



Alaska Seafood Marketing Institute

Alaska Seafood Marketing Institute (ASMI)
International Marketing Committee Meeting

Monday Feb. 28, 2022

8:30 am - 4:00 pm PT

In person and Zoom Meeting

Draft Minutes

Call to Order

A meeting of the Alaska Seafood Marketing Institute (ASMI) was called to order in person and virtually (via Zoom) by Madame Chair Julie Yeasting at 8:30 am PT on February 28, 2022.

Roll Call

Committee Members Present

Julie Yeasting, Chair

Frank O'Hara III, Vice Chair

Shigeki Okano (via Zoom)

Michael McGinley

Phil Young (via Zoom)

Merle Knapp

Joel Peterson (via Zoom)

Michael Cusack as proxy for Rasmus Soerensen

Bob Barnett (via Zoom)

Bob Janzing

Tomi Marsh (via Zoom)

Richard Riggs (via Zoom)

Duncan Fields

Committee Members Not Present

Jeffrey Stephan

ASMI Staff and Others Present

Ron Risher, OBI Seafoods, Vice Chair ASMI Salmon Committee (via Zoom)

Allen Kimball, Chair ASMI Board of Directors (arrived before the start of the Executive Session)

Jeremy Woodrow, Executive Director (via Zoom)

John Burrows, Seafood Technical Program Director (via Zoom)
Hannah Lindoff, Senior Director of Global Marketing & Strategy
Abi Spofford, International Marketing Coordinator - Asia
Nicole Alba, International Marketing & Grants Coordinator
Susana Osorio Cardona, International Marketing Coordinator – Europe
Susan Marks, RFM

Approval of Previous Minutes and Agenda

Chair Yeasting requested comments on the minutes of the previous meeting held on Nov 11, 2021. None were made. Kimball moved to approve the minutes, Janzing seconded. None opposed, motion passed. Chair Yeasting requested comments on the agenda. Knapp moved to amend the agenda and add item D. Executive session after item C. Program Director's Report of the REPORTS section scheduled for 9:45 am. Cusack seconded. None opposed, motion passed. Chair Yeasting suggested and all agreed that the executive session would take place.

Guest Introductions

Chair Yeasting asked guests and visitors present via Zoom to introduce themselves by unmuting their microphones and turning on their cameras. John Burrows, ASMI Seafood Technical director, Ron Risher from OBI Seafoods and Vice Chair of ASMI Salmon Committee, and Jeremy Woodrow, ASMI Executive Director introduced themselves.

Announcements

Chair Yeasting asked if there were any announcements or comments. Knapp interjected that Janzing will be retiring on May 1, 2022. He suggested that committee members prepare a few words to share about Janzing at the end of the meeting.

Chair's Report and Comments

Chair Yeasting read her comments for the Chair Report, and explained they centered on how great it is to meet in person again. Yeasting also commented on how unexpected it was not being able to meet in person, and on how the last two years have been full of unexpected events. She remarked that we are almost through the pandemic; but that the world is also facing global supply chain disruptions, and skyrocketing inflation that is impacting the price of our fish. She expressed that we've all become stronger, more resilient and more connected. She spoke of her appreciation for all those present at the meeting and thanked them for being a part of the Committee, and for their commitment to discussing Alaska seafood marketing on the international markets. She added that she's looking forward to meeting with everyone at SENA in Boston, in Barcelona, the new location for Seafood Expo Global, and even in person during the All Hands on Deck meeting in Girdwood. She reminded all attendees about setting aside their company hats and putting on their ASMI hats, or masks. Alba posted the anti-trust rules and regulations on the Zoom meeting chat for all to read.

Vice Chair's Report and Comments

Vice Chair O'Hara expressed that, as an industry we're facing a lot of challenges, specifically, we are seeing freight rate increases of 500 to 700% for our customers in our reprocessing sectors. We have had huge increases on freight out of Dutch Harbor and out of many other Alaska ports. We are facing labor shortages on our fishing boats and our processing plants as well as tariffs, sanctions, government regulations, and lawsuits against the government. He added that there are plenty of things that have caused chaos in this industry in the last couple of years, especially the logistics issues with China, our largest export partner. He reported that China's market is where 36% percent of our seafood goes directly from Alaska. He expressed that, for marketing, he's hoping that the industry can keep searching for bright spots and growth. He expressed his concern about inflation, but also underlined the fact that the demand for our seafood is as strong as ever. Filet prices are increasing, as well as raw material prices, resulting in the strengthening of our fishing fleets and processing plants. In conclusion, the logistics issues are causing problems in the short term, but are also opening doors for our industry, leading us away from traditional ways. He concluded saying that, although China is a very important partner for our industry, he's very excited about the new solutions that are having to be formulated as a result from trade disruptions with that country.

Program Director's Report and Comments

Lindoff expressed how great it was to see everyone in person. She reported that the whole international team was in attendance and that it is almost fully staffed. She reported that there is still another position to be filled and that it had been kept open until now to save funding while activities and travel had slowed down due to the pandemic. She explained that the main goal of the meeting would be to approve the International Program budget for the upcoming marketing year. She expressed that the budget was created before the invasion of Ukraine and that the impact of such events would be discussed during the executive session. She reported that she would conduct her presentation as planned, but that changes could be expected in the future, especially in the EEU region. Lindoff explained that as result of the pandemic, the program has dealt with a lot of supplemental budgets, and rollover budgets, and has had to adapt to a new style of work, and is happy to report that it has adapted well.

Lindoff thanked the Board of Directors for giving the program a great number to work with, and remarked that her presentation would be positive. She then thanked everyone for attending, and for all the service given to the program. She also thanked Janzing in particular for offering his expertise through the years, and all Committee members then congratulated him on his retirement.

Staff Introductions

Susana Osorio, new International Marketing Coordinator for Europe introduced herself. She has a background in project management and English-French-Portuguese-Spanish translation, specializing in economic, legal and institutional communication. She moved to Juneau in April 2021. Yeasting welcomed her to the program.

Nicole Alba, with a new last name, previously Stangeland, International Marketing and Grants Coordinator introduced herself. Alba oversees the Latin American program and the international team's grant work.

Abi Spofford, International Marketing Coordinator for Asia, introduced herself. Abi joined ASMI's international team in June 2021 and has a background in management. She moved to Juneau two years ago. And lived in China for a number of years. Her Chinese language skills are coming back.

Susana Marks floats between programs. Works mainly with the RFM program and with sustainability at ASMI. She reported that there is always a lot happening in her area, and stated she was happy to be in attendance.

Chair Yeasting thanked the staff for their introductions and Hannah for weathering the storm, and all the work she does in her position.

International Marketing & Grants Coordinator's IMC Website Refresher

Alba stated that the objective of the presentation was to familiarize Committee members with ASMI's renewed digital assets. She highlighted that the new website (www.alaskaseafood.org) is better organized: its structure is now based on the Institute's different programs; it now offers easier access to recipes, exporter resources, resources for international representatives, multilingual materials, and translated material; all contents can be easily downloaded in pdf format; and audience filters can be applied to view a program in particular.

Alba also detailed the options available in the bottom banner of the site and recommended its use for streamlined access to resources such as Covid-related materials, ASMI's media library, printed materials (KP store), ASMI's research library, harvesting updates, marketing updates, materials and links committee meeting materials, All Hands on Deck materials, and seafood industry events in general. Fields commended the usefulness of the banner and commented that it could be better to have it at the top of the site.

Regarding ASMI's media library, Alba reported that it is hosted in Netx, an online platform that can be accessed by interested Committee members through user credentials that can be requested to ASMI's Digital Marketing Manager. It includes assets such b-roll footage, on-loop footage with and without sounds, and clips for social media developed regularly by the domestic team as well as OMR's. Alba suggested starting searches with filters *What's new* and *Current favorites*.

Yeasting asked how much content was added to Netx with ATP funds, to which Alba replied that many new videos were added as well as some still assets documenting harvesting activities. She reported that most of the new assets consisted of nicely edited videos.

On the topic of applications for the media library, Alba explained that users could create collections and share them with their collaborators via email or direct links without the need for the latter to have their own user credentials. They would then be able to download or copy the assets. O'Hara asked if customers could also have access to the assets, and Alba explained that collections could also be shared with them in response to specific requests. Otherwise, if they needed constant access to the platform, they should be directed to ASMI's Digital Marketing Manager who, on a case-by-case basis, could assign them user credentials in line with their needs.

McGinley inquired about the need to sign a release in order to use the assets from the media library. Alba replied that such information was included in the sign-up terms and conditions that have to be accepted when creating an account. He also remarked that the library should include more processing shots, especially for the use of those stakeholders that, like OBI, are interested in selling raw material. On this note, O'Hara reported on the O'Hara Corporation's collaboration with ASMI's Communication team for sending production crews out of Dutch Harbor to obtain footage. He also suggested that all Committee members and ASMI stakeholders in general should contribute assets to the media library and work in

cooperation with the institute to grant them access to such opportunities. McGinley agreed on the importance of sharing assets and creating opportunities to produce them for the benefit of the entire industry. Finally, Yeasting commended the industry's willingness to open its doors to ASMI's teams for the creation of further multimedia assets, and McGinley reiterated that OBI's doors in Kodiak are always open.

Moving on to the IMC's secure login portal, Alba reminded Committee members that it can be accessed from ASMI's website, and stated that, in case Committee members no longer remembered or had valid user credentials, she would send them a reset invitation in the days following the meeting. Alba also commented that all materials related to the international program, including reports and UES applications could be viewed from this portal. Knapp noted how great the search feature of website is, and followed by asking how to access the secure login portal from a mobile device. Alba and Spofford instructed that users should go to the International tab at the top of ASMI's website and once in it would encounter the portal as the first element on the page. Another option would be to go directly to the banner at the bottom of the site and click on the direct link to the *IMC Secure Portal Login*. Janzing observed that the navigation was very different from that of the previous site.

Alba offered to answer any questions in relation to her presentation. Yeasting asked all attendees, both in person and on the Zoom, to submit their questions. No questions were submitted.

Knapp moved to conclude this section of the meeting and move on to the executive session in order to discuss personnel issues related to the conflict in Ukraine. Fields seconded. None were opposed, motion passed.

The committee voted to come out of executive session.

Program Director's Budget Strategy Presentation

Lindoff reported that a portion of MAP funds have rolled over from the past two years, resulting in the international program having an extra few hundred thousand dollars more than in the past. She also reported that MATCH funds were close to three million dollars, and ATP funds will only be available for a total of five years, that is until 2024. The sum of all funds added up to 9.8 million dollars. As for ARPA funding, Lindoff reported that it consisted of \$500,000 in the current fiscal year. In summary, she said, these are the reasons why the budget looks a bit different, but in reality, there was only an increase of \$71,000 dollars compared with the previous year. Lindoff also explained that the additional funds were used for Wild Alaska Seafood Month in different program regions and that the activity was so successful that it will be replicated in the future. In relation to changes, Lindoff reported that the cost of personal services and staff travel had gone up.

For the Northern Europe program, Lindoff reported that the budget allocation will stay the same, and that ARPA funds were not included in the presentation. In conclusion, she stated, the budget will remain the same in order fund another WASM. The NEU representatives provided a very complete and informative presentation on their WASM results in which they shared the campaigns slogan 'Know better, choose better' and presented Alaska seafood as a resolution solution. Going forward, their idea is to encourage consumers to choose wild Alaska seafood in the month of January to align with their New Year's resolutions. Another slogan shared was 'Tastes good, does good.' Their objective is to position wild Alaska seafood as healthy, to create a new occasion for consuming seafood, another time of year, considering that in Europe the new year is a good time to be active because people are thinking about their health resolutions. Lindoff explained that another important effort in the Northern European market

will be the premiumization of canned salmon. To do so, gym and health store promotions are being considered with the main goal of presenting the product as a sophisticated, healthy food. The idea, she stated, is to put canned salmon in premium slots, in contrast to the bottom shelves of supermarkets, where it is currently found. Lindoff alluded to other gym promotions that had taken place in France and Spain. She also reported that, according to *The Telegraph*, Alaska seafood performed 23 percent above benchmark, and mentioned other successful activities, such as Times Radio's series of interviews with Committee and Board member, Duncan Fields that spanned over five episodes of their radio program.

Lindoff presented screenshots of the content posted on ASMI's different regional Instagram accounts in Europe during WASM. She reported being able to follow the campaign online through such channels, and underlined that ASMI's OMRs in the different European regions planned and executed great promotions for WASM having had only two months lead-time. For the coming year, she expects the campaigns to be even better, given that our OMRs will have more time to prepare, and is excited to have other industry members participate in the activities.

Lindoff reported that the budget for Southern Europe will remain the same. Regarding Seafood Expo Global, she underlined the event's continued importance for the Alaska seafood industry. Lindoff emphasized key activities undertaken in SEU, such as Wild Week in Lisbon, in which 10 local restaurants worked with key Alaska seafood species and generated professional grade visual assets with the help of a professional photographer, resulting in a massive social media presence. SEU representatives worked with two local suppliers to send products to the restaurants and received a request for further training from one of the restaurants. The collaboration was so fruitful that some restaurants even sold out of products and had to be resupplied! Lindoff moved on to the upcoming Wild Week that will take place in Barcelona during Seafood Expo Global 2022, and suggested that all those present start making their reservations. She also reported on the conference track that will take place simultaneously. Finally, Lindoff stated that SEU representative David McClellan wishes to feature an Alaska pollock event and will be promoting it through partnerships with different HRI school distributors.

For Central Europe, Lindoff explained that the WASM campaign received regular funding, unlike NEU and SEU promotions where ARPA funds were utilized. Therefore, this region's budget will stay exactly the same. She underlined the importance of the German market for salmon roe, and showed some examples of activities undertaken during WASM. She also reported that CEU's representatives have made important contacts with smokers, that there is strong potential for the introduction of new species such as sole and Alaska pollock, and that there's also potential for salmon roe in high-end retail. Lastly, Lindoff mentioned that the region will continue working with influential chefs to promote the new species that will be introduced to the market, making the most of the influencer trend on social media.

For the Western European region, Lindoff spoke of a stable trend in both France and Belgium, from which no major changes will derive. Some ATP funds were shifted within the program and the MAP funds allowance was slightly increased without affecting the overall budget of the region. She reported successful activations for WASM, such as a partnership with a French online retailer that offered recipe ideas that included Alaska seafood ingredients, and allowed shoppers to populate their shopping baskets and purchase all necessary ingredients for the recipes directly. Limitations of this retail medium (in-app shopping) were the necessity to thoroughly define keywords from the moment the products are being included in the system and to make them coincide with the ones used by the retailers. She also showcased

the Christmas promotions that preceded WASM in which the program partnered for the first time with a different freezer chain, resulting in the addition of a new trade partner.

Lindoff mentioned that artisanal smokers are an interest group in the WEU market, and that work is being done with them on the necessity to call out Alaska origin in their packaging. The smokers are also interested in working with new species such as black cod and halibut, in addition to the traditional species of salmon. In order to respond to the demand, it is necessary to create a sample bank in Europe from which our representatives can more easily source these species and provide them in a timely manner to those interested. This initiative would also contribute to pushing POP and flatfish in WEU. A possibility would be to keep the samples in a major, central port, such as Rotterdam, so all representatives from the different regions in Europe could have access to them. Lindoff then asked Committee members about which species they think should be available in the sample bank. Spofford also offered her help in navigating the logistics in Alaska and for international shipments.

O'Hara offered his help to work on a list of species, and McGinley offered to help with the logistics to help bring things into Rotterdam. Kimball inquired about how origin identification would help in the context of the invasion of Ukraine and related political and social events in Europe. Lindoff answered that calling out Alaska origin is beneficial for sales. She also explained that although the prices of our products are higher than those from other origins, we have a great story to tell resulting in a marketing avenue opportunity. She also remarked that salmon roe would be added to the sample bank list, a product that is also of interest for NEU.

Yeasting emphasized that some of the samples should be indicative of the volumes produced, and that this could serve as a guideline as to what could be commonly available. O'Hara added that H&G and fillets formats should be present in the list, because he gets asked about both often. He added that the sample bank idea could also be of interest in SE Asia, prompting Yeasting to observe that it could be potentially beneficial for many regions. She continued by explaining that the idea was on the table before the pandemic, and that to pursue it Committee members must reach out to their industry contacts and identify the different opportunities for each species and region.

O'Hara then asked if there could be funding assistance for sourcing the samples, to which Lindoff replied that ATP and MATCH funds would be viable options. Knapp asked if while referring to samples the Committee was referring to exclusively to frozen or also including canned products. Lindoff replied affirmatively to the possibility of including other types of products other than frozen.

Regarding Eastern Europe, Lindoff reported that the program has been put on hold, but emphasized that the region does not consist of Ukraine alone, but of many other countries. Although possible trade mission to EEU will not likely take place, different markets for roe could be developed. She then went on to elaborate on all the work that has been put into this market since the 2014 embargo effected by Russia, and highlighted the support provided by the USA delegation in the region. She explained that ASMI has heavily invested in diversifying from the Russian market, and cited as an example the roe promotion done in Lithuania, the \$9 million in salmon roe exports to that country and the \$20 million exports of the same product to Ukraine in 2020. In her opinion, the best course of action would be to keep all options open for the other countries of the region, and also for the different regions of each of the countries. She explained that it is imperative to determine if it will be feasible to continue with the same types of promotions given current political events. Finally, she reported that the current budget for

the EEU program, \$400,000, and that it is an important market not only for salmon roe, but for H&G pollock and pink salmon.

Moving on to ASMI's program in China, Lindoff classified it as another troublesome region, and explained that in the last two years the region's budget had seen multiple cuts. For the next fiscal year, she proposed to keep the budget at the same level as the current year. She reported that export numbers have definitely declined, however, without presenting a dramatic acceleration, which indicates that trade members have figured out ways to continue doing business in the region. Pink salmon numbers went up and later dropped, along with groundfish and flatfish. She explained that, in order to understand the market, the regional program is conducting retail surveys every three months and determining what products are available at each point. Switching to brand visibility, that is, the presence of ASMI's logo on the back or front of packaging, she commented that only 40 percent of products displayed a wild Alaska origin logo, and that the goal is to have Alaska branding stay strong in China, which has already been emphasized to trade partners. On the topic, Knapp asked about the meaning of the numbers shown in relation with China, and Lindoff clarified that they referred exclusively to calling out Alaska origin in their packaging.

Lindoff commented that Taiwan is a very strong market, and that there currently are several Costo stores in Taiwan and one in China, so an option could be to boost the products available in Taiwan to prove to the retailers that it could be worth to do the same in China. In general, big carriers such as Costo and Sam's Club are a great avenue for ASMI in China. About this region, McGinley asked for further details on the volumes for reprocessing and re-exporting. Lindoff explained that survey data does not represent the numbers for HRI, therefore, they only provide half of the picture. She added that our representatives are working on methods to obtain the missing part of the information, that is, to know volumes and trends for both retailers and HRI, the latter being the best channel to generate PR. Another important aspect of knowing more about the HRI sector in China would be the opportunity to introduce more Alaska POP and flatfish.

Kimball agreed with the importance of monitoring the situation, cited surimi as another example of the same phenomenon, and agreed that the surveys are only offering the retail side of things, and on the vital importance of obtaining HRI numbers as well.

Kimball noted that Russia would most likely move its focus to China given the challenges that the EEU market currently faces, and raised the question on how ASMI could maintain representation in the latter whilst maintaining and growing peace with China. He also raised the question on how to focus on the right places in general and maintain presence in China.

On the topic of the Chinese market, Risher advised against having Alaska representation at trade show in that country during 2022.

Knapp then asked if the prices displayed on the slides were per kg or per package. McGinley responded that it must be per package, with which Yeasting agreed.

Lindoff mentioned the possibility of conducting an unofficial IMC meeting at the Alaska seafood pavilion at SEG 2022 in Barcelona, during set up day.

For the Japanese market, Lindoff reported that there had been a rollover of MAP and ARPA funding amounting to 100,000 dollars meant to fund a specific promotion, but the activity did not take

place. Therefore, the program has moved its focus to a partnership with 711 in which the objective is to promote Alaska origin. The goal is to build a strong relationship with this potential partner and maintain it over time. It is currently in the negotiation stage and consists of a new venture in the region. She also spoke of the current relevance of sustainability in the Japanese market and stated that it could help ASMI in establishing its credentials in that market. She reported on the work being done through our spokes bear, which she dubbed Sustaina-Billy, for whom a song that tells the Alaska story and how it is tied to sustainability was developed. She gave details about the consumer-focused campaigns that took place; about how the program's OMRs have provided insight into what truly works in that market and have been very helpful in developing a campaign that could move into the consumer space. She also reported that the animation and video style have been effective and have resulted in almost 8 million impressions. The goal for this region is to continue with this type of customized promotion. She spoke about their support in utilizing the RFM logo. She also reported that the Japanese market accounted for exports of 150 million dollars of Alaska salmon roe in the previous year, and that this will continue to be a main focus for the program. Finally, she explained that the overall goal would be to align with the industry and to push advertisements in the same trade space as our partners in order to boost each other. She also referred to the outstanding quality of the recipe content developed by the program representatives, and elaborated on their successful utilization of the program's Instagram account for the introduction of products and for fostering engagement, while aesthetically appealing to the Japanese market.

In relation to South East Asia, she reported that the budget had been increased, but continued to be modest in comparison to other regions. It is important to continue supporting this program, especially now, after two years of the Covid-19 pandemic restrictions. She reported that the program will continue to use ATP funding while it is still available, and that a bigger portion of their budget will increasingly be spent on trade shows, which might start to take place again. She also extended an invitation to visit this region during THAIFEX in the month of May. For the foodservice sector, she reported on activities, such as a chef cooking competition, in which distributors of Alaska seafood were also present, and pointed out the importance of this type of events to put the HRI sector in direct contact with suppliers within their market. For this region, she reported that the main interests are Alaska salmon, roe, and whitefish, opening possibilities to push surimi, mentaiko, sockeye salmon, POP, and flatfish. In relation to specific countries, regulatory problems have been solved in Indonesia, Thailand has reduced its mandatory quarantine to 1 day, by which tourism is expected to pick up again, and Singapore could be an interesting market for high-end products.

For Latin America, Lindoff reported a slight increase in budget. She emphasized the great quality of the work being done in the region by ASMI's representatives, and the need to continue using ATP funding, which will only be available for another two years. She asked Committee members to reflect on possible trade mission destinations in the region, updated them on the plans for conducting an inbound mission during the summer of 2022, and mentioned the importance of continuing in person interactions, which are necessary and had to be scaled back during the pandemic. She reported on an event conducted in Peru after which an ex-president and the head of the country's trade association contributed solve importing problems into the country. She also reported on a visit to Brazil in December of 2021, a country in which ASMI has been present for 10 years, where it has very important trade members, and where it is an example to other industry stakeholders about how to promote seafood in such a market.

For the global portion of next fiscal year's budget, Lindoff reported an increase in exploratory budget, which has been useful in the past to conduct remote activities in South Korea, Taiwan and

Australia. For markets of interest for which MAP funding could not be allocated, this budget line could be used, for instance, for conducting promotions or trade missions. It also includes funding for the RFM program, and to fund Susan Marks' participation in different conferences and events. As an example of past activities in connection with RFM, Lindoff spoke of the 18-minute TED-talk-style video produced by Marks as a response to a request by the Chinese market. She also reiterated her invitation to all in attendance to the upcoming conference track during SEG 2022 in which Marks will moderate a panel in connection to RFM.

To conclude, Lindoff explained that the proposed international program budget for the next fiscal year would mirror our current budget, with the caveat that the \$400,000 currently allocated to EEU might have to be repurposed or modified later.

Yeasting thanked Lindoff for her presentation. Fields requested more details about Brazil's mission and how the economy of the country is doing in order to justify future spending plans in that region. Lindoff expressed that there is a lot of potential in the Latin American region with potential to move reprocessing operations to Colombia and Peru for re-export into Brazil while benefiting from their advantageous trade agreements. She also reported investments in new products with the Alaska brand taking place in that market, in which Alaska is associated with reliability and trust, and also with high-value products. Lindoff explained that Alaska seafood has strong relationships in that market, and that although this coming fiscal year might be a challenging one due to shipping problems, resulting in products having to be sold in the domestic market, it is worth continuing to invest and diversify in that region. She explained that the Brazilian program is funded with 50 percent MAP and 50 percent ATP funding, which can also be utilized for developing the rest of the Latin American market. The Brazilian market, in particular, is strong for cod, and shows growth potential for salmon, pollock, and salmon roe.

Moving on to general comments about the activities presented by Lindoff for the International Program's different regions, McGinley added that Brazil is typical market, and that our OMRs should focus on lower value items, which could be better marketed there, instead of exclusively targeting the high-end market. He pointed out the importance of developing markets given the current political situation. Yeasting underlined the importance of exploring different opportunities in the Brazil, but also in rest of Latin America. Several Committee members supported the idea of making SE Asia program permanent after the two remaining years of ATP funding, and pointed to Australia and New Zealand as new potential markets that will be reopening to tourism. Janzing suggested doing promotions in Israel. Lindoff responded that it could be done with MATCH funding, and that it has not been tried before. Yeasting requested clarification about Mexico, and Lindoff explained that it is part of the Latin America program and that there will be a trade show in the country in May 2022. Knapp asked about market development in Africa, in big markets such as Namibia and South Africa, and Lindoff reported that a market study had been requested already to create a road map, and that we are currently waiting on grant approval from FAS. O'Hara added that his company has received numerous requests for freight pricing for Africa, and that he redirects the conversation to the price point that the inquirers are looking for, after which the discussion hasn't gone any further.

McGinley suggested the exploration of other possible markets for canned salmon in Northern Europe other than the United Kingdom, and expressed his support for the idea of premiumizing it and moving it from the bottom shelves to a more attractive placement. Knapp commented on canned salmon in Germany, and added that Portugal is already a strong market. Fields wanted to know more about how to

promote canned salmon. McGinley then commented that Alaska canned products are in a better position than Russian canned products, but expressed that it could be difficult to enter new markets, which has only been possible so far for processing. Kimball commented about price ranges and assortments of canned salmon, and added that the UK is a successful market for already made or other value increasing formats. He expressed that it is necessary for our industry to understand ambient seafood better because of its different price points and qualities. Yeasting commented that pouches and salads could also be interesting opportunities for such product types.

Yeasting moved to take a break for lunch from 12:20 pm until 1:15 pm, Knapp seconded. Motion passed.

Budget Strategy Discussion

McGinley started the discussion by asking if the budget allocated to the program in China could be reduced and the surplus shifted to South East Asia. Lindoff explained that MAP funding cannot be shifted into the latter, that, for the moment, only ATP funding is authorized. Cusack disagreed with this suggestion and added that the surimi category has continued to grow in China. Yeasting agreed in that there are many barriers in China, such as numerous testing requirements, and that it is important to keep these obstacles in mind. She agreed with McGinley about refocusing some of the that budget for new or emerging markets, and suggested a change in the messaging. Lindoff explained that innovations were taking place: for instance, the TikTok platform has been incorporated into retail promotions, and the Chinese program has become a leader in in ecommerce promotions, so much so that they are ahead of our other markets. She advised to continue releasing retail campaigns and promotions simultaneously, and proceeded to explain each of the budget lines for that program, adding that three chef related activities have already been eliminated in favor of other activities and strategies that could contribute more into making lasting contacts. She reported that because of the pandemic it would be necessary to start over with foodservice in the Chinese market as well as in Northern Europe.

To the general questions from the Committee about how often business reviews of our contractors are conducted, Lindoff reported that it takes place every five years. Kimball suggested that, given the current political situation, and the available budget, he recommends more flexibility. He suggested making a final decision by May, when the International Program Director will present the budget to the Board of Directors. Lindoff responded that the program the decisions for the EEU budget are already being kept open until such a time, and that she does not recommend having another program in a to-be confirmed-status. Yeasting posed the open questions to Committee members if they wished to further discuss that topic. No comments were made. Therefore, Yeasting suggested that the Committee move to approve the draft budget for the International Program.

Motion: Janzing moved to approve the budget, Knapp seconded. The budget passed unanimously. Finally, Yeasting remarked on how strong the program is and on the many regions that are being targeted. Knapp added that the work being done is excellent.

South Korea Tagline and Market Discussion

Spofford started by commending the great work that the OMRs had done so far in that region by getting the logo on packaging. She then presented the packages currently being sold in South Korea, which were developed by our representatives in Japan. For South Korea, they have come up with three options featuring the tagline 'Tasty and sustainable Alaska seafood.' Spofford recommended using option A because it is aesthetically pleasing.

Motion: McGinley moved to approve the use of option A, and O'Hara seconded. Yeasting asked if anyone opposed, none did. Motion passed.

Spofford then briefly mentioned the work being done in Taiwan, Australia and South Korea in partnership with Costco, and also reported that the tagline would appear on light boxes in the stores. She also did a brief overview of Atka mackerel and yellowfin sole sales in the region during the month of January in connection with the promotion, and added that the campaign would continue through December 2022.

RFM presentation

Susan Marks, Sustainability/Certification Advisor for the RFM program, thanked all in attendance for the opportunity to present. She reported that a renewed memorandum of agreement had been signed with CSC, the new owner of the program, and explained the importance of new consumer research for the program as well as for ASMI. She explained that it is being conducted for the domestic market with Data Essentials, who will then present it in depth to the CSC board. This research touches upon topics such as the importance of labelling at retail, the attributes that are important for certification, and the demographics of consumers. She reported that among the attributes are freshness, low level of mercury, wild caught, and origin, the latter is one of the highest ranked. Marks observed that other logo and certification options, such as MSC, do not show origin, and that it is crucial for consumers perceptions of sustainability, safety to eat, responsibly managed. In conclusion, it was found that 24 percent of the 750 people surveyed would pay 10 percent more if those attributes were guaranteed by certification.

Marks then went on to explain an infographic about how to put the logo on packaging. She also reported that the program has finalized the shared chain of custody certification with Iceland, and that they will now move onto doing the same with Gulf States and Japan.

She remarked that there is a new product being launched with Trident Japan that includes the RFM logo, and that another ongoing venture is the assessment of Pacific Whiting, the first non-Alaska fishery to do so.

As for collaborations with other programs, Marks spoke of one with FishChoice, an online platform used by chefs to look for ratings and certifications programs for the species they work with, and another with the Monterey Bay Aquarium Seafood Watch from which they wish to obtain their benchmark. She highlighted that the goal is that the RFM logo reaches the same places and recognition as MSC.

Marks also told attendees about the efforts to develop a chain of custody that is more affordable for direct marketers, for example, for BBRSDA. In relation to this, Fields asked if Bristol Bay is taking ownership of their products and wanted to know why they should be interested in obtaining the certification. Marks explained that it would be for a subcategory of the total of Bristol Bay fishermen, and that that salmon fishery as a whole is already certified. The role of RFM in that case would be auditing the whole downstream starting at the first point of landing, that is, auditing all companies that take ownership of the product, such as processors and distributors. Marks also pointed out that ASMI's new website links to the RFM website, and invited Committee members to attend the RFM panel discussion that she will moderate during SEG 2022 in Barcelona.

Okano asked if herring could be certified by RFM Alaska, to which Marks said yes, and explained that a client group has to represent the fishery, and that this process is currently ongoing in Japan.

Yeasting thanked Marks for her presentation. Kimball added that all Alaska companies that already have RFM chain of custody should take advantage of the opportunity and use the logo on all their packaging. He encouraged all attendees to have this discussion with their respective team in order to get recognition for Alaska RFM as a program. For Trident, he reported, it is an ongoing effort, which took them a lot of work, but has showed positive results.

Trade Shows Discussion

Abi Spofford and Nicole Alba offered an overview of upcoming events for the rest of calendar year. In regards to inbound missions, they presented the possibility of a group of Latin American buyers (Brazil, Colombia, Mexico, Peru) visiting Sitka or Ketchikan. McGinley suggested they add Petersburg to the list of possible destinations. Knapp suggested Nome, and Fields suggested taking them to places like Kodiak or Seward where cod fishing or processing could be observed, given the importance of cod to the Brazil market. Spofford and Alba then reported that on the first week of August a German trade mission lead by Transgourmet would be coming to Alaska, and that they were currently recruiting the buyers interested in participating.

In relation to outbound missions, they mentioned the possibility of visiting Southaast Asia, in particular Thailand, based on current Covid-related travel procedures. They suggested visiting before THAIFEX, which will take place in mid-May, and also mentioned another two options to visit Singapore before respective trade shows in that country to take place in September. O'Hara inquired about visiting Vietnam. Spofford replied that based on the region's OMR report, Indonesia would not be an option, but Vietnam could be. Nonetheless, Thailand is her top recommendation. O'Hara then shared that he visited Thailand in 2017 and that there were problems related to freezing capabilities, which he hopes are now improved.

Yeasting asked the Committee about their interest in voting for the suggested outbound missions. Knapp expressed interest in the Thailand mission. Kimball spoke about sales in Singapore, on the pertinence of exploring new opportunities there since it is not an established market, and on its potential for luxury items. However, he added that it is very far away, and that it is more of an end-user market, as opposed to offering processing opportunities. He commented that for his company, it has been an interesting market for black cod. Lindoff added that ASMI would be exhibiting at the three shows mentioned in SE Asia and that it would be interesting to associate a trade mission to those trips, if the pandemic permits. She added that waiting until the second half of 2022 could be another possibility in order to have a multi-destination mission to the region. McGinley then asked about nearby markets to Singapore. Lindoff explained that some options could be Malaysia, Indonesia or Hong Kong. She also explained that one of the two shows in September would be better attended, and could actually be the best option for a trade mission, and concluded by saying that it was necessary that Committee members made a decision about which of those two shows they would be interested in attending.

In O'Hara's opinion, a show in Singapore would be focused on the high-end market and would not offer potential for raw materials. For him, Thailand and the surrounding countries would be more valuable for processing, and even for retail. McGinley spoke in agreement with the idea of looking into processing possibilities in those markets. Lindoff remarked that in terms of timing, May would be too soon and, thus, inconvenient, and commented that Vietnam or Thailand would be a lot more interesting for a stand-alone mission, instead of associating it with THAIFEX. She suggested that the trade mission to those regions would be best suited in association with one of the trade shows during the fall. Risher suggested waiting until all countries of interest are open, which could be in September. Kimball then inquired about

attending a seafood show in Japan, to which Knapp commented that he had done so many years ago. He added that reports were good for pollock roe, but were USSC contingent. Kimball commented that the show in Japan was not well attended due to bad weather in July, and suggested researching the possibility of attending it because it has become a larger show that represents a lot Alaska fish buyers. McGinley commented on Dubai being an underrepresented market, and referred to Africa as well. He expressed interest in reprocessing potential in the latter. He also added that Saudi Arabia has opened for tourism, and that it would be an interesting destination for a trade mission.

Lindoff asked Committee members about which show they would prefer to attend in the fall, and added the future possibility of Dubai Seafood Expo at the end of September. She also reported that ASMI's Executive Director, Jeremy Woodrow had just returned from an USDA sponsored exploratory mission to Dubai, and that the international program would be soon sending out trade leads from that mission. Lindoff explained that the funding for attending shows in that region would come from the global line of the budget.

In relation to a trade mission to Latin America, Spofford and Alba mentioned Peru and Colombia as possible destinations, or even Brazil, for which the preferred timing would be early December 2022 or early March 2023. McGinley asked if Colombia as more of a reprocessing market or consumer market. Kimball replied that he was aware of Peru being both a reprocessing and consumer market, Ecuador was better suited for reprocessing, and Colombia was currently more of a consumer market, but had great potential for processing and storage, and a high interest in calling out Alaska origin in packaging. He also explained that the countries more to the south of the continent offered opportunities for surimi. Lindoff explained that it depended on what the industry was trying to accommodate. If it was reprocessing, then our effort should be on following up on the work started with Peru, with the nuance that the budget availability is only for the next two and a half years, and there is still five-years' worth of work to be done. Yeasting agreed with Kimball's comments about Ecuador and Peru, to which he added that Panama could also be an option consumer interest since it conducts business in USD and the commerce for Latin American runs through or has some relation with Panama. He also underlined the importance of Costa Rica as international destination for food service, and for other reasons.

O'Hara added that he would participate in the trade mission to Peru. McGinley expressed his interest in determining if Colombia was more of an affluent consumer market, and about exploring the possibilities of reprocessing in that country, likewise for Brazil.

Yeasting concluded by requesting Spofford and Alba to share the presentation about the possible destinations for outbound trade mission with the Committee.

Species update

Ground fish: O'Hara alluded to the complexity of the flatfish market, citing yellowfin sole and fillet demand in general, and the rising cost of producing H&G. He reported on the huge demand for those species in Europe, Japan and US for finished products. He also emphasized the difficulties related to the logistics issue preventing the industry from transporting their products to where the demand is. Lastly, he reported that the domestic demand for big sizes in the US has remained stable.

Atka Mackerel: O'Hara reported that Japan restaurants remained closed, and that 50 percent of that market corresponds to the HRI sector, the other half being retail. The industry is hoping that they will soon

reopen. In terms of retail, the sector is doing really well, selling well at the price point. There is no other market so far for this species, for which SE Asia could be a possibility, as well as for rockfish.

POP: O'Hara reported that the destinations for this species are the Japanese market or China for reprocessing and then re-exporting to Japan. The retail sector continues to go well. He added that the industry is trying to grow their market share in Spain, Portugal, and Germany through the port of Rotterdam. In his opinion, RFM certification and competitive pricing should help to get back market share in China away from Norwegian products.

Alaska Pollock: Knapp explained that the last reported catch for this species was 1.1 million MT, which was lower than in the previous year. Global pricing has adjusted to keep up with freight. Logistics costs have gone up, but price increases are better in some places. The formats seeing more demand are surimi, pollock roe, pollock blocks, and muscle meat products. He also reported that pollock roe auctions would take place in March and April of 2022, and the first one would be held in Japan and not Seattle because of Covid-related unpredictability. As for oil and fish meal, the market is strong due to the demand for aquaculture and nutraceutical goods. In particular, Japan and South Korea present a higher demand of pollock roe. Knapp spoke about current difficulties in obtaining inventory information. He explained that there has only been access to generalized approximations of around 60,000 to 80,000 tons, but no specific number. Finally, he foresees that the industry will need help in international markets when prices are high for pollock products, because it will be harder to promote them in the domestic market.

Pacific cod: Peterson reported that things are going well, except in relation to logistics, and added that there is room to revisit demand-supply. He spoke of a 20 percent increase in prices, and of buyers' requests to lower them. He remarked that there are many freight price disparities among the main ports, making it difficult to keep traditional markets and customers satisfied. Peterson characterized the species situation as a complex one, and expressed the need for freight subsidization. He stated that, in the short term, the outlook was positive, with business cycles of expansion and recession. However, he also made it clear that export markets are struggling.

Salmon: McGinley reported that canned pink salmon saved their operations. In terms of frozen, it was very difficult to compete with the large catch and surplus offered by Russian producers. For sockeye salmon, he reported a good situation due to complete selling out of raw material. He spoke of interest for keta salmon for the Brazilian market that did not materialize due to high pricing. In general, one of the main struggles for season is fish size. The current average fish size is small and makes it hard to sell to smokers. There is also a big price difference among sizes. For salmon roe in particular, he reported that the main traditional markets are Japan, Russia and Eastern Europe, but that the invasion of Ukraine has brought many problems. In his opinion, some countries in the region might help mitigate the loss of the Ukrainian market, but not substantially. Finally, he explained that green roe was no longer being processed in the Ukraine and that new solutions must be found.

Also, for sockeye salmon, Janzing reported that both demand and prices were strong. For the coming season, record runs are projected in Bristol Bay, but it is uncertain if this will also result in a record catch. He also expressed that the average fish size of 2 to 4 is challenging. Nonetheless, he spoke positively of the outlook for next season. McGinley followed by saying that he congratulated ASMI staff for their work in general, and particularly at trade shows, in the promotion of different species salmon.

Shellfish: Yeasting reported that, in Kodiak, the harvest of Dungeness and king crab is being managed and that quotas were up to 10, 15 or 20 percent in different standards sizes.

Halibut: Yeasting commented that there doesn't seem to be a lot of management in the fishing of this species overseas.

As part of a final general discussion, Kimball commented on the shift of the domestic market, which is bringing lifts and opportunities, especially for salmon and cod. He expressed that it is the Board of Directors' intention to support ASMI's Communication Team to best manage the challenges brought by such rise. Yeasting added that the efforts in educating consumers on how to best cook seafood are giving traction to this phenomenon. McGinley remarked on the importance and impact of the dramatic rise in transportation costs, to which Kimball added the increases in labor cost and the challenges in logistics, and possibly with fuel.

To conclude, Yeasting reminded Committee members to prepare comments and questions for their upcoming meeting on set-up day of SEG 2022 in Barcelona.

Adjournment

Yeasting moved to adjourn, Janzing seconded. None opposed, motion passed.