

Good morning Ladies & Gentlemen and all Surimi Family,

Jae has given me an opportunity to talk with you today and open the 9th Surimi School Europe. Unfortunately, i cannot ...and I apologize. I wish thank you Jae for many years working together in a way to build a platform for sharing our knowledges and making our markets to the highest level.

Jae: You didn't tell me what "Premium" is - what I wanted to check with your class? Premium compared with what standard? When I go to the gas station, they propose me : "Premium", "Excellium", etc ... Every company has their "Premium" : what does it mean ? Could it be associated with a quantity of surimi contained and get a norm internationally? What the consumer could believe easily better than a world without any value!

Since 1988, when surimi seafood started in Europe, we have tried to bring regulations for a new food which was not existing before ... Day by day we have built and as a pionnier, turned forward the future, we : I & Dr. Han Chin (Ifremer) have opened an association "ADISUR", after a trip together to Japan.

The head quarter was established in Nantes for inviting new industries in the field of surimi seafood. The development of this industry has been a success as the main actors in Europe was focus on technology, quality and innovation. A guideline was born: this crab stick was recognized as a food!

Quickly, Europe has been stronger than USA in terms of development and volumes.

Several companies have been acquired to re-inforce the position of the strong market share.

For Eastern European countries, we have observed several companies disappeared as they wanted to make much more money than quality.

Becoming rich was the target!!! They disappeared and showed no important role.

Today, the companies existing in surimi seafood field are strong as they are focus on quality, focus on traceability with frequent innovation and new products. The diversification is a key under condition to take care about their brand name and not accepting to supply volumes for the distribution chain at low cost.

R&D is a main factor for the future to keep a position of **industrial ...** and try not become an amateur to make money, only."

The top quality in every sector has been a key to survive and crossed any crisis. You know many of them in fashion, perfumes, luxury cars, etc ... It is true also in food sector and surimi seafood.

It is true also in food ingredients: surimi base blocks, additives, extracts, flavours, seasoning and many others.

Activ International and I have always participate, contribute to the extension of surimi seafood field and we are glad to work with Jae to open the first four Surimi School in Europe: Paris and Spain.

Activ International will continue to support Surimi School and all members. Enjoy your two days time during this 9th event in Europe. Thank you for your participation / Best regards

Robert Delin
President of Activ International Group