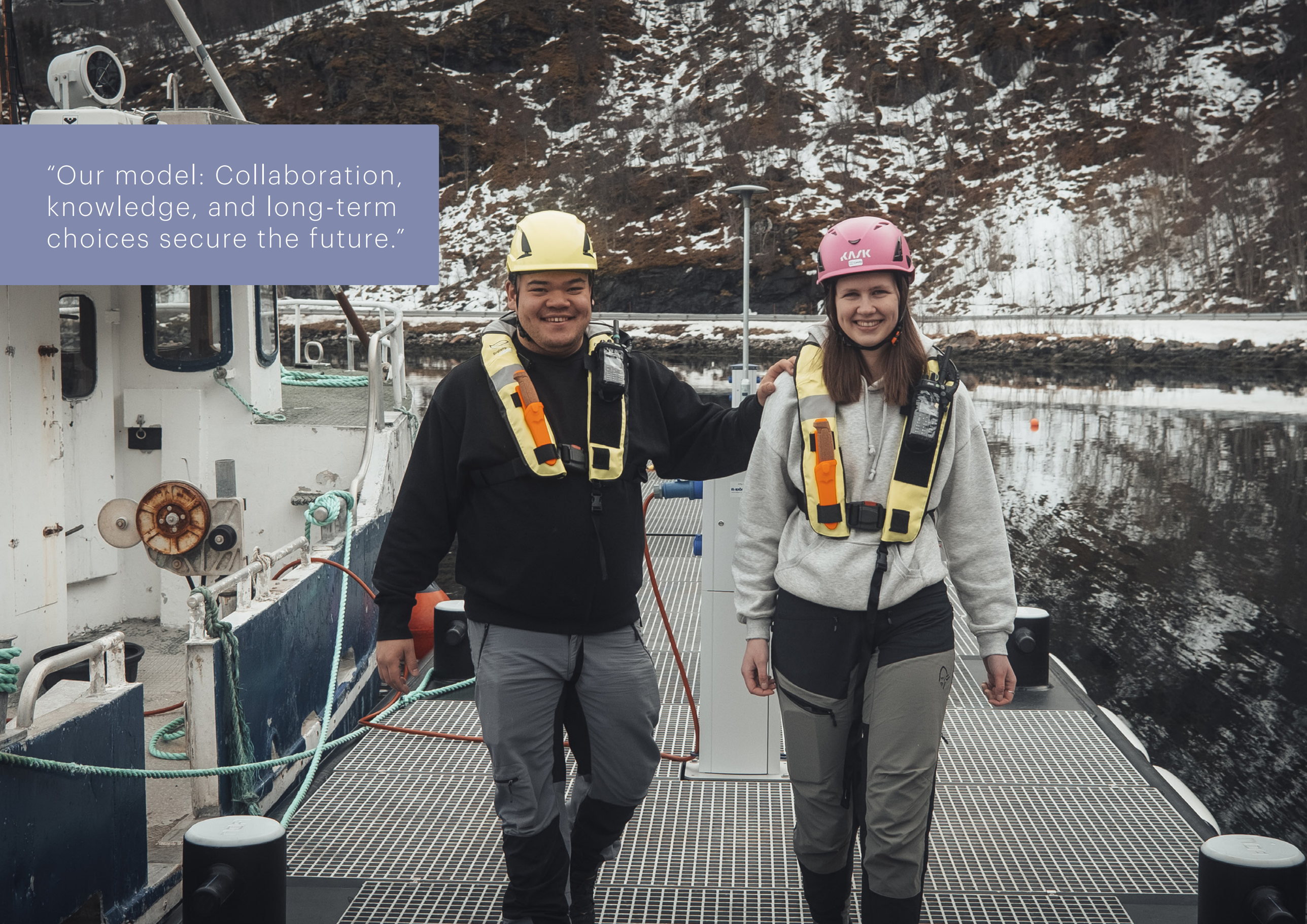
Collaboration for sustainable development

Gratanglaks



“Our model: Collaboration, knowledge, and long-term choices secure the future.”

Publisher
Gratanglaks

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Moloen Sustainability

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Moloen Media

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Ringvirkninger 2024

44
employees

8
summer interns

2
apprentices

NOK
457,195
contributed to sports, advertisements, and other local initiatives

From the Aquaculture Fund to:

Gratangen Municipality
NOK 17,437,062

Harstad Municipality
NOK 5,569,329

Kvæfjord Municipality
NOK 3,645,379

NOK
2.2 million
in corporate tax paid

Over
96 %
of our suppliers are locally rooted

96% of our purchases were made with Northern Norwegian suppliers

Over
34 millon
meals produced*

*65% becomes fillet; one meal is estimated at 150 grams

Kine Mari Karlsen. Regional Head of Aquaculture, North Norway, Seafood Norway.
Photo: Jon Arne Grøttum // Seafood Norway

A Holistic Approach to Sustainability

More than Environment – *Sustainability for Society and the Future*

“Sustainability is like a guide,” says Kine Mari Karlsen, Regional Head of Aquaculture, North Norway, Seafood Norway. “Where are we going, and where do we want to be? We need to have a holistic view of sustainability. It's about more than the environment.”

She shares that what motivates her most is seeing the genuine interest aquaculture companies have in developing jobs and vibrant local communities.

“They are community builders who play a crucial role in social and economic sustainability along the coast. At the same time, they are entirely dependent on protecting nature—it’s where the food is produced.”

Stronger Together
The aquaculture industry has a long tradition of innovation, sharing knowledge, and learning from each other. Karlsen notes that this collaborative approach has brought companies to where they are today—and will be essential for future sustainable operations and growth.

“Take the work on biosecurity,” she continues. “It's a brilliant example where the entire industry and value chain are involved. Biology changes over time, making the interaction between biological and technological expertise more important than ever. Technological development is moving rapidly, and we must acquire new knowledge and work smart across boundaries – through research projects and daily operations.”

Transparency builds trust
She also highlights the importance of transparency and having the authorities on board.

“Governance and regulation must support sustainable development with a holistic focus on sustainability – not hinder business development. At the same time, the industry must be open and build relationships with the outside world. Showing what we do can increase acceptance for food production.”

Sustainability: From Fish Welfare to Community Initiatives

Sustainability in *everything we do*

Tore Lundberg,
Managing Director Gratanglaks.

For Gratanglaks, sustainability is more than a goal—it's the foundation of everything we do, says Managing Director, Tore Lundberg. "From fish welfare to initiatives for the local community, it’s a win-win."

He describes the sustainability work as an ongoing process. “There is always something to learn and develop further.”

Holistic perspective

We involve all employees in the work; training is always taking place regarding what happens in the value chain. The goal is to ensure that everyone has a holistic perspective and collaborate in the best possible way.

Lundberg highlights collaboration as the key to sustainable solutions. “We believe in the value of sharing knowledge, resources, and experiences—both internally and externally. This is the way to achieve a good interplay between biology, technology, and people, benefiting the environment, fish, and economy.”

Challenging the concept

“What is considered sustainable in Belgium may not be the most suitable approach for Northern Norway. That’s why it’s important to critically assess what we include under the term ‘sustainability.’ The new reporting requirements illustrate this well – they’re extensive and often lead to duplicated efforts, diverting attention from essential improvement work. There’s a real risk that reporting becomes a goal, rather than a tool for progress.”

The road ahead

Last summer and fall were challenging, with issues related to algal blooms, oxygen levels, and feed allocation. Lundberg explains that the cause was likely a combination of high sea temperatures and light conditions in the north. “It was an expensive lesson, but it provided us with important knowledge. In the aftermath, we have implemented effective internal processes that prepare us for the future. We are now well underway with our goals for 2025 and have faith in positive development. The employees are making a solid effort, and a lot of good things are happening.”

This year, the focus is on smolt quality, feed, fish welfare, and locality usage. “To optimize locality use, legislation must evolve. At the same time, we in the industry can improve our communication about why this is important. This is not about growth but about ensuring sustainable resource use.”

Focus on Collaboration

Common Drive – *Common Direction*

We share opportunities, challenges, and a belief in the value of collaboration. Through the HiA group, we strengthen innovation, results, and negotiating power together with other local actors.

Pål Skavås, Kupa.

HiA – Aquaculture in Astafjord, was established in 2020 following a joint development project. The group is a collaborative body among five locally owned, non-listed aquaculture companies in South and Mid-Troms: Gratanglaks, Kleiva Fiskefarm, Northern Lights Salmon, Salaks, and Sørrollnesfisk.

The purpose of the HiA group is to create value for participants by coordinating, planning, and executing matters and development initiatives of common interest in an efficient manner.

Shared Development Resources

The collaboration is broad and includes shared development resources instead of each individual company having its own development department.

Pål Skavås has daily leadership for HiA, contracted through the innovation and consulting company Kupa. He explains that they facilitate subgroups for quality leaders and other key positions to ensure knowledge sharing and common solutions to operational challenges.

The similarity among the companies enables fruitful collaboration. They are all small aquaculture companies by Norwegian standards, locally owned, face many of the same challenges, and prioritize quite similarly. The desire to be an innovative and proactive community builder that develops local and regional supplier industries is shared.

– We also have a strong focus on collaboration, but individual companies also receive assistance in development projects. Some examples of joint projects include a regional emergency preparedness plan, a regional biosecurity plan, and the establishment of the by-product company North Atlantic Marine Ingredients.

Other examples of assistance for development projects for individual companies are OptiCage – a semi-closed facility that serves as a barrier against sea lice, and OptiFarm and ØyMerd, which pertain to entirely new farming concepts to address the industry's environmental and spatial challenges.

Stronger professional communities

The owner representatives now meet several times a year to evaluate and prioritize. They express that the collaboration creates clear synergies.

– Documentation requirements, stricter regulations, and larger investment needs make it essential to stand together. Small players do not have the capacity to have specialists in all areas, but together we can build professional environments and share resources. We solve challenges and share experiences. Moreover, it is much easier to call and ask for advice when you know someone beforehand.

All for one

The relationships are beneficial in both everyday situations and crises and were particularly significant during the severe algal bloom in 2019. Everyone rallied to help when one of the companies lost an entire biomass of between 5,000 and 6,000 tons, despite also being affected themselves.

– No one had asked them to step in. The result was invaluable; the collaboration prevented a potential environmental disaster and ensured a quick response in a critical situation.

This occurred just before the establishment of HiA, but the same actors were involved. The experiences from the incident led to the development of a common regional emergency preparedness plan initiated by the HiA group.

Our salmon

Our salmon

A good year for lice, a tough year for the fish.

2024 was a challenging year for the aquaculture industry, with high sea temperatures that created ideal conditions for sea lice. The well boats have been operating at close to full capacity, making delousing more demanding and highlighting the need for gentle and effective solutions.

Farming on the fish's terms

We work to secure the health and welfare of our salmon throughout its lifecycle. Preventive measures such as lice skirts and the use of laser technology play a key role, but the conditions this year have shown that we must continue to evolve our methods in line with climate change.
To further improve fish welfare, we aim to explore the use of artificial intelligence (AI) and big data. By analysing large volumes of data on fish health and environmental conditions, we can better predict challenges and implement more timely and targeted actions.

Biology and sustainability go hand- in- hand

Fish farming takes place on nature's terms, and we have a responsibility to operate sustainably. Therefore, we continue to monitor fish health, water quality, and the environment using lasers and underwater cameras – all with the goal of minimising our impact and supporting healthy ecosystems where the fish thrive.

Key figures for 2024

- **Mortality rate:** 7.09%. Target: below 5%
- **Vaccination:** 100% vaccinated with Micro Ject 7, Micro Ject 6 and Moritella
- **Sea lice:** 237 counts, average 0.28 adult female lice per fish, 19 exceedances

It is extremely important to us to produce food in a way that respects both the fish and the ecosystem around us.

Biosecurity Plan

Biosecurity and *fish conditions*

Hanne Lundberg,
Deputy CEO of Gratanglaks.

Biosecurity is the foundation of good fish welfare and has been one of our key focus areas in 2023 and 2024. Together with other stakeholders, we have developed a joint biosecurity plan that covers the entire value chain. The goal is to gain new insight into the challenges we face—and solve them together.

Fish welfare is our highest priority. In this industry, a full commitment to ethical and responsible care is not just expected — it's essential", says Hanne Lundberg, Deputy CEO of Gratanglaks.

The value of openness

She highlights that openness and joint efforts are a core part of the company culture, and a valuable starting point for their work.

"To succeed in preventing infection, it's about more than internal routines. You have to work closely with other farms, processing facilities, service boats, and smolt suppliers, to name a few. We share experiences so that we can learn faster. Whether something works or not, it's equally important to understand why. That way, we can avoid repeating mistakes and better utilize new methods and technologies."

A shared responsibility

The biosecurity plan includes sampling, handling of equipment and personnel, and infection prevention on boats operating between sites and regions. It is embedded in a larger regional and national collaboration, with room for local adjustments.

Lundberg emphasizes that fish health is a shared responsibility, where failure has wide-reaching consequences.

"Preventing the spread of disease or other unwanted incidents takes more than good intentions. We need ongoing cooperation across the board and clear measures that work in practice. Disease outbreaks and fish mortality affect everyone closely involved in operations and damage the industry's reputation."

Lice lasers, cameras, and health monitoring

New technologies provide better insight, and the aim is to reduce manual interventions. At Gratanglaks, we use lice lasers and underwater cameras to secure fish welfare. We also use systems that monitor health status in the cages and help us optimize feeding and interventions.

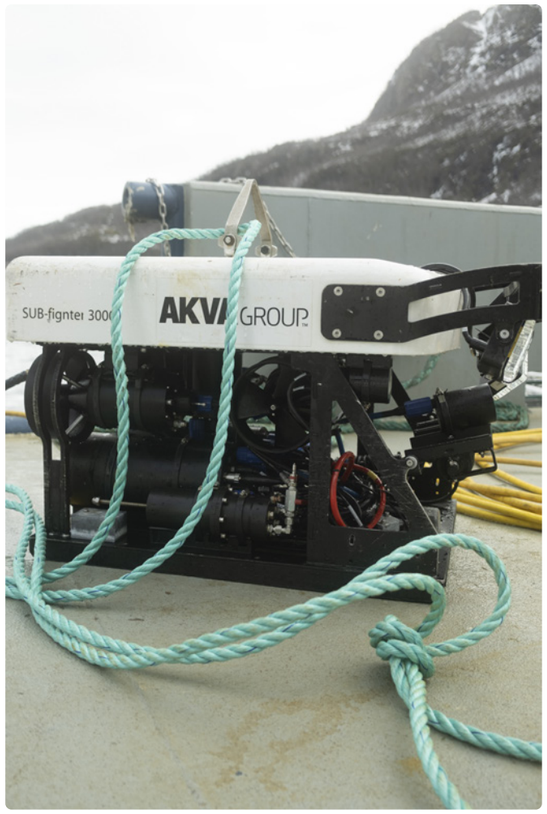
"The key is ensuring the technology works as intended and adds value. Putting a piece of tech into a cage requires absolute confidence it won't harm the fish."

A call for data sharing

Fish welfare is an area where we can never become complacent. Moving forward, we aim to reduce winter ulcers and be more proactive in sea lice prevention.

Lundberg believes data sharing is key to success.

"We know we'll never be 100% satisfied and that continuous improvement is essential. However, many challenges can be solved faster if we better understand the root causes. It's not just about doing, but understanding," she stresses. "Understanding together."



Climate and Environment

Climate and Environment

For Gratanglaks, a healthy and thriving ocean is a prerequisite for sustainable production. We see nature as our most important partner. By monitoring seabed conditions, feeding our fish correctly, and continually improving our delousing methods, we ensure that our operations have the lowest possible environmental impact.

Fallowing – giving nature time to recover

We recognise that nature needs time to regenerate, therefore we focus on periods of rest and fallowing at our sites. This allows local ecosystems to restore balance after a production cycle – something that is essential for long-term operations on nature's terms. In 2024, each site was fallowed for an average of 6 months.

Escapes

Salmon escapes pose a serious threat to biodiversity, and we work systematically to prevent them through strict routines and safety measures. It's our responsibility to operate with respect for the ecosystem – because we know that a strong and healthy natural environment is essential for our continued operations. In 2024, we had no registered escapes.

Feed efficiency – adapting to a changing climate

At the same time, we work continuously to use our resources as efficiently as possible. In 2024, we had a biological feed conversion ratio of 1.21 (including Seacalx). High sea temperatures in the north led to a challenging feeding period – oxygen levels were low, and growth during the autumn season did not occur as it normally does. This affected both growth and feed efficiency, highlighting the importance of adaptability in the face of a changing climate.

Key figures for 2024:

0 escapes

4 Category B environmental surveys, all rated as good or very good

2 Category C environmental surveys, both rated as good or excellent

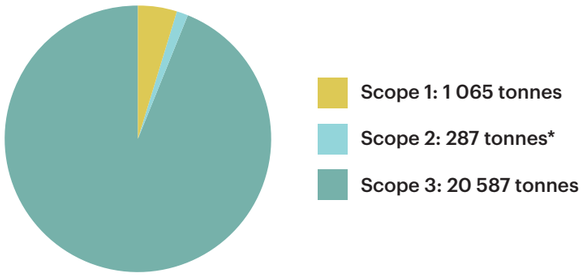
Biological feed conversion ratio: **1.21**

Greenhouse Gas Emissions

We have a responsibility to reduce our climate footprint. Rising sea temperatures in 2024 have presented challenges, particularly with increased sea lice levels. While it's often claimed that warmer seas benefit aquaculture, we know that higher temperatures can also lead to greater disease pressure, poorer fish welfare, and increased biological challenges. That's why we're committed to understanding and managing the consequences of climate change, while also working to reduce our own emissions through electrification, energy efficiency, and conscious operational choices.

In 2024, we invested in our first hybrid boat with a battery pack, which is set to be launched in 2025. At the same time, our sea site at Myrlandshaugen was connected to shore power. All of our sites are equipped with battery packs on the feed barges.

CO_2e emissions distributed across Scope 1, 2, and 3



2,77 tonnes CO_2e per tonne of salmon produced*

*Calculated using market-based method.

The Battle for Electricity

Bottlenecks challenging *the green transition*

Fish farms in Northern Norway need more energy than ever, and the demand is expected to rise sharply in the coming years. Limited grid capacity is reducing access to shore power for facilities and vessels. At the same time, industries are competing for electricity without clear political prioritization.

Hans Tobias Slette, researcher at SINTEF Ocean.

Currently, only 44% of sea-based facilities are electrified. The rest still rely on diesel, including so-called hybrid systems that use both batteries and diesel generators. Despite strong intentions to cut emissions, access to green energy is becoming increasingly difficult.

Under dimensioned grid

"The problem is grid bottlenecks and the fact that many areas are not built to meet modern energy needs," says Hans Tobias Slette, a researcher at SINTEF Ocean.

He points out that the challenge isn't just today's consumption – but future growth. Projections from the FHF project Access to Renewable Energy for the Seafood Industry Toward 2040 indicate demand will grow from 2.1 TWh today to at least 7.5 TWh over the next 15 years.

"Those not even in the process of getting shore power now may be years away from connection – and often it's simply not realistic. Short term, conditional grid access could be a solution for many. I also think we will see more local energy collaborations where actors in a region organize production, storage, and consumption of electricity themselves."

Greatest challenge in the north

Large parts of Northern Norway have weak infrastructure and are far from existing grids. In areas like Senja and Gratangen, the capacity is already overloaded.

"Fish farmers are using diesel generators to keep running. However, this is problematic for the community, as we are unable to cut those CO_2 emissions."

Batteries have too low an energy density to replace fuel at sea-based facilities. Green alternative fuels might be a way forward.

"You need something storable and transportable – like diesel, but green. It could be hydrogen, methanol, or ammonia. The challenges are availability, cost, and infrastructure. Right now, there are no fully viable commercial alternatives. But that could change.»

Efficiency and political direction

If electricity is to drive the green transition, political prioritization is essential, says Slette.

"Today, electricity is allocated to projects based on readiness—not necessarily what provides the most value creation or local employment. That's something we need to take a closer look at."

At the same time, more than political will is needed—energy efficiency is becoming increasingly crucial.

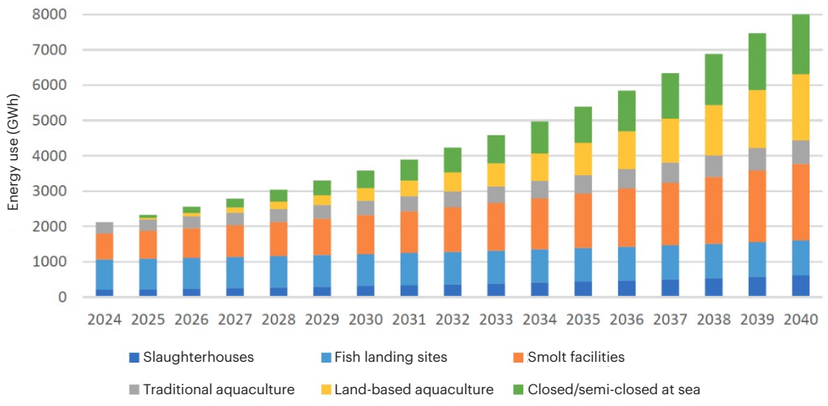
"The key is not always to get more electricity, but to use less. We should also consider alternative solutions, beyond the traditional ones. For example, there are major differences in energy use between different production methods, technologies, and operating temperatures in smolt facilities."

"In the years ahead, electricity will become both more expensive and more volatile," he concludes. "Thinking differently could benefit the environment, operations, and economy."

The Potential for Energy Efficiency in the Seafood Industry:

Access to Renewable Energy for the Seafood Industry Towards 2040:

Energy Use in the Seafood Industry Excluding Vessels, 7% Annual Increase (GWh)

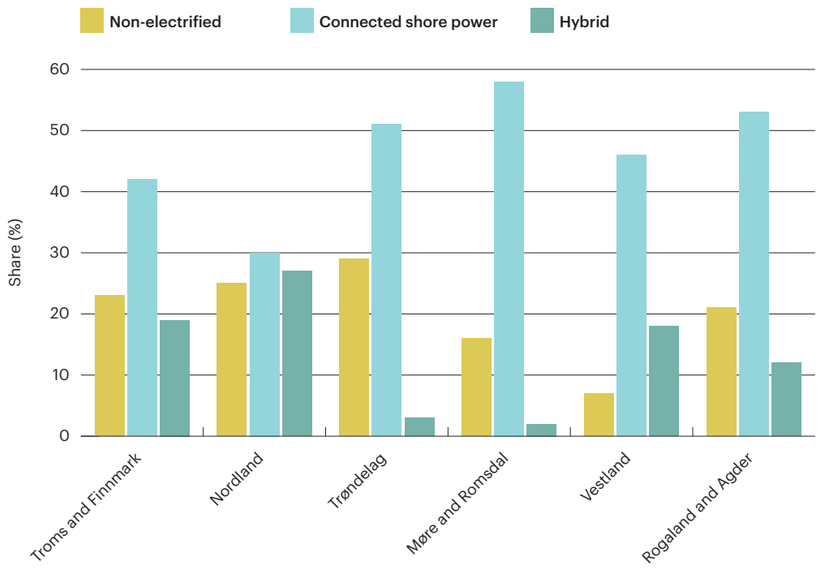


Figur 8-8: Energy Consumption in the Seafood Industry Excluding Vessels, Scenario 2 with an Expected 7% Annual Production Increase in Aquaculture Until 2040. Figure 8-8 is sourced from Access to Renewable Energy for the Seafood Industry Towards 2040.

Table 4-3: Energy Supply for Sea-Based Sites by County

	Non-electrified	Connected shore power	Planned/ under development	Hybrid	Assessed sites
Troms and Finnmark	23 %	42 %	19 %	19 %	170
Nordland	25 %	30 %	27 %	27 %	158
Trøndelag	29 %	51 %	3 %	3 %	149
Møre and Romsdal	16 %	58 %	2 %	2 %	55
Vestland	7 %	46 %	1 %	18 %	173
Rogaland and Agder	21 %	53 %	12 %	12 %	66
Total	20 %	44 %	20 %	16 %	771

Energy Supply for Sea-Based Sites by County



Based on the figures in Table 4-3: Energy Supply for Sea-Based Sites by County, sourced from Access to Renewable Energy for the Seafood Industry Towards 2040 (901866).

Cumulative Power Demand Towards 2030

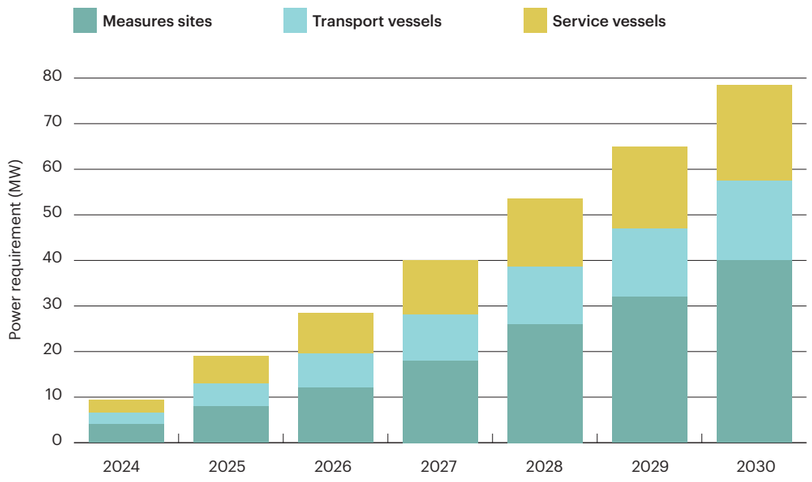


Figure 4-7 is sourced from *Access to Renewable Energy for the Seafood Industry Towards 2040* (901866).

Social Chapter

Our People

Our employees are our most important resource.
Gratanglaks is not just about salmon – it's about people.

Charlotte Winje

Our 44 employees are the driving force that allows us to deliver millions of meals with safe, healthy, and sustainable seafood. We believe in an inclusive and supportive work environment that motivates, fosters team spirit, and provides a meaningful workday.

Today, our employees work from several different locations – we have offices in Gratangen, Tromsø, and Harstad, and we are proud to be an attractive employer for people across the region. Most of our employees live in Harstad, Gratangen, Tromsø, and we also have colleagues from the municipalities of Ibestad, Kvæfjord, Tjeldsund, Narvik, Øksnes, Salangen, and Senja. The fact that more people want to work with us shows that we offer a workplace where people thrive.

Strong focus on wellbeing and community
A strong sense of unity is crucial to a good working environment, and in 2024 we have carried out several initiatives to strengthen team spirit:

- **Internal Control (IK) meeting for all employees**
  – An important arena for training, collaboration, and professional development.
- **Commuter schemes**
  – We've adapted shift arrangements to make it easier to combine work and leisure, especially for employees who commute. We are seeing an increasing number of applications from other parts of the region, and good shift opportunities make it easier for people from Øksnes, Senja, and Tromsø to work with us.
- **Strengthened Apprenticeship Scheme**
  – We have strengthened our apprenticeship scheme by changing training offices and improving the facilitation of apprenticeship pathways. The goal is to ensure good follow-up, open up multiple routes to certification, and facilitate continuous skills development throughout the organization.

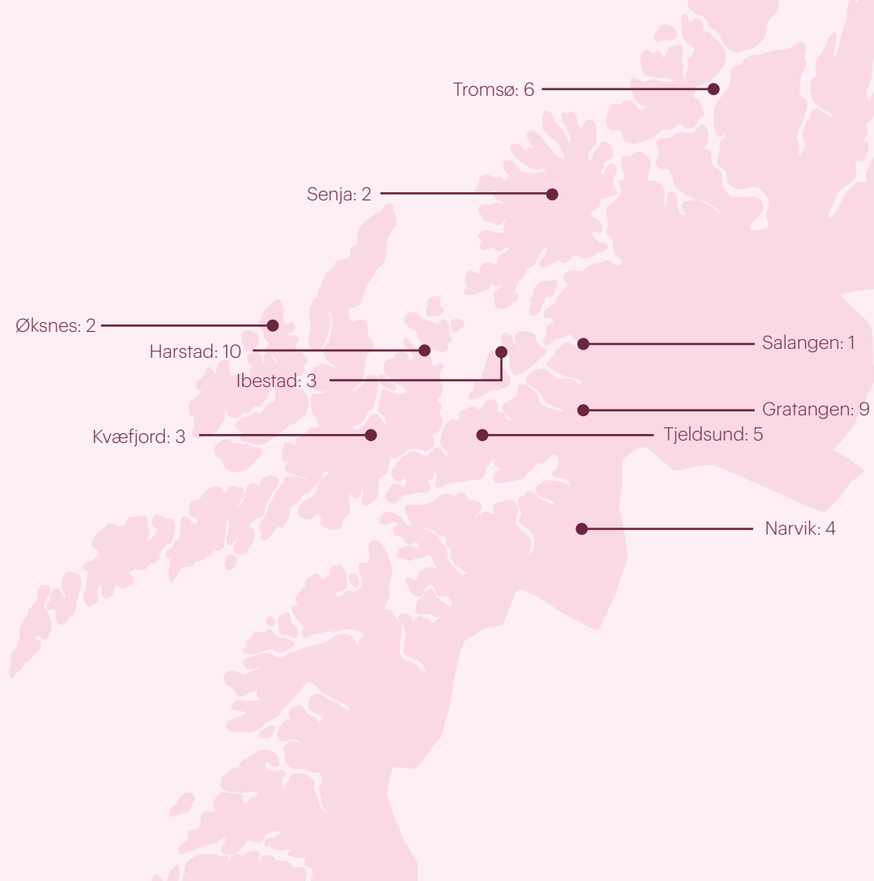
Key figures for 2024:

44 employees across municipalities

NOK 33 075 000 total wages paid

6.71% sick leave rate

Employee's place of residence 2024



HSE

A safe workplace for everyone.

Aquaculture is an industry with inherent risks, and we take our health, safety and environment (HSE) work extremely seriously.

In 2024, we had no serious accidents, but we recorded 5 unwanted incidents and 8 safety observations. What matters most to us is that we learn from these events, so we can prevent risks and ensure everyone gets home from work safely. We work systematically to create a safe workplace through continuous training, robust procedures, and a strong safety culture. We have zero tolerance for discrimination and harassment, and we want all employees to feel valued and included.

Through community, safety, and development of our employees, we create a sustainable workplace – because at Gratanglaks, it's our people who make us the company we are.

Key Figures for 2024

- 44 employees across municipalities
- NOK 33 075 000 total wages paid
- 0 serious accidents
- 5 unwanted incidents
- 8 safety observations
- 6,71% sick leave rate

Main office facilities in Åmundsvika, Gratangen.

Vision of Zero Accident

Safety as teamwork

Alexander Boiko

"Health, Safety and Environment (HSE) is the most important thing we work with," says Alexander Boiko, Operational Manager at Gratanglaks. "Employees should thrive and feel safe at work."

He has worked in aquaculture for twelve years and believes that despite the incidents that can occur, the industry is moving in the right direction.

Strong safety work, new challenges

The equipment, cranes, and boats are getting bigger, and processes more complex. Sea lice, for example, lead to more operations involving several people. When external partners work alongside internal staff, the communication can be affected.

"Together, we are working towards a zero-accident vision," Boiko continues.

"There is a strong focus on safety across the industry. Regulations have become stricter, and we have advanced equipment and routines. It's always better to have an extra safety measure than to risk having one too few."

To tackle these challenges, he highlights the importance of building a strong safety culture.

"There should be a short distance between all roles, whether you're in administration or working as an aquaculture technician. If someone notices a deviation, they must feel safe and comfortable speaking up. That goes for uncertainty as well."

Teammate safety check. In photo Augustin Enoksen Johansen and Camilla Fjellsaune.

Better with four eyes than two

Buddy checks are an essential part of the safety culture and involve looking out for each other.

"It's smart to have someone ask if you've remembered your safety shoes, or if you should put on an extra layer. We're all human – we make mistakes or forget things from time to time. When something has worked well for a long time, it's easy to assume it always will. But as the saying goes: four eyes are better than two."

Boiko has experienced this himself and says the buddy check has proven valuable.

"When working at sea, you have to deal with the weather and wind. You always need to be prepared, regardless of current, temperature, or season. It's easy to think you've accounted for everything, but it doesn't take much for things to turn dangerous. That's when a colleague's input can be worth its weight in gold."

The key to success

The team holds regular meetings focused on HSE and internal control. Everyone gathers—often with external suppliers—to discuss and share experiences.

Safety walks, deviation follow-ups, and audits are central to the safety work. Risk assessments are carried out before each operation, and afterwards the work is evaluated to identify opportunities for improvement.

"Safety must be a collaboration, within a healthy working environment where people look out for one another and feel empowered to speak up. That's the key to success."

"It's about keeping HSE in focus every day," Boiko concludes.

Active Contributor

Together, we create *a stronger region*

Gratanglaks is more than just a workplace – we are part of the local community.

Rooted in Gratangen, we've always valued playing an active and engaged role in our community. We want to contribute to a vibrant local community where people thrive, where there are job opportunities, and where future generations see possibilities. For us, sustainability is not just about the environment and the economy, but also about people and the communities we are part of.

Openness and cooperation build trust

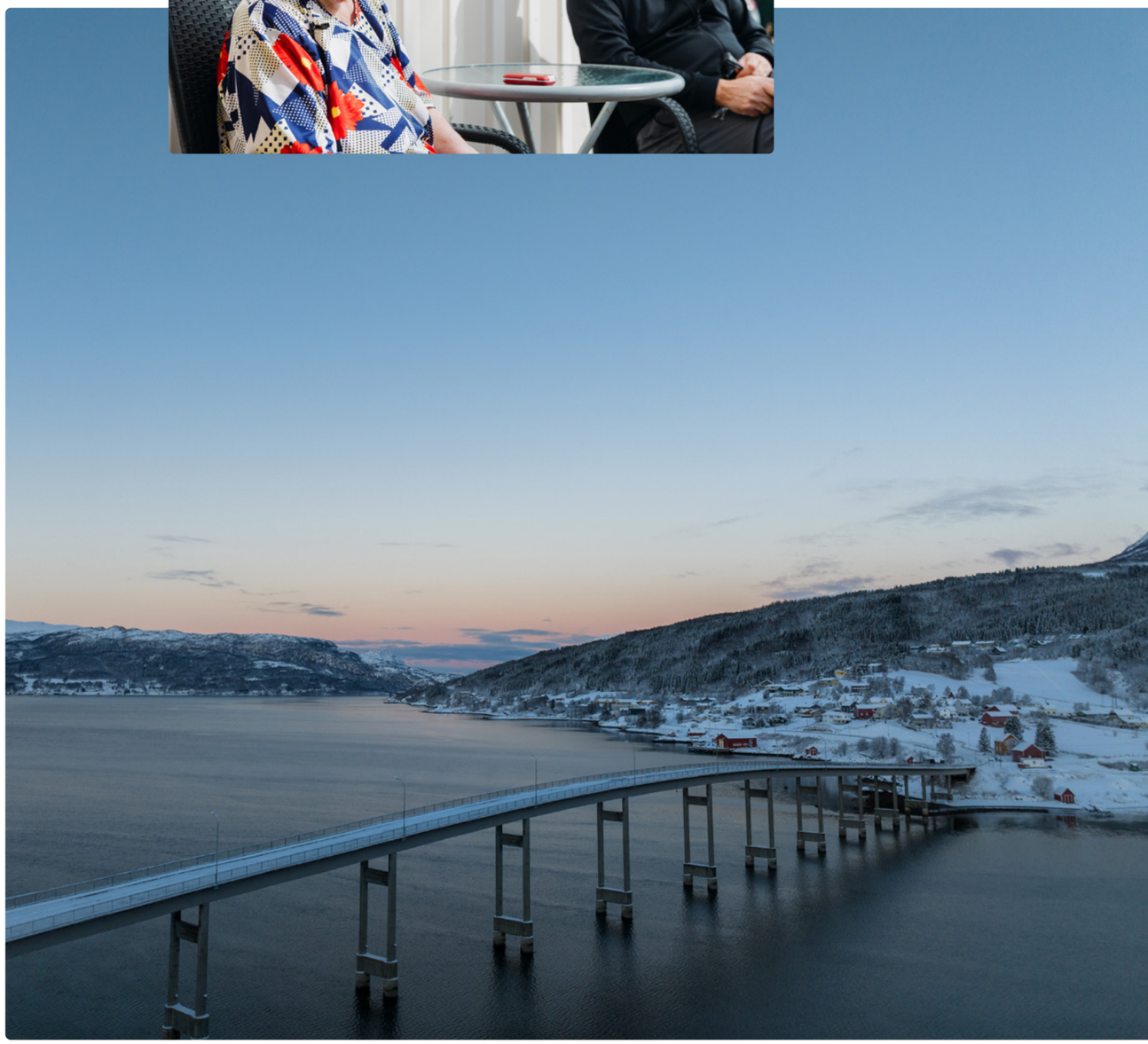
We believe in openness and dialogue with the society around us. That's why we organise public meetings where everyone is invited to ask questions, share their input, and gain insight into how we operate. We know that many people are curious about the aquaculture industry, and we appreciate this interest. Through company visits, we aim to give more people the chance to learn about us and what we do Children learn how salmon is transformed into healthy food, while pensioners gain insight into how the industry has evolved over time. These encounters foster understanding and help bridge generations.

Recruitment and jobs for the future

For our local communities to thrive, we must also ensure that young people see opportunities here. We actively collaborate with schools and Young Entrepreneurship to inspire the employees and entrepreneurs of tomorrow. We want to show that aquaculture is an industry full of possibilities – whether in biology, technology, logistics, or operations.

Support for local initiatives

We know that a strong local community is also built through volunteer work, sports, and culture. That's why we support local initiatives that promote activity and engagement. We sponsor local teams and associations, but for us, this is more than just financial support – it's about being an active contributor to the development of our region.



The Industry Values Youth

From classroom to *career*

Liv Brandvoll

For nearly 30 years, Ungt Entreprenørskap (UE – Young Entrepreneurship) has been building bridges between businesses and pupils in Norway. In the seafood industry, they play a key role in recruitment.

“Cooperation between schools and the business sector is incredibly valuable,” says Liv Brandvoll, Managing Director of UE Arctic.

Real life challenges

She explains that pupils gain valuable knowledge and insight into career opportunities and the skills in demand. Meanwhile, companies get to know the younger generation and demonstrate that they value them.

Through joint projects such as the SMART project at the primary level and student enterprises in secondary school, pupils work on real life problems that they must solve. This allows them to become more familiar with the industry and gain a more nuanced understanding of it. They also visit facilities and exhibition centres.

“Many believe the seafood industry is all about ‘cold hands and hard work’,”she says, noting that young people are often pleasantly surprised.

Active participation

UE projects turn pupils into active participants, rather than passive recipients of information. Engagement is also crucial for companies to succeed.

“Those who dedicate resources and prioritise collaboration are the ones who benefit the most. I’d like to praise Gratanglaks in particular. They are proactive, understand the importance of early involvement, and work closely with UE.”

Brandvoll says they are keen to further develop cooperation with seafood companies.

“We constantly update our programmes to ensure the problems students work on are relevant.”

Changing the narrative

Recruitment is crucial for the seafood industry to succeed in the future—especially in a region that presents both challenges and opportunities.

“Northern Norway is the first to face climate change, recruitment issues, and other challenges. What people hear less about is that this region has the greatest growth potential in the country. It also has the highest proportion of female leaders. We want to help change the narrative.”

Early contact with businesses increases the likelihood that young people will return after completing their education.

“There's something here for everyone – and endless opportunities, no matter how far you want to go”, she concludes.

Long-Term Recruitment Efforts

Effort with *long-lasting impact*

Monica Eide

Recruitment in rural areas is a long-term effort, where collaboration is essential. Through our partnership with Young Entrepreneurship (UE), children and young people learn about the opportunities in the aquaculture industry. For us, it's an investment in the future – in Gratanglaks, the region, and next generations.

Our Community Contact, Monica Eide, emphasizes the importance of being visible, active, and relevant to attract the expertise needed in the years to come.

“It's no longer young people going around hoping for a job – now it's up to us to promote ourselves, and the earlier, the better.”

Deepening understanding

Company visits, school projects, and events provide opportunities to connect closely with students. They work with real life examples from our daily operations to gain hands-on experience and insight.

“We love having visitors! It gives the students a deeper understanding when they’ve been here and seen what we do,” says Eide. “We notice that they’ve been paying attention when they present their assignments.”

She explains that the project also includes schools farther away.

“It’s an advantage to reach beyond just those who live close to Gratangen. That’s why we want to increase our activity in Tromsø, among other places.”

Great recruitment needs

The plan moving forward is to further strengthen the collaboration with UE, to reach even more people.

“What matters most isn’t that young people choose to work specifically for us, but that they choose the region and the industry. We need people – everywhere. Those who grow up here should know who we are, what we do, and what opportunities are available. This is also our way of giving back to the local community – which we rely on completely. Fortunately, things are moving in the right direction: more people are choosing to stay or come back. We’re proud to be part of that.”

Blue Vision – sharing knowledge. Voting tool.

Bringing the fish pens to Tromsø

Emilie Brynjulfsen og Anna Skott.

With 9,371 visitors from around the world, Blue Vision broke its attendance record in 2024. Today, our salmon exhibition is a valuable arena for knowledge sharing, offering a close look at both the industry and Gratanglaks.

Blue Vision opened in 2018 and is located in Kystens Hus in Tromsø. We offer RIB tours to our facilities in Gratangen, as well as guided visits to Astafjord Smolt and the Astafjord processing facility.

A glimpse into daily life
Emilie Brynjulfsen is the exhibition manager at Blue Vision, and together with colleague Anna Skott, shares a strong passion for communication and seafood production.

“The common denominator in everything we do is trying to bring the aquaculture industry to Tromsø and offer a glimpse into our daily operations. Aquaculture has become one of Norway’s largest industries, so it’s important that locals, students, and tourists alike can learn more and get to know us. We also host visits from businesses and universities and have welcomed international delegations on several occasions.”

Live demonstrations
Guests can see live footage from the facilities, explore a well boat model, and try out games, visualizations, and interactive tasks. It’s also possible to watch feedings and laser operations being remotely controlled from Kystens Hus.

The centre also aims to showcase the diversity and opportunities in the industry. Brynjulfsen highlights school visits as especially important, since they help boost recruitment.

“Many students leave here saying: 'Wow, this looks exciting! I’d like to work with this.' That gives us extra motivation.”

Knowledge of the value chain
They continue to welcome more schools and students – both Norwegian and international.

“For example, we’ll soon welcome a group of Canadian exchange students studying biology in Denmark. This is their fourth visit in a row. We also host events that attract many from the local community – students and other interested guests.”

Skott stresses the importance of transparency and sharing knowledge about the entire value chain.

“Many people know little about how salmon is produced but are eager to learn more. A common question is about antibiotic use—and it's encouraging to explain that the industry now relies far less on antibiotics, thanks to a range of preventative measures. At the same time, we’re open about the challenges the industry faces, as well as the innovative solutions and exciting opportunities ahead.”

Continuous development
To ensure updated knowledge, the staff at the salmon centre maintain close dialogue with Gratanglaks colleagues and collaborate with other stakeholders at Kystens Hus. Annual visits to other centres are also arranged through a national visitor centre forum.

Brynjulfsen says they’re working on several plans to further develop the exhibition. One idea is to introduce VR headsets that give visitors the feeling of standing at the edge of a fish pen. They also want to continue strengthening close partnerships with schools, students, and kindergartens.

“Our goal is to constantly improve, so that everyone who visits has a great experience and learns something new," she concludes. "We look forward to welcoming more guests in the future.”

Economic Sustainability and Governance

Economic Sustainability and Governance

– Navigating a Challenging Landscape

Economic sustainability is the foundation of our ability to create stable jobs, develop our business, and contribute to local value creation over time. In 2024, we had to navigate a challenging operational year, including unusually high sea temperatures in the autumn. This presented us with some unexpected challenges, which meant that we did not achieve our planned production. Sea lice represented a major expense in 2024, and the company experienced greater losses than we are satisfied with. Altogether, this resulted in an annual profit of NOK 5.7 million.

The experiences of the past year mean that in 2025, we are placing an even stronger focus on feeding, fish welfare, and solid operational management to ensure better biological results and increased profitability.

Even in a challenging landscape, we are holding the course—with the goal of creating value for both the company and the community around us.

Key figures 2024:

6 591 tonnes salmon sold

NOK 437 816 000 in revenue

NOK 5 700 000 in annual profit

NOK 18 500 000 paid in taxes by the company

Trine and Tore Lundberg.

Sustainability Reporting

We have chosen to follow the Global Reporting Initiative (GRI) for our reporting, as it is a comprehensive and recognised framework for sustainability reporting. The GRI standard helps us systematically measure and communicate our impact on the economy, environment, and society. By using GRI, we ensure transparency, comparability, and credibility in our sustainability reports – which is essential for our stakeholders and for achieving our sustainability goals.

Read more about our sustainability reporting here:

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