



What is NZ's future in food

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What is the value of the industry?



Global food industry

- US\$16 trillion in sales
- (Links to another US\$8 trillion in other industries)
- 1-2% annual volume growth
- 4-5% annual value growth



New Zealand agri-food

- US\$25bn exports
- 3% annual volume growth
- 5-6% annual value growth
- 0.4% of global production
- Food for 0.4% of the global population
- Our exports equate to 0.15% of global revenue
- Our exports have a retail value of >\$200bn
- New Zealand has the worlds lowest value-add/agri-food hr worked

The landscape: disruptive food opportunity

\$US16b sales
world's largest industry

1-2% annual volume growth,
4-5% revenue growth

Exploding change
in needs

Wellness, goodness,
experience, single attributes

Location &
format change

Out of home, packaged, fresh,
ready-to-cook, ready-to-eat

10% share for global
top 100 firms



Consumers

Social
change

Social license to farm, food security,
food waste, food adulteration

>7% growth
at the edge

Speciality, functional,
free-from etc.

Supply
change

'Alternatives', precision, urban farm,
factory farm, trade impact

Environment
change

Climate, water,
environmental limits

The NZ dilemma

**Export
value**



NZD\$37 billion

6.75 times

**Estimated
retail value**



\$0.25 trillion

What are the global trends?



**Sustainability
defines the farming
conversation**



**Fusion technology
triggers agrarian
revolution**



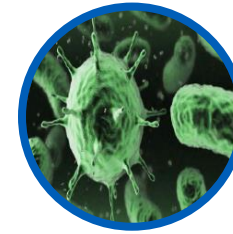
**Dining paradigms
respond to lifestyles**



**Health frames the
food conversation**



**New competitors
emerging**



**'Free from' food
attracts premiums**



**The bok choy effect
shapes global diets**



**Alternative proteins
gain traction**



**The passion of the
food producer wins**

The global opportunity

- There are 183 private companies around the world that are valued at \$1B+
- Only two are listed as food and beverage

BREWDOG BEER

IT'S WHY WE'RE
HERE, AFTER ALL...

2007



EMPLOYEES + 1 DOG

1,050HL

BEER BREWED



SHAREHOLDERS



BARS

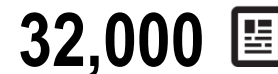
2015



EMPLOYEES + 1 DOG

134,000HL

BEER BREWED



SHAREHOLDERS



BARS

So how do we help?

**Commercialising
innovation**

or

**Supporting
Enterprise
from failing**