SETTING THE COURSE FOR A NEW REALITY

SEA HARVEST REVIEWED GROUP FINANCIAL RESULTS

FOR THE YEAR ENDED 31 DECEMBER 2021



Sea Harvest

Legal disclaimer and basis of preparation

For the purposes of this notice, the presentation (the "Presentation") shall mean and include the slides that follow, the oral presentation of the slides by Sea Harvest Group Limited ("Sea Harvest" or the "Company" or the "Group") and/or its advisers, any question-and-answer session that follows that oral presentation, hard copies of this document and any materials distributed at, or in connection with, the Presentation.

By attending the meeting at which the Presentation is made, or by reading the Presentation slides, you will be deemed to have (i) agreed to all of the following restrictions and made the following undertakings and (ii) acknowledged that you understand the legal and regulatory sanctions attached to the misuse, disclosure or improper circulation of the Presentation.

This Presentation is provided to you solely for information purposes and its contents are confidential and may not be reproduced, redistributed, published or passed on to any person, directly or indirectly, in whole or in part, for any purpose. The maintenance of the absolute secrecy of the information contained in the Presentation is of paramount importance to the Company. If this Presentation has been received in error, it must be returned immediately to the Company.

Your obligations as set out in this notice will continue in respect of the information contained in the Presentation until such time as, and then only to the extent that, any such information is made available to the public. The Company may not be making the information contained herein public, except to the extent required by law or regulation. If this is not acceptable to you, you should not receive the information contained in the Presentation.

This Presentation is not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident of, or located in any locality, state, country or other jurisdiction where such distribution or use would be contrary to law or regulation or which would require any action (including registration or licensing) within such jurisdiction for such purpose.

This Presentation does not constitute or form part of, and should not be construed as an advertisement, invitation, solicitation and/or offer to sell, issue, purchase or subscribe for any shares and/or securities in the Company or any of its subsidiaries in any jurisdiction, or an inducement to enter into investment activity. No part of this Presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein. None of the Company or any of its affiliates, advisers or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this Presentation or its contents or otherwise arising in connection with the Presentation.

The information contained herein has been prepared using information available to the Company at the time of preparation of the Presentation. External or other factors may have impacted on the business of the Company and the content of this Presentation since its preparation. In addition, all relevant information about the Company may not be included in this Presentation. The information in this Presentation has not been independently verified. No representation or warranty, expressed or implied, is made as to the accuracy, completeness or reliability of the information contained herein and no reliance should be placed on such information. Neither the Company nor any of its advisers, connected persons or any other person accepts any liability for any loss howsoever arising, directly or indirectly, from this Presentation or its contents.

This Presentation contains forward-looking statements, which include all statements other than statements of historical facts, including, without limitation, any statements prepared by, followed by or including the words "targets", "believes", "expects", "aims", "intends", "may", "anticipates", "would", "could" or similar expressions or the negative thereof. Forward-looking statements are not statements of fact, but statements by the management of Sea Harvest based on its current estimates, projections, expectations, beliefs and assumptions regarding the Group's future performance. Forward-looking statements, by their nature, involve known and unknown risks, uncertainties, assumptions and other important factors because they relate to events and depend on circumstances that might occur in the future, whether or not outside the control of the Company. Such factors may cause the Company's actual results, performance or achievements to be materially different from future results, performance, developments or achievements expressed or implied by such forward-looking statements. Accordingly, no assurance can be given that any such forward-looking statements will prove to have been correct, and undue reliance should not be placed on such statements. The Company does not undertake to update any forward-looking statements contained in this Presentation and does not assume responsibility for any loss or damage arising as a result of the reliance by any party thereon, including, but not limited to, loss of earnings, profits, or consequential loss or damage.

Today's presentation team



Felix Ratheb

Chief Executive Officer



Muhammad Brey

Chief Financial Officer

Presentation outline

- Group overview
- Acquisitions
- Group financial and operating performance
  1. Sea Harvest Group
  2. Cape Harvest Food Group
  3. Sea Harvest Aquaculture
  4. South African Fishing
  5. Sea Harvest International
- Outlook
- Questions





GROUP OVERVIEW

Group snapshot

SOUTH AFRICAN **FISHING**

Savour the sea

36 VESSELS

6 PROCESSING OPERATIONS

SPECIES

HAKE | HORSE MACKEREL
PRAWN | ANCHOVY | PILCHARD

EMPLOYEES

3 700

SEA HARVEST **INTERNATIONAL**

14 VESSELS

10 SHARK BAY PRAWN FISHERY LICENCES

20 SPANISH MACKEREL LICENCES

SPECIES

PRAWN | SCALLOP | CRAB
SPANISH MACKEREL

EMPLOYEES

110

SEA HARVEST **AQUACULTURE**

Viking Aquaculture

8 AQUACULTURE OPERATIONS

SPECIES

ABALONE | OYSTERS

EMPLOYEES

360

CAPE HARVEST **FOOD GROUP**

Ladismith Cheese — THE HEART OF DAIRY GOODNESS

BM Food Manufacturers (Pty) Ltd

16 FACTORY SHOPS

5 PROCESSING OPERATIONS

CATEGORIES

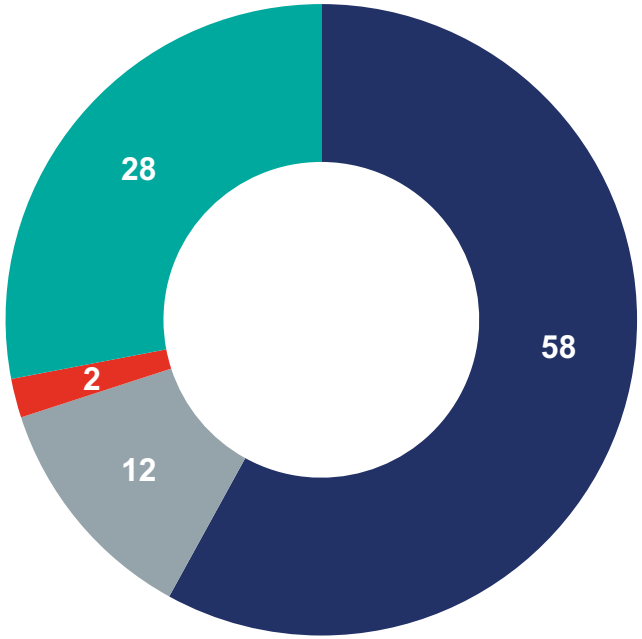
CHEESE |
BUTTER| POWDERS |
CONVENIENCE FOODS

EMPLOYEES

1 100

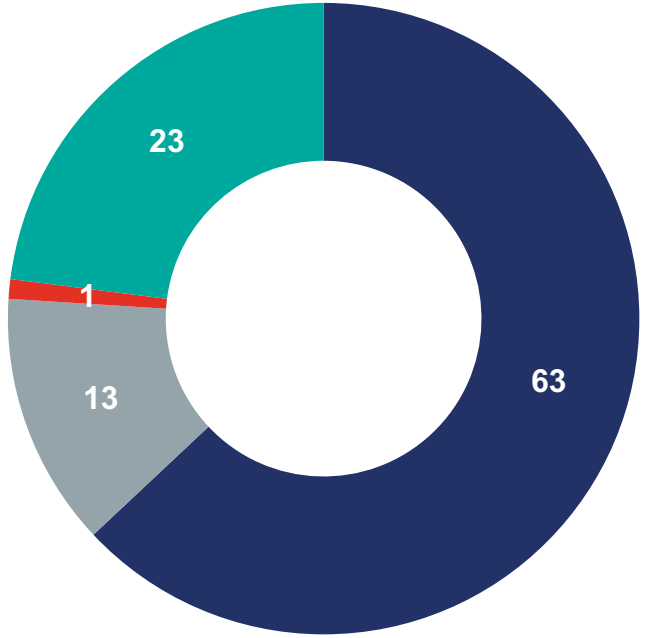
Sea Harvest Group segmental revenue

2021 (%)



South African Fishing
Sea Harvest Australia
Sea Harvest Aquaculture
Cape Harvest Food Group

2020 (%)



Key metrics

REVENUE

5%

TO R4.6 BILLION
(2020: R4.4 BILLION)

OPERATING PROFIT

10%

TO R691 MILLION
(2020: R629 MILLION)

EARNINGS PER SHARE

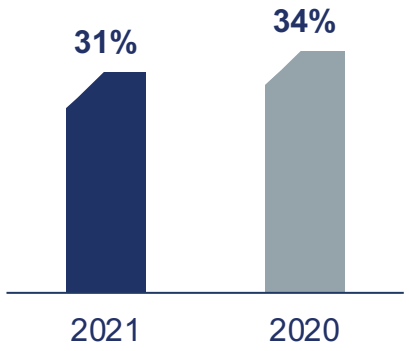
9%

TO 168 CENTS PER SHARE
(2020: 154 CENTS PER SHARE)

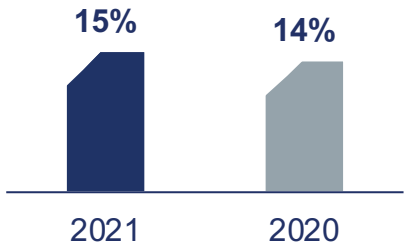
DIVIDEND PER SHARE

24%

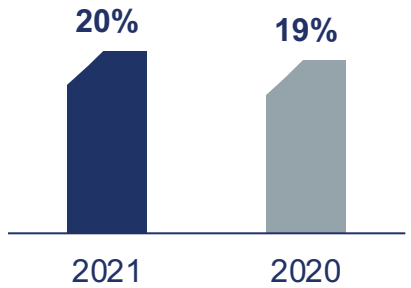
TO 56 CENTS PER SHARE
(2020: 45 CENTS PER SHARE)



GROSS PROFIT MARGIN

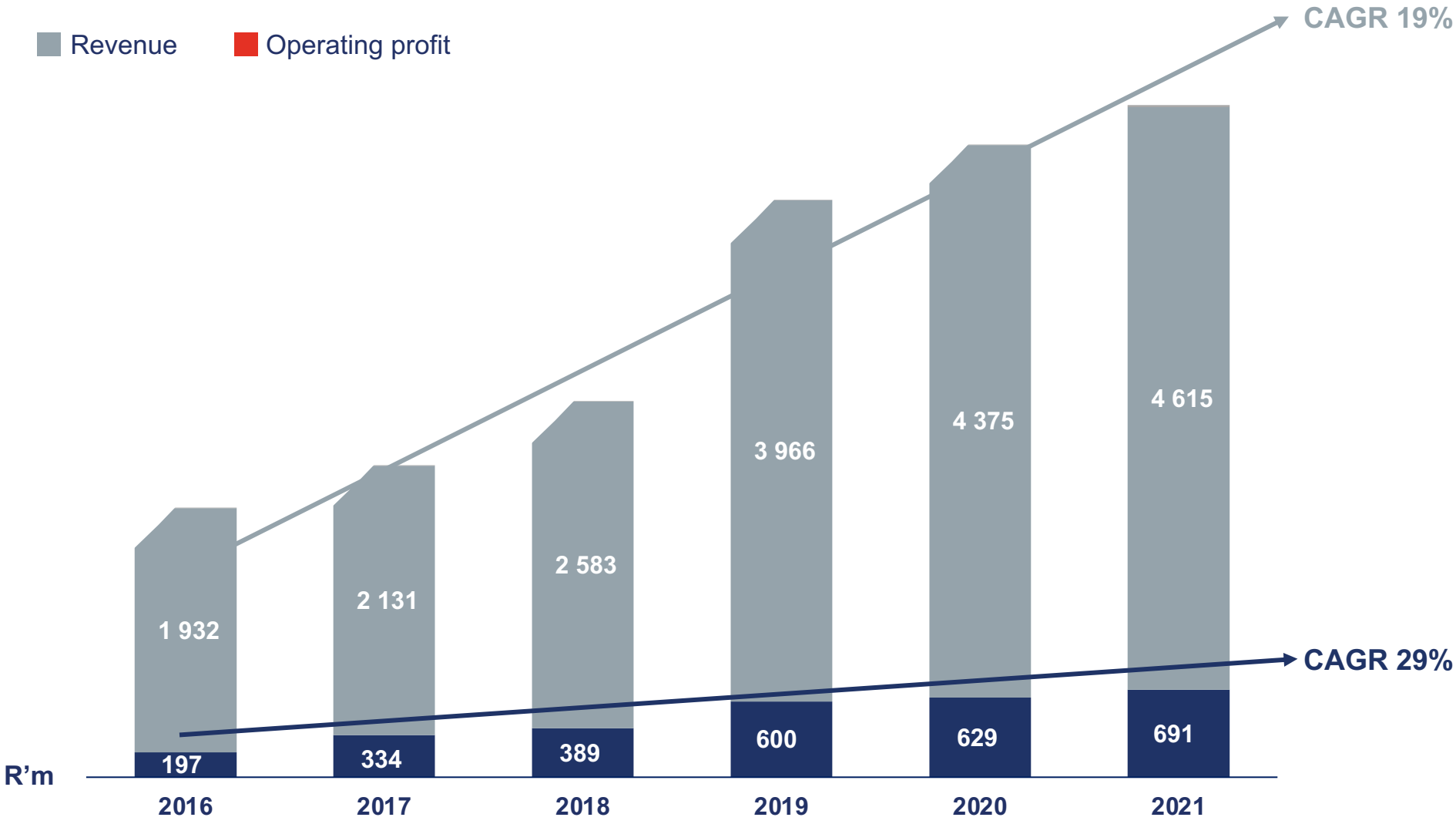


OPERATING PROFIT MARGIN



EBITDA MARGIN

Revenue and operating profit





Revenue diversification

INTERNATIONAL



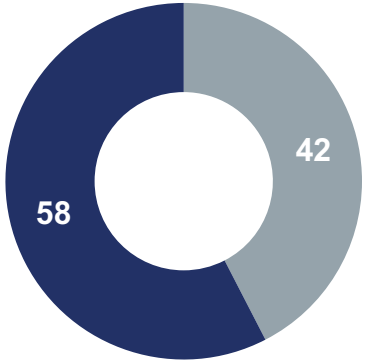
TO R1.96 BILLION
(2020: R2.03 BILLION)

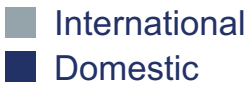
DOMESTIC



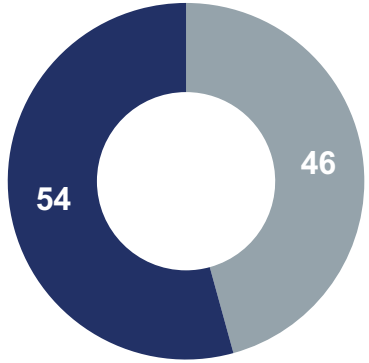
TO R2.66 BILLION
(2020: R2.34 BILLION)

2021 (%)





2020 (%)



Currency diversification

AUD



TO R554 MILLION
(2020: R543 MILLION)

EURO



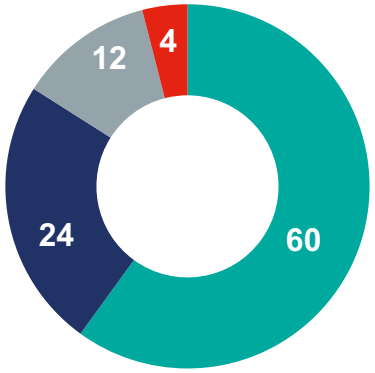
TO R1.12 BILLION
(2020: R1.27 BILLION)

ZAR



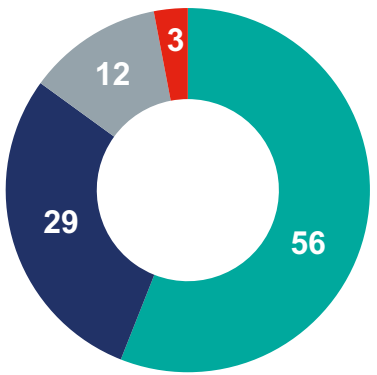
TO R2.77 BILLION
(2020: R2.45 BILLION)

2021 (%)





2020 (%)



Product diversification: Product revenue mix



Channel mix

RETAIL



TO R2.10 BILLION
(2020: R2.19 BILLION)

FOODSERVICE



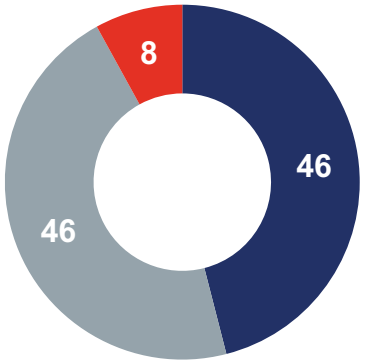
TO R2.13 BILLION
(2020: R1.81 BILLION)

WHOLESALE



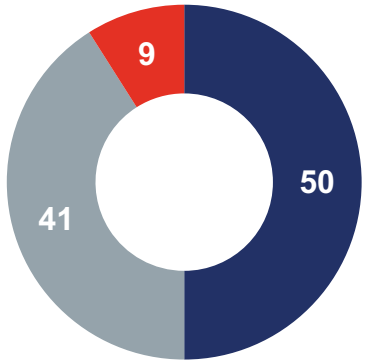
TO R398 MILLION
(2020: R372 MILLION)

2021 (%)





2020 (%)



Sea Harvest Group COVID-19 impact on costs

	Prevention R'm	Testing R'm	2021 Total R'm
Cost of sales	11	8	**19**
Administration expenses	6	2	**8**
	17	**10**	**27**

1. Prevention: Screening, PPE, staff transport and compliance
2. Testing and vaccinations: Antigen tests, vaccine administration and quarantine
3. Outcome:
   - 24% of employees in South Africa have tested positive, with a 99.2% recovery rate
   - Roll-out of vaccination programme began in July 2021 and 91% of employees in South Africa are vaccinated
   - Regrettably, the Group lost 10 employees to COVID-19



Sea Harvest Group segmental results

	REVENUE			OPERATING PROFIT			OPERATING PROFIT MARGIN	
		2021 R'm	2020 R'm		2021 R'm	2020 R'm	2021	2020
South African Fishing	-3%	2 664	2 758	18%	672	570	25%	21%
Sea Harvest Australia	2%	554	543	-18%	31	38	6%	7%
Sea Harvest Aquaculture	72%	92	53	12%	(64)	(73)	n/a	n/a
Cape Harvest Food Group	28%	1 306	1 021	-45%	52	94	4%	9%
Group	5%	4 616	4 375	10%	691	629	15%	14%

2021 Challenges

- In the second year of the pandemic, COVID-19 continued to create volatility on both the supply and demand sides of the business:
  - Disruptions to global freight and logistics, both inbound and outbound
  - The on/off global lockdowns were disruptive
- Higher fuel and milk prices leading to above average cost inflation
- Difficult trading conditions continued in the Aquaculture segment due to COVID-19 with the Group closing the mussel and trout operations
- Ladismith Cheese faced a number of headwinds during the year
- FRAP delay created uncertainty



2021 Highlights

- The Group delivered a pleasing set of results despite the challenges of COVID-19
- Good fishing conditions and improved vessel utilisation
- Factory throughput increased, yielding dividends from the Marel investment
- Gradual reopening of HORECA/foodservice markets
- Benefited from foreign exchange and fuel hedges
- Sea Harvest Australia continues its strong trajectory
- ESG: raised inaugural R700 million sustainability-linked financing facility
- Retention of Level 1 B-BBEE contributor status
- Winner of the Fledgling/Alt-X category in the CGISA | JSE Integrated Reporting Awards, winning the award for the second consecutive year
- Executed on a number of organic and acquisitive growth projects during the year:
  - Commissioned a third powder plant and a new butter factory at Ladismith Cheese
  - Acquired 100% of Mooivallei and 53.7% of BM Foods
  - Announced the acquisition of 100% of MG Kailis' Western Australia-based fishing assets



MOOIVALLEI ACQUISITION



Mooivallei acquisition

- Based in Bonnievale in the Western Cape
- Cheese and butter producer
- Classic bolt-on for Ladismith Cheese

Rationale

- Additional raw material supply and production capacity
- Strong asset base
- 40% increase in cheesemaking capacity
- Immediate 15% increase in milk supply

Transaction details

- Acquired for R41million
- Transaction closed 2 August 2021



BM FOODS ACQUISITION



BM Foods acquisition

- Manufactures and distributes chilled, frozen and ambient convenience foods
- Services the local retail and foodservices markets
- Brands include Mediterranean Delicacies, Chelsea Pies, Judy's Preserves and Bettafresh
- Factories in Cape Town and Johannesburg and operating nationally

Rationale

- Delivers diversification in the food sector in South Africa with revenue of c.R450 million p.a.
- Growth opportunities, with a strong asset base
- Includes a 20% shareholding in Alliance Foods, a broad-based ambient foodservice importer and distributor

Transaction details

- Acquired 53.7% for R39 million in cash
- c.R72 million of debt in total, underpinned by property portfolio and working capital
- c.4x EV multiple
- Transaction closed 2 September 2021





MG KAILIS ACQUISITION

MG Kailis acquisition

- Announced on 11 January 2022
- Executed BPA to acquire the Western Australia-based fishing and related businesses of MG Kailis
- Market leading vertically integrated seafood business with over 50 years' experience in the seafood industry in Australia
- Includes vessels, licences (in perpetuity), and fishing rights for high value prawns in the Exmouth region and high value trawled fish in the Pilbara region in Western Australia

Rationale

- Transformative deal for Sea Harvest Australia, doubles the size of the Australian business
- Complements the Group's existing business operations in Australia from a fishing, trading, engineering, and sales perspective providing further security of supply and diversification of product
- Expected completion date 2 April 2022



MG Kailis acquisition

Transaction details

- Purchase consideration of AUD70 million, on a debt and cash free basis
- c.AUD9.2 million EBITDA
- c.7.5x EV multiple
- Funded from available cash and facilities
  - AUD30 million in Australia
  - R450 million from South Africa



GROUP FINANCIAL AND OPERATING PERFORMANCE

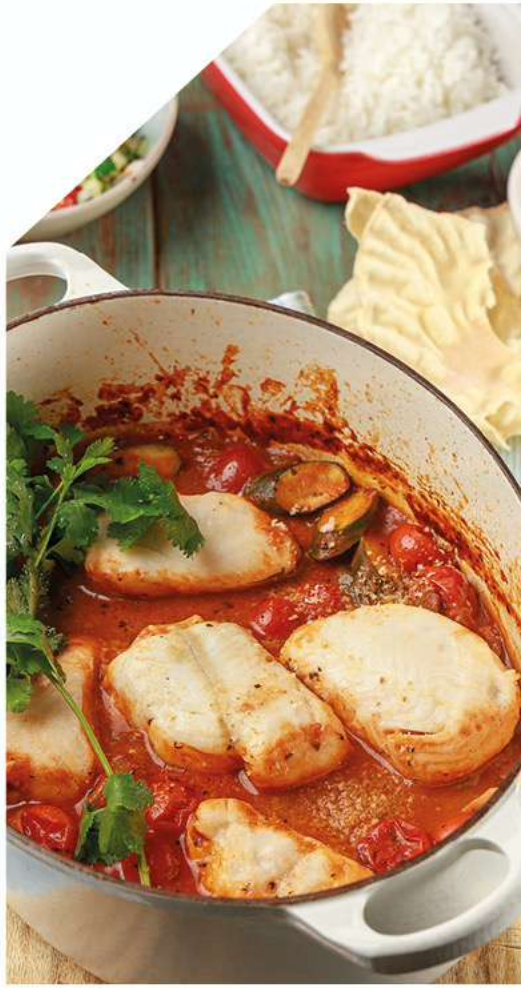
1

SEA HARVEST GROUP

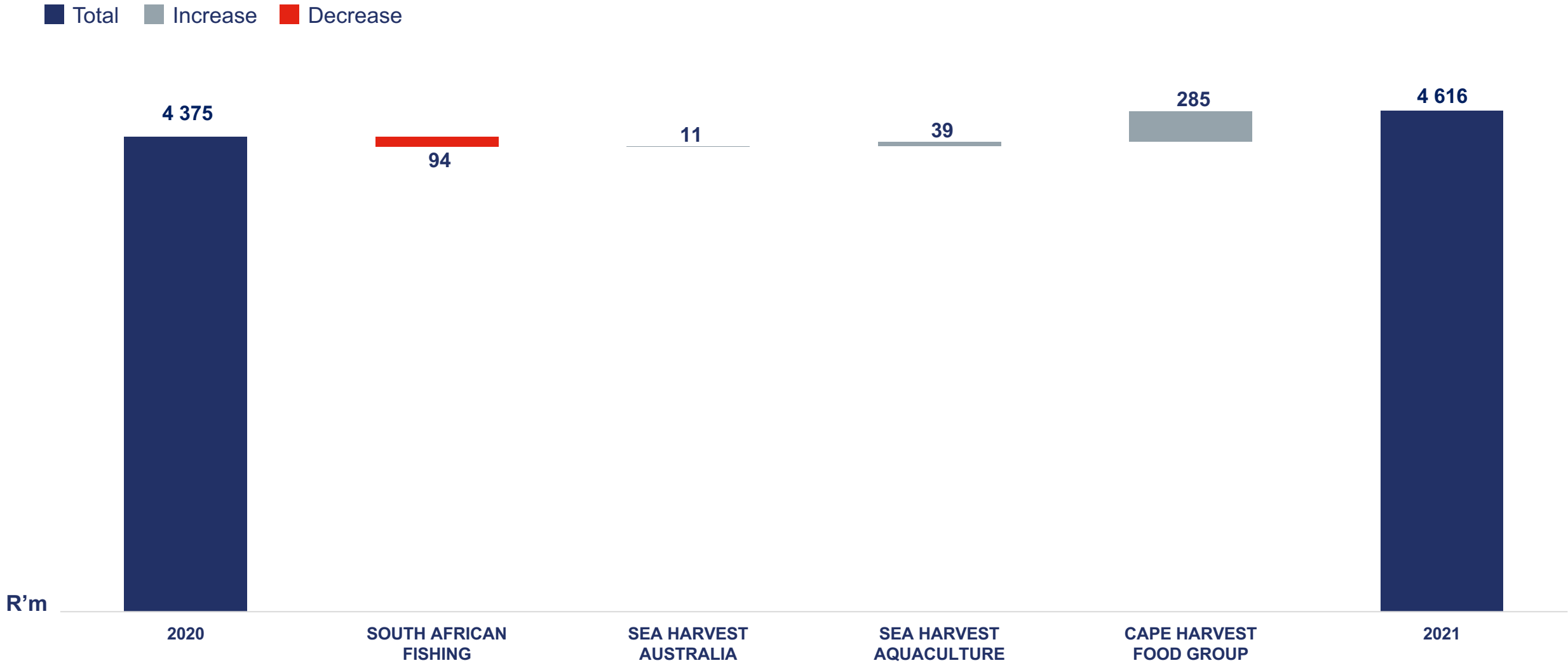


Sea Harvest Group income statement

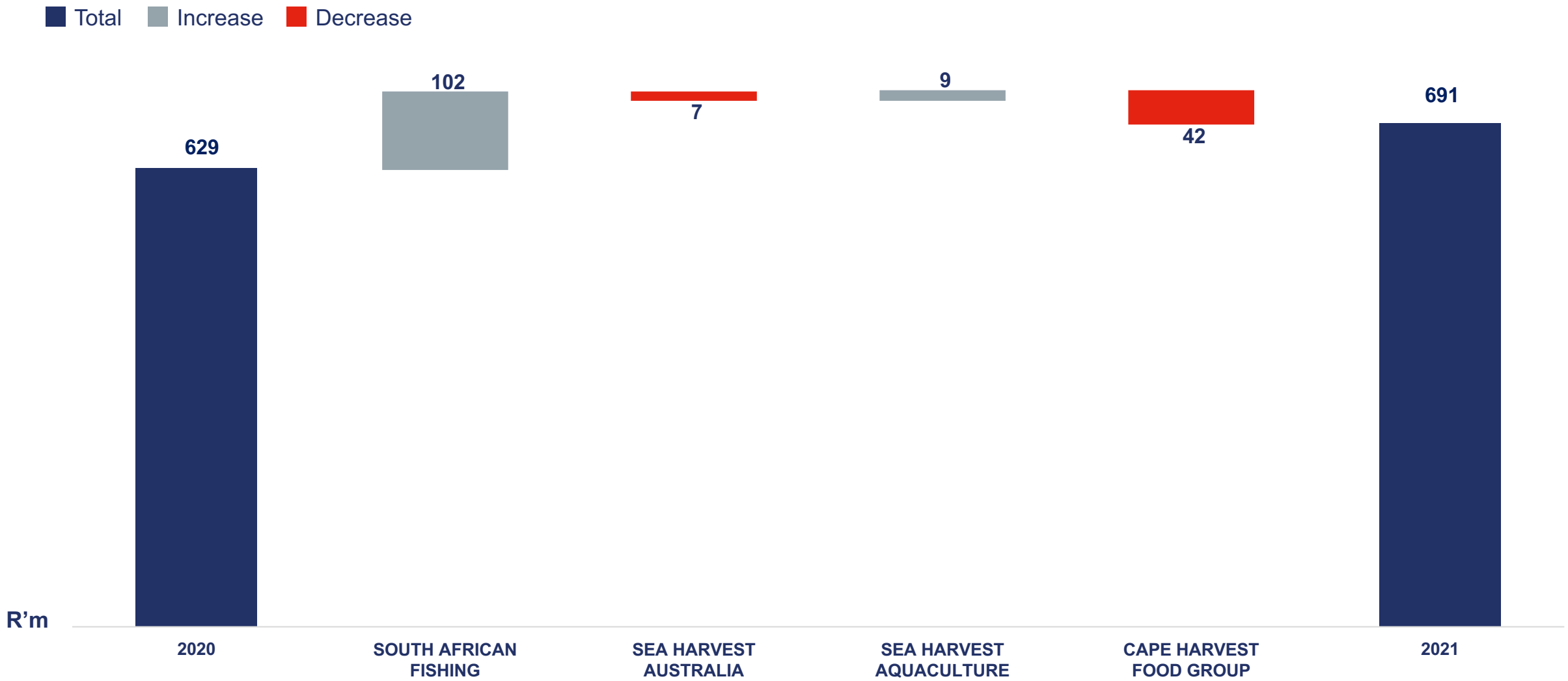
		2021 R'm	2020 R'm
Revenue	5%	4 616	4 375
Gross profit	(4%)	**1 424**	**1 481**
Gross profit margin		*31%*	*34%*
Other operating income		242	(8)
Net operating expenses	16%	(975)	(844)
Operating profit	10%	**691**	**629**
Operating profit margin		*15%*	*14%*
Fair value, impairment & bargain purchase		(21)	(4)
Profit before finance costs and tax (EBIT)	7%	**670**	**625**
Net finance costs	21%	(57)	(72)
Taxation	15%	(178)	(156)
Profit after tax	9%	**434**	**398**
Non-controlling interest	9%	(36)	(33)
Profit attributable to Sea Harvest shareholders	9%	470	431
EBITDA	8%	**916**	**845**
EBITDA margin		*20%*	*19%*



Sea Harvest Group revenue waterfall



Sea Harvest Group operating profit waterfall



Sea Harvest Group HEPS and DPS

Reconciliation of headline earnings		2021 R'm	2020 R'm
Profit for the period attributable to shareholders of the parent	9%	470	431
Adjustment for capital items post tax and minorities		(31)	(10)
Headline earnings	4%	**439**	**421**
Weighted average number of outstanding shares (WANOS) ('m)		280	279
HEPS (cents)	4%	157	151
Dividends declared	26%	167	133
Number of ordinary shares in issue ('m)	2%	299	294
Total dividend per share	24%	**56**	**45**



Sea Harvest Group normalised operating profit-C and normalised HEPS-C

		2021 R'm	2020 R'm
Operating profit		691	629
COVID-19 expenses		27	39
Acquisition-related costs		16	2
Insurance proceeds		(46)	(26)
Normalised operating profit-C	**7%**	**688**	**644**
Normalised operating profit-C margin		*15%*	*15%*
Headline earnings		439	421
COVID-19 expenses (post-tax)		19	28
Acquisition-related costs (post-tax)		11	1
Normalised headline earnings-C	**4%**	469	450
Normalised HEPS-C (cents)	**4%**	**168**	**161**



Sea Harvest Group balance sheet

Assets	2021 R'm	2020 R'm
Property, plant and equipment	2 193	1 993
Right-of-use assets	114	132
Biological assets	68	67
Intangible assets	770	733
Goodwill	865	863
Other non-current assets	294	276
Current assets	2 534	1 730
	6 838	**5 794**



BAU capex +R222m,
Project capex +R52m,
Acquisitions +R164m,
Depreciation -R216m,
Impairments -R6m



Inventory +R272m
(acquisitions +R70m),
Receivables +R45m
(acquisitions +R50m),
Financial assets +R32m,
Cash +R465m



Acquisitions +R28m,
Translation of Sea Harvest
Australia intangible +R15m

Sea Harvest Group balance sheet

Equity and liabilities	2021 R'm	2020 R'm
Stated capital	1 832	1 809
Reserves	1 280	945
Non-controlling interests	56	40
Non-current liabilities	2 591	2 147
Current liabilities	1 079	853
	6 838	**5 794**



Retained earnings +R337m (Profit +R470m less dividend -R133m), Foreign currency translation reserve +R19m



LT borrowings +R485m, Deferred tax +R100m, Contingent consideration -R90m, Share-based payment liability -R32m

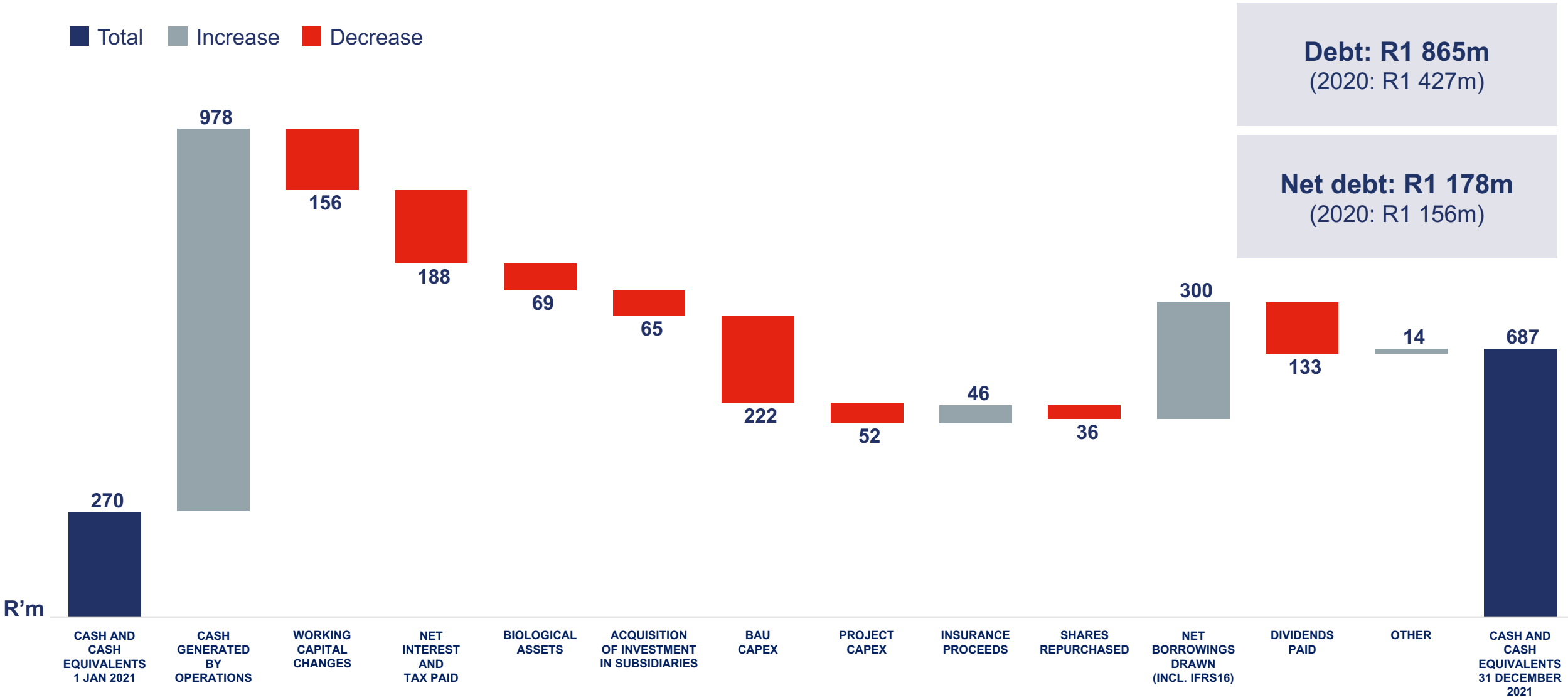


Minorities in Viking Aquaculture and BM Foods



ST borrowings -R47m, Payables +R79m (acquisitions R55m), Financial liabilities -R25m, Contingent consideration +R120m, Share-based payment liability +R36m

Sea Harvest Group cash flow waterfall



Debt: R1 865m
(2020: R1 427m)

Net debt: R1 178m
(2020: R1 156m)

Sea Harvest Group key financial ratios

		2021	2020
Net debt-to-EBITDA [1]	(x)	1.2	1.4
ROCE [1]	(%)	18	17
Net working capital as a % of revenue [1]	(%)	19	16
Cash flow conversion [2]	(%)	54	79



1.Ratios annualised for the full year effect of Mooivallei and BM Foods

2.(Operating cash flow +/- changes in NWC - BAU capex - tax paid)/EBITDA

2

CAPE HARVEST FOOD GROUP



Cape Harvest Food Group key metrics

REVENUE



TO R1.306 BILLION
(2020: R1.021 BILLION)

GROSS PROFIT

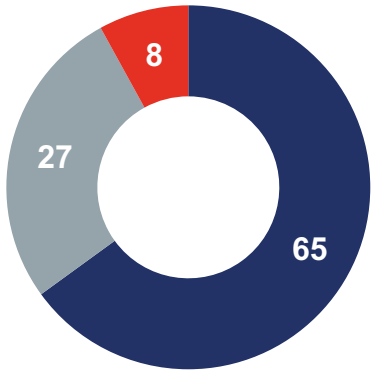


TO R206 MILLION
(2020: R199 MILLION)

OPERATING PROFIT



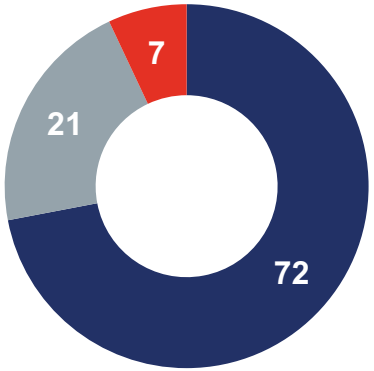
TO R52 MILLION
(2020: R94 MILLION)



2021

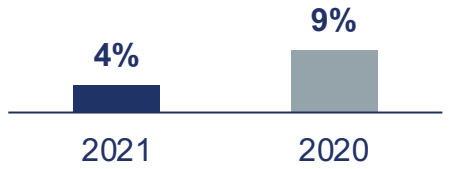
Revenue (%)

- Retail
- Foodservice
- Wholesale

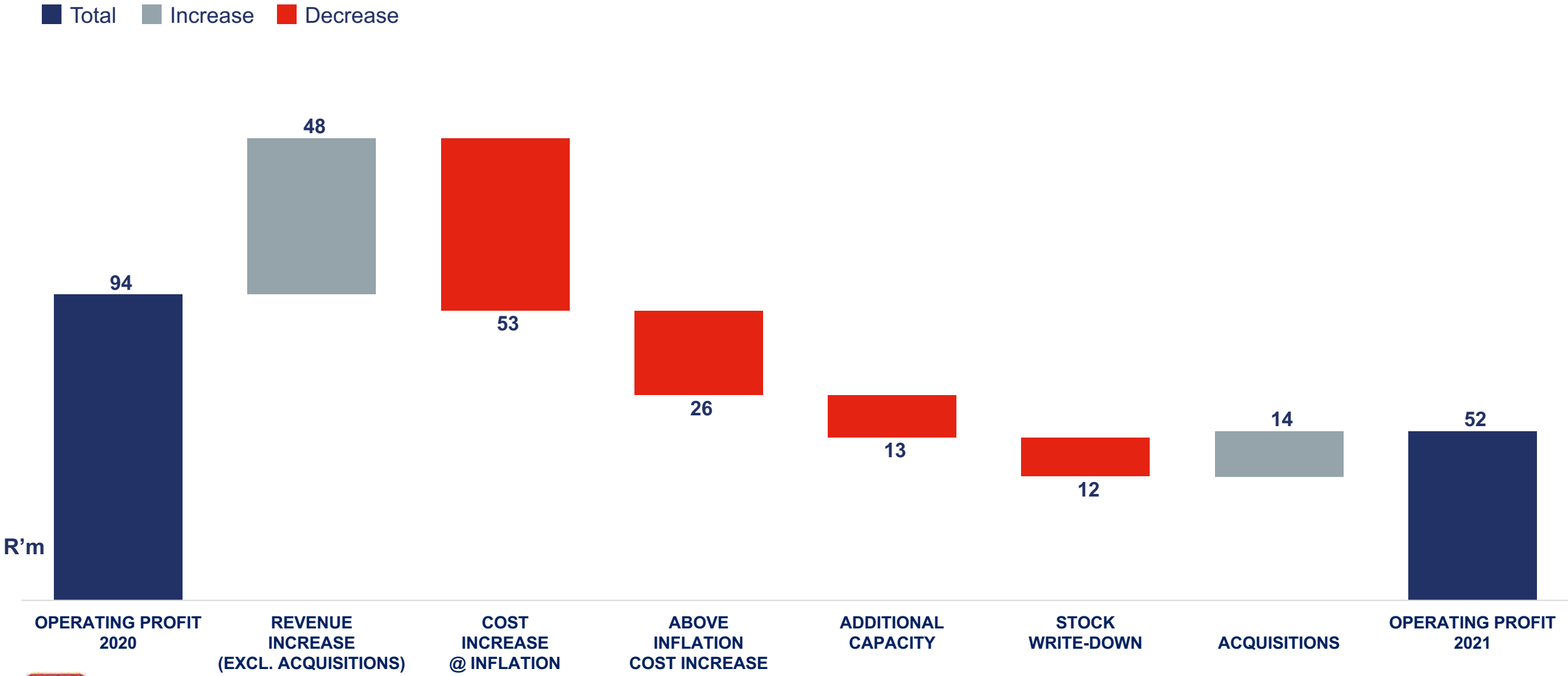


2020

Operating profit margin



Cape Harvest Food Group operating profit bridge



Cape Harvest Food Group 2021 highlights and challenges

RETAIL

17%

TO R852 MILLION
(2020: R731 MILLION)

FOODSERVICE

61%

TO R348 MILLION
(2020: R216 MILLION)

WHOLESALE

41%

TO R105 MILLION
(2020: R75 MILLION)



- Includes acquisitions: Mooivallei for five months and BM Foods for four months
- Foodservice and wholesale markets seeing good recovery
- Retail normalising
- Opened two additional factory shops
- Mooivallei has made good progress with its turnaround plan
- BM Foods performed ahead of expectations, benefiting from the re-opening of foodservice markets

3

SEA HARVEST AQUACULTURE



Sea Harvest Aquaculture key metrics

REVENUE

72% ↑

TO R92 MILLION
(2020: R53 MILLION)

GROSS PROFIT

254% ↑

TO R20 MILLION
(2020: R6 MILLION)

OPERATING LOSS

13% ↓

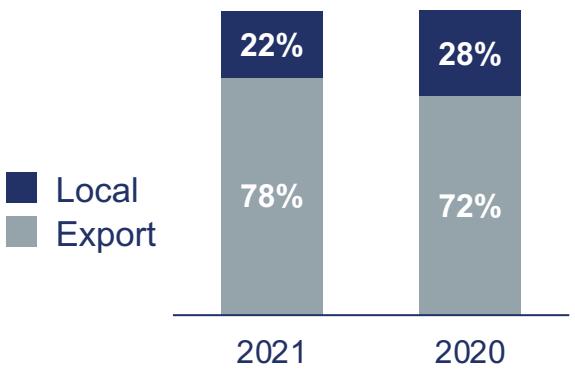
TO -R64 MILLION
(2020: -R73 MILLION)

OPERATING LOSS EXCL. DISCONTINUED

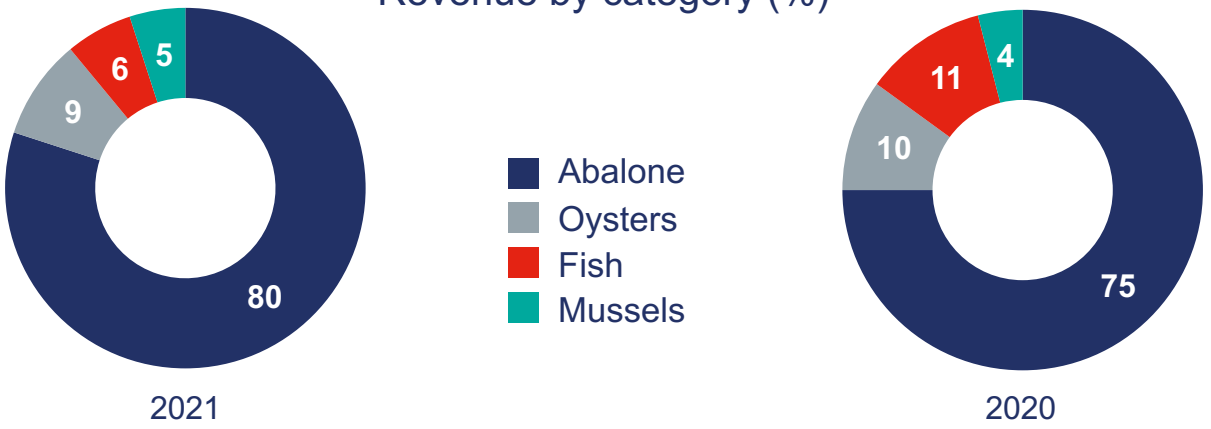
16% ↓

TO -R41 MILLION
(2020: -R49 MILLION)

Revenue mix



Revenue by category (%)



Revenue excludes intersegmental revenue of R5.5m (2020: R2.5m)

Sea Harvest Aquaculture 2021 highlights and challenges

- Difficult trading conditions continued in the Aquaculture segment due to COVID-19
- Revenue up 72% as a result of additional abalone formats and good live volume growth, offset by 8% stronger rand to the USD
- Abalone sales impacted by:
  - Freight availability and associated inflated freight costs on international airlines
  - Multiple variants leading to lockdowns, resulting in volatility in international foodservice markets
- Strategic decision taken to close the mussel and trout operations in order to reduce losses
  - Mussel business closed in December 2021 and trout business to be closed by March 2022
  - Operating loss attributable to mussel and trout of R23 million (2020: R24 million)
  - Segment operating loss reduces to R41 million (2020: R49 million) if these losses are excluded
- FV losses of R7.2 million and impairments of R6 million attributable to mussel and trout



4

SOUTH AFRICAN FISHING



South African Fishing key metrics

REVENUE



TO R2.66 BILLION
(2020: R2.76 BILLION)

GROSS PROFIT



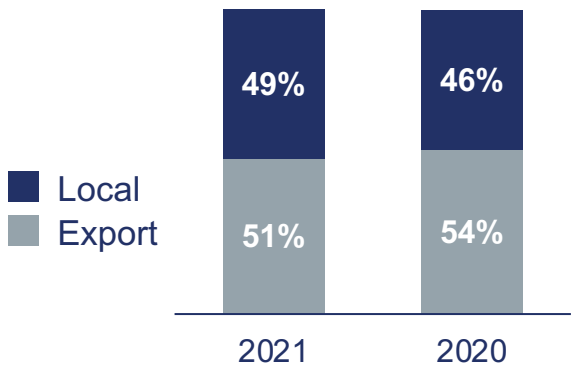
TO R1.06 BILLION
(2020: R1.16 BILLION)

OPERATING PROFIT

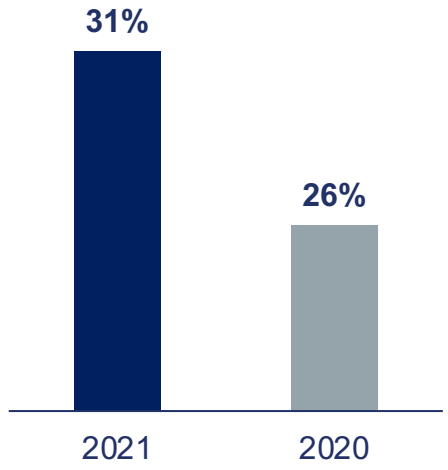


TO R672 MILLION
(2020: R570 MILLION)

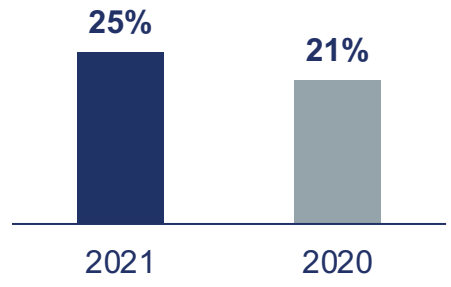
Revenue mix



EBITDA margin



Operating profit margin



Revenue excludes intersegmental revenue of R208m (2020: R218m)

South African Fishing revenue growth and channel mix

EXPORT

10%

TO R1.47 BILLION
(2020: R1.62 BILLION)

FOODSERVICE

7%

TO R814 MILLION
(2020: R760 MILLION)

DOMESTIC RETAIL

3%

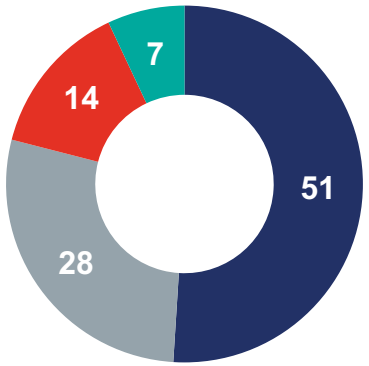
TO R388 MILLION
(2020: R377 MILLION)

WHOLESALE

6%

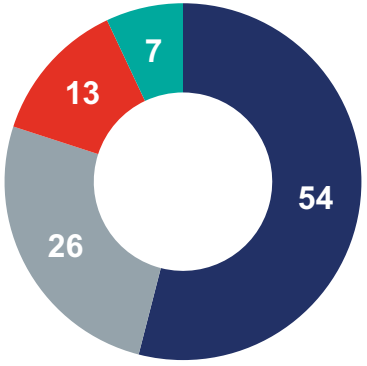
TO R205 MILLION
(2020: R218 MILLION)

2021 (%)





2020 (%)



Revenue includes intersegmental revenue of R208m (2020: R218m)

South African Fishing 2021 highlights and challenges

- Solid set of results despite a 5% reduction in TAC, 7% strengthening of the rand to the euro and 21% increase in fuel price
- Good fishing conditions and improved vessel utilisation
- Factory throughput increased, yielding dividends from the Marel investment
- Gradual reopening of HORECA/foodservice markets
- Firm pricing in export and local markets
- Supply chain challenges at the ports at the end of December negatively impacted export revenue
- Benefited from foreign exchange and fuel hedges
- Retention of Level 1 B-BBEE contributor status
- Significant time and effort expended on the FRAP 2020/2021 application forms submitted by the extended deadline of 28 January 2022



5

SEA HARVEST INTERNATIONAL



Sea Harvest International key metrics

REVENUE

7%

TO $50 MILLION
(2020: $47 MILLION)

GROSS PROFIT

24%

TO $12.6 MILLION
(2020: $10.2 MILLION)

EBITDA

16%

TO $5.3 MILLION
(2020: $4.5 MILLION)

ADJUSTED OPERATING PROFIT

137%

TO $3.9 MILLION
(2020: $1.6 MILLION)

Revenue split by category (%)



Revenue channel (%)



Sea Harvest International 2021 highlights and challenges

RETAIL	FOODSERVICE	EXPORT
18% ↓	15% ↑	26% ↑
TO $9.5 MILLION (2020: $11.7 MILLION)	**TO $36.7 MILLION** (2020: $31.8 MILLION)	**TO R$3.5 MILLION** (2020: $2.8 MILLION)

- Revenue growth and gross profit margin expansion driven by a higher proportion of wild-caught products
- Shark Bay prawn catch 2% ahead of 2020
- Pleasing improvement in Spanish Mackerel catch
- Further recovery in the foodservice and export markets
- Incurred $0.9 million in acquisition-related costs for the MG Kailis deal
- MG Kailis brings scale, synergies, valuable product mix, skills and engineering capability



OUTLOOK


MEDITERRANEAN
Delicacies
CARAMALISED ONION DIP
WIN A HAMPER!

Looking to 2022…

- Applications for FRAP 2020/2021 submitted by the extended deadline of 28 January 2022
- Department has indicated results by end February 2022
- FRAP outcome will remain the focus for 2022
- Continued focus on COVID-19 vaccinations and, hopefully, an end to the pandemic
- Mitigate the effects from a reduction in TAC volume (5%), higher fuel prices and a stronger rand
- Reduce supply chain disruptions
- Recover above inflation cost increases
- Well-hedged for 2022 across foreign currency and fuel
- Execute on the investment in the third powder plant
- Aquaculture dependent on international flights and easing of lockdowns in the Far East
- Complete the acquisition of MG Kailis
- Conclude and integrate acquisitions





QUESTIONS


ZR5214
HARVEST ATLANTIC PEACE
SBH 1265
HARVEST
ATLANTIC PEACE
SALDANHA

THANK YOU