COOKE AQUACULTURE SCOTLAND LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Future developments

Under the ownership of Cooke Aquaculture Inc the company will continue to strengthen, develop and improve while seeking to expand its production capability by natural expansion or by acquisition as suitable opportunities arise. No major structural changes are foreseen at this time.

Engagement with employees

The company continues to operate policies which are designed to help and encourage, wherever possible, all members of staff to realise their potential within the wide range of roles available throughout the organisation. Wherever suitable, vacancies arising are filled internally, and we encourage skills development through both external training course providers and internal training programmes.

The principle of equal opportunities in employment is supported throughout the company, and we oppose all forms of unlawful or unfair discrimination on whatever grounds – race, nationality, religion, age, ethnicity, sexual orientation, gender or gender reassignment.

Brexit impact

The EU remains a significant market for our product and therefore any change to the requirements for exporting our product to the EU, will impact our business. Although the trading position is now clearer, post Brexit, there is still some uncertainty in relation the movement of goods across some borders. We have implemented changes to our export process to ensure our product can be exported into the EU in an efficient and timely manner. We will continue to monitor developments and will take steps to mitigate the risks associated with exporting to this significant market.

Covid-19 impact

Our main markets have proven to be robust and trading continues at levels experienced prior to the pandemic. Measures put in place at the start of the pandemic have been maintained with operational staff continuing to exercise the high levels of hygiene already required at all the sites where biomass is located.

The demand for our product has not been adversely impacted with trading at a level similar to that before Covid-19. Any increase in costs related to Covid-19 safety measures have been offset by savings elsewhere, with a reduction in staff travel costs being a significant factor.

Greenhouse gas emissions, energy consumption and energy efficiency action

The following information is disclosed in accordance with the requirements of the streamlined energy and carbon reporting for large companies for the year 2020.

Energy usage purchased in the year is 34,215,779 kWh. Scope 1 greenhouse gases: 7,920 tCO2e.

Scope 2 greenhouse gases: 672 tCO2e Total greenhouse gases: 34,368 t CO2e.

This equates to 1.31 kWh per Kg of salmon processed.

Data is collated using the Financial Reporting software which identifies by relevant supplier, expenditure and quantity of energy purchased. There are various projects being undertaken to improve energy efficiency. Specifically, renewable, environmentally friendly and more efficient types of energy are being introduced where feasible. In addition, equipment has been installed to minimise biomass waste and recycling opportunities are being identified where equipment has needed to be replaced.