

Creating Value in Wild Seafood

World Seafood Congress 2013

Presented by Mr. Ian D. Smith
CEO, Clearwater Seafoods Inc.



Dedicated to Sustainable Seafood Excellence

October 2nd, 2013

Forward Looking Statements

This presentation may contain forward-looking statements. Such statements involve known and unknown risks, uncertainties, and other factors outside management's control including but not limited to total allowable catch levels, selling prices, weather, exchange rates and fuel costs, that could cause actual results to differ materially from those expressed in the forward-looking statements.

Clearwater does not assume responsibility for the accuracy and completeness of the forward-looking statements and does not undertake any obligation to publicly revise these forward-looking statements to reflect subsequent events or circumstances.



Company Overview

- North America's largest vertically integrated harvester, processor, and distributor of premium shellfish
 - ~79 million pounds sold in 2012
 - Key species include: lobster, scallops, clams, coldwater shrimp and crab
 - Recognized for quality, eco-harvesting practices* and reliable delivery
- Largest holder of shellfish quotas in Canada
 - Operations in offshore Canada and Argentina
- At-sea processing
 - Company-owned state-of-the-art factory vessels
 - Advanced onshore processing, storage and distribution capabilities
- Global sales, marketing and distribution platform
 - Diverse customer base with local sales forces



* Widest selection of MSC-certified species of any seafood harvester worldwide

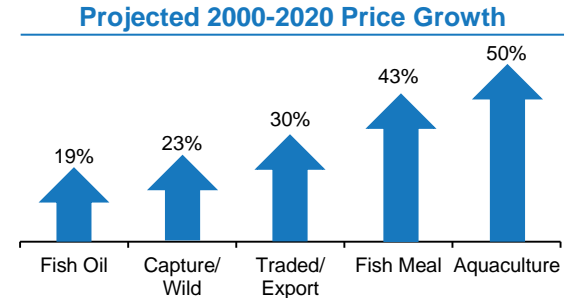


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Powerful Industry Fundamentals

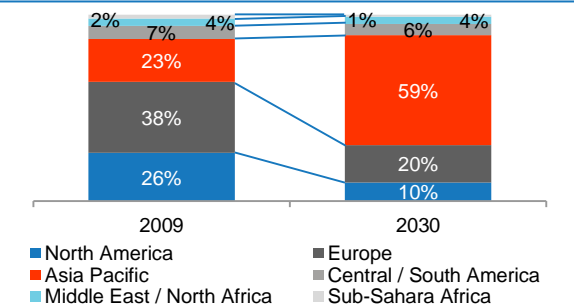
Supplier Pricing Power

- ✓ Global demand outstripping finite wild-caught supply sources
- ✓ Regulatory bodies managing wild-caught fisheries conservatively to protect long-term supply
- ✓ Declining growth of both wild-caught and aquaculture production
- ✓ Customers willing to pay a premium for high-quality sustainable supply



Robust Emerging Market Demand

- ✓ Asia-Pacific middle class sustainable growth provides a stable source of long-term demand (six-fold growth in consumer spending forecast through 2020)
- ✓ Growing incomes have increased demand for high-capacity premium products
- ✓ Increasing adaptation of premium priced western-inspired products



Compelling Market “Mega Trends” in Advanced Economies

- ✓ Growing focus on health and wellness driving interest in “higher-quality” protein
- ✓ Increasing consumer willingness to pay a premium for “sustainable”, traceable, safe food
- ✓ Desire for “authentic” taste experiences (wild-caught vs. farm-raised) and scarcity premium (the seafood connoisseur)

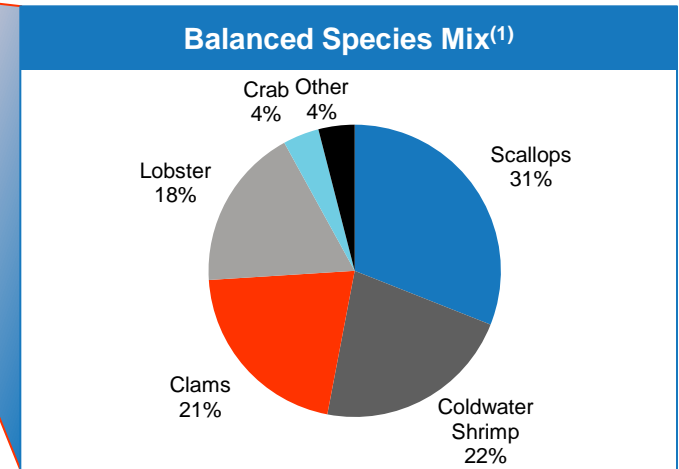
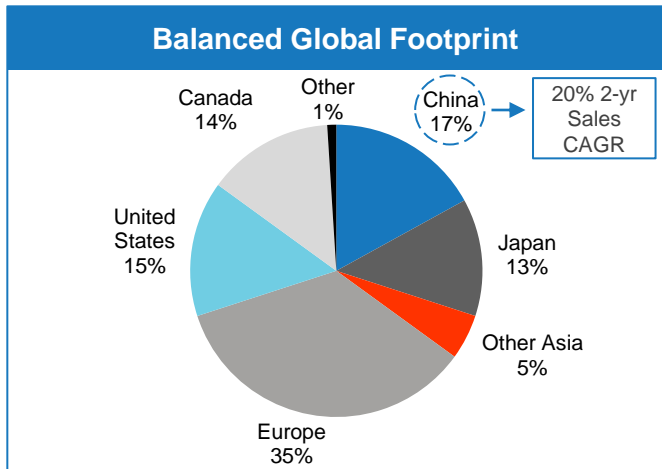
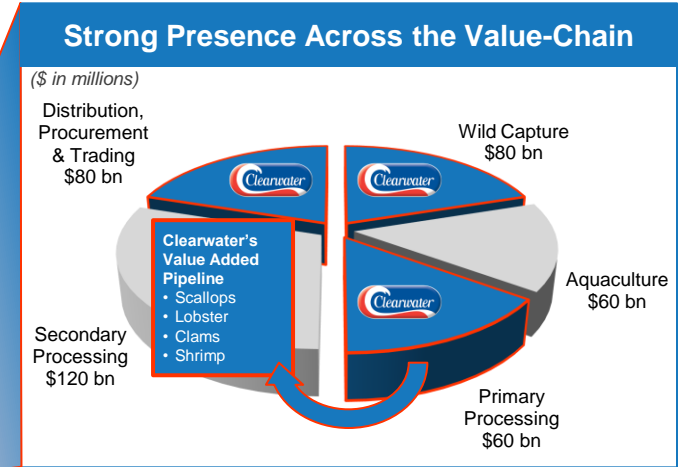
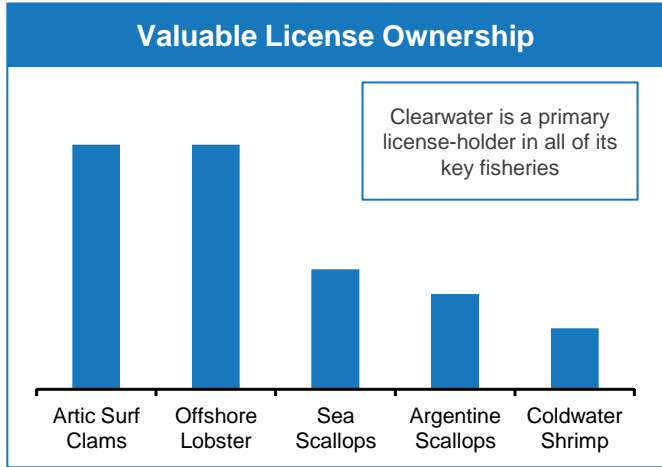


Source: OECD, FAO Secretariates and PricewaterhouseCoopers.



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Leading Global Provider of Wild-Caught Shellfish



1) Reflects percent of 2012 net sales.

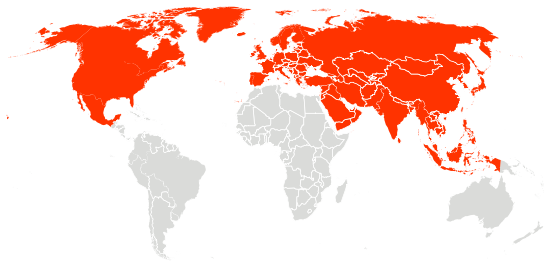


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Balanced End-Market and Customer Exposure

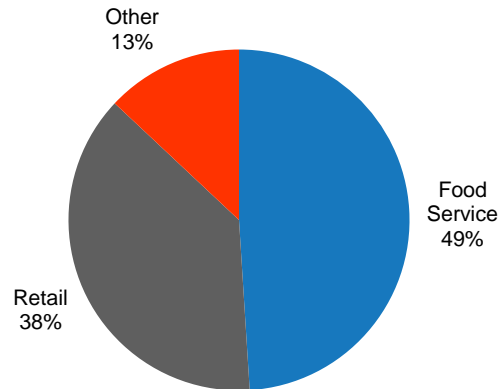
Global Footprint

- Worldwide distribution presence
- Local sales and marketing teams
- On-trend products in all markets



Channel Mix

- Multiple touch points to global seafood consumers



2011 Revenues of \$332.7 million

Diverse Customer Base

- No single customer represents more than 6% of revenue
- Average top-ten customer relationship of nearly 10 years

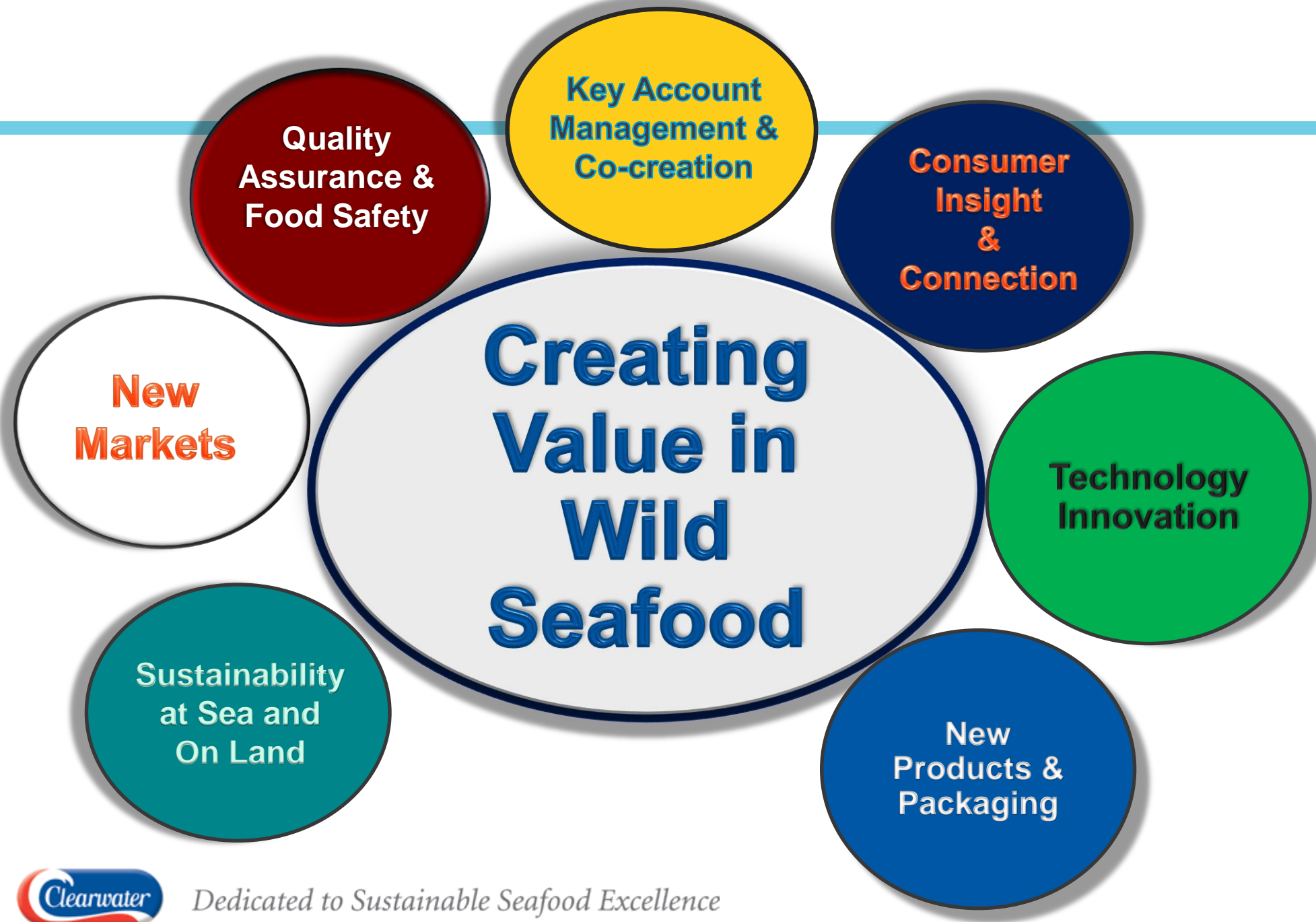


Clearwater's Value Proposition

- Broadest, highest-quality premium shellfish offering
- Widest selection of MSC-certified species of any harvester/processor
- Unique, "just-in-time" premium live lobster program
- New product innovation, consumer/customer insight, category management competency



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Sustainability



Widest selection of MSC-certified species of any seafood harvester worldwide



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Clearwater and Sustainability



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Quality Assurance & Food Safety

Key Account Management & Co-creation

Consumer Insight & Connection

New Markets

Creating Value in Wild Seafood

Technology Innovation

Sustainability at Sea and On Land

New Products & Packaging



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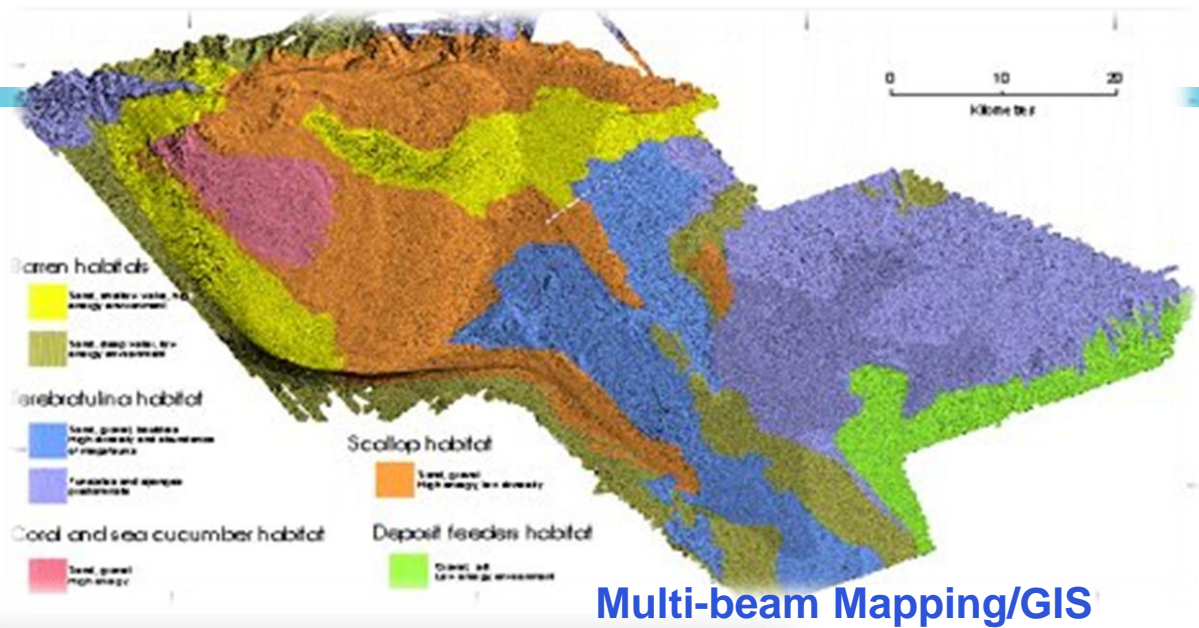
Technology Innovation

時間・人手・コストを節約!

クリアウォーターの帆立貝柱自動剥き機 (ASM)は現場での生産効率・コストパフォーマンスを高めてくれます



Automated Shucking



Multi-beam Mapping/GIS



FAS Processing

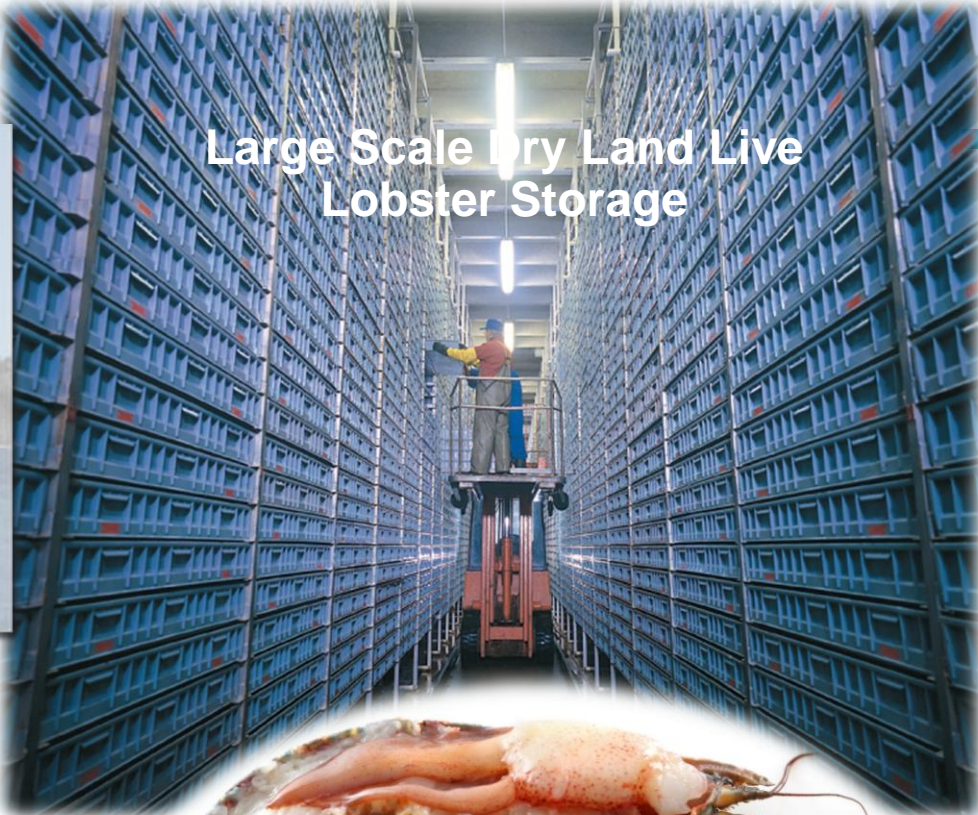


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Technology Innovation



State-of-the-Art RSW Live Lobster Harvesting



Large Scale Dry Land Live Lobster Storage



Live Lobster Branding



Raw Processed Lobster



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Quality Assurance & Food Safety

Key Account Management & Co-creation

Consumer Insight & Connection

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Consumer Insight & Connection



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Enhanced Digital Connections



Good News
Behind the
Great Flavour



It's no wonder an increasingly health conscious world is taking more notice of the benefits of seafood!

- High in Protein
- Saturated Fat Free
- Excellent Source of Omega 3

At least two servings of fish or seafood a week are now recommended by Health Canada, the United States Department of Agriculture, the European Union Food Information Council and other global health organizations.

Clearwater, your first choice for seafood is recognized for consistent quality, dedication to sustainable practices and well managed ocean-to-plate value and quality control chains. Now we are making it easier for you and your customers to identify the key health benefits of our products.

For additional information, click the products on the right to view the associated health benefits.



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www.clearwater.ca

Quality Assurance & Food Safety

Key Account Management & Co-creation

Consumer Insight & Connection

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New Products & Packaging




Dedicated to Sustainable Seafood

New Products & Packaging

GONE IN 60 SECONDS

scallops & sauce



Don't be surprised if our Scallops & Sauce disappear from your shelves as fast as they're stocked. From frozen to fabulous in as little as six minutes, they take all the hassle out of preparing seafood at home. Each scallop is enrobed in one of our three premium sauces, so all your customers have to do is toss them in a pan, stir, serve and smile as the compliments roll in. Drop us a line to add this meal solution to your seafood lineup.


marinara sun-dried tomato garlic cream

www.clearwater.ca | usinfo@clearwater.ca

703-660-6119

MSC

MAR-C-1327




Clearwater

garlic cream

wild caught scallops - frozen fresh at sea

scallops & sauce



Excellent Source of Protein

net weight 8 oz (227 g)

ready in minutes!

keep frozen SERVING SUGGESTION



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New Products & Packaging

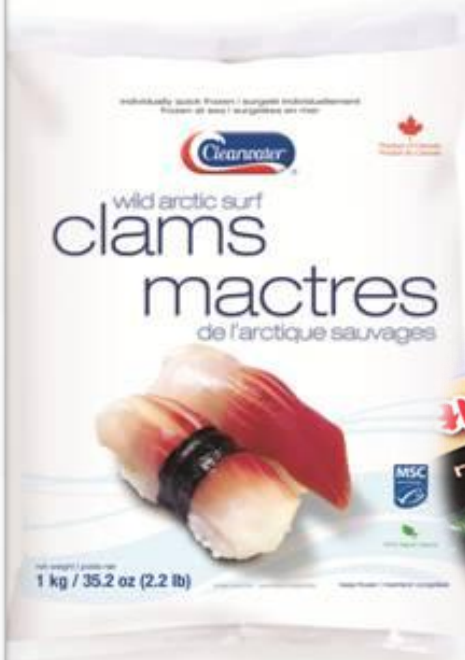
lobster

any time, any place, any way

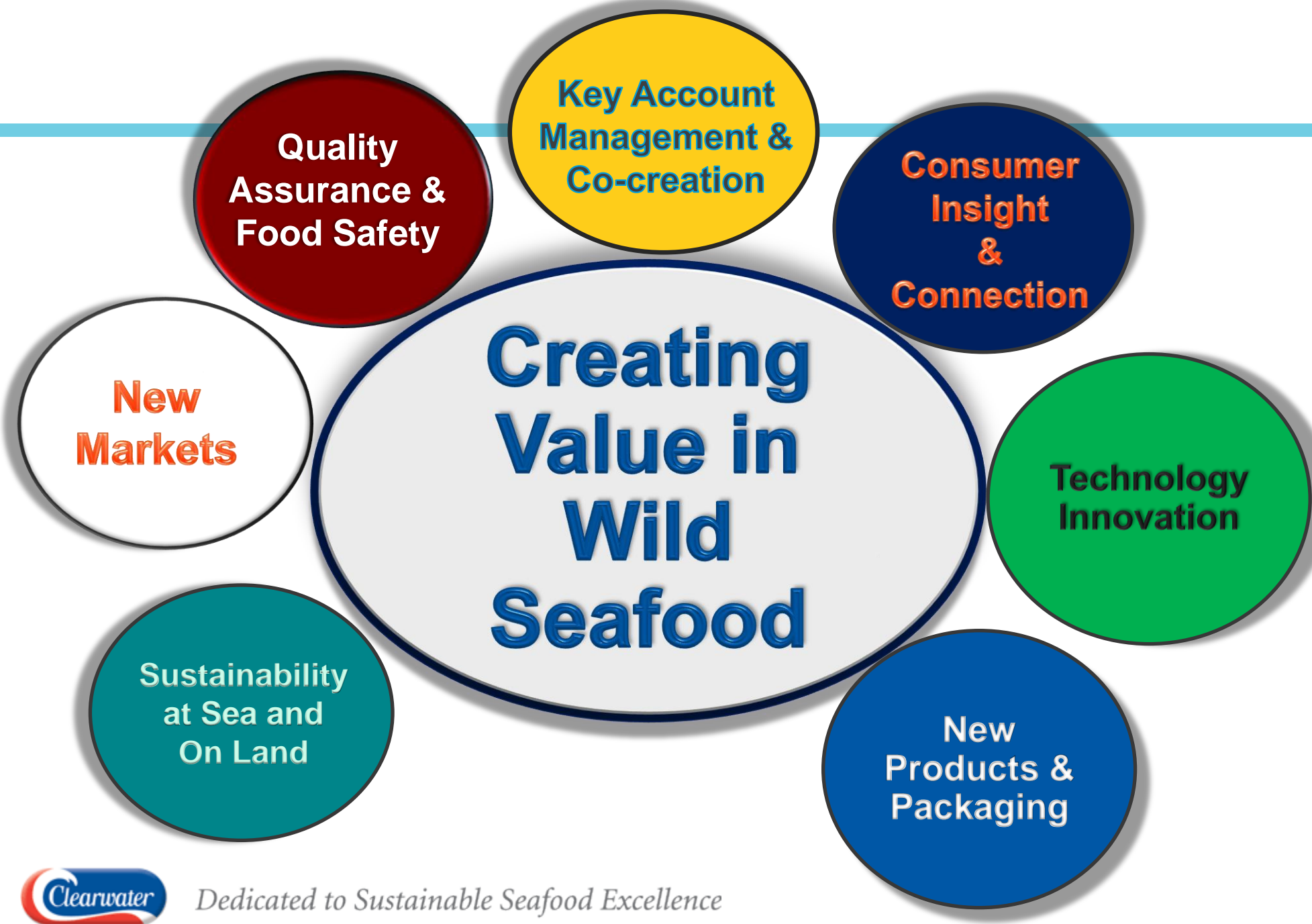


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New Products & Packaging



inable Seafood Excellence



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Clearwater Food Safety

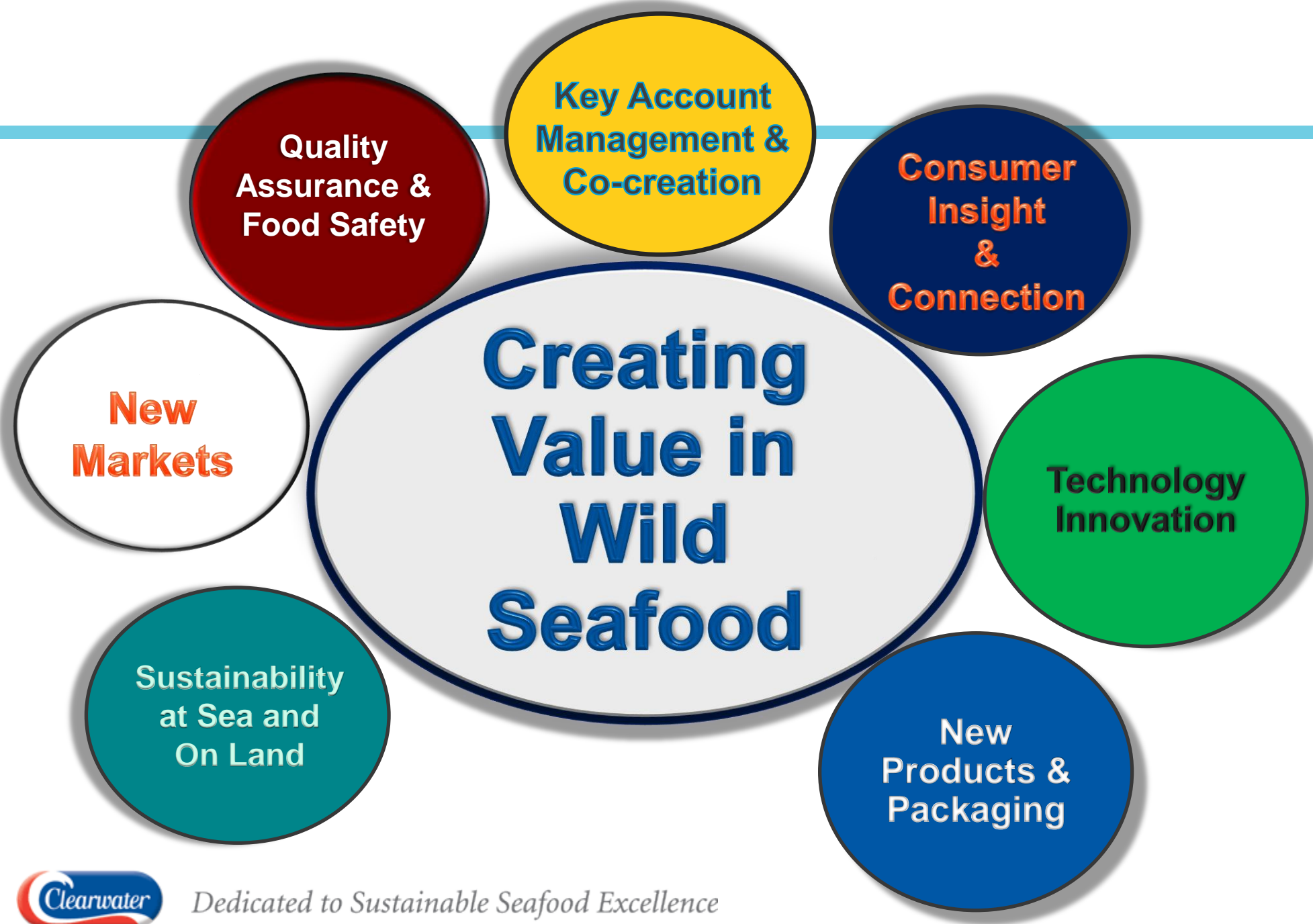
Eliminating our Food Safety Risk

1. “Trust, but Verify” philosophy
2. GFSI-BRC Accreditation
3. Enterprise wide buy-in and support
4. Education and training
5. Environmental swabbing
6. Product Micro
7. Positive release protocol

Meets or Exceeds
Standards

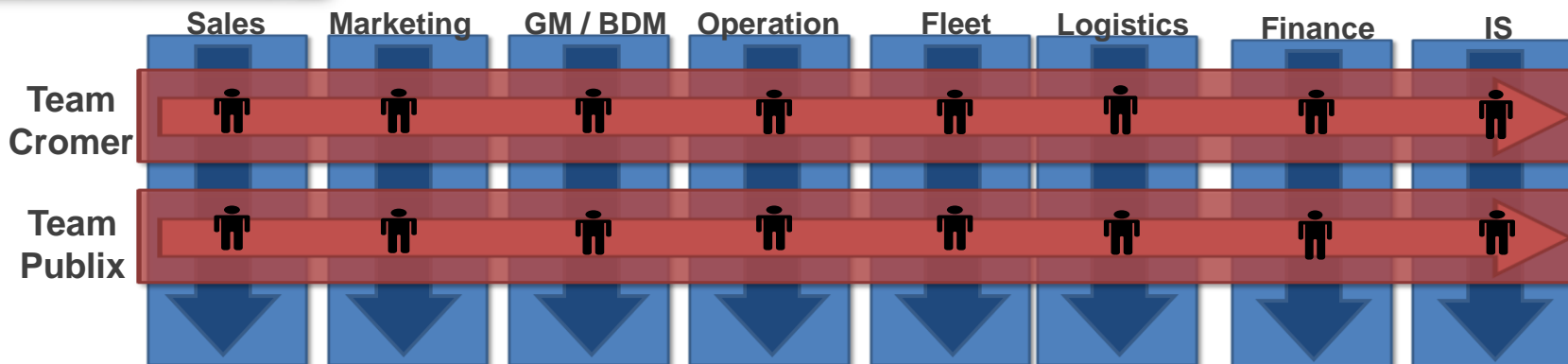


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Key Account Management



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Customer Co-creation

November 2009 # Issue 39

ONboard
Hospitality



The official publication of the International Travel Catering Association



KITCHEN for the love of *Wild* seafood!

Clearwater Seafoods @Clearwatersea

27 Aug

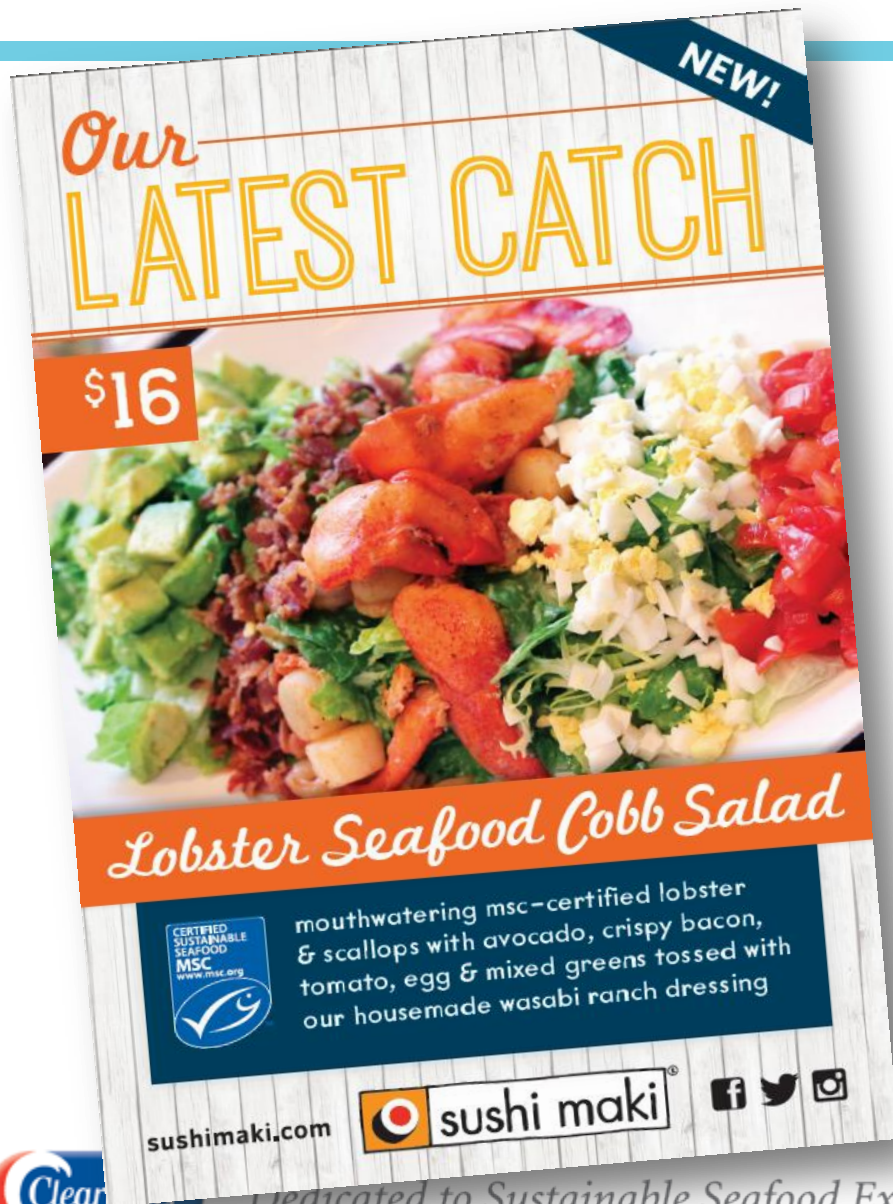
A delicious new take on lobster: @Chefzap's Hoisin Lobster Lettuce Wraps. #customerideation #testkitchen pic.twitter.com/RdhLnixl4

View photo



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Customer Co-creation



NEW!

Our
LATEST CATCH

\$16

Lobster Seafood Cobb Salad

mouthwatering msc-certified lobster & scallops with avocado, crispy bacon, tomato, egg & mixed greens tossed with our housemade wasabi ranch dressing

CERTIFIED SUSTAINABLE SEAFOOD MSC www.msc.org

sushimaki.com **sushi maki**   



Lobster Lollipops



Truffled Masago Eggs and Bacon Lobster Hash Browns with Bacon Wrapped Scallops

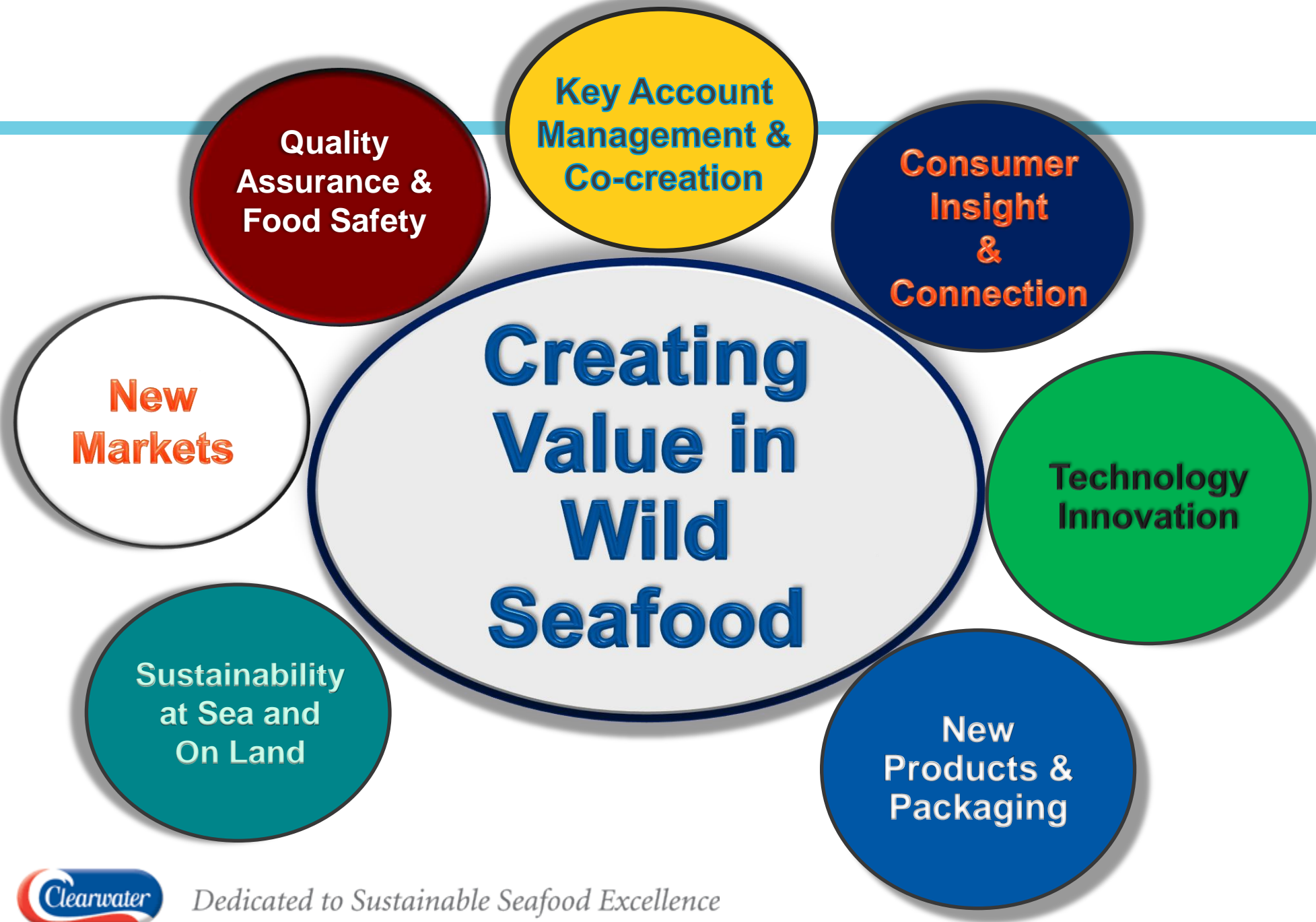


Lobster Caesar on Sushi Rice with Bacon Rashers & Parmesan

Customer Co-creation



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China



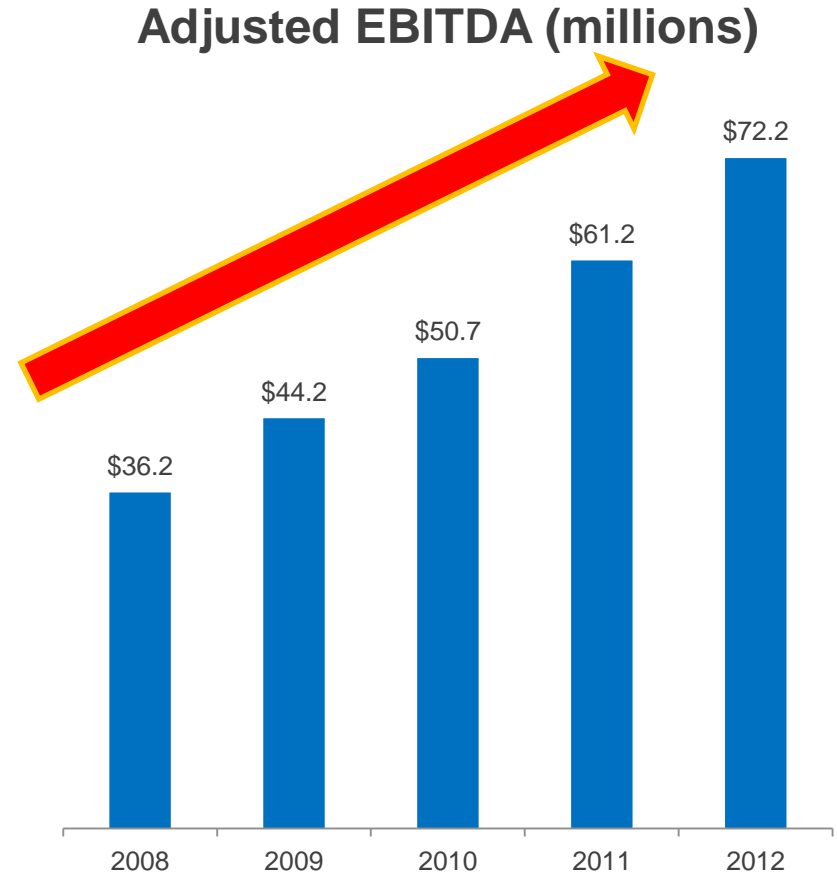
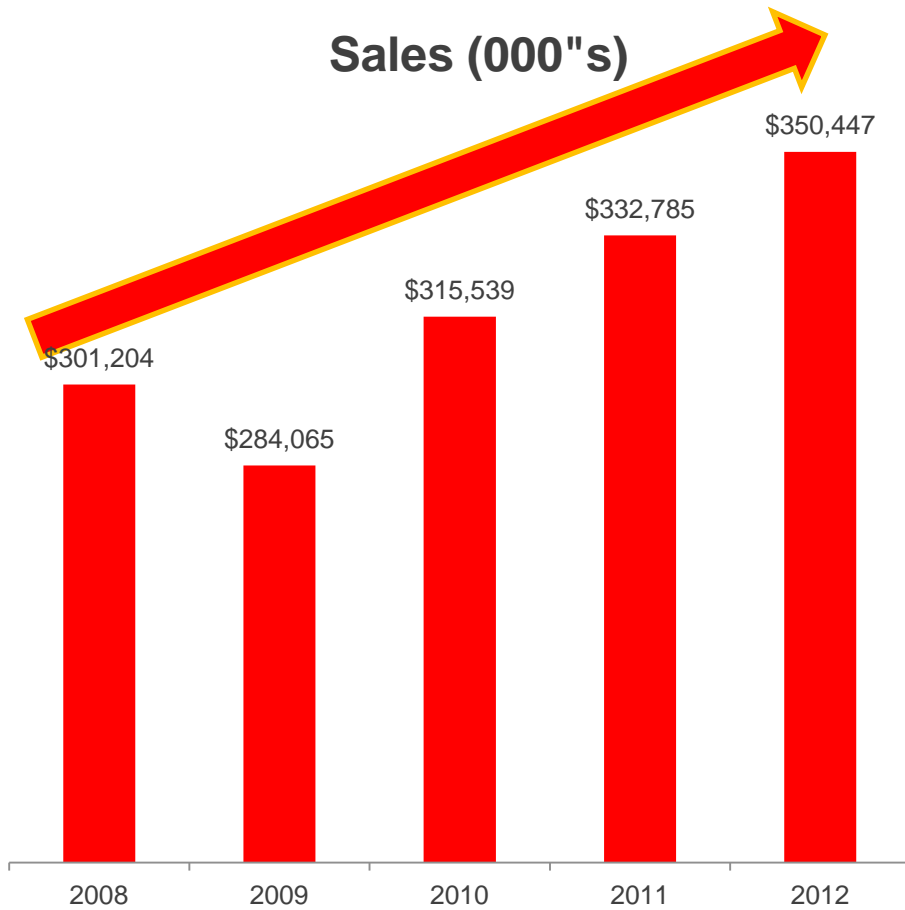
Dedicated to Sustainable Seafood Experiences

India



Dedicated

Sales Revenue and Earnings Trend



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THANK YOU !



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