



Jemma McCowan MPI Presentation

APRIL 2017

Our Brands



NEW ZEALAND KING SALMON OPERATES FOUR KEY BRANDS

ÖRA KING™



ÖRA KING

Öra King salmon are the best of New Zealand King Salmon's unique breed of King salmon, nurtured throughout their lifecycle to ensure the finest quality. Öra King salmon is inspired by, and created for, discerning chefs around the world. Öra King achieves a notable premium to Regal and other brands of King salmon.

We have been able to achieve what many other

protein producers have not, with the inclusion of our Öra King branding all the way to the menu of more than 400 premium dining restaurants around the world, including the Michelin starred Musket Room in New York City. This creates a level of consumer brand awareness not generally attainable by protein producers.



REGAL

Regal is our premium retail brand positioned by reference to its Marlborough provenance. Regal is an established and trusted brand in New Zealand with a strong domestic following, achieving an 84% net total awareness score in a recent Nielsen study.⁴ Regal enjoys a greater than 40% domestic market share combined with a premium position in the marketplace.⁵ We plan to expand our Regal smoked salmon presence in key offshore markets in the future (in particular, Asia (ex Japan) and North America) with a number of retail opportunities already under development.



SOUTHERN OCEAN

Southern Ocean is our family value-oriented brand. Southern Ocean is predominantly sold in New Zealand and mostly comprises smoked products. Southern Ocean was the third most recognised brand with total awareness of 50% in the recent Nielsen study referred to above.



OMEGA PLUS

Omega Plus is our premium pet food brand which was launched into a major New Zealand supermarket chain in late 2016. The brand currently caters to both dogs and cats using King salmon by-products as its number one ingredient.



4. Source: Nielsen – Regal Brand Health Benchmark Study, March 2016. Chilled smoked salmon category.

5. Source: Axtel MAT data to 8 May 2016.

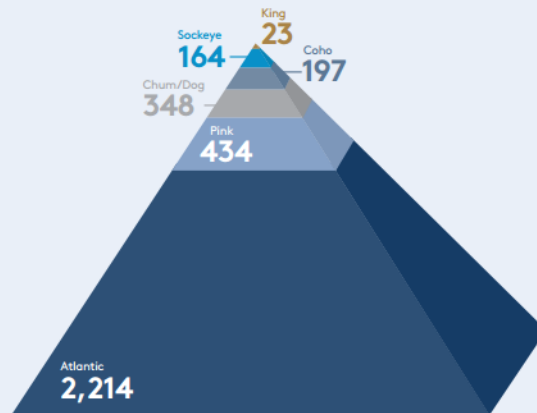
Value Over Volume

WORLD'S LARGEST AQUACULTURE PRODUCER OF PREMIUM PRICED KING SALMON

We are the world's largest aquaculture producer of the King salmon species, representing more than 50%* of global aquaculture production of this scarce species.

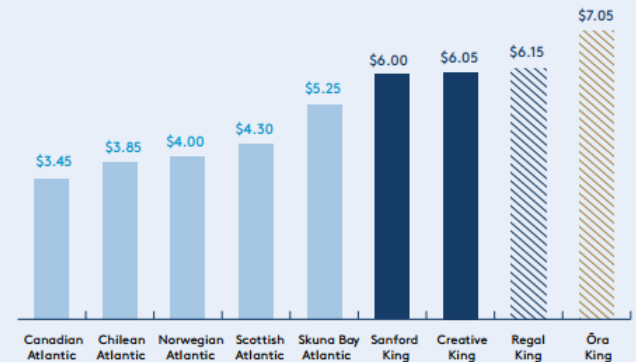
King salmon is generally regarded as the premium salmon species in terms of taste and nutritional quality, possessing superior colour, fat and Omega-3 oil content, fillet size and desirable texture characteristics.

Global production and catch of salmon (000s MT)⁴



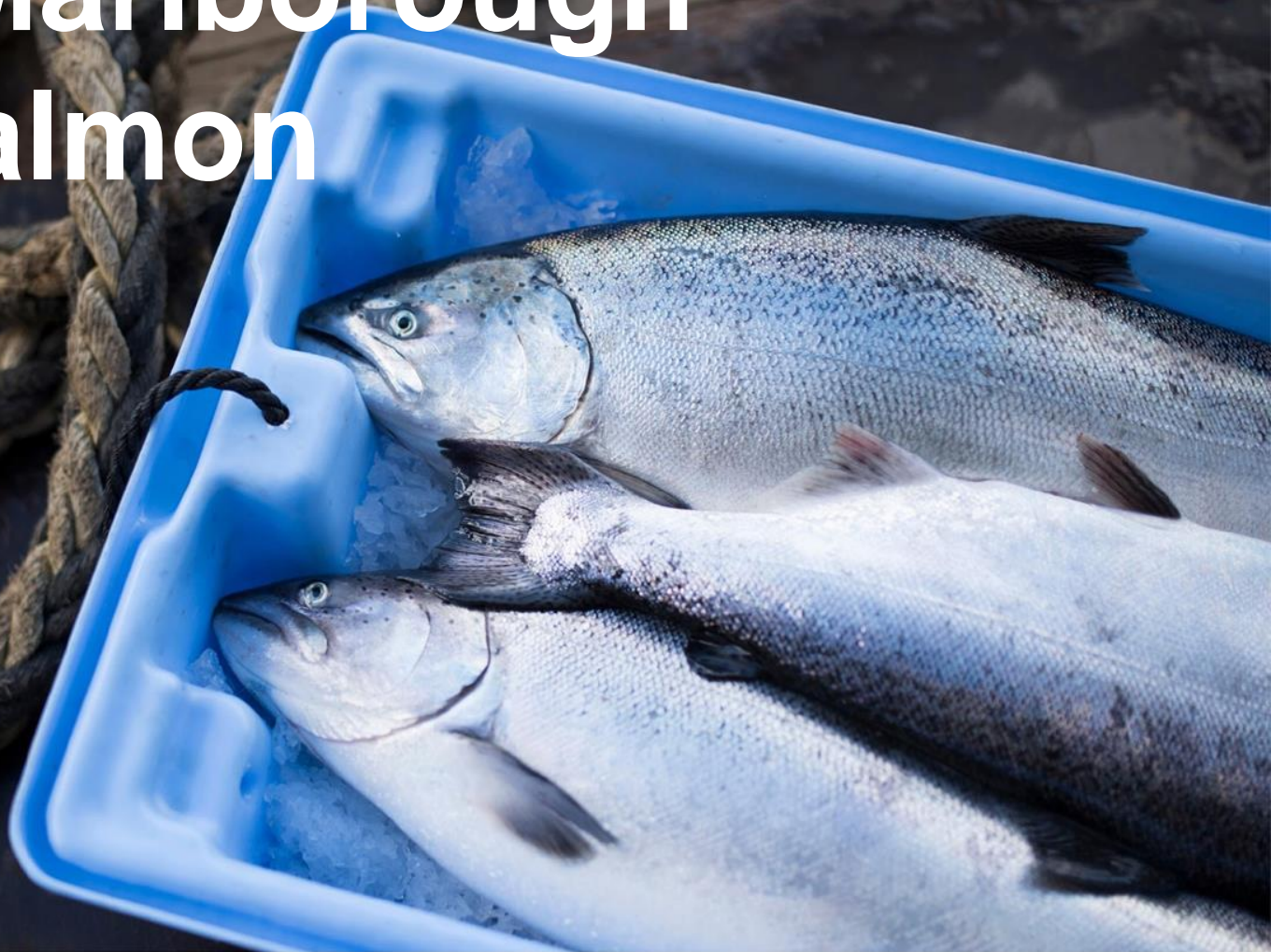
King salmon products enjoy premium positioning and premium pricing relative to other salmon species. Ōra King is our highest quality salmon and achieves a further premium.

East Coast, USA – price paid by importers in April 2016 (USD/lb)



⁴Source: Food and Agriculture Organisation of the United Nations, FishstatJ (average, 2013-2014); New Zealand Salmon Farmers Association, 2014.

Regal Marlborough King Salmon





MARLBOROUGH KING SALMON

We are so proud of where our salmon comes from that we include Marlborough in the title of one of our key brands, Regal **Marlborough** King Salmon.

On each of the 1.8 million packs we sell each year we give a description of the Marlborough Sounds and are proud to talk about Marlborough not only in the New Zealand market but also to Australia, North America and selected Asian markets.

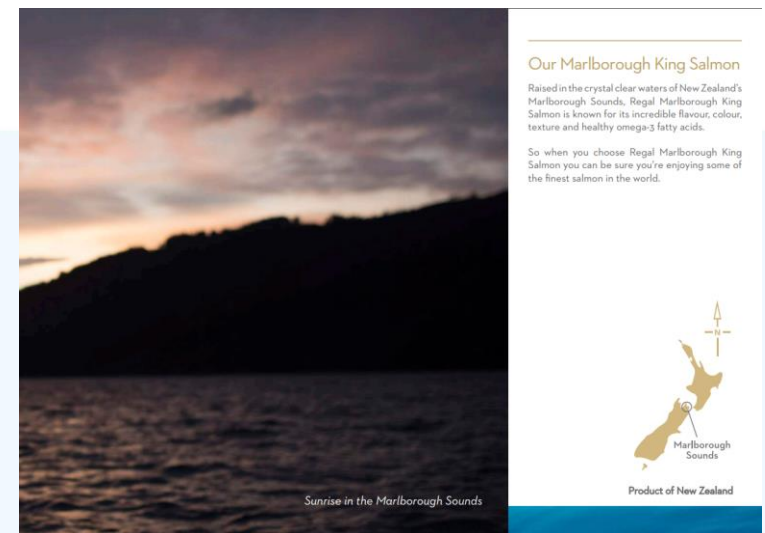
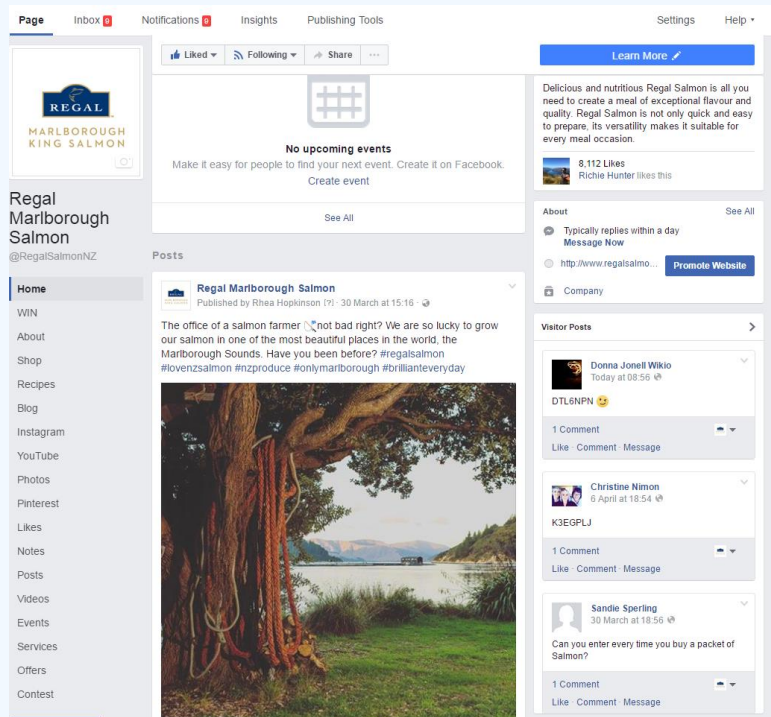
Our Regal consumers care about sustainability and demand to know where their food comes from.





MARLBOROUGH KING SALMON

Marlborough is Evident Throughout Our Media



OUR STORY

Raised in the crystal clear waters of New Zealand's Marlborough Sounds, Regal Marlborough King Salmon is known for its incredible flavour, colour, texture and healthy omega-3 fatty acids. So when you choose Regal Marlborough King Salmon you can be sure you're enjoying some of the finest salmon in the world.

WHAT WE DO

We're proud of the world-class beautiful, healthy and delicious salmon that we farm - you can't get any better. To find out more about what we do and how we do it click here to watch our video.



OUR BRAND STORY

A SUSTAINABLE STORY

Not only the best in terms of taste and nutritional quality, our King salmon are farmed in one of the most sustainable ways possible.

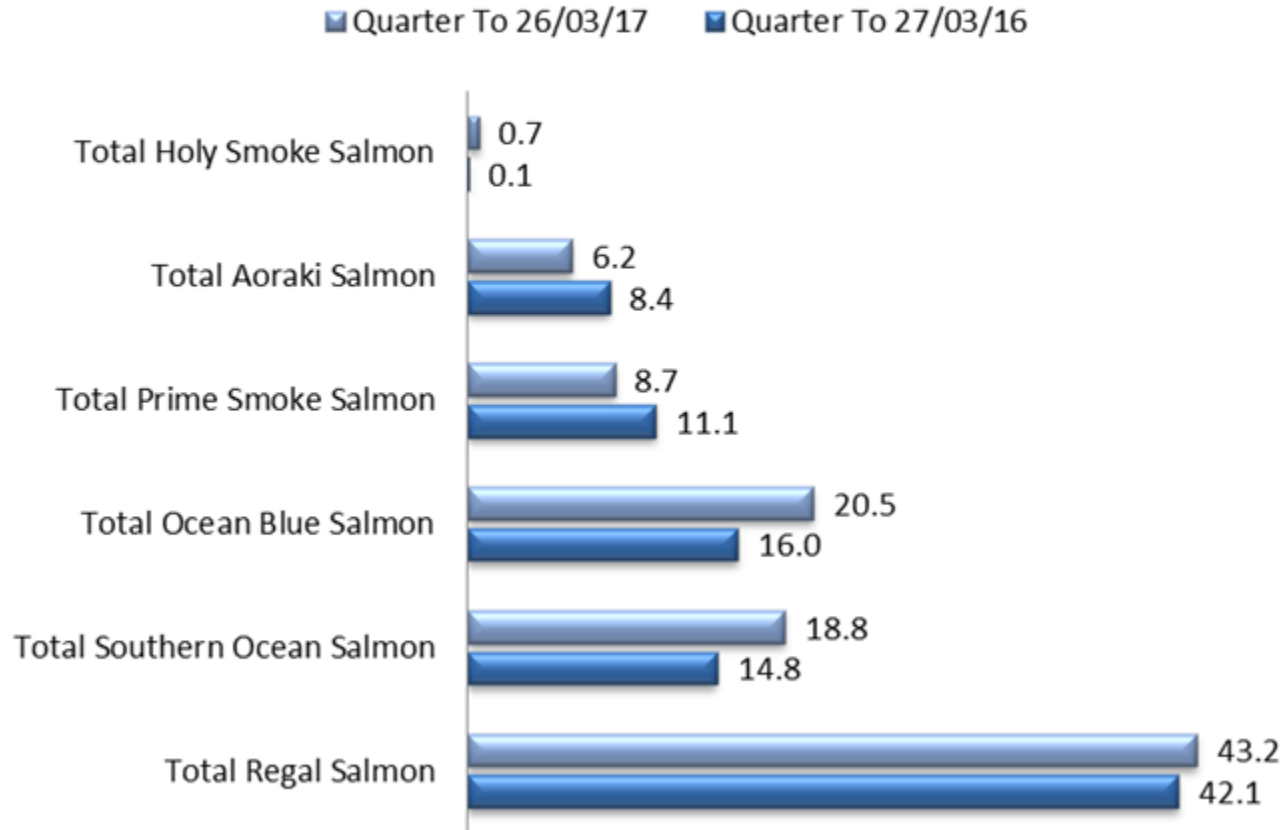
Nurtured from birth in crystal clear waters flowing from Te Waikoropupu Springs near Takaka, our salmon begin life in protected isolation. When they are ready, they are transferred to sea farms in the Marlborough Sounds. The cool, deep, clear waters of the Sounds are ideal for salmon production. Our salmon have plenty of room with stocking rates resulting in only 2% of the sea farm volume being occupied by salmon and the remaining 98% being water.

Regal Marlborough King Salmon has achieved the world leading Best Aquaculture Practices (BAP) certification from The Global Aquaculture Alliance. In addition, the New Zealand King salmon industry received the Monterey Bay Aquarium Seafood Watch Green/Best Choice rating in 2015, the only marine farmed salmon to achieve this rating.

DOWNLOAD OUR BRAND BOOK

Regal is the No.1 brand in NZ

Value share NZ Total Supermarkets



Source: IRI ValueShare Qtr. to 26/03/17

Market Leader in NZ Supermarkets

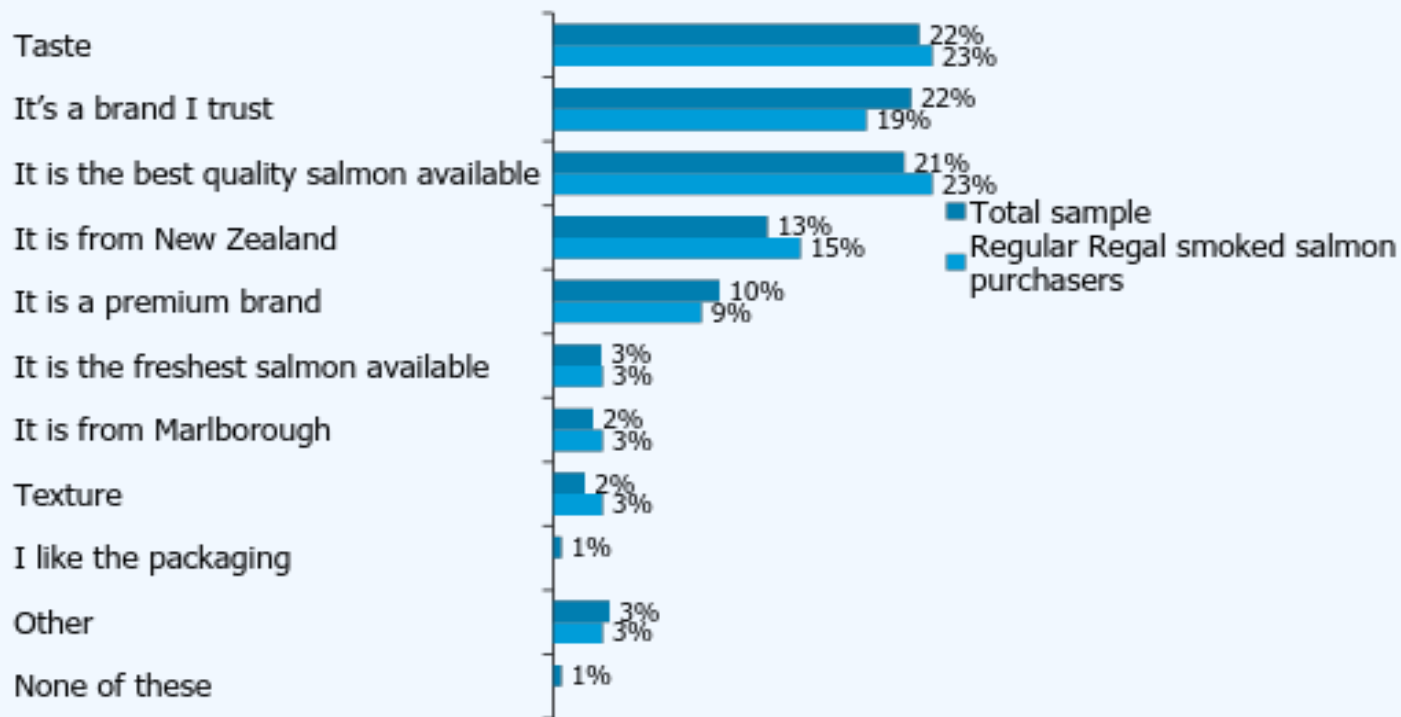
Our New Zealand retail products are extremely popular with New Zealanders and our two retail brands Regal and Southern Ocean make up most of the top 25 retail products (16 out of 25)

Ranking	Item
1	Regal Salmon Smoked Sliced 200g Twin Pk
2	Regal Salmon Smoked Sliced 100g Twin Pk
3	Regal Salmon Woodroast Pepper Spice 200g
4	Prime Smoke Salmon Smoked Shings 100g
5	Regal Salmon Woodroast NAT 200g
6	Ocean Blue Salmon Hot Smoked NAT 180g
7	Ocean Blue Salmon Hot Smoked Pepper 180g
8	Southern Ocean Salmon Smoked Pieces Wht 300g
9	Southern Ocean Salmon Smoked Slices 150g
10	Southern Ocean Salmon Smoked Prtn NAT 150g
11	Southern Ocean Salmon Smoked Peppered 150g
12	Regal Salmon Woodroast Tom&Basil 200g
13	Ocean Blue Salmon Smoked Lemon Pepper 125g
14	Aoraki Salmon Hot Smoked Prtn 200g
15	Ocean Blue Salmon Smoked Slices 180g
16	Southern Ocean Salmon Smoked Pieces 100g Twin Pk
17	Regal Salmon Smoked Pastrami Sliced 200g Twin Pk
18	Regal Salmon Loin Cuts 250g
19	Regal Salmon Woodroast Chilli Lime & Mint 200g
20	Ocean Blue Salmon Smoked Sliced 300g
21	Regal Salmon Woodroast Lmn Hrb 200g
22	Regal Salmon Stir Fry 275g
23	Ocean Blue Salmon Smoked Sliced 100g
24	Aoraki Salmon Cold Smoked Sliced 200g
25	Prime Smoke Salmon Smoked 50g

Source: IRI data to 26/3/2017 Latest QTR value sales Total Supermarkets

No. 1 Reason for Purchasing Regal Salmon

The top three reasons for buying Regal salmon (all equally rated) are taste, because it's a trusted brand and because it's the best quality salmon available. Also worth noting is the fourth and seventh reason of provenance.

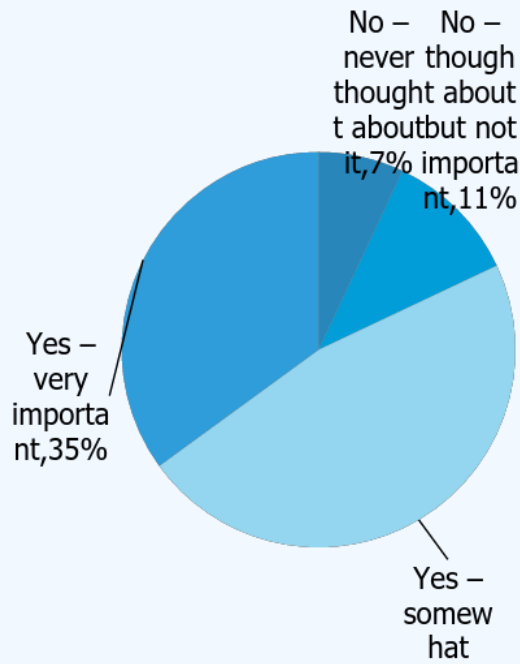


Q. What is the number one reason you choose to buy Regal salmon?

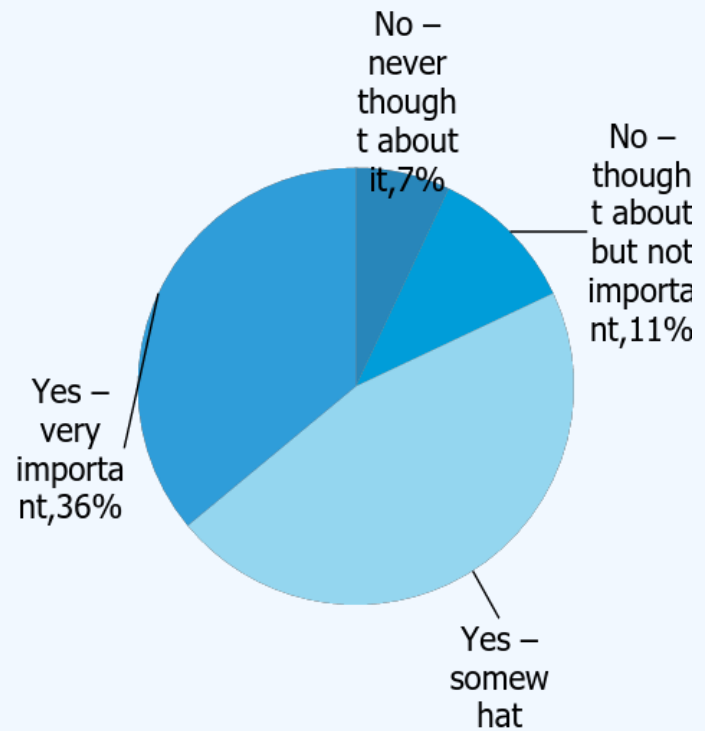
Is Origin Important?

Eight in ten consumer panel members believe the origin of salmon is important – with just over a third saying it is 'very important'. Importance of origin is perceived similarly by premium purchasers.

Total sample



Premium salmon purchasers



Q. Is the origin (i.e. where the salmon comes from) an important consideration for you when purchasing salmon?

Impact of Origin on Quality perception

Origin is seen as having the greatest impact in terms of the freshness of salmon with key concerns around how far salmon has travelled, whether it has been frozen and the farming environment and practices used.

Origin impacts on...	Verbatim Examples
Freshness / distance travelled / not frozen	<p><i>"The closer the origin the fresher and 'cleaner' the fish, less preservatives and processing needed in order to keep it fresh."</i></p> <p><i>"Less miles means less chance of it going off and more chance of fresh and omega 3s intact."</i></p> <p><i>"A lot of impact because overseas salmon is often thawed and loses its taste."</i></p>
Water quality	<p><i>"We do not want salmon from Asia, we prefer the fresh waters of NZ."</i></p> <p><i>"The origin determines the quality of the water, minerals etc that the salmon are raised in."</i></p>
Farming practices / regulations	<p><i>"Would not purchase from another country as I don't know what they are feed and how they are raised."</i></p> <p><i>"More confident in Australasian food standards."</i></p>
Wild vs farmed (small number of mentions)	<p><i>"It is more the lack of wild salmon that is the issue. North Sea wild salmon is so much better."</i></p>

Q. What impact do you think origin has on the quality of salmon that is available for purchase in New Zealand?

Plenty of room to grow salmon consumption in NZ

672K

Households have purchased Fresh Salmon in last year (+5.5% vs. YA)



6.1

Purchase occasions in a year

+0.9%

Increase in Value sales
+1.3% in Volume growth



2.2kg

Amount households buy in a year (-100g vs. YA)

\$11.69

Spend per shop on the category and purchase an average of **360g**

-\$3.19

Less spent on the category TY vs. YA

Source: Nielsen Homescan data to 29/01/2017

Meaning of 'premium'

Consumers most commonly define 'premium' as meaning salmon that is high quality, the best available, the freshest and best tasting.



Q. First of all please tell us in your own words what premium quality means to you in relation to salmon.

Meaning of premium (verbatim)

Texture, packaging and sustainable farming were also mentioned

"Delicious taste nice colour great quality as in no icky bits inside the meat."

"Delicious, great tasting, fresh, good enough to eat alone on great bread."

"High oil/fat content, deep red flesh, buttery texture."

"Good taste and freshness and importantly from NZ waters."

"A lovely juicy, clean piece of salmon with lovely colour and melts in the mouth when you eat it."

"Premium means freshness, texture of flesh (firmness) & quality of packaging (presentation)."

"Fresh and natural from clean pristine waters, no additives or hormones used in the growing of salmon."

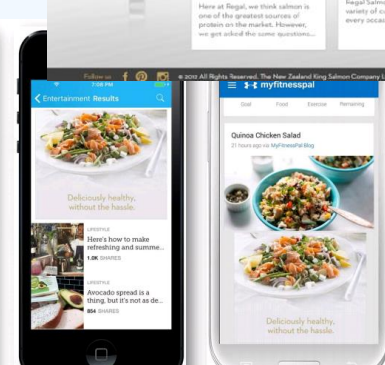
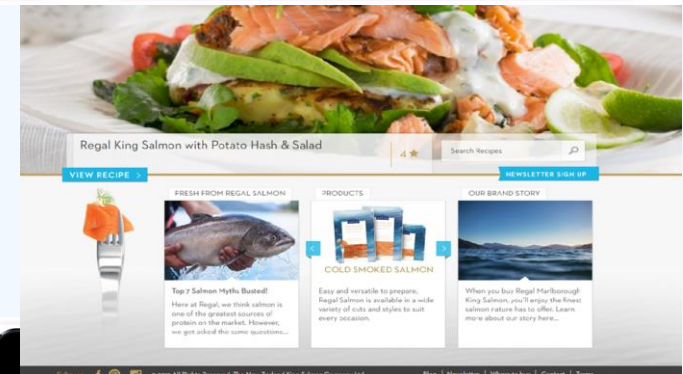
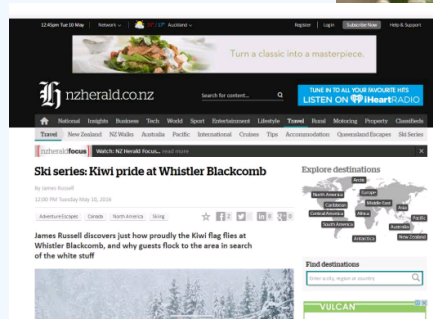
"... sustainably caught and prepared to a high standard. good premium packaging."

"Export quality, not frozen at any stage, very very fresh, ethically treated animals, natural ingredients."

Q. First of all please tell us in your own words what premium quality means to you in relation to salmon.

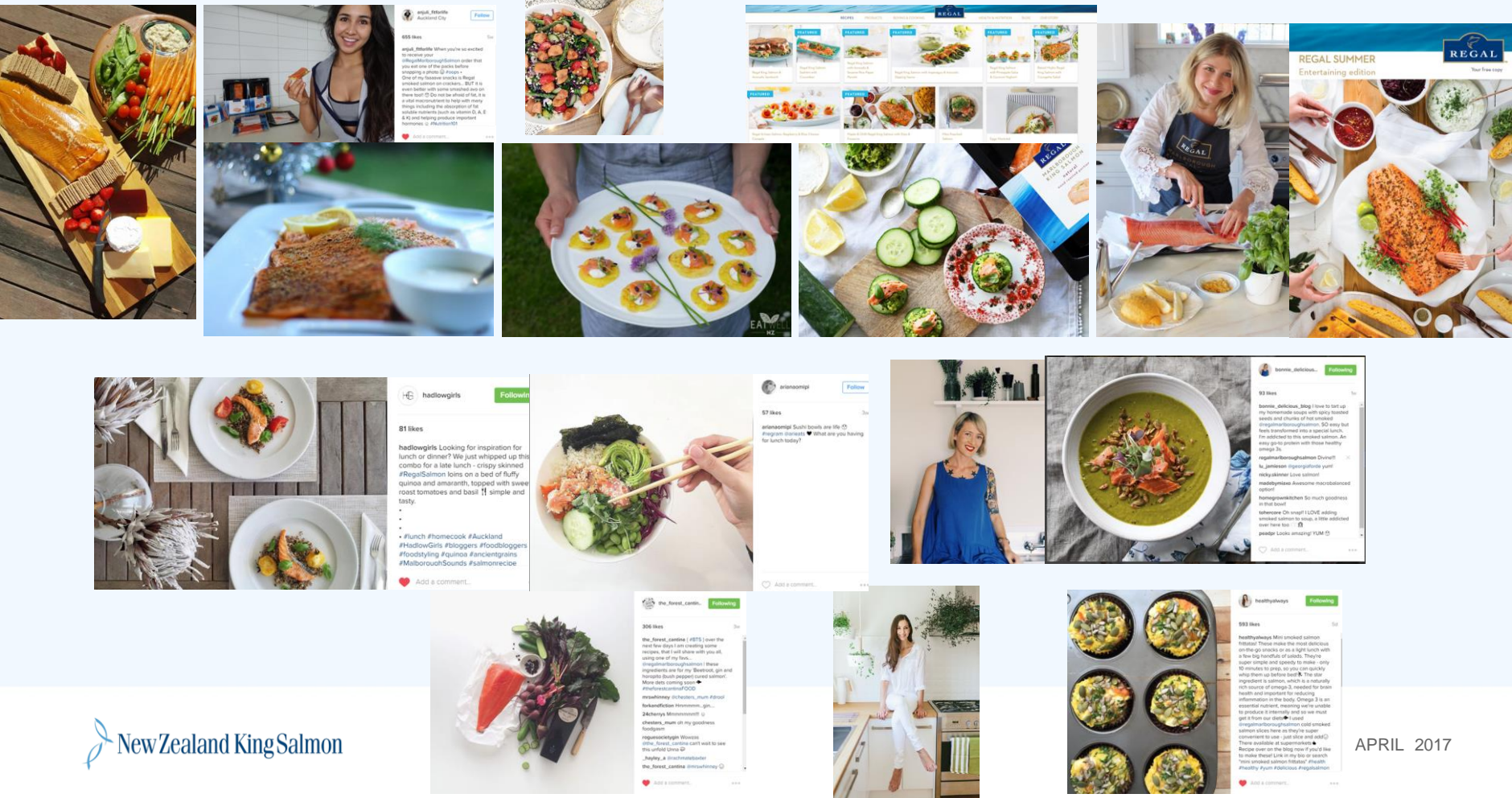
Recent Regal Marketing Activity

- \$800k spend in the past 12 months



APRIL 2017

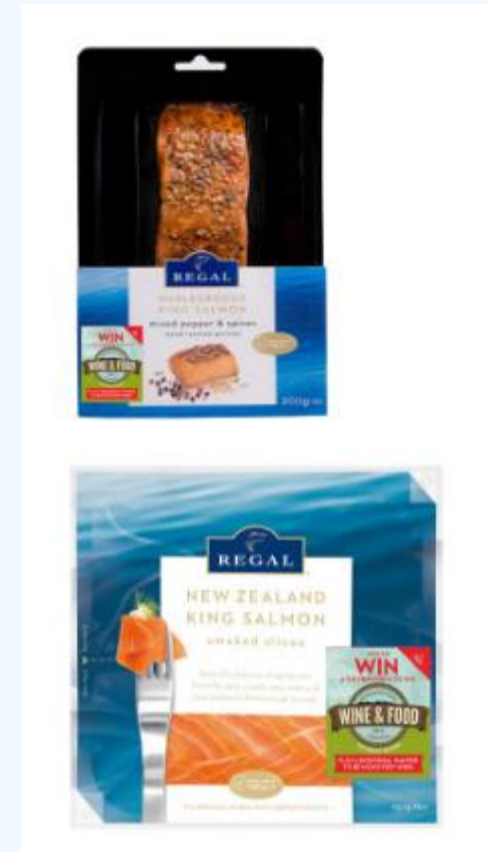
Strategy to Drive Health & Provenance with Social Influencers



Regular On-Pack Promotions Promoting Marlborough



We often invest in on pack advertising. Our two previous on pack promotions promoted the Marlborough region with the on pack stickers, online and in stores. Over 150,000 stickers in each promotion.



Marlborough Wine & Food Promotions

Each year we sponsor the Marlborough Wine & Food Festival. We sponsor product and bring a celebrity chef to the event. Over the years we have seen the likes of Nadia Lim, Chelsea Winter, Sachie Nomura, Nici Wickes, Delaney Mes and Annabelle White to name a few. The event showcases the region to these chefs and they share their experiences with their audiences.

This year we also sponsored a wine matching masterclass where we worked with local winemakers to pair some of the best Sauvignon Blanc with our salmon. This strategy works to not only promote the region's best seafood but also wines.



Regal Marlborough Wine Match

Regal salmon are grown in one of the most beautiful places in New Zealand, the Marlborough Sounds. Not only is Marlborough known for its aquaculture and natural beauty it is also home to some spectacular wineries. The outcome? A perfect marriage between Marlborough wine and salmon. Read below for our top picks of the region and how they pair with our salmon.

Coconut Crumbed Regal King Salmon Stir Fry matched with Peter Yealands Pinot Gris
Peter Yealands Pinot Gris is brimming with pear drop and nutty characters, leading to subtle flavours of stone fruit and honey. The palate is full and shows wonderful balance between fruit sweetness and acidity, with a refreshing, crisp finish.

[Click here for the recipe](#)



Miso Glazed Regal King Salmon with Seaweed Salad matched with Giesen The Brothers Marlborough Sauvignon Blanc 2014

Giesen The Brothers Marlborough Sauvignon Blanc 2014 uses a blend of stainless steel and oak fermentation, this wine is rich, with wonderful tropical notes that interplay with crushed nettle and cut apple aromas.

[Click here for the recipe](#)



Bringing Key Media/Foodies and Bloggers to Marlborough

We recently invited four NZ foodie bloggers to the Marlborough to showcase the region's food, seafood and wine industry. They each blogged about their experience and posted over 47 social media posts to their combined 400k following who are predominately based in NZ, Australia, USA and Europe.





ŌRA KING™

A UNIQUE BREED OF KING SALMON FOR CULINARY EXCELLENCE

APRIL 2017

Ōra King

Key brand message:

A unique **breed** of King salmon for culinary excellence.

Designed for and inspired by chefs around the world



Listed on fine dining menus around the world



ŌRA KING™

Chefs around the world are proud to be part of the Ōra King story - and tell our story for us



ŌRA KING™

Ōra King

Chefs are our Ambassadors, Continually Reinforcing our Brand and Positioning

- Our ambassadors are leading-chefs, who leverage their own networks and media profile to promote our brand.



missnastii
15 likes 8w

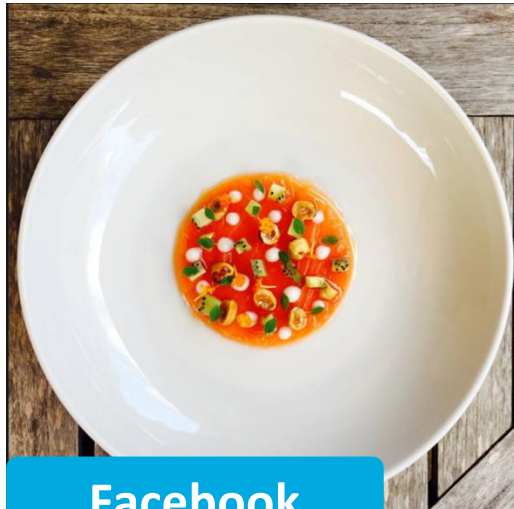
missnastii #orakingawards2015
#thomasBarta @harboursideobg_aki "a taste of the sea" my head chef is a gastronomical genius! He's in the top 12 in #nz for his submission using #OraKingSalmon #nzChefs making a difference in the way we eat 🌟🌟🌟🌟
peterguthbert Amazing! When are you coming through Singapore?
frankypbourke @nickseeko

Instagram



montereybaypgh
16 likes 9w

montereybaypgh Seviche Maki Roll
#OrakingAwards2015 #sakari #divein
#orakingusa #salmon
b_dennis_ @kalifornier
orakingsalmon Love the 'action shot'
@montereybaypgh!



Facebook

Ōra King salmon
August 27 Edited

Chef Nick Honeyman, Le Petit Léon Restaurant, France

Fred Malvaud, Nobuo Nishimura and 2 others like this.

Anthony Price Superb
August 28 at 2:50pm

Nathalie Mimetreau Trop joliii
August 28 at 9:38am

David McKinnon Oraking in France

August 27 at 10:13pm



Why Chef Nick Honeyman Misses Brunch in NZ

Traditional Media

The New Zealand Story is used by NZ Trade & Enterprise and Tourism NZ to market New Zealand internationally.

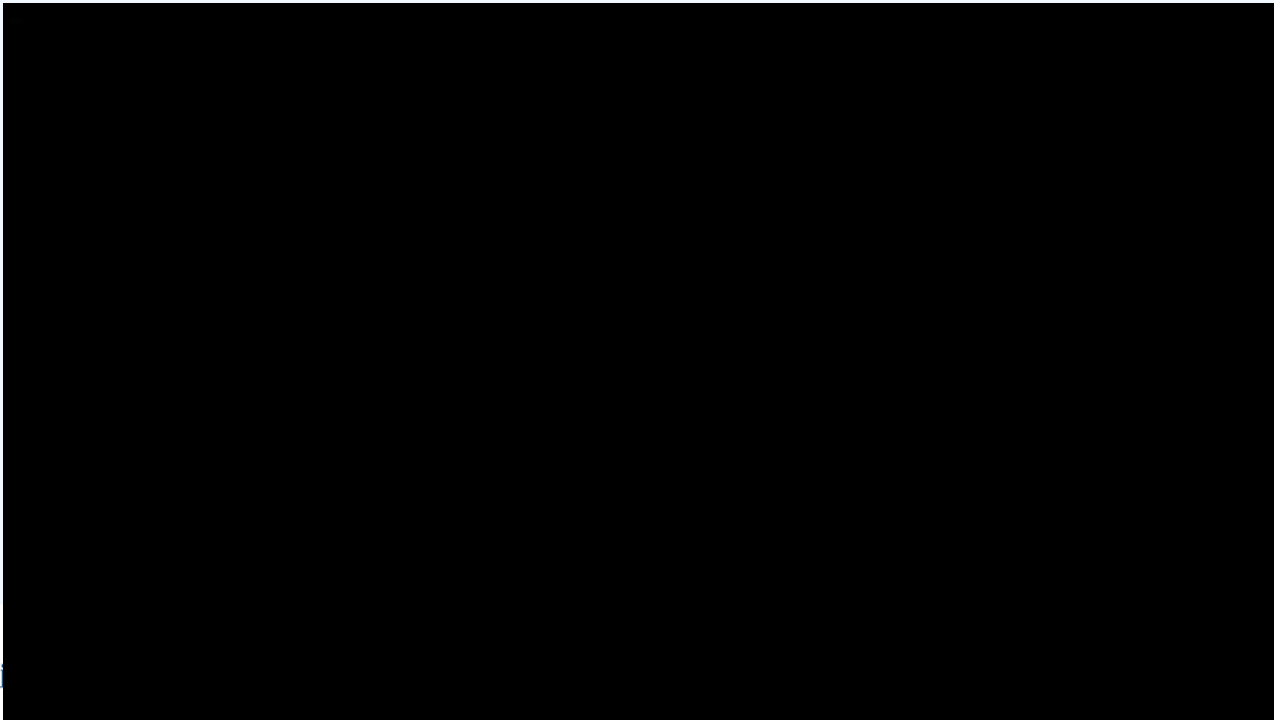
In 2013 the NZ Story crew flew down and created a video - showcasing Ōra King and how we are helping to build the “NZ Story”.

Link to the video : <https://vimeo.com/113550636>



We Create a Desire and Demand for Ōra King through our Strong Brand Story and our Promotional Activities

Our two annual campaigns - the Ōra King Awards (global) and the Ōra King NextGen Mentoring programme (NZ & Aus) are the main focus of our marketing activity. Year on year we see an increase in chef applications for these competitions. See below for an application video from a young 2017 NextGen applicant. <https://vimeo.com/207690979>

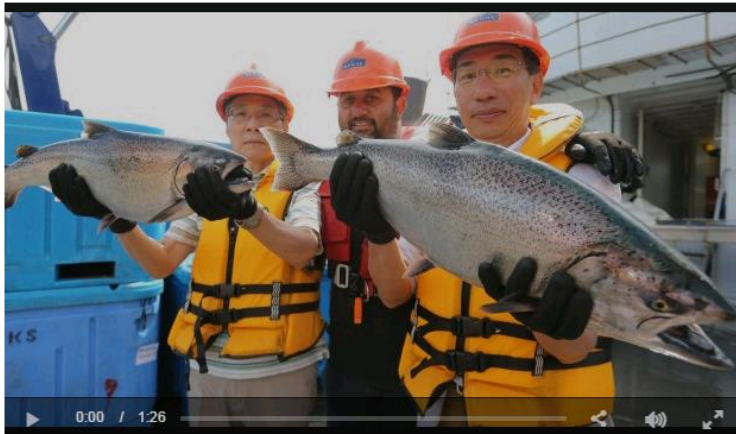


We bring visitors from NZ, Australia, North America, Asia and Europe into Marlborough to view our farms and experience the region

High quality Marlborough salmon sought after by Japanese consumers

MIKE WATSON

Last updated 16:22, January 26 2016



SCOTT HAMMOND/stuff.co.nz

New Zealand King Salmon General Manager of Marketing Jemma McCowan shows clients from Japan through a Marlborough Salmon farm.

Feeding time at King Salmon's Te Pangu salmon farm on the Tory Channel in the Marlborough Sounds creates a flurry of frenzied action on the water surface.

Ten's of thousands of sleek chinook king salmon come to the surface to gorge on tiny pellets of feed sprayed out into the water from a revolving boom.

Visitors from Lee Fish Distributors, Los Angeles, CA in January 2017



<http://www.stuff.co.nz/business/farming/76158597/High-quality-Marlborough-salmon-sought-after-by-Japanese-consumers>

The Ōra King Awards bring global food experts and influencers to Marlborough

2013: we brought 60 key chefs & food media to Cloudy Bay Estate in Blenheim for our Awards lunch. In the days after the event we took a VIP group of chefs out into the Marlborough Sounds; snorkeling, fishing and wine tasting.



2015: we bought 60 key chefs & food media to Raetihi Lodge in the Kenepuru Sound for our Awards lunch. This event was a true celebration of Marlborough - all produce was locally sourced and the award trophies; a traditional Maori korowhai were made by a Nelson artist who sourced bird feathers from the Sounds and stained them different colours to represent the Sounds and Ora King. We engaged with Kono, Cloudy Bay Clams & Giesen Wines to collaborate on this event and showcase their Marlborough produce to the discerning audience.



For the last 3 years one of our key campaigns - to find the best chefs in North America, has been centered around winning a trip to NZ and we feature Marlborough as the main drawcard





Ora King Customers: the Most Discerning Chefs, Restaurants and Diners

Global Chef Customers Speak About the Premium Exclusive Offering from Öra King salmon



"Our philosophy at Hopgoods is to use high quality local ingredients. Here in Nelson we are on the doorstep of the Marlborough Sounds and are fortunate enough to have world class Öra King salmon at our fingertips. The superb quality of the salmon and consistency of product makes it a firm favourite with both my chefs and our customers. Öra King truly reflects our style."

Aaron Ballantyne, Head Chef and Kevin Hopgood, Owner, *Hopgoods*, Nelson, New Zealand
www.hopgoods.co.nz



"At Aureole in Las Vegas we only work with the best ingredients and I firmly believe that Öra King is the best salmon available. Because of the pristine environment, the end result is just magnificent. The rich, buttery flavor of Öra King is also very clean and it is fantastic in raw or cooked preparations. I am very proud to support Öra King salmon."

Vincent Pouessel, Executive Chef, *Aureole*, Las Vegas



"Öra King Salmon is one of the hidden food treasures of the ocean. The marbling is unbelievable and the fat content is really high. I am so grateful and privileged to be using such an amazing product at Nobu Melbourne."

Christopher Shane Chan Yai Ching, Chef De Cuisine, *Nobu*, Melbourne, Australia
www.noburestaurants.com/melbourne



"It's been a pleasure working with Öra King salmon, I have been out to the Sounds and seen the salmon up close and personal. Thanks for the recognition as NZ's 2013 Öra King Ambassador."

Mark Southon, Head Chef, *O'Connell Street Bistro*, Auckland, NZ
<http://www.oconnellstbistro.com/>

ŌRA KING™

We have been able to achieve what many other protein producers have not, with the inclusion of Ōra King branding all the way to the menu of more than 400 premium dining restaurants around the world, including the Michelin starred Musket Room in New York City.

THE MUSKET ROOM



Canapes

Villa Maria Cellar Selection Sauvignon Blanc 2012, Marlborough

Miso cone, Ora King salmon, bonito.
Cilantro, Cervena venison, sesame, pigs blood.
Water cress soup, veal sweet breads.

~

First Course

Villa Maria Reserve "Wairau" Sauvignon Blanc 2012, Marlborough
Villa Maria Cellar Selection Riesling 2010, Marlborough

Ora King salmon, carrot, leeks and roe.

Second Course

Villa Maria Single Vineyard "Taylors Pass" Chardonnay 2011, Marlborough
Villa Maria Cellar Selection Pinot Noir 2010, Marlborough

Ora King salmon, satsuma, vanilla and sunflower seeds.

Third Course

Villa Maria Reserve Pinot Noir 2008, Marlborough

Cervena venison leg with gin botanicals.

Forth Course

Villa Maria Reserve "Gimblett Gravels" Cabernet Sauvignon / Merlot 2008, Hawkes Bay

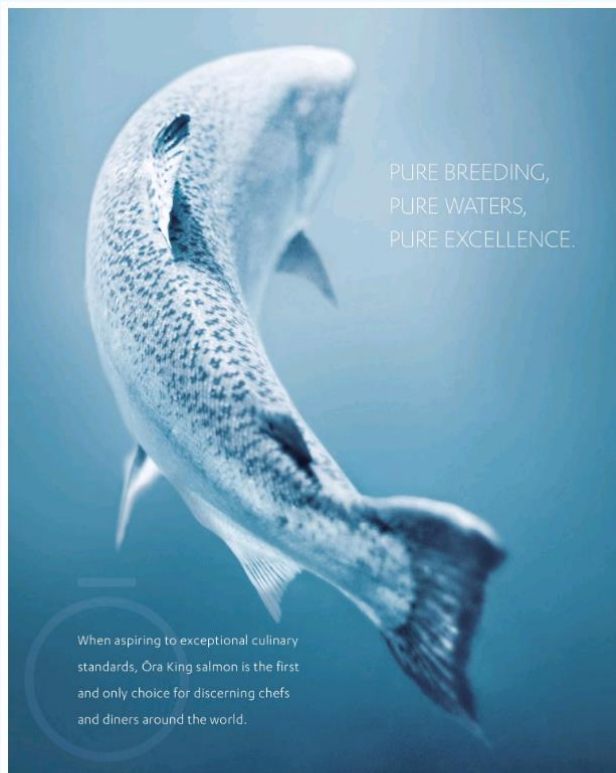
Cervena venison loin, date, wild garlic and apple.

Dessert

Passionfruit pavlova, strawberries and cream.



We Sponsor the Cuisine Good Food Awards Annually to align Ora King with the best restaurants in New Zealand



orakingsalmon.co.nz

ORA KING
A UNIQUE BREED OF KING SALMON FOR CULINARY EXCELLENCE



ALPINO CUCINA E VINO

14/20

Housed in Cambridge's landmark vintage post office, Alpino is run by a Kiwi-Italian couple who bring a touch of European hospitality to the Waikato. Noel Cimadom (above with wife and co-owner Kim Cimadom) is from Bressanone in the far north of Italy, and his menu reflects the culinary traditions of his home region, combining French, German and Italian flavours. The food is fresh and colourful, making the best use of seasonal Waikato ingredients. Recent highlights included agnolotti alle melanzane – homemade pasta filled with ricotta and butternut pumpkin served with a burnt eggplant butter sauce – and venison carpaccio with Jerusalem artichoke crisps, pickled beetroot, aged parmesan and ricotta tartufo mousse. The wine list is Italian-focused and the service is knowledgeable and friendly.

43-45 Victoria St, Cambridge, ph: 07-827 55 95, alpino.co.nz
Lunch & dinner Wed-Sun; mains \$24-\$37

IN BRIEF Authentic Italian in the heart of the Waikato



CHIMCHOOREE

14/20

There's a quirky charm to Chimchooree, which is housed in the old Waikato Brewery building overlooking the Waikato River. With wooden floors, wooden tables and wall decorations courtesy of old encyclopaedias, the vibe is fun and welcoming. Water is served in brown Waikato Draught bottles in a nod to the building's past. Staff are friendly and informed and the menu, courtesy of chef-owner Cameron Farnilo (above), is eclectic, with interesting ingredient combinations evident in dishes like confit duck leg parcel with parsnip, hazelnut and barberries, and coconut panna cotta with black boy peach granita, puffed wild rice and coconut chips. The compact wine list has something for everyone, plus there's a good selection of beer and whisky.

The Brewery Building, 14 Bridge St, Hamilton, ph: 07-839 4329, chimchooree.co.nz
Lunch Mon-Fri, dinner Mon-Sat; mains \$36-\$57

IN BRIEF Interesting food in a fun setting



EMBER

14/20

The aptly named Ember was built on the ashes of Pumice restaurant, which was sadly destroyed by a fire in 2013. A handsome, light-filled and airy space with a New York loft-style fitout, Ember comprises a slightly elevated eating area with leather bench seats, a large central bar and a covered outdoor seating area with a fireplace. The impressive robata grill, which is on full view in the open kitchen, turns out "food of the Americas", drawing influences from everywhere from Brazil to the Caribbean to the southern states of America. Dishes are full of flavour and freshness, with most plates designed to be shared, family style – the likes of Jamaican barbecue skewers with lemon pepper zucchini ribbons and yoghurt sauce. There is a well-chosen, wide-ranging wine list, as well as great beer, cider and cocktails. Service is friendly and assured.

60 Church Rd, Hamilton, ph: 07-850 9339, ember.net.nz
Lunch & dinner 7 days; mains \$18-\$27

IN BRIEF Flavours of the Americas in a great space

CUISINE GOOD FOOD GUIDE 39

Independent Australian Bloggers Talk about Ora King Salmon



food service

**Ora King salmon named
'Best Choice'**



Image credit: Alana Dimou

What is your favourite Poku bowl combination?

"My favourite is the Poku House, which consists of Ora King salmon,



Ora King Featured in World Class Restaurants Across North America

MAIN LINE TODAY

EatNic Makes Sustainable Food Delicious

The Paoli farm-to-table takes pride in its ever-evolving menu.

BY ED WILLIAMS



Facebook



Twitter



Pinterest



Google+



Photo by Tessa Marie Images

Making the most of our region's fertile farming communities, John Scardapane and his team at **EatNic Urban Farmhouse Eatery & BYOB** rightly tout the sustainable integrity of their menu. "Everything is fresh and made to order," says executive chef Tim Courtney, formerly of the Silverspoon in Wayne.

Tweaked daily yet still focused, the menu offers flaky **Ora King salmon** atop al dente julienne vegetables, soft udon

WACO TODAY

World-class food awaits at One Thirty Five Prime

By LoAna Lopez Mar 23, 2017 (0)



The Grilled Ora King Salmon Filet with Citrus Beurre Blanc Sauce is topped with crabmeat, diced vine-ripened tomatoes and finished with a lemon caper butter sauce.

Independent North American Bloggers focus on Ora King Salmon

The Trending Menu *by the numbers*

The Farms that Feed NYC – Meat Edition

Posted on March 13, 2017 by trendingmenu



TEAM SEAFOODS.COM BLOG

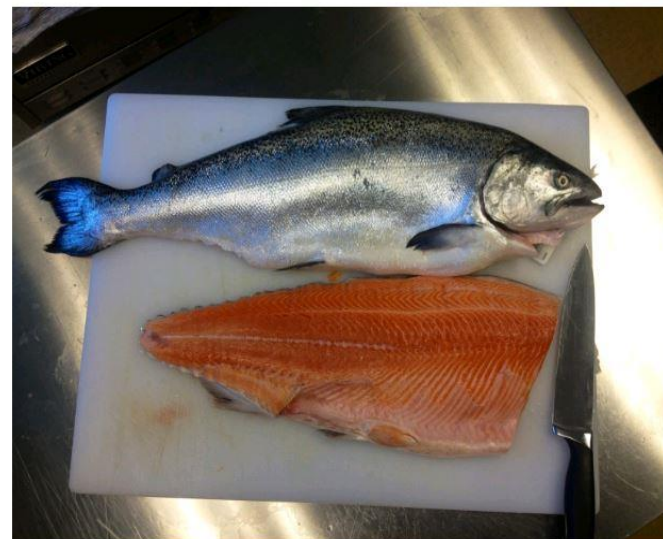
FISH

Several farm-raised salmon providers have made it onto NYC menus.

Atlantic Sapphire, based in Denmark, raises its fish with a land-based recirculating aquaculture system. The company recently received a strong rating from the Monterey Bay Aquarium which runs the Seafood Watch rating system. This fish breed is used by Oceana Restaurant.

Additionally, the following companies produce their fish in netted enclosures in the sea:

- Ora King in New Zealand (used at The Musket Room)



New Zealand Ora King Salmon

- Luscious, buttery mouthfeel
- Deep orange flesh rich in oil and fatty marbling
- Firm, elegant, silky texture
- Bright, silvery skin



Consumers & Chefs Demand Quality, Taste, Sustainability & Traceability

Consumer Demands

Local, fresh and high quality
Product transparency
Environmental impact

Industry Response



New Supply Networks

1 Food Transparency

Our Definition

The consumer desire to know how and where food was grown or made.

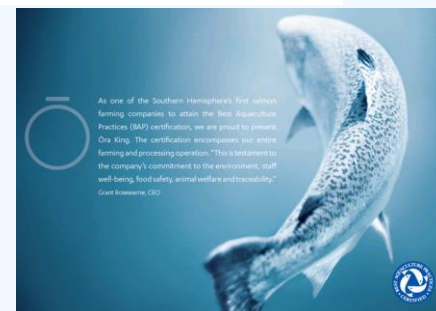
The consumer expectation for clarity, accuracy and usefulness of food related information from the companies that produce and sell it.



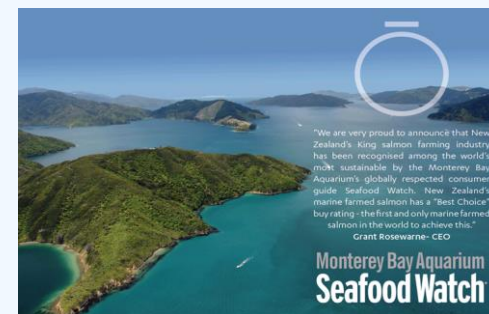
Certified with Best Aquaculture Practice (BAP) 3 star accreditation for all of our hatcheries, seafarms and processing facilities - the first in Australasia to achieve this level. BAP is the world's most comprehensive third-party aquaculture certification program, with standards covering environmental responsibility, social responsibility, food safety, animal health and welfare and traceability.



New Zealand King Salmon has signed up to implement Aquaculture Stewardship Council (ASC) accreditation by 2020 through the Global Salmon Initiative (GSI).



The New Zealand salmon industry was the first and only ocean farmed salmon producing region to attain the 'Best Choice' (green) accreditation in the Monterey Bay Aquarium Seafood Watch sustainability guide in 2015. Monterey Bay is generally regarded as a global leader in sustainable seafood guides and has rated approximately 90% of global sea farmed salmon aquaculture systems. Of those reviewed, less than 1% have been rated green.



In addition, King salmon from New Zealand is rated 'Recommended' by Ocean Wise, the Vancouver Aquarium conservation programme.



APRIL 2017

Monterey Bay 'Best Choice' Award

The Only Ocean-Farmed Salmon Industry to be Awarded 'Best Choice'

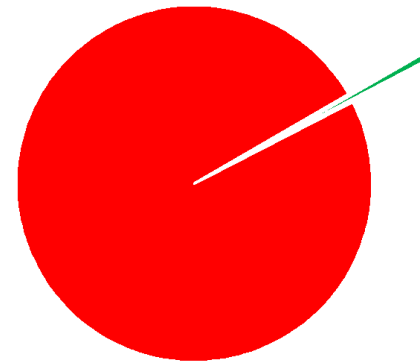
- The Monterey Bay Aquarium Seafood Watch has for the past 15 years promoted awareness of the sustainability of fishing practices.
- It is generally regarded as the global leader in sustainable seafood advisory lists, with:
 - 52 million information cards printed.
 - A smartphone app that has been downloaded more than 1 million times.
- King salmon from New Zealand given 'Best Choice' accreditation in February 2015:
 - This is a *key differentiating factor that matters significantly for US consumers (and beyond)*.
 - Seafood watch has rated over 2m MT of sea-farmed salmon aquaculture systems (accounting for ~90% of global salmon aquaculture production), 99.2% of production techniques reviewed thus far have been rated Red (Avoid).

Seafood Watch Ratings for Aquacultured Salmon

Water

North America is a strong growth market for Ōra King

99.2% of aquacultured salmon, that has been rated, was rated 'Avoid' (Red)



Chefs demand credibility in their food suppliers



"The most important things for my products are safety, quality, consistency and sustainability. For me, that is Ora King.

I am from Hokkaido, which is known as one of the best quality regions for seafood in Japan. Not to mention the best salmon in Japan. Sashimi, sushi, grill, fry, smoke, steam and soup. I can't go wrong with this salmon. Ora King, the best."

Shinichi Maeda, Chef, *Sake*, Brisbane, Australia



"Ora King is a transparent product. Environmental stewardship, high end quality and sustainability are thankfully a norm in the new culinary landscape. Ora King is proven in the respective fields. Willamette Valley, Oregon born and bred, I respect the standards and quality Ora King represents. I'm humbled by the product and the consistency."

Jason Alford, Executive Chef, *Roka Akor*, Chicago, USA
www.rokaakor.com

Knowing where your food comes from

In our aim to be an eco-friendly restaurant, every care is taken when collecting ingredients for Logan Brown's dishes. This includes knowing what practices are used to catch fish, or what goes into the ground where vegetables are grown. We also work hard to make sure we only have a positive effect on the environment around us, locally and globally.

Our recycling practices mean that hardly any rubbish is sent to the landfill. We also sponsor some unique environmentally-conscious events and initiatives. Our team is acutely aware of the impact of how the food we serve has on our environment.

So we are proud to have achieved 5 Conscious Consumers Badges recognising our commitment.



COMPOSTING



FAIR TRADE



FREE RANGE



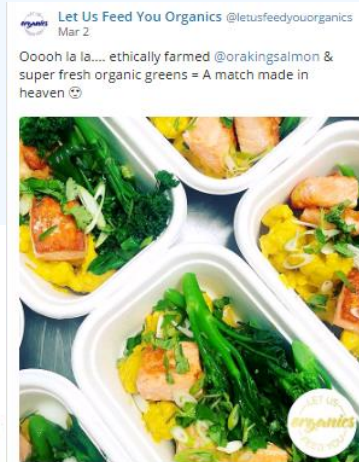
RECYCLING



VEGAN
VEGE

"It's got to be up to us, the little people, to change the world."
- Steve Logan.

Our Customers Promote our Sustainability Credentials to their Customers - The Diner



WHY WE CHOOSE ŌRA KING SALMON - WAY MORE THAN JUST A GOOD LOOKING FISH.

When it comes to seafood sustainability NZ's South Island based Ōra have it nailed. As a direct result of their traditional breeding program they've produced one seriously good looking Salmon...the Ōra King. Tasty enough to change the tide - he's actual factual oceanic royalty.

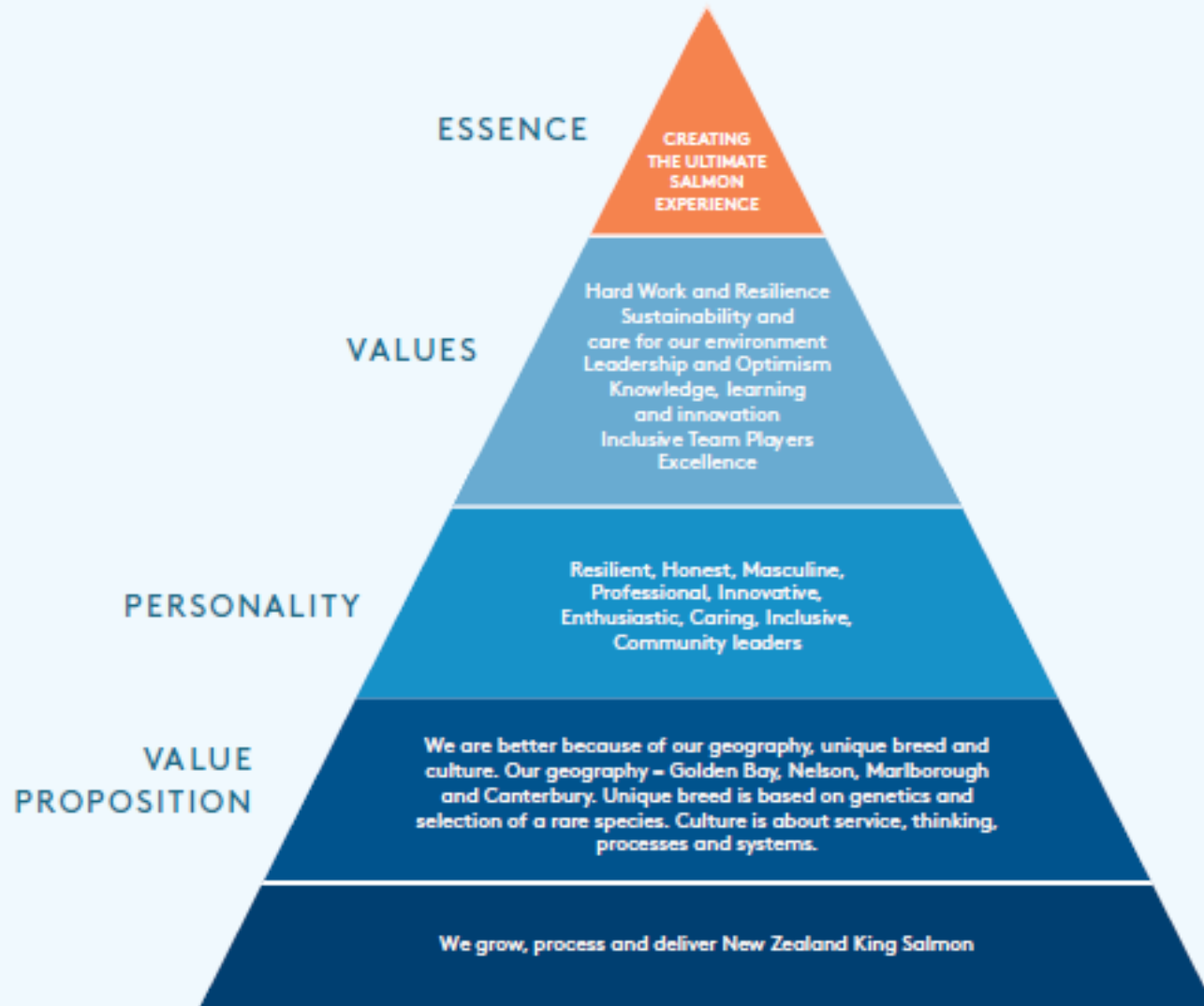
Born and raised in the world's purest waters. It boasts a bright silver skin and has a much rounder belly than Atlantic salmon giving a more generous fillet. It's oil content not only ensures a wonderful mouthfeel but keeps the fish from drying out during cooking. The result, perfect salmon that has a creamy, almost buttery texture.

Ōra King are fully committed to protecting the ecology of our oceans too. Their focus on sustainability and quality is what got our attention and together, we're helping to ensure fish suppers of the future.

Swimming in line with these high standards - all of our fish is carefully procured by seafood supplier Jules Crocker of Joto fish. Supplying to Sydney's finest eateries they've harmonised perfectly the balance between high quality, sustainably caught fish and casual prices.

Salmon and Bear, Sydney, Australia
<https://salmonandbear.com.au/adventure>

Our Corporate Brand



Substantial Public Reporting Requirements

BEST MANAGEMENT PRACTICES



BEST MANAGEMENT PRACTICE (BMP) GUIDELINES

These Best Management Practice guidelines for salmon farms in the Marlborough Sounds have been developed to gain consistency and help with compliance. The collaborative approach in developing these guidelines has come up with clear performance targets that aim for well managed salmon farming in balance with the ecology of the Marlborough Sounds.

- [Benthic Environmental Quality Standards and Monitoring Protocol](#)
- [Operation Guidelines](#)
- [Peer Review Panel](#)
- [Peer Review Panel Baseline Plan Comments](#)

MANAGEMENT PLANS

- [Biosecurity Management Plan 24 March 2016](#)
- [Residential Amenity Management Plan](#)
- [Marine Mammal and Shark Management Plan](#)
- [Wildlife Nuisance Management Plan](#)
- [Solid Waste Management Plan](#)
- [King Shag Management Plan](#)
- [Oil Spill Management Plan](#)



Results & Reports

1H17 Half Year Results

Investor Centre

ANNOUNCEMENTS

[Interim Financial Report](#)

BOARD OF DIRECTORS AND SENIOR LEADERSHIP TEAM

[Media Release](#)

RESULTS & REPORTS

[Results Presentation](#)

CORPORATE GOVERNANCE

[Interim Financial Statements](#)

CONTACT

[Appendix 1](#)

[Appendix 7](#)

[HOME](#) [OUR ENVIRONMENT](#) [OUR SALMON](#) [OUR COMMUNITY](#) [OUR COMPANY](#) [INVESTOR CENTRE](#) [CONTACT](#)

CERTIFICATIONS

WE STRIVE TO ENSURE OUR KING SALMON IS OF THE HIGHEST QUALITY AND ADHERES TO RESPECTED INDUSTRY CERTIFICATIONS.



BEST AQUACULTURE PRACTICES

[VIEW CERTIFICATE](#)



HALAL

[VIEW CERTIFICATE](#)



RMP (HACCP) - NOTICE OF REGISTRATION

[VIEW CERTIFICATE](#)



KOSHER KIWI

[VIEW CERTIFICATE](#)



CERTIFICATE OF INCORPORATION

[VIEW CERTIFICATE](#)



QUALITY POLICY

[VIEW CERTIFICATE](#)



FEED STATEMENT

[VIEW CERTIFICATE](#)



ANIMAL PRODUCTS EXPORTER

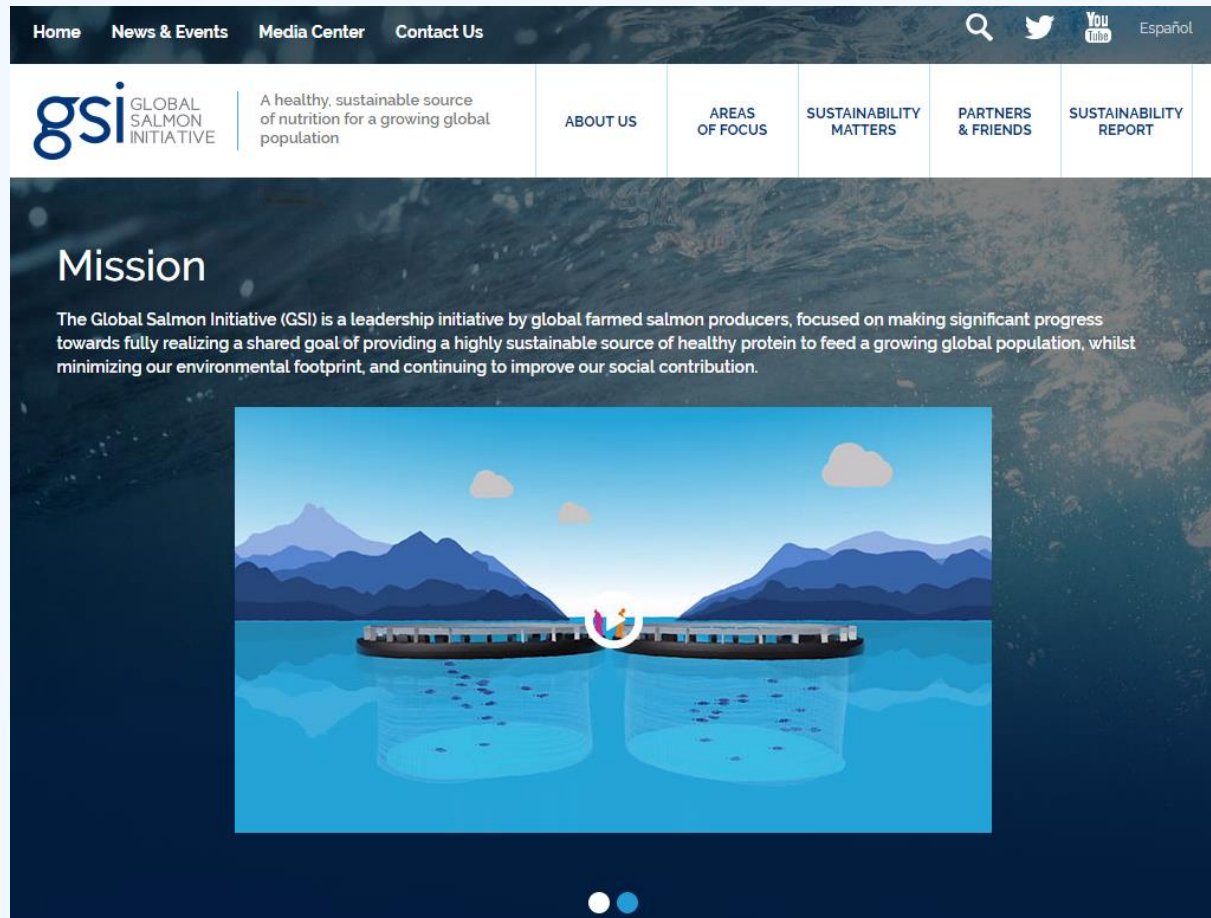
[READ MORE](#)



MPI (EXPORT)

[VIEW CERTIFICATE](#)

Global Salmon Initiative (GSI) Collaborating Internationally for Best Practice



Extending our Sustainability Strategy supported by the Sustainable Business Network (SBN)

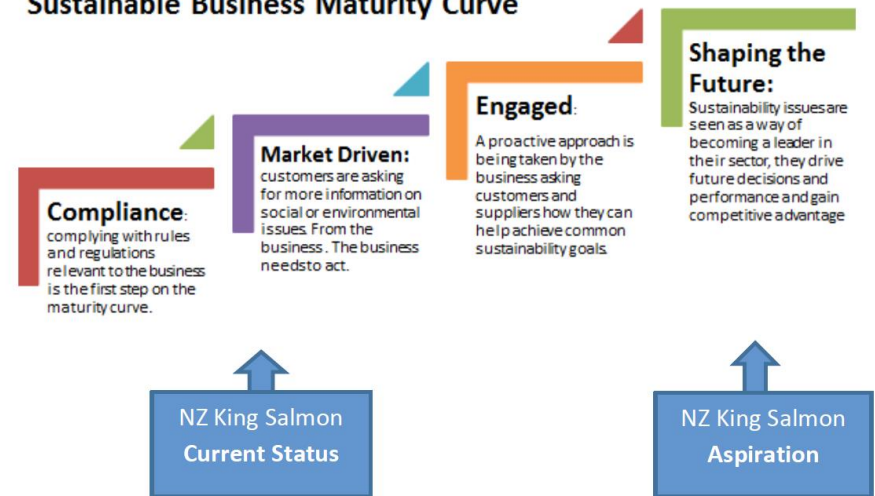
We have been an SBN member since early 2016 with the intention of broadening our sustainability networks, refining our sustainability strategy and communicating this clearly to our stakeholders.

As part of our commitment to sustainability across our business, we have embarked on a sustainability research project in partnership with SBN to identify key metrics and a strategic action plan for the next 3-5 years.

Deliverable 1 in this Snapshot was completed in December. The Sustainability Snapshot is a sustainability assessment of the business. It assesses how the business is performing across ten areas of sustainability and provides a baseline for improvement. The SBN has determined that the business is currently at the “Market Driven” stage of the Sustainability Curve.

‘Shaping the Future’ is the goal. According to the SBN, this is not easy to attain and is aspirational for most businesses. Very few companies operate at this level, shaping the future of sustainability in their sector. Most leading businesses with integrated sustainability in New Zealand currently operate between Market Driven and Engaged.

Sustainable Business Maturity Curve





Community & Sponsorship

Key Messaging

Environmental Responsibility



Grassroots in the Community



Health Benefits



Local Business, Local People: Local Pride



New Farm Opening - Pelorus

Opening Waitata Farm and Kopaua Farm July 2016



Community Sponsorship Program

Our commitment is to:

- Improving life in the community; especially focused on youth development, environmental and educational organisations.
- Building constructive partnerships with iwi in the region
- Continuing to work hard to be a good neighbour in Marlborough.
- Participating in flagship food and wine events in the Marlborough region and the top of the South.
- Making Marlborough, and New Zealand, proud

Community Sponsorship Program

In recent years, over \$120,000 has been donated in financial support for community events, charities and fundraisers annually, as well as a strong product sponsorship program.

In the past year alone we have sponsored the Marlborough community with over 80 gift hampers and thousands of dollars worth of product. Team members from NZ King Salmon also donate their time for a wide variety of community events, and our teams also participate in Beach Cleanups around the region. As our business grows, the sponsorship and events program is also expected to extend.



Some examples of Community Sponsorship

Ōra King Fundraiser Lunch at Arbour, Blenheim

We brought highly sought after, Michelin starred NZ Chef Matt Lambert from NYC's The Musket Room and Maori Chef Monique Fiso to Marlborough to work with Brad, Liz and the Arbour team.

The event raised over \$24,000 for Kaipupu Point Sounds Wildlife Sanctuary.



Marlborough Girls College – Bring Your Own Device Scheme

NZKS approached Marlborough Girls College in 2016 to see what support might be useful for students, with the view to supporting Marlborough youth. The school highlighted as a high need a pool of laptops to be loaned to students who didn't have the means to purchase their own. NZKS supported the recent purchase of 30 Chromebooks to create this much needed pool. Other support for MGC underway is sponsorship of the netball team, support for prizes at the annual prize giving and a plan to run Careers Days with NZKS team members.

Education Resource

Education and youth is one of our key focuses in our Marlborough community engagement programme. As part of this we developed an education resource written by Marlborough science teacher Melynda Bentley, in consultation with a number of other Marlborough teachers that aims to teach children about aquaculture.

Linking in with the New Zealand curriculum, each task has a major focus on science (specifically the nature and science learning area) and social studies. Each activity is also linked to one or more of the key competencies.

The kit contains a range of easy-to-use classroom activities for students and teachers aiming to help teachers, students and parents understand about king salmon, how salmon is farmed in Marlborough, the benefits of salmon as a high value health food, and the career opportunities that exist within aquaculture.

Collated in a colourful box, the pack includes a teacher's book containing 26 classroom activities (with teacher notes and photocopy master), posters, fliers and product packaging. In Term Four 2016, Picton staff personally distributed the pack (for Years 1-10) to every school in Marlborough. The resource is also available online at www.kingsalmon.co.nz/ed for all New Zealand teachers to use.

We have already had anecdotal feedback from Marlborough schools that they are using the resource and finding it very useful. The intention is to continue to develop new activities each year to add to the original resource. The full resource can be found here.

<https://www.kingsalmon.co.nz/our-community/ed/>





JEMMA MCCOWAN MPI SUBMISSION

APRIL 2017

Our video tells the Ōra King story including a showcase of the regions we operate in.....



<https://www.youtube.com/watch?v=PMpDIVwxwtw>

Marlborough is Evident Throughout Our Media

Matt Lambert showcases Ora King on US breakfast TV

<https://www.youtube.com/watch?v=T8Mc73wrbZU>

Regal video clips -

<https://www.youtube.com/watch?v=nBHmRZ0wNUo>

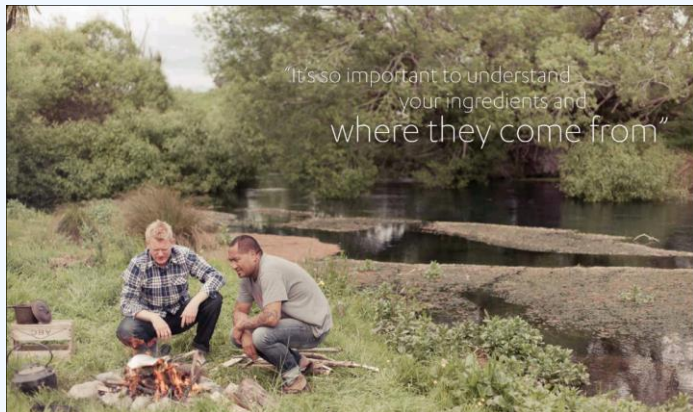
<https://www.youtube.com/watch?v=lk-LrOTh14o&t=1s>

<https://www.tvnz.co.nz/ondemand/new-zealand-on-a-plate>

In 2013 we flew a select group of chefs to Marlborough and filmed them in various locations around the region. We then created a book featuring these chefs, their memories and the Marlborough region we are based in. This book was given to chefs as a special gift and we proudly feature the Marlborough heritage series on our website

"Our heritage in Marlborough has made us what we are today, a proud custodian and producer of the highest quality salmon for the most discerning customers and chefs in New Zealand, and around the world."

Shaun Clouston & Jeremy Rameka



Geoff Scott



Martin Bosley



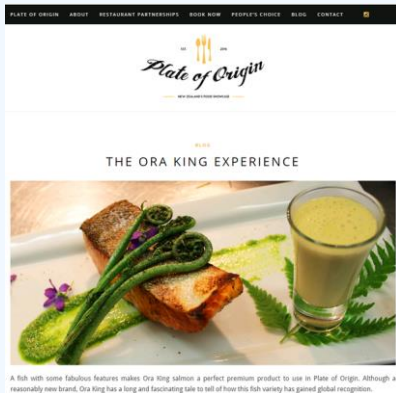
Makoto Tokuyama



ORA KING™

Ōra King get involved with national and global campaigns that promote the Marlborough region.

Manawatu's Plate of Origin Int. Pinot Noir Conference 2017



Int. Sauvignon Blanc Festival 2016

