

SIDAN 2010

# MATORKA

THE WORLD'S FINEST ARCTIC CHAR

# 2023

# IMPACT REPORT



Matorka Ehf.

Ægisdaga 9

240 Grindavík

Iceland

**matorka@matorka.is**

### **Matorka**

Responsible producer of the world's finest Arctic char

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# INTRODUCTION



## Navigating Responsible Practices

In the ever-evolving landscape of aquaculture, sustainability stands as the compass guiding our journey towards responsible practices and environmental stewardship. This impact report serves to communicate our commitment to transparency, best practice, performance, respect and the pursuit of a harmonious balance between ecological vitality and aquaculture excellence.

We recognise the impact our industry can have on the delicate balance of marine life. In this report, we share our sustainability initiatives and the measures taken to ensure the health and well-being of the environments we operate within.

Embarking on a path directed by scientific precision, ethical considerations, and community engagement, this report articulates our efforts to not only meet industry standards but to continually surpass them. From ecosystem-friendly farming practices to responsible feed formulations, we navigate our commitment to sustainable aquaculture, setting a course for a future where our operations continue to thrive in tandem with the health of the planet. Above all, we look at nature, to guide us and support us in producing the world's finest Arctic char.

# Matorka – who we are

Matorka responsibly raises the finest quality fish in harmony with Iceland's natural environment and is recognised as a trusted and valued corporate citizen while working towards our vision of being the world-leading supplier of premium Arctic char. We seek excellence in every aspect of the business and are committed to best practice sustainability throughout the entire value chain, minimising environmental impacts while growing a culture of environmental stewardship throughout all activities and processes.

**Mat|Orka: Mat = Food and Orka = Energy. Food Energy.**

Matorka is an Icelandic land-based aquaculture company and was founded in 2010 by Icelandic entrepreneurs and sustainability advocates, with the goal of using environment friendly and innovative methods to produce premium quality fish in the most magical location.

Matorka operates as a vertically integrated entity, overseeing every facet of the process – from the meticulous hatching and nurturing of eggs and fingerlings to raising beautiful fish in pristine water to the careful processing of the finest Arctic char, ensuring a product of unparalleled quality. While our Arctic char finds high appreciation locally in Iceland, our premium product has also captivated markets in Europe and North America. This holistic approach enables us to deliver an exceptional seafood experience while maintaining the highest standards of quality, responsibility, and environmental stewardship.

Matorka is led by a dedicated and passionate team. We love fish. We love nature. We love Iceland. We love what we do.

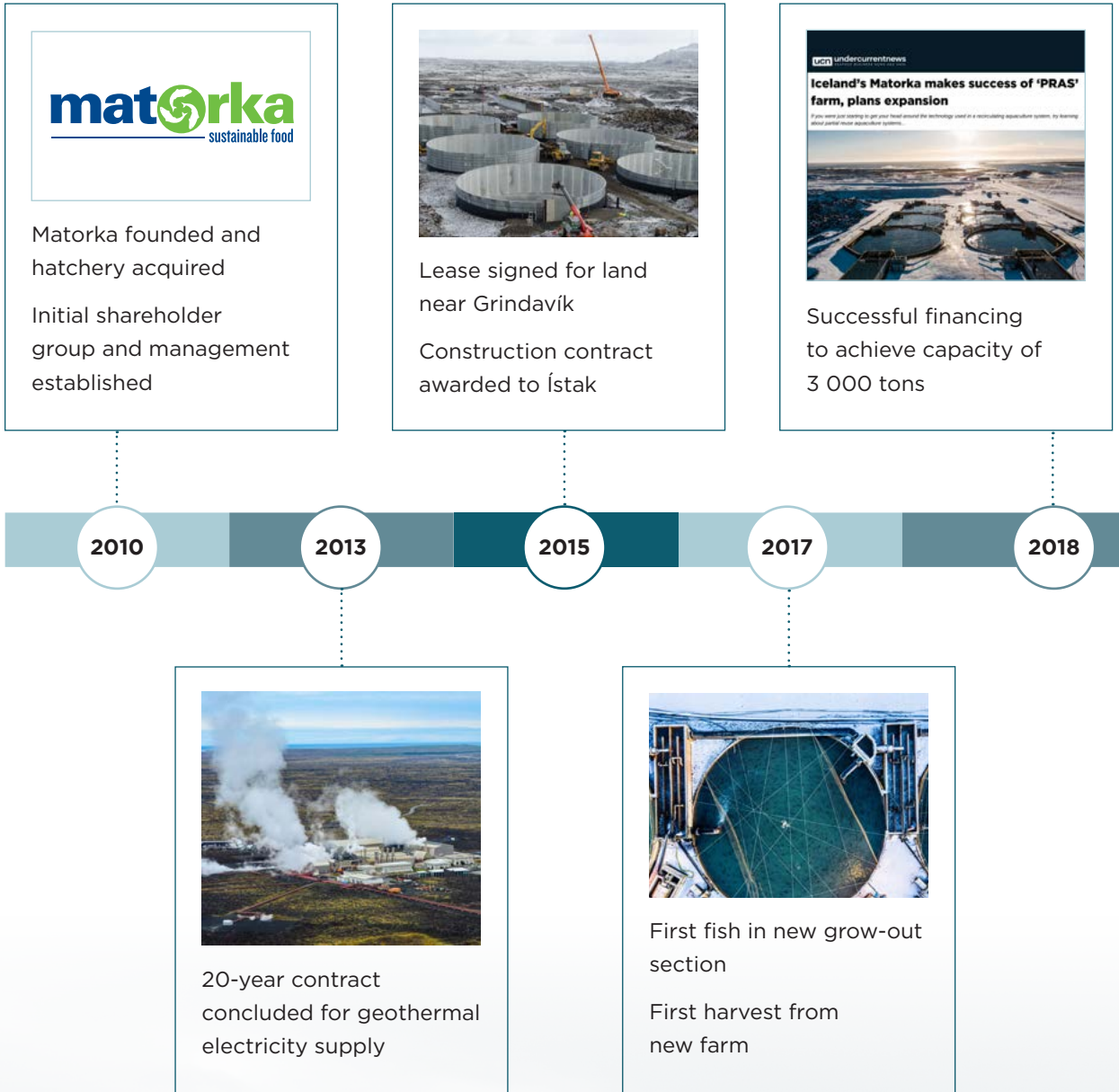
**1 Féllsmúli:** Matorka hatchery (eyed eggs to 10g fingerlings)

**2 Húsatoftir:** Matorka young fish facility (10g fingerlings to 100g fish)

**3 Hraun:** Matorka grow out facility (100g fish to harvesting)

**4 Hafnarfjörður:** Matorka processing facility and head office (since November 2023, previously Grindavík)

# Our milestones





License to hold 6 000 tons biomass granted  
Obtained Global GAP certification



Started construction of new broodstock facility



Launched the new Matorka brand

2019

2020

2021

2022

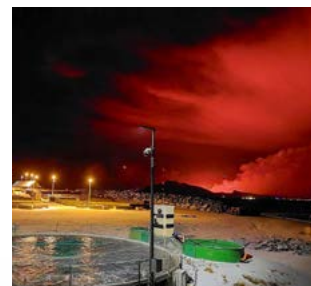
2023



Construction of 3 000 ton unit completed  
First Arctic char farm to obtain ASC certification

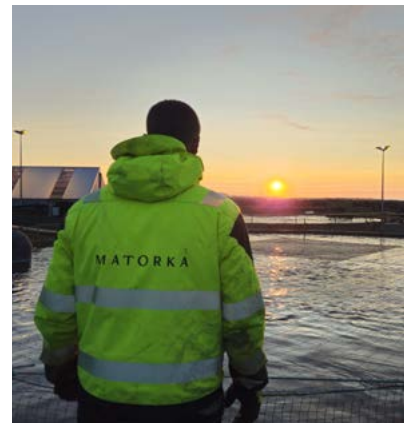
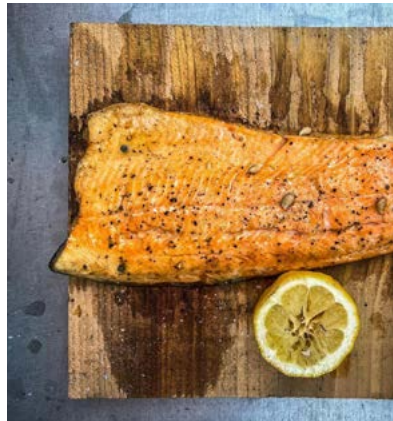


Ongoing support from new and existing shareholders to ramp up production



Navigated through the Grindavík earthquakes and volcanic eruption

# Our 2023 in pictures



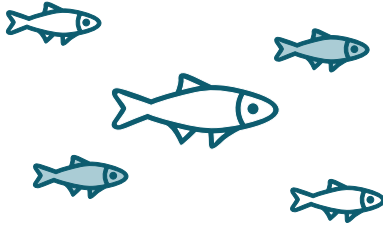




# Our 2023 in numbers

2.3

Million Fingerlings produced

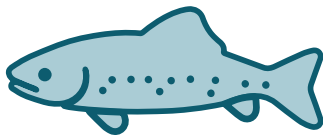
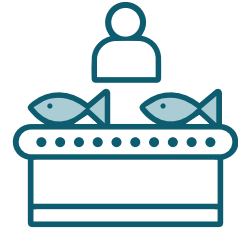


1 679

Total biomass growth in tons  
(110% y-o-y increase)

1 258

Total biomass harvested  
in tons (131% y-o-y increase)

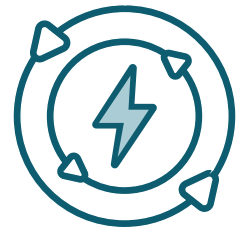


2.7

kg CO<sub>2</sub>e /kg of  
fish produced

Certified

ASC and Global  
G.A.P.

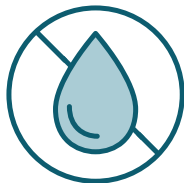


100%

Renewable electricity used

100%

Use of non-commercial water  
for all our farming practices

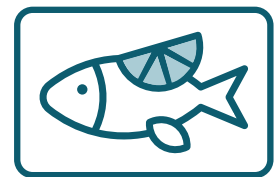


6 728

Total number of trees planted  
as part of our 10 year  
reforestation project

>1

Million premium fish  
harvested and processed



0.10

Forage Fish  
Dependency Ratio

>95%

Fishmeal and fish oil used  
derived from trimmings



43.6

FTE (full-time employees)  
at end of 2023



## A message from Christo, our CEO

Even though sustainability has become a term that has been diluted by overuse, this report is issued to show the impact of our operations and that we are, based on facts, a sustainable business.

We can be proud of the responsible way we produce our fish with a very low environmental impact. Whilst we have the huge benefit of geothermally produced electricity for our operations and many local ingredients for our feed, we continue to focus on areas where we can still improve.

Our social impact will be further improved with focus on assisting non-Icelandic personnel with meaningful practical integration, as well as vocational training and promotion opportunities for all personnel.

Good governance is one of the pillars supporting a responsible and sustainable business. We have a critical and knowledgeable board of directors with a well-defined board charter who subscribe to the company values and mission.

We have faced and overcome extraordinary challenges during 2023, not least due to a major seismic event in November and subsequent volcanic eruptions in the area. With our top-notch teams, we have reacted well to these events to ensure that we minimize the impact on our fish and operations and still ended 2023 with an all-time record level of production and sales of Arctic char. We look forward to another material step-up in 2024 production despite suffering some infrastructure damage.

Matorka continues to be a leading example for responsible land-based farming of fish. We achieve this by utilising the unique advantages that Iceland has to offer, harnessing technology and adding human ingenuity and perseverance into the mix.

*Christo du Plessis*

# 2023

The year of hope, growth, adversity, and resilience.

Truly the year of contrasts.

The year of a very impactful rebrand of the world's finest Arctic char.

The year of record production and sales volumes.

The year of growing our talent pool and knowledge base with a world-class team continuing to trailblaze sustainable aquaculture.

The year of dedicated focus on stewardship, of our planet and our people.

It was also the year of facing some of our biggest challenges ever.

The year of volcanic activity on the Reykjanes peninsula.

The year of powerful earthquakes leading to evacuations and causing damage to some of our infrastructure.

The year of resilience, teamwork, pulling together and saving our fish.

The year of support, care, unwavering commitment, and unquestionable dedication.

The year of seeing the tremendous value and dedication of our people.

The year of rising above challenges and still achieving record production and sales.

The year of appreciation.

The year we will not forget.



# MATORKA – A RESPONSIBLE BUSINESS

## // The People – Fólk [Folk]

Our people play a fundamental role in the narrative of responsibly producing the world's finest Arctic char. Their commitment, expertise, and ethical practices are the driving force behind our targets and achievements. From our technicians, biologists, seafood processors, sales team, and admin support as well as our various stakeholders, to suppliers and service providers, each individual contributes to the intricate tapestry of success and sustainability. People are the architects of innovative farming techniques, the custodians of animal welfare, and the stewards of responsible sourcing practices. Our collective dedication to reducing environmental impact, improving feed efficiency, and advancing responsible aquaculture practices forms the cornerstone of why we do what we do. We acknowledge and celebrate the efforts of our people as we foster our culture of accountability, transparency, and continuous improvement.



## 2023 People impacts

Our team unites seamlessly across **7 departments** and **in 4 different locations** with one clear focus – to nurture and deliver the world’s finest Arctic char. Despite the geographical spread, our cohesion as a dedicated, hands-on, and practical team remains unquestionable. Operating amidst Iceland’s beautiful yet challenging environment, we embrace our tasks with integrity and passion. In the stride of 2023, our commitment to excellence prompted an **expansion of our knowledge base** and collective experience, positioning us strategically to meet production and sales targets while upholding our sustainability commitments. Our team is more than just a collective; we are a **globally diverse family, comprising 11 nationalities**. Our 2023 **bi-monthly gatherings** were cherished occasions where ideas flowed, and pizzas, each representing a unique nationality, brought us together in camaraderie and celebration. During the November earthquakes and subsequent evacuation of Grindavík we stuck together, looked out for each other, supported each other where possible all the while caring for our fish and servicing our customers. During the most challenging of times we saw true dedication and commitment and we salute the Matorka team for pushing through.

**Matorka is a globally diverse family with employees from 11 different countries.**



**Equality in the workplace** is not just a principle; it is the cornerstone of fostering a thriving and inclusive professional environment. Matorka has created a culture where diverse perspectives are not only acknowledged but valued. It involves dismantling barriers to advancement, ensuring equitable remuneration, and fostering a sense of belonging for every team member.

**We are committed to fairness, respect, and equal opportunities for all individuals**, irrespective of their gender, race, ethnicity, or background. We achieved an external verification, “Jafnlauna Staðfesting”, for **equal remuneration across genders**. We embrace diversity in key roles.

Matorka employees have the option to be part of an **active workers union** and the company is **fully compliant with labour regulations in Iceland**.

Skills development in the workplace is paramount for individual growth and organisational success. We are fostering a culture of continuous learning which enhances employee adaptability and resilience. Investing in skills development not only equips individuals with the tools needed to excel in their current roles but it also prepares them for future roles and challenges. Moreover, it cultivates a dynamic and innovative work environment, where a skilled workforce becomes a strategic asset. During 2023 **800 training hours were formally logged, equating to 18 hours per FTE**.



Our people also include our community and during 2023 we **supported the local Grindavík women's football team**, we welcomed 8<sup>th</sup> grade learners **from the Grunnskóli Grindavíkur school** to learn more about processing fish, we supported the **Grindavík Municipality** during the hosting of their twin town in Portugal, Ílhavo and we thoroughly enjoyed supporting the **Iceland Ocean Cluster** during the **Ocean Hackathon**, supported by Nordic Innovation. Since 2018 Matorka has been supporting the **Icelandic Association for Search and Rescue (ICE-SAR)**, a nonprofit, non-commercial, volunteer-based organization that specializes in search and rescue services on land and at sea around the coast of Iceland. We are **active members of SFS** (Icelandic Fisheries Federation) and have worked closely with all local and regional authorities.

Our hearts go out to all Grindavíking. 2023 brought a community very close together, but also forced them to move away. The Grindavík community will always be known as a coastal family who love the ocean and care about each other and the environment. We will always be part of this very special community and place.

We supported **local suppliers and service providers, with 92.3% of our annual capital and operational expenditure spent within Iceland.**

People and community are integral to the success and sustainability of Matorka.

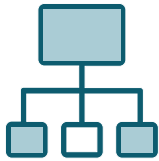






7

Departments



4

Locations

43.6

FTE



11

Nationalities

18

Training hours per FTE



92.3%

Contribution of spend to local economy



SDG 5 refers to Goal 5 of the United Nations Sustainable Development Goals (SDGs), which is focused on achieving gender equality and empowering all women and girls. At Matorka we offer equal employment opportunities ensuring that everybody has equal access to employment, training and career advancement opportunities. We do not tolerate discrimination and have established a culture of respect and inclusivity. We monitor and report on pay equity and have been validated as an equal pay company.



## ➤ The Fish – Fiskurinn [fis kur in]

Arctic char (*Salvelinus alpinus*), an extraordinary fish and the northern-most freshwater fish on earth. It is a cold-water fish species that belongs to the Salmonidae family (which also includes salmon and trout) and is native to Arctic and subarctic regions, such as Iceland. In Iceland, successful Arctic char farming in land-based aquaculture systems has taken place since the 1980's. Since then, only the original Icelandic strain is being used for production. Farming a fish in its local environment for us is a logical choice. We are benefitting from thousands of years of gene flow under our natural environmental conditions, cold, pristine fresh flowing water. Combined with high fillet yields (>55%), a feed conversion ratio close to 1:1, and impressive growth rates even in cold water temperatures makes it the ideal species for responsible land-based aquaculture in Iceland.

Arctic char is valued for its firm, flavourful flesh. It is often considered a delicacy and is used in various culinary preparations. It is packed with omega 3 & 6 fatty acids making it a healthy choice.

Arctic char has a streamlined body and exhibit a silvery colour, but when they prepare to spawn their colour becomes more vibrant featuring hues of red, orange and pink, especially on their lower flanks and belly. They typically have light spots on their body, which can range in size and density and the spotting pattern vary among individuals.



Arctic char generally has a mild and delicate flavour, which is less assertive than that of some salmon varieties. The taste is often described as clean and slightly sweet with some buttery undertones in the flavour profile, especially when the fish is cooked with minimal seasoning. While not as oily as some types of salmon, Arctic char has a moderate fat content, contributing to its succulence. This makes it a good option for those who prefer fish with a more subtle oiliness. The texture of Arctic char is firm, and the flesh has a satisfying bite. The firmness is often likened to that of trout. Arctic char holds up well to various cooking methods, including hot and cold smoked, grilling, baking, broiling, and pan-searing and it retains its moisture well.

It is a fish that is well-known and loved in Iceland, and by our dedicated production and processing teams. Fish health and welfare is considered at each stage of the production process and offering our fish the most optimal environment and best possible care are top priorities.





## 2023 Fish impacts

Through ongoing collaboration with Hólar University and the industry we continue to secure top quality eggs from a well-managed breeding programme which resulted in the production of a **record high number of fingerlings** at Matorka. This contributed to a **110% year-on-year increase in production** and a **131% year-on-year increase in harvest** volumes, with over 1 million fish harvested and processed in 2023. We adopted a new, high technology traceability and supply chain management system and can confidently assure the quality and freshness of our fish, from egg to market. We saw a **14.6% improvement in FCR** and we continue to work closely with our main feed suppliers to ensure that we offer our Arctic char the best possible nutrition with the lowest possible environmental impacts.

In 2023 we **reviewed and updated our Fish Welfare and Ethics Policy Statement**. We are dedicated to the welfare, health and well-being of our aquatic livestock and we recognize that the health of our fish are paramount to the success and sustainability of our operations.

## Our welfare commitments

**Nutrition and Health:** We ensure that our fish receive optimal nutrition with access to high-quality feed. Regular health assessments and veterinary care are integral to maintaining their well-being. We ensure that husbandry decisions are underpinned by up-to-date animal welfare and veterinary science.

**Disease Prevention and Treatment:** We implement rigorous disease prevention and management protocols and follow best practice husbandry to safeguard against illness. When treatments are required for the sake of optimal fish welfare and health we use it under the strict control of a veterinarian and we follow all legislative requirements including adherence to specified withdrawal periods.

**Compliance:** We adhere to all relevant laws and regulations and continuously seek ways to improve our practices.

**Continuous Improvement:** We regularly review and improve our animal welfare practices through ongoing research, training, and innovation.

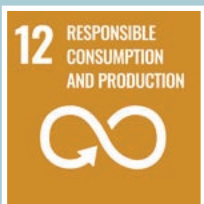


**Welfare Standards:** We aim to achieve the highest possible welfare standards for the fish under our care during the entire production cycle (from egg to harvest).

**Environmental Conditions:** We strive to create and maintain optimal environmental conditions for our fish (physical and behavioural needs).

**Responsible Handling:** We practice responsible fish handling techniques to minimize stress during routine care, transport, and harvesting.

**Transparency:** We are committed to transparency in our operations and welcome dialogue with stakeholders, including customers, employees, and regulatory authorities, to ensure the highest standards of animal care and food safety.



SDG 12 refers to Goal 12 of the United Nations Sustainable Development Goals (SDGs) which is focussed on the responsible consumption and production to ensure sustainable practices in the production and consumption of goods and services. At Matorka we track all production related carbon emissions to be able to measure, monitor and reduce our carbon footprint per kilogram produced. We aim at feeding and growing our fish in the most sustainable manner so that consumers have access to a product that was responsibly cultivated.



## ≡ The Water - Vatnið [vat-nith] △ The Land - Landið [la-nith]

### A magical location

Iceland is a place of captivating contrasts and untamed beauty, where nature unfolds in breath-taking extremes. Situated within the striking landscapes of an extraordinary peninsula in Iceland, a convergence of elements creates the ideal environment for the world's most exceptional fish to thrive in. Pristine arctic water, naturally filtered through ancient lava beds that trace back 200,000 years, and geothermal energy providing the perfect temperature all year round. This truly is an ecosystem of perfect and balanced synergy.

### Trailblazing sustainability

Matorka was built on a solid foundation of environmental stewardship. Harnessing nature to support planet-friendly food production. Relying completely on **renewable electricity** and **naturally filtered non-commercial water** from snowmelt and precipitate. The hybrid systems were designed and built to be **energy efficient**, and to be simplistic while offering the most optimal production environment. Our Arctic char is responsibly raised, with stewardship of the fish foremost. Our sustainability efforts are recognised by multiple **leading global certifications and ratings** that cover a range of areas including environmental sustainability, labour practices, aquaculture, and animal welfare. These certifications demonstrate our dedication to responsible business practices and provide reassurance to customers that they are supporting a socially and environmentally conscious company.

## 2023 Water and land impacts

Iceland boasts an abundance of pristine cold water that flows through volcanic lava beds, providing an ideal **non-commercial water source** which Matorka is fully permitted to utilise.

Iceland is a global leader in sustainable energy production, particularly through geothermal energy, which emits less than 1.5% of the carbon emissions of a fossil fuel power plant per unit of electricity generated. We use **100% renewable electricity**.

Since 2014, we have been measuring our energy-related carbon emissions in order to participate in the **Kolviður Carbon Fund**, an innovative and sustainable program based in Iceland that helps to reduce carbon emissions while supporting reforestation efforts. Through this program, we have **contributed 6 728 trees** towards reforestation and thereby continue to **sequester carbon dioxide annually**.

**100% of the processed volume is allocated to human consumption and agri-feed**. Any waste generated during this process is reallocated to agri-feed to avoid food production waste, thus **working towards achieving zero waste** throughout the entire production cycle. This approach not only helps to reduce waste but also demonstrates Matorka's dedication to responsible resource management.



We have a feed strategy in place and adopted responsible feed sourcing practices through utilising trimmings and sustainably certified fishmeal and fish oil, almost eliminating the reliance on forage fish while promoting a circular economy. We continue to explore the inclusion of alternative feed ingredients to limit the inclusion of marine resources. During 2023 we achieved a **10 % reduction in the Fish In Fish Out (FIFO) Ratio** and a **27 % reduction in the Forage Fish Dependency Ratio (FFDR) measured at 0.10**. Furthermore, all soya products included in our feed are fully certified as responsibly sourced. Our optimal conditions and husbandry practices enable us to consistently achieve a FCR (Feed Conversion Ratio) between 1.05 than 1.20, indicating good protein retention and productivity efficiency.

Matorka has all required land-use, water-use, and related permits in place for its operations in Iceland and continues to practice **sustainable governance**.

#### Fish In Fish Out (FIFO) ratio

is a metric used to describe the amount of wild fish or fishery resources used in aquaculture feeds (input) compared to the amount of farmed fish produced (output).



#### Forage Fish Dependency Ratio (FFDR)

a metric used to assess the reliance on wild forage fish in the production of aquaculture feed.



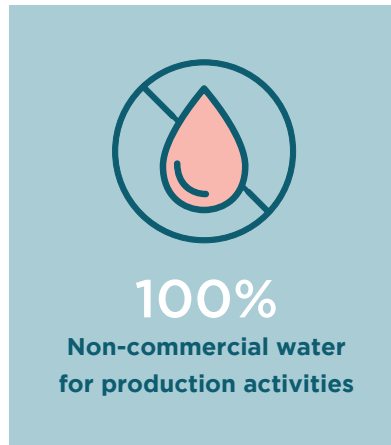
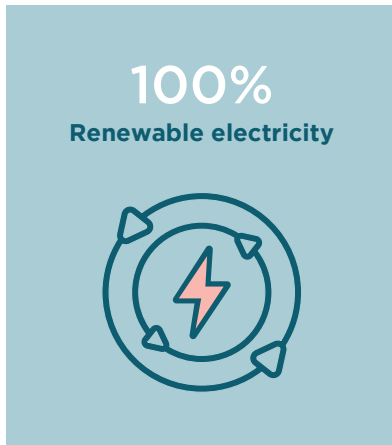
#### Feed Conversion Ration (FCR)

a key metric used to measure the efficiency with which farmed animals convert feed into live biomass.

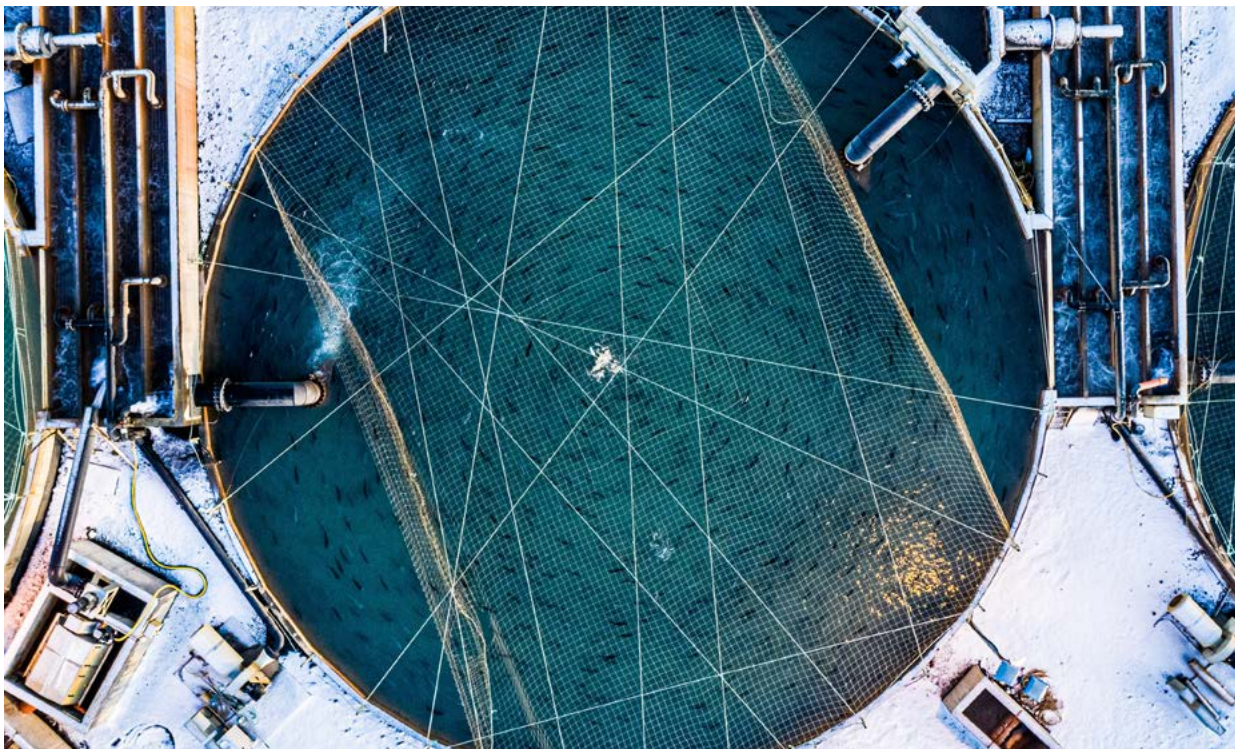
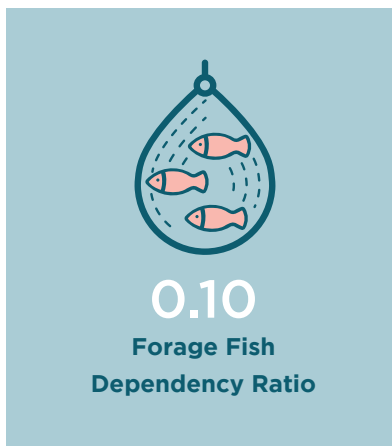




## Impacts



## Feed

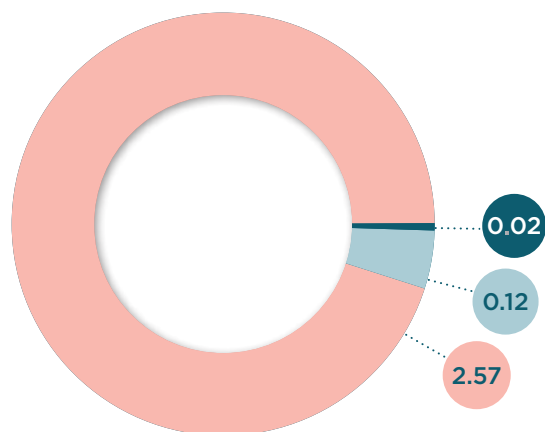




## Carbon Footprint

In 2023 we reviewed and updated our Environmental Policy Statement which communicates our environmental best practices and commitments. We monitor and measure our carbon emissions and conduct a carbon footprint analysis annually. Our 2023 results showed that our scope 1 (direct – fleet) and scope 2 (indirect – energy) emissions accounted for 5% of our total emissions, with our scope 3 (indirect) emissions contributing 95%. The indirect emissions were measured and monitored in collaboration with our suppliers and included oxygen, feed, waste management, freight (up to first sale), as well as business travel. We managed to reduce our total carbon emissions by 4.1% per ton of production from 2022 to 2023.

Due to the earthquakes and extensive power outages in Grindavík towards the end of 2023 we had to rely on backup generators as primary energy source for an extended time period which caused a 20% increase in our scope 2 emissions.



Scope 1
  Scope 2
  Scope 3

Where possible Icelandic-specific data (derived from the environment agency UST.is) was used to calculate emissions. Where local emission factors were not available, the DEFRA 2023 dataset was used as a secondary source of information.

## Certifications and Ratings

Matorka is proud to hold multiple leading global certifications and recognitions that cover a range of areas including environmental sustainability, labour practices, aquaculture, and animal welfare. These certifications demonstrate our dedication to responsible and sustainable business practice and provide reassurance to customers that they are supporting a socially and environmentally conscious company. The certification processes involve on-site audits conducted by independent third-party certification bodies.

### ASC



The Aquaculture Stewardship Council (ASC) certification is a globally recognized and independent certification program for responsible and sustainable aquaculture practices. The ASC sets standards and criteria for various types of farmed seafood with the aim of promoting environmentally and socially responsible aquaculture.

### Global GAP



In aquaculture, the GlobalGAP certification is used to assess the responsible and sustainable production of farmed seafood. It covers a range of environmental and social criteria, including water quality, feed and feed management, animal welfare, and worker health and safety. The certification is aimed at promoting sustainable aquaculture practices and ensuring the safety and quality of farmed seafood.

### Seafood Watch



Seafood Watch uses a science-based, peer-reviewed methodology to assess the environmental impact of different seafood products. The assessment takes into account a variety of factors, including the status of wild fish populations, the effects of fishing or aquaculture on marine habitats and ecosystems, and the use of antibiotics and chemicals in aquaculture. Land-based farmed Arctic char is scored green, hence considered a best choice.

The sustainable future of land-based aquaculture in Iceland revolves around responsible environmental practices, reduced use of wild fish, ongoing use of renewable energy, technological innovation, community engagement, climate resilience, transparent reporting, and a commitment to continuous improvement. By integrating these principles, Matorka aims to contribute to global sustainability goals while growing as a responsible and forward-looking company.



SDG 13 refers to Goal 13 of the United Nations Sustainable Development Goals (SDGs) and focuses on “Climate Action” aiming to take action to combat climate change and its impacts. Aquaculture, like other industries, has an impact on the environment and contributes to greenhouse gas emissions that contribute to climate change. Therefore, responsible aquaculture practices are essential to achieving SDG 13.

Matorka is committed to responsible aquaculture practices that minimize the impact of its operations on the environment and promote positive climate action. We position our operations in areas that supports low carbon emissions per kilogram of fish produced. Through ongoing commitment to reducing carbon emissions, Matorka continues to contribute to SDG 13.



SDG 14 refers to Goal 14 of the United Nations Sustainable Development Goals (SDGs) which is focussed on “Life Below Water” and aims to conserve and sustainably use the ocean and marine resources for sustainable development. The purpose of Matorka is to offer a sustainable alternative to wild-caught fisheries. We strive to support this goal by working towards reducing reliance on marine resources and promoting ocean conservation.



SDG 15 refers to Goal 15 of the United Nations Sustainable Development Goals (SDGs) which is centered around “Life on Land” and focuses on protecting, restoring, and promoting the sustainable use of terrestrial ecosystems. Although this SDG is primarily focused on land-based ecosystems, it also has implications for aquatic ecosystems and the sustainability of fish farming operations. Matorka has all required land-use permits in place for its operations in Iceland. It extracts water from an abundant source of natural snowmelt and precipitation, filtered and heated by the volcanic lava beds. Matorka has implemented waste reduction and recycling efforts and only use feed with responsibly sourced raw materials. Matorka is committed to limit any environmental impact on land through its operations to contribute to a healthy planet, on land and below water.

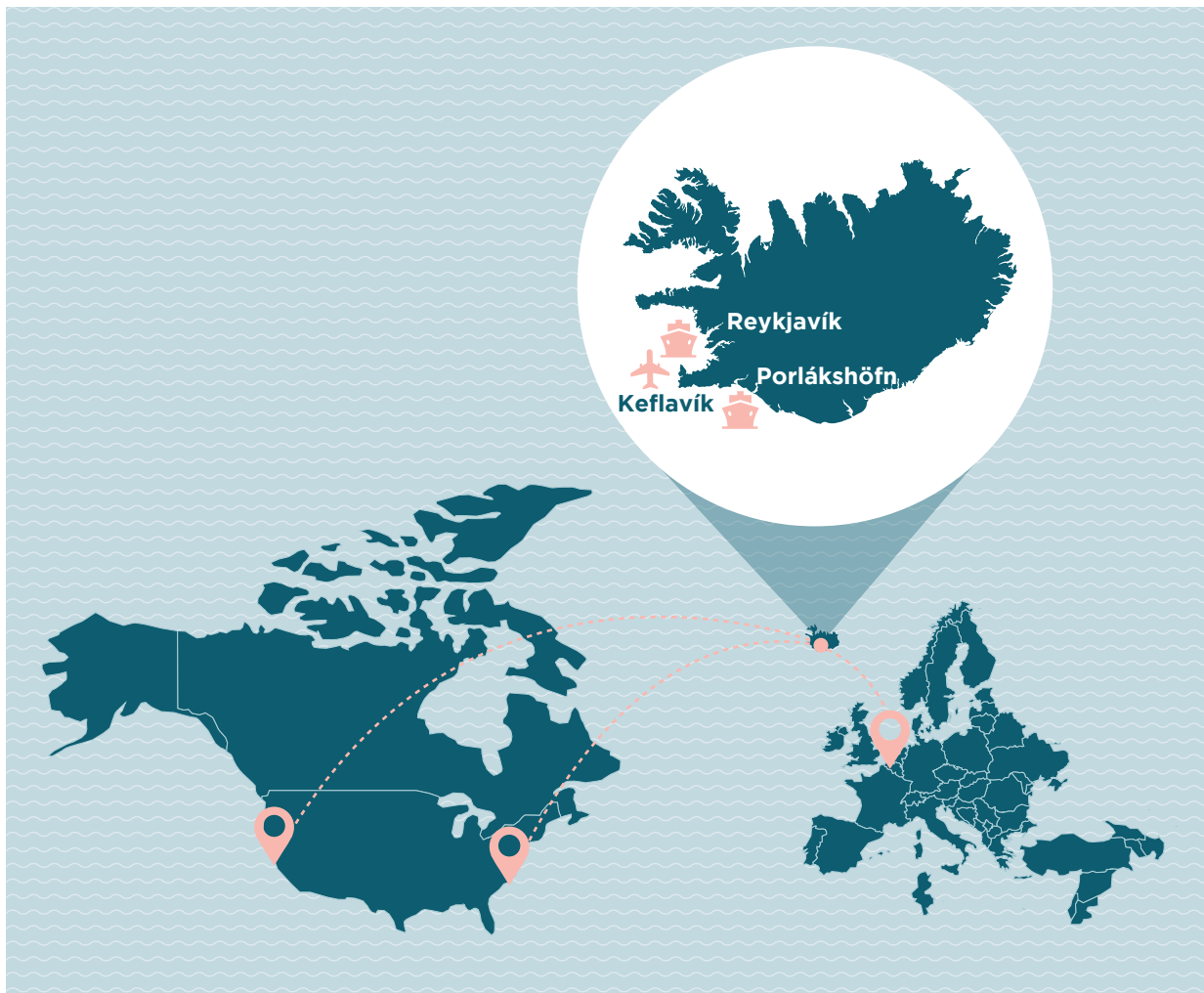
# GOVERNANCE



Company governance serves as a compass guiding ethical decision-making, fostering transparency, accountability, and sustainable practices for long-term success.

## Business areas

Matorka operates from Iceland, with its hatchery located near Selfoss in Southern Iceland, two production units situated near Grindavík on the South Peninsula, and the head office and processing plant now based in Hafnarfjörður since the evacuation of Grindavík in November 2023. Hafnarfjörður, a coastal town with an active port, is positioned approximately 10 km south of Reykjavík and 34 km from Iceland’s international airport. Matorka has established sales presence in both Europe and North America.





## Key business

Matorka's business revolves around responsible land-based aquaculture in Iceland, producing, processing and selling premium Arctic char products while minimising environmental impacts.

## Management principles

Matorka adheres to management principles grounded in transparency, accountability, and forward-thinking strategies to ensure effective governance and sustainable growth.

## Governance structure and composition

Matorka Ehf is a privately owned company and in Iceland referred to as an "Einkahlutafélag" (Ehf), which translates to a limited liability company. As a legal structure, an Ehf is a distinct entity separate from its owners and allows for the ownership of shares. Private limited companies are subject to Icelandic company law and regulations.

Matorka's governance structure is characterised by a well-defined framework, including a Board of Directors with a board charter and executive leadership, advancing strategic decision-making for the sustainable management of the company. Matorka has an active Remuneration Policy in place to establish a fair framework for compensating all employees and board members while attracting and retaining experience and skills on a long-term basis.

## The Matorka board

The Matorka board plays a crucial role in overseeing the company's strategic direction, decision-making, and overall high-level management. Board members are appointed by the shareholders and the chairperson is elected by the board. The board represents the interests of shareholders and ensure the company's actions align with their expectations. The board meets monthly where the members are presented with detailed departmental reports presented by the executive management team. The board appoints and oversees the performance of the executive management team, including the CEO and provides guidance to management while holding them accountable for achieving company objectives.

### The 2023 Matorka board consisted of:

#### **Board members (full year):**

Bjarni K. Thorvardarson (chair)

Olav Ketilsson

Arnbjorn Ingimundarson

Margit Robertet

Flavio Corsin

#### **Board observer (appointed November 2023):**

Laetitia Pipaluk Rosing

The Matorka board brings a wealth of diverse expertise, strategic foresight, and collective experience to guide and optimise decision-making, promoting sustainable growth and resilience in the ever-evolving business landscape.



**Bjarni** holds international post-graduate qualifications in business administration, finance and engineering and has held various executive positions in information technology, banking as well as fund management. He joined the Matorka board in 2016 and is a board member to companies within the telecommunication, pharmaceutical and tourism industries.

**Olav** has extensive global experience ranging over more than 30 years in sustainability and circular economy. He holds business and science degrees and has held leadership and executive positions in several multinational corporations within the health and wellness as well as finance industries. Olav is a co-founder of Matorka and held the chair position from 2012 to 2020.

**Margit** has decades of international experience in corporate finance and capital markets and has led debt finance and investment teams since her return to Iceland in 2005. She currently heads up a private equity team and is a board member to companies in the tourism as well as security industries. Margit joined Matorka's board in 2021.

**Arnbjorn** has an international post-graduate qualification in finance and is a registered chartered financial analyst. Over the past 2 decades he fulfilled various investment management positions and has a track record of very successful venture capital and private equity investments. Arnbjorn joined the Matorka board in 2016 and is chairing the board of an Icelandic company within travel and tourism.

**Flavio** holds an international post-graduate degree in Aquaculture and a Ph.D. in Epidemiology. He has spent more than two decades working in responsible aquaculture globally for non-profit, intergovernmental, and for-profit organizations and has advised more than 20 organizations, such as the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the World Organization for Animal Health (OIE) and the World Wide Fund for Nature (WWF). He currently holds a director position in the largest sustainable aquaculture fund globally. Flavio joined the Matorka board in 2022.

**Laetitia** has an educational background in humanities, languages and communications, and has been actively involved in the seafood and maritime industry for close on a decade. Her core focus areas have been marketing, international trade and sales management. She currently holds a management position in one of the world's leading certification programmes for responsible aquaculture and joined the Matorka board as observer in November 2023.



## The Matorka executive management team

The executive management team is responsible for translating the company's vision into actionable strategies, managing day-to-day operations, fostering a positive organisational culture, and driving the company toward its goals in a dynamic and competitive business environment. In 2023, Matorka underscored its commitment to sustainability by expanding the executive management team with the introduction of a Chief Sustainability Officer role, emphasizing the company's dedication to prioritizing and advancing responsible practices. In a notable transition, a new Chief Operations Officer assumed leadership of the operations in September 2023, succeeding aquaculture stalwart, Sveinbjörn Oddsson, whose instrumental contributions in designing and constructing the production units have been integral to the company's growth.

### The 2023 Matorka executive management team consisted of:



**CHRISTO  
DU PLESSIS**

Chief Executive  
Officer



**ALEXANDER  
GUÐMUNDSSON**

Chief Financial  
Officer



**MARYKE  
MUSSON**

Chief Operational  
Officer (from Sep 23)



**ÁRNI  
EINARSSON**

Chief Commercial  
Officer




**CEES-JAN  
BASTIAANSEN**

Chief Sustainability  
Officer



**SVEINBJÖRN  
ODDSSON**

Previous Chief Operational  
Officer and ongoing Advisor

An aerial photograph showing numerous icebergs of various sizes and shapes floating in a dark blue ocean. The icebergs are white and light blue, with some showing signs of melting and smaller ice chunks. The perspective is from directly above, looking down at the sea.

The executive management team has collectively more than 120 years of aquaculture specific experience and are working cohesively and with purpose to execute the company’s objectives, mission, and vision.

## Reporting

Reporting is an essential component of our governance framework. We prioritise transparent and comprehensive communication to our board of directors and stakeholders regarding our operational and business practices. Through monthly reporting to the board, we provide a detailed account of our progress and performance against our strategic plan, objectives, and financial budget. An audited financial report is presented to our shareholders annually at an annual general meeting. Our impact report is published annually to share and highlight our environmental, social and governance activities, achievements and challenges. Matorka has been submitting Green Accounting reports to the Environment Agency of Iceland since 2016. The Environment Agency (Umhverfisstofnun, UST) operates under the direction of the Ministry for the Environment and Natural Resources and its role is to promote the protection as well as sustainable use of Iceland’s natural resources, as well as public welfare by helping to ensure a healthy environment, and safe consumer goods.

Our financial report adheres to the IFRS (International Financial Reporting Standards) framework and our Impact report to the GRI (Global Reporting Initiative) standard, the world’s most widely used sustainability reporting standard.



## Compliance

Compliance is the cornerstone of responsible business practice, and we adhere rigorously to all relevant laws, regulations, and industry standards, ensuring the highest level of integrity and ethical conduct in our operations. Our dedication to compliance extends to industry specific regulations, environmental regulations, labour laws, and corporate governance, reflecting our proactive approach to risk management and legal responsibilities. Our quality and sustainability department ensures compliance and conformity with all required industry specific regulations, standards, and accreditations, including food safety certification through Matvælastofnun (MAST), the Icelandic food and veterinary authority.

Matorka is an active and recognised member of the largest industry body, the Icelandic Fisheries Federation, and the Icelandic aquaculture industry operates within a robust framework of laws and standards, which are designed to safeguard environmental integrity, uphold fish welfare, and maintain the industry's sustainability.



## Business continuity and resilience

At Matorka, business continuity and resilience are paramount to our operations. We have a long-term focus and take strategic decisions accordingly. We have implemented robust strategies to ensure uninterrupted production and supply chain resilience, even in the face of unforeseen challenges as we experienced in 2023. By investing in redundancy measures, disaster preparedness, and contingency plans, we safeguard our employees, our fish, our assets and our ability to consistently deliver high-quality products. Our commitment to business continuity underscores our dedication to meeting customer needs while maintaining the sustainability and longevity of our business.

## Operating environment and outlook

In the current operating environment, Matorka is still positioned at the forefront of sustainable land-based aquaculture, benefitting from Iceland's rich natural resources and our commitment to innovation. Despite the challenges experienced in 2023, we showcased adaptability and resilience. We anticipate continued growth with a focus on reducing our environmental footprint, expanding market presence in Europe and North America, and leveraging technological advancements to enhance efficiency. Matorka's outlook remains optimistic as we navigate the evolving landscape, driven by our dedication to sustainability, quality, and advancement in the responsible aquaculture industry.

No.	Disclosure	Page	Reference
<b>The organization and its reporting practices</b>			
102-1	Organizational details		Inside cover
102-2	Entities included in the organization's sustainability reporting	P 27	Business areas
102-3	Reporting period, frequency and contact point	P 32 P 31	Reporting The Matorka executive management team
102-4	Restatements of information	P 33-34	Compliance
102-5	External assurance	P 25 P 33-34	Certifications Compliance
<b>Activities and workers</b>			
102-6	Activities, value chain and other business relationships	P 09 P 02	A message from Christo, our CEO Introduction
102-7	Employees	P 12-15 P 31-32	2023 People impacts The Matorka executive management team
<b>Governance</b>			
102-9	Governance structure and composition	P 28	Governance structure and composition
102-10	Nomination and selection of the highest governance body	P 29	The Matorka board
102-11	Chair of the highest governance body	P 29-30	The Matorka board
102-12	Role of the highest governance body in overseeing the management of impacts	P 29-30	The Matorka board
102-13	Delegation of responsibility for managing impacts	P 31-32	The Matorka executive management team
102-14	Role of the highest governance body in sustainability reporting	P 31-32	The Matorka executive management team
102-16	Communication of critical concerns	P 32	Reporting
102-17	Collective knowledge of the highest governance body	P 27-34	Governance
102-18	Evaluation of the performance of the highest governance body	P 29-30	The Matorka board
102-19	Remuneration policies	P 28	Governance structure and composition

No.	Disclosure	Page	Reference
<b>Strategy, policies and practices</b>			
102-22	Statement on sustainable development strategy	P 09	A message from Christo, our CEO
102-23	Policy commitments	P 18-19 P 24	2023 Fish impacts Carbon footprint
102-24	Embedding policy commitments	P 33	Compliance
102-27	Compliance with laws and regulations	P 33	Compliance
102-28	Membership associations	P 12-15	2023 People impacts
<b>Stakeholder engagement</b>			
102-30	Work Council agreements	P 12-15 P 33	2023 People impacts Compliance

### Material topic: Carbon footprint reduction

#### GRI 305: Emissions

305-1	Direct (Scope 1) GHG emissions	P 24	Carbon Footprint
305-2	Energy indirect (Scope 2) GHG emissions	P 24	Carbon Footprint
305-3	Other indirect (Scope 3) GHG emissions	P 24	Carbon Footprint
305-4	GHG emissions intensity	P 08 P 24	Our 2023 in numbers Carbon Footprint
305-5	Reduction of GHG emissions	P 24	Carbon Footprint

#### GRI 306: Effluents and Waste

306-2	Waste by type and disposal method	P 21 P 24	2023 Water and land impacts Carbon Footprint
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#### GRI 203: Indirect Economic Impacts

203-1	Infrastructure investments and services supported	P 12-15	2023 People impacts
203-2	Significant indirect economic impacts	P 12-15	2023 People impacts

#### GRI 413: Local Communities

413-1	Operations with local community engagement, impact assessments, and development programs	P 12-15	2023 People impacts
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#### GRI 416: Customer Health and Safety

416-1	Assessment of the health and safety impacts of product and service categories	P 33	Compliance
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SÍÐAN 2010

# MATORKA

THE WORLD'S FINEST ARCTIC CHAR

**Matorka Ehf.**

**Ægisgata 9**

**240 Grindavík**

**Iceland**

**[matorka@matorka.is](mailto:matorka@matorka.is)**