



NAVIGATE 2020

INTEGRATED REPORT 2020

# SANFORD ANNUAL MEETING 2020

ACTING CEO – ANDRE GARGIULO

# SANFORD COVID-19 RESULTS

Results by business division

## Wildcatch

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

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**REDUCED TOTAL  
RECORDABLE INJURY  
FREQUENCY RATE**

**DOWN 41%**

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**IMPROVED PEOPLE  
ENGAGEMENT**

**UP 76%**

**UP FROM 72% IN 2019**

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# THE GLOBAL IMPACT OF COVID-19 – RECENT HEADLINES

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## Smaller US seafood players find direct-to-consumer channels to survive

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

3 December 2020 5:48 GMT *UPDATED 3 December 2020 13:50 GMT*

By [Kim Tran](#) 

## '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

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# SANFORD COVID-19 RESPONSE

Expanding our online and retail focus





# SANFORD'S STRATEGY

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

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# SANFORD'S STRATEGY: PRIORITISATION AND FOCUS





# ACKNOWLEDGING OUR PEOPLE



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





**THANK YOU**