

MOANA™
NEW ZEALAND

— True connection
Hononga tūturu

_____ true provenance,
true to nature,
true for generations

MOANA™
NEW ZEALAND

our story is about true connection

OUR PLACE



OUR PEOPLE



OUR PRODUCT





WHO WE ARE

We are Iwi; we are true guardians of the world's most pristine and sustainably managed fisheries, with a deep sense of responsibility to our people and respect for kaimoana and kai ora.



OUR PURPOSE

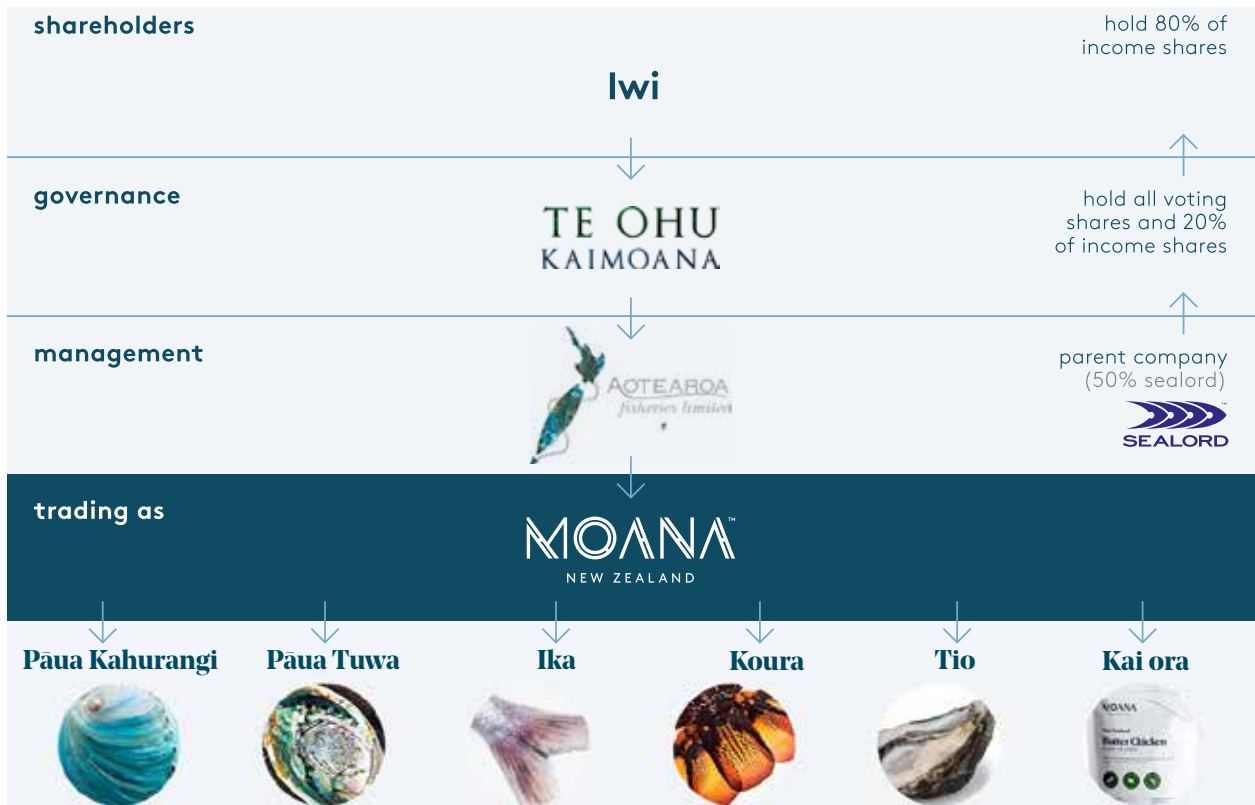
As guardians of Māori fishing assets, we are dedicated to contributing to the wellbeing of future generations.



OUR VISION

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

TRUE CONNECTION : HONONGA TŪTURU



We are Aotearoa’s largest Māori owned kaimoana (seafood) and kai ora (ready to eat meals) company, owned by all Iwi. We are an important part of the inter generational Māori Fisheries Settlement with the Crown. The nature of that settlement means that Māori will always be involved in fisheries. Our assets can never be sold.

Our story is of ‘true connection’, true provenance, true to nature and true for generations. It shows connection between our people, our product and our place – a holistic Māori world view. The interconnectedness shows the responsibility of sustainability sits with all of us. We all have our part to play in reducing our impacts on the environment, be that at work, within our communities and at home.

With one of our core values being kaitiakitanga, we recognise the importance of going above and beyond what is legally required of us. Core to this is our commitment to enabling our people to be kaitiaki across our operations, every day. This is a company-wide kaupapa.

The world we operate in today has changed considerably since the 1992 Māori Fisheries Settlement. Environmental, social and political change have created a dynamic, challenging operating environment. To be kaitiaki today requires investing in not only lessening our footprint, but where we can also support activities that regenerate people and nature.

Being true to our values - manaakitanga, whakapapa, whakatipuranga and kaitiakitanga - requires being a responsible, ambitious and innovative company which invests in the right initiatives to underpin our future operations and profitability. As a seafood company Moana New Zealand depends on thriving fish stocks and on harbours for our farming operations. These occur in the natural marine environment we have minimal control over. What we can control is how we interact with the environment and our associated behaviours. We can also encourage partners to share in our journey to bring about change.

Living our values in everything we do

We acknowledge the connection between ngā tangata me te taiao (people and the environment) which are to be honoured for future generations.

Led by tikanga and to be true to our value of kaitiakitanga, we engage with iwi, staff and stakeholders to identify, invest in and solve key sustainability challenges.

Our values

KAITIAKITANGA

Custodians for future generations

MANAAKITANGA

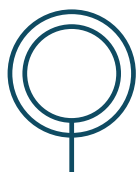
Looking after people our way

WHAKAPAPA

Our genealogy – where we're from

WHAKATIPURANGA

Prosperity for future generations



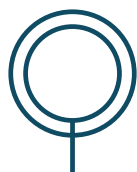


Sustainable Development Goals

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. Here is how our priority projects align.

| | | | | |
|--|--|--|---|---|
|  <p>17 PARTNERSHIPS FOR THE GOALS</p> |  <p>14 LIFE BELOW WATER</p> |  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> |  <p>13 CLIMATE ACTION</p> |  <p>6 CLEAN WATER AND SANITATION</p> |
|  <p>Engagement</p> |  <p>Lighten our harvest and farming</p> |  <p>Plastic and packaging</p> |  <p>Climate change response</p> |  <p>Minimise use of fresh water</p> |





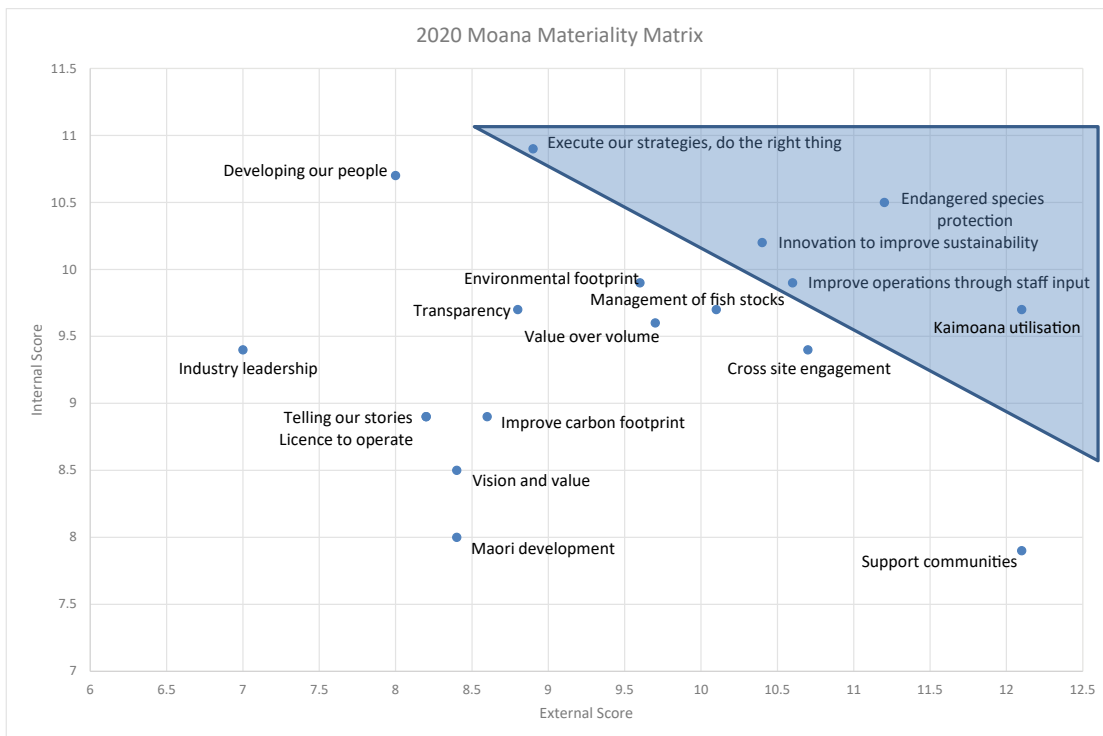
Understanding what matters to our stakeholders

In 2016 Moana New Zealand adopted the Integrated Reporting framework. It allows a business to communicate its value in the short, medium and long term through both financial and non-financial factors such as relationships and intellectual and human capital, which make up an increasing proportion of a company's value.

In essence, integrated reporting equals information – financial, environmental, social and cultural.

Through integrated thinking coupled with our understanding of Te Ao Māori, the <IR> framework is just one tool that helps us to think holistically about our work plan.

Each year we undertake a materiality assessment to understand what matters most to our stakeholders. We invite participants from all parts of our business, our iwi shareholders, customers, suppliers and our own people. This strategy reflects what is important to us and our stakeholders.



True connection

Engagement

Key to successful execution of this work plan will be engaging our people. Bringing our strategy to life by building on our culture and ensuring responsible decisions will position the business where a long-term view and our daily actions to support that view become second nature. This will be underpinned by a measurement framework to provide visibility to our stakeholders and help build momentum and motivation within the business.

Partnerships

There's a long way to go and a lot of work to do. We understand we cannot do it alone. Partnerships will be essential as we seek others to join our journey and share in our aspirations. We will welcome shareholders, customers, suppliers, academia, government agencies, industry bodies and others to walk alongside us to achieve meaningful change at scale and pace.

We intend to leverage investment opportunities with partners and suppliers to seek opportunities to partner to secure financing and funding support for action items herein for win-win outcomes. There is much we can do together to help us all reach carbon reduction goals, and to lessen our footprints in other ways. Our responsible procurement policy is a foundation for this.





TRUE CONNECTION : HONONGA TŪTURU

Goal:

**Living our values
in everything we do**

hononga tūturu

— true connection



Leadership

We lead sustainability conversations guided by our tikanga

Partnerships

Our strong partnerships activate meaningful change at pace



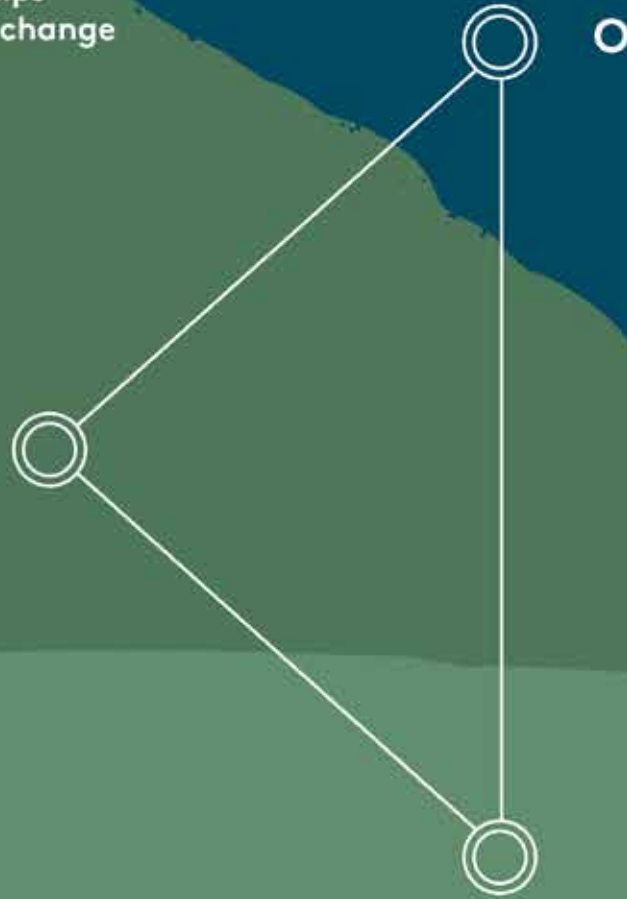
Engagement

We have a robust measurement system that guides decision making

We have created a culture where our people can be highly engaged and actively participate in driving, delivering and building on this strategy

OUR PEOPLE

OUR PLACE





OUR PRODUCT



Adopt 6Rs – *rethink, refuse, reduce, reuse, recycle, repair*

Design out hard to recycle plastics and packaging

Find a viable alternative to polybins

Lighten our harvest and farming

Understand fishing gear innovations

Understand where we do/don't fish

PSH development

Fisher behaviour and culture

Tio transformation



Response to climate change

Measure and reduce our carbon footprint

Capture / sequester carbon

Insetting / offsetting



Effects of land based activities on the moana

We understand which are coastal areas that matter to Moana operations



Reduce our use of freshwater

Reduction targets

Rainwater harvesting

Reuse and recycle water

INTERNAL



HOME



IN THE COMMUNITY



Engagement

Caring for our environment is a responsibility that sits with us all. Bringing about change at scale and pace is best done together.

We will focus internally on bringing our people along on our journey. Everyone has a part to play and no idea is too large or too small. One way we'll do this is by embedding our commitment to the 6R's. Rethink, refuse, reduce, reuse, recycle and repair to reduce our waste and plastics.

To help with engagement, we'll be introducing a 'Ideas into Action' reward programme.

As a whanau-based organisation, we will encourage our people to take what they learn at work, home with them. We will educate our people on how to measure their carbon footprint at home and offer tips to reduce their personal footprint.

We will continue to support well aligned community-based initiatives.

We welcome collaboration with Government and other interested key stakeholders to work with and support our journey.

Lighten Our Harvest and Farming

To be true to our value of kaitiakitanga and to align with Aotearoa's ecosystem-based management agenda, Moana New Zealand needs to understand where we will and will not fish in the future. This is an ambitious agenda to minimise our environmental footprint, better care for marine ecosystems and understand other significant sites, to ensure value for our shareholders today and tomorrow.

Future of fishing gear

- Understand the future of fishing gear
- Identify and resolve the barriers to change
- Partner and collaborate to fund and support innovation

Understanding where and when we will and will not fish

- Mapping tool
- Size and location of our current footprint
- Understand habitats and sites of significance
- Data gap analysis
- Overlay our footprint with habitats and sites of significance





Fisher behaviours and culture

- Fisher training
- Support network
- Code of Conduct

Tio transformation

- Measurement of benefits e.g. reduced sedimentation





Increase knowledge internally

- Establish the company-wide baseline of plastic volumes (class and type) per kilo of seafood produced



Reduce

- Design out use of hard to recycle plastics e.g. polybins, strapping and single use plastics



Recycle

- Where reduction is not possible, work with suppliers to develop recycle programmes



Plastic and Packaging

Being responsible for our waste just makes good sense. Not only is it good for our environment, it fosters innovation and creativity, drives efficiencies and it is ultimately good for our shareholders because reducing waste, reduces costs, uses resources efficiently, and builds pride that doing the right thing for the planet is good for all.

If we are to be true to our values, we must endeavor to be better than we were yesterday. This will be an ongoing journey.

To ensure we are a sustainable company for future generations, we must move towards being a part of the circular economy. As a Māori owned company, we understand that this is how things work in nature. This means that our waste is a resource for another and vice versa. Before a purchase is made, we should be asking ourselves is this purchase necessary, is there something that can be used or if there is a recycled product we can use that meets our specification? Before sending something to landfill we should be asking ourselves if it could be a resource for another business or community initiative.

CARBON
REDUCTION



OFFSETTING/
INSETTING



RISK MANAGEMENT



Climate Change Reponse

We have set an ambitious target to be carbon net zero by 2040. This target includes not only our own direct emissions but also those created downstream that we don't have direct control over.

To be a responsible organisation, this is the only way to bring about meaningful change.

We have several initiatives in place to reduce our carbon footprint, and to manage climate change risk for our business.

What emissions we are unable to eliminate, we intend to offset or inset the remainder.

**Target
CARBON NET ZERO
2040**

Minimise Our Use of Freshwater

We know fresh water is a precious resource.

What's not yet sufficiently clear is how climate change will affect our freshwater ecosystems and biodiversity and also our access to fresh drinking water in the long term.

Moana New Zealand has done much to reduce our freshwater use already. Taking a proactive view, we intend to do all that we can to reduce our freshwater use today, for tomorrow.



- Map our water footprint
- Reduction initiatives in place
- Increase our rainwater harvest
- Increase water recycling and reuse

TRUE CONNECTION : HONONGA TŪTURU



**ta mātau pūtake – he hononga
kia taea te rongō o te reka, te manahau
o ngā kai moana o Aotearoa
— we're here so people will always be
able to share in the true taste and rare
magic of New Zealand's best seafood**

Kupu taka

— glossary

| | |
|-----------------------|---|
| Atua Māori | Māori gods |
| Ika | fish |
| Kaimahi | employee, worker |
| Kaitiaki | guardian |
| Kawa | protocol(s) |
| Koura | crayfish |
| Mana | status, prestige |
| Manuhiri | visitors |
| Mātauranga | knowledge |
| Moana | sea, waterways |
| Papatuanuku | Earth mother |
| Pāua | abalone |
| Pāua Kahurangi | blue abalone |
| Rangatira | chiefs, leaders |
| Taiao | environment |
| Tangaroa | God of the sea and living things within the domain of the sea |
| Tangata | people |
| Taonga | prized possessions (can be valuable intangible taonga eg. te reo Māori) |
| Te Reo Māori | the Māori language |
| Tikanga | custom, procedure(s) |
| Tio | oysters |
| Whenua | land |

