \$2.0 million.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter**How our audit addressed the key audit matter****Impairment of Quota Shares**

The Group has \$244.6 million (2019: \$242.7 million) of quota shares on its consolidated statement of financial position. Quota shares are assets with indefinite useful lives, and are carried at cost less any accumulated impairment losses, as set out in Note 7.

As required under NZ IAS 36 *Impairment of Assets*, quota shares are tested for impairment on an annual basis by comparing the carrying amount to the recoverable amount. The recoverable amount is the higher of the value-in-use of the relevant cash generating unit, or the fair value less costs to sell of the quota shares.

The Group engaged three independent brokers to determine the fair value of the quota shares. The fair value used in the impairment test was determined by taking the average of the three independent market valuations on each species.

The value-in-use of the quota shares is assessed under a discounted cash flow model for the relevant cash generating unit if the fair value of any of the individual quota shares within that cash generating unit is below its carrying amount.

No impairment of quota shares was recognised in the current year.

This is a key audit matter because quota shares make up a significant portion of the asset base of the Group, and due to the significant assumptions required to determine the recoverable amount of the quota shares.

We agreed quota shares quantities to the Ministry of Fisheries records as this source data is a key input in the market valuations obtained from the independent brokers. We reviewed any quota share transactions including sales and acquisitions of quota shares, and sales of Annual Catch Entitlement.

We confirmed directly with the brokers that carried out the market valuations that those brokers are independent of the Group. We assessed the qualifications and relevant experience of the brokers.

We checked the mechanical accuracy of the calculation of the average of the three independent market valuations for each species, and ensured the inputs used in the calculation agreed to the valuation for each species obtained from each independent broker.

We challenged the market prices used by the independent valuers in their valuations by comparing a sample of fish stocks against recent quota transaction prices in the market.

We discussed the impact of COVID-19 on the quota valuations with the three independent brokers.

We challenged the assumptions used in the value-in-use model by comparing the forecasted sales, projected sales growth rates and budgeted margins against historical trends achieved in the business. We compared the forecast for the current year used in the prior year discounted cash flow models to actual current year results, to assess the reliability of the forecasts used in the discounted cash flow models.

We challenged the discount rates and terminal growth rates applied to forecasted cash flows in the value-in-use model by reference to market data. This involved comparing the rates against comparable companies operating in similar regions. We also performed sensitivity analyses to assess the impact that changes in the discount rates or terminal growth rates can have on the impairment test.

We tested whether there was sufficient headroom in the impairment tests. We assessed the associated disclosures required under NZ IAS 36 provided by the Group in relation to its quota shares impairment test.

Investment in Kura Limited (Sealord Group Limited)

The Group's equity accounted investment in Sealord Group Limited (Sealord) was \$235.2 million (2019: \$209.4 million) on the consolidated statement of financial position. The share of Sealord profit recognised on the consolidated income statement was \$14.6 million (2019: \$16.1 million) and represented 71% (2019: 70%) of the Group's profit before tax.

This is a key audit matter due to the significance of the balance and a component auditor being utilised to perform the audit of Sealord. We therefore needed to assess whether sufficient audit evidence was obtained to enable us to reach our opinion on the consolidated financial statements as a whole.

We considered the impact of the nature, size and underlying risks associated with the Group's investment in Sealord Group Limited on the Group financial statements.

We assessed the application of the equity accounting method for the investment in the Group financial statements, including the alignment of accounting policies, treatment of related party balances and transactions, treatment of any distributions and impairment considerations. We agreed the relevant information used to calculate the Group's share of Kura Limited's net profit to the information reported by the component auditor.

We provided referral instructions to the component auditor and had regular communication and meetings with them to ensure that the nature, extent and timing of their procedures were appropriate for the purposes of the Group audit.

We engaged in direct contact with Sealord management as appropriate and discussed the key areas of audit focus including the carrying values of quota shares and other assets with the component auditor.

We also considered the component auditor's responses provided in accordance with our referral instructions and reviewed relevant documentation in the component auditor's audit file, challenging the work performed to ensure it appropriately covered the risks relevant to the Group audit.

Other information

The directors are responsible on behalf of the Group for the other information. The other information comprises the information in the Annual Report that accompanies the consolidated financial statements and the audit report. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Our responsibility is to read the other information identified above when it becomes available and consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the other information in the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and consider further appropriate actions.

Directors' responsibilities for the consolidated financial statements

The directors are responsible on behalf of the Group for the preparation and fair presentation of the consolidated financial statements in accordance with NZ IFRS and IFRS, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located on the External Reporting Board's website at:

<https://www.xrb.govt.nz/assurance-standards/auditors-responsibilities/audit-report-3/>

This description forms part of our auditor's report.

Restriction on use

This report is made solely to the Company's shareholders, as a body, in accordance with Section 207B of the Companies Act 1993. Our audit has been undertaken so that we might state to the Company's shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company's shareholders as a body, for our audit work, for this report, or for the opinions we have formed.

Deloitte Limited

Auckland, New Zealand
23 December 2020

Ētahi at whakapuakitanga o te pūrongo ā tau

Other annual report disclosures

FOR THE YEAR ENDED 30 SEPTEMBER 2020

1. Principal Activities

The Group's principal activities during the year were the harvesting, procurement, farming, processing, and marketing of sustainably produced seafoods to consumers in domestic and major international markets.

2. Directors Holding Office During the Year

Whaimutu Dewes - Chairman (ceased 30 September 2020)

Alan Gourdie

Tony Hannon

Mavis Mullins (appointed 1 August 2020)

Hinerangi Raumati-Tu'ua

Greg Summerton

Jamie Tuuta (ceased 14 July 2020)

Liz Ward

Jason Witehira

Ngāti Porou, Ngāti Rangatihi

Ngāi Tahu

Rangitane, Atihau Nui a Paparangi, Ngāti Ranginui, Ngāti Hainamana

Ngāti Mutunga, Waikato

Ngāi Tahu

Ngāti Mutunga, Taranaki Iwi, Ngāti Maru

Ngāti Porou

Ngāpuhi

3. Directors' Fees

	2020	2019
Whaimutu Dewes	97,500	95,500
Alan Gourdie	45,425	45,425
Tony Hannon	48,425	48,425
Mavis Mullins	7,570	-
Hinerangi Raumati-Tu'ua	51,425	48,425
Greg Summerton	45,425	22,713
Jamie Tuuta	39,938	47,925
Liz Ward	47,925	47,925
Jason Witehira	37,854	37,854
Total	421,487	420,369

Ētahi atu whakapuakitanga o te pūrongo ā tau

Other annual report disclosures

FOR THE YEAR ENDED 30 SEPTEMBER 2020

4. Directors' Interests

The following are particulars of general disclosures of interest by Directors of Aotearoa Fisheries Limited, holding office during the year up to 30 September 2020 pursuant to section 140(2) of the Companies Act, 1993.

Name	Entity	Nature of interest	Iwi affiliations
Whaimutu Dewes	Contact Energy Limited	Director	Ngāti Porou
	Ngāti Porou Forestry Group	Chair	
	Ngāti Porou Seafoods Group	Chair	
	Sealord Group Limited/Kura Limited	Chair	
	Whainiho Developments Limited	Chair	
Alan Gourdie	Eden Park Trust	Board Member	
	Fidelity Life Assurance Company Limited	Director	
	Flat White Property Limited	Shareholder and Director	
	Quantiful Limited	Shareholder and Director	
	Youtap Limited	Shareholder	
Tony Hannon	Bancorp Corporate Finance Limited	Shareholder	Ngāi Tahu
	Carrington Trustees Limited (and subsidiaries)	Director	
	Farmgas Partners Limited	Director	
	General Capital Partners Limited (and subsidiaries)	Chair	
	Hannon Trust	Beneficial interest	
	Hannon Investment Trust	Beneficial interest	
	InfraCo Limited	Chair	
	Omni Health Limited (and related entities)	Chair/Indirect beneficial interest	
	Relational Capital Limited (and related entities)	Director/Indirect beneficial interest	
	Rock Isle Forestry Limited	Director/Beneficial interest	
	Sealord Group Limited/Kura Limited	Director	
	Treble Cone Investments Limited (and related entities)	Director/Indirect beneficial interest	
	Vomo Island Resort Group (and related entities)	Director/Indirect beneficial interest	
Wanaka Ski Racing Limited	Director		
Mavis Mullins	UNICEF	Director	Rangitane Atihau Nui a Paparangi Ngāti Ranginui Ngāti Hainamana
	StockX Ltd	Director	
	Hawkes Bay Rugby Union	Director	
	Te Hou Farms	Director	
	Runanga Rangitane o Tamaki Nui a Rua	Chair	
	Nga Whenua Rahui	Trustee	
	Atihau Whanganui Incorporation	Chair	
Hinerangi Raumati	Ngā Miro Trust	Chair	Ngāti Mutunga Waikato
	Parinihi Ki Waitotara Incorporation	Chair	
	Parinihi Ki Waitotara Trust	Trustee	
	Port Nicholson Fisheries General Partner Limited	Director	
	Sealord Group Limited/Kura Limited	Director	
	Tainui Group Holdings Limited	Director	
	Taranaki Iwi Holdings Management Limited	Director	
	Te Kiwai a Maui o Ngāruahine Ltd	Chair	
	Te Pou Herenga Pakihi LP	Chair	
	Te Pūia Tāpapa GP Limited	Director	
	Te Whakakitenga o Waikato Inc. Society	Executive member	
	Venture Taranaki Trust	Director	
	Watercare Services Limited	Director	

Ētahi atu whakapuakitanga o te pūrongo ā tau

Other annual report disclosures

FOR THE YEAR ENDED 30 SEPTEMBER 2020

Name	Entity	Nature of interest	Iwi affiliations
Greg Summerton	Geekstuff Limited	Director/Shareholder	Ngāi Tahu
	Okains Bay Seafood Limited (and related entities)	Director/Shareholder	
	Quality Ocean International Limited	Director/Shareholder	
	The GM Summerton Trust	Trustee	
	Waikene Station Limited	Director/Shareholder	
Liz Ward			Ngāti Porou
Jason Witehira	Foodstuffs North Island Limited	Director	Ngāpuhi
	JP & KA Witehira Asset Holdings Limited (& other personal entities)	Director/Shareholder	
	JP & KA Witehira 2010 Limited t/a New World Victoria Park	Director/Shareholder	
	Kotahi Rau Pukupuka Charitable Trust	Trustee	
	Miro TradingPartnership Limited	Shareholder	
	Ngāpuhi Asset Holding Company Limited (and subsidiaries)	Chair/Director	
	Tokerau Miro Limited Partnership	Shareholder	

Ētahi atu whakapuakitanga o te pūrongo ā tau

Other annual report disclosures

FOR THE YEAR ENDED 30 SEPTEMBER 2020

5. Remuneration of Employees

During the year from 1 October 2019 to 30 September 2020, the following number of employees, including employees who left the Company during the year, received remuneration, benefits, and redundancy payments that exceed \$100,000 in total.

	Group	
	2020	2019
\$100,000 - 110,000	4	5
\$110,001 - 120,000	3	4
\$120,001 - 130,000	9	6
\$130,001 - 140,000	7	2
\$140,001 - 150,000	2	3
\$150,001 - 160,000	4	1
\$160,001 - 170,000	1	1
\$170,001 - 180,000	1	1
\$180,001 - 190,000	2	-
\$190,001 - 200,000	-	2
\$200,001 - 210,000	1	1
\$210,001 - 220,000	2	1
\$220,001 - 230,000	1	5
\$230,001 - 240,000	2	2
\$240,001 - 250,000	3	-
\$250,001 - 260,000	2	-
\$260,001 - 270,000	-	2
\$280,001 - 290,000	1	1
\$290,001 - 300,000	1	-
\$310,001 - 320,000	3	1
\$320,001 - 330,000	-	-
\$330,001 - 340,000	-	1
\$360,001 - 370,000	1	-
\$370,001 - 380,000	1	-
\$410,000 - 420,000	-	1
\$430,000 - 440,000	-	1
\$460,000 - 470,000	1	-
\$690,001 - 700,000	-	1
\$890,000 - 900,000	1	-

Kupu taka

Glossary

A

abalone – pāua
 active – ngangahau
 Australian Defence Force –
 Ope Kātua O Ahitereiria
 Automatic – aunoa (Matatiki)
 available – e wātea ana
 average – taurite

B

big autonomous trawler reefer (BATM) –
 pūhoro whakamātao nui whaimana
 (PWNW)
 black petrel – tāiko; tākoketai
 business plan – mahere pākihi
 bycatch – haonga tē hiahiatia ai

C

can – pōwhā
 citizen – kirirarau
 code – waehere
 commercial – tauhokohoko
 committed – titikaha
 compensate – whakamarihi
 competitors – kaiwhakataetae;
 hoatauwahāinga
 conditions – ritenga
 consumer – kiritaki
 corporate – rangatōpū
 Covid19 – mate Kōwheori
 culture – ahurea
 customer – kiritaki

D

data – raraunga
 deep water fish – noho kōpua
 defence force – ope kātua
 demand – hiahoko
 develop – whakawhanake
 director – tumu
 diverse – kanorau
 dividend payments – utunga moni hua
 domestic – tara-ā-whare
 dozen – ngahuru-mā-ruatangā; taihana
 draft – hukihuki
 drone – matatopa

E

earnings – moni utunga
 economic – ōhanga
 economy – ōhanga
 efficient – māia

energy – pūngao
 evolve – kukuwha
 excess – tuhene
 executive – āpiha whakahaere
 expectation – matapae
 expenditure – whakapaunga utu
 explore – hōpara
 export – tuku rawa

F

fillet – tītipi
 filter – tātari
 finance (n) – pūtea
 financial business strategy –
 rautaki umanga pūtea
 financial performance – whanonga pūtea
 financial results – hua tahua pūtea
 financial statements – tauki tahua pūtea
 financing – whakapūtea
 financing cost – utu whakapūtea
 finfish – ika whai tira
 fiscal year – tau ā pūtea
 fleet – tāruru
 flip farm – pāmu huripoki
 formal – ōkawa
 fossil fuel – koranehe
 framework, structure – tīrewa, anga
 fresh – mata
 frozen – pātio

G

grade – māhiti

H

head wind – haupāuma
 highlight – whakaraharatangā;
 miramiratanga
 highlight – miramira (v.)
 hoki (fish) – ūturi
 humanitarian sector –
 rāngai atawhai tangata

I

income – moni whiwhi
 income shares – hea whai pūtea
 inconsistent – hārakiraki
 individual quick frozen (IQF) –
 whakapātio takitahi hohoro (WTH)
 induct – kōkuhu
 industry – hāpori mahi/ūmanga
 infrastructure – hanganga
 initiative – kaupapa hihiko
 injury – wharanga

input – kōkuhanga
 inshore – o uta
 inspection – mātaītanga
 install – tāuta
 invest – whakangao; mahi haumi
 investment – moni whakangao; haumitanga
 iwi shareholders – iwi pupurihea

J

jet plane – rererangi torohaki

L

lobster – kōura
 lockdown – noho rāhui; nōhanga rāhui
 lunch – ō-tūhoe

M

maintain – pupuri
 margins – taitapa
 marine life – tini a Tangaroa
 market – māketē
 Maui's dolphin – popoto
 Mauritius – Mauritiu
 metric, unit of measurement – waeine
 Middle East – Pokapū Rāwhiti
 milestone – pae
 military – tū taua
 Ministry for Primary Industry –
 Manatū Ahu Matua
 Ministry Of Fisheries –
 Manatū Tautiaki I Ngā Tini A Tangaroa
 monitor – aroturuki
 Mount Wellington – Maungarei

N

notes to financial statements –
 pitopito kōrero mō ngā tauki pūtea

O

organisational culture – ahurea ā rōpu

P

package – pūhera (n.)
 partner – whakauru
 partnerships – whakaurunga
 Pāua, blackfoot – pāua
 performance – whanonga
 polymer nylon yarn – miro waerau ngaiaku
 polystyrene – kirihourau
 position – aronga
 precise – pū
 Precision Seafood Harvesting –
 Mahinga Kaimoana Matawhāiti

prepared food – takanga kai
 priority – kaupapa matua; arotau
 processing – ahunga mahi ika
 product – whakaputanga-hua
 profit – huanga
 prosperity – tōnuitanga
 protein – pūmua (Glossary for Translated
 NCEA External Examination 2007)

Q
 quality (high) – tuawhiti; kounga
 quota – roherohenga
 quota management system –
 pūnaha whakahaere roherohenga

R
 raft – pūtere
 rate – pāpātanga
 ration – ō
 recommendation – tūtohutanga
 recycle, recirculate – tukurua
 resilient – mārohirohi; manawaroa
 restricted work – mahi i rāhuitia
 results – huanga
 retail – utu hoko
 return – hua pūtea
 revenue – moni puta
 risk management –
 whakawhāititanga mōrearea

S
 safety – haumarutanga
 sales – hokohoko
 satisfactory – pai
 scallop – tupa
 sector – rāngai mahi
 shareholder – kaipupurihea
 shelf – whata
 shelf stable – tūmau
 sieve – tātari, hītari
 social media – pae pāpāho pāpori
 society – porihanga
 spat (of oyster) – tio pirianga
 sponsorship – whakatairanga
 stable – uka
 stakeholder – kaiwhaipānga
 standards – paerewa
 statement – tauākī
 stock (fish) – rāngai
 strategy – rautaki
 success – angitu
 sufficient – rawaka

supermarket – hokomaha
 supplier – kaiwhakarato
 supply – whakarato
 surplus – mōmona; tuhene
 sustainable – toitū-ōranga

T
 technical – hangarau
 temporary – taipua
 tonne – tōne, tāna
 total – tapekenga
 trade – hohoko; tauhoko
 transformation – whakaumunga
 trawl net – puhoro

U
 uncertain – haurokuroku
 unfortunately – ka aroha kē

V
 value – uara
 virus – huaketo
 volatile – ngāueue
 voluntary – tūao

W
 wild – tūwā
 (noun: growing out of place, wild)

Kupo Akoako

_____ **Notes**

Pukataki rangatōpū

Corporate directory

Tari Rēhita Registered Office

1-3 Bell Avenue
Mt Wellington
Auckland 1060

Tau Pōti Postal Address

PO Box 445
Auckland 1140
Tel: +64 9 302 1520

Kaitātari Kaute Auditor

Deloitte Limited

Hunga Whare Moni Bankers

Westpac New Zealand Limited

Kaiwhakamāori Translator

Maika Te Amo – Tapuika

Pāua Kahurangi Blue Abalone

Station Road East
Ruakaka 0116
Tel: +64 9 433 0220

Pāua Tūwā Wild Abalone

15 Makomako Road
Palmerston North 4414
Tel: +64 6 357 1009

Ika Fin Fish

1-3 Bell Avenue
Mt Wellington
Auckland 1060
Tel: +64 9 302 1520
269 South Highway
Whitianga 3591
Tel: +64 7 866 0547
17-21 Lorne Street
Wellington 6011
Tel: +64 4 801 0514
Wharf Road
Waitangi
Chatham Islands
Tel: +64 3 305 0076

Tio Oysters

266 Roscommon Road
Wiri
Auckland 2104
Tel: +64 9 268 4637
1600 Long Bay Road
Coromandel 3506
Tel: +64 7 866 8564
139 Glen Road
Glenduan,
Nelson 7071
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