



SILVER  
FERN<sup>®</sup>  
FARMS

100% MADE OF NEW ZEALAND

Good   
by nature

# Creating Sustainable Value in the Market

Matt Luxton | Strategic Programmes Sales Manager



## Who we are

Silver Fern Farms is New Zealand's leading red meat company and we are serious about:

- Market-led plate to pasture strategy
- Leading food system change
- Supporting our farmers to lead the world in nature positive food production
- Creating new forms of value
- Net positive change



### PRODUCES

30%

OF ALL NZ LAMB, BEEF  
& VENISON

### STARTED IN

1948

BECAME SILVER FERN FARMS  
IN 2008

### OVER

16k

SHEEP, BEEF & DEER  
FARMER PARTNERS

14

PROCESSING  
SITES  
THROUGHOUT  
NEW ZEALAND

&

7

GLOBAL HUBS  
(UK, SHANGHAI,  
US, KOREA,  
JAPAN, NZ, UAE)

2.7B

ANNUAL SALES

6k+

STAFF IN PEAK OF THE SEASON





Sustainability action plan key priorities FY22

Rapidly Changing Trends

impacting expectations of business



Sustainability action plan

Sustainability action plan

- 1 – Create Innovation
  - Creating a sustainable positive future:
  - Reducing emissions across the value chain
  - Creating low carbon opportunities
  - Building business resiliency
- 2 – Enhancing Nature
  - When nature thrives, we thrive
  - Sustainable future for farmers
  - Developing Regenerative Agriculture
  - Tweaking lighting within operations
- 3 – Circular Future
  - Creating value – the path to zero waste
  - Reducing waste
  - Creating value
  - Circular design thinking
- 4 – Trust & Connection
  - Most trusted partner
  - Building responsible supply chains
  - Highest standards livestock supply
  - Welfare transparency & traceability
  - Trusted thought leadership
- 5 – People & Wellbeing
  - Enhancing people's lives through work
  - Health & mental well being
  - Diversity & inclusion
- 6 – Disruptive Innovation
  - Creating options for value & growth
  - Innovation & insights
  - Sustainable value creation
- 7 – Community & Belonging
  - Together we are stronger
  - Growing Silver Fern Farms community
  - Supporting the regional community
- 8 – Te Ao Māori
  - Respecting our unique Aotearoa/NZ identity
  - Te Whakawhiri
  - Partnerships
  - Cultural Progression
  - Whānau

Silver Fern Farms 2022  
Good by Nature



Good by nature



## OUR PURPOSE

# Creating goodness from the farms the world needs



### Goodness

Goodness is the value we generate, the deliciousness and nutrition we share through our products, and the way we care for our people, communities and the environment. It's a broader view of what 'goodness' means that will underpin trust in our brand.

### Creating

Creating is what we do, every day. From our farms and farmers, to the people in our plants and communities, to the products we deliver to consumers all around the globe. We're experts and innovators.



### From the farms

It's in our name, it's in our history, it's in our future. We're farmers and we have the farms the world needs. Leading the way by committing to nature positive outcomes and a regenerative future. Deepening our love of the land by caring for and respecting it.



### Needs

What the world needs is changing. We meet the needs of consumers, customers, communities and farming partners through the food and nutrition we share, as well as the environmental and social impacts we can have.

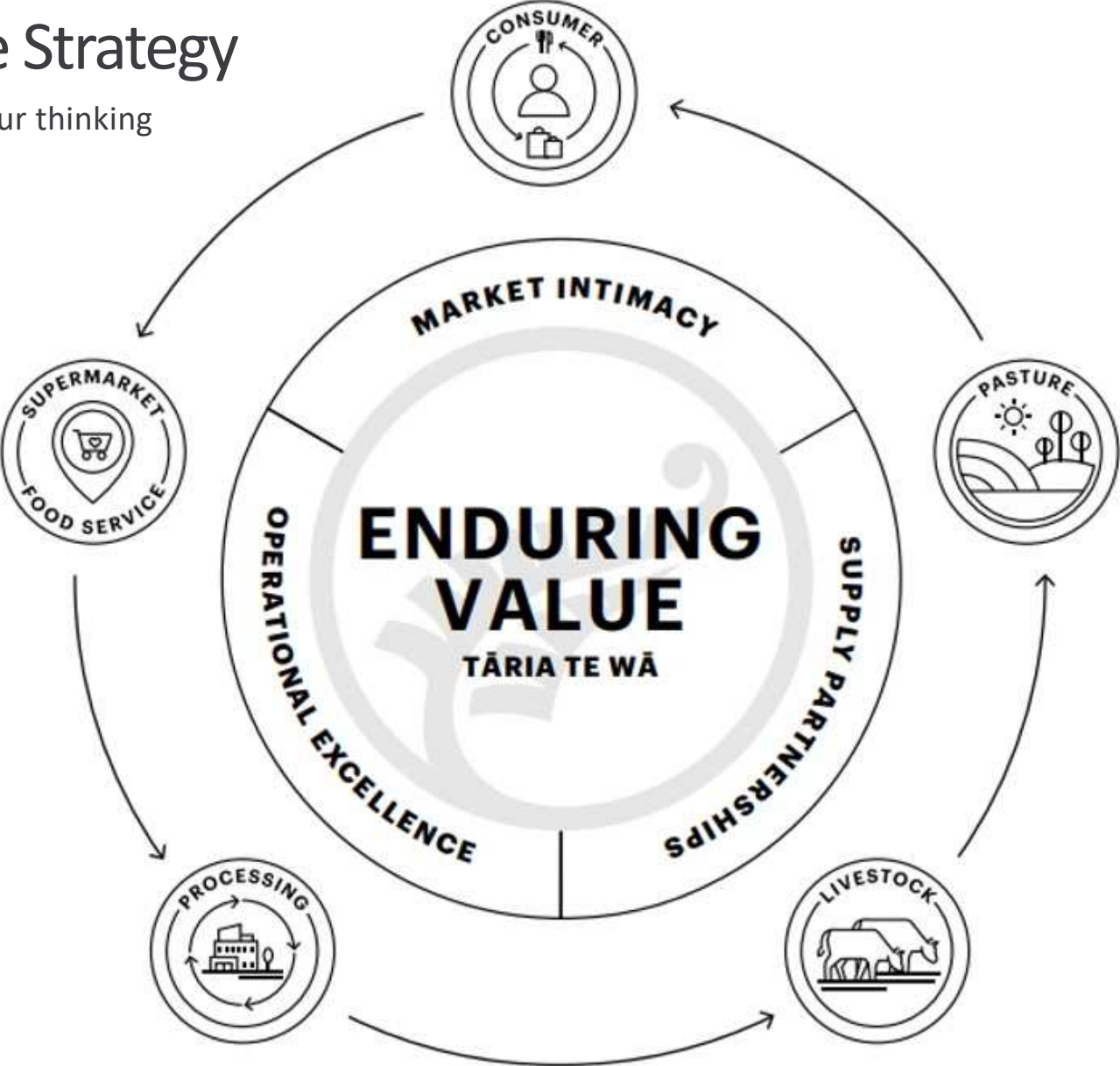
### The world

The world is the 60 countries we currently export to and the new opportunities that can be captured by being a dynamic business. It's also the environments we operate in and the impact we have on the world around us.



# Our Plate to Pasture Strategy

Consumers are at the forefront of our thinking





# Going beyond 'Better for You'



## Better for You & Animal

- Nutrition, taste, & ethics
- Unsubstantiated eco-halo
- 100% grass-fed
- Never-ever antibiotics/hormones
- Raised with a light touch
- Climate narrative out of our hands

*"The animal is living and eating well, and I am going to taste that."*

-consumer at USA focus group



## Better For the World

- Nutrition, ethics, sustainability
- Eating to save the planet
- Net Carbon Zero
- **Ownership of climate narrative as a climate fighter, not antagonist**

*"The wonderful thing about food is you get three votes a day.  
Every one of them has the potential to change the world."*

— Michael Pollan

# Generational differences in eco-friendly consumerism

Millennials are most likely to be thinking about sustainability while shopping.

**Q:** Please indicate to what extent you agree or disagree with the following statements around shopping sustainably.  
(Answers are a combination of “agree” and “strongly agree” responses)

**Darker shades of green** indicate greater proportions of agreement relative to other generational cohorts.

	Generation Z	Young millennials (age 23-26)	Core millennials (age 27-32)	Mature millennials (age 33-36)	Generation X	Baby boomers
I choose products with a traceable and transparent origin	47%	59%	60%	62%	56%	48%
I buy from companies that are conscious and supportive of protecting the environment	49%	60%	61%	58%	53%	47%
I intentionally buy items with eco-friendly packaging or less packaging	48%	55%	60%	55%	55%	51%
I am buying more biodegradable/eco-friendly products	48%	56%	59%	58%	52%	47%
When shopping for products, I check the labeling/ packaging for sustainability certification(s)	47%	57%	58%	53%	51%	43%

**Base:** Generation Z (1,360); young millennials (933); core millennials (1,588); mature millennials (919); generation X (2,848); baby boomers (975).

**Note:** The greatest generation (the oldest group) is not shown, because the base is too low.


**Source:** June 2021 Global Consumer Insights Pulse Survey





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**NET  
CARBON  N  
ZERO BY  
NATURE™**







# Achieving Net Carbon Zero Certification

## In Partnership with Toitū Envirocare

- Independently certified by Toitū Envirocare
- Based on the British Standards institute measure called PS2050,
- Equivalence to the International Standards Organization ISO14067 product standard
- We measure all stages of product emissions from the birth to disposal.
- We use satellite technology and machine learning to identify and map on-farm vegetation
- We then purchase this carbon sequestration service from farmers
- This not only rewards our farmers for their strong environmental management practices, it also highlights:
  - **The benefits of our Grass Fed Beef from New Zealand**
  - **Farmers as climate leaders and innovators**
  - **And empowers our Customers as a climate leader and innovator within the supply chain**





# Active Long-term Investment in Marketing

## Paid Digital Advertising



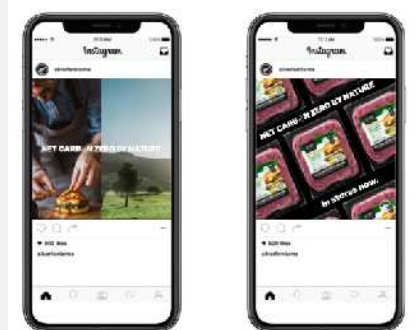
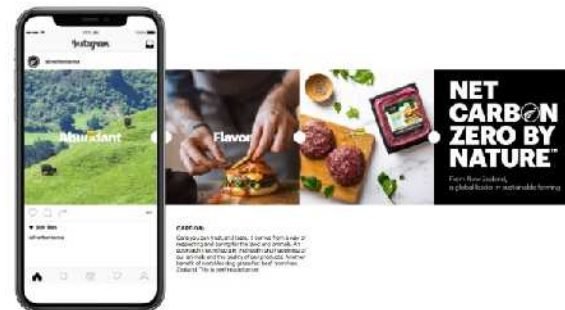
## Customer online and mailer banners



## OOH



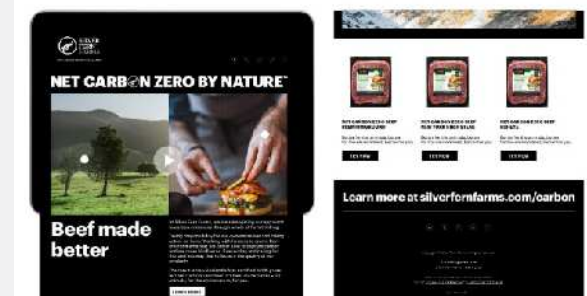
## Social Media



## PRINT



## EDMs

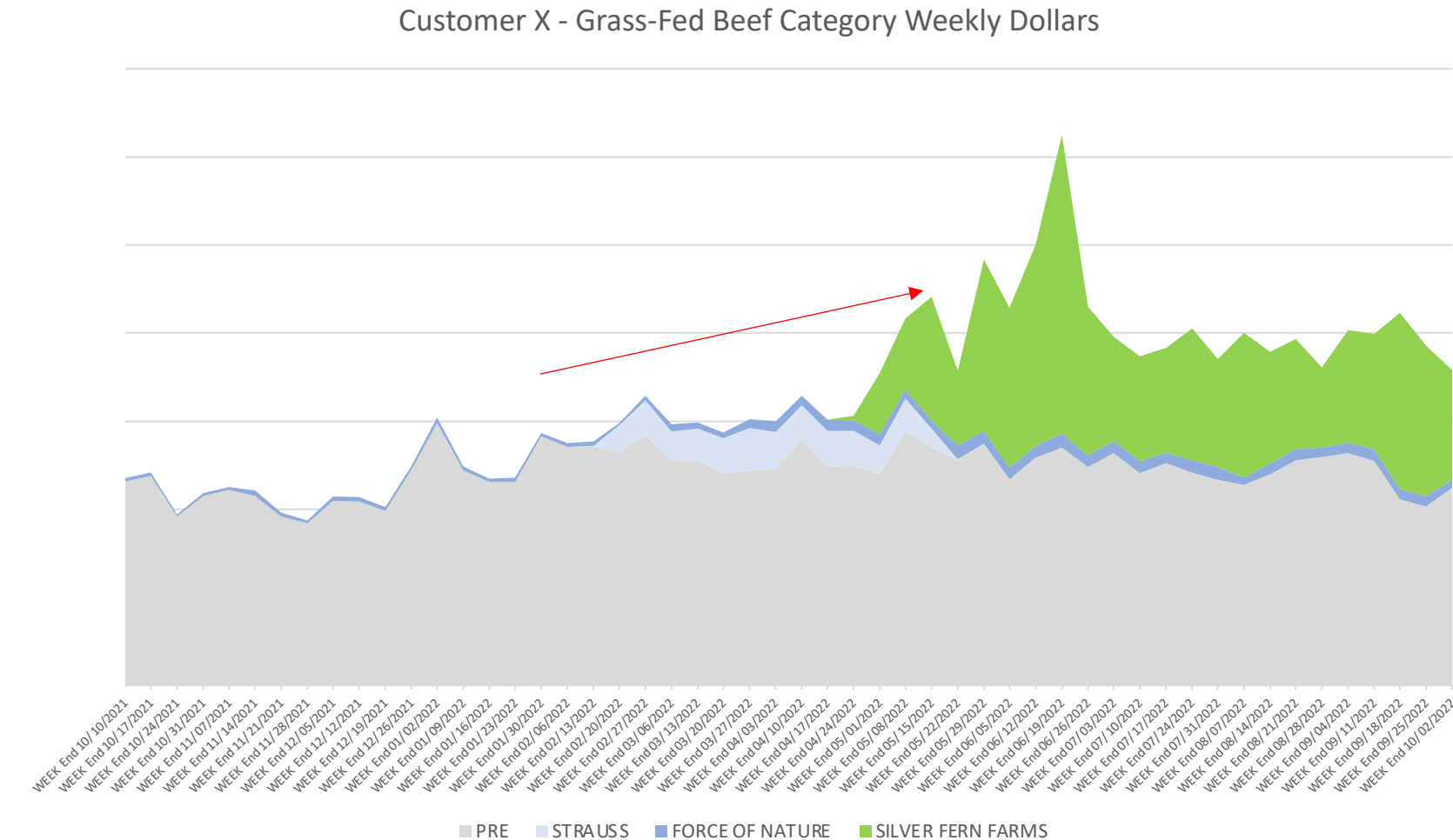


**NET CARBON ZERO BY NATURE™**



# SFF Net Carbon Zero Incrementally Growing Category

Silver Fern Farms Net Carbon Zero Beef Range has Incrementally Grown Customer X's Grass-Fed Beef Category



### Customer X's Key Results;

(24 weeks ending 10.2.22)

- Grass-Fed Beef Category grew by **71.7%** vs YA (dollars)
- Grass-Fed Beef Category growing **rapidly faster** than Total Beef (71.7% vs 27.6%)
- Silver Fern Farms Carbon Zero Beef has **35%** Dollar Share of total Grass-Fed Beef

	Dollar Growth vs YA	Unit Growth vs YA
Total Beef	27.6%	13.3%
Total Grass-Fed Beef	71.7%	87.6%

<sup>12</sup>Source; SPINS (Powered by Iri); Frozen & Refrigerated Meat Poultry & Seafood, Subcategory FZ&RF Beef & Pork Cuts, Animal Type BEEF, Labeled Grass-fed, Dollars, Weekly Trended to 10.2.22. Note; Spins data captures net weight (pre-barcoded) product and does not include random weight meat products barcoded at store.

# Three Key areas to create sustainable value

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The Farmer and the Farming environment to be able to tell an authentic story (NCZ, Regen Ag, Nature Positive etc)



The Consumer that is willing to pay a premium



The Retailer to connect the above two



“Our Sustainability Action Plan is designed to support and accelerate Silver Fern Farms’ transformation to the world’s most trusted, nature positive food brand.



Simon Limmer – CEO, Silver Fern Farms

