



2021
PRESEED REPORT



ABOUT THIS REPORT



This report from Kiwi Innovation Network Ltd (KiwiNet) is prepared on behalf of 17 public research organisations (PROs). These 17 PROs all receive funding through the PreSeed Accelerator Fund (PreSeed) as pooling partners of KiwiNet. Since its inception, KiwiNet and the wider Commercialisation Partner Network (CPN) has demonstrated the power of bringing together diverse players across the science & innovation ecosystem to work towards a collective vision for New Zealand. Together they are driving towards a globally-competitive technology sector that delivers significant economic growth and prosperity.

The foremost ingredient for success is collaboration. KiwiNet is a standalone company run by seven universities, six Crown Research Institutes (CRIs), one Crown Entity (Callaghan Innovation) and one independent research organisation (Cawthron Institute). KiwiNet exists to drive prosperity from science and innovation. We achieve this by joining forces to transform scientific discoveries into new business.

KiwiNet’s Investment Committee (IC) makes all major PreSeed investment decisions for KiwiNet. The committee brings together independent experts, with extensive business and investment experience, and technology transfer leaders from across 19 research organisations in an environment of openness, transparency, trust and mutual support. The IC is a focal point for collaboration between research organisations where projects are discussed, supported and funded on the merits of their commercial promise. This review summarises the outcomes of the KiwiNet IC PreSeed investments made between 1 July 2020 and 30 June 2021 (current contract), together with an update on commercialisation outcomes from earlier PreSeed projects (including those preceding or not funded through KiwiNet). Section Two provides a selection of impact case studies resulting from projects within the KiwiNet portfolio.

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EXECUTIVE SUMMARY

PreSeed Accelerator Funding (PreSeed) is an intervention unique to New Zealand that is successfully driving prosperity from science and innovation by transforming scientific discoveries from Public Research Organisations (PROs) into new products and services. By incentivising investment from PROs and business into research commercialisation, PreSeed takes early-stage discoveries with commercial promise from publicly-funded research and progresses them to a point where they are 'investor-ready'. The KiwiNet Investment Committee funds PreSeed (50% of project costs) into projects with the greatest potential for creating jobs and generating export revenue for New Zealand business. A total of \$10.4M in PreSeed funded 348 projects between 1 July 2019 and 30 June 2021.

Highlights from the Investment Portfolio (current contract) include:

- \$10.4M in PreSeed funding provided across 348 projects
- \$2.5M in business co-funding into PreSeed projects, across 85 companies
- \$12.8M in co-funding alongside PreSeed from other (non-business) sources, including PROs

An important objective of PreSeed funding is to foster greater connections between research organisations and business. These interactions enable New Zealand businesses to directly benefit from publicly-funded scientific research by empowering them to develop new disruptive products and services while driving improvements in productivity and efficiency, and diversifying the economy.

Commercialisation outcomes from projects in the current PreSeed contract (since July 2019) include:

- 1080 businesses meaningfully engaged in PreSeed projects, with 417 international connections
- 38 commercial deals to date, across 20 projects
- 10 New Zealand start-up companies formed (plus 5 formed from pre-July-2019 projects)
- \$8.3M in commercial returns to NZ businesses and research organisations to date
- \$917.8M in potential export earnings over the next five years
- 96 employment opportunities generated or sustained in New Zealand

As PreSeed projects mature, substantial economic returns are generated for New Zealand and productive relationships are formed between research organisations and business.

The following data represent *known* economic returns generated by PreSeed projects since 2003:

- \$54.0M in PreSeed funding across 1,520 projects by KiwiNet pooling partners since 2003
- \$22.4M in business co-investment into PreSeed projects
- Over 2,600 known connections made between research organisations and businesses
- 523 commercial deals across 163 projects
- 66 NZ start-up companies formed
- Over 600 employment opportunities generated or sustained in New Zealand
- \$443.7M in total known financial returns to NZ, including export revenue to NZ businesses

These figures represent a **return to New Zealand over eight-times greater than the PreSeed invested**. PreSeed is successfully harnessing New Zealand science to drive a globally-competitive technology sector that fuels business innovation, job creation and growth in export earnings.

COMMERCIAL HIGHLIGHTS FROM THE KIWINET PRESEED PORTFOLIO

This report summarises some of the commercial benefits realised by projects receiving PreSeed investment in KiwiNet’s current MBIE contract (covering the period 1 July 2019 to 30 June 2021), together with an update on commercial progress on historical projects from within the KiwiNet portfolio. Experience shows that tangible commercial outcomes and impacts resulting from PreSeed investment often take time to mature. For this reason, KiwiNet continues to monitor the commercialisation outcomes of historical PreSeed projects and we are committed to ensuring optimal returns from projects that have received PreSeed from previous contracts. **KiwiNet is happy to provide detailed project information, figures and outcomes on request.**

1.1 INVESTMENT PORTFOLIO

PreSeed funding is a critical government intervention at the point where scientific discoveries can be transformed into investable technologies for uptake by the private sector. Early-stage discoveries that enter the KiwiNet PreSeed process begin with limited commercial & market validation, limited intellectual property protection and limited technical validation. The outcome of a PreSeed project is an investable commercial proposition that can be transferred into the private sector in the form of a start-up company, joint venture or high-value licensing deal – the end-game is an innovative new product or service that is adding value to the economy and delivering impact for New Zealand. Acceleration is the key, and many projects will be ‘fast-failed’ alongside those that are successful – the purpose being to scale our collaborative commercialisation process across a maximum number of early-stage research discoveries. KiwiNet’s rigorous PreSeed investment processes, alongside the Public Research Organisations’ (PROs’) own systems and processes, empower research organisations to accelerate good opportunities to market while maximising benefits to New Zealand.

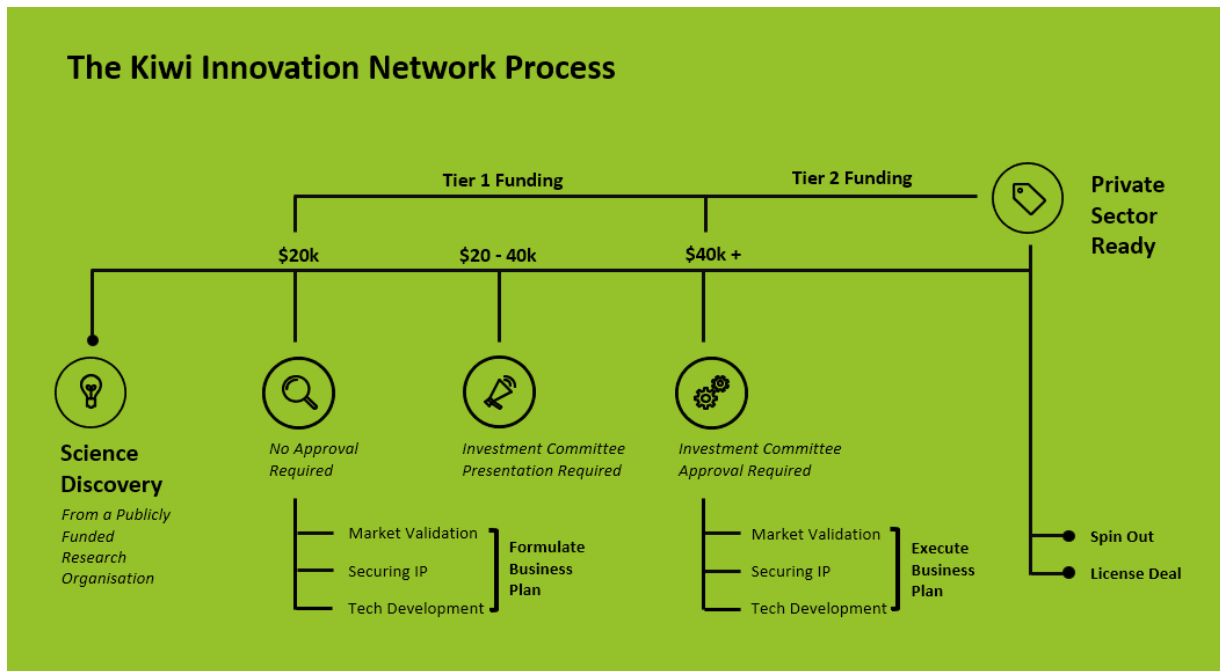


Table 1 summarises total research commercialisation investment into PreSeed projects in both the current and earlier contracts, for the 17 research organisations that access pooled KiwiNet PreSeed funding.

Of the total \$25.7M invested in research commercialisation in the current contract to 30 June 2021, 40% is allocated from PreSeed funding, 49% from research organisation co-investment and 11% from business co-investment. KiwiNet takes no equity stake or other benefit share from PreSeed Accelerator Funding.

The large number of abandoned projects reflects the early stage, high risk nature of projects into which PreSeed is initially invested and is a welcome outcome where technology opportunities are accelerated towards ‘fast-fail’ or an alternative (non-commercialisation) impact pathway. This process enables valuable commercialisation resource to be subsequently redeployed within research organisations and a suite of commercialisation opportunities to be rapidly triaged over a given time period. Abandoned projects typically make up a small percentage of the total *quantum* of PreSeed investment, since Tier One investment normally provides sufficient validation of an opportunity to determine whether further investment will deliver commercial success.

Business co-investment is an important validation for the market opportunity and it is typically attracted because PreSeed investment lowers the risk for businesses to participate in the commercialisation process earlier than they would normally. Businesses that co-invest alongside PreSeed often become manufacturing or co-development partners, or eventual licensees of resulting technology.

The IC approved the continuation of 76 projects from the 2016-2019 PreSeed contract (ending 30 June 2019) into the current fund.

Table 1: Commercialisation Investment into KiwiNet PreSeed Projects

	Current Contract	Historical* (pre 01/07/19)	TOTAL
Number of PreSeed-Funded Projects	348	1172	1520
<i>Of which are:</i>			
<i>Completed</i>	180	1052	1232
<i>Abandoned</i>	39	109	148
<i>On-hold</i>	11	9	20
<i>In Progress</i>	118	2	120
PreSeed Funding Allocated	\$12,965,093	\$44,357,241	\$57,322,333
PreSeed Funding Invoiced to Date	\$10,381,693	\$43,651,076	\$54,032,768
PRO Co-Investment into PreSeed	\$12,521,690	\$35,526,312	\$48,048,002
Business Co-Investment into PreSeed	\$2,504,116	\$19,851,750	\$22,355,867
<i>Number of Business Co-Investors</i>	85	178	263
Investment from Reprioritised MBIE Funds	\$325,000	\$9,366,508	\$9,691,508
Total Investment into Commercialisation	\$25,732,499	\$108,395,646	\$134,128,145

* NB: data on historical projects will likely be incomplete due to the reliance on historical reporting processes and associated attenuation of project intelligence within research organisations over time.

1.2 PORTFOLIO PERFORMANCE

The goal of PreSeed investment is to accelerate the commercialisation of new products and services from our world-class scientific research, benefiting New Zealand through increasing export revenue, employment opportunities and through improving productivity and efficiency of NZ firms. Bringing new innovations from publicly-funded research into the world also delivers a pathway to non-economic impact, including social, health & well-being and environmental benefits, while interfacing with *Te Ao Māori* and enriching the Māori economy.

Commercialisation outcomes such as business-PRO interactions, revenue from deals, jobs created, new licensing arrangements and formation of start-up companies are important markers of PreSeed success. Not only can these outcomes be directly measured, they represent important first steps in the journey towards meaningful impact for New Zealand.

Table 2 summarises *known* commercialisation outcomes of KiwiNet PreSeed investments to date. A total of 1,080 businesses have been meaningfully engaged in PreSeed projects in the current contract to date. These interactions led to some form of legal agreement (such as an NDA), co-investment in PreSeed projects, commercial deals and commercial partnerships, some of which led to ongoing strategic relationships.

These interactions empower NZ businesses to directly access scientific knowledge and technology in public research organisations. This in turn fuels the innovation of new products, processes and services, while bringing important private sector expertise and investment to bear on early-stage technology opportunities to maximise their chances of successfully reaching the market. PreSeed investment is working to de-risk the early steps of the innovation process for NZ businesses and investors.

Of the 1,080 recorded business interactions, 417 international connections have resulted. These have generated export revenue, provided opportunities for our world-class science & innovation on the world stage and have, in some instances, leveraged foreign direct investment into NZ ventures and R&D.

KiwiNet PreSeed investments since July 2019 have so far resulted in 38 commercial deals, across 20 projects. Of these, 10 start-up companies have been formed (See Appendix One), alongside 5 new start-ups from older projects (pre-July-2019). 3 start-ups have entered Callaghan Innovation technology-focused incubators. 5 opportunities funded by PreSeed have been retained within the organisation as internal business units. Organisations with internal business units provide the business unit with internal support to prepare the team to spin out the technology into a start-up when ready. Private investment into new ventures arising from PreSeed projects is \$8.7M to date.

It should be noted that commercial returns are typically lower for more recent investments, given the time required for research commercialisation projects to mature (often 5-7 years or even longer). Intellectual property protection and business engagement figures are up significantly compared with historical data, reflecting an increasing focus on forming an IP strategy quickly and engaging with business early.

Table 2: Commercialisation outcomes of PreSeed projects to 30 June 2021

	Current Contract	Historical* (pre 01/07/19)	TOTAL
Patents Filed	250	509	759
<i>Patents assigned or transferred to external parties</i>	19	58	58
Other IP Secured (copyright, trademarks, trade secrets)	180	209	389
Total Pieces of IP Secured	430	718	1,148
Number of Businesses Meaningfully Engaged <i>Including:</i>	1,080	1,530	2,610
<i>International Connections</i>	417	492	909
Number of Commercial Deals	38	485	523
Number of Projects Generating Deals	20	143	163
<i>Of these:</i>			
<i>Number of Start-ups Formed</i>	10	56	66
<i>Tech Incubator Engagement</i>	31	25	56
<i>Tech Incubator Uptake</i>	1	16	17
<i>Number of internal business units</i>	4	1	5
<i>% Resulting in Start-ups</i>	50%	39%	40%
<i>% Resulting in Contract Research, Licensing, Technology Sales or Consultancy Deals</i>	50%	61%	60%
PRO Revenue from Licensing, Contract Research, Technology Sales and Consultancy	\$22,000	\$142,523,219	\$142,545,219
Private Investment into New Ventures	\$8,690,000	\$139,484,058	\$148,174,058
Total Private Investment into New Ventures and PRO Revenue to Date	\$8,712,000	\$282,007,277	\$290,719,277
* NB: data on historical projects will likely be incomplete due to the reliance on historical reporting processes and the attenuation of project intelligence within research organisations over time.			

1.3 ECONOMIC RETURNS TO NEW ZEALAND

PreSeed commercialisation projects can have a significant impact on the NZ economy and our research & innovation ecosystem. Revenue to NZ businesses and follow-on investment develops over time as projects mature and technologies reach the market as new products and services. Employment opportunities are created and export revenues grow. New business is created, based on disruptive new technologies, that is helping to diversify the New Zealand economy.

Table 3 summarises the wider impact of PreSeed commercialisation projects to date. This data represents only that disclosed to KiwiNet and will not, therefore, represent a complete picture of the revenue generated by the many private entities that benefit from the innovations arising from PreSeed investment. Research organisations are in some instances made aware of follow-on benefits experienced by the end-users of PreSeed technologies, and these are captured in our data. Outcomes include both domestic and export sales, follow-on private investment in new ventures and an increase in technological capability which can in turn lead to Business Expenditure on R&D (BERD) and further innovation.

PreSeed projects receiving investment from the most recent fund have yet to generate follow-on investment and NZ business revenue. It is expected, however, that this number will rise over time, since downstream returns from research commercialisation do not typically occur until a project has fully matured (often in the range of 5-7 years, if not longer). Known follow-on investment and direct revenue to NZ businesses resulting from the entire KiwiNet PreSeed portfolio (including historical projects) is \$265M and is likely to represent only the ‘tip-of-the-iceberg’.

These figures, combined with revenue outlined in Table 2, contribute to a **total known revenue from all KiwiNet pooling partner PreSeed investments of at least \$444M**, originating from a total PreSeed investment of \$54.0M and representing a **greater-than eight-fold incremental return to NZ from PreSeed funding**.

Within research organisations, individuals involved in PreSeed commercialisation projects benefit from the resulting expertise and experience gained. This strengthens NZ’s innovation capabilities by providing direct, first-hand experience of research commercialisation, while helping to foster a culture of innovation across our science base. Many individuals go on to form start-up companies, work in high-technology companies or pursue new research commercialisation opportunities. 96 FTE employment opportunities have been created as a direct result of projects in the current contract and over 600 FTEs since 2003.

Table 3: Known economic impact of PreSeed commercialisation projects

	Most recent Contract	Historical* (pre 01/07/19)	TOTAL
Follow-on Business Expenditure into R&D incurred as a result of the PreSeed project	\$3,114,854	\$59,906,711	\$63,021,565
Number of Jobs Created (FTEs)	99	531	630
Potential Revenue to NZ from Export Earnings in First 5 Years of Sales	\$917,835,055	\$2,714,146,222	\$3,631,981,277
Known Follow-on Investment in New Ventures and NZ Business Revenue	\$9,415,000	\$255,453,123	\$264,868,123
Total Known Revenue to NZ Businesses and PROs from PreSeed Projects to Date	\$9,437,000	\$434,234,320	\$443,671,320

** NB: data on historical projects will likely be incomplete due to the reliance on historical reporting processes and the attenuation of project intelligence within research organisations over time. The number of individuals gaining commercialisation experience and level of follow-on investment will, therefore, likely be higher than that reported.*

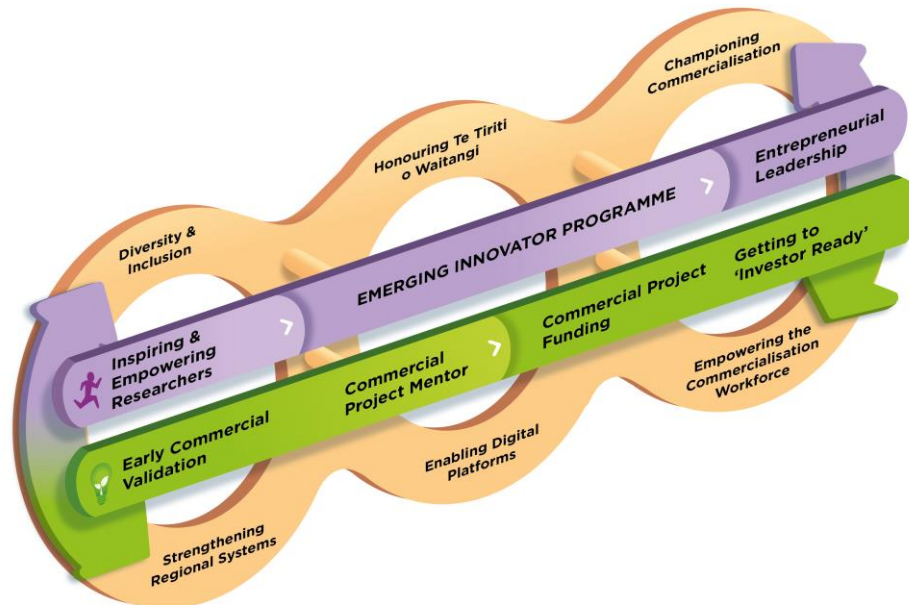
KIWINET OPERATIONS

KiwiNet was established in July 2011, building on the foundation of a consortium of four universities which were awarded a devolved PreSeed contract in 2008 (under KiwiNet's precursor, UniCom). The group now comprises 15 shareholder organisations and 17 organisations (from July 2019) that access pooled PreSeed Accelerator Funding through KiwiNet, working together in an open environment of trust and collaboration, as part of the Commercialisation Partner Network (CPN).

KiwiNet now represents the combined power of 19 of New Zealand's Universities, Crown Research Institutes and other research organisations who receive public funding. They are dedicated to taking a collaborative approach to transforming scientific discoveries into new business. Together these research organisations represent a total combined research expenditure of over \$715 million per annum and represent over 80% of the publicly funded researchers in New Zealand.

The KiwiNet IC includes 21 commercialisation experts, supported by 11 KiwiNet Management staff and numerous external experts. This provides a support network with extensive technical and commercial expertise to grow the pipeline and deliver impact. KiwiNet's Investment Committee (IC) fills the gap between public research organisations and the private sector, bringing together research organisations to strengthen commercialisation and acting as a focal point for collaboration and co-ordination. Together the consortium has a proven track-record of investing PreSeed to deliver significant benefits to New Zealand.

MBIE provides Commercialisation Partner Network (CPN) funding for KiwiNet activities outside of the IC including the Board of Directors and Management team. CPN funding has enabled KiwiNet's scope of activities to expand beyond the operation of an IC to a much broader facilitation role within the research commercialisation ecosystem. KiwiNet invests CPN funding from MBIE into delivering a programme of activities and initiatives across five strategic themes that are aimed at powering-up research commercialisation across the ecosystem.



KiwiNet's strategic themes are:

1. **Project Pathway** – The Project Pathway focuses on accelerating opportunities through our pipeline by facilitating committees to allocate funding and provide support and connections, wrap-around opportunity support by the KiwiNet team and initiatives that support opportunities that are past PreSeed funding.

GOAL: A project pipeline that is delivering massive impact for New Zealand.

2. **Researcher Pathway** – This pathway focuses on inspiring, incentivising and empowering researchers to pursue commercialisation of their discoveries to create new business, alongside more traditional academic or tech-transfer routes

GOAL: Researchers that are engaged with the commercialisation pathway and have social license to commercialise

3. **Guiding Principles and Leadership** – Ensuring initiatives that break down barriers to participation, build capability equally, and advocate widely for the value of commercialisation are woven through our work programme as guiding principles.

GOAL: A more diverse, integrated and vibrant science, research and innovation ecosystem.

GOAL: KiwiNet is a credible and trusted leader in the science, research and innovation ecosystem.

4. **Ecosystem Building Blocks** – Providing core ecosystem building blocks to provide commercialisation projects and teams a secure base to grow from. This includes supporting regional ecosystem activity, resources, support and opportunities to collaborate on projects and empowering commercialisation teams.

GOAL: An empowered and savvy commercialisation profession

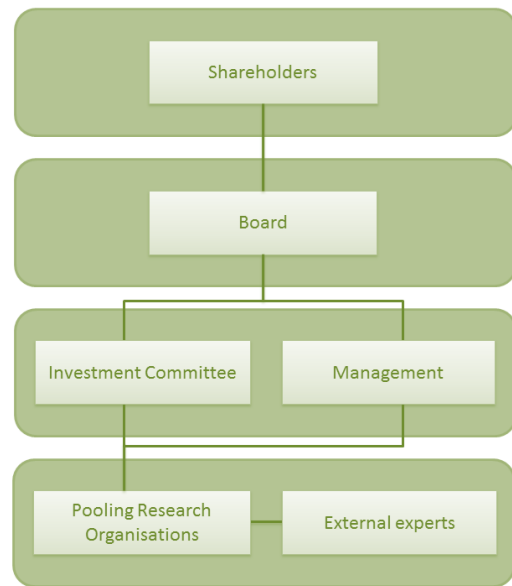
The KiwiNet structure is depicted below. The Investment Committee (IC), not the KiwiNet Board or Management, is entirely responsible for the governance of PreSeed investment, including all investment decisions.

KiwiNet Shareholders

KiwiNet shareholders currently include seven universities, six Crown Research Institutes, a Crown Entity and an independent research organisation (see Appendix Two for a full list of shareholders and PreSeed pooling research organisations).

KiwiNet Board of Directors

The Board reports to the shareholders and MBIE. The Board members are chosen for their considerable business experience, understanding of early-stage commercialisation and personal interest in growing New Zealand’s economy. The Board has six members, including four independent directors (Ngaio Merrick – Chair, Vignesh Kumar, Will Barker and Debra Hall), one CRI representative (Steve Lorimer, Manaaki Whenua Landcare Research) and one university representative (Mark Cleaver, Massey University). The Board is not funded using PreSeed funds.



3.1 KIWINET INVESTMENT COMMITTEE

The KiwiNet IC is responsible for the allocation of MBIE PreSeed investment. The committee is governed by an Operations Policy (available upon request) that has been ratified by the KiwiNet Board and Shareholders. The IC Operations Policy is amended to ensure compliance with MBIE and the objectives of KiwiNet. The committee is scheduled to meet face-to-face 8 times per year and is a forum open to all PROs to share ideas and opportunities. All people attending are under strict confidentiality agreements and conflicts of interest are managed for every project. The IC’s functions include:

- **Investment allocation** – Approving investment allocation into projects, monitoring project progress and reviewing portfolio outcomes and impact.
- **Expert guidance** – Leveraging the combined expertise and networks of each committee member to provide expert technical and commercial advice.
- **Networking between PROs** – Creating a forum for senior technology transfer staff to build relationships and identify collaboration opportunities.
- **Capability development** – Provide an open forum for PRO staff to attend as observers and watch projects being discussed (under confidentiality).
- **Shared connections** - Share industry and investor connections between PROs to help each other pursue commercial opportunities.
- **Vision Mātauranga** – Consider opportunities to involve Māori knowledge, resources and people in the commercialisation process as channel-to-market partners and/or end-users.

3.1.1 Investment Committee members

The Committee has 21 members comprising six independents and a representative from each of the 15 shareholder organisations. The independent members are:

- Debra Hall (18 Limited) – IC Chair
- Daniela (Dana) McKenzie (Yolana Limited)
- Nathan Bryant-Taukiri (Itsoo Limited)
- Nick Willis (Nick Willis Consulting)
- Brigitte Smith (Suppar Pty Ltd, Australia)
- Andrew Kelly (BioPacific Partners)

The KiwiNet shareholder representatives bring with them a wealth of personal expertise as well as deep knowledge of the activities and capabilities of their respective organisations:

- Simon Lovatt (WaikatoLink, University of Waikato)
- Steve Corbett (AUT Ventures, Auckland University of Technology)
- Andrew Kay (Callaghan Innovation)
- Travis Glare (Lincoln University)
- Steve Lorimer (Landcare Research)
- Alan Coulson (GNS Science)
- Mark Cleaver (Massey Ventures)
- Viki Yeoman (AgResearch)
- Peter Cook (Plant & Food Research)
- Anne Barnett (Viclink, Victoria University of Wellington)
- David Christensen (Otago Innovation, University of Otago)
- Elizabeth Hopkins (University of Canterbury)
- Dion Sheppard (ESR)
- Arron Judson (SCION)
- Robert Matheson (Cawthron Institute)

The committee encourages openness and involvement between all PROs and MBIE. Representatives from these organisations are encouraged to attend IC meetings as observers. The IC is an MBIE approved CPN Investment Committee, meaning it is open to any PRO seeking feedback and advice or seeking approval for PreSeed investment greater than \$60k.

3.1.2 Decision Independence

The Investment Committee includes representatives from the PROs. The IC operations policy contains the following rules to ensure independent decision-making:

- The Chair must be an independent member;
- Investment allocation requires a majority vote, including a majority of independent members;
- Presenting organisations cannot vote on their own projects and must leave the room during final decision making.

3.2 KIWINET PRESEED INVESTMENT PROCESSES

The KiwiNet investment process strikes a balance between empowering the PRO partners and ensuring IC oversight. It is essential that PROs can make quick decisions to pursue opportunities as they emerge. However, the partners recognise the importance of independent oversight and guidance from the IC.

KiwiNet invests PreSeed using a two-tiered system, with each tier unlocking greater PreSeed investment, but requiring increasing diligence and greater scrutiny by the IC. This system is reviewed and amended regularly to ensure it is fit for purpose.

3.2.1 Tier One

Up to \$40,000 PreSeed investment per project

Tier One PreSeed funding is invested in earlier-stage commercialisation activities and small project commercialisation. Tier One activities can include market validation, recruitment of experts, business plan preparation, IP protection and preliminary prototype development.

PROs do not need IC approval to allocate Tier 1 to a project; they just need to notify of project commencement by submitting a [Project Notification Form](#). Each PRO has their own internal decision making processes for Tier 1 investment. However, to ensure the IC has visibility of these projects, PROs must present the project for feedback before more than \$15,000 of PreSeed is invested.

Small scale projects may reach “investor ready” stage within the Tier 1 budget. For projects that require more than \$25,000 PreSeed, Tier One enables PROs to prepare a [Project Development Plan](#) that is submitted to the IC for Tier 2 investment.

3.2.2 Tier Two

Above \$40,000 PreSeed investment

Investment in Tier Two projects must be authorised by the IC. PreSeed funding is approved to execute a Commercial Development Plan based on a business plan, milestone plan and budget. The plan should map the full pathway to an ‘investor-ready’ outcome and research organisations are expected to provide quarterly progress reports.

The IC requires the level of due diligence carried out for each project to appropriately reflect the level of PreSeed funding requested.

3.2.3 Other Allocations

- Up to 6.75% of the investment pool may be used to fund costs of portfolio management and the operation of the investment committee.
- Up to \$5k PreSeed per organisation to run a Tech Jumpstart competition and carry out basic market assessment on the resulting opportunities.
- The IC will also at times approve contribution to the costs of registration fees and eligible travel expenses incurred in sending staff members to events and courses that will help further their professional development in the technology transfer area.

3.2.4 Reporting

The IC monitors the outcomes from all PreSeed investments. The following on-going reporting requirements are expected by the IC:

- **Quarterly Progress Reporting** – PROs present a written and verbal progress report to the IC for all Tier Two projects each quarter. These reports give the IC the opportunity to provide further support and guidance as the project progresses.
- **Fund Management Report** – KiwiNet provides a quarterly report on the PreSeed project portfolio, which is reviewed by the IC.
- **Project Status Changes** – Research organisations must submit a Project Change Request to the IC for all proposed PreSeed investment or project end-date changes.
- **Annual outcomes reports** – Completed projects are periodically reviewed by the IC to monitor their ongoing progress and outcomes, including all Tier One projects.

3.3 KIWINET MANAGEMENT

The KiwiNet management team (see Appendix Two) works alongside technology transfer staff from PROs and other external organisations. The management team does not lead commercialisation projects *per se*, but does provide substantial support around project planning. The role of the KiwiNet management team can be grouped into three main functions:

- Administration of the investment portfolio and reporting to MBIE to ensure a high standard of portfolio management and impact tracking.
- Supporting research organisation staff who are engaging with the investment committee to prepare and implement high quality commercialisation plans.
- Implementing initiatives to power-up research commercialisation across the network, in-line with the KiwiNet strategy, to maximise the size and impact of the PreSeed investment portfolio.

KiwiNet management is mostly funded with CPN funding. Only costs directly associated with IC governance and portfolio management are claimed from the PreSeed fund.

3.4 INVESTMENT COMMITTEE OUTCOMES JULY 2019– JUNE 2021

The KiwiNet Investment Committees met 24 times between July 2019 and June 2021 to provide feedback on projects and approve investment into proposed PreSeed projects. During this period, the KiwiNet IC has allocated \$13.5M in PreSeed funding across 361 projects from 16 pooling research organisations. This includes:

- 25 major projects where project plans were approved by the committee (Tier Two), totalling \$5.6M PreSeed;
- 336 projects where the decision to invest was devolved to the research organisation (Tier One), totalling \$5.1M PreSeed;
- 76 projects that were started in the previous contract (prior to July 2019) and for which the IC made the decision to continue their investment into the recent contract, totalling \$2.4M PreSeed.
- \$491,158 in PreSeed compliance and operational costs, including operation of the IC.

A total of 105 projects from 16 research organisations have been presented to the IC for feedback and approval over the 12 months from 1 July 2020 to 30 June 2021, including:

- 14 full proposals for PreSeed funding reviewed by the KiwiNet IC, 10 of which were eventually approved for Tier 2 investment. Of these projects, 1 was from SCION, who do not pool their PreSeed allocation with KiwiNet. This equated to \$2.2M PreSeed allocated to Tier Two projects by the KiwiNet IC, \$1.7M of which came from the KiwiNet PreSeed pool.
- 30 project previews were presented for feedback from the committee.

APPENDIX ONE: KIWINET MANAGEMENT AND SHAREHOLDERS

KiwiNet receives Commercialisation Partner Network (CPN) funding from MBIE to operate a national network that promotes greater collaboration and increased impact from commercialisation of public research.

Staff and management are employed by WaikatoLink Ltd (WLL) and seconded to KiwiNet under a management services agreement to maximise the efficient use of CPN funding. All staff seconded into KiwiNet report directly to the KiwiNet CEO. Consultants are contracted where appropriate to bring specialist independent expertise onto projects.

Key Personnel (full time)

Name	Position
Dr James Hutchinson (WLL)	CEO (Hamilton)
May Low (WLL)	COO (Ham)
Natalie Ward (WLL)	Marketing and Events Manager (Ham)
Glen Beattie (Contractor)	Private Sector Engagement Lead (AKL)
Dr Seumas McCroskery (WLL)	Researcher Entrepreneurship Lead (Ham)
Alexandra Stuthridge (WLL)	Commercialisation Manager (ChCh)
Megan Fowlie (WLL)	Marketing & Comms Specialist (Ham)
Rishi Krishanasamy (WLL)	Private Sector Engagement (AKL)
Dylan Watson (WLL)	Finance and Administration Assistant (Ham)
Alan Hucks (WLL)	Commercialisation Programme Manager (Wellington)
Mindy Wu (Contractor)	Financial Accountant (Ham)

Current KiwiNet Shareholders

KiwiNet is wholly owned by the following organisations through equal shareholdings:

- AUT Ventures Ltd (Auckland University of Technology)
- WaikatoLink Ltd (University of Waikato)
- Victoria Link Ltd (Victoria University of Wellington)
- University of Canterbury
- Lincoln University
- Institute of Environmental Science and Research Ltd (ESR)
- New Zealand Forest Research Institute Ltd (SCION)
- Massey Ventures Ltd (Massey University)
- Otago Innovation Ltd (University of Otago)
- AgResearch Ltd
- The New Zealand Institute for Plant & Food Research Ltd
- Landcare Research New Zealand Ltd
- Callaghan Innovation
- Institute of Geological and Nuclear Sciences Ltd (GNS Science)
- Cawthron Institute Ltd

KiwiNet PreSeed Pooling Partners

The following organisations access pooled PreSeed funding through MBIE's devolved contract with KiwiNet:

- AUT Ventures Ltd (Auckland University of Technology)
- WaikatoLink Ltd (University of Waikato)
- Victoria Link Ltd (Victoria University of Wellington)
- University of Canterbury
- Lincoln University
- Institute of Environmental Science and Research Ltd (ESR)
- Institute of Geological and Nuclear Sciences Limited (GNS Science)
- Health Innovation Hub (HIH)
- Massey Ventures Ltd
- National Institute of Water and Atmospheric Research Ltd (NIWA)
- Malaghan Institute of Medical Research
- The New Zealand Institute for Plant & Food Research Ltd
- Landcare Research New Zealand Ltd
- Callaghan Innovation
- Cawthron Institute Ltd
- Lincoln Agritech Ltd
- AgResearch Ltd