



LCANZ SUMMIT THURSDAY THE 25<sup>TH</sup> FEBRUARY  
MEASURE FOR SUCCESS

# VISION, PURPOSE, MISSION AND VALUES

## VISION

TO BE THE TOP OF THE SOUTH'S MOST VALUABLE ORGANISATION AND THE  
WORLD'S MOST PREMIUM SALMON COMPANY

## PURPOSE

CREATING THE **ULTIMATE SALMON EXPERIENCE**

## MISSION

WE WANT ALL NZKS / STAKEHOLDER INTERACTIONS TO LEAVE STAKEHOLDERS  
BETTER OFF AS A RESULT

## VALUES

MAXIMISATION OF VALUE / CONTINUOUS IMPROVEMENT / INTEGRITY /  
TEAMWORK & CULTURE

## SUPPORTING STRATEGIES



HEALTH & SAFETY  
INCLUDING FOOD  
SAFETY



FARM ONE SPECIES:  
KING SALMON



DOMINATE PREMIUM SALMON  
NICHES



BRANDS



PEOPLE



COMMUNITY  
ENGAGEMENT



SUSTAINABILITY



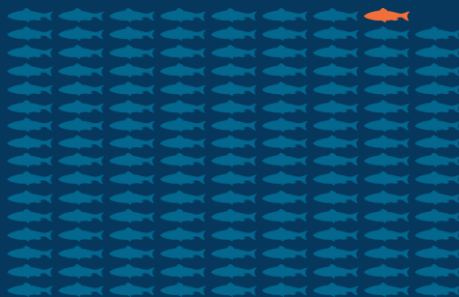
COST COMPETITIVE

1H20 HALF YEAR RESULTS

ONLY

0.7%

OF THE WORLD'S SALMON IS  
KING SALMON



WE SUPPLY  
MORE THAN

50%

OF THE WORLD'S  
FARMED KING SALMON



4.4kg

AVERAGE  
HARVEST  
SIZE



METRIC TONNES HARVESTED



\$550

MILLION REVENUE  
GENERATED BY  
AQUACULTURE IN  
NEW ZEALAND

REVENUE OF

\$160.3

MILLION



NET PROFIT  
AFTER TAX



\$16.1



MILLION

PRO FORMA OPERATING  
EBITDA

\$26.2

MILLION



17% ABOVE FY18 PDS FORECAST

## Our brands

ORA KING™

.....  
ULTRA-PREMIUM  
FOODSERVICE



.....  
PREMIUM RETAIL



.....  
VALUE RETAIL

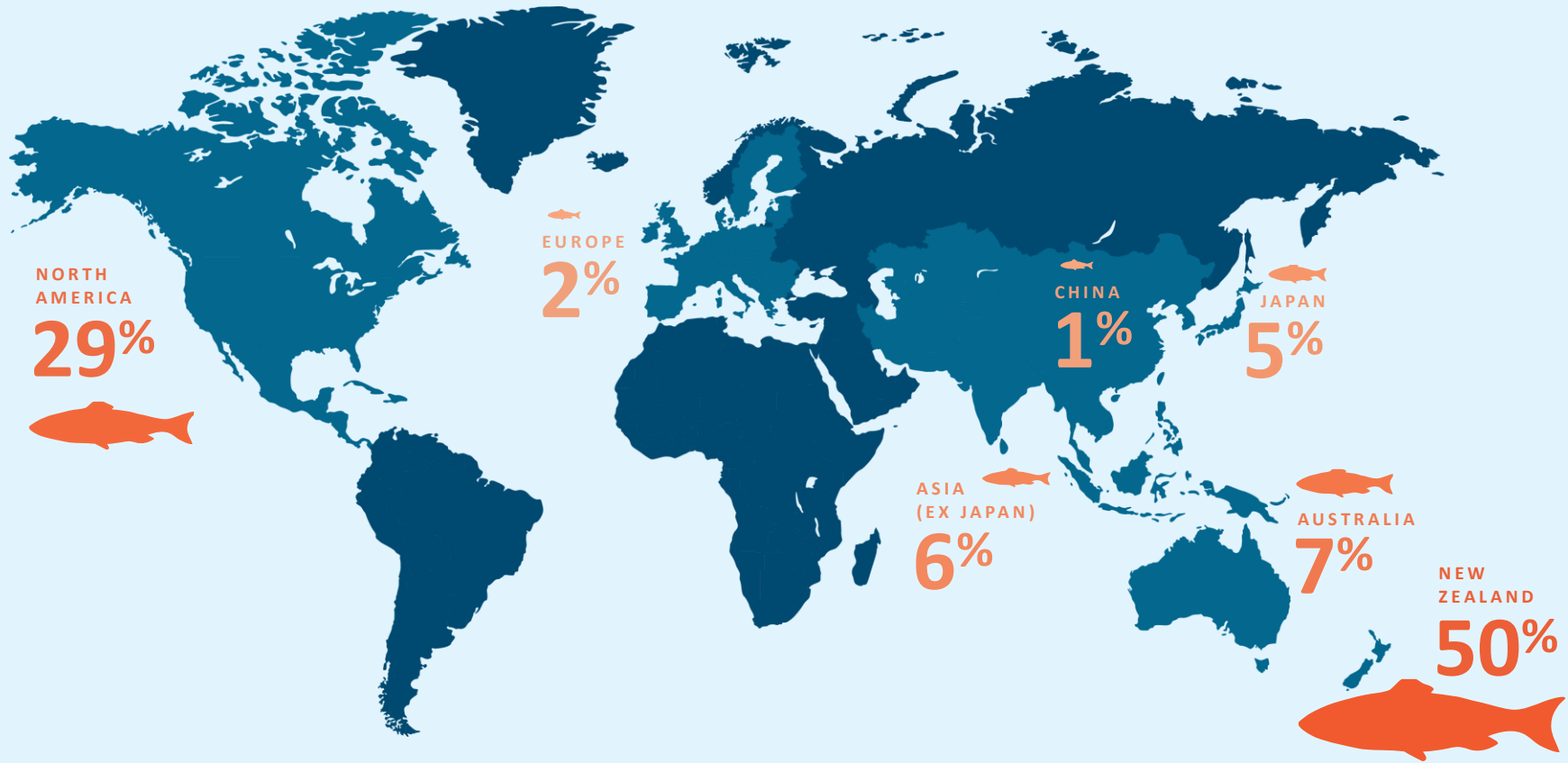


.....  
PETFOOD RETAIL



.....  
ZERO-WASTE  
VALUE-ADD  
PRODUCTS

# SALES BY MARKET



# OPERATING SUSTAINABLY

We aim to pass on our land and water environments to the next generation and beyond in the same or better condition than we inherited them.

## OUR COMMITMENT TO SUSTAINABILITY

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We work to fulfil salmon aquaculture's potential as a **positive force** for the health of people, nature and our company.



We are committed to **caring for water** in our region.



We are a trustworthy and transparent neighbour and **community partner**.



We attract and develop **talented people** across our diverse roles and teams.



We are committed to **using resources responsibly** and reducing our impacts wherever possible.

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## Operating sustainably

**Care for the environment is a key pillar in our business strategy – we want to minimise our footprint as much as we can, whilst helping our people, our community and our stakeholders for the long-term.**

Our certification programme provides independent verification of our sustainable practices with regular assessments by expert third party organisations. In addition to our ongoing Best Aquaculture Practices certification and as part of our commitment to the Global Salmon Initiative membership, we achieved Aquaculture Stewardship Council certification for our Clay Point farm in 1H20. The New Zealand King Salmon industry retained a Green “Best Choice” rating from Monterey Bay Aquarium Seafood Watch with our company playing a leading role as New Zealand's largest producer.



## Lifecycle



King salmon are anadromous fish; they are born in fresh water, spend most of their life at sea before returning to fresh water to spawn. We mimic this natural lifecycle in our farming operations.



## THE WHY

- Develop a clear understanding of NZKS' carbon footprint
- Be prepared for reporting to global aquaculture standards
- Identify risks and opportunities in our supply chain
- Develop strategies to reduce carbon across our supply chain
- Ongoing reporting requirements TCFD, carbon cost etc.

# NZKS' carbon footprint

Our footprint falls at the higher end of aquaculture species, but remains a very good choice when compared with proteins from land animals.

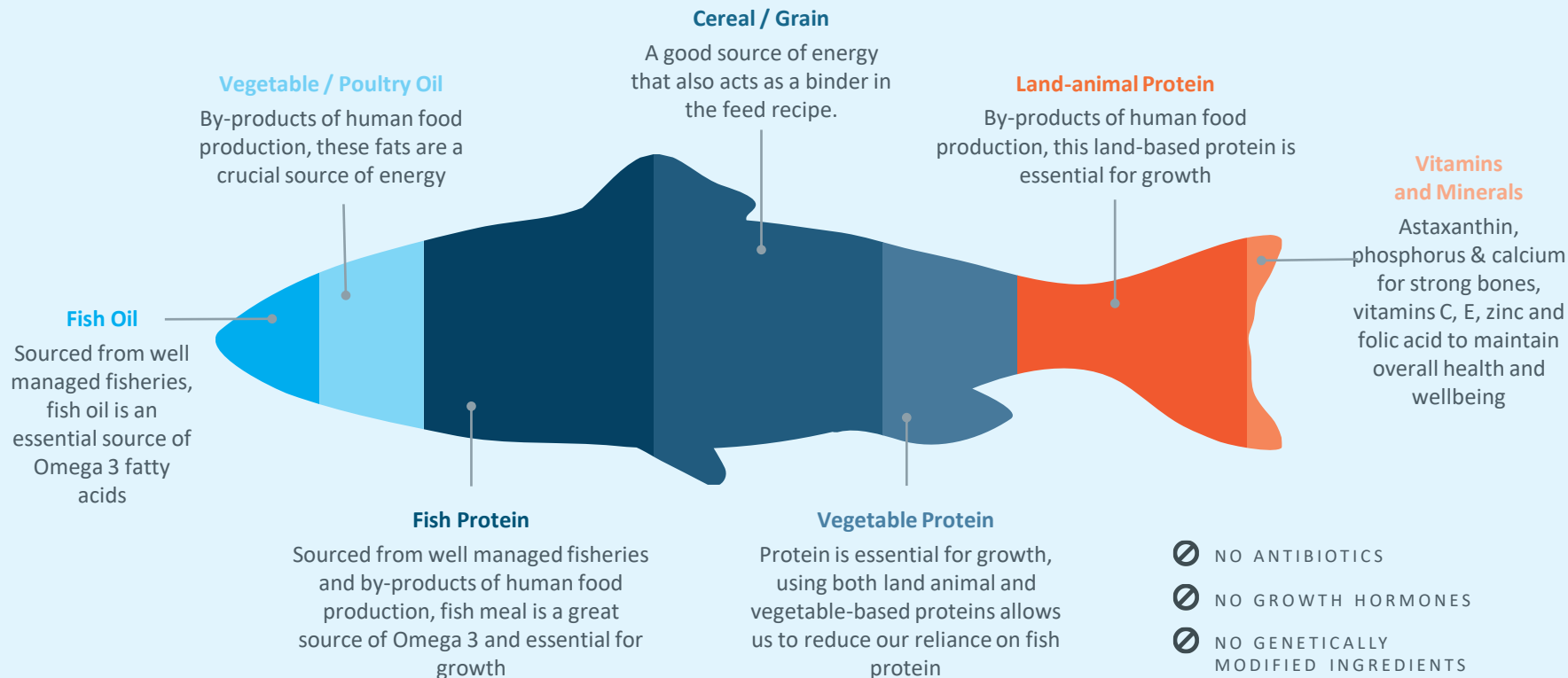
Opportunities to reduce our carbon footprint in the short term align with operational goals to improve survival rates and feed conversion ratios, but we will also see incremental gains through the reduction of waste in packaging, consumables and energy usage.

## Overall, New Zealand King Salmon's emissions per kilogram harvested are:



[based on economic basis for allocation according to European Union Product Environmental Footprint guidelines. LCA is representative of outcomes at December 2017.]

# What do we feed our salmon?



# Future Farming

Our vision is to pursue best practice salmon farming to deliver a sustainable food solution for the future.



## THE BENEFITS



MINIMAL  
SEABED IMPACT



DISTANCE FROM  
COMMUNITIES



REGIONAL  
ECONOMY



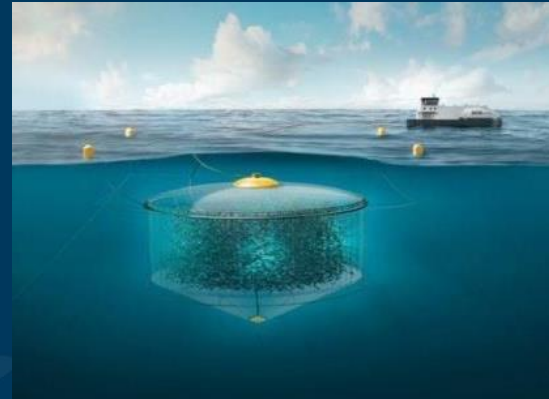
FISH QUALITY



BIOSECURITY



GROWTH  
OPPORTUNITIES



## WHAT ARE WE DOING?

To fulfil our future farming vision, we must seek out the most suitable waterspace to grow our King salmon sustainably. Our two key strategic initiatives to achieve this goal are

1. Farm relocation
2. Open ocean farming

- *Proposed low flow sites for relocation*
- *Proposed new high flow sites*
- *Active sites*
- *Proposed open ocean sites (farms not to scale)*

## THE OCEAN OPPORTUNITY

COVERS

71%

OF THE  
WORLD'S  
SURFACE



PRODUCES

17%

OF THE  
WORLD'S  
PROTEIN

NZ'S MARINE  
ENVIRONMENT  
IS OVER

21x

LARGER  
THAN OUR  
LAND MASS

\$34.3 million  
PER HECTARE  
REVENUE EXISTING HIGH FLOW SITES



\$623 million

REVENUE GENERATED BY  
AQUACULTURE IN NEW ZEALAND







New Zealand  
King Salmon