



SANFORD

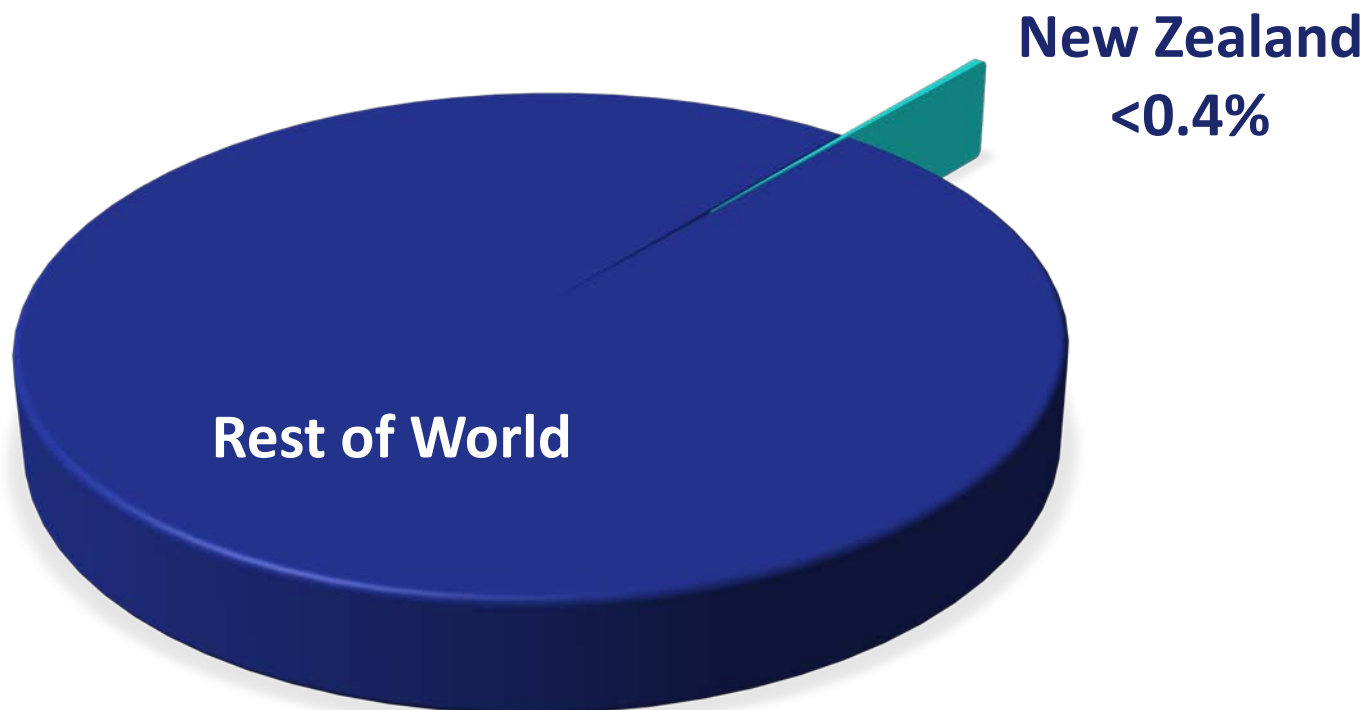
ANNUAL SHAREHOLDER'S MEETING 2016 CEO'S ADDRESS

14 DECEMBER 2016



BEAUTIFUL
- NEW ZEALAND -
SEAFOOD

NEW ZEALAND'S TOTAL SEAFOOD INDUSTRY IS TINY FROM A GLOBAL PERSPECTIVE



Source: FAO 2015

NEW ZEALAND SEAFOOD – A GREAT REPUTATION

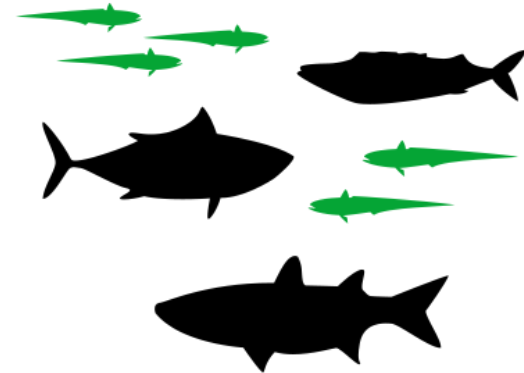
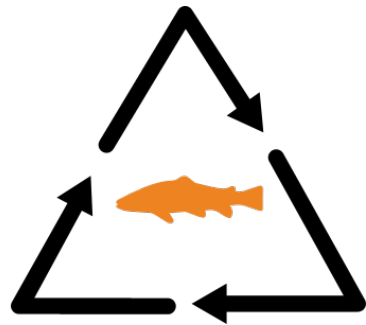


1ST

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



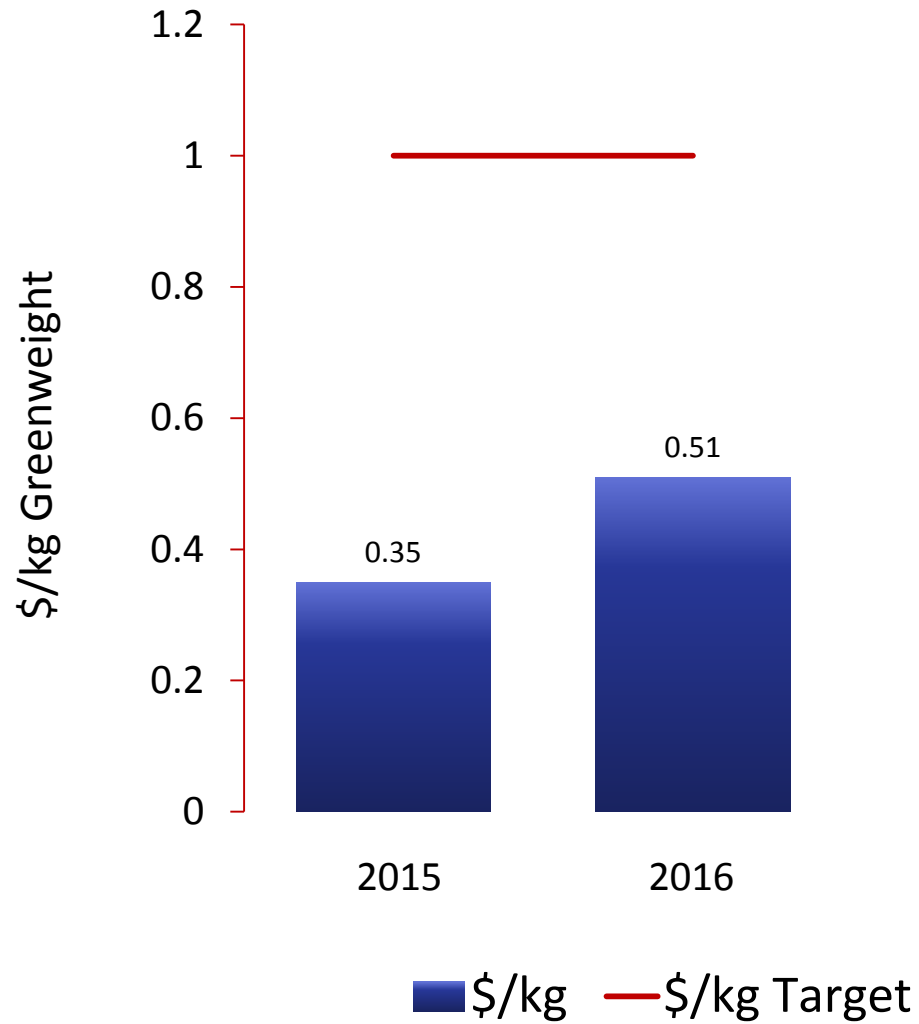
130

COMMERCIALY CAUGHT FISH SPECIES

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

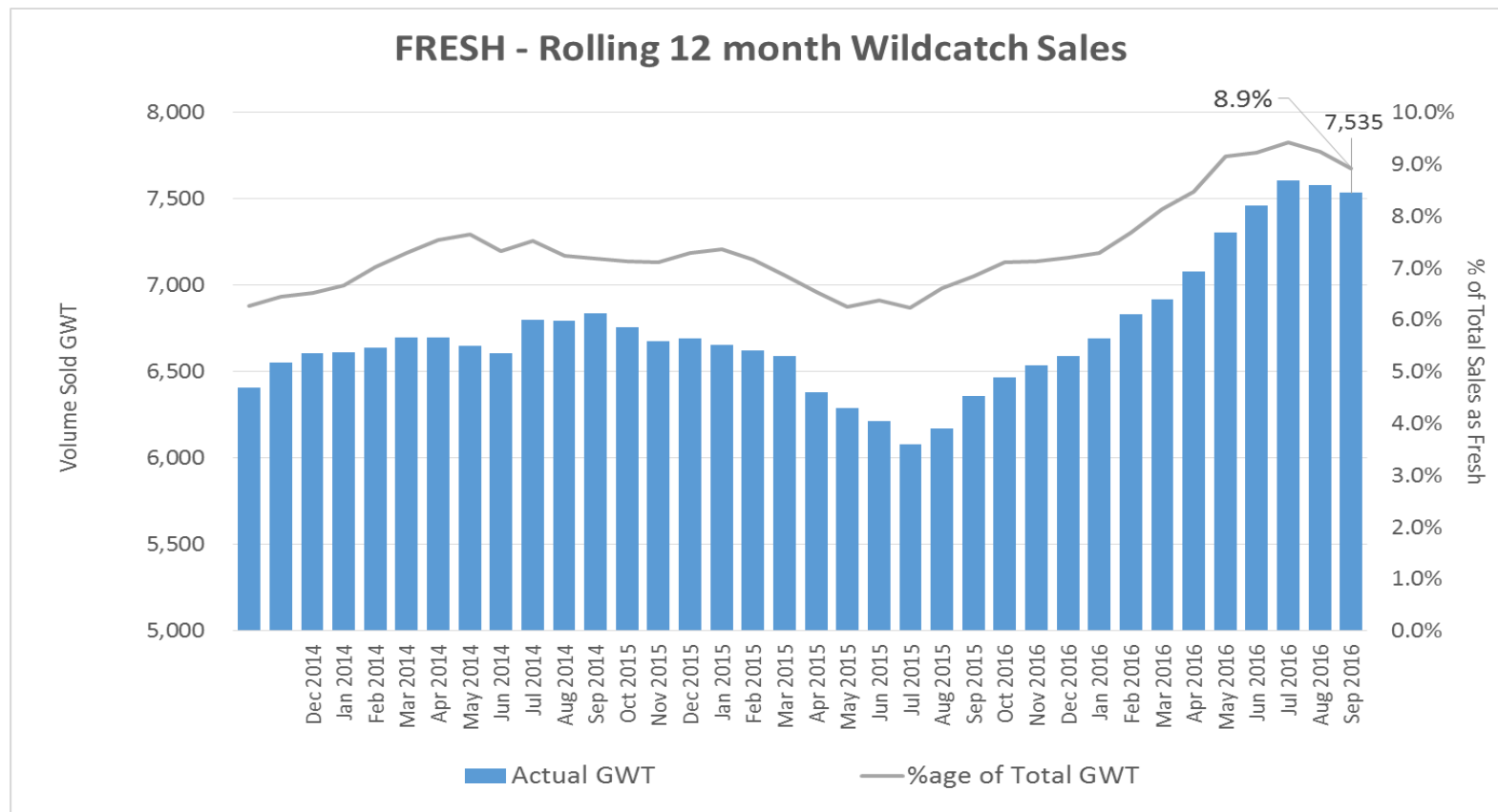
Source: Seafood NZ, 2016

MAKING OUR NATURAL RESOURCES MORE VALUABLE



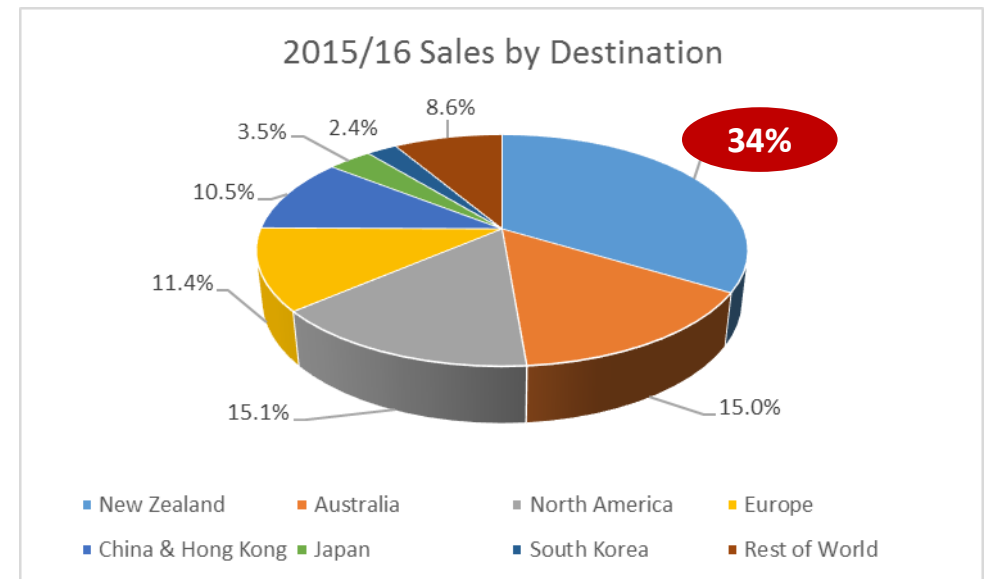
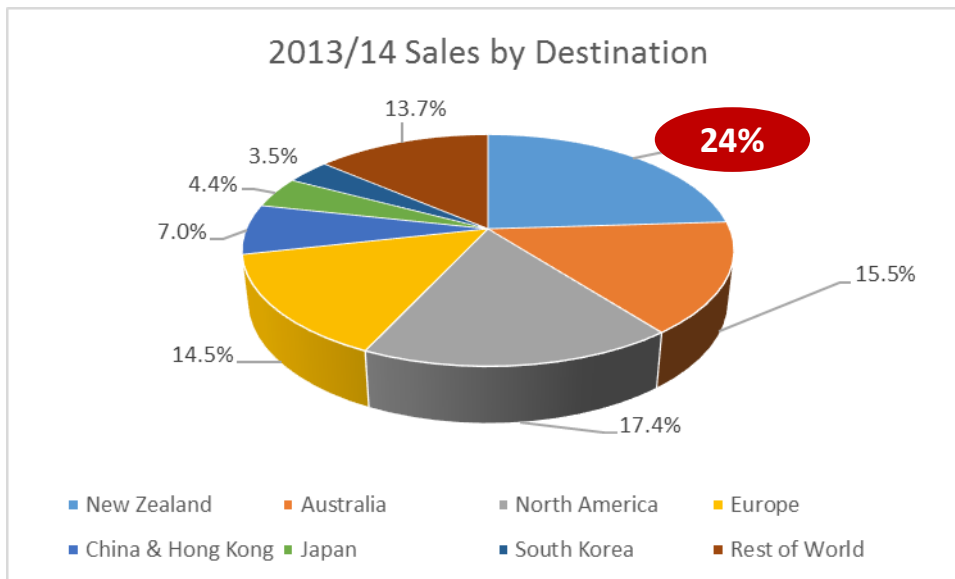
FOCUS ON CONSUMERS

- ‘Focus on Fresh’ emphasises an increasing allocation of raw material to the chilled sector



A MAJOR SHIFT TOWARDS NEW ZEALAND CONSUMERS

- 'Focus on Fresh' and increasing salmon consumption in New Zealand driving domestic market development



GREENSHELL MUSSELS - THE NEED FOR DIVERSIFICATION

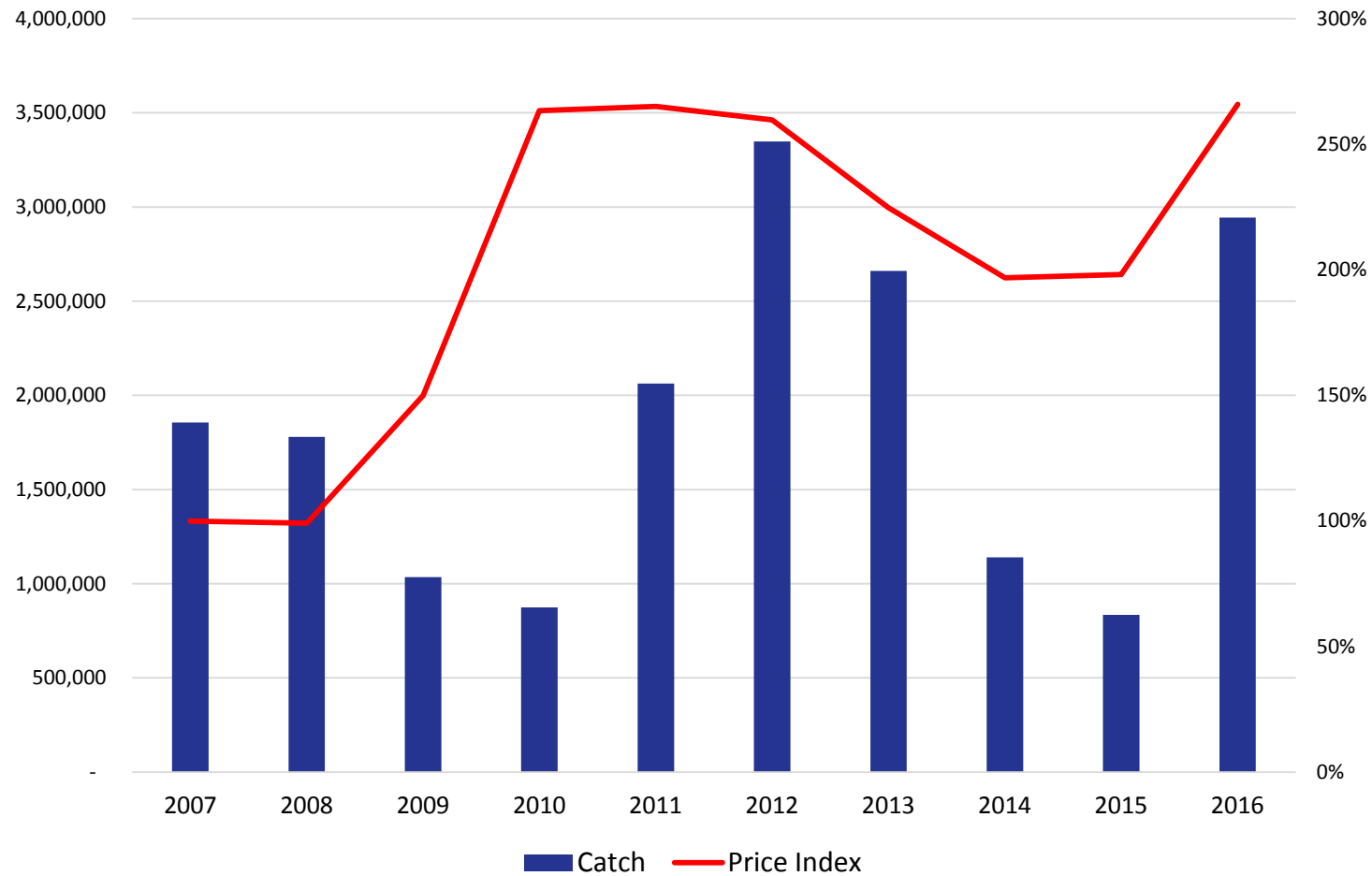


- Most of our business is in frozen halfshell mussels, as is the rest of New Zealand's mussel business.



SANFORD SQUID CATCH AND PRICING TREND

- 2016 was a successful year in terms of catch and global market prices



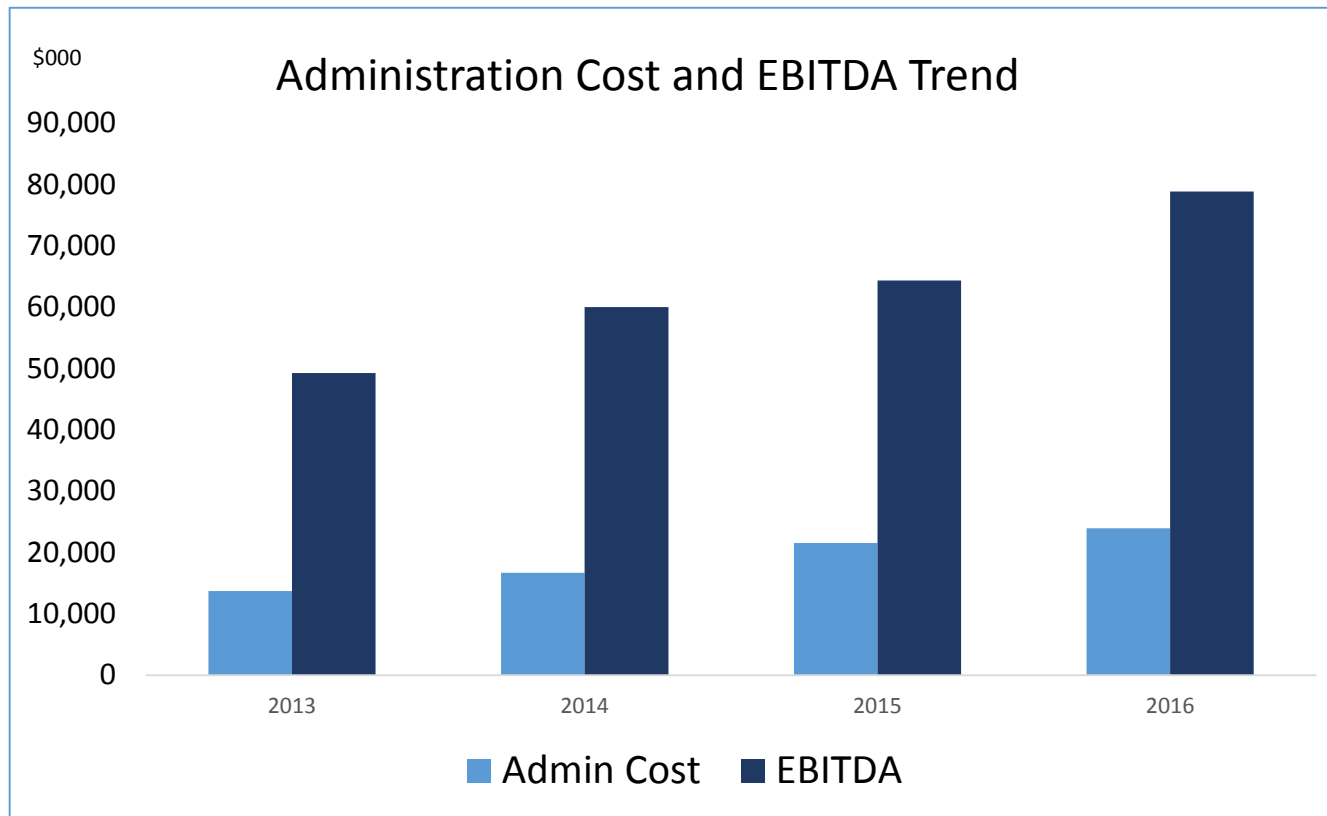
FISHING DOWN SOUTH

- Image of the San Aspiring taken by drone



BUILDING A CAPABLE ORGANIZATION

- Value Creation through people engagement, branding and consumer focus requires highly skilled individuals



SANFORD – OUR BRANDS



Sanford Blue
Mainstream



Sanford Black
Premium Range



Big Glory Bay – by Sanford
Super Premium Provenance



Tiaki –
Premium Sustainable Seafood



SANFORD – OUR INNOVATIONS



* Not Sanford product. We are an ingredient supplier only



MAXIMISING VALUE OF THE WHOLE RAW MATERIAL



Petfood*
Mussel Mince
Fat Lined Block



&



Equine Products*
Hoki Oil



Pet Treats*

- Hoki Skin
- Ling Skin
- Mussels
- Hoki Mince



Petfood*
Freeze Dried Mussels



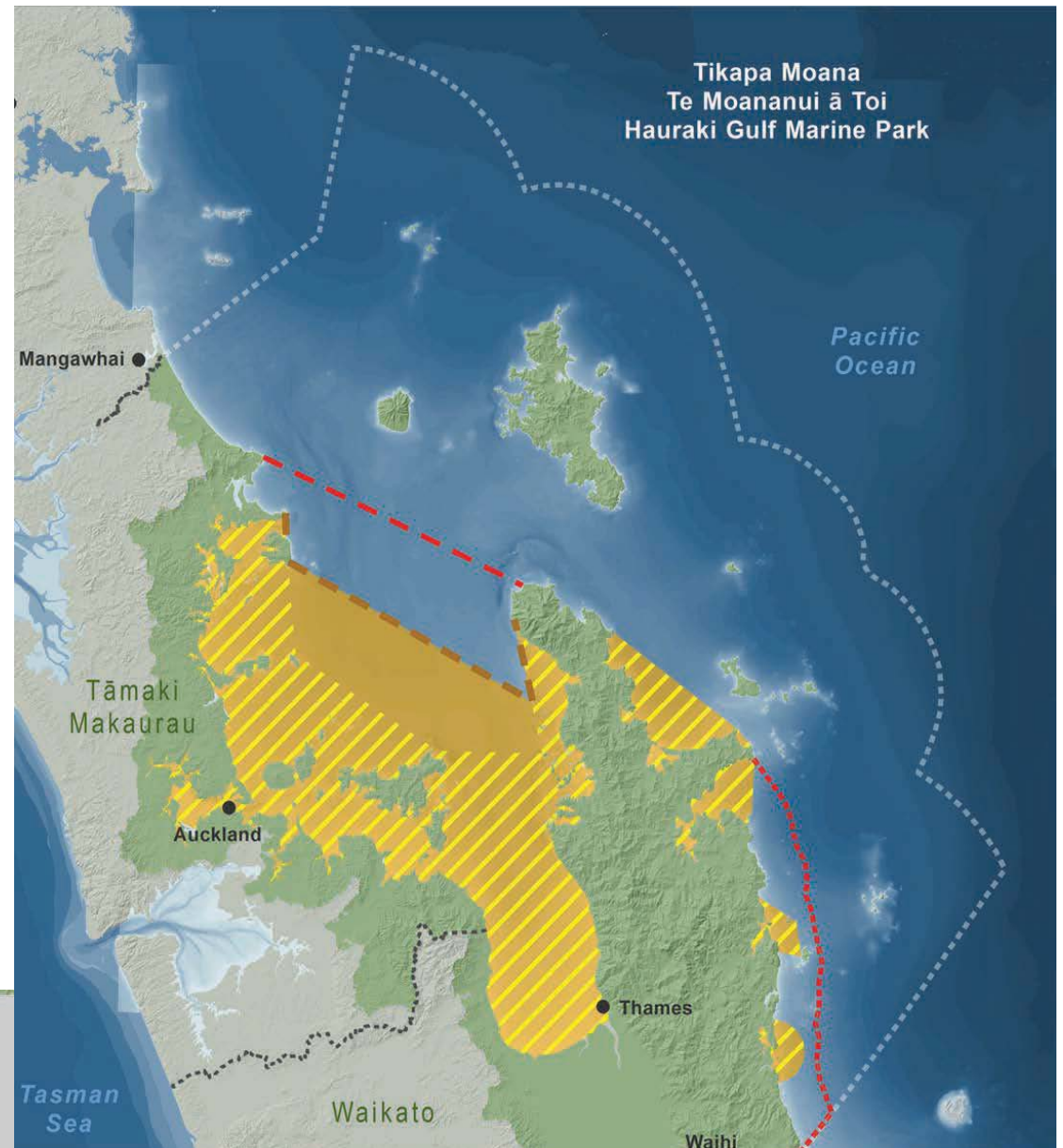
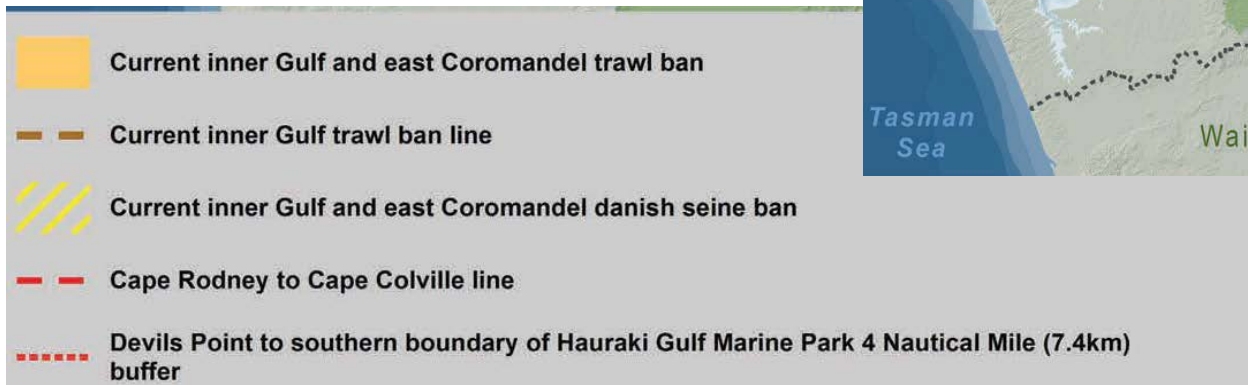
Pet Supplement
Hoki Oil

* Not Sanford product. We are an ingredient supplier only

THE HAURAKI GULF MARINE PARK

Proposed Fisheries Management Actions include

- From 2017 restrict and by 2025 withdrawal of trawling and Danish seining within Marine Park
- Establish Marine Park as a separate fisheries management area by 2018
- Address localised depletion, recreational catch and charter vessel catch reporting
- Establish a network of marine protected areas



A VISION FOR THE OCEAN AROUND NEW ZEALAND

- We support any measures that ensure the sustainability of the resources we depend on, e.g. Marine Protected Areas
- These measures should
 - Involve a multi stakeholder process in developing them
 - Be centred around science to determine the most appropriate pathway
- New Zealand should take a leadership role in managing the ocean

ANNUAL REPORT 2016

UNCOMPROMISING CARE

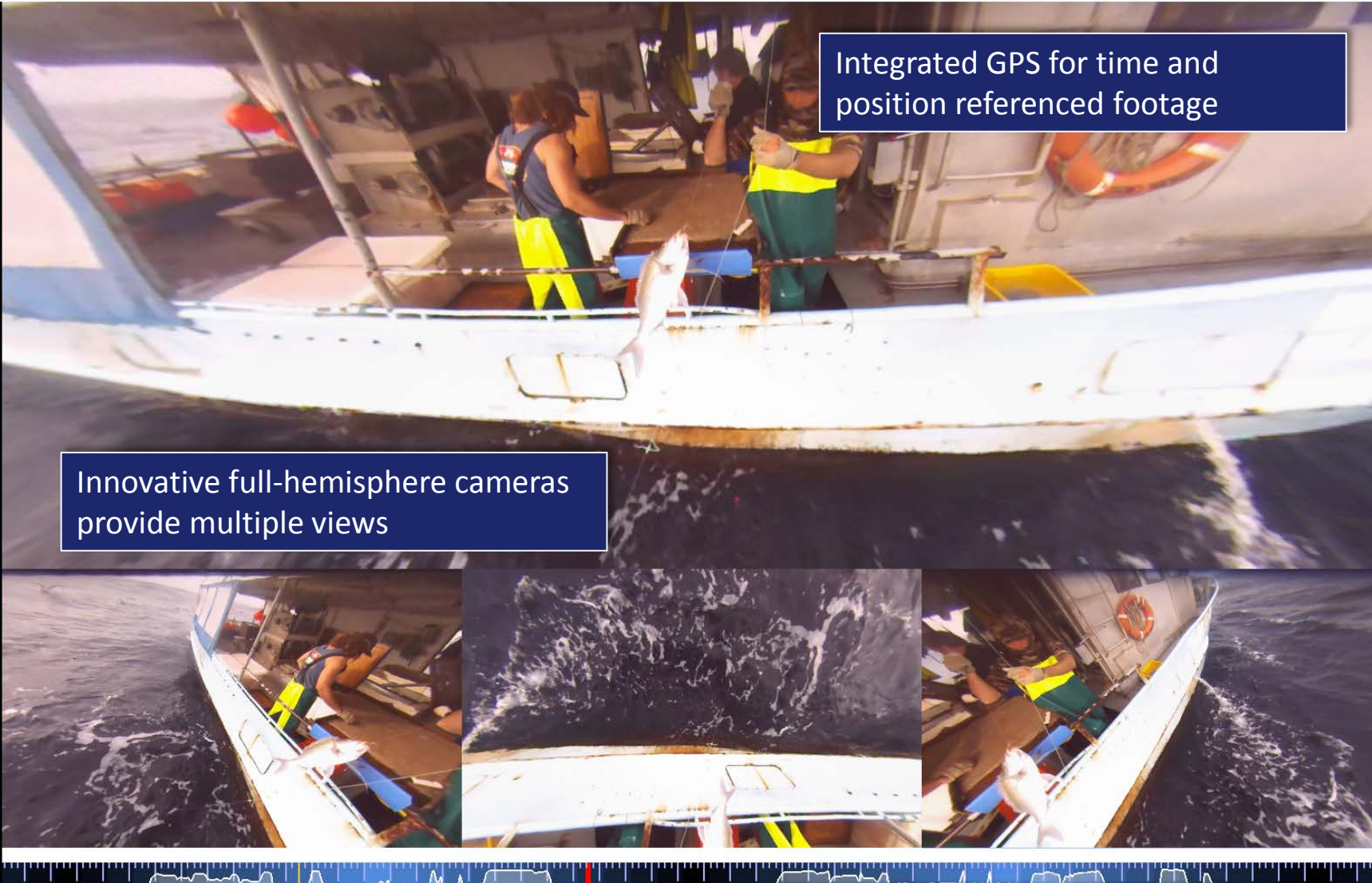
Integrated Reporting

Transparency



TRIDENT – TRANSPARENCY AT SEA

Fisheye Electronic Monitoring by Snap Information Technologies



Integrated GPS for time and position referenced footage

Innovative full-hemisphere cameras provide multiple views

Southern Cross SouthernCross

Start port Mangonui End port Whangaroa

Speed 1.53 kts Heading 285.53

Latitude 34.898 S Longitude 173.5642 E

Video Time 27/07/15 9:32:49 Play Speed 1 *PAUSED*

Footage Quality: Good Reasonable Marginal Unusable

Observations: Port Steam Fish Anchor Other N/A

Crew Activity: Sorting Packing Unload Other

Events: Type: Privacy concern

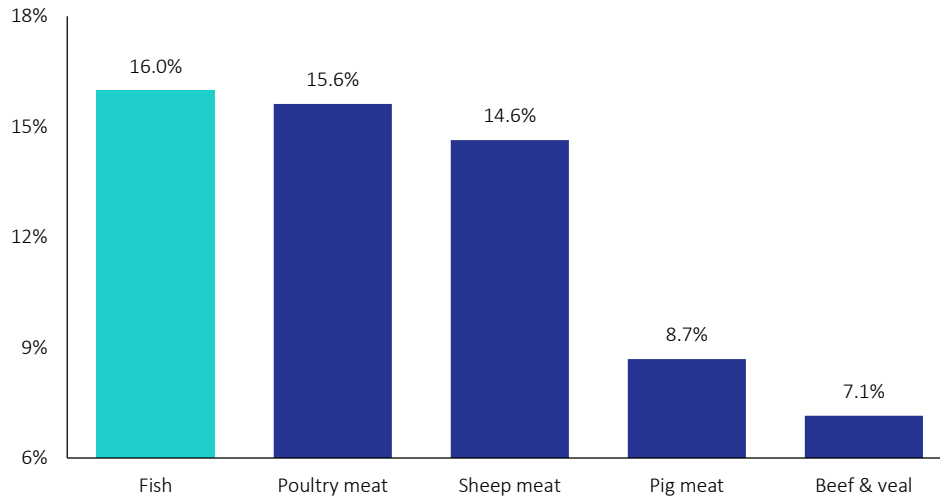
Trash Review Close Review

Customised data entry panels for collecting observations from the footage directly to a database



SANFORD – ATTRACTIVE INDUSTRY

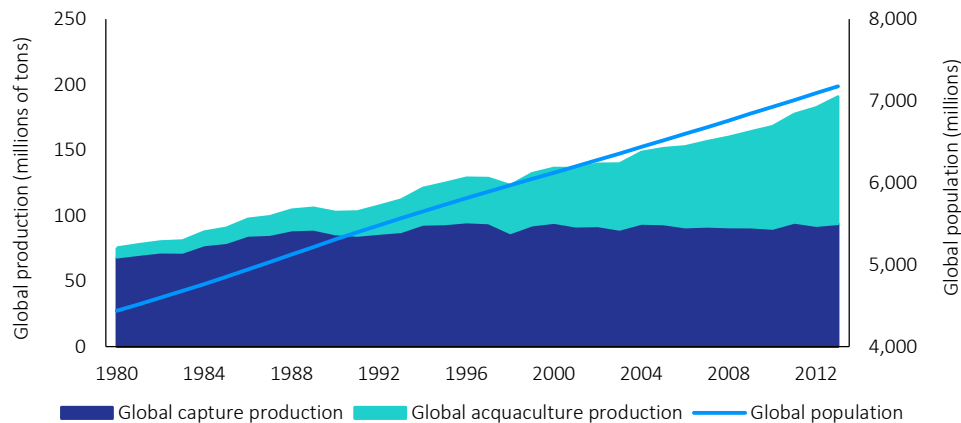
Global protein consumption growth outlook (2014 – 2020)



Source: OECD – FAO Agricultural Outlook

Shortage of 50 -80 million tonnes by 2030

Global seafood production vs. population growth



NZ supply only 0.35% of Global consumption

Source: FAO, United Nations

