

Investor Presentation

Result for Year Ending

30 September 2014



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Chief Executive Officer



November 2014

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.

2014 Review

Year End Result 2014

NZ\$000	Year Ended 30-Sep 2014	Year Ended 30-Sep 2013 (Restated)
Sales Revenue	452,424	462,644
EBITDA	46,675	49,285
Depreciation & amortisation	(17,975)	(17,428)
Impairment	(2,260)	(4,227)
EBIT	26,440	27,631
Net interest	(9,607)	(8,692)
Net currency exchange gains	13,139	10,349
Net gain (loss) on sale of investments & PPE	1,755	152
Profit before income tax	31,727	29,440
Income tax (expense)	(9,363)	(9,040)
Profit for the period	22,364	20,400
Non controlling interest	66	(39)
Profit attributable to equity holders	22,430	20,361

2014 In Review

- Highlights

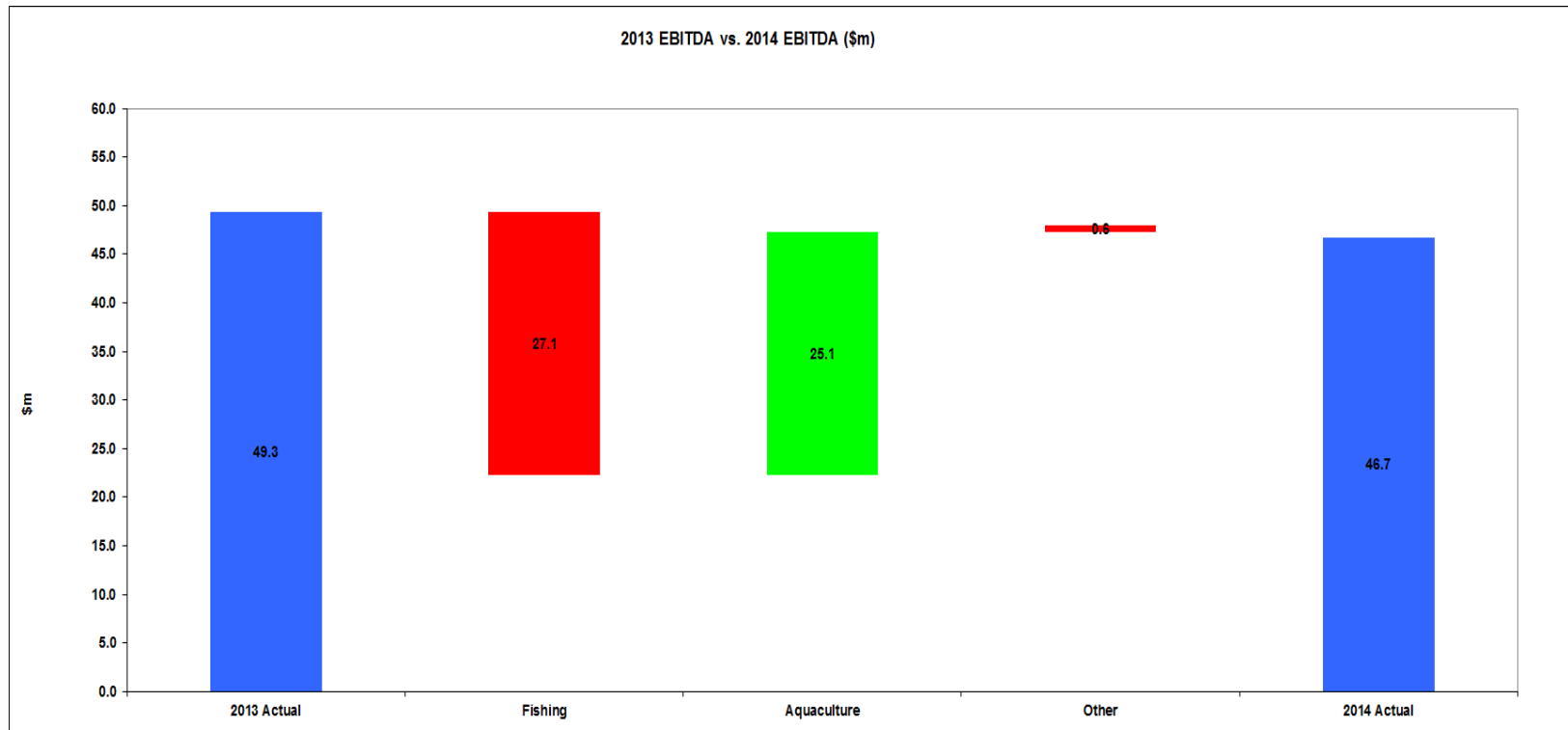
- 10% improvement in PAT from 2013
- Acquisition of GNZ
- New organisation structure implemented
- Mussel pricing and harvest volume – aquaculture
- Final dividend maintained at 14 cents per share and fully imputed – payable 10 December 2014.

- Lowlights

- Challenging skipjack tuna market and fishing environment
- Insurance events
- Pelagic species: challenges in demand

2013 – 2014 EBITDA Bridge

- Fishing – weak demand and a sharp decline in pelagic prices led to a significant downward shift in earnings. One less charter vessel than prior year plus the sale of a purse seiner in Q3 impacted catch rates.
- Aquaculture Mussels – improved mussel prices and increase in stock in water fair value
- Aquaculture Salmon – increased fresh fish sales into the NZ market

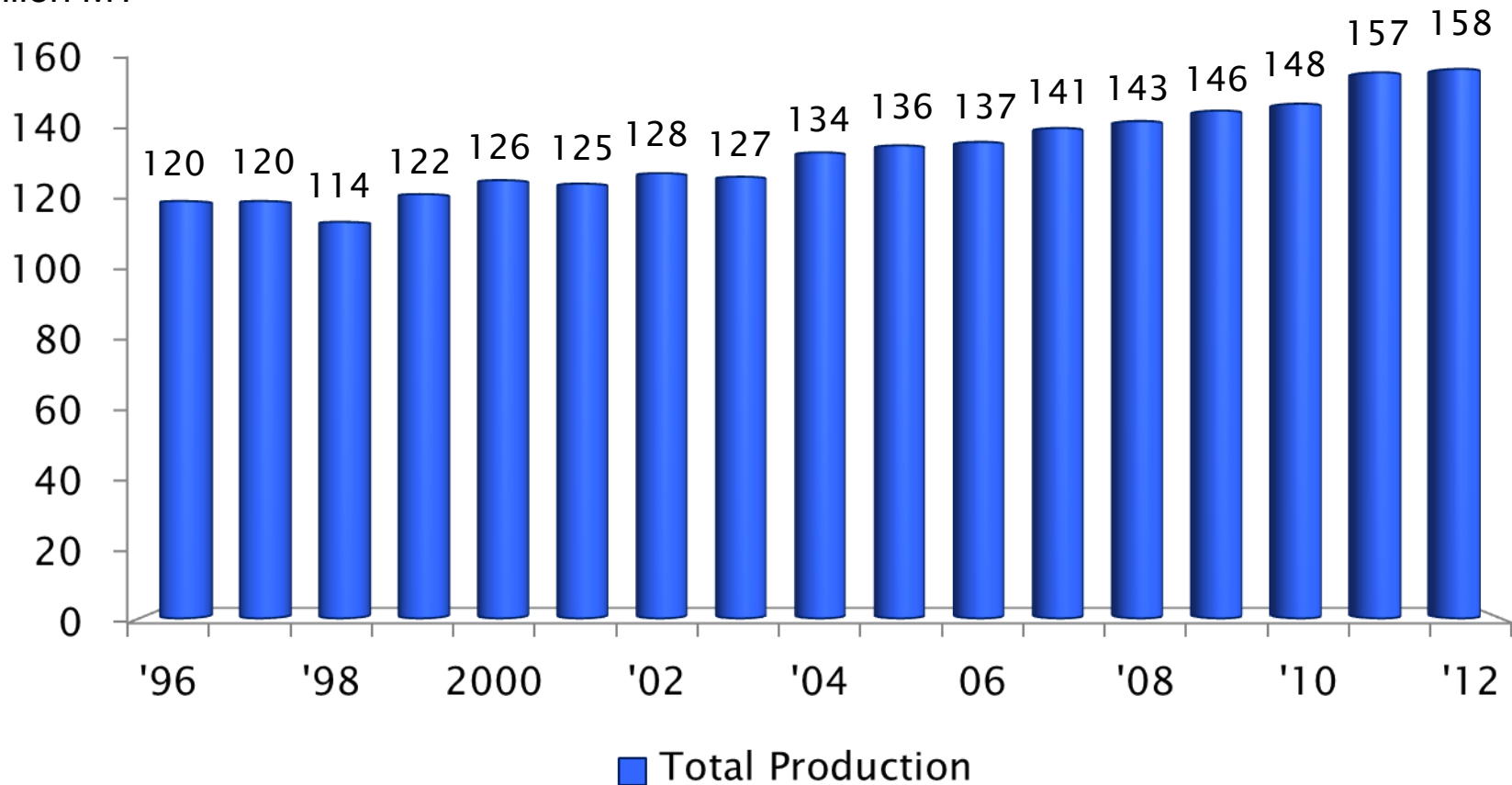


Global Outlook

Global Fisheries Production

Capture and Aquaculture

Million MT

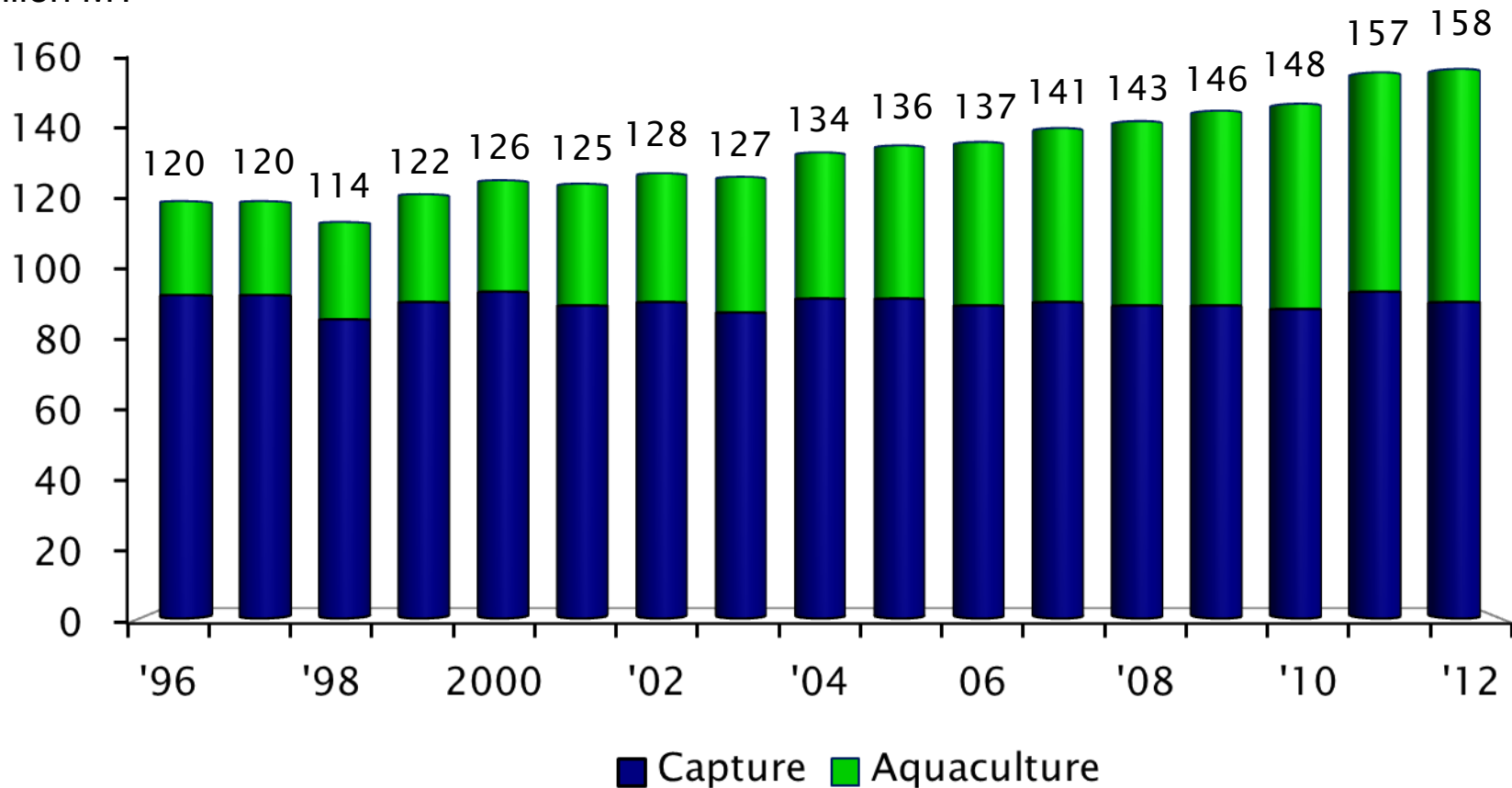


Source: FAO Fishery Statistics

Global Fisheries Production

Share of Capture and Aquaculture

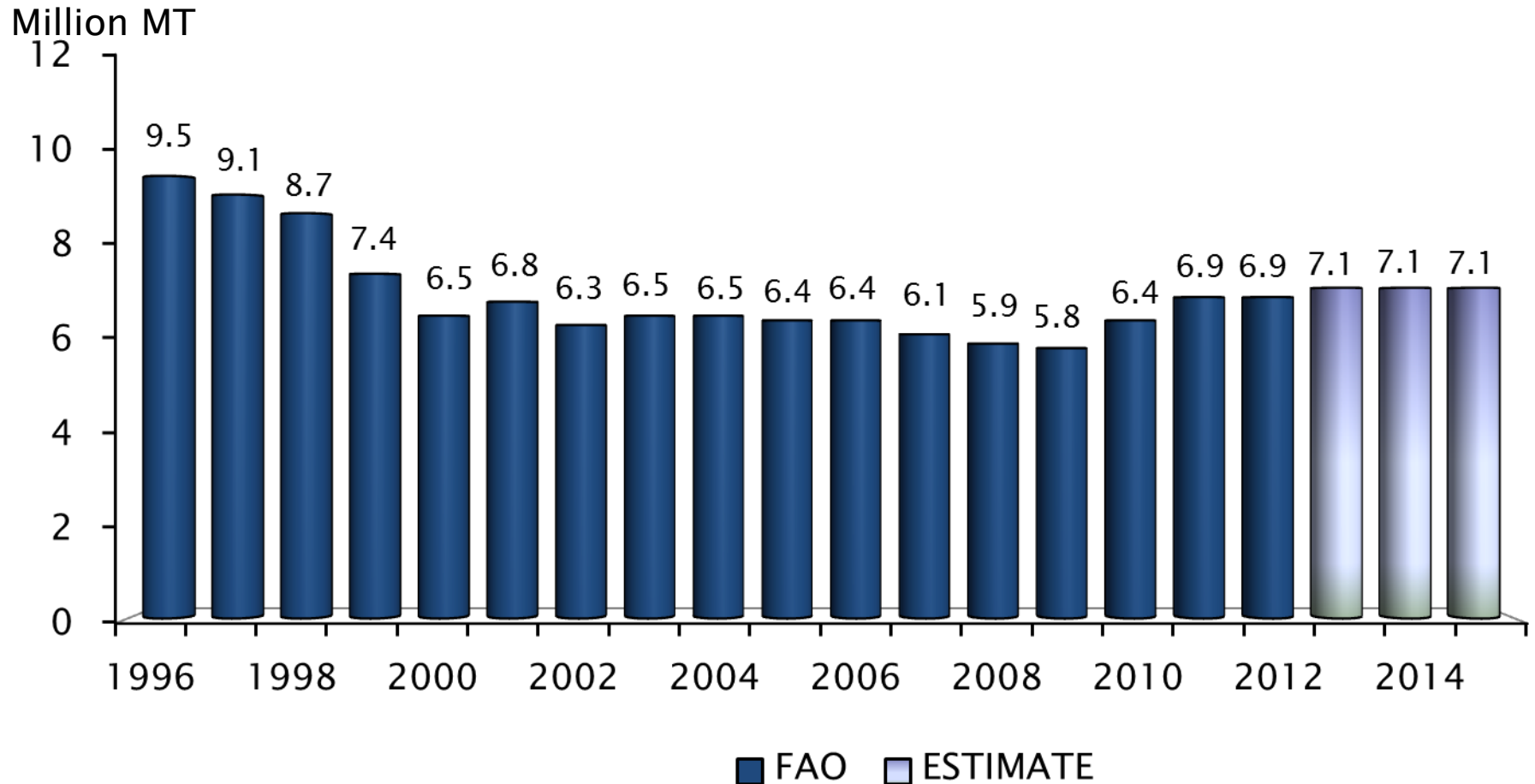
Million MT



Source: FAO Fishery Statistics

Global Groundfish Summary

Major Species (Cod, Haddock, Hake, Hoki, Pollock etc.)

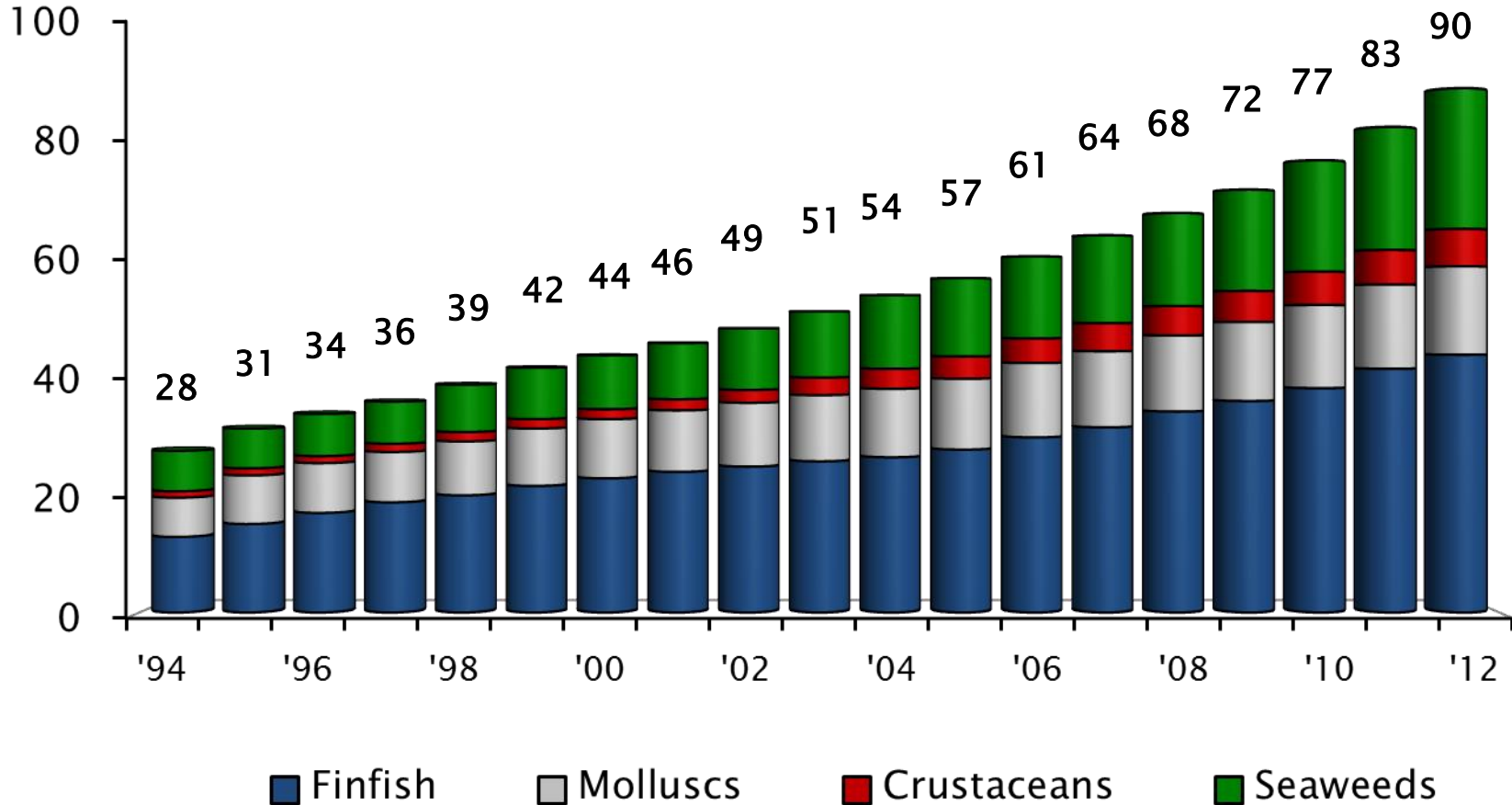


Source: until 2012 = FAO; 13 - 15 = PANELISTS / OWN ESTIMATES
Courtesy: Groundfish Forum

World Aquaculture 1994 - 2012

By Category (including Seaweed)

Million MT

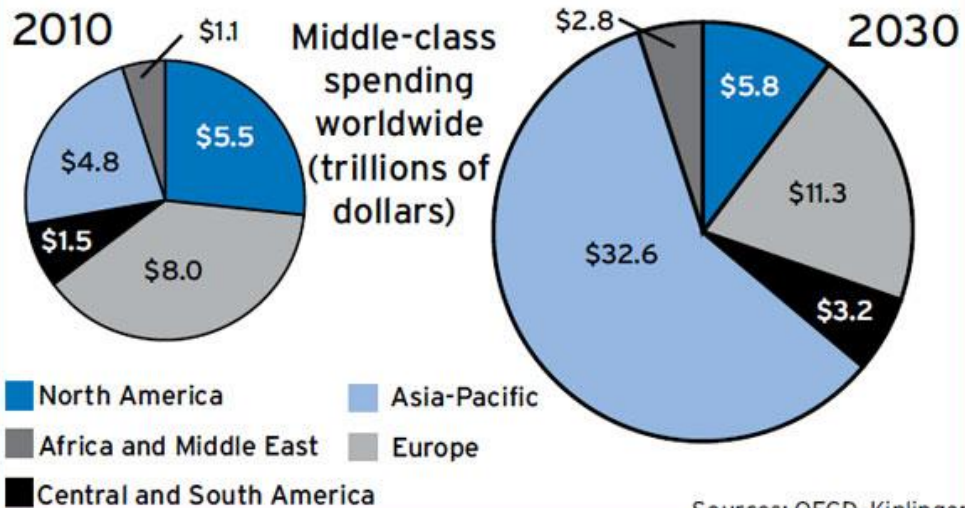


Source: FAO Fishery Statistics

Demand for seafood to come from emerging economies

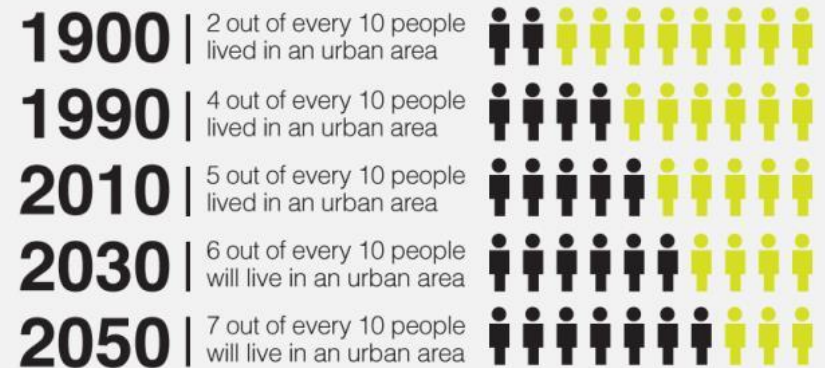
Asia – Pacific stands out as the region that holds the greatest potential for increases in seafood consumption and an appreciation for quality and provenance

GLOBAL MIDDLE CLASS



Sources: OECD, Kiplinger

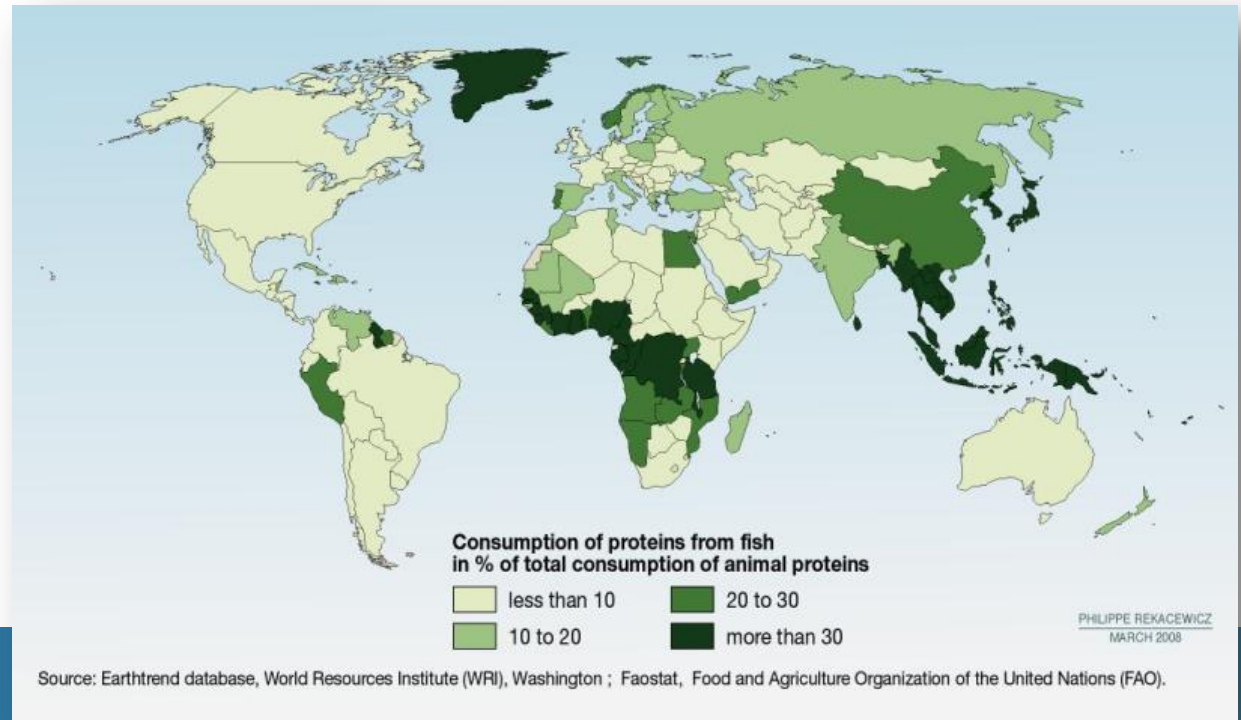
Urbanization



Defined by UN HABITAT as a city with a population of more than 10 million

Seafood holds great potential

- Only 45% of NZer's eat fish once a week, local market too small compared to other islands
- Over 80% of our product is exported. Key destinations are Australia, North America, Europe, Korea, China and Japan
- Global seafood consumption is increasing
- Key drivers for increased consumption are growing health consciousness, affluence, aging populations

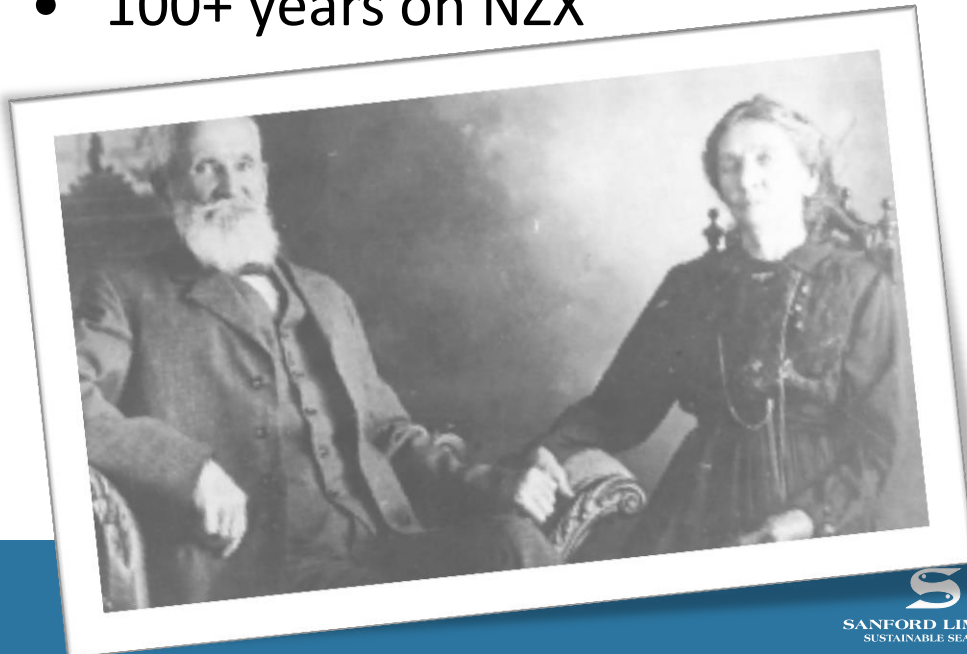
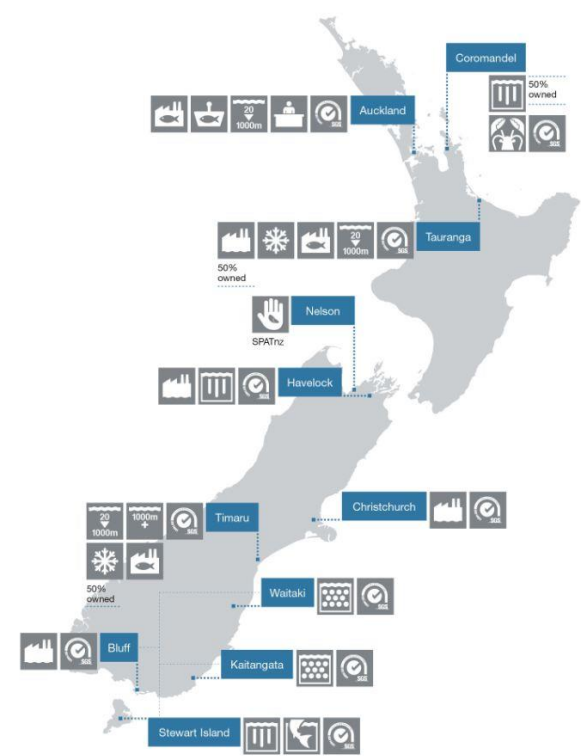


Sanford

Looking Forward

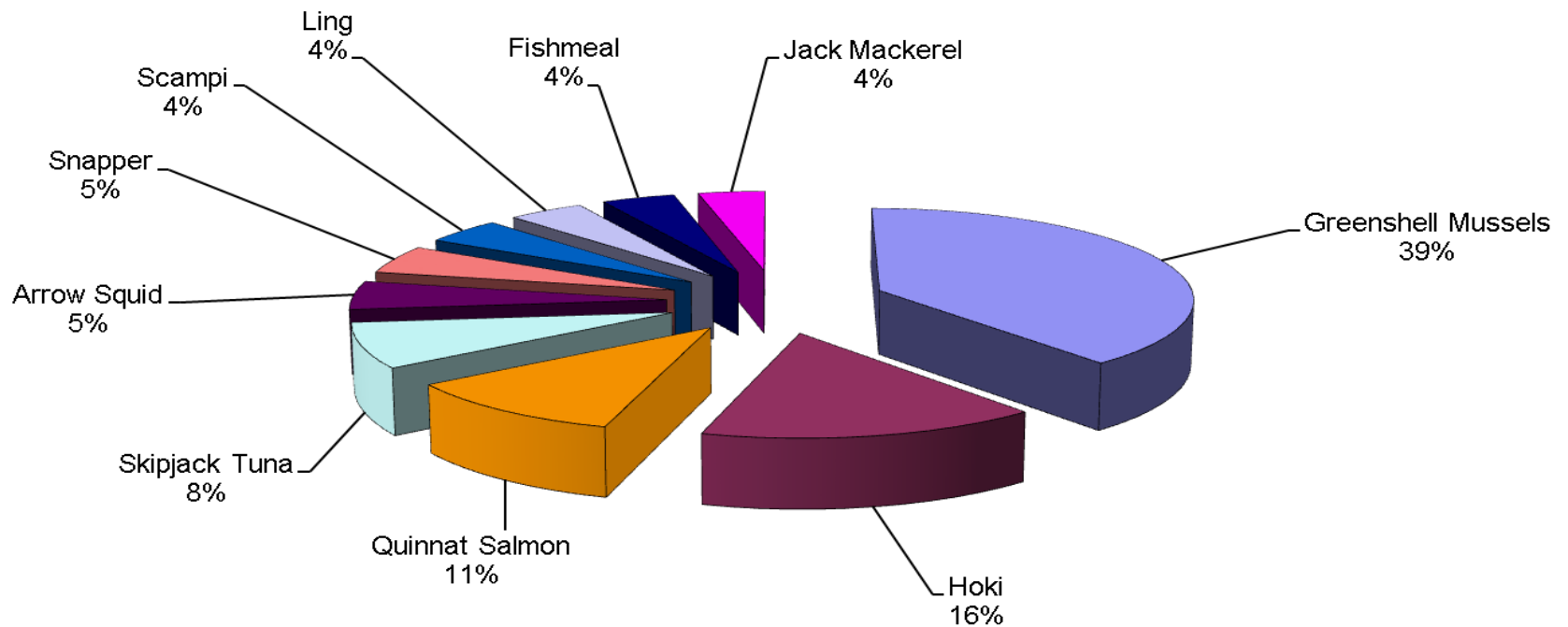
From a Strong History...

- Owns ¼ of New Zealand's fishing quota
- Farms a large share of New Zealand's Greenshell mussels and King salmon
- Mainly a commodity producer - Sanford's customers are wholesalers, traders and processors
- 100+ years on NZX



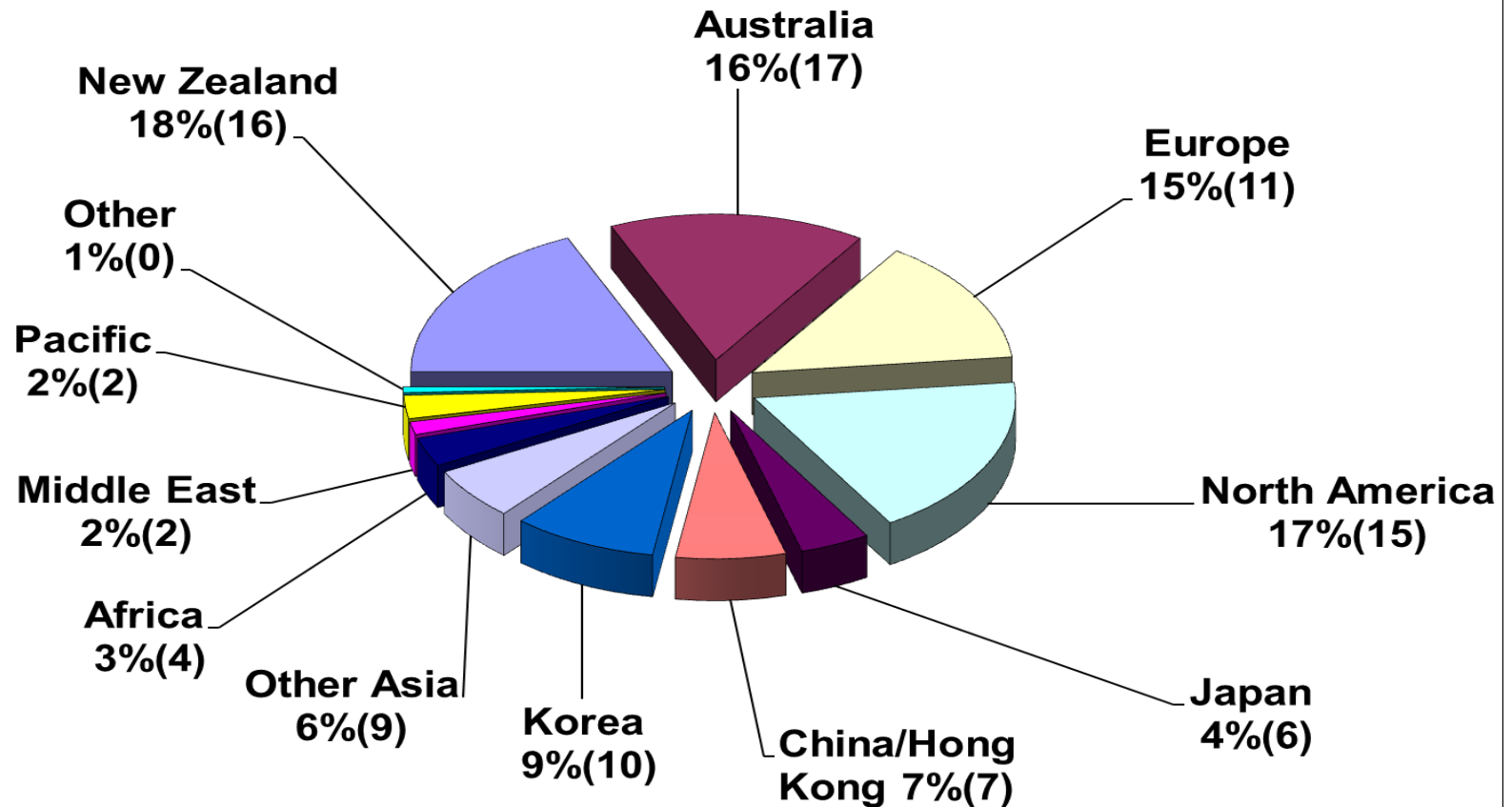
Diversified Species Portfolio

Sales by Major Species YTD September 2014 \$'000's



Diversified Markets

Sales by Geographical Location of Customers YTD September 2014 (2013) NZ\$



VISION

- To be the Best Seafood Company in the World

MISSION

- Make Sanford the NZ Company of Choice
 - Sustainably provide innovative, quality seafood and marine products
 - Delivering value to consumers, customers, employees and shareholders
 - Social licence to operate

Strategic Pillars

- Consistently High Quality Products
 - PSH
 - Operations Excellence
 - Quality Control
 - Fresh is Best
 - Provenance
- Culture of Innovation and Customer Service
 - R & D Investment
 - Supply Chain Management
 - Beyond Commodity
 - Understand Consumer needs Scope
 - Develop relevant brand
- Market Development
 - Australia
 - New Zealand
 - Asia
- Value Optimisation
 - Operational Excellence - Lowest Cost, Efficient
 - Supply Chain Excellence – Best value use of scarce resource

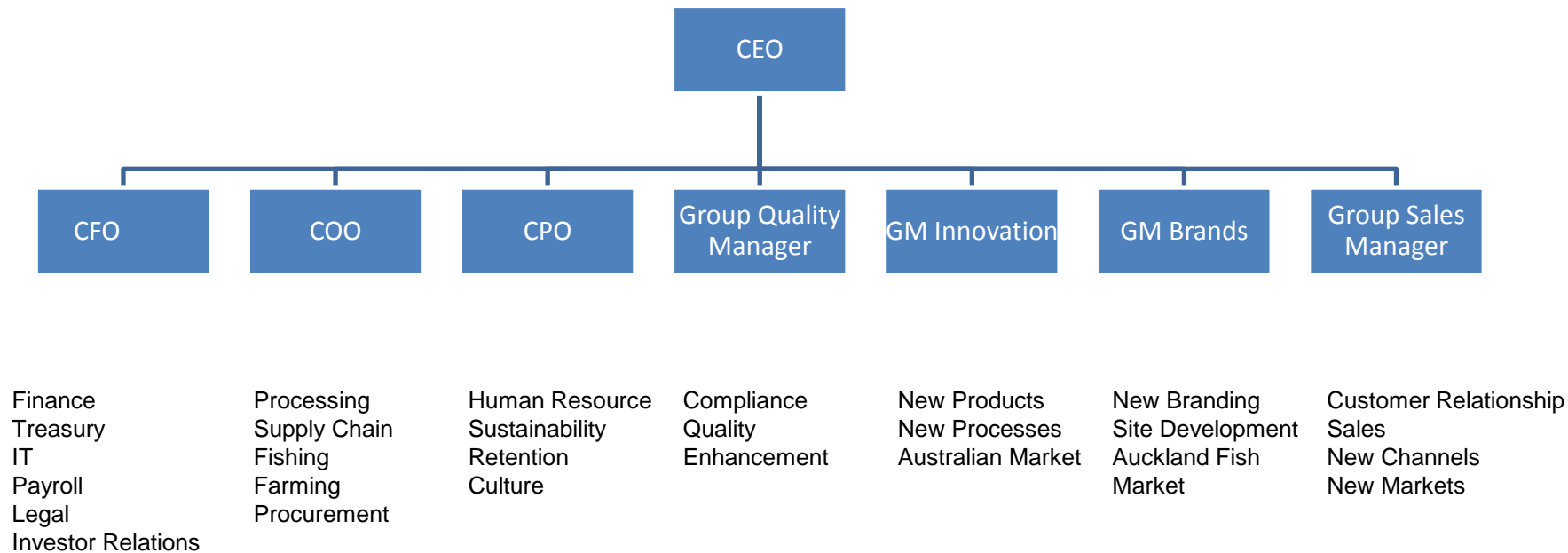
Enablers

- People
 - Right Structure
 - Right People
 - Engagement
 - Performance Management
- Process
 - Internal Alignment
 - Supply Chain Process – S&OP
 - Internal Decision Making Process
 - Strategic Planning and Budgeting
- Systems
 - Stabilise and Fix Foundations
 - Decision Support Systems
 - Right Information on Timely Basis
 - Automation and Simplification

Focus on 2015

- TACC increase in hoki and orange roughy, two key deep water species from 1 October 2014
- Strong global demand will support firm prices
- Skipjack tuna and blue mackerel pricing will remain under pressure
- Improved exchange rate positions from 2014 and well hedged forward
- Embed new organisation structure
- Introduce new disciplines of Supply Chain Management and Procurement
- Enhance our Brand
- Channel and market development

New Structure to Focus the Business



- Functional structure provides focus and consistency across the business
- Simplification of process with clear accountabilities
- New disciplines of Supply Chain Management and Procurement introduced

Sanford is moving beyond commodity

- Conserving freshness brings the highest value
- New harvesting technology
- Finding our 'New Zealand' point of difference
- Creating high value products for niche markets
- We believe our customers will pay for quality, provenance, sustainability, service



Q&A