



# LERØY SEAFOOD GROUP

## Quarterly report Preliminary financial figures 2012

February 26<sup>th</sup> 2013

Henning Beltestad  
CEO

Sjur S. Malm  
CFO





# Agenda

**1**

Considerations

**2**

Key financial figures Q4 2012

**3**

Lerøy at a glance

**4**

Market glance

# Highlights as of Q4 2012

- Satisfactory cost development, too much volume in October
  - EBIT before biomass adjustment NOK 136 million
  - EBIT/kg all inclusive NOK 3.3
  - Price realisation impacted by too high share of volume at low prices in October
- Contracts
  - Positive market view and low contract prices has resulted in low contract share
  - Average contract share 11% (38% in Q3 2011), below target
  - Contract prices in line with spot prices in the quarter
- Harvest volume
  - Record-high volume, i.e. 41.3' GWT (Q4 2011: 39.6' GWT)
- Proposed dividend for 2012, NOK 7 per share



# Highlights as of Q4 2012



- Prices
  - Salmon price increased significantly towards end of quarter
  - More than 40% of own produced salmonids volume sold in October (low price)
  - Realised price in Q4 2012 in line with Q4 2011
- Costs
  - Lowest cost/kg YTD, and cost significantly down y-o-y.
  - Large cost variance in different farming operations in the quarter
- Biomass in sea:
  - Record-high volume for the season 103.9' LWT Q4 12 vs 100.6' LWT Q4 11
  - 41.9' LWT > 4kg Q4 12 vs 34.1' LWT > 4kg Q4 11

# Key figures Q4 2012

All figures in NOK mill

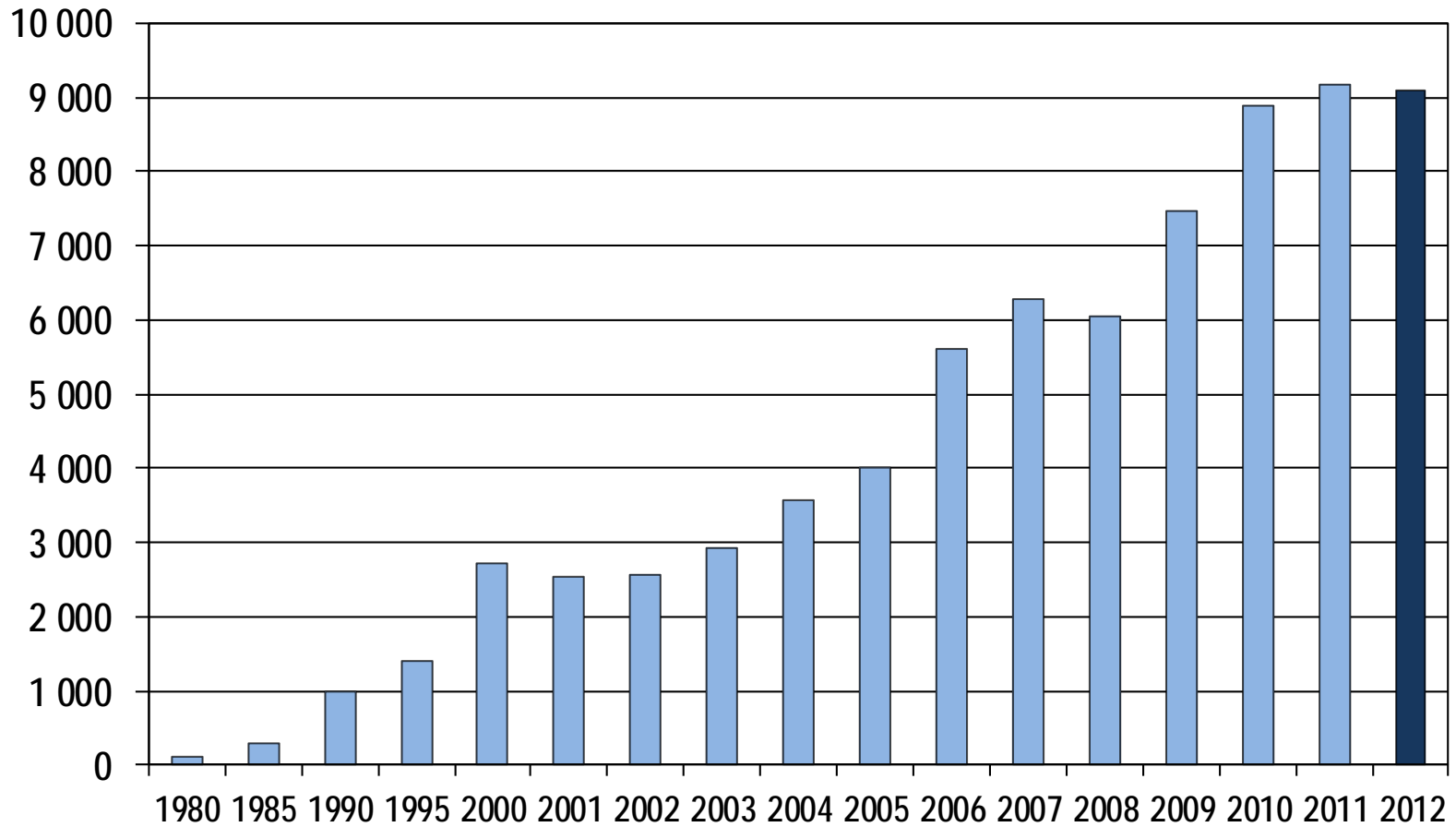
	<b>Q4 - 12</b>	Q4 - 11	Change	<b>2012</b>	2011	Change
<b>Turnover</b>	<b>2 411</b>	2 251	7 %	<b>9 103</b>	9 177	-1 %
<b>EBITDA</b>	<b>210</b>	192	9 %	<b>775</b>	1 485	-48 %
<b>EBIT bef adj biom *</b>	<b>136</b>	120	13 %	<b>450</b>	1 213	-63 %
<b>PTP bef adj biom **</b>	<b>114</b>	96	19 %	<b>380</b>	1 183	-68 %

\*) YTD figure including impairment loss of NOK 50m in Q1 2012 (fixed asset NOK33m, salaries NOK17m) in connection with closure of slaughter house in Lerøy Hydrotech

\*\*) PTP = Pre-tax profit

# Turnover LSG

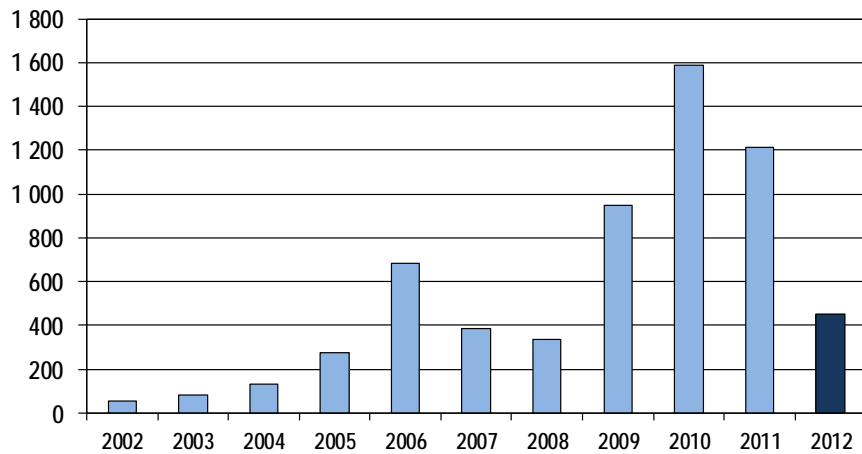
NOK million



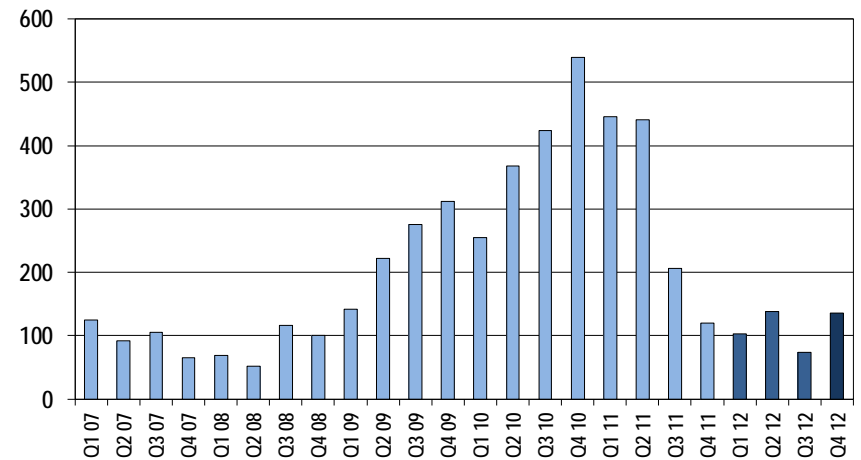
# EBIT LSG pre biomass adj

NOK million

EBIT pr FV adj, annual

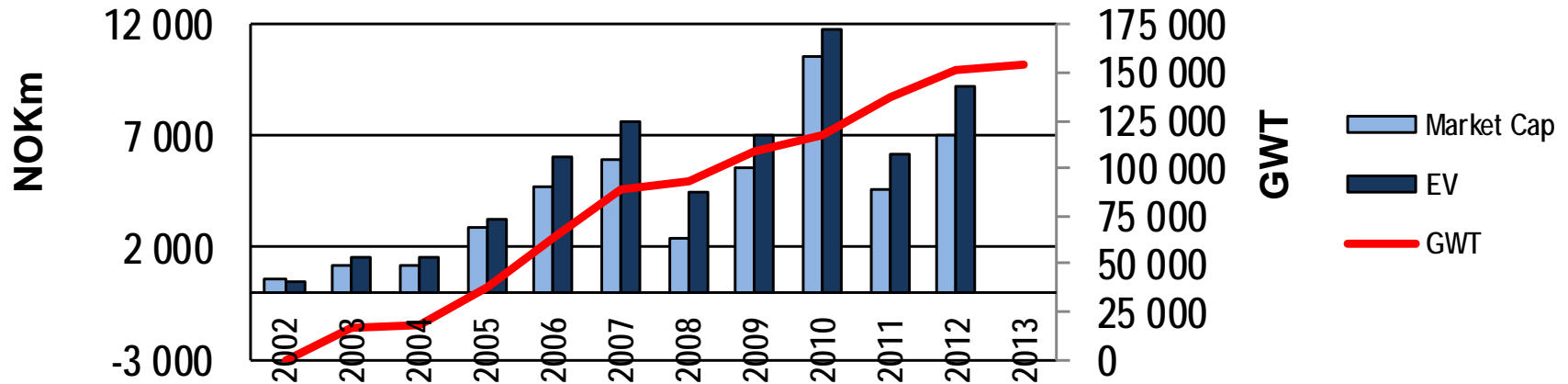


EBIT pr FV adj, quarterly



LSG was listed on Oslo Stock Exchange in 03.06.2002

# Ten years with sustainable growth, more to come!



Listed on Oslo Stock Exchange 03.06.2002





# Internal considerations Q4 2012

- Farming
  - Large variances in different operations
    - Very strong result in Lerøy Aurora
    - Still close to break-even in majority of operations
  - Strong price development during quarter, however result impacted by more than 40% of own produced volume sold in October
  - Price realisation in line with Q4 2011
  - Underlying production cost down y-o-y and q-o-q
- Sales and Distribution
  - Low contract share combined with record high harvest volumes have given massive volumes in spot market
  - High volumes in spot market has given pressure on margins in Sales and Distribution unit

# Internal considerations Q4 2012



- Affiliated company: Norskott (Scottish Sea Farms)
  - Satisfactory profitability
    - Satisfactory achieved prices. Increasing spot prices during Q4.
    - Relatively high, and increasing contract share
    - High production costs for the period
    - EBIT/kg NOK 2.2 in Q4 2012
    - Biological situation is well managed and under control
- Financially solid
  - NIBD NOK 2,232m as of Q4 2012
  - Fixed interest (swap) for NOK1,000m – 10 years
  - Equity NOK5,964m
  - Equity ratio 51%
  - Satisfactory operational cash flow



# Agenda

- 1 Considerations
- 2 Key financial figures Q4 2012**
- 3 Lerøy at a glance
- 4 Market glance

# Income Statement Q4 2012

All figures in NOK 000

	<u>Q4 2012</u>	<u>Q4 2011</u>	<u>YTD 2012</u>	<u>2011</u>
<b>Salgsinntekter / Operating revenues</b>	<b>2 410 552</b>	2 250 605	<b>9 102 941</b>	9 176 873
Vareforbruk / Cost of goods sold	<b>1 701 760</b>	1 563 085	<b>6 442 319</b>	5 866 180
Lønnskostnader / Salaries and wages	<b>282 180</b>	272 996	<b>1 031 872</b>	967 789
Andre driftskostnader / Other operating costs	<b>216 622</b>	222 723	<b>853 883</b>	858 107
<b>Driftsresultat før avskrivninger / EBITDA</b>	<b>209 990</b>	191 802	<b>774 866</b>	1 484 797
Ordinære avskrivninger / Ordinary depreciation	<b>74 358</b>	71 797	<b>291 768</b>	271 899
Nedskrivning driftsmidler / Impairment loss fixed assets	<b>0</b>	0	<b>33 000</b>	0
<b>Driftsresultat før verdijustering biomasse / EBIT before fair value adjustment biomass</b>	<b>135 632</b>	120 004	<b>450 098</b>	1 212 898
Verdijustering biomasse / Fair value adjustment biomass	<b>343 473</b>	21 857	<b>294 735</b>	-615 767
<b>Driftsresultat / Operating profit (EBIT)</b>	<b>479 105</b>	141 862	<b>744 832</b>	597 131
Inntekt fra tilknyttede selskaper / Income from associated companies	<b>6 462</b>	-8 537	<b>24 831</b>	19 741
Netto finansposter / Net financial items	<b>-26 790</b>	-21 964	<b>-95 154</b>	-81 884
<b>Resultat før skattekostnad og før just biomasse / Profit before tax bef adj biom.</b>	<b>114 034</b>	95 730	<b>379 913</b>	1 183 314
<b>Resultat før skattekostnad / Profit before tax</b>	<b>458 778</b>	111 361	<b>674 509</b>	534 988
Beregnete skatter / Estimated taxation	<b>-126 608</b>	-36 615	<b>-182 748</b>	-156 311
<b>Periodens resultat / Profit for the period</b>	<b>332 170</b>	74 746	<b>491 760</b>	378 677

# Balance Sheet Q4 2012

All figures in NOK 000

	<u>31.12.12</u>	<u>31.12.11</u>
<b><i>Eiendeler / Assets</i></b>		
Immaterielle eiendeler / Intangible assets	3 993 598	3 885 419
Varige driftsmidler / Tangible fixed assets	2 094 539	1 836 384
Finansielle anleggsmidler / Financial non-current assets	357 945	360 794
<b>Sum anleggsmidler / Total non-current assets</b>	<b>6 446 081</b>	6 082 597
Biologiske eiendeler / Biological assets	2 724 941	2 370 938
Andre varer / Other inventories	326 225	328 045
Fordringer / Receivables	1 194 376	1 082 838
Betalingsmidler / Cash and cash equivalents	1 082 797	1 597 429
<b>Sum omløpsmidler / Total current assets</b>	<b>5 328 340</b>	5 379 250
<b>Sum eiendeler / Total assets</b>	<b>11 774 420</b>	11 461 847
<b><i>Egenkapital og gjeld / Equity and debt</i></b>		
Innskutt egenkapital / Paid in equity	2 785 936	2 785 936
Opptjent egenkapital / Earned equity	2 528 638	2 476 900
Ikke-kontrollerende eierinteresser / Non-controlling interests	649 382	534 931
<b>Sum egenkapital / Total equity</b>	<b>5 963 956</b>	5 797 766
Avsetning for forpliktelser / Accrued liabilities	1 282 892	1 098 673
Langsiktig gjeld / Long-term liabilities	2 402 770	2 429 365
Kortsiktige kreditter / Short-term loans	911 887	760 977
Annen kortsiktig gjeld / Other short-term liabilities	1 212 915	1 375 066
<b>Sum gjeld / Total liabilities</b>	<b>5 810 464</b>	5 664 082
<b>Sum egenkapital og gjeld / Total equity and liabilities</b>	<b>11 774 420</b>	11 461 847

# Cash Flow Statement Q4 2012

All figures in NOK 000

	<u>Q4 2012</u>	<u>Q4 2011</u>	<u>YTD 2012</u>	<u>2011</u>
<b>Kontantstrøm fra drift / Cash flow from operating activities</b>				
Resultat før skatt / Profit before tax	458 777	111 360	674 508	534 988
Betalt skatt / Income tax paid	12 450	-13 548	-267 078	-407 229
Ordinære avskrivninger / Ordinary depreciation	74 358	71 800	291 768	271 900
Nedskrivninger varige driftsmidler / Impairment loss fixed assets	0	0	33 000	0
Resultat tilknyttede selskaper / Profit from associated companies	-6 463	8 537	-24 831	-19 741
Endring verdjustering biomasse / Change in value adjustment biomass	-343 473	-23 594	-294 735	616 741
Endring varelager / Change in inventories	-61 526	-77 611	-32 316	-313 670
Endring kundefordringer / Change in accounts receivable	-32 313	22 882	-32 119	86 893
Endring leverandører / Change in accounts payable	3 935	-33 481	94 239	51 911
Poster klass. som finansieringsaktiviteter / Items reclassified as financing activities	26 790	21 963	95 154	81 884
Andre tidsavgrensninger / Other accruals	43 340	104 018	-93 977	-30 865
<b>Netto kontantstrøm fra drift / Net cash flows from operating activities</b>	<b>175 876</b>	<b>192 326</b>	<b>443 614</b>	<b>872 812</b>
<b>Kontantstrøm fra investeringsaktiviteter / Cash flow from investing activities</b>				
Netto investering i varige driftsmidler etc. / Net investment in fixed assets etc.	-136 171	-154 577	-505 522	-516 660
Netto investering i immaterielle eiendeler / Net investment in intangible fixed assets	368	-1 398	-565	-9 405
Netto utbetaling ved kjøp av aksjer etc. / Net payments for acquisitions of shares etc.	-2 065	-675	964	-1 675
Netto utbetaling v/kjøp av konsernselskaper / Net acquisitions of group companies	0	0	-102 932	-22 751
Innbetaling av utbytte fra tilknyttede selskaper / Dividend from associates	0	0	9 000	29 336
Endring langsiktige fordringer etc. / Change in long-term receivables etc.	-217	-66	-156	-254
<b>Netto kontantstrøm fra investeringsaktiviteter/Net cash flow from investing activities</b>	<b>-138 085</b>	<b>-156 716</b>	<b>-599 211</b>	<b>-521 409</b>
<b>Kontantstrøm fra finansieringsaktiviteter / Cash flow from financing activities</b>				
Netto endring i kortsiktige kreditter / Net change in bank overdraft	-4 074	193 043	115 751	319 513
Netto endring langsiktig gjeld / Net change in long-term debt	-60 992	-57 771	8 075	213 618
Netto finanskostnader / Net financial costs	-27 348	-21 963	-102 089	-81 884
Gjenkjøp av egenkapitalinteresser / repurchase of equity interests	0	-8 124	0	-15 198
Utbetaling av utbytte / Dividend payments	0	0	-382 828	-565 939
<b>Netto kontantstrøm fra finansieringsakt. / Net cash flow from financing activities</b>	<b>-92 414</b>	<b>105 185</b>	<b>-361 091</b>	<b>-129 890</b>
<b>Netto kontantstrøm for perioden / Net cash flows for the period</b>	<b>-54 623</b>	<b>140 795</b>	<b>-516 688</b>	<b>221 512</b>
Betalingsmidler v/periodens begynnelse / Cash and cash equiv. at beginning of period	1 138 765	1 456 635	1 597 429	1 357 096
Betalingsmidler fra virksomhetsoverdragelser / Cash from business combinations	0	0	3 401	18 821
Valutakursendringer på kontanter / Currency exchange gain or loss on cash	-1 345	0	-1 345	0
<b>Betalingsmidler ved periodens slutt / Cash and equivalents at end of period</b>	<b>1 082 797</b>	<b>1 597 429</b>	<b>1 082 797</b>	<b>1 597 429</b>

# Key figures - Lerøy Seafood Group Q4 2012

	<u>Q4 2012</u>	<u>Q4 2011</u>	<u>YTD 2012</u>	<u>2011</u>
Høstet volum (GWT) / Harvest volume (GWT)	<b>41 313</b>	39 610	<b>153 403</b>	136 672
Resultatmargin før just.biomasse / Profit margin before adj. biomass	<b>4,7 %</b>	8,3 %	<b>4,2 %</b>	12,9 %
Resultatmargin / Profit margin <sup>1)</sup>	<b>19,0 %</b>	1,3 %	<b>7,4 %</b>	5,8 %
Driftsmargin før just.biomasse / Operating margin before adj.biomass	<b>5,6 %</b>	9,0 %	<b>4,9 %</b>	13,2 %
Driftsmargin / Operating margin <sup>2)</sup>	<b>19,9 %</b>	2,8 %	<b>8,2 %</b>	6,5 %
Resultat per aksje før just.biomasse / Earnings per share before adj.biomass	<b>1,55</b>	2,54	<b>5,11</b>	15,13
Resultat per aksje / Earnings per share <sup>3)</sup>	<b>5,89</b>	0,50	<b>8,81</b>	7,01
Utvannet resultat per aksje / Diluted earnings per share	<b>5,89</b>	0,50	<b>8,81</b>	7,01
ROCE før just.biomasse (annualisert) / ROCE before adj.biomass (annualised)	<b>7,1 %</b>	11,9 %	<b>6,2 %</b>	17,9 %
ROCE (annualisert) / ROCE (annualised) <sup>4)</sup>	<b>24,1 %</b>	3,0 %	<b>9,9 %</b>	8,4 %
Egenkapitalandel / Equity ratio	<b>50,7 %</b>	50,9 %	<b>50,7 %</b>	50,6 %
Netto rentebærende gjeld / Net interest bearing debt	<b>2 231 860</b>	1 598 291	<b>2 231 860</b>	1 592 914
Kontantstrøm per aksje / Cash-flow per share <sup>5)</sup>	<b>3,22</b>	1,59	<b>8,13</b>	15,99
Utvannet kontantstrøm per aksje / Diluted cash-flow per share	<b>3,22</b>	1,59	<b>8,13</b>	15,99

1) Resultatmargin = Resultat før skatt / salgsinntekter

2) Driftsmargin = Driftsresultat / salgsinntekter

3) Resultat per aksje = Majoritetens andel resultat / Gjennomsnittlig antall aksjer

4) ROCE = [Res. før skatt+nto fin.poster] / Gj.sn.[nto renteb. gjeld+sum egenkapital]

5) Kontantstrøm fra drift

1) Profit margin = Profit before tax / revenues

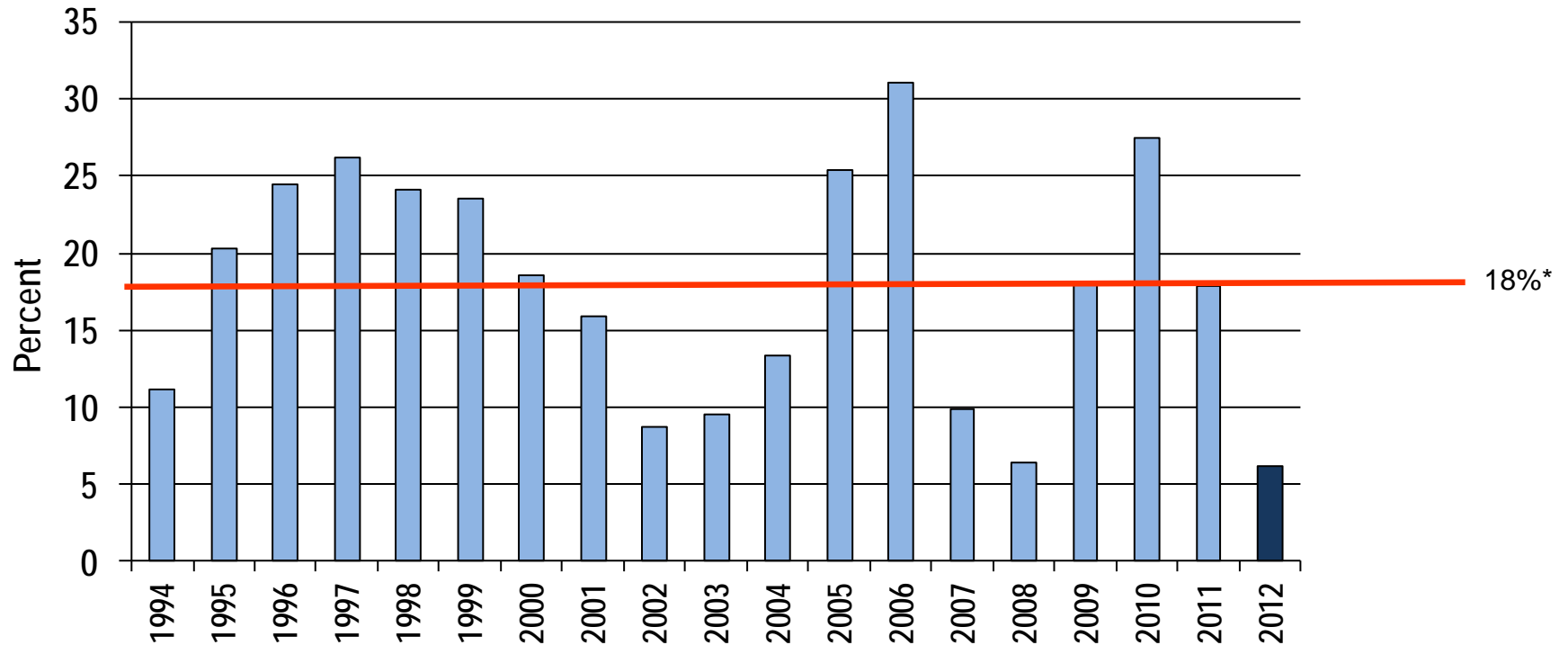
2) Operating margin = Operating profit / revenues

3) Earnings per share = Majority interests / Average number of shares

4) ROCE = [Pre tax profit + net fin. items] / Average [net interest bearing debt + total equity]

5) Cash-flow from operations

# Return on capital employed (ROCE)

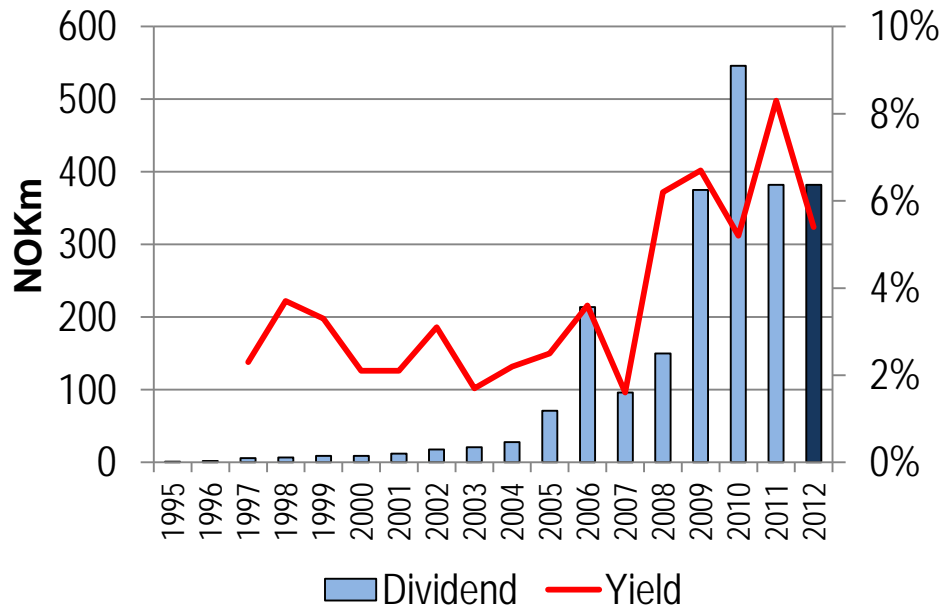


\* Target communicated at the listing on Oslo Stock Exchange 03.06.2002

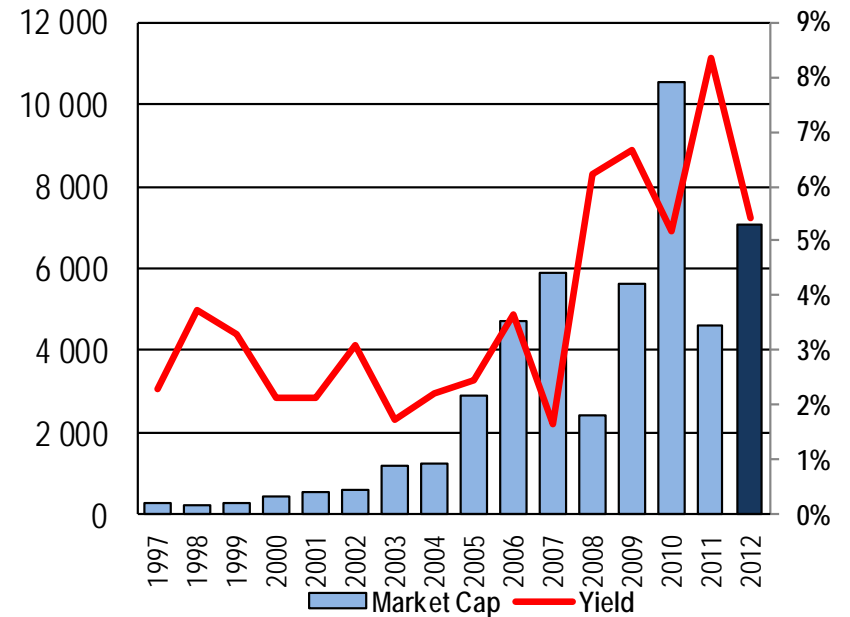


# Annual dividend since 1995

Dividend (NOKm), dividend yield



Dividend yield and market cap



Listed on Oslo Stock Exchange 03.06.2002

Shareprice end 2011: NOK 84, Shareprice end 2012: NOK 129.5

# Funding

- Sound debt repayment profile

<b>NOK million</b>	<b>2013</b>	2014	2015	2016	2017	2018 ->	Total
<b>Instalments</b>	<b>394</b>	451	284	553 <sup>*)</sup>	260	854	2 797

- Covenants NIBD/EBITDA < 5 and Equity ratio > 30%<sup>\*\*)</sup>
  - Q4 2012: 2.88 and 58.0 % respectively
- Satisfactory committed unused credit lines

<sup>\*)</sup> Of which NOK300m a 5 year bond with Eksportfinans ASA (renewed in October 2011)

<sup>\*\*)</sup> Adjusted for bank deposits and deferred tax associated with licenses

# Key Figures per segment Q4 2012

## Q4 2012

<i>Figures NOKm</i>	Farming	VAP/other production	Elimination production	Total production	Sales & Distribution	Elimination S&D	Total Sales & Distribution	Elimin / LSG ASA	Total Group
<b>Revenues</b>	1 196	306	-55	<b>1 448</b>	2 609	-248	<b>2 361</b>	-1 398	<b>2 411</b>
<b>EBIT before biom adj</b>	57	19	0	<b>76</b>	65	0	<b>65</b>	-5	<b>136</b>
<b>RoS</b>	4,7 %	6,2 %		<b>5,2 %</b>	2,5 %		<b>2,8 %</b>		<b>5,6 %</b>
<b>Volumes (GWtk)</b>	41,3			<b>41,3</b>	41,3		<b>41,3</b>		<b>41,3</b>
<b>EBIT/kg</b>	1,4	0,5		<b>1,8</b>	1,6		<b>1,6</b>	-0,1	<b>3,3</b>

## Q4 2011

<i>Figures NOKm</i>	Farming	VAP/other production	Elimination production	Total production	Sales & Distribution	Elimination S&D	Total Sales & Distribution	Elimin / LSG ASA	Total Group
<b>Revenues</b>	1 107	217	-36	<b>1 288</b>	2 321	-130	<b>2 191</b>	-1 228	<b>2 251</b>
<b>EBIT before biom adj</b>	32	12	0	<b>43</b>	83	0	<b>83</b>	-6	<b>120</b>
<b>RoS</b>	2,9 %	5,3 %		<b>3,4 %</b>	3,6 %		<b>3,8 %</b>		<b>5,3 %</b>
<b>Volumes (GWtk)</b>	39,6			<b>39,6</b>	39,6		<b>39,6</b>		<b>39,6</b>
<b>EBIT/kg</b>	0,8	0,3		<b>1,1</b>	2,1		<b>2,1</b>	-0,2	<b>3,0</b>

# Key Figures per segment YTD 2012

## YTD AP12 2012

<i>Figures NOKm</i>	Farming	VAP/other production	Elimination production	Total production	Sales & Distribution	Elimination S&D	Total Sales & Distribution	Elimin / LSG ASA	Total Group
Revenues	4 377	1 078	-212	5 242	9 728	-678	9 049	-5 188	9 103
EBIT before biom adj	238	49	0	287	191	0	191	-28	450
RoS	5,4 %	4,6 %		5,5 %	2,0 %		2,1 %		4,9 %
Volumes (GW Tk)	153,4			153,4	153,4		153,4		153,4
EBIT/kg	1,6	0,3		1,9	1,2		1,2	-0,2	2,9
EBIT/kg ex restruct.	1,9			2,2					3,3

## YTD AP12 2011

<i>Figures NOKm</i>	Farming	VAP/other production	Elimination production	Total production	Sales & Distribution	Elimination S&D	Total Sales & Distribution	Elimin / LSG ASA	Total Group
Revenues	4 592	833	-209	5 216	9 516	-496	9 020	-5 059	9 177
EBIT before biom adj	978	34	0	1 011	237	0	236	-35	1 213
RoS	21,3 %	4,0 %		19,4 %	2,5 %		2,6 %		13,2 %
Volumes (GW Tk)	136,6			136,6	136,6		136,6		136,6
EBIT/kg	7,2	0,2		7,4	1,7		1,7	-0,3	8,9

# Key Figures Farming Q4 2012

## Q4 2012

<i>Figures NOKm</i>	Lerøy Midnor <sup>*)</sup>	Lerøy Hydrotech	Lerøy Aurora <sup>*)</sup>	Lerøy Vest	Sjøtroll Havbruk <sup>*)</sup>	Farming
<b>Revenues</b>	311	203	200	198	284	1 196
<b>EBIT before biom adj</b>	29	-8	37	4	-5	57
<b>RoS</b>	9,2 %	-3,8 %	18,4 %	2,1 %	-1,8 %	4,7 %
<b>Volumes (GWtk)</b>	8,9	8,1	6,2	7,8	10,3	41,3
<b>EBIT/kg</b>	3,2	-1,0	6,0	0,5	-0,5	1,4

## Q4 2011

<i>Figures NOKm</i>	Lerøy Midnor	Lerøy Hydrotech	Lerøy Aurora	Lerøy Vest	Sjøtroll Havbruk	Farming
<b>Revenues</b>	340	201	173	261	132	1 107
<b>EBIT before biom adj</b>	57	-28	24	-17	-5	32
<b>RoS</b>	16,8 %	-14,1 %	14,1 %	-6,4 %	-3,8 %	2,9 %
<b>Volumes (GWtk)</b>	11,3	8,0	5,7	10,3	4,2	39,6
<b>EBIT/kg</b>	5,0	-3,6	4,3	-1,6	-1,2	0,8

\*) Including VAP (post / pre-rigor, fillets, portions etc)

# Key Figures Farming YTD 2012

## YTD AP12 2012

<i>Figures NOKm</i>	<sup>*) ***)</sup> Lerøy Midnor	<sup>**)</sup> Lerøy Hydrotech	<sup>*)</sup> Lerøy Aurora	Lerøy Vest	<sup>*)</sup> Sjøtroll Havbruk	Farming
Revenues	1 120	722	613	987	935	4 377
EBIT before biom adj	166	-19	83	16	-8	238
RoS	14,9 %	-2,7 %	13,6 %	1,6 %	-0,9 %	5,4 %
Volumes (GWtk)	34,4	27,5	20,0	38,7	32,9	153,4
EBIT/kg	4,8	-0,7	4,2	0,4	-0,3	1,6

EBIT/kg ex restruct.	1,1	1,9
----------------------	-----	-----

## YTD AP12 2011

<i>Figures NOKm</i>	Lerøy Midnor	Lerøy Hydrotech	Lerøy Aurora	Lerøy Vest	Sjøtroll Havbruk	Farming
Revenues	1 262	849	621	1 066	794	4 592
EBIT before biom adj	361	157	155	198	106	978
RoS	28,6 %	18,5 %	25,0 %	18,6 %	13,3 %	21,3 %
Volumes (GWtk)	35,9	26,4	18,1	34,5	21,7	136,6
EBIT/kg	10,1	6,0	8,6	5,7	4,9	7,2

- \*) Including VAP (post / pre-rigor, fillets, portions etc)
- \*\*\*) Restructuring costs of NOK50m in (Q1 2012)
- \*\*\*) PD hit of NOK16m included in EBIT (Q2 2012)

# Norskott Havbruk 100% figures

LSG's share = 50%

<b>Income statement</b>	<b>Q4 2012</b>	Q4 2011	<b>2012</b>	2011
Revenues	<b>236</b>	248	<b>937</b>	798
EBITDA	<b>27</b>	6	<b>108</b>	175
EBIT bef adj biom	<b>15</b>	-7	<b>55</b>	124
EBIT	<b>18</b>	-23	<b>55</b>	35
Pre tax	<b>15</b>	-25	<b>48</b>	29
Net income after tax	<b>11</b>	-18	<b>35</b>	27
Volumes (1000 gwt)	<b>6,7</b>	7,5	<b>27,1</b>	21,9
EBIT/kg	<b>2,2</b>	-0,9	<b>2,0</b>	5,7

<b>Balance sheet</b>	<b>31.12.2012</b>	31.12.2011
Licences, goodwill	<b>353</b>	360
Tangible fixed assets	<b>204</b>	191
Inventories	<b>523</b>	530
Other current assets	<b>107</b>	121
<b>Total assets</b>	<b>1 187</b>	1 201
Equity	<b>587</b>	586
Debt	<b>600</b>	615
<b>Total equity and debt</b>	<b>1 187</b>	1 201
Net interest bearing debt	<b>333</b>	370

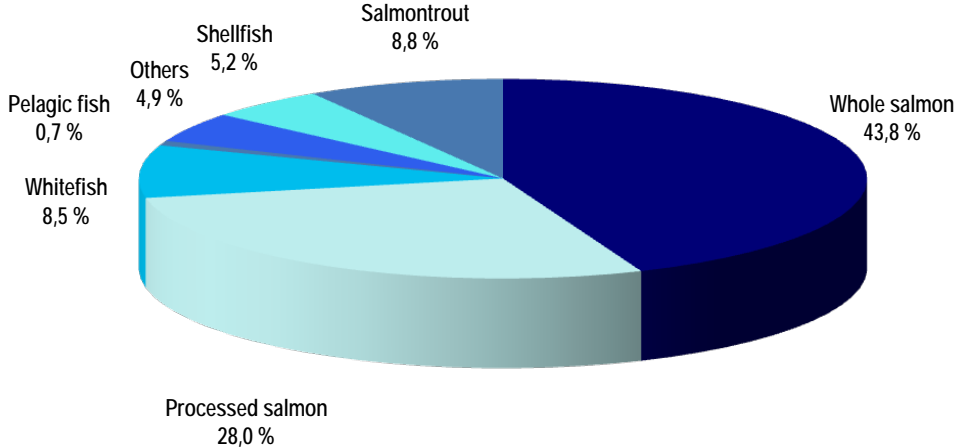
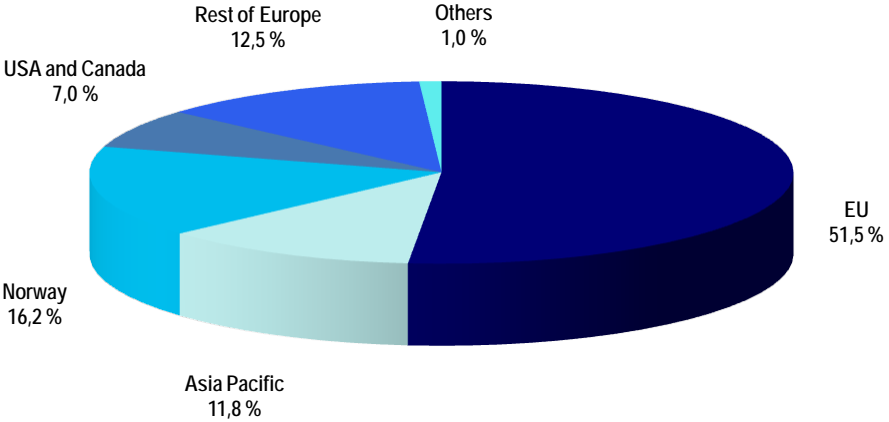


# Agenda

- 1 Considerations
- 2 Key financial figures Q4 2012
- 3 Lerøy at a glance**
- 4 Market glance



# Sales per market and product, 2012



More than 70 countries



# Integrated value chain



- #2 global in salmonids farming volumes
- Significant player within whitefish
- 11.5% (10.2%) share of Norwegian seafood export value
- 16.8% (16.7%) of Norwegian salmon export
- 25.4% (22.6%) of Norwegian value added salmon export
- Total of 1,883 employees
  - Sales and distribution 438
  - Production and farming 1,445
  - Associates 415 (not consolidated)

# Lerøy Seafood Group – Salmon/trout farming

Company	Ownership share	Licences No	Mill. smolt individuals	2010 GWT	2011 GWT	2012 GWT	2013E GWT
Lerøy Midnor AS	100 %	30	9,5	34 000	35 900	34 400	36 000
Lerøy Aurora AS	100 %	17	7,5	20 300	18 100	20 000	22 000
Lerøy Hydrotech AS	100 %	24	7,0	25 200	26 400	27 500	27 000
Lerøy Vest AS	100 %	34	14,2	34 300	34 500	38 700	39 000
Sjøtroll Havbruk AS *)	50,71 %	25	8,4	3 000	21 700	32 900	30 000
Total Norway		130	46,6	116 800	136 600	153 400	154 000
Norskott Havbruk AS (UK) **)	50 %		7,0	13 500	10 900	13 600	12 500
Total			53,6	130 300	147 500	167 000	166 500

 Consolidated, farming

 Affiliated, farming

\*) Acquired and consolidated as from November 2010

\*\*) LSG's share

# New smolt facility, Belsvik, Sør Trøndelag





# Agenda

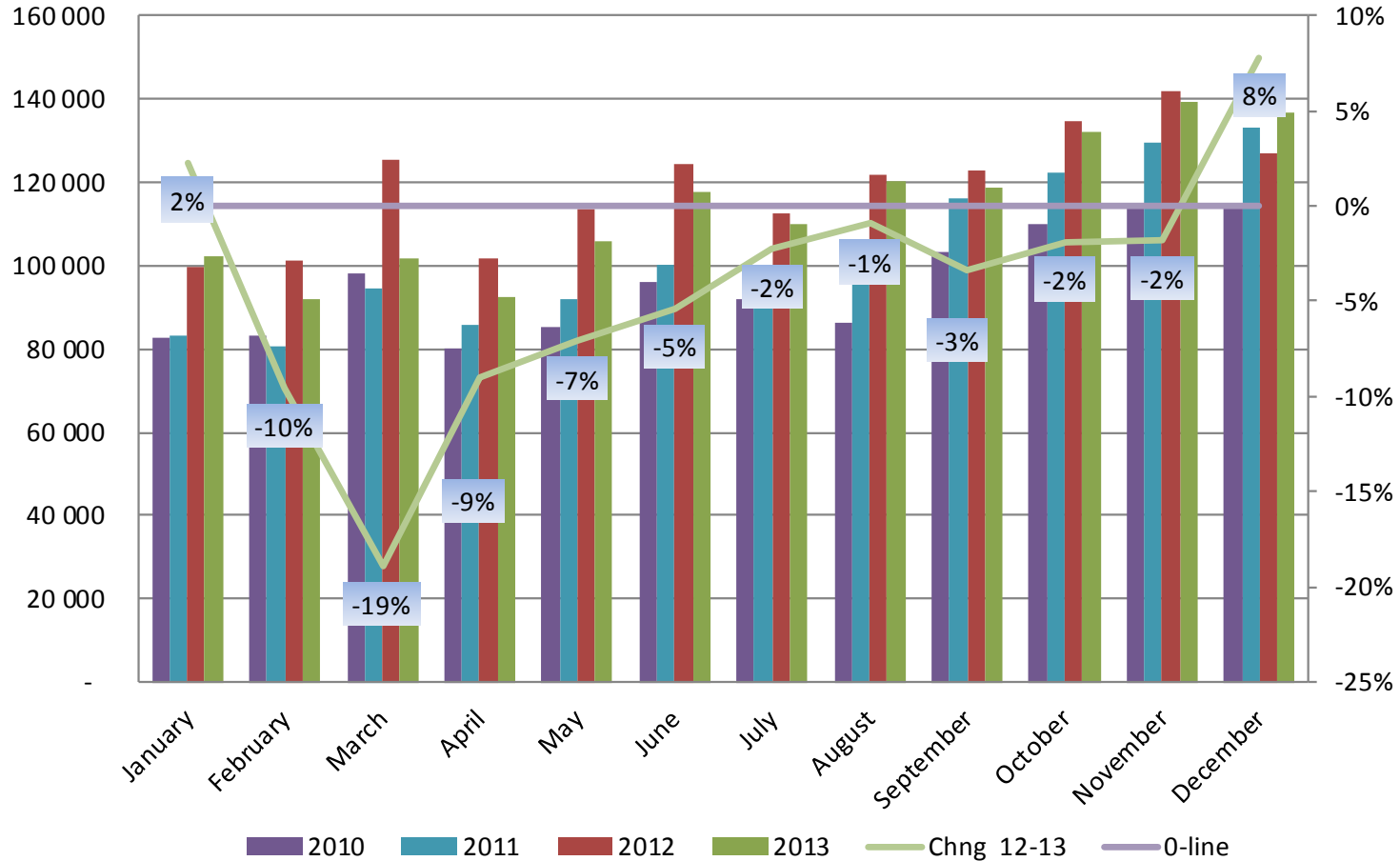
- 1 Considerations
- 2 Key financial figures Q4 2012
- 3 Lerøy at a glance
- 4 Market glance

# Atlantic salmon – Supply in tons WFE

	2009	2010	Change 09-10	2011	Change 10-11	2012	Change 11-12	2013	Change 12-13
Norway	855 700	944 600	10,4 %	1 005 600	6,5 %	1 183 100	17,7 %	1 146 100	-3,1 %
United Kingdom	144 800	141 800	-2,1 %	154 700	9,1 %	156 400	1,1 %	140 700	-10,0 %
Faroe Islands	47 100	41 800	-11,3 %	56 300	34,7 %	70 600	25,4 %	70 300	-0,4 %
Ireland	14 800	17 800	20,3 %	16 000	-10,1 %	15 600	-2,5 %	12 000	-23,1 %
<b>Total Europe</b>	<b>1 062 900</b>	<b>1 146 000</b>	<b>7,8 %</b>	<b>1 232 600</b>	<b>7,6 %</b>	<b>1 426 300</b>	<b>15,7 %</b>	<b>1 370 600</b>	<b>-3,9 %</b>
Chile	239 100	129 600	-45,8 %	221 000	70,5 %	364 000	64,7 %	478 400	31,4 %
Canada	115 400	118 000	2,3 %	110 000	-6,8 %	123 500	12,3 %	106 700	-13,6 %
Australia	32 200	33 000	2,5 %	36 000	9,1 %	36 500	1,4 %	37 000	1,4 %
USA	16 400	18 000	9,8 %	18 300	1,7 %	19 600	7,1 %	19 500	-0,5 %
Others	2 800	4 500	60,7 %	5 000	11,1 %	8 500	70,0 %	11 100	30,6 %
<b>Total America</b>	<b>405 900</b>	<b>303 100</b>	<b>-25,3 %</b>	<b>390 300</b>	<b>28,8 %</b>	<b>552 100</b>	<b>41,5 %</b>	<b>652 700</b>	<b>18,2 %</b>
<b>Total World-wide</b>	<b>1 468 800</b>	<b>1 449 100</b>	<b>-1,3 %</b>	<b>1 622 900</b>	<b>12,0 %</b>	<b>1 978 400</b>	<b>21,9 %</b>	<b>2 023 300</b>	<b>2,3 %</b>

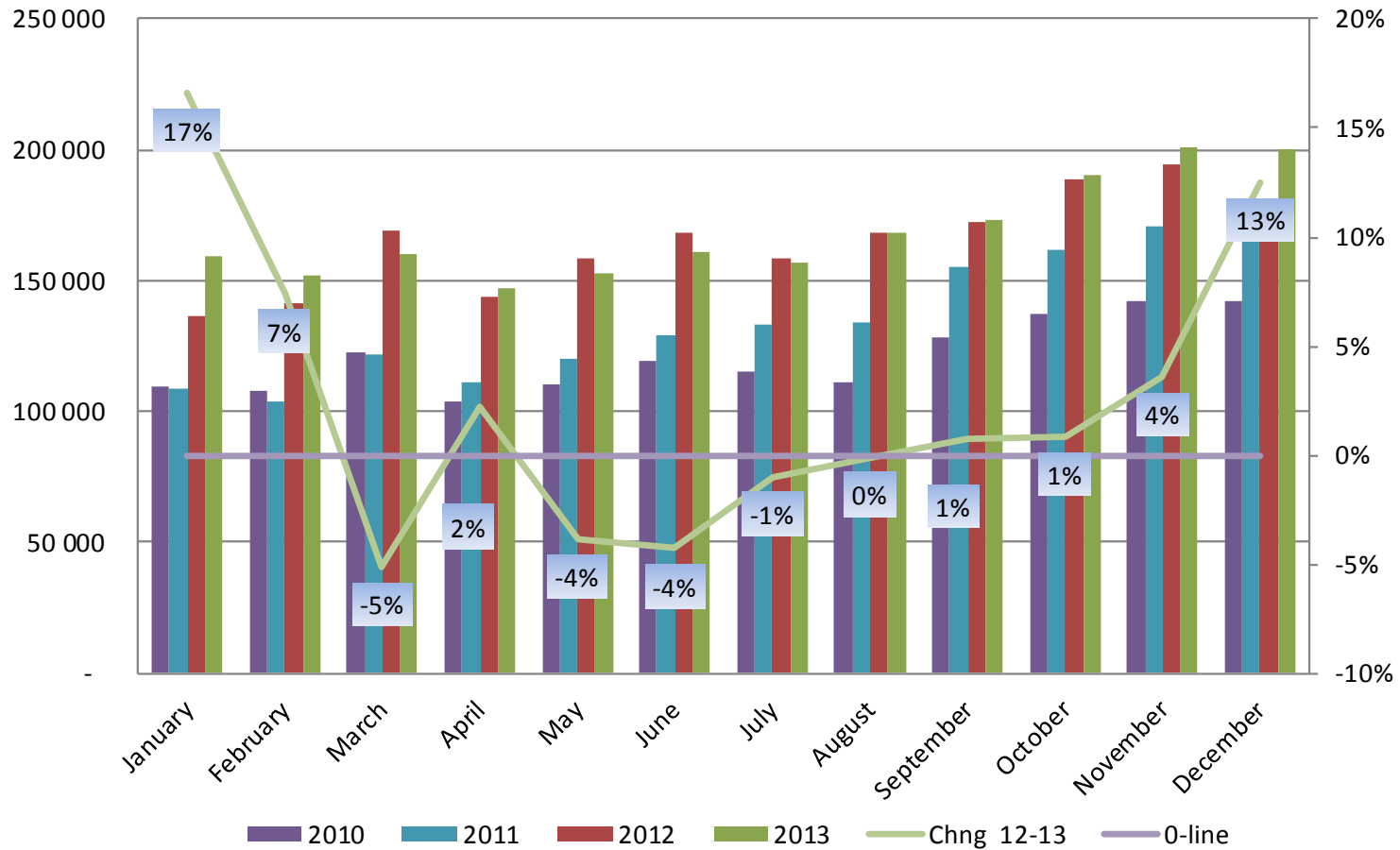
# Atlantic salmon - Harvest Quantities Europe in tons WFE

## Harvest estimates Atlantic Salmon Europe



# Atlantic salmon - Harvest Quantities World Wide in tons WFE

## Harvest estimates Atlantic Salmon World Wide



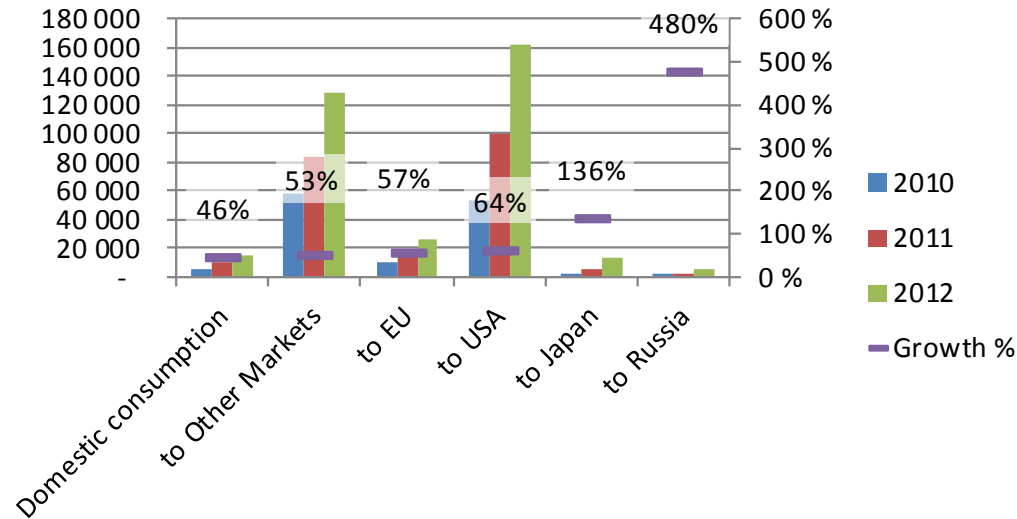
Figures as per 25.02.13  
Source: Kontali



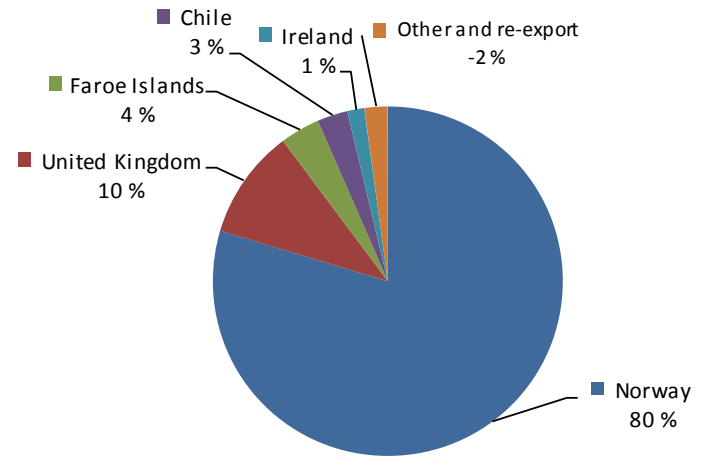


# Limited impact in European market from Chile in 2012

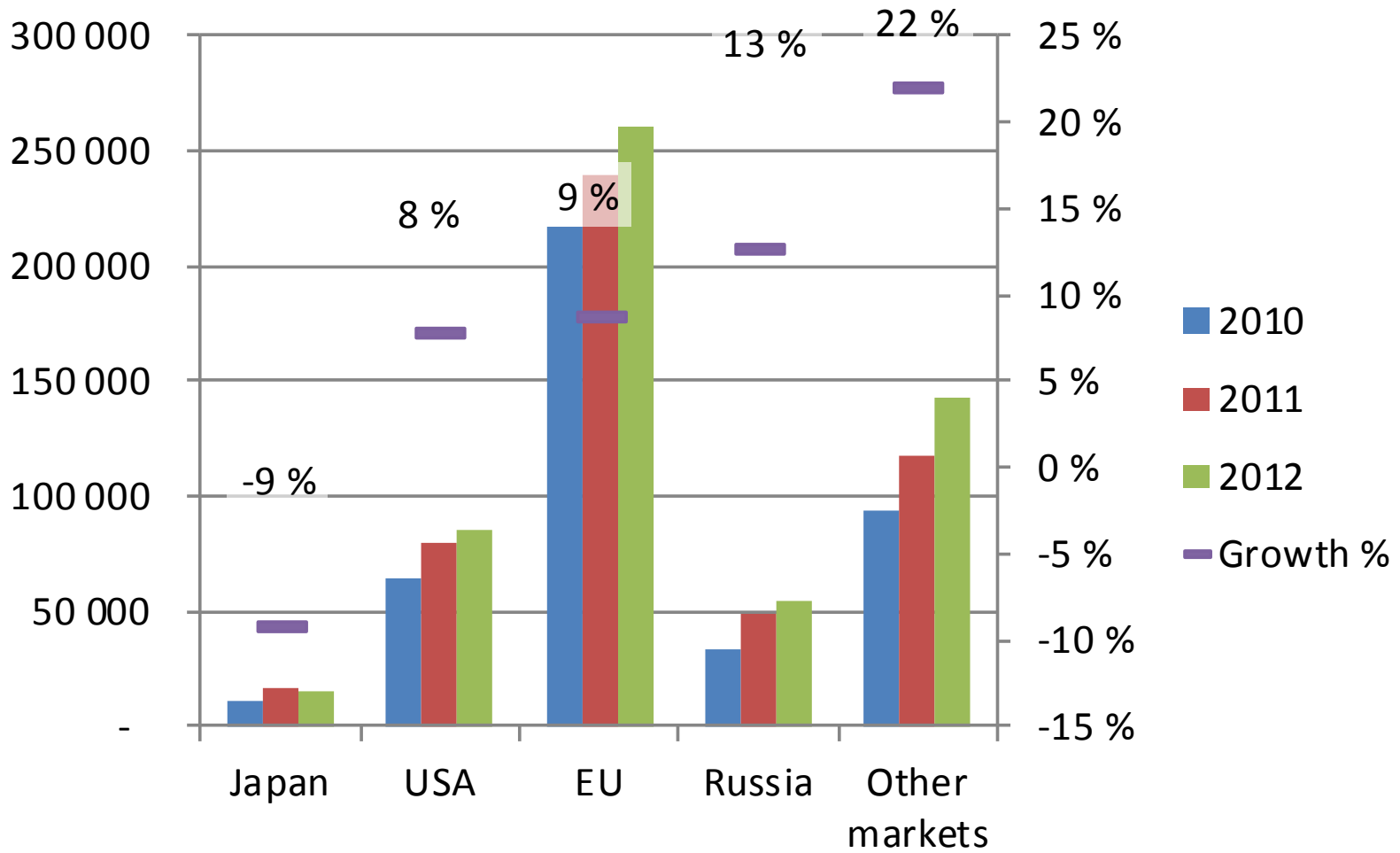
## Distribution Chilean volumes



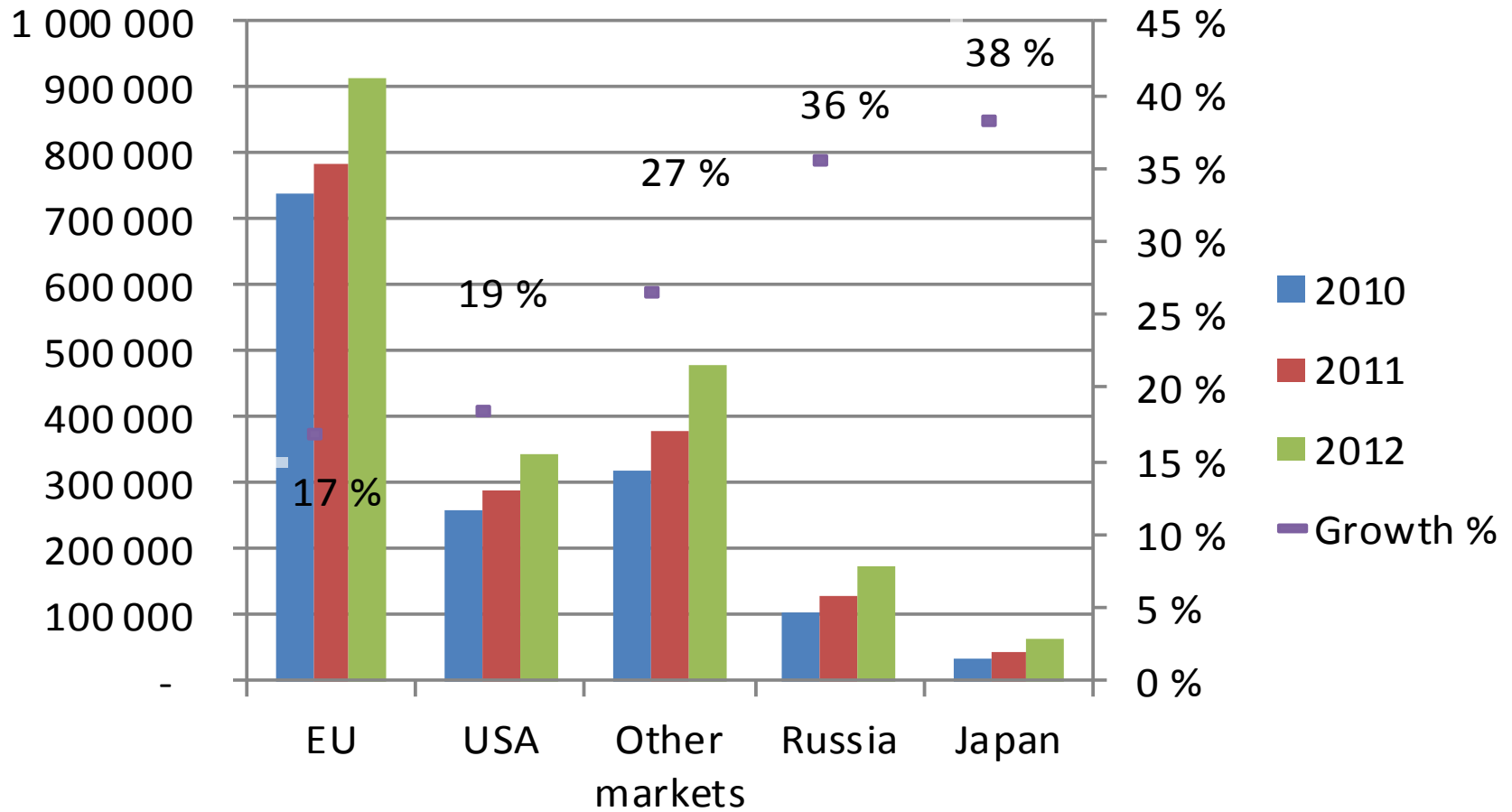
## Production for EU market, 2012



# Atlantic Salmon Consumption Q4 2012



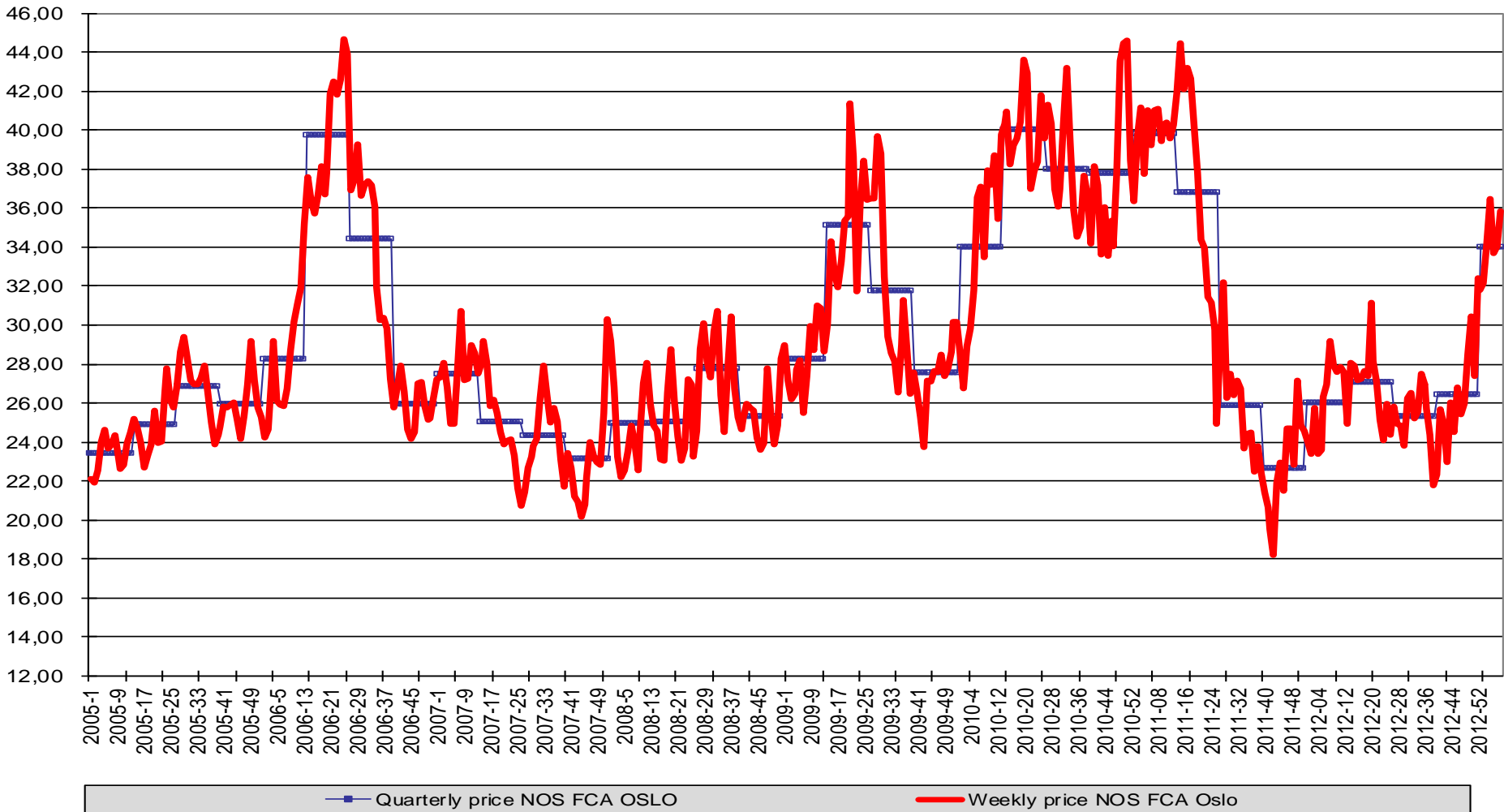
# Atlantic Salmon Consumption 2012



# SPOT prices, fresh Atlantic salmon cross-section, FCA Oslo as of week 3-2013 (Superior quality).

Avrg Q4 12 NOK 26.51 vs avrg Q4 11 NOK 22,67 (+16.5%)  
 Avrg 2012 NOK 26.25 vs avrg 2011 31.27 (-16.0%)

	Q2-05	Q3-05	Q4-05	Q1-06	Q2-06	Q3-06	Q4-06	Q1-07	Q2-07	Q3-07	Q4-07	Q1-08	Q2-08	Q3-08	Q4-08	Q1-09	Q2-09	Q3-09	Q4-09	Q1-10	Q2-10	Q3-10	Q4-10	Q1-11	Q2-11	Q3-11	Q4-11	Q1-12	Q2-12	Q3-12	Q4-12	Q1-13
NOS FCA Oslo	24,89	26,86	25,94	28,24	39,72	34,44	25,92	27,47	25,00	24,34	23,10	24,94	25,02	27,72	25,33	28,22	35,09	31,72	27,52	34,00	40,00	38,02	37,77	39,78	36,77	25,84	22,67	26,03	27,03	25,32	26,41	34,01



Figures as per 18.02.13  
 Source: NOS



# Retail news - Fiks





# Going forward!

- Continue to drive innovation in the industry
  - Within farming operations
  - Within product and category development
  - Within entering new markets
- Continue to utilise our vertical integration
  - Strong competitive edge with products with high traceability
  - Provide flexibility and cost efficient solutions for customers
- Strong environmental focus
  - Our operations are eternal
  - We must ensure our products are as “clean” as today also in eternity
- Strong operational focus
  - Strong continued cost focus despite improvement in prices
  - Local «ownership» of assets
  - We strive everyday to perform better today than we did yesterday



**Thank you!**

[www.leroy.no](http://www.leroy.no)