



2018 ANNUAL GENERAL MEETING CHAIRMAN'S ADDRESS





The Sanford Board: Peter Kean, Rob McLeod, Paul Norling (Chair) Abby Foote, Peter Goodfellow and Bruce Goodfellow



Steffan Stewart
1992-2018



SANFORD'S 2018 INTEGRATED REPORT

- 2018 integrated report available at <https://www.sanford.co.nz/investors/reports-1/company-reports/>
- The report outlines Sanford's business excellence framework – this enables each part of the business to map out their role in helping to deliver on our goals

THE
ELEMENTS

INTEGRATED ANNUAL REPORT
2018



SOLID BUSINESS PERFORMANCE DESPITE ADVERSE CLIMATIC CONDITIONS

CATCH/HARVEST VOLUME

118k GWT

↓ 5.6%

REVENUE

\$515M

↑ 7.7%

ADJUSTED EBIT

\$64.7M

↑ 1.5%

EBIT GWT kg

54c*

↑ +0.02c/kg

RETURN ON AVERAGE
TOTAL EQUITY

7.3 %

↑ Up from 6.6%

NPAT

\$42.3M**

↑ 12.9%

EPS

45c

↑ +5c

ANNUAL DIVIDEND

23CPS

Stable

Wild Catch GWT	↓ 2%
Deepwater	↓ 2%
Inshore	↓ 9%
Fishing partners	↑ 5%

Aquaculture GWT	↓ 14%
Salmon	↓ 4%
Mussels	↓ 15%

Revenue per PW kg	↑ 8%
9.2% fresh sales (from 8.3%)	
Hoki product cascade	
Salmon price achievement	
Ling swim bladders	

* Excluding third party partner catches, EBIT is \$.57/kg to \$0.63/kg up 6 cents

** Including Havelock insurance settlement of \$6.8m net of repair cost

CLIMATE CHANGE THREATS



CLIMATE CHANGE: MITIGATING THE RISK

Mussels

Sanford's number one species



Salmon

Creating value with the fish we have



Wild Catch

Diversity of species



SANFORD STRATEGY



Business Excellence Framework



-  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

ORGANISATION CAPABILITY

INNOVATION

SOCIAL LICENCE

OPERATIONAL EXCELLENCE

BRANDING

INVESTMENT PLAN



STRATEGY IN ACTION IN 2018



- SALE OF SANFORD SHARE OF WEIHAI PLANT
- SALE OF TAURANGA-BASED PELAGIC ASSETS



AUCKLAND FISH MARKET OPENING 17TH DECEMBER

WILD ABOUT WILD
— 1904 —
**AUCKLAND
FISH MARKET**

IN PARTNERSHIP WITH THE SEA

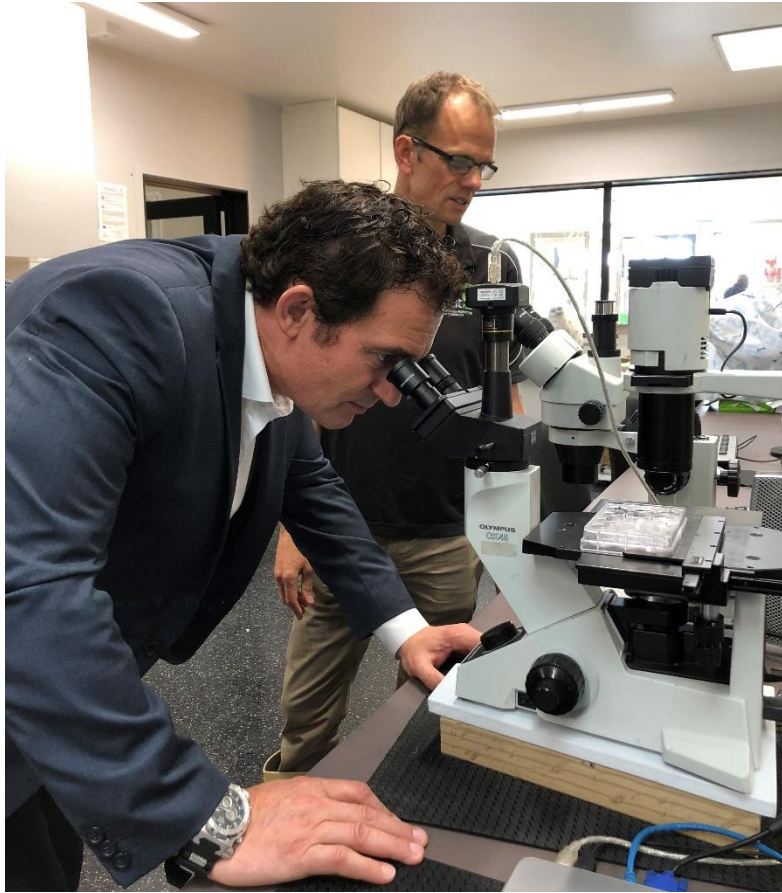
MANAGED BY  SANFORD LTD



HEALTH, SAFETY AND WELLBEING IN FOCUS



GOVERNMENT AND INDUSTRY RELATIONS



DIVIDEND STABLE IN 2018 AT 23CPS



RECOGNITION FOR GOVERNANCE AT SANFORD



SANFORD WINS THE
EXCELLENCE IN
GOVERNANCE AWARD 2018
AT THE
DELOITTE TOP 200 AWARDS

PETER CULLINANE APPOINTED TO SANFORD BOARD

- CHAIR OF NZME BOARD
- FOUNDER/CEO LEWIS ROAD CREAMERY LTD
- FORMER CEO SAATCHI & SAATCHI NEW ZEALAND
- FORMER GLOBAL COO SAATCHI & SAATCHI



THANK YOU TO SANFORD MANAGEMENT AND STAFF





SANFORD

THANK YOU

