

Agenda

- Callaghan Innovation
- Why innovation?
- What is innovation?
- How Callaghan works with energy businesses
- Digital Energy Hub
- Breaking new ground
- Solving customer problems

Innovation is Critical to NZ's Future

Increased Productivity Economic Diversification Export Growth Sustainability **Wage Growth**

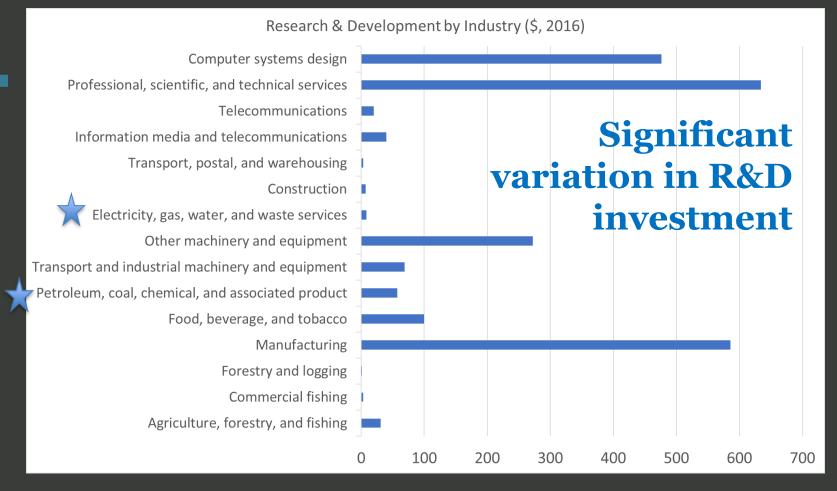
INNOVATION =



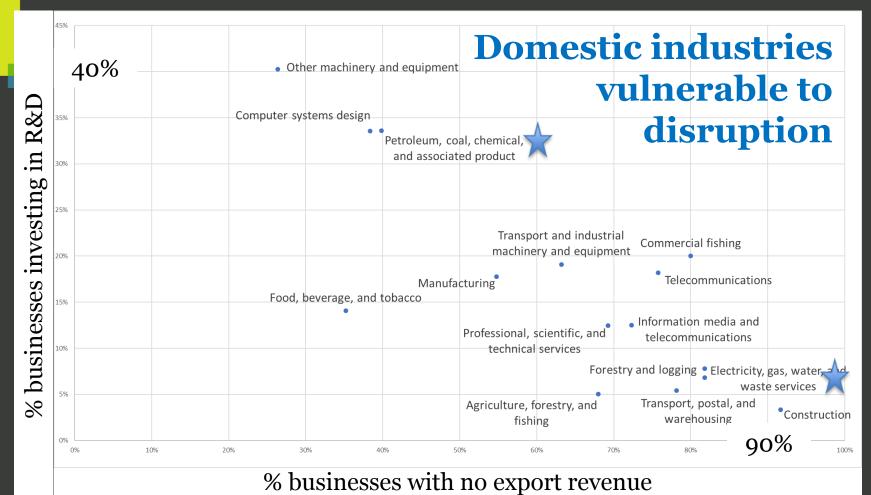
What does good look like? Business-led R&D by NZ's largest tech companies

| # companies by revenue band | Revenue band | R&D as % of Revenue |
|-----------------------------|--------------|------------------------|
| 5 | >\$200m | 6% |
| 38 | \$50-\$199m | 10% |
| 90 | \$10-49m | 12% |
| 67 | <\$10m | 25% |

Largest 200 technology companies Technology Investment Network Report 2017



StatsNZ, 15 of the 40+ industries and sub-industries shown





Rationale for business- led energy innovation in NZ

- Convert potential technology disruption into opportunity
- Business growth
- Future employment, revenue & exports
- Next generation of emission reduction technologies
- Demand from EVs and digital technologies
- 100% renewable electricity by 2035

What is innovation?

Structured Innovation

TEN TYPES OF INNOVATION

THE DISCIPLINE OF BUILDING BREAKTHROUGHS

"If in principle we are all in favour of innovation, in practice we try to make our world safe and certain."





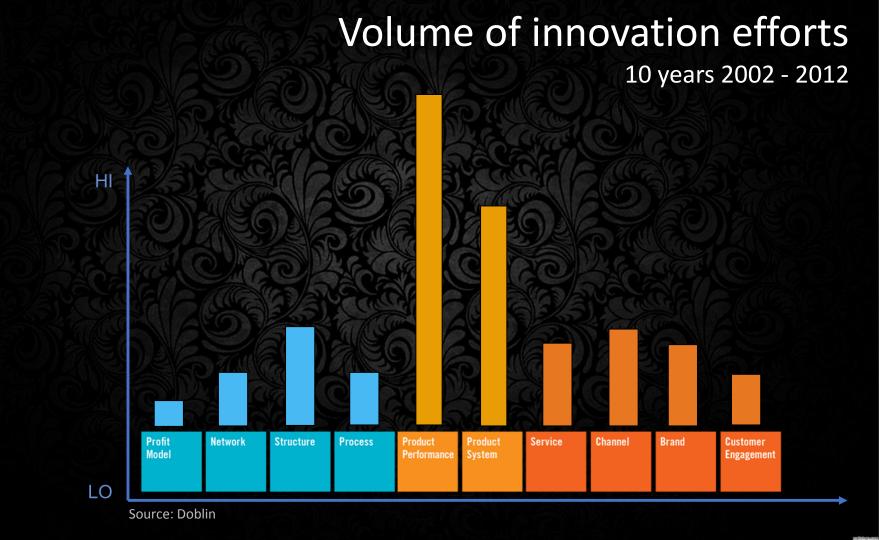
"Innovation is the elegant integration of many things."

Larry Keeley, Founder, Doblin

Profit Network Structure **Product Product** Channel **Brand Process** Service Customer Model Performance System Engagement **OFFERING**

DOBLIN

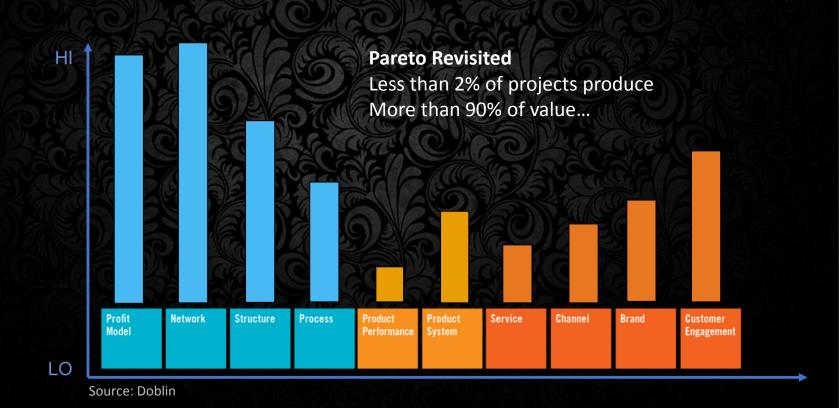
a Deloitte business





Cumulative value creation

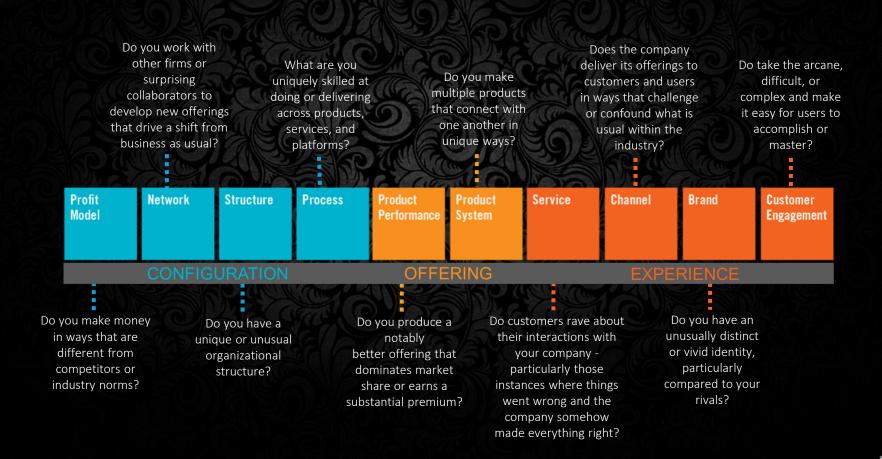
10 years 2002 - 2012





Doblin research shows that businesses using their framework are 9 times more successful with their innovation efforts

10 Types of Innovation





10 Types of Innovation



How does Callaghan work with energy businesses?

Energy businesses we partner with





























































How we work with energy businesses

| | R&D | Programs | Grants |
|---------|----------|----------|----------|
| Mitton | ♦ | | ♦ |
| Unison | ♦ | • | • |
| Embrium | ♦ | • | • |

Peter Sandston, Business & Channel Development Manager, GoodMeasure ☑



[&]quot;Funding and support from Callaghan Innovation has enabled GoodMeasure to go from strength to strength, investing in R&D to further the development of cutting-edge meter-data communications technology in New Zealand."













CREATIVE HQ CallaghanInnovation

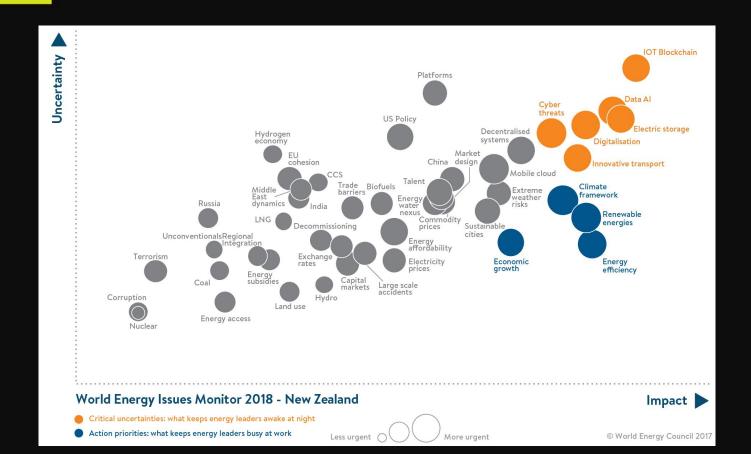
What if established & start up businesses worked together more?



DIGITAL ENERGY HUB.NZ

Liberating energy innovators

Critical issues - IOT, Data, Al



Voice of the Innovative Energy Business

"We want to revitalize our innovation.... we're talking to big players about their assets...we need to understand machine learning."

"We've developed data analytics software but don't know how to commercialise."

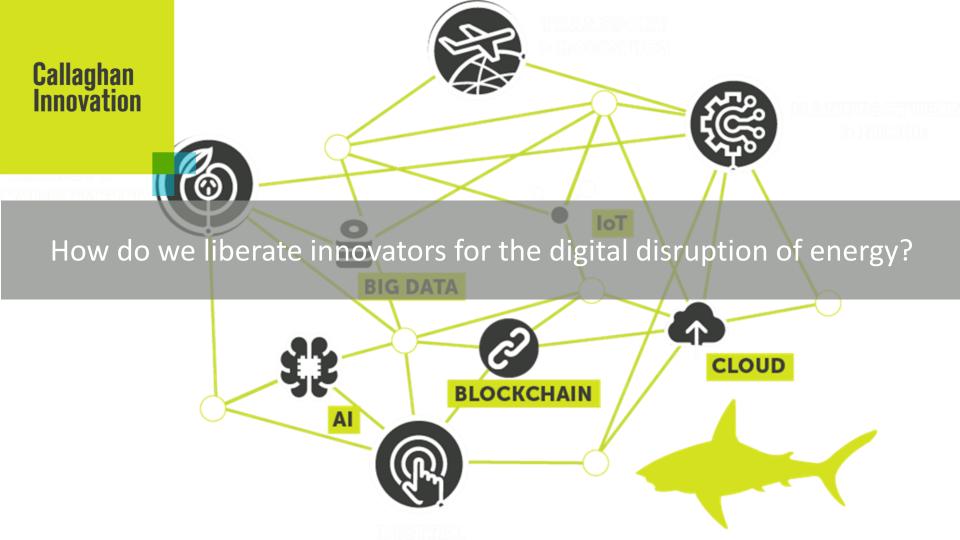
"We felt isolated whilst validating our IoT technology"

"Our team arose from software industry.... We needed help to find an energy industry partner."

"We're trying to innovate, have lots of ideas...want to find out who to team up with"

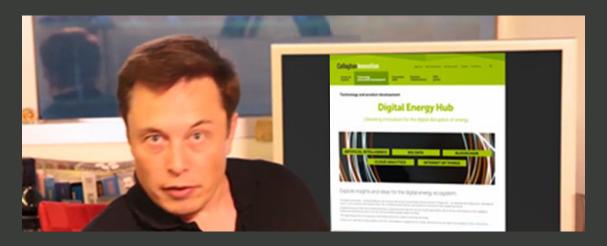
"Callaghan Innovation's support of Harmonic in the fields of innovation and R&D capability development have helped position us as the leading data science practitioner in specific industry sectors, such as energy, across Australasia."

"We've never been more productive, nor have we iterated so quickly as we did through the Lightning Lab Electric."





Liberating energy innovators



- Collaborate on energy innovation that breaks new ground
- Explore how digital technologies can address customer problems
- Invest in R&D like technology companies
- Connect with Callaghan Innovation and the Digital Energy Hub

Breaking new ground











Solving customer problems

"We want to improve the way we inspect our physical assets."













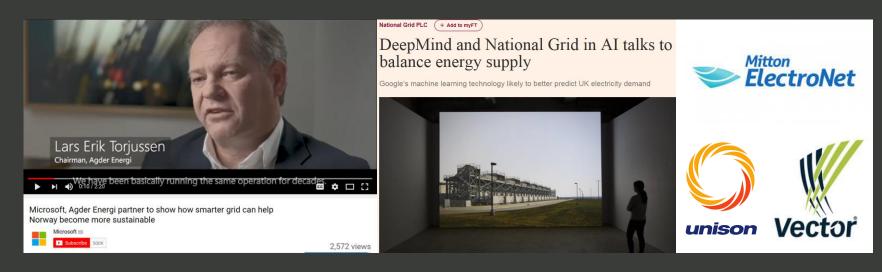






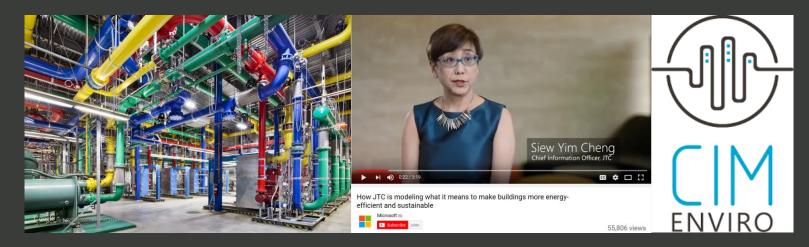
"We want to find a better way to invest in our electricity network."





"We've tried everything but want to reduce energy consumption further."







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"Anyone who has never made a mistake has never tried anything new." - Albert Einstein.



Make boldness a habit



"I think that's the single best piece of advice: constantly think about how you could be doing things better and questioning yourself." - Elon Musk



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