

A WORLD OF SEAFOOD,
AT YOUR FINGERTIPS.

Cooke



Cooke Aquaculture Chile: Cupquelan (2009)



276 employees
\$168M Sales
26,000 metric tons WFE

Region XI,
Chile



Cooke Aquaculture Spain: Culmarex (2011)

Image: Google Maps

500 employees
\$100M Euros sales
24,000 metric tons



Cooke


SEAFOOD USA





Icicle Seafoods, Inc.



Language 

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In Season: Wild Alaska

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Products



Wild Alaskan Salmon



Atlantic Salmon



Alaska Crab



Alaska Halibut

New **FRIPUR** light

Patagonian Silver Hake Loins
with Shrimp Sauce



Sicilian Sea Fantasy



Patagonian Silver Hake Fillets
with Florentine Sauce



Patagonian Silver Hake Fillets
with Sicilian Sauce



Patagonian Silver Hake Papillote
with Mixed Vegetables



The best of the sea
on your table

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H & G Hake



Hake Fillets



Red Crab

Family Company with a Global Reach



Global Presence and Brands

www.truenorthseafood.com



TRUE NORTH SEAFOOD

Our obsession with delicious, fresh seafood has been in our DNA ever since the day our ancestors began fishing the waters of the Bay of Fundy six generations ago. And while times have changed, we haven't. Like our grandparents, we're proud to spend our days living and working alongside our neighbors and friends in coastal communities to produce the freshest seafood imaginable. Fishing is in our blood. It drives us to innovate—in stay true to you, the environment, and to ourselves. It's our true north.



WANCHESE FISH COMPANY

From its humble beginnings in 1936, the Wanchese Fish Company has steadily grown to become a leading supplier of seafood products in North America and Europe. A vertically integrated seafood harvester, processor and distributor, Wanchese is capable of harvesting over 4,000 tons of wild scallops, shrimp, oysters, king crab and other seafood products each year. At sea, our industry-leading fleet of 16 vessels—including 3 in Argentina—are equipped with sophisticated process-at-sea capabilities. And on land, our state-of-the-art processing plant in Suffolk, VA, includes a cold storage facility.

PRODUCT LINES INCLUDE:

Scallops
Shrimp
Oysters
Southern king crab
Pan fish

VALUE ADDED PRODUCTS

INCLUDE:
Scallop medallions
Scallops wrapped in bacon
Shrimp wrapped in bacon

ICICLE SEAFOODS

Unwavering dedication. A passion for producing the best seafood. That's what transformed a simple Alaskan cannery into one of the largest and most diversified seafood producers in North America. And while times have changed, our passion hasn't. From our salmon fishermen in the remote coastal communities of Alaska, to our catcher vessels harvesting cod in the icy waters of the Bering Sea, we all share an abiding passion for bringing you the very best Alaska has to offer.

PRODUCT LINES INCLUDE:

Wild Alaska salmon
Alaska crab
Alaska halibut
Pacific cod

Black cod / sablefish
Alaska pollock
Rose herring



COOKE AQUACULTURE SCOTLAND

Cooke Aquaculture Scotland is a leading salmon producer, with facilities in the Shetland and Orkney Islands, as well as the United Kingdom's mainland. The strong tidal flow of this region provides a unique environment to produce top quality salmon for our customers all over the world.

PRODUCT LINES INCLUDE:

Salmon fillets & portions
Whole salmon



GRUPO CULMAREX

For over 25 years, Grupo Culmarex has proudly raised the Mediterranean's freshest and healthiest fish. We're equally proud that our passion and commitment to raising sustainable, high-quality sea bass and sea bream helps support the local fishing communities and the people who work near our seven farming locations across Spain.

PRODUCT LINES INCLUDE:

Sea bream fillets
Whole sea bream
Sea bass fillets
Whole sea bass



COOKE AQUACULTURE CHILE

Based in Cupquellan Fjord in southern Chile, Salmones Cupquellan is responsible for producing Atlantic and Coho salmon. The fjord provides a pristine and isolated environment surrounded by glaciers and rainforests—a perfect location for top-quality production and the implementation of sustainable farming methods.

PRODUCT LINES INCLUDE:

Fresh and frozen whole Chilean Atlantic salmon
Fresh and frozen salmon fillets and portions
Individually vacuum packed Atlantic salmon
Atlantic salmon portions
Coho HSG and fillets



COOKE URUGUAY

Cooke Uruguay operates the largest fishery in the country, traditionally harvesting Patagonia silver hake (*Merluccius hubbsi*) and Patagonia deep-sea red crab. We are a vertically-integrated company with a fleet of 21 vessels, and operations in Montevideo, Uruguay as well as Buenos Aires, Argentina.

PRODUCT LINES INCLUDE:

Patagonia deep-sea red crab
Patagonia silver hake





Full control of the value chain: "from egg to plate"



Broodstock

- 2 land-based broodstock with annual production of ~25 million eyed eggs
- Innovative traceability system based on DNA genotyping
 - Able to track individual salmon "from egg to plate"



Hatching/ Juveniles

- 14 certified freshwater hatcheries with 15 million smolt capacity
- Disease free smolts from certified hatcheries



On-growing and Harvesting

- 149 saltwater farms in Atlantic Canada and Maine, USA
- Cooke Aquaculture only harvests by order to ensure a fresh product and a longer shelf life, consequently there is practically no inventory



Processing and Value Added

- Whole fish plant
 - Blacks Harbour, NB
 - Hermitage NL
- Value added plants
 - St. George, NB
 - Charlottetown, PEI
 - Machiasport, ME
- 54% of products were Value Added in 2013



Logistics and Distribution

- Owns AC Covert, the largest seafood distributor in Atlantic Canada
 - Diverse product mix
 - Direct distribution with major Canadian retail
- Operates a fleet of 23 trucks, delivering ~10 truckloads a day



Sales and Marketing

- Market proximity offers flexibility to adjust volumes to orders
- 8 sales offices in North America
- Own brands
 - True North
 - Heritage Salmon
 - Jail Island



Extensive value chain integration supports high and stable profitability



Feed

- Charlotte Feeds is a premium supplier of moist starter feed located in St. George, New Brunswick
- Northeast Nutrition is a full dry feed production facility located in Truro, Nova Scotia
 - Over 71,500 tons production
 - Expansion plan to double capacity in 2015/16



Equipment and Maintenance

- GMG Fish Services provides all supplies and services necessary for salmon production
- Own poly box plant in proximity of production facilities with a capacity of over 700,000 poly styrene boxes



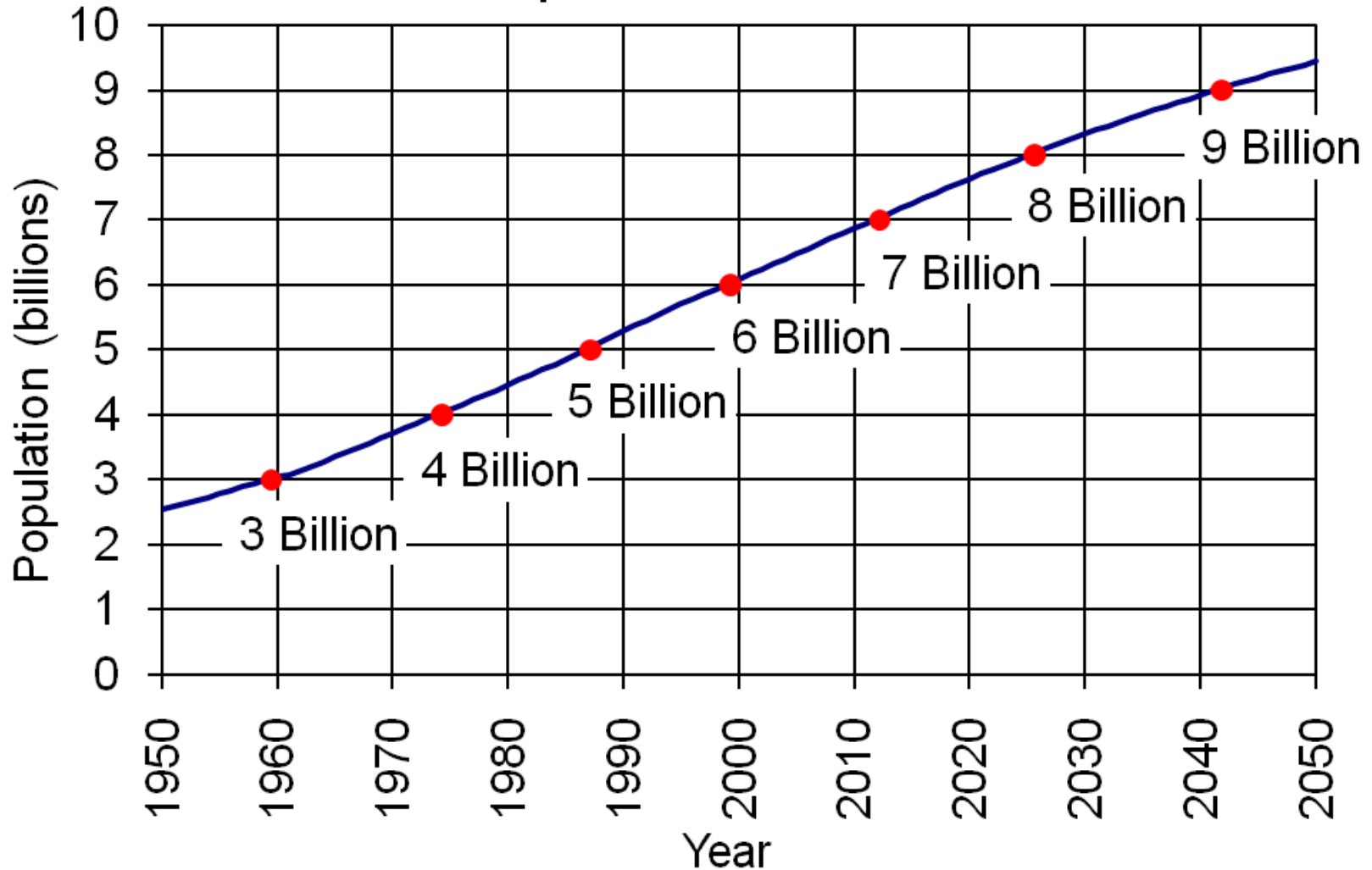
Research and Development

- Through Northeast Nutrition, Cooke Aquaculture conducts extensive research in over 50 individual tanks
- The Company employs feed nutritionists and fish behaviourists to maximizing growth and savings
- Partnerships with and sponsorship of academic organizations



A Growing Planet

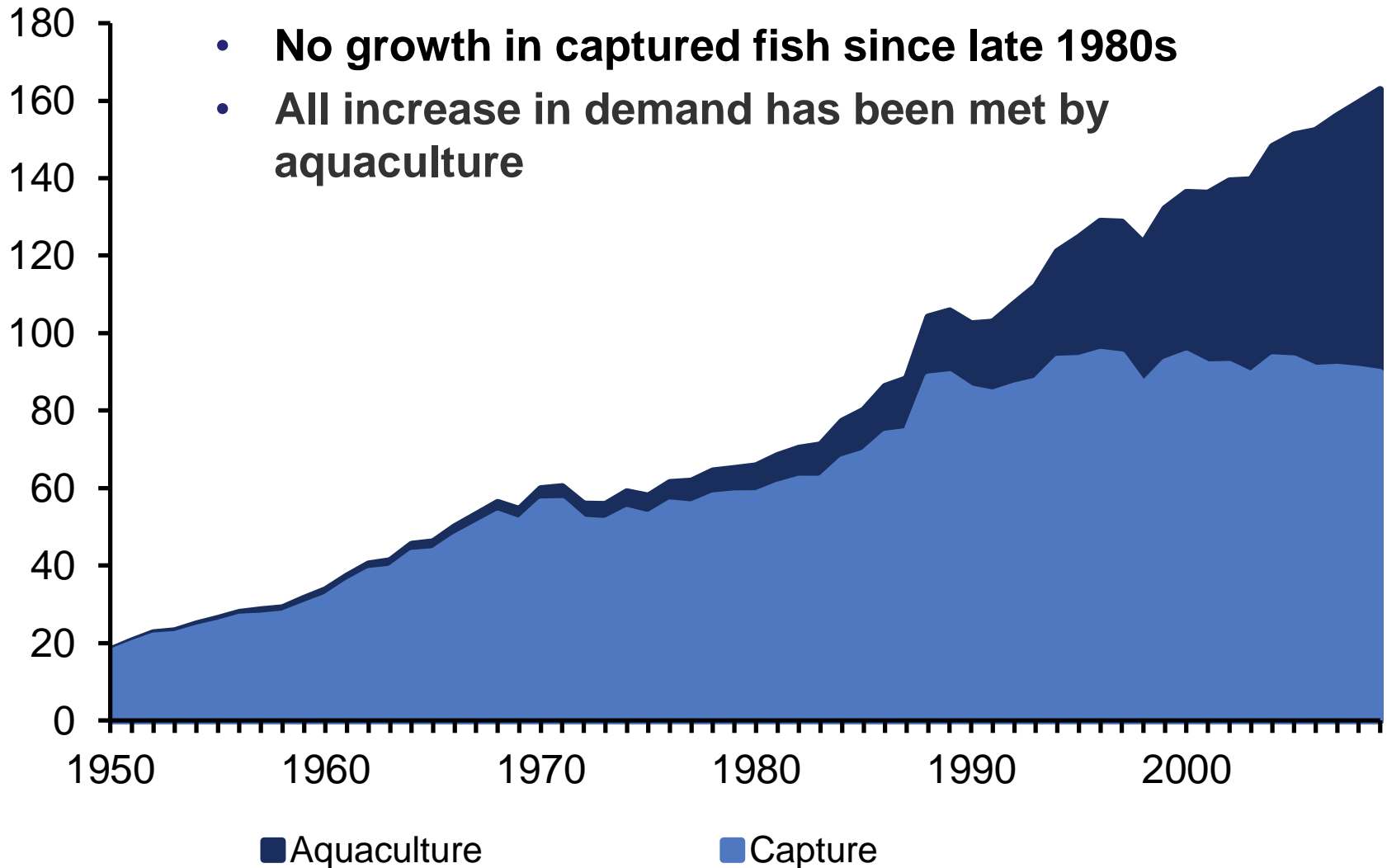
World Population: 1950-2050



Source: U.S. Census Bureau, International Data Base, June 2011 Update.

How Will Demand Be Met?

Production (million tonnes)



Partnerships in Research & Innovation



Leaders in Third Party Certification



Family Passion with Global Ambitions

A FAMILY
PURSUIT
THAT SPANS
GENERATIONS.

For us, fishing and farming isn't just a business—it's who we are. It's an undying family passion that began when our grandparents began fishing the waters of the Bay of Fundy six generations ago. And while times have changed, we haven't. Like our ancestors, we're obsessed with finding better and smarter ways to bring you the very best seafood in the world.

Cooke

FAMILY PASSION
WITH GLOBAL
AMBITIONS.

In 1985, our family decided to take control of our own destiny by establishing Kelly Cove Salmon. And what started as a humble, family aquaculture company with a single marine cage has been transformed into a global industry leader with fully integrated facilities, product lines and distribution networks.

In recent years, we have embarked on an aggressive plan for growth, with acquisitions and an ongoing strategic search for development opportunities. With recent acquisitions of the Wanchese Fish Company, Iccle Seafoods and Cooke Uruguay, we have further expanded our seafood assets into the wild fishery.

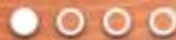
Our secret to producing the best farm-raised salmon, wild-caught salmon, scallops, oysters, shrimp and other value-added products is simple. It's a generations old family passion. A family pride that doesn't let us take shortcuts. And we're confident our customers can taste the difference.



Our mission is to be a global seafood leader driven by an innovative team that delivers superior products, service, and value to our customers in a safe and environmentally sustainable manner.



FOR US, SEAFOOD ISN'T
A BUSINESS. IT'S PERSONAL.
LEARN MORE ABOUT US.



www.truenorthseafood.com
www.wanchese.com