

The background of the image consists of a close-up view of water with numerous small, concentric ripples. The lighting is soft, creating a range of colors from deep blues and teals to lighter, golden-brown and white highlights where the ripples catch the light. The overall effect is a textured, shimmering surface.

CERMAQ



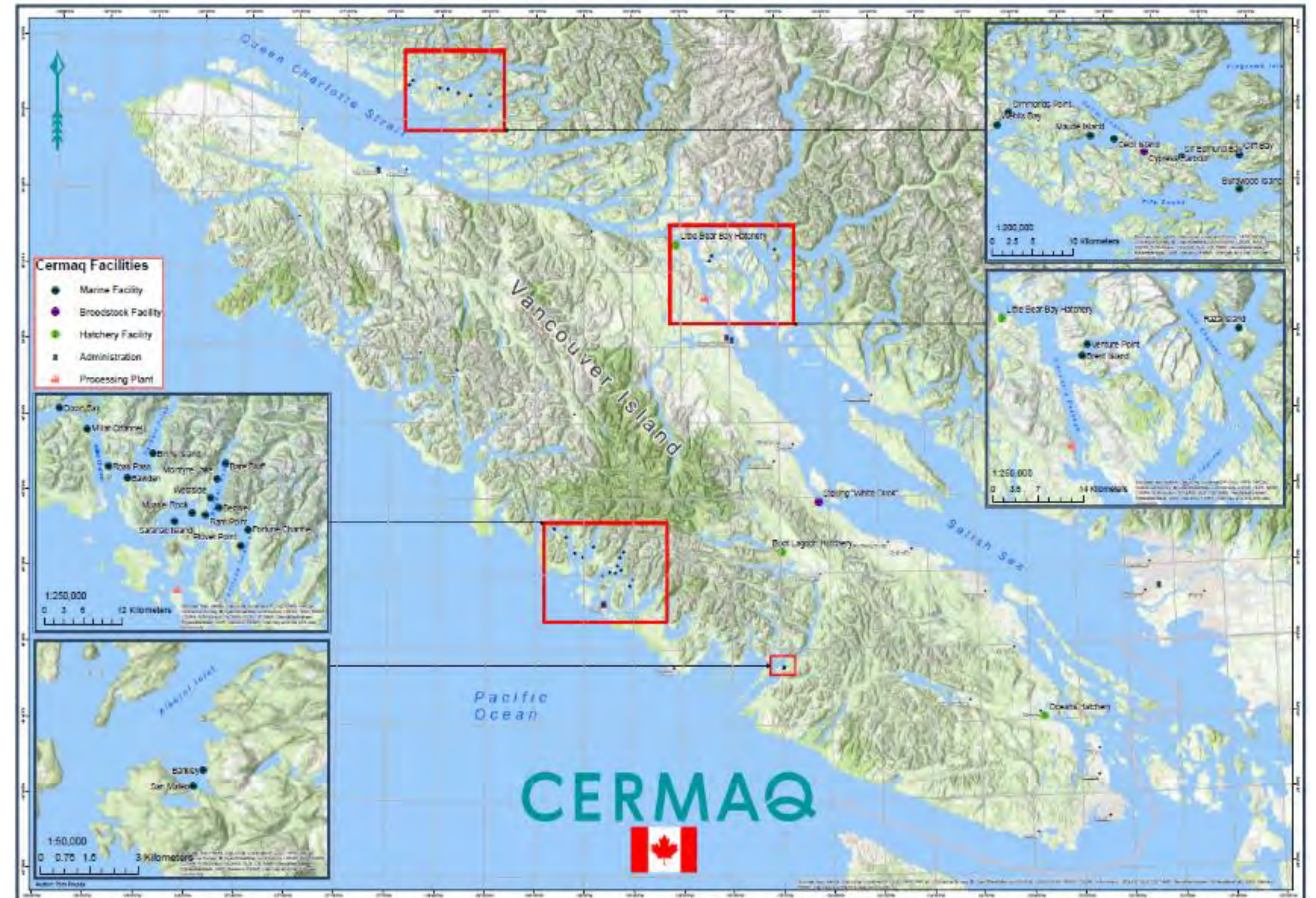
Opportunities in Nova Scotia

Clare, Nova Scotia

November 20, 2019

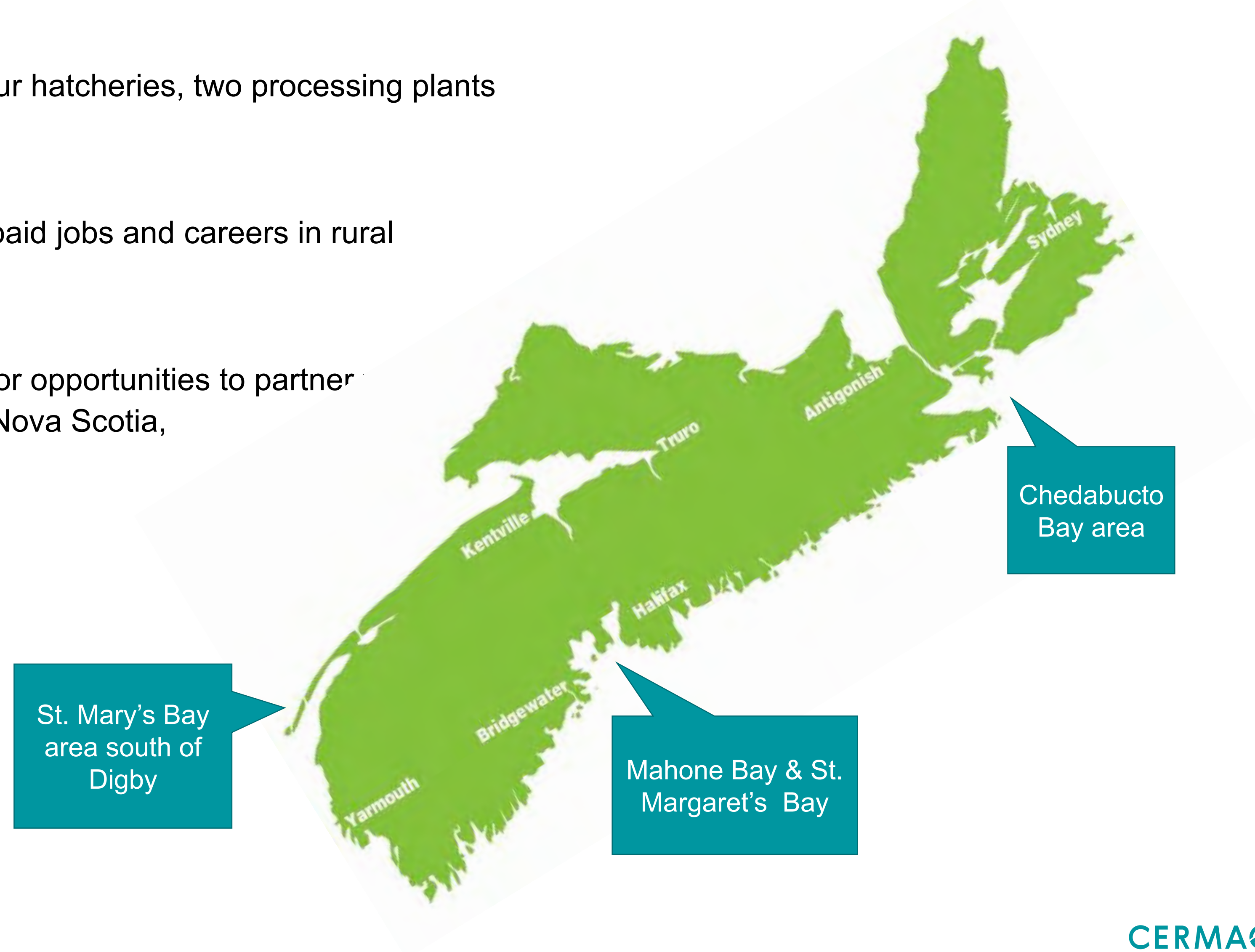
Who is Cermaq Canada

- 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 Browns Bay Packing Company, 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



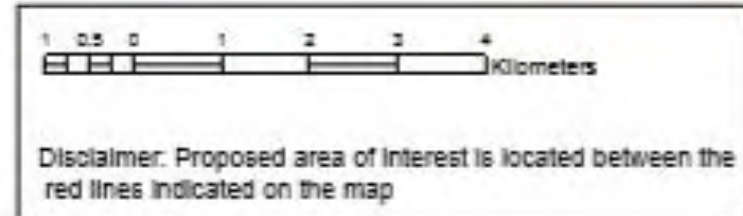
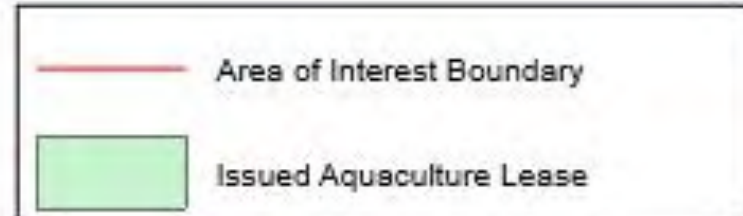
Expanding our business into Nova Scotia – *the opportunity*

- 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 local industry and businesses, the Mi'kmaq of Nova Scotia, and existing commercial fisheries
- If approved, this expansion would effectively double our Canadian operations



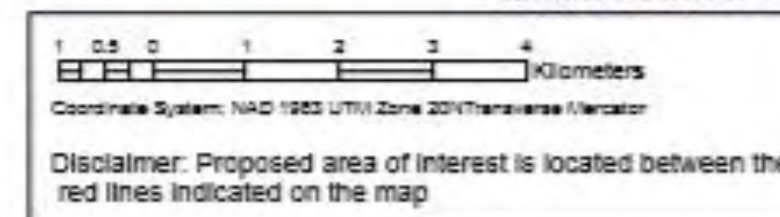
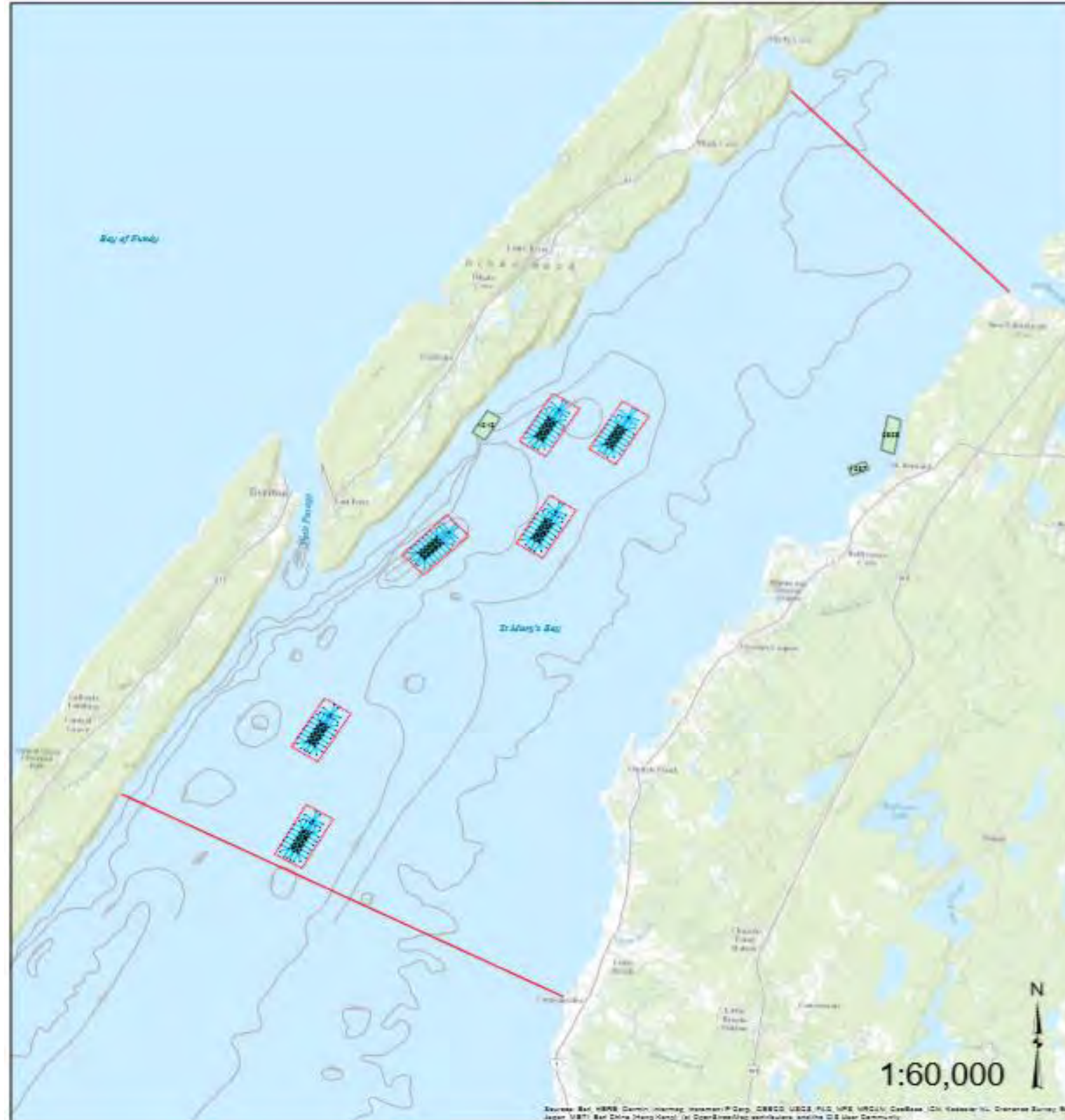
Area of Interest - Digby County St Mary's Bay

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Area of Investigation - Digby County St Mary's Bay

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Why Nova Scotia?

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

Ability to create new relationships build 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.
- Finds offsets (benefits) and minimize any potential impacts.

Collaborative approach

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



What we have heard

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Project | About | Environment | Careers | Community | Events | FAQs | News

PROPOSED NOVA SCOTIA PROJECT

We're wondering if we might contribute to Nova Scotia's seafood economy.

Farming in common waters carries much responsibility. It is based on cooperation with the local communities, industry, Mi'kmaq Nation and other levels of government, and all stakeholders. Our aim is to start having open, constructive conversations on how we could potentially work alongside existing fisheries, add value to local communities, and help provide healthy, delicious and sustainable salmon.

Hello Nova Scotia!
Cermaq Canada is thinking about expanding its salmon farming industry into Nova Scotia and wants to hear from you.
June 2019 Update

What we were up to in May?
As you may have heard, Cermaq Canada is currently investigating the possibility of expanding our Atlantic salmon farming operations into Nova Scotia - specifically the Digby, Guysborough and Richmond areas.

Since we announced our intentions on April 3, 2019, we have started to reach out to local government, associations, groups and the Mi'kmaq.

Hello Nova Scotia!
Cermaq Canada is thinking about expanding its salmon farming industry into Nova Scotia and wants to hear from you.
May 2019 Update

What we were up to in April
Our website - www.HelloNovaScotia.ca - has received lots of traffic, and Cermaq Canada is currently investigating the possibility of expanding our Atlantic salmon farming operations into Nova Scotia - specifically the Digby, Guysborough and Richmond areas.

By providing your email address, you will receive a monthly newsletter from Cermaq Canada. We announced our intention to investigate at the Centre for Ocean Ventures and Entrepreneurship (COVE) in Dartmouth, on April 3, 2019 and also launched our website and we will never share your email address - www.HelloNovaScotia.ca.

Work completed or underway
We have had a few members of our technical team visit the Chedabucto and Digby regions to begin the process of collecting ocean and site data. They have met with some local agencies to gather historical data and are also working to get sensors in the waters to begin to collect temperatures, current speeds and wave action. Through these meetings, email and our social media accounts, we have heard a few consistent themes or requests.

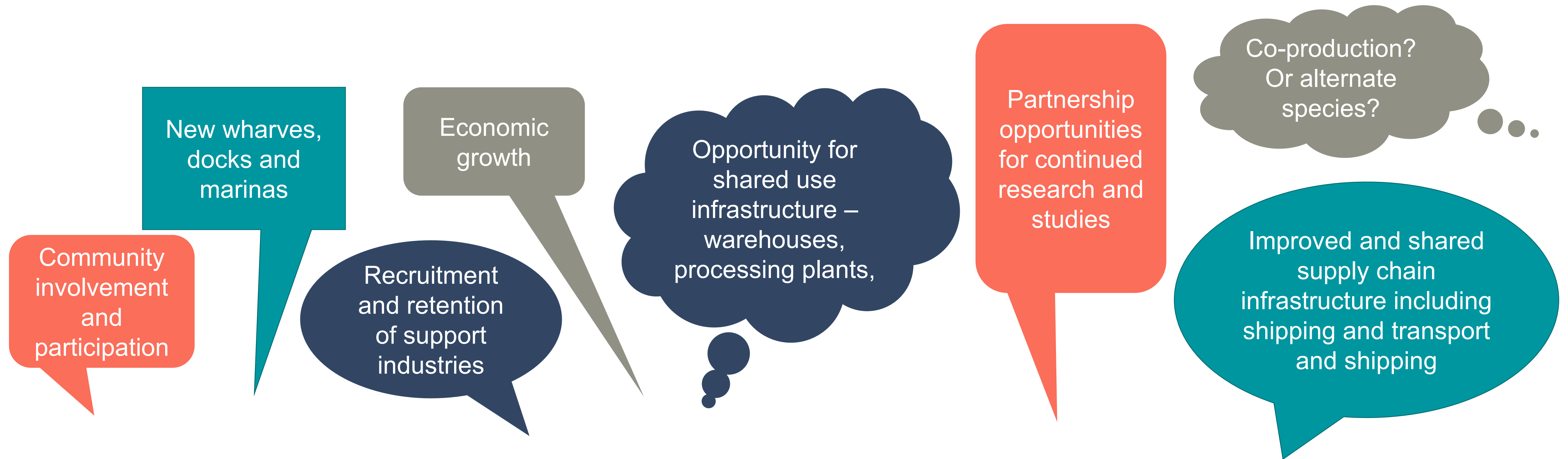
The first is that if we do want to join the Nova Scotia Seafood Story, we need to ensure that our operations do not have a negative impact on existing commercial fisheries, including the important lobster fishery. We agree with this, and commit to stating that if we can't add value, or we will be harming existing fisheries, then we will not proceed.

Work completed or underway
In June, some of our team members travelled to the Chedabucto Bay area. Since then, we have been busy reaching out to meeting with local governments, local community leaders, local researchers, biologists, governments and associations. We have spoken with local leaders and associations as well as the Mi'kmaq of Nova Scotia, to gather information on how best to engage and begin the process of learning. We have also been collecting his wave action and water temperatures. We have also been collecting his information from regulators, government and research facilities as well as local researchers, biologists, governments and associations. This information is being used to shape our upcoming association and community engagement which we will be launching in late July and early August. We will continue to hold engagement sessions and meetings throughout the summer and fall.

We are now starting to compile historic and sensor information to create a baseline of potential sites at this point as we are still working to establish a baseline. We hope to look at sea floor conditions as well.

Finding shared value

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



Benefits to the local economy and region

A snapshot of our operations in Tofino, BC

We grow approximately 70 per cent of our fish off of the west coast of Vancouver Island and hold 14 farm licenses in the region. If we were to proceed, we believe the following benefits would be similarly reflected in Nova Scotia.

Direct benefit to the region

- We contract with 55 local businesses within each region on services ranging from harvest boats, net cleaners, divers, shuttles, freight, and transport, waste disposal, catering, hotel rooms, events, catering, water taxis, boat and equipment repairs to general services and supply purchases.
- For the processing plant alone – we spend more than \$200,000 on repair and maintenance contractors to service the plant, and an additional \$1.2 million on other goods and services.
- Overall, Cermaq spends roughly \$17 million per year in the Tofino region.

Direct benefit to employees

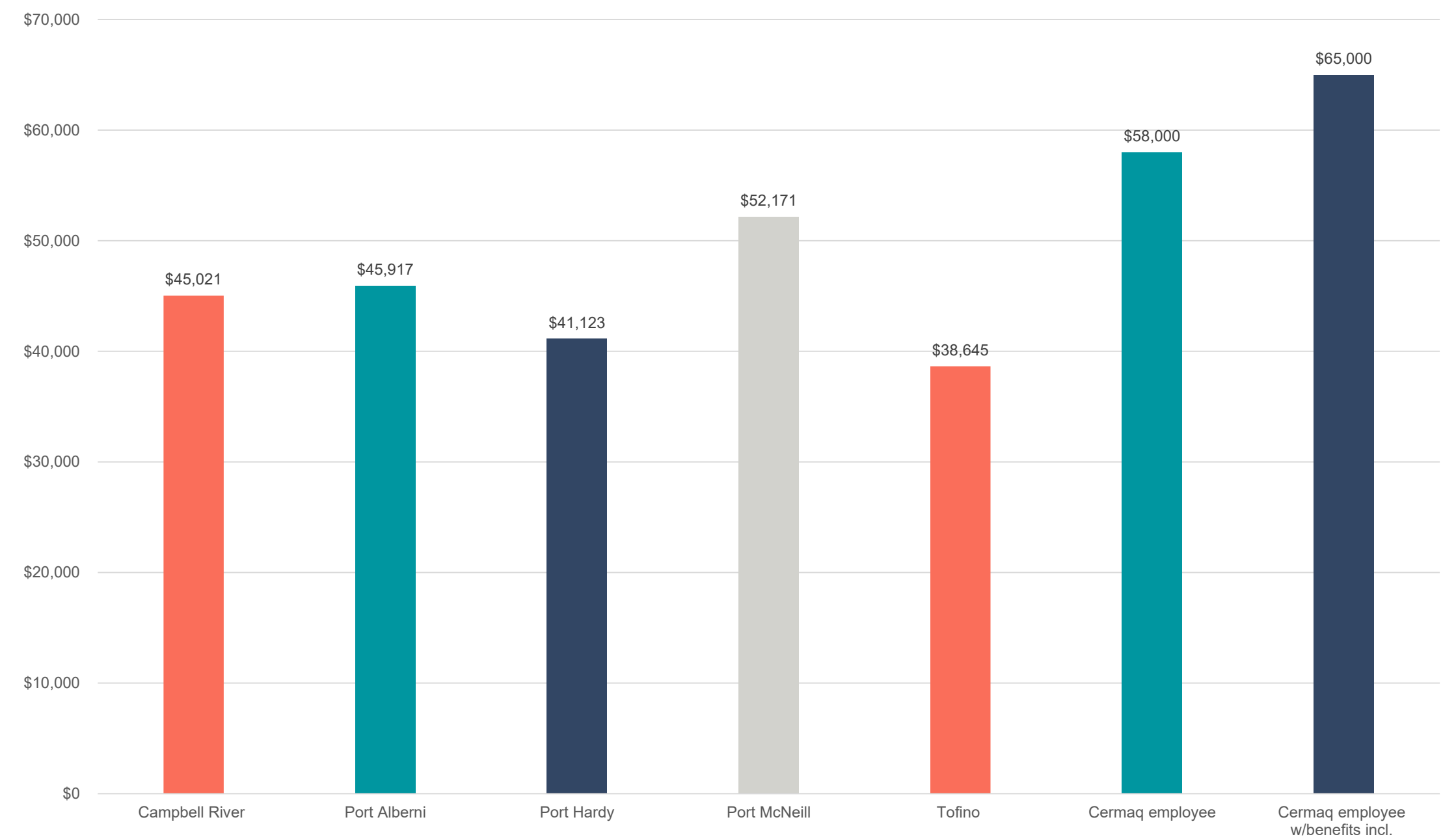
- Our employees supporting our Tofino region receive approximately \$4.2 million in salaries and benefits.
- Our employees are generally young, with our average median employee age being under 45.
- Our career opportunities range from entry level farm hands, to senior leaders in various specialities such as veterinary medicine and fish health, finance, operations, environmental management, human resources and IT.
- We offer a comprehensive medical and dental package to all employees, along with competitive salaries and a bonus structure.

Community focused and people first

Community sponsorship and donations by spending area and strategic priority

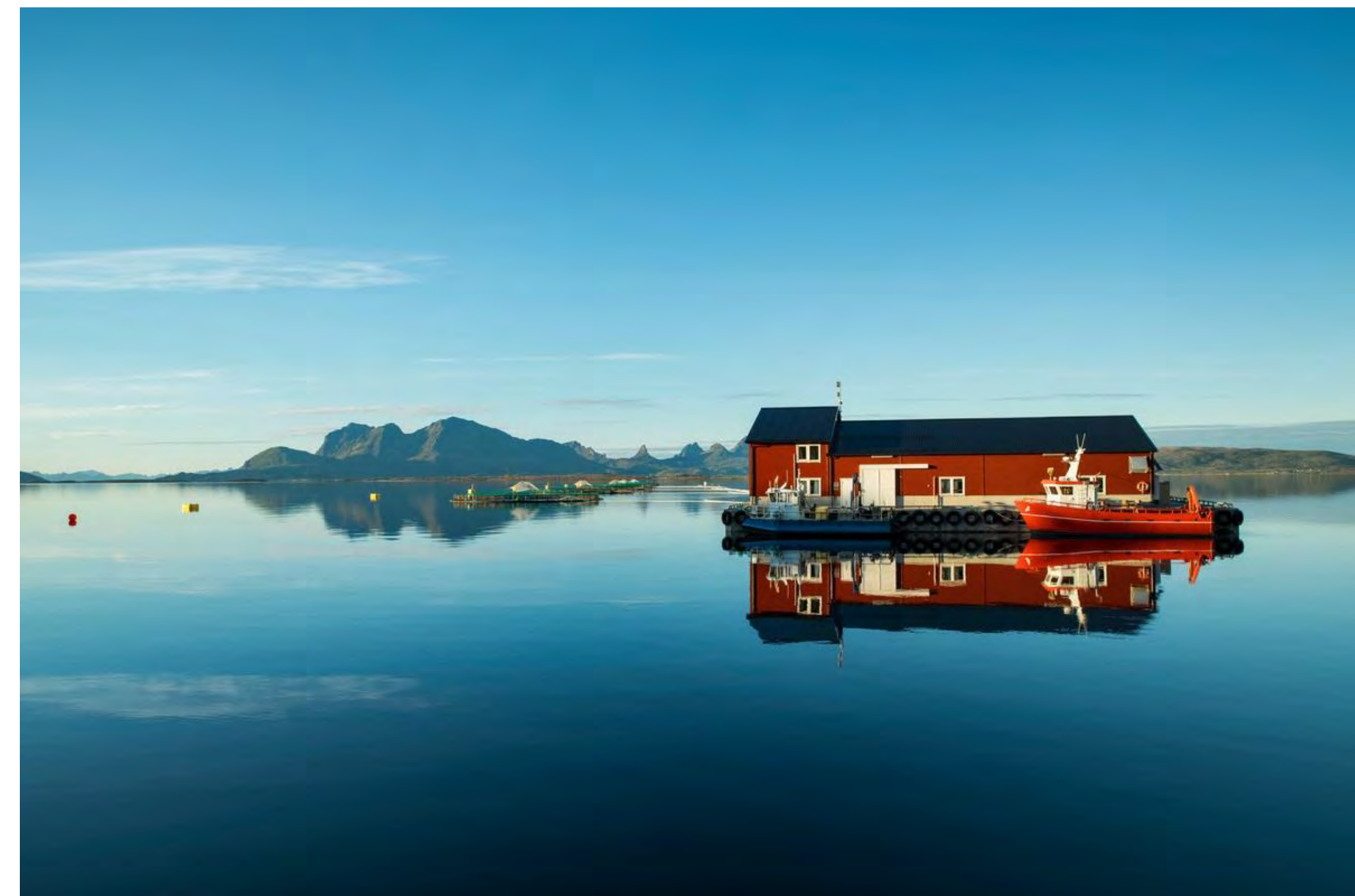


Average annual salary by community, compared to the average Cermaq employee base salary, and salary including benefits.



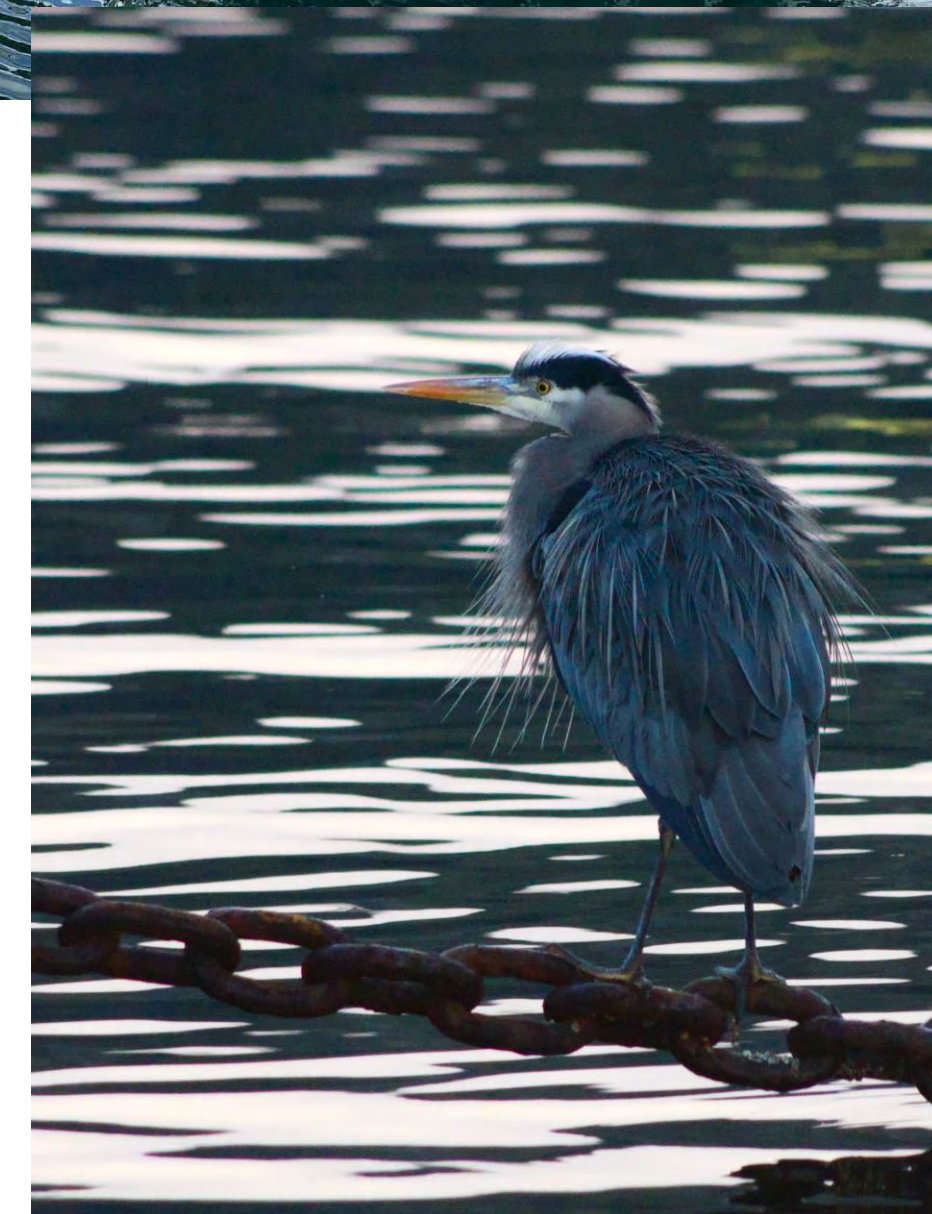
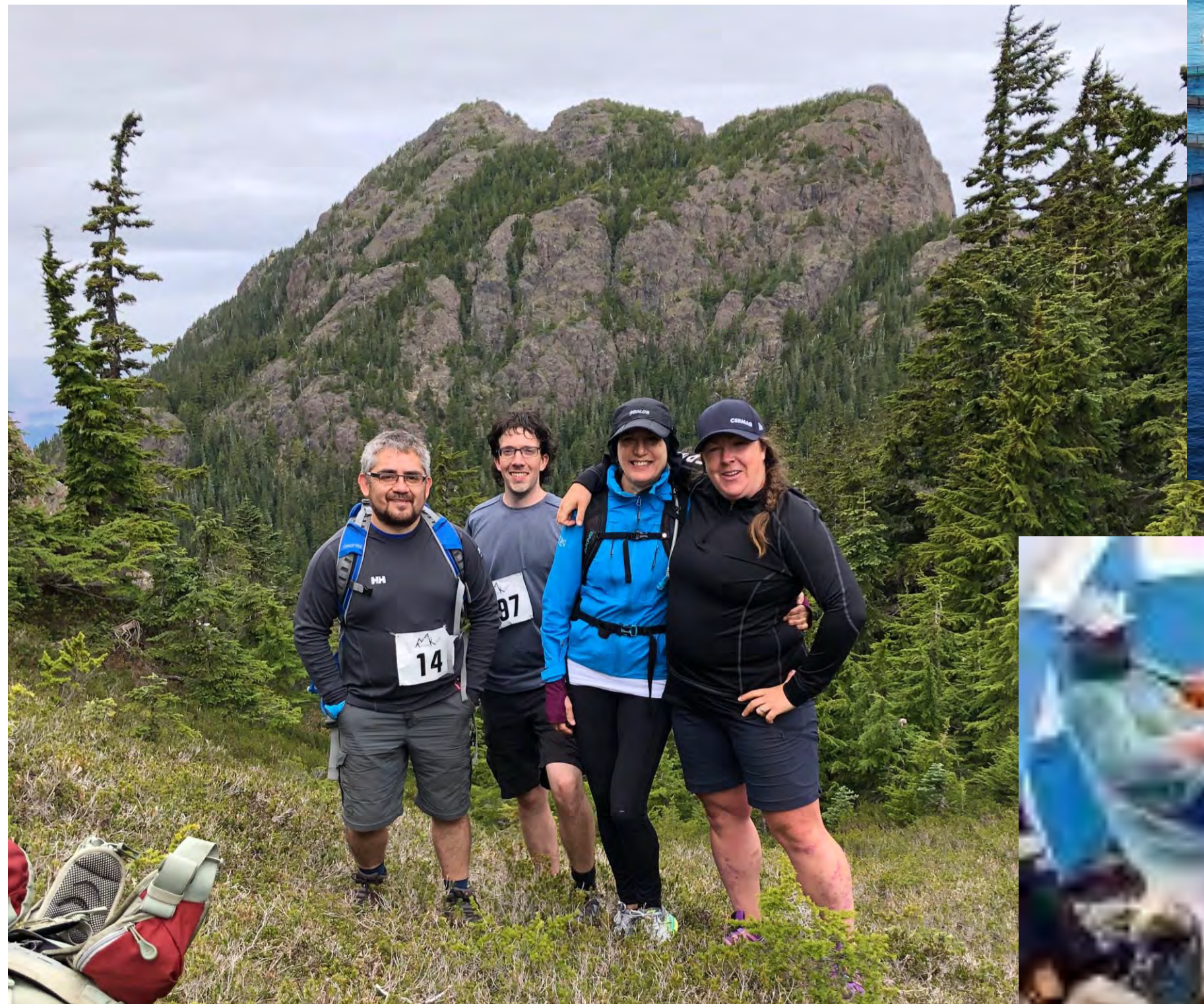
What does a typical farm look like?

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



Why Cermaq

- Open and Accountable
- Our People
- Dedication to healthy and thriving oceans
- Long-term investment in communities and relationships



Thank you.

Questions?