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Wild Salmon win at the Campbell River Salmon Foundation Annual Fundraiser

The Tractor of the Seas



Alfred Vincent, Maria Martin, and Peter Mountain. Brian Radbourne is at the helm.

There has been a new sight appearing at the farms in the Broughton region over the last couple of years: new boats that don't resemble the traditional boat design that have been used in the past.

Each Broughton farm now has a new flat-deck "site tractor" style work boat. These farm tender boats, specifically designed for hauling farm equipment and staff around the sites, have a wide, flat deck that provides a stable work platform. The deck has an additional ergonomic benefit as heavy buckets and gear don't have to be lifted in and out as had to be done in the past with the more traditional (or "raider" style) site boats. The boats have been designed with solid, engineered anchoring points for equipment and also

an integrated tool cabinet to keep daily work items dry. These and additional features are the result of years of experience and feedback from farmers, culminating in a very effective addition to their toolkit.

The new boats are replacing vessels that have been in use for many years and were starting to show their age. The harsh environments in which they were operating and the heavy workload were taking their toll on them. Mike Dobbs, Broughton Area Manager, is delighted with the benefits the new boats are bringing to the Broughton farms. "Their ample deck space affords room for more farming equipment to be moved about the site, and larger machinery can be

Did you know? In April 1964 The Beatles occupied all of the top five positions on the Billboard singles chart in the United States, with Can't Buy Me Love, Twist and Shout, She Loves You, I Want to Hold Your Hand, and Please Please Me.

Trivia time! What popular American car was introduced in 1964? **Answer on page 4**



The Tractor of the Seas

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anchored safely to the deck. All this comes without the need to lift heavy equipment into and out of more traditional style vessels, reducing chances for muscle strains and injuries. So far we have only had positive feedback about them; everyone loves the added ergonomics and the well thought-out vessel design.”

“Special mention goes out to James Pohl and John Gosselin from Seawater Maintenance for coordinating all the builds and seeing to delivery of the vessels, and also to Kelly Osborne for getting the ball rolling on these before his switch to Seawater Operations Manager. Kelly was also the first to liken them to ‘site tractors’ which really captures the role that they play around the sites.”

Mike also came up with the process that resulted in the creative names that the boats are carrying. “We held a naming contest where all Broughton staff and many Mowi support staff were invited to submit names. The names were narrowed down and voted on by staff and management. The prizes for winning submissions was the honor and bragging rights of having your name submission immortalized in 3’ block letters on the vessels.”

Graham Byatt, Assistant Manager at Larsen Island, is a satisfied user of the new boats. “The new vessels that have arrived have been a huge success. They definitely feel like they were designed by people that thought through what the boats would be used for and had some knowledge of the tasks the staff would be using the vessels for.”



This flat deck boat pictured has structural damage below the deck, making it unsafe and unstable for farm use any longer.

Visiting Net Suppliers in India



By Jeanine Sumner

Earlier this year, Adrienne David, Keith Petrie and I travelled to India to visit Garware Technical Fibres. The purpose of the trip was to quality check the existing net and tarp orders Mowi Canada West has placed; it was great to see them in production as we were there. We were also there to communicate new specifications for nets and tarps as well as to review the testing methods Garware uses on the nets and ropes and to review the results. The visit also included discussions



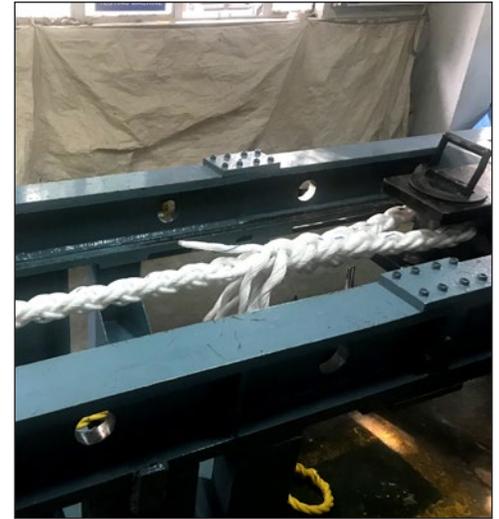
On our way to Pune we passed the Gate of India in Mumbai – the symbolic place of entry into India.

regarding cost reduction strategies and also research and development on new products to be offered by Garware.

Garware has been the primary supplier of nets to Mowi Canada West for the past seven years. Their aim is to be a leader in ingenuity and cutting-edge technology. The core products supplied include netting, ropes, coated fabrics, and geosynthetics. They have two locations of operations in Pune, where their head office is based, and Wai, where they have their netting production and construction facilities as well as the coated fabric construction.

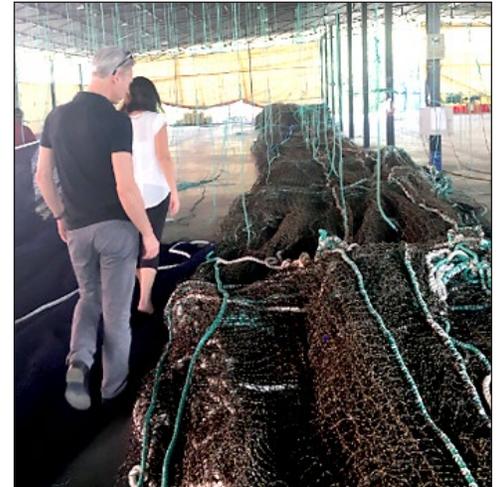
From Mowi Canada West's perspective, we have a very high standard and expectation of our suppliers and we were very impressed with the quality systems they have in place in both Pune and Wai. The technologies were really cutting-edge and it is great to see their business develop and to see how much they have grown over the years. Keith and I have been multiple times but this was Adrienne's first visit. I am always impressed with how eager they are to offer solutions to the challenges we face.

The relationship that Mowi Canada West has built with Garware is a great example of the collaboration we have with suppliers – we work together with their R&D team to create solutions for any issues we face on the West Coast of Canada. Our focus for



Rope testing. As a part of our visit we had asked them to set up testing for us to observe how the splices in the rope react under pressure (i.e. if they were unravelling). No issues here!

R&D this trip was gill health and predation. We are in the process of trialling one of their new developments at our Cyrus Rocks site this summer. The new material is a HDPE (high density polyethylene) with anti-foulant properties and was developed to slow the biofouling we experience on our nets. This is an exciting development and we look forward to the results of this trial. There are also some exciting new netting materials being offered for predation, which we will be considering and hoping to get in to the water starting in 2020.



Keith and Jeanine inspecting nets as they are laid out for production.

Working with local suppliers



L-R: Dennis Dugas (Port Hardy Mayor), Boris Montana, Kelly Osborne, James Rogers, James Pohl, Richard Knopp (Westport Fabrications Ltd), Dale Doward (Macandales).

The last of the site boats to be completed, the Malcolm Island Viking, saw the completion of a significant project for more than just Mowi. The boats were very much a product of Port Hardy, as they were built by Richard Knopp of Westport Welding and Fabrication Ltd. and fitted out by Macandales, both of which are local Port Hardy companies. The network of businesses upon which salmon farming relies to get the job done can be wide and varied but this project very neatly summed up the collaboration required. The Malcolm Island was given a send off at a small launch event attended by Port Hardy Mayor Dennis Dugas, who was pleased to see local businesses working together.



New Systems for Mowi Canada West



Elisabeth Oroug Refsnes (Finance Mowi ASA), Espen Winger (Medius Consultant), Tanya Timmons and Chris Johnston.

May and June will see the implementation of a number of new systems for Mowi here in BC. These systems are a part of a global roll out of technology which means all parts of Mowi will eventually be using the same programs and processes. The benefits of this integration will be significant and the challenge of bringing it all together, which is no small undertaking, has been approached with gusto!

M3 Global project has been underway for a couple of years, with all BUs being on the same platform. Our turn is fast approaching with a go-live date of 1st of May. IT and Finance have been working on this for the last few months to make sure everything is ready which will mean some changes in the coding of opex codes and cost centres. The efforts of their hard work will have us on the same global chart of accounts; all BUs will be compared the same in opex categories for reporting. M3 combines all functions of finance into one system: Accounts Receivables (Sales), Accounts Payable (Purchasing), and Fixed Asset subledgers which all feed into our

General Ledger. From here, our financial reporting is produced each month. Mowi Canada has been using M3 since 2011, but with this new Global M3, we are taking it a step further with our supply chain now being added to the system. This will bring M3 into use for all elements of product movement, from Port Hardy Processing to Sales and to Secondary Processing.

Along with the Global M3 project, we also looked at a new purchasing system, and the global decision was made to adopt the Medius and Opus Capita invoicing and purchasing systems. In this transition, the purchasing process is moving from the existing Basware application to the Opus Capita platform, and the Medius invoices system is being implemented over the same timescale for Accounts Payable. The Opus Capita project has been a particularly big project for the Purchasing Team as they have been working hard to upload all the necessary items to the new system. Supply Chain Manager Keith Petrie is excited about the benefits of the change. "The new



General Ledger testing Jorn Berg (IT, Mowi ASA), Michelle Stuart, David Zetterman (M3 Consultant) and Linda Jackson



Claudia Malsonado (Fiance Mowi Chile) and Jose Luis Oyarzun (IT Mowi Chile)

Medius and Opus Capita programs will bring our purchasing systems up to date with many people's day-to-day shopping experiences. Using these systems will be like online shopping and we hope that people will find them intuitive to use."

The new purchasing and invoice systems are currently being tested with training planned for all users in the last part of April. "The systems will be straightforward to use," continued Keith, "but to get the best out of them and to enable a quick transition for the whole company, we would like to get anyone who uses the purchasing and invoicing system to go through the training as quickly as we can. As soon as we are able, we will be rolling out the training programs, and I would encourage anyone invited to make the time to attend as soon as they are able to."

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New Systems for Mowi Canada West

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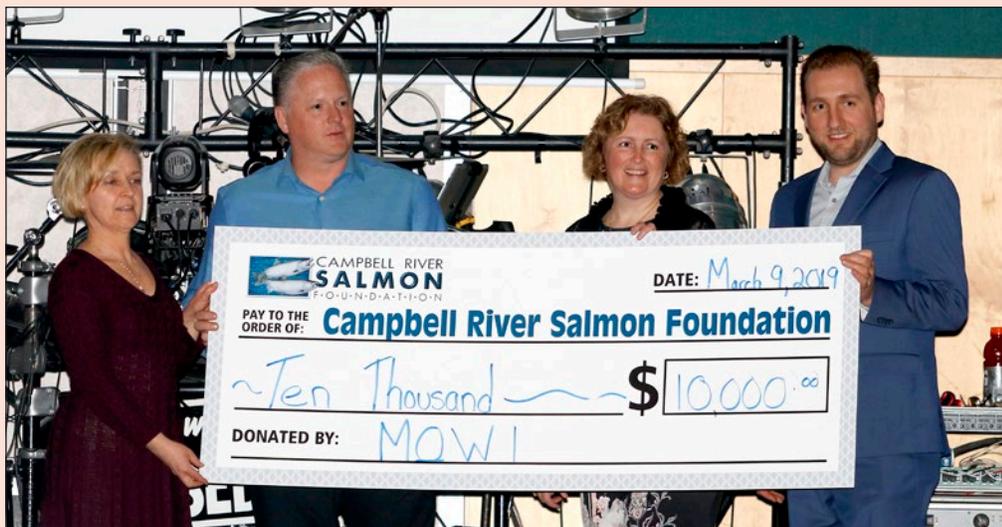
The Medius/Opus Capita system has already been implemented in Scotland with great success, and Keith is hoping to be able to use some of the Scottish team's experience in how it is brought into use here. "There are elements of the process which will be familiar to users (for example, the approval process will remain the same), and we are working with regular vendors to integrate them into the system."

Finance is also working on a new expense system call Unit4. This will mean that expenses will be automated with employees taking a photo of the receipt which will go direct to Unit4 for coding. All reviews and approvals will be online with the expenses transferred to M3 for payment. People will be invited to training for this, along with their training for Opus Capita and Medius. Chris Johnston will send out invites for all training sessions in the coming week. We plan for this to go-live in May.

It will be a significant upgrade to the capabilities of the application which, according to Phil Petrousevitch, may take a little getting used to. "In my experience, with system upgrades like the one with Medius/Opus Capita, the first couple of months can feel a little like you are working for the system; however, once you are used to it then it definitely feels like the system works for you!"

For our testing and training sessions in March and April, we also have two

Wild Salmon win at the Campbell River Salmon Foundation Annual Fundraiser



Dr. Diane Morrison, Dean Dobrinsky, and Yvonne Sheehan present the cheque to the Campbell River Salmon Foundation.

The 12th annual fundraising dinner for the Campbell River Salmon Foundation was held in March and was a great event. The event was a chance for the Campbell River community to get together and show their support for such an important cause. They packed out the Campbell River Community Centre and took in an evening of good food, closely fought auctions, and a live band. All the money raised was going towards the CRSF's mission of supporting programs

working to improve wild salmon populations and Mowi was proud to be able to play its part. A trio of representatives handed over a cheque once again to the CRSF to continue the support that Mowi has provided to the Foundation since its beginning. As the band played into the night and the auction winners celebrated their new possessions, everyone agreed that wild salmon were the true winners once again.

employees from Mowi Chile (Finance and IT) to learn the new systems in preparation for their go-live in a few months.

Our Payroll system upgrade is also underway. All Dayforce system users can

expect to be invited for training on the upgraded systems soon after the go-live with M3, Medius/Opus Capita, and Unit 4. Stay tuned for more information on system upgrades!

Comments about this Newsletter?

Please email comments, articles and ideas to Chris Read, Communications Manager, at Chris.Read@mowi.com



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