



# POSITIVELY IMPACTING LIVES

**2019** INTEGRATED REPORT  
FOR THE YEAR ENDED 30 SEPTEMBER

START HERE 



# NAVIGATING OUR REPORT

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Cross-reference within the Integrated Report



Integrated Report



Annual Financial Statements



Sustainability Report



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### OUR REPORTING SUITE

#### Integrated Report

Succinct review of our strategy and business model, operating context, operational performance and governance, targeted primarily at current and prospective investors and government.

#### Sustainability Report

Reviews our approach to managing our significant economic, social and environmental impacts, and to addressing those sustainability issues of interest to a broad range of stakeholders

#### Annual Financial Statements

Detailed analysis of our financial results, with audited financial statements, prepared in accordance with IFRS

#### WE WELCOME ANY FEEDBACK ON THIS REPORT

Please address any queries or comments to our company secretary: [companysecretary@oceana.co.za](mailto:companysecretary@oceana.co.za) or call +27 21 410 1400.

THE FOLLOWING ICONS WILL HELP YOU NAVIGATE BETTER THROUGHOUT THIS REPORT:

| STRATEGIC IMPERATIVES AND STRATEGIC ENABLERS |   | CAPITALS                        |
|--|---|---------------------------------|
| SI 1   | Protect and optimise our quota businesses     | Natural Capital                 |
| SI 2   | Deliver organic growth in our core businesses | Human Capital                   |
| SI 3   | Sustainable earnings through diversification  | Social and Relationship Capital |
| SE 1   | Galvanise the workforce                       | Manufactured Capital            |
| SE 2   | Engage stakeholders and manage reputation     | Intellectual Capital            |
| SE 3   | Ensure good governance and sustainability     | Financial Capital               |

#### OTHER

- Additional updated information is available on our website: [www.oceana.co.za](http://www.oceana.co.za)
- Cross-reference within the Integrated Report
- Cross-reference within the Sustainability Report
- Cross-reference within the Annual Financial Statements

#### FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements with respect to Oceana's financial condition, results, operations and businesses. These statements and forecasts involve risk and uncertainty as they relate to events and depend on circumstances that occur in the future. There are various factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements.

# INTRODUCTION

## ABOUT THIS REPORT

### SCOPE, BOUNDARY AND REPORTING CYCLE

Oceana Group Limited's 2019 Integrated Report provides material information relating to our strategy and business model, operating context, material risks, stakeholder interests, performance, prospects and governance, covering the financial year ended 30 September 2019. We endeavour to illustrate a comprehensive view of the business by analysing our performance against the Group's strategic objectives, highlighting successes and challenges experienced this year. In assessing the issues that materially impact value creation we have included the significant risks, opportunities and impacts associated with our activities over the short-term (less than 12 months), medium-term (three to five years) and long-term (beyond five years). This report focuses on the main operations and activities that contribute to Oceana's performance (see page 78). Unless otherwise stated, all performance data is for the 12-month period ended 30 September 2019, and relates to all of the Group's South African, Namibian, Angolan and US operations. The Broad-based black economic empowerment (B-BBEE) assessment, as well as the employment equity statistics, exclude all non-South African companies and operations. Prior period revenue has been restated as a result of the adoption of IFRS15 (page 98). This report is supplemented by additional reports available on our website: [www.oceana.co.za](http://www.oceana.co.za).

### REPORTING PRINCIPLES

Oceana has applied the principles contained in the International Financial Reporting Standards (IFRS), the King Code on Corporate Governance 2016 (King IV), the JSE Listings Requirements, and the Companies Act, 71 of 2008. The report has been developed in accordance with the International <IR> Framework of the International Integrated Reporting Council (IIRC). The King IV disclosure report is available online at [www.oceana.co.za](http://www.oceana.co.za).

### MATERIALITY PROCESS

This report focuses on those matters that we see as being most material to our capacity to create value, and to delivering on our core purpose, as assessed in discussion with representatives of Oceana's executive team and subsequently signed off by the Board. Our approach to managing these material matters is reflected in our strategic imperatives and enablers (page 34). These have been identified based on an assessment of how we create value (page 10), the impact of the external operating context on value creation (page 26), the material interests of our stakeholders (page 47), and the principal risks facing the Group (page 30). The interests of our investor stakeholders as expressed during our normal business engagements with them have significantly shaped the issues reported. Additional information that is not seen to be material for these purposes, but that may be of interest to other stakeholders, is provided in the separate accompanying reports.

### TARGET AUDIENCE

This report has been prepared primarily for current and prospective investors (to support their capital allocation assessments), and for representatives from government and regulatory authorities in South Africa and Namibia (to inform their assessments of our performance).

### EXTERNAL AUDIT AND COMBINED ASSURANCE

An independent audit of the Group's annual financial statements was performed by Deloitte & Touche. The B-BBEE scorecard information was verified independently by Empowerdex and the greenhouse gas emissions by GCX Africa. The rest of this integrated report has not been subjected to independent audit or review. Information reported, other than that mentioned above, is derived from the Group's own internal records and from information available in the public domain.

Oceana has adopted a combined assurance model that facilitates a coordinated approach to all assurance and governance activities. Together with our integrated risk management practices, this enables an effective control environment and supports the integrity of information used by Oceana for internal decision-making and for its external reports.

### STATEMENT OF THE BOARD OF DIRECTORS ON OCEANA GROUP LIMITED'S 2019 INTEGRATED REPORT

In the Board's opinion, Oceana Group Limited's 2019 Integrated Report provides a fair and balanced account of the Group's performance on those material matters that we have assessed as having a bearing on the Group's capacity to create value over the short, medium and long term. This report has been prepared in accordance with the IIRC's International <IR> Framework, and complies with the recommendations of the King IV Code, Principle 5. The report, including the annual financial statements of the Group for the year ended 30 September 2019, was approved by the Board of directors on 6 December 2019, and signed on its behalf by

|                                    |   |   |
|------------------------------------|---|---|
| <br><b>Mustaq Brey</b><br>Chairman | <br><b>Imraan Soomra</b><br>Chief Executive Officer | <br><b>Elton Bosch</b><br>Chief Financial Officer |
| <br><b>Peter De Beyer</b>          | <br><b>Nomahlubi Simamane</b>                       | <br><b>Saamsodein Pather</b>                      |
| <br><b>Zarina Bassa</b>            | <br><b>Nisaar Pangarker</b>                         | <br><b>Lesego Sennelo</b>                         |

13 December 2019

# GROUP PROFILE

## OUR PURPOSE

Our core purpose is to be a leading global fish protein company, creating sustainable value and positively impacting the lives of all our stakeholders.

## OUR MISSION STATEMENT

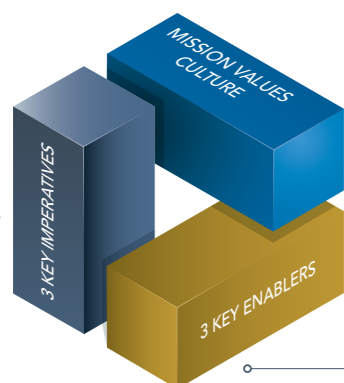
To be a leading global fish protein company:

- Responsibly harvesting and procuring a diverse range of global marine resources,
- Promoting food security and job security by efficiently producing and marketing relevant products for global markets,
- Actively harnessing talent and developing the potential of all employees,
- Supporting diversity and empowerment,
- Investing in communities where we operate,

thereby consistently converting resources into shared value and providing superior and sustainable returns to all stakeholders.

## OUR STRATEGIC IMPERATIVES AND ENABLERS

- PROTECT AND OPTIMISE OUR QUOTA BUSINESSES
- DELIVER ORGANIC GROWTH IN OUR CORE BUSINESSES
- SUSTAINABLE EARNINGS THROUGH DIVERSIFICATION



- GALVANISE THE WORKFORCE
- ENGAGE STAKEHOLDERS AND MANAGE REPUTATION
- ENSURE GOOD GOVERNANCE AND SUSTAINABILITY

## DELIVERING SOCIETAL VALUE THROUGH OUR CORE PURPOSE

The United Nations Sustainable Development Goals (SDGs) provide the best articulation of what that societal value should look like, setting a clear long-term agenda to end poverty, protect the planet and ensure prosperity for all by 2030. Oceana has a culture that is built around positively impacting lives and is committed to playing its role, as a private sector company, in the attainment of these SDGs, working alongside government, communities and other businesses. Through our core business of responsibly harvesting and procuring a diverse range of global marine resources, we are making a significant contribution to national and global developmental objectives. We have identified and prioritised the following nine SDGs, where we believe we can have the most meaningful impact. Our approach on delivering on these goals is reviewed in our Sustainability Report 2019.



## WHO WE ARE

Incorporated in 1918 and listed on the Johannesburg (JSE) and Namibian (NSX) stock exchanges, Oceana Group is a global fishing company, and an important participant in the South African, Namibian and US fishing industries. We are ranked as one of the top 20 seafood companies in the world by market capitalisation. We employ 4 845 people globally, of whom 3 736 are directly employed and 1 109 are indirectly employed. Oceana is a black-owned company and a level 1 B-BBEE contributor.



## WHAT WE DO

Our core fishing business is the catching, procuring, processing, marketing and distribution of canned fish, fishmeal, fish oil, horse mackerel, hake, lobster and squid. The business includes midwater trawling (horse mackerel), deep-sea trawling (hake), and inshore fishing for pelagic fish (anchovy, the Gulf menhaden species, red-eye herring and pilchard). In addition, we provide refrigerated warehouse facilities and logistical support services. We market and sell approximately 276,000 tonnes of fish and fish products to consumers across the consumer spectrum, in 46 countries within Africa, North America, Asia, Europe and Australia.



## OUR MARKET POSITIONING IN CONTEXT

The largest fishery that we operate in, is the US Gulf menhaden, which has a total biomass of 5.2 million tonnes, comparable to the Peruvian anchovy biomass of 6.7 million tonnes, the largest reduction fishery in the world. Trading in multiple species remains one of the strengths of Oceana, providing a natural hedge when environmental conditions change.

Our scale enables a sophisticated sales and marketing operation, allowing us to access larger wholesalers in export markets and commit to consistent monthly volumes at better prices. In the horse mackerel business we compete in Africa against other commodity-type products namely whole fish and other proteins consumed by the lower end of the market. In terms of canned fish, Lucky Star pilchard holds market share and is priced near parity to chicken in South Africa.



## POSITIVELY IMPACTING LIVES: PURPOSE, CULTURE AND COLLABORATION

### OUR KEY VALUE PROPOSITION

Our ability to convert fishing resources into value is greatly facilitated by the scale of our business. The diversity of operations, both species and geography, and activities within a larger group ensures greater resilience in the context of cyclical fishing patterns and market volatility, enabling the sustained provision of benefits to all our stakeholders. Well-resourced and efficient operations facilitate more effective regulatory monitoring and compliance including adherence to strict food safety standards. Enhanced efficiencies in our production process enable a more cost-effective contribution to food security through the provision of low-cost protein. A well-maintained, and reliable fishing fleet contributes to improved sea days and vessel availability. Our ability to procure frozen fish internationally when cyclical biomass levels of local pilchard resources are low, allows us to continue processing in South Africa, providing job security in a region where unemployment is significantly high.

In addition to the above, our key value driver is the culture that drives our business decisions and our actions.

In recognition of a global shift towards more inclusive participation of all stakeholders and a meaningful shift towards 'conscious capitalism' we have begun to redefine our culture and the associated behaviours and values. This was led by our CEO and the Oceana leadership team, with the key focus being on playing a meaningful role in the improvement of society in general and positively impacting the lives of those with whom we come into contact through our operations, processes and products.

Our values, which will be refined as we evolve and embed our culture, are that:

- We embrace a diverse Oceana where people participate, thrive and are celebrated
- We are energised by the joy of service
- We see stakeholders as partners in creating shared value
- We are masters of our trade
- We relentlessly drive excellence
- We remain agile in a world of constant change

We firmly believe that our capacity to create value is inextricably linked to the value we create for our stakeholders, society and the broader environment.

We are a purpose-driven company, and exist to make a meaningful difference in the lives of all our stakeholders. Limiting leadership salaries so that we can afford to meet wage demands and maintain jobs despite closing certain facilities, when the need arises. Everyone who engages with us is a stakeholder – not just an employee or a supplier; with this acknowledgement comes our culture statement of how we engage. Our three strategic enablers (page 34) are a function of this.

Oceana is Africa's largest fishing company and Lucky Star is one of South Africa's favourite brands. We have much to be proud of but believe greater progress can be made in building a strong emotional affiliation to the brand so that our employees feel proud, valued and that they own the Oceana brand and value proposition. We strive to position our leadership as open, accessible and approachable and will be introducing further initiatives to make employees feel valued, validated, appreciated and motivated.

In terms of how we are already living up to our culture, we report this year on a number of areas where this is tangibly in place:

- We need a healthy and capable organisation to positively impact lives
- We drive inclusive development in our core areas of operation
- Our feeding programme, very much a commercial project, was inspired by our culture
- Our flagship Maritime Academy will enable small-scale fishers to fully participate in the sector, develop skills amongst unemployed youth and grow the industry

#### LOOKING AHEAD TO 2020

The translation of our culture will be integrated into ongoing leadership and skills training programmes

We will introduce initiatives at Oceana that build a strong emotional affiliation to the brand so that our employees feel proud, valued and are held accountable

## Positively impacting lives

### Thembele Taboshe

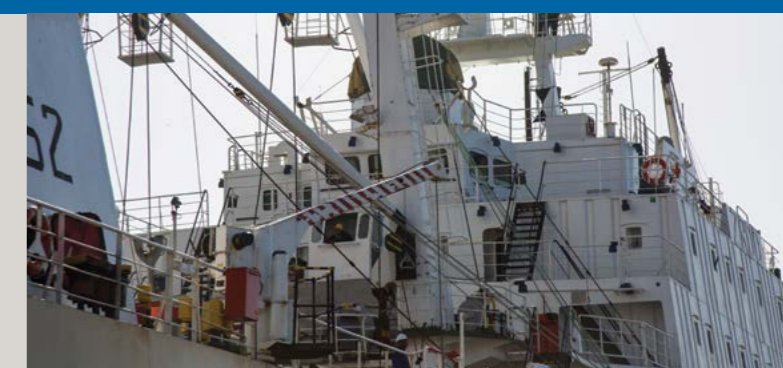
Blue Continent Products

A woman's place is wherever she decides it to be – and that can include at the helm of a ship. Captain Thembele Taboshe has achieved a remarkable milestone as one of the first black female Master Mariners in South Africa, a qualification and title she attained in 2016.

A Master Mariner or Ship Captain is one of the most advanced professional qualifications in global maritime transport and allows one to serve as the person in charge or in command of a vessel of more than 3 000 gross tonnes.

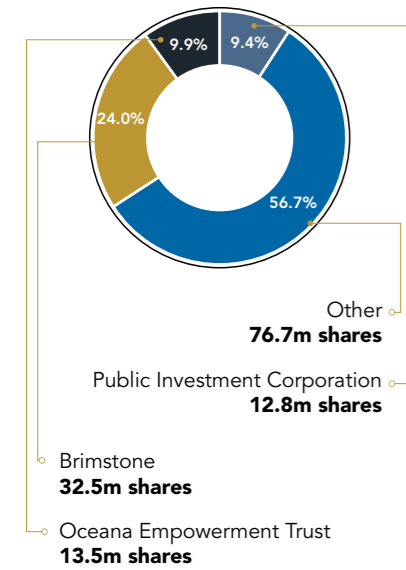
The culmination of an exciting and somewhat strenuous journey of more than a decade, including 36 months of sea-time training and a gruelling oral examination, saw Captain Taboshe move from Peddie in the Eastern Cape to the shores of Cape Town where she remains a beacon of hope and inspiration for aspirant women in the sector. She currently holds the position of Executive: Vessel Safety, Health and Environment for Blue Continent Products.

Thembele possesses a wealth of practical experience and theoretical knowledge which has added immense value to the organisation and she has made pioneering strides in an industry that is traditionally male dominated.



# THE OCEANA GROUP AT A GLANCE

## OWNERSHIP



### CANNED FISH AND FISHMEAL

**Canned pilchards:** Marketed and sold mainly under the Lucky Star brand in South African and African markets, and under Glenryck brand in the UK and France

**Canned tuna, sardines and mackerel:** Marketed and sold under the Lucky Star brand in South Africa

**Fishmeal and fish oil:** Derived from anchovy, red-eye herring and associated by-catch and cannery offcuts. Sold in Australian, Chilean, Chinese, European and UK markets

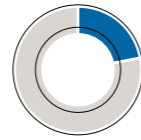


### FISHMEAL AND FISH OIL

**Fishmeal:** Prime, pet food and FAQ grade fishmeal primarily for the aquaculture, baby pig and speciality pet food industries sold mainly in the US, China, Canada and Germany

**Fish oil:** Omega-3-rich crude fish oil used by the aquaculture feed industry, and also refined into products for the nutraceutical and functional food industry sold mainly in Denmark, Norway and Canada

*All product is derived from the Gulf menhaden species.*



### HORSE MACKEREL, HAKE, LOBSTER AND SQUID

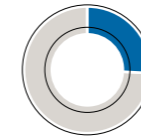
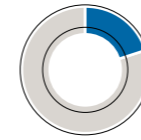
**Horse mackerel:** Sold in frozen whole form mainly in Southern, Central and West Africa

**Hake:** Sold headed and gutted as well as filleted to the European and South African food services market

**Live and frozen West Coast rock lobster:** Sold to Far Eastern and European markets

**Live and tailed South Coast lobster:** Sold to European and US markets

**Squid:** Sold to markets in Europe and Japan

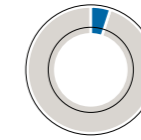
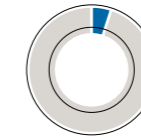


### COLD STORAGE AND LOGISTICS

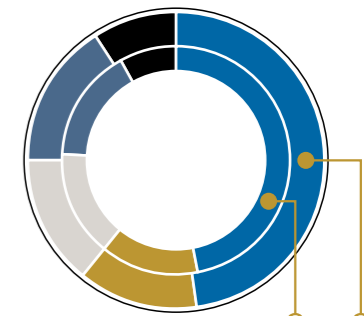
Products and services offered:

- Cold storage
- Blast freezing
- Transport

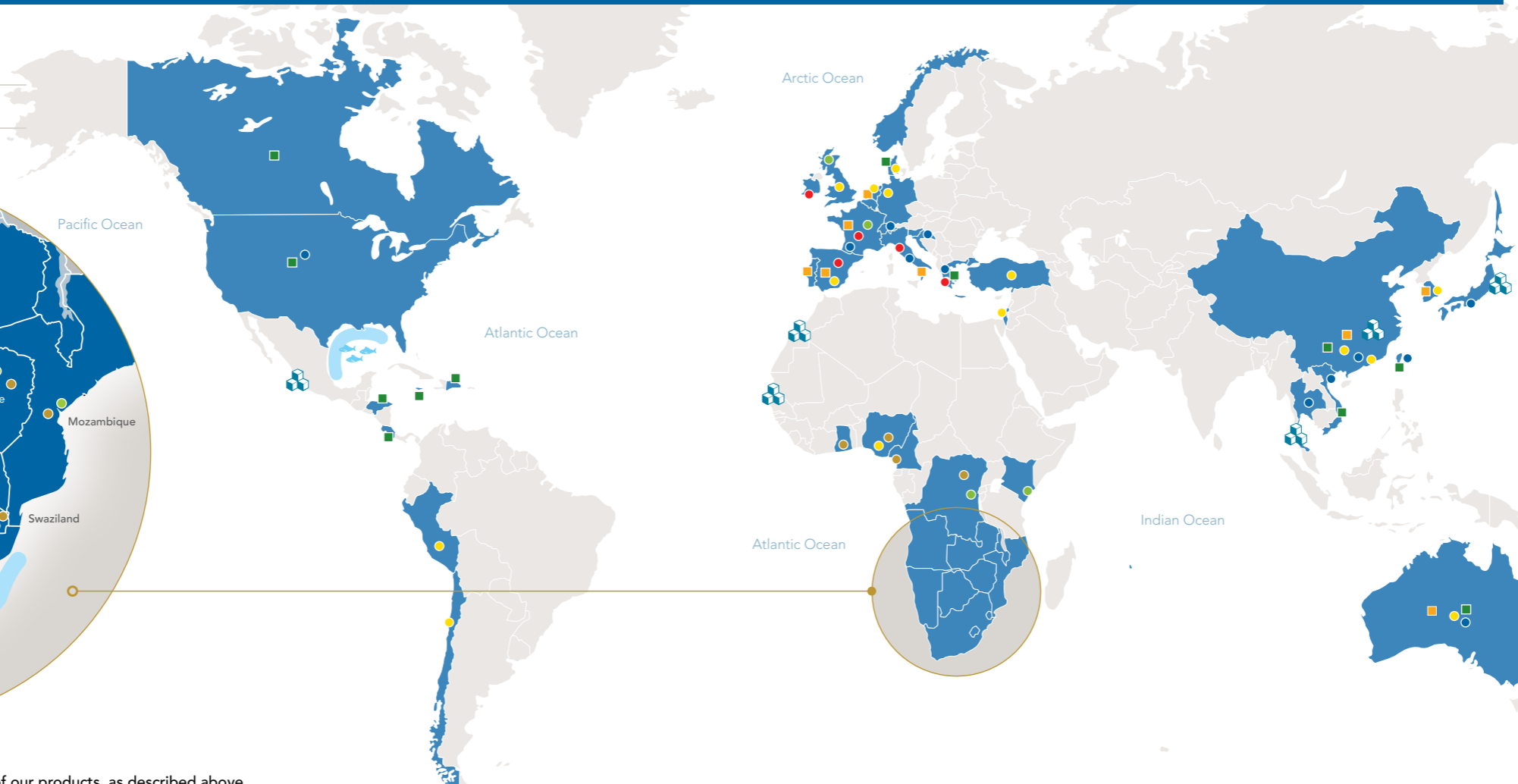
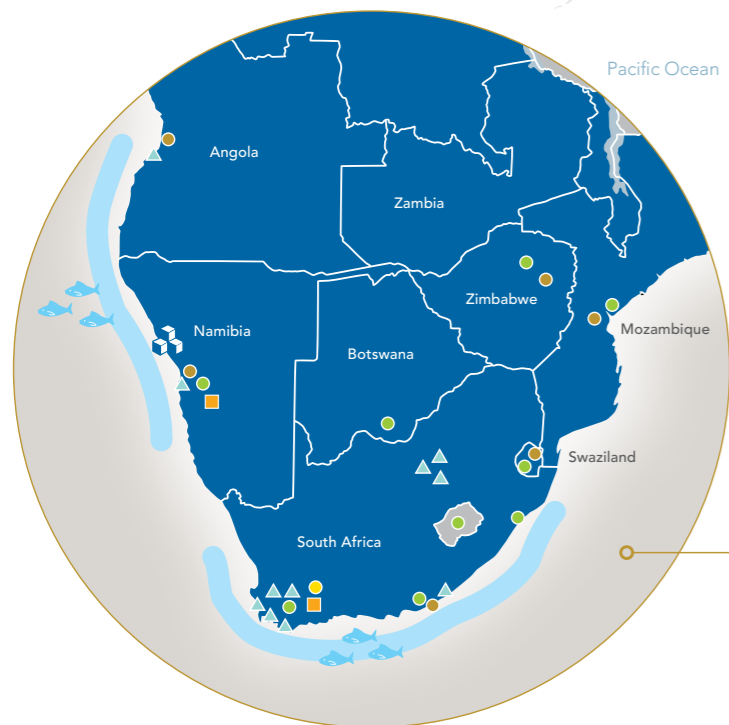
Major products stored and handled include: fish, poultry, meat, vegetables and dairy



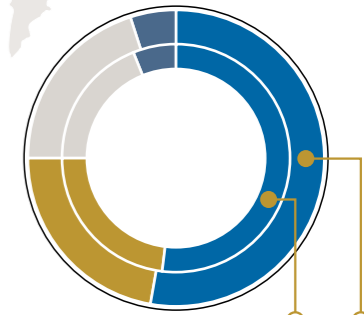
## Revenue contribution by region



● Catch  
● Procurement



## Revenue contribution by segment



The coloured indicators represent the markets for each of our products, as described above



# OUR BUSINESS

## OUR PERFORMANCE AT A GLANCE

### PERFORMANCE SUMMARY

**R7.6bn**

Revenue

**R1.2bn**

Operating profit

**2.2x**

Leverage ratio

**6 925 cents**

Share price

**544 cents**

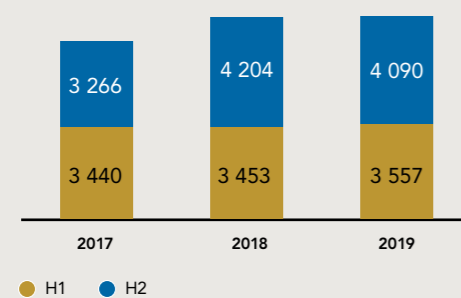
HEPS

**363 cents**

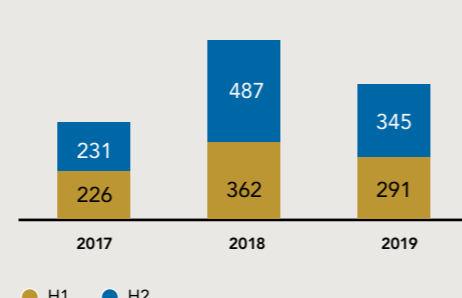
DPS



3 year revenue



3 year headline earnings



### EMPOWERMENT STATUS

**Level 1**

B-BBEE

**1<sup>st</sup>**Most empowered  
food producer**40%**Female  
representation  
at senior  
management level

### STRATEGIC IMPERATIVES

#### PROTECT AND OPTIMISE OUR QUOTA BUSINESSES (see page 38)

- ✓ Level 1 B-BBEE rating
- ✓ Achieved maximum B-BBEE points for board, non-executive and executive director composition
- ✓ Black ownership increased from 66% to 72%

#### DELIVER ORGANIC GROWTH IN OUR CORE BUSINESSES (see page 40)

- ✓ 8% volume growth in Lucky Star sales
- ✓ New food and feed safety standard process started
- ✓ Gulf menhaden MSC certified
- ✗ 20% reduction in landings in South African anchovy
- ✗ Exit of Angola operation and closure of Hout Bay fishmeal factory
- ✗ Horse mackerel landings declined by 3%

#### SUSTAINABLE EARNINGS THROUGH DIVERSIFICATION (see page 43)

- ✓ Identified strategic targets in the wild capture sector globally
- ✓ Defined approach and investment criteria for aquaculture related investments

### STRATEGIC ENABLERS

#### GALVANISE THE WORKFORCE (see page 44)

- ✓ Invested R28 million on employee skills development in South Africa and Namibia
- ✓ Custom designed GIBS leadership acceleration programme
- ✓ Launched an integrated wellness programme for senior management
- ✓ Redefined our culture and the associated behaviours and values

#### ENGAGE STAKEHOLDERS AND MANAGE REPUTATION (see page 47)

- ✓ Committed to invest R25 million in the Oceana Maritime Academy in partnership with DEFF
- ✓ Engaged with more than 20 strategic stakeholders to shape the strategy of the Maritime Academy and to align with the small-scale fisheries policy
- ✓ Appointed a Corporate Affairs and Regulatory Executive to drive stakeholder engagement
- ✓ Launched an ambitious feeding programme with Lucky Star, the Department of Education and the Peninsula School Feeding Association
- ✗ Closed our West Coast rock lobster factory and our Hout Bay fishmeal plant

#### ENSURE GOOD GOVERNANCE AND SUSTAINABILITY (see page 52)

- ✓ No incidents of critical non-conformances in food safety
- ✓ Achieved BRC certification for hake, a Global Food Safety Initiative recognised standard
- ✓ Zero occupational fatalities
- ✓ Disabling injury frequency rate (DIFR) of 1.0 was well below the Group margin ceiling
- ✓ Supported DEFF with a total of 48 seagoing research days
- ✓ 60% of our seagoing personnel have undergone RFA training
- ✗ Minor oil spill incident with *Desert Diamond* in Cape Town port

# OUR BUSINESS MODEL: HOW WE CREATE VALUE

## CAPITAL INPUTS

### NATURAL CAPITAL

The long-term sustainability of the marine resources that we harvest is critical to our existence. We actively support responsible fishing practices, robust resource management and strict regulatory compliance. We measure and manage our impact on the environment in an effort to reduce this to a minimum. 12

### HUMAN CAPITAL

Our performance-driven culture that positively impacts lives with the correct reward, motivation and development of each employee is critical in enabling them to reach their full potential and to achieve our purpose. We maintain a safe and productive work environment, free from discrimination or harassment that engages the passion and commitment of our employees. 13

### SOCIAL AND RELATIONSHIP CAPITAL

We recognise the role the fishing industry and food business operators play in building a strong and thriving society and value our relationships with our stakeholders, including the communities in which we operate. 14

### MANUFACTURED CAPITAL

Our fleet, processing plants, cold storage and equipment, our products, as well as our information technology provide the framework and mechanics of how we do business and create value. 14

### INTELLECTUAL CAPITAL

Effective utilisation of our brand value, research and development, innovation capacity, reputation and strategic partnerships. We strive to uphold the highest ethical standards and regulatory compliance in all our business practices. 15

### FINANCIAL CAPITAL

Efficient management of our shareholders' equity and funding from investors and lenders that are used to support our business and operational activities, including working capital. 15

Our strategy guides the way in which we conduct our operations and activities to deliver outcomes:

### STRATEGIC IMPERATIVES

- Protect and optimise our quota businesses
- Deliver organic growth in our core businesses
- Sustainable earnings through diversification

### STRATEGIC ENABLERS

- Galvanise the workforce
- Engage stakeholders and manage reputation
- Ensure good governance and sustainability

The divisional managers oversee the day-to-day operations and activities of the Group, while our Board of directors are responsible for:

- Steering and setting strategic direction
- Approving policy and planning
- Overseeing and monitoring
- Ensuring accountability

We pay special attention to the key factors that impact on our ability to deliver shared value:

### WITHIN OUR CONTROL

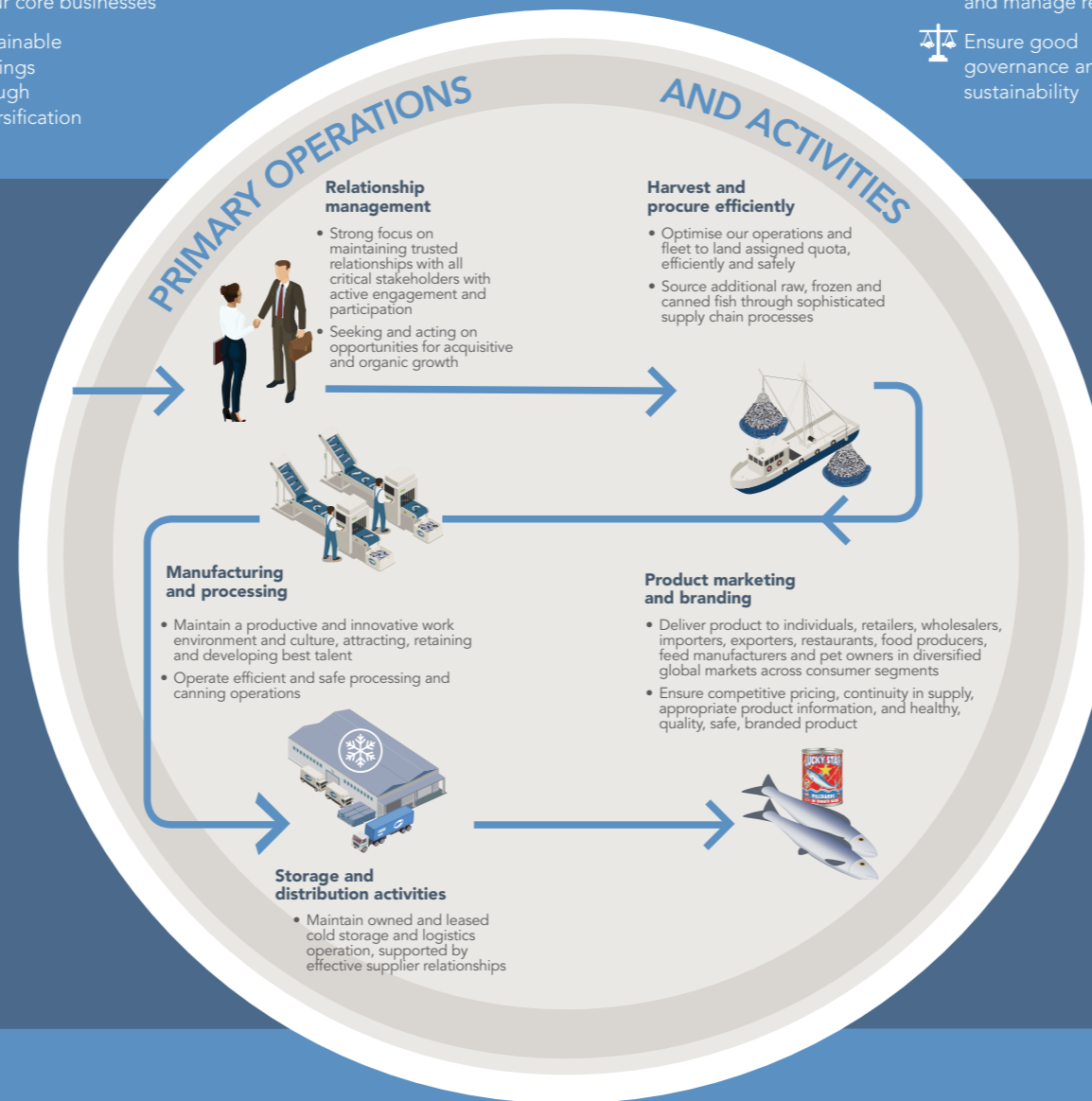
- Diversity of product offering
- Sales contracts
- Operational efficiencies and cost management
- Stakeholder relationships

### BEYOND OUR CONTROL

- Global market and exchange rate volatility
- South African macro-factors
- Commodity prices
- Climate and weather patterns

### MATERIAL RISKS

- Resource availability and ability to harvest
- Cash flow management
- Reallocation of fishing rights
- Market volatility
- Portfolio imbalance
- Inability to acquire fishing rights in SA
- Scarcity of critical skills
- Food safety
- Business interruption/industrial action
- Legislative non-compliance



## CAPITAL OUTCOMES

NATURAL CAPITAL 12

HUMAN CAPITAL 13

SOCIAL AND RELATIONSHIP CAPITAL 14

MANUFACTURED CAPITAL 14

INTELLECTUAL CAPITAL 15

FINANCIAL CAPITAL 15

## VALUE PROPOSITIONS

By focusing on outcomes, we can create shared value for all our stakeholders

### CUSTOMERS

Reliable and affordable provision of responsibly harvested and processed products to individuals, retailers, wholesalers, restaurants, food producers, and feed manufacturers in diversified global markets across consumer segments.

### EMPLOYEES

Learn and earn, innovate and grow, as responsible stewards of fishing resources.

### SHAREHOLDERS

Consistently superior returns from well-managed operations and strategic partnerships, with acquisitive and organic growth in response to market opportunities.

### SOCIETY

Efficiently converting global fishing resources into inclusive, affordable and sustainable value for our key stakeholders.



## OUR BUSINESS MODEL

(CONTINUED)

### Converting fishing resources into value: how we sustain value

Through our people, technology and know-how, our fleet, processing plants, cold storage and equipment, our financial resources, and our positive relationships with critical stakeholders, we deliver significant value from a renewable natural resource.

By reinvesting this value in the capitals upon which our business depends, we maintain our capacity to create value into the future.



#### NATURAL CAPITAL

| Key inputs   | Activities to sustain value  | Outcomes   |
|--|--|--|
| <ul style="list-style-type: none"> <li>Marine biomass: pilchards, anchovy, red-eye herring, Gulf menhaden, horse mackerel, hake, squid and lobster</li> <li>388 435 tonnes of fish landed, all within government assigned TAC</li> <li>106 224 tonnes of fish procured, all within fisheries management regulations</li> <li>68 494 Mwh electricity used</li> <li>209 578 kl water used</li> </ul> | <ul style="list-style-type: none"> <li>Active participant of government scientific committees and industry associations for each species of fish harvested</li> <li>400 fishers underwent responsible fishing alliance training</li> <li>Initiated an MSC certification process for Gulf menhaden</li> <li>Actively engaged with and supported West Coast rock lobster (WCRL) fisheries conservation plan</li> <li>Actively participated in fisheries improvement project for pilchard procured from Morocco</li> <li>Implemented water stewardship and energy measures</li> <li>Implemented improvement plans in terms of water quality discharge</li> <li>Implemented climate change mitigation and adaptation measures</li> <li>Implemented odour emissions and waste management</li> </ul> | <p><b>Manage resources within sustainable limits</b></p> <ul style="list-style-type: none"> <li>✓ 91.14% of targeted SA commercial fishing rights on SASSI green list</li> <li>✗ 8.79% of targeted SA commercial fishing rights on SASSI orange list</li> <li>✗ 0.08% of targeted SA commercial fishing rights on SASSI red list</li> <li>✓ Traceability task-force in place to enhance traceability of WCRL</li> <li>✓ Hake operations retained MSC chain of custody certification</li> <li>✓ 99% reduction in accidental seabird mortalities in hake deep-sea trawl sector</li> <li>✓ Gulf menhaden achieved MSC certification</li> <li>✓ IFFO RS-accreditation retained for 100% of fishmeal and fish oil operations</li> <li>✓ Independent resource status research reports completed for 100% of target species</li> </ul> <p><b>Continuing efforts to reduce the impacts of our operations</b></p> <ul style="list-style-type: none"> <li>✓ 362 871 tonnes of CO<sub>2</sub> emissions (scope 1, 2, 3) (13% decrease in GHG intensity)</li> <li>✓ 37% water saved year-on-year</li> <li>✓ Granted coastal water discharge permits in all our facilities</li> <li>✗ Minor oil spill at Cape Town port</li> <li>✓ 15 507 tonnes of fish by-products converted into fishmeal</li> </ul> |

#### COMBINED ASSURANCE

Assurance over natural capital is provided through internal and external providers. In terms of the fish resource, we have DEFF observers on board our large vessels and recorded landings are signed-off by DEFF in South Africa and MFMR in Namibia. Oversight of the Gulf menhaden resource is by the Gulf States Marine Fisheries Commission. We also subscribe to annual scientific reports on resource sustainability and two of the species we harvest are MSC certified. Carbon verification assurance is provided through Verify CO<sub>2</sub> Verification Agency. Our vessel compliance is audited through regulatory bodies including SAMSA, DEFF (South Africa) and DMA (Namibia).

#### HUMAN CAPITAL

| Key inputs  | Activities to sustain value   | Outcomes  |
|---|---|---|
| <ul style="list-style-type: none"> <li>4 845 employees</li> <li>Strong and diverse leadership team</li> <li>An agile, performance-based, purpose-led company culture</li> </ul> | <ul style="list-style-type: none"> <li>Renewed emphasis on Oceana's culture of 'positively impacting lives' with a series of internal workshops and culture statement to engage the organisation</li> <li>Conducted psychometric assessments to benchmark competencies to custom design a leadership acceleration programme with GIBS</li> <li>Physically developed the Maritime Academy infrastructure and strategy on how to implement</li> <li>Emphasis placed on a culture of wellness across the business driven by the CEO</li> </ul> | <p><b>Maintained employee motivation, skills, diversity and talent through:</b></p> <ul style="list-style-type: none"> <li>✓ R1.2 billion invested in salaries and benefits</li> <li>✓ 2 447 employee beneficiaries received R28 million through the Oceana Empowerment Trust in 2019 and R437 million since inception</li> <li>✓ R28.3 million invested in employee skills development (87% on black employees)</li> <li>✓ Launched a GIBS programme to enhance leadership, strategic, adaptive and future fit skills</li> <li>✓ Committed to invest R25 million in the Maritime Academy (operational by 2020) with emphasis on addressing skills deficit in the fishing industry, succession planning, and career paths</li> </ul> <p><b>Evidence of staff satisfaction:</b></p> <ul style="list-style-type: none"> <li>✓ 9.4% voluntary staff turnover</li> </ul> <p><b>Impacts on safety:</b></p> <ul style="list-style-type: none"> <li>✓ Zero fatalities</li> <li>✓ 1.0 Disabling Injuries Frequency Rate (2018: 1.02)</li> <li>✓ Elevation of vessel safety manager role at Group level to enforce international standards such as the International Labour Organisation's: Work in Fishing Convention, No. 188</li> </ul> <p><b>Culture of wellness:</b></p> <ul style="list-style-type: none"> <li>✓ Launched an integrated wellness programme for senior management, including a focus on mental health which will be expanded across the organisation as the programme develops</li> </ul> |

#### COMBINED ASSURANCE

Oceana was assessed as a Level 1 B-BBEE contributor and was ranked first in the Food Processor Category. 65% of our management is black and 40% of management are female. Our employment equity and workforce diversity are assured through Empowerdex's annual external B-BBEE audit, the Department of Labour and through our internal audit function conducted by EY.



## OUR BUSINESS MODEL (CONTINUED)



### SOCIAL AND RELATIONSHIP CAPITAL

| Key inputs   | Activities to sustain value   | Outcomes   |
|--|---|--|
| <ul style="list-style-type: none"> <li>Positive customer relationships</li> <li>Positive employee relations</li> <li>Constructive engagement with government and regulators</li> <li>Investor confidence</li> <li>Positive supplier and partner relations</li> <li>Community trust and collaborative partnerships</li> </ul> | <ul style="list-style-type: none"> <li>Appointed a Regulatory Affairs and Communications Executive to drive engagement along with stakeholder road-shows</li> <li>Accommodated workers impacted by restructuring wherever feasible across the business</li> <li>Maintained strong relationships with suppliers and partners that allow flexibility in response to external changes</li> <li>Engaged with over 20 strategic stakeholders to shape the strategy of the Maritime Academy and to align with the small-scale fisheries policy</li> </ul> | <p><b>Maintained positive employee relations</b></p> <ul style="list-style-type: none"> <li>Zero disruption to production days due to industrial action</li> <li>Ceased production at the Hout Bay fishmeal plant and at the lobster facility impacting 144 people</li> <li>Secured continued operations and the associated jobs of more than 2 000 staff members employed at our canneries in Laaipelek and St Helena Bay through supply of frozen pilchards</li> </ul> <p><b>Maintained positive government relations</b></p> <ul style="list-style-type: none"> <li>R263m in taxes paid in South Africa and Namibia</li> <li>Achieved a level one rating in B-BBEE</li> <li>FRAP 2020 delayed</li> </ul> <p><b>CSI strategy strengthened</b></p> <ul style="list-style-type: none"> <li>Focus placed on the Maritime Academy and more streamlined, impact-driven feeding programme</li> </ul> |

#### COMBINED ASSURANCE

We comply with several global compliance and food safety standards and regulations. International assurance providers include IFFO Global Standard Certification, FDA, GMP and NOAA (USA). Local assurance providers include BRC, HACCP, DEFF, NRCS, PPECB, CWDP and FEMAS. External risk, safety and environment control system audits are assured through Marsh.



### MANUFACTURED CAPITAL

| Key inputs   | Activities to sustain value  | Outcomes  |
|--|--|---|
| <ul style="list-style-type: none"> <li>54 vessels and 12 spotter planes</li> <li>11 production facilities</li> <li>8 cold storage facilities</li> <li>Head office and supporting facilities</li> </ul> | <ul style="list-style-type: none"> <li>Maintained our facilities through targeted investment</li> <li>Invested in additional thawing capacity in local canning facilities</li> <li>Utilised CCS facilities to support the Lucky Star frozen fish procurement strategy</li> <li>Consolidated CCS capacity reducing leased assets while extending own sites</li> </ul> | <p><b>Manufactured capital</b></p> <ul style="list-style-type: none"> <li>R254m capital investment</li> <li>R210m depreciation, amortisation and impairment loss</li> </ul> <p><b>Increased through-puts</b></p> <ul style="list-style-type: none"> <li>Daily through-puts increased by 20% in local canneries</li> </ul> <p><b>Consolidated capacity in CCS operations</b></p> <ul style="list-style-type: none"> <li>Exited one Midrand leased cold storage facility while expanding own facilities, driving profitability</li> </ul> |

#### COMBINED ASSURANCE

External assurance providers include Deloitte as our external auditors and EY as our internal auditors. Our integrated report has over the last 5 years consistently featured in the top 10 of EY's Excellence in Integrated Reporting Awards.



### INTELLECTUAL CAPITAL

| Key inputs   | Activities to sustain value  | Outcomes   |
|--|--|--|
| <ul style="list-style-type: none"> <li>Robust governance systems</li> <li>Fishing processes</li> <li>Sophisticated supply chain processes</li> <li>Service providers delivering on agreed terms</li> <li>Robust safety and quality management systems</li> <li>Trusted brand and reputation</li> </ul> | <ul style="list-style-type: none"> <li>Elevated Group Risk and Compliance Executive to Exco level and emphasis placed on developing a culture of compliance across the business driven by the CEO</li> <li>Appointed a Regulatory Affairs and Communications Executive at Exco level to drive cohesive internal and external messaging, with an emphasis on building the Oceana brand</li> <li>Conducted a gap analysis on current management systems in the canning and fishmeal and fish oil businesses against the GFSI recognised food and feed safety standard, FSSC 22000</li> <li>Conducted a minimum of two food safety audits per supplier facility; new processors audited every three months; third party inspections conducted on every supplier batch; greater emphasis placed on auditing Lucky Star ingredient suppliers</li> <li>Continued to strengthen our relationship with frozen fish and canned fish suppliers, a strategic part of our value chain</li> <li>Implemented a supplier code of conduct on sustainability</li> </ul> | <p><b>Culture of compliance:</b></p> <ul style="list-style-type: none"> <li>Established a compliance forum which meets every two months</li> <li>Increased collaboration between risk, governance and business divisions</li> </ul> <p><b>Leveraging our intellectual capital</b></p> <ul style="list-style-type: none"> <li>Introduced a global sales forum and team in the fishmeal and fish oil division leveraging on combined experience to achieve the best price for all parties</li> <li>Used CCS to support delivery of the Lucky Star frozen fish procurement strategy</li> <li>Identified the FSSC 22000 as the food and feed safety management certification scheme to be implemented in 2020</li> <li>Achieved BRC certification for hake, an important accreditation for European markets</li> <li>HACCP certification achieved across all our land-based facilities and vessels</li> </ul> <p><b>Maintained brand and reputation</b></p> <ul style="list-style-type: none"> <li>Lucky Star retained its status as an iconic brand and one of South Africa's top ten brands</li> <li>4 million Lucky Star meals consumed per day</li> <li>Produced products that were safe, protecting the brand and the company</li> <li>Experienced zero incidences of critical non-conformance</li> <li>Mock product recall exercise conducted on an annual basis</li> <li>Secured the supply of frozen pilchards for canning locally to supplement the loss in wet fish and the growth in absolute volumes</li> </ul> <p><b>Engaged suppliers on sustainability matters</b></p> <ul style="list-style-type: none"> <li>Disseminated a sustainability questionnaire to the top 50 suppliers to develop supplier touch points</li> </ul> |

#### COMBINED ASSURANCE

Oceana's portfolio of trademarks are managed by Adams and Adams Attorneys. Lucky Star has consistently been recognised as a leading brand in South Africa having rated 7th in the Sunday Times Top Brands of 2019. Lucky Star was also ranked 4th in the 2019/2020 Kasi Star Brands Survey.



### FINANCIAL CAPITAL

| Key inputs  | Activities to sustain value   | Outcomes  |
|---|---|---|
| <ul style="list-style-type: none"> <li>Debt and equity financing</li> <li>Reinvestment</li> </ul> | <ul style="list-style-type: none"> <li>Regularly engaged with existing and potential investors</li> <li>Actively de-gearred balance sheet through restructuring bullet profile facilities to amortisation profile facilities</li> <li>Managed compliance of our covenant levels</li> <li>Actively managed cash requirements through monthly working capital meetings</li> <li>Actively managed the financial performance through weekly executive meetings, monthly management meetings and quarterly Board meetings</li> </ul> | <p><b>Financial capital</b></p> <ul style="list-style-type: none"> <li>R7.6bn revenue</li> <li>R648m profit after taxation</li> <li>R263m paid in tax</li> <li>R544m paid as dividends</li> </ul> |

#### COMBINED ASSURANCE

The Oceana Empowerment Trust, which benefits black employees, was established and launched in November 2006. External assurance is measured through Empowerdex and the B-BBEE commission review.

# MANAGING TRADE-OFFS TO DELIVER LONG-TERM VALUE

Our core purpose, and our underlying business model, relates to the efficient conversion of one capital stock (global fishing resources) into value across all six capitals. Optimising value inevitably involves trade-offs in how and when value is shared between different stakeholder groups, and in how that value is created, transformed or depleted across the capitals. Deciding on these trade-offs often involves some difficult decisions, particularly when it's accompanied by some strongly competing stakeholder interests.

Following are some examples of recent trade-offs undertaken across the Group, with an explanation of the reasons the relevant decisions were taken.

## FROZEN FISH PROCUREMENT STRATEGY: Increased costs and competition provide supply chain certainty and societal benefits

Given the continued reductions in the South African pilchard TAC, challenging harvesting conditions, uncertainty regarding the timing of future quota allocations and the moratorium on pilchard fishing in Namibia, the majority of the pilchard raw material for canning at our Lucky Star operations is procured internationally as frozen fish. This increases working capital requirements, increases exposure to any weakening in the Rand, and impacts margins. However, the strategy has reduced our reliance on the local pilchard resource and TAC, enhanced our capacity to consistently deliver optimum quality product, and made an important contribution to increasing the hours worked and wages earned by our employees.

| Capital depleted  | Capital increased  |
|---|--|
| <ul style="list-style-type: none"> <li>106 224 tonnes of frozen fish procured</li> <li>Greater working capital utilised</li> <li>Costs incurred with Rand depreciation</li> </ul> | <ul style="list-style-type: none"> <li>Increased employee earnings</li> <li>Higher investment in local infrastructure</li> <li>Improved community and government relations</li> <li>Greater certainty in meeting customer needs</li> </ul> |

## WEST COAST ROCK LOBSTER: Balancing resource protection and reputational risk

A critical trade-off that lies at the heart of our WCRL business is the need for the industry to remain engaged in a SASSI red-listed fishery against adherence to our own imperative of only operating in sustainable fisheries. The WCRL fishery has been red-listed by WWF for a number of years owing to problems around poaching. Our active engagement with stakeholders and contribution towards the protection of the species illustrates the value of us remaining in this sector. Significant DEFF intervention has seen the level of poaching decrease slightly this year and the TAC remains low, leading to further rationalisation of assets to maintain our viability in the sector. We will continue to work with DEFF, WWF and the industry to identify the most effective way of policing and managing the resource.

| Capital depleted  | Capital increased   |
|---|---|
| <ul style="list-style-type: none"> <li>Reduced revenue and profit from a low TAC</li> <li>Under-utilised fleet; rationalisation of assets</li> <li>Reduced employment opportunities</li> <li>Reduced reputation of operating in a SASSI red-listed fishery</li> </ul> | <ul style="list-style-type: none"> <li>Greater long-term biomass viability</li> <li>Improved long-term job creation</li> <li>Higher long-term financial return</li> </ul> |



## LUCKY STAR PRICING: Balancing short-term margin gain for long-term customer loyalty

Our Lucky Star canned fish business effected a single, below inflation-linked price increase during the year, despite inflationary cost increases. Although this placed pressure on margins, the competitive positioning of the product bolstered volume sales and product uptake as part of a switch to a lower-cost protein source, increasing the overall performance of the division.

| Capital depleted  | Capital increased  |
|---|--|
| <ul style="list-style-type: none"> <li>Reduced margins</li> </ul> | <ul style="list-style-type: none"> <li>Increased sales volumes</li> <li>Enhanced customer and brand loyalty</li> </ul> |

## CCS STORAGE: Balancing external CCS operating profit to enable the internal Lucky Star frozen fish strategy

The CCS division provides cold storage solutions to external customers. Given our frozen fish strategy, significant space was reserved to accommodate the frozen fish requirements of Lucky Star. This came at a cost of external CCS customers, that would ultimately have improved the performance of CCS. However, the benefit to Lucky Star enabled the division to achieve its record sales volumes.

| Capital depleted  | Capital increased  |
|---|--|
| <ul style="list-style-type: none"> <li>Reduced profit</li> <li>Impacted CCS long-standing customer relationships</li> </ul> | <ul style="list-style-type: none"> <li>Continuous supply of Lucky Star inventory to meet demand</li> <li>Enhanced Lucky Star customer and brand loyalty</li> </ul> |

## HOUT BAY FACTORY CLOSURE: Balancing operational requirements with long-term employee loyalty

A strategic decision was taken to close the Hout Bay fishmeal operations, thereby potentially impacting the livelihood of 58 employees. We redeployed 40 individuals in other areas of the Group. Total employee costs would therefore not materially decline but the goodwill gained from the employees and the community in which they live is considered invaluable.

| Capital depleted   | Capital increased   |
|--|---|
| <ul style="list-style-type: none"> <li>Higher operating costs</li> </ul> | <ul style="list-style-type: none"> <li>Improved relationships with employees and their broader communities</li> </ul> |

# WHO GOVERNS US

## Directorate

Our Board provides ethical leadership and guidance in order to deliver long-term value to shareholders and stakeholders.



|  |     |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
|--|-----|-----|-----|-----|---|---|-----|---|-----|-----|-----|--|---|-----|---|---|-----|-----|-----|---|-----|---|---|-----|-----|-----|---|-----|
| <p><b>Mustaq Brey</b> <sup>(65)</sup><br/> <b>Chairman, non-executive director</b><br/>                 BCompt (Hons), CA(SA)<br/>                 Appointed to the Board in 1995</p> <p>24 42<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>5/5</td></tr> <tr><td>R&amp;N</td><td>4/4</td></tr> </table> | B   | 5/5 | R&N | 4/4 | <p><b>Imraan Soomra</b> <sup>(44)</sup><br/> <b>Chief Executive Officer, executive director</b><br/>                 BCompt (Hons), CA(SA),<br/>                 Appointed to the Board in 2013</p> <p>7 18<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>5/5</td></tr> <tr><td>R</td><td>2/2</td></tr> <tr><td>SET</td><td>2/2</td></tr> </table> | B | 5/5 | R | 2/2 | SET | 2/2 | <p><b>Elton Bosch</b> <sup>(42)</sup><br/> <b>Chief Financial Officer, executive director</b><br/>                 BCom (Hons), CA(SA)<br/>                 Appointed to the Board in 2019</p> <p>1 16<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>2/2</td></tr> </table> | B | 2/2 | <p><b>Saamsodein Pather</b> <sup>(69)</sup><br/> <b>Lead independent director</b><br/>                 BBusSc, BCom (Hons), MBA,<br/>                 Appointed to the Board in 1996</p> <p>23 46<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>5/5</td></tr> <tr><td>R&amp;N</td><td>4/4</td></tr> <tr><td>A</td><td>3/3</td></tr> </table> | B | 5/5 | R&N | 4/4 | A | 3/3 | <p><b>Peter De Beyer</b> <sup>(64)</sup><br/> <b>Independent non-executive director</b><br/>                 BBusSc, FASSA<br/>                 Appointed to the Board in 2008</p> <p>11 42<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>5/5</td></tr> <tr><td>R&amp;N</td><td>4/4</td></tr> <tr><td>A</td><td>3/3</td></tr> </table> | B | 5/5 | R&N | 4/4 | A | 3/3 |
| B  | 5/5 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| R&N  | 4/4 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| B  | 5/5 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| R  | 2/2 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| SET  | 2/2 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| B  | 2/2 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| B  | 5/5 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| R&N  | 4/4 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| A  | 3/3 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| B  | 5/5 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| R&N  | 4/4 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |
| A  | 3/3 |     |     |     |   |   |     |   |     |     |     |  |   |     |   |   |     |     |     |   |     |   |   |     |     |     |   |     |



|  |     |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
|--|-----|-----|---|-----|---|-----|--|---|-----|-----|-----|-----|-----|--|---|-----|---|-----|-----|-----|--|---|-----|---|-----|-----|-----|--|
| <p><b>Zarina Bassa</b> <sup>(55)</sup><br/> <b>Independent non-executive director</b><br/>                 BAcc, Dip Acc, CA(SA)<br/>                 Appointed to the Board in 2011</p> <p>8 31<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>5/5</td></tr> <tr><td>R</td><td>2/2</td></tr> <tr><td>A</td><td>3/3</td></tr> </table> | B   | 5/5 | R | 2/2 | A | 3/3 | <p><b>Nomahlubi Simamane</b> <sup>(60)</sup><br/> <b>Independent non-executive director</b><br/>                 BSc (Hons)<br/>                 Appointed to the Board in 2009</p> <p>10 32<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>5/5</td></tr> <tr><td>R&amp;N</td><td>4/4</td></tr> <tr><td>SET</td><td>2/2</td></tr> </table> | B | 5/5 | R&N | 4/4 | SET | 2/2 | <p><b>Nisaar Pangarker</b> <sup>(48)</sup><br/> <b>Non-executive director</b><br/>                 BBusSc, MBA<br/>                 Appointed to the Board in 2019</p> <p>1 24<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>3/3</td></tr> <tr><td>R</td><td>1/1</td></tr> <tr><td>SET</td><td>1/1</td></tr> </table> | B | 3/3 | R | 1/1 | SET | 1/1 | <p><b>Lesego Sennelo</b> <sup>(42)</sup><br/> <b>Non-executive director</b><br/>                 BCompt, BCom Acc (Hons), HDip Auditing, CA (SA)<br/>                 Appointed to the Board in 2019</p> <p>1 16<br/>                 Meeting Attendance</p> <table border="1"> <tr><td>B</td><td>3/3</td></tr> <tr><td>R</td><td>1/1</td></tr> <tr><td>SET</td><td>1/1</td></tr> </table> | B | 3/3 | R | 1/1 | SET | 1/1 | <p><b>Aoubakar Jakoet</b> <sup>(63)</sup><br/> <b>Independent non-executive director</b><br/>                 CA (SA)<br/>                 Appointed to the Board effective 14 November 2019</p> <p>38</p> |
| B  | 5/5 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| R  | 2/2 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| A  | 3/3 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| B  | 5/5 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| R&N  | 4/4 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
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| B  | 3/3 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| R  | 1/1 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| SET  | 1/1 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| B  | 3/3 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| R  | 1/1 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |
| SET  | 1/1 |     |   |     |   |     |  |   |     |     |     |     |     |  |   |     |   |     |     |     |  |   |     |   |     |     |     |  |

We have a unitary Board with ten directors, the majority of whom are independent non-executive directors, and a strong lead independent director to ensure that the necessary independence is maintained in the functioning of the Board. The Board appreciates that it requires a broad array of knowledge, skills, experience and diversity as well as independence to discharge its governing roles and responsibilities.

# WHO LEADS US

## Executive Committee



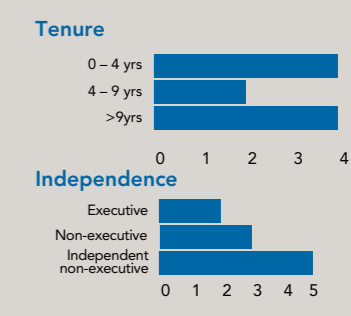
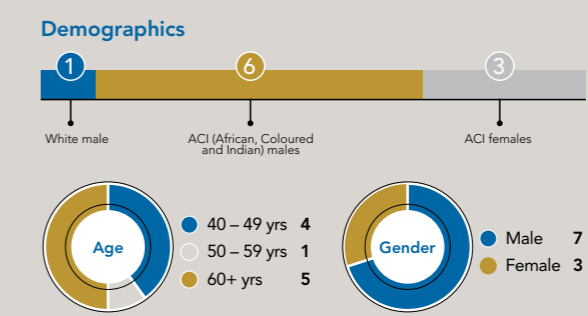
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|---|---|---|---|--|
| <p><b>Imraan Soomra</b> <sup>(44)</sup><br/> <b>Chief Executive Officer, executive director</b><br/>                 BCompt (Hons), CA(SA),</p> <p>7 18</p> | <p><b>Elton Bosch</b> <sup>(42)</sup><br/> <b>Chief Financial Officer, executive director</b><br/>                 BCom (Hons) CA(SA)</p> <p>1 16</p> | <p><b>Trevor Giles</b> <sup>(49)</sup><br/> <b>Group Executive: Business Development and Mergers and Acquisitions</b><br/>                 BCom (DipAcc), CA(SA)</p> <p>20 24</p> | <p><b>Jillian Marais</b> <sup>(47)</sup><br/> <b>Group Executive: Risk and Compliance</b><br/>                 BA LLB</p> <p>8 21</p> | <p><b>Zodwa Velleman</b> <sup>(43)</sup><br/> <b>Group Executive: Regulatory and Corporate Affairs</b><br/>                 BA LLB</p> <p>1 16</p> |
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|--|---|---|---|
| <p><b>Lourens de Waal</b> <sup>(53)</sup><br/> <b>Managing director of Lucky Star Marketing and Sales</b><br/>                 HND in Cost &amp; Management Accounting</p> <p>7 29</p> | <p><b>Suleiman Salie</b> <sup>(52)</sup><br/> <b>Managing director of Lucky Star Operations</b><br/>                 BSc Mech Eng</p> <p>9 29</p> | <p><b>Neville Brink</b> <sup>(59)</sup><br/> <b>Managing director of Blue Continent Products</b><br/>                 Marketing Management</p> <p>23 33</p> | <p><b>Jay Erskin</b> <sup>(52)</sup><br/> <b>President of Daybrook Fisheries</b><br/>                 Bachelors in Aeronautics, MBA</p> <p>1 26</p> |
|--|---|---|---|

**KEY**

- B Board
- R&N Remuneration and Nominations Committee
- R Risk Committee
- A Audit Committee
- SET Social, Ethics and Transformation Committee
- Years of service
- Years of experience





## CHAIRMAN'S REPORT



### Mustaq Brey

Chairman

This has been a particularly tough year in Oceana's operating environment. In South Africa, consumers are under significant pressure, with high unemployment, low wage growth and high debt levels contributing to reduced consumer demand and a steep decline in the country's retail index. The country's economy continues to feel the impacts of lower commodity prices, a volatile exchange rate and subdued investor sentiment, compounded by ongoing concerns with the viability of state-owned enterprises, load shedding and continuing uncertainty in the country's political direction. The recent spate of corporate governance scandals has further underlined the need for strong leadership, and highlighted the challenges in finding this leadership across all sectors.

Globally, continuing trade tensions between China and the US, slowing growth rates in Asian markets, and the uncertainty as a result of Brexit have had a negative impact on key markets. The recent outbreak of African Swine Fever (ASF) has significantly affected Chinese pig production, resulting in reduced demand for fishmeal; this has been offset, at least initially, by lower global supply from Peru and Scandinavia. Despite the general health of our targeted biomass, some fish landings this year were impacted by unseasonal weather patterns, both in the US and Southern Africa.

In the context of these challenges, it is pleasing to see the good performance delivered across most of the Group's divisions. I believe that the strong volume growth achieved for example in the Lucky Star canned fish business, in a retail environment facing unprecedented pressure, reflects the strength of the Group's strategy and its ability to execute this strategy, as well as the underlying value of the Company's diversified markets, supply chain and product portfolio. These are all attributes that I believe lay the foundation for long-term growth.

As Chairman, my role is to ensure that as a Board we fulfil our fiduciary responsibility of protecting the long-term interests of the Oceana Group. While our responsibility as Board members is explicitly to create long-term value for the Group, we recognise that the Company's ability to create value for itself ultimately is dependent on the value it creates for its stakeholders, society and the broader environment.

This 'integrated thinking' has underpinned the Company's longevity and is strongly reflected in Oceana's stated purpose of positively impacting lives.

During the year we approved various changes in the composition of the Oceana executive team. Following the appointment of the former CFO, Imraan Soomra, as Group CEO in August 2018, we appointed a new President of Daybrook Fisheries, a new Group CFO, and a new Group Executive for Regulatory & Corporate Affairs. We are finalising the appointment of a Group Executive for Human Resources, and we have approved a new executive position to drive business development, as well as new appointments to the leadership teams at Lucky Star and CCS Logistics. These various changes have further strengthened the executive and leadership teams, bringing in fresh insights, experience and perspectives, and contributing to the company's renewed emphasis on embedding a purpose-driven ethos.

At a Board level, following Tiger Brands' unbundling, the company's representatives, Lawrence MacDougall and Noel Doyle, both resigned as directors. As a long-standing shareholder, Tiger Brands has been a significant player in Oceana's history and made a valuable contribution to Oceana's success. We have subsequently welcomed two new non-executive directors to the Board, Nisaar Ahmed Pangarker and Lesego Sennelo, both of whom joined the Board in March 2019. I believe we have a strong team of directors that brings an appropriate balance between youth and experience, as well as valuable diversity in perspective and outlook. To ensure good governance we have recently completed our annual governance review in which we assessed each Board member and their activities at both a Board and subcommittee level.

During the year the Board once again undertook a detailed review of the Oceana Group's long-term growth strategy. Together with the executive team we participated in a consultative 'bottom-up' approach in a process that actively encouraged input from the different divisions in the development of the strategy. Through this participative process, we identified and approved six strategic focus areas and an associated set of value-creation targets for the next five years. As a Board, we believe that the strategic imperatives – reviewed in more detail in the CEO's review – provide the right basis for ensuring long-term value growth and delivering on the company's purpose of positively impacting lives.

An exciting development this year, that reflects the strong commitment of Oceana's leadership to delivering a societal purpose, is the multi-million Rand investment in establishing the Oceana Maritime Academy in Hout Bay, developed in collaboration with the Department of Environment, Forestry and Fisheries (DEFF). This initiative will support more than two thousand small-scale fishers in the Western Cape, providing practical training and support on establishing cooperatives and running successful businesses, and making a significant contribution in driving genuine transformation, promoting sustainable employment opportunities, and contributing to the country's food security.

I wish to thank my colleagues on the Oceana Board for their advice and contribution in ensuring that we exercise our important oversight and stewardship functions aimed at protecting the company's long-term interests and delivering on its purpose. Finally, on behalf of the Board, I would like to thank Imraan and the executive team for their leadership in collectively defining the Company's strategic framework for long-term value creation and for their commitment to managing the company and delivering a pleasing performance in the context of a very challenging operating environment.

**Mustaq Brey**

Chairman

13 December 2019



## CHIEF EXECUTIVE OFFICER'S REPORT: STRATEGIC PERFORMANCE REVIEW



### Imraan Soomra

Chief Executive Officer

This has been my first full year as CEO, following my formal appointment in August 2018. It has been a particularly dynamic and challenging year in which we have seen some significant developments as we bedded down our new long-term growth strategy. In the context of a very tough operating environment and inconsistent weather patterns, both in southern Africa and the US, it is pleasing to report growth in revenue and operating profit for our business operations. Reported headline earnings declined in the year solely due to the benefit in the prior period of a tax-rate adjustment in the US. Excluding this effect, headline earnings grew by 4%

In driving delivery of our strategy, we made a number of new appointments this year to our executive management teams. In June 2019, we appointed a new President of Daybrook Fisheries, who brings vast experience in the US FMCG sector that will strengthen our growth and diversification ambitions. We recruited a new Group CFO and a Group Executive for Regulatory and Corporate Affairs, and we established a new executive position to drive business development. We have also enhanced our leadership teams in CCS and Lucky Star following changes in key positions. These appointments have brought fresh perspectives and enthusiasm that have contributed to a dynamic shift in approach and thinking, and consolidated our collective commitment to using our resources, skills and assets to deliver both societal and financial value.

#### STRONG PERFORMANCE ACROSS ALL OUR DIVISIONS

Despite various market and environmental headwinds, we saw good performance this year across most of our divisions, reflecting effective execution of our strategic plans and active engagement of the Oceana team.

#### CANNED FISH AND FISHMEAL (AFRICA)

This has been a standout year for our canned fish business, Lucky Star, which achieved 8% volume growth and 4% price growth in a particularly tough trading environment. To put this into perspective, Lucky Star's competitors achieved 6% price growth and 1% volume decline for the same period. The pleasing performance was secured through consistent supply of globally procured frozen fish, our ability to keep prices below inflation owing to impressive efficiency gains at our production facilities, and the continuing versatility of the iconic Lucky Star brand. Following recent product innovations and an effective marketing campaign, Lucky Star has broadened its reach across consumer groups in South Africa

and is steadily expanding into new product categories. Our frozen fish strategy continues to deliver substantial financial and societal value: the ability to maintain a consistent supply in the context of uncertain local catch rates and quotas has improved our production planning and enabled us to deliver valuable process efficiencies, which converts into continued supply of affordable fish protein for over 3.4 million consumers daily, while at the same time making a material contribution to West Coast communities by sustaining over 3 000 jobs. Although Dollar-based imports mean we are susceptible to Rand depreciation, this has been offset in the current year by efficiency savings of R45 million.

Fishmeal has experienced a challenging year. Although we maintained strong exports to our traditional markets, responding rapidly to EU regulatory changes on food and feed safety, the extended winter weather affected fishing patterns, resulting in a 20% reduction in landings in South Africa despite a healthy anchovy biomass. We have suspended operations in the Hout Bay fishmeal plant owing to economic viability and are evaluating further options. In Angola, the combination of challenging catch rates and a difficult operating environment, resulted in the decision to exit the local operation. Fishmeal prices stayed firm over the year, with the decrease in the global supply from Peru and Scandinavia countering reduced demand following the initial impact of ASF on Chinese pig production. We anticipate continued growth in aquaculture at between 3% to 5% annually, which we believe will underpin sustained demand growth.

#### FISHMEAL AND FISH OIL (US)

Daybrook Fisheries made good progress this year in driving improving plant capacity and throughput resulting from additional investments in the plant during the off-season. The sales team were also successful in driving our strategy to further expand in the lucrative US pet food market.

Landings were down on last year's strong catch levels, resulting in a reduction in overall sales volumes this year. The early fishing season was negatively impacted by the outflow of fresh water from the record-high Mississippi river due to historic rainfalls in the US Mid-West prior to the start of the fishing season. The reduced catch was partially offset by strong recovery in the mid-season, aided by plant and process improvements at our facilities and increased efficiencies and landing rates from the Westbank fleet. Overall landings of 686 million fish for the season are pleasingly in line with the five year average and well above our original investment case assumptions.

Encouragingly, the Gulf menhaden received its MSC certification this year, indicating a healthy biomass. Despite the negative impact on pricing resulting from ASF, Daybrook realised average price gains of 2.6% due to value gains in the US pet food sector and the benefits of a newly structured global sales team.

Although Daybrook has had a tough year from a volume point of view which has affected financial performance negatively, the business continues to deliver healthy operating margins with consistent cash generation. We see good future growth prospects, with sustained market demand, increases in landings and further efficiencies in plant utilisation, supported by a clear growth strategy in new and existing markets.

#### BCP: Horse mackerel, hake, lobster and squid

Encouraging evidence of a strengthening of the horse mackerel biomass contributed to an improvement in overall catch rates per sea day and vessel efficiencies. A potentially strong performance for the year came under pressure in the second half of the year, particularly during the challenging winter conditions. Flat demand and pricing for South African horse mackerel in West African markets towards the latter part of the year was offset by the strong demand and good pricing for our Namibian overland sales. Our decision last year to stay in Namibia and establish partnerships with local rights holders has paid dividends and provides a strong foundation for further growth. A pleasing development this year was the appointment of Eugen Bergen as the first South African skipper of the *Desert Diamond* factory ship, fifteen years after he joined us as a cadet as part of our South Africanisation training programme.

The hake business benefitted from an improved TAC, efficient landings of quota, and continued strong demand and pricing in South Africa and Europe. Our vessels performed well this year following utilisation challenges in the previous seasons, and the long-term outlook for the hake biomass remains positive, with MSC certification in place and SASSI green listing.

Late last year we consolidated the lobster and squid businesses with our horse mackerel and hake operations under BCP, leveraging existing infrastructure and synergies to deliver further efficiencies. Given the sustained pressure on West Coast rock lobster due to high levels of poaching, and following last year's 43% cut in TAC, we closed one factory and reduced our fleet to three vessels, absorbing some affected staff into our other businesses.

Oceana's core purpose is to be a leading global fish protein company, creating sustained value and positively impacting lives. To deliver on this purpose, we are investing significantly in our people, our communities and the fishery resources that we rely on, harnessing the significant benefits of the scale, history and diversity of our business to return value to all of our stakeholders.



## CHIEF EXECUTIVE OFFICER'S REPORT: (CONTINUED)

We are continuing to work with government and other stakeholders to identify ways of protecting the long-term viability of lobster, and to identify opportunities for using our assets, skills and resources to support economic opportunities for small-scale fishers. Although squid prices in European markets were strong, volumes were down on last year's record catch rates. We believe that the business has good prospects, with favourable expectations in terms of market demand, pricing and a healthy biomass.

### CCS LOGISTICS

CCS continues to feel the impact of the subdued local economy, with low occupancy levels in our Gauteng and Walvis Bay operations placing pressure on pricing and margins. We have consolidated our inland capacity and focused our efforts on driving growth in our South African coastal facilities. Following poor fishing conditions and steep increases in import tariffs that negatively impacted the cold storage market, we closed our Angolan storage facility. Under a new leadership team, CCS has played an instrumental role this year in enabling effective implementation of Lucky Star's frozen fish strategy, as well as adding value more broadly to South African importers of frozen produce. We believe that there is further growth potential and we will be expanding our cold storage capacity in the Western Cape.

### OCEANA GROUP OPERATIONS

The pleasing performance across most of the divisions has been supported by the activities delivered at a Group level, where we have seen various encouraging developments this year. Underpinning these developments has been the strong focus on driving an organisational change process in which we reviewed, defined and have begun to embed a desired organisational culture in line with our redefined core purpose of "positively impacting lives". As part of a renewed focus on ensuring good governance and compliance, we have formalised a group-wide, executive-level compliance structure that has strengthened alignment and is delivering improved performance in the critical areas of food safety, occupational health and safety, and environmental management. We have identified and embarked on a structured approach to build leadership capacity and inspire and energise our workforce, supported by a new performance-driven programme that offers competitive remuneration and employment benefits, together with a new incentive programme with a stronger link to our strategic drivers. We have also made valuable progress in improving the management of working capital and refinanced our US facility at favourable pricing and terms. Although we experienced some inevitable teething challenges with the Group-wide SAP process, this has now largely been bedded down and is proving a valuable basis for delivering sustained efficiencies.

### OUR LONG-TERM GROWTH STRATEGY

In this year's review and refinement of our long-term growth strategy we followed a consultative bottom-up approach, involving an open and transparent discussion with input from all of the divisions, before a final review from the Board. It was encouraging to see the very high levels of engagement, input and common agreement at all levels in developing the strategy. Through this process we have identified three strategic imperatives and three strategic enablers that outline our commitments for the next five years.

#### Strategic Imperatives

##### 1. Protect and optimise our quota businesses

Maintaining earnings and profit growth in our existing quota businesses in South Africa and Namibia will provide the necessary foundation for delivering new growth opportunities. Optimising our quota businesses is underpinned by our longstanding commitment to promoting broad-based black economic empowerment in South Africa and localisation in Namibia. It is pleasing to report that at year-end, Oceana was assessed as the most empowered food producer on the JSE, ranking third overall on the generic B-BBEE scorecard. We are committed to driving further empowerment by realising available opportunities to increase black ownership on a commercially favourable basis, building on our progress this year in increasing ownership from 66% to 72% following Tiger Brands' unbundling. We continue to work collaboratively with government and other stakeholders to identify practical solutions to promote genuine transformation, including: by expanding the employee share ownership plan, establishing a management ownership plan, and creating a new trust to facilitate partnerships with black SMEs and entrepreneurs. This is supported by our activities to protect and enhance job opportunities, invest in our host communities and promote the development of the broader fishing sector, including most recently through the exciting establishment of the Oceana Maritime Academy in Hout Bay (reviewed later below).

##### 2. Deliver organic growth in our core businesses

We aim to deliver continued organic growth in the company's core businesses. In our canned foods business, we will be growing volume by maintaining affordability and supply consistency, driving a strong message of pilchards being the protein of choice across all consumer segments, increasing channel penetration in new and existing geographies, and ensuring continued product innovation, including in adjacent product categories. In the fishmeal and fish oil businesses, we will be optimising the utilisation of the healthy resource biomass in both the US and South Africa by realising opportunities to further increase our catch rate, improve plant efficiency and throughput rates, and grow sales volumes as part of a global group-wide sales and distribution strategy.

We expect our horse mackerel and hake businesses to deliver growth off the back of continued demand for affordable fresh fish protein in Africa and strong demand for white fish products in Europe. We believe that there remain valuable opportunities for profit growth in CCS, particularly in the coastal cold storage market where we have a locational advantage and strong customer base.

##### 3. Sustainable earnings through diversification

We will be exploring strategic growth opportunities in aquaculture and vertically integrated fishing businesses that will help to enhance earnings, increase geographic and species diversification, and reduce portfolio imbalance. The substantial growth in aquaculture globally has been well documented and we are assessing various acquisition opportunities across different fish species, geographies, farming types, and consumer and market segments.

#### Strategic Enablers

##### 1. Galvanise the workforce

To achieve our ambitious global growth aspirations, we are working to energise the Oceana workforce, develop the depth and breadth of Oceana's leadership team by establishing a strong talent pipeline, and embed a strong performance-based culture with the right skills, capabilities, morale and productivity. We are improving internal communication and engagement, and we are investing in leadership development and performance initiatives to deepen skills and create a highly energised and innovative culture.

##### 2. Engage stakeholders and manage reputation

Our ability to create value depends ultimately on the quality of our relationships with our key stakeholders, and on the well-being of the communities in which we operate. This year we appointed a new Corporate Affairs and Regulatory Executive, who is leading our work in building strong stakeholder relationships, further elevating Oceana's reputation and brand profile, and driving our social investments in food security, skills development and community upliftment. A significant development this year, and one that I am particularly proud of, was the multi-million Rand investment in establishing the Oceana Maritime Academy in Hout Bay. This is the first such training academy in South Africa that focuses specifically on meeting the needs of both the small-scale and commercial fishing industry. Developed in collaboration with DEFF and other relevant stakeholders, the Academy is due to become operational in early 2020, with more than 5 000 learners anticipated in the first year.

##### 3. Ensure good governance and sustainability

The long-term success of our strategy depends on embedding a purpose-led performance-driven culture, underpinned by a commitment to good governance, risk management, and safe and sustainable practice. Our core purpose is clearly aligned

with the UN Sustainable Development Goals, reflecting our commitment to ensuring the responsible harvesting of marine resources, providing affordable healthy protein, supporting entrepreneurship and transformation through business opportunities and skills development, and investing in sustainable long-term energy and water solutions.

### OUTLOOK

While we anticipate continuing uncertainty in global and local markets, including potentially softer pricing for fishmeal and fish oil products over the short term, the underlying business fundamentals remain strong. Across our divisions and products, our main fisheries are robust and well managed and market demand is solid, with growing populations in Africa and Asia underpinning the long-term need to ensure a consistent supply of affordable high-quality fish protein.

In South Africa, a particular priority in the year ahead will be to continue our activities and engagements with government regarding the renewal of our long-term fishing rights – in hake deep-sea trawl, squid, South Coast rock lobster, and small pelagic – all of which are up for renewal and reallocation as part of the postponed 2020 Fishing Rights Allocation Process. We welcome the appointment of the new Minister and appreciate her commitment to ensuring a responsible and informed rights allocation process. We look forward to continued collaborative work in finding solutions that are responsive to the needs of small-scale fishers, protect the long-term viability of fish resources, and that make a sizeable and sustainable contribution to the country's socio-economic transformation.

Oceana's core purpose is to be a leading global fish protein company, creating sustained value and positively impacting lives. To deliver on this purpose, we are investing significantly in our people, our communities and the fishery resources that we rely on, harnessing the significant benefits of the scale, history and diversity of our business to return value for all of our stakeholders. We have a strong leadership team in place that shares this commitment to using our resources to make a positive societal contribution, and that has an agreed vision on how we will deliver on this purpose.

I would like to thank my colleagues on the executive team and the Board for their support over this challenging year, with particular thanks to Trevor Giles for serving as the acting CFO for much of this period. Finally, I wish to express my deep appreciation to all of Oceana's employees for their invaluable contribution throughout the year. I look forward to working with everyone in delivering on our strategic action plans for long-term inclusive growth.

**Imraan Soomra**

*Chief Executive Officer*

13 December 2019

# THE OPERATING CONTEXT



## THE EXTERNAL ENVIRONMENT

Our ability to generate value and deliver on our core purpose is impacted, both negatively and positively, by various factors in our external environment. This year we have identified and prioritised the following four issues that have a material impact on our business model. Our five-year strategic outlook ensures that we are best positioned to seize the opportunities and mitigate the risks associated with each of these issues.

### GLOBAL MARKET VOLATILITY AND EXCHANGE RATE FLUCTUATIONS

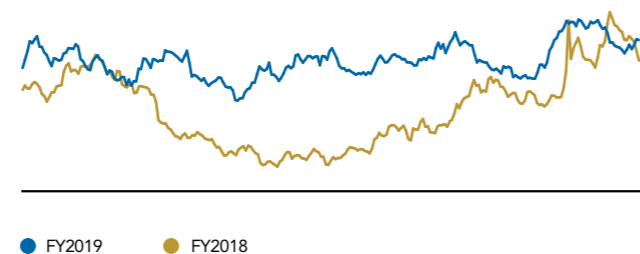
The continued escalation of geopolitical and trade tensions between the US and China, the sharper-than-expected slowdowns in major economies, and renewed financial stress in emerging and developing economies have contributed to downward pressure on many emerging market currencies, with the Rand/Dollar exchange rate continuing to be impacted. This year, the South African currency strengthened slightly and then weakened again from a high of ZAR13.22 in early February 2019, to a low of ZAR15.49 in mid-August, ending the year flat at ZAR15.21. Global growth downgraded to 2.6% this year, while growth in Africa remains under pressure due to the global commodities crises. We anticipate further volatility in the global geopolitical environment, with the increased chance of a no-deal or disorderly Brexit resulting in greater market risk aversion and further threatening global growth, compounded by a weak Euro area economy, low consumer confidence in Japan and further deceleration in China's growth – all indications of a possible global recession.

#### Implications for value creation

Given our global business with customers in 46 countries, we are potentially vulnerable to the continuing levels of global market volatility, including in particular trade restrictions between the US and China. Fluctuations in the Rand/Dollar exchange rate have mixed implications for our operations.

A weakening Rand benefits those businesses with Dollar-priced exports – namely fishmeal, fish oil, horse mackerel, lobster and squid – and contributes positively to the translation of Dollar-based earnings from our operations in the US. Conversely, those operations with high levels of imported finished products and raw materials – most notably frozen fish for canning – are negatively affected. Given the volume of Dollar-denominated exports and the impact of Daybrook, we are more predisposed to a weaker currency.

#### ZAR volatility against the USD



#### Our strategic response

The diversity in our raw materials sourcing and product mix, and the global and local nature of our markets, gives our African operation a natural hedge against foreign currency exposure. This has been further boosted by the international investment in Daybrook, the continued growth in our export markets, and the increase in imports through Lucky Star's frozen fish strategy.

Forward cover positions for the procurement of globally sourced pilchard raw material and canned finished products have enabled us to mitigate negative exchange rate exposure in our global imports and the revised three-month forward exchange policy has worked well for us.

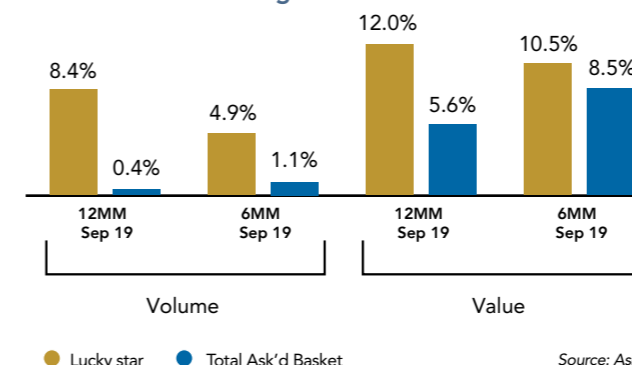
### A SLUGGISH ECONOMY, STRUCTURAL CHALLENGES AND POLICY DELAYS IN SOUTH AFRICA

The South African economy is expected to achieve moderately better growth this year of 1.3%, an improvement on 2018's disappointing 0.8% growth outcome, but still at a long-term low. South Africa experienced load shedding to manage shortfalls in electricity supply, beginning in November 2018 and affecting 26 days up to the end of March 2019 and resurfacing in October 2019. Eskom service delivery remains a key focus of government. Socio-economic constraints to reforms being undertaken by President Cyril Ramaphosa persist, including high unemployment and inequality. A critical policy concern facing the commercial fishing sector in particular was the uncertainty created by the delay in the 2020 Fishing Rights Allocation Process (FRAP). With a new ministry in place and confirmation of revised timelines, we anticipate greater policy certainty.

#### Implications for value creation

The sluggish local economy, and low levels of business, investor and consumer sentiment, place general pressure on our activities. While the impact of a constrained consumer environment has been visible across most of the South African food and retail sector, our Lucky Star products have shown exceptional results, reflecting their positioning as an affordable and consistently priced quality protein, with a very visible brand. The tough economic climate had an impact in the logistics sector with some competitors either restructuring or closing down. The delay in FRAP 2020 has created an element of uncertainty regarding the renewal of long-term fishing rights, with our hake deep-sea trawl, squid, South Coast rock lobster, and small pelagic rights all up for renewal. The delay has been favourably received by industry and allows the new ministry the opportunity to fully understand the process and the consequences of the proposed policy. A further positive has been the withdrawal of squid from the small-scale fisheries sector.

#### Volume vs total food growth



#### Our strategic response

To ensure our resilience in this more challenging economic environment, we have maintained a particularly strong focus on driving efficiencies across our operations. Changes in leadership have seen a positive drive around compliance, efficiency, and strong team dynamics this year, the impacts already visible in the culture and readiness for change. We invested in generators as a short-term solution to any future load shedding with implementation of an energy resilience action plan to address the long-term; renewable energy options are currently under consideration. Despite the tough environment for logistics companies, CCS' strategy to consolidate capacity and identify areas where they have competitive advantage ensured stable operations.

In anticipation of the FRAP process, we continue to engage actively with government and regulators to ensure that our transformation activities are appropriately aligned with government expectations. We made significant strides in getting our Maritime Academy operational this year, appointing an executive with international experience in fishing crew training and skills building. With a core focus of the Academy to address youth employability and upskilling of small-scale fishers, this strongly supports government in the delivery of the small-scale fisheries policy.

### FISHMEAL AND FISH OIL PRICING, THE GROWTH IN AQUACULTURE AND FEED INGREDIENT ALTERNATIVES

The prices of fishmeal and fish oil products are determined mainly by global supply-and-demand dynamics. Global supply is significantly impacted by the anchovy catch in Peru, which in turn is driven largely by the El Niño/La Niña ocean atmospheric events. Global demand is strongly influenced by the aquaculture and animal feed sectors, where fishmeal and fish oil are important high protein ingredients. While aquaculture, which consumes 70% of total fishmeal production, is growing faster than any other major food production sector, the amount of fishmeal and fish oil produced globally is static. Inclusion rates have reduced and are considered at sustainable levels. The pig sector is a key market for higher price meal and the impact of ASF in China has been significant. China produces half the world's pork supply and official government numbers report that sow herds declined by 23.9% in May from a year earlier. Other sources report this number to be at least double. With feed plant closures, this has led to a slowdown in fishmeal imports, plenty of global supply with Peru exporting elsewhere, and pricing competition.



## THE EXTERNAL ENVIRONMENT (CONTINUED)

### Implications for value creation

The performance of our fishmeal and fish oil businesses in southern Africa and the US are strongly impacted by global fishmeal and fish oil prices. This year prices improved from a 36% drop in Peru's first season quota, but were slightly offset by the slowdown in fishmeal consumption and imports in China due to high fishmeal inventories from the year before, the impact of ASF on the pig sector and environmental policy changes. Demand for aquaculture feed in the Far East continued and we saw increased demand in the EU, as well as the US pet food market where trends show a move towards longer term contracts and constant supply: the fishmeal price was USD1 521 per ton (2018: USD1 500), and fish oil prices were USD1 584 per ton (2018: USD1 469). The shift in human consumption away from pork is an opportunity for potential price increases in aquatic proteins.

Given the anticipated substantial growth in aquaculture – fuelled by growing fish consumption and largely static wild capture rates – we anticipate strong price growth in both fishmeal and fish oil. Recent projections suggest growth in global aquaculture production of 37% on 2016 levels by 2030, with the price of fishmeal and fish oil growing 20% and 16% respectively, in nominal terms, by 2030.

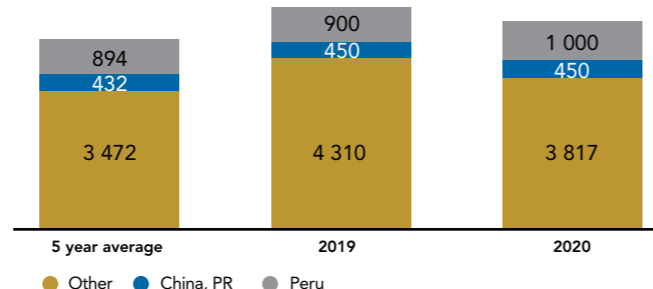
The amount of feed alternatives currently produced in the world – whether meal from insects, bacteria and single-cell protein or oils from plants and algae – remains very low and prices prohibitively expensive. As they develop, the prices will become more competitive but there is more than enough demand for feed ingredients, without alternatives affecting the fishmeal and fish oil market. Potential substitutes do not have the same high-quality protein and amino acid content, especially for carnivorous species such as salmonids and shrimp. These trends offer valuable growth potential for our existing fishmeal and fish oil businesses, as well as exciting opportunities for carefully targeted acquisitions in aquaculture.

### Our strategic response

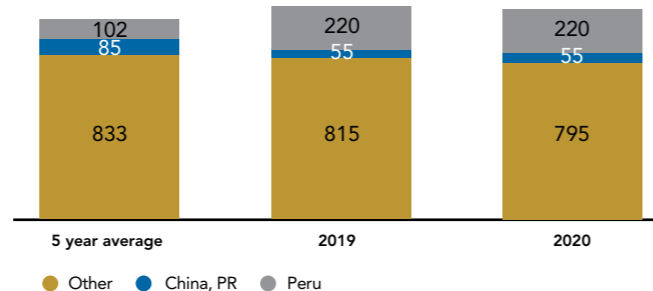
To fully realise the growth potential in fishmeal and fish oil, we are focusing on ensuring efficient utilisation of our available and allocated fish resource, by optimising our fish landings, plant efficiency and throughput rates, and utilising the newly formed global sales platform to increase sales volumes and achieve improved pricing across the Group. In our South African operation, we have set a target to collaborate and establish joint ventures with SMEs in the small pelagic sector to secure additional quotas and ensure sustainable access to additional fish. In our Daybrook operation, we are making good inroads into the pet food market, targeting under-utilised high-usage clients through strategic marketing. A significant focus has been the MSC accreditation for menhaden and we will use this to leverage with environment-conscious buyers. By positioning ourselves as a responsibly-sourced protein supplier and increasing production and

sales in this sector, we aim to improve margins and reduce exposure to price volatility. This is part of our strategic drive to move away from being a commodity-based price-taker. We are also assessing acquisition opportunities for aquaculture across various fish species, geographies, farming types, and consumer and market segments. In terms of the alternative ingredients sector for feed, we do not regard this as competition but rather as complimentary because there will always be a demand for fishmeal and fish oil, no matter how low the inclusion rates. The Marine Ingredients Organisation (IFFO) welcomes additional feed ingredients making their way into the aquaculture industry, in combination with marine ingredients, to meet the growing demand.

World fishmeal production (1 000 tonnes)



World fish oil production (1 000 tonnes)

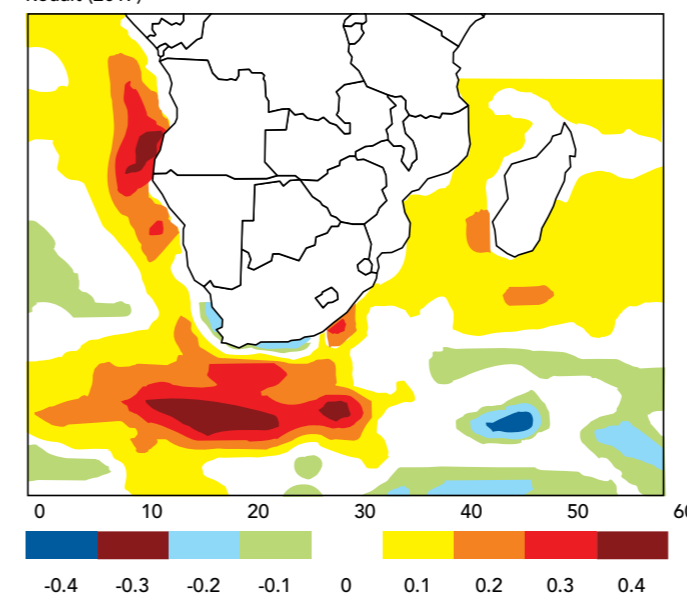


### CLIMATE CHANGE, TEMPERATURE SHIFTS AND EXTREME WEATHER EVENTS

The 2018 UN FAO report, "Impacts of climate change on fisheries and aquaculture", indicates that climate change may lead to changes in the availability and trade of fish products. While at the global scale the average impact is not particularly large, the impacts are much greater at regional scale. The biggest decreases can be expected in the tropics, mostly in the South Pacific regions with the Peruvian Humboldt Current System potentially shifting out of its favourable state in terms of fish productivity. For the high-latitude regions, catch potential is projected to increase, or show less of a decrease than in the tropics.

We have observed in our own target fisheries, that when environmental conditions change, the resource moves to an area that is more comfortable. In 1996, a sudden temperature gradient change by one to two degrees on the south coast of South Africa saw an eastward shift in the distribution of anchovy, as inshore water became cooler allowing the fish to move around the coast up to the Agulhas bank. Sardine continued to inhabit the warmer areas of the Agulhas. In Angola, sardinella require water temperatures above 25 degrees Celsius and in recent years the sea surface temperature near our factory has not come close to these levels.

Roualt (2017)



### Implications for value creation

Small pelagic fish in South Africa are considered vulnerable to climate change. While anchovy and red-eye herring are in a healthy state, the reduction in pilchard catches in South Africa and the continued moratorium on Namibian pilchard fishing means that raw material for our Lucky Star operations is now almost fully imported. This increases the business's exposure to competition for frozen fish supply from local and international buyers and working capital constraints. In Angola, the shift in higher sea temperatures northwards prompted a significant movement of the industrial fish resource north, requiring us to journey for more than 40 hours per trip. This resulted in very high fuel bills, reducing the economic viability of operating there despite the good oil yield.

### Our strategic response

Climate variation features as one of our top three environmental risks at Group level and we continually develop our understanding and response to the potential effects on our business and value chain. Our diversification strategy enables us to mitigate risk through geographic and species diversity. Our investments along different coastlines ensure impacts are not all felt at once. For example, El Niño conditions in Peru may impact on mackerel catches in South Africa, but do not affect hake, nor will this impact on catch levels in our US operations. The agility of our business also enables us to remain flexible when South African TACs for target fisheries are low, as in the case of pilchards this year, where we deployed vessels in other parts of the business and secured the supply of frozen pilchards for canning locally to supplement the loss in wet fish and the growth in absolute volumes. With volume growth, we were able to leverage volume efficiencies. In the US, we have removed bottlenecks from our production capacity and improved the scheduling and deployment of our vessels, increasing plant throughput while saving on fuel. All of this makes us more agile so that in good weather we are able to catch as much as we can.

We operate in fisheries where sound scientific research and operational management procedures are in place. The 2018 FAO report on the impacts of climate change confirms that the interaction between ecosystem changes and management responses is crucial to minimise the threats and maximise the opportunities emerging from climate change. Climate change adaptation and mitigation planning is high on the South African government agenda and DEFF has chosen the small pelagic sector, targeting anchovy and pilchards, as the national fishery to undergo a co-ordinated research programme. We will continue to engage with DEFF's scientific working groups on the fisheries-specific climate-smart strategic framework and undertake independent resource status research for our target species on an annual basis.

Extreme weather events and sea-level rise are anticipated to affect fisheries-related infrastructure such as ports and fleets, further raising the costs of fishing, processing and distribution activities. While Daybrook has not seen any long-term material changes in fish distribution or catch, its physical infrastructure in the Gulf of Mexico is susceptible to regional adverse weather conditions such as tropical storms and hurricanes. We have implemented insurance programmes to adequately cover specific business risks.

# MANAGING OUR MATERIAL RISKS

## RISK MANAGEMENT

Oceana has a structured and systematic process for identifying and managing material risks across the Group. During the 2019 financial year, there were no specific risk incidents resulting in significant financial loss to the Group or that negatively affected our stakeholders or the economic life of the communities in which we operate. The principal risks that have a material impact on Oceana's ability to create value are outlined in the heat maps and table below.

## OUR 2019 MATERIAL RISKS IMPACTING VALUE

The principal risks that we have prioritised this year as having a material impact on Oceana's ability to create value are described below.

## ROLE OF THE BOARD AND RISK COMMITTEE

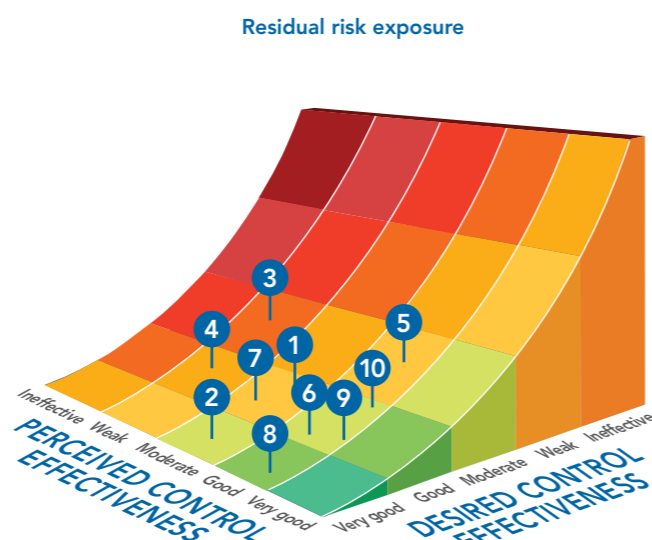
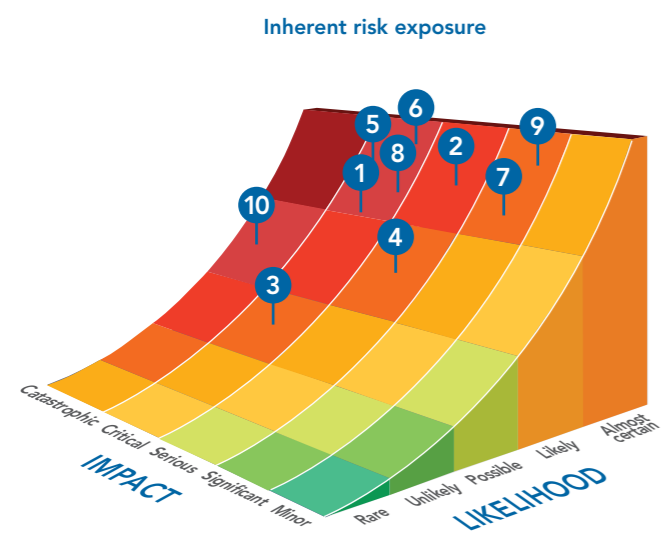
The Board provides oversight over Oceana's risk framework, policies and processes. While it delegates these matters to the Risk Committee it remains ultimately responsible for the development and implementation of the risk management strategy and plan. Annually, the Board formally assesses the effectiveness of Oceana's risk management process.

The Oceana Group Risk Management Policy and Framework aims to provide stakeholders with the assurance that all material risks across the Group have been properly identified, assessed, mitigated, tolerated and monitored. The Board reviewed proposed criteria with respect to the potential impact of evaluating a risk in terms of risk tolerance and appetite. The Committee identifies and assesses risks by taking note of global, local and sectoral and company specific risk factors and trends.

The Board is satisfied that the Group's risk management processes are effective.

| 2019 | Material risk                                | 2018 |
|------|--|------|
| 1    | Resource availability and ability to harvest | 1    |
| 2    | Cash flow management                         | 8    |
| 3    | Reallocation of fishing rights               |      |
| 4    | Market volatility                            | 3    |
| 5    | Portfolio imbalance                          | 4    |

| 2019 | Material risk                             | 2018 |
|------|---|------|
| 6    | Inability to acquire fishing rights in SA | 7    |
| 7    | Scarcity of critical skills               | 10   |
| 8    | Food safety                               | 5    |
| 9    | Business interruption/industrial action   | 6    |
| 10   | Legislative non-compliance                | 9    |



| RANKING | RISK CONTEXT  | IMPACT ON VALUE  | RISK MITIGATION ACTIONS  |
|---------|---|--|--|
| 1       | <b>RESOURCE AVAILABILITY AND ABILITY TO HARVEST</b> | <ul style="list-style-type: none"> <li>Loss of revenue and increased marginal costs reducing profitability</li> <li>Under-utilisation of assets (factories/vessels)</li> <li>Closure of operations with resulting socio-economic impacts</li> <li>Reduced market share</li> <li>Loss of jobs (socio-economic impact in coastal towns)</li> </ul> | <ul style="list-style-type: none"> <li>Participate in and exert a positive influence on resource management initiatives with industry, government and scientific working groups in SA and Namibia</li> <li>Comply with regulations and responsible fishing practices</li> <li>Utilise own resources to support scientific surveys and provide input to government</li> <li>Diversify targeted species</li> </ul>   |
| 2       | <b>CASH FLOW MANAGEMENT</b>                         | <ul style="list-style-type: none"> <li>Liquidity strain</li> <li>Financial loss</li> <li>Inability to meet financial debt covenants or repay interest and capital on term loans</li> <li>Delayed creditor payments</li> </ul>  | <ul style="list-style-type: none"> <li>Formalise cash flow process and insight into future requirements</li> <li>Rigorously review capital and major maintenance expenditures</li> <li>Negotiate extended payment terms with material frozen fish suppliers</li> <li>Enforce terms timeously with regard to collection of debtors</li> </ul>   |
| 3       | <b>REALLOCATION OF FISHING RIGHTS</b>               | <ul style="list-style-type: none"> <li>Increased dependency on JV and 3rd party supplier arrangements</li> <li>Higher costs of contracted quota</li> <li>Reduced throughput at factories leading to job losses</li> <li>Under-utilisation of assets (factories/vessels)</li> </ul>   | <ul style="list-style-type: none"> <li>Restructured our Namibian operations to facilitate the Namibianisation requirement</li> <li>Monitor policy and legislative changes, and engage actively with authorities on the policy and legislative framework</li> <li>Comply with all relevant legislation and retain credible empowerment and localisation credentials</li> <li>Engage with government and communities to partner with community co-operatives</li> <li>Be the market leader in production quality and efficiency thereby ensuring the most attractive value proposition to new quota holders</li> </ul> |
| 4       | <b>MARKET VOLATILITY</b>                            | <ul style="list-style-type: none"> <li>International market movements</li> <li>Over-leveraged balance sheet</li> <li>Weakening ZAR impacts USD imports of frozen and raw fish</li> <li>Impact of US/China tariffs on imports to China.</li> <li>Sensitivity of fishmeal and oil price to global supply and demand dynamics</li> </ul>            | <ul style="list-style-type: none"> <li>Execute hedging policy</li> <li>Natural business hedge, with both imports and exports</li> <li>Fixed interest rate and interest rate cap</li> <li>Strict repayment of debt and covenant compliance</li> </ul>   |
| 5       | <b>PORTFOLIO IMBALANCE</b>                          | <ul style="list-style-type: none"> <li>Concentration of earnings in a particular unit exposes the Group to greater earnings volatility</li> <li>Increased volatility of earnings</li> </ul>  | <ul style="list-style-type: none"> <li>Business strategy focused on growth and diversification of portfolio</li> <li>Acquisition of Daybrook</li> <li>Business expansion into aquaculture</li> </ul>   |



## MANAGING OUR MATERIAL RISKS (CONTINUED)

| RANKING  | RISK CONTEXT   | IMPACT ON VALUE   | RISK MITIGATION ACTIONS   |
|--|--|---|---|
| 6<br>INABILITY TO ACQUIRE FISHING RIGHTS IN SA | <ul style="list-style-type: none"> <li>Uncertain policies on reallocation/extension of rights</li> <li>Transfer of fishing rights policy requirements not aligned with B-BBEE Act and Codes of Good Practice</li> <li>Perception by regulators and interested parties of Oceana's market dominance</li> <li>Incorrect perception that Oceana may divest from Southern Africa</li> <li>Possible negative impact of implementation of new Codes</li> </ul> | <ul style="list-style-type: none"> <li>Lack of substantial growth within SA fishing industry</li> <li>Stagnation of business</li> <li>Reduced ability to generate and share value</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain active engagement with SA authorities to ensure appropriate alignment on transformation policy</li> <li>Maintain and develop new JV and supply partnerships to increase volumes</li> <li>Implement proactive strategy demonstrating transformation efforts, responsible fishing, percentage rights holdings per sector and conversion into value</li> <li>Diversify operations and expand into aquaculture</li> </ul> |
| 7<br>SCARCITY OF CRITICAL SKILLS               | <ul style="list-style-type: none"> <li>Inadequate pipeline of skills to lead new business opportunities, support current business operation, or replace retiring personnel</li> <li>Challenges in attracting, developing and retaining best talent</li> </ul>  | <ul style="list-style-type: none"> <li>Inability to sustain current business model and growth strategy</li> <li>Impact on employment equity targets</li> <li>Inability to fill key positions</li> </ul>   | <ul style="list-style-type: none"> <li>Put policies and guidelines in place for talent and recruitment management, remuneration, skills development and succession planning</li> <li>Identify opportunity to establish a vehicle to develop required skills for the fishing industry through collaboration with industry and all relevant stakeholders</li> </ul>   |
| 8<br>FOOD SAFETY                               | <ul style="list-style-type: none"> <li>Potential deviation from quality or safety standards with own or third-party (local and foreign) producers and suppliers</li> <li>Mismanagement of non-conforming product by traders</li> <li>Increase in counterfeit product</li> <li>Potential sabotage</li> <li>Possible negative publicity including through social media</li> </ul>  | <ul style="list-style-type: none"> <li>Illness of consumer</li> <li>Damage to brand and reputation</li> <li>Loss of market share</li> <li>Product recall and liability claims</li> <li>Negative impact on insurance renewal terms, rates and policy limits</li> </ul>   | <ul style="list-style-type: none"> <li>Internal technical department and third-party auditors to ensure compliance with standards</li> <li>Product recall processes and insurance cover in place</li> <li>Adhered to best practices hygiene and quality standards, with HACCP accreditation</li> <li>Introduced FS22000</li> <li>Proactive media engagement strategy in place</li> </ul>  |
| 9<br>BUSINESS INTERRUPTION/ INDUSTRIAL ACTION  | <ul style="list-style-type: none"> <li>Disruption at own facilities and vessels as a result of: technical breakdown, utilities failure, fire or flooding, political or labour unrest, interruption in IT systems, electrical disruption; inconsistent water pressure/supply</li> <li>Inability to settle wage negotiations in unionised environment</li> </ul>   | <ul style="list-style-type: none"> <li>Inability to continue operations, resulting in loss of market share and brand</li> <li>Increase in processing costs and reduced profits</li> <li>Under-utilisation of labour/ loss of earnings</li> <li>Possible loss of JV &amp; supply partners over the long run</li> <li>Damage to staff and employee relationships</li> </ul> | <ul style="list-style-type: none"> <li>Business interruption insurance in place</li> <li>Business continuity process complete and in place</li> <li>Power outage, maintenance and site safety procedures in place and audited</li> <li>Standard operating procedures in the event of labour unrest in place</li> <li>Communications strategy (internal/ external) in place</li> <li>IT disaster recovery plan in place</li> </ul>                                     |
| 10<br>LEGISLATIVE NON-COMPLIANCE               | <ul style="list-style-type: none"> <li>Need to maintain systems and skills to track, interpret and ensure effective compliance with often-changing legislative requirements in a highly regulated industry</li> </ul>  | <ul style="list-style-type: none"> <li>Damage to the brand</li> <li>Fines and penalties</li> <li>Administrative cost of implementation</li> <li>Loss of current and future fishing rights</li> </ul>  | <ul style="list-style-type: none"> <li>Comprehensive legislative compliance, monitoring, training and auditing systems in place</li> <li>Ongoing engagement with regulators directly and through industry associations</li> </ul>   |

## Positively impacting lives

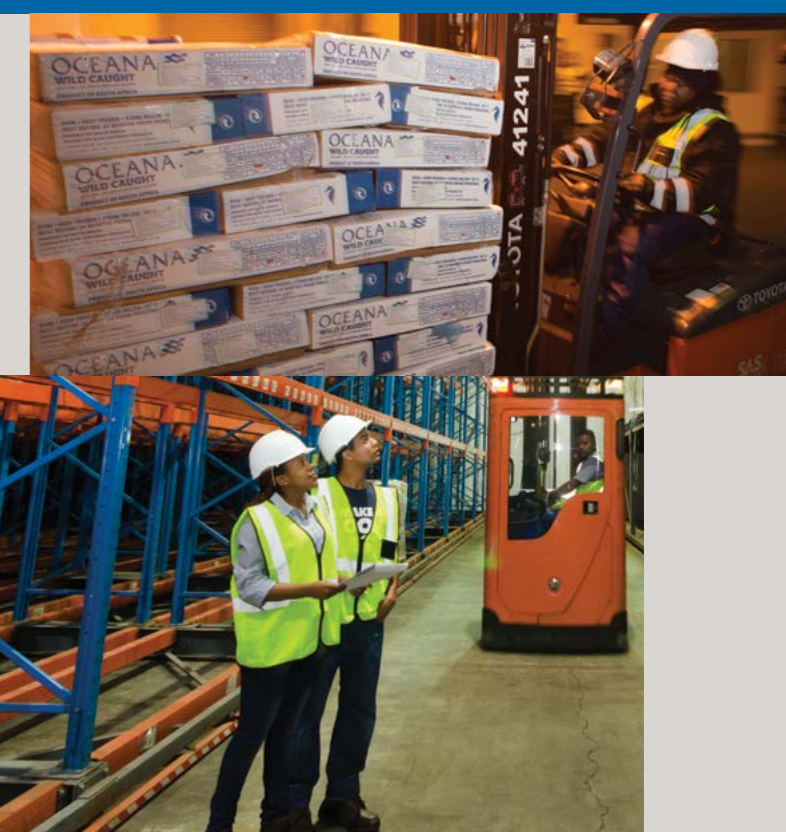
**Buzelwa Mqeni**  
Commercial Cold Storage

Empowering our people means providing job security, satisfaction, recognition and opportunities for skills and career development; it is also about enabling our employees to grow with the company and share the value created through their hard work. One of our most meaningful initiatives for delivering genuine social value from our fishing activities is the Oceana Empowerment Trust.



A beneficiary of the Oceana Empowerment Trust, Buzelwa Mqeni beams with pride when recalling how the awarding of shares and the subsequent payout changed her life. Staying in a shack in Gugulethu which she called "Gxagxa", meaning "when it's raining water gets inside", Buzelwa, was hopeful that someday life would change for her and her young family but didn't know how this would ever happen. Unbeknownst to her, the wheels of change were already in motion after she was awarded shares by Oceana in 2006. The subsequent payout in April 2014 provided the lifeline Buzelwa needed and she was able to not only buy herself and her family a four-bedroomed house but also buy them hope and opportunity for a better, brighter future.

The Oceana Empowerment Trust continues to be a point of great pride for the Group as it transforms the lives of previously disadvantaged employees who have now become financially empowered as authentic stakeholders in South Africa's formal economy.





# DELIVERING ON OUR STRATEGY

In 2018, Oceana reviewed its strategy for long-term growth. The executive team and the Board participated in an open strategy process that adopted a 'bottom-up' approach aimed at encouraging active discussion and input from the different divisions, reviewing recent performance and principal risks. Through this process the company identified, and the Board approved, key strategic imperatives for the next five years. Exco and senior leadership strategy discussions led to the development of a compelling growth agenda that targets 19% CAGR on earnings from 2019 to 2023. These sessions explored strategic growth opportunities and enabled ownership of the business objectives and alignment of targets. Most importantly, it created excitement about the unified approach and having a single agenda and mission. It achieved consensus relating to our ability to deliver on this ambition and the phased approach in which to achieve it.

We conducted a performance review of 2019, the first year in the five-year plan, as well as conducted analysis on:

- The environment of the business including a global perspective, South Africa and the US
- Fish protein trends
- Investor perspectives
- Competitor analysis
- Emerging issues and key focus areas for Oceana

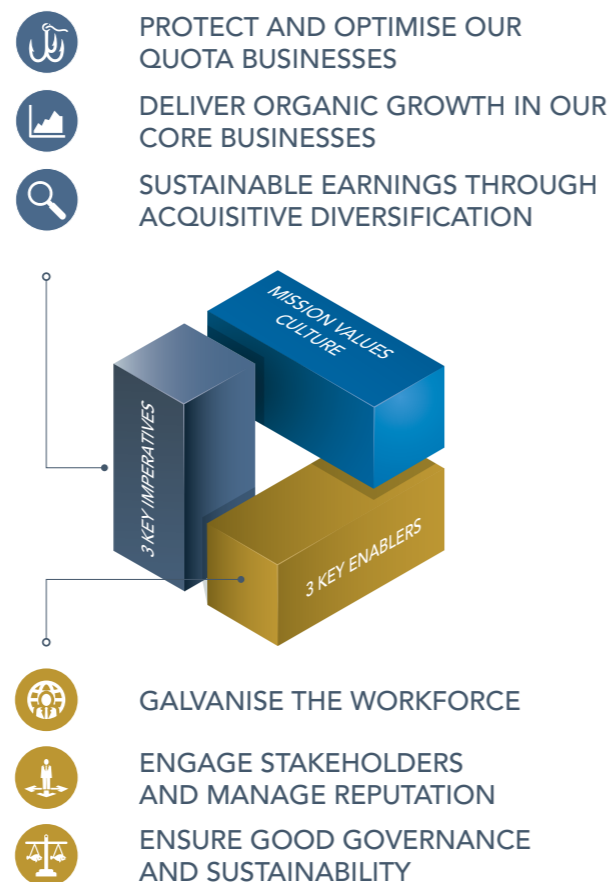
Our updated strategy builds on our long-standing objectives to generate sustained financial returns, drive transformation and localisation, optimise our operations, lead in the stewardship of marine resources, and build trusted relationships. We have clarified these into three strategic imperatives:

- Protect and optimise our quota businesses
- Deliver organic growth in our core businesses
- Deliver sustainable and consistent earnings growth through diversification.

To achieve these imperatives, we depend on three key enablers:

- A galvanised workforce
- Positive stakeholder engagement and reputation management
- Strong governance and sustainable practices.

We set out below our strategic imperatives and enablers, following thereafter are our 24 value creation targets that continue to drive our long-term strategy.



| STRATEGIC IMPERATIVES                                 | VALUE CREATION TARGETS   |
|---|--|
| <p> Protect and optimise our quota businesses</p>     | <ul style="list-style-type: none"> <li>• Protect the African quota-reliant businesses through transformation and localisation credentials</li> <li>• Achieve at a minimum an independently accredited B-BBEE level 2 rating in South Africa</li> <li>• Continue to invest in skills development and job security in the countries in which we operate</li> </ul>   |
| <p> Deliver organic growth in our core businesses</p> | <ul style="list-style-type: none"> <li>• Grow pilchard consumption within the total protein category</li> <li>• Explore alternative markets for canned fish by leveraging the Lucky Star brand</li> <li>• Deliver on product innovation and service offerings across divisions</li> <li>• Improve raw material utilisation of canned food and fishmeal production</li> <li>• Increase fishmeal volumes by enhancing the production process and investing in facilities improvement</li> <li>• Enhance harvested volumes by improving fleet capacity and availability</li> <li>• Leverage the skill set of US and SA teams to maximise shared knowledge</li> <li>• Enhance and leverage the benefits extracted from Group procurement and centralisation of services and a newly implemented enterprise resource planning system</li> </ul> |
| <p> Sustainable earnings through diversification</p>  | <ul style="list-style-type: none"> <li>• Reduce earnings volatility by continuing to seek opportunities to increase geographic and species diversification</li> <li>• Reduce gearing levels to support an acquisition strategy</li> </ul>  |
| STRATEGIC ENABLERS                                    | VALUE CREATION TARGETS   |
| <p> Galvanise the workforce</p>                       | <ul style="list-style-type: none"> <li>• Implement a talent management process to support succession planning and improve the skills level in our organisation</li> <li>• Deliver programmes to nurture a healthy organisation</li> </ul>  |
| <p> Engage stakeholders and manage reputation</p>     | <ul style="list-style-type: none"> <li>• Encourage proactive engagement with key stakeholders and decision-makers</li> <li>• Play a positive role in the determination of policy for issuing of fishing quotas in South Africa and Namibia</li> </ul>  |
| <p> Ensure good governance and sustainability</p>     | <ul style="list-style-type: none"> <li>• Fully comply with laws and regulation of all countries where we harvest and transact</li> <li>• Adhere to strict food safety standards</li> <li>• Monitor, manage and mitigate the Group's impact on the environment</li> <li>• Continue to engage with regulators, scientists and other stakeholders to promote responsible fisheries management across species</li> <li>• Manage odour and stack emissions through continued audits and engagement with communities</li> <li>• Reduce the usage of potable water through desalination initiatives</li> <li>• Drive energy efficiency and reduce atmospheric emissions</li> </ul>  |



## LOOKING TO THE LONG TERM

### Interview with the CEO



**Q. Last year Oceana celebrated its centenary, a significant achievement for a South African listed company. What is your vision for the next five to ten years, and your sense of Oceana's potential to create value for the longer term?**

I believe that Oceana's success in delivering value growth over the last 100 years reflects various core attributes: the company's ability to respond quickly to changing market expectations and fishing cycles, our willingness to take considered risks, our fiscal discipline and robust governance processes, and our long-standing commitment to sharing the value we create by monetising an important renewable resource, underpinned by the quality and ethos of our people. These are the same attributes that have shaped our long-term outlook, which defines our vision for the next five years, and that I believe will ensure Oceana's continued success. Given these attributes, I am very confident that Oceana will be here for the long term, and that we will be positively impacting lives for at least another 100 years, providing jobs, infrastructure, taxes and dividends, contributing to food security through the provision of affordable protein, and working with others to maintain the health of the fish stocks on which we depend.

**Q. The state of the world's ocean basins have been getting significant attention recently, with concerns raised regarding over-fishing, pollution and the impacts of climate change. What is Oceana's view on these issues and how is it positioning itself?**

As a fishing company we have experienced first hand the very real impacts of changing weather patterns, be it through the delayed winter season in South Africa, or this year's record-high outflow of fresh water from the Mississippi river, both of which impacted catch-rates. We are also very conscious of the need to ensure the sustainable harvesting of fishing resources, and to protect the nutritional value and quality of our products, as these are at the foundation of our business.

It is important to recognise the valuable role that is being played by scientists, policy makers, regulators and fishing companies to ensure the long-term viability of global fish stocks. There are certainly challenges in some countries where there is inadequate enforcement, and with certain species (such as West Coast rock lobster) where there are low barriers to entry, making enforcement more difficult. But I am confident that the combination of sound science, strong enforcement and responsible fishing practice will ensure the long-term viability of those species that we are targeting in the well-managed fisheries in which we have our fleets.

Regarding lobster, which remains an exception due to the high levels of poaching, we are continuing to engage actively with representatives from government, WWF-SA and relevant sector associations to find a workable solution to curtail illegal poaching, ensuring that an effective fisheries improvement project is in place, and finding a viable solution that provides for the needs of those who depend on the resource.

Fish is one of the healthiest protein sources, and when managed in an environmentally sensitive manner, I believe that it is also one of the most sustainable proteins available. Given the rapidly growing population in Africa and increasing affluence in Asia, we anticipate significant sustained demand for affordable, high-quality protein, and we believe that sustainably harvested wild catch, coupled with aquaculture, will play a critically important role in meeting that demand. Although we recognise that there are some challenges with traditional aquaculture practices – with securing sufficient access to space already a limitation in major producing countries such as Norway and China – we are seeing exciting innovations in alternative farming methods, such as closed-water recirculating aquaculture systems. These have the potential to significantly change current aquaculture practices and ensure their viability in the context of sustained consumer demand.

Looking to the longer term, I expect that Oceana will still be materially invested in wild-harvest fish stocks, focusing on well-managed geographies, but that this will be coupled with the securement of significant growth prospects in acquired aquaculture businesses. We recognise that consumers will increasingly want to know where a fish comes from, and be assured that it's healthy and safe, and I am confident that this is what we can guarantee, both from our sustainably harvested wild stocks, and from our responsibly farmed fish.

**Q. Serving a social purpose has always been a part of Oceana's culture, but it seems that this has become even more important for the company and is now firmly embedded in Oceana's culture statement. What has been the inspiration behind this?**

It's fair to say that Oceana has long had a strong social purpose, and that the company's success is based on the recognition that its ability to create value for itself is fundamentally linked to the value it creates for its stakeholders, society and the broader environment. After being one of the very first companies in South Africa to transform its ownership structure through an ambitious empowerment transaction in 1994, Oceana has continued to make a meaningful contribution to promoting socio-economic transformation, through our activities in protecting and promoting jobs, investing in infrastructure and social initiatives in our host communities, and our pioneering employee trusts in South Africa and Namibia.

Recently there has been a heightened and more widespread recognition of the need for 'purpose-driven' companies to challenge the traditional focus on short-term profit maximisation in favour of delivering broader societal value. I am very keen to see this purpose-driven ethos strongly embedded across the company, embraced and led by the management team and informing the decisions that we take, ensuring that Oceana plays an active leadership role in addressing some of the significant social and environmental challenges that we face. While there is a growing social consciousness across the corporate sector, this is certainly not widespread and there is a huge amount that needs to be done to encourage companies to play a more active social role. It is in our collective interest to become active corporate citizens; in many instances this is going to require a significant shift in thinking.

**Q. What specific steps is Oceana taking to develop and embed this purpose-driven ethos?**

In May this year, we initiated an organisational change process involving leadership across all bands in a process of reviewing and defining the organisational culture needed to embed our agreed core purpose of "positively impacting lives". We have integrated this process into an accelerated leadership development programme that we have custom designed in collaboration with the Gordon Institute of Business Science (GIBS).

The programme – which involves senior managers from divisional Exco, as well as key individuals identified as part of the talent pipeline – aims to enhance leadership capabilities by enabling the development of strategic, adaptive and future fit skills. The leadership development programme has been accompanied by an internal communication and engagement plan that includes a series of CEO roadshows, an open CEO breakfast and Q&A session every month, and various processes aimed at encouraging broader engagement and improved communication between management and our operations. Through these initiatives I am seeing very encouraging levels of engagement and commitment to our purpose-led ethos.

**Q. How do you see Oceana delivering on this social purpose, driving transformation across the commercial fishing industry in South Africa, and promoting inclusive growth?**

The commercial fishing industry can play a hugely significant role in unlocking economic development in South Africa, by realising the substantial opportunities for inclusive growth and employment across the fishing value chain. While large portions of the commercial fishing industry are already well transformed from an ownership perspective, there remains the potential to do more to enhance broader transformation and empowerment by developing the small-scale fishing sector, and enhancing skills in such areas as engineering, marine science, vessel crews, food safety and the supply of vessels and equipment.

The old adage 'teach a man to fish and you feed him for a lifetime' is not on its own enough. We need also to empower people, to facilitate access to the right fishing tools and the right markets to sell their fish, and to foster the right business skills to empower them to derive the optimum benefits. Unfortunately, the fishing sector has always been the poor relation when it comes to skills development and training in the maritime industry, with plenty of private training centres for commercial shipping, cruise liners, and oil and gas facilities, but nothing of substance for the fishing industry.

We have sought to address this through our multi-million Rand investment in establishing the Oceana Maritime Academy in Hout Bay which focuses specifically on nurturing skills for seagoing crew members, engineers, fish processors, and business administrators. Most importantly, we are collaborating with DEFF to support more than two thousand small-scale fishers in the Western Cape through practical training and support in establishing cooperatives and running successful businesses. I am particularly excited by this initiative, which I believe will make a significant contribution in driving transformation, unlocking economic development, promoting food and job security, and delivering on our purpose.

# PERFORMANCE REVIEW – STRATEGIC IMPERATIVES

## SI 1: Protect and optimise our quota businesses

Driving inclusive development in our core areas of operation is a strategic imperative that has a direct impact on our ability to retain and grow our commercial fishing rights.

### VALUE CREATION TARGETS

- Protect the African quota-reliant businesses through transformation and localisation credentials
- Achieve at a minimum an independently accredited B-BBEE level 2 rating in South Africa
- Continue to invest in skills development and job security in the countries in which we operate

Oceana has consistently been recognised for its commitment, vision and leadership in promoting broad-based transformation in South Africa, and localisation in Namibia. Demonstrating this leadership is not only a fundamental part of our core purpose, but is also crucial to our ability to secure long-term fishing rights. Ensuring visible and meaningful transformation that is aligned with the government's latest expectations has taken on added significance with most of our current rights allocations in South Africa up for renewal at the end of 2021.

### PROMOTING TRANSFORMATION IN SOUTH AFRICA

This year there was a significant shift in the South African transformation landscape with the amendments to the revised B-BBEE Codes of Good Practice gazetted on 31 May 2019, introducing new principles, calculations, and more stringent measurement requirements for the Skills Development and Enterprise and Supplier Development.

### Our 2019 performance:

- Achieved a level 1 B-BBEE rating, with a score of 103.06 points out of 109.
- Maintained a recognition level of 135% for procurement in terms of the DTI's B-BBEE Scorecard.
- Achieved the maximum points at both Board member and executive director levels, and we continue to make reasonable progress in transforming our senior, middle and junior managerial ranks; female representation in our South African workforce is 44.9%, of whom 40.8% are black.
- Continued to invest in developing our employees against the backdrop of the scarcity of skills in our sector, investing R28.5 million in training black employees this year. We continued to support youth development through our learnerships for unemployed youth and placed 155 unemployed learners between the ages of 18-35 on our learnership, apprenticeship and internship programmes.
- Distributed 1.12% of the Group's net profit after tax in South Africa to beneficiaries that have a black base of at least 75%.
- 92.64% of total measured procurement spend was with B-BBEE-compliant suppliers.
- Continued to support small-scale fishers through joint ventures with smaller fishing companies and suppliers. A requirement of the revised codes is that the beneficiary has to be either an exempt micro-enterprise (EME) or a qualifying small enterprise (QSE) that is 51% or more black-owned.
- Made significant progress on the infrastructure planning and strategy of the Oceana Maritime Training Academy this year, which will contribute significantly to skills development in the sector, especially for small-scale fishers (see page 51).
- Ranked the most-empowered food producer on the JSE, in the top 8 in terms of ownership and in the top 10 in terms of management control.

A summary review of our performance against the full scorecard is provided in our online Sustainability Report.



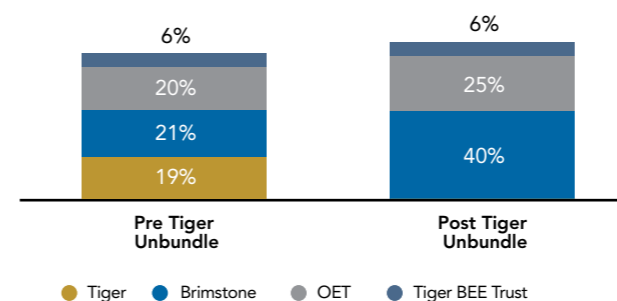
### OWNERSHIP

Tiger Brands announced late last year that it would unbundle its 42.1% stake in Oceana. This was concluded on 25 April 2019, significantly improving Oceana's free float and shareholder base. During the year Brimstone increased its shareholding from 17% to 24%.

Post the Tiger unbundle and increased Brimstone shareholding, our effective black ownership has increased from 66% to 72%, making Oceana the most empowered food producer on the JSE.

The Oceana Empowerment Trust (OET), the largest 100% black-owned fishing entity in South Africa in terms of ownership value, has a 10% shareholding in Oceana with a market value of R928 million. As of September 2019, 2 447 beneficiaries have received over R400 million through the Trust, allowing them to become financially empowered active participants in South Africa's formal economy. This year, the beneficiaries received a monetary dividend pay-out of R28 million.

### Black ownership



### MITIGATING RISKS FROM FRAP 2021

B-BBEE ownership is an important factor in the 2021 fishing rights allocation process, where hake deep-sea trawl, squid, South Coast rock lobster, and small pelagic rights will be up for renewal and reallocation. We believe Oceana's current black ownership of 72% holds us in a strong position. Of the total fish that we trade, only 14% is subject to rights renewal, indicating that the risk of renewal to our overall business is not high.

### ENGAGING WITH THE NAMIBIAN GOVERNMENT ON LOCALISATION

We have restructured our Namibian fishing businesses to ensure that we meet the requirements of the Namibian Equitable Economic Empowerment Framework (NEEEF). Erongo Marine Enterprises delivered the first dividends to its broad-based economic empowerment scheme, the Harambee Trust, for permanent Namibian workers in April 2019. We are looking to extend this Trust to our Namibian cold storage business.

### LOOKING AHEAD TO 2020

We will:

- Retain level 1 B-BBEE rating
- Develop meaningful partnership with government to support small-scale fishers and National Development Plan imperatives (strategic enabler #2 on page 47)
- Build strong communication plan with key role players in government, industry, labour, business coalitions, political parties and parliament (strategic enabler #2 on page 47)
- Broaden the Namibian Empowerment scheme which will benefit 128 Namibian employees



## PERFORMANCE REVIEW – STRATEGIC IMPERATIVES

### SI 2: Deliver organic growth in our core businesses

We are exploring opportunities to achieve organic growth in the company's core businesses.

#### VALUE CREATION TARGETS

- Grow pilchard consumption within the total protein category
- Explore alternative markets for canned food by leveraging the Lucky Star brand
- Deliver on product innovation and service offerings across divisions
- Improve raw material utilisation of canned food and fishmeal production
- Increase fishmeal volumes by enhancing the production process and investing in facilities improvement
- Enhance harvested volumes by improving fleet capacity and availability
- Leverage the skill set of US and SA teams to maximise shared knowledge
- Enhance and leverage the benefits extracted from Group procurement and centralisation of services and a newly implemented enterprise resource planning system

Fundamentals remained positive this year across all the businesses with strong consumer demand. Aside from West-Coast rock lobster and pilchards in South Africa and Namibia, the biomass of our target species remained robust. Growth this year was driven fundamentally by canned fish, fishmeal and fish oil.

There were significant changes across the divisional executive leadership team this year, including Daybrook, Lucky Star and CCS, bringing a level of excitement and seamless integration into the businesses. Following is a brief overview of our delivery on this strategic imperative in the current year, as well as an overview of our divisional strategies to 2023. Additional detail on the performance across our divisions is provided on page 78.

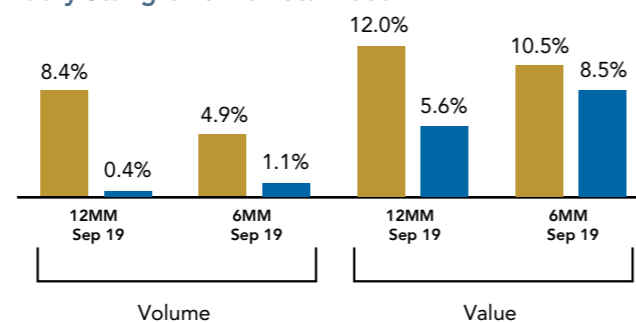
#### CANNED FOODS

While reduced consumer spend generally constrained product sales, this was offset by product uptake of Lucky Star. Strategic areas of focus driving volume growth included:

- investment in frozen fish, thereby ensuring continuous supply to our customer base, 2) maintaining the relative affordability of the product through below inflation-linked price increase and 3) showcasing the versatility of canned pilchards, thereby increasing the household meal occasions. Lucke Star achieved meaningful growth relative to other Total food categories. In our canneries, we achieved our daily-throughput KPI through investment in additional thawing capacity, as well as reconfiguring the process lines and entrenching the efficiency improvements made in the prior year.

We are confident in our ability to continue to source raw materials from waters where there is an abundance of pelagic fish or pilchards.

#### Lucky Star growth vs Total Food



#### Our 2019 performance:

- Achieved over 8% volume growth in the context of a tough South African environment
- Delivered production efficiencies enabled by access to our cold storage facilities
- Increased daily throughputs from 11 000 to 13 000 cartons (20% increase)
- Maintained affordability, marketing and sales with consistent messaging to consumers on product attributes: health, convenience and versatility
- Successfully established in a new protein category

#### LOOKING AHEAD TO 2023

**Lucky Star brand** will drive above-market growth through:

- Increasing pilchard consumption per household
- Driving other canned fish volumes
- Growing share in Western Cape

We will identify new growth opportunities through:

- Exploring opportunities to leverage the brand and distribution network to other canned products
- Expanding geographies for canned fish

**Lucky Star cannery** will optimise and create efficiencies through:

- Increasing throughputs, reduce waste and flexible labour costs
- Maximising fresh pilchards supply

We will identify new growth and innovation opportunities through:

- Developing capability to process scale-on fish and to increase small-packs volumes
- Maximising capacity utilisation and driving canned fish volumes

#### FISHMEAL AND FISH OIL

Adverse weather and catchability significantly impacted landings this year in both our US and African fishmeal and fish oil operations, delaying the season, yet biomass remained healthy.

#### Our 2019 performance:

- New food and feed safety standard identified and gap analysis completed; the energy and cohesion around this, driven by leadership, has been very positive
- Recovery of landings in the US, from an initial slow start to the season
- 20% reduction in landings in South Africa; Angola operation mothballed

#### LOOKING AHEAD TO 2023

In the US, **Daybrook** will drive volumes through:

- Improving landings with Westbank Fishing
- Step-changing plant capacity and throughput
- Entrenching and growing pet food market share

We will identify new growth opportunities through:

- Producing material uptick in meal protein and oil quality levels
- Supplementing supply with alternative species
- Obtaining MSC certification

In **South Africa**, we will optimise harvesting and processing through:

- Improving margin by right sizing the fleet and quality enhancement
- Increasing throughput by removing bottlenecks and increasing plant uptime
- Identifying innovation opportunities in production process

We will identify new growth opportunities through:

- Securing additional quota via joint ventures with SMEs
- Targeting an increase in production capacity

#### BCP

For horse mackerel, our decision to stay in Namibia and develop new partnerships has paid dividends and we are continuing to evolve and explore additional partnership opportunities. In South Africa, the *Desert Diamond* performed well during the first half of the year, but struggled to maintain its momentum through the second half. As a sector it will remain strong in terms of demand for the product. In terms of hake we delivered 18% growth this year.

#### Our 2019 performance:

- After an initial delay due to winter weather, hake landings were good
- Demand for product has been significant with hake pricing improving by 11%
- Horse mackerel catches in South Africa started the year off well, but changed during winter
- Improved horse mackerel catches in Namibia
- Harvested our full allocation of own and contracted quota of West and South-Coast rock lobster (WCRL and SCRL)
- Squid catches normalised after successive years of strong results

#### LOOKING AHEAD TO 2023

For **South African** operations, we will protect and optimise through:

- Being the most efficient and preferred operator in all species
- Positively contributing toward the determination of the FRAP 2021 policy
- Influencing FRAP to minimise quota reduction in hake, SCRL and squid

We will identify new growth opportunities through:

- Reviewing our vessel ownership structure in line with FRAP policy guidelines
- Securing additional tonnage post FRAP to form new partnerships
- Exploring potential for new hake markets such as China

For **Namibian horse mackerel**, we will protect and optimise through:

- Implementing new structures to meet rights renewal objectives of the government
- Being the most efficient and preferred operator in Namibia
- Meeting all government objectives, specifically land-based value-added processing

## SI 2: Deliver organic growth in our core businesses *(continued)*

### BCP *(continued)*

#### LOOKING AHEAD TO 2023 *(continued)*

We will identify new growth opportunities through:

- Exploring new partnerships to expand capacity and secure additional tonnage
- Attracting rights holders via our land-based value-added processing option
- Establishing synergies between Erongo, CCS, Walvis Bay and Etosha

For **lobster and squid**, we will protect and optimise by:

- Creating a fully variable operating model for WCRL
- Formulating new vessel initiatives and a new anchor system for squid

We will identify new growth opportunities through:

- Engaging government to discuss the role Oceana can play in the development of the WCRL sector for small-scale fishers
- Formulating new vessel initiatives and new catching platforms for squid

### CCS

Coastal areas performed well this year, but excess capacity in Gauteng remained a challenge. The strategy this year was to stabilise the Gauteng region, which has been facing disappointing occupancy levels for a number of years.

#### Our 2019 performance:

- ✓ Occupancy levels were lower than planned, but still very good compared to others in the market
- ✓ Cape Town and Durban facilities enjoyed a fourth successive year of occupancy levels above 85%

#### LOOKING AHEAD TO 2023

We will stabilise and enhance through:

- Securing a Namibian lease
- Returning Gauteng to profitability
- Selling the 'lost' Durban lease and retaining presence via a sub-lease

We will identify value realisation through:

- Optimising existing site capacity in the Western Cape and Walvis Bay
- Resolving current IT issues and improving customer integration
- Considering sale with no risk to the Oceana frozen fish supply chain

## PERFORMANCE REVIEW – STRATEGIC IMPERATIVES

### SI 3: Sustainable earnings through diversification

To supplement organic growth with strategic growth opportunities in aquaculture and vertically integrated fishing businesses, which help enhance earnings, increase diversification and reduce portfolio imbalance.

#### VALUE CREATION TARGETS

- Reduce earnings volatility by continuing to seek opportunities to increase geographic and species diversification
- Reduce gearing levels to support an acquisition strategy

Our acquisition of Daybrook in 2015 was a significant achievement for Oceana, increasing both earnings and diversification. We continue to search for opportunities in the aquaculture space, while simultaneously identifying strategic targets in the wild capture landscape in South Africa and globally.

#### Our 2019 performance:

- ✓ Identified strategic targets in the wild capture sector globally
- ✓ Defined approach and investment criteria for aquaculture related investments
- ✓ Explored two large businesses around a shareholding partnership in whitefish

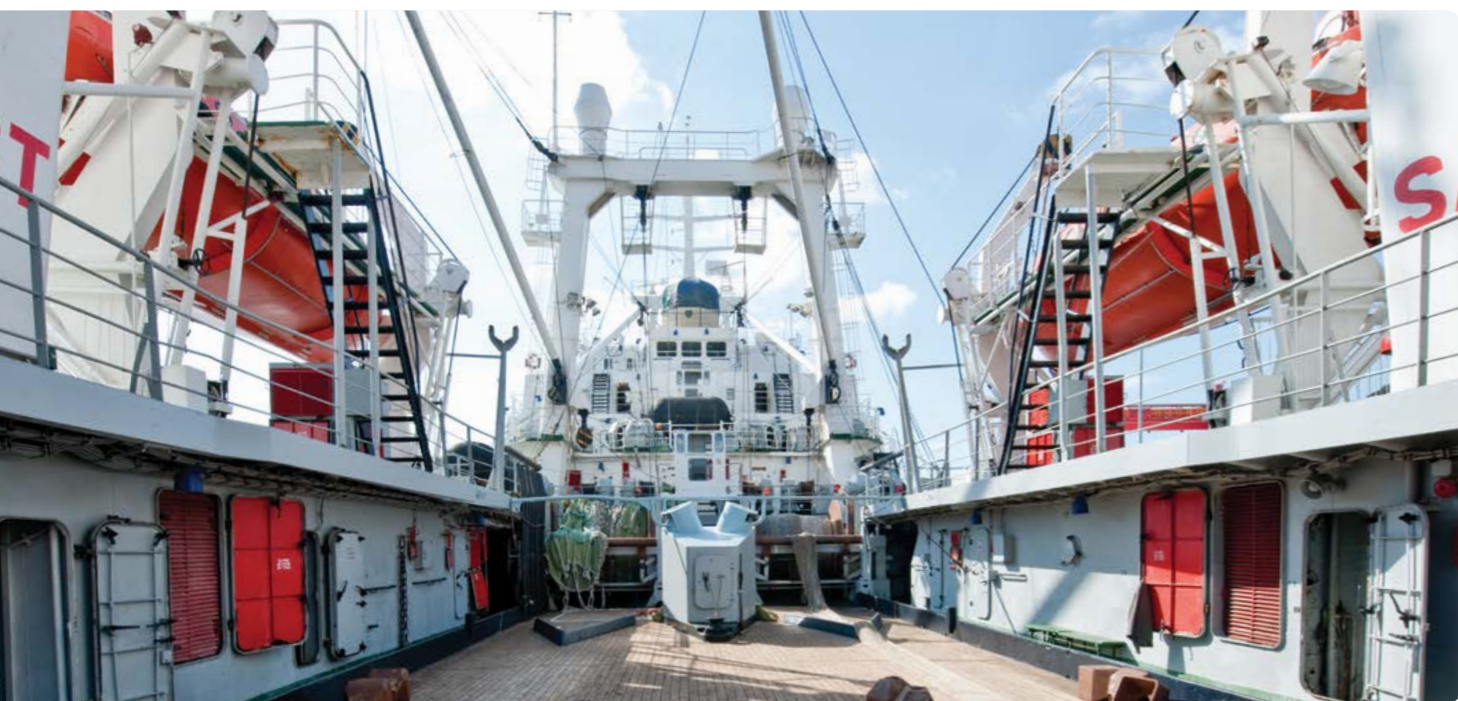
#### LOOKING AHEAD TO 2020

We will:

- Continue to identify strategic targets in the wild capture sector in South Africa and globally
- Continue to explore opportunities in aquaculture acquisition with focus on acquiring the expertise needed and sufficient volume/opportunities to scale

Wild capture production has remained static for the last three decades and this trend is expected to continue. Any growth in total fish production will be driven entirely by aquaculture production, which is expected to overtake total capture fisheries in 2020. A drive towards aquaculture remains part of our core strategy to increase our geographic and species diversification. We aim to achieve this through:

- Continuing to explore various long-term acquisition opportunities across different fish species, geographies, farming types, and consumer and market segments
- Expanding on the newly created Business Development EXCO role, supported by a team of experts, including an aquaculture expert, to advise on geographies, species, markets and business models
- Exploring funding options which support a growth model, including engagement with major shareholders





# PERFORMANCE REVIEW – STRATEGIC ENABLERS

## SE 1: Galvanise the workforce

To nurture a healthy organisation and a capable workforce. The enhancement of our leadership capability is intrinsically linked to Oceana’s ability to deliver the Group’s longer-term strategy, as well as being able to galvanise our workforce.

### VALUE CREATION TARGETS

- Implement a talent management process to support succession planning and improve the skills level in our organisation
- Deliver programmes to nurture a healthy organisation

### INVESTING IN TALENT MANAGEMENT AND SKILLS DEVELOPMENT

With Oceana becoming an increasingly global player in the sector alongside our five-year plan to grow and diversify the business, we needed to strengthen the existing leadership skills across the Group. In 2018 we set the target to develop the depth and breadth of executive and senior management talent, and to enhance the performance potential of their teams.

In 2019 we expanded on this objectives through a number of initiatives.

### Our 2019 performance:

- Under our leadership development work, we assessed executive and divisional executive capabilities and delivered training to all managers on performance management, managing discipline and incapacity
- We formalised a talent pool through psychometric assessments to benchmark competencies and custom designed with GIBS a leadership acceleration programme; the programme aims to enhance individuals’ leadership skills, as well as enabling the development of further strategic, adaptive and future fit skills. This year, 27 senior managers from divisional executive committees, as well as key talent for succession planning, were identified to undergo the training, which will run until August 2020
- Developed a talent management and succession plan
- Continued with our ongoing coaching initiative across middle, senior and executive management to prioritise the development of black talent to accelerate diversity in our managerial rank
- Invested R28 million on employee skills development in South Africa and Namibia, building critical skills in areas such as marine science, vessel crewing, artisans, supply chain management, IT, finance, and food safety, quality and processing

## Gordon Institute of Business Science

### University of Pretoria

The Gordon Institute of Business Science (GIBS) is an internationally accredited business school based in South Africa and ranked as the top African business school. The custom-designed modules to be included in our leadership acceleration programme will cover:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Global economic trends and the future of Oceana</li> <li>Disruption, the fourth industrial revolution</li> <li>Personal mastery, efficacy and cultivating tenacity</li> <li>Strategy and systems thinking</li> <li>Metacognition skills for critical thinking and decision making</li> <li>Strategic execution to drive business growth</li> </ul> | <ul style="list-style-type: none"> <li>Driving change and communicating for impact</li> <li>Adaptive leadership and cultivating resilience in teams</li> <li>Cultural intelligence and working with diverse others</li> <li>Driving performance through others</li> <li>Design thinking and innovation as a problem-solving tool</li> </ul> |
|---|---|

A post-programme coaching session for individual executives will enable follow up on learning, a personal development plan and intended behavioural shifts.



## Positively impacting lives

**Eugene Bergen**  
BLUE CONTINENT PRODUCTS

The first South African skipper of the factory ship, *Desert Diamond*, Eugene Bergen was appointed this year, fifteen years after joining us as a cadet as part of our South Africanisation training programme. Mentored by one of our Russian skippers, Eugene is also the first South African skipper for this type of vessel; not many South Africans have such qualifications.

Eugene Bergen is a determined leader who successfully came through the ranks of the South Africanisation training programme Oceana developed in collaboration with the Sector Education and Training Authority, with the aim of transferring skills from the predominantly Russian crew on the vessel to South Africans. From being a new recruit aboard the *Desert Diamond* in 2004 to ultimately being awarded the title of Captain, this incredible journey has opened the doors for many future cadets.

In addition to successfully completing the extensive training required to be awarded the title of Captain, he also underwent several other Oceana funded training and development programmes and was nominated for the Department of Transport’s “Best Marine Technical” award. Anything is possible if someone is provided with an opportunity to change their circumstances.



## SE 1: Galvanise the workforce (continued)

| Training spend  | 2019   | 2018   |
|---|--------|--------|
| Total amount invested in skills development   | R28.3m | R22.0m |
| Total spent as a % of leviabile payroll on black employees                              | 2.91%  | 2.6%   |
| Total spent on black employees as a % of total amount invested in skills development    | 86.5%  | 91.4%  |
| Total spent on disabled employees as a % of total amount invested in skills development | 18.3%  | 11.5%  |
| Total spent as a % of leviabile payroll on black disabled employees                     | 0.3%   | 0.3%   |

### CREATING A HEALTHY ORGANISATION

The pressure and demands of running a global business make it challenging for executives to lead a healthy and balanced lifestyle. Work and personal pressures can lead to chronic stress, poor eating habits and lack of movement. We launched an integrated wellness programme this year for senior management, to achieve a more holistic approach to wellness, including both physical and mental health.

The programme includes a wellness review, a physical assessment, nutritional analysis, and multidisciplinary interventions such as integrative medicine and neuro-linguistic programming. Traditionally, we have focused on health and safety in terms of occupational elements, but this year we introduced concepts such as clarity of mind, productivity and tools to cope with the stress of life. We envisage rolling this out to all staff in the long term.

In our Daybrook operation, we have continued to work on integrating and aligning their human resource policies and practices, and reward and benefit structures, with those of the Group, while also ensuring full compliance with local legislation. Given the importance of attracting and retaining technical skills in the comparatively isolated area, we have given particular attention to improving employee benefits.

#### LOOKING AHEAD TO 2020

We will:

- Improve the Oceana internal communication strategy to improve relationships and communication between management and the workforce, to evolve the culture and improve morale
- Build a strong emotional affiliation to the Oceana brand so that employees feel proud, valued and take ownership of it
- Position our leadership as open, accessible and approachable and introduce initiatives to make employees feel valued, validated, appreciated and motivated
- Deliver on the GIBS leadership acceleration programme and the wellness programme; entrench leadership development programmes and talent management down to middle and junior management



## PERFORMANCE REVIEW – STRATEGIC ENABLERS

### SE 2: Engage stakeholders and manage reputation

Understanding and being responsive to the interests of our stakeholders through effective dialogue and engagement is critical to delivering on our strategic imperatives.

#### VALUE CREATION TARGETS

- Encourage proactive engagement with key stakeholders and decision makers
- Play a positive role in the determination of policy for issuing of fishing quotas in South Africa and Namibia

Our approach to stakeholder engagement and public policy received renewed focus this year, with the appointment of a Corporate Affairs & Regulatory Executive who reports directly to the CEO. This is particularly important for us, given that the ocean and its rich resources are an increasingly contested space, with strong interests from multiple sectors and stakeholders.

Across our operations, the focus of our engagement has been with those stakeholders who have the most significant impact on our business and its ability to create value.

The following table provides a brief review of our key stakeholder groups, their contribution to our value creation, the most material interests of that group, and how we engage with them to address these interests. We recognise that there is significant diversity within each group, with individual stakeholders often having very different interests. The priority interests listed below are a broadly indicative reflection of each stakeholder group's priorities as assessed by the management team on the basis of our ongoing engagements.

| Our stakeholders                             | Contribution to value creation  | How we engage  |
|--|---|--|
| <b>EMPLOYEES AND TRADE UNIONS</b>            | Our 3 165 permanent and 1 228 seasonal employees provide the skills, experience, diversity and productivity needed to operate our facilities efficiently and safely.  | In addition to internal newsletters, management meetings and personal interactions, we have defined structures such as consultative employee forums that meet regularly. Of our employees, 58% are unionised, with various representative bodies (South Africa: FAWU, TALFU, NCFAWU, UDF & CWU; Namibia: NAFAU and NATAW). We have continued to enjoy a good relationship with the unions.   |
| <b>PRIORITY INTERESTS</b>                    | Job security, satisfaction and recognition; opportunities for career and personal development; market-related terms of employment and staff benefits; safe, healthy and congenial working conditions; health awareness and life skills; superannuation funds.   |  |
| <b>OUR RESPONSE</b>                          | Wealth creation through the Oceana Empowerment Trust; skills training and development initiatives; competitive remuneration and employment conditions; transformation initiatives to encourage diversity in the workplace; Group code of business conduct and ethics; employee education and compliance with health and safety regulations.   |  |
| <b>GOVERNMENT AND REGULATORY AUTHORITIES</b> | Government and regulators provide us with our fishing permits, and with the regulatory and policy framework that is critical to value creation. They inform what we can do, how we do it, and where we can operate.   | We seek to maintain positive relationships with government officials in each of our regions: in South Africa our executives and divisional managers engage with DEFF, DPW, DTI and DEA, particularly on issues relating to the 2021 rights allocation process, transformation, and small-scale fishing, and with the National Regulator for Compulsory Specifications (NRCS) on food safety matters; in Namibia we engage on issues in relation to permitting and localisation; and in the US we engage with agencies that encompass federal, state and local jurisdictions, including especially the Gulf States Marine Fisheries, which monitors fish resources. |
| <b>PRIORITY INTERESTS</b>                    | Oceana's contribution to development imperatives of food security, job creation, transformation/localisation, and skills development; compliance with permit and related requirements; responsible fishing; food safety; contribution to tax and trade balance.   |  |
| <b>OUR RESPONSE</b>                          | Job creation, preferential procurement and transformation/localisation; support for small-scale fishers through our flagship project the Oceana Maritime Academy; regular direct engagement with relevant authorities on strategic matters; formal policies and operating procedures, training and reporting as to facilitate compliance; prompt response in instances of non-compliance, with disciplinary action as required. |  |



## SE 2: Engage stakeholders and manage reputation (continued)

| Our stakeholders                                       | Contribution to value creation   | How we engage  |
|--|--|--|
| <b>SHAREHOLDERS, INVESTORS AND MEDIA</b>               | We have over 10 000 shareholders who provide the financial capital needed to invest in and sustain growth. An overview of the shareholding ownership structure is provided on page 6. Media supports our brand value through reporting and advertising.  | We communicate through our periodic investor briefings, annual reports, press releases, SENS, websites, and media releases regarding our integrated performance and strategy. Certain members of the executive team also meet personally with institutional investors on a regular basis. We also invite media to attend events.   |
| <b>PRIORITY INTERESTS</b>                              | Growth in shareholder value; effective leadership; responsible governance; accessibility in engaging; integrity and promptness in responding to queries; receipt of quality information.   |  |
| <b>OUR RESPONSE</b>                                    | Strong Board and executive leadership; sound corporate governance practices; succinct reporting via SENS and our website, reports and presentations; enhanced communication via advertising, face-to-face engagement, events, press releases and increased media coverage; being easily accessible for engagement sessions and prompt response to queries. |  |
| <b>CUSTOMERS AND CONSUMERS</b>                         | Delivering an effective customer value proposition is the basis for all other value generated and shared. We have a significantly diverse range of customers, from wholesale and retail operations to individual consumers across a range of income groups in 46 countries.  | The nature of the engagement varies depending on the type of customer. We strive to engage regularly and be responsive to customer interests across our value chain, seeking feedback through individual engagements, as well as broader customer surveys and research. Providing a quality product, reliably and affordably is the basis of our continued growth.   |
| <b>PRIORITY INTERESTS</b>                              | Safe, quality products at good price; continuity of supply; product information.   |  |
| <b>OUR RESPONSE</b>                                    | Regular contact with major customers; independent audit and checking of processes and quality; market and customer surveys; group and divisional websites with product information, contact details and helpline numbers; prompt follow-up of enquiries and complaints.  |  |
| <b>LOCAL COMMUNITIES, SMALL-SCALE FISHERS AND NGOs</b> | These stakeholders provide us with our reputation and societal legitimacy, and are often very valuable partners in highlighting challenges to be addressed and finding solutions, including investments in projects.   | We engage with community representatives through our corporate social investment activities in the main regions in which we operate. In Hout Bay we engage with local communities and other stakeholders in relation to our Maritime Academy and historically on issues relating to odour from the fish meal plant. Our partnership with NGOs, such as WWF-SA and the NSRI, provides an important platform for collaborative research, fisheries mitigation efforts and safety in the community. |
| <b>PRIORITY INTERESTS</b>                              | Transparency and accountability; societal responsibility; investment in community infrastructure; access to job and supplier opportunities; responsible fishing; corporate social investments.   |  |
| <b>OUR RESPONSE</b>                                    | Strengthened consultation and communication with local communities; demonstrated commitment to finding beneficial solutions; support for small-scale fishers through the Maritime Academy; effective coordination of our CSI initiatives.  |  |

| Our stakeholders   | Contribution to value creation  | How we engage  |
|--|---|--|
| <b>SUPPLIERS AND SERVICE PROVIDERS</b>                               | Ensuring positive supplier relationships, based on mutual respect, enables us to deliver our customer value proposition efficiently and effectively.  | We engage regularly with our major suppliers to ensure a mutually beneficial relationship. We conduct regular audits of key suppliers to ensure adherence with our food safety standards and other company requirements.   |
| <b>PRIORITY INTERESTS</b>  | Joint growth opportunities; favourable terms; timely payment; B-BBEE procurement; sustainable business relationships.   |  |
| <b>OUR RESPONSE</b>  | Regular direct communication with major suppliers; Group-wide code of business conduct and ethics, with supplier policies; qualified and experienced management with appropriate skills to negotiate, conclude and manage contracts and relationships; monitoring B-BBEE procurement levels of suppliers and partners; prompt follow-up of enquiries and complaints; preference for expeditious and practical dispute resolution. |  |
| <b>INDUSTRY ORGANISATIONS, RESEARCH BODIES AND BUSINESS PARTNERS</b> | Engaging with these organisations is key to driving business best practice, identifying new opportunities, and creating a conducive long-term business environment.   | We are active participants in numerous scientific working groups and industry associations, including (but not limited to): Responsible Fisheries Alliance (RFA); South African Deep Sea Trawling Industry Association (SADSTIA); South African Mid-water Trawling Association; South African Pelagic Fishing Industry Association; West Coast Rock Lobster Association and the West Coast Rock Lobster Traceability Task-Force; National Fishing Forum; Menhaden Advisory Committee to the Gulf States Marine Fisheries Commission; the International Fishmeal and Fish Oil Organisation, the South African Bureau of Standards (SABS) technical committee on food safety and the National Business Initiative (NBI). |
| <b>PRIORITY INTERESTS</b>  | Provision of leadership; collaboration; responsible fishing; food safety; societal responsibility; contributing to the collective business voice.   |  |
| <b>OUR RESPONSE</b>  | Fishing industry body, FishSA, created collectively; active participation; support and funding research.  |  |

### OUR RELATIONSHIP WITH OUR WORKFORCE

We believe that the quality of the relationship between management, employees and labour unions across our operations is reflected both by our low employee turnover rate of 9.4% (2018: 7.1%), and by the fact that we have lost no disruption days to industrial action. Promoting job security and being a leading employer in our industry remain particular priorities in our South African and Namibian operations, where unemployment rates are high.

Following the adoption of our frozen fish import strategy, we provide enhanced workdays and a more stable income to our seasonal employees, being one of very few companies in the sector that provides minimum guaranteed hours to seasonal employees. We had two restructuring events this year: the closure of one of our West Coast rock lobster factories and reduction in the lobster fleet, as well as closure of our Hout Bay fishmeal plant. In total 144 people were impacted; most of these were redeployed to St Helena Bay, Laaipek, and to our hake facility in Cape Town. Excellent communication played a vital role between the sites. Divisional HR personnel made sure the transitional process went smoothly and that a full induction process was completed. Wage negotiations will be on the agenda again in 2020. Mitigating actions include positively engaging labour, executing negotiation in a manner that does not lead to disruptions and putting contingency plans in place.



## SE 2: Engage stakeholders and manage reputation (continued)

### DELIVERING VALUE FOR LOCAL COMMUNITIES

As Africa's largest fishing company, we have seen the evidence of our capacity to effect positive change in the industry. South Africa's commercial fishing industry is one of the most transformed sectors in the economy, setting it up to become a major contributor to defeating poverty, unemployment and inequality. Oceana is a major employer in the coastal communities in which we operate, and we play a key role in uplifting the socio-economic conditions in these communities through direct and indirect employment.

We also provide focused support to communities through our corporate social investment (CSI) initiatives, coordinated primarily through the Oceana Foundation. This year we have reshaped our CSI strategy for greater impact, with a focus on private public partnerships to deliver more value:

- **Feeding programme (food security):** We will use spare capacity in Namibia to produce pilchard product at a lower cost for the national feeding scheme in South Africa, in a partnership between Lucky Star, the Department of Education and the Peninsula School Feeding Association. We target at least one million cartons for delivery to this programme. Given that this is a commercial project that meets a significant societal need at an affordable price, we regard this to be an important shared value project.
- **The Oceana Maritime Training Academy (education and support for small-scale fishers):** Our initial investment will be R25 million with on-going operational spend allocated annually addressing the scarce and critical skills identified in the fishing sector, with particular focus on small-scale fishers. We have developed this into our flagship initiative located in the fishing village of Hout Bay, with plans for a satellite facility in Laaipelek. We hope to see this become a national academy in partnership with government and industry, and a regional academy for our own operations in South Africa and Namibia.

In addition to this, we invest significantly in various CSI projects under the themes of food security and education in South Africa and Namibia, with particular focus around early childhood development. Our Daybrook operations in the US is also an active community supporter. A detailed list of our CSI projects can be found in our online Sustainability Report.

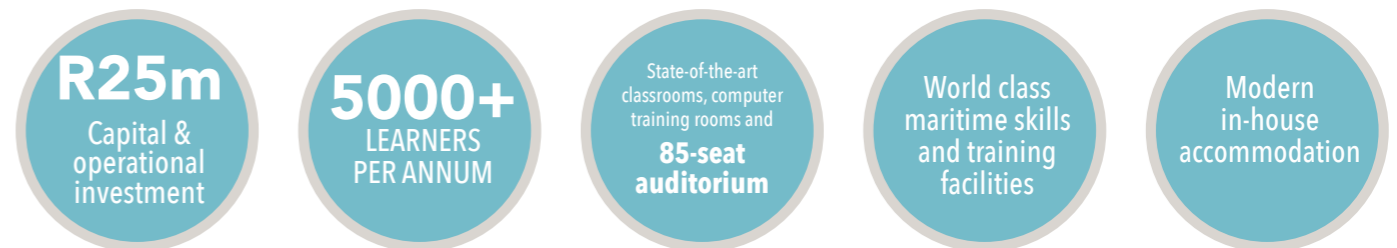
#### LOOKING AHEAD TO 2020

We will:

- Develop meaningful partnerships with government to support small-scale fishers and National Development Plan imperatives through the development of the Maritime Academy
- Build strong communication plan with key role players in government, industry, labour, business coalitions, political parties and parliament
- Build Oceana corporate brand awareness through online visibility, media presence, thought leadership and sponsorship of select events
- Conduct a socio-economic impact study of our social investments in South Africa. This will assist in demonstrating the value we deliver
- Roll out a formal employee volunteering programme including the establishment of a social committee with representation across all divisions to support and promote a culture of giving

## OCEANA MARITIME TRAINING ACADEMY

Developing critical skills in the maritime industry, particularly the small-scale fishing sector



The South African commercial fishing sector is an industry valued at R6 billion per annum, directly employing more than 27 000 people. At the same time, there are approximately 29 000 true subsistence fishers supporting more than 28 000 households in 147 fishing communities. The challenge faced by the commercial fishing sector is to improve the balance between the economic and social benefits of the fishing industry; to protect the integrity of the country's marine ecosystems and to drive positive transformation in the sector. The success of the small-scale fishing sector will contribute towards the broader economic development of South Africa by creating better job opportunities and enabling enterprise development in coastal communities.

Oceana is embracing this challenge by putting into action developmental support programmes for small-scale fishers and addressing the scarce and critical skills identified within South Africa's fishing industry. Our commitment is being brought to life in the form of a multi-million Rand investment in a maritime academy; an innovation initiated and driven by our CEO. Based in Hout Bay harbour, Cape Town, the Oceana Maritime Academy is the first training academy of its kind in South Africa that focuses specifically on the needs of the fishing industry. We engaged with more than 20 strategic stakeholders to shape the strategy of the Academy and to align with the small-scale fisheries policy.

Offering training in a wide range of related skills, from engine maintenance and safety training to management and leadership, the Academy will cater not only to existing Oceana employees and new entrants to the industry, creating a pipeline of talent for the fishing industry, but also to small-scale fishers, who play a critical role in addressing food security and unemployment in South Africa. It will create an environment that promotes inclusion and life-long learning, helping to meet the government priority to create no less than two million new jobs for young people within the next decade (SONA, June 2019).

We are collaborating with DEFF in developing a series of customised skills and training programmes to address the skills shortages within the small-scale fishing community. There are 2 473 small-scale fishers in the Western Cape that we aim to train in sustainable fishing practices, as well as on how to establish cooperatives and run successful businesses, thereby equipping them with complementary skills to create opportunities for work outside of the fishing season. The Academy is due to become operational at the end of April 2020. In the first year, we anticipate 5 214 learners, of whom 100 will be new entrants on learnership programmes, 1 730 small-scale fishers on various skills development programmes, and 200 learners from the Hout Bay community. As the Academy grows, we intend to expand the facility to include further industry-relevant specialist training and form international alliances to offer global best practice exchange opportunities.



## PERFORMANCE REVIEW – STRATEGIC ENABLERS

### SE 3: Ensure good governance and sustainability

To secure and enable growth by providing professional frameworks and trusted advice that assures good governance, in areas of corporate governance, compliance, risk and sustainability.

#### VALUE CREATION TARGETS

-  Fully comply with laws and regulations of all countries where we harvest and transact
-  Adhere to strict food safety standards
-  Adhere to the best health and safety standards
-  Monitor, manage and mitigate the Group's impact on the environment
-  Manage odour and stack emissions through continued audits and engagement with communities
-  Reduce the usage of potable water through desalination initiatives
-  Drive energy efficiency and reduce atmospheric emissions
-  Continue to engage with regulators, scientists and other stakeholders to promote responsible fisheries management across species

There has been an expansion of the Group governance department which now oversees compliance, sustainability, risk, and legal matters. Governance has been elevated through the appointment of an Exco level Group Executive for Risk and Compliance with a focus on:

- Developing people capability and governance frameworks
- Delivering a robust reporting system and engaging the business on governance matters
- Building cohesion in the governance team and driving a culture of compliance and effective risk management across the Group

#### COMPLIANCE

A culture of excellence in risk management and compliance was a major focus for the CEO in 2019, who drove this message across the business with the support of the new governance department. This has enabled alignment and increased governance focus on the core areas of food safety, occupational health and safety and environmental management. This revised structure ensures enhanced Group oversight on compliance matters and robust reporting back to the Board.

#### Our 2019 performance:

- ✓ Formalised a group-wide compliance structure and established a compliance forum comprising senior executives across the Group. Monthly compliance reports were submitted and the compliance forum met every second month to report on compliance issues, lessons learnt and to develop improvement plans. All of this ensured increased collaboration between risk, governance and business divisions
- ✓ Continued to monitor compliance through anonymous whistle-blower reports, internal controls, and internal and external audits
- ✓ Reviewed new and proposed legislation impacting the business
- ✓ Reviewed Group policies and implemented King IV principles on Corporate Governance
- ✓ Rolled out compliance training
- ✓ Ensured adequate assurance coverage across all risks through the combined assurance model

We have zero tolerance for fraud and corruption and through this new department, will be able to do more to raise awareness throughout the organisation on these issues. Robust governance systems are critical in ensuring that we identify and address our material risks and opportunities. They assist us in our activities by providing an independent perspective on the Group's strategic plans, ensuring that we have the right leadership team, and holding the team to account in delivering on its fiduciary responsibilities. A review of our governance structures and systems is provided on page 58, an overview of our Board and executive team on pages 18 and 19, while our approach to evaluating and mitigating risk is provided on page 30.



#### ADHERING TO STRICT FOOD SAFETY STANDARDS

**“Food safety is not the responsibility of only one department; it’s the responsibility of everybody at Oceana, from the CEO level all the way down to the factory staff – this has become a way of life”**

**(Mike Young, Executive: Food Safety and Quality Assurance)**

Our food safety systems, which extend along the full supply chain from ‘ocean to plate’, are founded on internationally recognised technical regulations and standards aimed at protecting public health. We meet the requirements of these technical regulations administered in South Africa, as well as standards and principles of Codex Alimentarius and the International Organization for Standardization (ISO).

Our approach:

- We conduct regular audits, inspections, surveillance and examinations of product designs, products, services, processes and processing plants, to determine their conformity with specific or general requirements
- We focus on allergens, as well as biological, chemical, physical and regulatory hazards that can occur if not controlled
- We have an annual documented audit and inspection activity programme, devised on a risk- and science-based approach

Our team of highly trained food technologists, with combined experience of 100 years in food safety, work closely with our suppliers on any support that they may need, empowering them with best practice knowledge and an emphasis always on preventative measures.

#### Our 2019 performance:

- ✓ We conducted a gap analysis on our food safety management systems in the canning and fishmeal and fish oil businesses against the Global Food Safety Initiative (GFSI) recognised FSSC 22000 standard. We completed all the groundwork to undergo this food and feed safety certification in 2020. Ultimately the GFSI recognition will reduce the number of audits needed on all our facilities
- ✓ We conducted a minimum of two audits per supplier facility including canning operations in South Africa, Thailand and China; we were able to visit local suppliers on a more frequent basis
- ✓ Each new processor was audited every three-to-four months and third party inspections were conducted on every supplier batch produced
- ✓ Greater emphasis was placed on ingredients in the auditing procedure, such as cayenne pepper, chillies, starch, and tomato suppliers, with a plan to see this increase
- ✓ There were no incidents of critical non-conformance that required us to implement any type of product recall
- ✓ Achieved BRC certification for hake, an important accreditation for our European markets
- ✓ Achieved HACCP certification across all our land-based facilities and vessels



## SE 3: Ensure good governance and sustainability (continued)

### ADHERING TO THE BEST OCCUPATIONAL HEALTH AND SAFETY STANDARDS

**“Dealing with complacency and getting the safety culture lived – this is my main concern. I’m pushing an awareness drive for all seagoing personnel to be more mindful, to have situational awareness, to think about their colleagues and to report near misses”**

**(Thembela Taboshe, Executive: Vessel Safety, Health and Environment)**

To mitigate the inherent health and safety risks associated with our land- and sea-based activities, we implement safety monitoring, training and enforcement programmes, provide relevant personal protective equipment, ensure effective incident tracking and investigation, and undertake periodic safety audits on all sites and vessels. The managing directors of all operating divisions are responsible for ensuring full compliance with relevant occupational health and safety legislation, and that the required structures are in place.

A new executive, Thembela Taboshe, joined the Group this year to oversee the implementation of international safety standards across our horse mackerel, hake, lobster and squid vessels, with the safety plan feeding into all Group vessels. With a Captain-level qualification and experience from the South African Maritime Safety Authority (SAMSA), Thembela Taboshe also acts as the safety officer for fleets, conducting drills, reviewing standard operating procedures, and ensuring relevance for different types of vessels. Her main focus will be to drive awareness and improve the safety culture in its entirety.

### CONVENTION THAT UPHOLDS HUMAN RIGHTS IN THE FISHING INDUSTRY

The ILO's Work in Fishing Convention (No. 188) came into effect in December 2017 and is the first international Convention that specifically addresses labour and safety issues holistically for fishers and fishing vessels engaged in commercial fishing. It covers all fishing vessels, irrespective of size. While the South African fishing regulations on the allocation and management of fishing rights have always upheld crew safety through mandating crew members to undergo SAMSA safety training courses, the Convention holistically ensures best practice is followed in the areas of occupational safety and health protection, conditions of work on board vessels, working hours, accommodation and food, medical care and social security. Oceana started implementing the requirements of the Convention prior to it being effected, but with the appointment of our new vessel safety executive, there will be greater emphasis on compliance. The Bargaining Council for the Fishing Industry in South Africa already sets out basic conditions of work for fishers defined for deep-sea, inshore, and mid-water vessels. Being a part of the Council, exempts us from a number of items in Convention 188.

### Our 2019 performance:

- ✓ Established an Oceana Group vessel safety committee, headed up by the new vessel safety executive, to drive health and safety across the Group
- ✓ Monthly reporting on vessel safety matters as well as learning and development training for cadets enabling better oversight at Group level
- ✓ Safety updates sent to on-board vessel safety committees on a weekly basis with lessons learnt from other vessels, accidents and marine notices
- ✓ Launched a digital awareness campaign called 'safe-tember' to encourage the reporting of near misses and lessons learnt in factory operations; to be extended to vessels in 2020
- ✓ OHS compliance audits conducted by Marsh on land-based facilities and vessels, with in-house audits completed as another level of assurance
- ✓ The number and severity of safety incidents recorded remained low: the Group's disabling injury frequency rate (DIFR) of 1.0 was once again well below the Group margin ceiling of 2.0. Once again there were no occupational fatalities this year



### ENVIRONMENTAL MANAGEMENT

We monitor and manage the material environmental impacts of our operations through our ISO 14001-aligned environmental control system (ECS). In committing to sustainable resource use and a reduced impact on the environment, we have set specific targets for energy and water consumption, and management of water and waste disposal across the Group. We report publicly against these targets each year in our online Sustainability Report.

Our quarterly sustainability forums bring together key functional and divisional senior members to develop strategy, assess progress on energy and water conservation projects and our KPIs on climate change. These forums enable learning to be shared and initiatives to be driven as a collective.

### Our 2019 performance:

- ✓ We achieved a 38% absolute reduction in our municipal water consumption through our desalination plants at St Helena Bay and Laaipek, reverse osmosis plants at our CCS facilities and water-use efficiency measures
- ✓ We extracted proteins and solids from our fish processing water (stick water) to enable its reuse and recovered condensate and steam in the fishmeal plants for reuse in boilers
- ✓ We achieved our target of ensuring that no food fit for human or animal consumption was sent to landfills, but were instead directed to our fishmeal processing facilities
- ✓ We were granted coastal water discharge permits in all our facilities
- ✓ An Energy Resilience Team was established by the CEO to identify sustainable, viable and cost-effective energy solutions for the business, including gas and renewable energy options
- ✓ We reduced energy usage by 1% and GHG intensity by 3% due to production efficiency
- ✓ Assessed the impact of the 2020 global sulphur cap on our business to identify material costs and budgetary planning for divisions
- ✓ Maintained our JSE FTSE4Good rating
- ✗ Minor oil spill incident with *Desert Diamond* in Cape Town port

### SUSTAINABLE MANAGEMENT OF MARINE RESOURCES

| South African Commercial Fishing Rights | %             | SASSI category |
|---|---------------|----------------|
| Anchovy (SA)                            | 80.18         | 🐟              |
| Pilchard (SA)                           | 2.90          | 🐟              |
| Deep-sea hake (SA)                      | 10.58         | 🐟              |
| Horse mackerel (SA)                     | 5.84          | 🐟              |
| West Coast rock lobster                 | 0.06          | 🐟              |
| Squid                                   | 0.43          | 🐟              |
| South Coast rock lobster                | 0.01          | 🐟              |
| <b>Total</b>                            | <b>100.00</b> |                |

The success of our business depends ultimately on the long-term viability of the fish biomass that we access. Promoting an ecosystem approach to fishing, ensuring full legal compliance within our highly regulated operating environment, and driving responsible fishing practices across our supply chain, remain fundamental business imperatives.

Our approach:

- We have a zero-tolerance approach to illegal, unreported and unregulated (IUU) fishing. This undermines fish stocks, negatively impacts food security, and ultimately reduces social and economic opportunities
- We commission fisheries audit reports on an annual basis on each species that we catch in South Africa, with the exception of lobster, and are committed to sourcing from fisheries that are considered low risk, well managed or undergoing fisheries improvement. Our latest scientific study findings are provided on our website [www.oceana.co.za](http://www.oceana.co.za)
- We engage with regulators, scientists and other stakeholders, fund research and participate in industry workshops to support an ecosystem approach to fisheries management
- We partner with the Responsible Fisheries Alliance (RFA) to deliver training to our seagoing employees on responsible fishing practices
- We observe the South African Sustainable Seafood Initiative (SASSI) ratings on fish species



## SE 3: Ensure good governance and sustainability (continued)

### Our 2019 performance:

- ✓ Supported DEFF with a total of 48 seagoing research days with our lobster vessels and scientific observers on board our horse mackerel mid-water trawler, *Desert Diamond*
- ✓ 60% of our seagoing personnel have undergone RFA training, one of the highest participation rates in the alliance
- ✓ Gulf menhaden achieved MSC certification, the best accreditation one can achieve for wild catch, making this fishery one of the few reduction fisheries in the world to be MSC certified
- ✓ Hake operations retained its MSC chain of custody certification, with 99% reduction in accidental seabird mortalities
- ✓ Retained our IFFO Global Standard for Responsible Supply (IFFO-RS) – accreditation for 100% of fishmeal and fish oil operations
- ✓ The majority (91%) of our harvested commercial fishing rights were on the SASSI green list. For orange (pilchards) or red (West Coast rock lobster) listed species, we engaged in fisheries improvement projects, including the traceability task-force to enhance the traceability of WCRL

#### LOOKING AHEAD TO 2020

- Continue to embed a culture of compliance, enterprise risk management, safety and sustainable practices across the business
- Operationalise governance in the businesses, with a commonality and consistency of approach and using one governance language
- Align Oceana's core purpose with the Sustainable Development Goals (SDGs)
- Integrate long-term sustainable energy solutions into the business

Further details on our safety-related activities, environmental management and sustainable fisheries performance are provided in our online Sustainability Report.

### TECHNOLOGY AND INFORMATION GOVERNANCE

Oceana is committed to the highest level of information and technology governance, as managed by the Group Chief Information Officer (CIO). Oceana's Governance Framework is central to our strategic and business processes, and supports the achievement of our strategic objectives. Our corporate governance structures and processes are regularly reviewed and improved as appropriate.

The Board is of the opinion that Oceana currently complies with the technology and information governance principles of King IV. The Board has identified cyber security and optimising our IT infrastructure and systems to support organisational efficiencies as key focus areas during the current financial year.

In responding to these focus areas we have implemented structures and controls needed to extract maximum value from our IT function well into the future. The following key initiatives were completed during the year:

#### Cyber Security

- Introduced end-user behavioural analytics and alerting capability
- Effectuated business continuity planning and recovery exercises
- Further improved cyber security defences, with particular focus on vulnerability management, end-user device protection, and secure mobility
- Hardened and rationalised network security configuration

#### Optimising our IT infrastructure and systems to support organisational efficiencies

- Continued delivery against our 3-year IT strategy, with ongoing focus on cyber security, cloud and automation
- Entrenched our ERP system spanning two countries
- Successfully migrated email and collaboration workloads into the cloud
- Homogenised business systems and decommissioned legacy business systems
- Successfully upgraded core network infrastructure across two countries
- Implemented automated deployment and monitoring of end-user devices

#### LOOKING AHEAD TO 2020

The following initiatives will be undertaken to continue our commitment to excellence in this field:

- Continuous improvement of the ERP platform
- Rollout of the ERP platform to the US operation
- Rollout of a software-defined wide-area network
- Decommissioning and retirement of remaining legacy applications
- Migration of data centre workloads into the cloud
- Rollout of IP telephony across the Group
- Pilot robotic process automation technologies within back-office functions

### BOARD GOVERNANCE AT A GLANCE

The Board is committed to ensuring that good governance practices are applied throughout all aspects of the business.

Our Governance Framework is aimed at managing the Group's operations in an ethical and responsible manner, after considering risk parameters within an effective control environment. The King IV Report on Corporate Governance defines the following governance outcomes: ethical culture, good performance, effective control and legitimacy. The principles espoused in King IV are entrenched in many of the Group's internal controls, policies and procedures governing corporate conduct. The full powers and responsibilities of the Board are set out in the Oceana Group Charter for the Board of directors ("Board Charter").

The Board is assisted through the following subcommittees in focusing on specific matters:

- Audit Committee
- Remuneration and Nomination Committee
- Risk Committee
- Social, Ethics and Transformation Committee

For more information on the Committee roles and responsibilities, refer to the committee charters and the full King IV disclosure report available on our website at [www.oceana.co.za/governance/compliance](http://www.oceana.co.za/governance/compliance). The Board is satisfied that the Group has substantially adopted the principles of King IV and that the company remains fully compliant with the JSE and NSX Listing Requirements.

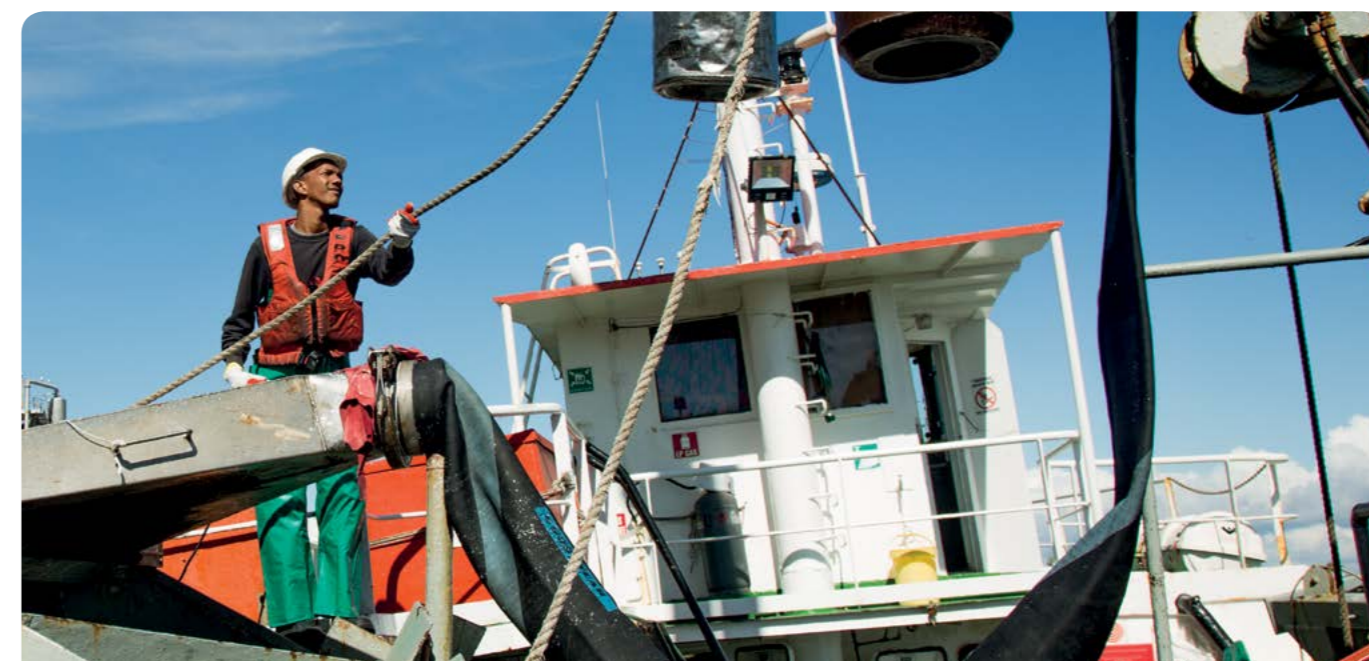
### The Board's pillars of governance

1. The Board serves as a focus point and custodian of corporate governance in the Group
2. The Board is the custodian of the values and ethics of the Group
3. The Board retains full and effective control of the company
4. The Board acts in the best interests of the Group

### The Board's roles and responsibilities

With a solid adherence to its governance pillars, the Board is responsible for:

1. Approving the strategic direction of the Group, including the annual strategic plans at both divisional and Group level, budgets, targets and key performance indicators, as well as long-term strategies
2. Approving policy and planning and ensuring that the culture and ethics of the company reflect effective compliance management, including enterprise risk management, safety and sustainability
3. Overseeing and monitoring the implementation and execution by management
4. Ensuring accountability for organisational performance through reporting and disclosure



## SE 3: Ensure good governance and sustainability (continued)

### GOVERNANCE ACTIVITIES FOR THE YEAR

This year, we have chosen to provide a summarised governance report, reviewing the main focus areas that impact on value creation and briefly outlining our strategic response.

|   |   |  |   |   |   |
|---|---|--|---|---|---|
| <b>SI 1:</b><br>Protect and optimise our quota businesses | <b>SI 2:</b><br>Deliver organic growth in our core businesses | <b>SI 3:</b><br>Sustainable earnings through diversification | <b>SE 1:</b><br>Galvanise the workforce | <b>SE 2:</b><br>Engage stakeholders and manage reputation | <b>SE 3:</b><br>Ensure good governance and sustainability |
|---|---|--|---|---|---|

The Board's key activities and focus areas during the year included:

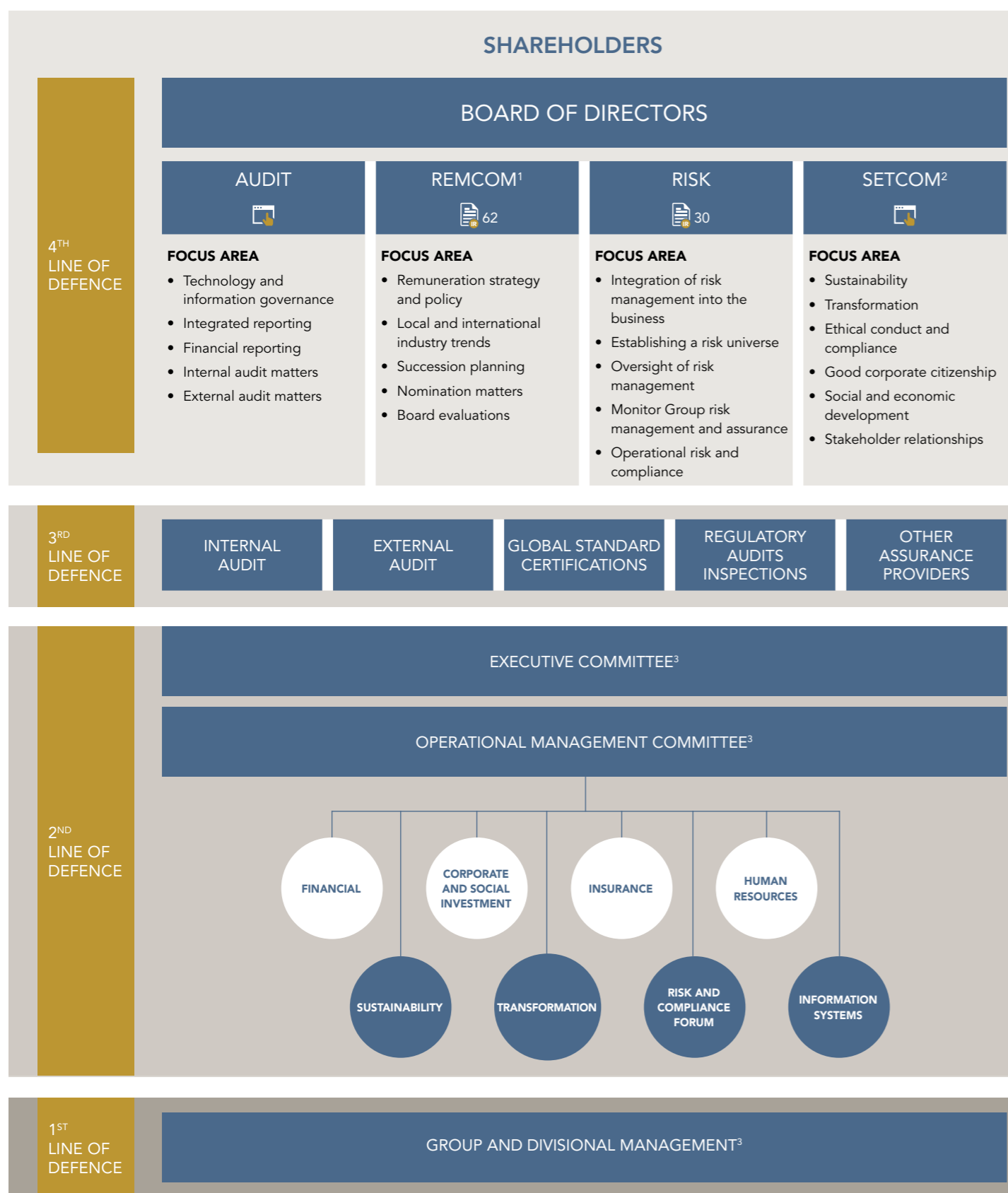
| Focus area   | Strategy             | Governance Outcome                       |
|--|----------------------|--|
| <b>Conflict of interest and independence</b> <ul style="list-style-type: none"> <li>Reviewed conflict of interest declarations, list of directorships and interest in contracts</li> <li>Appointed two additional non-executive Board members</li> <li>Completed a skills assessment, which will inform the Board composition and its succession plans</li> </ul>  |                      | Ethical culture<br>Trust and legitimacy  |
| <b>Tiger Brands share unbundling</b> <ul style="list-style-type: none"> <li>Appointed a subcommittee to the Board, comprising only of independent non-executive directors, to review risks, opportunities and innovative ideas around shareholding and settle the transaction to unbundle Tiger Brands</li> </ul>  | <br><br>             | Trust and legitimacy<br>Good performance |
| <b>Succession planning and leadership</b> <ul style="list-style-type: none"> <li>Appointment of Adela Fortune as Group Company Secretary with effect from 1 June 2019. Jillian Marais fulfilled the Group Company Secretary role until 31 May 2019. All directors have unlimited access to the advice and services of the Company Secretary, who is accountable to the Board for ensuring that Board procedures are complied with and sound corporate governance and ethical principles are adhered to</li> <li>Appointment of Elton Bosch as an executive director and Chief Financial Officer with effect from 17 June 2019. A report on the assessment of the CFO is included on page 10 of the Company's 2019 Annual Financial Statements</li> <li>The Board, through its Remuneration and Nomination Committee, has satisfied itself with the appropriateness of the expertise and experience of both Adela Fortune and Elton Bosch, and that they have maintained an arm's length relationship with the Board</li> <li>Reviewed and approved the talent management and succession planning strategy</li> </ul> |                      | Good performance                         |
| <b>Charters, work plans, codes of conduct and internal auditors</b> <ul style="list-style-type: none"> <li>Reviewed and approved the Board and committee charters, work plans, and the Oceana Business Code of Conduct and Ethics</li> <li>Seamless transition from KPMG to EY was completed</li> <li>Ensured that the whistle-blower process was effective</li> </ul>   |                      | Ethical culture<br>Effective control     |
| <b>Strategy and performance</b> <ul style="list-style-type: none"> <li>Approved the 2020 annual budget and divisional KPIs</li> <li>Reviewed the five-year strategy at the annual strategy session</li> <li>Reviewed the Group and Exco structure to identify efficiencies and improve synergies</li> <li>Divisional managing directors attended all Board meetings to report on performance against strategy, budget and significant operational matters</li> </ul>   | <br><br><br><br><br> | Good performance                         |

| Focus area  | Strategy | Governance Outcome                                       |
|---|----------|--|
| <b>Plant closures</b> <ul style="list-style-type: none"> <li>Hout Bay and Angola fishmeal exit strategy was approved</li> <li>Hout Bay lobster plant closure was approved</li> </ul>  |          | Ethical culture<br>Good performance                      |
| <b>Risk and compliance</b> <ul style="list-style-type: none"> <li>Appointed two new Risk, and Social, Ethics and Transformation Committee members</li> <li>Enhanced the Combined Assurance Plan and Reporting Framework</li> <li>Considered auditor rotation and timing</li> <li>Reviewed approach to risk appetite and risk tolerance levels</li> <li>Reviewed the Oceana Group Authorities Framework</li> <li>Reviewed reports on employee training on Competition Law, the Anti-bribery and Corruption Policy and related legislation, the Business Code of Conduct and Ethics, and the Compliance Policy</li> <li>Completed annual governance review, including the assessment of the Board Chairman, each Board member and their activities at both a Board and subcommittee level.</li> <li>An independence assessment of all the non-executive directors was completed and confirmed, as indicated on page 18</li> </ul> | <br>     | Good performance   |
| <b>Technology and information</b> <ul style="list-style-type: none"> <li>Reviewed and approved IT strategy, policies and Charter</li> <li>Considered IT governance and incident reports on a regular basis</li> </ul>   |          | Effective control  |
| <b>Labour and employment practices</b> <ul style="list-style-type: none"> <li>Reviewed the employee headcount with a focus on the talent management process and reducing reliance on labour brokers</li> <li>Considered developments regarding wage negotiations, employment equity reporting, skills development reporting and legislative updates</li> </ul>  | <br><br> | Ethical culture<br>Good performance                      |
| <b>Transformation</b> <ul style="list-style-type: none"> <li>Reviewed performance against the DTI's B-BBEE scorecard and results of the annual independent B-BBEE audit</li> </ul>  | <br>     | Ethical culture<br>Trust and legitimacy                  |
| <b>Organisational health and safety, environmental management and sustainability</b> <ul style="list-style-type: none"> <li>Significant focus placed on redefining the corporate culture with a drive towards organisational health as a strategic enabler</li> <li>Reviewed health and safety audits of sites and vessels</li> <li>Approved the Environmental Policy and reviewed progress on targets for material environmental initiatives, external accreditation surveys and environmental audits</li> <li>Reviewed the level of assurance on material sustainability issues</li> <li>Received updates on product stewardship and public safety issues</li> </ul>  |          | Ethical culture<br>Effective control<br>Good performance |
| <b>Corporate Social Investment</b> <ul style="list-style-type: none"> <li>Assessed CSI expenditure and progress against planned initiatives</li> <li>Approved concept and roll out plans for the Maritime Academy</li> </ul>  |          | Trust and legitimacy                                     |



### SE 3: Ensure good governance and sustainability (continued)

#### GOVERNANCE STRUCTURE AND COMBINED ASSURANCE



<sup>1</sup> Remcom refers to the Remuneration and Nominations Committee  
<sup>2</sup> Setcom refers to the Social, Ethics and Transformation Committee  
<sup>3</sup> Governed by appropriate policies, procedures and internal control

#### AUDIT COMMITTEE (AUDIT)

The Committee has an independent role with accountability to the Board. The Committee is responsible for fulfilling its statutory responsibilities under section 94(7) of the Companies Act and for providing independent oversight of, among others:

- a. the effectiveness of the organisation’s assurance function and services, with particular focus on the combined assurance arrangements, including external assurance service providers, internal audit and finance function; and
- b. the integrity of the annual financial statements and, to the extent delegated by the governing body, other external reports issued by the organisation.

In fulfilling its function, the Committee has undertaken the following:

**Work plan and meetings:** The Committee adopted a formal work plan designed to structure execution of responsibilities over the year and provided a forum through which the external and internal auditors’ report to the Board and approved the internal audit plan for the year.

**Appointment of external and internal auditors:** In terms of section 90 of the Companies Act the Committee has nominated Deloitte & Touche to be appointed as the company’s external auditors at the AGM and has appointed Ernst & Young as the company’s internal auditors.

**Review of reports:** The Committee reviewed and was comfortable that all matters raised within the external audit report, internal audit reports, Ethics Report and the Information Technology Governance Report were adequately and appropriately addressed and that the external audit finding tracker was operationalised.

**Assurance:** The Committee is satisfied that

- the arrangements in place for combined assurance in the company are effective
- the current structure, expertise, competence and skill set of the CFO and the entire finance function are effective
- no reports of fraud, complaints or concerns were received on any matters relating to the accounting practices, financial reporting procedures and internal audit of the company or the internal financial controls of the company or on any other related matter during the year under review nor were any significant weaknesses identified in the design, implementation or execution of internal financial controls which could result in material financial loss, fraud, corruption or errors for the company
- the business will continue to be a going concern in the period ahead
- it has fulfilled its responsibilities and discharged its duties in accordance with its statutory duties (Companies Act section 94 (7)), the JSE Limited and NSX Listings Requirements, its board mandate and charter.

#### SOCIAL, ETHICS AND TRANSFORMATION COMMITTEE (SETCOM)

The Committee has an independent role with accountability to the Board. The overall role of the Committee is to assist the Board with the oversight of social, ethical and transformation matters relating to the company.

In fulfilling its functions, the Committee has received and reviewed reports on the following issues:

- **Labour and employment practices:** The Committee reviewed the employee headcount with a focus on the talent management process and reducing reliance on labour brokers. The Committee also considered developments regarding wage negotiations, employment equity reporting, skills development reporting and legislative updates
- **Transformation:** The Committee reviewed the company’s performance against the DTI’s B-BBEE scorecard as well as the results of the annual independent B-BBEE audit.
- **Corporate Social Investment (CSI):** The company’s CSI expenditure and its progress against planned initiatives during the year was assessed and found to be satisfactory. The target set in terms of the Codes of Good Practice to spend 1% of net profit after tax on income-generating activities that benefit black beneficiaries, was met and exceeded
- **Anti-corruption, ethics and compliance:** During the year the Committee received various reports on ethics and compliance. All eligible new employees continue to undergo comprehensive training on Competition Law. Additionally, all eligible employees received and completed training on the Anti-bribery and Corruption Policy and related legislation, as well as training on Oceana’s Code of Business Conduct and Ethics and the Compliance Policy
- **Environment, health and public safety:** The Environmental Policy was reviewed and recommended to the Board for approval. Annual progress against agreed targets for key environmental initiatives, the company’s participation in external accreditation surveys and the results of health and safety and environmental audits of company sites and vessels were reviewed and found to be satisfactory. The Committee also received an update on product stewardship and public safety issues.



# REMUNERATION AND PERFORMANCE

This report summarises the Group's philosophy, policy and framework for remuneration with a particular focus on executive directors, non-executive directors and management. In line with King IV requirements the report consists of three parts, namely background statement and governance, forward-looking Remuneration Policy and Implementation Report.

## PART 1: BACKGROUND STATEMENT AND GOVERNANCE

Oceana remains committed to responsible corporate governance practices, creating sustainable growth in shareholder value through consistent improvement in earnings, clear growth and expansion of capital, and engaging with its shareholders and other stakeholders.

### Governance

The Board has appointed a subcommittee, the Remuneration and Nomination Committee ("Committee"), and has delegated its authority, in accordance with the Committee's charter. The charter is available at [http://oceana.co.za/pdf/OGL\\_Remuneration\\_Nomination\\_Charter\\_31\\_August\\_2017.pdf](http://oceana.co.za/pdf/OGL_Remuneration_Nomination_Charter_31_August_2017.pdf) and is reviewed annually by the Board.

In line with best practice, the majority of the Committee members are independent, non-executive directors ("NEDs"). The composition and attendance record is set out in the Corporate Governance Report on page 61.

Tribach Consultants (Proprietary) Limited was engaged to develop a new short-term incentive scheme and model. Furthermore, Deloitte provided benchmarking for executive remuneration and non-executive director fees. Oceana uses PWC's Remchannel survey to benchmark the salaries of the rest of the employees. For the US operations, Oceana uses benchmarks from Salary.com. The Committee is satisfied that all service providers acted independently and objectively. Adopting King IV and the amended Johannesburg Stock Exchange (JSE) Listing Requirements is an on-going process and we will continue to align ourselves with best practice standards.

To assist the Committee with the execution of its mandate, the chief executive officer (CEO), company secretary, Group HR executive and Group rewards and benefits executive attended the meetings in the 2019 financial year. Invitees attend committee meetings but are not present when their own remuneration is discussed and hold no voting powers. Similarly, committee members do not decide on their own remuneration.

At the annual general meeting ("AGM") held on 14 February 2019, the Remuneration Policy and Implementation Report received support of 94% and 93.2% respectively as a result of shareholders voting in favour thereof. More detail around our shareholder engagement mechanisms is set out in part 2.

The main concerns raised by our shareholders and our responses are detailed below:

| SHAREHOLDER FEEDBACK   | RESPONSE FROM THE COMMITTEE   |
|--|---|
| There are no performance conditions attached to restricted shares                | Restricted shares have an entry target, which is whether bonus targets are met and then time-based vesting applies as a condition for the shares to vest. This is based on market practice. |
| Restricted shares matching portion is not acceptable                             | This is to incentivise executives to rather invest their STI into Oceana Shares instead of taking cash. This is a retention mechanism.  |
| Uncertainty whether a RONA target is set in advance or disclosed retrospectively | RONA targets are set in advance. This will be made clearer in the detail of the report.   |

In line with King IV and the JSE Listings Requirements, the Remuneration Policy together with the Implementation Report (part 3) will be tabled for two separate non-binding advisory votes by shareholders. In the event that 25% or more of the shareholders vote against either or both the Remuneration Policy and Implementation Report, the Committee will:

- Extend an invitation to dissenting shareholders via a SENS announcement with the results of the AGM, for them to engage with the Committee regarding their reasons for voting against the relevant resolution; and
- The invitation will reveal the manner and timing of engagement, which may include (but is not limited to) communication via email, telephone calls, meetings and roadshows.

After consideration of the results of shareholder engagement, the Committee reserves the right to amend elements of the Remuneration Policy to further align it to market practice and shareholder value creation.

## Policy and philosophy

The Group's Remuneration Policy Framework is based on the principles of fair and responsible remuneration and is formulated to attract, retain, motivate and reward high calibre employees. We aim to encourage high levels of performance that are sustainable and aligned with the strategic direction and specific value drivers of the business. The way we remunerate employees reflects the dynamics of the market, as well as the social, economic and environmental context in which Oceana operates.

The Committee aims to reward superior performance and the achievement of the Group's strategy and ensures that there are consequences for underperformance. Managers play a vital role in ensuring that the performance management process, in terms of the performance management policy and guidelines, provides the right information required to inform remuneration decisions made by the Committee.

Employment and remuneration arrangements of employees who are part of a bargaining unit or are independent contractors employed on fixed-term contracts are not covered by the Remuneration Policy Framework. Employees belonging to the union would be governed by separate agreements which are negotiated on an operational level, subject to oversight from the Committee. The scope of the policy will be further aligned with the King IV recommended practices.

Oceana's Remuneration Policy for top and senior management provides for the prescribed, target pay mixes per grade, with a balance between guaranteed pay and performance variable pay (and within performance variable pay between short-term incentive, "STI", and long-term incentives, "LTI"). Implicit in the Remuneration Policy is that over time, executives should build up a combination of restricted and unencumbered shares, ensuring significant alignment between executives and shareholders. An analysis was undertaken recently to establish the level of shareholding amongst the key executives within Oceana, and to identify the current level of alignment. The Remuneration Committee was concerned that the current levels were significantly below what it considered to be essential to motivate and retain executives going forward. It was identified that the relatively low levels of shareholding were in part due to the fact that Oceana has consistently set high targets for achievement in both STI and LTI, and in the bearish economy, sector and market conditions this has resulted in low vesting and thus little retention. The Remuneration Committee therefore resolved to make in the LTI a further, once off, offer of restricted shares, this is on top of the standard Remuneration Policy implementation. The aim of this was to ensure that employees are motivated and retained.

At the same time, Oceana has adjusted its short-term incentive plan to bring it more into line with the company's strategic aims, and to drive and reward success in both financial and operational components of strategy. The mechanics of the scheme is set out in the Remuneration Policy part of this report.

The comprehensive Remuneration Policy is available on Oceana's website, accessible at <http://oceana.co.za/investors/integrated-reports/>.

In satisfying its mandate, the main activities undertaken by the Committee during the year included:

- Review and approval of the performance metrics and new rules for the 2019 financial year STI;
- Approval of short-term incentive ("STI") payments for those divisions that met the performance criteria;
- Consideration and approval of the allocation and award of options and shares in terms of the Group's 2013 long-term incentive plan rules (share appreciation rights, equity settled restricted and performance shares) to eligible participants;
- Approval and consideration of 2019 financial year increases in guaranteed pay for executives and employees in management positions;
- Testing the extent to which the performance conditions for the tranche of long-term incentive ("LTI") awards under the Oceana Group 2013 Share Plan were met (for the awards whose performance and vesting period ended in 2019);
- Review of the Remuneration Report to align to King IV and the JSE Listings Requirements;
- Review of the Committee's charter to ensure alignment to King IV Requirements;
- Review of the Remuneration Policy Framework taking into consideration the King IV Disclosure Framework;
- Review of the composition and performance of the Board as well as succession planning for the CEO, executive committee and chairman of the Board.
- Recruitment and appointment of new Group Chief Financial Officer

### FUTURE AREAS OF FOCUS FOR FY2020

- Further differentiate reward in terms of performance and address underperformance
- Place greater focus on the development and retention of key successors
- Create greater diversity (with particular focus on female representation) in the senior leadership ranks
- Continue to ensure fair and responsible executive remuneration practices are followed in the context of overall employee remuneration



## REMUNERATION AND PERFORMANCE (CONTINUED)

### PART 2: FORWARD-LOOKING REMUNERATION POLICY

This section of the report specifically deals with the remuneration for the executive committee, management and other grades of employees. Remuneration comprises of guaranteed and variable pay. The remuneration mix reflects the relative proportions of each component in the package, which is linked to a job type and the nature of expected outcomes. NEDs receive annual fixed fees.

The various components of remuneration include the following:

| COMPONENTS OF REMUNERATION          |   |   |   |  |
|-------------------------------------|---|---|---|--|
|                                     | GUARANTEED PAY  |   | VARIABLE PAY  |  |
|                                     | BASIC SALARY  | BENEFITS  | SHORT-TERM INCENTIVES   | LONG-TERM INCENTIVES   |
| <b>PURPOSE AND LINK TO STRATEGY</b> | Attract and retain talent   | Improve employees financial planning and security on retirement   | Encourage a high performance culture to promote the achievement of specific objectives: <ul style="list-style-type: none"> <li>Drive increase in share price</li> <li>Meet liquidity profile and future cash requirements</li> <li>Meet all operational KPIs</li> </ul>   | Retain and incentivise key staff by linking performance to shareholder expectations<br>This promotes the achievement of long-term objectives with the desired outcome of an appreciating share price and sustainable organisation  |
| <b>ELIGIBILITY</b>                  | All staff employed by Oceana  | Benefit differentiated according to grade for all permanent staff   | Permanent staff from junior management upwards  | All executives and senior management   |
| <b>REMUNERATION METHODOLOGY</b>     | Reviewed annually against market benchmarks. Targeted pay for performing individuals, within a range of between 80% and 120% of market median | Market related benefits: <ul style="list-style-type: none"> <li>Pension/ Provident fund</li> <li>Motor vehicle allowances</li> <li>Medical aid</li> </ul> | Performance bonuses are dependent on financial performance and achievement of agreed strategic and individual KPIs<br>All staff have a 70% financial weighting and 30% operational weighting component<br>CEO and CFO: <ul style="list-style-type: none"> <li>On target: 75% of package; stretch target 112.5% of package</li> <li>Based on a sliding scale of weightings between financial &amp; operational component indicators</li> </ul> | Allocations on annual basis subject to committee discretion<br>CEO – share appreciation rights (SARs) (100% of GP), performance shares (PS) (35% of GP) and RS (17% of previous year STI)<br>Executives (excluding CEO) – SARs (65% of GP), PS (18% of GP) and RS (17% of previous year STI)<br>Daybrook employees benefit from a deferred compensation plan. Nominated employees are eligible to receive an allocation equal to 25% of their guaranteed package<br>The allocation vests after 3 years |
| <b>PERFORMANCE CONDITIONS</b>       | Performance i.e. meeting requirements of the job  | n/a   | <ul style="list-style-type: none"> <li>Budgeted HEPS growth</li> <li>Budgeted RONA</li> <li>Budgeted working capital</li> <li>Budgeted divisional/ SBU operating profit</li> <li>On target (divisional): range from 75% to 100% of budget</li> <li>Stretch target (divisional): range from 101% to 110% of budget</li> </ul>  | Refer to next table for performance conditions and characteristics of each share element   |

| LONG-TERM INCENTIVE  | ELIGIBILITY   | PLAN ELEMENTS AND PERFORMANCE CONDITIONS  |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
|--|---|---|--|--|------------------|-----------------|------|----|--------|-----|--------|-----|--------|-----|--------|-----|--------|-----|--------|------|
| <b>SHARE APPRECIATION RIGHTS</b>   | Executives, senior managers and nominated middle managers | <ul style="list-style-type: none"> <li>The SAR element is in essence similar to the previous Phantom Share Option Scheme and is similarly cash settled.</li> <li>Allocations are based on a reduced multiple of package to accommodate the offer of the other LTI elements.</li> <li>The full allocation is subject to performance criteria which stipulate the number of rights that vest in relation to the achievement of financial performance targets.</li> <li>The value delivered to an individual on exercise is the growth of the underlying share price above its strike price.</li> <li>Vesting occurs on the third, fourth and fifth anniversary of the date of allocation, to the extent that the performance condition has been met. Exercise may be delayed until the seventh anniversary of the date of the allocation.</li> <li>The performance condition is shown below:               <table border="1" data-bbox="2033 903 2819 1302"> <thead> <tr> <th colspan="2">Sliding scale for the application of performance vesting conditions based on a targeted HEPS increase of CPI + 3% p.a. ('real HEPS growth') over 3, 4 &amp; 5 year periods</th> </tr> <tr> <th>Real HEPS growth</th> <th>Vesting Percent</th> </tr> </thead> <tbody> <tr> <td>&gt;=0%</td> <td>5%</td> </tr> <tr> <td>&gt;=0.5%</td> <td>10%</td> </tr> <tr> <td>&gt;=1.0%</td> <td>16%</td> </tr> <tr> <td>&gt;=1.5%</td> <td>27%</td> </tr> <tr> <td>&gt;=2.0%</td> <td>44%</td> </tr> <tr> <td>&gt;=2.5%</td> <td>75%</td> </tr> <tr> <td>&gt;=3.0%</td> <td>100%</td> </tr> </tbody> </table> </li> </ul> | Sliding scale for the application of performance vesting conditions based on a targeted HEPS increase of CPI + 3% p.a. ('real HEPS growth') over 3, 4 & 5 year periods |  | Real HEPS growth | Vesting Percent | >=0% | 5% | >=0.5% | 10% | >=1.0% | 16% | >=1.5% | 27% | >=2.0% | 44% | >=2.5% | 75% | >=3.0% | 100% |
| Sliding scale for the application of performance vesting conditions based on a targeted HEPS increase of CPI + 3% p.a. ('real HEPS growth') over 3, 4 & 5 year periods |   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| Real HEPS growth   | Vesting Percent   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=0%   | 5%  |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=0.5%   | 10%   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=1.0%   | 16%   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=1.5%   | 27%   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=2.0%   | 44%   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=2.5%   | 75%   |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| >=3.0%   | 100%  |   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |
| <b>PERFORMANCE SHARES (conditional)</b>  | Executives and senior managers                            | <ul style="list-style-type: none"> <li>The performance share element rewards future company and share performance.</li> <li>Performance shares are conditionally awarded to those individuals who can influence long-term strategic performance.</li> <li>They vest on the third anniversary of their award; the number vesting being tied to the extent to which the company has met pre-set performance criteria over the three-year period.</li> <li>Currently, vesting is governed by Oceana's comparative Total Shareholder Return (TSR) performance in relation to the members of the JSE Industrial Index.</li> <li>If the TSR over the three-year period places it in 45<sup>th</sup> position (approx. median), then the targeted number (one third of the maximum number) of performance shares awarded will vest.</li> <li>If the TSR over the three-year period places it in 15<sup>th</sup> position (approx. upper quartile) or better, then the maximum number (three times the targeted number) awarded will vest.</li> <li>If the TSR over the three-year period places it in 75<sup>th</sup> position (approx. lower quartile) or worse, then all performance shares awarded will be forfeited.</li> <li>TSR performance between any of the above points results in pro-rated vesting.</li> <li>No retesting will be allowed, and any shares not vesting will lapse.</li> </ul>   |  |  |                  |                 |      |    |        |     |        |     |        |     |        |     |        |     |        |      |



## REMUNERATION AND PERFORMANCE (CONTINUED)

| LONG-TERM INCENTIVE                                    | ELIGIBILITY  | PLAN ELEMENTS AND PERFORMANCE CONDITIONS  |
|--|--|---|
| <b>RESTRICTED SHARES</b>                               | <b>Executives and senior managers</b>                              | <ul style="list-style-type: none"> <li>The restricted share (matching) element provides share-based reward for individual performance.</li> <li>Restricted shares are granted on an annual basis, the number of which is calculated with reference to the prior year short-term incentive, thus ensuring a strong link to individual performance on an annual basis.</li> <li>A standard matching ratio based on an 'on target' bonus is defined as part of a reward strategy-pay mix policy; however, this ratio is applied to the actual bonus earned, resulting in higher performers receiving larger grants.</li> <li>Restricted shares vest at the end of the three-year period, subject to continued employment. Although the primary link to performance of this element is the short-term incentive (and the performance criteria therein), all restricted share grants are still subject to claw back should any unacceptable performance be subsequently identified.</li> </ul>   |
| <b>RESTRICTED SHARES (elective deferral component)</b> | <b>Executive committee members</b>                                 | <ul style="list-style-type: none"> <li>Members of the executive committee are offered on an annual basis the opportunity to elect to defer a portion (25%, 33% or 50%) of short-term incentive pay into restricted shares.</li> <li>The restricted share (elective deferral) component effectively re-orientates top executive performance variable pay away from STI pay for operational performance, and more towards reward for long-term (share-based) performance.</li> <li>The election is made prior to the end of the bonus period, but the number of restricted shares to be granted and matched, is only determined at the end of this period.</li> <li>The bonus calculation undertaken at the end of the period recognises and incorporates any elective deferral, and the cash bonus payment paid in the normal course of events is commensurately lower than it might have been if an election had not been made. However, a commensurately higher number (depending on the level of deferral chosen) of restricted shares is granted in terms of the Plan Rules, matched one for one with additional restricted shares.</li> <li>To encourage a greater participation in the elective deferral scheme amongst senior executives, the restricted shares resulting from the elective deferral by the executive is treated differently should the executive resign prior to the standard vesting period. The portion deferred by the executive will vest in full, as it is effectively a voluntary investment by the executive in support of shareholder alignment, while the matched portion will be forfeited.</li> </ul> |
| <b>PHANTOM SHARES OPTION SCHEME</b>                    | <b>Executives, senior management and nominated middle managers</b> | <ul style="list-style-type: none"> <li>The options in the Phantom Share Option Scheme are 'cash settled'.</li> <li>Options may be exercised in tranches of one third after three, four and five years from the date of grant and must be exercised within six years from date of grant.</li> <li>The cash settlement amount of an option is the difference between the volume weighted average price of an Oceana Group share on the JSE for the 30 trading days immediately prior to the exercise date, and the strike price.</li> <li>The performance condition (hurdle rate) attached to 50% of these grants is that the company's HEPS should increase by 3% per annum above inflation over the three-year performance period.</li> <li>The target was set with regard to the cumulative HEPS over the performance period.</li> <li>All grants have met their performance condition and are now subject to time-based vesting.</li> </ul>   |

### Share dilution limits

A maximum of 1.7% of the issued shares are approved to be allocated to participants in terms of all share plans. The individual limit is a maximum of 20% of the shares in issue under the scheme.

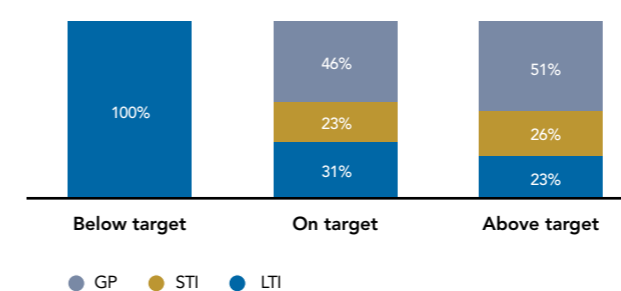
### REMUNERATION MIX

The target remuneration mix varies at each grade. As a guideline, more senior employees should have a higher proportion of variable pay in their remuneration mix, as they have the ability to influence the financial performance and strategic outcomes of the company and/or its various business units. The Committee has designed the remuneration mix for executives in a way that avoids over-dependence on the variable pay components, which in turn discourages any excessive risk-taking behaviour. At lower levels, the remuneration mix is weighted in favour of guaranteed pay.

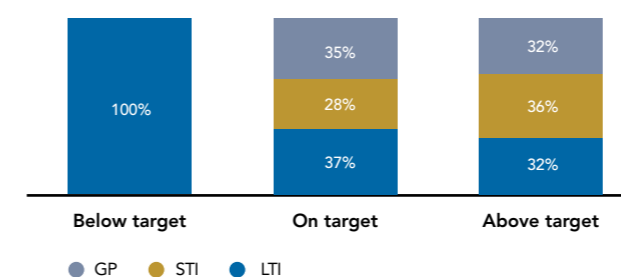
The total reward mix for the CEO and CFO is geared towards variable pay. The graph below illustrates the potential composition of the CEO and CFO at below, on target and above target. The following assumptions were used:

- For LTI illustration purposes, the annual share allocation levels as a percentage of guaranteed pay were used as a basis.
- Below target: performance conditions of STI and LTI are not met.
- On target: 100% vesting of LTI and STI performance conditions met.
- Above target: 100% vesting of SARs, RS and 300% of PS, STI target performance conditions met.

#### CEO Pay Mix



#### CFO Pay Mix



### Executive director service contracts

Oceana concludes permanent employment contracts with its executive directors which can be terminated by either party subject to a six-month (previously three months) notice period. In the event of termination of employment, the Committee may elect to pay a departing executive director a cash lump sum in lieu of the notice period. The executive directors are not subject to any restraint of trade agreements. The retirement age for an executive director is 63 years.

In the event that an executive director's service contract is terminated owing to operational reasons, Oceana's obligation to make a severance payment will be governed by the provisions of the Labour Relations Act.

Oceana reserves the right to reduce any LTI award prior to the vesting date, or to recover vested LTIs from a participant should any unacceptable performance on the part of the employee be subsequently identified in terms of the malus and clawback provision.

### Non-executive directors

NED fees are paid on an annual retainer basis to account for the responsibilities borne by them throughout the year. They are not paid an attendance fee per meeting. The fee structure is evaluated on a regular basis based on NED fee surveys and the results of benchmarking exercises conducted by Deloitte.

Fees are reviewed annually and proposed adjustments are tabled by the CEO for review by the Committee, who will consider the proposed adjustments, taking into account increases across the company. In the event of extraordinary work performed, they will be remunerated on an hourly rate basis, and ad-hoc expenses will be reimbursed as and when required.

NEDs do not qualify for share options nor do they participate in any variable pay incentive schemes, in order to preserve their independence.

### PART 3: IMPLEMENTATION REPORT

The Committee has reflected on the Group's application of the Remuneration Policy during the financial year and considers its adherence satisfactory. The Implementation Report discloses the detailed information and figures pertaining to the application of the Remuneration Policy in relation to the relevant executives.

### Company performance versus average growth in executive remuneration

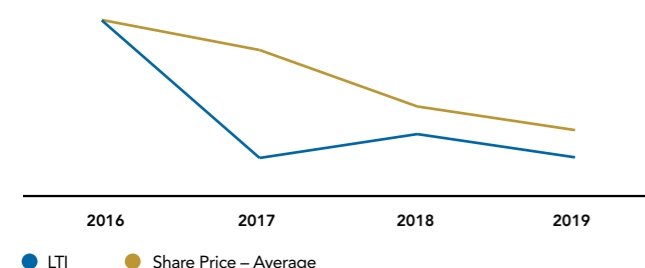
The Committee is satisfied that remuneration is linked to long-term performance and value creation.



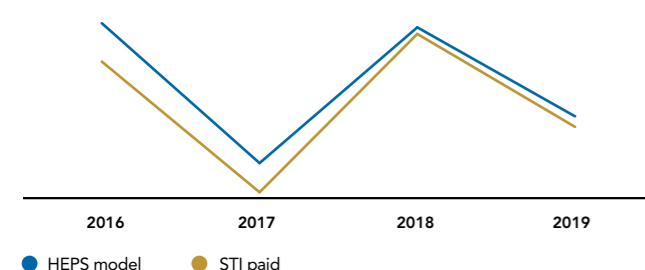
## REMUNERATION AND PERFORMANCE (CONTINUED)

The graphs below compare the Group's STI and LTI to its growth in HEPS and average share price against Oceana's financial performance for the 2019 financial year as contextualised in the CEO's report.

### LTI vs Share price

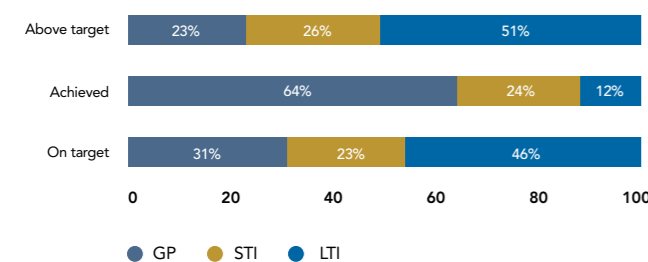


### STI vs HEPS

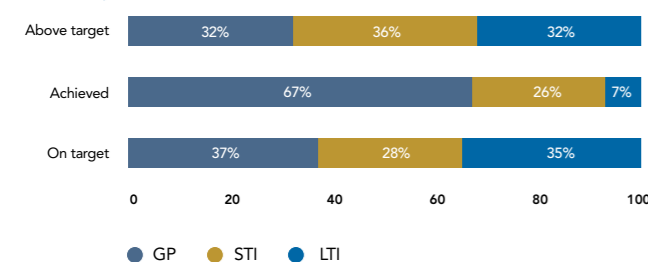


The following graph has been prepared on the same basis as the chart in part 2 referring to pay mix which represents GP, STI and LTI demonstrating the actual mix achieved for the year ended 30 September 2019.

### CEO Pay Mix



### CFO Pay Mix



### Guaranteed pay

In line with the principle of fair and responsible remuneration, Oceana may continuously investigate the internal wage gap and disparities in remuneration in the company.

The average increase in executive remuneration is determined after consideration of the average increase in remuneration for management and general staff. For 2019, the average executive increases were once again lower than that of other employees.

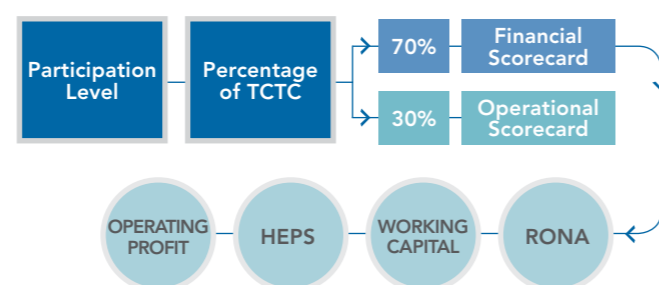
### Short-term incentive

The short-term incentive scheme architecture was revisited during the year, and an adjusted model was developed. The aim of the new scheme is to recognise excellent performance by both the business and the individual and to reward both the financial performance of the business to which participants are aligned, and additionally their individual or collective achievements against operational, as much as financial metrics. Participation varies based on grade.

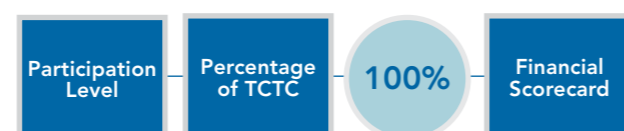
On target participation is now split into a financial component (with a 70% weighting of the overall bonus allocation) and an operational component (with a 30% weighting). Previously the metrics were all financial, with a hurdle or gatekeeper of targeted RONA which had to be met before any bonus could be paid. Once the hurdle was met then a weighted scorecard of headline earnings per share, operating profits and individual performance was targeted to determine the incentives to be paid.

The new STI scorecard consists of the following:

### ON TARGET BONUS



### OUTPERFORMANCE BONUS



In the new scheme the financial component counts towards 70% of the overall bonus allocation. There is no RONA hurdle or gatekeeper, but RONA now becomes one of the weighted financial scorecard metrics.

For the executive directors only three of these metrics are considered namely HEPS (with an 80% weighting), working capital (with a 10% weighting) and return on net assets (with a 10% weighting). For the rest of the employees different weightings are allocated based on HEPS, divisional operating profit/SBU operating profit, working capital and return on net assets. The threshold for each of these components is to achieve above 75% of budget to receive any bonus. To achieve outperformance a threshold of 101% of the overall financial component should be achieved while for maximum a target of 110% must be achieved.

The operational component with a weighting of 30% provides for stretched non-financial targeting in the business. For the operational component to pay out, a threshold target of 75% of the financial component needs to be met.

The 70% financial and 30% operational components run in parallel and will not impact on each other in the final determination of incentive bonuses attributable to the specific component. However, a minimum requirement to achieve at least 50% in the operational component is required before an employee can participate in the financial component.

### Long-term incentives

The annual allocation for CEO and CFO for the elements of LTI was approved by the Committee during the 2019 financial year for which detail can be seen in the remuneration disclosure section below.

The following LTI allocations, which were allocated in February 2016 and November 2015, vested during the financial year:

### Share appreciation rights

The performance condition for SARs is HEPS growth of CPI plus 3% over the three, four and five-year performance period. Over the applicable period, the cumulative HEPS did not exceed the target. The tranches (one-third of award) relating to the February 2015, 2016 and 2017 allocations have therefore not vested. These tranches have therefore been forfeited.

### Restricted shares

The restricted shares component of the LTI is a retention mechanism which requires employees to remain in Oceana's employment for three years after the date of award. These shares vested for those individuals who were still employed by Oceana in November 2018 and February 2019.

### Performance shares

The performance condition for PS is TSR performance of the company to the TSR Industrial Index of the peer group at the lower, median and upper quartiles. Oceana's TSR placed it between the lower and midpoint quartile. The performance shares therefore vested on a prorated basis. The level at which it vested can be seen in the remuneration disclosure note in the full AFS.

### Share dilution limits

As at 30 September 2019, the number of equity settled shares that have been offered to participants under the 2013 Share Plan is 866 762 which is below the threshold. As at 30 September 2019, no participants' holding exceeded 400 000 shares.

### Executive remuneration for year ended 30 September 2019

Remuneration of executive directors is set out in the full AFS. The gain on exercise of share options is made in the period during which the directors dispose of shares. Therefore, the gain is not related to the performance of the company in the 2019 financial year.

### Approval

The Remuneration Report was approved by the Remuneration Committee of Oceana Group Limited.



## CHIEF FINANCIAL OFFICER'S REPORT



### Elton Bosch

Chief Financial Officer

Our financial performance is aligned with the first strategic imperative to maintain sustainable earnings and profit growth. We are confident that the fundamentals for growing and leveraging these results in pursuit of acquisitive growth remain intact.

The 2019 results delivered a solid overall performance as profits before tax remained positive in comparison to prior year protected by material improvements in canned fish and hake and horse mackerel businesses while unique weather anomalies negatively impacted the fish meal and oil businesses.

Oceana's executive believe the financial statements published in this integrated annual report present fairly, in all material respects, the financial position, financial performance and cash flows of Oceana Group Limited in accordance with International Financial Reporting Standards (IFRS), and without material misstatements. No facts have been omitted or untrue statements made that would make the annual financial statements false or misleading. The significant accounting policies adopted in the preparation of the financial statements are appropriately described in the financial statements section of this integrated report. Internal financial controls have been put in place to ensure that material information relating to Oceana and its consolidated subsidiaries have been provided to effectively prepare the financial statements.

Executive management are confident that Oceana's various internal control systems, both automated and manual, are adequate and effective and can be relied upon in compiling the annual financial statements in accordance with IFRS and the requirements of the Companies Act of South Africa, having fulfilled our role and function within the combined assurance model pursuant to principle 15 of the King Code.

### OVERVIEW

The performance achieved in profitability in 2018 was largely maintained and stabilised in 2019 through an affordability strategy that has seen volume growth and market share increases in canned fish. These gains were complemented by continued improvement in production efficiencies in the Group's local canneries and the US fishmeal plant, improvement in global fish oil pricing as well as price increases in the hake and horse mackerel businesses. Unique weather events in SA and the US resulted in subdued sales volumes in fishmeal and oil curtailing the Group's overall performance.

Our 2019 operational performance remained resilient despite the impact of external environmental challenges.

These challenges and our strategic response to addressing these are discussed in more detail in "The Operating Context" on page 26 namely:

- Climate change, temperature shifts and extreme weather events that impacted volumes in South Africa (SA) and the United States of America (US) in our canned fish and fishmeal and oil businesses.
- Fishmeal and fish oil US Dollar pricing was negatively impacted by China's reduced demand arising from the impact of ASF in the pork sector.
- Global market volatility and exchange rate fluctuations resulted in a weaker Rand that aided international selling prices but was however off-set by higher frozen fish costs in canned fish.
- Sluggish economies, structural challenges and policy delays in SA, US and the rest of the world had a negative impact on inflationary cost increases generally.

Our performance was further muted by a reduction in profit for the commercial cold storage (CCS) business arising from low occupancy levels in Walvis Bay, closure of Angolan facilities and write-offs arising from debtor provisions based on prior period billing. Lobster and squid was negatively impacted by a reduction in quota and catch rates.

It was previously communicated that given the poor fishing conditions and geo-political risks in Angola, a strategic rationalisation has been embarked upon by the Group. Oceana is currently exploring sale options for the businesses or the assets while management have taken a conservative view to mothball these operations and the net investments in Angola have been provided for accordingly. All these once-off costs will bode well for Oceana's future financial growth prospects as they will not recur.

We would like to remind our stakeholders of the once-off deferred tax rate adjustment in the prior year of USD18.6 million (R238 million) following a reduction in the federal corporate tax rate in the US from 35% to 21% which was effective after 31 December 2017 and did not recur in the 2019 financial year; profit after tax was negatively impacted.

### COMPREHENSIVE INCOME

#### Headline earnings

Profit before tax was positive compared to the prior year. Headline earnings, however, decreased by 25% or R212 million to R636 million. The decrease in headline earnings is primarily because of:

- Prior year deferred tax benefit of R238 million due to the lowering of the US federal tax rate. The effective tax rate accordingly increased by 27% which is explained under the tax section later in this report.
- Prior year costs related to the once-off R65 million put option settlement by Daybrook in terms of the Westbank transaction.
- The strategic decision to exit the Angolan operations given the geo-political risks and poor fishing conditions resulted in once-off costs of R18 million of which R8 million was capital in nature and, therefore, excluded from headline earnings.
- Investment income was 17% or R7 million lower primarily as more working capital was required to support the frozen fish strategy for canned fish, hence lower free cash resources.
- Net finance costs decreased by 11% or R37 million in line with our overall long-term debt reduction strategy as well as improved pricing achieved during the refinance of South African term debt in 2018.
- Non-controlling interests increased by 26% or R6 million.
- Headline earnings per share decreased by 25% (183cents).
- Diluted headline earnings per share decreased by 25% (167 cents).

#### Revenue

Overall Group revenue remained flat in comparison to 2018.

Revenue from the African operations increased 1% overall or R58 million to R5 926 million underpinned by good volume growth in canned fish and strong selling prices particularly in horse mackerel, hake and other fishing businesses.

The US fishmeal and fish oil business delivered 4% less revenue driven primarily by the lower menhaden landings in the Gulf offset by a favourable exchange rate.

Revenue increased 1% to R7 274 million, despite the overall sales volume decrease of 7% that was driven by the extreme weather events that resulted in significantly lower landings and

Oceana's business model is underpinned by its three strategic imperatives and three enablers and actively seeks to overcome the global and local constrained economic headwinds.



## CHIEF FINANCIAL OFFICER'S REPORT (CONTINUED)

sales volumes in the fishmeal and fish oil businesses as well as marginally lower sales volumes of horse mackerel and hake. The improved canned fish sales volumes significantly mitigated the overall sales volume decrease.

Average realised selling prices increased 4% overall. The affordability strategy with below inflationary price increases within canned fish continued to assist an ailing consumer, while healthy selling price increases were achieved in the horse mackerel, hake and other fishing businesses supported by a weaker Rand. We also achieved selling price increases in US Dollar terms for fish oil in SA and the US.

The IFRS 15 changes of how we allocate variable costs associated with revenue has resulted in a restatement of prior year revenue. Included in the 2019 revenue is an IFRS 15 adjustment of R126 million and the restatement of R110 million in the 2018 financial year previously disclosed in selling and distribution costs.

The services revenue for the CCS was 12% or R49 million lower primarily because of subdued fishing conditions in Namibia and Angola and reduction of local store capacity. CCS handled 10% fewer pallets compared to the prior year largely driven by reduction in storage facilities and lower turnaround of third-party product. Rate per pallets for CCS remained soft, particularly in Gauteng.

### Cost of sales

Cost of sales increased by 4% or R203 million to R5 026 million despite an overall sales volume decrease of 7%.

Overall cost of sales increase was primarily driven by higher canned fish costs, making up more than 50% of total Group cost of sales along with the inflationary cost increases on fixed fishing and production costs. Cost of sales increase in canned fish was driven by higher sales volumes and the increased cost of imported finished canned product and imported frozen fish arising from a weaker exchange rate. Our frozen fish strategy continues to deliver substantial financial value and allows for improved production planning and process efficiencies. Efficiency savings of R45 million were recognised during the year and benefited the canning operations accordingly.

Cost of sales were buffered through the suspended Angolan operations that resulted in a cost reduction of R121 million and the impact of lower landings in SA fishmeal and fish oil of 20%, the US fishmeal and fish oil of 14% and lobster and squid of 31%.

The procurement division will continue its pursued quest for continued savings across the value chain and we will continue to extract further cost-saving efficiencies on the strategic sourcing of frozen fish and our other strategic operating costs. The current year included R45 million in cost-saving efficiencies extracted. The manufacturing value chain has maintained its canning plants and workers in anticipation of future growth in the local bio-mass that will support the sustainability of the communities in which we operate.

### Gross profit

As a result of cost of sales increasing 4% or R203 million, in contrast to revenue remaining flat, gross profit as a percentage of revenue decreased from 37% to 34.3% and gross profit decreased by 7.5% or R213 million.

### Sales and distribution expenses

The 2018 financial results have been restated by R110 million due to bulk and distribution allowances previously disclosed under sales and distribution expenses now being reclassified to revenue in accordance with IFRS15. Net of this adjustment sales and distribution expenses have decreased 13% or R67 million primarily due to volume decreases of 7% as well as greater absorption of storage costs into inventory in line with the frozen fish strategy.

### Marketing expenses

Oceana increased marketing expenses in support of the price affordability and volume growth strategy. Marketing expenses increased 7% or R4 million that is aligned to general inflationary cost increases.

### Overheads

Oceana decreased overheads 11% or R126 million primarily because of CCS site closures and lobster exiting certain sites and lower staff incentives. No significant adjustments were required in terms of IFRS9 assessment of expected credit losses.

### Foreign exchange rate profit

The exchange rate profit realised increased by 56% or R11 million. Although the Group is naturally hedged, the timing of imports and exports differ, hence the need to cover forward both imports and exports as our treasury team continuously monitor and evaluate the Group's net exposure to foreign currency.

In terms of the revised FEC policy:

- exports are covered on a three-months forward basis as soon as export contracts are concluded;
- the planned procurement value of canned fish imports is materially covered on a three-months forward basis;
- due to the inherent uncertainty of value and timing, frozen fish imports are 80% covered once shipment has been confirmed.

The effective use of the policy above and foreign currency earned from export sales has mitigated the exposure of our frozen fish procurement cycle has to exchange rate fluctuations.

### Group operating profit

Group operating profit before other operating items ('operating profit') decreased by 1% or R14 million to R1 175 million (2018: R1 189 million).

Africa operations delivered a 2% increase in operating profit while US operations declined by 16%.

### Headline earnings per share

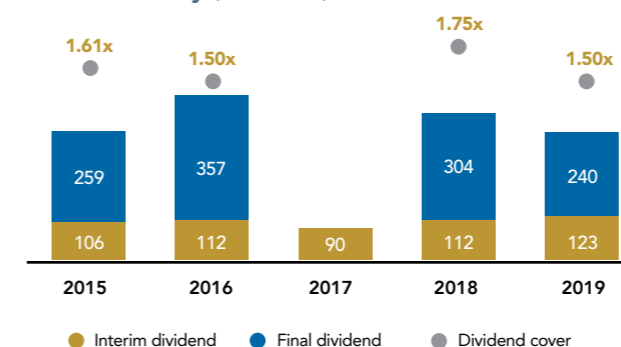
Primarily as a result of the once-off deferred tax adjustment, headline earnings for the year decreased by 25.1% compared to the prior year. Excluding the effect of the once-off deferred tax adjustment in the prior year, headline earnings increased by 4.1%.

### DIVIDENDS

On the back of protected earnings and the improved debt position in the year, a final dividend of 240 cents (2018: 304 cents) per share was declared which together with the interim dividend of 123 cents (2018: 112 cents) per share brought the total dividend for the year to 363 cents (2018: 416 cents) per share.

The Board will continue to review dividend cover in anticipation of its strategic growth objectives. The total dividends for 2018/19 represent a dividend cover of 1.5 times compared to the 2017/18 dividend cover of 1.75 times, excluding distributions made to the Group employee share trust.

### Dividend history (R'million)



## FINANCIAL POSITION

### Non-current assets

Oceana's aim is to utilise its property plant and equipment to be globally recognised as an efficient converter of global fishing resources into shared value.

Oceana remains focused on fully utilising the fishing capacities and asset base that was invested into over a 100 years ago to benefit the fishing communities in which we operate and has invested capital of R71 million into its fishing fleet and R157 million into its factory buildings and equipment as well as cold storage facilities during the year. This amounted to a R228 million increase in property, plant and equipment for the financial year, which excludes depreciation and takes into account assets disposed of and work in progress.

The significant investment in operating assets had a positive impact on overall production capacity and cost efficiencies in the US fishmeal plant as well as the canneries in South Africa.

### Current liabilities

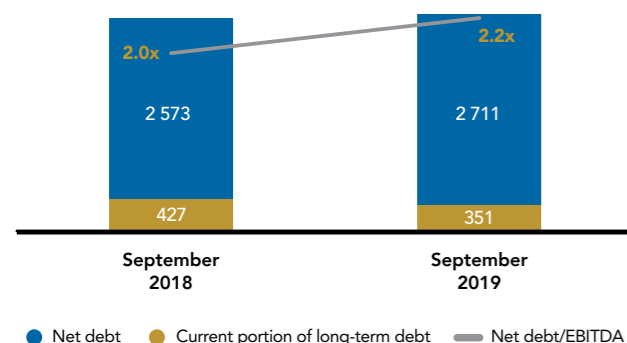
Accounts payable have decreased by 15% or R220 million largely as a result of settling a liability accrued in 2018 with respect to a lawsuit claims settlement that had been paid to Daybrook but was for the interest of the pre-acquisition shareholders of USD17 million (R247 million). Accounts payable days continued to be well managed by our finance shared services team.

## CHIEF FINANCIAL OFFICER'S REPORT (CONTINUED)

### GEARING

Group cover ratio increased from 2.0x to 2.2x at 30 September 2019. The increased gearing was primarily because of the increased working capital requirements and lower cash levels. In September 2019 we concluded an early refinance of our US debt facility. The facility was refinanced as a five-year, amortisation facility with final settlement due on 30 September 2024. Improved terms and conditions were negotiated and the refinance also provided a more favourable pricing margin range. We took the opportunity to increase the level of debt in the US to \$118m (2018: \$113m) which will be used to accommodate operational requirements during the closed fishing season. In line with our strategy to settle the more expensive SA debt, we received an \$11m dividend from our US operations and settled SA debt.

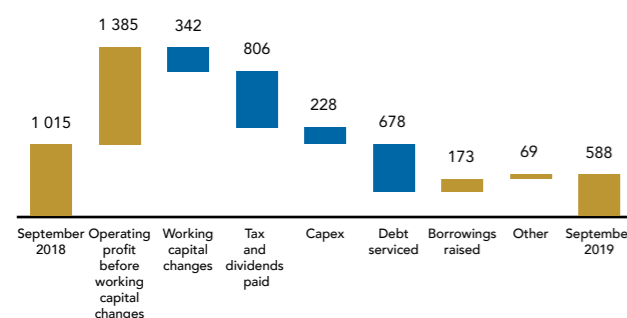
#### Debt summary (R'million)



### CASH FLOW

Oceana's current assets ratio increased to 2.04 from 1.86 in 2018. Excluding inventory, the position deteriorated to 1.05 from 1.18 in prior year given the lower operating cash flows. In the year ahead, we will continue to focus on deleveraging the South African balance sheet to build financial capacity to support our growth strategy. Cash balances on hand at the end of the year were R588 million (2018: R1 015 million).

#### Cash flow (R'million)



### Segment report

The diversity of operations and activities within a larger group ensures greater resilience in the context of cyclical fishing patterns and market volatility, facilitating the sustained provision of benefits to employees, service providers and neighbouring communities. Well-resourced and efficient operations facilitate more effective regulatory monitoring and compliance. Enhanced efficiencies enable a more cost-effective contribution to food security through the provision of low-cost protein. Our divisional performance has been disclosed under the segments commencing on page 22 of the CEO Report and page 80 of the divisional feedback.

### CONCLUSION

The local and global growth environment remains muted owing to lower than expected domestic GDP pressure, and conservative growth forecasts for the US. While the impact of a constrained consumer environment has been visible across most of the South African food and retail sector, our Lucky Star brand has continued to show resilience with growth in volumes.

CCS's strategy to consolidate capacity in the most profitable way and identify areas where they have competitive advantage ensured stable and protected operations. This will bode well for support of the Lucky Star imported frozen fish strategy.

We continue to consider the global operational complexities and the step change required to complete the fish protein value chain that will require further strategic investment. Oceana remains focused on fully utilising the fishing capacities and asset base reflected in our balance sheet to benefit the fishing communities.

Oceana continues to make decisions to sustain short-term divisional cost structures, and these additional investments in costs are aligned with long-term growth objectives and sustained value. The diversity of operations and activities within a larger group ensures greater resilience in the context of cyclical fishing patterns and market volatility, and our global control structures bode well for more effective regulatory monitoring and compliance.

Overall, like many other fishing businesses, we are dependent on good weather patterns for good landings across all businesses. We are also dependent on an enabling political and economic environment that supports the fundamentals of growing consumer demand both globally and locally. We are mitigated by the strength of our diversified global geographic footprint.

**Elton Bosch**

Chief Financial Officer

13 December 2019







# STATISTICAL AND FINANCIAL DATA

| Notes  | 2019<br>R'000 | RESTATED <sup>1</sup> |                  |                  |                  |                  |
|--|---------------|-----------------------|------------------|------------------|------------------|------------------|
|  |               | 2018<br>R'000         | 2017<br>R'000    | 2016<br>R'000    | 2015<br>R'000    |                  |
| <b>Statements of comprehensive income</b>                              |               |                       |                  |                  |                  |                  |
| Revenue by segment   | 1             | 7 647 415             | 7 657 311        | 6 706 353        | 8 124 337        | 6 083 493        |
| <b>Revenue</b>   |               |                       |                  |                  |                  |                  |
| Canned fish and fishmeal (Africa)                                      |               | 4 038 540             | 3 960 107        | 3 667 133        | 4 155 925        | 3 323 704        |
| Fishmeal and fish oil (US)   |               | 1 721 044             | 1 789 118        | 1 438 605        | 1 930 923        | 574 328          |
| Horse mackerel, hake, lobster and squid                                |               | 1 514 436             | 1 474 867        | 1 199 060        | 1 363 932        | 1 472 894        |
| CCS Logistics  |               | 373 395               | 433 219          | 401 555          | 434 780          | 392 124          |
| Disposed operations  | 2             |                       |                  |                  | 238 777          | 320 444          |
| Operating profit before other operating items                          |               | 1 175 325             | 1 188 907        | 1 001 428        | 1 629 491        | 1 007 255        |
| <b>Operating profit before other operating items by segment</b>        |               |                       |                  |                  |                  |                  |
| Canned fish and fishmeal (Africa)                                      |               | 450 591               | 436 710          | 276 622          | 528 464          | 452 504          |
| Fishmeal and fish oil (US)   |               | 359 102               | 392 638          | 390 230          | 668 152          | 179 612          |
| Horse mackerel, hake, lobster and squid                                |               | 303 172               | 287 827          | 235 386          | 290 529          | 251 896          |
| CCS Logistics  |               | 62 460                | 71 732           | 99 190           | 132 430          | 106 066          |
| Disposed operations  | 2             |                       |                  |                  | 9 916            | 17 177           |
| Other operating items  |               | (17 447)              | (14 091)         | 8 701            | 100 187          | 18 346           |
| <b>Operating profit</b>  |               | <b>1 157 878</b>      | <b>1 174 816</b> | <b>1 010 129</b> | <b>1 729 678</b> | <b>1 025 601</b> |
| Investment income  |               | 33 681                | 40 767           | 29 248           | 22 089           | 61 558           |
| Interest paid  |               | (294 547)             | (332 532)        | (372 405)        | (385 202)        | (158 442)        |
| <b>Profit before taxation</b>  |               | <b>897 012</b>        | <b>883 051</b>   | <b>666 972</b>   | <b>1 366 565</b> | <b>928 717</b>   |
| Taxation   |               | (248 645)             | (810)            | (187 622)        | (408 276)        | (286 515)        |
| Profit after taxation  |               | 648 367               | 882 241          | 479 350          | 958 289          | 642 202          |
| Attributable to non-controlling interests                              |               | 30 751                | 24 410           | 11 040           | 41 843           | 30 978           |
| <b>Net profit attributable to shareholders of Oceana Group Limited</b> |               | <b>617 616</b>        | <b>857 831</b>   | <b>468 310</b>   | <b>916 446</b>   | <b>611 224</b>   |
| Headline earnings  |               | 636 366               | 849 058          | 457 309          | 820 308          | 611 778          |
| <b>Key performance indicators</b>                                      |               |                       |                  |                  |                  |                  |
| Operating margin   | 3             | 15.4%                 | 15.5%            | 14.9%            | 20.1%            | 16.3%            |
| Canned fish and fishmeal   |               | 11.2%                 | 11.0%            | 7.5%             | 12.7%            | 13.6%            |
| Fishmeal and fish oil (US)   |               | 20.9%                 | 21.9%            | 27.1%            | 34.6%            | 31.3%            |
| Horse mackerel, hake, lobster and squid                                |               | 20.0%                 | 19.5%            | 19.6%            | 21.3%            | 17.1%            |
| CCS Logistics  |               | 16.7%                 | 16.6%            | 24.7%            | 30.5%            | 27.0%            |
| EBITDA   |               | 1 380 656             | 1 443 522        | 1 245 967        | 1 990 063        | 1 202 772        |
| Africa operations  |               | 926 296               | 980 644          | 760 550          | 1 217 701        | 1 012 930        |
| US operations  |               | 454 360               | 462 878          | 485 417          | 772 362          | 189 842          |
| Tax rate   |               | 27.7%                 | 0.1%             | 28.1%            | 29.9%            | 30.9%            |
| Headline earnings per share – basic (cents)                            |               | 544.3                 | 727.1            | 391.9            | 703.4            | 588.2            |
| Headline earnings per share – diluted (cents)                          |               | 500.9                 | 667.7            | 357.9            | 640.5            | 532.2            |
| Earnings per share – basic (cents)                                     |               | 528.3                 | 734.6            | 401.3            | 785.8            | 587.7            |
| Earnings per share – diluted (cents)                                   |               | 486.1                 | 674.6            | 366.5            | 715.5            | 531.7            |
| Dividends per share (cents)  | 4             | 363.0                 | 416.0            | 90.0             | 469.0            | 365.0            |
| Headline dividend cover (times)  |               | 1.5                   | 1.75             | 4.4              | 1.5              | 1.5              |

Notes:

- Revenue has been restated, as a result of the adoption of IFRS 15.
- Disposed operations includes segmental information pertaining to the French fries operation (Lamberts Bay Foods Limited) and the CCS fruit operation disposed of in 2016.
- Operating profit before other operating income/(expenses) items expressed as a percentage of revenue.
- Dividend declared after reporting date included, except for 2017, as no final dividend was declared.

| Notes  | 2019<br>R'000 | 2018<br>R'000 | 2017<br>R'000 | 2016<br>R'000 | 2015<br>R'000 |             |
|--|---------------|---------------|---------------|---------------|---------------|-------------|
| <b>Statements of financial position key items</b>              |               |               |               |               |               |             |
| Property, plant and equipment                                  | 5             | 1 697 221     | 1 586 626     | 1 604 099     | 1 669 373     | 1 678 406   |
| Intangible assets  | 6             | 4 886 609     | 4 617 278     | 4 434 878     | 4 605 275     | 4 609 802   |
| Net current assets   | 7 and 8       | 1 331 522     | 840 439       | (34 760)      | 1 080 854     | 859 962     |
| Net cash and cash equivalents                                  |               | 588 036       | 1 015 060     | 1 222 040     | 1 312 942     | 1 181 273   |
| Long term debt   |               | 3 298 904     | 3 339 750     | 3 209 875     | 4 145 142     | 4 374 483   |
| <b>Statements of cash flows key items</b>                      |               |               |               |               |               |             |
| Cash generated from operations                                 |               | 1 042 526     | 1 302 893     | 1 707 248     | 1 631 094     | 1 095 114   |
| Working capital changes  |               | (342 291)     | (189 366)     | 560 579       | (95 483)      | (92 760)    |
| Investment income received                                     |               | 54 789        | 41 607        | 37 966        | 86 470        | 59 264      |
| Interest paid  |               | (285 447)     | (296 845)     | (344 895)     | (337 497)     | (158 442)   |
| Taxation paid  |               | (262 713)     | (217 036)     | (148 456)     | (707 658)     | (221 986)   |
| Dividends paid   |               | (543 777)     | (162 013)     | (573 243)     | (476 827)     | (427 395)   |
| Distribution to Oceana Empowerment Trust beneficiaries         |               |               |               |               | (15 469)      |             |
| Net cash inflow from operating activities                      |               | 5 378         | 668 606       | 678 620       | 180 113       | 346 555     |
| Cash outflow from investing activities                         |               | (217 141)     | (180 928)     | (191 097)     | (56 352)      | (4 747 216) |
| Cash (outflow)/inflow from financing activities                |               | (239 721)     | (720 152)     | (553 613)     | 1 954         | 5 146 173   |
| Net (decrease)/increase in cash and cash equivalents           |               | (451 484)     | (232 474)     | (66 090)      | 125 715       | 745 512     |
| <b>Key performance indicators</b>                              |               |               |               |               |               |             |
| Leverage Ratio   |               |               |               |               |               |             |
| Return on average net assets                                   | 9 and 10      | 14            | 15            | 13            | 20            | 29          |
| Current ratio (:1)   |               | 2.0           | 1.9           | 1.5           | 2.2           | 2.1         |
| Return on average shareholders' funds                          | 11            | 13            | 21            | 12            | 22            | 32          |
| Net Debt to EBITDA   |               | 2.2           | 1.8           | 2.4           | 1.7           | 2.9         |
| Net Debt to Equity   |               | 0.6           | 0.6           | 0.8           | 0.9           | 1.0         |
| <b>Share performance</b>                                       |               |               |               |               |               |             |
| Market price per share (cents)                                 |               |               |               |               |               |             |
| Year-end   |               | 6 925         | 8 247         | 8 233         | 11 402        | 9 640       |
| Highest  |               | 8 850         | 9 400         | 12 639        | 13 474        | 11 902      |
| Lowest   |               | 6 700         | 6 750         | 7 800         | 9 325         | 6 851       |
| Price earnings ratio   | 12            | 12.7          | 11.3          | 21.0          | 16.2          | 16.0        |
| Number of transactions   | 13            | 99 504        | 33 759        | 38 720        | 45 101        | 85 801      |
| Number of shares traded ('000)                                 | 14            | 52 097        | 15 805        | 15 696        | 17 703        | 27 321      |
| Value of shares traded (R'000)                                 | 13            | 3 720 460     | 1 313 588     | 1 537 053     | 1 986 700     | 2 678 132   |
| Volume of shares traded as a percentage of total issued shares | 13            | 38.4          | 11.7          | 11.6          | 13.1          | 20.2        |
| Market capitalisation (R'000)                                  | 14            | 9 385 186     | 11 176 842    | 11 157 868    | 15 452 692    | 13 064 721  |
| JSE food producers and processors index                        | 15            | 72.9          | 84.8          | 103.6         | 110.5         | 100.0       |
| JSE industrial index   | 15            | 91.7          | 106.2         | 109.7         | 107.7         | 100.0       |
| Oceana Group share price index                                 | 15            | 71.8          | 85.6          | 85.4          | 118.3         | 100.0       |

Notes:

- Property, plant and equipment for 2015 have been restated due to finalisation of the Daybrook purchase price allocation.
- Intangibles for 2015 have been restated due to finalisation of the Daybrook purchase price allocation.
- Accounts receivable for 2015 have been restated due to finalisation of the Daybrook purchase price allocation.
- Net current assets comprises current assets less cash and cash equivalents and current liabilities.
- Profit before taxation and other operating items (but excluding interest paid) expressed as a percentage of average net assets or average total assets.
- Net assets comprise total assets less non-interest-bearing liabilities.
- Headline earnings as a percentage of average shareholders' funds.
- Market price per share at year-end divided by HEPS.
- Figures based on JSE transactions only.
- Value of ordinary shares in issue at year-end price including treasury shares held by share trusts and subsidiary company.
- Adjusted base 2015 = 100.

# DELIVERING ON OUR STRATEGY THROUGH OUR DIVISIONS

Oceana’s diversified fishing and production business, together with its cold storage and logistics business, allows for diversified earnings across species and services as well as geographies. Given the diversified nature of the businesses, a set of KPIs unique to each business has been agreed with divisional management, to promote the achievement of our strategic objectives. KPI targets are critically reviewed and amended annually to take account of changing business and operational requirements.

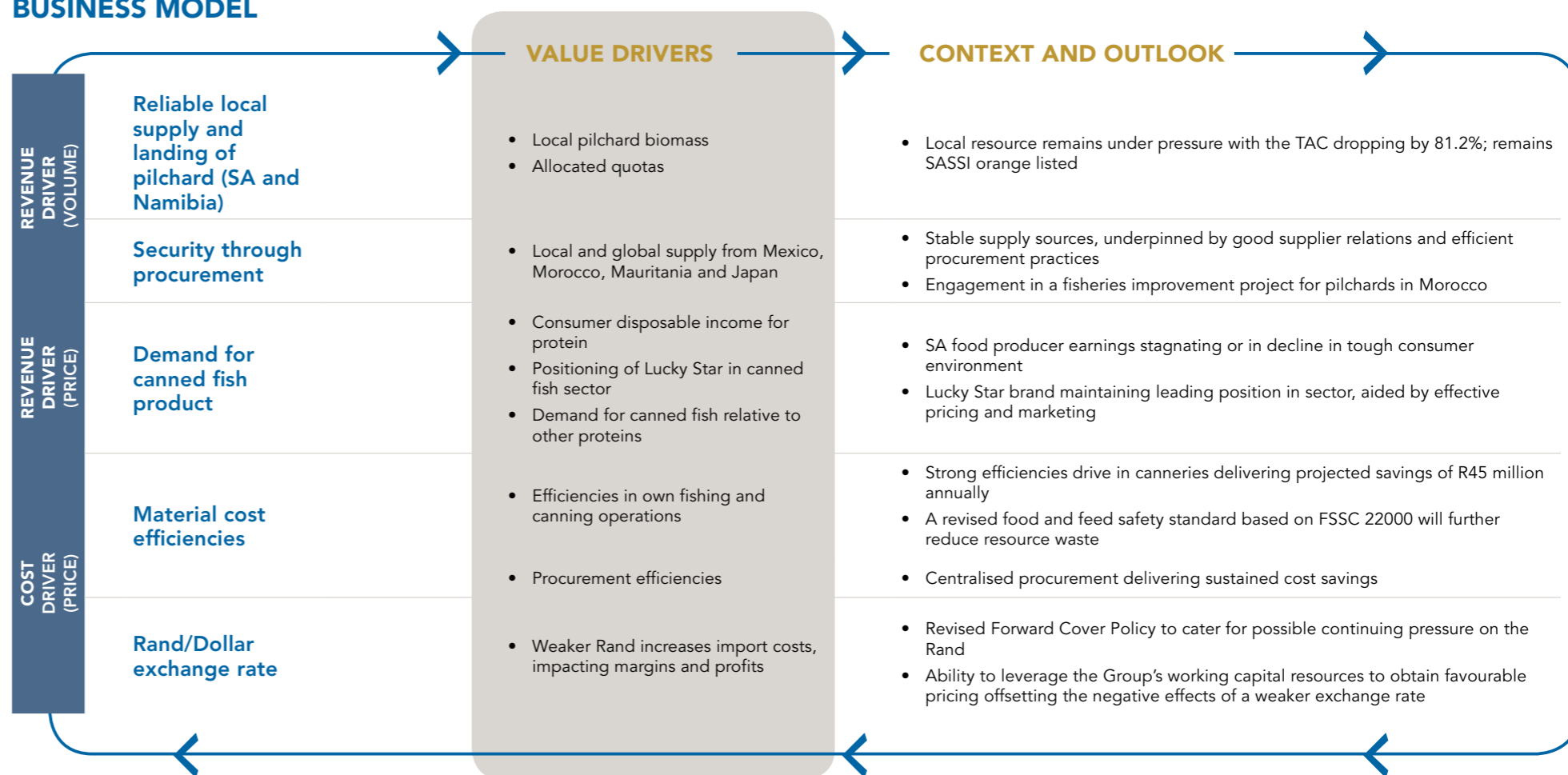
● KPI achieved ● KPI not achieved ● KPI partially achieved

| Division  | Long-term divisional objective   | KPIs  | 2018  | 2019    | 2020 target   |
|---|--|---|---|---------|---|
| Canned fish and fishmeal (Africa)   | We will optimise and improve operating margins by robust supply chain and logistic services.<br>We will deliver positive volume and earnings growth by: <ul style="list-style-type: none"> <li>Growing canned fish volumes in existing and new markets</li> <li>Becoming a globally competitive canned fish processor</li> <li>Implementing efficiency improvement projects in fishmeal and fish oil fleet and facilities</li> </ul>   | <b>CANNED FISH</b>  |   |         |   |
|   |  | <ul style="list-style-type: none"> <li>Real volume growth</li> <li>Cost per carton</li> <li>Daily throughput cartons/day</li> </ul>                       | ● ● ●   | ● ● ●   | Growth targeted<br>Further efficiencies expected<br>Further efficiencies expected   |
| Fishmeal and fish oil (USA)   | We will ensure full and efficient utilisation of the available/allocated fish resource by: <ul style="list-style-type: none"> <li>Optimising plant efficiency and throughput rates, while retaining quality and environmental standards</li> <li>Increasing sales volumes and price realisation as part of a Group-wide sales and distribution strategy</li> <li>Realising opportunities to further increase our catch rate by improving our fleet and fishing technique</li> <li>Identifying and realising vertical integration/downstream expansion opportunities should they arise</li> </ul>   | <b>FISHMEAL (AFRICA)</b>  |   |         |   |
|   |  | <ul style="list-style-type: none"> <li>Average fishmeal price</li> <li>Fish oil price</li> </ul>  | ● ●   | ● ●     | Growth targeted<br>Growth targeted  |
| Horse mackerel, hake, lobster and squid   | We will protect and optimise the business, and grow earnings and profitability by: <ul style="list-style-type: none"> <li>Continuing to drive empowerment in our South African operations</li> <li>Enhancing localisation in Namibia</li> <li>Being the preferred partner for new quota holders in both SA and Namibia</li> <li>Improving fleet availability and utilisation to enhance catch rates and drive efficiencies</li> </ul> We will drive value creation in the division by: <ul style="list-style-type: none"> <li>Seeking to secure long-term squid and South Coast lobster rights in 2021</li> <li>Optimising efficiencies, leveraging off infrastructure and synergies in the horse mackerel and hake businesses</li> <li>Working with government and other stakeholders to pursue appropriate opportunities to support government’s efforts to responsibly develop small-scale fishers</li> </ul> | <b>HORSE MACKEREL (SA)</b>  |   |         |   |
|   |  | <ul style="list-style-type: none"> <li>Catch volumes</li> <li>Average fishmeal price</li> <li>Average fish oil price</li> <li>Plant throughput</li> </ul> | ● ● ● ●   | ● ● ● ● | Strong biomass should help improve volumes<br>Prices expected to be stable<br>Prices expected to be stable<br>Investment in capital expenditure to achieve increased throughput |
|   |  | <b>HORSE MACKEREL (SA)</b>  |   |         |   |
|   |  | <ul style="list-style-type: none"> <li>Catch rate per day</li> <li>Cost per ton</li> </ul>  | ● ●   | ● ●     | Expected to be consistent<br>Inflationary growth expected   |
|   |  | <b>HORSE MACKEREL (NAM)</b>   |   |         |   |
|   |  | <ul style="list-style-type: none"> <li>Catch rate per day</li> <li>Cost per ton</li> </ul>  | ● ●   | ● ●     | Expected to be consistent<br>Inflationary growth expected   |
| <b>HAKE</b>   |  |   |   |         |   |
| <ul style="list-style-type: none"> <li>Fleet utilisation</li> <li>Cost per ton</li> </ul> | ● ●  | ● ●   | Expected to be consistent<br>Inflationary growth expected                               |         |   |
| <b>LOBSTER</b>  |  |   |   |         |   |
| <ul style="list-style-type: none"> <li>Catch rate</li> <li>Cost per kg</li> </ul>         | ● ●  | ● ●   | Catch rate projection in line with scarcity of resource<br>Inflationary growth expected |         |   |
| <b>SQUID</b>  |  |   |   |         |   |
| <ul style="list-style-type: none"> <li>Catch rate</li> <li>Vessel cost</li> </ul>         | ● ●  | ● ●   | Catch rate expected to normalise<br>Inflationary growth expected                        |         |   |
| Commercial cold storage and logistics   | We will restore the profitability of CCS to previous levels by: <ul style="list-style-type: none"> <li>Leveraging our port operations where we have a location advantage and customer base</li> <li>Reducing our Gauteng market exposure, where we lack competitive advantage</li> <li>Maintaining strong customer focus and driving operational efficiencies</li> <li>Realising growth opportunities in other African markets, should they arise</li> </ul>   |   |   |         |   |
|   |  | <ul style="list-style-type: none"> <li>Occupancy level</li> <li>Price per pallet</li> <li>Total overheads per pallet</li> </ul>                           | ● ● ●   | ● ● ●   | Target increase occupancy in coastal with inland consistent to prior year<br>Inflationary growth expected<br>Inflationary growth expected on normalised overheads               |

# CANNED FISH AND FISHMEAL (AFRICA)



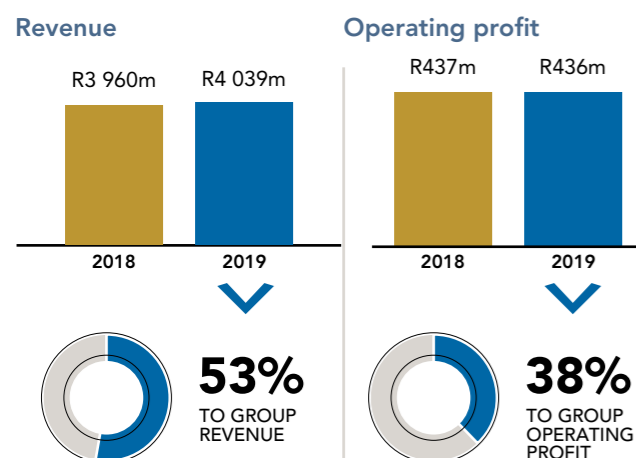
## CANNED FISH BUSINESS MODEL



### SCOPE OF OPERATIONS



### OUR 2019 PERFORMANCE



## Operational and strategic highlights

### Frozen fish procurement (tonnes)

**106 224**  
(2018: 103 885)

- Becoming primarily a processor of frozen fish has enabled us to more efficiently ensure consistent unlimited and affordable supply of Lucky Star in the context of uncertain local catch rates and quotas
- Negotiating at supplier level on raw and canned fish has enabled us to manage Dollar cost well below projections

### Canned fish volumes (cartons)

**9.5m**  
(2018: 8.8m)

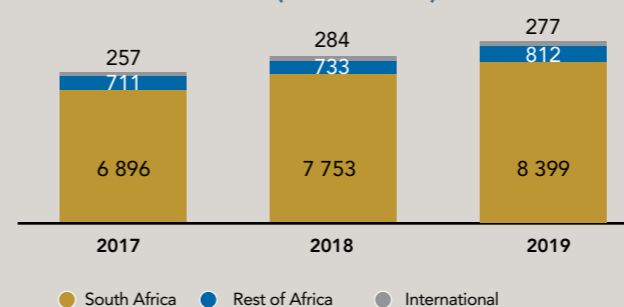
- Lucky Star's national market share for canned fish sales in South Africa increased
- Daily throughputs increased by 20%, through investment in additional thawing capacity, reconfiguration of the process lines, entrenching efficiency improvements and a new executive team inspiring top performance
- Volume growth enabled us to leverage on volume efficiencies
- Load-shedding risk mitigated through investments in generators and an energy resilience action plan, including renewable energy options

### South African pilchard landings (tonnes)

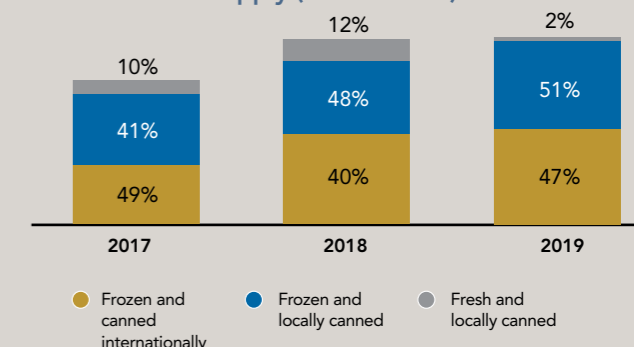
**5 213**  
(2018: 16 903)

- The South African pilchard TAC reduced significantly to 12 250 tonnes
- Challenging weather conditions and low abundance resulting in a scattering of the resource prevented us from catching any of our quota during 2019, requiring us to fully import raw material. We deployed our vessels elsewhere to increase our industrial catch (red-eye herring)
- A moratorium on fishing continued in Namibia

### Total canned sales (cartons '000)



### Canned fish supply (cartons '000)



### MATERIAL RISKS

- Weakening Rand increasing import cost, negatively impacting margin and profitability
- Anticipated increased demand for canned fish protein not materialising
- Procurement of enough fish to process for at least 10 months of the year
- Continuation of episodes of load shedding in South Africa affecting production schedules

### STRETCHING INTO CORNED MEAT

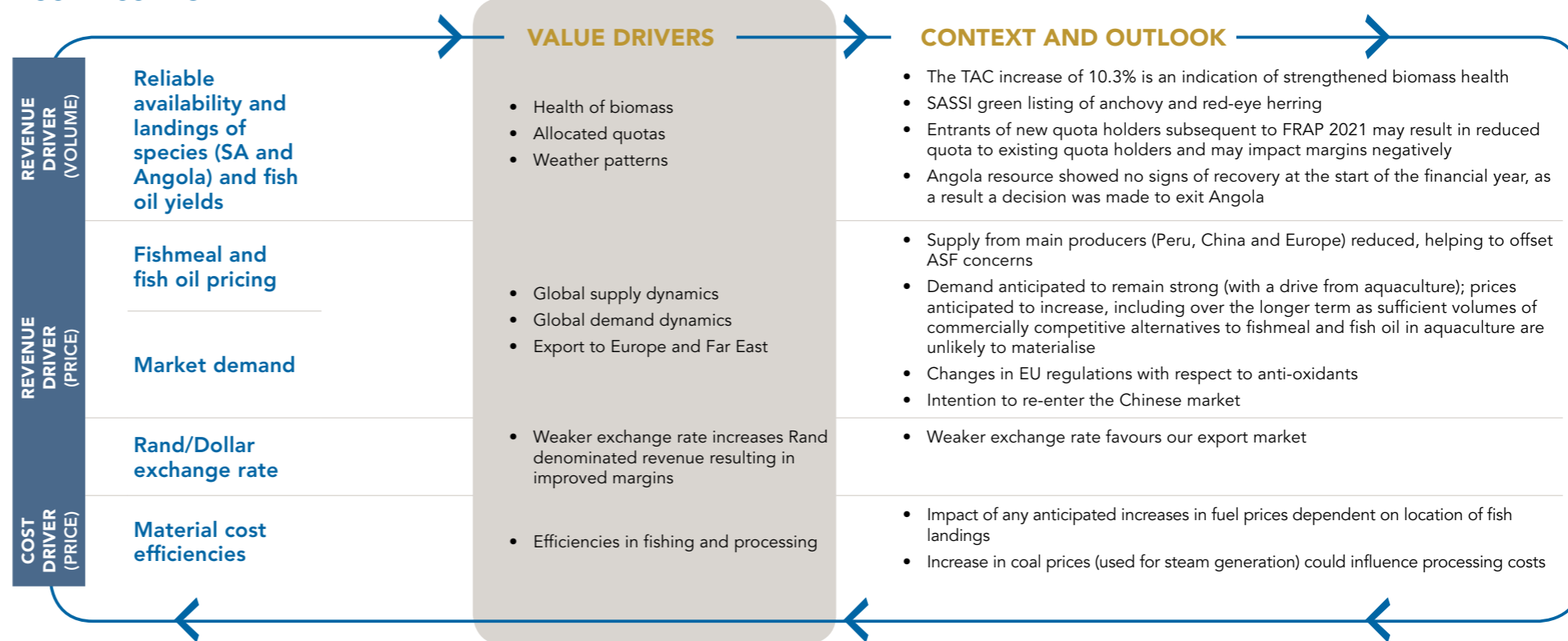
We successfully launched Lucky Star corned meat in 2018 with volumes reaching six million cans in 2019. Our key cost objective remains to drive down the cost of the can and raw material ingredients.

# CANNED FISH AND FISHMEAL (AFRICA)

(CONTINUED)



## FISHMEAL AND FISH OIL (AFRICA) BUSINESS MODEL



## Operational and strategic highlights

### Industrial fish landings (tonnes)

✓ **103 343**  
(2018: 118 668)

- Landings in South Africa were 20% lower with catches occurring later than usual
- Despite biomass and recruitment surveys indicating a healthy resource and near maximum TAC (347 860 tonnes), frequent cold fronts contributed to disappointing total catch rates
- With the continued shift in the Angolan industrial fish resource northwards, operations became economically unviable, resulting in our exit at the start of 2019

### Fishmeal price/ton

^ **\$1 379**  
(2018: \$1 375)

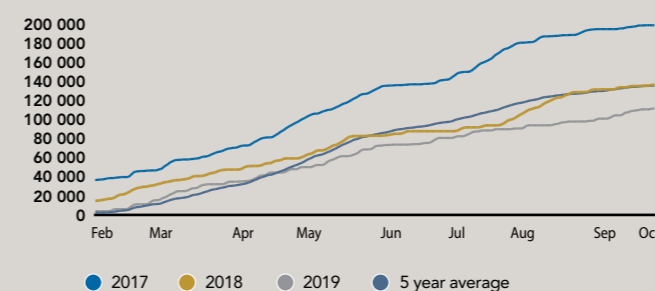
- Demand for fishmeal and fish oil remains strong, global prices improved owing to global supply levels
- We anticipate an increase in pricing with continued growth in aquaculture fueling strong demand
- We responded positively to the change in the EU regulations in respect to anti-oxidants allowed in fishmeal, enabling continued seamless export to Europe

### Fish oil price/ton

✓ **\$1 452**  
(2018: \$1 513)

- Significant analysis completed on fishmeal and oil content along with incremental improvements in plants to increase throughput rates to maximize on performance when fish landings are good

Industrial fish landings (tonnes)



### MATERIAL RISKS

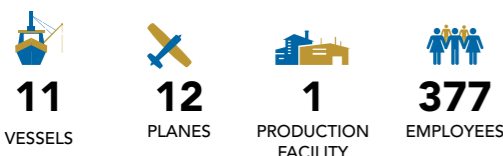
- Underperformance of industrial fish resources, relative to projected catch over next five years
- World market prices for fishmeal and oil not reaching forecasted average levels
- FRAP 2021 rights renewal process resulting in greater quota loss than expected



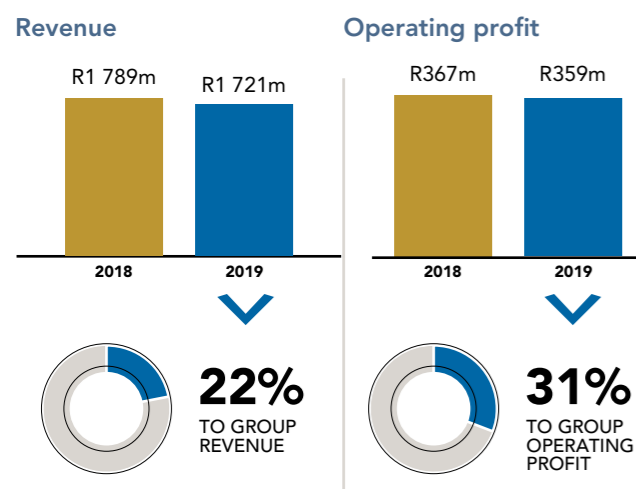
# FISHMEAL AND FISH OIL (US)



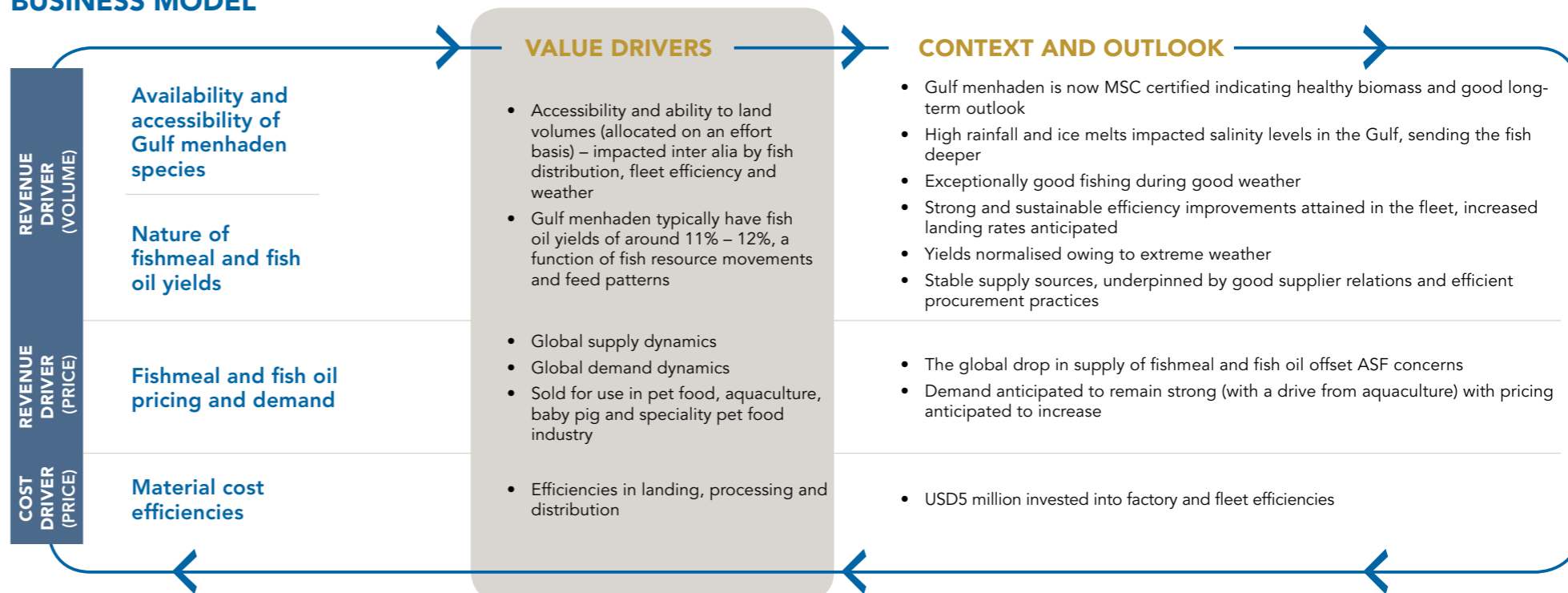
## SCOPE OF OPERATIONS



## OUR 2019 PERFORMANCE



## FISHMEAL AND FISH OIL (US) BUSINESS MODEL



## Operational and strategic highlights

### Fish landed (fishing season)

✓ **685.8m**  
(2018: 803.1m)

- Reduced landings were a function of extreme rainfall events impacting the accessibility of the menhaden, the number of fishing days and longer trips due to siltation in the Gulf
- Improved efficiencies and work ethic instilled by the new Westbank partner helped to recover from the slow start to the fishing season
- Fleet improvements, including restoration work and increasing the speed of the vessels contributed to a better state of the fleet this year with investment opportunities to be realised in 2020

### Fishmeal price/ton

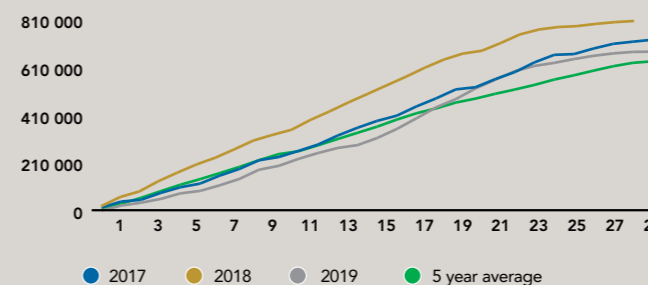
▲ **\$1 509**  
(2018: \$1 500)

### Fish oil price/ton

▲ **\$1 567**  
(2018: \$1 469)

- Pricing improved on average 3% year-on-year owing to the drop in global supply of fishmeal and fish oil
- Exports of higher-grade meal to China stopped for a period of the year owing to trade tariffs making it no longer cost effective. The domestic pet food strategy to meet surge in demand is more lucrative with 6-12 month contracts reducing volatility
- We expect to see a premium with MSC certification in Europe and related markets in the pet food sector
- Despite the negative impact on pricing resulting from ASF, Daybrook realised average price gains due to value gains in the US pet food sector and the benefits of a newly structured global sales team
- For higher-grade meal longer-term offtake contracts with fixed pricing to stabilise profit volatility will avoid reliance on spot pricing in fishmeal markets

### US landings ('000 fish)



### MATERIAL RISKS

- Fishmeal and fish oil yields affected by extraneous environmental and climatic conditions
- Inability to land projected growth volumes due to significant environmental/weather conditions
- Fluctuations in international demand (volume/price) for fishmeal influenced by extraneous factors, such as El Niño events, and increasing global protectionism



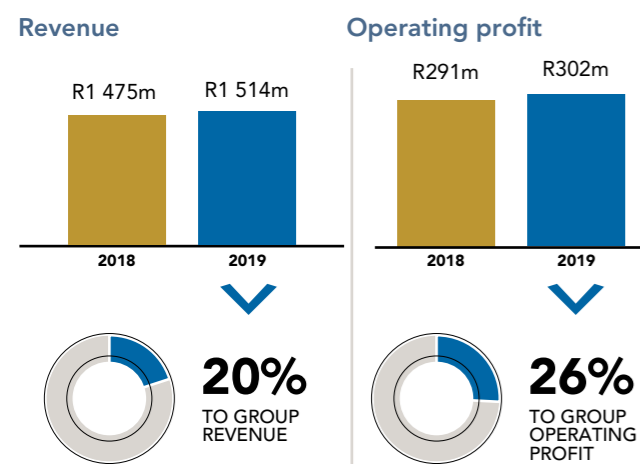
# HORSE MACKEREL, HAKE, LOBSTER AND SQUID



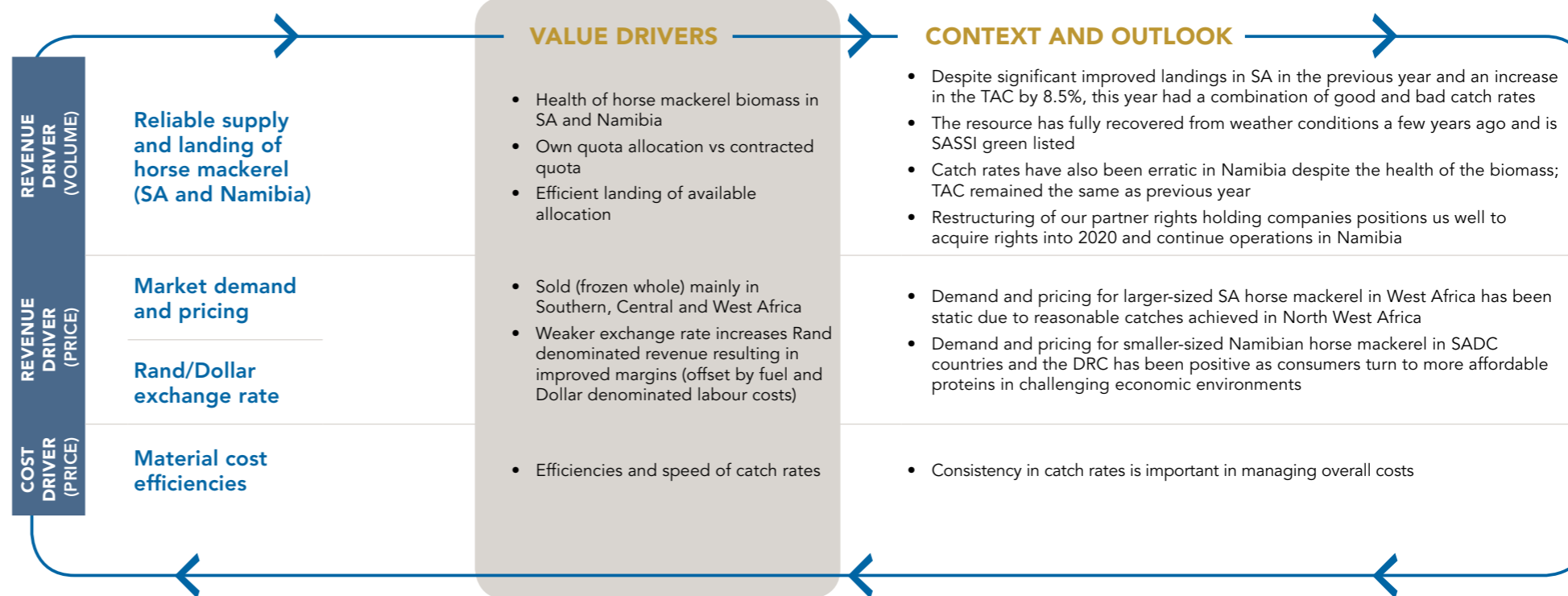
## SCOPE OF OPERATIONS



## OUR 2019 PERFORMANCE



## HORSE MACKEREL BUSINESS MODEL



## Operational and strategic highlights

### Namibia quota allocation (tonnes)

✓ **21 140**  
(2018: 22 095)

- Own quota is sufficient for one vessel and contracted quota is used for the second vessel
- 6% improvement in sales price

### Namibian quota usage fee

✓ **5%**  
(2018: -28%)

- The market for quota fee continued to moderate with quota usage fee declining by 5% year-on-year

### SA horse mackerel landings

✓ **6%**  
(2018: 22% increase on prior year)

- Catch rates started off well at the beginning of the year, but changed as winter hit with cold fronts impacting fishing days and the distribution of the fish, leading to reduced volumes

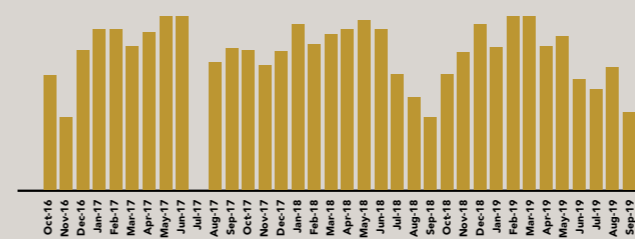
## SECURING OUR NAMIBIAN FUTURE

Our allocation of quota in Namibia has remained static. In response to the Namibian localisation policy, we have restructured the business. Through this restructured business we hope that we will be a preferred operator in the local horse mackerel sector, ensuring that our mid-water vessels, operational experience and Namibian team, can be effectively utilised to deliver.

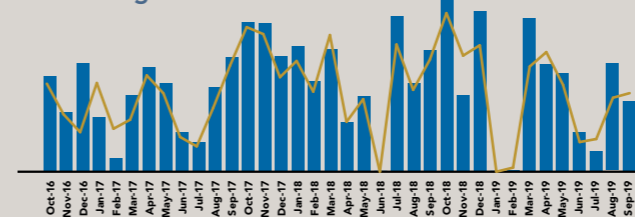
## EXPANDING THE FISHING AREA FOR HORSE MACKEREL

We traditionally fish on the East Coast of South Africa but in 2018 we were given rights to an experimental area on the West Coast for a period of one year. This year we continued to work closely with scientists, DEFF and the DEA to enable this experimental area to become a permanent fishing zone. Agreement on the areas that can be fished and the by-catch rules are close to finalisation and we are optimistic to have confirmation in 2020. Fishing the full coastline may improve catches, especially in winter.

## Namibia landings



## SA landings



● Tonnes caught during month ● Average tonnes per fishing day

## MATERIAL RISKS

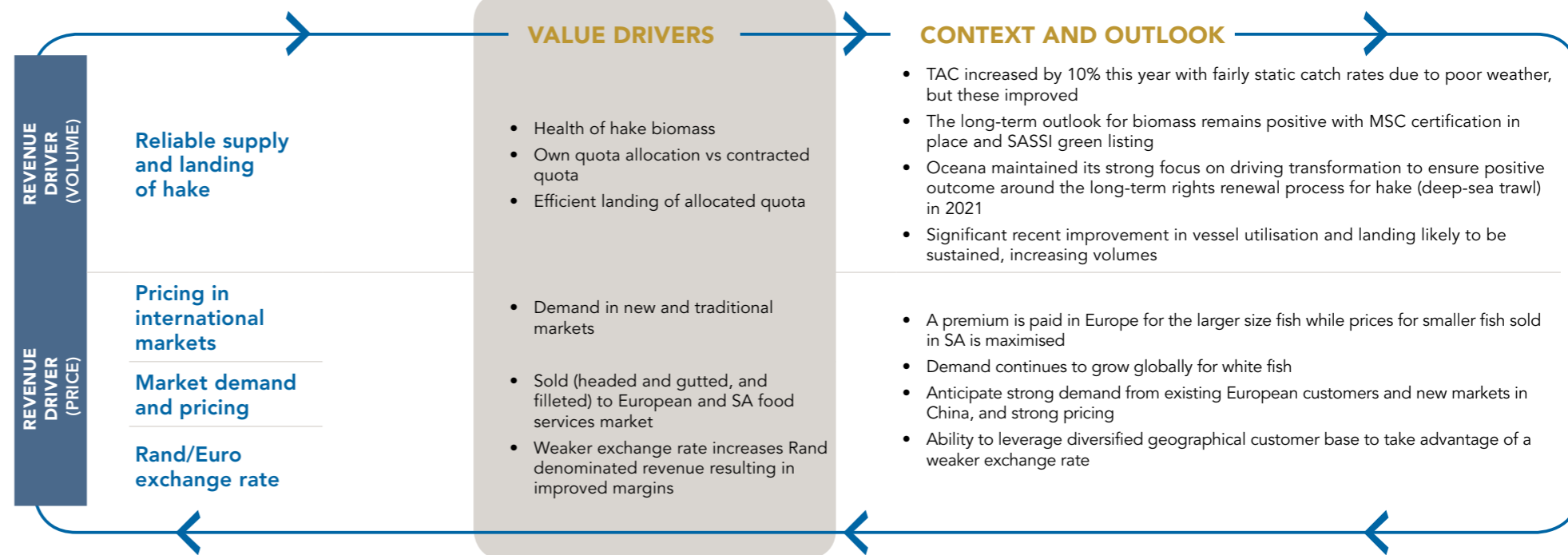
- South African horse mackerel catch rates do not improve
- Procurement of Namibian quota becomes commercially unviable



# HORSE MACKEREL, HAKE, LOBSTER AND SQUID (CONTINUED)



## HAKE BUSINESS MODEL



## Operational and strategic highlights

### Hake quota allocation (tonnes)

**15 516**  
(2018: 14 174)

- TAC increased by 10% in 2019
- Weather played quite a major part this year in static catch rates with improvements later in the year

### Vessel utilisation

**72%**  
(2018: 68%)

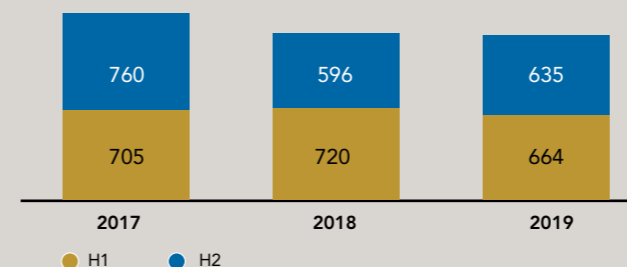
- Vessels have performed well with no breakdowns; there have been scheduled refits and engine upgrades due to statutory requirements

### Price

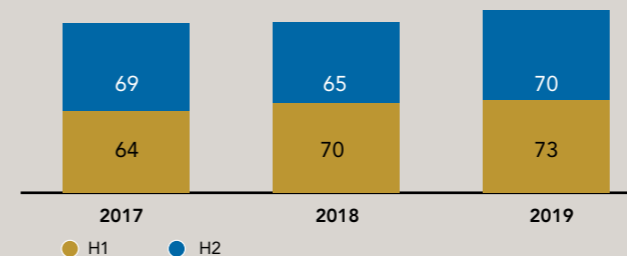
**7%**  
(2018: 6%)

- Market demand from South African and European markets has been good and pricing has been positive (local and foreign) with hake pricing improving by 7%
- Rand depreciation aided the year-on-year increase in the realised price for hake

### Sea days



### Vessel utilisation (%)



### MATERIAL RISKS

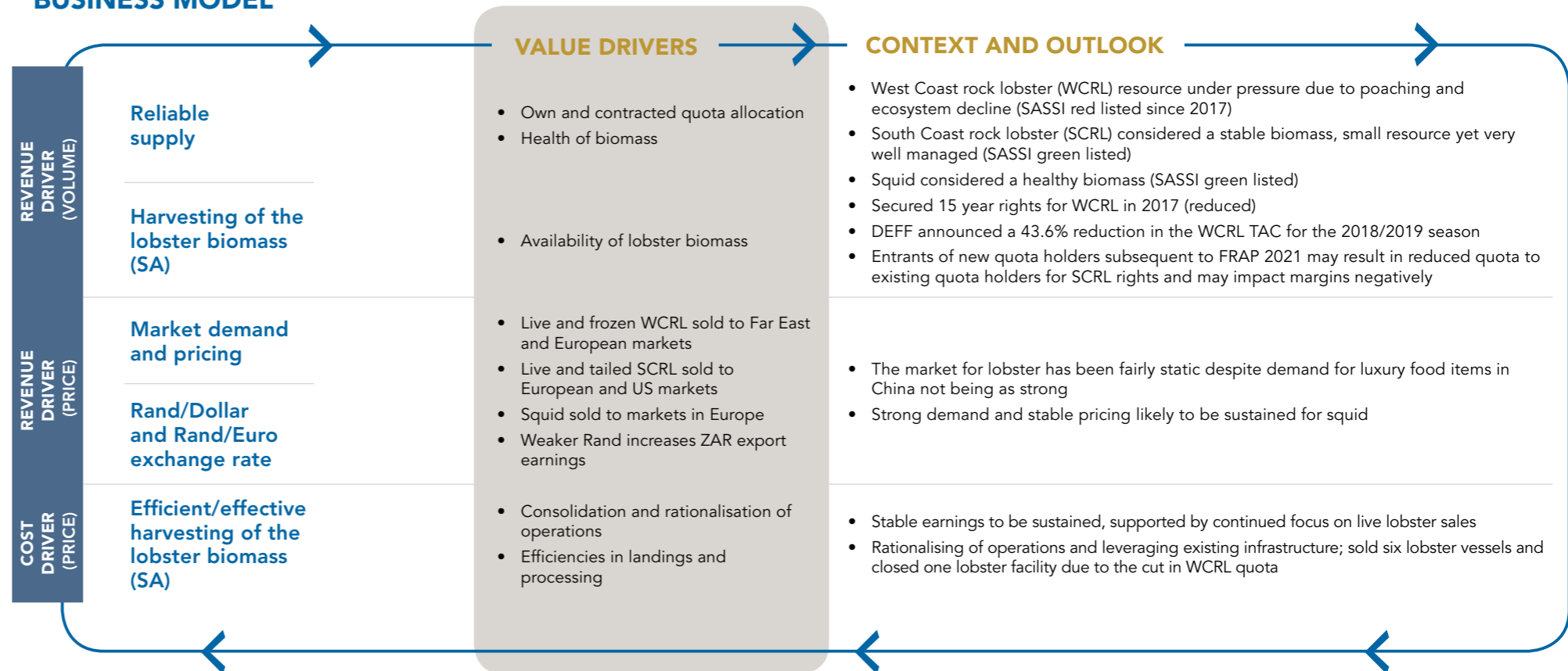
- Reduced quota allocation resulting from FRAP 2021
- Reduced vessel utilisation due to breakdowns



# HORSE MACKEREL, HAKE, LOBSTER AND SQUID (CONTINUED)



## LOBSTER AND SQUID BUSINESS MODEL



## Operational and strategic highlights

### WCRL quota allocation (tonnes)

86  
(2018: 156)

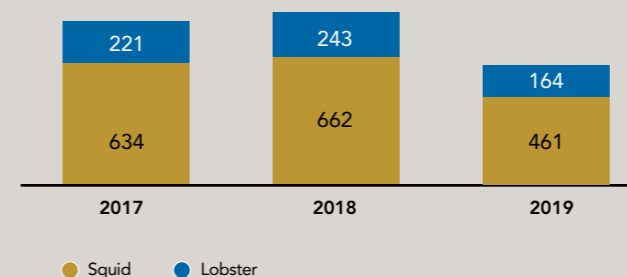
- In response to the reduced allocation, we reduced the fleet and facilities further, consolidating all operations and staff complement into the horse mackerel and hake businesses
- Profitability impacted owing to lower quota but we harvested our full allocation of own and contracted quota

### Squid landings

44%  
(2018: 41% increase from prior year)

- Following successive years of strong results, catch levels dropped off considerably this year from 800 to 400 tonnes, normalising against long-term averages
- Good increases in pricing due to strong demand and robust Euro pricing

Lobster and squid landings (tonnes)



### MATERIAL RISKS

- Continuing challenges regarding the WCRL resource availability
- Redistribution of fishing rights for south coast rock lobster
- Possible disruption in key lobster and squid markets

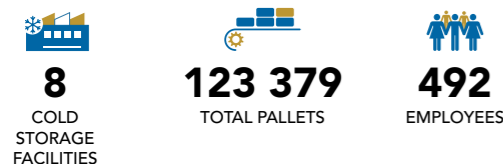




# COMMERCIAL COLD STORAGE AND LOGISTICS

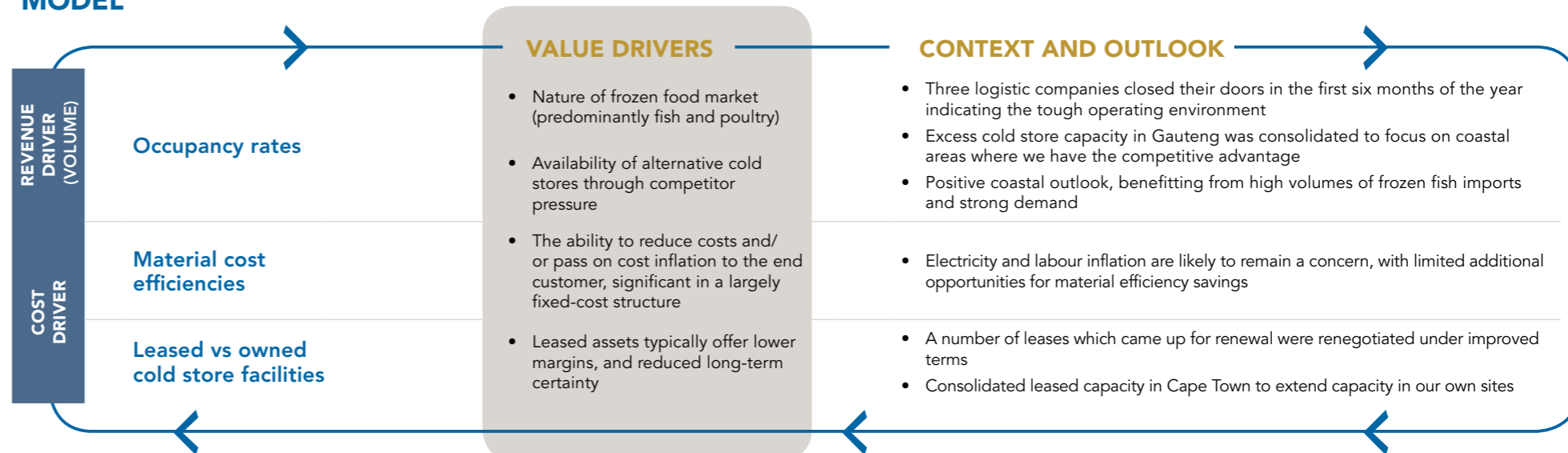
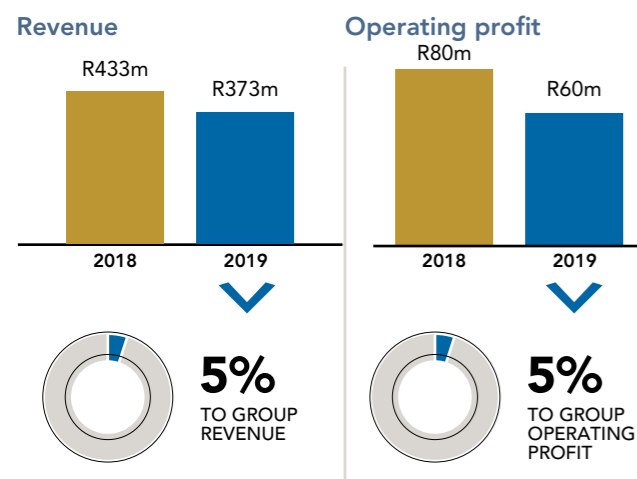


## SCOPE OF OPERATIONS

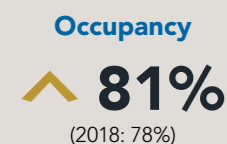


## COMMERCIAL COLD STORAGE AND LOGISTICS BUSINESS MODEL

### OUR 2019 PERFORMANCE



## Operational and strategic highlights



- Our occupancy levels were lower than planned, but still very good compared to others in the market
- We exited a Midrand lease, but will continue to have some footprint in Gauteng
- A strategic focus was enabling Lucky Star's frozen fish strategy
- This has been a challenging year for Namibia compared to the previous three record years, with more normalised occupancy due to knock on effect of the changes in fishing rights and associated fishing levels
- Our Angola market was severely affected by fishing conditions and we struggled to get consistent business there. We subsequently exited Angola at the end of the year

### LEVERAGING THE STRENGTH OF OUR COASTAL OPERATIONS

The strategy this year was to stabilise the Gauteng region, which has been facing disappointing occupancy levels for a number of years. The cold storage requirements have reduced in Gauteng where distributors and producers tend to have their own capacity. The tough competitive environment and excess capacity was exerting pressure on pricing and margins. We decreased our capacity by exiting one of the Midrand leases. While we will continue to have some footprint in Gauteng, the focus will be on coastal areas where we have a competitive advantage.

Our Cape Town and Durban facilities enjoyed a fourth successive year of occupancy levels above 85%. We consolidated some of our Cape Town operations into the most efficient grouping, by expanding on our own capacity and reducing leased assets. We saw volume growth in frozen

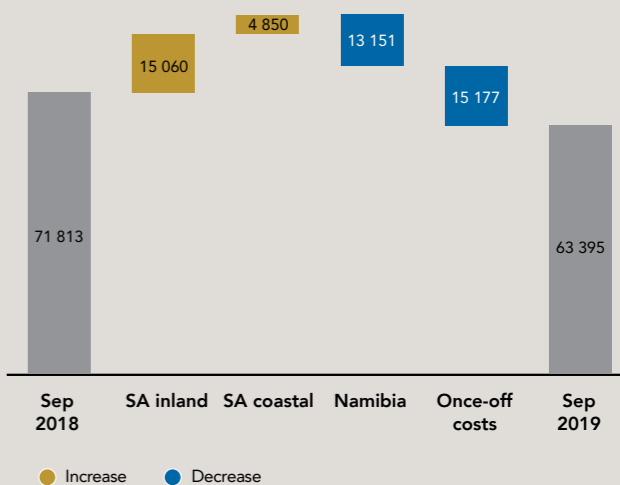
fish imports and CCS playing a larger role in Lucky Star's frozen fish procurement strategy, storing much higher volumes this year than in the past. We will continue to expand on our capacity in the Western Cape to meet the needs of the wider cold storage market for fish, other proteins, confectioneries, fruit concentrate and vegetables.

Our leadership team changed dramatically this year along with a drive to develop people, making sure we have the right skills and succession planning in place for the future.

### MATERIAL RISKS

- Failure to renew key port lease agreements
- Competitor pressures resulting in reduced occupancy
- Cyclical nature of consumer segments services may create volatility in earnings
- Increasing energy and labour costs erode margins

### OPERATING PROFIT (R'million)



During the year, we incurred once-off costs totalling R15 million which relates to Angola (R10 million) and billing items (R5 million).



## SUMMARISED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 September 2019

|  | Notes | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Restated*<br>Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 | Change<br>% |
|--|-------|---|--|-------------|
| <b>Revenue</b>   | 3     | <b>7 647 415</b>                                    | 7 657 311  | –           |
| Cost of sales  |       | <b>(5 026 779)</b>                                  | (4 823 816)  | 4           |
| Gross profit   |       | <b>2 620 636</b>                                    | 2 833 495  | (8)         |
| Sales and distribution expenditure   |       | <b>(433 951)</b>                                    | (500 298)  | (13)        |
| Marketing expenditure  |       | <b>(59 045)</b>                                     | (55 184)   | 7           |
| Overhead expenditure   |       | <b>(976 556)</b>                                    | (1 102 907)  | (11)        |
| Net foreign exchange gain  |       | <b>30 093</b>                                       | 19 248   | 56          |
| <b>Operating profit before associate and joint venture loss</b>  |       | <b>1 181 177</b>                                    | 1 194 354  | (1)         |
| Associate and joint venture loss   |       | <b>(5 852)</b>                                      | (5 447)  | 7           |
| <b>Operating profit before other operating items</b>   |       | <b>1 175 325</b>                                    | 1 188 907  | (1)         |
| Other operating (expense)/income items   | 5     | <b>(17 447)</b>                                     | (14 091)   | 24          |
| <b>Operating profit</b>  |       | <b>1 157 878</b>                                    | 1 174 816  | (1)         |
| Interest income  |       | <b>33 681</b>                                       | 40 767   | (17)        |
| Interest expense   |       | <b>(294 547)</b>                                    | (332 532)  | (11)        |
| <b>Profit before taxation</b>  |       | <b>897 012</b>                                      | 883 051  | 2           |
| Taxation   | 6     | <b>(248 645)</b>                                    | (810)  |             |
| <b>Profit after taxation</b>   |       | <b>648 367</b>                                      | 882 241  | (27)        |
| <b>Other comprehensive income</b>  |       |   |  |             |
| Items that may be reclassified subsequently to profit or loss:   |       |   |  |             |
| Movement on foreign currency translation reserve including hyperinflation effect                                   |       | <b>292 221</b>                                      | 212 903  |             |
| Movement on foreign currency translation reserve from associate and joint ventures including hyperinflation effect |       | <b>16 963</b>                                       | 8 214  |             |
| Movement on hedge reserve from associate   |       | <b>(3 880)</b>                                      | –  |             |
| Movement on cash flow hedging reserve  |       | <b>(23 951)</b>                                     | 24 845   |             |
| Income tax related to profit/(loss) recognised in equity   |       | <b>5 276</b>  | (5 813)  |             |
| <b>Other comprehensive income, net of taxation</b>   |       | <b>286 629</b>                                      | 240 149  |             |
| <b>Total comprehensive income for the year</b>   |       | <b>934 996</b>                                      | 1 122 390  | (17)        |
| <b>Profit after taxation attributable to:</b>  |       |   |  |             |
| Shareholders of Oceana Group Limited   |       | <b>617 616</b>                                      | 857 831  | (28)        |
| Non-controlling interests  |       | <b>30 751</b>                                       | 24 410   | 26          |
|  |       | <b>648 367</b>                                      | 882 241  | (27)        |
| <b>Total comprehensive income attributable to:</b>   |       |   |  |             |
| Shareholders of Oceana Group Limited   |       | <b>904 245</b>                                      | 1 097 980  | (18)        |
| Non-controlling interests  |       | <b>30 751</b>                                       | 24 410   | 26          |
|  |       | <b>934 996</b>                                      | 1 122 390  | (17)        |
| <b>Earnings per share (cents)</b>  |       |   |  |             |
| – Basic  |       | <b>528.3</b>  | 734.6  | (28)        |
| – Diluted  |       | <b>486.1</b>  | 674.6  | (28)        |

\* The September 2018 revenue, sales and distribution expenditure and overhead expenditure line items have been restated, as a result of the adoption of the new accounting standards. The impact of the restatement is a reclassification between these line items only with all other line items unchanged.

## SUMMARISED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

at 30 September 2019

|                                      | Notes | Audited<br>30 Sep<br>2019<br>R'000 | Audited<br>30 Sep<br>2018<br>R'000 |
|--------------------------------------|-------|------------------------------------|------------------------------------|
| <b>ASSETS</b>                        |       |                                    |                                    |
| <b>Non-current assets</b>            |       | <b>7 042 312</b>                   | 6 685 126                          |
| Property, plant and equipment        |       | <b>1 697 221</b>                   | 1 586 626                          |
| Intangible assets                    |       | <b>4 886 609</b>                   | 4 617 278                          |
| Derivative assets                    | 7     | –                                  | 17 398                             |
| Deferred taxation                    |       | <b>26 567</b>                      | 29 338                             |
| Investments and loans                |       | <b>431 915</b>                     | 434 486                            |
| <b>Current assets</b>                |       | <b>3 757 887</b>                   | 4 014 355                          |
| Inventories                          |       | <b>1 852 707</b>                   | 1 467 239                          |
| Accounts receivable                  |       | <b>1 243 324</b>                   | 1 502 331                          |
| Taxation                             |       | <b>73 820</b>                      | 29 725                             |
| Cash and cash equivalents            | 11    | <b>588 036</b>                     | 1 015 060                          |
| <b>Total assets</b>                  |       | <b>10 800 199</b>                  | 10 699 481                         |
| <b>EQUITY AND LIABILITIES</b>        |       |                                    |                                    |
| <b>Capital and reserves</b>          |       | <b>5 121 727</b>                   | 4 721 969                          |
| Stated capital                       |       | <b>1 193 473</b>                   | 1 189 482                          |
| Foreign currency translation reserve |       | <b>796 213</b>                     | 487 029                            |
| Cash flow hedging reserve            |       | <b>(15 671)</b>                    | 6 884                              |
| Share-based payment reserve          |       | <b>93 406</b>                      | 90 535                             |
| Distributable reserve                |       | <b>2 943 871</b>                   | 2 851 418                          |
| Interest of own shareholders         |       | <b>5 011 292</b>                   | 4 625 348                          |
| Non-controlling interests            |       | <b>110 435</b>                     | 96 621                             |
| <b>Non-current liabilities</b>       |       | <b>3 840 143</b>                   | 3 818 656                          |
| Liability for share-based payments   |       | <b>6 044</b>                       | 10 145                             |
| Long-term loan                       | 10    | <b>3 298 904</b>                   | 3 339 750                          |
| Derivative liabilities               | 8     | <b>10 320</b>                      | –                                  |
| Deferred taxation                    |       | <b>524 875</b>                     | 468 761                            |
| <b>Current liabilities</b>           |       | <b>1 838 329</b>                   | 2 158 856                          |
| Accounts payable and provisions      |       | <b>1 480 502</b>                   | 1 711 483                          |
| Current portion – long-term loan     |       | <b>351 258</b>                     | 427 351                            |
| Taxation                             |       | <b>6 569</b>                       | 20 022                             |
| <b>Total equity and liabilities</b>  |       | <b>10 800 199</b>                  | 10 699 481                         |



## SUMMARISED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 30 September 2019

|  | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
|--|---|---|
| <b>Balance at the beginning of the year</b>  | <b>4 721 969</b>                                    | 3 756 629   |
| Total comprehensive income for the year  | <b>934 996</b>                                      | 1 122 390   |
| Profit after taxation  | <b>648 367</b>                                      | 882 241   |
| Movement on foreign currency translation reserve including hyperinflation effect                                   | <b>292 221</b>                                      | 212 903   |
| Movement on foreign currency translation reserve from associate and joint ventures including hyperinflation effect | <b>16 963</b>                                       | 8 214   |
| Movement on hedge reserve from associate   | <b>(3 880)</b>                                      | –   |
| Movement on cash flow hedging reserve  | <b>(23 951)</b>                                     | 24 845  |
| Income tax related to profit/(loss) recognised in equity   | <b>5 276</b>  | (5 813)   |
| Decrease in treasury shares held by share trusts   | <b>1 335</b>  | 1 853   |
| Share-based payment expense  | <b>12 298</b>                                       | 12 456  |
| Share-based payment exercised  | <b>(6 771)</b>                                      | (11 017)  |
| Profit on sale of treasury shares  | <b>1 677</b>  | 1 671   |
| Oceana Empowerment Trust dividend distribution   | <b>(27 685)</b>                                     | (7 304)   |
| Dividends  | <b>(516 092)</b>                                    | (154 709)   |
| <b>Balance at the end of the year</b>  | <b>5 121 727</b>                                    | 4 721 969   |
| Comprising:  |   |   |
| Stated capital   | <b>1 193 473</b>                                    | 1 189 482   |
| Foreign currency translation reserve   | <b>796 213</b>                                      | 487 029   |
| Cash flow hedging reserve  | <b>(15 671)</b>                                     | 6 884   |
| Share-based payment reserve  | <b>93 406</b>                                       | 90 535  |
| Distributable reserve  | <b>2 943 871</b>                                    | 2 851 418   |
| Non-controlling interests  | <b>110 435</b>                                      | 96 621  |
| <b>Balance at the end of the year</b>  | <b>5 121 727</b>                                    | 4 721 969   |

R2.7 million (2018: R3.4 million) was transferred between stated capital and share-based payment reserve during the period.

## SUMMARISED CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 30 September 2019

|   | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
|---|---|---|
| <b>Cash flow from operating activities</b>                        |   |   |
| Operating profit before associate and joint venture income        | <b>1 181 177</b>                                    | 1 194 354   |
| Adjustment for non-cash and other items                           | <b>203 640</b>                                      | 297 905   |
| <b>Cash operating profit before working capital changes</b>       | <b>1 384 817</b>                                    | 1 492 259   |
| Working capital changes   | <b>(342 291)</b>                                    | (189 366)   |
| <b>Cash generated from operations</b>                             | <b>1 042 526</b>                                    | 1 302 893   |
| Investment income received  | <b>54 789</b>                                       | 41 607  |
| Interest paid   | <b>(285 447)</b>                                    | (296 845)   |
| Taxation paid   | <b>(262 713)</b>                                    | (217 036)   |
| Dividends paid  | <b>(543 777)</b>                                    | (162 013)   |
| <b>Net cash inflow from operating activities</b>                  | <b>5 378</b>  | 668 606   |
| <b>Cash outflow from investing activities</b>                     | <b>(217 141)</b>                                    | (180 928)   |
| Replacement capital expenditure                                   | <b>(228 146)</b>                                    | (163 742)   |
| Replacement of intangible assets                                  | <b>(26 033)</b>                                     | (20 469)  |
| Proceeds on disposal of property, plant and equipment             | <b>5 554</b>  | 10 031  |
| Proceeds on disposal of business                                  | <b>17 500</b>                                       | 8 000   |
| Movement on loans and advances                                    | <b>13 984</b>                                       | (14 748)  |
| <b>Cash outflow from financing activities</b>                     | <b>(239 721)</b>                                    | (720 152)   |
| Proceeds from issue of share capital                              | <b>3 012</b>  | 3 523   |
| Short-term borrowings repaid                                      | <b>(392 782)</b>                                    | (507 589)   |
| Long-term borrowings raised                                       | <b>172 658</b>                                      | –   |
| Equity-settled share-based payment                                | <b>(6 771)</b>                                      | (11 017)  |
| Cost associated with debt refinancing                             | <b>(15 838)</b>                                     | (2 170)   |
| Settlement of put option  | <b>–</b>  | (202 899)   |
| <b>Net decrease in cash and cash equivalents</b>                  | <b>(451 484)</b>                                    | (232 474)   |
| <b>Net cash and cash equivalents at the beginning of the year</b> | <b>1 015 060</b>                                    | 1 222 040   |
| Effect of exchange rate changes                                   | <b>24 460</b>                                       | 25 494  |
| <b>Net cash and cash equivalents at the end of the year</b>       | <b>588 036</b>                                      | 1 015 060   |

Notes

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# NOTES TO THE SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS

for the year ended 30 September 2019

## 1. BASIS OF PREPARATION

The summarised consolidated financial statements are prepared in accordance with the requirements of the JSE Limited Listings Requirements for preliminary reports, and the requirements of the Companies Act, 71 of 2008, applicable to summary financial statements. The Listings Requirements require preliminary reports to be prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS) and the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee and Financial Pronouncements as issued by Financial Reporting Standards Council and to also, as a minimum, contain the information required by IAS 34 Interim Financial Reporting. The accounting policies and methods of computation applied in the preparation of the consolidated financial statements, from which the summary consolidated financial statements were derived, are in terms of International Financial Reporting Standards and are consistent with those accounting policies and methods of computation applied in the preparation of the previous consolidated annual financial statements, except for the adoption of new standards effective during the current financial year.

The consolidated financial statements and summarised consolidated financial statement information was prepared under the supervision of the chief financial officer, E Bosch, CA(SA).

The auditors, Deloitte & Touche, have issued their unmodified audit opinion on the consolidated financial statements for the year ended 30 September 2019. The audit was conducted in accordance with International Standards on Auditing. These preliminary summarised financial statements have been derived from the consolidated financial statements, with which they are consistent in all material respects. These preliminary summarised financial statements have been audited by the company's auditors who have issued an unmodified opinion. Copies of the respective audit reports and the full consolidated financial statements are available for inspection at the company's registered office. The audit report does not necessarily cover all the information contained in this announcement. Shareholders are therefore advised that in order to obtain a full understanding of the nature of the auditor's work they should obtain a copy of that report together with the accompanying financial information from the company's website or from the registered office of the company.

Any reference to future financial performance included in this announcement has not been reviewed or reported on by the company's auditors.

## 2. ADOPTION OF NEW ACCOUNTING STANDARDS

### 2.1. Effect of adopting IFRS 15: Revenue from Contracts with Customers

The standard establishes a five-step model that will apply to revenue arising from contracts with customers. Revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in IFRS 15 provide a more structured approach to measuring and recognising revenue.

The group has adopted IFRS 15 and applied it retrospectively to each prior reporting period presented. This resulted in the restatement of the comparative period in the statement of comprehensive income.

Revenue is recognised when the group satisfies performance obligations, transfers control of fish-related goods and renders cold storage and logistics services, consistent with the application of IFRS 15.

IFRS 15 requires the group to estimate the value of the bulk and distribution allowances and recognise the amount against revenue, this was disclosed under selling and distribution under IAS 18.

In terms of IFRS 15, incidental income from customers has been reclassified in the prior period from overheads to revenue.

The impact of the restatement on the statement of comprehensive income is a reclassification between revenue, sales and distribution expenditure and overhead expenditure with all other line items unchanged. The effect of the restatement is disclosed below:

### 2.1 Effect of adopting IFRS 15: Revenue from Contracts with Customers (continued)

|  | As previously reported year ended 30 Sep 2018 R'000 | IFRS 15 restatement 30 Sep 2018 R'000 | Restated year ended 30 Sep 2018 R'000 |
|--|---|---------------------------------------|---------------------------------------|
| Revenue  | 7 732 692   | (75 381)                              | 7 657 311                             |
| Cost of sales  | (4 823 816)   | –                                     | (4 823 816)                           |
| Gross profit   | 2 908 876   | (75 381)                              | 2 833 495                             |
| Sales and distribution expenditure                       | (610 553)   | 110 255                               | (500 298)                             |
| Marketing expenditure                                    | (55 184)  | –                                     | (55 184)                              |
| Overhead expenditure                                     | (1 068 033)   | (34 874)                              | (1 102 907)                           |
| Net foreign exchange gain                                | 19 248  | –                                     | 19 248                                |
| Operating profit before associate and joint venture loss | 1 194 354   | –                                     | 1 194 354                             |

### 2.2. Effect of adopting IFRS 9: Financial Instruments

This standard introduces new requirements for classification and measurement, impairment and hedge accounting. It also introduces a new approach to the classification of financial assets, which is driven by the business model in which the asset is held and its cash flow characteristics.

The group has assessed the business model test and cash flow characteristics that apply to financial assets and has classified financial instruments into the appropriate IFRS 9 categories. There has been no change to the group's financial assets and financial liabilities.

The new model introduces a single impairment model being applied to all financial instruments, as well as an "expected credit loss" model for the measurement of financial assets. Trade and other receivables do not have a significant financing component as the average credit terms are 30 – 45 days, this will therefore fall within the simplified model. For loans and advances, the group applies the general approach. IFRS 9 requires an allowance to be raised for the full lifetime expected credit loss, on initial recognition, based on history of default and claims. Expected credit losses are reassessed at each reporting date. An assessment has been conducted on provisions carried under IAS 39 as at September 2018 and concluded that there are no material differences to expected credit losses to be recognised under IFRS 9. Accordingly, no restatement to retained earnings is considered necessary.



# NOTES TO THE SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended September 2019

|   | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Restated<br>Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
|---|---|---|
| <b>3. REVENUE</b>                                 |   |   |
| The main categories of revenue are set out below: |   |   |
| <b>Sale of goods</b>                              |   |   |
| Canned fish and fishmeal (Africa)                 | 4 032 172   | 3 944 346   |
| Fishmeal and fish oil (USA)                       | 1 721 044   | 1 789 118   |
| Horse mackerel, hake and other                    | 1 504 466   | 1 467 577   |
| <b>Rendering of services</b>                      |   |   |
| Commercial cold storage and logistics             | 371 452   | 421 396   |
| <b>Other non-trade revenue</b>                    |   |   |
| Canned fish and fishmeal (Africa)                 | 6 368   | 15 761  |
| Horse mackerel and hake                           | 9 970   | 7 290   |
| Commercial cold storage and logistics             | 1 943   | 11 823  |
|   | <b>7 647 415</b>                                    | <b>7 657 311</b>  |

Note:

<sup>1</sup> Other non-trade revenue includes commission, quota fees received and rental income.

| Audited 2019<br>Segment   | Canned<br>fish and<br>fishmeal<br>(Africa)<br>R'000 | Fishmeal<br>and<br>fish oil<br>(USA)<br>R'000 | Horse<br>mackerel,<br>hake and<br>other<br>R'000 | Commercial<br>cold<br>storage and<br>logistics<br>R'000 | Financing <sup>3</sup><br>R'000 | Total<br>R'000 |
|---|---|---|--|---|---------------------------------|----------------|
| <b>4. SEGMENTAL RESULTS</b>   |   |   |  |   |                                 |                |
| <b>Operating results</b>  |   |   |  |   |                                 |                |
| <b>Revenue</b>  | 4 038 540   | 1 721 044                                     | 1 514 436  | 373 395   | -                               | 7 647 415      |
| Operating profit before other operating items                       | 450 591   | 359 102                                       | 303 172  | 62 460  | -                               | 1 175 325      |
| Other operating items   | (14 293)  |   | (1 108)  | (2 046)   | -                               | (17 447)       |
| <b>Operating profit</b>   | 436 298   | 359 102                                       | 302 064  | 60 414  | -                               | 1 157 878      |
| Interest income   | 12 579  | 13 362  | 7 459  | 281   | -                               | 33 681         |
| Interest expense  | (207 830)   | (80 435)                                      | (5 970)  | (312)   | -                               | (294 547)      |
| <b>Profit before taxation</b>                                       | 241 047   | 292 029                                       | 303 553  | 60 383  | -                               | 897 012        |
| Taxation  | (77 471)  | (56 151)                                      | (87 034)   | (27 989)  | -                               | (248 645)      |
| <b>Profit after tax for the year</b>                                | 163 576   | 235 878                                       | 216 519  | 32 394  | -                               | 648 367        |
| The above profit for the year include the following:                |   |   |  |   |                                 |                |
| Depreciation and amortisation                                       | 35 634  | 95 258  | 65 250   | 14 251  | -                               | 210 393        |
| <b>Statement of financial position</b>                              |   |   |  |   |                                 |                |
| <b>Total assets</b>   | 2 429 689   | 6 982 621                                     | 579 020  | 220 846   | 588 022                         | 10 800 198     |
| <b>Total liabilities</b>  | 951 874   | 625 703                                       | 346 375  | 92 635  | 3 661 884                       | 5 678 471      |
| The above amounts of assets and liabilities includes the following: |   |   |  |   |                                 |                |
| Interest in associate and joint ventures                            | 72 731  | 229 323                                       | 1  | -   | -                               | 302 055        |

| 2019<br>Region                  | South<br>Africa<br>and<br>Namibia<br>R'000 | Other<br>Africa<br>R'000 | North<br>America<br>R'000 | Europe<br>R'000 | Far East<br>R'000 | Other<br>R'000 | Total<br>R'000 |
|---------------------------------|--|--------------------------|---------------------------|-----------------|-------------------|----------------|----------------|
| Revenue <sup>1</sup>            | 4 192 618                                  | 742 597                  | 1 307 645                 | 1 179 074       | 200 465           | 25 016         | 7 647 415      |
| Non-current assets <sup>2</sup> | 880 117                                    | -                        | 5 703 713                 | -               | -                 | -              | 6 583 830      |



# NOTES TO THE SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended September 2019

## 4. SEGMENTAL RESULTS (CONTINUED)

| Audited 2018 Segment   | Canned fish and fishmeal (Africa) R'000 | Fishmeal and fish oil (USA) R'000 | Horse mackerel, hake and other R'000 | Commercial cold storage and logistics R'000 | Financing <sup>3</sup> R'000 | Total R'000 |
|--|---|-----------------------------------|--------------------------------------|---|------------------------------|-------------|
| <b>Operating results</b>   |   |                                   |                                      |   |                              |             |
| <b>Restated Revenue</b>  | 3 960 107                               | 1 789 118                         | 1 474 867                            | 433 219                                     | –                            | 7 657 311   |
| Operating profit before other operating items                      | 436 710                                 | 392 638                           | 287 827                              | 71 732                                      | –                            | 1 188 907   |
| Other operating items  |   | (25 588)                          | 3 497                                | 8 000                                       | –                            | (14 091)    |
| <b>Operating profit</b>  | 436 710                                 | 367 050                           | 291 324                              | 79 732                                      | –                            | 1 174 816   |
| Interest income  | 32 275                                  | 1 544                             | 6 942                                | 6   | –                            | 40 767      |
| Interest expense   | (226 241)                               | (99 814)                          | (5 942)                              | (535)                                       | –                            | (332 532)   |
| <b>Profit before taxation</b>                                      | 242 744                                 | 268 780                           | 292 324                              | 79 203                                      | –                            | 883 051     |
| Taxation   | (68 937)                                | 194 012                           | (95 338)                             | (30 547)                                    | –                            | (810)       |
| <b>Profit after tax for the year</b>                               | 173 807                                 | 462 792                           | 196 986                              | 48 656                                      | –                            | 882 241     |
| The above profit for the year includes the following:              |   |                                   |                                      |   |                              |             |
| Depreciation and amortisation                                      | 62 465                                  | 95 828                            | 88 450                               | 21 963                                      | –                            | 268 706     |
| <b>Statement of financial position</b>                             |   |                                   |                                      |   |                              |             |
| <b>Total assets</b>  | 2 242 490                               | 6 476 246                         | 561 678                              | 281 922                                     | 1 137 145                    | 10 699 481  |
| <b>Total liabilities</b>   | 951 999                                 | 753 516                           | 388 836                              | 103 592                                     | 3 779 569                    | 5 977 512   |
| The above amounts of assets and liabilities include the following: |   |                                   |                                      |   |                              |             |
| Interest in associate and joint ventures                           | 89 258                                  | 222 733                           | 1                                    | –   | –                            | 311 991     |

| 2018 Region                           | South Africa and Namibia R'000 | Other Africa R'000 | North America R'000 | Europe R'000 | Far East R'000 | Other R'000 | Total R'000 |
|---------------------------------------|--------------------------------|--------------------|---------------------|--------------|----------------|-------------|-------------|
| <b>Restated Revenue<sup>1</sup></b>   | 3 866 735                      | 778 539            | 1 199 893           | 1 161 660    | 432 238        | 218 246     | 7 657 311   |
| <b>Non-current assets<sup>2</sup></b> | 849 191                        | –                  | 5 354 713           | –            | –              | –           | 6 203 904   |

The segments have been identified based on both the geographic region of primary group operations and the different products sold and services rendered by the group.

Revenue excludes the following inter-segmental revenues in South Africa and Namibia which are eliminated on consolidation:

Canned fish and fishmeal R1.3 billion (2018: R1.1 billion), horse mackerel, hake and other R44.0 million (2018: R33.2 million) and commercial cold storage and logistics R88.7 million (2018: R78.8 million).

Notes:

<sup>1</sup> Revenue per region discloses the region in which product is sold and services rendered.

<sup>2</sup> Non-current asset per region discloses where the subsidiary is located, includes property, plant and equipment and intangible assets.

<sup>3</sup> Financing includes cash and cash equivalents and loans receivable and payable.

## 5. OTHER OPERATING (EXPENSE)/INCOME ITEMS

|  | Audited Year ended 30 Sep 2019 R'000 | Audited Year ended 30 Sep 2018 R'000 |
|--|--------------------------------------|--------------------------------------|
| Transaction costs <sup>1</sup>                     | –                                    | (25 588)                             |
| Profit on disposal of fishing vessel               | 3 303                                | 3 497                                |
| Impairment of loans <sup>2</sup>                   | (17 596)                             | –                                    |
| Impairment of property, plant and equipment        | (1 108)                              | –                                    |
| Impairment of goodwill                             | (1 276)                              | –                                    |
| (Loss)/profit on disposal of business <sup>3</sup> | (770)                                | 8 000                                |
|  | <b>(17 447)</b>                      | <b>(14 091)</b>                      |

Notes:

<sup>1</sup> Transaction costs in the prior period relates to the extension of the Westbank Fishing Limited Liability Company ("Westbank") operating agreement and subsequent change of the Westbank majority shareholding.

<sup>2</sup> Loans impaired pertains to loans with the Group's African fishmeal and fish oil joint ventures Oceana Boa Pesca and Oceana Pesche International.

The loans exhibited increased credit risk and are deemed to be credit impaired following management's decision to terminate the operations on the back of the decline in the sardinella resource in Angola.

<sup>3</sup> The R0.8 million relates to the loss on sale of the CCS V&A cold store assets. The R8.0 million in the prior period relates to profit on sale of the CCS Linebooker transport business. (Refer to note 9.2).

Transactions outside the ordinary course of business that are substantially capital or non-recurring in nature and are identified by management as warranting separate disclosure are disclosed under other operating items in the statement of comprehensive income. These comprise profits or losses on disposal and scrapping of property, plant and equipment, intangible assets and non-current assets held for sale, impairments or reversal of impairments, profits or losses on disposal of investments, operations or subsidiaries and business combination related costs or gains.

|   | Audited Year ended 30 Sep 2019 R'000 | Audited Year ended 30 Sep 2018 R'000 |
|---|--------------------------------------|--------------------------------------|
| <b>6. TAXATION</b>  |                                      |                                      |
| <b>Current taxation</b>                                   | <b>208 586</b>                       | 240 950                              |
| Current year  | 222 023                              | 254 820                              |
| Capital gains tax   | –                                    | 1 794                                |
| Withholding tax   | 9 786                                | 9 943                                |
| Adjustments in respect of previous years                  | (23 223)                             | (25 607)                             |
| <b>Deferred taxation</b>                                  | <b>40 059</b>                        | (240 140)                            |
| Current year  | 37 306                               | (1 271)                              |
| Adjustments in respect of previous years                  | 2 753                                | (1 049)                              |
| Adjustments in respect of change in tax rate <sup>1</sup> | –                                    | (237 820)                            |
|   | <b>248 645</b>                       | 810                                  |

Notes:

<sup>1</sup> The adjustment in the prior year relates to a USD18.6 million release in Daybrook Fisheries Incorporated following the reduction in the federal corporate tax rate in the United States of America from 35% to 21%.



# NOTES TO THE SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended September 2019

|   | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
|---|---|---|
| <b>7. DERIVATIVE ASSETS</b>   |   |   |
| <b>Non-current</b>  |   |   |
| <b>Interest rate caps and swaps held as hedging instruments</b>   |   |   |
| Opening balance   | 17 398  | 1 837   |
| Fair value adjustments recognised in profit or loss (ineffective portion)   | (303)   | (5 331)   |
| Fair value adjustments recognised in other comprehensive income (effective portion)   | (19 699)  | 20 139  |
| Reclassified from derivative liability  | 2 102   | 207   |
| Foreign currency translation adjustment   | 502   | 546   |
| <b>Closing balance</b>  | –   | 17 398  |
| Interest rate caps  | –   | 586   |
| Interest rate swaps   | –   | 16 812  |
|   | –   | 17 398  |
| Interest rate caps and swaps recorded in the cash flow hedging reserve, derivative assets and derivative liabilities are regarded as level 2 financial instruments. Level 2 fair value measurements are those derived from inputs that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).  |   |   |
| The fair value of interest rate caps and swaps is calculated as the present value of the estimated future cash flows based on observable yield curves.  |   |   |
| Interest rate caps were executed in 2016, with a maturity date of 20 July 2018 and 20 July 2020. Interest rate caps were designated as cash flow hedges and executed to hedge the interest that is payable under various debt facilities with principal values of R1 810 million. The amount of the principal is R390 million (2018: R390 million). Gains or losses on interest rate caps held as hedging instruments in designated and effective hedging relationships are recognised in other comprehensive income and are reclassified to profit or loss in the same period that the hedge cash flows affect profit or loss. The interest rate swap and caps was reclassified to derivative liability during the year. |   |   |
|   | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
| <b>8. DERIVATIVE LIABILITIES</b>  |   |   |
| <b>Non-current</b>  |   |   |
| Opening balance   | –   | 6 283   |
| Loss/(gain) recognised in other comprehensive income  | 7 803   | (6 148)   |
| Transferred from profit and loss  | 203   | –   |
| Reclassified from/(to) derivative asset   | 2 102   | (207)   |
| Foreign currency translation adjustment   | 212   | 72  |
| <b>Closing balance</b>  | 10 320  | –   |
| Interest rate caps  | 118   | –   |
| Interest rate swaps   | 10 202  | –   |
| <b>Current</b>  |   |   |
| Opening balance   | –   | 164 181   |
| Loss recognised in profit or loss   | –   | 34 577  |
| Put option exercised  | –   | (202 899)   |
| Foreign currency translation adjustment   | –   | 4 141   |
| <b>Closing balance</b>  | –   | –   |

## 8. DERIVATIVE LIABILITIES (CONTINUED)

The notional principal amount of the US interest rate swaps at 30 September 2019 amounts to R1 712 million (2018: R1 471 million). This comprises hedges on the term debt of R1 712 million (2018: R1 471 million). The swap is to hedge the interest that is payable under the debt facility. An interest rate swap was executed on 9 March 2017 with an effective date of 31 August 2018 and a maturity date of 22 July 2020 at a swap fixed rate of 2.175%. The interest rate swap was reclassified from derivative assets during the year.

In May 2019, interest rate swaps on South African debt were executed with a maturity date of 20 July 2021 and 20 July 2022. The notional principle amounts to R920 million, this comprises term debt of R482 million at a swap rate of between 7.05% and 7.09%.

Gains and losses on the interest rate swaps held as a hedging instrument in a designated and effective hedging relationship are recognised in other comprehensive income and are reclassified in the same period that the hedged cash flows affect profit or loss. During the year, a fair value loss of R7.8 million (2018: gain R6.1 million) was recognised in other comprehensive income.

The carrying amounts of all other financial assets and liabilities approximate their fair values at year end.

|   | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
|---|---|---|
| <b>9. DISPOSAL OF BUSINESSES</b>  |   |   |
| <b>9.1 V&amp;A Cold Storage (CCS)</b>   |   |   |
| The group disposed of the V&A cold store assets within the commercial cold storage and logistics segment on 11 January 2019 and 28 February 2019. |   |   |
| <b>Assets disposed</b>  |   |   |
| Property, plant and equipment   | 8 270   | –   |
| Release of goodwill   | 10 000  | –   |
|   | 18 270  | –   |
| <b>Proceeds received</b>  | 17 500  | –   |
| Net loss on disposal of non-current assets held for sale  | (770)   | –   |
| <b>9.2 Linebooker transport business (CCS)</b>  |   |   |
| In the prior year the group disposed of the commercial cold storage Linebooker transport business.  |   |   |
| <b>Proceeds received</b>  | –   | 8 000   |
| Net profit on disposal of business  | –   | 8 000   |

## 10. DEBT REFINANCED

During the year the US term facility was refinanced and increased to USD118million. The facility has been structured as an amortisation payment facility repayable in quarterly instalments with the final payment due on 30 September 2024. During the prior year a R1 420.0 million term facility was refinanced in terms of which R500.0 million was restructured as an amortisation payment facility maturing in 5 years, R738.0 million was restructured as a bullet payment facility maturing in 4 years and R182.0 million as a bullet payment facility maturing in 3 years. Debt refinancing costs of R15.8 million (2018: R2.2 million) were incurred.



# NOTES TO THE SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended September 2019

|   | Audited<br>Year<br>ended<br>30 Sep<br>2019<br>R'000 | Audited<br>Year<br>ended<br>30 Sep<br>2018<br>R'000 |
|---|---|---|
| <b>11. NET CASH AND CASH EQUIVALENTS</b>  |   |   |
| Cash and cash equivalents   | <b>588 036</b>                                      | 1 015 060   |
| In the prior year Daybrook Fisheries Incorporated ("Daybrook") received \$17.3 million (net of legal costs) in the year following a Federal Court settlement in relation to Daybrook's 2006 Deepwater Horizon oil spill law suit. In terms of the 2015 stock purchase agreement entered into with the selling Daybrook stockholders, all risks and rewards relating to the Deepwater Horizon oil spill law suit were excluded from the transaction and the purchase consideration. The settlement proceeds received, net of any taxation and legal costs, are accordingly due and payable to the Stockholder Representative on behalf of the selling shareholders. At 30 September 2018, these restricted funds (R246.4 million) were held in cash and cash equivalents with a corresponding liability in accounts payable as the funds had not yet been remitted to the Stockholder Representative. The funds were settled in full to the Stockholder Representative on 4 February 2019. |   |   |
| <b>12. DETERMINATION OF HEADLINE EARNINGS</b>   |   |   |
| Profit after taxation attributable to shareholders of Oceana Group Limited  | <b>617 616</b>                                      | 857 831   |
| Adjusted for:   |   |   |
| Impairment of capital loans   | <b>7 887</b>  | –   |
| Impairment of property, plant and equipment and intangibles   | <b>2 384</b>  | –   |
| Headline earnings adjustments – joint venture   | <b>7 903</b>  | (72)  |
| Loss/(profit) on disposal of business   | <b>770</b>  | (8 000)   |
| Net profit on disposal of property, plant and equipment and intangible assets   | <b>(3 040)</b>                                      | (3 491)   |
| Total non-controlling interest on above   | <b>74</b>   | (3)   |
| Total tax effect of adjustments   | <b>2 772</b>  | 2 793   |
| <b>Headline earnings for the year</b>   | <b>636 366</b>                                      | 849 058   |
| <b>Headline earnings per share (cents)</b>  |   |   |
| – Basic   | <b>544.3</b>  | 727.1   |
| – Diluted   | <b>500.9</b>  | 667.7   |
| <b>13. DIVIDENDS</b>  |   |   |
| Estimated dividends declared after reporting date   | <b>280 710</b>                                      | 355 300   |
| Dividends per share (cents)   | <b>363.0</b>  | 416.0   |
| Number of shares in issue net of treasury shares  | <b>116 962</b>                                      | 116 875   |
| <b>14. SUPPLEMENTARY INFORMATION</b>  |   |   |
| Amortisation  | <b>39 443</b>                                       | 59 315  |
| Depreciation  | <b>170 950</b>                                      | 209 391   |
| Operating lease charges   | <b>105 821</b>                                      | 110 400   |
| Share-based expenses  | <b>10 891</b>                                       | 9 958   |
| Cash-settled compensation scheme  | <b>(1 407)</b>                                      | (2 498)   |
| Equity-settled compensation scheme  | <b>12 298</b>                                       | 12 456  |
| Capital expenditure   | <b>228 146</b>                                      | 163 742   |
| Replacement   | <b>228 146</b>                                      | 163 742   |
| Budgeted capital commitments  | <b>375 471</b>                                      | 318 086   |
| Contracted  | <b>26 822</b>                                       | 23 218  |
| Not contracted  | <b>348 649</b>                                      | 294 868   |

|   | Audited<br>number of<br>shares<br>30 Sep<br>2019<br>'000 | Audited<br>number of<br>shares<br>30 Sep<br>2018<br>'000 |
|---|--|--|
| <b>15. ELIMINATION OF TREASURY SHARES</b>   |  |  |
| Weighted average number of shares in issue  | <b>135 526</b>   | 135 526  |
| Less: Weighted average treasury shares held by share trusts   | <b>(13 522)</b>  | (13 654)   |
| Less: Weighted average treasury shares held by subsidiary company   | <b>(5 094)</b>   | (5 094)  |
| Weighted average number of shares on which basic earnings per share and basic headline earnings per share are based     | <b>116 910</b>   | 116 778  |
| Weighted average number of shares on which diluted earnings per share and diluted headline earnings per share are based | <b>127 043</b>   | 127 164  |

## 16. RELATED-PARTY TRANSACTIONS

In the prior year Makimry Patronus Limited Liability Company ("Makimry"), a US company majority owned and controlled by Mr Francois Kuttel (the former Chief Executive Officer of Oceana Group Limited ("Oceana")), acquired a 75% interest in Westbank Fishing Limited Liability Company (a company 25% owned by Daybrook Fisheries Incorporated) and which carries out all of its fishing activities. The requisite majority of Oceana shareholders were required to vote in favour of the arrangement in terms of section 10.1(a) of the Listings Requirements of the JSE due to the deemed related party nature of certain of the agreements. The respective resolutions were passed by the requisite majority of shareholders present in person or by proxy at the general meeting held on 13 April 2018. Oceana received dispensation from the JSE for the requirement to obtain a fairness opinion in terms of section 10 of the Listings Requirements.

The group entered into various other transactions with related parties in the ordinary course of business, on market related terms. The nature of these related-party transactions is consistent with those reported previously.

## 17. CONTINGENT LIABILITIES AND GUARANTEES

The group has given cross suretyships in support of bank overdraft facilities of certain subsidiaries and the company.

During the prior reporting period a customer of Commercial Cold Storage Proprietary Limited sent a letter of demand for alleged damages suffered to their products. The amount claimed in the letter of demand was R24.4 million. The claim was settled out of court on commercially favourable terms in the current reporting period.

## 18. EVENTS AFTER THE REPORTING DATE

No events occurred after the reporting date that may have an impact on the group's reported financial position at 30 September 2019 or require separate disclosure in these financial statements.





## SHAREHOLDER ANALYSIS

at 30 September 2019

| SHAREHOLDER SPREAD                   | Number of shareholders | %            | Number of shares   | %            |
|--------------------------------------|------------------------|--------------|--------------------|--------------|
| 1 – 1 000 shares                     | 9 523                  | 86.5         | 1 314 843          | 1.0          |
| 1 001 – 10 000 shares                | 1 004                  | 9.1          | 3 128 872          | 2.3          |
| 10 001 – 100 000 shares              | 346                    | 3.1          | 11 258 882         | 8.3          |
| 100 001 – 1 000 000 shares           | 123                    | 1.1          | 41 714 654         | 30.8         |
| 1 000 001 shares and over            | 15                     | 0.1          | 78 108 903         | 57.6         |
| <b>Total</b>                         | <b>11 011</b>          | <b>100.0</b> | <b>135 526 154</b> | <b>100.0</b> |
| <b>DISTRIBUTION OF SHAREHOLDERS</b>  |                        |              |                    |              |
| Banks                                | 128                    | 1.2          | 14 684 514         | 10.8         |
| Brokers                              | 43                     | 0.4          | 3 590 102          | 2.6          |
| Close corporations                   | 76                     | 0.7          | 44 349             | 0.0          |
| Empowerment                          | 6                      | 0.1          | 33 340 175         | 24.6         |
| Endowment funds                      | 52                     | 0.5          | 2 606 538          | 1.9          |
| Individuals                          | 8 028                  | 72.9         | 2 940 557          | 2.2          |
| Insurance companies                  | 47                     | 0.4          | 1 758 068          | 1.3          |
| Investment companies                 | 14                     | 0.1          | 254 029            | 0.2          |
| Medical aid schemes                  | 21                     | 0.2          | 465 541            | 0.3          |
| Mutual funds                         | 306                    | 2.8          | 29 375 319         | 21.7         |
| Nominees and Trusts                  | 1 674                  | 15.2         | 1 125 538          | 0.8          |
| Other Corporations                   | 7                      | 0.1          | 1 735              | 0.0          |
| Pension funds                        | 317                    | 2.9          | 25 680 537         | 18.9         |
| Private companies                    | 283                    | 2.6          | 464 340            | 0.3          |
| Public companies                     | 2                      | 0.0          | 257 999            | 0.2          |
| Treasury shares held by share trusts | 5                      | 0.0          | 13 842 463         | 10.2         |
| Treasury shares held by subsidiary   | 2                      | 0.0          | 5 094 350          | 3.8          |
| <b>Total</b>                         | <b>11 011</b>          | <b>100.0</b> | <b>135 526 154</b> | <b>100.0</b> |
| <b>SHAREHOLDER TYPE</b>              |                        |              |                    |              |
| <b>Non-public shareholders</b>       | <b>11</b>              | <b>0.1</b>   | <b>52 222 364</b>  | <b>38.5</b>  |
| Treasury shares held by share trusts | 3                      | 0.0          | 13 787 839         | 10.2         |
| Treasury shares held by subsidiary   | 2                      | 0.0          | 5 094 350          | 3.8          |
| Empowerment                          | 6                      | 0.1          | 33 340 175         | 24.6         |
| <b>Public shareholders</b>           | <b>11 000</b>          | <b>99.9</b>  | <b>83 303 790</b>  | <b>61.5</b>  |
| <b>Total</b>                         | <b>11 011</b>          | <b>100.0</b> | <b>135 526 154</b> | <b>100.0</b> |

## CORPORATE INFORMATION AND ADVISORS

### Registered office and business address

9th Floor, Oceana House  
25 Jan Smuts Street  
Foreshore, Cape Town, 8001  
PO Box 7206, Roggebaai, 8012  
Telephone: National 021 410 1400  
International: +27 21 410 1400  
Facsimile: 021 419 5979  
Email: companysecretary@oceana.co.za  
Website: www.oceana.co.za

### Company registration number

1939/001730/06

### JSE share code

OCE

### NSX share code

OCG

### Company ISIN

ZAE000025284

### Transfer secretaries

Computershare Investor Services (Proprietary) Limited  
Rosebank Towers  
15 Biermann Avenue  
Rosebank, Johannesburg, 2196  
PO Box 61051, Marshalltown, 2107  
Telephone: 011 370 5000  
Facsimile: 011 688 5216

### Secretary

Adela Fortune (appointed on 1 June 2019)  
Jillian Marais (resigned on 31 May 2019)

### Bankers

The Standard Bank of South Africa Limited  
BMO Harris Bank N.A.

### External Auditors

Deloitte & Touche

### Internal Auditors

Ernst & Young

### JSE sponsor

The Standard Bank of South Africa Limited

### NSX sponsor

Old Mutual Investment Services (Namibia) (Proprietary) Limited



[www.oceana.co.za](http://www.oceana.co.za)

