





WELCOME

A love for the sea and a passion for fishing are the driving forces behind I&J, one of South Africa's most successful fishing companies. Almost 110 years old, it is a vibrant and dynamic business with more than 2 000 employees and a modern trawler fleet that is reaching new heights when it comes to commercial fishing and fish processing.

I&J is a globally respected supplier of high quality, chilled and frozen Cape Hake and a leading producer of farmed Cape Abalone. It is also one of AVI's great South African brands. A proudly South African company, I&J invests in and empowers the broader communities in which it operates.



MEET THE PEOPLE BEHIND I&J –
PEOPLE WHO ARE PASSIONATE
ABOUT FISHING AND PRODUCING
WORLD CLASS FISH PRODUCTS.



AT A GLANCE

A PROUDLY B-BBEE LEVEL 1 CONTRIBUTOR

EMPLOYMENT

- **2000+ employees** - 40% are female & 93.4% are previously disadvantaged individuals
- **R520 million** paid per year in **employee benefits**
- **Onsite free clinic & medicine** for all employees
- **Unionized environment** - strong and constructive relationships

TRANSFORMATION

- **40.1% total black ownership**
- **Direct black employee shareholding**
- **68% black management**

EDUCATION & TRAINING

- **R20+ million investment** over the last 3 years in **apprenticeships, internships** and **graduate trainees**
- **295 youth learners** trained and certified over 3 years
- **88% of skills development** expenditure is allocated to black employees

ECONOMIC CONTRIBUTION

- **R181 million** paid through share schemes to **black staff** since 2005
- **R100+ million company tax** per year

SMALL-SCALE FISHERS DEVELOPMENT & SUPPORT

- **280+ small-scale fishers** and their communities are developed and supported by I&J
- **Almost 500 SMMEs** (small, medium and micro-enterprises) are supported by I&J

FOOD SECURITY

20 000 tons is produced and sold into South Africa across an extensive distribution network

COMMUNITY SUPPORT & DEVELOPMENT

I&J supports more than **15 NGOs** and historically disadvantaged institutions



FISH IS GOOD FOR YOU

Fish has excellent nutritional value, providing high quality protein and a wide variety of vitamins and minerals. The essential fatty acids, such as Omega 3, found in fish are vital for brain development and may help lower the risk of heart disease and improve general health.



SUSTAINABLE AND RESPONSIBLE FISHING

- I&J played a leading role in the Marine Stewardship Council (MSC) certification of the South African hake trawl fishery and was the first company to be certified by the MSC in 2004
- Founder member of the Responsible Fisheries Alliance (RFA)
- WWF-SASSI green-listed supplier and committed to sustainable seafood procurement
- Supports the Department of Agriculture, Forestry and Fisheries (DAFF)





IN PERSPECTIVE

VERTICALLY INTEGRATED FISHING COMPANY, INVESTING IN THE SUCCESS OF SOUTH AFRICA AND ITS PEOPLE



WE CATCH

- 37 000+ tons of wild Cape Hake caught per year in the Atlantic Ocean
- Fleet of 12 vessels: 3 freezer and 9 wet fish vessels
- R400 million invested in new vessels in 2015



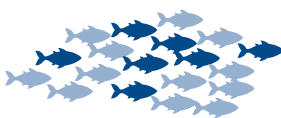
WE PROCESS

- More than 2 000 employees - 40% are female and 93.4% are previously disadvantaged individuals
- 5 state-of-the-art production facilities in the Western Cape
- Facilities are accredited to the most stringent standards, including:



WE SELL

- Extensive product range offering affordable fish options to everyone
- 20 000 tons sold into South Africa per year
- Export to more than 25 countries:
 - Main markets include Europe, Australia, USA and Asia
 - Loyal and long-standing customer base

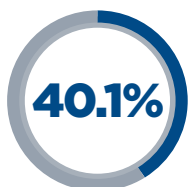


WE SUSTAIN

- Sustainably caught for more than 100 years
- First global hake fishery to be MSC certified in 2004
- Co-founder of the Responsible Fisheries Alliance



I&J TOTAL BLACK OWNERSHIP



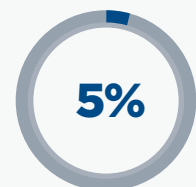
I&J SHAREHOLDING



AVI (listed on JSE)



Black Owned



I&J Black Staff Holding Company (PTY) Ltd



EMPLOYEE EMPOWERMENT SCHEMES

IMPROVING QUALITY OF LIVES

More than **R181 million** has been paid out to black employees via two black staff empowerment schemes.

I&J BLACK STAFF HOLDING COMPANY (PTY) LTD

- Launched in **2005**
- **R28.4m** paid to I&J employees to date



"My dividends went towards a new home and fabulous kitchen - I'm passionate about cooking - my dream is now a reality."

Ethlyn Brinkhuis

Human Resources Assistant

AVI BLACK STAFF EMPOWERMENT SHARE SCHEME

- Launched in **2007**
- **R153m** paid to I&J employees to date



"The highlight of my 25 years at I&J was the day I could send my daughter to College to study Business Management using my share scheme savings."

Shireen Wentzel

Production Supervisor




"I'VE BEEN ABLE TO LIVE A BETTER LIFE THANKS TO MY
SHARE DIVIDENDS."



THE I&J FAMILY

CELEBRATING PASSION, COMMITMENT & LOYALTY

I&J employs many third-generation staff who regularly celebrate 40th anniversaries. 196 current employees have been with I&J for between 20 and 40 years.



"I&J IS NOT JUST A BRAND - IT'S A FAMILY OF GENERATION AFTER GENERATION. SOME DECKHANDS HAVE BEEN HERE FOR MORE THAN 40 YEARS - THEIR GRANDFATHERS WERE EMPLOYED BY I&J."



From left to right: Charity Josie, Claudine Schippers, Denise Stevens, Jacoba Litago, Martha Williams

"We laugh every day and love being here because it makes us happy - we solve all our problems here with our friends. We're like sisters and that's why we've been here for so long - most of us 30+ years! I&J is like a big family, I&J is our life."



From left to right: Cecil (Data Controller - 40 years' service), Donovan (Crewing Officer - 16 years' service), Ashley (Chargehand - 3 years' service) and Joe Bruyns (Stores Controller - 35 years' service)

Cecil Bruyns* joined I&J in 1975 at the age of 22. "My first job was in the wage office where I helped to compile landings and catch information. I loved my time at I&J, especially the people I worked with - all great and fun loving. I&J really is a great place to work!"

* Cecil sadly passed away in April 2018.

The Bruyns family have been with I&J for more than 40 years! Cecil's brother, Joe, and his sons, Ashley and Donovan, still work for I&J.



"You could say my path in the fishing/ shipping/marine industry was laid out for me. My late grandfather was a fisherman, my father was a skipper and 3 of my brothers were also at sea - all with I&J. My greatest achievement was getting my skippers' ticket."

Billy Pretorius - Netloft Manager



"My father, Ben van Wyk senior, was here for 35 years and managed the Woodstock factory until he retired. I joined I&J in 1991 and have worked my way up to senior management. I&J will always be I&J for me. I am passionate about what I do and there is a lot I still want to achieve."

Bennie van Wyk junior -
Head of Production Woodstock & VAP



PEOPLE DEVELOPMENT

GROWING OUR STAFF & OUR COMMUNITIES

I&J is a leading training provider to the broader South African Maritime community and is committed to developing its staff as well as providing opportunities to develop and upskill unemployed youth learners and graduates. Many are offered employment with I&J on completion of their training.

In the last three years, I&J has invested more than **R20 million** in training and development across these two key pillars:

YOUTH DEVELOPMENT & SKILLS TRANSFER

295 YOUTH DEVELOPMENT LEARNERSHIPS

- **R10M INVESTMENT**
- Upskilling unemployed youth of whom 33% are disabled

400 BURSARIES

- **R2M INVESTMENT**
- High school (Gr 10-12) & tertiary education for children of staff

3 UNIVERSITY GRADUATE TRAINEES

- **R1M INVESTMENT**
- 2-year orientation & training programme

13 I&J APPRENTICESHIPS

- **R1.1M INVESTMENT**
- Specific artisanal skills over 12 months

19 INTERNSHIPS

Workplace training over 12-18 months in specific disciplines, e.g. HR, sales & marketing, finance, engineering and industrial engineering

INTERNAL TRAINING & DEVELOPMENT

R4M GENERAL TRAINING

- Compliance, soft skills, food safety, technical and on-the-job training

R800 000 STAFF BURSARIES

R950 000 LEADERSHIP & MANAGEMENT DEVELOPMENT TRAINING



of skills development expenditure is allocated to black employees

“I&J GIVES YOU GREAT OPPORTUNITIES TO ADVANCE – YOU DON’T NEED TO WAIT FOR SOMEONE TO RETIRE.”

MEET SOME OF OUR RISING STARS



Innocent Nkosi Dwayi joined I&J in 2012. He completed a Bachelor's Degree in Human Resources Management at CPUT, while working fulltime as a security guard. In 2010, he received an Associate in Management Higher Diploma from the UCT Graduate School of Business and is currently finishing his Masters Degree in Business Leadership at the School of Business Leadership at Unisa, Midrand. Innocent is the Group Employee Relations Manager at I&J. He serves on the SA Fishing Industry Employers Association, the Bargaining Council for the Fishing Industry and SADSTIA.

Innocent Nkosi Dwayi - Group Employee Relations Manager



Tanya Gentry joined I&J in 2001 as a Graduate Trainee after completing a BSc in microbiology and botany. She started her I&J journey by spending time in every business area to understand each function. She spent 6 years working as a Quality Inspector at the I&J warehouse before she was promoted to Quality Manager at the Woodstock factory and later as Quality Manager for both the Value Added and Woodstock plants. Today Tanya is the company's overall Group Quality Assurance Manager.

Tanya Gentry - Group Quality Assurance Manager



Romaine Geldenhuys joined I&J in 2004, fresh out of school. "I spent the first few years doing general admin before becoming an admin assistant in the research and development department and thereafter the commercial assistant in marketing. Through I&J's education assistance I completed an administrative PA course and diplomas in packaging technology and advanced packaging. Today, I am involved in developing packaging in the Research and Development department. I&J has been hugely supportive and has given me great opportunities to pursue my career dreams."

Romaine Geldenhuys - R&D Packaging Specialist

YOUTH DEVELOPMENT

I&J staff mentor, train and develop young people to reach their true potential and live out their dreams.

APPRENTICES



"It's great being with people who take time to teach you and say – this is your time to learn. I hope we make I&J proud – thank you for the opportunity to be part of this wonderful company."

Ayanda Apolisi - Fitter & turner apprentice



"If we were soldiers we'd be on the front line, the first line of defence - that makes me feel good!"

Karabo Silulwane – Diesel fitter apprentice

A photograph showing three young people, two women and one man, sitting at a desk in a classroom or office setting. They are looking at a computer monitor and some papers. One woman is pointing at the screen. The man is writing on a piece of paper. The background shows a window and another person working at a desk.

YOUTH LEARNERSHIPS

"I feel alive when I'm here - it's exciting and productive. I'm also learning a lot about myself and enjoying meeting new people. I'd like to finish in the top 5 and do administrative work."

Laureen Allies (Youth learner)

"My goal is to finish my learnership so I can start working and earn a salary. I'd also like to motivate other people with disabilities to show them what they can achieve."

Namhla Silwana (Youth learner)

A photograph showing three people, two men and one woman, sitting at a desk. They are looking at a large open book or document. One man is pointing at the book. The woman is smiling and looking at the book. The other man is looking at the book. The background shows a wall with a framed picture.

GRADUATE TRAINEES

"A highlight was the week spent on a fishing vessel to experience the processing environment on board - it was awesome and a once in a lifetime experience."

Adri Uys (Chemical Engineer, UCT - graduate trainee)



I&J SKIPPERS

THE LIFEBLOOD OF OUR BUSINESS

I&J's intensive skipper development programme drives leadership, commercial acumen and vessel ownership. I&J currently has **20 licensed skippers**. Often starting as deckhands, I&J's skippers progress through the ranks over many years to reach their goal of becoming a skipper.



I&J skippers are responsible for a fleet valued at over **R1.4 billion** and do more than just steer a ship! They are responsible for the safety and wellbeing of their crew for up to **35 days** at sea at a time, vessel maintenance, identifying the best fishing spots, successfully catching the fish haul, overseeing on-board production and safe delivery to the docks – all that achieved in a terrifying environment where a swell between 10 and 12 metres can be a regular occurrence.



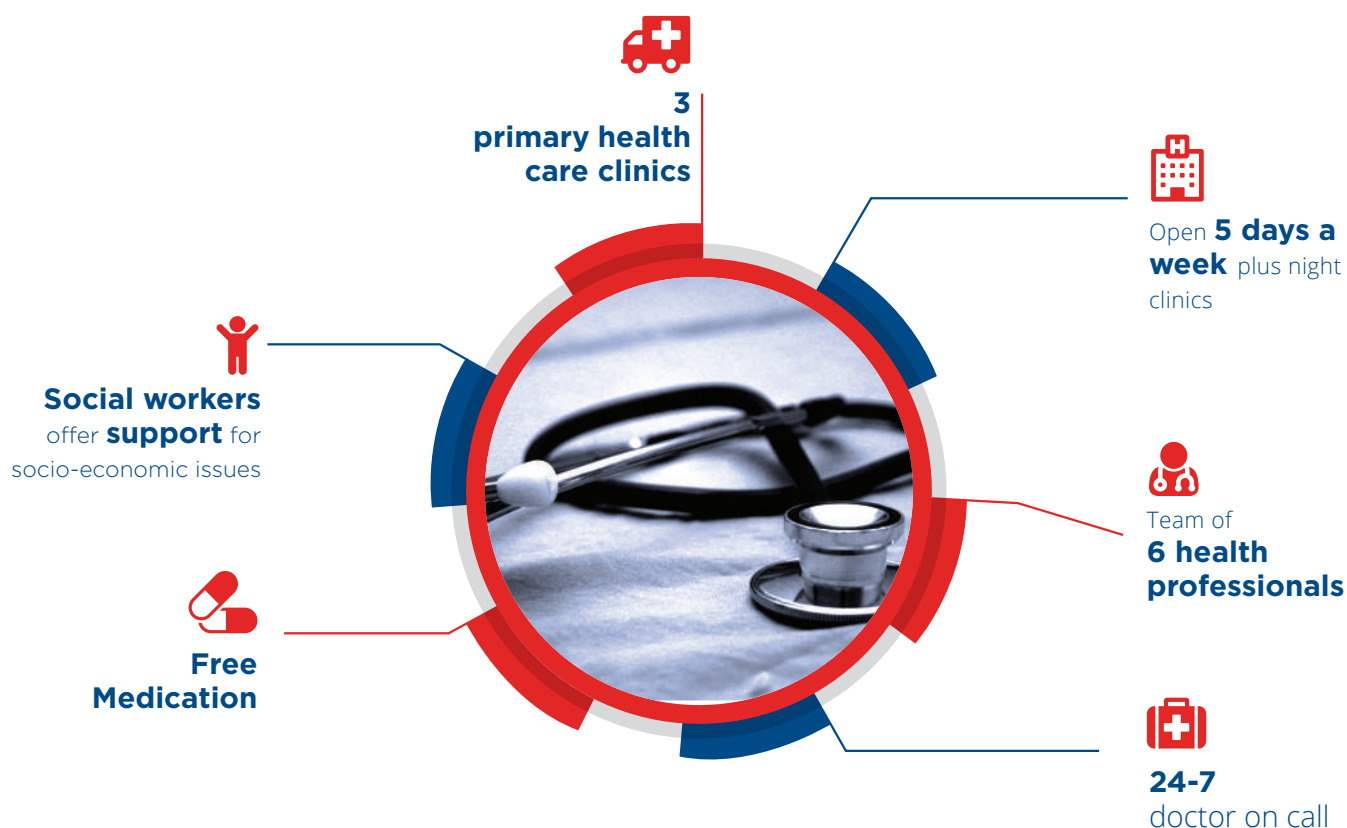
FREEZER VESSEL EMPLOYEES CAN SPEND UP TO 35 DAYS AT SEA AT A TIME, WHILE WET FISH TRAWLER STAFF SPEND 672 HOURS AWAY EACH MONTH – FOUR 7-DAY TRIPS – BUT THEY WOULDN'T HAVE IT ANY OTHER WAY!



FREE HEALTHCARE

KEEPING OUR PEOPLE HEALTHY & SAFE

Healthy, productive employees are an essential part of its business. I&J's primary health care clinics play a big role in the low absenteeism rate. More than **1 000 employees** visit the clinics every month for medicals, family planning, check-ups, etc.



Sister Libby Mouton

Kenny van Neel: Medical Assistant

Lucia (Lucy) Aranes: Social Worker



amfori  **BSCI**
Trade with purpose

I&J complies with the values and principles of the Amfori Business Social Compliance Initiative (BSCI) code of conduct. The Amfori BSCI is a leading business-driven initiative for companies committed to improving working conditions in factories and farms worldwide.



SMALL-SCALE FISHERIES SUPPORT & DEVELOPMENT

GROWING SMALL-SCALE FISHERS AND DEVELOPING THEIR COMMUNITIES

I&J is actively involved in helping smaller rights holders to grow and succeed by offering infrastructure, mentoring and training support.



WALKER BAY

Walker Bay Cannery in Hermanus is part of I&J and has been in the aquaculture and fishery industry since 1961.

The factory had its own wild abalone quota, which it processed and exported. Wild abalone and West

Coast Rock Lobster rights are now mainly owned by more than **275** small-scale fishers. Walker Bay Cannery provides a processing and marketing service for their quotas to ensure that a premium product reaches the Asian markets. I&J is also able to provide the best returns to these small-scale fishers.



BUFFELJAGS

I&J played a key role in establishing the Buffeljags community's kelp cutting business, which today operates independently with I&J as its largest customer. The income generated from this business is an important contributor to the sustainability of the community.

I&J provided business advice, general and financial management mentoring, training in kelp harvesting, established a kelp drying facility, and assisted with rights applications. I&J built and equipped a crèche and provided a teacher for the community's children. For the business start-up, I&J provided two harvesting boats and a tractor.



DORINGBAAI

The Doringbaai Community Trust represents more than **650 members** of the local community and was established to launch projects that could bring income to the area and ensure that the community could be self-sufficient in the long term.

The Doring Bay Abalone Farm Pty Ltd is one example that uses the facilities of the defunct crayfish processing plant. It is an equity project that belongs to the emerging farmers/ beneficiaries who represent the community and own 60% of the shares. I&J supplies free baby abalone or spat and marketing support. I&J's preferential payment terms ensure that the best return can be generated for the farm and the community.



SMME PARTNERSHIPS

PARTNERING FOR SUCCESS

I&J partners with many small fishing and related businesses that provide sustainable employment opportunities for their communities. I&J spends more than **R2.7 million** each year on training, development and key business resources and infrastructure to help their partners to prosper – we're proud to have been part of their journey to success.



1100

local suppliers -
484 are SMME's



R1.1
billion
annual procurement



82.65%
of this spend
is with BBBEE
compliant suppliers



Preferential
Procurement Policy
creates sustainable
black owned
businesses



BASANI MARINE

"When we were losing hope with the process, I&J picked us up and gave us a vital helping hand. They have backed us all the way – we really appreciate their vision. A big business can play a role in transforming the fishing sector and Basani's business journey is a case in point."



UMSOBOMVU FISHING

Umsobomvu Fishing is a joint venture between I&J and Mast Fishing employing **109** fishermen from **underprivileged communities** in PE, Humansdorp and Jeffrey's Bay on 5 squid vessels. I&J provides business support and markets the squid while overseeing all sea freight logistics. I&J is the sole customer and offers favourable payment terms to assist with cashflow.



LAMBERTS BAY FOODS

Lamberts Bay Foods was established as a social responsibility project to offset job losses in the region due to the decline in fishing employment in the area. Today, it employs **300** people and supports 5 000 others. It is the sole supplier of potato shorts to I&J. Alternative suppliers are available but I&J's philosophy is to support suppliers that give back to the community.



FINECRUMB FOOD COATINGS

Finecrumb Food Coatings today employs **36** people on a permanent basis thanks to the encouragement and commitment of I&J, who assured the company supply exclusivity for the first 2 years of business. "We're determined to show that there's room for smaller players in the ingredient world," says Mr. Fine.



TRIPONZA PACKING AND SORTING SERVICES

Triponza Packing and Sorting Services employs **20** people on a permanent basis most of whom were unskilled before joining the company. I&J has been a customer since 2000 and includes Triponza employees in their training and education initiatives. "This helps to develop our staff even further to help them to a better future. Several Triponza employees now work for I&J as drivers, operators, administrators, clerks and controllers."



MOOSA'S ENTERPRISES

Moosa's have supplied local transport services for I&J since the late 1970's – an enduring partnership established with the founder, the late Essop Moosa. The business was built on hard work, grit and loyalty and today is considered to be the largest local Full Container Load transporter in Cape Town.



J&M CLEANING

J&M Cleaning was started by Sharon Fortune in 1989 with just R5 000. Today, the company has **1 000+ employees**, of whom 94% are previously disadvantaged females. "I&J has really gone the extra mile to take us to another level. They offer us training in various fields, including management training and support – in fact anything we need to help us succeed. This is a real partnership – we feel like we're part of the I&J family!"



COMMUNITY SUPPORT AND DEVELOPMENT

UPLIFTING THOSE IN NEED

I&J is committed to giving back to the communities in which it operates. I&J supports more than **15 NGOs** that work in historically disadvantaged communities. I&J also donates fish regularly to various NGOs.

I&J'S AREAS OF FOCUS ARE:

- supporting vulnerable children, women and families
- preserving our natural resources
- protecting the lives of people at sea through these partnerships

I&J is proud to contribute to those in need through the following partnerships:



RED CROSS CHILDREN'S HOSPITAL TRUST

I&J funded the construction of a suite of 17 consultation rooms, a radiology facility in the Trauma Unit and an isolation ward in the Burns Unit, amongst others.



SERVICE DINING ROOMS

This 80-year partnership has seen I&J provide more than **109 000** meals a year to the unemployed and homeless.



PENINSULA SCHOOL FEEDING ASSOCIATION

I&J has donated fish to the PSFA for the last 57 years. This contribution helps to ensure that more than **28 000 children** across the Western Cape receive a healthy meal every day.





NSRI

I&J is a long-standing platinum member of the National Sea Rescue Institute having donated rescue crafts and built a state-of-the-art rescue station in Cape Town harbour.



GAPA - GRANNIES AGAINST POVERTY AND AIDS

I&J built a safe place for 250 children after school in 2004.



TWO OCEANS AQUARIUM

As a founder member, I&J feeds more than 3000 animals every year, by delivering sardines, Cape Hake, squid and occasionally prawns and mackerel each week. I&J also sponsors three educational programmes for high school learners with an interest in marine biology and oceanography.



IKAMVA YOUTH CENTRE, GANSBAAI

This NPO focuses on home-based care, substance abuse rehabilitation, early childhood development and after school care for children from the Blompark, Masakhane and Buffeljags communities.



ABRAHAM KRIEL CHILDREN'S HOME

I&J provides fish fingers every month for 70 children - a healthy meal to aid their growth and development.



BAMBINI DREAM FOUNDATION

The Bambini Dream Foundation uses art, music and cognitive therapy workshops to inspire and help disadvantaged children to flourish. I&J supports their work through donations of fish.



MARGARET'S HOUSE, LANSDOWNE

I&J donated R40 000 for 30 beds and 15 double bunks.



PARTNERS FOR POSSIBILITY

This is a co-action, co-learning partnership between School Principals and Business Leaders. I&J's senior managers provide training and mentorship to previously disadvantaged and special needs schools.



MEET OUR SEA WARRIORS



41 YEARS' SERVICE

DANIEL (RANDY) SAMUELS

Vessel: Flame Thorn

"I was born to fish – I've loved it from 1977 until today."



36 YEARS' SERVICE

WILLIAM PAYNE

Vessel: Forest Lily

"Give a man a fish and he will eat for the day. Teach a man to fish and he will feed a nation."



35 YEARS' SERVICE

COLIN JANSEN

Vessel: Stevia

"I love working with people and catching fish."



32 YEARS' SERVICE

WILFRED ESAU

Vessel: Foxglove

"Fishing is in my blood. I have been doing it since childhood."



29 YEARS' SERVICE

JOHN SLINGERS

Vessel: Umlobi

"I like fishing because I love the challenges."



28 YEARS' SERVICE

ALFONSO (FONNIE) CARELSE

Vessel: Bluebell

"Fishing - my passion - my life."



ROBERTO SCHIPPERS

Vessel: Ferox

"My goal is to preserve this precious resource and adopt sustainable fishing techniques."



LIONEL PAPIER

Vessel: Avro Warrior

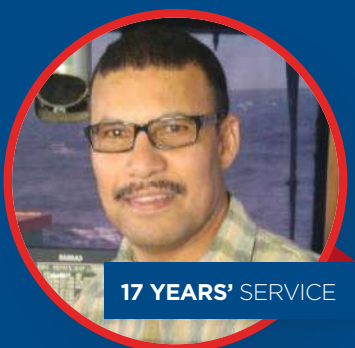
"100% effort equals 100% results."



FAIZEL RILEY

Vessel: Lobelia

"Nothing beats the excitement of the catch."



GURSHWIN ECKHARDT

Vessel: Boronia

"The hunt goes on."



SELWYN FRANTZ

Vessel: Freesia

"Love what you do, do what you love. I have been doing what I love for 25 years."



ARRIE SHEPARD

Vessel: Umlobi - Relieving skipper

"Every day is a new challenge. I'm fortunate to be able to do what I love every day."



ANTHONY (ROCKY) NEWMAN

Vessel: Bluebell - Relieving skipper

"I have an important job - I'm coming home with fish to feed the nation!"



LORENZO PASTOR

Vessel: Fuchsia

"It's not a job, but my way of life - it's exciting, challenging and gives me an adrenaline rush."



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THANK YOU FOR BEING PART OF
our journey