First Quarter Briefing 2019



TUESDAY WEDNESDAY THURSDAY FRIDAY SATURDAY Not for Distribution

The year is 2019 and there are 46 more Mondays until 2020.

Since the turn of the century the largest single generational grouping has been born

We do not represent the world. We make up 0.06% of the global population





Supplied

Hilbertidou with some of the ambitious young women learning about leadership at GirlBoss's Future CEO Summit, in April 2018.

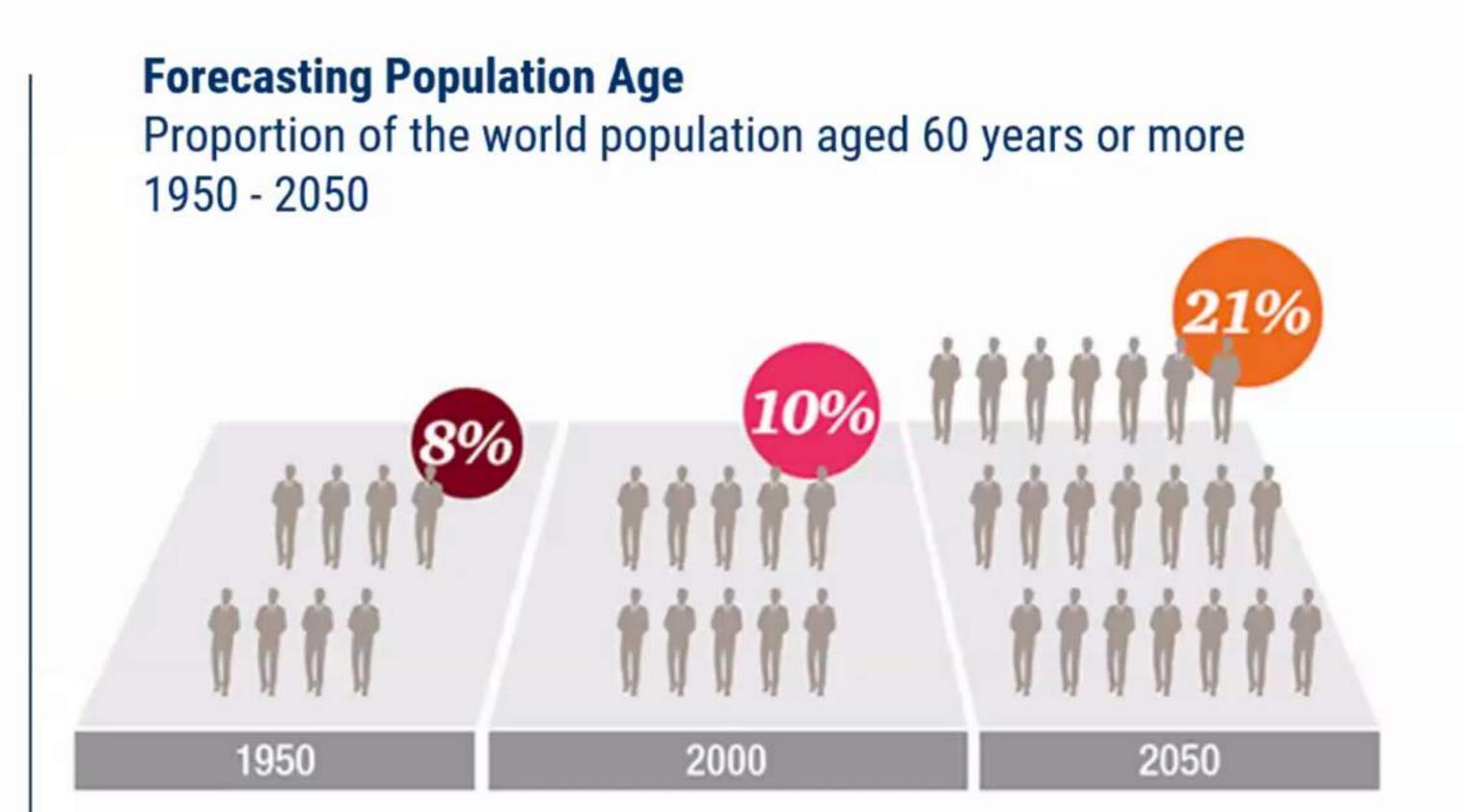
The world population is getting younger & more diverse

The world's population is getting older

The health of the human body inevitably declines over time giving rise to age-related diseases.

We are living through a

period of population aging
that is without parallel in the
history of humanity. This is
a result of the combined
effects of declining fertility
and falling mortality rates.



Source: United Nations, "World Population Ageing 1950 - 2050"





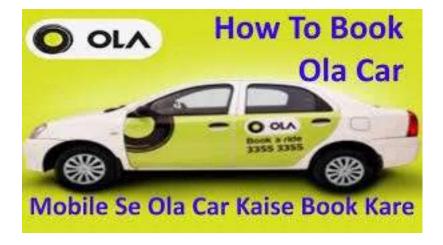
2019 - Preparing for societal and generational changes, technological advancement and new workforce models



Uber Eats



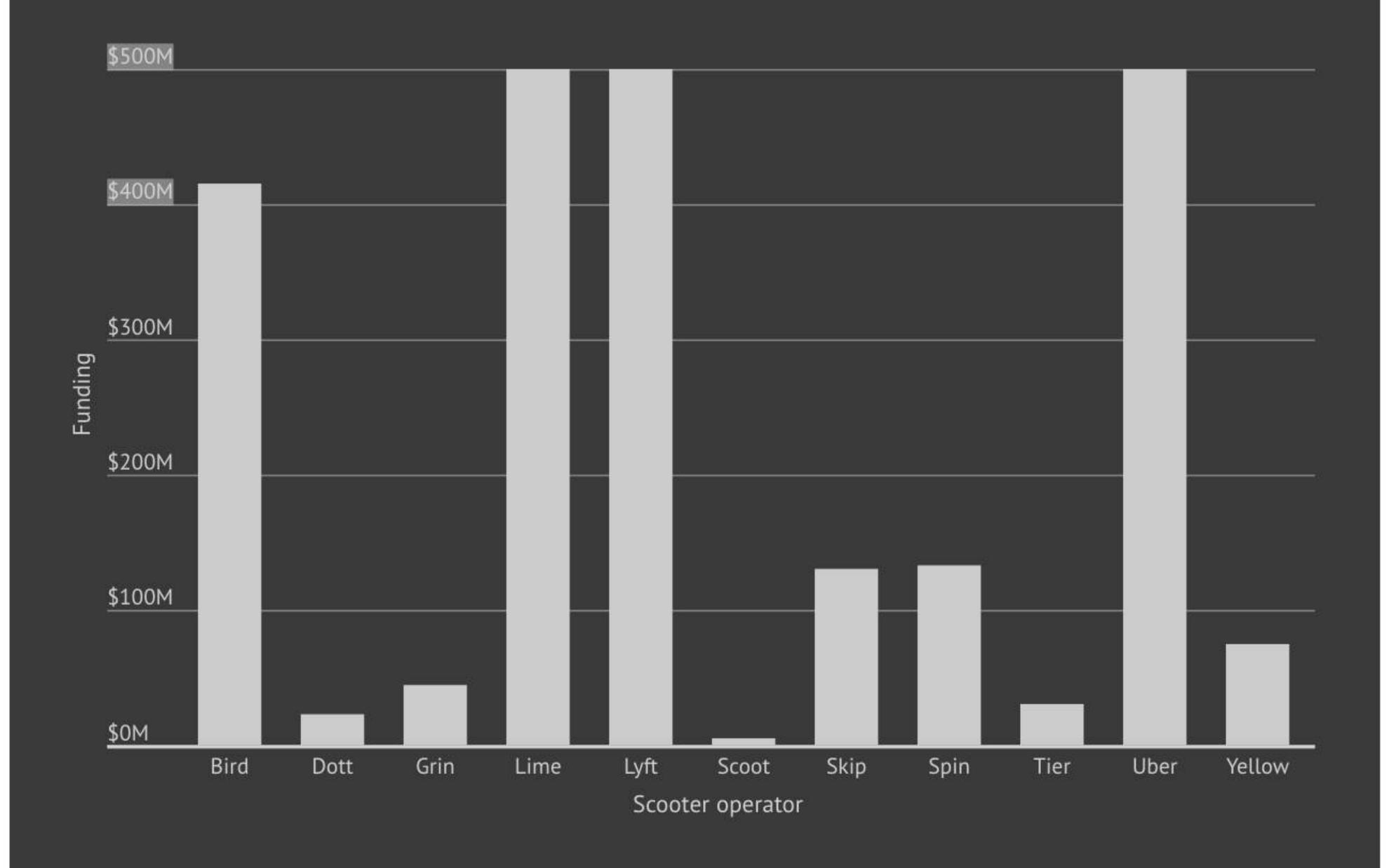






Lime
Onzo
Ola
Ola
Afterpay
Uber Eats







AMAZON ARRIVED IN AUSTRALIA

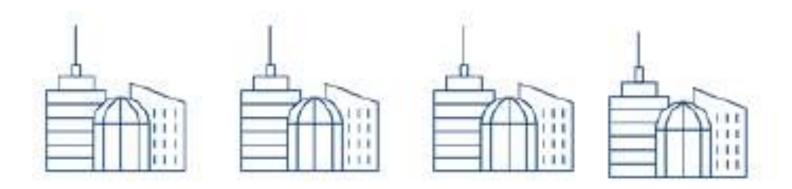
Harvey Norman, JB Hi-Fi and Myer all saw a 25 per cent drop in their share price over the last year

9% of all Australian sales were on Amazon

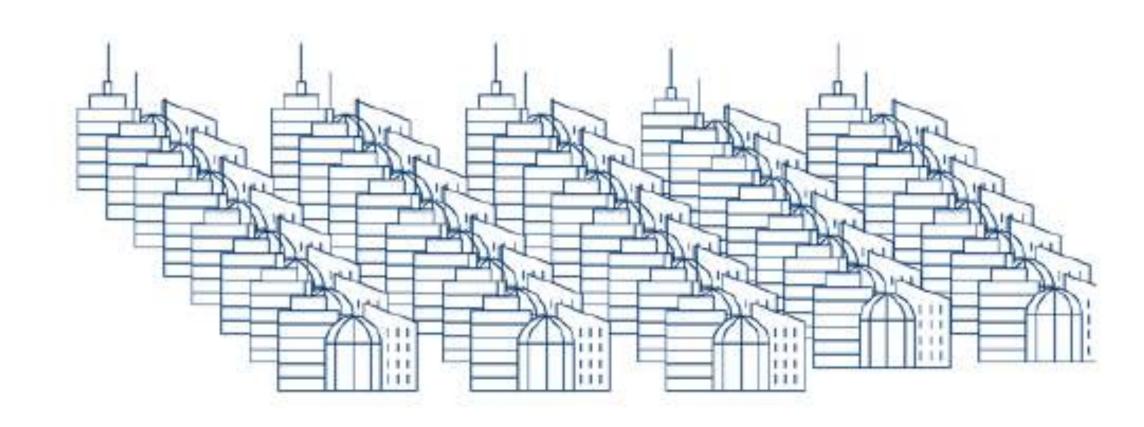


Amazon's Whole Foods acquisition last year and its continued online grocery expansion is driving other grocers toward an e-commerce strategy.

MARCH 2018



SEPTEMBER 2018



2-hour grocery delivery in 4 cities

1-hour grocery delivery in 38 cities

IKEA \$50,000,000 33% increase in online sales in 2018 \$2,500,000,000



BLINDSPOT



BAFTAs 2019: Netflix film Roma scoops top prize as The Favourite wins seven awards



By Chris Harris • last updated: 11/02/2019 - 12:21



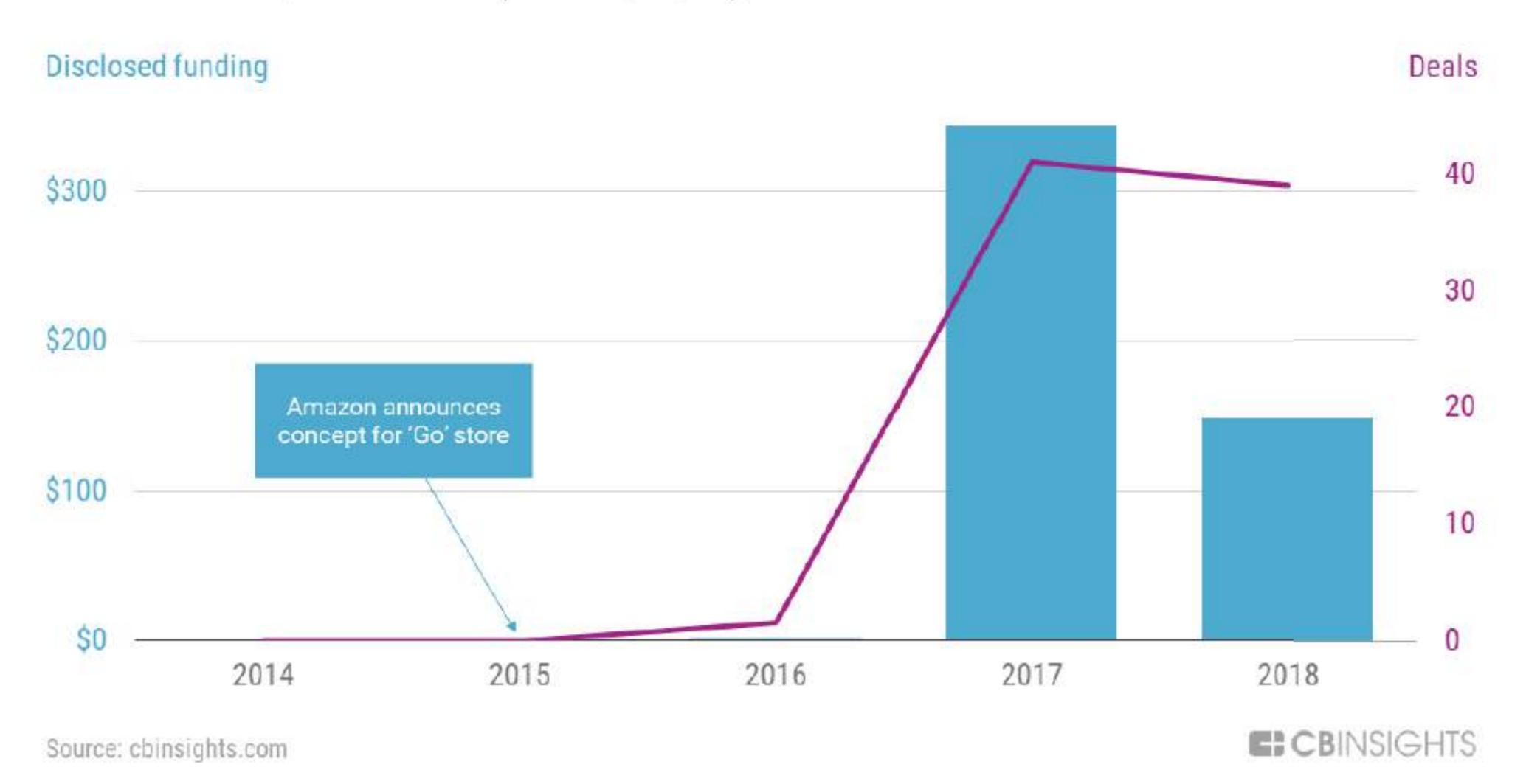
Bubbling UpSodaStream shares have surged since end of 2016



PepsiCo, spent \$3.2B to acquire sparkling water machine maker SodaStream last year.

'Unmanned' and 'cashier-less' deals surge in China

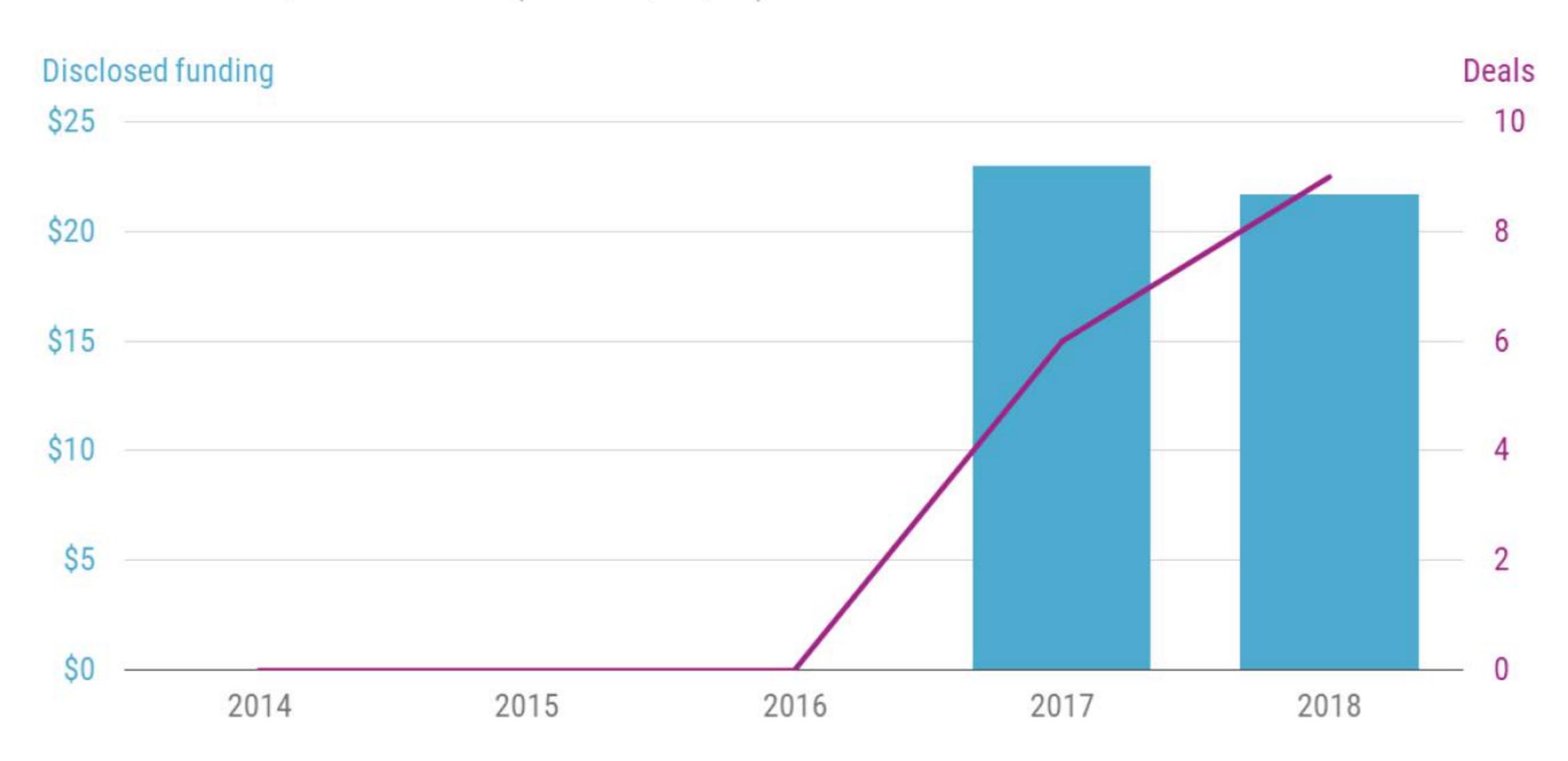
All deals, 2013 - 2018 (as of 10/26/18)

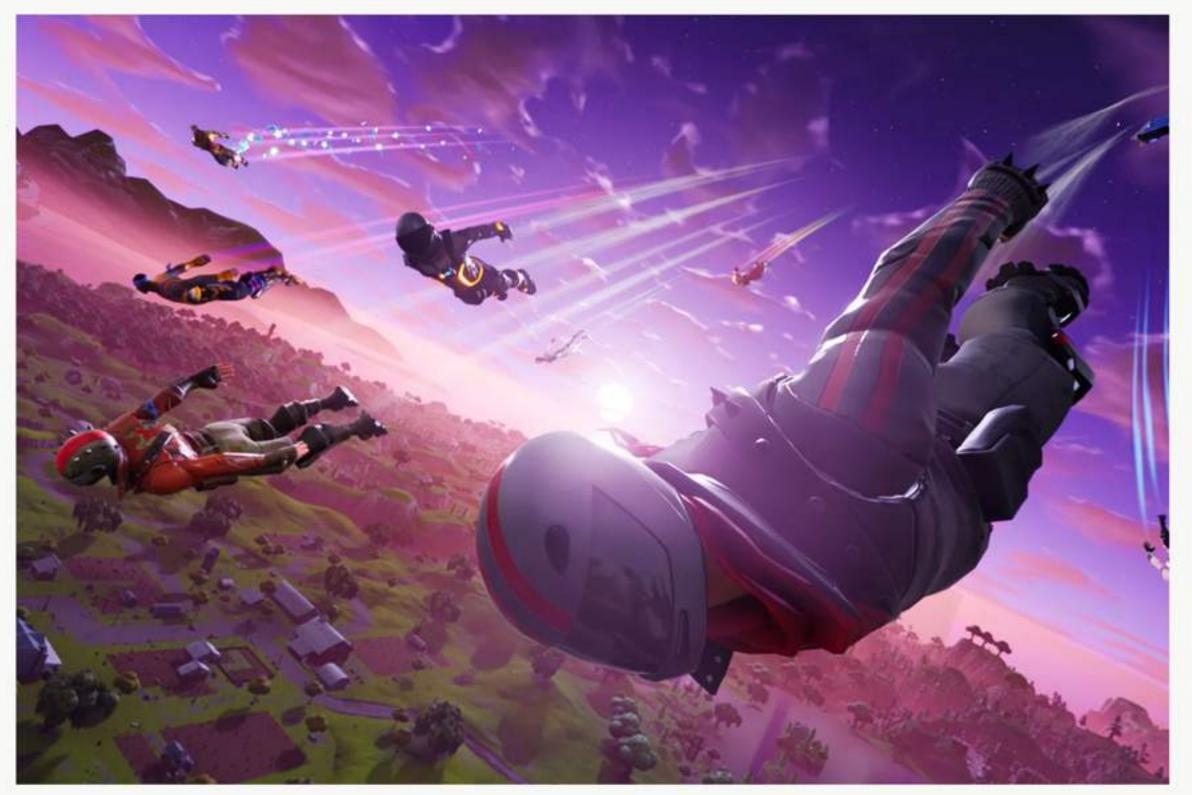




'Unmanned' vending machines deals trend up in China

All deals, 2013 - 2018 (as of 10/26/18)



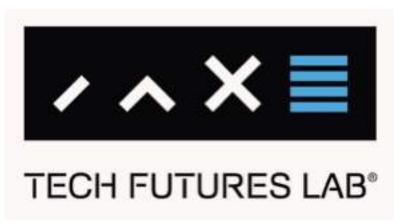


Enic Games

North Carolina Epic Games recently announced their earnings for their new game Fortnite.

Between July 2017 and May 2018, amassed an audience of 125 million players and netted \$1.2 billion dollars.

Since the Fortnite App launched to the iPhone on April I 2018, it reportedly makes \$2million profit a day.





Over 10 million people attended the event.

This wasn't merely a livestream where people watched something on a screen together.

This was 10 million people controlling an avatar in a shared 3D virtual space.





1 16

♡ 858



Anoop Ranganath @anoopr · 10 Dec 2018

And that's spilling over into the real world. Case in point, this photo was from our wedding in September. Most of these kids didn't know each other, but they all know how to Floss.











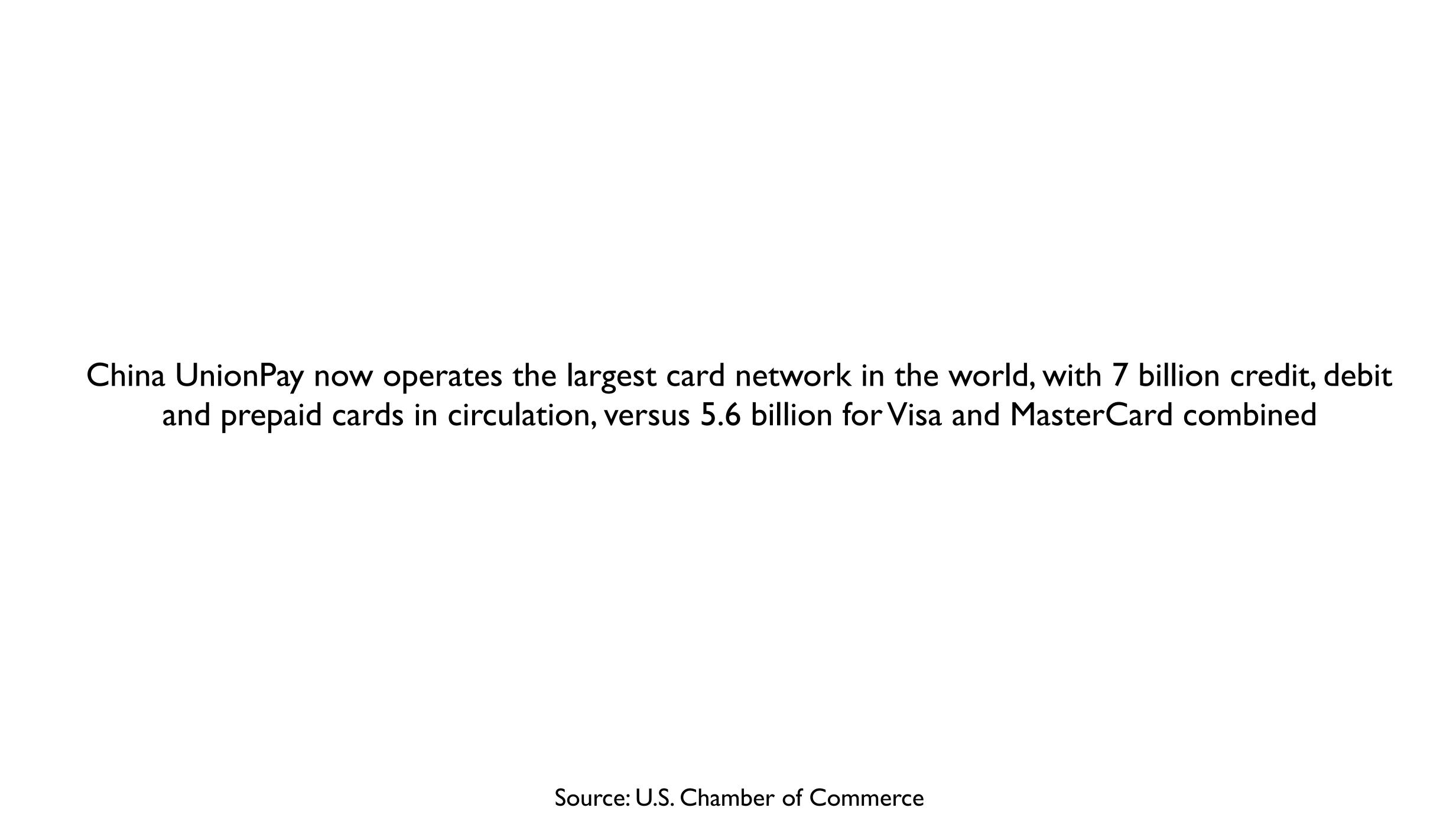


Harrison Jacobs/Business Insider

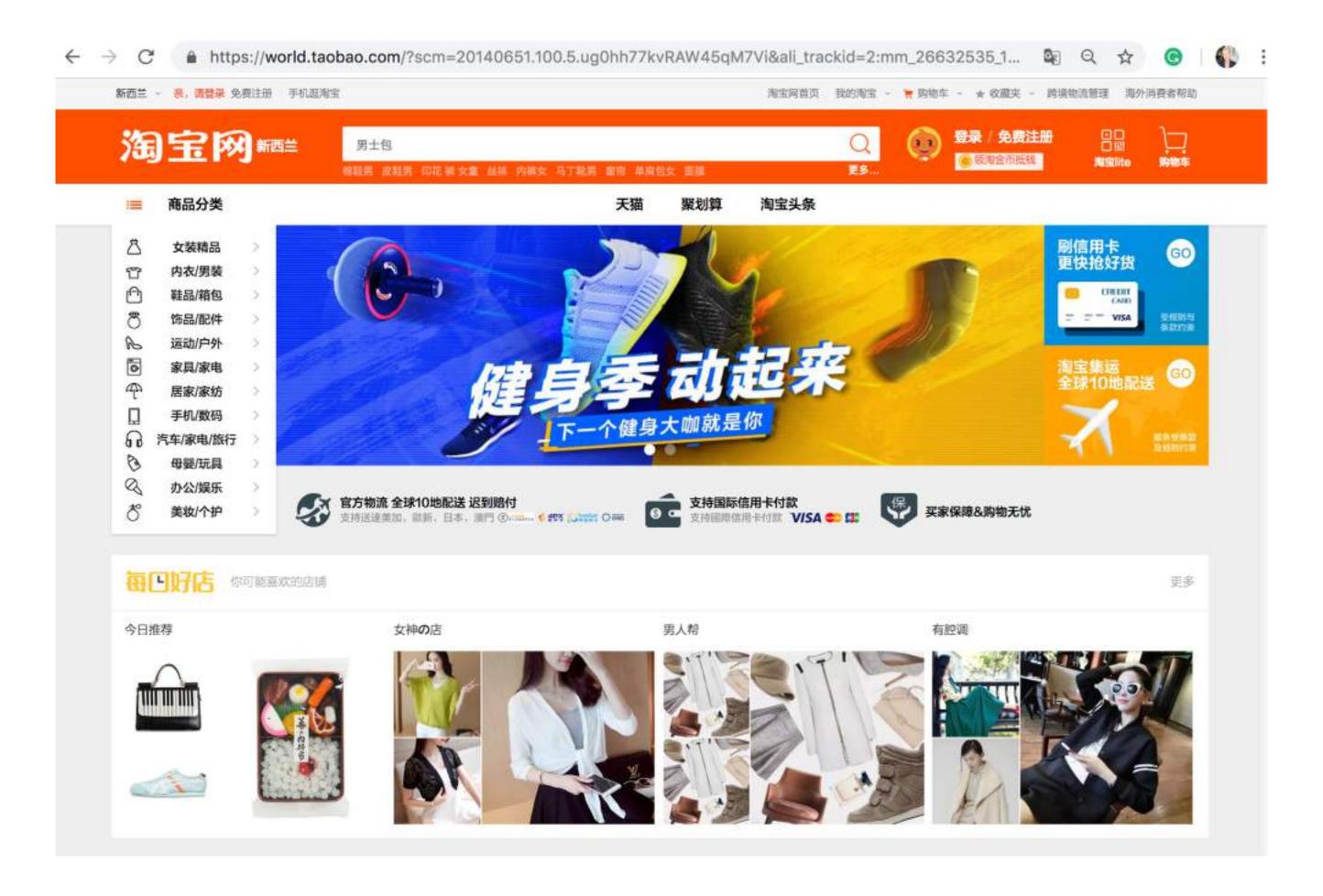
Forget about tipping in guitar cases. Chinese people give money to street musicians and panhandlers with their phones.

Mobile Payments
In 2018 the volume of mobile payments in China exceeded USD\$13 trillion, versus \$50 billion in the United States

The number of transactions made through non-banking mobile apps from 2013 to 2016 increased from 3.8 billion to more than 97 billion



Beginning in 2017, shopping websites Taobao - which is owned by Alibaba introduced installment payment options and credit lines of up to \$7,000 based on the buying behaviour of the customer



Ping An, Tencent and Alibaba joined forces in 2013 to launch Zhong An, China's first truly digital insurer. Zhong An is China's first property insurance company that sells all its products online along with handling claims.

China's Internet service and insurance titans co-launched the country's first online insurance company indicating that the booming Internet-based financial services market is further expanding. Through this cross-industry partnership, Alibaba and Tencent are trying to leverage their user bases with the help of Ping An to grow into traditional industries.

GROWTH OF ZHONGAN, FIRST ONLINE-ONLY INSURER IN CHINA



Source: Oliver Wyman Analysis; Press Releases

GROUP OF EXISTING BANKS

GROUP OF DIGITAL CHALLENGERS

AVERAGE COST TO ACQUIRE NEW CURRENT ACCOUNT CUSTOMERS

~\$150





DAYS FROM APPLICATION TO CURRENT ACCOUNT FUNCTIONALITY BEING ACCESSIBLE

3





TIME TO LAUNCH A NEW FEATURE

3-6
months





RETAIL BANKING CUSTOMERS PER FTE

<1,000





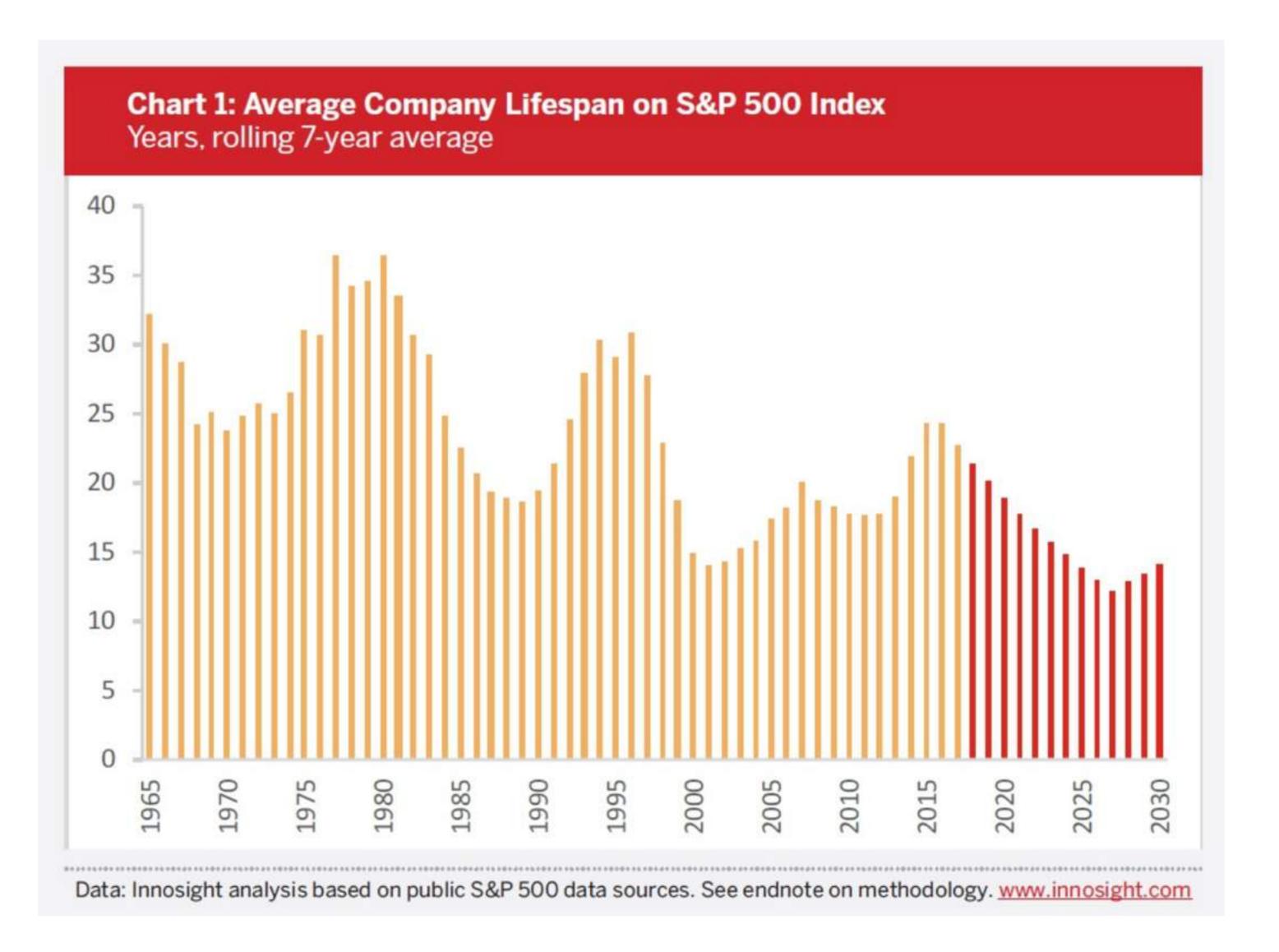
EMPLOYEES RATING THEIR COMPANY AS A 5 STAR EMPLOYER

25%





Gradually. Then suddenly.

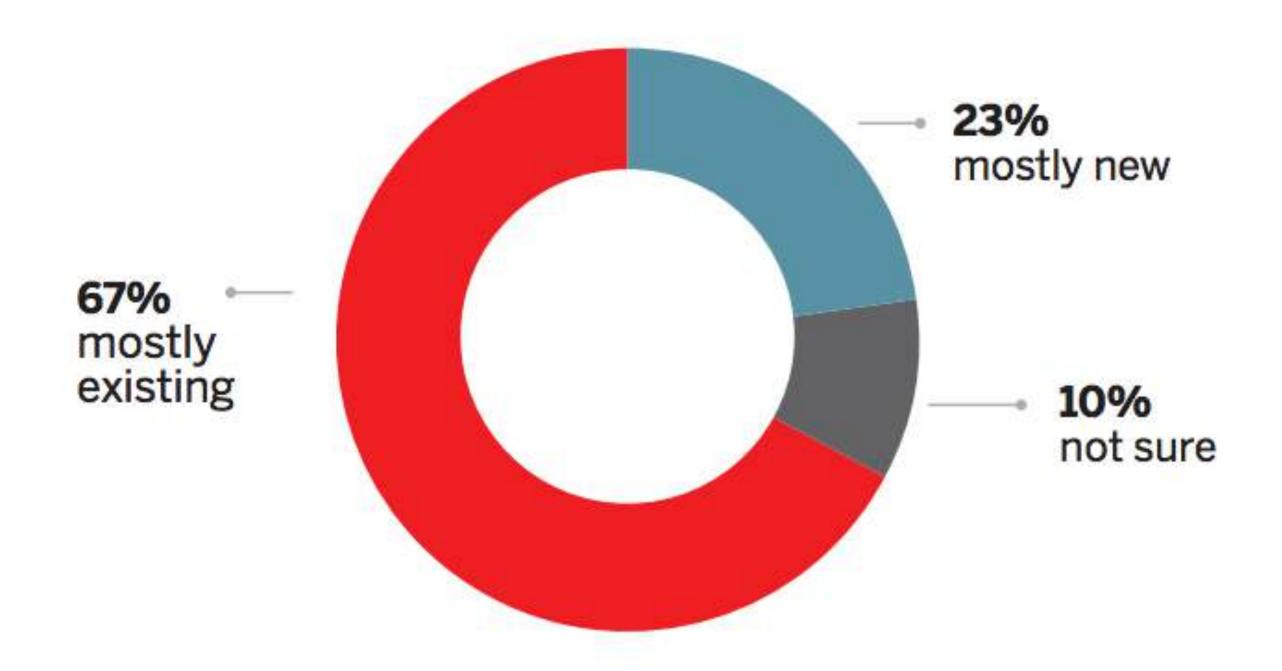


- The 33-year average tenure of companies on the S&P 500 in 1964 narrowed to 24 years by 2016 and is forecast to shrink to just 10 years by 2027
 - More than half of S&P 500 companies will be replaced over the next ten years.

BLINDSPOT

Respondents see most competition coming from within their industry and from existing competitors

Five years from now, do you expect your company will be facing mostly new or mostly existing competition?

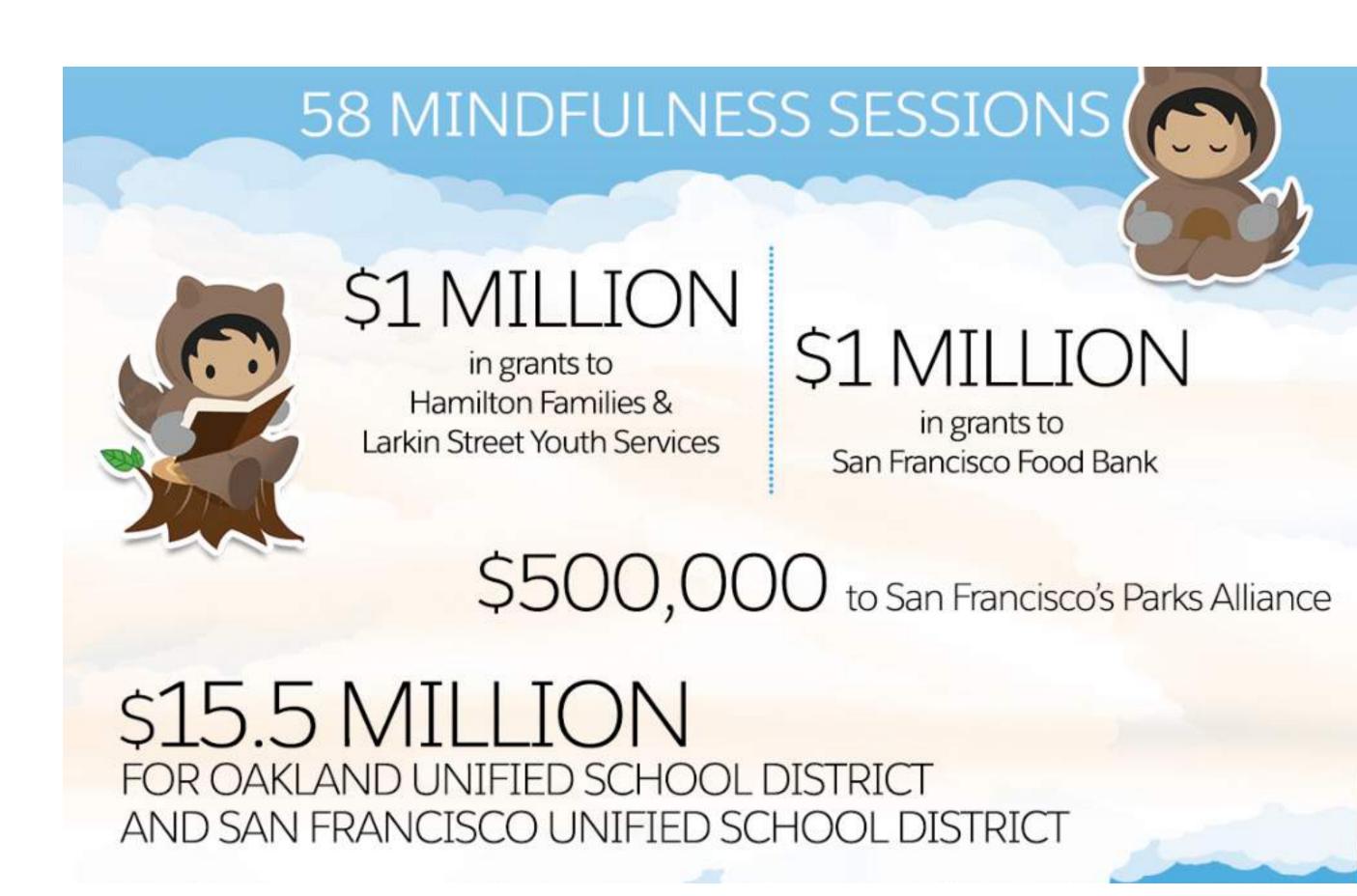


It is September 2018. You are in San Francisco to attend Salesforce's annual conference 'Dreamforce'.

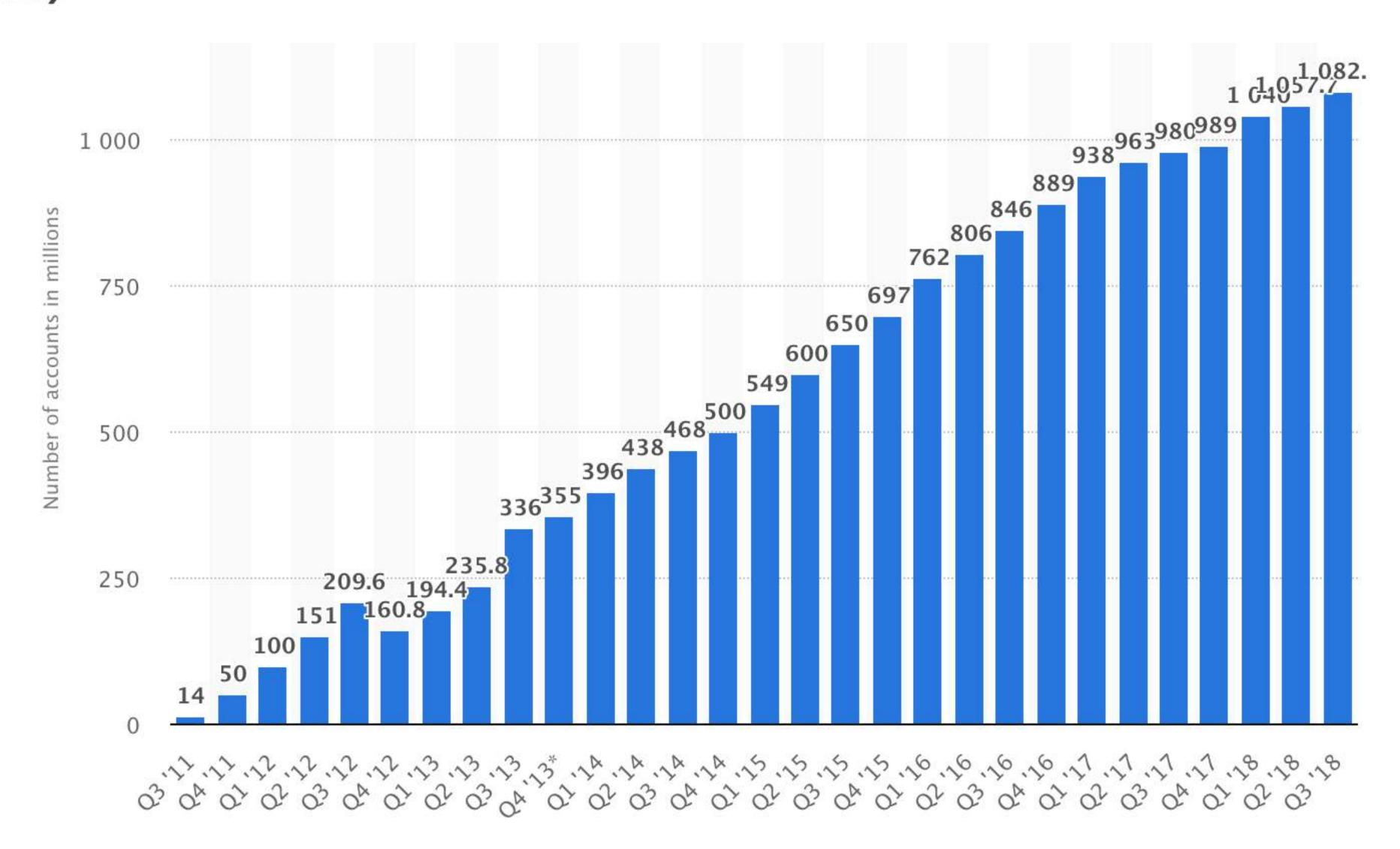
You are one of 170,000 attendees attending in person.

Another 13.5 million people participate online.

This is contemporary business. Where tribes come together to share ideas, make connections, solve problems and learn



Number of monthly active WeChat users from 3rd quarter 2011 to 3rd quarter 2018 (in millions)



Disintermediation - Cutting out the middleman



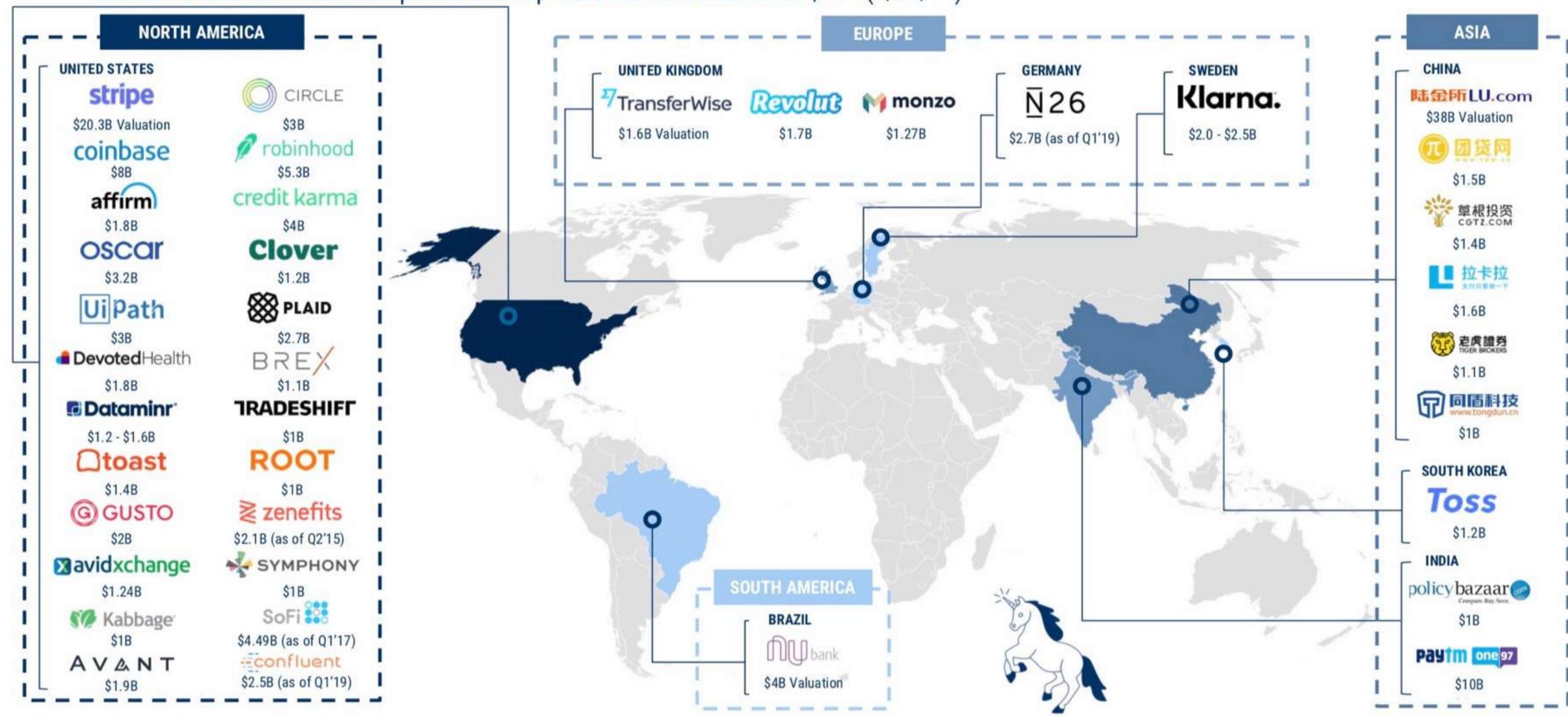
eSport game League of Legions in one single online game had 106 million viewers who amassed 6,216,310,889

(6 billion, two hundred sixteen million, three hundred and ten thousand, eight hundred and eighty nine) of hours of game watching between them.

That is equivalent to 259 million days of game watching for a single event.

39 fintech unicorns valued at \$147.37B

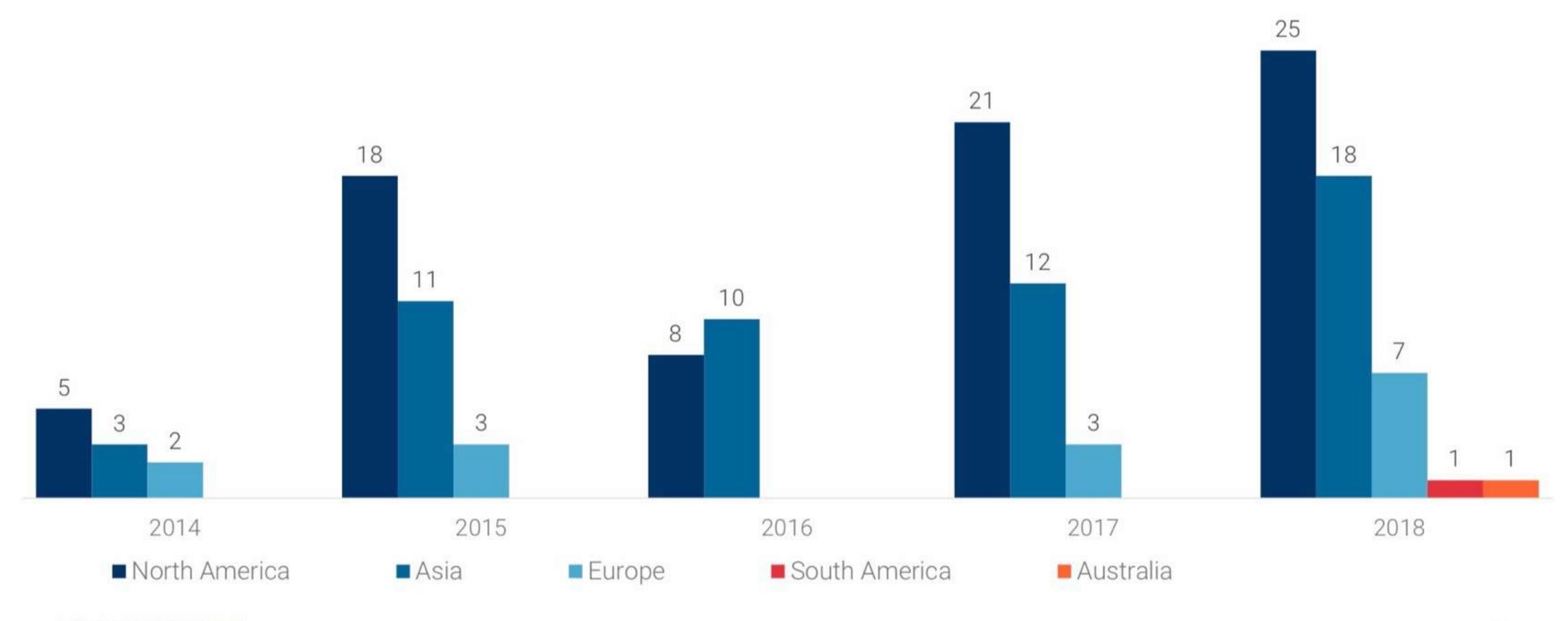
Global VC-backed fintech companies with a private market valuation of \$1B+ (1/25/19)



GROWTH INVESTING IN FINTECH HIT A PEAK IN 2018

2018: 52 fintech mega-rounds total \$24.88B

Global number of fintech mega-rounds (\$100M+), 2014 - 2018

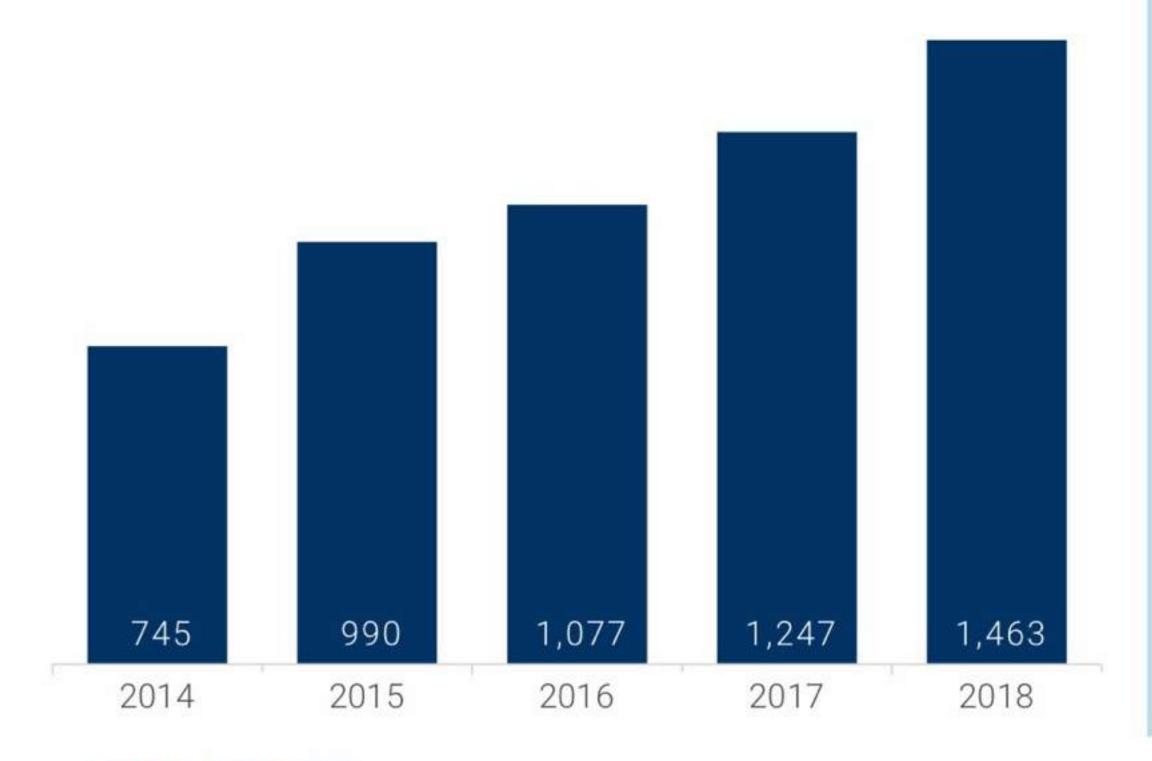




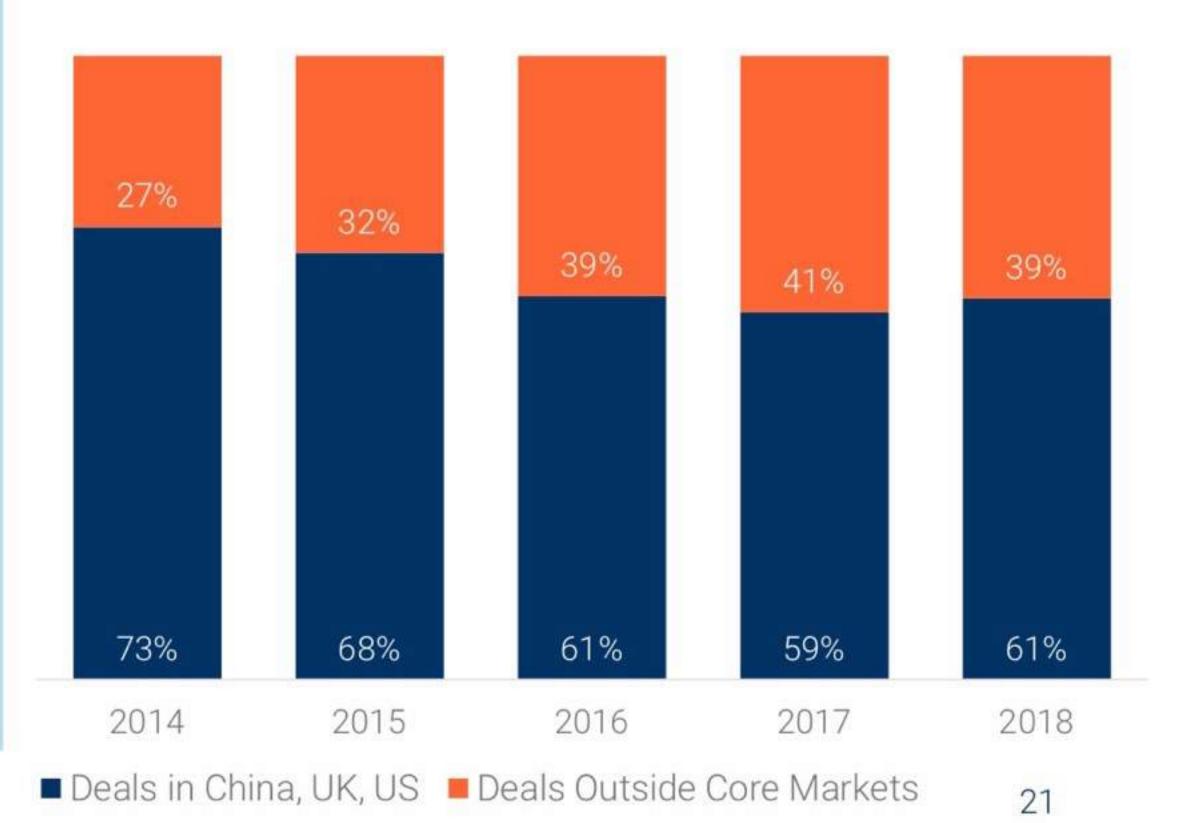
Traditional hubs no longer power fintech growth

Count of fintech startups raising funding hit an annual record in 2018

2014 - 2018



Deals are shifting away from core fintech hubs 2014 - 2018





Ride-hailing platforms may end up as biggest fintech winners in Southeast Asia































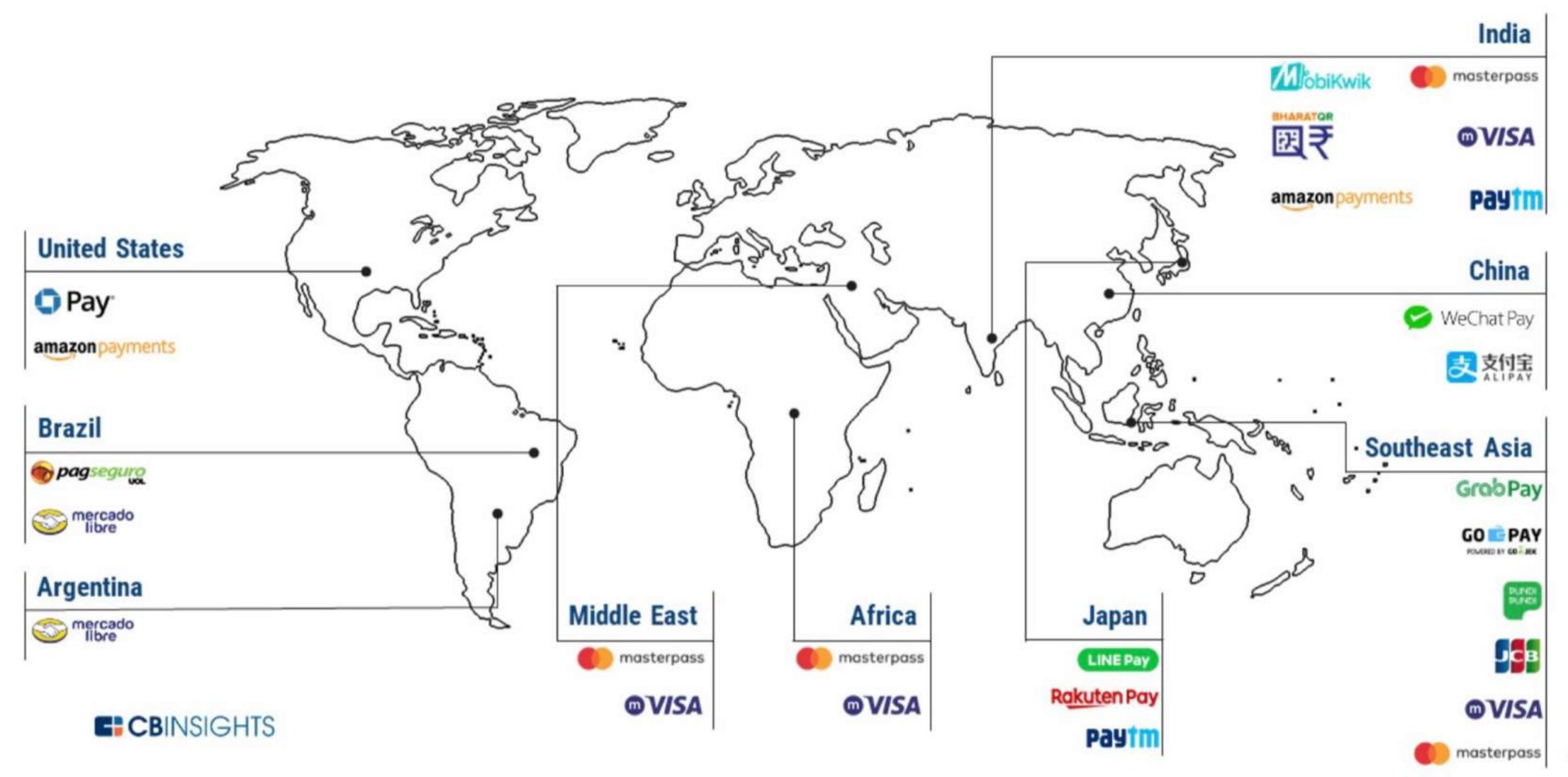








QR codes are the entry point to digital payments













GROWTH:

Reality check

After hailing the prospects for global economic growth last year, CEOs curbed their enthusiasm this year with a sharp rise in those indicating that global growth would 'decline'. As noted, we went from a record jump in the percentage of chief executives projecting that global economic growth would 'improve' in 2018 (from 29% to 57%) to a record jump in the percentage projecting growth would 'decline' in 2019 (from 5% to 29%, see Exhibit 1).

436%

increase in share of CEOs who expect global economic growth to 'decline'





Three clear themes emerged:

1. Reality check

Last year saw a record jump in optimism regarding global growth prospects in 2018, and this exuberance translated across regions. This year, by contrast, saw a record jump in pessimism, with nearly 30% of CEOs projecting a decline in global economic growth, up from a mere 5% last year. CEOs also reported a noteworthy dip in confidence in their own organisations' revenue prospects over the short (12-month) and medium (three-year) term. If CEOs' confidence continues to be a leading indicator, global economic growth will slow down in 2019.

2. Look inside-out for growth

Across the survey rang a general theme of hunkering down as CEOs adapt to the strong nationalist and populist sentiment sweeping the globe. The threats they consider most pressing are less existential (e.g. terrorism, climate change) and more related to the ease of doing business in the markets where they operate (e.g. overregulation, policy uncertainty, availability of key skills, trade conflicts). When asked to identify the most attractive foreign markets for investment, CEOs are narrowing their choices and expressing more uncertainty.

3. Mind the information and skills gaps

In addition to the fault lines developing geopolitically, CEOs are working to bridge the gaps in their own capabilities. Organisations are struggling to translate a deluge of data into better decision making. There is a shortage of skilled talent to clean, integrate, and extract value from big data and move beyond baby steps toward

artificial intelligence (AI). One of the more striking findings in this year's survey was the fact that — despite billions of dollars of investment¹ and priority positioning on the C-suite agenda — the gap between the information CEOs need and what they get has not closed in the past ten years.

In every region, the share of CEOs who believe global growth will 'decline' grew significantly

Do you believe global economic growth will improve, stay the same, or decline over the next 12 months?

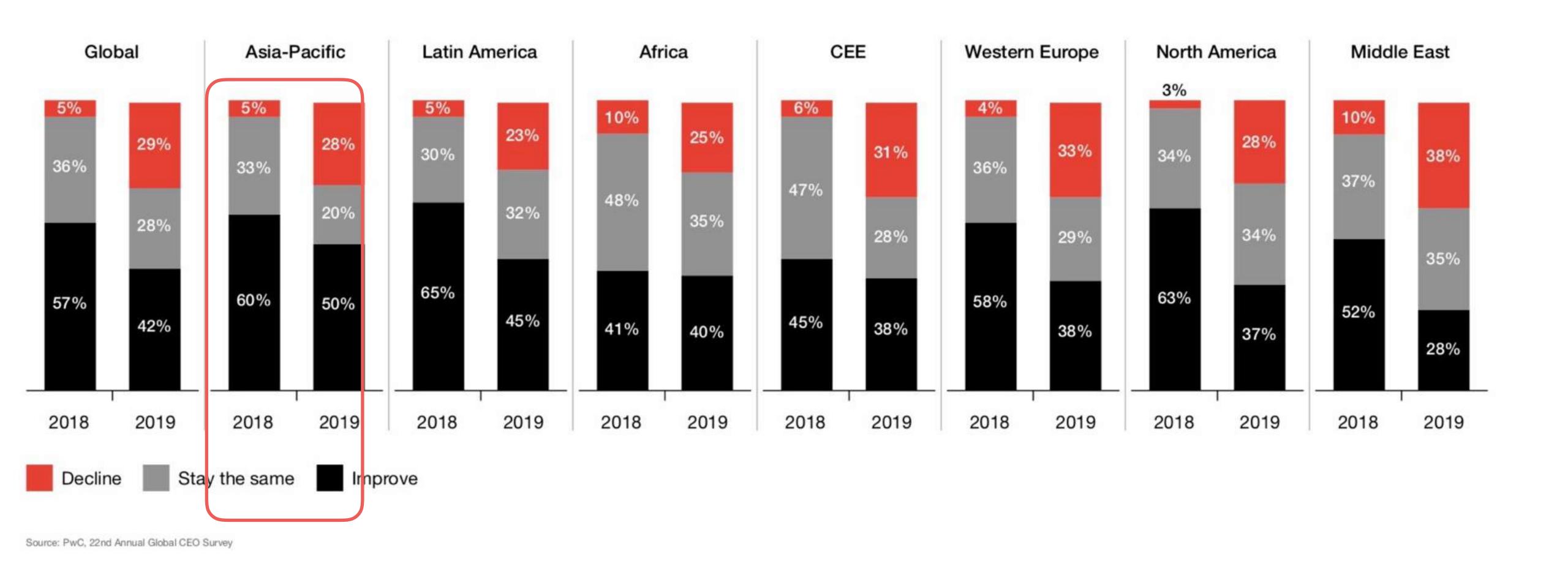
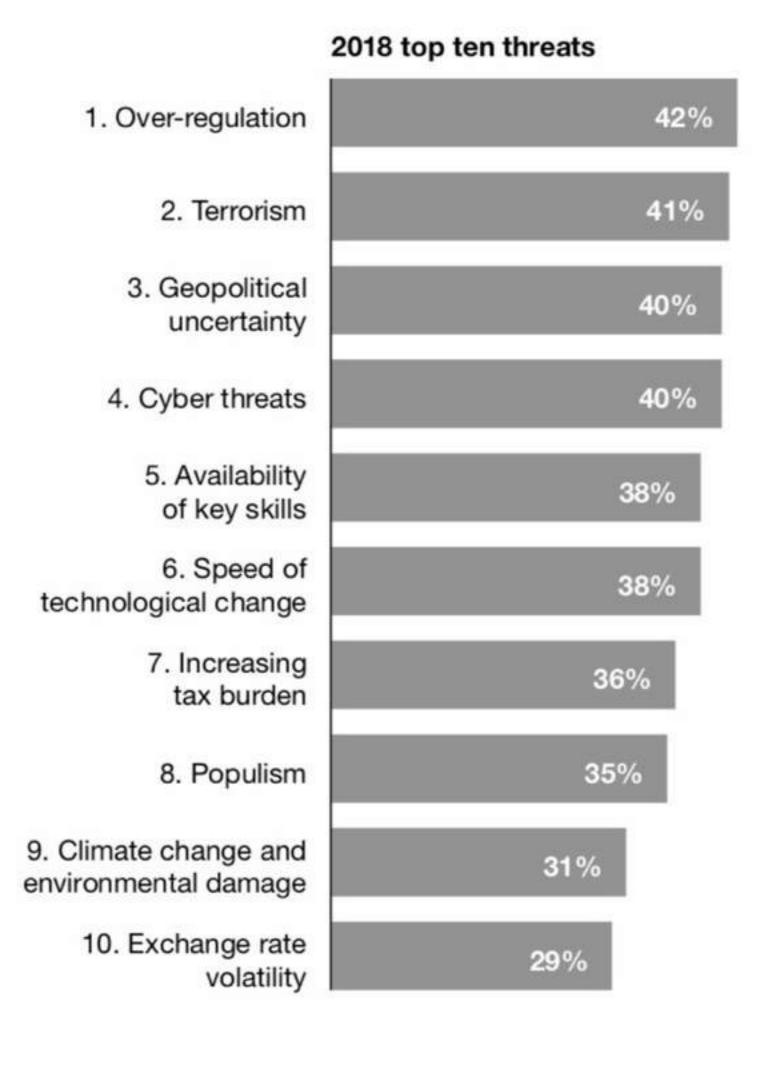


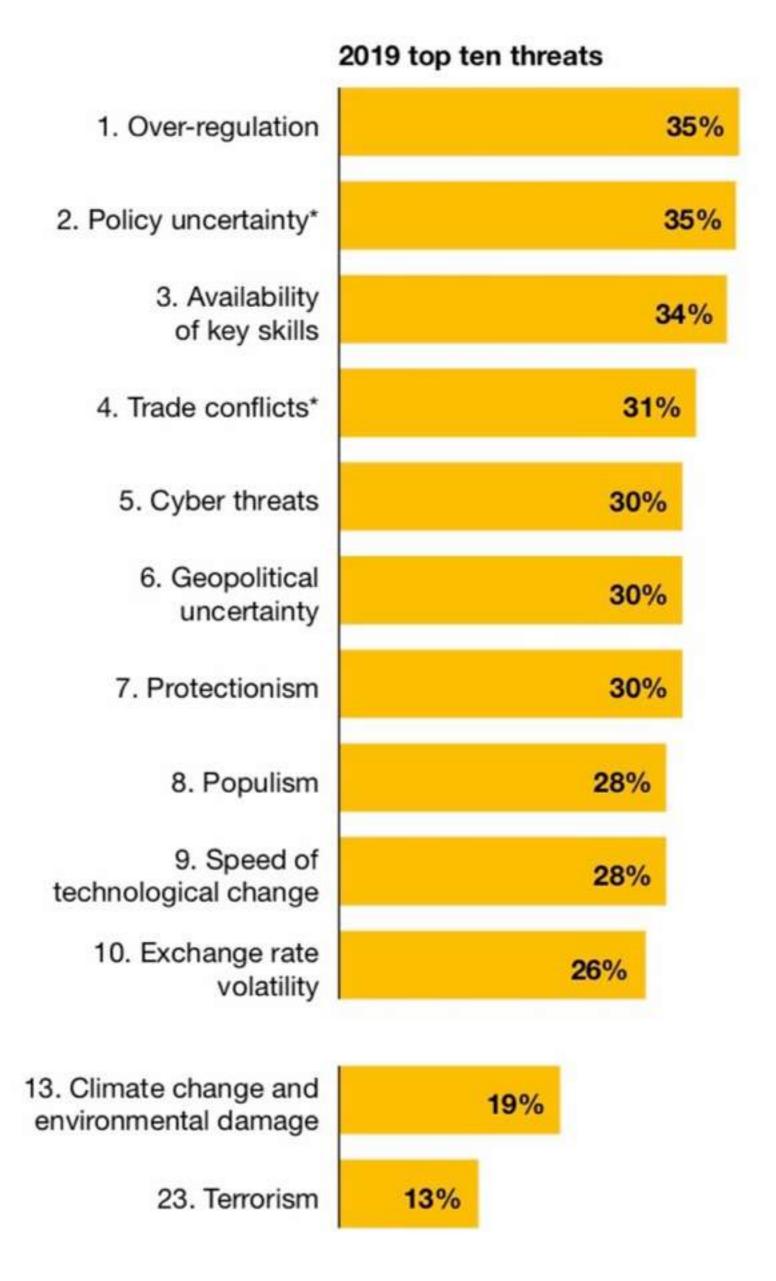
EXHIBIT 6

Threats that are top-of-mind are less existential and more related to the ease of doing business

QUESTION

How concerned are you, if at all, about each of these potential economic, policy, social, environmental, and business threats to your organisation's growth prospects? (showing only 'extremely concerned')





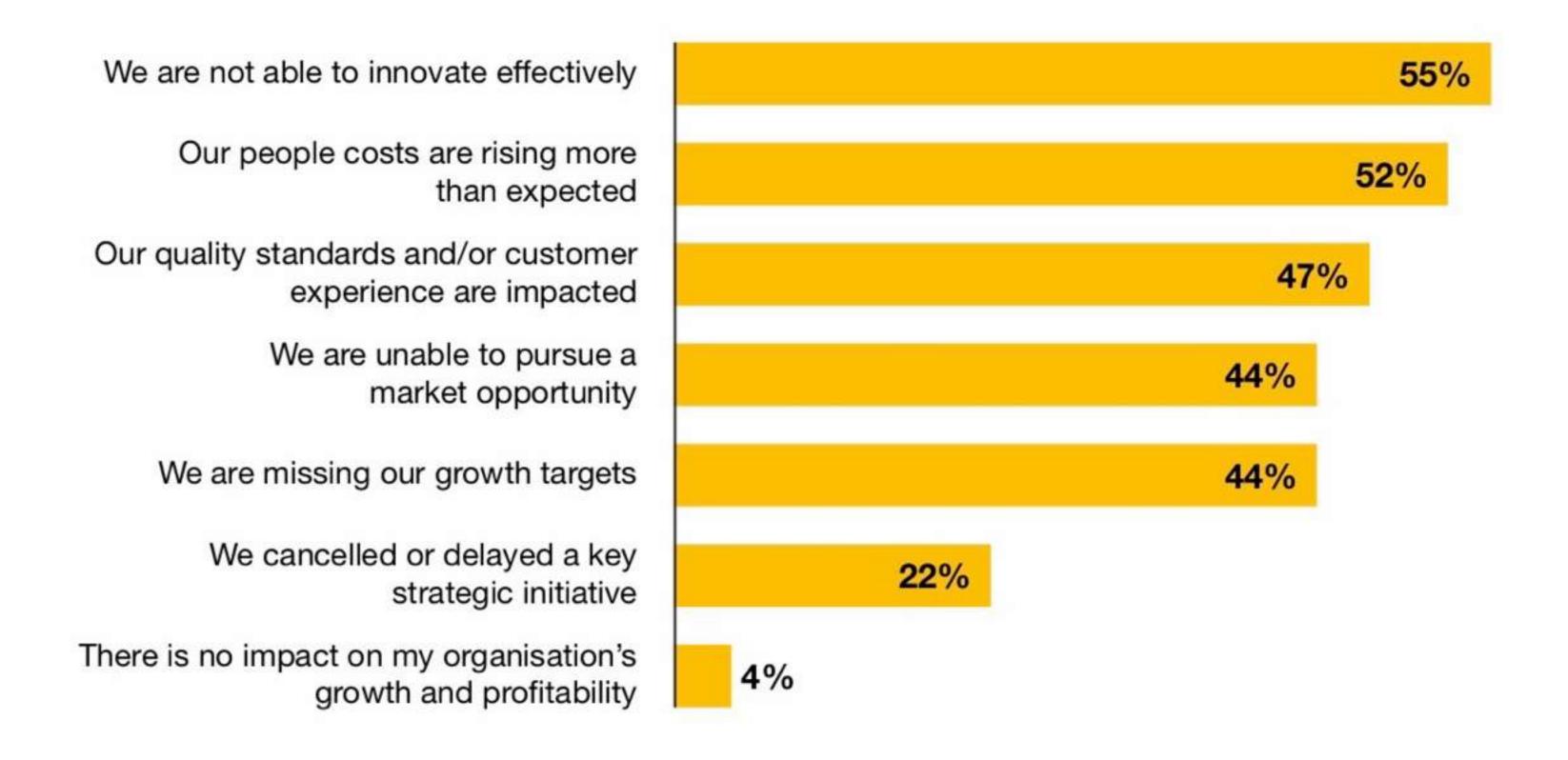
Source: PwC, 22nd Annual Global CEO Survey

*Note: 2019 was the first year CEOs were asked about 'policy uncertainty' and 'trade conflicts' Base: All respondents (2019=1,378; 2018=1,293)

The skills gap is a particular pain point, impeding innovation and prompting higher people costs

QUESTION

What impact is 'availability of key skills' having on your organisation's growth prospects? (asked of those 'extremely concerned' about availability of key skills)



CEOs also affirmed that the 'availability of key skills' does affect their growth prospects. Moreover, the number one impact noted by 55% of respondents is the 'inability to innovate effectively', followed closely by 'higher than expected people costs' (see Exhibit 13).

Line is looking to build an ecosystem resembling Alipay/WeChat Pay in Japan





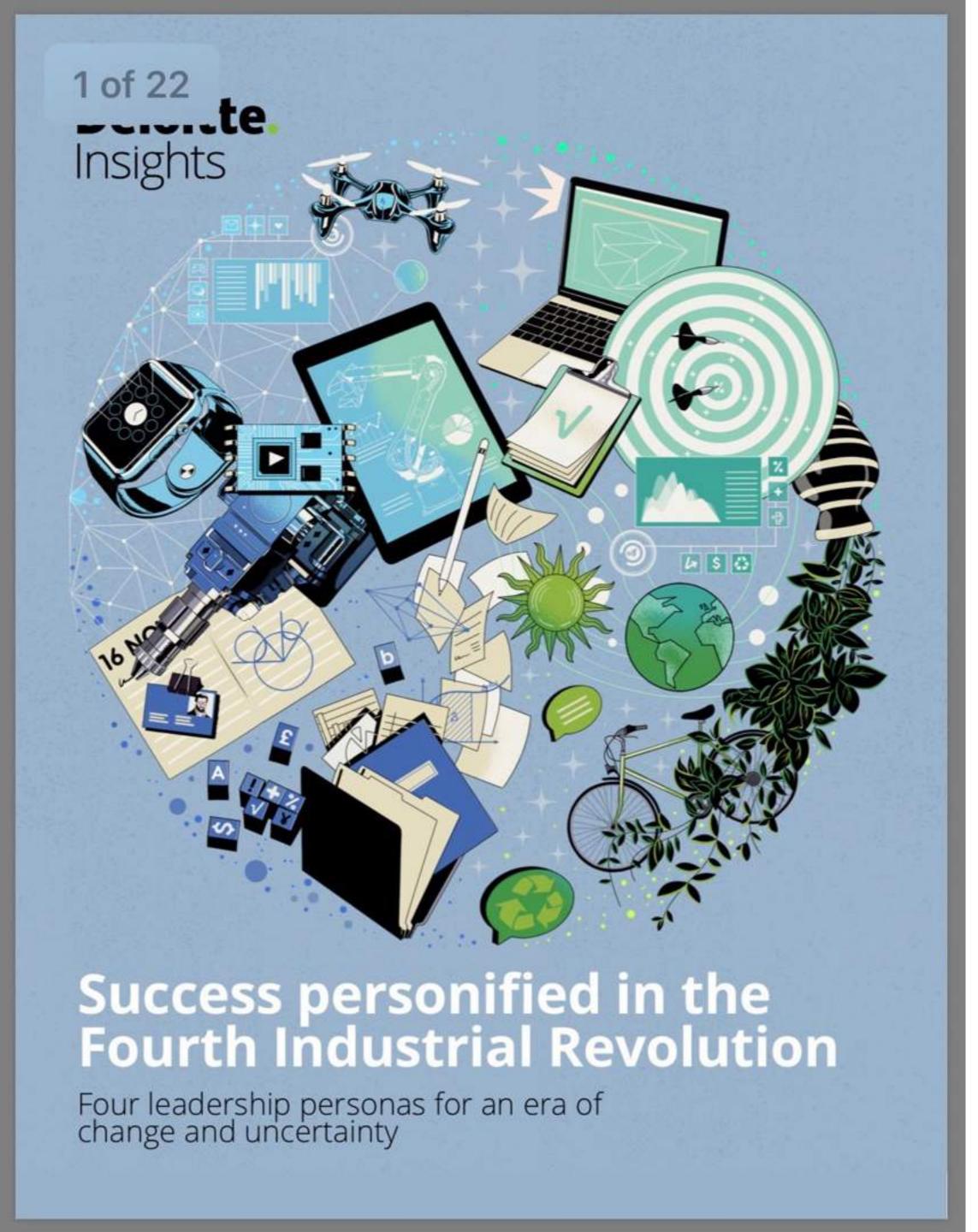
Source: Company data, J.P. Morgan

Note: Figures from 2016 to Jan 2017 are estimated by J.P. Morgan.

Leading messaging app Line is making a big push into fintech by pushing mobile payments into cash-heavy Japan.

Line has ambitious goals for the number of stores that accept Line Pay and has started to expand into other financial businesses including wealth management (through a partnership with Nomura to launch an online stock brokerage) and insurance (through an investment in startup JustInCase and a partnership with Sompo).

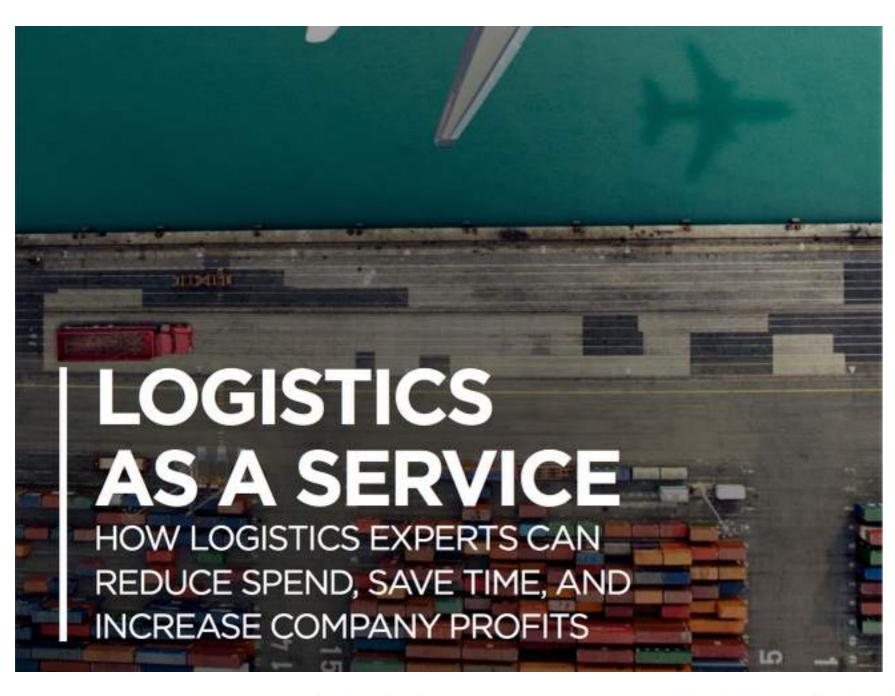


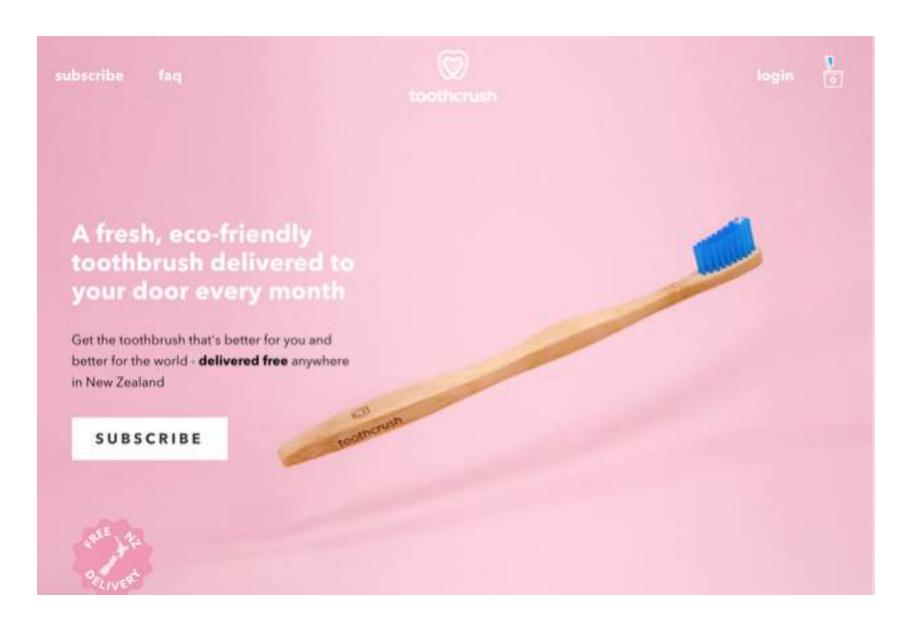


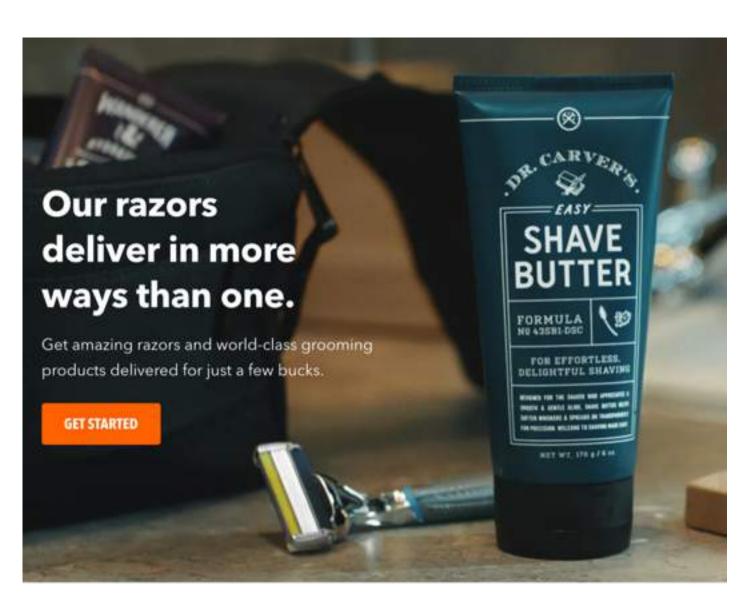
Introduction: Leaders emerge

"It's just mind-boggling what has been achieved in the past 10 years. The speed by which things are changing is increasing at astonishing rates, product cycles are much shorter, innovation is happening faster, and it is very challenging for the C-suite, as well as the employees, to keep up with the pace. We have pivoted from a product-oriented organization to a services-oriented organization, which requires different people, different skill sets, and, at times, painful transitions."

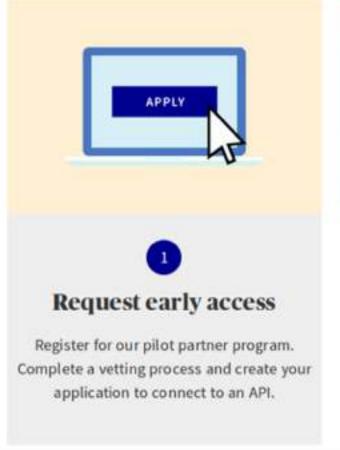
Harold Goddijn, CEO of TomTom NV

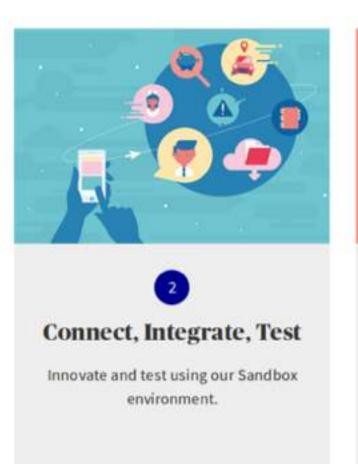


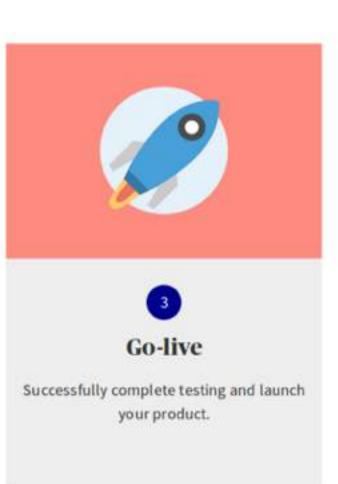


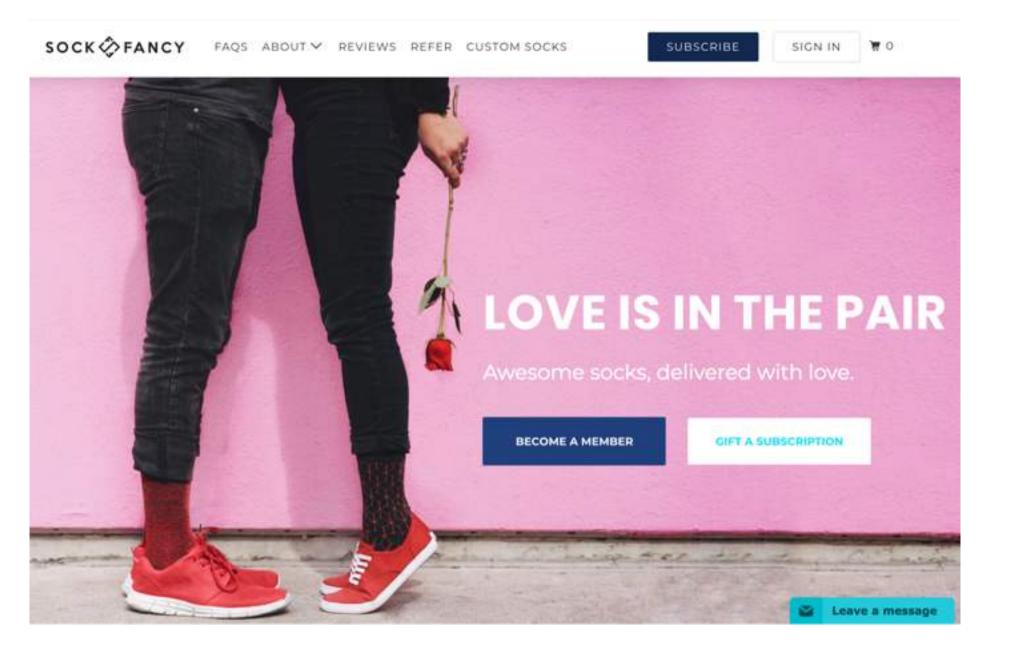


AXA Singapore has launched an insurance-as-a-service API to make it easier for digital channels to integrate their products. This is in response to the Monetary Authority of Singapore's (MAS) intiative to foster more innovation within Singapore's FinTech sector.









Software as a Service, logistics as a service, insurance as a service, right through to toothbrushes, ties, shavers and socks as a service.

Technology: Cautious approach to disruption

"Artificial intelligence will be able to drive cars better than existing humans, and in the United States alone, that represents nearly 1.5 million jobs that could disappear if the technology were allowed to dominate. That's precisely why we need to make sure that we use this new wave of technology as a positive force for good. And that requires us to not just look at the short-term financial interest, but adopt a holistic approach to technology."

> André Hoffmann, vice chairman of Roche Holding and chairman of the Hoffmann Global Institute for Business and Society Advisory Board

Waymo launches its first commercial self-driving car service

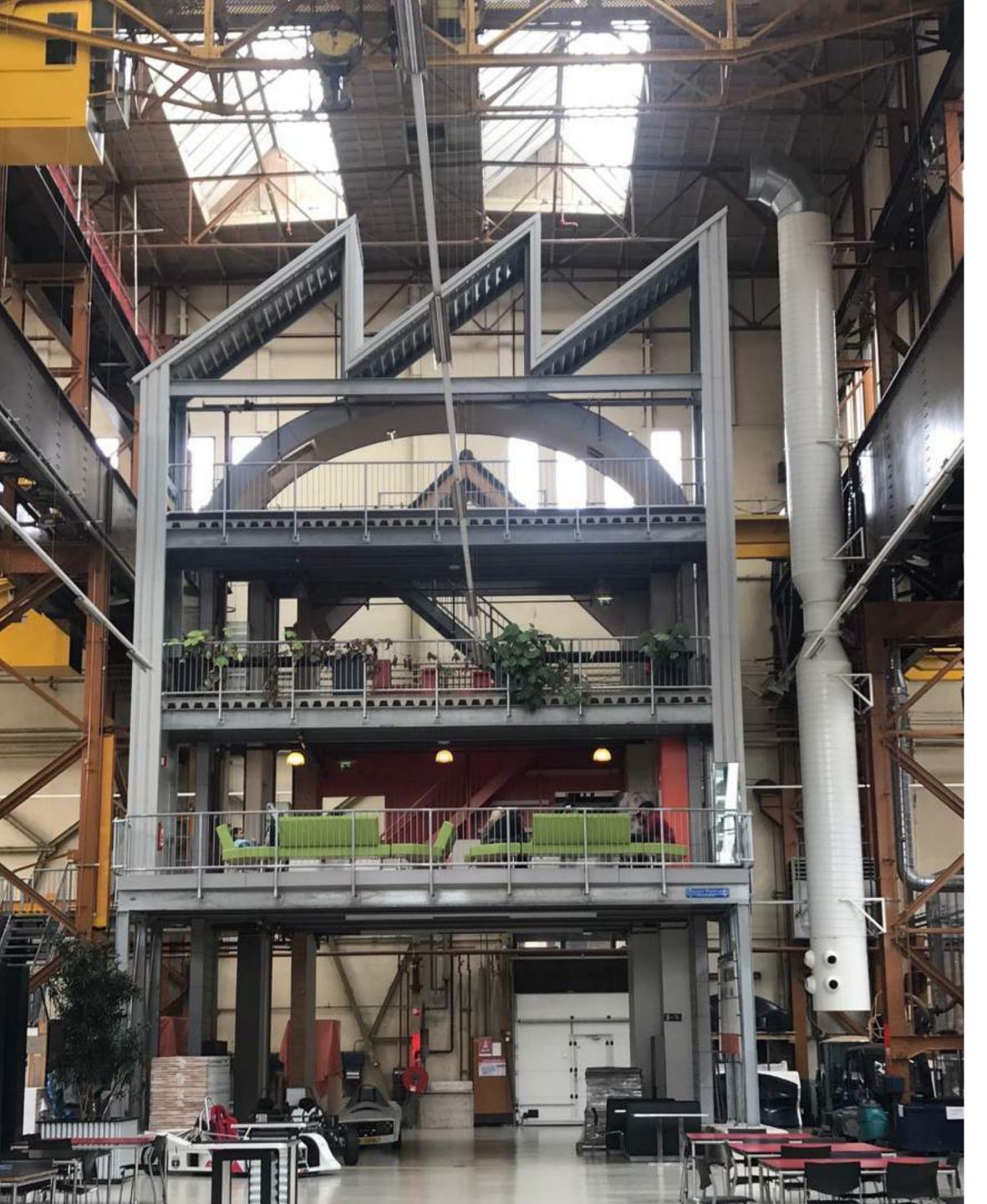


Talent: Reality sinks in

"You need a blend of talent. You need those folks who can dream a product, those who can build the product, and the ones who can execute product delivery. Sometimes the best coders are poets. It's really balanced, and we need a lot of each."

Caryn Seidman-Becker, CEO of CLEAR





Overlaying workforce changes are the societal and cultural shifts that are demanding all organisations actively address ethics standards and social impact measures and contribution to 'business for good' as well as profit.

Social justice is at the forefront of employment conversations and organisation are increasingly asked to front-foot conversations where business practices from the past are no longer expected or tolerated.

The Bermuda Government is sponsoring training and education opportunities for all interested persons. Space is limited.

- Some opportunities on offer are: Fintech, Blockchain, and Cybersecurity Bootcamps;
- Online courses in Crowdfunding, Insurtech, Blockchain, Cryptocurrency, Financial Technology, FinTech Disruption, Compliance; and
- Local Courses in Intro to Blockchain, Comparing Blockchain Platforms, Creating Fun Tokens and the Basics of Blockchain and Beyond the Basics; and
- For Educators there will be Google in the Classroom;
 Technology Assistant and more.

To register, go to www.bermudajobboard.bm and plan to attend one of two Briefing Sessions on Wednesday, 6 February at 12:30 pm and 5:30 pm.



Trade Me

Lead Data Scientist - Property

In this role, you will be leading a newly created team within one of our biggest business areas - Trade

Me Property.

Auckland City, Auckland Listed: Fri, 18 Jan

Senior Full-Stack Mobile Developer (React Native)

Why you would like it: - Opportunity to work on cross-platform mobile app projects - Be the key resource to introduce React Native or

Salary

- Work for a market leading business in its industry
- Above market salary and package

Wellington, Wellington Listed: Tue, 22 Jan

Customer Experience Design Lead

Can you self-manage in a high paced, agile and customer led environment?

- Permanent full-time role, multiple locations across the country.
- Are you passionate about improving the Customer experience?
- Can you design and deliver innovative solutions?



Azure DevOps Engineer

SaaS/Global scale product shop | modern office | generate CI/CD Pipeline | manage and automate builds, ops and infrastructure deployments in Azure |

Salary

- Azure, PowerShell, .Net....
- Career development track
- Great Salary offering

Auckland City, Auckland Listed: Tue, 8 Jan

Trade Me

Full Stack .Net Developer - Property

Can you imagine working alongside some of NZ's most passionate tech staff, coding for the most visited Property portal in the country?

땑

Auckland City, Auckland Listed: Tue, 15 Jan

.Net Team Lead

Seeking an aspiring dev team lead to join this leading Logistics SaaS company | .Net / Azure | Agile

Scrum | Motivate and coordinate

Salary

- Hands-on development and team/process leadership
- Convenient Newmarket location, great transport
- Sophisticated .Net / Cloud / testing environment

Auckland City, Auckland Listed: Tue, 22 Jan

Senior Full-Stack .Net Developer

Outstanding software consultancy | Autonomous, potentially leadership role | .Net, Javascript latest and much much more | client-facing role

Salary

- · Modern, Auckland central location
- · Excellent salary offering
- · Tech leadership opportunity



Listed: Fri, 18 Jan



쯦

Solution Architect

We have an immediate need for an experienced and resilient Solution Architect to work on one of our major accounts.



Far North, Northland Listed: Fri, 4 Jan

Te Runanga O Whaingaroa

Lead Systems Innovator, Healthy Families

Healthy Families NZ is an innovative, large-scale initiative that brings together community leadership in a united effort for better health.



Wellington, Wellington

Listed: Tue, 22 Jan

Ministry of Education

Test Analyst

We are currently working on new initiatives that will shape the future of the Education system in New Zealand and we need Test Analysts to join us.



Lead Analyst - Maori Medium

The Lead Analyst - Maori Medium position is a critical role, with opportunity to use your analytical skills to make a difference for Maori Education.

- Do you have Māori Medium education sector experience?
- Demonstrated research and evaluation methodology.
- · Wellington based, with travel required.



Auckland City, Auckland Listed: Mon, 14 Jan

Junior DevOps Engineer

We're a kiwi digital innovation company with a flair for design and we're looking for a talented Junior DevOps Engineer to join the crew!

- · BBQs on the balcony, dedicated games lounge, team events and more!
- Innovative product teams with a strong focus on design and top-notch code
- · Rapidly growing Roam is ranked in the Deloitte Fast 50



Westland, West Coast Listed: Mon, 21 Jan

Westland Milk Products

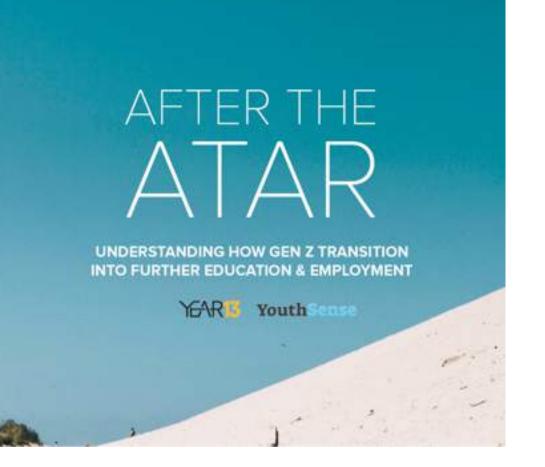
Senior Validation Technologist

Come and join the team at Westland Milk Products, a leading independent dairy co-operative who provides high-quality milk products to the world.

- Are you passionate about what you do? So are we!
- Want a role where you can make a real difference?
- · Dynamic team with energy and an innovative approach







4.7

AVERAGE YEARS IT
TAKES UNI GRADS
TO FIND FULL-TIME
EMPLOYMENT

1 in 3

UNI STUDENTS
FAIL TO COMPLETE
THEIR DEGREES
WITHIN 6 YEARS

1 in 5

UNIVERSITY
STUDENTS DROP
OUT IN THEIR
FIRST YEAR



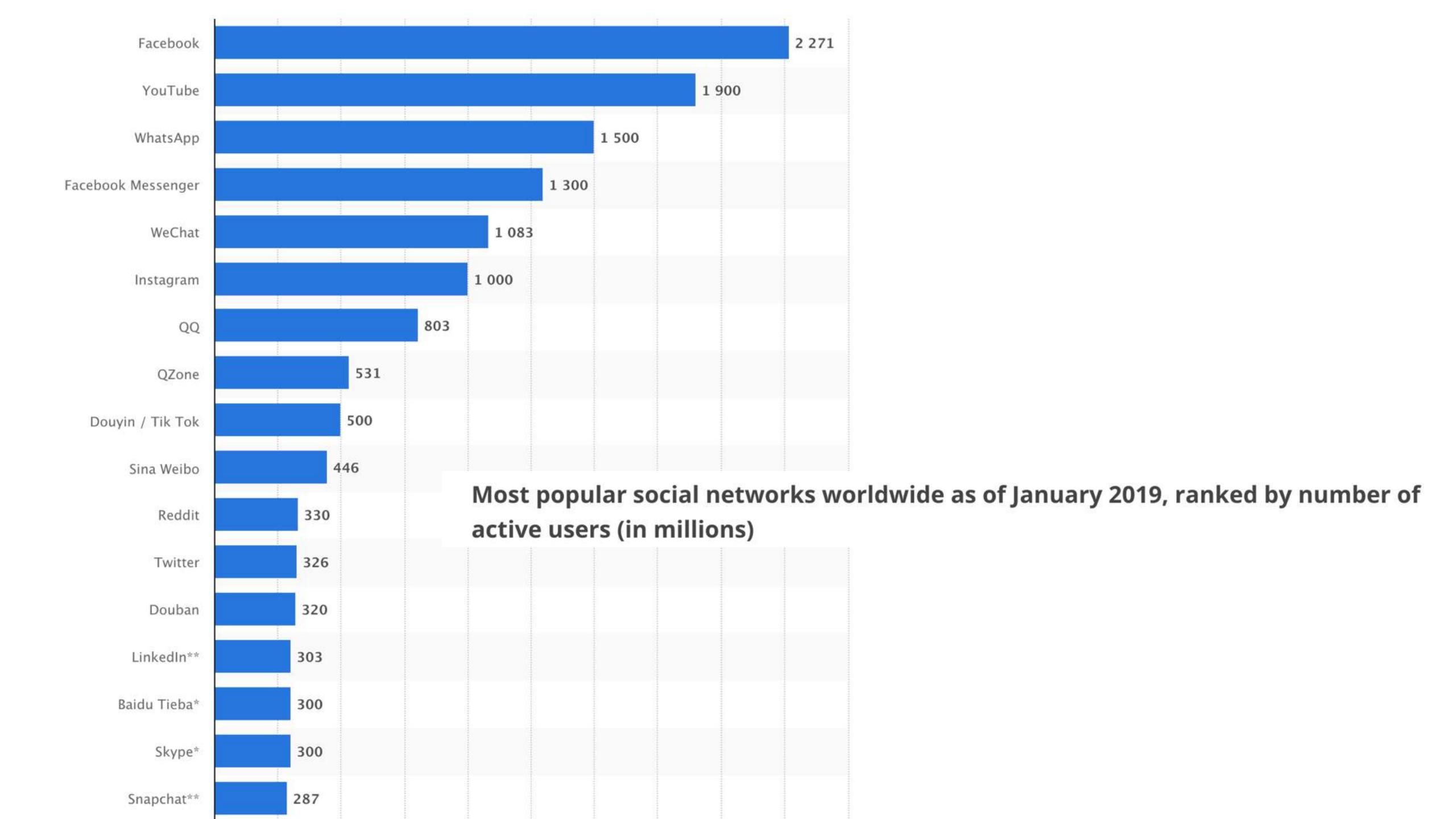
A disruptive invention like the smartphone is not a single thing—it is the combination of many features into a singular package.

The death of the timepiece, thanks to the smartphone

The smartphone has become the new watch, and there's no looking back.

When the iPhone entered it took on content providers, sales of digital and video cameras, it disrupted libraries, scheduled television, and killed off wristwatch, alarm clock and calculator sales.

It put the first nail in the coffin of the world of newspapers, and hand held game consoles with the native built in feature of the phone alone.

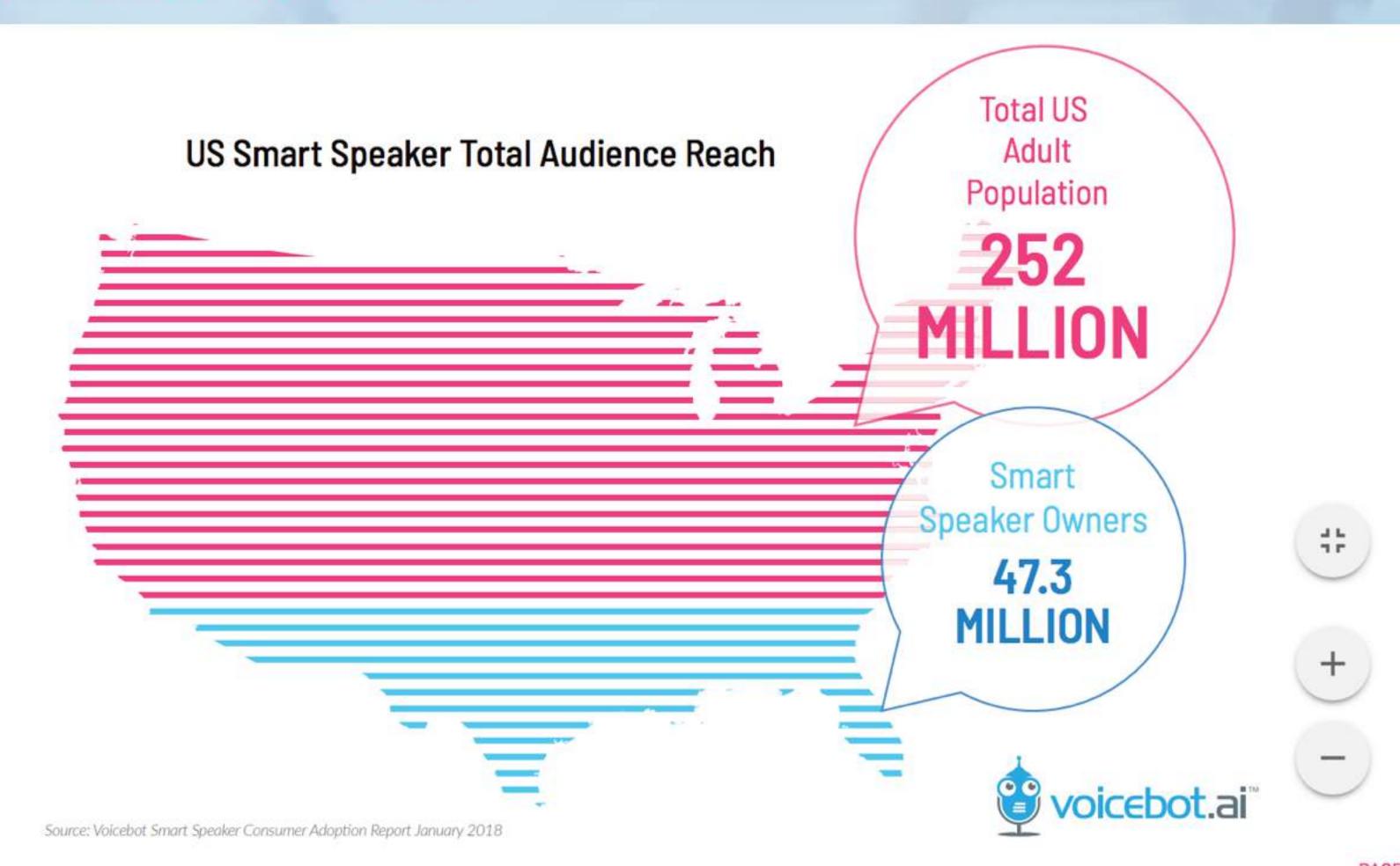


SMART SPEAKER CUNSUMER ADUPTION REPORT

Total Smart Speaker Users Have Risen to 47.3 Million

The 19.7% consumer reach figure translates into 47.3 million U.S. adults with access to a smart speaker. This will typically mean they live in a home where they have access to one or more smart speakers although they may not be the primary owner. This is one way that smart speakers differ from mobile. Most mobile devices have a single user, whereas smart speakers are communal devices used by entire households.

How does the march to nearly 50 million smart speaker consumers in 3 years compare to growth rates of other communications channels? Television took 13 years, the internet four years and Facebook just two years. Smart speakers are devices but are growing almost as quickly as social media apps. That is what has surprised so many analysts.



Company says spoken word already essential in developing countries with low literacy rates



▲ 'Speech recognition and the understanding of language is core to the future of search and information,' said Google's head of search Ben Gomes. Photograph: Thomas Samson/AFP/Getty Images

FACEME

CEO: Danny Tomsett

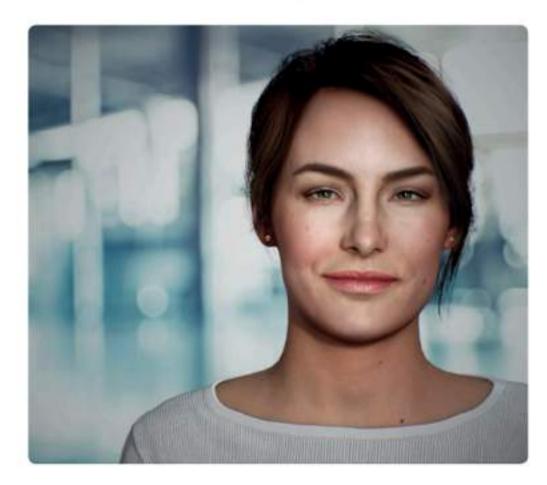
SECTOR: ICT / Digital Media

REGION: Auckland

FORMATION (YEAR): 2016



FaceMe's Digital Human Platform is a next generation conversational interface for kiosks, browsers and mobile. With the chatbot and virtual assistant market estimated to grow beyond \$40B in the next ten years, human connections will reduce to less than 15% of customer interactions. FaceMe uses advanced machine learning to incorporate key human qualities (facial expressions, gestures etc.) to provide highly customised interactions with customers in real time - creating a valuable emotional connection. Available as a platform with simple APIs, any Enterprise customer or chatbot product company can easily reimagine and create powerful customer experiences that embody their brand and increase value in a digital world.



FaceMe has achieved impressive early success within the New Zealand market and globally. Digital Assistant "Josie" was developed for ASB Bank; the first human-like interface powered by artificial intelligence to be used in Australasian banking. "Vai," is the world's first Digital Biosecurity Officer, developed for the Ministry for Primary Industries at Auckland Airport. In addition, FaceMe-designed "Daniel Kalt" works for UBS Bank to provide differentiated banking experiences for wealth management clients in a digital-first world. FaceMe now has offices in Auckland, Melbourne and San Francisco and has doubled revenues over the last two years.

What will "success" look like? FaceMe's strategy will see the company become the market leader in the global conversational UI market - which is expected to grow beyond \$70B by 2025. FaceMe will enable companies to create an emotional connection with their customers, resulting in significant return on investment through increased differentiation, retention and growth.

Investors: Danny Tomsett, Hitech Solutions, Julian Swanton, Luberon Investments, Beachhead Capital Venture.

Total Investment to date: \$5m. Seeking further investment? Yes.

Government assistance to date: Callaghan R&D Growth Fund.

2018 Revenue (\$): Not publicly recorded.

HALTER

CEO: Craig Piggott

SECTOR: High-tech Manufacturing / Agritech

REGION: Auckland

FORMATION (YEAR): 2016





Halter is an agritech company that allows farmers to shift and manage their herd remotely from a smartdevice. Halter's device is placed around the neck of each cow and uses sound and vibrational cues to guide the movement of each cow - and ultimately the entire herd.

Using Halter, farmers can create virtual paddocks and manage herd movement around the farm. They can also monitor key metrics including feed intake, lameness, and detect when cows are on heat. Halter will reduce the labour requirements on farms, increase milk production, enhance animal and environmental welfare, and ultimately help farmers to operate more productively and sustainably.

What will "success" look like? Success for Halter is all about its customers. The company's aim is to completely transform how a farm operates by using world-leading technology. Ultimately, success means proving and scaling a new farming model that increases milk production, reduces labour requirements and significantly minimises environmental impact. This will enable Halter to play a meaningful role in helping to meet the global food production requirements of the future.

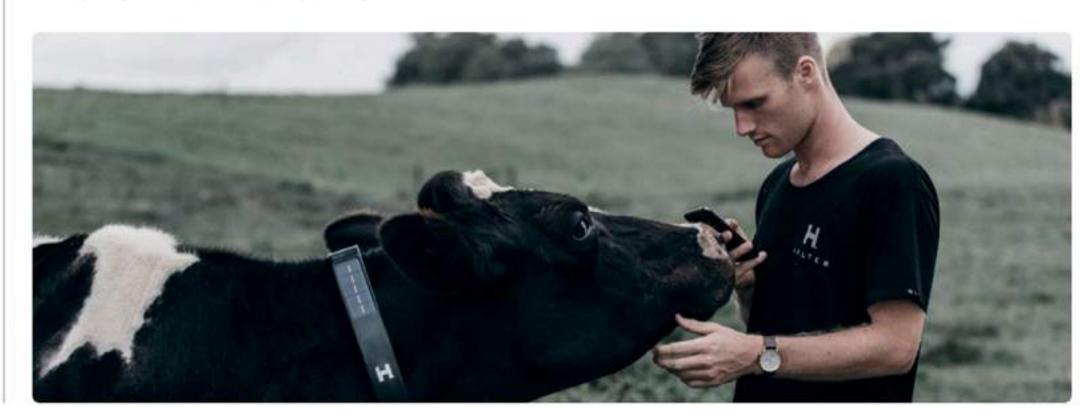
Investors: Data Collective, Founder's Fund, Ubiquity Ventures, Tuhua Ventures and Peter Beck.

Total Investment to date: Last investment round was \$8m (NZD).

Seeking further investment? Yes.

Government assistance to date: Callaghan Innovation Project Grant.

2018 Revenue (\$): None.













promapp

90 SECONDS

SECTOR: ICT / Digital Media

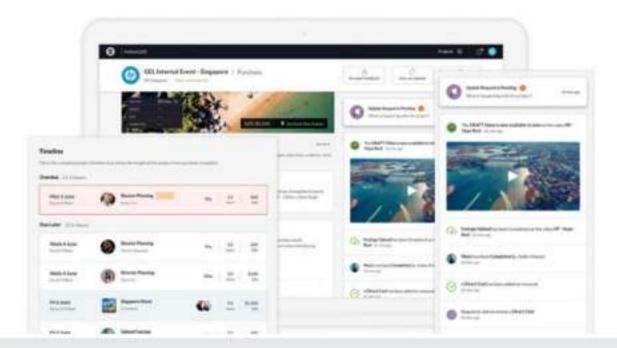
REVENUE (000'S): \$17,000 GROWTH: 70.0%

CAGR 3YR: 67.8% GROWTH (000'S): \$7,000

PREVIOUS YEARS: 2017, 2016



90 Seconds is the world's leading cloud video creation platform, allowing brands to purchase, plan, shoot, edit and review video anywhere in the world, online and on mobile. The 90 Seconds marketplace enables flexible and easy discovery of more than 16,000 video creative professionals in over 160 countries across 70 categories. These creatives can seamlessly collaborate on the comprehensive software platform.



"Success" for 90 Seconds will be achieving a number of milestones. Our current team of over 150 people across 7 countries will grow to around 250. Our platform will be processing around \$70m of video productions and will be in over 100 countries. Our core enterprise customer base of 200 of the world's biggest global brands, including Apple and Facebook, will expand to 350. We'll expand significantly into the US and it will make up around 20% of global revenues."

Tim Norton, CEO

HMI TECHNOLOGIES

SECTOR: High-tech Manufacturing / Electronics

REVENUE (000'S): \$15,000 **GROWTH:** 76.5%

CAGR 3YR: 30.0% GROWTH (000'S): \$6,500

PREVIOUS YEARS: New entrant

HMI Technologies' world leading Intelligent Transport Systems incorporate custom-built signage and autonomous vehicles to solve motorists' safety and communication needs.

Over the past twelve months the company has experienced 76.5% growth after securing a \$20m investment deal that will see the establishment of a China-based manufacturing plant for Autonomous Vehicles and an Artificial Intelligence Transport Research Centre.

HMI Technologies' strategy aims to embed cuttingedge electronics and innovation into solving transport problems. This philosophy, coupled with their strong links to the academic, public and private sectors, has proven to be a very successful combination.



"HMI is very excited to have secured a US\$20 Million Joint Venture with the City of Heshan in Guangdong Province, China. Over the next 12 months, we expect to commence the manufacturing and global distribution of our OHMIO AV electric shuttles and vehicles from Heshan. In addition, we expect to open our Artificial Intelligence Transport Research Centre, which will attract significant investment from leading international ITS companies and academia."

Dean Zabrieszach, CEO

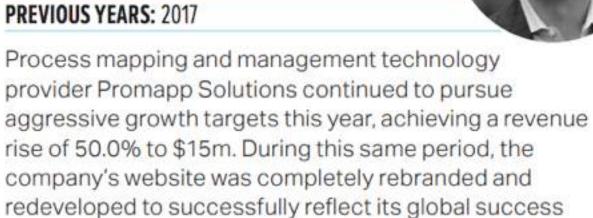
PROMAPP SOLUTIONS

SECTOR: ICT / Software Solutions

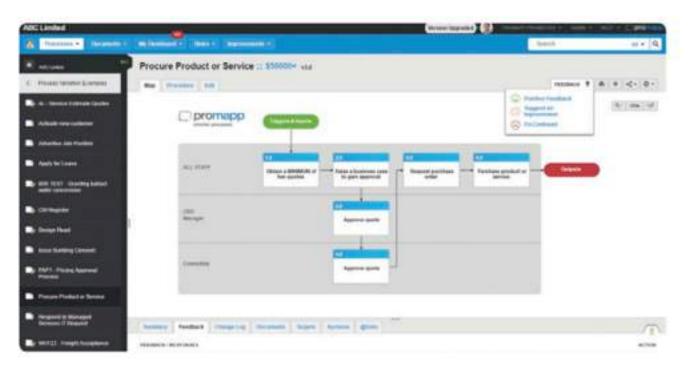
GROWTH: 50.0% **REVENUE (000'S): \$15,000**

CAGR 3YR: 41.5% GROWTH (000'S): \$5,000

and to ensure alignment with its core values.



In an acknowledgement of Promapp Solutions' impressive track record, US-based Nintex acquired the company in August of this year. Joining forces will enable both companies to undertake process mapping and identification of processes that are appropriate for automation.



"We see great synergies with the combined, market leading solutions from Promapp and Nintex as well as a tremendous opportunity to help our customers and partners around the world achieve continuous process improvements in the years ahead."

Eric Johnson, Nintex CEO



