

Lerøy Seafood Group ASA

Q4 2024

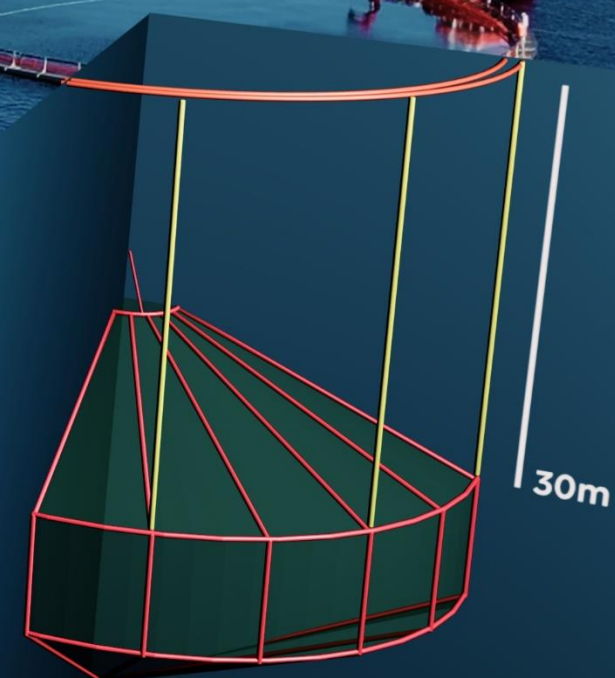
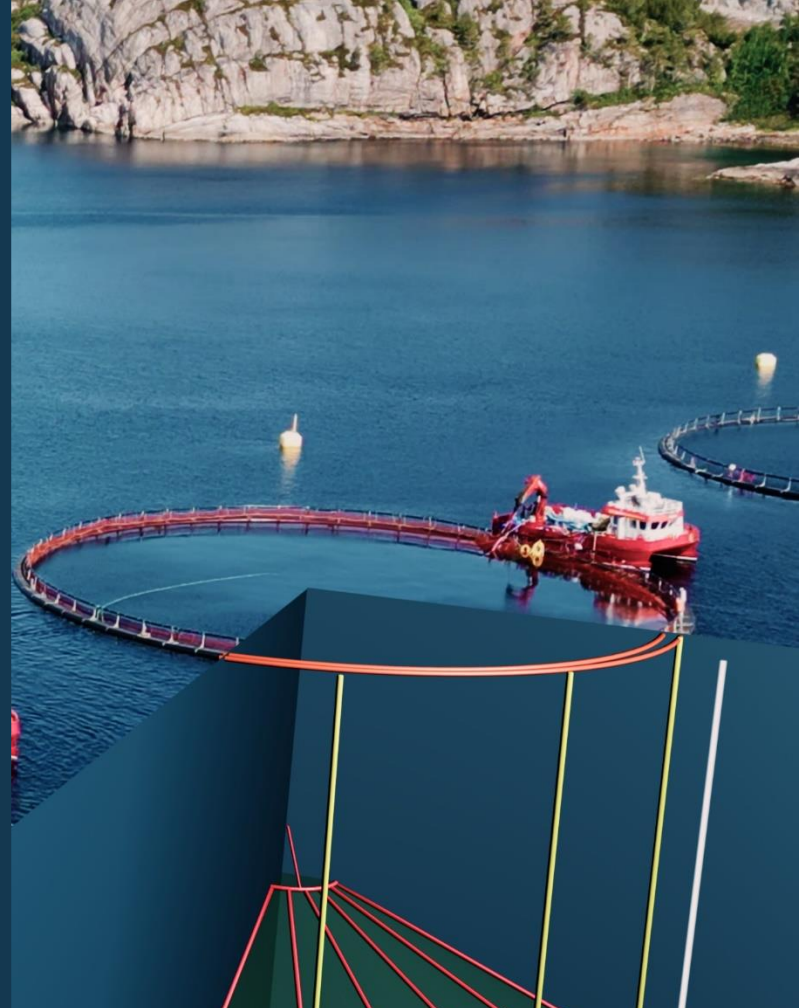
Henning Beltestad

CEO

Sjur Malm

CFO

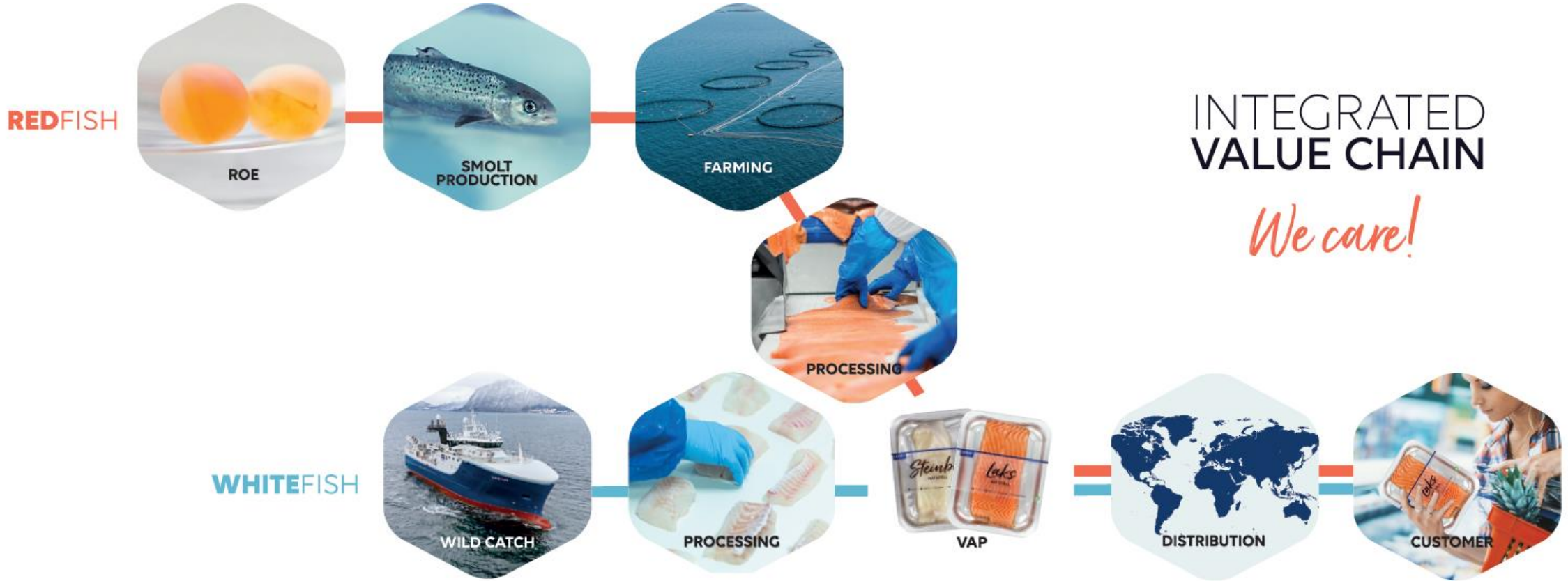
28 February 2025



Agenda

1. **Highlights**
2. Key financial highlights
3. Outlook

Creating the world's most efficient and sustainable value chain for seafood





Our fully integrated value chain is our competitive advantage

Customers are seeking



Sustainability & health

Demand for healthy low-carbon protein alternatives attracts consumers



Quality & traceability

Zero-tolerance for variance in quality. Traceability and trust are key



Stability & availability

Retailers require product availability to meet consumer expectations



Convenience

Product innovation has shifted demand from fresh to processed (VAP)

Our value proposition



Speed & cost efficiency



Reliability & trust



Product & category innovation



Traceability & quality assurance



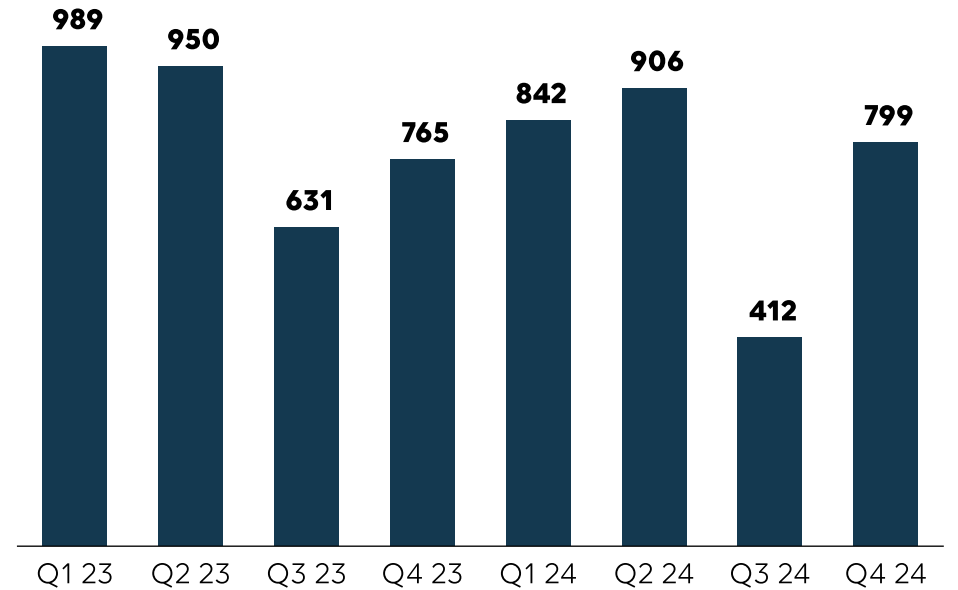
Clear ESG commitments



Highlights of the quarter

- Prices for salmon and trout well below last year
- Excellent biological performance with net growth in tonnes up 41% y-o-y
- Improved biological performance starting to show in results
- Strong improvement in biology and earnings at Scottish Sea Farms (SSF)
- Record earnings in the VAPS&D (12 months rolling basis)
- Wild Catch earnings impacted by low quotas
- Harvest volume guidance for 2025 at 211,000 GWT (incl share of associate)

Operational EBIT (NOKm)



Segments

Farming



Wild catch



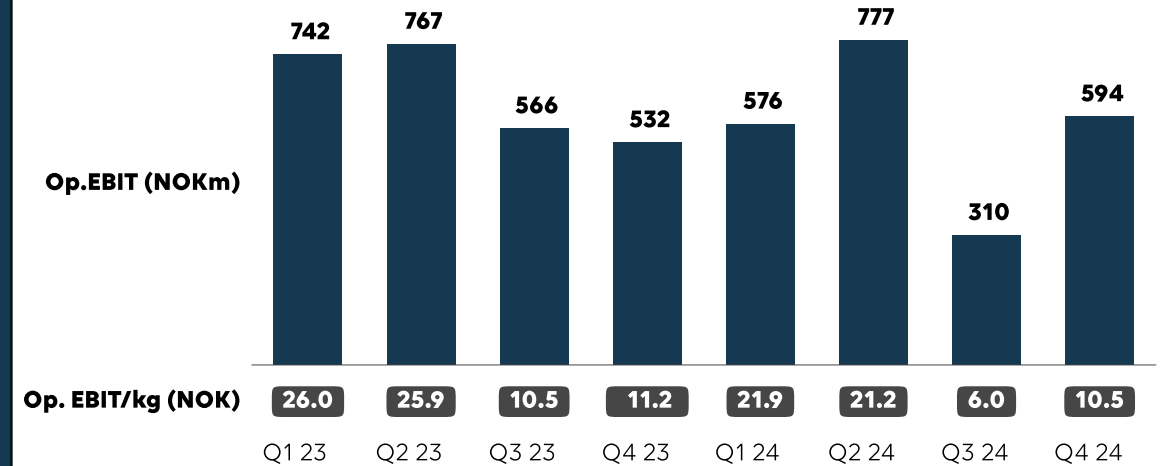
VAP, Sales & Distribution



Farming highlights this quarter

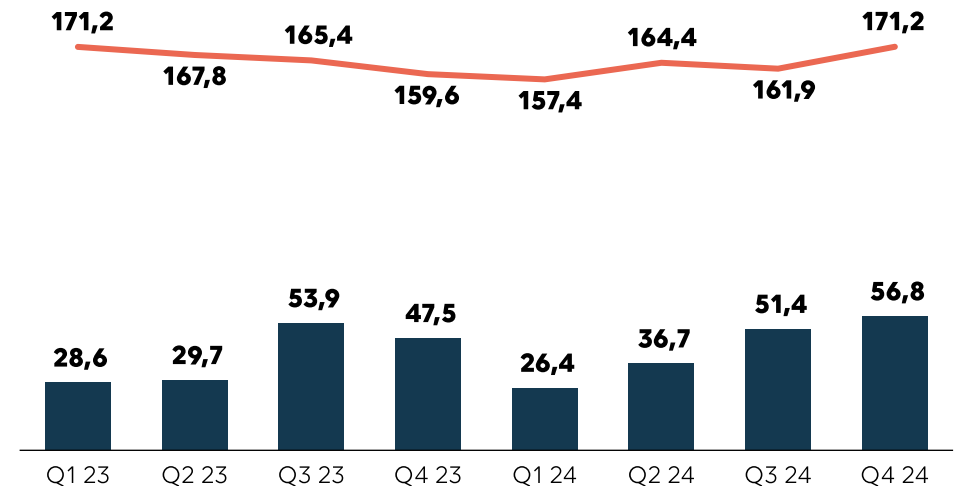
- Spot benchmark prices about NOK 5/kg lower in Q4/24 vs Q4/23
- Clear improvement in biology starting to show in harvest results
 - The highest net production in sea in history in 2024
 - Record harvest volume in Q4/24
 - Reduced mortality
 - Declining cost
- Positive biological development QTD in Q1/25. Encouraging for cost and volume development in 2025
- Shielding technology showing good results

Operational EBIT Farming



Harvest volume (1,000 GWT)

■ Harvest volume salmon&trout, quarterly — Harvest volume 12 months rolling

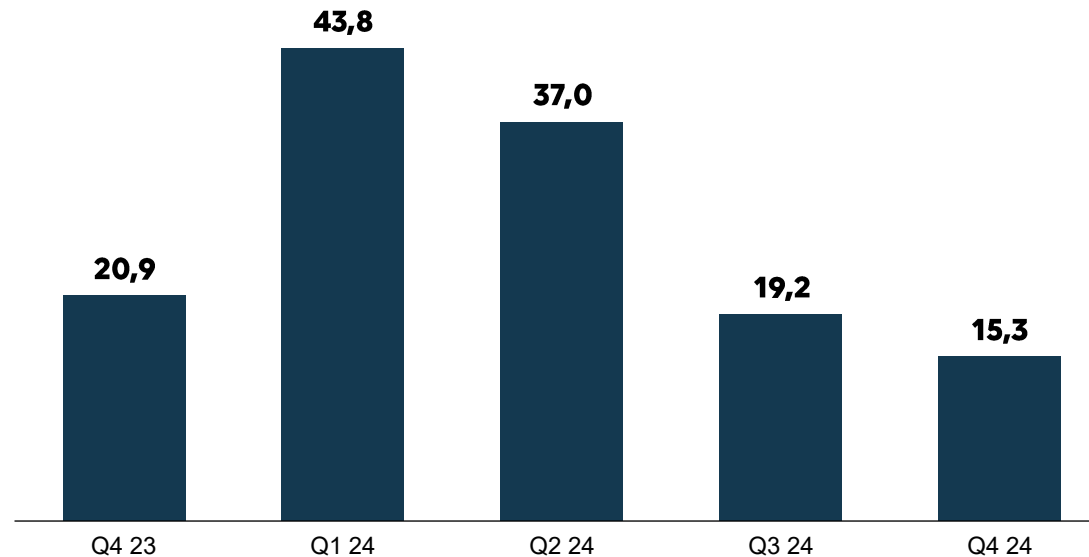


Lerøy Aurora

- Strong biological development
 - Record net growth in 2024
 - High survival rates
 - High license utilisation into 2025
- High share of harvest volume early in quarter at low prices
- Q-o-q cost increase on low harvest weights and higher feed costs.
- Expect lower cost in 2025 vs. 2024, but q-o-q cost increase in Q1/25 on lower harvest volume
- Estimated harvest volume:
 - 50,000 GWT in 2025

Lerøy Aurora	Q4 2024	Q4 2023	YTD 2024	YTD 2023
Revenue (NOKm)	1 130	948	3 546	3 534
Operational EBIT (NOKm)	160	190	803	978
Harvested volume (GWT)	15 398	12 549	44 070	43 075
Harvest weight (avg. in kg)	3,7	4,2		

Operational EBIT/kg value chain (in NOK)



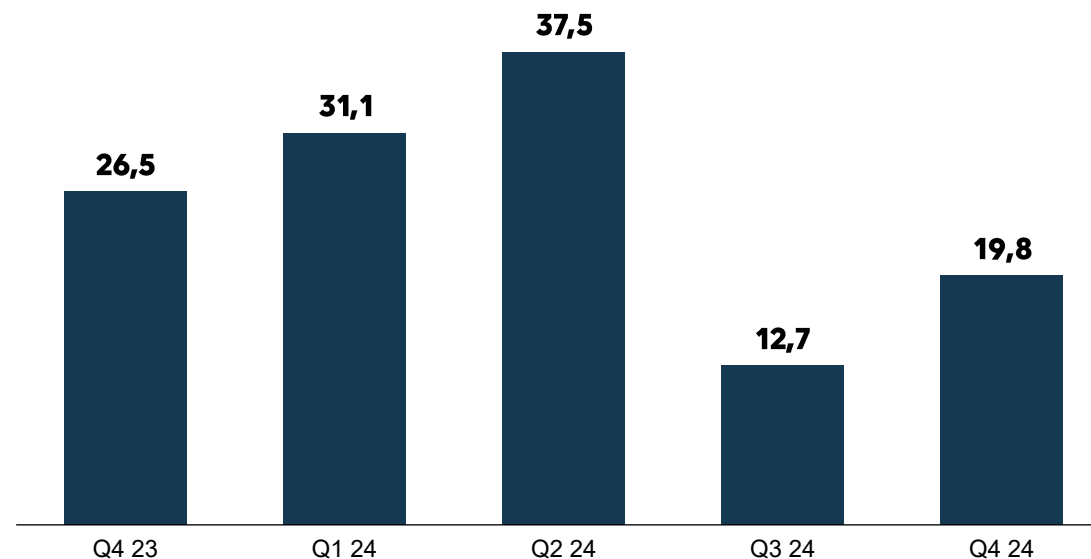
The value chain consists of farming and VAPS&D

Lerøy Midt

- Strong biological performance
 - Highest growth in any Q4 in history
 - High survival rates
 - High license utilisation into 2025
- Submerged technology put to the test. Clear evidence the technology reduces number of treatments
- Q-o-q decrease in cost on good biological development
- Expect q-o-q cost increase in Q1/25 on lower harvest volume
- Estimated harvest volume:
 - 75,000 GWT in 2025

Lerøy Midt	Q4 2024	Q4 2023	YTD 2024	YTD 2023
Revenue (NOKm)	1 820	1 654	5 852	5 174
Operational EBIT (NOKm)	338	420	1 312	1 344
Harvested volume (GWT)	22 582	20 257	68 944	61 308
Harvest weight (avg. in kg)	3,8	4,3		

Operational EBIT/kg value chain (in NOK)



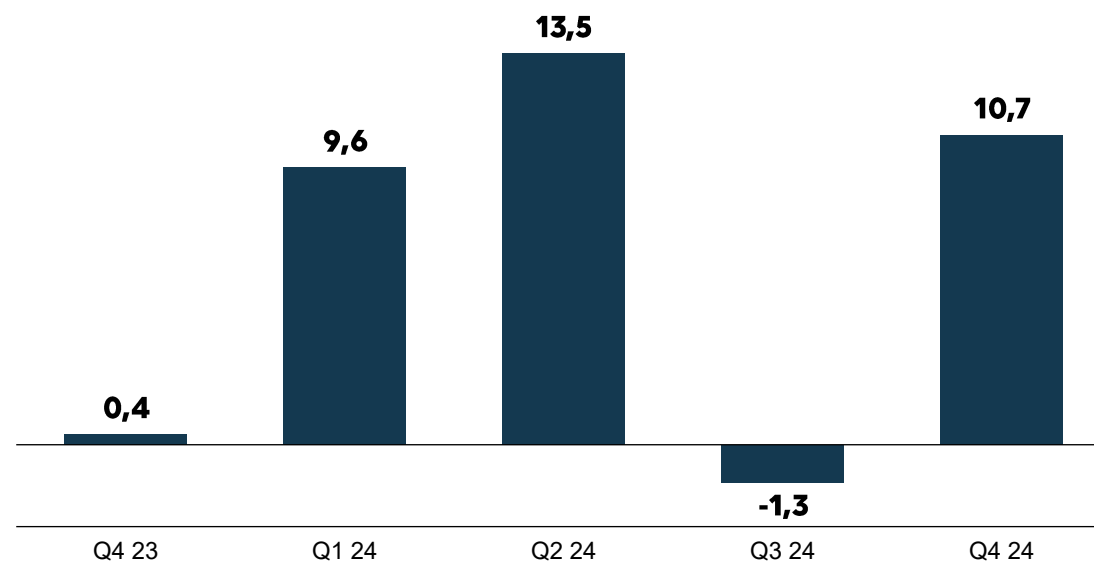
The value chain consists of farming and VAPS&D

Lerøy Sjøtroll

- Strong biological improvement
 - Significant increase in growth rates
 - High survival rates
 - High license utilisation into 2025
- Biological improvement starting to show in results
 - Cost down q-o-q
 - Expect lower cost q-o-q for Q1/25
- Potential for significant cost reduction in 2025 if current biological development continues
- Realised trout price NOK 2/kg higher than salmon in the quarter
- Estimated harvest volume:
 - 70,000 GWT in 2025

Lerøy Sjøtroll	Q4 2024	Q4 2023	YTD 2024	YTD 2023
Revenue (NOKm)	1 346	1 394	4 446	4 823
Operational EBIT (NOKm)	110	-79	157	285
Harvested volume (GWT)	18 796	14 677	58 214	55 237
Harvest weight (avg. in kg)	3,9	4,0		

Operational EBIT/kg value chain (in NOK)



The value chain consists of farming and VAPS&D

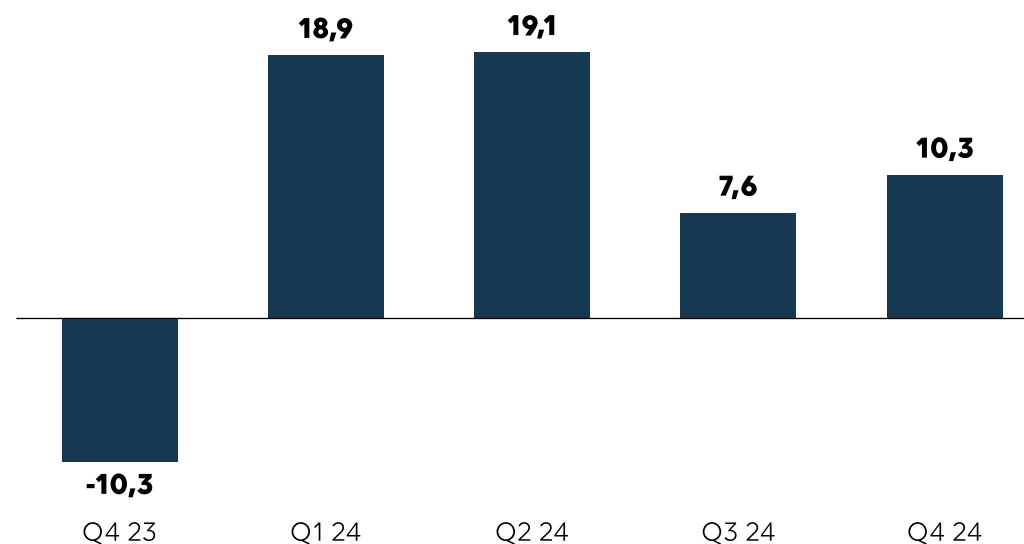
Scottish Seafarms (50% owned)

- Significant increase in harvest volume with good harvest weights in the quarter
- Record harvest volume of 40,000 GWT in 2024
- Strong biologic development, with next generation of fish performing well in all regions
- Significant increase in profitability
- Volume in 2025 impacted by re-organising site structure. Long term potential significantly higher
- Estimated harvest volume:
 - 32,000 GWT in 2025

*Owned through Norskott AS

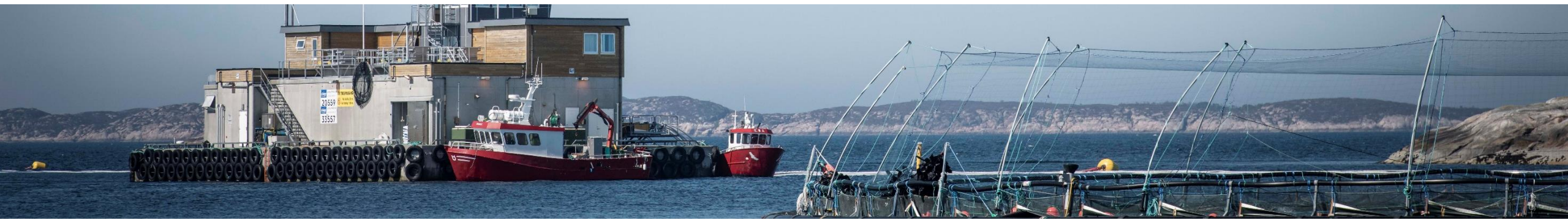
100% basis, in NOKm	Q4 2024	Q4 2023	2 024	2 023
Revenues	965	497	4 403	2 561
Operational EBIT	93	-47	555	-304
Harvested volume (GWT)	9 026	4 571	40 439	24 884
Operational EBIT/kg	10,3	-10,3	13,7	-12,2
NIBD	2 562	2 803	2 562	2 803

Operational EBIT pr kg (in NOK)



Farming volumes (1000' GWT)

Farming volumes	2020	2021	2022	2023	2024	2025E	2025 Target
Lerøy Aurora AS	35,0	44,0	40,1	43,1	44,1	50,0	50,0
Lerøy Midt AS	67,9	72,6	68,8	61,3	68,9	75,0	80,0
Lerøy Sjøtroll	68,0	70,0	65,7	55,2	58,2	70,0	70,0
Total Norway	170,9	186,6	174,6	159,6	171,2	195,0	200,0
Scottish Seafarms (Lerøy's 50% share)	12,0	16,2	18,0	12,4	20,2	16,0	16,0
Total	182,9	202,8	192,6	172,0	191,4	211,0	216,0

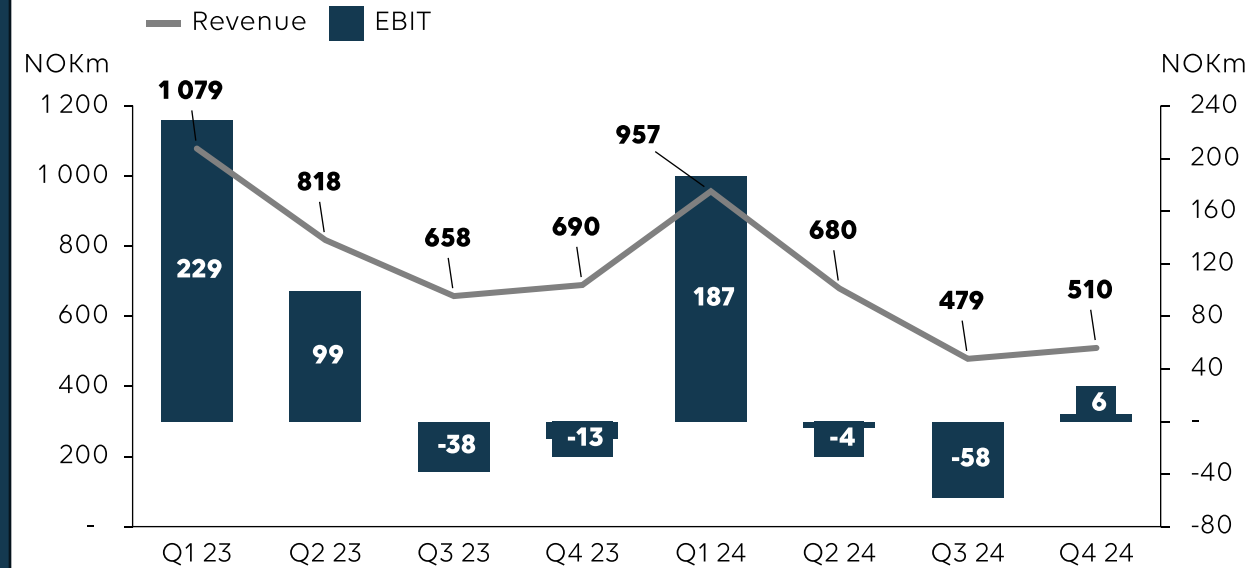


Wild catch highlights this quarter

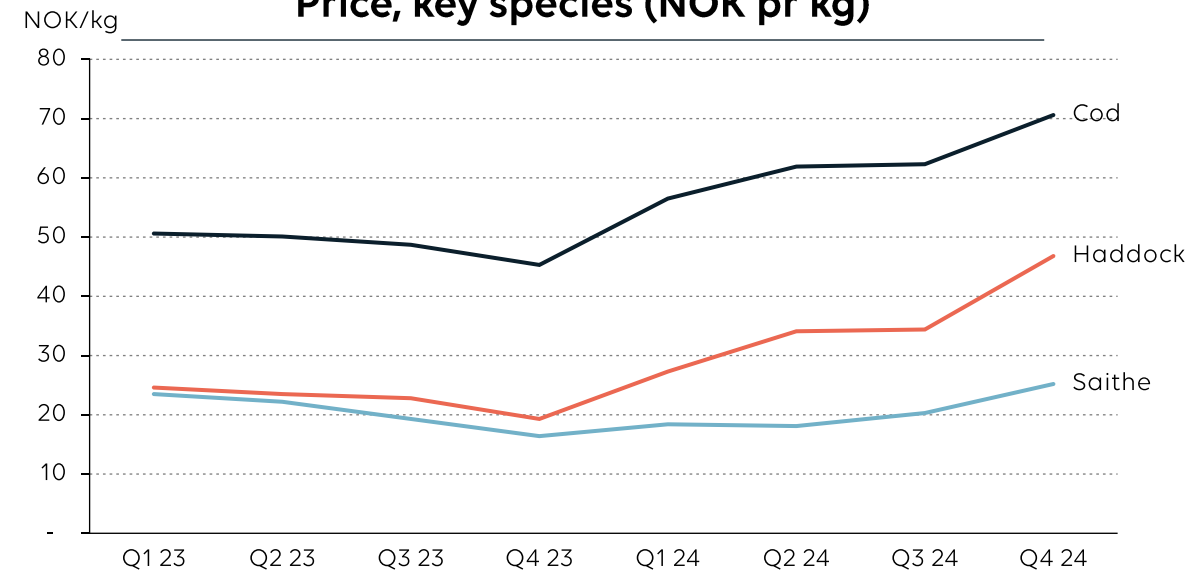
- Significant quota reduction impacts:
 - Catch volumes for the trawling fleet
 - Raw material price and volumes in the land industry
- Operational EBIT of NOK 130 million in 2024
- Cod quota in 2025 is down 32% in 2025 y-o-y
 - 25% stems from overall industry quota reduction
 - 7% is due to re-allocation from the trawler fleet to the coastal fleet, under new regulation ("Kvotemelding")
 - Haddock quota is down 2% in 2025
- Higher prices will offset some of the impact from lower quota

* Equal to reported EBIT

Revenue and Operational EBIT* Wild catch



Price, key species (NOK pr kg)

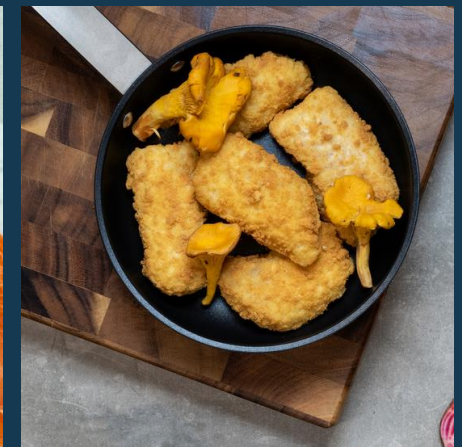
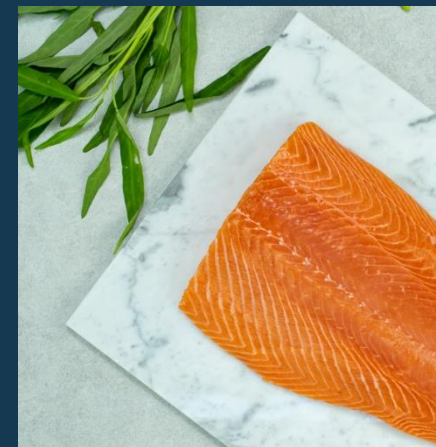
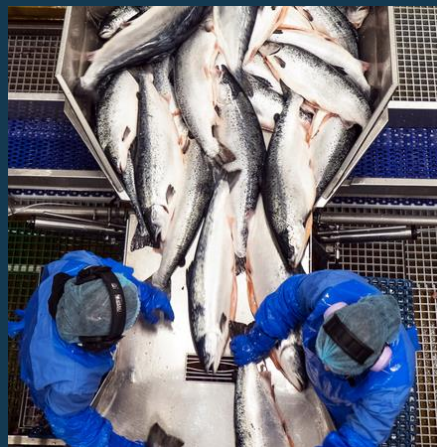


Wild catch quotas and catch volumes (GWT 1,000)

Catch volumes wild catch	Q4-24	Q4-23	2024	2023
Cod	3,1	5,0	12,7	19,5
Saithe	2,5	3,3	15,2	15,5
Haddock	0,5	1,6	6,0	11,3
Shrimps			11,2	9,0
Other	3,7	2,7	19,8	20,6
Total	9,8	12,5	65,0	75,9



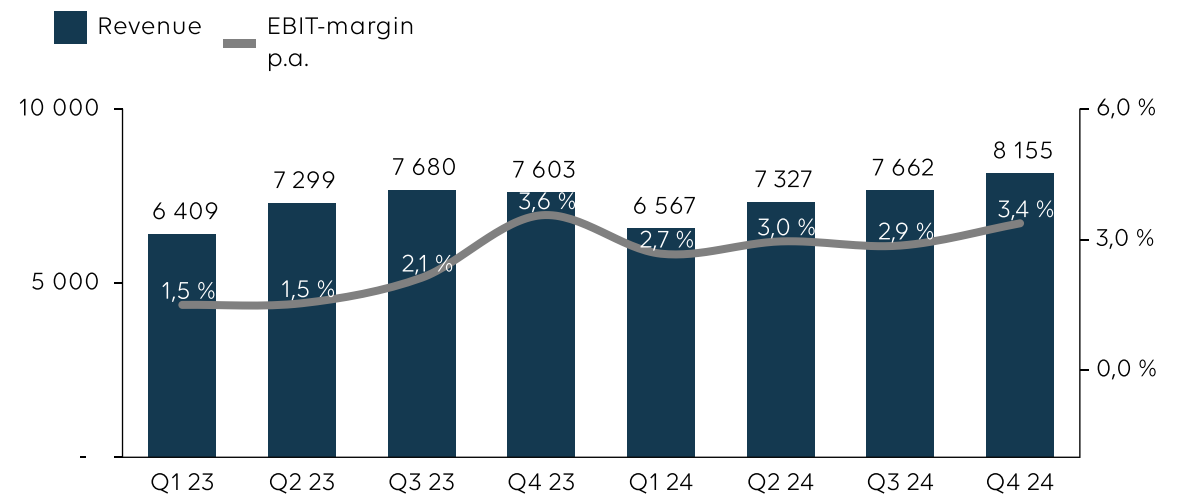
Sales and processing operations in 14 countries



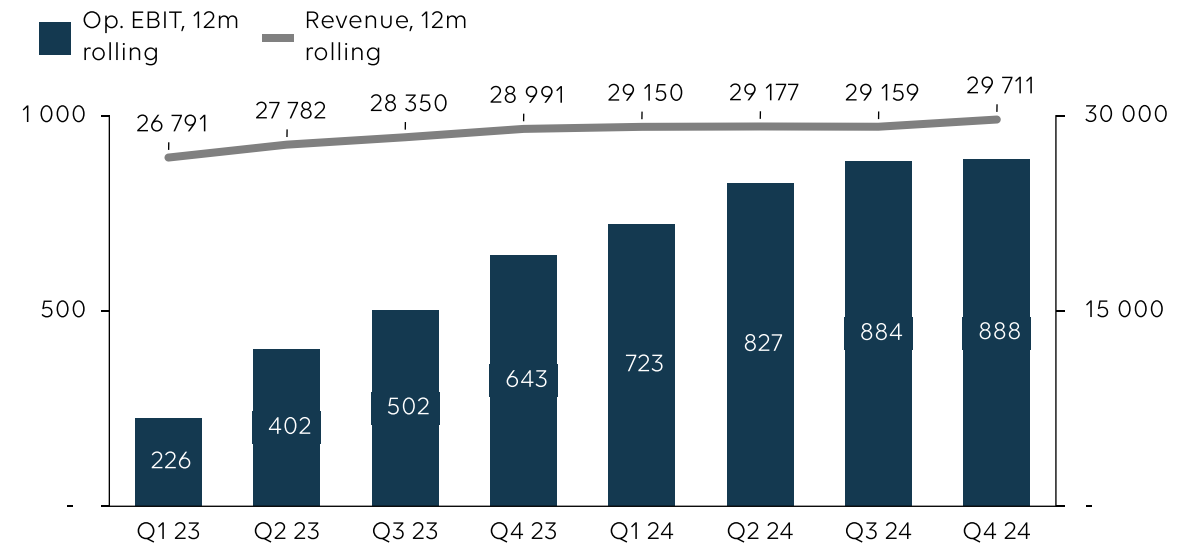
VAP, S&D highlights this quarter

- Continued positive development in VAPS&D segment
- Record high profitability in 2024
 - Continued operational improvements for industrial activities
 - Positive development in emerging markets
 - Strong positioning with strategic customers globally
- Expectations for continued positive profitability trend in 2025

Revenue and Operational EBIT VAP, S&D (NOKm)



Revenue and Op. EBIT VAP, S&D (NOKm), 12m rolling



Agenda

1. Highlights
2. **Key financial highlights**
3. Outlook

Profit and Loss statement

(NOKm)	Q4 2024	Q4 2023	▲%
Revenue and other income	8 477	8 229	3%
Operational EBITDA**	1 260	1 180	7%
Depreciation, amortisation, impairments	461	414	
Operational EBIT**	799	765	4%
EPS (NOK)*	1,98	1,09	
Salmon and trout harvest volume (GWT)	56 776	47 483	20%
Operational EBIT/kg** all incl. excl. Wildcatch	14,0	16,4	
Whitefish catch volume (tonnes)	9 803	12 481	-21%
Operational EBIT/kg Wildcatch	0,6	-1,0	
ROCE* (%)	9,9%	11,3%	

*Excluding: Fair value adjustments related to biological assets

**Operational EBIT: Excludes fair value adjustments related to biological assets and production fees (essentially a tax item), in line with market practice. Isolated events not expected to reoccur, such as restructuring costs and litigation costs are also excluded.

Highlights this quarter

- Y-o-y price decline for salmon and trout. The quarter shows underlying operational improvements are starting to show in results
- Positive development in Scottish Sea Farms supports EPS
- Litigation cost excluded from Operational EBIT and EBITDA (see note 2 for details)

Balance sheet

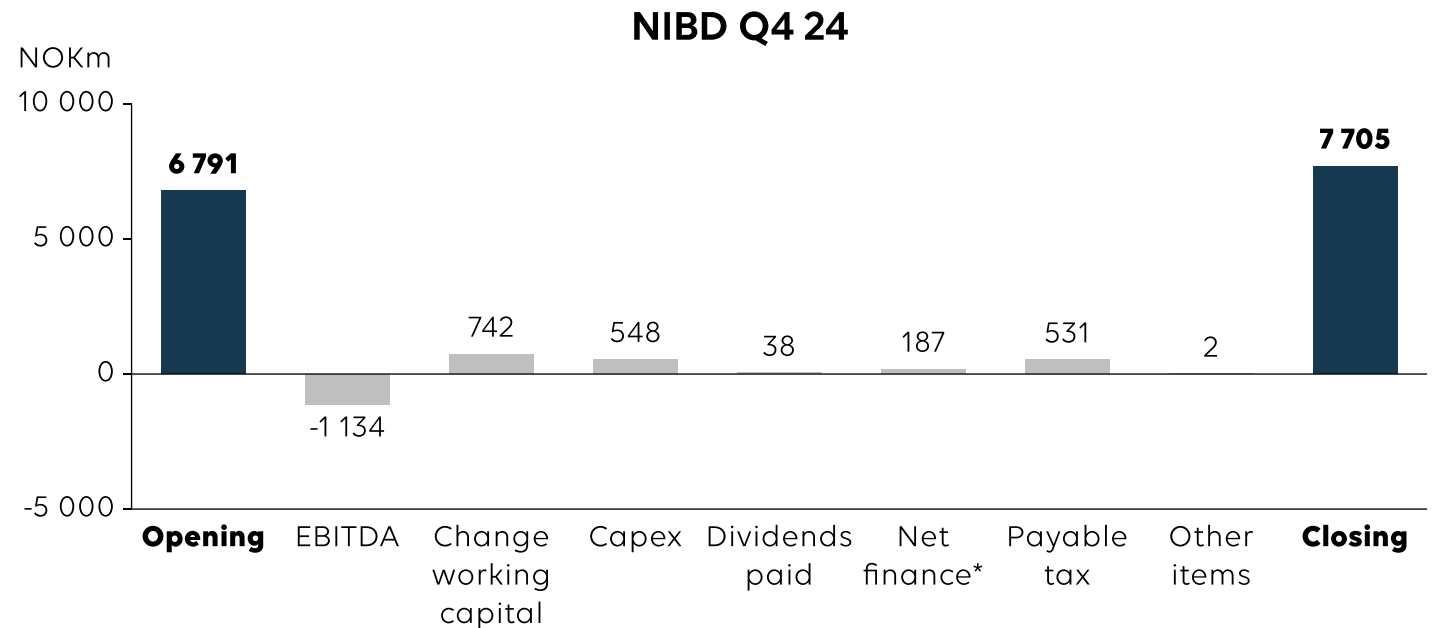
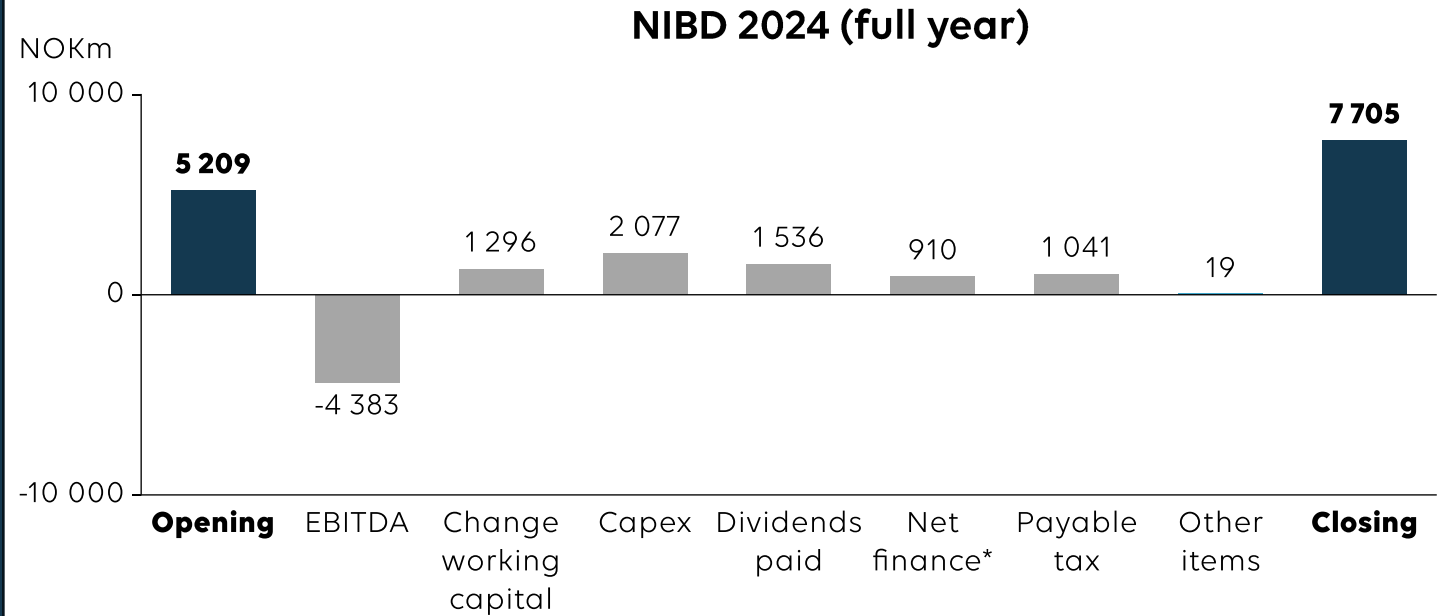
(NOKm)	31.12.2024	31.12.2023	▲
Intangible assets	8 872	8 903	-31
Right-of-use-assets	3 670	2 713	956
Tangible fixed assets	8 942	8 196	746
Financial non-current assets	1 702	1 496	206
Total non-current assets	23 186	21 309	1 877
Biological assets at cost	6 632	5 749	883
Fair value adjustment of biomass	3 023	2 675	347
Other inventory	2 436	2 398	38
Account receivables	3 205	2 926	279
Other receivables	1 024	2 037	-1 013
Cash and cash equivalents	3 325	4 323	-998
Total current assets	19 645	20 109	-464
Total assets	42 831	41 419	1 413

Highlights this quarter

- Tangible fixed assets increased on investments in among others shielding technology in farming
- Higher standing biomass build working capital
- Strong balance sheet
- Issuer credit rating BBB+
- NIBD of NOK 7,705m
- Equity ratio of 49%

Change in net interest-bearing debt

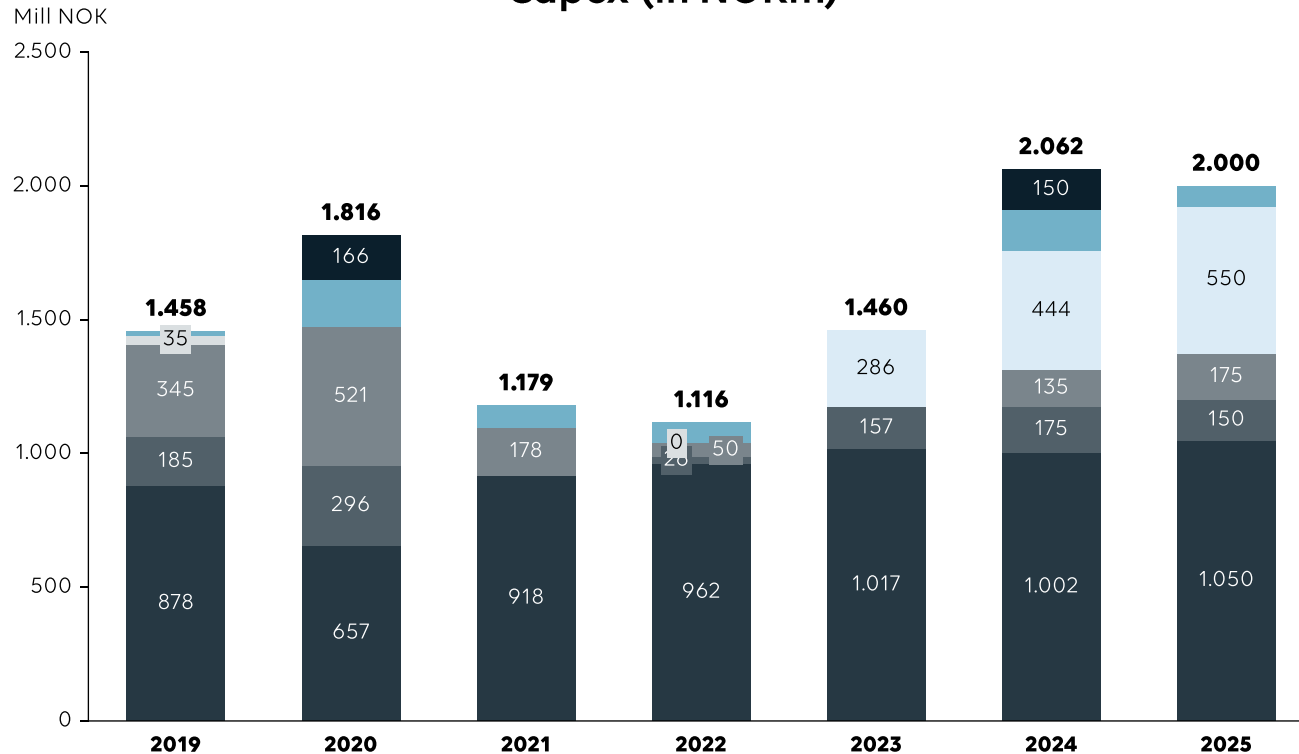
- NIBD increase in 2024 driven by
 - Working capital, building biomass and high prices at end of year
 - Significant capex developing the company not yet fully reflected in results
 - Tax effects



*Includes instalments on lease liabilities to others than credit institutions (IFRS 16)

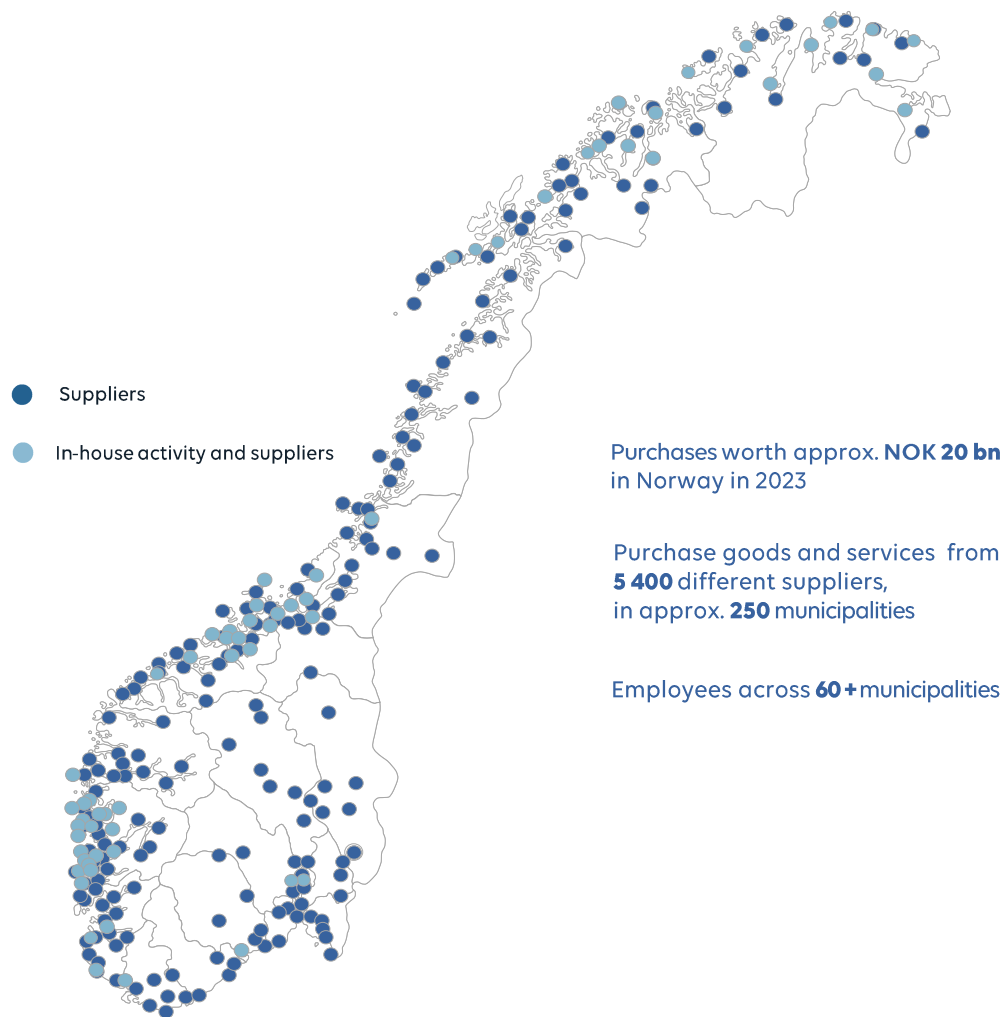
Prioritizing investments that will improve biology and fish welfare

Capex (in NOKm)



- Maintenance capex and smaller upgrades of around NOK 1bn annually
- 2025 capex estimate around 2.0bn
 - Shielding technology in farming
 - Laser technology
 - Improving smolt quality
 - Developing VAPS&D and Wild Catch segments

Lerøy has extensive activities in Norway



with significant positive impact on society

Numbers for 2023

Employment

3 900

direct employees in Norway

6 200

indirectly related jobs

10 100

jobs in total,
(direct and indirect)

Value creation (NOK)

7.3

billion in direct
value creation

7.2

billion in indirect
value creation

14.5

billion in overall
value creation

Taxes (NOK)

2.1

billion

Lerøy paid 0.6 billion in direct taxes and 0.7 billion in indirect taxes, while employee income tax withholdings totalled 0.8 billion.

Agenda

1. Highlights
2. Key financial highlights
- 3. Outlook**

BG

Making progress on strategic targets

>50 ●

bn NOK in revenue by 2030

~ 31 bn NOK in 2024

#1 ●

EBIT/kg for farming and
VAP S&D by 2025

1,25 ●

bn NOK in EBIT for
VAP S&D by 2025

900 MNOK (12m rolling)

46% ●

reduction in total GHG
emissions by 2030
(baseline 2019)

~ 15,5% reduction in 2023

200.000 ●

tonnes harvested in 2025
(Salmon and trout in Norway)

~ 171,000 in 2024

Leading the way in large scale circular economy

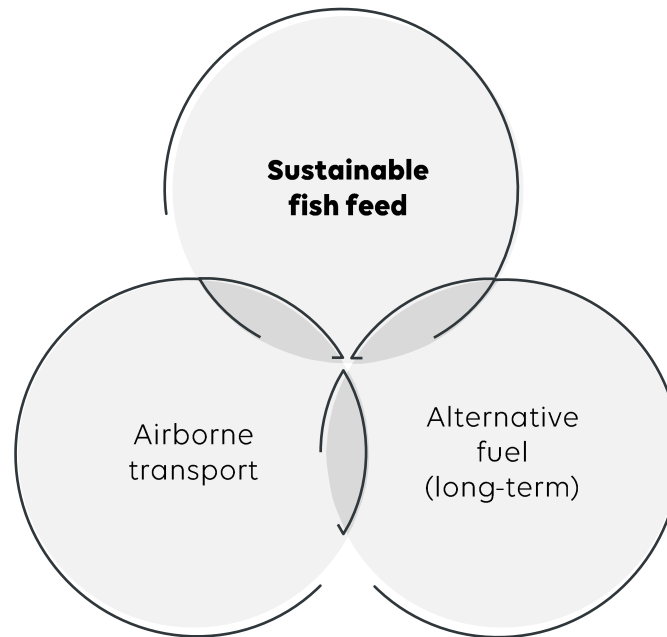
Our ambition

We have set ambitious targets based on the Paris agreement, committing to...

46%

reduction in greenhouse gas emissions by 2030 (baseline 2019)

Focus areas



Sustainable fish feed

Using protein from by-products of European chicken in our fish feed

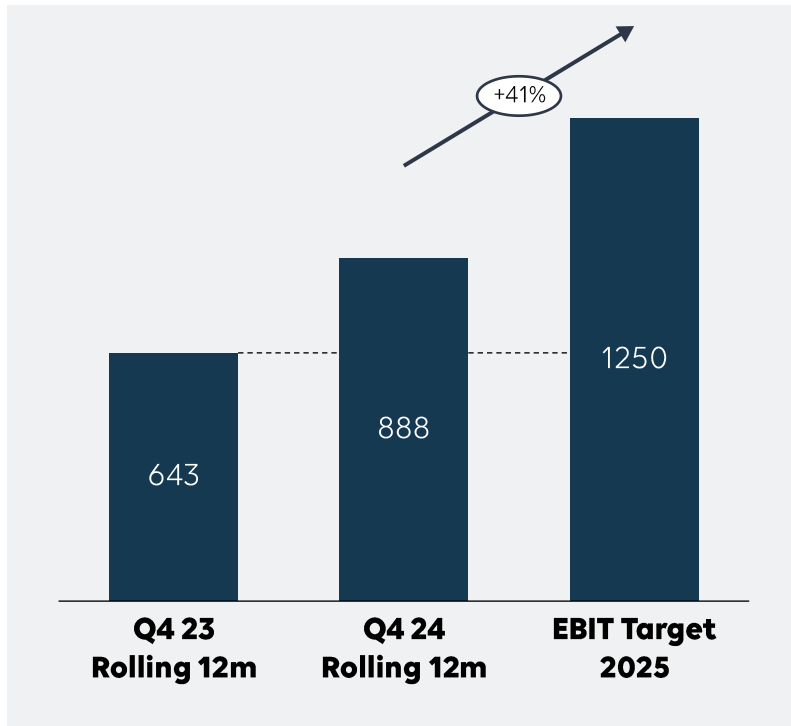
- Cost competitive and readily available feed.
- Positive nutritional effect replacing soy.
- Thoroughly screened and tested before use.

5-10%

Expected reduction in total emissions from transitioning to chicken by-production

Record-high earnings and promising outlook

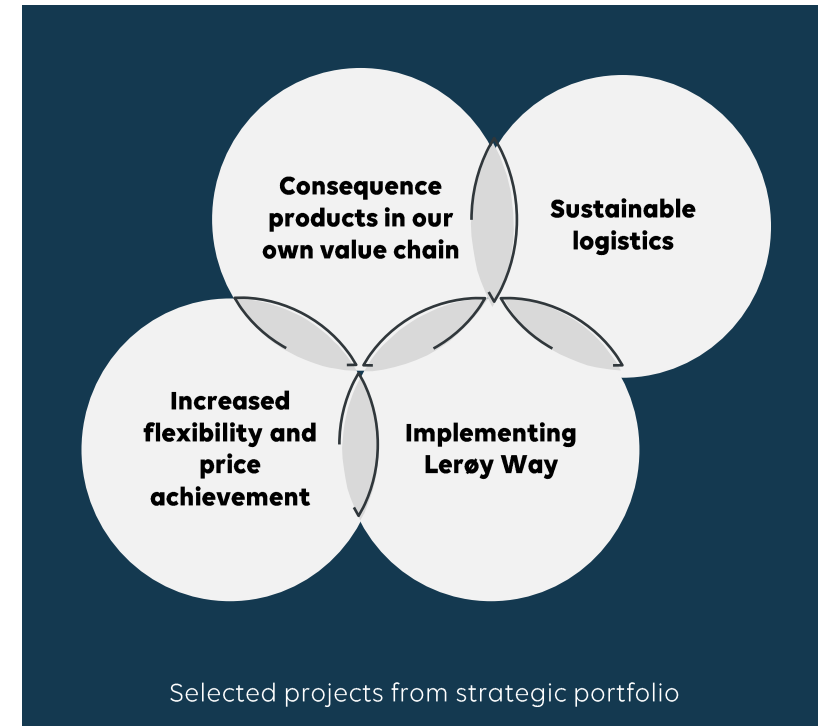
Operational EBIT target (NOKm)



Short-term actions

- Increase in volume in 2025 is expected to give incremental positive effects on EBIT compared to 2024.
- Observed continued improvement in VAP factories in Q4 2024 sequentially and YoY.
- Additional improvement in VAP factories expected YoY through 2025 based on higher capacity utilisation and increased operational efficiency.

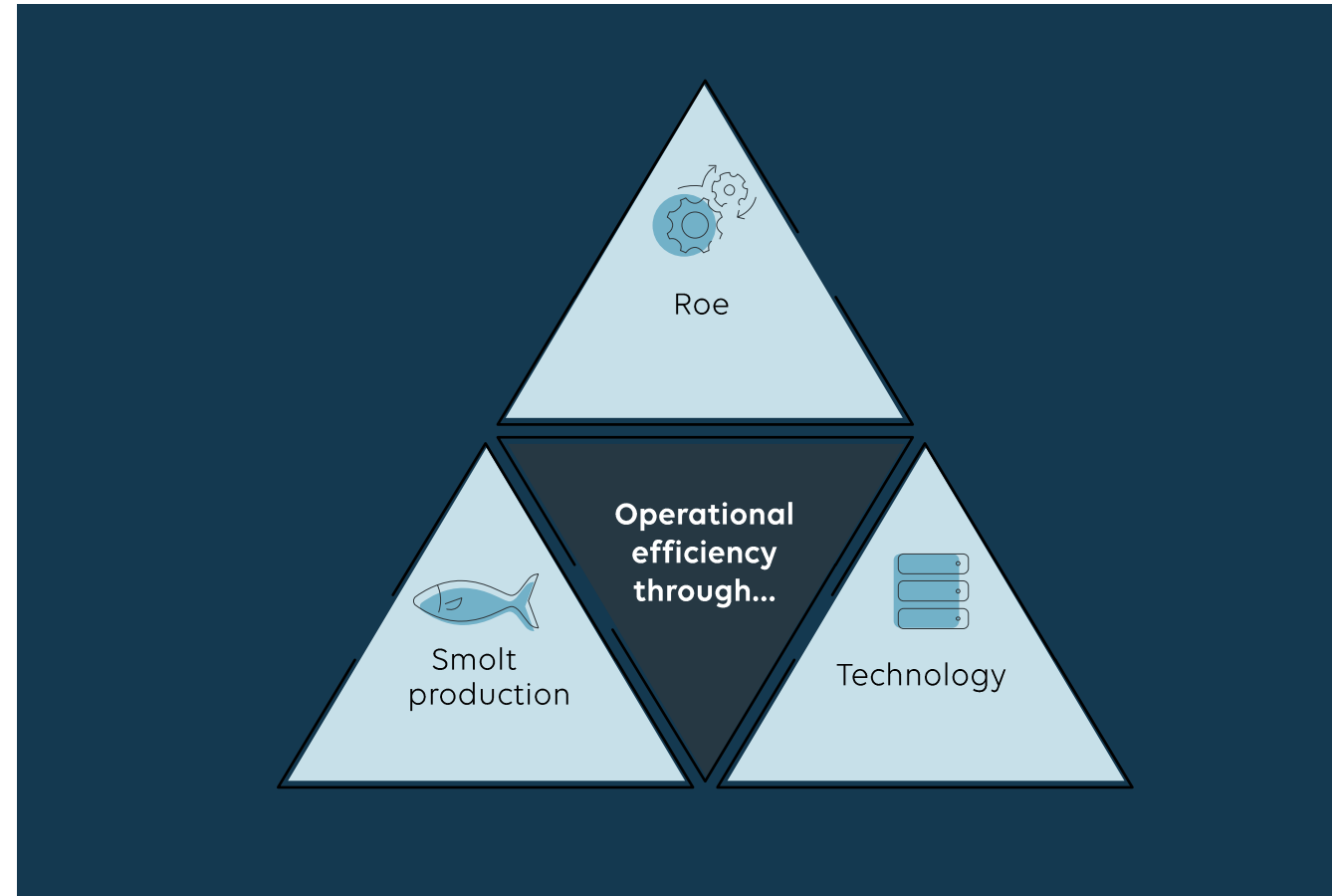
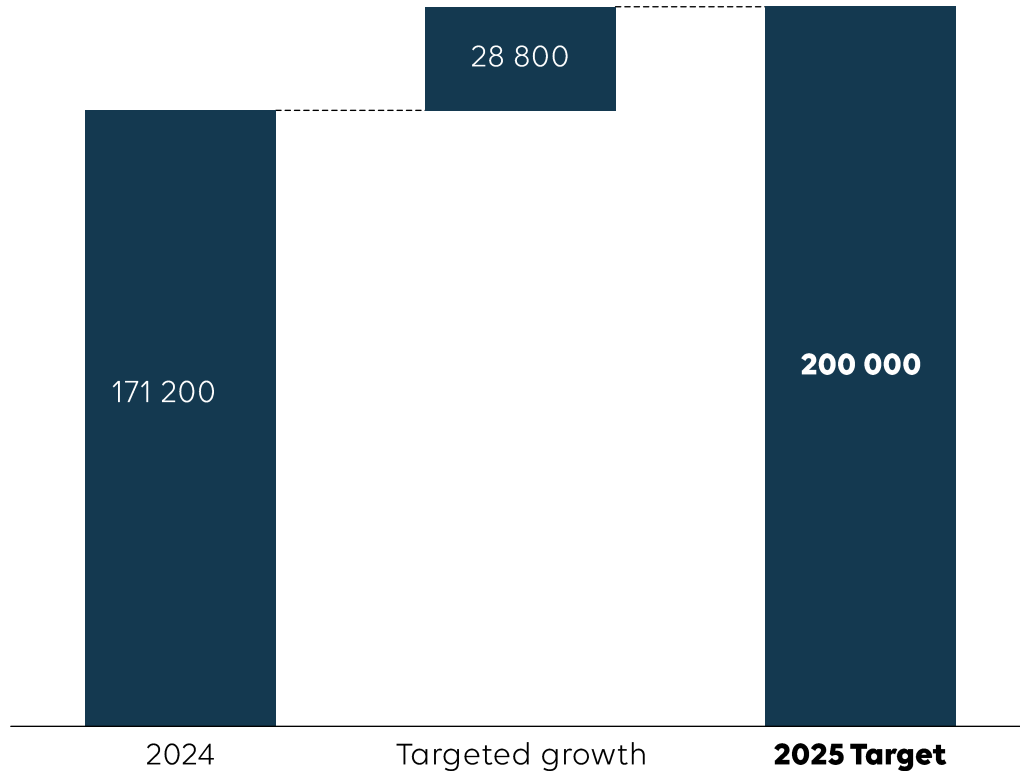
Long-term actions



Farming

Reaching 2025 harvest target through operational improvements

Tonnes harvested salmon and trout



Farming

Improvements in roe and smolt expected to yield results from harvest in 2025

Improvements in farming

- Improved genetics expected to contributing to higher growth rate in sea
- Phasing in new breeding generation
- Process improvements in roe and smolt production, e.g. new improved production protocols making the fish more robust
- Phasing in shielded technology
- Improvements starting to show in results

Resulting in better performance

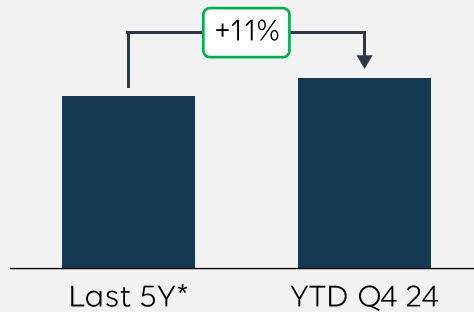
Illustration of when different measures will impact results/harvest

	H1 24	H2 24	H1 25	H2 25
 Genetics				
 Roe				
 Smolt				
 Shielding tech				
 Lerøy Way				

Farming

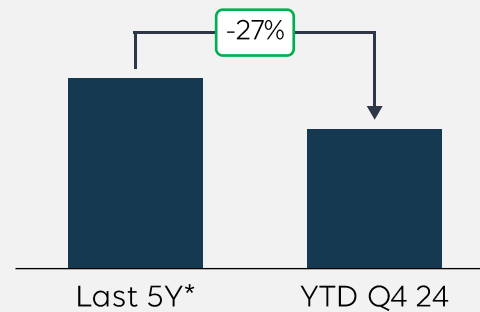
Strong biological performance in the farming segment in 2024

Net growth rate

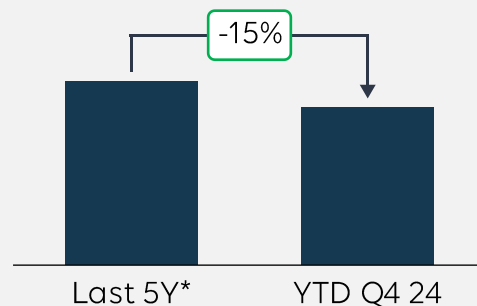


Mortality

Average daily percentage, number of fish



Lice treatments



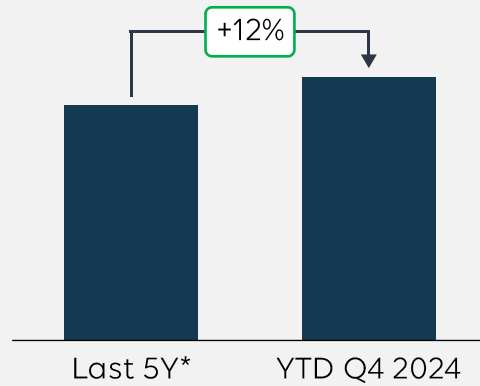
- Record growth in 2024
- Significant reduction in mortality rates
- As this industry is impacted by both biology and nature there will always be fluctuations and risk, but clear signs that the improvement initiatives are working

*Average YTD fourth quarter 2019-2023

Farming

Significant improvements in Lerøy Sjøtroll in 2024

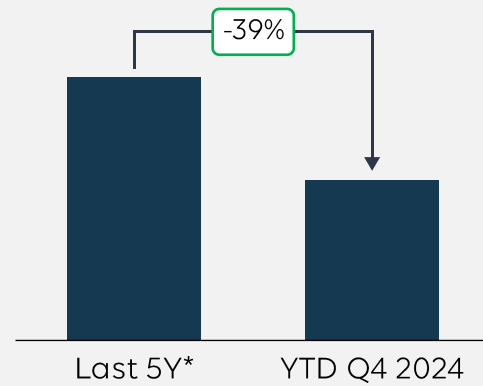
Net growth rate



*Average YTD Q4 2019-2023

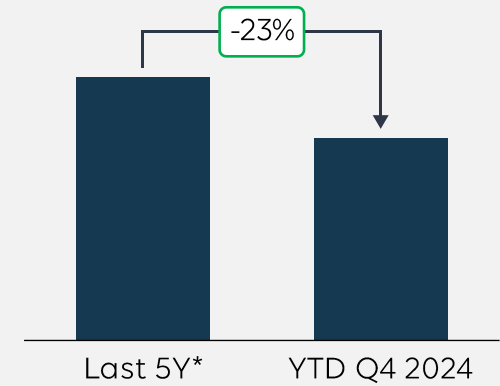
Mortality

Average daily percentage, number of fish



*Average YTD Q4 2019-2023

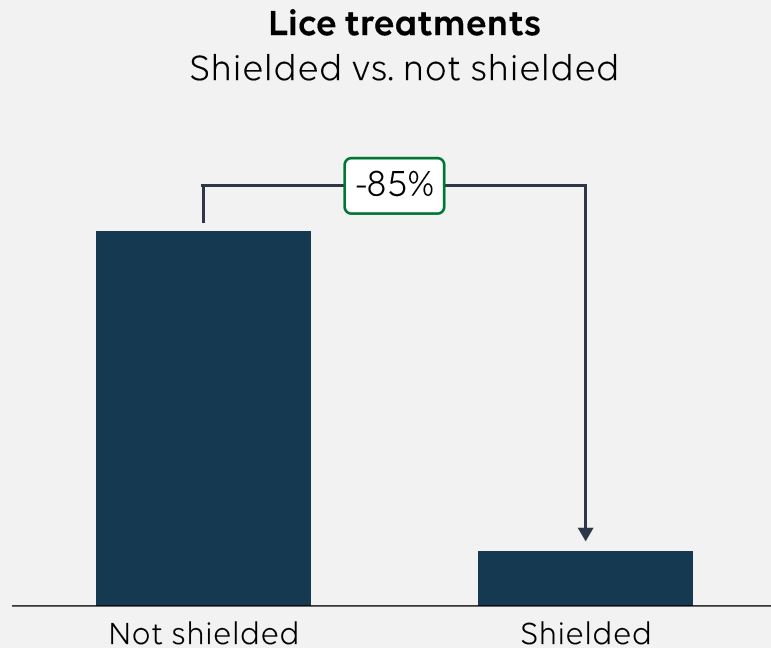
Lice treatments



*Average YTD Q4 2019-2023

Farming — shielding technology

Fish welfare improving as lice treatments are significantly reduced with shielding technology



Average performance of salmon generation fall 23, spring 24 and fall 24, Lerøy Sjøtroll and Lerøy Midt

- Shielding technology continue to deliver promising results
- Technology was put to test H2/24, and the impact on reducing treatments is evident
- Lower number of treatments has positive effects on survival, superior share and general fish welfare

Farming — shielding technology

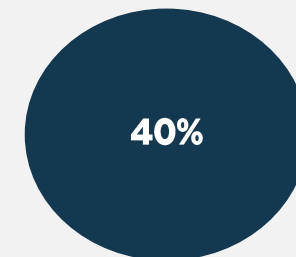
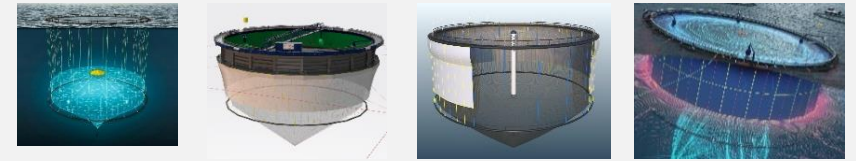
Strong performance of shielding tech supports further investments

Current situation per Q4 2024

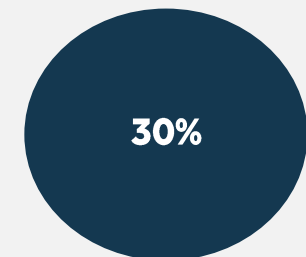
- **34%** of salmon (number of fish) shielded as of end of 2024.
- Shielding technology continue to deliver promising results.

Plan for 2025

- **~ 40%** of salmon (number of fish) expected shielded at end of 2025.
- **~30%** of total harvest volume (salmon and trout) expected from shielding technology in 2025.
- **~ 50%** of salmon in Lerøy Midt and Lerøy Sjøtroll shielded at end of 2025.
- Expect **stable development of share of shielded salmon and harvest volumes from shielding technology in 2025** – however, this will depend on biological development throughout the year.
- Capex requirement of around MNOK 500 in 2025 for submerged, also investing in lice lasers in Lerøy Aurora.



Of salmon (number of fish) expected shielded end of 2025



Share of total harvest volume from shielding technology in 2025



Outlook

Farming

- Positive biological development gradually to impact results
- Contracts share for salmon in 2025 currently around 16% (incl. downgrades)
- High standing biomass going into 2025 will impact seasonality in harvest volume in 2025
- Expect to see significant improvements from :
 - Roe, genetics and smolt quality
 - New farming technology
 - Process improvement/Implementing LerøyWay

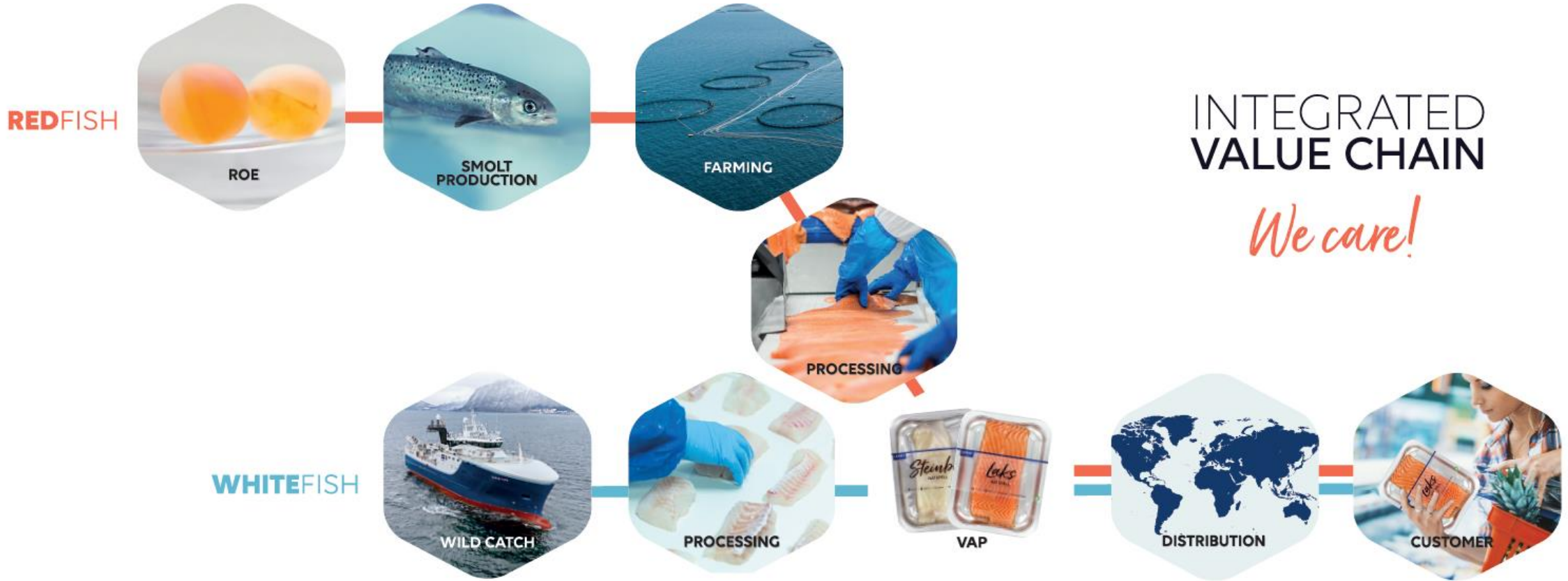
Wild Catch

- Challenging quota situation
- Quotas for 2025
 - Cod -32%
 - Haddock -2%
 - Saithe North unchanged
 - Saithe South +40 %

VAP, S&D

- Expect improved profitability in 2025 compared to 2024
- Increased demand for integrated, sustainable, value chain
- Improved market share in some key markets, utilising the potential of our value chain

Creating the world's most efficient and sustainable value chain for seafood



Q & A

LERØY

The Norwegian
Seafood Pioneer