



MORE THAN JUST FISH

30 NOVEMBER 2017

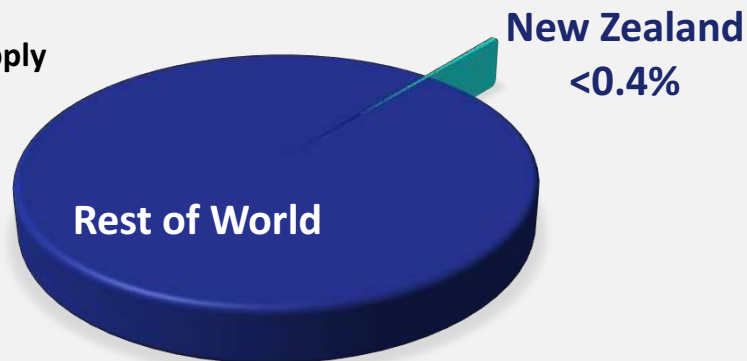


BEAUTIFUL
- NEW ZEALAND -
SEAFOOD

SANFORD GROUP – WHO ARE WE?

- **Largest** New Zealand fishing and aquaculture business
- Unique, protected access to a scarce and highly regulated resource
- 1700+ employees
- Increasing focus on creating **more value for every kilogram of raw material we produce**
- **Diversified end market exposure** – over 700 customers in 77 countries

Total Global
Seafood Supply



Source: FAO 2016



49

vessels



211

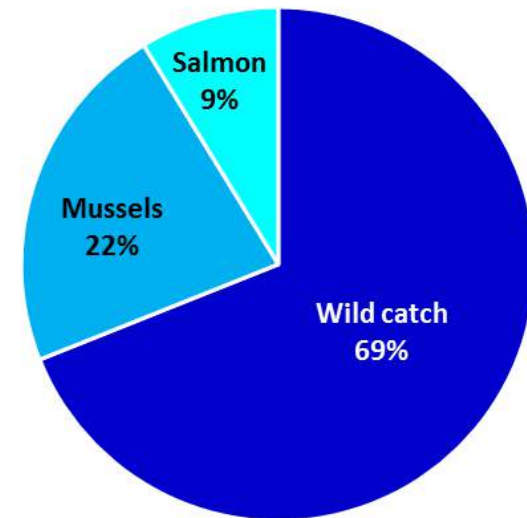
aquaculture farms



8

processing sites

Revenue by Division FY17



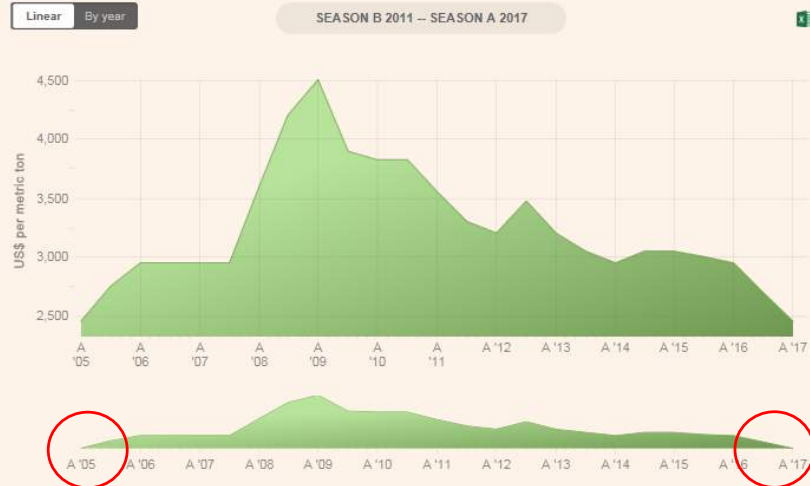
**Produce over 85,000
tonnes of caught or farmed
product annually**



THE FOCUS IS ON VOLUME IN GLOBAL FISHERIES

US Alaska MSC-pollock single frozen blocks, PBO

SEASON A 2017
\$2,450 (-9%)



Source: Undercurrentnews.com



Frozen Fish Fillet Block

Photo Courtesy: JP Klausen & Co.

Global Alaska Pollock Catches:

3,500,000 tonnes

NZ Hoki Catches:

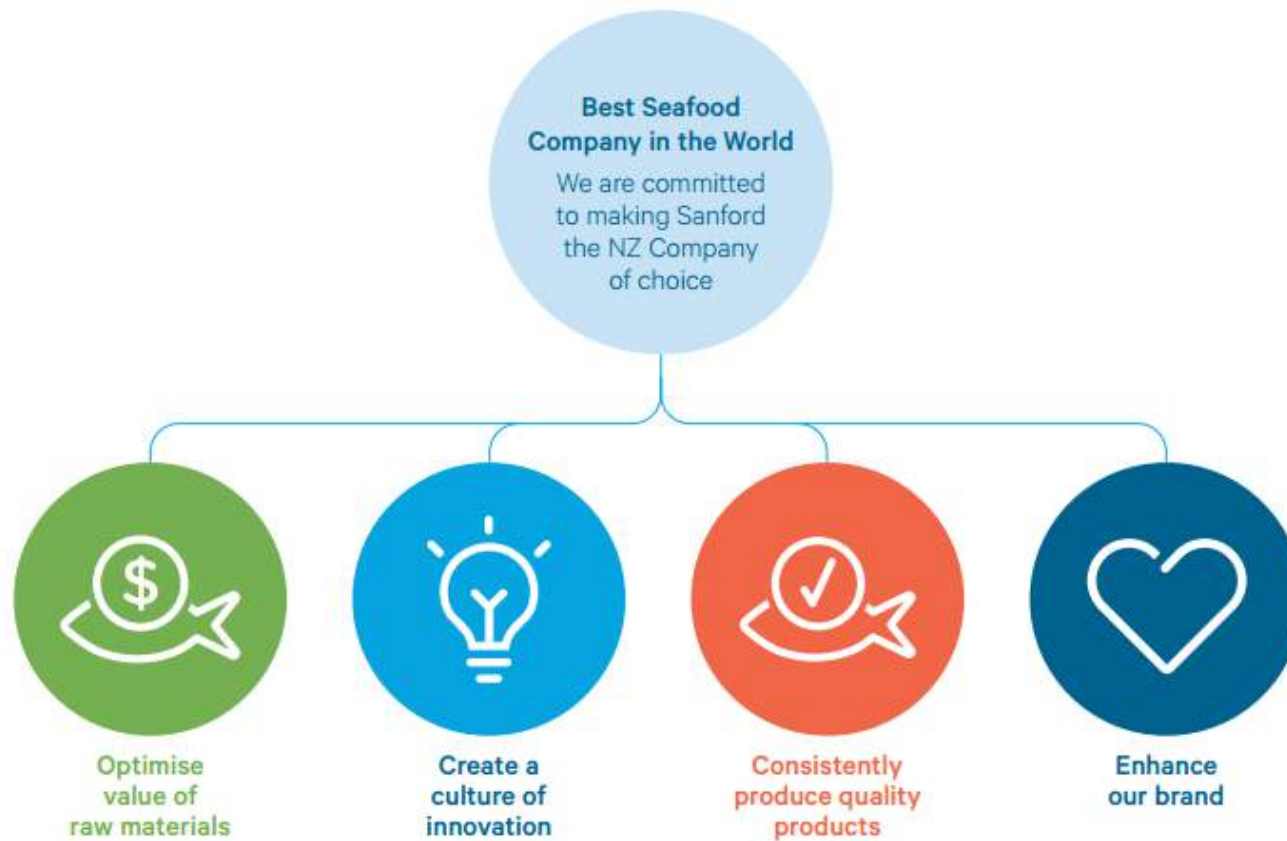
150,000 tonnes

(4%)

Alaska Ocean (Factory Vessel)



VISION, VALUES AND STRATEGY – APRIL 2014





TURNING OUR
FOCUS TO FOOD



SANFORD

**BEAUTIFUL
- NEW ZEALAND -
SEAFOOD**





BIG GLORY BAY

OCEAN-FARMED SEAFOOD

STEWART ISLAND | NEW ZEALAND

Nurtured in glorious isolation

MAXIMISING VALUE OF THE WHOLE RAW MATERIAL



Petfood*
Mussel Mince
Fat Lined Block



Pet Treats*

- Hoki Skin
- Ling Skin
- Mussels
- Hoki Mince



&



Equine Products*
Hoki Oil



Pet Supplement
Hoki Oil



Greenshell Mussel Powder
ex Enzaq

* Not Sanford product. We are an ingredient supplier only

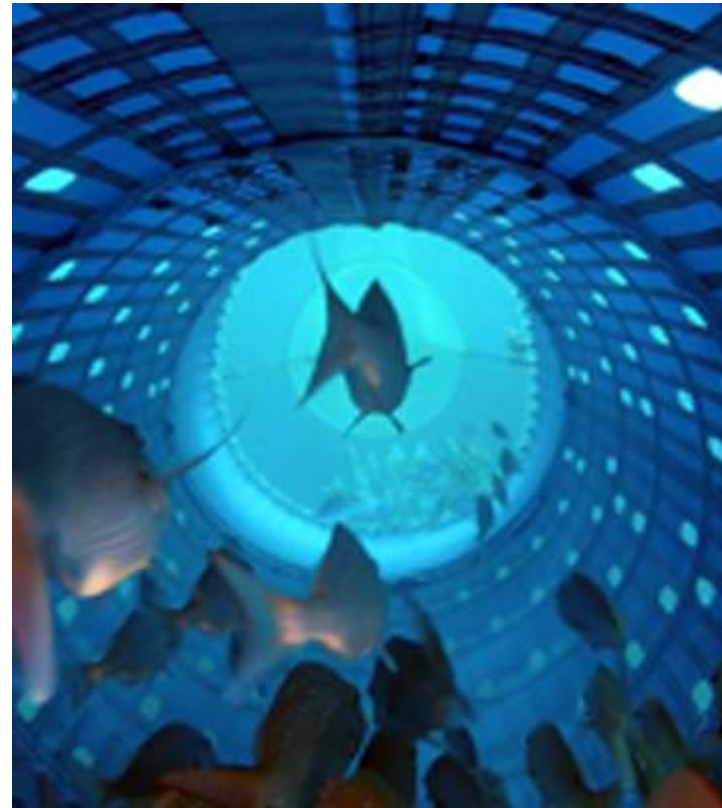


PRECISION SEAFOOD HARVESTING: CHANGING THE WAY THE WORLD FISHES

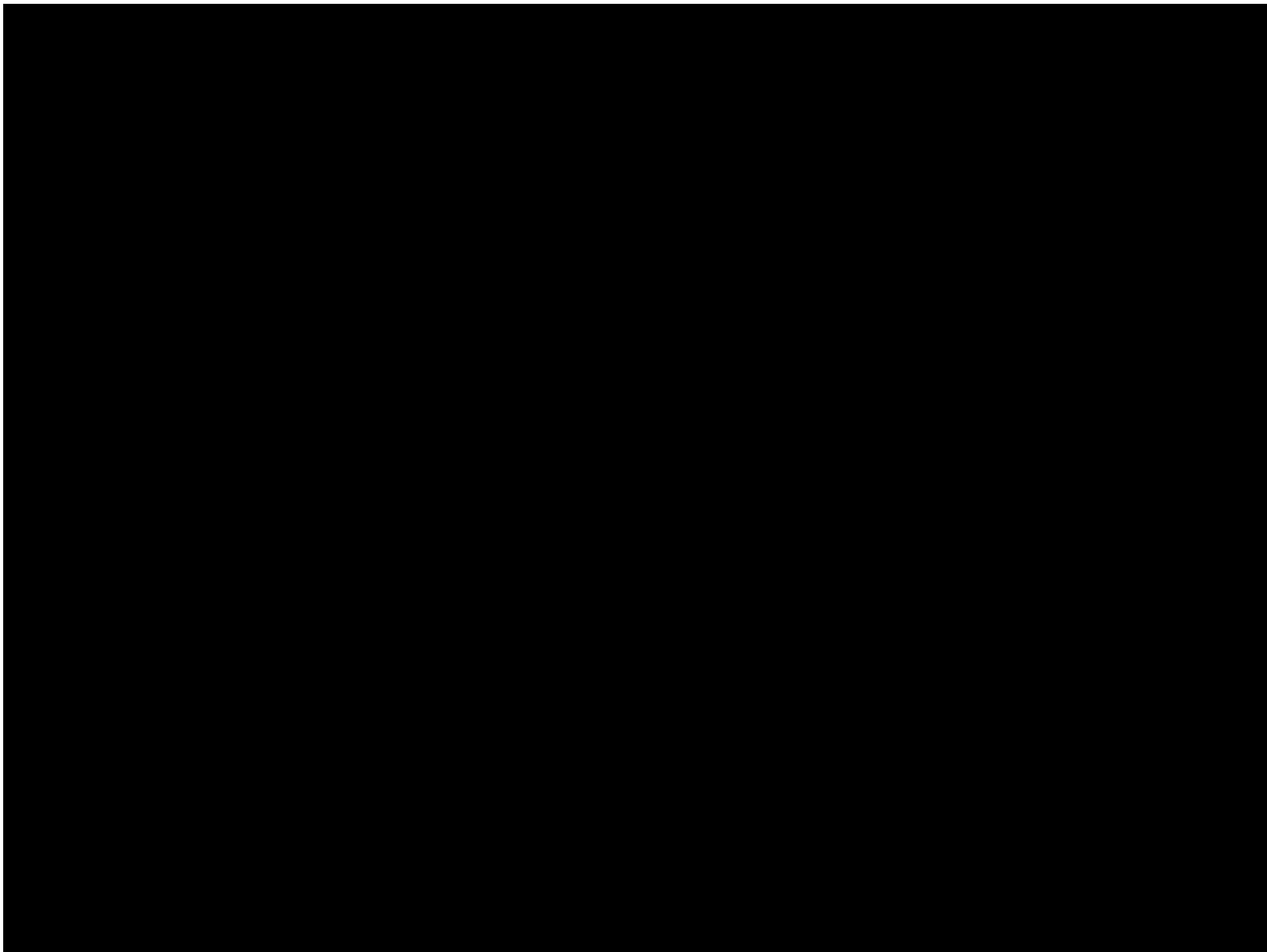
PGP between 3 fishing companies
and Plant & Food Research

Ongoing trials within the inshore
and offshore sectors

Encouraging results indicating
significant flesh quality and
environmental benefits



<https://www.youtube.com/watch?v=oeSFjLxyUi0>



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SPAT_{NZ}



The first hatchery for
Greenshell mussels opened in
Nelson in April 2015

Harvested the first
batch of seeded
mussels in May 2017

Enables selective
breeding and
predictive supply of
spat

<http://www.spatnz.co.nz>



NEW ZEALAND
INNOVATION
AWARDS® 2017

WINNER
INNOVATION IN AGRIBUSINESS
& ENVIRONMENT



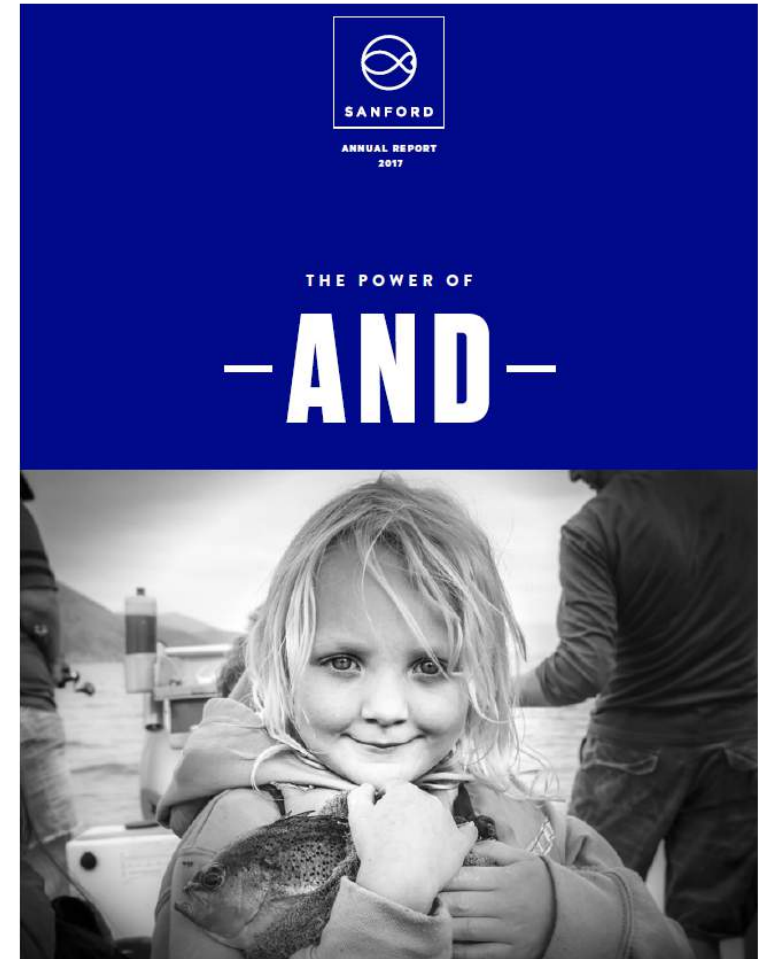
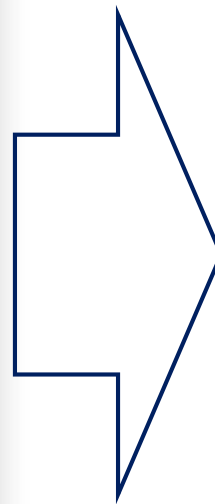
BUILDING TRUST THROUGH TRANSPARENCY



Sustainable Development Report 2013

FROM SEA TO FOOD
Over 100 years of sustained growth

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SANFORD LIMITED
SUSTAINABLE SEAFOOD



Integrated Reporting



CHANGING CULTURE AND IMAGE – MAUI DOLPHIN INITIATIVE



- > 2nd rarest dolphin in the world
- > Only found on the west coast North Island
- > Sanford-Moana Protection Plan
- > Ban on coastal set netting in area
- > Research into “Dolphin safe” trawling



DOLPHIN RESCUE, MARCH 2017



[Dolphins saved from purse seiner fishing net off Tauranga coast](#)

Stuff.co.nz 28/03/2017

A Tauranga fishing boat skipper who was forced to release an estimated 30 tonnes of jack mackerel to save six dolphins caught in his net is ...

Bravo! Well done Sanfords!

You are a credit to New Zealand. If only other fishing companies were as intelligent and humane.

I shall definitely be buying more of your excellent product in the future.

I'll buy Sanford! Brand your products so we know.

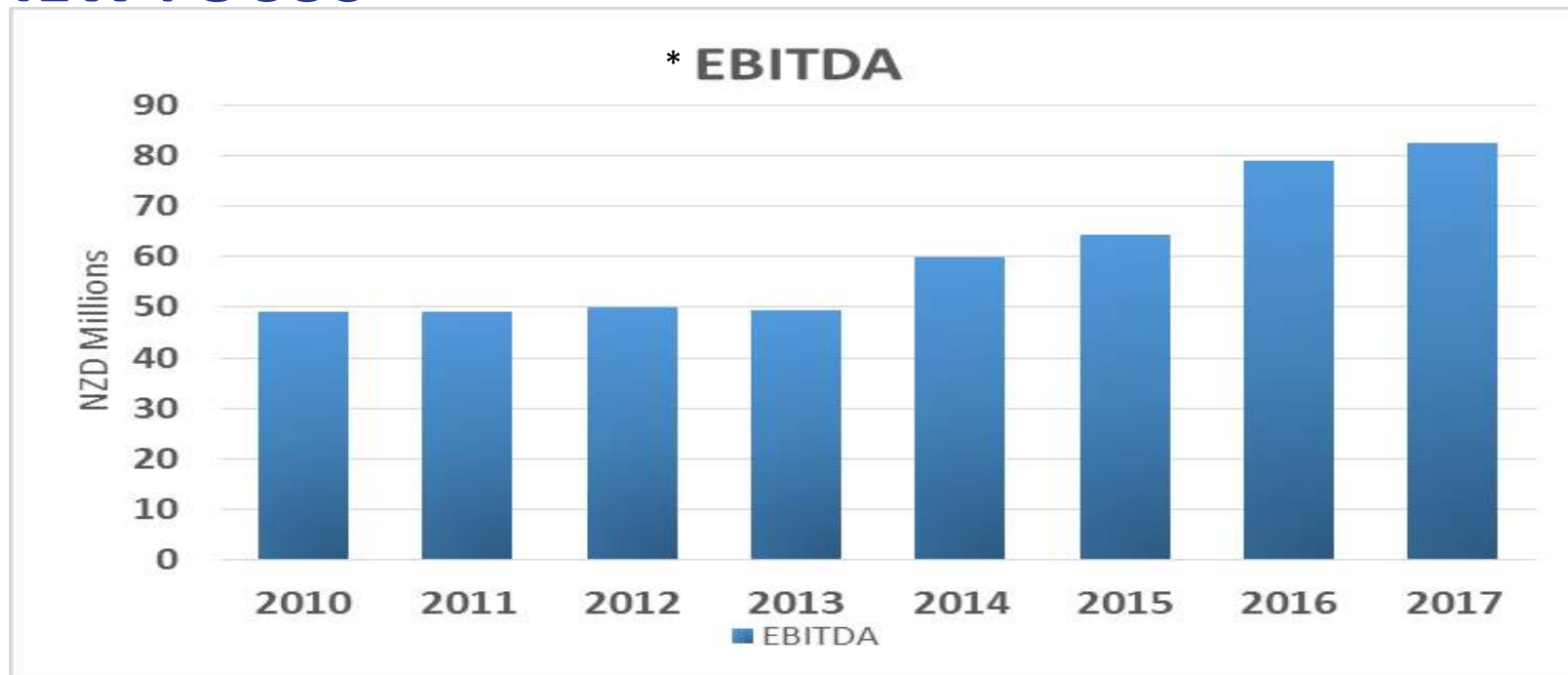
USA

It's extremely heartening to hear about the actions of the skipper in releasing dolphins and catch, as well as the support of the company for his actions.

In the future, I will be purchasing my seafood from Sanford in particular.



STRONG YEAR ON YEAR GROWTH AS A RESULT OF NEW FOCUS



- New Structure
- New Exec Team
- Divest Tuna Bus
- Closure CHCH Factory
- Invest in Supply Chain

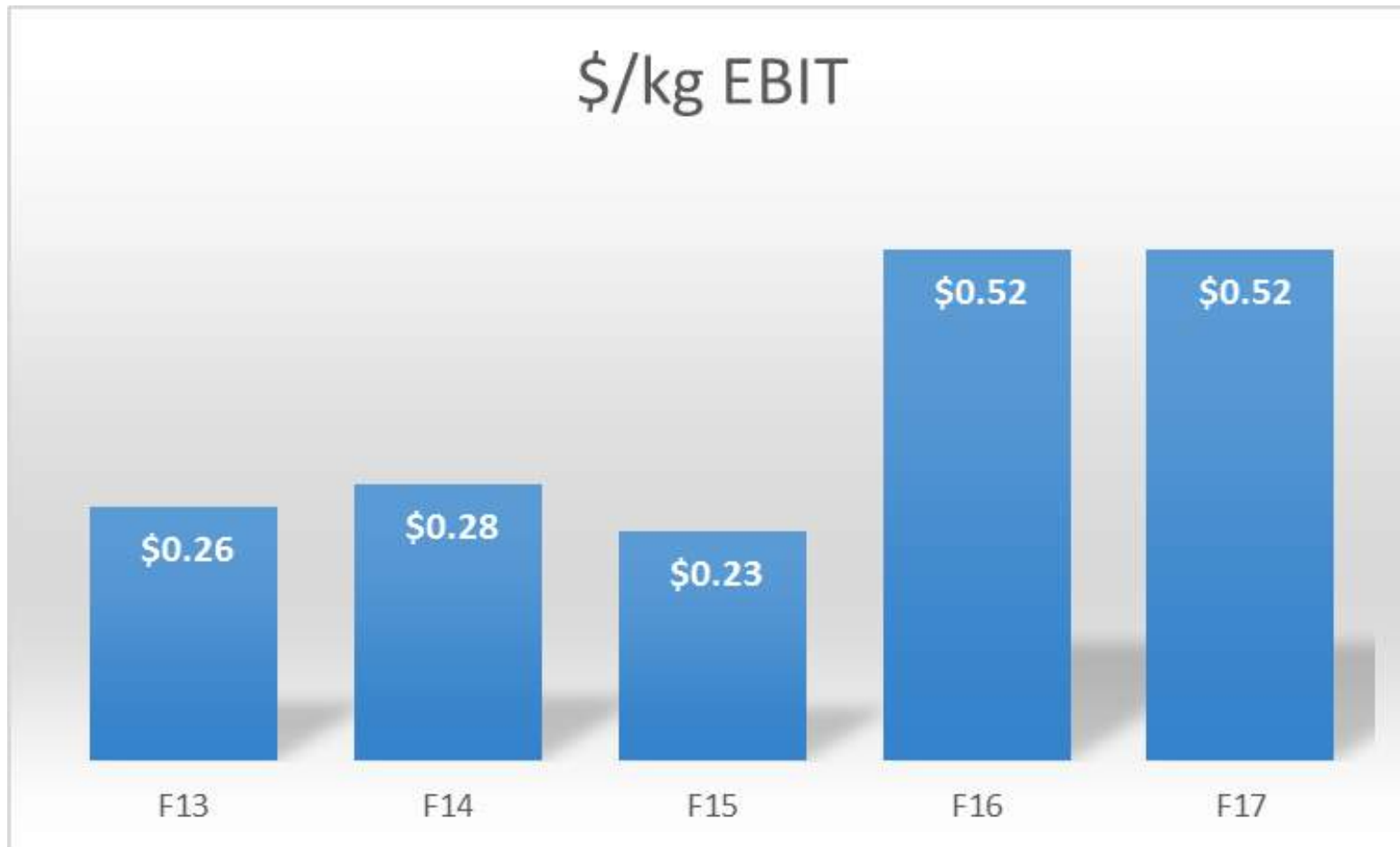
- New Focus on Fresh
- Invest in Sales and Marketing

- Focus on brands and channel and innovation

* Reported EBITDA (to be read in conjunction with the Annual Reports)



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...AND YET ONLY ABOUT \$0.52 EBIT* PER KG



*Earnings Before Interest and Tax

Potential for so much more...



NZ SEAFOOD INDUSTRY: OUR PROMISE

Seafood industry leaders have promised to lead the way with sustainable practices.

To enhance our credentials as guardians of our oceans we need to do the right thing.

To build public trust and pride in the healthy seafood we produce and the contribution we make to the country, we have to enhance our reputation.

That means setting out the standards we aspire to and being prepared to be judged on our performance.

Our Promise in Practice is a Code of Conduct.



NZ SEAFOOD INDUSTRY: CODE OF CONDUCT – TOPLINE

- 1) We do not condone illegal behaviour
- 2) We will work with Government and other interested parties to develop and implement principled and practical policies to ensure our use of fisheries resources is sustainable
- 3) We will continue to actively minimise the impact of the seafood industry on the marine environment
- 4) We will continue to invest in science and innovation to enhance fisheries resources and add value
- 5) We look after our people and treat them fairly
- 6) We will be accountable for delivering on our Promise and will support increased transparency

NEW ZEALAND (SEAFOOD) HAS SOME AMAZING POINTS OF DIFFERENTIATION

New Zealand's Exclusive Economic Zone
(the 4th largest in the world)

No overlap with another country's EEZ

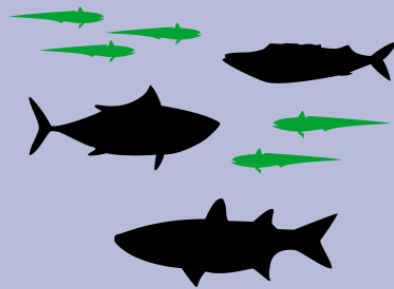


130

COMMERCIALLY CAUGHT
FISH SPECIES

Of the 130 species that are fished,
100 are in the Quota Management
System (QMS).

Source: Ministry for Primary Industries, 2014
www.mpi.govt.nz

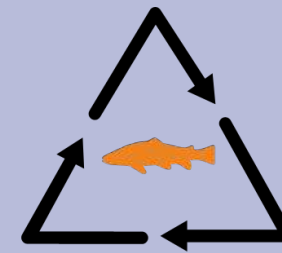


1ST

FOR THE MANAGEMENT OF
SUSTAINABLE FISHERIES

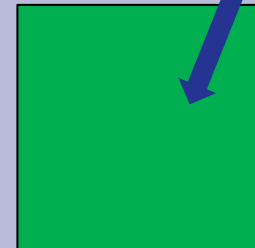
New Zealand's seafood industry has
been ranked the most sustainably
managed fishery in the world, twice.

Source: Worm et al 2009 and Alder et al 2009



97% of landed fish
are from **sustainable
stock.**

Source: Ministry of Primary Industries, 2016



New Zealand's
Land Mass



THE PRESSURE (AND ATTENTION) IS ON AT A GLOBAL LEVEL



THREAT OR OPPORTUNITY?

Animal protein substitutes (plant-based, insect or algae based, lab-grown): a healthy, sustainable and environment- and animal-friendly alternative for the consumer

US retail sales of plant-based foods and beverages rose 8.1% to \$3.1bn in the 52 weeks to August 12, according to Nielsen data compiled for the Plant Based Foods Association and The Good Food Institute.

www.foodnavigator-usa.com/Article/2017/09/13/US-plant-based-food-market-up-8.1-in-year-to-August-12



The Ocean:

Plastic pollution, ocean warming, acidification, sedimentation

THREAT OR OPPORTUNITY??

WE DON'T KNOW HOW GOOD WE HAVE IT

- A small country
- Rich natural resources
- Kiwi ingenuity coupled with a caring nature
- Possibly a need for more agile decision making in a fast changing world?
- Possibly more cross-sectoral collaboration?

WE NEED A VISION FOR NEW ZEALAND!

Being the best country “for” the world

- Sustainable wealth creation through world leading management of our natural capital
- Highest possible degree of value creation from our natural capital
- A net positive impact on the environment

Let's formulate the Vision!



SANFORD

THANK YOU

