

Key Performance Indicators



A Key Performance Indicator (KPI) is a type of performance measurement that evaluates the success of Zespri or of a particular activity in which Zespri engages.

Zespri's financial year runs from 1 April to 31 March.

The Annual KPIs reported in this document are for a 5 year period.



KPI 2021 SEASON Commentary

R&D

R&D spend increased in 2021 by \$4,740 taking the total dollar spend back near pre-covid levels. The highest spending year remains 2019/2020 and the highest year relative to earnings was 2018/2019, at 6.2% of New Zealand Supply Margin.

NZ Supply Overhead, Margin and Sales

NZ Supply Total Overheads continue to increase YoY at 6.96% of net revenue in 2021 vs 5.80% in 2020. Overheads have increased due to changes in accounting interpretations related to Software-as-a-Service (as per Annual Report), which has required spend to be expensed in the year it was incurred rather than capitalised and expensed over a useful life.

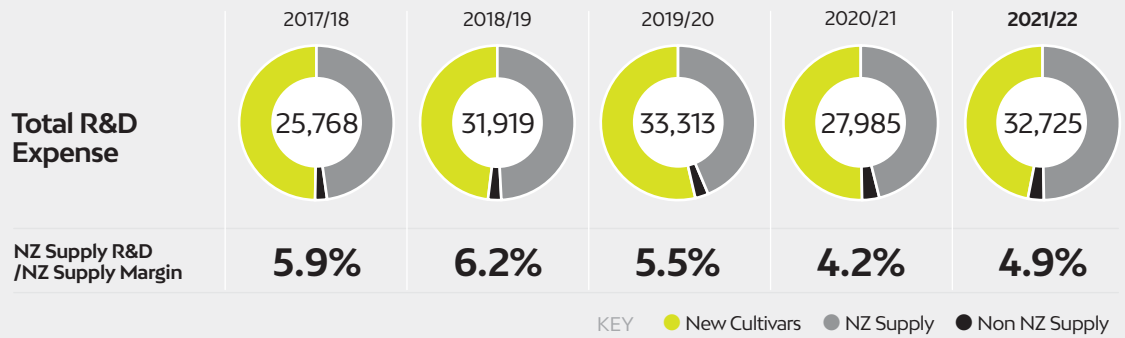
Global Revenue

Total staff numbers grew from 688 to 776 in the last 12 months. Revenue per full time equivalent employee has remained static in the last 3 seasons. The trays sold per employee have continued to fall since 2018/19.



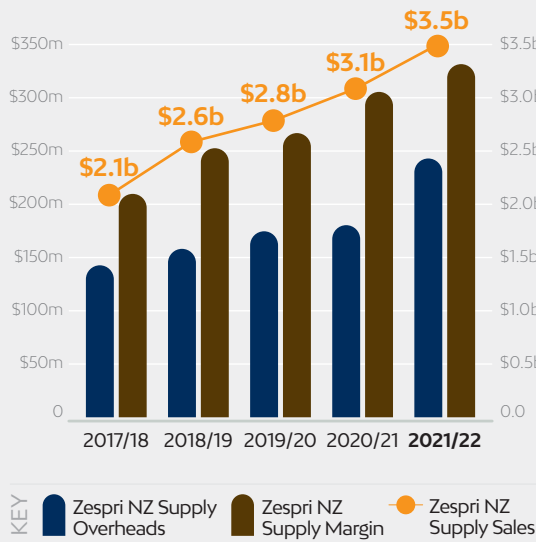
Percentage of Revenue Allocated to R&D (by sales and by margin)

The amount of NZ Supply Margin utilised for R&D expenditure (stated in \$1,000).

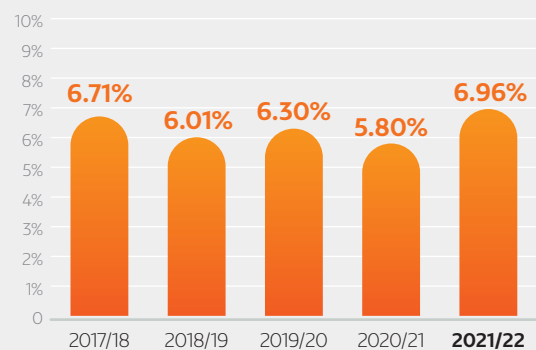


NZ Supply Overheads, Margin and Sales

Those expenses associated with running the NZ Supply business (excluding innovation).

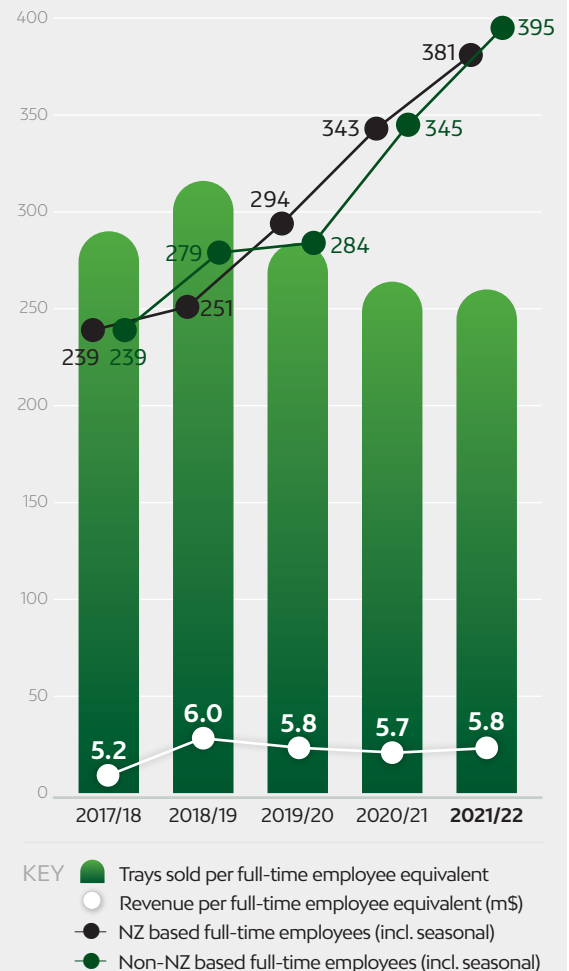


NZ Supply Overheads (excluding innovation) over NZ Supply Sales



Global Revenue per Employee

The productivity and effective use of Zespri's resources, including non-NZ supply trays.



Premium Pricing

Premium pricing of Zespri over other Green kiwifruit was lower in all markets except Europe, which was static. China was the most noticeable reducing by 57 percent. Volumes to China increased on last season with trading price improving slightly. The premium pricing measure reduced as our competitors experienced supply chain issues, sending much less volume to market, enabling them to significantly increase their prices.

Brand Power

The Zespri brand awareness remains strong in key markets. The season created an increase in brand ranking in France (from #3 to 2) and Germany (from #4 to 5). Three markets continue to be below the top 5 rankings, with USA (#11), Australia (#8) and Italy (#6).

Some notable differences across key markets, either increasing in brand power rankings or staying the same, however Germany decreased brand power from 9.1% to 8.2% with Vietnam dropping (2.2%) in its second year of trading.

Generally, the Zespri brand continues to track on an upward trend, however unaided awareness has slight reductions to Singapore (1.2%), Australia (0.7%), Germany (0.2%), USA (0.6%) and Vietnam (1.9%).

Dividend

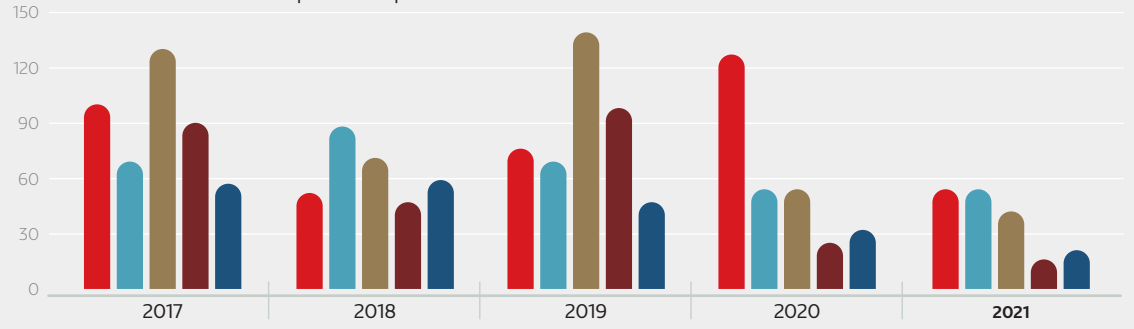
The Zespri dividends have increased in 2021/22 to \$1.78 per share. A higher percentage of profit was distributed, having increased to 90%. The year end share price was down on the previous period by 9%.



Average Premium Pricing – Green (% by market)

The price at which Green fruit is sold which is higher than that of competing brands.

KEY: China (Red), Europe (Blue), Japan (Brown), Korea (Dark Red), Nth America (Dark Blue)



Brand Awareness – Top Markets in Brand Performance (%)

Key 14 markets as per market development framework.

Zespri Brand Power

Ranking of Zespri's brand power among fruitbrands.

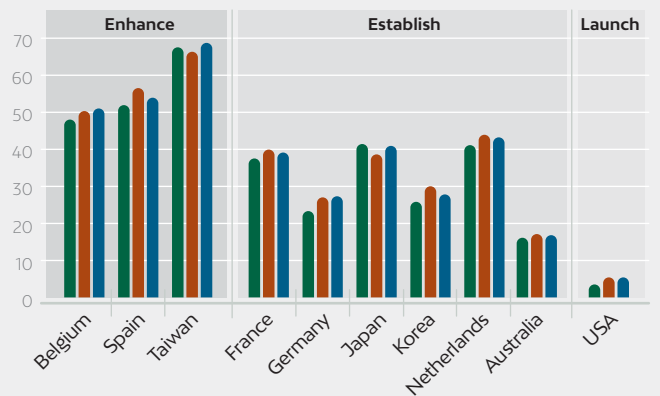
2020/21 Rank 2021/22



Zespri Penetration (annual)

% households that bought at least once Zespri kiwifruit in a year.

KEY: 2019/20 (Green), 2020/21 (Orange), 2021/22 (Blue)



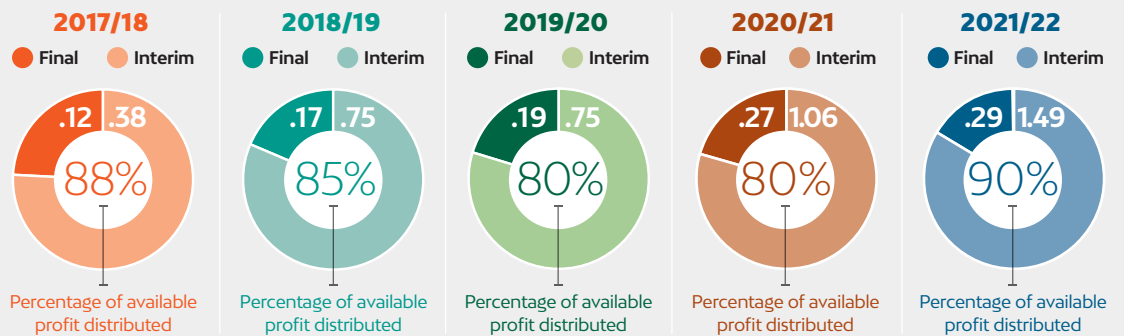
Source: shopper panel where available on Zespri brand level



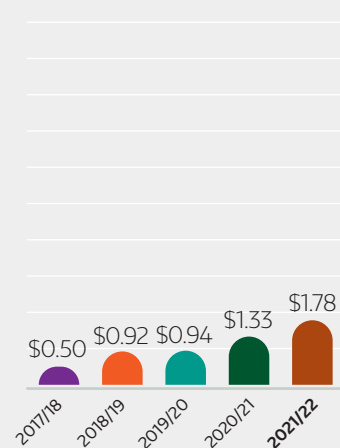
Zespri Group Limited (ZGL) Dividend (NZ\$)

How the ZGL dividend return has changed in the last 5 years (re-stated for the 3 for 2 share split).

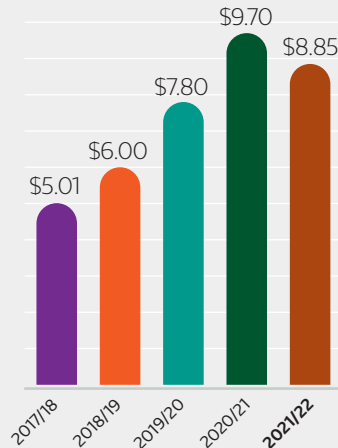
Dividend per share (\$)



Dividend return (dollars)



Share price (dollars)



Equity (NZD millions)



Collaborative Marketing

Collaborative Marketers performed slightly lower from an OGR perspective (\$0.01 per tray equivalent) than Zespri, but the smaller margins and increasing return indicate the strength of the Zespri brand.

There was an additional application that was processed but withdrawn, receiving 25, approving 23 with 1 declined. 1 application was withdrawn.

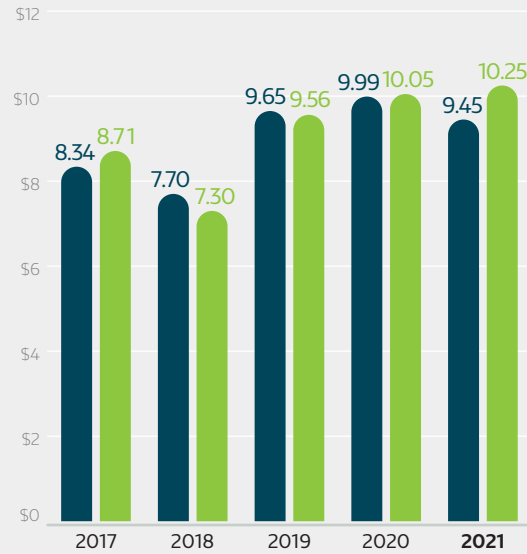


Collaborative Marketing

The effectiveness of collaborative marketing benchmarked against the closest comparable market returns.

Total Fruit and Service Payments per Tray Equivalent (TFSP/TE)

(weighted average TFSP/TE of the collaborative marketing programme)



KEY Collaborative Marketing Zespri

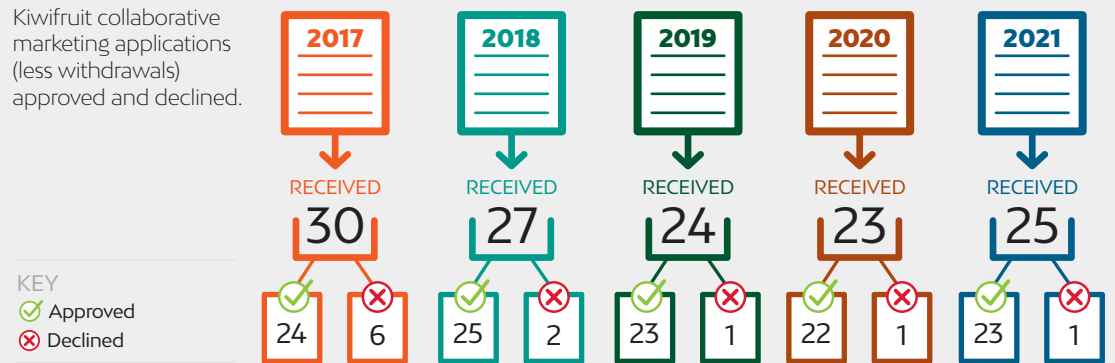
Orchard Gate Return per Tray Equivalent (OGR/TE)

(weighted average OGR/TE of the collaborative marketing programme)



Approvals & Declines — Net Applications Received

Kiwifruit collaborative marketing applications (less withdrawals) approved and declined.



KEY
 ✓ Approved
 ✗ Declined

Volumes & Returns

Kiwifruit collaborative marketing volumes and returns.



KEY Market Return (NZD m) Volume (TE m) TFSP (NZD m)