BIOECONOMY SCIENCE INSTITUTE™

G.80

Growing New Zealand's bioeconomy

Statement of Corporate Intent

2025/26 – 2027/28

agresearch *āta mātai, mātai whetū*

Manaaki Whenua Landcare Research

Plant & Food® Research Rangahau Ahumāra Kai

SCION™ FORESTS ▪ PRODUCTS ▪ INNOVATION

Presented to the House of Representatives pursuant
to Section 39 of the Public Finance Act 1989

Contents

New Zealand Institute for Bioeconomy Science Limited

Growing our bioeconomy
– the opportunity for New Zealand

New Zealand has a highly competitive bioeconomy that encompasses the food, fibre, biomaterials, advanced manufacturing, biotechnology, agritech and environmental sectors. Activity across these sectors currently accounts for 60% of land use, at least one-quarter of the country's workforce, more than 80% of all goods exported, and is the basis of our regional economies. It also plays a significant role in the wellbeing of all New Zealanders and visitors who invest in coming to our country.

The transformational opportunity for New Zealand is significant. The global bioeconomy is a rapidly growing sector, currently estimated to be worth around US$4 T and expected to continue expanding, with projections indicating it will be worth more than US$8 T by 2030. New Zealand is well positioned to make a unique contribution to this through the development and manufacture of sustainable and safe food and bio-based products that reflect our global reputation and brand, and build community resilience.

Unlocking this potential depends on wise, sustainable management of our natural estate, which offers renewable resources, ecosystem services, biodiversity, and climate resilience, and underpins the bioeconomy.

Previous assessments[1] have identified the science needed to grow the bioeconomy:

1. **Advanced biotechnology** – including synthetic biology, fermentation, biomanufacturing and bioprocessing to create high-value bio-based products such as bioplastics, biofuels, and nutraceuticals

2. **Genetics and breeding innovation** – to develop climate-resilient crops, trees, and livestock with improved productivity and environmental performance as well as unlock industrial biotechnology opportunities through synthetic biology and bioprocess engineering

3. **Data-driven science** – using AI, sensors, and big data to optimise land use, accelerate advanced manufacturing outputs or biotechnology processes, protect supply chains, and enhance environmental outcomes

4. **Kaupapa Māori science** – integrating mātauranga Māori with global science to create innovative, culturally grounded, sustainable solutions – a unique opportunity for New Zealand

5. **Circular systems thinking** – designing production systems that minimise waste and regenerate natural resources, especially in forestry, agriculture, and aquaculture and in new and emerging sectors

6. **Environmental and social science** – to ensure that bioeconomic growth aligns with community, stakeholder and partner values, biodiversity protection, and climate goals.

[1] Adapted from the Primary sector science roadmap: Te ao tūroa | NZ Government

Transition CE and Chair overview

Ehara taku toa i te toa takitahi, engari he toa takitini

My strength is not that of an individual, but that of the collective

Tēnā koutou e ngā rangatira mā

New Zealand's science, innovation and technology (SIT) system is undergoing a once-in-a-generation transformation – and the Bioeconomy Science Institute is proud to be at the forefront.

Launched on 1 July 2025, the Bioeconomy Science Institute unites deep expertise from within AgResearch, Manaaki Whenua – Landcare Research, Plant & Food Research, and Scion. These organisations (and their predecessors) have delivered world-class science and created impact in partnership with the primary, biotechnology and manufacturing sectors; Māori; and many domestic and international collaborators for decades. The four Groups have been brought together to create the Bioeconomy Science Institute, and we are now working collectively to create a unified organisation focused on accelerating New Zealand's transition to a high-value, sustainable bioeconomy. We are resetting, reimagining and collectively building an entity of national and global significance.

The science we do supports New Zealand's primary sector powerhouse and its future contribution to the economy, society and environment. Dairy, meat, wool, horticulture, forestry, and value-added food exports are predicted to grow to $61.4 B by 2026. Primary sector exports are expected to continue to grow over the next 5 years, making a significant contribution to the Government's goal of doubling exports by 2030. Future sustainable economic growth will also come from bio-based innovation: biotechnology, synthetic biology, and sustainable production systems that add value, reduce emissions and operate within planetary boundaries.

Our science has also supported growth in the Māori economy through values-driven partnerships that explore the interface of mātauranga Māori and modern science, develop new enterprise opportunities, land use transitions and diversification, and build mutual capability. The Māori economy was recently estimated to contribute around $32 B to New Zealand's GDP, 8.9% of the national total[2], and is on a strong growth trajectory. Amplifying Māori economic aspirations remains central, and presents some unique opportunities and challenges[3].

Future growth in our bioeconomy is dependent on the health of New Zealand's precious natural assets – indigenous forests, wetlands, soils, freshwater and marine ecosystems. These resources are the foundation for growth in New Zealand's bioeconomy. They also support biodiversity, store carbon, and offer unique opportunities for innovation, from novel compounds and ecosystem services to sustainable materials. Our science will protect and help to regenerate the natural estate, advancing land use decision-making, enhancing ecosystem resilience, and restoring native species and habitats in partnership with Māori, landowners, and regional communities. It will also ensure that our natural assets continue to attract domestic and international visitors and their associated expenditure.

[2] Te Ohanga Maori 2023 report
[3] Amplifying+Maori+approaches.pdf

Our priority now is to develop an integrated strategy focused on our sectors' goals and strategies and aligned with the priorities identified by the Prime Minister's Science, Innovation and Technology Advisory Council (PMSITAC) when they are released. Our science, and its impact, will be well aligned with the needs of our nation.

We will focus our resources to reduce fragmentation and duplication, increase the translation of science to impact, explore and realise co-location opportunities, and ensure our systems are fit-for-purpose. And we will begin our transition to become a Public Research Organisation (PRO) in 2026, following legislative change.

With our increased scale and capability, we will deepen collaboration across New Zealand's research ecosystem – with Crown Research Institutes (which will become PROs), universities, independent research organisations, and industry – and strengthen our international partnerships to build a more efficient, integrated innovation system. Through a prioritised set of international collaborations we will strategically access global expertise and funding, benchmark our performance, and bring world-class science and technology to New Zealand.

Throughout, the Bioeconomy Science Institute will deliver on the Government's *Going for Growth*[4] agenda. Together with our customers and partners, we will build powerful pathways to impact that will position New Zealand as a global leader in sustainable bio-based products and systems from the land and our oceans. Our focus on impact and our shared commercial acumen will ensure science is translated into real-world outcomes, creating start-ups, attracting new investment in science, lifting productivity and creating jobs.

Our goal is clear: *to maximise the return on investment in science by backing targeted research with clear pathways to commercialisation and real-world impact.*

Ultimately, this transformation will be driven by our people. Together, we will build a strong, values-led culture. And together we will shape an institute that all New Zealanders can be proud of.

Ngā mihi maioha

Mark Piper
Transition Chief Executive

Barry Harris
Chair

[4]Going For Growth

Our purpose and expected outcomes

Purpose

Our purpose is to drive innovation and commercial outcomes in the bioeconomy, using research and technology to support enduring economic growth and resilience, a healthy environment, and beneficial social outcomes for New Zealand.

The Bioeconomy Science Institute will aggressively pursue opportunities to lift innovation, commercial outcomes, and the adoption of advanced technology to drive economic growth across New Zealand.

Outcomes

The Bioeconomy Science Institute will fulfil its purpose through leadership in global science and innovation, the provision of research that benefits the economy, and the transfer of data, technology and knowledge in partnership with Government, Māori, industry and communities to:

- **Grow New Zealand's bioeconomy** by supporting New Zealand's primary sectors and industries, including agriculture, horticulture, aquaculture, forestry, biotechnology and manufacturing and Māori enterprises, with research to boost their productivity and profitability, support their growth and maintain their market access and thereby help to create and maintain high-value jobs in the regions and the development of high-value export products.
- **Safeguard New Zealand's economic and biological resilience** by helping measure, manage, mitigate and respond to the risks and threats to New Zealand's productive and natural ecosystems from pests and diseases. Build climate resilience through informed land use, mitigation and adaptation options. Enable ways to build and maintain economic growth and resilience and ensure ecosystem services across catchments and sectors.
- **Drive innovation with advanced technologies** to support bioeconomy solutions, including future food systems, novel food and bio-based products, waste, tools and technologies, and integration of digital- and gene-technologies.
- **Enable a thriving economy, resilient environment and society** by supporting sustainable bio-based production systems alongside terrestrial ecosystem management that protect and enhance our biological heritage through important stewardship research.
- **Enable science-informed policy, decision-making and reporting** across the economy by delivering science services and innovation that address national priorities, drive sustainable economic growth, and enable the Treaty of Waitangi/Te Tiriti, while simultaneously supporting regulatory and governance priorities at international, national and local levels.
- **Contribute to creating a more dynamic, effective and efficient SIT system** for New Zealand by seeking out opportunities to increase collaboration with other CRIs, PROs (once they are established) and universities.

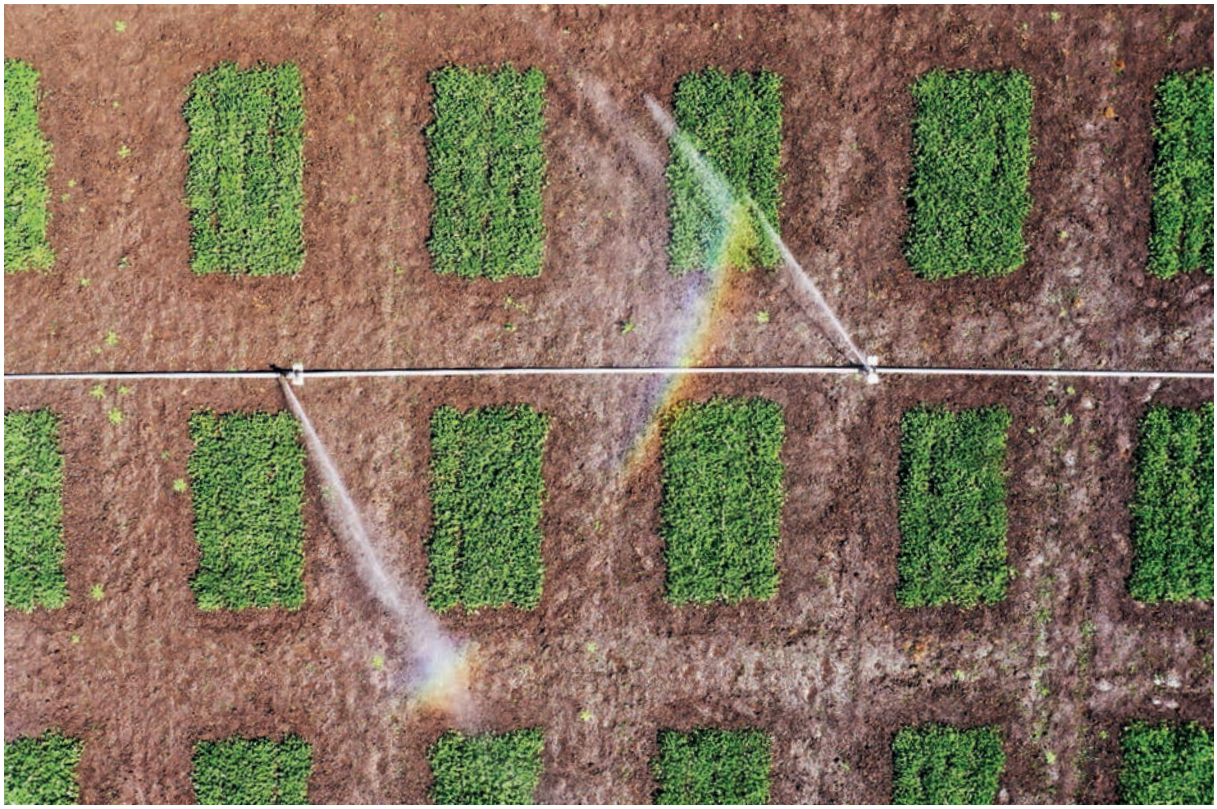
Our context

Establishing the New Zealand Institute for Bioeconomy Science

On 1 July 2025 the New Zealand Institute for Bioeconomy Science (or Bioeconomy Science Institute) started operations following the amalgamation of four Crown Research Institutes with complementary purposes and fields of operation:

- **AgResearch** – enhancing the value, productivity and profitability of New Zealand's pastoral, agri-food, and agritechnology sector value chains
- **Manaaki Whenua – Landcare Research** – driving innovation in New Zealand's management of terrestrial biodiversity and land resources
- **Plant & Food Research** – enhancing the value and productivity of New Zealand's horticultural, arable, seafood, and food and beverage industries
- **Scion** – driving innovation and growth for New Zealand, focusing on research and innovation for forestry, industrial biotechnology and advanced manufacturing.

This merger brings together the skills and experience of more than 2300 employees – including scientists, researchers, and support teams – who work with national and global customers, stakeholders, and communities from our facilities in more than 20 locations nationwide and in Australia and the USA. Our combined deep expertise in plant and animal systems, advanced manufacturing, agritech, biotechnology, and the food, biomaterials and environmental sectors forms the foundation of a world-class research organisation. Our work will drive significant benefits for New Zealand through competitive new products and biotechnologies that will drive sustainable growth in our economy, attract investment, and create jobs. It will also enhance the brand and reputation of New Zealand for innovative, technology-rich products that succeed in global markets.



Realising the benefits of the science system reforms

In 2025/26 the Bioeconomy Science Institute will establish strategy, structures, processes and performance measures to ensure that the following proposed benefits of the reformed science system are realised over time:

- **More high-impact research** by bringing together critical mass and applying it to key opportunities and challenges while balancing commercial interests and public good considerations and embedding a deeper focus on impact
- **Stronger and broader stakeholder relationships and investment** to create commercial benefits at scale by making science more accessible, using more flexible business models, and stimulating direct foreign investment
- **Increased scale and depth of capabilities** across a range of disciplines, and interdisciplinary and transdisciplinary research aligned with national priorities to address national and global challenges
- **Sustained and deeper research collaborations,** nationally and internationally, to benchmark our science, access relevant capability and research assets, and participate in global funding mechanisms
- **Increased investment in science in areas of priority** identified by the Government, PMSITAC and our partners to deliver a thriving, resilient economy and regional prosperity in New Zealand underpinned by healthy natural ecosystems, a growing Māori economy, and flourishing advanced technology and other emerging sectors
- **System-level benefits** through efficiency gains, reduced fragmentation and duplication, reduced costs through economies of scale, improved collaboration, pooled resources and streamlined operations.

Supporting the Government's *Going for Growth* initiative

The Government has identified SIT as one of five pillars in *Going for Growth* – an initiative aimed at accelerating economic growth and improving living standards and opportunities for all New Zealanders. The Bioeconomy Science Institute will unlock the full potential of science to deliver stronger economic growth and greater resilience for New Zealand by:

1. **Driving innovation** in agriculture, aquaculture, horticulture, forestry, biotechnology, and manufacturing – sectors that contribute over 80% of New Zealand's goods, exports and more than 10% of GDP – and developing new bio-based technologies and products to boost productivity and global competitiveness
2. **Commercialising science** by translating science into real-world outcomes that spark start-ups, attract new direct investment in research, create jobs and lift productivity
3. **Protecting and enhancing natural assets** through research that supports the resilience of ecosystems, including native forests, wetlands and soils, and helps New Zealand meet its climate goals and protect our biodiversity[5]
4. **Contributing to a future-focused innovation system** that is more integrated and effective through the more efficient use of science assets, deeper capability, highly focused and ambitious science, collaborations that build on complementary strengths, and improved organisational systems
5. **Supporting Māori aspirations** by exploring taonga species in partnership, improving productivity on Māori-owned land, and creating new bio-based industries while developing cultural capability and respecting Māori values such as kaitiakitanga and manaakitanga.

Working with our sectors to grow the bioeconomy

New Zealand's bioeconomy has huge potential to generate financial returns for New Zealand. Food and fibre sector export revenue is forecast to reach a record $61.4 B in 2026, driven by strengthening export revenue in the dairy, meat and wool, horticulture, forestry, and processed food and other products sectors[6]. Export revenue is forecast to rise further to $65.9 B by 2029.

When combined with appropriate nature-based solutions, the bioeconomy is also a means to mitigate climate change and other environmental threats to the wider economy and communities, including our Pacific neighbours. It is also a source of future sustainable growth in the generation of food, fibre, and biomaterials products, and underpins innovation in the advanced manufacturing, biotechnology, and agritech sectors. The bioeconomy can play an important role in realising the Government's goal of doubling the value of exports by 2034, and is fundamental to achieving our industry partners' growth ambitions.

As well as underpinning the bioeconomy, our natural environment makes a significant contribution to the bioeconomy through tourism. In the 12 months ended March 2024, total tourism expenditure increased by 14.6%, creating a spend of $44.4 B. This generated a contribution to GDP of 4.4%. Spending by international visitors has continued to increase to March 2025 with New Zealand's stunning landscapes and scenery being the top motivators for travellers.[7]

[6]Situation and Outlook for Primary Industries (SOPI) June 2025
[7]International visitor spending up 9% year-on-year | Corporate

Our strategy and impact

Our strategy

The Government's *Going for Growth* initiative demonstrates its confidence that SIT can make New Zealand's economy grow faster, increase living standards and create opportunities for all New Zealanders. A priority for the Bioeconomy Science Institute over the next 12 months is to develop an integrated strategy, including a clear vision underpinned by organisational values and aligned with Government priorities. In the meantime, the Bioeconomy Science Institute will focus on the priorities of our diverse stakeholders. We will continue to meet their needs while evolving towards an integrated, efficient and future-focused organisation.

Our strategy will outline how we will:

- Sustainably grow New Zealand's bioeconomy
- Safeguard New Zealand's economic, biological and environmental resilience
- Drive innovation with advanced technologies to enable a thriving economy and society
- Enable science-informed policy, decision-making and reporting across the economy
- Contribute to a more dynamic, effective and efficient science system
- Ensure our Institute is set up to respond to Government and sector priorities.

In 2025/26 we are planning to:

- Develop an **integrated strategy,** including a clear vision, that is guided by our shared values

Our impact

With our partners, we will deliver outcomes that align with the Government's goals, which include doubling the value of exports by 2034. We will also deliver solutions that reduce New Zealand's greenhouse gas emissions and protect New Zealand's terrestrial environments from harmful pests and diseases.

We will help the arable, dairy, horticulture, forestry, meat, wool, seafood, processed food and other products, advanced manufacturing, and agritech and biotech sectors to grow sustainably by boosting productivity and profitability, expanding and maintaining global market access for New Zealand bioproducts, and helping create and maintain high-value jobs in the regions.

Outcomes from Bioeconomy Science Institute's operations and science will include:

- **Sustainable economic growth** from new value networks, knowledge-based growth and jobs, ecosystem restoration and resilience, resource efficiency, and innovation. With our partners, we will generate innovative products, services and technologies that drive sustainable economic growth and global competitiveness. We will also deliver research that supports environmental stewardship, protects and enhances ecosystems, enables robust biosecurity and contributes to informed policy development *(see sections on 'Our science' and 'Our customers, partners and stakeholders')*

- **New advanced technology** (digital, agritech, biotechnology and advanced manufacturing) applications created with companies in these sectors using technology such as genetic technologies and synthetic biology, and digital-based technologies including AI *(see section on 'Our customers, partners and stakeholders')*
- **New investment in science** that creates commercial opportunities for our partners in New Zealand and offshore *(see section on 'Our customers, partners and stakeholders')*, e.g. innovative food companies, sensing technology developers and suppliers, and breeding venture partners
- **Strengthened and broadened stakeholder relationships and investment** across the Bioeconomy Science Institute to bring benefits through scale and synergies *(see section on 'Our customers, partners and stakeholders')*
- **Increased scale and depth of capabilities** in taking innovative products, services and technologies to global markets *(see section on 'Our customers, partners and stakeholders')*
- **Sustained and deepened research collaborations** *(see section on 'Our science')*
- **Growth in the Māori economy** *(see section on 'Our partnerships and research with Māori')* through deep huatahi partnerships that take a relational approach involving co-development, collaboration, and co-investment and the development of mutual capabilities
- **Shared and consolidated physical resources/infrastructure** to ensure effective and efficient investment in, and location and utilisation of science assets *(see section on 'Our science')*
- **Increased scale-up capability** to accelerate the transition of science into commercial outcomes, including through the integration of Callaghan Innovation capabilities and infrastructure such as Biotech and the New Zealand Food Innovation Network *(see section on 'Our science')*
- **Minimised negative impacts of our activities** on people and planet while maximising our positive impacts through science, innovation, and commercialisation.

In 2025/26 we will embed impact as a strategic discipline by:

- **Creating a shared impact framework** across all science and operational areas that includes SMART impact targets aligned with the Government's priorities and our key partners' growth ambitions, and that are cognisant of the imperative for humanity to operate within planetary boundaries

Our people

The success of the Bioeconomy Science Institute will rely on recognising the strengths of each of the four merging Groups while shaping a shared culture that supports the future. Early and sustained engagement with our people; clear and empathetic communication; and co-designed cultural integration that values equity, diversity, inclusion, and Treaty of Waitangi/Te Tiriti principles are key.

Our priority is to ensure psychological safety, make decisions transparently, and support our people through change. We will acknowledge legacy values and behaviours when working towards a single, new, collective identity, supported by leadership alignment, unified values, and consistent people practices. We will use practices that support our people, and will embed trust and belonging, including through active listening, visible leadership, and the celebration of early wins that reinforce team collaboration.

In 2025/26 we are planning to:

- **Negotiate and consolidate** terms for Individual Employment Agreements and Collective Employment Agreements
- **Integrate systems,** including payroll, Health, Safety and Wellbeing policies, procedures and reporting systems
- Continue to deliver our **change management plan** to support employee engagement through to the establishment of the PRO
- Clarify **organisational design** to reduce fragmentation and duplication

Our partnerships with Māori

Mahia te mahi hei painga mo te iwi

Do what is needed for the benefit of the people

Māori play a pivotal role in New Zealand's bioeconomy as stewards and kaitiaki of significant natural resources, and owners of sizeable asset holdings with substantial growth potential. The Māori economy is guided by an indigenous world view. Their values position them as critical partners in New Zealand's development of a bioeconomy based on renewable resources, circular thinking, and the improvement of ecosystem health.

Science, innovation, and technology capabilities from the Bioeconomy Science Institute play a crucial role in accelerating transformation within the Māori economy to achieve prosperity and enable economic, environmental, social and cultural outcomes across short-, medium- and long-term horizons. Substantial benefits arise from research that positions Māori as partners. Supporting Māori leadership, knowledge and natural resources is central to developing New Zealand's bioeconomy.

Our Māori partners are focused on prosperity and enabling economic, environmental, social and cultural outcomes over long time horizons. The Bioeconomy Science Institute will continue the more than 300 successful partnerships with iwi/Māori entities established by our four legacy Groups and create new relationships.

Those legacy relationships range from emerging to strategic partnerships. They provide a strong network for the Bioeconomy Science Institute to build upon. These partnerships are the result of taking a relational approach that involves co-development, collaboration, co-investment and the development of mutual capabilities, including cultural competency.

We will also play our role in developing the Māori workforce by supporting targeted education opportunities and training initiatives that increase Māori participation in high-skilled roles in the Bioeconomy Science Institute and in the wider, advanced technology-driven bioeconomy.

We will work together to deliver outcomes from SIT that align with the multi-dimensional values of Māori.

In 2025/26 we are planning to:

- Work with our Māori partners to **co-design and co-deliver science** that will enable them to meet their economic, environmental, social and cultural aspirations, including new enterprise opportunities, land use transitions and diversification for multiple benefits
- Develop a **toolbox of partnership best practices** in relation to Māori that adhere to commitments under the Treaty of Waitangi/Te Tiriti
- Maintain and build **larger, more diverse capability** in understanding connections between mātauranga Māori and modern science across our organisation

Our customers, partners and stakeholders

Amalgamating the four Groups into the new Bioeconomy Science Institute will deliver commercial benefits by:

- **Creating a single front door** for industry bodies, companies and Government to access our research across the value chain or co-develop new technologies, from production to in-market development and commercialisation
- **Offering flexible business models** that are appropriate for specific opportunities, including fee-for-service research and development, research-for-equity, licences-for-equity and other commercial models
- **Building global scale and significance for our science and its offerings** to attract interest and investment from multi-national companies or investors, leading to licensing opportunities and other modes of partnering and investment.

The Bioeconomy Science Institute will have a significant global profile that will increase New Zealand's reputation as an innovation hub. Products and technologies from our science, as well as the IP that protects them, will attract multinational investment. This will deliver real-world impacts through new start-ups that will create economic opportunities, including jobs. We will collaborate with Invest NZ to leverage direct foreign investment in scaling up SIT to grow the bioeconomy.

A cohesive, credible and distinctive brand – with global appeal – will be essential to unite people, clearly articulate our purpose, and establish our position as a leading organisation in SIT – nationally and internationally. In 2025/26 we will develop a brand identity that will signal who we are, what we stand for, and how we work with others to grow a sustainable, resilient bioeconomy. It will attract the best people as well as collaborators and investment.

Our brand will be built on the strong reputations of the four founding organisations, whose track records in science excellence, sustainability, and innovation provide a powerful platform for credibility, trust and influence in the bioeconomy.

In 2025/26 we are planning to:

- **Grow our science and commercialisation activities to support our partners** as they position and develop their products in high-value markets around the world
- **Develop commercial operating models** that describe the range of offerings and investments to support our strategy
- **Develop policies on innovation culture, IP, venture development and governance** to enhance commercialisation activities
- **Create a strong and enduring brand identity** with global appeal

Our science – capabilities, collaborations and research assets

Integrating research

The Bioeconomy Science Institute brings together core capabilities relating to the bioeconomy and creates critical mass to drive innovation, sustainability, and economic growth.

Integrating advanced technologies at a holistic system, rather than sector-level, represents a particularly significant opportunity for New Zealand. It is the genuine 'sweet spot' for the Bioeconomy Science Institute. This integration includes the opportunity to work more seamlessly across all bioeconomy sectors, including primary industries as well as health and wellbeing, biotechnology and advanced manufacturing industries.

The Bioeconomy Science Institute will both support our $59 B primary export sector while developing our emerging bioproducts sector. New Zealand's primary, biotechnology and manufacturing sectors are positioned to make a unique contribution through the development of sustainable and safe food and bio-based products.

We recognise that technology is an enabler of the bioeconomy. Technology is a critical enabler of science. Artificial Intelligence (AI) and digital tools will be fundamental tools to help grow our bioeconomy, for example to optimise breeding programmes, accelerate biosecurity responses and forecast landscape-scale environmental change. The Bioeconomy Science Institute will work collaboratively across New Zealand and internationally to develop a roadmap to guide our use of information technology, digital tools and AI. We will explore applications to optimise the use of our research infrastructure and commercialisation outcomes, share data more effectively with our partners and collaborators, leverage existing eResearch services such as REANNZ and NeSI while upskilling our workforce. We anticipate further valuable opportunities to reduce risk and increase the resilience and effectiveness of our science and its outcomes, including improved cybersecurity and protection of data sovereignty.

Areas identified in our interim Statement of Core Purpose (SCP) in which we have core research capability and will lead include:

1. Production systems for food and bio-based products
2. Advanced biomaterials and bioenergy
3. Aquaculture and seafood technologies
4. Plant and animal quality and productivity
5. Animal and plant health
6. Bioprotection and biosecurity
7. Resilient ecosystems and land use
8. Climate change mitigation and adaptation
9. People and environment.

In 2025/26 we are planning to:

- **Integrate our capabilities** across the four Groups, identify areas of synergy and depth ('capability clusters') as well as areas where capability is underdeveloped to inform targeted recruitment and investment
- Where applicable, look to **drive Centres of Excellence** to build expertise and critical capability, and centralise critical infrastructure

Building strategic collaborations

To drive science excellence and greater impact from it, Bioeconomy Science Institute researchers will strengthen and grow strategic collaboration with universities, CRIs, PROs, industry partners, and renowned global institutions. International partnerships will enhance our domestic research through access to broader knowledge networks, expertise, and funding streams.

Building on strong existing relationships, we will intensify cross- and transdisciplinary efforts and expand our collective capability to tackle critical global and national challenges. By cultivating a high-profile international presence, the Institute will attract leading scientists and solidify its position at the cutting edge of innovation.

Strengthening both national and global research ties remains essential. This includes expanding joint initiatives such as co-located teams, graduate schools with university partners, and active engagement with independent research organisations across New Zealand.

The Institute's scale and reputation will elevate its appeal as a trusted international partner, unlocking new opportunities to collaborate with emerging and established research organisations worldwide.

Areas identified in our interim SCP in which we will collaborate include:

1. Food safety and health
2. Natural hazards and risks
3. Aquaculture, seafood and fisheries
4. Climate and weather
5. Biosecurity
6. Climate change
7. Conservation, biodiversity and sustainable ecosystems services
8. Soil, freshwater, and nutrient modelling
9. Environmental health and risk science
10. Technologies for energy efficiency and security of supply
11. Social and systems science
12. Science for policy and public good
13. Collections and databases
14. Supercomputing and advanced technologies
15. Vision Mātauranga
16. Building an effective SIT system.

In 2025/26 we are planning to:

- **Further develop our international collaborations** and a plan for accessing and offering complementary capability and resources
- **Strengthen our domestic collaborations** to increase access to data, knowledge and talent, optimise the utility of capital assets, and improve our ability to deliver outcomes that will contribute to sustainable economic growth and improve the wellbeing of New Zealanders

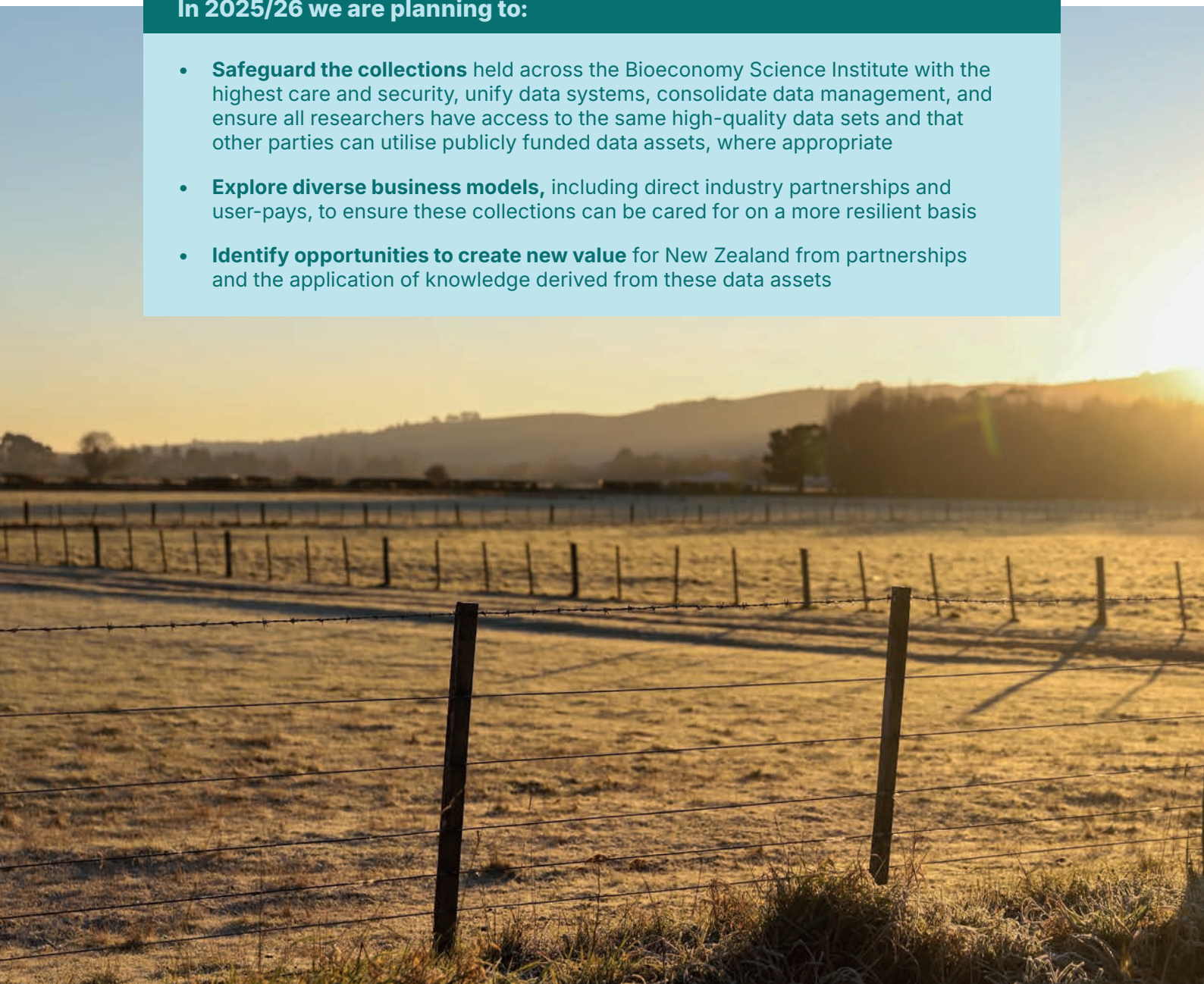
Creating and sustaining value from collections and databases

The Nationally Significant Collections and Databases provide fundamental information about our environment, are a critical part of New Zealand's research infrastructure, are central to protecting our natural resources, and support growth in the bioeconomy. The Bioeconomy Science Institute will continue to maintain, curate and build on the nationally significant scientific collections and databases that we hold on behalf of all New Zealanders. The specimens and data held in these resources underpin land environment, biodiversity, biosecurity, climate research and new cultivar development within the Bioeconomy Science Institute and in other research institutes in New Zealand and internationally. The collections and databases also hold taonga and associated data important to Māori. They directly support Government policies and decision-making, for example by enabling informed decisions to be made quickly about presence/absence of pests and diseases.

The Bioeconomy Science Institute will take a coordinated approach to integrate our collections and databases, including by consolidating data management approaches. We will ensure that our researchers have access to the same high-quality data, and that other parties can utilise publicly funded data assets, where appropriate, providing unprecedented levels of support for businesses. These collections and databases will also be leveraged to create new value for New Zealand alongside partners.

In 2025/26 we are planning to:

- **Safeguard the collections** held across the Bioeconomy Science Institute with the highest care and security, unify data systems, consolidate data management, and ensure all researchers have access to the same high-quality data sets and that other parties can utilise publicly funded data assets, where appropriate
- **Explore diverse business models,** including direct industry partnerships and user-pays, to ensure these collections can be cared for on a more resilient basis
- **Identify opportunities to create new value** for New Zealand from partnerships and the application of knowledge derived from these data assets




TE PAPA TIPU
A PLACE TO GROW
FORESTRY GREW FROM HERE

Our financial resilience

The four CRIS merging to form the Bioeconomy Science Institute utilise various approaches and systems to manage their financial assets and infrastructure. In the months leading up to the merger we have worked progressively through critical aspects to ensure the new organisation could function effectively from Day 1 and to ensure we meet regulatory and legal requirements. From 1 July 2025 a programme of deeper analysis commenced with the intent of harmonising these legacy systems and ensuring the organisation is on a sound footing to operate consistently and be fiscally sustainable over time.

Financial indicators are under discussion with officials for 2025/26.

In 2025/26 we are planning to:

- Drive **merger-related revenue** and **expenditure impacts** to ensure a financially sustainable future
- Develop an **integrated long-term capital plan** focusing on appropriate asset alignment to take advantage of our large asset portfolio, drive better utilisation, identify co-location opportunities, and reduce duplication and fragmentation across the PROs and in conjunction with universities
- **Complete due diligence** and **drive implementation** of a new Enterprise Management System (EMS)
- Identify a **new shared finance system** as we implement the larger EMS to ensure we have continuously supported systems and security risks are well managed

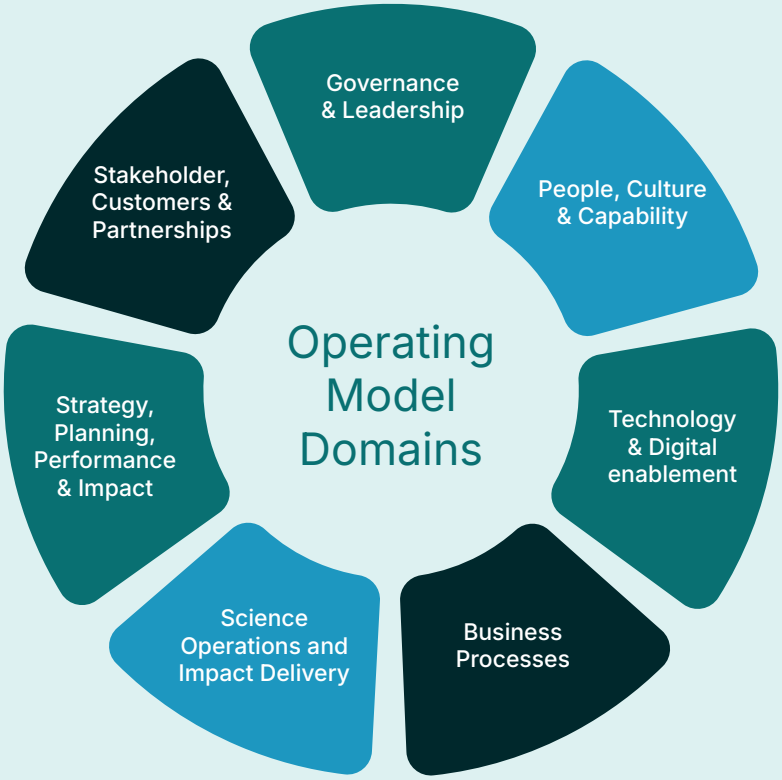
Our role in a more dynamic, effective and efficient science system

One of the proposed benefits of the merger is to create a more dynamic, effective and efficient SIT system that delivers impactful and transformational science to grow New Zealand's bioeconomy and contribute to global developments.

A Transformation Plan is being developed to guide the integration of the four Groups into one Bioeconomy Science Institute and then the Institute's transformation from an amalgamated CRI into a PRO, ensuring merger benefits are realised.

The Plan will balance the need for immediate clarity and operational continuity with the deliberate, staged delivery of long-term transformations.

The plan focuses activities across seven operating model domains:



Portfolios of work, key activities, milestones and interdependencies are being built for each of these domains to ensure that the Bioeconomy Science Institute is operationally aligned, strategically coherent, people-centred, digitally enabled and impact-driven.

The Transformation Plan will outline how we will:

1. Establish stewardship, stability and strategic direction
2. Foster belonging, alignment and capability across one unified organisation
3. Drive purpose, alignment, and measurable impact through strategy, planning and insight
4. Achieve greater impact, enabling economic growth through collaboration, resource sharing and interdisciplinary approaches
5. Establish unified, efficient and compliant ways of working for a high-performing organisation
6. Design fit-for-purpose systems, architecture, infrastructure and digital operations for a world-class science organisation
7. Strengthen trust and value for our stakeholders, customers, partners and Māori stakeholders
8. Lock in investment and financial benefits, and manage risks
9. We will work closely with officials during this period of change.

In 2025/26 we are planning:

- **Smarter service delivery** – consolidate asset data across the four legacy organisations to enable smarter decision making, operational efficiencies, streamline fleet and facilities management, and more effectively share service arrangements
- **Sustainable operations** – identify operational sustainability improvements, including energy efficiency and renewability, scaled to the Bioeconomy Science Institute
- **Information technology** – facilitate easier access to and sharing of data; confirm more cost-effective data storage; and identify economies of scale in procurement of hardware and software. Integrating our digital research infrastructure will also support advanced computation, AI-enabled analytics, and data-intensive science

Our performance measures 2025/26

In our first year of operation, we will use the following indicators to evaluate our performance. The first five KPIs are indicators required by the Ministry of Business, Innovation and Employment.

Throughout the year, we will work closely with officials to develop our future performance measurement framework and indicators.

	INDICATOR	MEASURE	TARGET
1	End-user collaboration	Private, public contestable, and royalty revenue per FTE	$140 K
2	Technology and knowledge exchange	Client reports per science FTE	0.5
3	Research collaboration	Publication co-authorship	>80%
4	Operational efficiency	Revenue per FTE	$225 K
5	Science quality	Impact of scientific publications (Scimago)	>4.0
6	Financial resilience	EBITDA	$37.8 M

Appendix

Dividend policy

The Board will notify the Shareholding Ministers, within three months of the end of each financial year, of:

- The amount of dividend (if any) recommended to be distributed to Shareholding Ministers
- The percentage of tax-paid profits that the dividend represents
- The rationale and analysis used to determine the amount of the dividend.

In determining surplus funds for distribution, the Board each year will give consideration to:

- The organisation's medium- and long-term capital investment requirements
- The organisation's projected profitability and cash flows
- The ongoing financial viability of the company, including its ability to repay debt
- The ability of the organisation to react to revenue shocks outside its control, and still maintain and enhance the capability of its people and facilities
- The obligations of the Directors under the Companies Act 1993 and other statutory requirements.

Before making a decision on payment of a dividend, the Board will consider the above factors and consult with the Shareholders.

Directory

Head Office, Bioeconomy Science Institute

Tuhiraki
19 Ellesmere Junction Road
Lincoln 7608
New Zealand

Directors

Barry Harris, Chair

Kim Wallace, Deputy Chair

Gray Baldwin

Candace Kinser

Andrew Morrison

Transition Chief Executive

Mark Piper

Our purpose is to drive innovation and commercial outcomes in the bioeconomy, using research and technology to support enduring economic growth and resilience, a healthy environment and beneficial social outcomes for **New Zealand**

bioeconomyscience.co.nz

BIOECONOMY
SCIENCE
INSTITUTE™

bioeconomyscience.co.nz