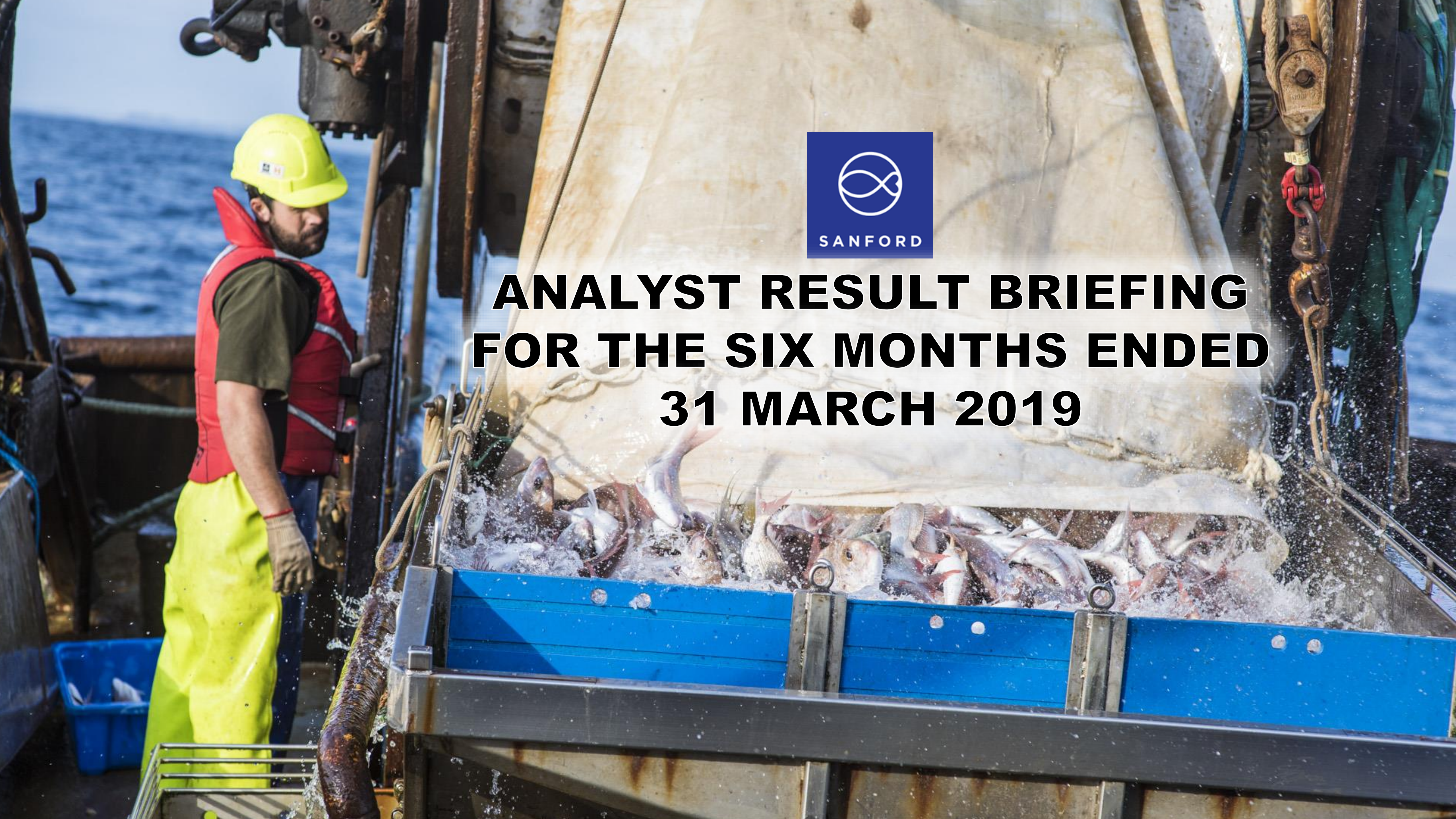

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ANALYST RESULT BRIEFING FOR THE SIX MONTHS ENDED 31 MARCH 2019

DISCLAIMER

This presentation contains not only a review of operations, but also some forward looking statements about Sanford Limited and the environment in which the company operates. Because these statements are forward looking, Sanford Limited's actual results could differ materially. Media releases, management commentary and analysts presentations, including those relating to the previous results announcement, are all available on the company's website and contain additional information about matters which could cause Sanford Limited's performance to differ from any forward looking statements in this presentation. Please read this presentation in the wider context of material previously published by Sanford Limited.

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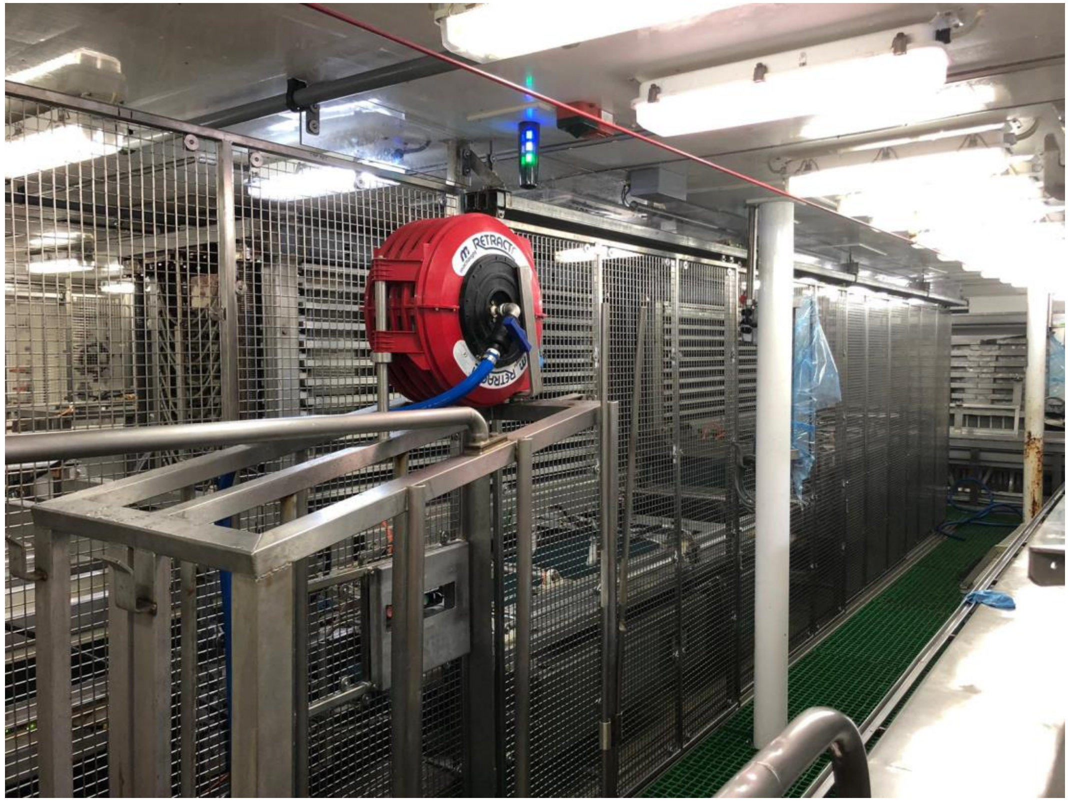
The safety, health and wellbeing of our people is the top priority

- **Sad loss of Steffan Stewart** in a tragic accident on board the San Granit on 14 November 2018



- Extensive work previously undertaken to align San Granit with regulatory and internal safety requirements

- **Following this accident,** a further in-depth review and risk analysis of all factory equipment and processes were undertaken and officers and crew were consulted, resulting in further modifications being made. The resulting changes were primarily outside the accident site.

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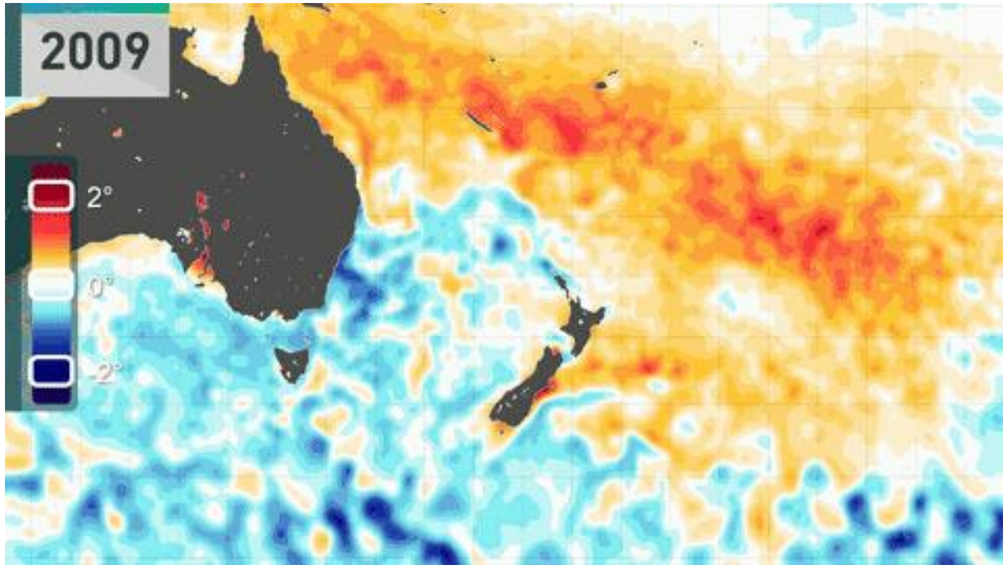
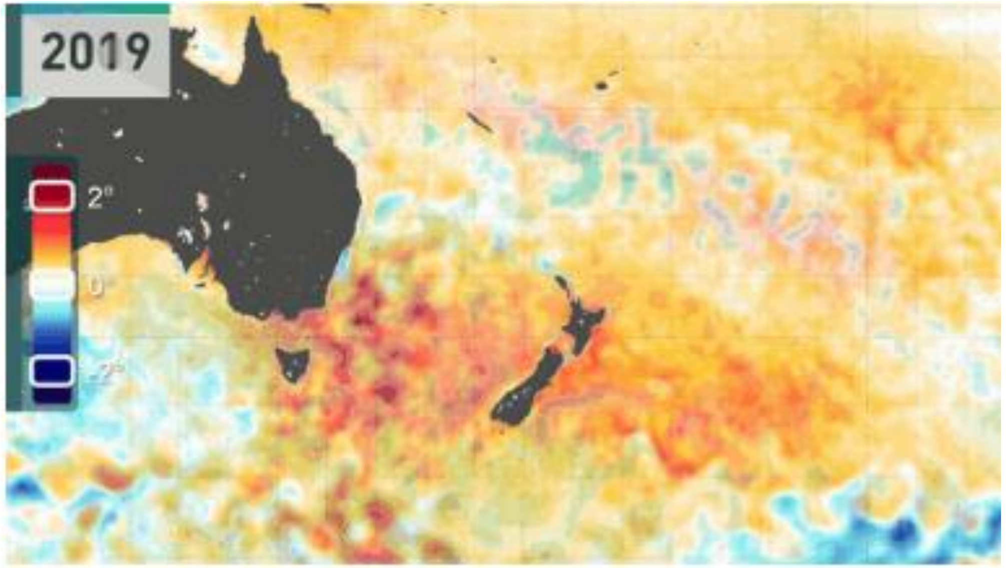
Climate change remains our top enterprise risk





- **Warmer waters** impacting by way of algal blooms, bio-fouling, adverse weather conditions
- Continuing to **mitigate** effects of climate change through geographic spread, diversity and innovation

Challenging conditions mark the first half of FY19, partly mitigated by strategy of focusing on value

CATCH/HARVEST VOLUME
55k GWT
-13%

SALES VOLUME
39k PWT
-12%

REVENUE (Like for like*)**
$272M
Flat

ADJUSTED EBIT
$32.6M
-8%

EBIT GW kg
57c*
+1c/kg

NPAT
$22.9M**
-16%

GROSS PROFIT % (Like for like*)**
22.5%
Up from 22.3%

INTERIM DIVIDEND
9 CPS
Stable

* Would have been 61c if San Granit was operational throughout
** Including gain on sale of pelagic quota of $4.1m, prior year includes earthquake insurance settlement of $9.9m
*** Like for like views revenue and gross profit comparable to 2018 without implementing the new revenue accounting standard (NZ IFRS 15)

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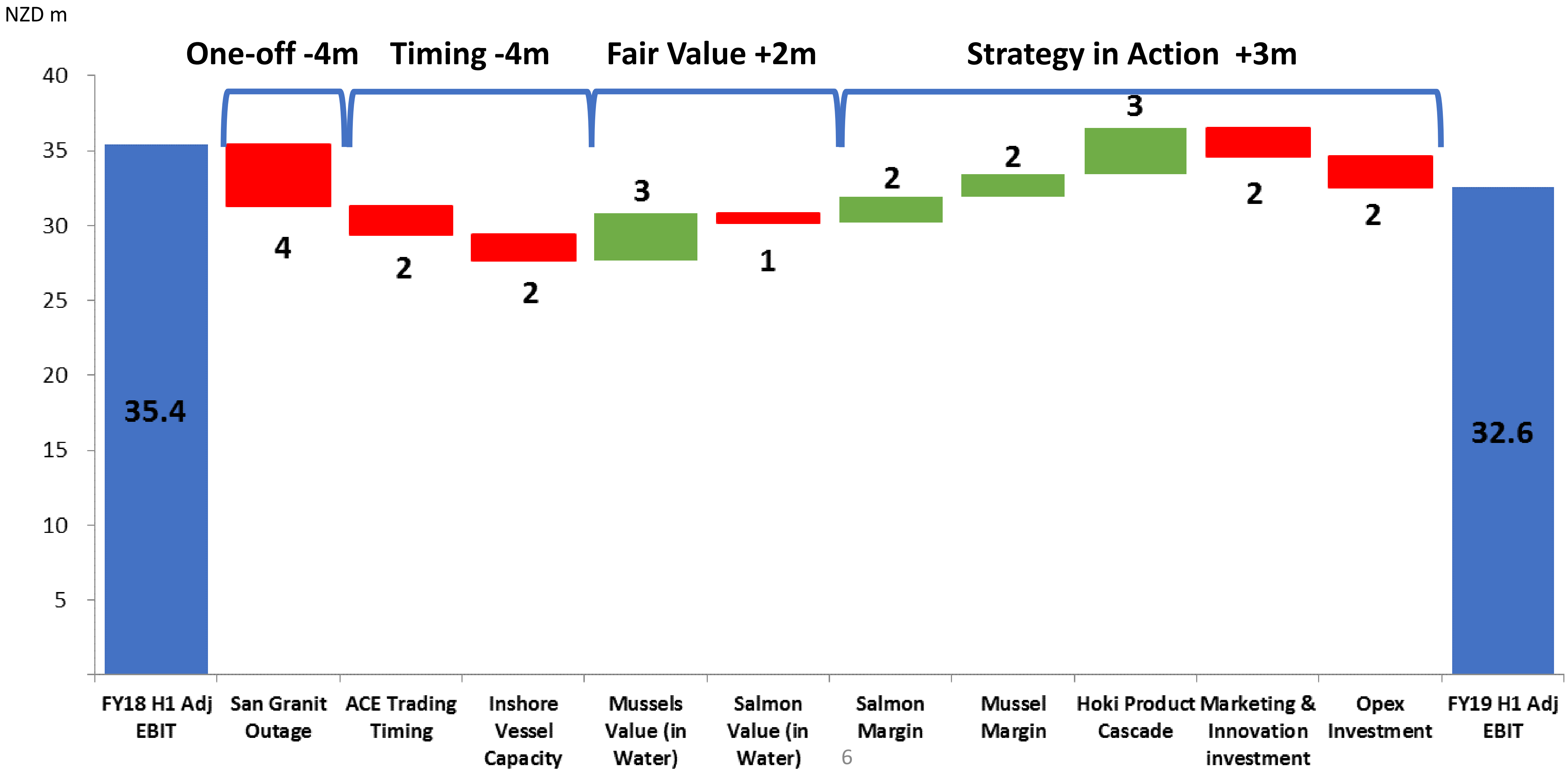
Value strategy driving adjusted EBIT improvement

Key Drivers of Half Year ADJUSTED EBIT change



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Balancing growth and innovation with operational rejuvenation

2014 Creating value: commodity fish -> seafood -> beyond food 2019

Wild Catch

FRESH FROZEN

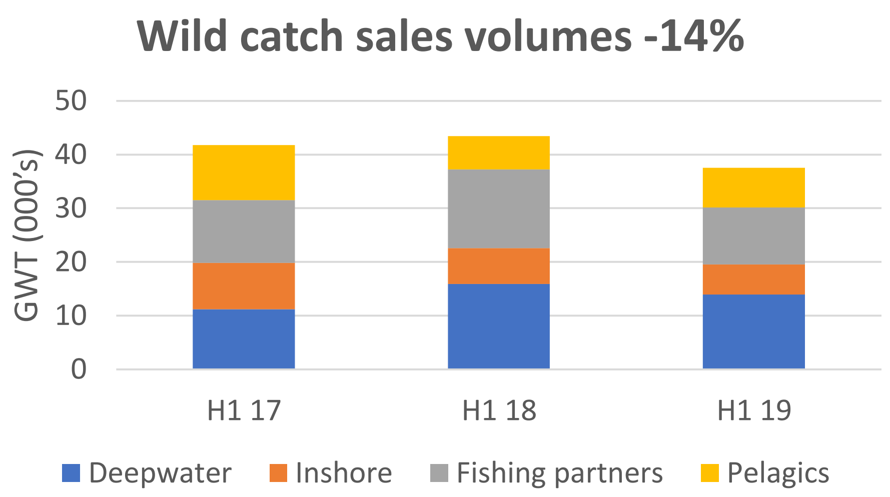
H1 performance down vs prior half year

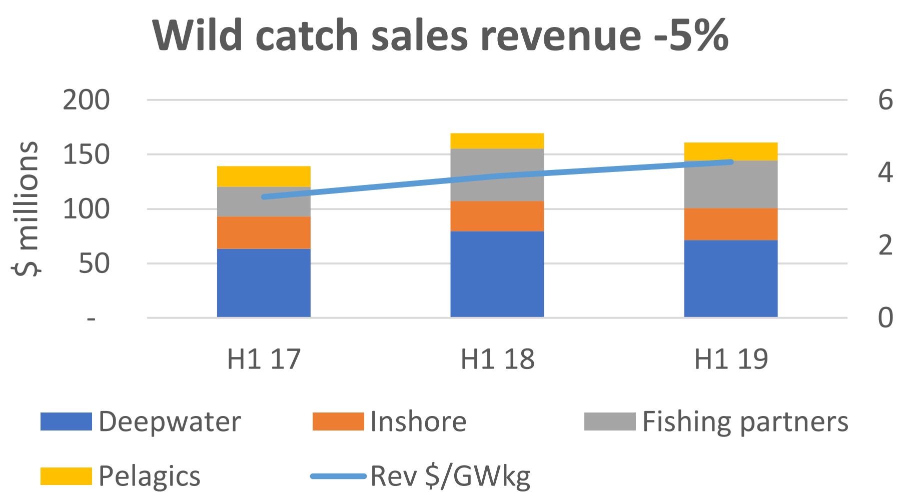
Headwinds

- San Granit outage ($4.1m negative EBIT impact)
- Capacity constraints in our inshore fleet and unplanned vessel outages reduced catch
- Toothfish pricing down due to an oversupply in the North American market
- Not able to replicate strong orange roughy sales of PY

Wins

- Sale of the pelagic quota and assets fully completed in April – considerable team effort
- Strong skipjack tuna and squid fisheries delivered incremental volume
- Hoki product cascade change delivering significantly more fillet on freezer vessels and $3.1m incremental EBIT





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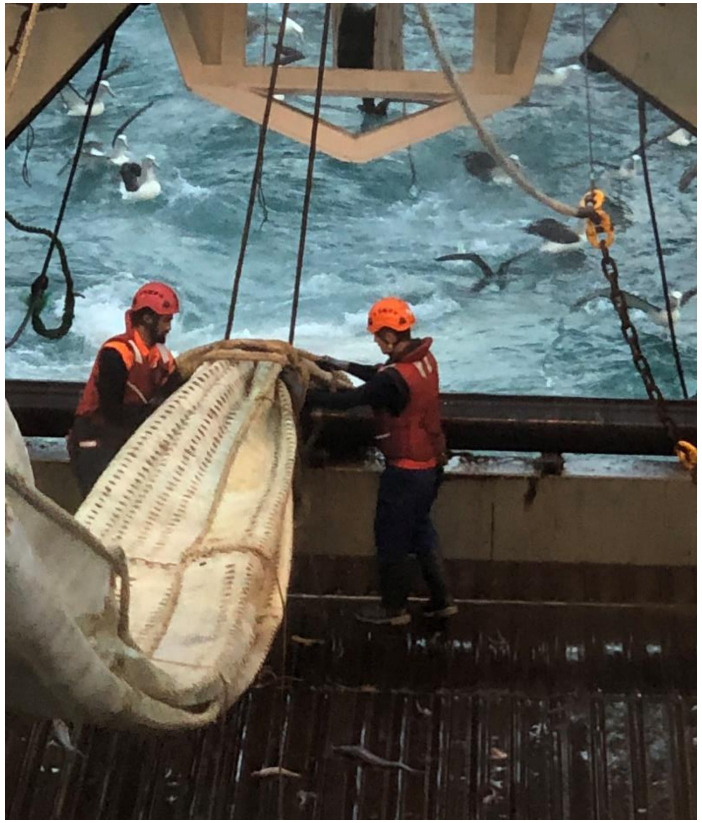
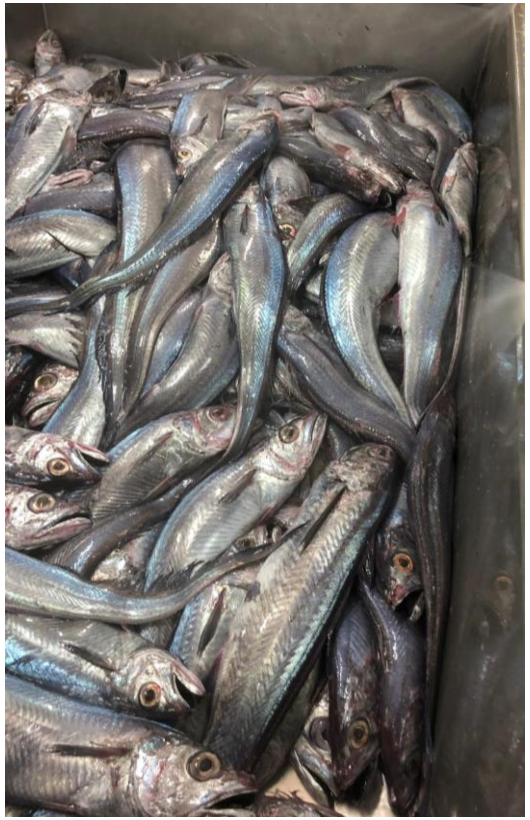
Wild Catch

FRESH FROZEN





Strategic Priorities

- **Catching beautiful fresh fish** using precision seafood harvesting (PSH) net technology
- Moving **hoki products further up the value chain**, through
  - Improved crew training and retention
  - Improved cold chain controls on the vessels
  - Use of PSH technology
  - Alignment of product specifications with market requirements
- **Vessel improvement programme in progress** aligned to Fresh and Value Add Frozen strategies
- **New build scampi vessel project** is underway - concept design drawings are expected in Q3
- Automation of orange roughy filleting

H2 Outlook: Positive

- Continuing strong squid catches providing good volume
- Expected cascade change for hoki during the hoki season
- Granit now operating and building in capability

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Greenshell Mussels

MUSSELS

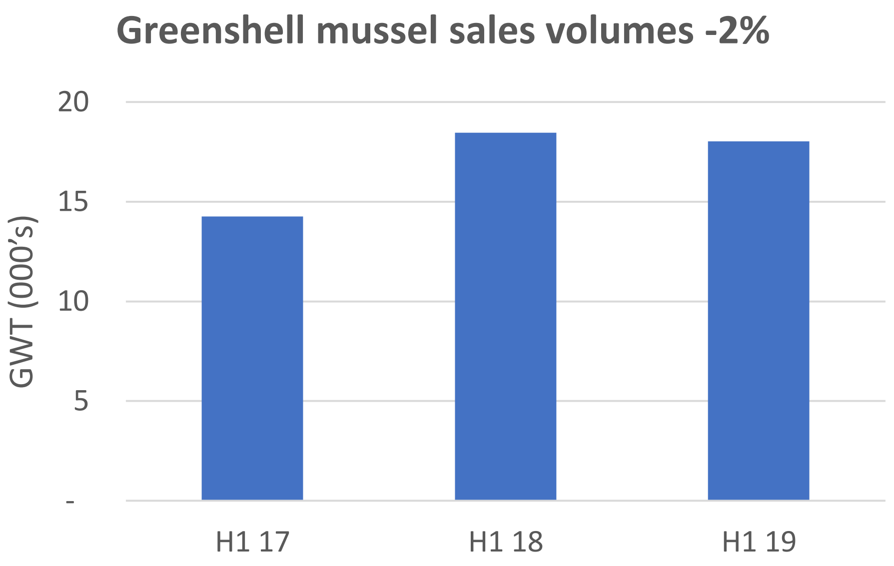
H1 outperformed prior half year

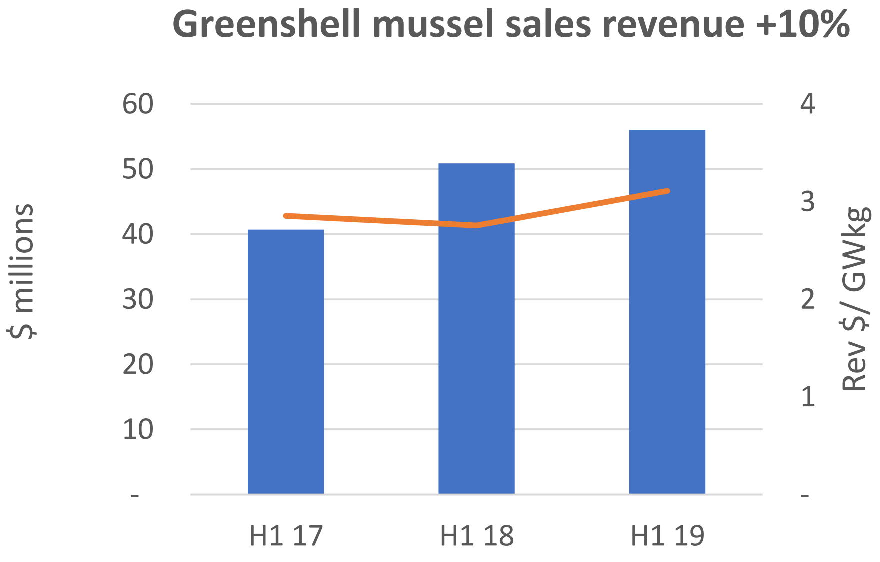
Wins

- Strong halfshell mussel pricing
- Product sales mix change driving margin
- Channel development has created strong demand at increased returns
- Full 6 months of 2 operational dryers at Enzaq led to production and sales volume growth
- Havelock processing plant operating as expected post the shut down for strengthening work but does face labour shortage issues
- *sea to me* launch www.seatome.co.nz

Headwinds

- Issues with warmer waters – led to high degree of biofouling particularly in Coromandel
- Algal bloom in Marlborough minimal H1 impact – will impact H2





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Greenshell Mussels

MUSSELS

Strategic Priorities

- Explore expansion of Sea to Me in USA and China
- **Selective spat breeding** at SPAT_{NZ} - progressing well with **excellent line retention** from strategic spat deployments to new spat farms chosen for colder water and different fouling regime
- Development of consented space in Golden Bay to meet growth plans and provide geographical risk mitigation to algal blooms

H2 Outlook: Challenging

- **Biotoxin** in the Marlborough Sounds is limiting supply, factory throughput and sales
- Continued strong demand is keeping prices high
- Mussel powder growth continues to be strong with good forward orders

Available at seatome.co.nz

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King Salmon

SALMON

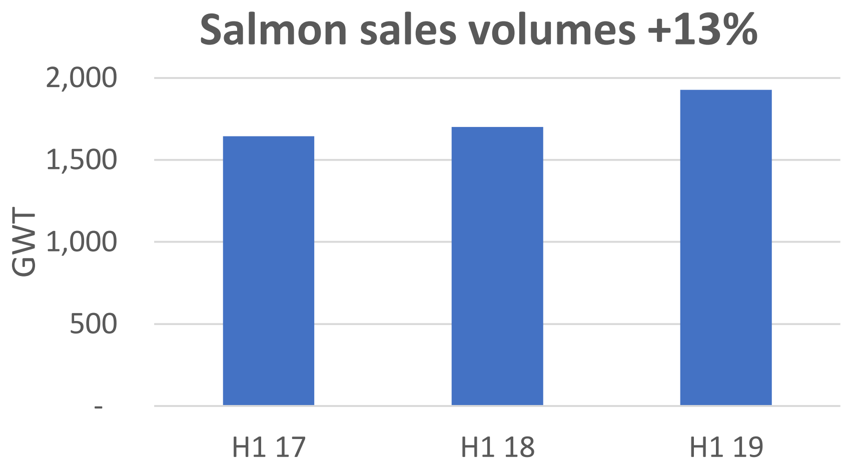
H1 outperformed prior half year

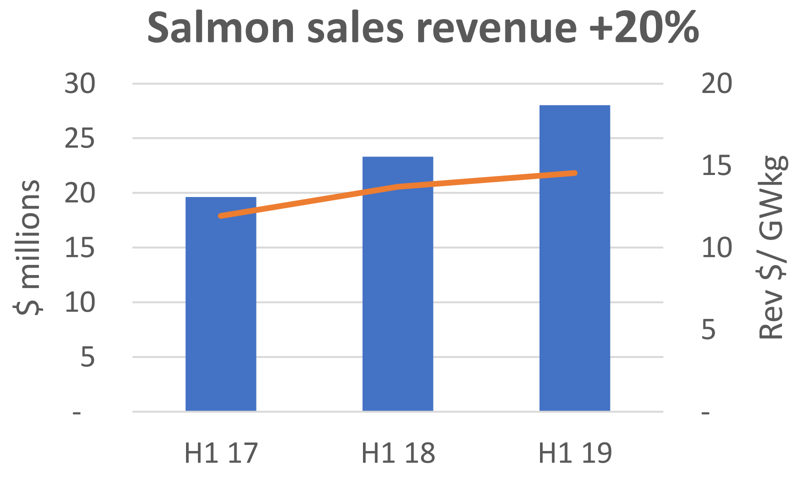
Wins

- Greater volume available over Q1 due to improving focus on biomass management
- Margin growth resulting from investment in optimising the S&OP process
- Increased pricing on the core business – principally NZ
- Sales penetration into the premium branded segment - both in NZ and overseas

Headwinds

- Salmon did not grow as expected in Q2 due to algal bloom in Big Glory Bay – has repercussions for H2





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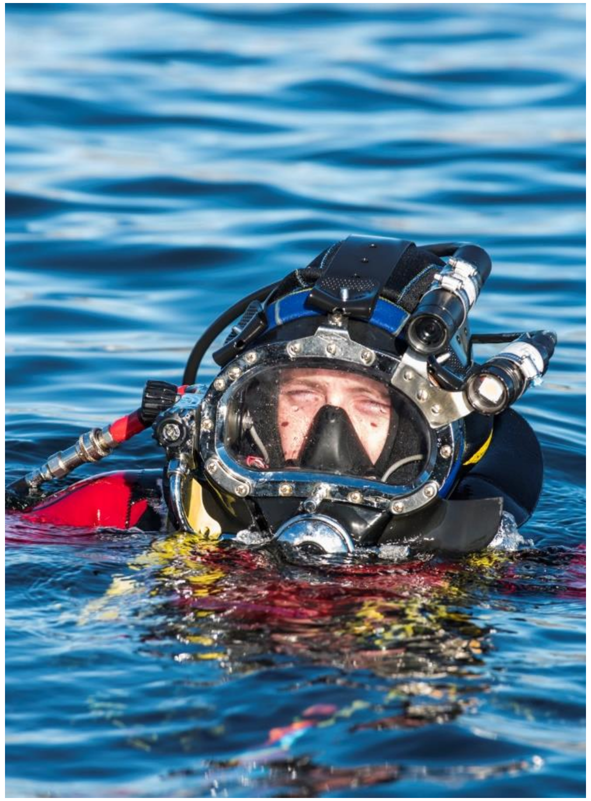
Salmon

SALMON



Strategic Priorities

- **Big Glory Bay brand activation and expansion** in domestic and export markets
  - **NZ premium food service customers increased** to 29 (+22 v Mar 18)
  - **Importers and distributors appointed in USA and Australia** (building blocks for expansion in H2)
- Continued **infrastructure investment** to improve fish performance, quality, and volume growth
- **BGB nitrogen variation** provides opportunities for future volume led growth and farming flexibility (2020-2024)

H2 Outlook: Mixed

- Volume availability for key export markets expected to be tight due to slower growing salmon
- Increased capital spend on asset rejuvenation and preparation for increased farmed volumes

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Strategic priorities

ORGANISATIONAL CAPABIILTY

- Drive to **leverage cross functional teams** to ensure effective planning and review of business results
- Hugely important system and data capability upgrade (**Sancore**) - further advanced with **investment in a dedicated expert team**
- **Focus on training** to leverage our value of CARE and improve safety performance
- Investment in creating a **'just and collaborative culture'** to drive safety excellence
- The Timaru plant has achieved **GOLD standard** for our **wellbeing programme** – Sanwell. Bluff has also begun the accreditation programme and achieved Bronze status
- Continued investment in **management and leadership development** through "San Ignite" and "San Activate" development programmes
- **Literacy and numeracy training** as part of the "Keeping it Fresh" programme




Strategic priorities

INNOVATION

BRANDING

- Continue to drive awareness and foot traffic to the Auckland Fish Market
- Integrate Fresh Catch E-commerce platform into Sanford & Sons fishmongers
- Develop Nutraceutical NPD pipeline using a variety of marine based sources

SOCIAL LICENSE

- Relationship building with iwi stakeholders and communities to drive value through collaboration for NZ
- Working with Government, Councils and communities to provide agreed and cost effective outcomes for marine farm renewals
- Improving industry reputation through increased transparency

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Integrated thinking and delivery across our businesses

Business Excellence Framework
Sustainability as the Foundation

- Building a sustainable seafood business
- Supporting enduring communities and partnerships
- Creating a safe and high performing workplace culture
- Ensuring healthy oceans
- Leading the way to healthy food and marine extracts
- Protecting and enhancing the environment

Sanford Strategy

VISION
To be the Best Seafood Company in the World

PURPOSE
We share the natural goodness of our oceans with uncompromising care

AMBITION
$1 EBIT GW kg by 2023

ORGANISATIONAL CAPABIILTY | OPERATIONAL EXCELLENCE | INNOVATION | BRANDING | SOCIAL LICENCE

INVESTMENT PLAN

SALMON | MUSSELS | FROZEN | FRESH | INNOVATION

Cross Functional Business Teams

APPENDICES

Improving Gearing and Balance Sheet vs 2018 half year

GEARING

28.4%

down from 31.7%

DEBT

$168.8M

-9%

TOTAL EQUITY

$594M

+1%

DEBT / EBITDA*

2.06x

FY18 2.11x

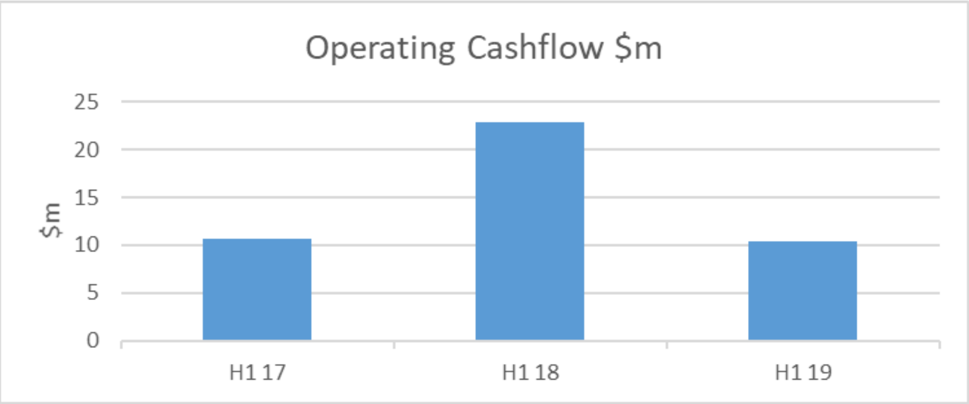
* Rolling basis

Operating Cash Flow

$10.4m

-55%

Movement largely driven by timing of customer receipts



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YTD Capital Investments

- **Capital expenditure of $20.3m in H1** is more than double last year’s spend.
- Focus has been on:

  - ***Supporting the brand*** and drive to sell more fresh fish through the Auckland Fish Market
  - ***‘Beyond food’ strategy –*** 2 new dryers for Enzaq to expand mussel powder sales
  - ***Vessel optimisation improvements*** such as new fish finder and sonar technologies, vessel surveys and safety improvements
  - ***Value add initiatives*** on the vessels to improve the return per kg included cascade improvements arising from improved handling techniques and greater use of PSH
  - ***Salmon farm optimisation*** through investing in a new feed barge

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HY19 Financial Results - GAAP to Non GAAP reconciliation

	Unaudited	
Six months ended 31 March ($m)	**2019**	**2018**
Revenue	265.0	272.8
Gross Profit	54.2	60.8
Reported Net profit (GAAP)	**22.9**	**27.3**
Add back (deduct):		
Net interest and tax expenses	13.2	15.2
Net gain on sale of investments, property, plant and equipment and intangibles	(3.6)	-
Reported EBIT	**32.5**	**42.5**
Adjustments:		
Havelock earthquake insurance settlement	-	(9.9)
Impairment of assets and restructuring costs	0.1	2.8
Total one off items	**0.1**	**(7.1)**
Adjusted EBIT	**32.6**	**35.4**
Depreciation and amortisation	10.3	10.1
Adjusted EBITDA	**42.9**	**45.5**

	Comparable*	
$m	**2019**	**2018**
Revenue	272.1	272.8
Gross Profit	**61.2**	**60.8**
GP %	*22.5%*	*22.3%*

* 2019 Revenue without NZ IFRS 15 adjustment

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GAAP TO NON-GAAP RECONCILIATION

Non-GAAP Profit measures

Sanford's standard profit measure prepared under New Zealand GAAP is net profit. Sanford has used non-GAAP measures when discussing financial performance in this document. The Directors and management believe that these measures provide useful information as they are used internally to evaluate divisional and total Group performance and to establish operating and capital budgets. Non-GAAP profit measures are not prepared in accordance with NZ IFRS (New Zealand Equivalents to International Financial Reporting Standards) and are not uniformly defined, therefore the non-GAAP profit measures included in this report are not comparable with those used by other companies. They should not be viewed in isolation or as a substitute for GAAP profit measures as reported by Sanford in accordance with NZ IFRS.

Definitions

Reported EBIT: Earnings before interest, taxation, non-trading currency exchange gain/(loss) and gain (loss) on sales of investments, intangible and long term assets

Adjusted EBIT: Reported EBIT adjusted for impairments, restructuring and other one-off items

***EBITDA*:** Earnings before interest, taxation, non-trading currency exchange gain/(loss), depreciation, amortisation, restructuring, adjusting items, impairment and gain (loss) on sale of investments, intangible and long term assets

USD FX HEDGING PATTERN FOR THE YEAR