

SANFORD ANNUAL MEETING 2020

ACTING CEO – ANDRE GARGIULO

NAVIGATE 2020

SANFORD COVID-19 RESULTS

Results by business division

Sales volume	-3%
Revenue	-21%
Profit contribution	-45%



Greenshell mussels	
Sales volumes	+5%
Revenue	+12%
Profit contribution	+30%



Salmon

Sales volumes	+3%
Revenue	+4%
Profit contribution	-9%





SANFORD COVID-19 RESPONSE

Controlling the controllable





SANFORD HIGHLIGHTS IN 2020

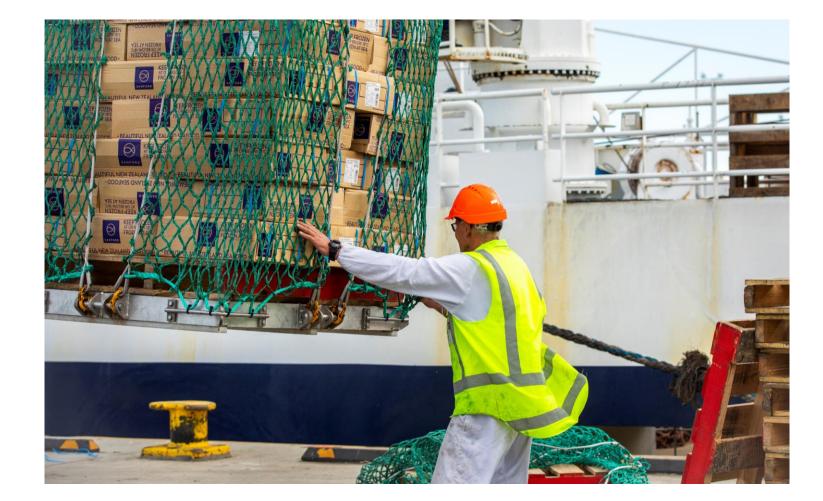
REDUCED TOTAL RECORDABLE INJURY FREQUENCY RATE

DOWN **41%**

IMPROVED PEOPLE ENGAGEMENT

UP **76%**

UP FROM 72% IN 2019





THE GLOBAL IMPACT OF COVID-19 – RECENT HEADLINES

Smaller US seafood players find direct-toconsumer channels to survive

'I worry the pandemic will reduce small-time competition,' fisheries and aquaculture specialist tells IntraFish.

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3 December 2020 5:48 GMT UPDATED 3 December 2020 13:50 GMT
By Kim Tran
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'The whole market is struggling': Abundant farmed salmon supply depresses hopes of pre-Christmas rally

Neither sellers nor foreign buyers were in upbeat mood this Friday.

4 December 2020 14:18 GMT UPDATED 4 December 2020 15:13 GMT

'Winter is coming': COVID-19 resurgence casts shadow over Atlantic cod market

Supply of Atlantic cod is expected to increase by around 11% next year, but with demand waning during the pandemic, prices are slipping.

22 October 2020 6:53 GMT UPDATED 22 October 2020 14:35 GMT By Dominic Welling 🖸

Foodservice closures take their toll on Norwegian seafood exports

By Jason Holland December 4, 2020 SHARE () 🖌 in 🖂



SANFORD COVID-19 RESPONSE

Expanding our online and retail focus





SANFORD'S STRATEGY

"Getting closer to the consumer and increasing our ability to create value, while maintaining our strong commodity base."





SANFORD'S STRATEGY: PRIORITISATION AND FOCUS







ACKNOWLEDGING OUR PEOPLE



Thank you to our people, suppliers, customers, communities and our shareholders.





THANK YOU

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