



**International Fishmeal and Fish Oil Organisation**

**2006 Annual Conference**

**Barcelona, Spain**

**23-26 October 2006**

# **Sustainable Business Development**





## ***PRESIDENT'S INVITATION***

It's nearly 50 years ago – back in 1959 – that we had our Annual Meeting in Spain, and now we are coming back to this lovely country which has always had such a strong fish tradition. Yes, the 2006 IFFO CONFERENCE will be held in Barcelona.

Every year we get together and discuss and learn about our business, and this year's theme of Sustainable Business Development is all about how the Fishmeal and Fish Oil Industry will continue to prosper and contribute in different ways to feeding the human race.

Although right now producers are enjoying record price levels, the industry cannot sit back and take the future for granted. We have huge challenges ahead. The Conference programme reflects this and we have tried to ensure there is something for everyone – business as well as social - plus enough time for private networking too.

This is also a time of change in IFFO with a new team and different faces on the Board as well. The Barcelona Conference gives us a great opportunity to say goodbye to old friends and hello to new ones.

Barcelona is an exciting choice with its lively atmosphere, music, fine cuisine and rich culture. Also I'm confident the Conference hotel will be a great success (the ladies will love the hotel spa and the shopping downtown), but please make sure you don't miss the deadline for Early Bird Registration.

I look forward to welcoming you to the 2006 Conference in Barcelona.



***FEDERICO SILVA  
PRESIDENT***

## ***WHO ATTENDS?***

The IFFO annual conference is the only one of its kind and a 'must' for the world's producers of fishmeal and fish oil and their customers and industrial partners. In addition to producers (owners as well as managers), those attending include traders and shippers, animal and fish feed producers, oil refiners, analytical laboratories and consultants, nutritional supplement suppliers, banks and insurers, among others. The conference is an ideal opportunity for business and for networking – if you are involved in the feed or food business this is for you.





# 'Sustainable Business Development'

## CONFERENCE PROGRAMME

<i>Participation Category</i>	<i>Time</i>	<i>Meeting/Function</i>
<b>SUNDAY 22 OCTOBER</b>		
D	15.00 – 18.00	Registration
<b>MONDAY 23 OCTOBER</b>		
D	08.30 – 16.00	Registration
A	10.00 – 13.00	Commercial Committee I*
A	13.30 – 17.00	Management Board I
B	17.30 – 19.00	Opening Session – 'Sustainable Business Development' in simple words*
D	19.30 – 22.30	Welcome Speeches and Reception
<b>TUESDAY 24 OCTOBER</b>		
C	10.00 – 13.00	Companions' Tour – Overview Panoramic Tour
B	10.00 – 13.00	Traders & Shippers Meeting
A	15.30 – 17.30	Commercial Committee II*
B	17.30 – 18.30	Focus on Fishing*
<b>WEDNESDAY 25 OCTOBER</b>		
B	10.00 – 13.00	Technical Committee*
B	15.30 – 18.30	A forward look at the industry's key markets*
D	19.30 – 20.30	Cocktail Reception
D	20.30 – 01.00	Gala Dinner
<b>THURSDAY 26 OCTOBER</b>		
B	10.30 – 13.00	Concluding Session*
A	14.00 – 16.00	Management Board II

\* These meetings will have simultaneous English/Spanish interpretation.

### **PARTICIPATION CATEGORY:**

- A Registered members of respective IFFO Committees and invited guests
- B Registered delegates only
- C Registered companions only
- D All registered participants including companions





## **Monday 23 October OPENING SESSION –**

### **‘SUSTAINABLE BUSINESS DEVELOPMENT’ IN SIMPLE WORDS**

- 17.30-18.00 *IFFO's priorities for a sustainable industry –* Jonathan Shepherd, Director General, IFFO
- 18.00-18.30 *An investor's perspective on sustainable industries –* Jens Bjerg Sørensen, CEO, Schouw and Co.
- 18.30-19.00 *The El Niño phenomenon and the climatic outlook for 2007 in relation to the fisheries of the Pacific South West –* Rear Admiral Héctor Soldi

## **Tuesday 24 October FOCUS ON FISHING**

- 17.30-18.00 *The future of fishing and the seafood industry –* Ragnar Tveterås, Professor of Industrial Economics, University of Stavanger
- 18.00-18.30 *Iceland's commitment to responsible and sustainable fishing –* Jón Reynir Magnússon, former Director of SR-mjöl hf and of the Icelandic Fishmeal Producers' Association

## **Wednesday 25 October A FORWARD LOOK AT THE INDUSTRY'S KEY MARKETS**

- 15:30-17:45 **WORKSHOP SESSION**  
*How are the fishmeal and fish oil price and other factors likely to impact on demand in our key markets?*  
Introduction by Dr Andrew Jackson, Technical Director, IFFO  
Facilitated by Prof Ragnar Tveterås, Stavanger University
- Farmed fish discussion* led by Bjørn Myrseth, CEO, Marine Farms ASA
- Shrimp discussion* led by George Chamberlain, President, Global Aquaculture Alliance
- Pig and poultry discussion* led by Gert Hemke, Nutritionist & Principal – Hemke Nutri Consult
- 17:45-18:30 **PRESENTATION ON R&D**  
*A fish feed industry view on the likely implications of research on alternative raw materials*  
Dr Viggo Halseth, Managing Director, Skretting, Aquaculture Research Centre

## **Thursday 26 October CONCLUDING SESSION**

- 10.30-11.10 *Building an aquaculture business for long term prosperity –* Bjørn Myrseth, CEO, Marine Farms ASA
- 11.10-11.45 *Remaining a reliable partner in a changing world –* Carlos de Bracamonte, former director of IFFO
- 11.45-12.20 *Building global alliances together –* George Chamberlain, President, Global Aquaculture Alliance
- 12.20-13.00 *Conference conclusions and message to the trade –* Jonathan Shepherd, Director General, IFFO



## SPEAKERS

### Jens Bjerg Sørensen

Jens Bjerg Sørensen trained as a business economist and is CEO of Schouw and Co. a diversified industrial conglomerate based in Denmark and listed on the Copenhagen Stock Exchange. He is also Chairman of the board of the fish feed group, BioMar, a member of the board of the Danish Management Society and a board member of several other Danish companies, as well as being Honorary Consul of the Netherlands. Jens is 49 years old, married and lives in Aarhus, Denmark



#### ***'An investor's perspective on sustainable industries'***

The objective as an investor today is to create long term value not only for shareholders, but for all stakeholders involved in the actual business. Value creation in a broader context must be based on a sustainable and long term competitive business platform.

Schouw & Co. always take a long term perspective when deciding to enter into new investments or business areas. The key decision drivers are factors such as – growth opportunities, the general standing of the business segment, reliability and the professionalism of the entire value chain. It is vital that all participants in the value chain understand the necessity of long term sustainable development.

Schouw & Co. is involved in several sustainable value chains, such as renewable energy from wind turbines and biogas, spare parts for agriculture and feed production to aquaculture, and it is creating strong value from these investments.

### Héctor Soldi

Héctor Soldi is an oceanographer and retired Admiral of the Peruvian Navy, who has dedicated the major part of his career to marine scientific research, especially the study of the El Niño phenomenon.

Since the 1983 El Niño occurred, he has taken part in numerous research cruises,



international working groups, and in many conferences related to the efforts to study and predict this phenomenon. He was Hydrography Director of the Navy and Director of the Peru Navy School. Currently he is President of the Board of the Marine Institute of Peru, IMARPE.

#### ***'The El Niño phenomenon and the climatic outlook for 2007 in relation to the fisheries of the Pacific South West'***

The presentation will be a general introduction to the El Niño phenomenon, its causes and global impact, and to the considerable advances in scientific investigation which have now enabled us to know and make an increasingly accurate early prediction of this phenomenon. Using predictive models which already exist and the physical evidence currently available in the Pacific ocean, one can project possible scenarios for early 2007 and their possible impacts in the Pacific Southwest.

### Ragnar Tveterås

Ragnar Tveterås is a professor in industrial economics at the University of Stavanger, Norway. He has done research and consultancy work on seafood markets and economics since the early 1990s, where he has worked with government, industry organisations and companies in the industry.



#### ***'The future of fishing and the seafood industry'***

Major structural changes are taking place in several stages of seafood value chains. We are currently observing an industrialization and consolidation process both in aquaculture and in downstream distribution. This process should be expected to continue in the future. Major drivers are economies of scale in distribution of seafood, requirements of increasingly consolidated retail and food service chains, and increasingly demanding consumers. These changes have implications for producers further upstream in the value chain, such as suppliers of fish meal and fish oil. For example, more resourceful aquaculture and seafood distribution companies may launch more coordinated initiatives to reduce the economic risks associated with negative publicity and campaigns by agenda groups, in areas such as food safety and sustainable exploitation of wild fish resources.



## SPEAKERS

### Jón Reynir Magnússon

Jón Magnússon is an Icelander and was born in Reykjavik in 1931. He graduated in the USA with a Bachelor's degree in Chemical Engineering and a Master's degree in Food Technology. His initial post was Chief Food Technologist for the Federation of Icelandic Co-operative Societies. After a brief spell in the USA, Jón returned to Iceland as Technical Manager



and later General Manager of the Icelandic State Herring Oil and Meal Factories in Iceland. This organisation was taken over by the private company SR-mjöl hf and he was Managing Director until retirement in 2001. As well as being Manager (and twice President) of the Icelandic Fish Meal Producers Association (IFMPA), Jón was President of the International Association of Fish Meal Manufacturers from 1982 to 1984 and a director of IFFO from 2001 until 2004. Jón Magnússon is married with a family and lives in Reykjavik.

#### ***'Iceland's commitment to responsible and sustainable fishing'***

The fishing industry has been the backbone of the Icelandic economy for centuries and presently constitutes close to 60% of the export earnings. It is therefore imperative for the country's future to maintain responsible utilization of the resource to ensure its sustainability and at the same time to give the fishing companies a leeway to operate efficiently and profitably without any government subsidies.

This has been achieved by a quota system based on scientific research and allocation of long term fishing rights to the fishing companies by issuing individual transferable quotas, ITQ's.

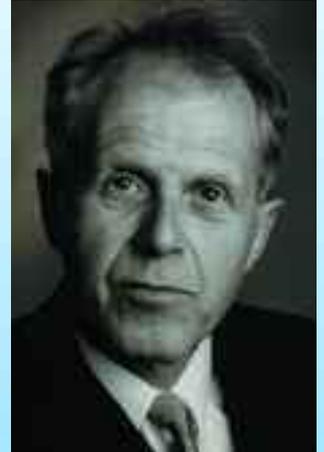
This accomplishment has not been easy. Gaining control of the fishing areas around the country resulted in three "cod wars" before the international body accepted the 200 miles fishing limit, and convincing the locals of the benefits of the system required considerable effort.

### Bjørn Myrseth

Bjørn Myrseth graduated with a Master's degree in Fishery Biology from the University of Bergen, Norway in 1971. He was CEO of Stolt (Sea Farm) A/S from 1971 to 1987 and from 1992 to 1993 he was President of the European Aquaculture Society. Bjørn founded Marine Farms ASA in 1987 and remains CEO today. He is Norwegian and lives in Bergen.

#### ***'Building an aquaculture business for long term prosperity'***

Marine Farms ASA was incorporated in 1987 in Norway as an international aquaculture company seeking to spread the technical and market risks. Its history is described in terms of the key milestones and problem areas as well as the lessons learnt which helped the business to survive and grow to where it is today. The future of aquaculture is considered, including new technology, new species, geographical focus areas and feed supply. Conclusions are drawn for fish farming growth and for the fishmeal and fish oil industry.



### George W. Chamberlain

George Chamberlain is President of the Global Aquaculture Alliance and Technical Director of Integrated Aquaculture International. He formerly served as President of the World Aquaculture Society and directed corporate aquaculture programs at Ralston Purina International and at Monsanto Company. He has written dozens of technical papers and edited several manuals and reports concerning shrimp and fish farming.



#### ***'Building Global Alliances Together'***

The Global Aquaculture Alliance was founded in 1997 as a mechanism to address criticisms against aquaculture, particularly shrimp farming. The GAA approach of developing balanced positions based on facts has been effective in reducing criticism and leading to dialogue. While the facts have consistently shown that impacts are far less than asserted, they have confirmed that aquaculture can cause impacts. To improve sustainability, GAA developed a series of best management practices (BMP's) entitled "Codes of Practice for Responsible Shrimp Farming", followed by quantitative criteria, and eventually by standards for 3rd party certification. Standards for shrimp farms, hatcheries, and processing plants have been licensed to the Aquaculture Certification Council, which trains and accredits certifiers to inspect aquaculture



## SPEAKERS

facilities. This program has been adopted by Wal-Mart, Darden Restaurants, and Lyons Seafood leading to rapid certification of facilities around the world. GAA is now developing standards for fish and bivalve farming facilities as well as for feed mills and food safety verification. Given the criticism of fishmeal use in aquaculture feeds, there is an opportunity for GAA, IFFO, and other stakeholders to collaborate to develop BMP's and standards that address these concerns.

### Gert Hemke

Gert Hemke is Dutch and graduated from the University of Agriculture in Wageningen. After product development work with Elanco Benelux, he joined the Dutch cooperative Cehave Veghel as Chief Nutritionist in 1986 and was appointed Manager of Cehave's Feed Advice Centre in 1996. From 2000 to 2005 he was Manager with CCL Research involved in contract R&D in meat production. In 2005 Gert established his own consulting firm in Holland, Hemke Nutri Consult, based on his wide expertise on animal nutrition and husbandry, especially with regard to cattle, pigs and poultry



### Viggo Halseth

Joined Skretting in 1984, after finishing his study on animal husbandry at University of Agriculture – Ås, Norway. Job experience in various functions, mainly within Sales and Marketing. He has for the last 7 years held the position as Managing Director for Skretting ARC, the central research unit for all Skretting units. He has since this spring combined that role with the role as Business Group Manager for Skretting Trout & Marine Species.



#### ***'A fish feed industry view on the likely implications of research on alternative raw materials'***

The aquaculture industry needs to replace a significant proportion of its fishmeal and fish oil use in order to be able to grow further. This is important from an image, cost and sustainability point of view.

Fish – or any other animals – do not need any specific raw materials in their diet. What it needed is a diet sufficient in all essential nutrients. Important R&D objectives are to define these nutritional needs and to find raw materials that in certain combinations can fulfil these needs. Fishmeal and fish oil do fulfil these needs on their own, and the presentation will focus on the challenges in (partly) substituting these raw materials.

The presentation will finish with a view on (potential) alternative raw materials, and the likely impact new research and product development in this area will have on fish meal and fish oil inclusion in fish feed.

### Carlos de Bracamonte

Carlos de Bracamonte is a Peruvian national with extensive experience in international trade issues and commodity trading. Until March of 2006, Carlos was a board member of Grupo Sipesa, a leading Peruvian fishmeal producer. He was president of the Paris based Fishmeal Exporters Organization and then served as a member of IFFO's board of directors until retiring earlier this year. He has represented and advised the Peruvian government on various trade matters. He serves on the advisory board of Hemisphere National Bank in Miami and Corporación de Cereales, a privately owned Peruvian grain trading company. Carlos lives in Miami with his wife and two children.



#### ***'Remaining a reliable partner in a changing world'***

The presentation will focus on the idea of reliable partnership in the industry emphasizing a producer's perspective.

Globalization affects the different sectors in the chain by making them more interdependent and less likely to be able to ignore what is happening around them. Consumer focus on certain issues, whether arising from genuine concerns or from profit motivated initiatives, will have an increasing impact on the market and the actors' ability to successfully manage their businesses.

The future viability and profitability of the industry must be based on the recognition of the commonality of our interests and problems and the development of business relationships based on trust, reliability and transparency. This ultimately will work to the benefit of all concerned.



## **WELCOME RECEPTION**

**Monday, 23rd October from 19:30 hrs,  
held at the conference hotel.**

The Welcome Reception will be an opportunity for the President of IFFO to welcome participants and for participants to meet each other. Guests can enjoy cocktails and tempting hot and cold dishes. Zambra – a flamenco jazz fusion group and a flamenco dancer will add to the enchanting atmosphere.

## **GALA DINNER**

**Wednesday, 25th October, cocktails from 19:30 hours  
in the Grand Garden Salon**

The evening will commence with pre-dinner cocktails during which you can enjoy the delights of tuna minstrels. Following this will be a banquet of fine cuisine, and an opportunity to appreciate a Spanish guitarist accompanied by castanet players. Later a dance band will entertain you with English and Spanish repertoires to dance to and round off a memorable evening.

Gala Dinner Table Hosts – Individual participants who wish to host a table for their friends and associates (registered for the Conference) can register their name as a host and reserve a table on the Table Seating Plan at the Registration Desk from Sunday afternoon (or in the Conference Office).

Tables will seat twelve and table hosts should endeavour to fill all seats. If the table is not fully occupied IFFO staff will select suitable guests to sit at this table.

## **COMPANIONS' TOUR**

**Overview Panoramic Tour (Half-Day) – Tuesday 24th October,  
departing from the hotel's lobby at 10.00 hours,  
returning at 13.00 hours.**

This general city tour is the perfect way to become familiar with the amazing sites of Barcelona. Included will be Las Ramblas, the city's most famous boulevard, a promenade in the heart of the old city, a fascinating area where you find flower vendors, mimes, tarot card readers and street entertainers. Las Ramblas is the soul of the city, "the most beautiful street in the world", in the words of Somerset Maugham. This boulevard

begins in the nerve centre of the city, Plaza de Catalunya, where all the main arteries of the city meet.

The tour takes in famous architectural highlights of the city – all along Barcelona's prestigious avenue, Paseo de Gracia. Buildings by the most famous of Spain's Modernist (Art Nouveau) architect Antonio Gaudí including a visit to the stunning Church of the Sagrada Familia (Holy Family).

Another important area visited is the Montjuic Hill area. In addition, we will drive up Diagonal Avenue and along the way see the famous soccer stadium, the University City of Barcelona and the Royal Palace.

## **BARCELONA**

Located on the north eastern coast of the Iberian peninsula and the shores of the Mediterranean, Barcelona is the second largest city in Spain. It is also the capital of Catalonia, one of the seventeen Autonomous Communities that make up Spain.

There are two official languages spoken in Barcelona: Catalan (generally spoken throughout Catalonia) and Castilian. The city of Barcelona has 1½ million inhabitants but over 4 million including the outlying areas.

Modern Barcelona experienced spectacular growth and economic revival at the onset of industrialization during the second half of the 19th century. The 1888 World Fair became a symbol of the city's capacity for hard work, progress and cosmopolitan outlook. Culture and the arts continued to flourish in the Barcelona region with Catalan modernism and, thanks to the influence of Gaudí, Picasso, Dalí, and Miró, amongst others, the city has become a by-word for elegance and innovation.

The return of democracy to Spain in the late 70's gave a further boost to Catalonia as an economic powerhouse and then in 1992 Barcelona hosted the Olympic Games. Today Barcelona is known the world over for its rich combination of cultural traditions, gracious living and Mediterranean ambience – always at the cutting edge of architecture, food, fashion, style, music and good times.

## **CONFERENCE SPONSORS**



**P/F Havsbrún**

A company situated in the North Atlantic, producing fishmeal, fishoil and fish feed.

**"CHR. HOLTERMANN ANS"**  
**"ESTABLISHED 1916"**



**Smit Trading NV**

Your dedicated sustainable supplier and distributor of fish and vegetable oils.