



Horticulture 4.0 Conference



Andrew Fuller
Bridge Farm Group

Bridge Farm Group



Bridge Farm Group

Who we are

Automation &
Strategy

Future
Technologies



Who we are...

bridge
farm
group

bridge farm
Part of the bridge farm group

neame lea
Part of the bridge farm group

zyon
Part of the bridge farm group



Where it all started.....

1986



1988



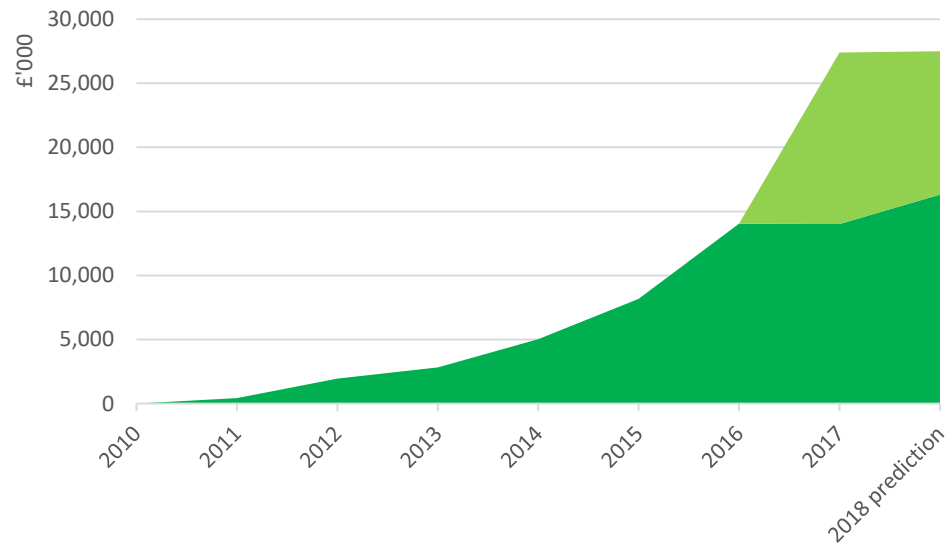
2004



2015



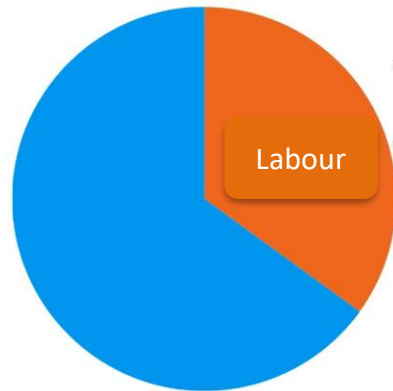
Neame Lea Growth



- Loss Making to 19% EBITDA Margin
- Negative Net Assets to £30m EV
- 6 Full Time Employees to 250
- 3 Acres Production to 36



Unsustainable Business Model



UK GROSS MINIMUM HOURLY WAGE



SOURCE: TRADINGECONOMICS.COM | DEPARTMENT FOR WORK AND PENSIONS, UK



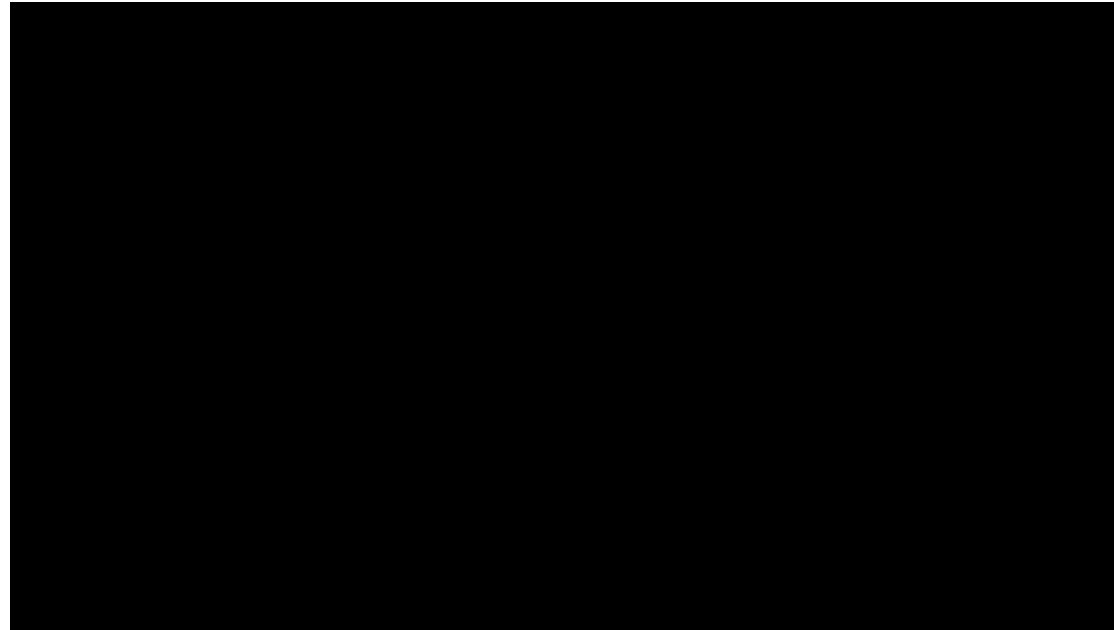
Focus on a Strategy



Investment

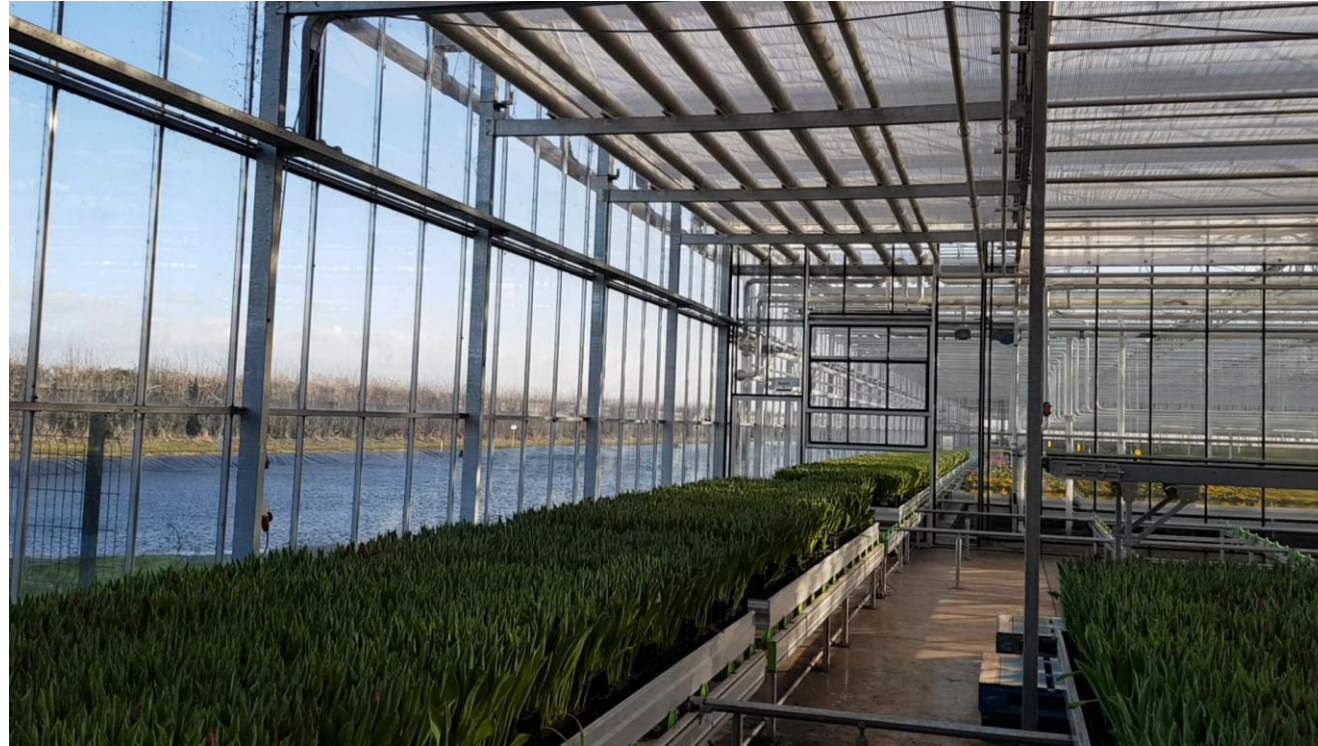


Automation at Horseshoe



- Centralised operations – control of labour
- Reduced labour requirement (but more technically skilled)
- Consistent Operation (product handling)
- Ability to operate 24hrs/day
- Evolve...doesn't always work first time!

Tulip Grading Machine



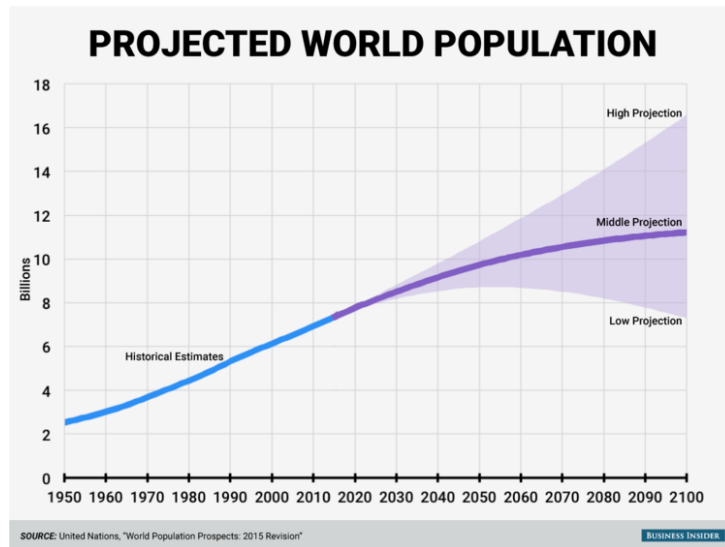
- Reduce Labour by 80%
- Computer Controlled Grading to Specification by Customer
- No HR Manager / Toilet Breaks / Pay Rises

Investment in Automation

- Profitable, Sustainable Business
- Improved Employee Working Conditions
- Long Term Customer Commitment
- Higher Quality Standards
- Further Investment to Expand Business

Constant Evolution

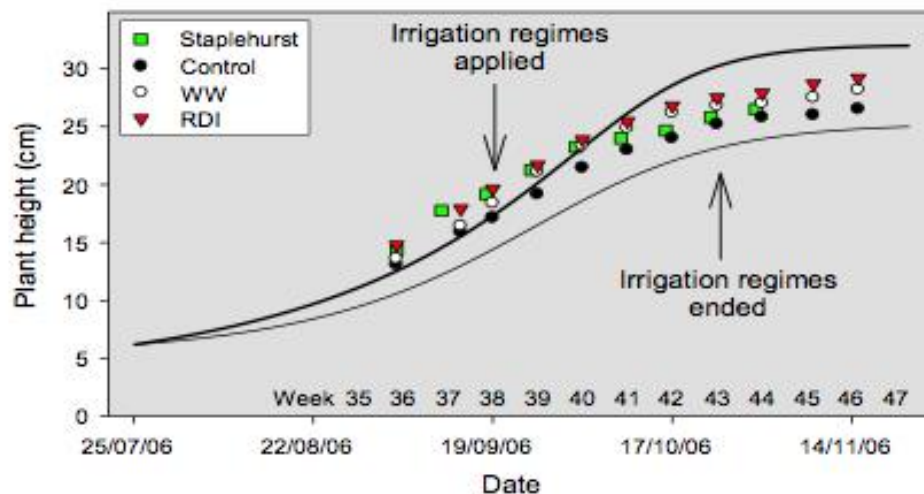
BREXIT



ASDA
Sainsbury's

New Technologies

Stem height controlled effectively by RDI



- Plant height control was achieved effectively without reliance on PGRs
- Water deficit was used in conjunction with other approaches to manage stem height
- Sensors, dataloggers and telemetry were reliable and worked well
- Water deficits below 20% were needed to slow stem elongation
- Repeated exposure to water deficits over a 3-week period optimise growth control
- In preliminary tests, effects of water deficits on shelf-life potential were inconclusive

Commercial Technologies



Preparing for the Future

