

SME gas users:

How are SMEs responding to gas market uncertainty?

Final report

November 2025

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EECA
TE TARI TIAKI PŪNGAO
ENERGY EFFICIENCY & CONSERVATION AUTHORITY



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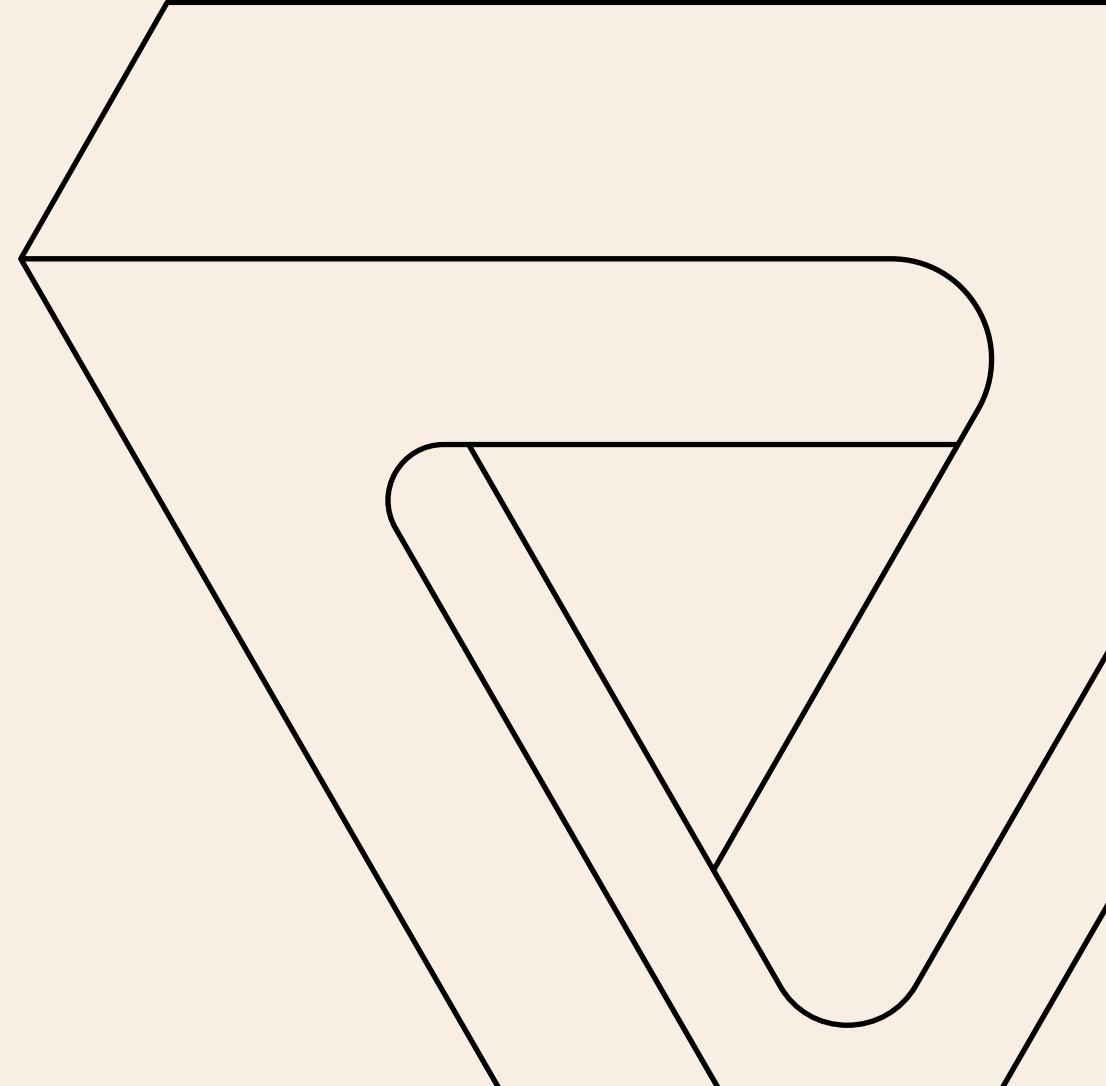
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The challenge at hand...

To explore...

the knowledge, experiences and needs of small and medium gas using businesses as it relates to their gas usage and supply. As well as their barriers to taking action to transition away from gas.

So that we can understand...

what support would be valuable in helping gas using businesses to manage a declining gas supply market.

Enabling EECA to...

focus efforts in order to develop practical tools and support that will help businesses overcome barriers.

Research methodology in summary



Target audience

Primary: Small and medium gas using businesses with an annual gas spend between \$30K and \$1M (indicative, rather than specific).

Secondary: Industry/professional associations with members affected by gas market uncertainty



Fieldwork dates – 17th September 2025 – 22nd October 2025.



Method – 60 minute online interviews



Sample size

n= 25

Sample composition

Industries represented:

- Pet food
- Poultry
- Beef and lamb
- Horticulture
- Injection and rotational moulding (plastics)
- Composites manufacturing and fabrication (e.g. fibreglass)
- Coffee roasting
- Brewing
- General facility management
- Leisure centres/gyms/swimming pools

With a mix of business stakeholders and industry association representatives:

Business stakeholders: 22

Industry association representatives: 3

2. Executive summary

Through this report, you will discover:

1

Many SMEs are operating specialist equipment and processes that rely on gas. So they do not have quick, easy or obvious like-for-like replacements. For many, a transition away from gas would require significant capital investment.

2

Uncertainty about the future of gas pricing and supply is a major driver of inertia to take action. Without knowing what magnitude of impact can be expected, and on what timeline, it is very difficult to build a business case for the capital investment required to transition.

3

Businesses do not see an incentive to be an 'early mover' in response to gas supply uncertainty. The price of alternative fuel sources do not present opportunities for OpEx savings. And there is perceived risk surrounding new technologies and processes.

4

In many industries, there isn't a well established pathway for transition away from gas. Without clear examples or case studies demonstrating successful transitions, many remain cautious about making changes.

5

Businesses would welcome support and guidance from EECA. In particular, they would like to see EECA taking a role in communicating what the future of gas supply will look like, as well as providing support to identify optimal technologies that can support transition in different industries.

3. Current situation:

What are businesses observing in relation gas contracts, pricing and supply?

Many SMEs have, so far, been insulated from the gas market context, but this is changing.

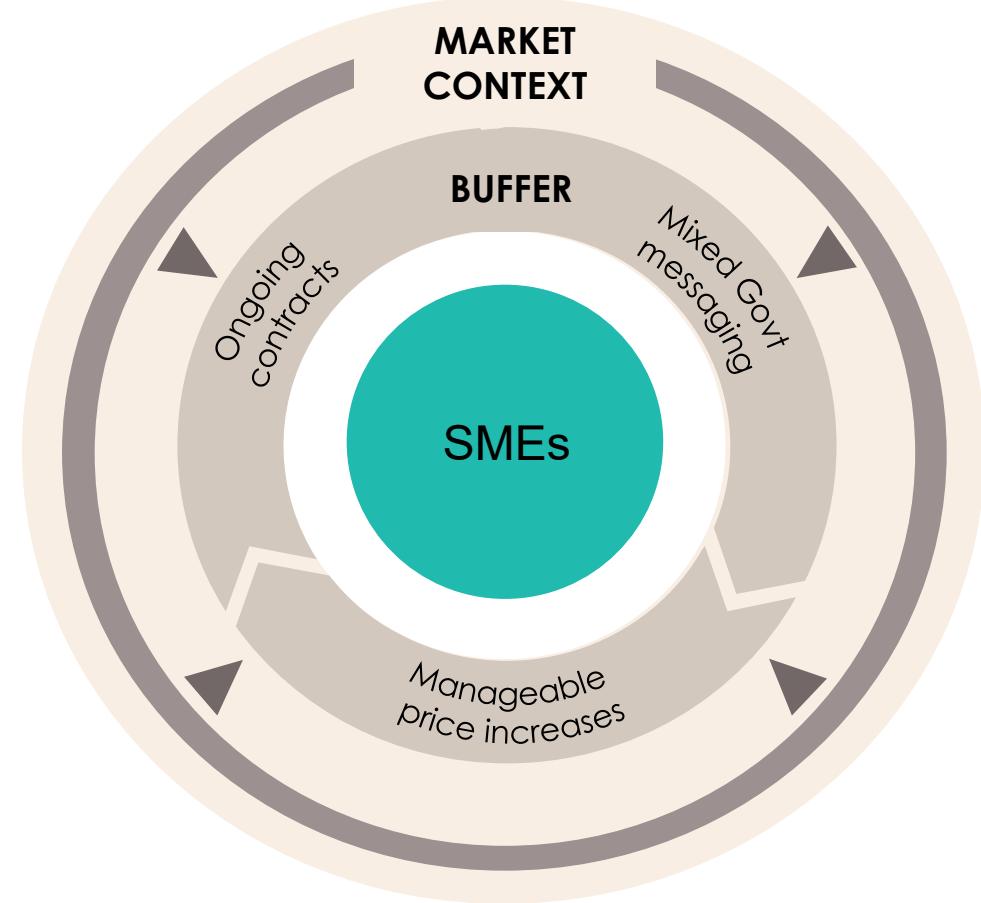
Although most businesses have had a general awareness of declining supply, increasing contract uncertainty and price escalation. It is only in the last few months that this has become a more front of mind consideration.

And despite a growing appreciation of the issue, many businesses are in the middle of fixed cost contracts that have 12-24 months remaining which are providing stability.

As fixed cost energy contracts come to an end, SMEs are trying to re-negotiate or extend their agreements with energy providers. Their attempts are often met with short term offers (e.g. three-month contracts) and significant pricing increases (e.g. 100% increases vs previous contract).



As we sit here right now, we have been OK because we had a three-year contract which runs out next year, and we were able to secure that pre the all the noise and everything going on. So that that expires at the end of the end of September 2026 and the pricing is still very reasonable.



A sense of rising pressure now exists amongst SMEs.

Supply concerns becoming real

- The possibility that their gas supply could end completely is a relatively recent concern in the minds of business.
- There is growing awareness and understanding of the potential magnitude of the supply issue.
- For many this has been brought into focus by the recent Waikato gas users forum, and recent media commentary.

Expected pricing hikes

- In response to a growing understanding of potential future supply challenges, some businesses have looked to renegotiate and extend contracts with suppliers.
- Through this process they have discovered supplier intentions to increase prices significantly (we heard frequent references to ~100% vs previous contracts).
- More generally, industry conversations and media commentary, mean that all businesses are now expecting significant price increases.

Limited alternatives

- Despite this increasing supply and cost pressure, many SMEs feel that they have no option but to absorb the price increases into their operational costs.
- For most of the businesses we spoke with, there wasn't an easy, fast or financially attractive option to switch to, with alternatives presenting major issues:
 - Significant capital requirements.
 - Unproven technology/equipment.
 - No like-for-like, meaning process redesign.
 - Lack of viable alternatives.

“ A lot of things we took for granted. We never considered the risk to the business of not actually having natural gas. We always expect that the price could fluctuate... But we never anticipated maybe having no gas coming from the pipeline.

“ So effectively what I'm seeing is in a year's time, my energy price will double.

“ The contract prices are high, and then if you want to bail out there are big penalties, and then the last clause is that they can bail out at any time without notice, so it's hardly what you call a balanced contract.

“ We're not sure there's a short-term mitigation measure really.

“ There's not anything that I've found that gives us consistency around what we need, what we need to achieve .

However, despite the increasing pressure...

...making plans and committing to choices is challenging due to uncertainty about what the future gas supply and pricing will actually look like.

No clarity on the scale of expected price increases. Businesses are unsure whether to anticipate 50%, 100%, or even 200% plus year-on-year rises.

Future supply remains unclear: Will gas be cut off entirely? If so, when? Will certain industries be prioritised?

Timelines for cost and supply changes are unknown. Businesses are uncertain about what to expect over the next 12 months, 5 years, or 10 years, and at what point the issue may switch from a painful OpEx increase to an existential threat.

It is unclear whether the government will re-initiate gas exploration or if new supply (e.g. imported LNG) could enter the market to stabilise pricing and availability.

The future of supply and pricing for alternative fuel sources (LPG, electricity etc) is also uncertain making it difficult to assess the long term commercial viability of alternative technologies.

“

We've raised the issue with our supplier a couple of times... And I always feel as though they're reluctant to tell you exactly what's happening in the industry.

“

It's a stab in the dark [our assumptions on gas supply and pricing], so there's heaps of uncertainty around it.

“

Just trying to get a definitive answer of if and when our supply would be cut off is very difficult. Nobody knows.

“

I know there's some industries that use a lot more gas than me, and I've heard that they have priority over someone like me. So that's also important. We need to know that because that will affect our decision making as well.

“

When I rung one person about inquiring about LPG, they said no, no, no, the gas is going to last for ages, don't worry about that.... but you hear from other places that it's not far away.

“

What is the priority of the gas supply going to be. If supply is limited, which it already is, how is energy going to be allocated? Who gets it first? Who gets it last? It's going to be pretty important how much time is going to be given.

Current status of gas equipment: Most of the businesses we spoke with had processes and equipment that were difficult to move away from quickly.

Research context: The majority of the businesses who participated in the research had very specialised equipment and processes, many of which required rapid temperature changes, extreme heat or space heating on a very large scale. This meant that established electrical technologies such as heat pumps and electric boilers were not perceived to be relevant.

Operational inflexibility

A lot of existing gas using equipment is integral to business operations and cannot be easily or quickly switched. Significant operational re-design may be required, alongside challenging practical logistics for equipment replacement, and extended periods of downtime.

Sunk cost and mid-lifecycle

Gas using equipment is often expensive, with significant capital tied up in the equipment and a weak re-sale market. A lot of gas using equipment in operation is mid-lifecycle, making the financial argument to decommission and find new capital for new equipment very difficult.

Industry standards

For many businesses, gas using equipment / operations are the industry standard with a long track record and full ecosystem of suppliers, parts and maintenance providers. Often there is no obvious like-for-like alternative, limited proven use cases for alternative equipment, and no well-known supplier for New Zealand.

Established supply infrastructure

Gas users have established supply infrastructure for gas. This is not always the case for alternative energy sources (e.g. operations outside of major hubs are not confident in the electricity supply infrastructure).

4. Business response to gas supply and pricing uncertainty.

In the short term, most SMEs see no other option but to absorb price increases.

Given the lack of obvious or financially attractive alternatives, many businesses feel that they are forced to absorb price increases in the short/mid-term. Typical approaches include:

- Adjusting margins to absorb the cost.
- Reducing operational costs elsewhere.
- Passing costs on to customers.
- Adapting product lines / focusing on products that are less reliant on gas.

If prices continue to rapidly escalate, then businesses feel that they would be forced to reduce product lines or scale back operations.

Even for those businesses that can see an alternative that would allow them to move away from gas, the timeline for switching operations relative to the price increases means that they will need to implement strategies to absorb price increases in the medium term.

“ We have opportunities in a lots of different areas of the business as we grow to remain efficient. So we've been able to recover the cost across other efficiencies within the business. We just have to wear the cost over here and try and save the cost somewhere else.

“ I have to put the price up. And I had to get a whole bunch of new members and pretty much all of those new members are just covering my cost of gas.

“ I think it gets to a point where the market can only bear up to a certain price, because obviously we'll look to pass it on in our pricing. But if we can't pass it on and we start losing money, we would have to find some way of looking at how we can innovate to get more money, more margin from the same type of process, or we'll look at cutting those products.

“ We've been trying to deploy capital to improve our labour efficiency for the most part in the plant and take out some of the key pinch points for the team.

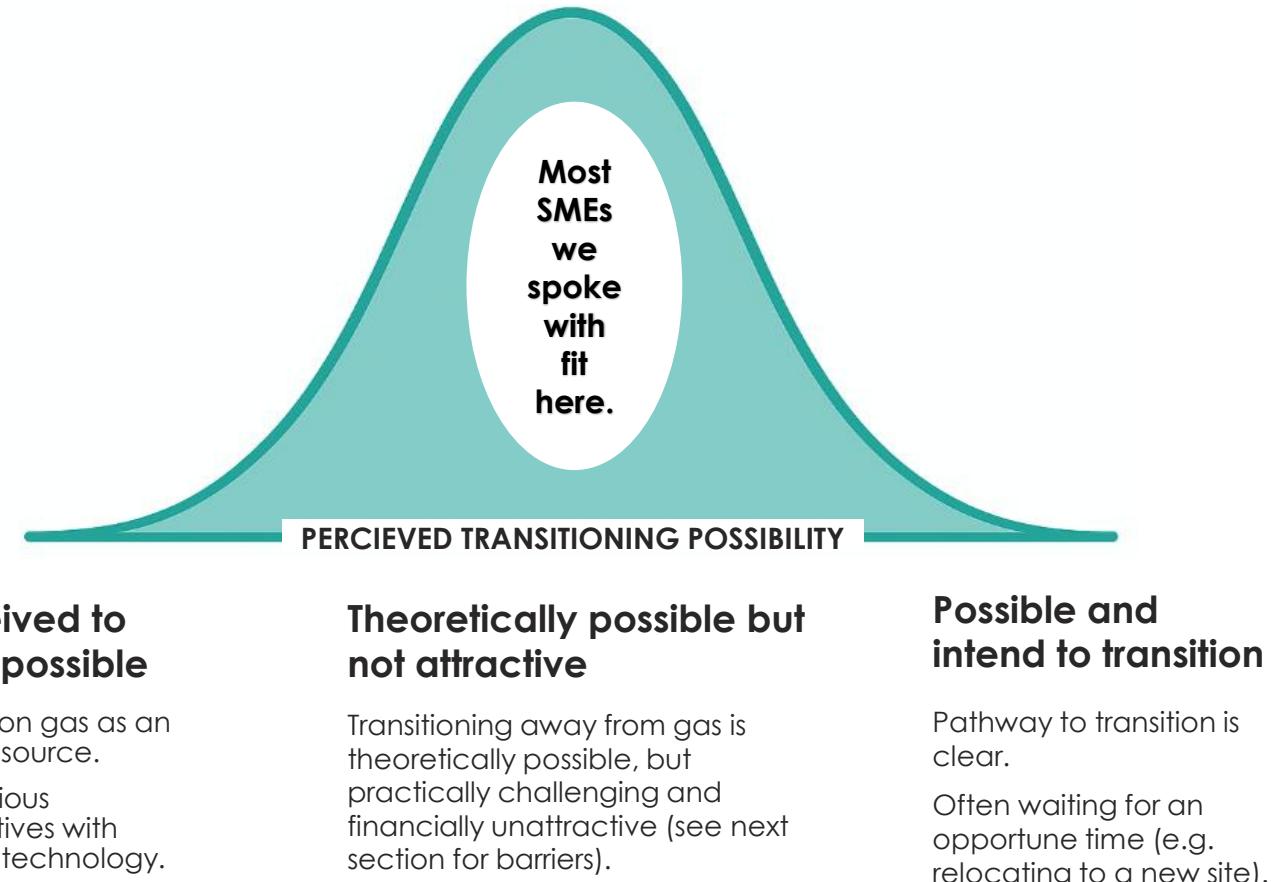
As the magnitude and immediacy of the issue has become more apparent, most businesses have done some initial investigations into potential alternatives.

But for most businesses, the alternatives do not seem like attractive options.

A few SMEs... are critically reliant on gas for operations (e.g. specialised high temperature manufacturing processes), which they believe cannot be achieved with alternative energy sources with current technology. At present, they do not see any viable solutions to move away from gas.

Most businesses... we spoke with believe that transitioning away from gas is theoretically possible. However, they anticipate significant challenges, including high costs, unclear return on investment with high debt burdens, and infrastructure limitations with alternative energy sources. This means that the transition is not financially attractive. Further details on these challenges are outlined in the next section.

A small number of SMEs... do see a clear pathway to transition and a way of making it financially attractive. But even these businesses are hoping to wait until other factors align, such as during a premises relocation or when existing equipment reaches the end of its life.



Given the uncertainty and challenges with major capital investment and process overhauls, some businesses are looking at 'quicker fix' options using LPG, waste oil or diesel.

For those businesses whose operations involve burning fuel to achieve high heat and rapid temperature increases, some believe that they may be able to convert existing infrastructure to run on LPG or waste oil.

In many cases, this would be faster, cheaper and less complex than a more significant operational change (like switching to electricity or biomass).

Given the uncertainty about the magnitude and timeline for gas supply reductions, this can feel like a less a risky option to manage any short term pricing or supply issues.

These businesses may then look at more significant adaptations later down the line, once the situation is clearer and/or alternative technologies are more well established.



Security [of supply] is actually one of the reasons why we would quite like to have two sources of energy [LPG and natural gas] on the facility.



We're working on several things at the moment, but all of them cost significant capital investment and we're also looking at what's involved in moving to LPG. Or whether we can turn on LPG at a reasonably short notice.



So we're going to push the CNG out as far as we can. And then we'll go to LPG. We may have LPG on site as a as a backup you know to give us another couple of years. But I suspect by the end of next year, the business will have to make some tough decisions on what we're going to do more long term.

5. Barriers to transitioning away from gas.

Summary of key barriers to transitioning away from gas.

Gas supply uncertainty

This is the major barrier to taking action. Given that many SMEs expect a very high capex to transition away from gas, it is impossible to develop a business case when there is uncertainty about future pricing, supply and timings. There is also a concern that first movers could end up getting stung if supply improves, gas exploration is restarted, or LNG imports begin; successfully bringing more gas into the market so we see a reduction in price/supply pressure.

Cost to upgrade / ROI / Pay back periods

Energy transition is very capital intensive for many SMEs. Alternative energy sources do not offer significant savings even when compared to 'expensive gas'. So, the pay back periods are unattractive. NOTE: Access to finance does not appear to be a major perceived barrier. Rather the unattractive ROI timelines make the investment appear unattractive – it's a lot of debt/capex to carry for a long time without positive ROI. Simply carrying additional debt with no ROI based on an uncertain assumption about future gas supply is not attractive.

Lack of clarity on optimal equipment / process changes

In some industries there is not an obvious 'like for like' technology/energy source switch that can be made. And similarly, there is no precedent for the process being done in a different way, either in NZ or globally. This means that it is difficult to assess what the optimal / safest way forward is. SMEs have questions about total lifecycle costs, equipment lifespan and future redundancy, suppliers, local expertise, maintenance, future pricing and supply of alternative energy sources.

Infrastructure and supply for alternative energy sources

Many are concerned that there is not adequate infrastructure to supply alternative energy sources at the capacity required. The most frequently cited concerns focus on electricity supply infrastructure which is a particular concern for farming and manufacturing operations based outside of major hubs. Even within cities, we heard about electricity suppliers charging 'switch on' costs for capacity increases that run into the hundreds of thousands.

Future gas market uncertainty undermines action.

Across sectors, businesses are struggling to take decisive steps toward energy transition due to the uncertainty in the gas market.

The lack of clarity around future gas pricing and continuity of supply makes it feel impossible to build a robust business case.

This ambiguity is compounded by a reluctance to be a 'first mover'. Many fear making significant investments when they have heard that the government may restart gas exploration or take other measures to stabilise supply, potentially making their investments premature or economically disadvantageous.

As a result, SMEs find themselves stalled, awaiting clearer signals before committing capital or operational change.

Gas pricing

What's the long-term outlook for gas pricing? How will this look at different time horizons?

Could importing LNG bring prices back down?

What will be the impact on LPG supply and pricing?

How do we build a business case when we don't know what gas will cost relative to alternative fuel sources?

Continuity of supply

Will there be a time when gas supply is cut off completely? When?

Will gas exploration resume, and if so, is there a chance that more gas will come into the market?

Will some businesses or industries be prioritised as supply reduces? Which industries?

What can I expect to happen to my contracts and supply 1/2/3/4/5/10 years from now? What time horizon do I need to plan for?

HESITANCY TO MAKE BIG INVESTMENTS

Uncertainty about the timelines associated with future price and supply was mentioned frequently as a major barrier to taking action.



We are nervously watching the supply situation to see what the outcome is going to be.

And without some clarity on that, by the way, there's not much point making any investment because you don't know what the right thing to invest in is or when the right time is.



If we could get a bit more certainty on the future supply and timelines, it would certainly bring forward suitability assessments of alternatives and then the associated capital to deliver those alternatives.

It won't be at any cost, but if CapEx had to be brought forward and feasibility studies had to be funded because we knew that there was a high chance that in three years, you're not going to have gas. Then that would be something that I would imagine we would kick off with urgency.



I don't feel that there is a complete transparency with regards to that gas industry, I feel like there's people saying it's five years, someone's saying it's seven... There's still major uncertainty about what price increase we will get next year.

We've got other projects on the go at the moment, which have got shorter time frames, so we won't really get involved in this [gas transition] until probably we know more about where everything is placed.

We're not going to jump unless the pricing of gas was so far ahead of electricity.

And while uncertainty about the future of gas supply and pricing is the major issue, uncertainty around the future price and supply of alternative fuels (e.g. electricity) is also a source of inertia.

“ It's the uncertainty of where the energy prices might go as to whether I'm going to put this money into making a particular change.

Where's electricity going to go if we even went down the electricity path? Who's to say we don't end up changing everything over and now suddenly there's uncertainty with electricity pricing. Do I have to change everything again?

“ The great thing about waste oil, at the moment, is that unless everybody gets on the bandwagon, it's just the price of conversion. It's just the normal cost of doing business. It's not a commodity-based product currently. But eventually it may turn into a commodity that's got some value and then that will start changing depending on how about how rare it becomes.

For many businesses, transitioning away from gas represents significant capital expense without a clear ROI.

High CapEx without OpEx or revenue benefit

- Transitioning away from gas is capital intensive (new equipment, new processes, new energy supply infrastructure).
- As the price of most alternative energy sources is not significantly cheaper (even with high gas prices), there is often little to no OpEx reduction associated with the transition. And similarly there is often no production benefit that could be linked to increased revenue.
- Generally, business decision making processes require a clear ROI to initiate major capex investments – this ROI is not clear for many businesses.
- In some cases, businesses believe that transition would in fact lead to increased operational costs.
- Logistical challenges associated with replacing existing equipment mean that the transition could also require significant down time – resulting in lost revenue and further reducing the attractiveness of any upgrade.

Long/unclear pay back periods make capital investment unattractive

- Regardless of whether a transition away from gas would be financed internally or using a loan facility, the ROI and pay back period is often unattractive (particularly if replacing equipment that is mid-lifecycle).
- Access to loans is not perceived to be a key barrier; rather, it is the risk of carrying a major capex investment without an obvious ROI, or with an extremely long payback period.
- Most businesses have a long list of capital investments with an obvious upside that they would like to make. This makes it even harder to justify prioritising an energy transition without ROI.
- Businesses appreciate that at some point gas supply might become an existential threat to the business. However, the timing of this is not yet clear. So for now, many businesses would rather 'watch and wait' than push ahead with a commercially unattractive investment.
- Some business owners even suggested that the investment is so unattractive that they would probably close the business down rather than trying transition away from gas.



If I switch to electricity, my OpEx goes up, my CapEx goes through the roof... I have no appetite to do it from an economic point of view... there's nothing good out of it.



The investment that we would need to put into all this is not actually for an ROI. It's for staying in business. I don't get anything back for it... So unless we find a way of being able to almost hold the same model then I just don't see an incentive to be in business at the end of the day.



It's painful. The economics don't work out on our current return on investment

“

It's been a really hard thing for me as the business owner to get my head around that I'm turning off some perfectly good assets. And I am investing approximately two and half million dollars in some new plant equipment just so I can keep my business going... I'm not actually getting a return.

In some industries, the lack of financial upside means that they worry for the future of their industry in New Zealand.

“

I just don't see an incentive to be in business at the end of the day... I think if we did disappear, it would be hard for the small foundries to carry on...

We're going back to those days where everything has to come in from overseas and that's where we're moving to.

“

In the end it's a flow on to what our customers can sell it for. What are people prepared to pay for it? And there's got to be a limit to that. That's when your customers start walking and manufacturing elsewhere. The reality is, a lot of the stuff you could actually make it in Cambodia or something but just using New Zealand products, and it might be a lot more viable proposition.

“

We are just passing that through to our customer base, but do the customers accept that long term? They don't really care. None of them want to have to deal with that.

I get the feeling that some of them will start to look offshore and so manufacturing again in New Zealand becomes a little bit more difficult.

“

You'd be quite shocked by how many greenhouses right now that are getting left empty. Big growers who are leaving compartments empty because they can't negotiate a good gas price.

Premises and process constraints make switching equipment a complex task.

Gas equipment is deeply embedded in business operations, with single pieces of equipment often central to processes and production.

Transitioning away from gas is not straightforward given many systems are built around specific equipment in a specific configuration within the premises.

Modifying these setups can require substantial redesign of facilities and processes.

In some cases, waiting to move to a new premises may be required to accommodate new infrastructure or technologies.



You can imagine a site that's built for reticulated energy having to now suddenly find storage space. And storage of some pretty dangerous goods. There's complications and compliance all round.



We're starting the excavation for the boiler house and the bunker starts tomorrow. Hopefully by the end of the next week, we'll have the foundation down for the boiler.

We had to get a discharge consent and we will still have to get the resource consent for boilers that was ordered by the last government. It's a complicated process.



We're at a leased site... and while we lease the site, we're somewhat constrained around how much capital we'd want to deploy of our own into somebody else's site.



It's going to take at least a year or so to change systems because there's a whole lot of complicated systems and things for the heating of the pool. So it could be at least a 12 month suffering.



My landlord isn't keen on the solar panels on the roof, mainly because of the maintenance required for them.

Based on their research to date, many SMEs feel that there isn't an obvious, well-established alternative to move to.

Across many industries, businesses face a complex decision-making landscape due to the absence of well-established alternatives.

Without clear examples or case studies demonstrating successful transitions, many remain cautious about making changes.

“ I don't know a galvanising plant in the world that has [induction]. So, are you going to be the guinea pig?

“ In New Zealand, I'm not aware of any roaster that has actually managed to make that transition yet [to electric roaster].

“ There's a lot of people who can fix a gas burner. A burner is easy to fix. But there's no expertise in this country for the others.

“ Well, let's put it this way. Our supplier for our oven, who's a sizable worldwide supplier of rotational moulding equipment. We would be the first electric oven in New Zealand.

Typical questions / concerns

- Which technology makes most sense financially (over the lifecycle (upfront capital plus ongoing energy/maintenance costs)?
- Which technology is likely to have longest lifecycle and not be superseded by new alternatives?
- Which technology has an effective supply chain / supplier for NZ market?
- Which technology is least likely to face maintenance issues?
- Which technology will have maintenance support and expertise available in NZ?
- What will happen to the price and supply of alternative energy sources?
- What are the knock-on consequences of different options?... In terms of process and staffing changes? In terms of energy supplier reliability? In terms of process efficiency? In terms of product quality?
- Are there any case studies of other businesses with similar operations successfully using a new technology?

Beyond the technology itself, concerns exist about the adequacy of infrastructure to support alternative energy sources, particularly electricity.

For SMEs that are based outside of major hubs, electricity capacity and supply infrastructure to their area creates a barrier to electrifying their operations.

“ We're also constrained by transformer and electrical availability. In the town there's capacity issues... when we look further down the transmission line there's issues as well.

Is there even enough supply locally at the nearest substation to bring what we need from there to our site to even deploy an electrical solution?

“ We had the discussion with the lines company the other day. If we were to go electric, we don't have enough capacity in town or more broadly in this area. So they said it would be like be \$1 million per kilometre to put a new cable in to the county which is like 50kms away.

Even for SMEs whose operations are based within cities where there is adequate grid capacity, some have been quoted one-off capacity increase costs that run into the hundreds of thousands of dollars.

“ Well, we did try electricity. So if I did put 2 MW into our site, we actually have the transformer because years ago we used to be a lot bigger business and therefore we own our own transformers and the cable to the site is still there.

But then I contacted Vector to ask and they said: 'yeah, it's available [on a nearby] road. We've got the spare capacity in the area.'

But they said it's \$500,000 to connect. I pointed out to them, that we actually have the Transformers already. So there's no capital infrastructure to put in. And they said 'no, that \$500,000 is just to turn the switch on'. It's a development cost to the grid, apparently.

That extra \$500,000 just to turn the switch on! It was ridiculous, it doesn't make sense. So, electricity's off the table.

Others are wrestling with the challenges associated with the timing of their energy needs, and intermittent or seasonal fluctuations. Some have explored solar to reduce reliance on grid capacity, however, this often associated with a range of other issues such as lack of space for large scale arrays, or the requirement for short/seasonal bursts of very high intensity energy.

“ The problem is our poultry farms require energy 24 hours a day. The renewables don't supply that. We can build the biggest array and it won't generate anything at night. So we've got to store the energy.

We're talking about large amounts of energy on these farms from the gas... hundreds of kilowatt hours. It's just currently not viable to store that and certainly not rapidly to gear up to do that. The technology really hasn't been tested yet either.

What do we do with the excess power in summer? We put a monster farm in. That's enough for winter. Then we can't export it in summer. What do we do with surplus energy?

“ We need, for instance, 2 MW for an hour and then we're not using it much for about another two hours and then it may be another mega watt and then not using it at all. So it's very intermittent use, which is a reason why it's costly for the power you lock out the grid whether you're using it or not, which is why a lot of people in our industry don't connect to the grid... And for solar it would have to be a pretty reasonable array to do 2 MW, we've got a decent sized roof but I'm not sure it's that big.

Other fuel sources also pose infrastructure, storage and supply challenges.

In sectors like horticulture, by-products of gas use such as CO₂ are essential to operations and make gas difficult to replace.

For those that have explored biomass (or other combustible fuels), there are a raft of additional costs and logistical hurdles associated with getting the fuel onsite.

Additionally, it can be difficult to reliably calculate exactly how much fuel is required for the required energy outputs. Where gas has well established inputs:energy outputs, this can be harder to calculate for fuels like biomass where type and moisture content of fuel can impact calculations.

“

Of course, the problem is that in order to be able to do that, I need to store energy on site instead of having it reticulated on site.

So there's the complication and the compliance cost because the current resource consent is for gas, it's not for this material. So I would have to prove to the local authorities that making the change hasn't changed our discharge profile and all the compliance costs of that whole process.

“

We use 35,000 gigajoules of gas a year. Alright, I know what a gigajoule is, but how many tonnes or kilos of wood chip at different at different moisture contents do I need to replace that.

And then it's not a small part of the equation, but freight costs a lot of money... I started doing the numbers of truckloads that we would need here in a year, and it was phenomenal.

And if you're if you're buying a cubic metre of wood to freight from Taupō, you really need to know that you're going to have a certain amount of energy out of it. Wood chip and the energy output is such an unknown right now in New Zealand.

