



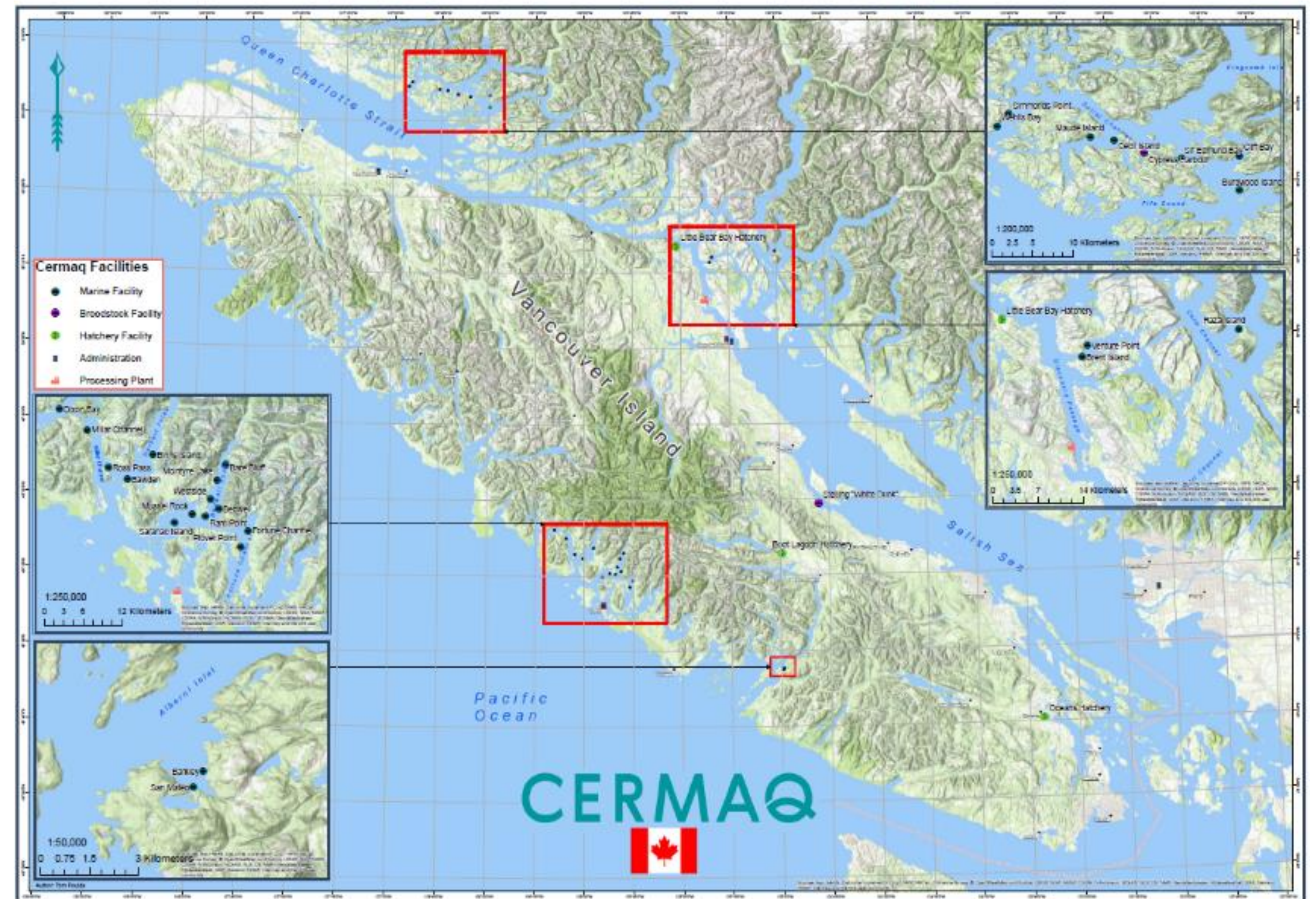
CERMAQ

Investigating the potential to expand into Nova Scotia – looking at St. Mary's Bay

Chester, Nova Scotia
February 6, 2020

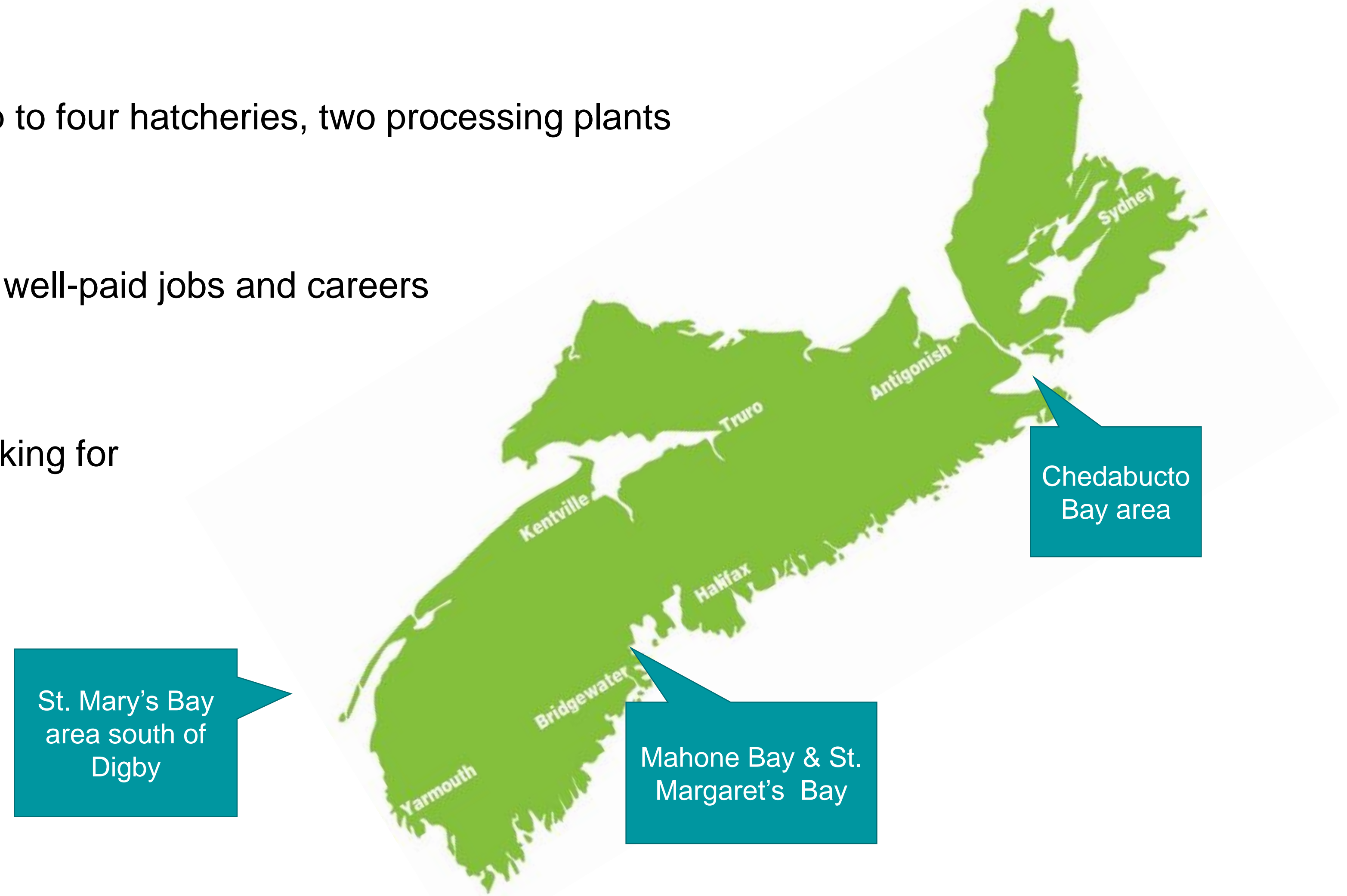
Who is Cermaq Canada

- Cermaq Canada is the second largest salmon farming company on Canada's west coast. Our head office is located in the small town of Campbell River, on north Vancouver Island
- We have a secondary office in Tofino, BC, as well as a warehouse in Port McNeill.
- We have 25 salmon farm licences on both the east and west coast of Vancouver Island
- We operate four hatcheries (one is located north of Campbell River, one is in Port Alberni, one is just south of Duncan, and one is just south of Courtenay)
- We own and operate a processing plant in Tofino
- We contract with a local processor just north of Campbell River for processing services on the east coast of the Island
- We have between 250 and 300 employees, depending on harvest activity



Expanding our business into Nova Scotia – *the opportunity*

- Cermaq Canada is looking at the possibility of growing our business in to Nova Scotia by approximately 20,000 metric tonnes
- This would require up to 20 farm sites, up to four hatcheries, two processing plants and marine infrastructure
- This would create between 250 and 300 well-paid jobs and careers in rural, coastal communities
- We plan to add value to the region by looking for opportunities to partner with local industry and businesses the Mi'kmaq of Nova Scotia, and existing commercial fisheries
- If approved, this expansion would effectively double our Canadian operations



Nova Scotia and Cermaq Canada

Business opportunity

- Room for growth and proximity to market
- Opportunity to incorporate innovation, new design and technology
- Improve on sustainability, reliability, fish welfare and environmental sensitivities
- Greenfield – design to best practice specifications
- A sincere wish to become part of Nova Scotia's seafood story

Ability to create new relationships built on shared value

- We are committed to doing it right, or not doing it at all
- We aim to build relationships based on trust, shared value and a shared vision for supporting and growing Nova Scotia's seafood industry, while contributing to regional communities.
- Offsets (benefits) and shared value to help minimize any potential impacts

Collaborative approach

- New marine and community infrastructure
- Community investment
- New demographics
- Shared research and shared management approach



Finding shared value

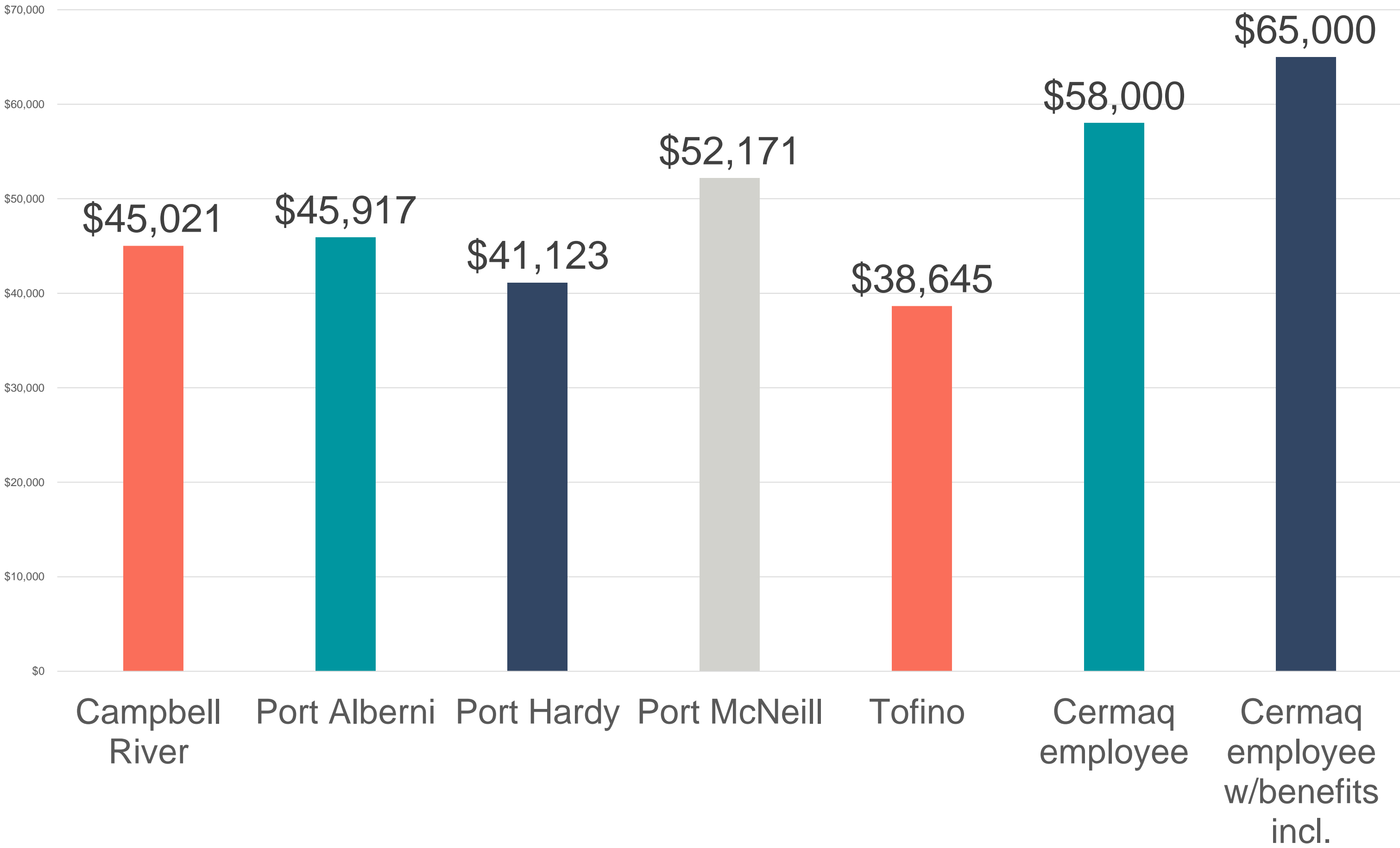
Looking into the socio-economic benefits of adding salmon farming to the region



Community focused and people first

- Our employees come from various countries, backgrounds and beliefs, but we all share one thing – a passion for our salmon and a desire to provide healthy, sustainable food for generations
- In BC, we have between 250 – 300 employees
- Approximately 50 full-time seasonal positions are based at our processing plants, which are tied to our harvest schedule
- This allows our processing employees more flexibility than our year-round scheduled positions at locations like our farms or offices
- Many of our processing employees have other responsibilities such as commercial fishing, seasonal work or other commitments
- On average, we have about 50 office-based roles, including the executive leadership team, who support the approximately 250 farm and warehouse based employees.

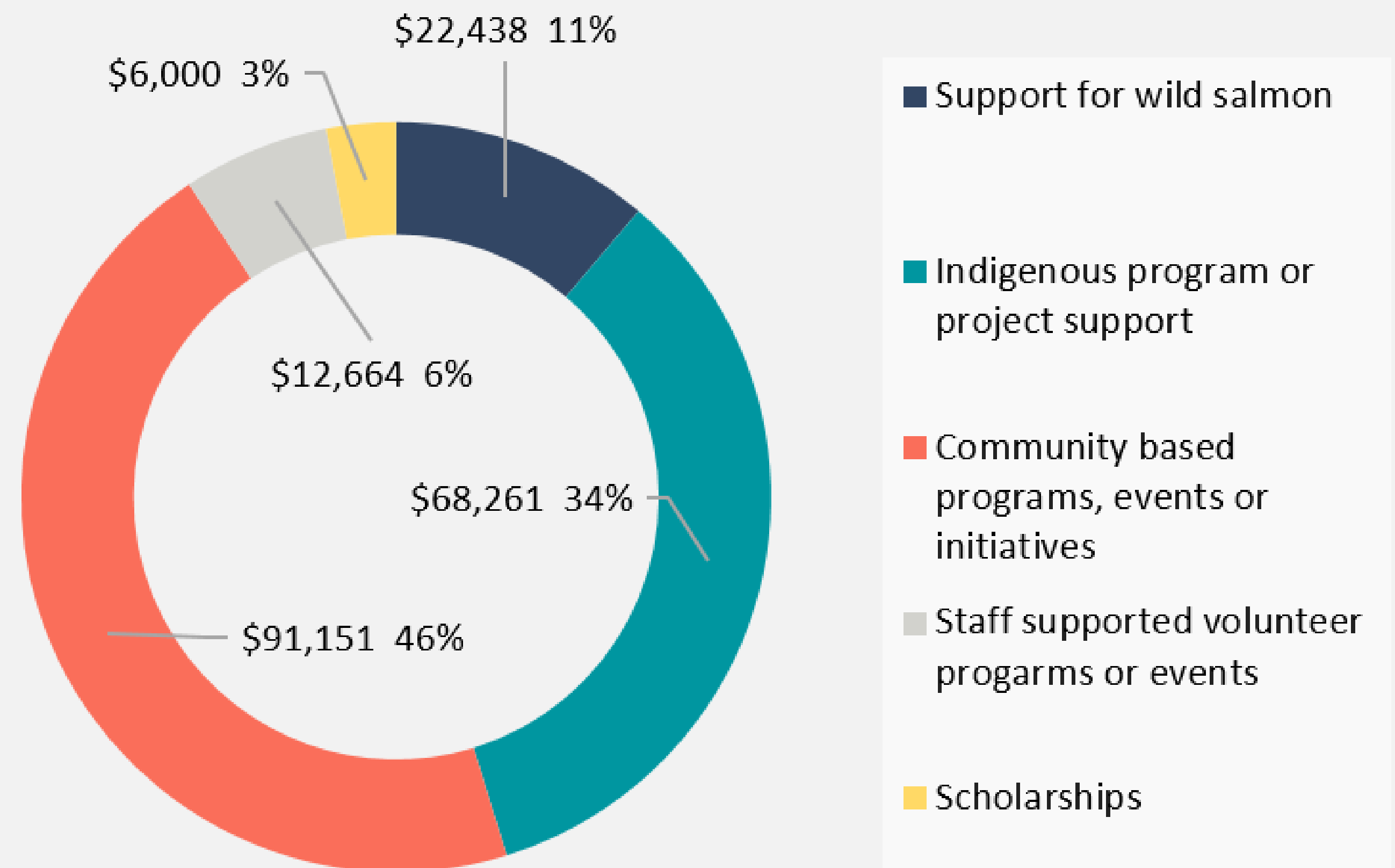
Average annual salary by community, compared to the average Cermaq employee base salary, and salary including benefits.



Community focused and people first

- **We are passionate. About fish and our communities.**
- We support the communities in which we live and work and we are committed to adding value
- We spend over \$250,000 per year in community sponsorship, in-kind support, resource sharing and strategic initiatives such as habitat restoration, and supporting the health of our oceans through plastic removal, shoreline clean ups and improving our overall sustainability
- Cermaq supports programs or initiatives that add value and support both Cermaq's and the region's unique values and priorities
- Each community has specific needs, interests and passions - we look for those niches, and within that, work as an organization to add value while also achieving our goals to support the health of the community, the ecosystem and wild salmon

Community sponsorship and donations by spending area and strategic priority



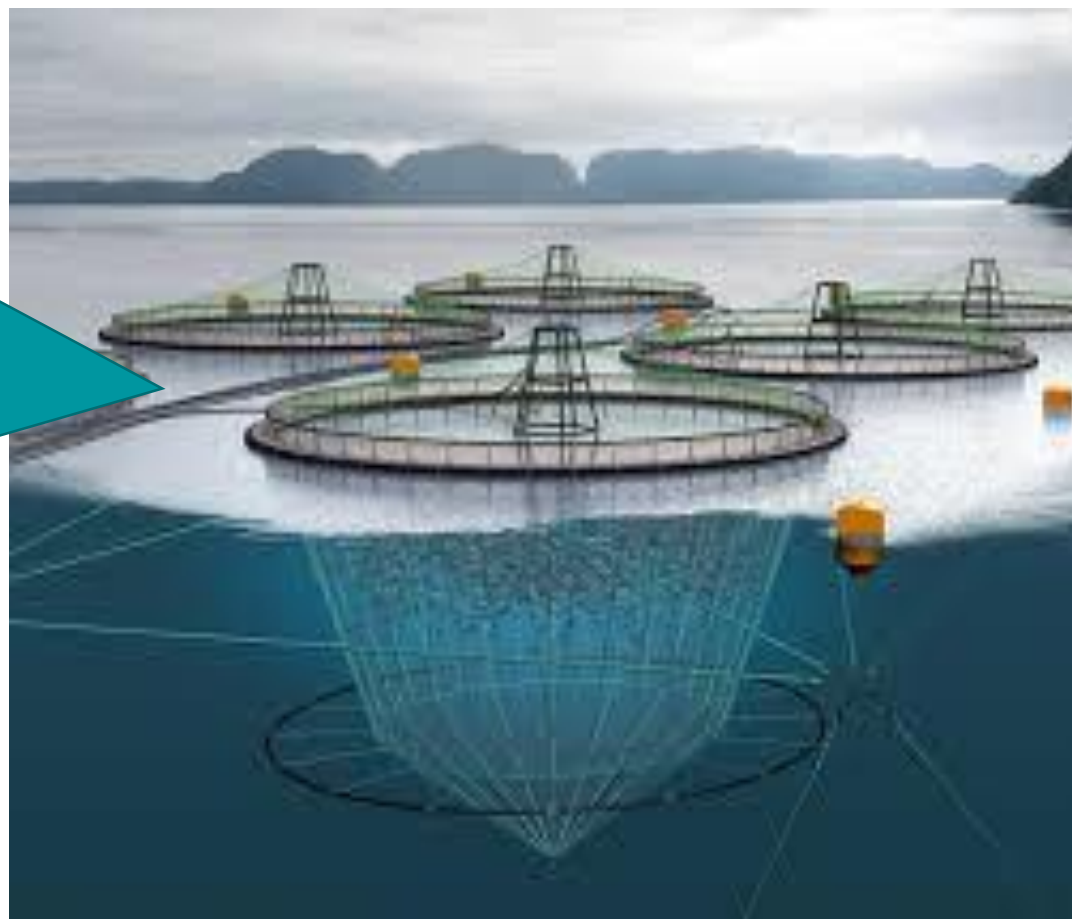
What does a typical farm look like?

- A total of 10 to 14 net cages (an average of 12 per farm site)
- 168 metre polar circles
- Feed barge and automated feeding system
- Ability to accommodate fishing activities in and around our farms and anchoring
- Benthic feasibility and modeling will be part of our overall feasibility scope

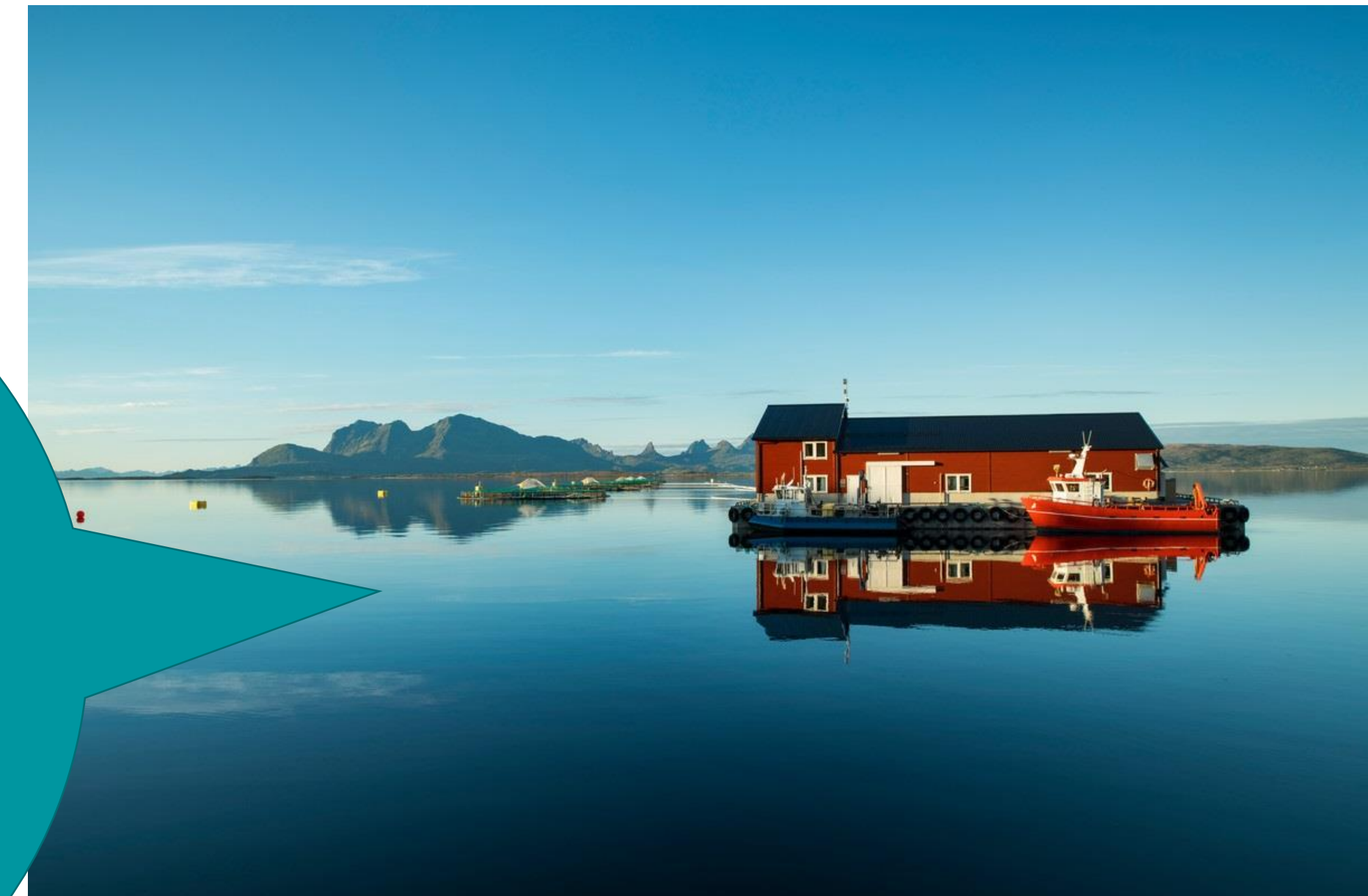


Our farms are low profile, making them less visible from a distance

Like an iceberg, the majority of our farms are underwater, and not visible from above the water

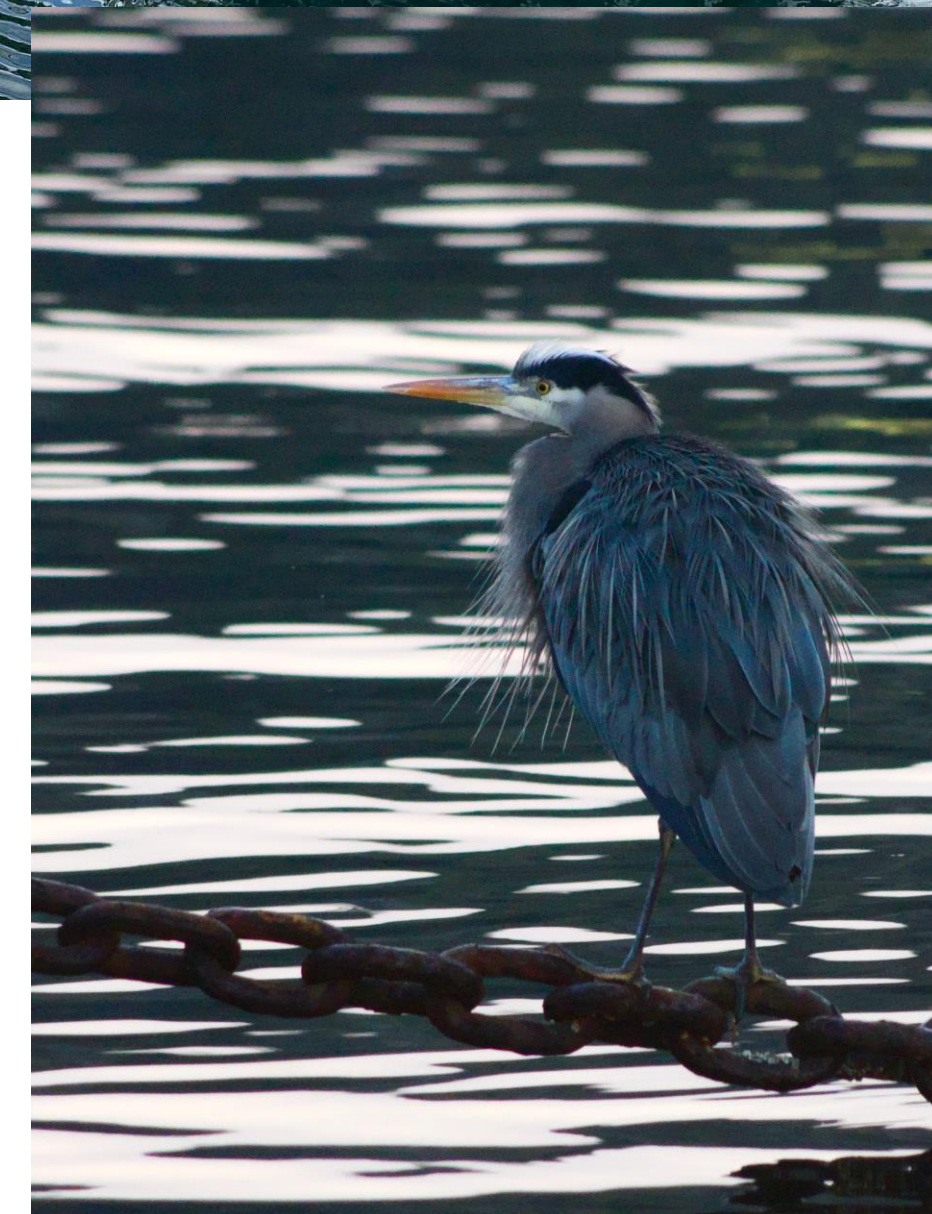


The appearance of our farm infrastructure is important to us. We pride ourselves on our clean, well maintained facilities. The colour and style is influenced by the surrounding communities, culture and traditions

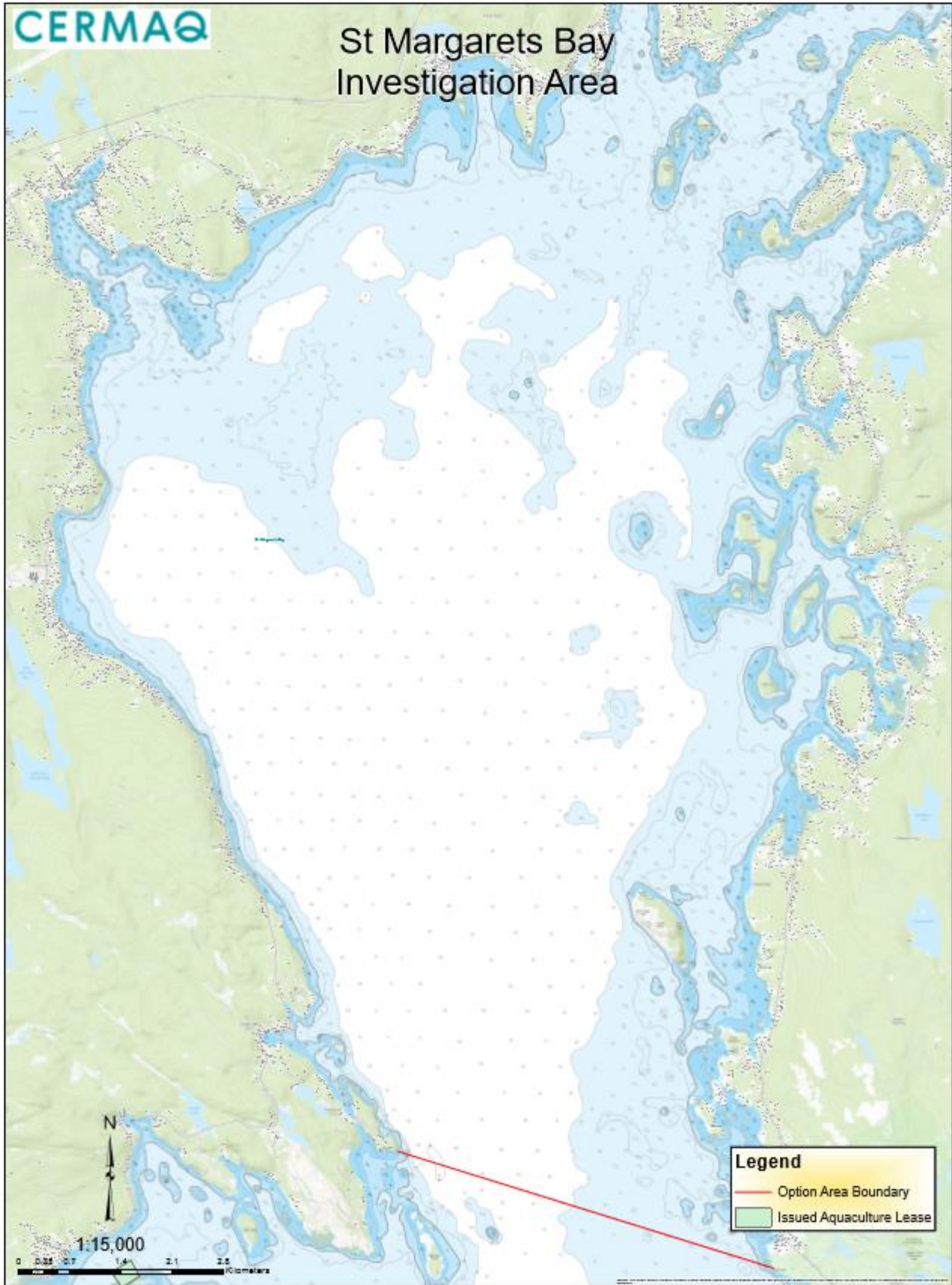


Why Cermaq

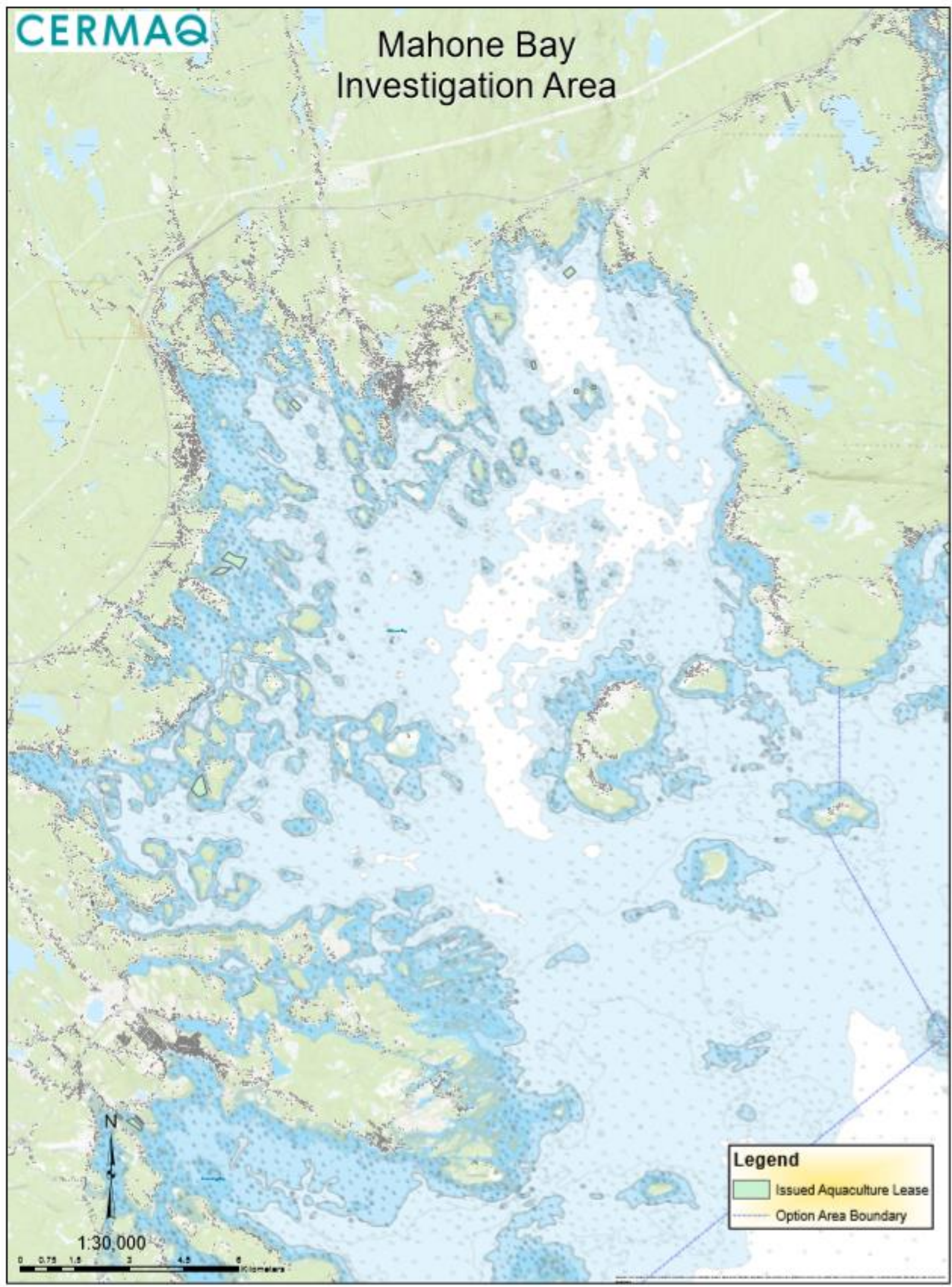
- Open and accountable
- Our people
- Dedication to healthy and thriving oceans
- Long-term investment in communities and relationships



St. Margaret's Bay Option to Lease Area



Mahone Bay Option to Lease Area



We want to hear from you

Ways to provide us with feedback:

- Attend community meetings and engage in conversation
- Fill out a comment card at a community meeting
- Participate in the Community Information and Advisory Committees
- Send us comments through our Facebook page www.Facebook/cermaqcanada or through our website www.HelloNovaScotia.ca
- Call our Guysborough office at **902-533-3022**
- Call our Campbell River office at **250-286-0022** (collect calls are accepted)
- Send us an email:
 - **Vicki.Savoie@Cermaq.com (902-210-6642)**
 - **Amy.Jonsson@Cermaq.com (250-202-7680)**
 - **Questions@Cermaq.com**

