



Sanford Corporate Governance Statement 2025

Sound corporate governance and having the right structure, people, practices and policies in place is fundamental to ensuring Sanford's ability to create maximum value over the short, medium and long term.

The extent to which Sanford has followed the recommendations of the NZX Corporate Governance Code dated 31 January 2025 (NZX Code) for the year ended 30 September 2025 (FY25) is detailed in this Corporate Governance Statement.

The board regularly reviews and assesses Sanford's governance policies, procedures and practices to ensure they are appropriate and effective. This Corporate Governance Statement provides a snapshot of these policies, procedures and practices following the recommendations of the NZX Code for FY25.

Sanford's key corporate governance documents referred to in this statement, including charters and policies, can be found here sanford.co.nz/investors/governance. This statement was approved by the board on 17 November 2025.

Principle 1: Ethical Standards

Sanford's board is committed to maintaining the highest standards of corporate governance, ensuring transparency, business integrity and ethics, and recognising the interests of its shareholders and other stakeholders.

1.1: Code of Ethics

Sanford has a Code of Ethical Behaviour and has a Code of Conduct which is made available to all staff and sets out the standards expected from Sanford's directors, officers, employees, and anyone acting on their behalf. Both Codes are reviewed regularly and are published on Sanford's internal website.

Sanford provides training on its Codes to staff on joining Sanford and periodically thereafter.

Sanford monitors compliance with these Codes through established performance management processes and adherence to the Protected Disclosures (Whistleblowing) Policy. Disclosure of serious wrongdoing is strongly encouraged by Sanford as a means of managing risk, promoting openness and transparency, and protecting the reputation of the company. The Protected Disclosures (Whistleblowing) Policy recognises Sanford's commitment to encouraging, supporting and protecting those employees who, in good faith, disclose such wrongdoing, detailing the procedure and protection offered, when this occurs.

Copies of Sanford's Code of Ethical Behaviour and its Protected Disclosures (Whistleblowing) Policy are available on the Sanford website at sanford.co.nz/investors/governance/policies/.

1.2: Securities Trading Policy

Sanford has a Securities Trading Policy that details the company's position on, and rules that apply to, all directors, officers and employees of Sanford and its subsidiaries in New Zealand who intend to trade in Sanford's listed securities in New Zealand. The requirements imposed by the Securities Trading Policy are separate from, and in addition to, the legal prohibitions on insider trading that apply.

A copy of Sanford's Securities Trading Policy is available on the Sanford website at sanford.co.nz/investors/governance/policies/.

Principle 2: Board Composition and Performance

2.1: Board Charter

The board has adopted a formal Board Charter, which distinguishes and discloses the respective roles and responsibilities of the board and management. The Board Charter is available on the Sanford website at sanford.co.nz/investors/governance/Board-and-Committees/.

2.2: Nomination and appointment of directors

Sanford has adopted a Nomination Committee Charter, which outlines the procedure for the nomination and appointment of directors to the board. The Nomination Committee Charter is available on the Sanford website at sanford.co.nz/investors/governance/Board-and-Committees/.

The Nomination Committee has delegated responsibility from the board to make recommendations on board composition and nominations, subject to the company's Constitution.

2.3: Written agreement

Each director has entered into a letter of appointment with Sanford which sets out the terms of their appointment.

2.4: Director information

The board is committed to ensuring a range of experiences and perspectives among its directors. Profiles of directors and their length of service are available on the Sanford website at sanford.co.nz/investors/governance/Board-of-Directors/.

The board's assessment of each director's independence and details of ownership interests are set out in Sanford's 2025 Annual Report.

Director attendance at board meetings is set out under Principle 3 below.

2.5: Diversity and inclusion

Sanford is committed to attracting, developing and retaining a diverse, talented group of individuals whose collective thoughts and contributions will help Sanford achieve success.

The company will not knowingly participate in business situations where Sanford could be complicit in human rights and labour standard abuses.

Sanford's approach to diversity is outlined in its Diversity, Equity and Inclusion Policy, which is available on the company website. The policy sets out behavioural and process expectations and standards to deliver practices which increase diversity and reduce bias.

Measurable objectives are set by the board to track how Sanford is progressing towards its goals under the policy. The board believes that initiatives undertaken by management during the year upheld the company's commitment to diversity and inclusion. Sanford has applied all terms of employment fairly and equitably and in accordance with its frameworks. Work continues on progress towards achieving its other objectives; in particular, the board acknowledges that membership of the board and executive team did not achieve the objective of having at least 30% of members self-identifying as female.

2.6: Director training and education

Directors are expected to understand the company's operations and undertake any necessary continued professional development to enable them to discharge their duties.

This includes:

- Attending director training sessions on certain aspects, such as health and safety governance;
- Attending management presentations and tutorial sessions, as appropriate, to gain a broader understanding and knowledge of Sanford;
- Attending briefings on relevant changes in legislation, regulatory and industry frameworks;
- Attending technical and professional development courses, as appropriate, to keep up to date on relevant issues; and
- Undertaking scheduled visits to key Sanford sites and operations, to familiarise themselves with key operational activities and business practices.

Directors have access to the executive team to discuss issues or obtain information on specific areas in relation to matters to be discussed at board meetings or other areas as they consider appropriate.

2.7: Board performance and review

The board takes a structured approach towards performance evaluation and reviewing the effectiveness of its processes. The board critically evaluates its own performance, processes and procedures, including those of its committees, to ensure that they are not unduly complex and are designed to assist the board in fulfilling its role effectively.

An independent review of the performance of individual directors and the board is undertaken periodically.

2.8: Director independence

Director independence is assessed in accordance with the NZX Listing Rules and with regard to the factors described in Table 2.4 of the NZX Code. An assessment of director independence is set out in Sanford's 2025 Annual Report.

As at 30 September 2025, the board determined that three of the six directors were independent, including the Chair and the Chair of the Audit, Finance and Risk Committee.

With Jo Curin's appointment to the board on 22 August 2024 as an independent director, the board went to three independent and three non-independent directors, and as at 30 September 2025, remained so. Accordingly, Recommendation 2.8 of the NZX Code (that a majority of the board should be independent directors) was not followed during the year, including as at 30 September 2025.

The board sought to bring its composition closer in line with Recommendation 2.8 during FY24, with the appointment of Tom McClurg and Jo Curin as independent directors, but the composition of Sanford's board is ultimately determined by its shareholders, with the appointment of each of the company's directors being approved by a shareholder vote at Sanford's Annual Meetings.

The board is mindful of the importance of reflecting the best interests of its shareholders generally in decision-making. Accordingly, the board has adopted a robust Conflicts of Interest Policy in order to regulate and manage the risks of conflicts. The board has also approved the composition of its committees (described in detail below).

2.9: Independent Chair

Sir Rob McLeod was appointed as Chair of the board in 2019 and is an independent director.

2.10: Separation of the role of Chair and Managing Director

The board supports the separation of the roles of Chair and Managing Director, and these roles are held by different people.

Principle 3: Board Committees

Committees assist, advise and make recommendations to the board on matters falling within their areas of responsibility.

Each committee is governed by a formal charter, setting out its objectives, roles and responsibilities, composition, membership requirements and operation. The board believes that committee charters, and roles of committee members comply with the recommendations in the NZX Code.

Membership of the committees as at 01 October 2024 was as set out below:

Committee	Role	Members
Audit, Finance and Risk	Assists the board in its oversight of the integrity of financial reporting and financial management, and controls external audit quality and independence and the risk management framework.	Tom McClurg (Chair) Sir Rob McLeod John Strowger
People, Health and Safety	Assists the board in meeting its responsibilities in relation to Sanford's health and safety policies, procedures and legislative compliance, and maintains a strong governance oversight of management of Sanford's team, remuneration and diversity policies.	John Strowger (Chair) Sir Rob McLeod Tom McClurg
Nomination Committee	Assists the board in ensuring appropriate board performance and composition in appointing directors.	Sir Rob McLeod (Chair) Tom McClurg Craig Ellison

With effect from 01 March 2025, the board established a Sustainability Committee, and reorganised the composition of its sub-committees, as follows:

Audit, Finance and Risk Committee (AFRC)

Jo Curin (Chair), Sir Rob McLeod and Craig Ellison

People, Health and Safety Committee (PHSC)

John Strowger (Chair), Sir Rob McLeod and Jo Curin

Sustainability Committee

Tom McClurg (Chair), John Strowger and Craig Ellison

Nomination Committee

Sir Rob McLeod (Chair) with full board membership

The role of the Sustainability Committee is to support Sanford's commitment to sustainability-related (including climate) strategy, policies, initiatives, measurement and reporting,

As a consequence of the above changes, Recommendation 3.4 of the NZX Code (that a majority of the Nominations Committee should be independent directors) was not followed for periods during FY25, including as at 30 September 2025. However, the board is satisfied that with an equal split of independent and non-independent directors, the Nominations Committee continues to operate with sufficient objectivity, transparency and alignment with shareholder interests.

Director attendance at board and committee meetings is reported annually, and the table of attendances is included below. Additional ad hoc meetings were also held.

Member	Full board meetings	Audit, Finance & Risk	People, Health & Safety	Sustainability	Nomination
Sir Rob McLeod	8/8	4/4	1/1	–	–
David Mair	8/8	–	–	–	–
Tom McClurg	8/8	2/2	–	2/2	–
Jo Curin	8/8	2/2	1/1	–	–
Craig Ellison	7/8	2/2	–	2/2	–
John Strowger	8/8	2/2	1/1	2/2	–

Copies of the board and committee charters are available on Sanford's website at sanford.co.nz/investors/governance/Board-and-Committees/.

3.1: Audit, Finance and Risk Committee

The Audit, Finance and Risk Committee assists the board in fulfilling its responsibilities to protect the interests of shareholders, customers, employees and the communities in which Sanford operates through analysis and monitoring of financial and capital allocation matters, establishing a sound risk management framework and ensuring rigorous processes for internal control across financial management, financial accounting, corporate regulatory compliance, audit and related reporting processes.

The committee members have a range of qualifications and are all experienced in commercial and operational matters as detailed in the director profiles on Sanford's website.

A copy of the Audit, Finance and Risk Committee Charter is available on Sanford's website at sanford.co.nz/investors/governance/Board-and-Committees/.

Membership of the committee consists of a majority of independent directors, and solely non-executive directors, with an independent chair that is not the chair of the board.

3.2: Management attendance at Audit, Finance and Risk Committee

Senior management representatives attend committee meetings by invitation only.

3.3: People, Health and Safety Committee

During FY25 the People, Health and Safety Committee assisted the board in providing leadership, governance and policy for people, health and safety (including food safety and quality) performance and standards, and legislative and regulatory compliance, across all operational activities of the business, including fishing, processing and aquaculture. The committee had oversight for all operational risks that could cause harm to people arising out of Sanford's operations or activities among other responsibilities.

The committee also performed the functions of a remuneration committee in assisting the board to discharge its responsibilities in relation to the introduction, recruitment and appointment of directors, and in the setting of the remuneration of directors and senior executives including establishing appropriate remuneration policies and practices.

Membership of the committee comprised a majority of independent directors during FY25.

Senior management representatives attended our committee meetings by invitation only.

To ensure a focus on our key risks the People, Health and Safety Committee was separated into the Health and Safety Committee and Remuneration Committee in October 2025.

Both new committees have the same composition, being John Strowger (Chair), Sir Rob McLeod and Jo Curin.

A copy of the Health and Safety Committee Charter and Remuneration Committee Charter is available on Sanford's website at sanford.co.nz/investors/governance/Board-and-Committees/.

3.4: Nomination Committee

The Nomination Committee assists the board by considering nominations to ensure an appropriate mix of expertise, skills, experience and diversity is on the board.

Membership of the committee comprises an equal split of independent directors and non-independent directors (as discussed above).

A copy of the Nomination Committee Charter is available on Sanford's website at sanford.co.nz/investors/governance/Board-and-Committees/.

3.5: Other board committees

The board established a Sustainability Committee during FY25.

Sustainability Committee supports Sanford's commitment to sustainability-related (including climate) strategy, policies, initiatives, measurement and reporting.

The committee assists the board in fulfilling its objectives and responsibilities in setting Sanford's overarching strategy relating to sustainability matters, developing and implementing specific sustainability policies and initiatives, monitoring and assessing developments relating to those policies and initiatives, complying with New Zealand's mandatory climate-related disclosures regime, oversight and management of Sanford's evolving climate-related risks and opportunities, and overseeing communications in relation to sustainability matters.

Membership of the committee comprises a majority of non-independent directors, and solely non-executive directors, with an independent chair that is not the chair of the board.

A copy of the Sustainability Committee Charter is available on Sanford's website at sanford.co.nz/investors/governance/Board-and-Committees/.

The board did not establish any other board committees as standing board committees during FY25.

3.6: Takeover protocols

A takeover response protocol, which has been approved by the board, is in place for dealing with a takeover offer. In the case of a takeover offer, Sanford would follow its takeover protocols including

forming an Independent Takeover Committee to oversee disclosure and response and to engage expert legal and financial advisors on procedure.

Principle 4: Reporting and Disclosure

4.1: Continuous Disclosure Policy

Sanford has a Continuous Disclosure Policy, and is committed to providing accurate, timely and consistent disclosures that comply with the NZX Listing Rules. This includes the establishment of a Disclosure Committee which is primarily responsible for ensuring that Sanford complies with its disclosure obligations.

The Continuous Disclosure Policy is available on the Sanford website at sanford.co.nz/investors/governance/policies/.

4.2: Access to governance documents

Key governance documents are available to investors and stakeholders on Sanford's website at sanford.co.nz/investors/governance/. These include: the Board and Committee Charters and various policies.

4.3: Financial reporting

The board is responsible for ensuring that the financial statements give a balanced, clear and objective view of the financial position of the company and have been prepared using appropriate accounting policies, consistently applied, and supported by reasonable judgements and estimates. The board is also responsible for ensuring all relevant financial reporting and accounting standards have been followed.

The Audit, Finance and Risk Committee oversees the quality and integrity of external financial reporting, including the accuracy, completeness, balance and timeliness of financial statements. It reviews Sanford's full and half-year financial statements and makes recommendations to the board concerning accounting policies, areas of judgement, compliance with accounting standards, stock exchange and legal requirements, and the results of the external audit. All matters required to be addressed, and for which the committee has responsibility, were addressed during the reporting period.

For FY25 the directors believe that proper accounting records have been kept which enable, with reasonable accuracy, the determination of the financial position of the company and facilitate compliance of the financial statements with the Financial Markets Conduct Act 2013.

Sanford publishes its interim and audited full-year financial statements that are prepared in accordance with relevant financial reporting standards. The full-year financial statements for FY25 are included in Sanford's 2025 Annual Report.

4.4: Non-financial reporting

Each year, non-financial information is disclosed by Sanford. The company has decided to continue with the approach it took to non-financial reporting for FY24 – a separation of non-financial reporting from the financial annual report, with a report, including its Climate-Related Disclosures prepared under the Aotearoa New Zealand Climate Standards and Part 7A of the Financial Markets Conduct Act 2013, to be issued no later than 31 January 2026, which will be made available at sanford.co.nz/investors/reports-1/company-reports.

Material topics and risks are discussed, including how risks are managed and measured, and risks are also covered in this Corporate Governance Statement (see Principle 6).

Principle 5: Remuneration

Remuneration of directors and senior executives was for FY25 the key responsibility of the People, Health and Safety Committee. Sanford has a Director and Executive Remuneration Policy in place. The guiding principles of the policy are for the remuneration of directors and executives to be transparent and reasonable, and to support the company in attracting, retaining and motivating high-calibre people to achieve its business objectives and create shareholder value.

A copy of the Director and Executive Remuneration Policy is available on Sanford's website at sanford.co.nz/investors/governance/policies/.

5.1: Directors' remuneration

Information on Sanford's director remuneration is available in the 2025 Annual Report. This includes a breakdown of remuneration for board fees and committee roles.

5.2: Remuneration policy

Sanford has remuneration policies for the remuneration of executives which outlines the relative weightings of remuneration components and relevant performance criteria. There are different components to remuneration, being fixed and variable, with relevant performance criteria set periodically.

5.3: Managing Director remuneration

Information on the Managing Director's remuneration for FY25 is available in Sanford's 2025 Annual Report.

Principle 6: Risk Management

6.1: Risk management framework

Sanford follows an Enterprise Risk Management (ERM) framework to cover the end-to-end risks affecting the organisation in the pursuit of its objectives. The ERM framework is comprised of a number of policies, standards, guides and control documents. It integrates risk management into Sanford's operations, formalises risk management as part of the company's internal control and corporate governance arrangements, and provides a consistent and structured way to manage risk across the organisation. Sanford applies a process to review and update its material and key risks.

Material and key risks facing the business include health and safety (see section 6.2 below), aquaculture biomass, food safety, market risk, strategic growth, market priced variables, IT systems costs, climate, and regulatory risks. In addition to applying the ERM framework, risk management is applied in a number of ways, including the development and review of policies, procedures, guidelines, processes (including business continuity processes), staff training, organisational structures, reporting, strategic planning, financial risk mitigation and transfer tools (such as hedging and insurance), business area risk reviews, scenario analysis (such as for climate change), and engaging in regulatory and policy development (for example through Seafood New Zealand).

The Audit, Finance and Risk Committee is responsible for the oversight of risk management and receives a periodic report on key risks affecting the business and formally reviews material changes to Sanford's ERM framework.

6.2: Health and safety

Health and safety risks are reported on regularly, so that directors are able to ensure that Sanford has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety. Included in this reporting are health and safety indicators including lost-time injury rate (LTIR) and total recordable injury rate (TRIR), which for FY25 will be included in its FY25 reporting.

Sanford has identified its critical health and safety risks which are individually managed. By understanding and discussing Sanford's critical and high-probability health and safety risks, their risk profile and the effectiveness of the related controls, directors can ensure that they allocate appropriate resources to the organisation. This considered allocation can eliminate or minimise these risks, so far as is reasonably practicable.

Principle 7: Auditors

7.1: External audit

The board ensures the quality and independence of the external audit process, which culminates in the audit report being issued in relation to the annual financial statements. The use of estimates and judgements is disclosed in Note 2 of the financial statements.

KPMG were Sanford's external auditors for FY25. KPMG's lead audit partner was rotated effective 30 September 2023 with the next rotation due in the year ending 2028.

The Audit, Finance and Risk Committee provides a formal forum for communication between the board and the external auditors, ensures the independence of the external auditors, has oversight of audit planning, reviews and recommends audit fees, considers audit opinions and evaluates the performance of the external auditors. No issues relating to the external auditors' independence were identified in FY25. KPMG have provided the board with written confirmation that, in their view, they were able to operate independently during the year.

A copy of the External Auditor Independence Policy is available on Sanford's website at sanford.co.nz/investors/governance/policies/.

7.2: Attendance at Annual Meeting

Sanford's external auditors are expected to attend Sanford's Annual Meeting each year, and shareholders can ask questions of them, should they wish to do so. KPMG attended Sanford's FY24 Annual Meeting held on 18 December 2024.

7.3: Internal audit function

Sanford does not have a dedicated in-house internal audit function. The company typically uses external resources to conduct the internal audit function as required on behalf of Sanford.

Principle 8: Shareholder Rights and Relations

8.1: Investor website

Easy access to investor information is available through the Investor Centre on the Sanford website at sanford.co.nz/investors.

8.2: Communicating with shareholders

Sanford is committed to open and regular engagement with shareholders.

Sanford provides shareholders with information through its shareholder reports and results announcements, its Annual Meeting and announcements of material or other relevant information. These documents are lodged with the Stock Exchange operated by NZX Limited (NZX) and are publicly available on the Sanford website at sanford.co.nz/investors.

Sanford seeks to enhance its financial accounts through integrated reporting, ensuring greater transparency to stakeholders on its strategic direction, business model, value creation and environmental and social performance. Sanford keeps its shareholders informed of major developments and business events likely to affect the company's operations, financial standing and share price.

Shareholders are encouraged to communicate with the company and its share registry electronically.

Sanford endeavours to make it easy for shareholders to participate in Annual Meetings, which are held in a main centre and streamed live online. Shareholders can ask questions of and express their views to the board, management and the external auditors at Annual Meetings.

In addition to shareholders, Sanford has a wide range of stakeholders and maintains open channels of communication for all audiences, including the investing community, its staff, suppliers and customers.

8.3: Voting on major decisions

Sanford has processes to ensure it follows the mandatory NZX Listing Rule requirements relating to a change in the nature of the company's business, including major transactions under the Companies Act 1993.

8.4: Equity offers

Sanford did not seek additional equity capital in FY25.

8.5: Notice of meeting

Sanford aims to provide at least 20 working days' notice of the Annual Meeting, which is posted on Sanford's website, announced on the NZX and sent to shareholders prior to the meeting each year.

Sanford's 2025 Annual Meeting will be held at 14:00 on Wednesday 17 December 2025 at Eden Park, Reimers Avenue, Mt Eden, Auckland, in the World Cup Lounge West, South Stand and virtually.