

Kiwifruit
New Zealand



Statement of Intent
2026-2029

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Introduction

This Statement of Intent (SOI) sets out Kiwifruit New Zealand's strategic goals and priorities, providing a clear and forward-looking view of our progress toward achieving our long-term strategic intentions. Transparency and clarity of purpose remain central to our role as an independent and professional regulator.

In this, our fourth SOI, we reaffirm our commitment to delivering our core functions fairly, independently, and to a consistently high standard. We will continue to build on the strong foundations established in previous years, maintaining comparable performance measures to support

continuity and robust evaluation. Ongoing review and refinement of our processes ensure that our operations remain efficient, transparent, and fit for purpose.

As the industry continues to expand in both scale and complexity, we remain focused on meaningful stakeholder engagement and on strengthening our organisational capacity and capability. These efforts ensure we can effectively fulfil our statutory responsibilities and make a constructive contribution to the sustainable growth and success of the New Zealand kiwifruit industry.



Samantha Sharif
Chair
5 March 2026



Colin Olesen
Director
5 March 2026

Who we are

The Kiwifruit New Zealand Board (KNZ) was established in 2000 following the creation of Zespri under the Kiwifruit Industry Restructuring Act and the Kiwifruit Export Regulations 1999 (the Regulations). Under these Regulations, Zespri was granted the exclusive authority to export New Zealand-grown kiwifruit to all markets excluding Australia, while providing mechanisms for other exporters to participate through collaborative marketing arrangements with Zespri.

The Kiwifruit Export Regulations were amended in 2017 to include a Statement of Intent provision, and clarify Zespri's core business activities and to introduce "producer votes" to allow grower input into future non-core activities that Zespri may wish to undertake.

KNZ fulfils a distinct and critical role within the New Zealand kiwifruit industry. As the independent statutory body, KNZ is responsible for ensuring an appropriate balance between the benefits of Zespri's single-desk export structure and the potential risks associated with it, including the implementation of appropriate mitigation measures.

KNZ operates within an environment characterised by complex and evolving natural, commercial, and regulatory dynamics. The broader international trading landscape is also becoming increasingly fragmented and complex. In response to these developments, KNZ must continue to evolve and adapt its practices to ensure that its regulatory responsibilities are performed in a modern, transparent, and effective manner.

The Chair and two Directors are independent of the kiwifruit industry and are appointed by the Minister of Agriculture from a list of prospective candidates prepared by the Ministry for Primary Industries in consultation with the Board. The remaining three Directors are elected by kiwifruit growers. This composition ensures that the Board possesses a broad range of skills, can manage conflicts of interest effectively, and remains impartial in the execution of its responsibilities under the Regulations.

From time to time, the Board may establish committees to provide advice or undertake specific functions on its behalf. Examples include the Collaborative Marketing Committees, the Audit and Assurance Committee, and Complaint Committees.

Our purpose

Values



Financial Principles

KNZ is funded on a cost-recovery basis by charging Zespri and collaborative marketers in accordance with the Regulations.

When deciding the type and level of charges, we must take the following principles into account as far as is reasonably practicable (Regulation 39);

- Equity
- Efficiency
- Justifiability
- Transparency

Functions

KNZ is an independent industry regulator established on 1st April 2000 under the Kiwifruit Industry Restructuring Act 1999 and the Kiwifruit Export Regulations 1999. We have three key functions:

1. Issue the Export Authorisation

KNZ grants an Export Authorisation to Zespri. The authorisation enables Zespri to export kiwifruit on the terms and conditions that are set out in the authorisation. The Export Authorisation also details how we may take enforcement action against Zespri if we consider Zespri has not complied with its legislative obligations.

2. Monitor and Enforce the Mitigation Measures

The purpose of the mitigation measures is to mitigate the costs and risks associated with the single desk. More specifically, the mitigation measures aim to encourage innovation while managing risks, promoting efficient pricing signals, providing protections for kiwifruit growers, and promoting downward pressure on Zespri's costs. We carry out our functions to best achieve these purposes.

There are four mitigation measures that we monitor and enforce:

- i. The non-discrimination rule. This rule provides that Zespri must not unjustifiably discriminate in the way it purchases New Zealand-grown kiwifruit.
- ii. The prior notice rule. Zespri must inform KNZ before carrying out activities that are not core business, but do support core business.
- iii. The non-diversification rule. Zespri is prohibited from carrying out activities that are not core business and do not support its core business (as defined in the Regulations) unless approved by kiwifruit producers.
- iv. The information disclosure requirements. Zespri is required to make certain information (e.g. financial statements and kiwifruit purchase terms) available to the public and KNZ within specified timeframes.

3. Regulate Collaborative Marketing

Collaborative marketing provides an opportunity for others to export New Zealand-grown kiwifruit in collaboration with Zespri. KNZ determines, monitors, and enforces the collaborative marketing requirements detailed in the Regulations. This includes Zespri's collaborative marketing obligations and the collaborative marketing application process.

KNZ can require Zespri to enter into a collaborative marketing arrangement for the purpose of increasing the overall wealth of New Zealand kiwifruit producers. Collaborative marketing is intended to increase grower choice, promote innovation, and provide access to market opportunities that Zespri cannot, or choose not to, access.

Official Information Act

KNZ is subject to the Official Information Act 1982, and operates in a way that is consistent with meeting our responsibilities under that legislation.

Strategic Objectives

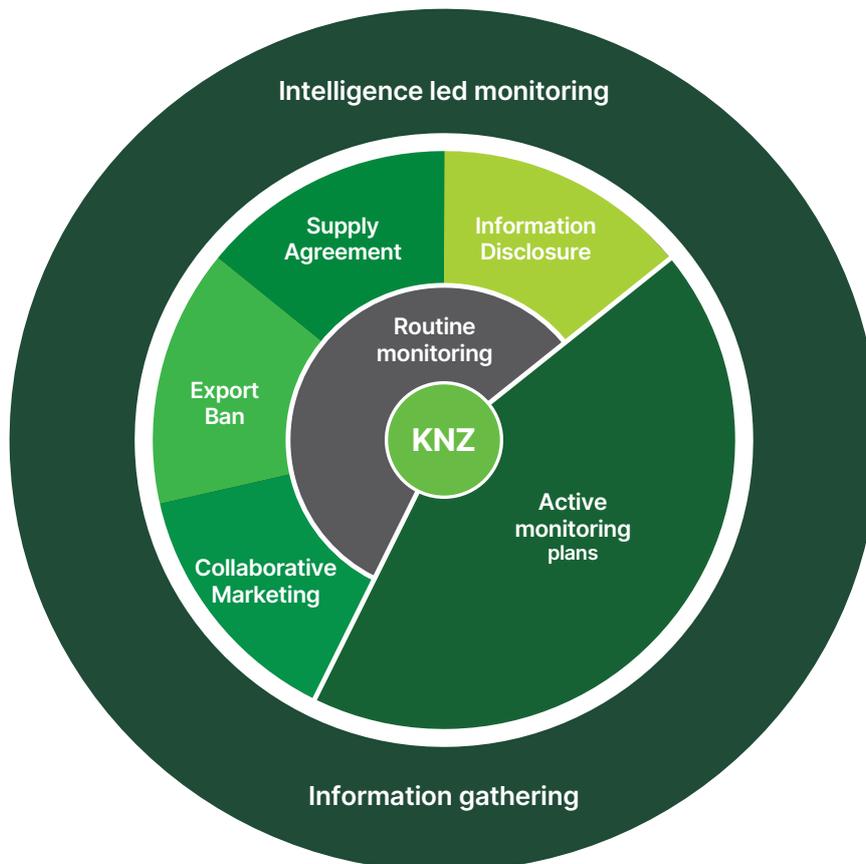
Objective 1 Effective monitoring and enforcement

To offset and mitigate the risks and costs inherent in Zespri's monopsony position, the Regulations charge KNZ with monitoring and enforcing a range of mitigation measures. Our role is to deliver effective oversight of Zespri's compliance with those 'mitigation measures'.

To be an effective independent regulator, we take an intelligence-led approach to monitoring

and enforcement. This is informed by a thorough understanding of the Regulations, Zespri's operations, the kiwifruit industry and relevant external factors that influence the industry. The KNZ Executive gathers information from a wide range of sources to ensure that the KNZ Board proactively identifies risks and can make robust regulatory decisions.

KNZ will continue to develop, and review its approach to monitoring to ensure that it is purposeful, efficient, proportionate and effective.



Objective 2 Collaborative Marketing

The Collaborative Marketing regime represents a fundamental element of the Regulations, underpinning the effectiveness and sustainability of the single-desk export model.

KNZ is committed to advancing and supporting innovation within the collaborative marketing framework. This includes working closely with collaborative marketers to strengthen their operations, encourage innovation, and access opportunities that are not available or possible for Zespri.

By fostering innovation and collaboration, KNZ ensures that the collaborative marketing system continues to deliver value to the New Zealand kiwifruit industry while upholding transparency, efficiency, and regulatory compliance.

Objective 3 Stakeholder engagement

To be an effective independent Regulator, industry stakeholders must be aware of the Kiwifruit Export Regulations and how KNZ operates to monitor and enforce those Regulations.

We will increase our stakeholder interactions across the following groups;

Government	MPI, MFAT, NZTE, Customs
Zespri	Board, Management, key personnel in NZ and offshore
Industry Bodies	NZKGI, MKGI, KVH, HEA, Horticulture NZ

Post-harvest pack-house and supply entities

Growers Green, Gold and Red growers, Kiwiberry, organic growers, small and large orchards, regional representatives, Maori growers and all other relevant grower groups.

Engagement will consist of in-person meetings wherever possible, video conferencing, attendance at roadshows, Zespri AGM, industry summits and events. The KNZ Executive will seek to have regular contact with the post-harvest suppliers and growers at industry events.

We aim to be accessible to all in the industry, to have meaningful engagement with stakeholders and to be transparent and consistent in undertaking our functions. We will continue to educate the industry on the intent and scope of the Regulations and KNZ's role within them. The KNZ website will be kept up to date to provide access to relevant information for stakeholders.

Objective 4 Capacity, Capability and depth of experience

KNZ requires sufficient resources, both in terms of capacity and capability, to carry out our functions cost-effectively and efficiently.

Our capability is built around skilled in-house staff to effectively carry out the day-to-day monitoring and enforcement activities. We utilise relevant external consultants for advice on complex complaints, investigations, and key industry issues. Maintaining long-term institutional memory and experience is important to KNZ's successful performance.

Performance Measures

We constantly review our capacity and capability and expect to increase in-house resources during the term of this Statement of Intent, to ensure alignment with industry growth and complexity, and to build resilience for staff turnover.

KNZ will measure progress towards our strategic objectives through the following performance measures:

Technology and data management will remain a focus, and KNZ will ensure all information is kept confidential, securely and meets best practice standards to protect it against network failures and cyberattacks.

EXPORT AUTHORISATION	
Performance Measure	Measurement of Success
The Export Authorisation provides an enforcement regime to ensure compliance with our enforcement function under the Regulations. It is assessed annually to ensure it is robust and fit for purpose.	Annual review of Export Authorisation prior to 1 April (Reg 33(1)(a)).
In considering any enforcement event we will comply with the rules of natural justice and adhere to the enforcement regime as set out in the Export Authorisation.	All complaints received are acknowledged within 5 working days.
	Preliminary assessment, investigation and enforcement activities undertaken and completed in accordance with the Export Authorisation.
	All written investigation decisions provided within 30 working days from the conclusion of investigation.

NON-DISCRIMINATION

Performance Measure	Measurement of Success
We will proactively identify and respond to potential discrimination issues based on our knowledge of Zespri's activities and engagement with stakeholders.	Final kiwifruit purchase terms and conditions reviewed within 30 calendar days of information disclosure by Zespri.
	Regular meetings with and reporting by Zespri to identify potential discrimination issues (at least quarterly).

PRIOR NOTICE AND NON-DIVERSIFICATION RULES

Performance Measure	Measurement of Success
We will ensure we have the necessary knowledge and capability to monitor Zespri's assessment of activities that constitute 'core business' and 'supports core business' against the Regulations.	Regular meetings with and reporting by Zespri (at least quarterly) to identify potential activities that fall outside 'core business' (as defined in the Regulations).
	Annual review of 'working definitions' developed by KNZ under 'core business' definition.
We will assess Zespri's prior notice of activities that 'support the core business' against the Regulations (Reg 10A). We will assess how the prior notice assessment process has been applied.	Annual review of the prior notice assessment process (only if a prior notice has been received during the financial year).
We will monitor the process requirements for Zespri producer vote (Regulations 11(1)(a)-(c)). We will also assess how the producer vote assessment process has been applied.	Annual review of the producer vote assessment process (only if a producer vote has occurred during the financial year).

INFORMATION DISCLOSURE

Performance Measure	Measurement of Success
We will review, monitor and enforce Zespri's information disclosure obligations under Regulations 12-20.	Review compliance calendar annually and monitor Zespri's information disclosure performance.
We will make determinations on and administer exemptions from the information disclosure requirements under Regulation 21.	Review any application or submissions for exemptions under Regulation 21 and provide notice of our decision to Zespri as soon as practicable but within 30 calendar days.

COLLABORATIVE MARKETING

Performance Measure	Measurement of Success
We have processes in place to assist applicants and give transparency to stakeholders on KNZ's decision making processes.	Collaborative marketing guidelines published annually on KNZ website at least 45 calendar days before applications are due.
	Consider applications and give notice of our decision to Zespri and applicants in accordance with the Collaborative Marketing Guidelines.
	Annual review of collaborative marketing process (including guidelines) in consultation with Zespri and current collaborative marketers.
We will assess whether collaborative marketing contracts have been entered into between Zespri and Collaborative Marketers and the terms are consistent with the KNZ approval conditions (Regulation 29). We will take a risk-focused and responsive monitoring and enforcement approach to the parties' collaborative marketing obligations and commitments.	All signed collaborative marketing contracts are reviewed within 30 calendar days of being received.
	Any KNZ fruit allocation direction made no later than 1 May each year (Regulation 26(1)).
	Within 3 months after 31 March, disclose the identity of collaborative marketers, the volume marketed by each, and financial information on net returns (Regulation 15).
	Conduct monthly assessment of collaborative marketer's compliance reporting.

OFFICIAL INFORMATION REQUESTS

Performance Measure	Measurement of Success
We will ensure adequate resourcing is available to meet the Official Information Act's requirements.	Acknowledge receipt of any request, and where necessary, request clarification within 10 working days.
	Make and communicate decision, or extend time limits to make decision, within 20 working days after the request is received.
	Where appropriate, publish the information released under the OIA section of the KNZ website.

STAKEHOLDER ENGAGEMENT

Performance Measure	Measurement of Success
We will increase meaningful stakeholder interactions by attending stakeholder and industry events and by initiating meetings.	Quarterly engagement with key stakeholders.
	Attend at least two Zespri "roadshows" per year.
	Present to the NZKGI forum annually.
	Attend Zespri and NZKGI AGMs.

CAPABILITY AND DEPTH

Performance Measure	Measurement of Success
We will regularly review our capability and competency to ensure KNZ resourcing is aligned with industry growth and has the required aptitude to undertake its functions.	Annual review of KNZ resourcing requirements.
We will ensure all information is kept confidentially, securely and is resilient to network failures and cyber-attacks.	Annual internal audit of handling of sensitive and confidential information.
	Biennial external review of IT risk factors and controls.

Organisation Capability

Organisation Health & Capability

KNZ has a highly capable team whose extensive experience and diverse skillsets enable us to deliver strong outcomes across the broad range of functions required by the Regulations. The organisational culture is based on mutual respect and collaboration to achieve organisational and individual objectives.

There will be some changes to the KNZ team in 2026, including the retirement of our CEO. KNZ will retain a key focus on robust succession planning and retaining institutional knowledge during this transition period.

We prioritise continuous professional growth and encourage innovation. Personal and professional development plans are reviewed and agreed upon with each employee every six months.

We have adopted agile working practices, including flexible work-from-home arrangements, to support employee wellbeing and productivity. The Executive updates standard operating procedures regularly, to ensure seamless continuity during staff transitions and to strengthen operational effectiveness.

We strategically utilise video conferencing for Board meetings where appropriate, and meetings

with external parties to reduce the need for domestic and international travel. We also encourage a work environment with minimal paper-based processes and use digitalised documents where possible, including Board papers, minutes and collaborative marketing applications.

In addition to our internal capability, we retain a panel of skilled external consultants who provide specialist legal, economic, and commercial advice as required.

Employee Engagement

KNZ is committed to fostering a work environment in which employees feel safe, supported, and valued for their contributions. We seek to cultivate a culture that promotes knowledge sharing and innovation, where employees are respected, engaged, and have a clear understanding of how their roles contribute to the overall success of KNZ.

Health and Safety

KNZ is committed to providing and maintaining a safe and healthy working environment, and to taking all reasonably practicable measures to prevent illness, injury, or harm arising from work undertaken by the organisation, or on its behalf.

