

2017 IFFO

ANNUAL REPORT



IFFO

THE MARINE INGREDIENTS ORGANISATION

2017

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Introduction

Welcome to our second Annual Report which, like the 2016 issue, is intended to give a summary of our work for those that don't know IFFO and, for those of you who are already IFFO members, a round-up of news and activities you might have missed during the year.

The defining issue of 2017 for me was the crystallising out of the new landscape for feed ingredients. We have had the drumbeat of the alternatives to fishmeal and fish oil for some time now but suddenly "5 years away" has come a lot closer to reality, any uncertainty over whether the alternatives we have heard about for so long would actually come to market was dispelled by the evident support from major companies and institutions – Cargill buying into Calysta being a good example. A tipping point was passed and the need to redefine and reposition marine ingredients in this new, more crowded landscape is now.

The role of IFFO in this is to support

our members by not only warning of challenges to our industry and providing an understanding of their nature but also to assist with the response. 2017 saw a step change in our approach to technical research projects, with a suite of projects signed off by the IFFO board in Washington DC to generate evidence to protect our market share. Fortunately we have a great story to tell, a ready interest from consumers who see natural feeds for farmed animals as a marketing plus (think grass-fed beef) and a strong message about responsible production and respect for our oceans.

Membership grew once again and we ended the year with 235 members in 41 countries, setting another record and allowing us to offer services to more businesses in the increasingly global marine ingredients industry. Thanks to all our members for your continued support, the IFFO team and our board of directors for their advice and guidance.



IFFO DIRECTOR GENERAL
Andrew Mallison



Membership

IFFO has enjoyed another year of growth with 235 members from across 41 countries at the end of 2017. IFFO's global reach covers every continent, with over 50% of the world's production of fishmeal and fish oil coming from our members. Over half of our new members in 2017 are based in South America, a strong region for our industry, and the second area of growth is South East Asia. In regards to the type of companies, 7 new trading companies joined as Non-Producer members and 3 Indian fishmeal and fish oil producers joined as Producer members. IFFO's success is down to our strong and longstanding member following, as demonstrated by the quotes below.

"IFFO does an excellent job at keeping us up to date with regulations to ensure continued market access and the renewal of licenses, especially for our biggest market, China. IFFO's statistical and technical information provide vital market insight which helps our business thrive."

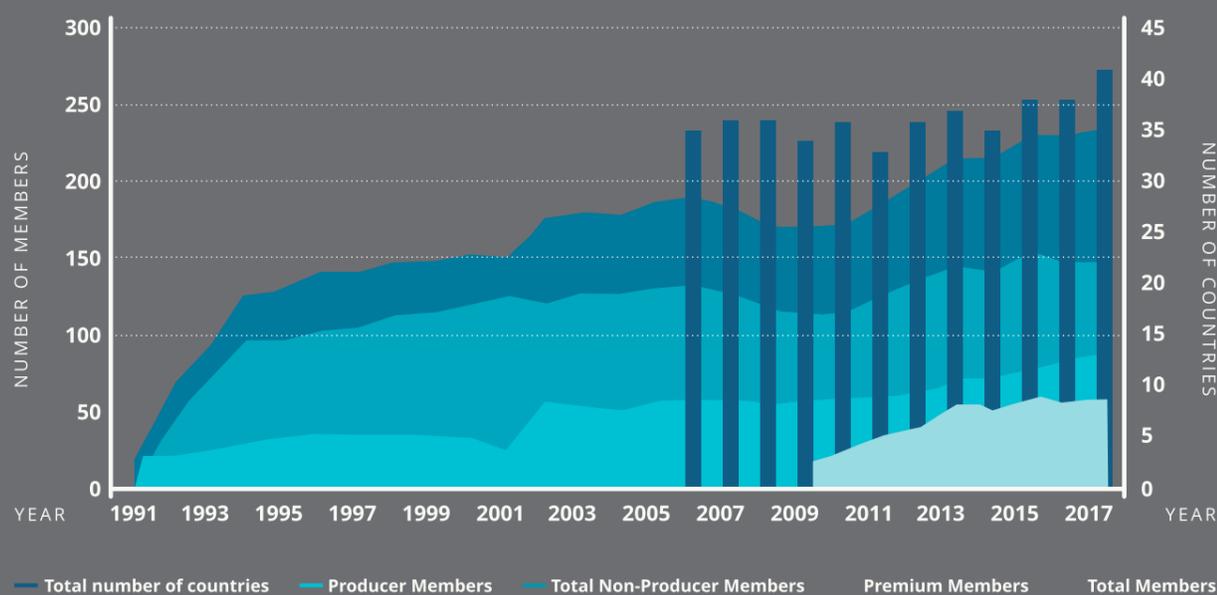
Jostein Rortveit / American Seafoods Co.

"IFFO's production, trade and business news updates are key to our mission of understanding the underlying fundamentals of the business."

Jon Tarlebø / Norsidmel

Total number of IFFO Members in 2017

Note: Figures for 2002 onwards relate to IFFO members following merger of IFOMA and FEO



Stakeholder Engagement

With our members as the core focus of our work, we strive to be a networking hub, information source and representative for them; while encouraging them to meet the high industry standards expected of our organisation. Beyond our members, our key stakeholders include non-members, academia, regulatory bodies, governments, NGO's and industry press. Our events pull together all these key groups, allowing for knowledge sharing and networking. Beyond our events we constantly liaise with press to shape discussions and act against misinformation, as well as publicising our work. Finally, we work on multiple levels to engage with industry regulatory bodies, governments and NGOs to guide discussions and ensure our members and industry are fairly represented.



IFFO Events

For over 50 years, IFFO has been holding the go to events for the industry. The first in 2017 was the Members' Meeting held in Barcelona and the second was the Annual Conference held in Washington. Both events provided delegates with a rich array of discussions on industry developments and market news, as well as copious networking opportunities. The host country of the Annual Conference rotates each year between America, EMEA (Europe, Middle East and Africa) and Asia Pacific. The Members' Meeting alternates for two years in Miami and then one in a European city. With delegates attending from across the marine ingredients supply chain, the events provide ample business opportunities.

Barcelona's Members' Meeting broke the record for delegate attendance, with over 150 delegates attending from 25 countries. Over the years this meeting has transformed from a small and informal gathering of producers discussing the first fishing season of the year, to a program of presentations, forums and keynote speeches more like the IFFO Annual Conference with a range of participants including producers, feed companies, traders and brokers. Discussions and

presentations covered updates on supply and market trends of marine ingredients and other commodities, China market update, and Peru's Minister of Production, Sr Bruno Giuffra, who gave a presentation on the new administrations support for trade and science in our industry.

IFFO's pinnacle event in 2017 was the 57th Annual Conference, held in the vast and historic US capital of Washington DC. The conference was attended by 400 delegates from 37 countries and included 47 presentations from leading industry scientists, case studies on countries and specific industries and analyses of latest market trends. For three short days, the IFFO conference was the heart of the marine ingredients industry and gives delegates a unique chance to share, engage and plan together. Presentations included the USA's National Fisheries Institute's John Connelly giving a fascinating insight into the host country's seafood market and warned the global industry to keep a close eye on US trade policies in this turbulent period. There was a strong focus on both nutrition and sustainability, with presentations on quality feed by Loch Duart's Andy Bing, GOED's Harry Rice on fish oil and cardiovascular science and GSI's Avrim Lazar on their zero waste imperative.

Quotes from IFFO delegates

“The conference is a good middle point in the world for all sides of the industry to re-connect, or establish new relationships. As per usual, IFFO staff were always willing to help and assisted beautifully with all requirements.”

“It was my first event, and I wanted to understand the dynamics of the industry and the main players. The conference did this, I made valuable connections and learned a lot.”



IFFO hosted 1,082 delegates across 5 events in 2017



The conference came to an end with the presentation of the announcement of the winners of the IFFO Awards. Danish feed company Aller Aqua (IFFO Non-Producer member) won a Leadership and Innovation Award for their expansion work in Africa, delivered by implementing a strong management structure and taking a responsible approach and focussed on CSR. IFFO Producer member American Seafoods Co. won a Leadership Award for their work in driving fisheries improvements in their industries, such as MSC certifications of the Bering Sea/Aleutian Islands and Pacific hake fisheries, both posting the highest MSC scores in any whitefish fishery. In China, over 400 delegates attended the 4th IFFO/JCI Fishmeal and Fish Oil Forum, held in Sanya City. As our main China event, this forum gives IFFO the opportunity to explore all areas of the Chinese market, looking at

both internal and external influences. Presentations from Evergreen Feed, Grobest and Hayduk gave business insights on the China market, as well as highlighting key areas of growth in Vietnam and Thailand.

Finally in South America, IFFO held two training seminars on China regulations in Lima and Santiago, attended by 75 members. Now in the fourth year since inception, the seminars are run by IFFO's China Director Maggie Xu and provide a succinct introduction to the complex series of Chinese regulatory bodies for our industry. These include: the Ministry of Agriculture, the General Administration of Quality Supervision, Inspection and Quarantine (AQSIQ), the National Health and Family Planning Commission, and the China Food and Drug Administration.

Press engagement

IFFO's role in representing and defending the industry is a core part of our work. In 2017, we expanded our communications work, doubling the output of press releases from the previous year. With a total of 17 press releases and 9 opinion editorials in a variety of trade media, there was an average of 15 press clippings a month, an increase from the average of 5 clippings per month in 2016. Our press releases cover all our latest events and research news, while our opinion editorials and position papers aim to shape discussions on the sourcing and use of marine ingredients. To give more a regular insight into IFFO's activities, we launched a blog, allowing staff to post updates on their travels and provide more in-depth insights into trending discussions.

2017 was a year of ongoing engagement with the press and other writers on the subject of fishmeal and fish oil replacement. One of our key areas of focus was the F3 (Fish Free Feed) Challenge, where we successfully combated any misinformation that was circulated from this contest. IFFO's Andrew Mallison led the debate through interviews, panel discussions and press releases, concluding that

“the F3 competition ignores fish health, mitigates against recycling of fish processing waste, promotes untruths and has not resulted in any true innovation. It is a great shame that those well-meaning contributors to the prize fund have been misled by this misguided campaign.”



Mallison came to the defence of the industry again following misreporting of a scientific paper on fishmeal and antibiotic resistance in *The Economist*. Mallison responded saying *“Your article makes very sweeping generalisations based on scientific paper that reports on a very small sample size...There is good evidence to suggest that the use of fishmeal in fish feed is actually therapeutic, contributing to better gut health and immune systems, making farmed fish less likely to need treatment with antibiotics. To write an opinion about a 5 million tonnes a year global fishmeal industry that is making a significant contribution to global nutrition, we would urge seeking more evidence than this one study.”*

IFFO's Neil Auchterlonie led discussions in the technical sphere on areas such as forage fish dependency ratio (FFDR), plastics and microplastics in the ocean environment; and the Fish In: Fish Out ratios (FIFO). In an article for *The Fish Site* questioning whether alternatives to fish oil are really more sustainable, Auchterlonie stated *“The important thing to recognise is the need for a basket of ingredients for fish and animal feed in the future, and the requirement for those industries to work together and be supportive in achieving the goal of improved protein supply. Progress will be hindered where one sector attempts to advance its own product at the expense of another – and particularly where the information provided on that sector is inaccurate.”* Auchterlonie also contributed articles to other magazines such as *InfoFish*, *International Aquafeed* and *Pets International*.

Finally, in an effort to challenge the common misconception that the fishmeal and fish oil industry are depriving local communities of valuable nutrition, IFFO developed a factsheet on the consumption of Peruvian anchovy. Written in partnership with Peru's National Fisheries Society (SNP), the factsheet looks at Peru's historic uses of fish, past initiatives and new projects to increase direct human consumption. It concludes by noting that after millions being spent by both the Government and the private sector, direct human consumption remains very low due to a lack of interest and uptake; but the use of anchovy in feed supports global protein production and is an extremely efficient way to contribute to global food security.

17 Press releases // 9 opinion editorials // An average of 15 press clippings a month.

Representing the industry

IFFO's team travel the world throughout the year to represent the industry at various industry events. In 2017, IFFO's team presented at 20 events and attended a further 13 events, across 15 countries in Europe, Asia, North and South America.

IFFO presentations were given at the following events:

- 2017 China Petfood Forum
- AIC Fish Feed Committee, UK
- Aquaculture, UK
- CAPPMA-FAO Aquaculture Summit, China
- EU Blue Bioeconomy, Belgium
- EU Fishmeal Annual Conference, Ireland
- FAO Fish Price Index Seminar, Sardinia
- FAO Regional Consultation on Responsible Aqua Feed, Thailand
- FEFAC Fish Feed Committee, Italy
- Global Aquaculture Alliance (GOAL), Ireland
- IFFO/JCI spring conference (on feed ingredients), China
- IMO discussions on IMDG Code, London
- JCI Autumn Conference (on feed ingredients), China
- North Atlantic Seafood Forum, Norway
- OECD-FAO agri-commodities workshop, Italy
- Plymouth University – Introduction to fishmeal and fish oil industry, UK
- Reading University – Sustainability of Aquaculture, UK
- Russian Fisheries Forum
- Seafish Aquaculture Common Issues Group, UK
- World Aquaculture Society, South Africa

Market Research

In 2017, IFFO continued its commitment to provide independent market information to its membership, aware as we are of the fact that members need reliable facts and figures in their day-to-day decision-making process. During the past 12 months the market research department has worked to identify new sources of information in order to expand and improve the contents of our analysis. Various channels of dissemination are used to circulate analyses and data such reports, presentations and infographics.

Data mining

What puts IFFO ahead of any other organisation is the ability of gathering first-hand information related to the marine ingredients sector from our own membership. IFFO's members represent in fact more than 50% of the total world production and between 75% and 80% of the total annual trade worldwide. Such extensive network of companies provides us with a constant and reliable flow of data on production, trade and prices, in addition to immediate updates on events potentially affecting the industry's performance around the globe.

Over the years, we have also worked to develop a close working relationship with various international bodies and governmental departments, with the objective of gaining access to otherwise unavailable information. We have continued to do so in 2017, reaching an agreement with the Faroese Fishery Department to regularly update our readers on the local quotas' fulfilment. Among other organisations with which we have a regular exchange of information are the UN FAO; the China Fishery Society and the Chinese network of ports; and the USA National Oceanic and Atmospheric Administration. All of them share with us statistics that we then circulate across our membership in various forms. Last but not

least, we draw on second-hand sources that gather and trade information in return for a subscription or a fee, centralising and thus diluting the cost of such data for our members. Prices of farmed animals or agri-commodities fall in this category.

In 2017, production and/or trade annual data for 110 countries were collected; monthly data for 40 countries and weekly data for around 10 countries. This is in addition to the various times series on prices and on production of competing commodities, whose length sometimes goes back to several decades. With the latest data purchases from Global Trade Atlas we are now capable of reporting trade statistics of fish meal and fish oil for the following 34 countries and regions: Argentina, Australia, Canada, Chile, China, Denmark, Ecuador, France, Georgia, Germany, Greece, Iceland, India, Indonesia, Italy, Japan, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Norway, Panama, Peru, Russia, Senegal, South Africa, South Korea, Spain, Taiwan, Thailand, Turkey, United Kingdom, United States. In 2016, we reported only on 29 of them.

Reports

By making use of all the gathered information in 2017 we produced:

IFFO Report / Number published / Languages

Weekly Report / 52 / ENG. SPA. CH.

Monthly Report / 12 / ENG. SPA.

China Market Outlook / 11 / ENG. SPA.

China Port Stocks Report / 12 / ENG. SPA.

Trade Report / 1 / ENG. SPA.

Annual Report / 1 / ENG.

In addition, at the Washington Annual Conference in October 2017 we presented an updated Annual Yearbook, a publication that has become a reference point for the industry over the years. The IFFO Annual Yearbook is in fact the only publication in the world containing estimates on fishmeal and fish oil production.

Presentations

During the calendar year, the department of market intelligence prepares and gives several presentations to different audiences on the latest global trends in the fishmeal and fish oil markets. The new data collected are always presented first to the IFFO members during our recurrent Members' Meetings and Annual Conferences. What makes such presentations unique is the fact that on one hand they provide the only thorough investigation on the global production, country by country, for the previous year; on the other hand they offer a projection of what people familiar with the industry expect in terms of production for the months ahead.

Given the thoroughness of these analyses (carried out by relying on a record number of 80 different sources) the UN FAO in 2017 requested IFFO to present in 3 different occasions, twice in Italy and once in China, so to instruct on the marine ingredients latest trends different crowds within the organisation.



Infographics

Since 2017, a portion of our data is reported almost live on the IFFO website under the form of infographics. By updating such interactive graphs as soon as the relevant information becomes available, we offer to our members a quicker update on important information such as prices, production and quotas fulfilment. We currently provide the following information in our infographics section:

- a) **Weekly data:** raw material, fishmeal and fish oil production for countries reported in the Weekly Report, plus the Peruvian daily catches by port.
- b) **Monthly Data:** raw material, fishmeal and fish oil production for countries reported in the Monthly Report, plus the cumulative values for current and previous year.
- c) **Annual Data:** time series of global production of fishmeal and fish oil by country.
- d) **Quotas:** daily or weekly quota fulfilment for Peruvian, Danish, Norwegian and Icelandic species used for reduction.
- e) **Prices:** weekly Peruvian fishmeal and fish oil price updates.

Since the launch of this service almost **500 total views** have been reported, suggesting that members find it an additional informative tool. On the back of this positive feedback more information will be reported in the form of infographics during the year 2018.

Ad hoc queries

One service that has grown in popularity in 2017 is the submission by members of specific individual queries. Such queries usually require IFFO to report in a excel spreadsheet small or big chunks of our datasets, so that individual companies can feed their own internal datasets and analytical models. Overall we received around 60 of such ad hoc queries in 2017, and our time response ranged from a day to a month depending of the size of the task requested. This is a service that IFFO has always offered to its members, but it is only with the expansion of the market intelligence department with the arrival of Meng Wang (China Analyst) and Joe Thompson (Membership and Business Manager) that we have been able to manage such a sheer number of members' queries. Should the number of queries continue to increase, IFFO may explore ways of reporting on the IFFO website the most sought-after bits of our databank. This should allow members to download the needed data at any time and relieve some pressure on the research department.



Technical Update

With an increasing focus on technical projects occurring over time, IFFO is showing some considerable investment in the area of science and technology. This is a reflection of the importance of this work to IFFO members' businesses, and a need for technical information to inform business decisions.

Ongoing Projects



Two technical projects continued delivery through 2017, and two new projects were also commissioned early in the year. Prof Ray Hilborn and his team at the University of Washington in the USA continued on the delivery of science focused on the management of forage fish stocks. The highlight of this work during the year was a paper published in the journal Fisheries

Research which questioned the assumptions in the Lenfestreport on the impact of harvesting forage fish stocks on predator populations. The publication of the paper was accompanied by a press release, some marked media attention and, ultimately, a letter from the Lenfest authors in response. It was very successful in raising the profile of the work and adding some scientific detail into the debate. With several more papers in progress from Ray and his team we can look forward to similar situations arising in the near future.

The other live project that was underway throughout 2017 was the work being undertaken by Nifes on the safety of ethoxyquin as an antioxidant in animal feed. Antioxidants are essential to the viability of the fishmeal sector as they are used to stabilise and protect fishmeal during transportation. The EU is reviewing the safety of all animal feed additives, including antioxidants, and ethoxyquin is within that process. The European Food Safety Authority (EFSA) published an opinion on ethoxyquin in November 2015, within which there was a request for additional data. The work in this project sets out to adopt a recognised approach in evaluating safety to farmed fish, the consumer and the environment, and thereby provide some of that additional information. The work is due to report early in 2018, but as the information is to be supplied by Nifes to EFSA for review, via the European Commission, we cannot go into the detail of the work here. The study was co-funded with IFFO by the feed companies Biomar, Cargill, Marine Harvest, Skretting, as well as Europharma, and reflects the importance of the antioxidant to both the fishmeal and feed industries.

The two new projects commissioned during the year are also of significance. With the advances that the industry has made

generally in the management of forage fish stocks used as whole material for production, critics of the fishmeal industry have tended to focus on some of the issues around fishmeal manufacture in SE Asia where there are recognised to be some ongoing challenges. In addition to the management of fisheries, there have also been some concerns voiced over social issues, which has again caught the attention of many of the wider seafood industry's critics. Recognising the opportunity to promote some changes, IFFO joined forces with the Global Aquaculture Alliance (GAA) in co-funding a project that aims to address where changes may be made, as well as drive potential recruitment of new members for IFFO. The work on South East Asian Fisheries and fishmeal production is set to provide some important information over time and hopefully also some recruitment into IFFO's members' ranks. The contractor for the work, Duncan Leadbitter, will be known to many, and there was much interest in the project when the initiation was accompanied by a Press Release.

The environmental impacts of food production have drawn increasing attention from academics worldwide, and the animal feed sector is also becoming part of that analysis. Through FEFAC, and by invitation from FHL, IFFO has also become involved with a project that aims to gather data and information in support of producing a full Life Cycle Assessment (LCA) of salmon feed in Europe.

FEFAC has been working on a Product Environmental Footprint (PEF) project for animal feed which aims to quantify the environmental impacts of animal feed ingredient production within a recognised scientific approach of LCA. Known as the "GFLI" project since it dovetails into a current project being delivered by FEFAC, this work in conjunction with Dr Friederike Ziegler of the Agrifood and Bioscience department of the Research Institute of Sweden and Blonk Consultants in the Netherlands, has made some good progress, and thanks are due to those members who have already provided some much-needed data to help populate the database and give an accurate view on the industry. Some interesting data comparisons will emanate from this work, and it is clear from some of the preliminary work that fishmeal does not carry the comparatively high environmental costs that are often implied.



Antioxidant trials

An extremely important ongoing area of work is our commercial scale trials on fishmeal stabilisation with antioxidants. Again, much thanks are due to TASA for their help and assistance in providing fishmeal and space for the trials, not to mention the time and effort it takes to undertake a production-varying concentration dosing of antioxidants. This information has been vitally important in informing the process for the amendment of text in the International Maritime Organisation's (IMO) IMDG Code (applying a reduction in the stated concentration of ethoxyquin, and an addition of tocopherols as a named antioxidant), which has been an important part of the IFFO business this year. Despite the continued use of antioxidants such as ethoxyquin for several decades by the fishmeal sector, the relative paucity of data on stabilisation under a variety of different conditions (with a variety of different fishmeals) is quite surprising. IFFO is working on improving that situation, and any members who may want contribute to this work with either data from their own work, or with the possibility of hosting some commercial-scale trials, are invited to make contact with IFFO technical.

Looking forward

2017 really represented something of a transitional year for IFFO technical projects. A great deal of planning was undertaken to look at both the subject matter and the mechanism for approval for projects by the IFFO board. The process seeks to ensure that the investment in science and innovation by IFFO provides benefit to IFFO members' businesses and secures the industry's interests in the long-term. By mid-year a spreadsheet containing a list of 41 possible projects had been constructed. The process aligned with the IFFO 2020 Vision and Mission work, and involved the Product (chair Helge Korsager) and Threat (chair Mark Griffin, succeeded by Mike Copeland later in the year) Liaison Groups reviewing proposed subject matter, refining the proposals and approving the direction of IFFO projects to be commissioned in 2018. Possible projects were signed off by the board at the meeting in Washington DC, and work is underway to get these projects commissioned. The subject matter includes the following: a more sophisticated way of looking at the Fish In: Fish Out debate (FIFO); fishmeal nutritional importance in salmon feed and other fed animals; novel antioxidants and/or techniques for stabilising fishmeal; the risk of antibiotics and bacteria-derived antibiotic resistance genes in the fishmeal supply chain. IFFO members can expect more information to be reported on these projects in the Members' Meeting and Annual Conference, as well as next year's Annual Report.

Regulation

As always, the technical team has also been heavily involved with work on regulation as this is part of our core business and providing information on government regulations and legislation is a service we provide to members. With the European Union's animal feed additives reauthorisation programme, and ethoxyquin specifically, drawing a lot of our attention, Europe has of necessity taken a lot of our attention. We have also spent time on Codex issues, with the development of the Codex Fish Oil Standard, and participation in eWGs (MCPDs and GE in refined oils; dioxins in food and feed). Our work with the IMO on the listing of named antioxidants is ongoing and with more work planned on the subject in 2018 we are likely to be involved with the IMO for some time to come.

China

Via the team of the IFFO China Office, we also engaged with the regulatory authorities in China on the development of the new fishmeal standard, as well as the development of a fish oil standard for direct human consumption. We have found the authorities to be receptive in meeting and listening to our concerns, and following some fruitful information exchange we expect much follow up and progress from these meetings as we go through 2018.

Together with the team of IFFO China Office and on the Chinese regulations file, we are also developing more technical aspects of our work in-country. The China team themselves produce mini reports and at the end of 2017 published an article on yellow catfish industry in China, which covers both the technical and the market sides. During Neil Auchterlonie's annual trip to China in September, meetings with representatives of several research organisations were held. It is quite clear that there is a wide variety of relevant science being delivered in China and we look forward to developing and strengthening these links over time.

IFFO Meetings

The technical session at the Annual Conference in Washington DC was packed out with a total of six external speakers, as well as presentations from Neil Auchterlonie and Gretel Bescoby of IFFO. In amongst all the technical information delivered, it was clear that a common theme emerged about how to use the results of the science to get government officials and regulators to improve the efficiency of regulation. We can expect much more effort on this in coming years, with the delivery of the work by Ray Hilborn and his team likely to be the most high-profile in this regard.

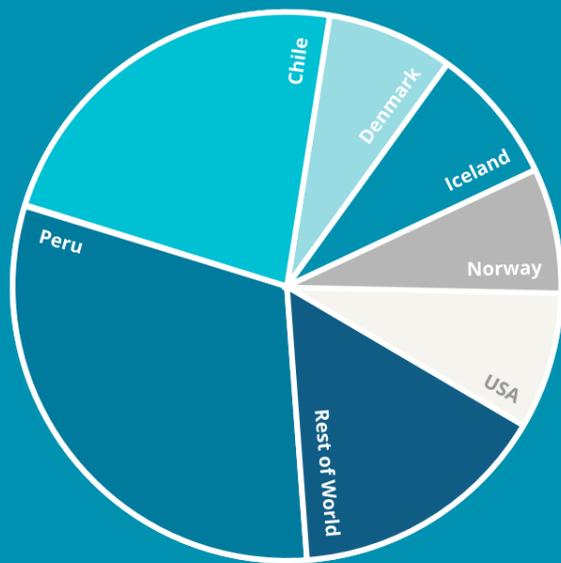


The Team

Although divided between three continents, with offices in London, Lima and Beijing, IFFO is a close knit team who unite once a year at the IFFO conference. The team has staff hailing from 7 countries speaking 7 languages, including Chinese, Spanish and Afrikaans. The Beijing office welcomed two new staff, Daisy Shu joined as IFFO License Administrator and Regulatory Assistant and Qiwen Zhang joined as Office Manager

and Executive Assistant. With a background in food engineering and food safety, Daisy has taken up the vital role of assisting IFFO members with licence applications in China, as well as leading a range of technical projects. Qiwen's experience as a project manager and as an interpreter has proved invaluable to IFFO and our members, most notably with the IFFO Annual Conference.

Governance



The new board then appointed a new President and Vice President for the coming term.

Leaving the IFFO board on 31st December 2017

- Dr M Griffin (USA)
- Dr A Giudice (Peru)
- Mr J M Tirado (Peru)

Joining the IFFO board on 1st January 2018

- Mr J Rortveit (USA)
- Mr G de Romaña (Peru)
- Mr F Ribaudó (Peru)

Re-elected on 1st January 2018

- Mr H Speziani (Peru)
- Mr W Martinez (Peru)
- Mr E Goycoolea (Chile) –elected as Board President for 2018/19
- Mr J C Ferrer (Chile)
- Mr F Zaldivar (Chile)
- Mr J P Andersen (Iceland)
- Ms A M Baek Jespersen (Denmark) –elected as Board Vice President for 2018/19
- Mr A O Hoddevik (Norway)
- Mr M Copeland (Rest of World)
- Mr H Korsager (Rest of World)

The Management Board of IFFO is made up from Producer members nominated by either individual countries or regions. Each director serves a 2 year term and is then eligible for re-election. In 2017, board elections were held for the 2018/19 term, with several changes as serving directors retired and new nominations were approved.

As part of the ongoing commitment to good governance, the Board instructed the IFFO secretariat to scope a governance review to ensure the organisation is maintaining recommended best practice. A plan for the review is to be submitted for approval at the Board Meeting in April 2018.

“It’s been a great pleasure working in such a wonderful team where everyone is very friendly and supportive! I really appreciated the opportunity of meeting with some of our members, and always happy to provide services and share my information with them.”

QIWEN ZHANG
IFFO China Office Manager and Executive Assistant



“IFFO to me is a warm family where we come from different countries speaking different languages but sharing the same goal. I like providing help and support for our members because that brings me a feeling of satisfaction and self-worth. Look forward to interacting with IFFO members more!”

DAISY SHU
IFFO License Administrator and Regulatory Assistant





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