



Lerøy Seafood Group ASA



Q4 2015

February 23rd
Oslo

CEO | Henning Beltestad
CFO | Sjur S. Malm



Agenda

- 1 Highlights
- 2 Key financial figures
- 3 Outlook

Q4 2015

- EBIT before FV adj. NOK 353 million
- Harvest volume 41 697 GWT
- EBIT/kg all inclusive NOK 8.5
- Contract share of 33%
- NIBD NOK 2,595 million at end Q4 2015
- Harvest guidance:
 - 170 000 GWT for 2016



Q4: Farming highlights

- Spot prices above last year
 - NOS Q4/15 NOK 45.0 vs NOK 38.3 in Q4/14 (+17%)
 - Up NOK 4.9/kg vs. Q3/15, and up NOK 6.7/kg vs. Q4/14
 - Price realisation impacted by timing and low average harvest weights

- Contract prices below spot prices

- Challenging market for trout
 - Improvement during the quarter

- Marginal cost increase q-o-q
 - Lerøy Midt impacted by forced harvesting of small sizes

- Biomass at sea
 - End Q4/15 at 108,270 tons vs 107,505 tons end Q4/14 (+1%)





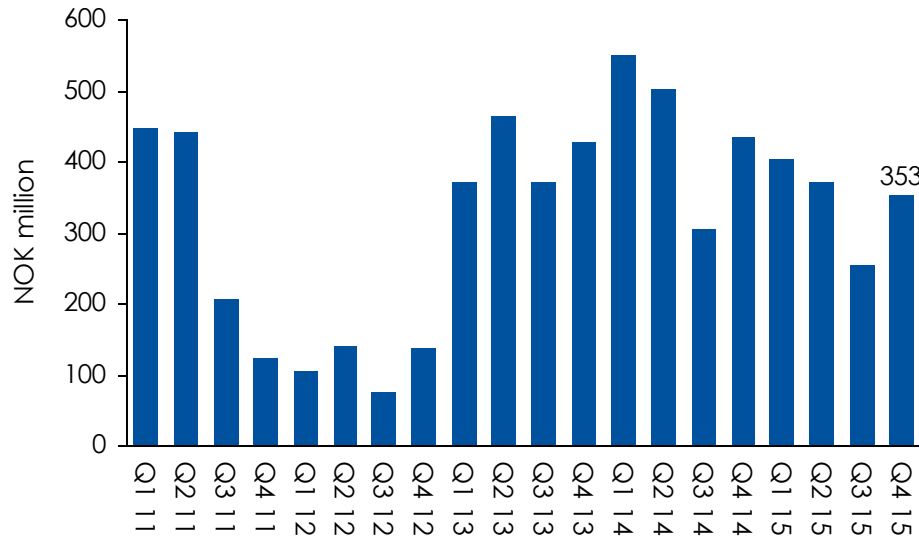
Q4: VAP and S&D highlights

- Value added processing (VAP)
 - Revenue NOK 547m, up 25% y-o-y
 - EBIT NOK 39m (7.1%) in Q4/15 vs. NOK 31m (7.2%) in Q4/14
 - EBIT grown from NOK 50m in 2012 to NOK 106m in 2015

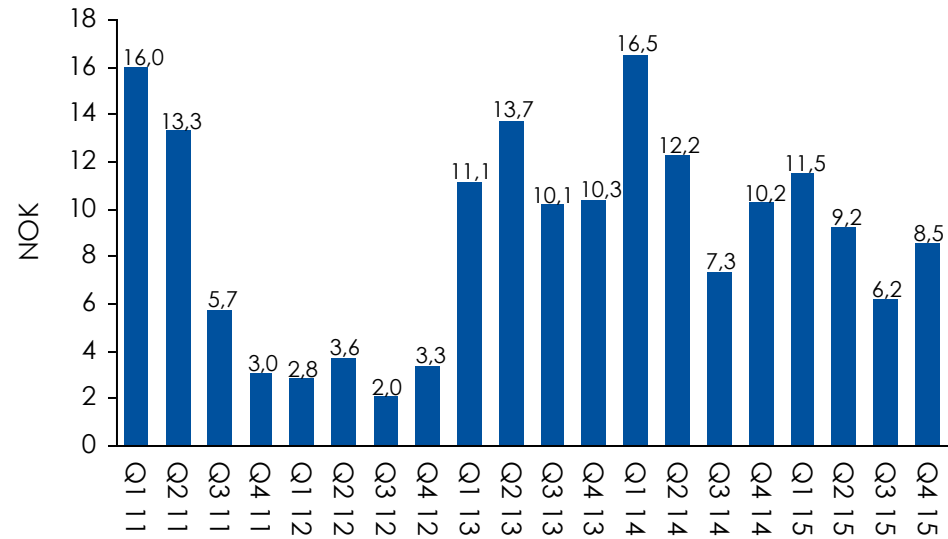
- Sales & Distribution
 - Revenue of NOK 3.3bn, up 6% y-o-y
 - EBIT NOK 97m (3.0%) in Q4/15 vs. NOK 82m (2.7%) in Q4/14
 - EBIT grown from NOK 192m in 2012 to NOK 287m in 2015

Quarterly historic figures

EBIT*



EBIT/kg*, all inclusive



*before biomass adjustment

Lerøy Seafood Group ASA

2 527 employees

Farming

1 252 employees

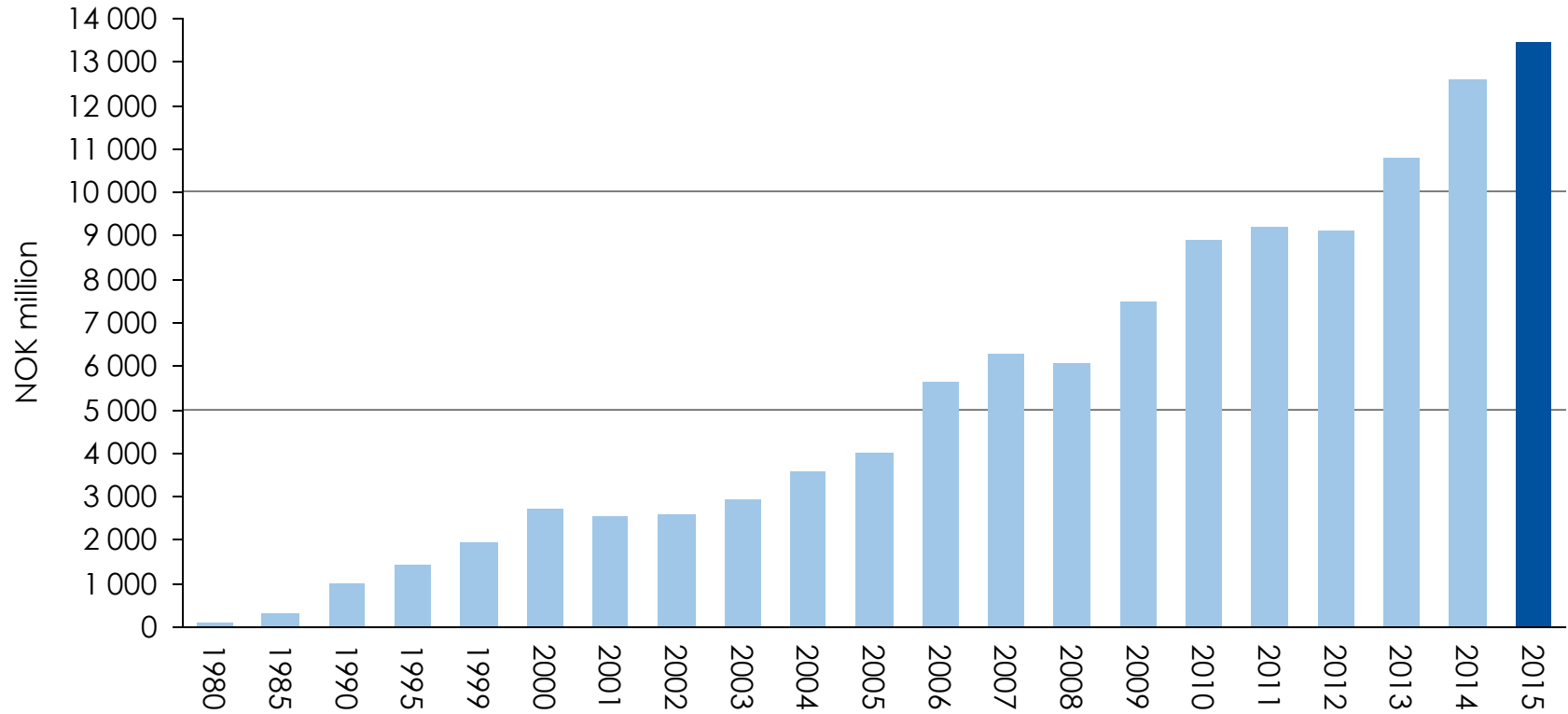
VAP

506 employees

Sales & Distribution

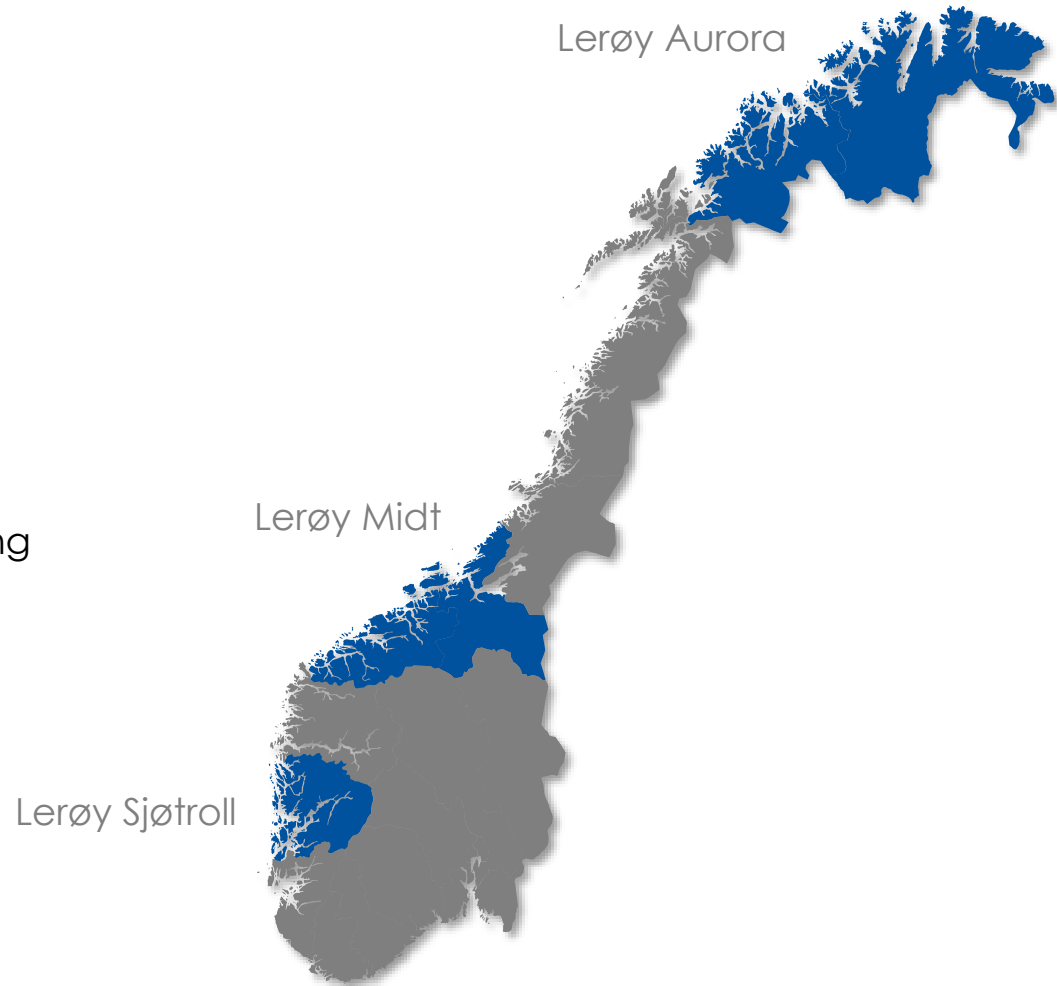
759 employees

Turnover Lerøy Seafood Group ASA



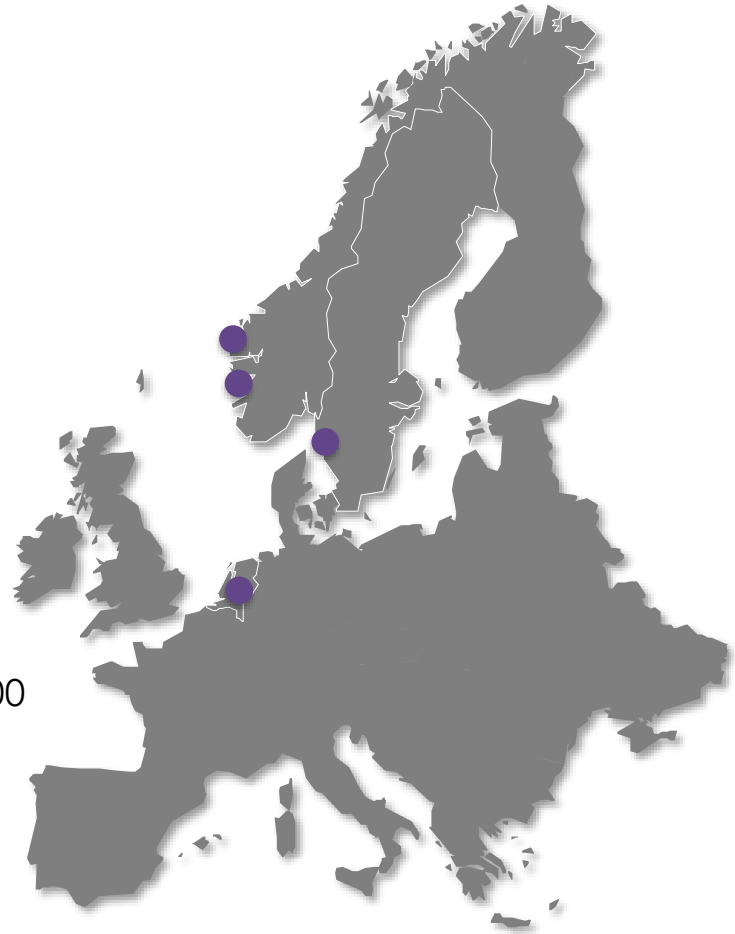
Farming

- Lerøy Aurora (salmon)
- Lerøy Midt (salmon)
- Lerøy Sjøtroll (salmon and trout)
- Geographic diversification along Norway's long coastline.



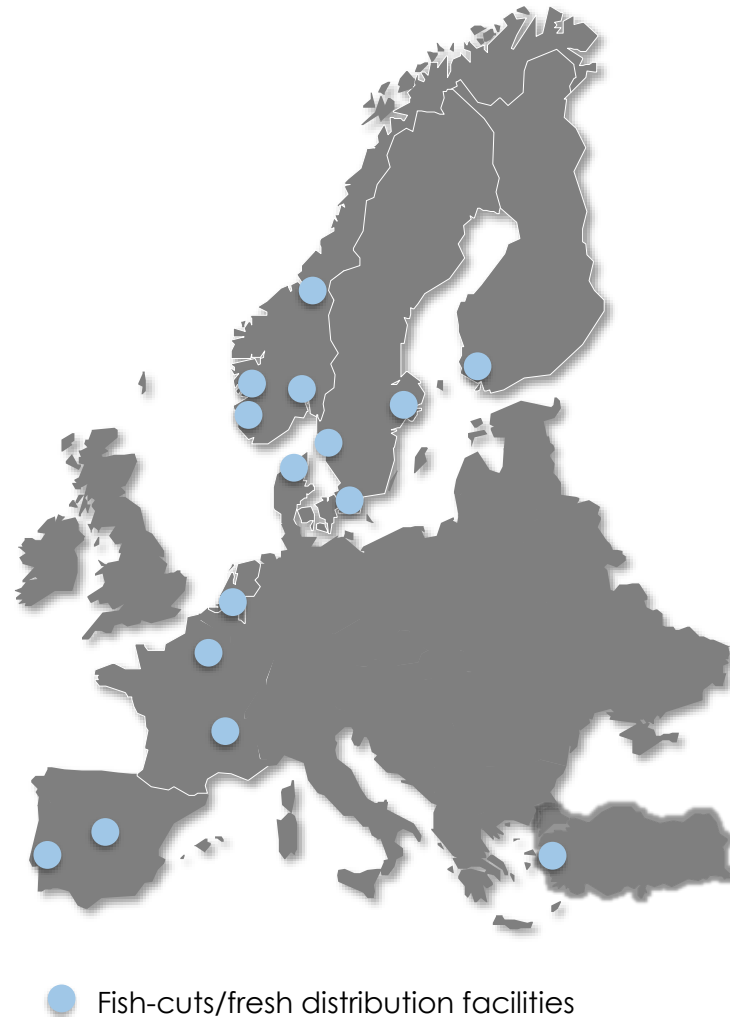
VAP

- Rode Beheer BV Group
 - Capacity of about 16-20,000 tons raw material
- Lerøy Smøgen Seafood AB
 - Capacity of about 12,000 tons raw material
- Lerøy Fossen AS
 - Capacity of about 12-15,000 tons raw material
- Bulandet Fiskeindustri AS(white fish)
- Total VAP capacity in these factories 40-50,000 tons raw material

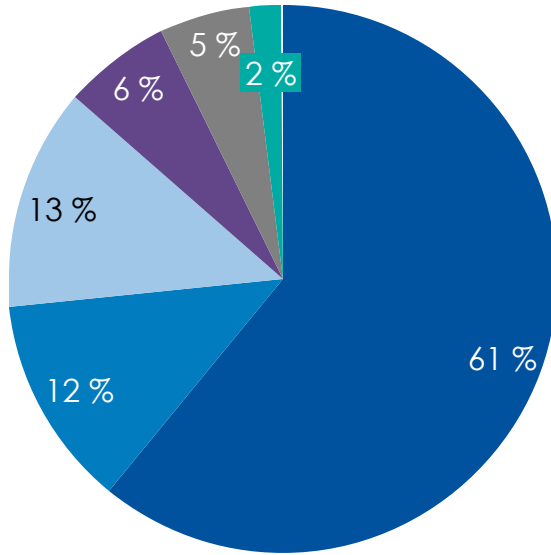


Sales & Distribution

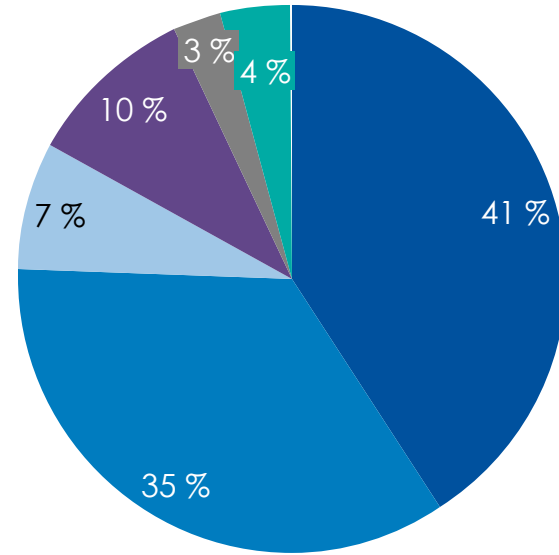
- Global reach and sales to more than 70 countries.
- A significant industrial activity within trading, processing, sales and distribution of fish.
- Investments in fish cuts in end markets recent years
- Processing and fresh distribution facilities:
 - Norway
 - Sweden
 - Finland
 - France
 - Spain
 - Portugal
 - Turkey
 - Netherlands (reported in VAP)
 - Denmark (reported as associate)



Sales per market and product Q4 2015



- EU
- Norway
- Asia Pacific
- USA & Canada
- Rest of Europe
- Others



- Whole salmon
- Processed salmon
- Whitefish
- Salmontrout
- Shellfish
- Others

Farming: Guiding

	Licences	Smolt cap.	2011 GWT	2012 GWT	2013 GWT	2014 GWT	2015 GWT	2016E GWT
Lerøy Aurora AS*	26	11,5	18 100	20 000	24 200	26 800	29 200	34 000
Lerøy Midt AS	57	22,0	62 300	61 900	58 900	68 300	71 400	65 000
Lerøy Sjøtroll	63	22,6	56 200	71 600	61 700	63 200	57 100	71 000
Total Norway	146	52,1	136 600	153 400	144 800	158 300	157 700	170 000
Villa Organic AS**						6 000		
Norskott Havbruk (UK)***			10 900	13 600	13 400	13 800	13 500	13 000
Total			147 500	167 100	158 200	178 100	171 200	183 000

*) Included harvested volume from Villa Organic after split July 2014

**) LSG's share of Villa Organic's volume in H1 2014, not consolidated

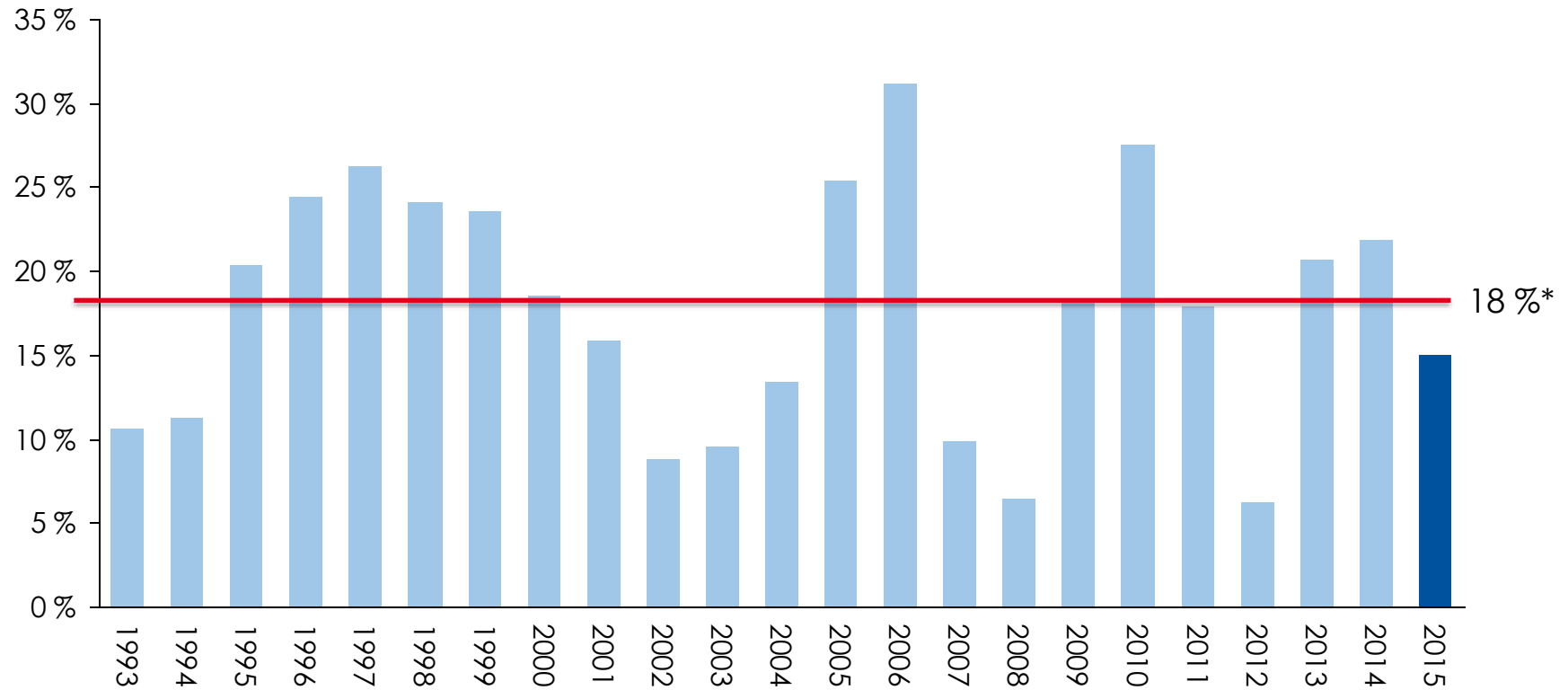
***) LSG's share, not consolidated



Agenda

- 1 Highlights
- 2 Key financial figures
- 3 Outlook

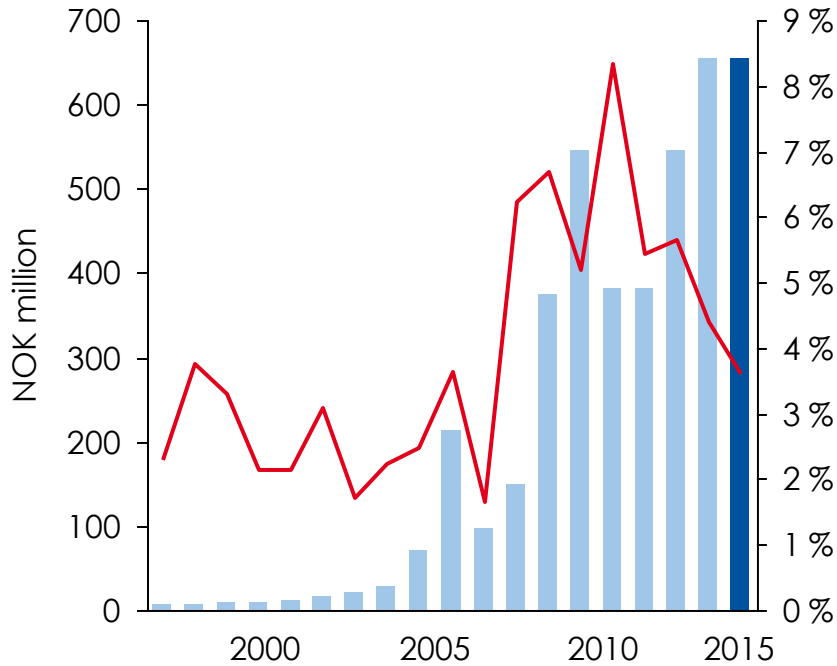
Return on capital employed (ROCE)



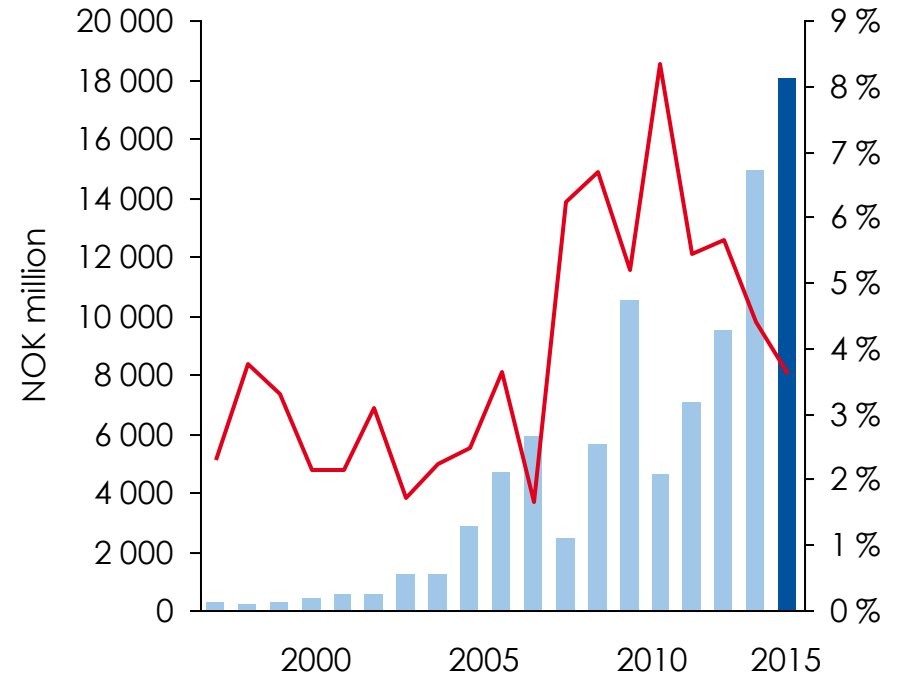
* Target communicated at the listing on Oslo Stock Exchange 03.06.2002

Annual dividend since 1995

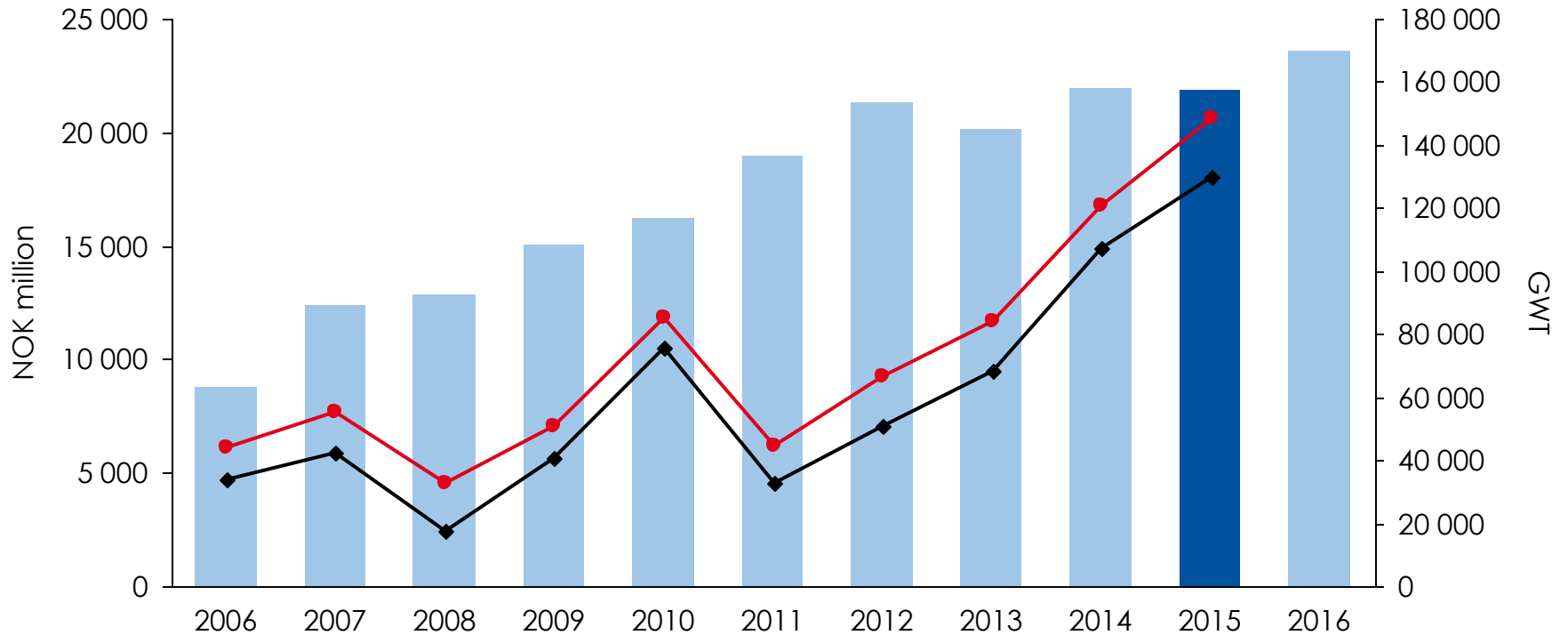
Dividend & Dividend yield



Market Cap & Dividend yield



Ten years with sustainable growth, more to come!



Share of harvest volumes in Norskott Havbruk not included.

■ GWT ◆ Market Cap ● EV

Key financial figures Q4

NOKm	Q4 2015	Q4 2014	% ch.
Sales	3 564	3 261	9 %
Other gains and losses	-1	42	
EBITDA	478	534	-11 %
Depreciation & amortisation	125	99	
EBIT*	353	435	-19 %
Income from associates*	15	10	
Net finance	-32	-52	
Pre-tax profit*	335	393	-15 %
EPS (NOK)*	6,4	4,9	-12 %
Harvested Volume (GWT)	41 697	42 479	-2 %
EBIT*/kg all inclusive (NOK)	8,5	10,2	-17 %
ROCE* (%)	14 %	18 %	-21 %

* Before biomass adjustment

Key financial figures 2015

NOKm	2015	2014	% ch.
Sales	13 451	12 579	7 %
Other gains and losses	34	117	
EBITDA	1 814	2 160	-16 %
Depreciation & amortisation	434	371	
EBIT*	1 380	1 789	-23 %
Income from associates*	70	148	
Net finance	-129	-120	
Pre-tax profit*	1 321	1 817	-27 %
EPS (NOK)*	19,4	24,0	-28 %
Harvested Volume (GWT)	157 697	158 258	0 %
EBIT*/kg all inclusive (NOK)	8,8	11,3	-23 %
ROCE* (%)	15 %	21 %	-31 %

* Before biomass adjustment

Balance sheet

<i>NOKm</i>	31.12.2015	31.12.2014	% change
Intangible assets	4 391	4 277	3 %
Tangible fixed assets	2 900	2 677	8 %
Financial non-current assets	695	607	15 %
Total non-current assets	7 987	7 561	6 %
Biological assets at cost	3 350	2 897	16 %
Fair value adjustment of biomass	971	785	24 %
Other inventory	552	525	5 %
Receivables	1 877	1 730	8 %
Cash and cash equivalents	1 248	1 360	-8 %
Total current assets	7 997	7 298	10 %
Total assets	15 984	14 858	8 %
Equity	8 764	8 080	8 %
Equity ratio	55 %	54 %	1 %
NIBD	2 595	1 876	38 %

Funding

NOK million	2015	2016	2017	2018	2019	2020	Later	Total
Total instalments	424	703	323	304	463	252	896	3 366

	Covenants	Q4 2015
NIBD/EBITDA	<5	1.43
Adj. Equity ratio	>30%	61.5%

Cash flow - NIBD

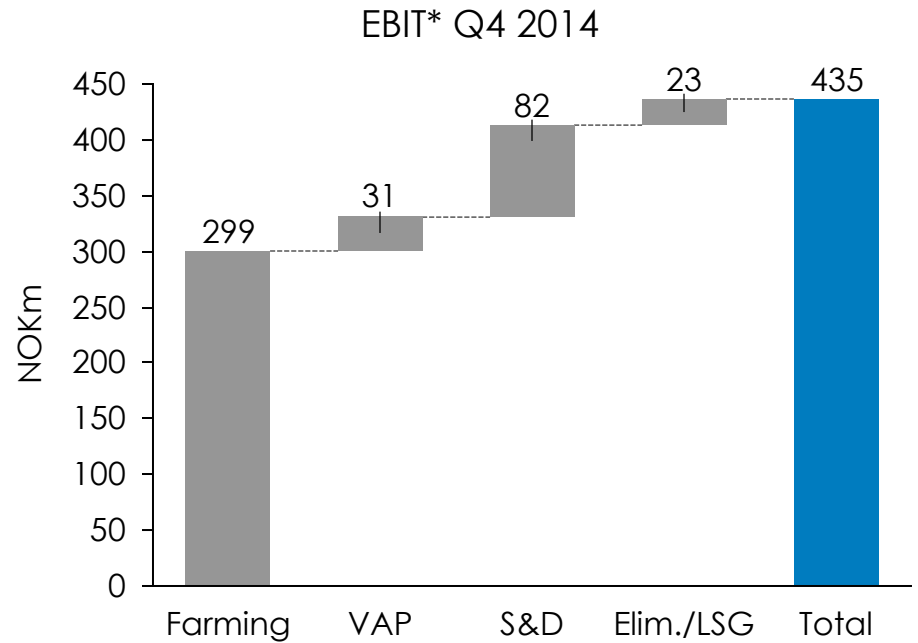
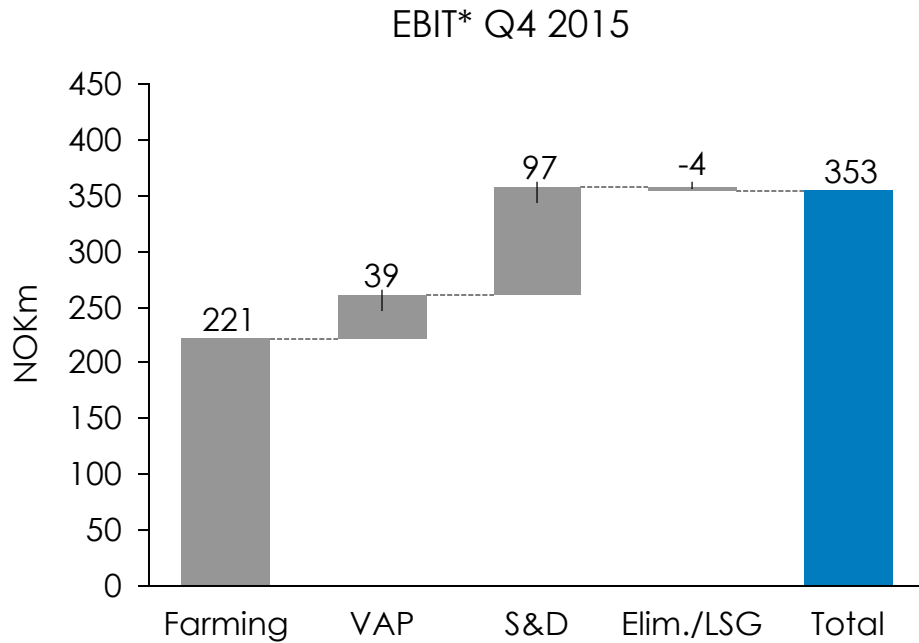
<i>Amounts in NOK millions</i>	2015	2014	% change
EBITDA	1 814	2 160	-16 %
Paid tax	-376	-344	
Working capital *	-662	-286	
Other **	-8	-115	
Cash from operating activities	767	1 415	-46 %
Net investments in capex and licences	-576	-585	
Acquisitions, divestments and other ***	-89	45	
Cash from investing activities	-665	-540	23 %
Net financial cost	-128	-106	
Dividends	-680	-579	
Cash from financing activities *	-808	-685	18 %
Other changes (incl.currency effects)	-12	51	
Net cash flow / change in NIBD	-719	241	-398 %
NIBD at beginning	1 876	2 117	
Change in NIBD	719	-241	
NIBD at end	2 595	1 876	38 %

*Before change in interest- bearing debt

** Items included in EBITDA with no cash effect and items included in cash flow from financing activities

*** Excluding cash acquired through business combinations

EBIT per segment

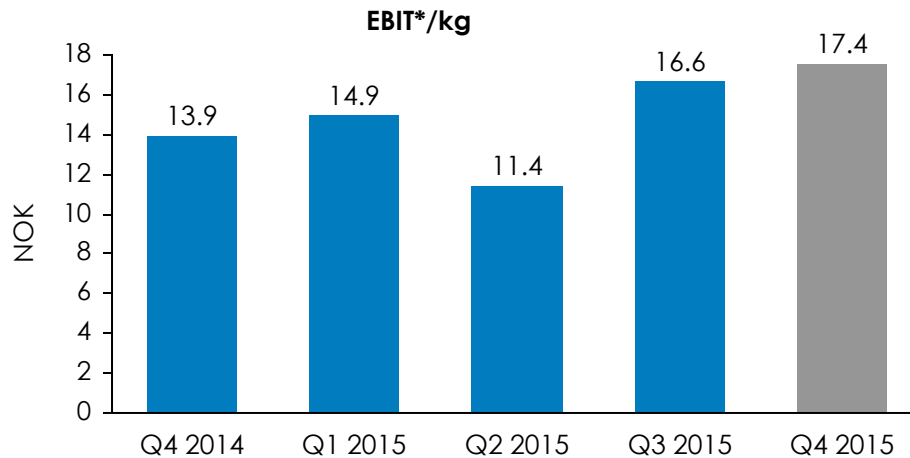


* Before biomass adjustment

Lerøy Aurora

	Q4 2015	Q4 2014	2015	2014
Revenue (NOKm)	502	452	1 409	1 190
EBIT* (NOKm)	181	146	450	370
Harvested volume (GWT)	10 371	10 524	29 204	26 770
EBIT/kg* (NOK)	17.4	13.9	15.4	13.8

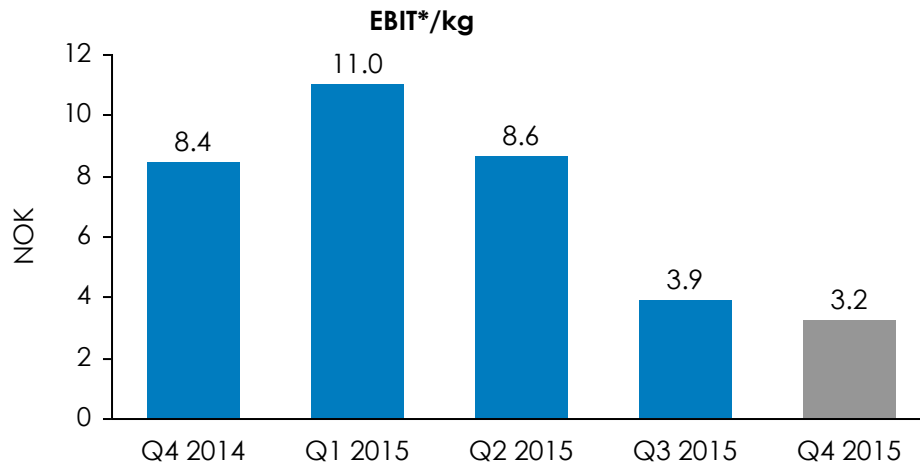
- Strong end to a record year
- RFS (release-from-stock) cost flat q-o-q
- Still room for significant volume growth on current licenses in 2016-
- Higher feed price will give higher RFS cost in coming quarters



*before biomass adj.

Lerøy Midt

	Q4 2015	Q4 2014	2015	2014
Revenue (NOKm)	623	723	2 863	2 682
EBIT* (NOKm)	48	153	466	666
Harvested volume (GWT)	15 150	18 157	71 442	68 284
EBIT/kg* (NOK)	3.2	8.4	6.5	9.8



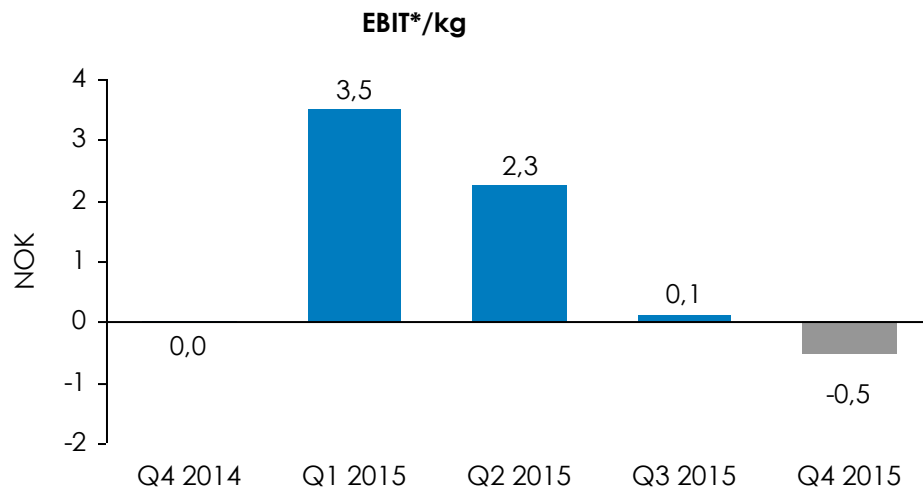
- H2 2015 was challenging, both price realisation and cost impacted by exceptional situation with forced harvesting and low average harvest weights
- About 60% of Q4 2015 harvest volume in October
- Autumn 2014 generation is high cost, which will give high costs also in start of 2016
- Lerøy Seafood Group's most profitable region historically, 2015 was an exceptional year.

*before biomass adj.

* Before biomass adjustment

Lerøy Sjøtroll

	Q4 2015	Q4 2014	2015	2014
Revenue (NOKm)	726	607	2 566	2 718
EBIT* (NOKm)	-7	0	71	343
Harvested volume (GWT)	16 176	13 798	57 051	63 204
EBIT/kg* (NOK)	-0.5	0,0	1,2	5,4

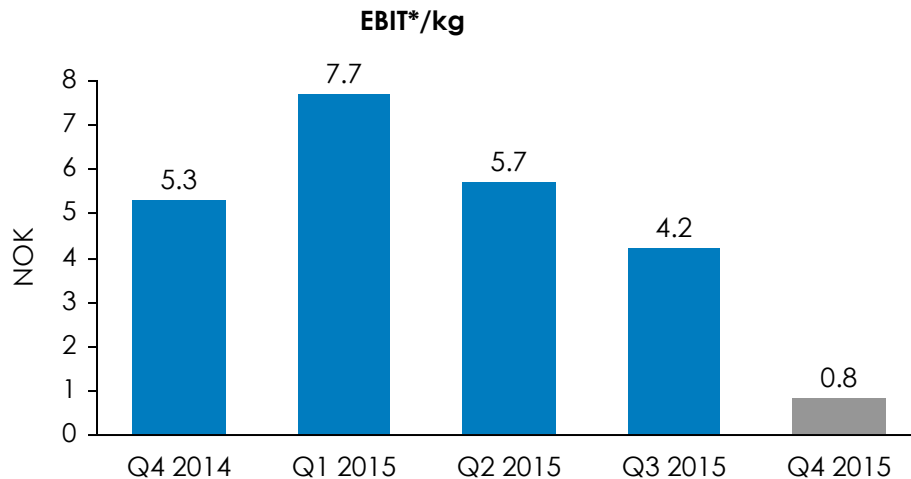


- Lerøy Sjøtroll is still impacted by the very challenging situation seen in H2 2014 and start of 2015. RFS cost increase q-o-q, and y-o-y
- Challenging market for trout. Realised trout price in Q4 2015 about NOK 6.5/kg below Group realised salmon price
- In 2016 Lerøy Sjøtroll will have access to significantly more cleaner fish, a new large well boat and more mechanical treatment
- Expects 71,000 GWT harvest in 2016. The Group expects vast improvement in profitability
- NIBD Sjøtroll Havbruk AS (where there are non-controlling interests) end 2015 NOK 533m

*before biomass adj. including EBIT from Norsk Oppdrettsservice

Norskott Havbruk (associate)

	Q4 2015	Q4 2014	2015	2014
Revenue (NOKm)	367	289	1 498	1 385
EBIT* (NOKm)	5	29	122	232
Harvested volume (GWT)	6 299	5 501	27 032	27 508
EBIT/kg* (NOK)	0.8	5.3	4.5	8.4



- Accelerated harvest impacts harvest weight, price achieved and cost per kilo
- Harvest guidance 2016 lowered to 26,000gwt.
- Contract share of ~65%
- Strong pound (£) impacts competitive position and price realisation
- Decision to invest £ 35m in new smolt facility
- NIBD end 2015 NOK 482m

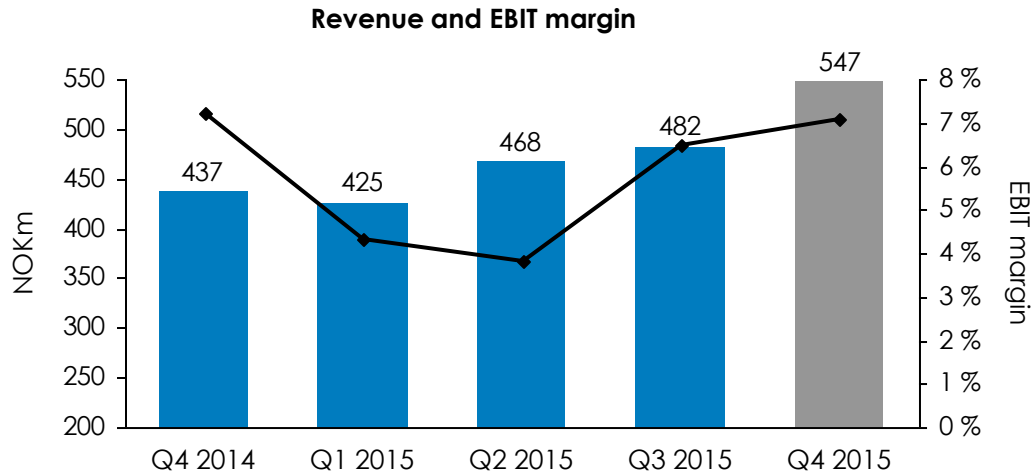
*before biomass adj

* Before biomass adjustment

VAP – Value Added Processing

	Q4 2015	Q4 2014	2015	2014
Revenue (NOKm)	547	437	1 921	1 610
EBIT (NOKm)	39	31	106	95
EBIT margin	7.1 %	7.2 %	5.5 %	5.9 %

- New capacity and higher price realisation gives 25% y-o-y growth in revenue
- New capacity gradually being filled, and still room for further growth

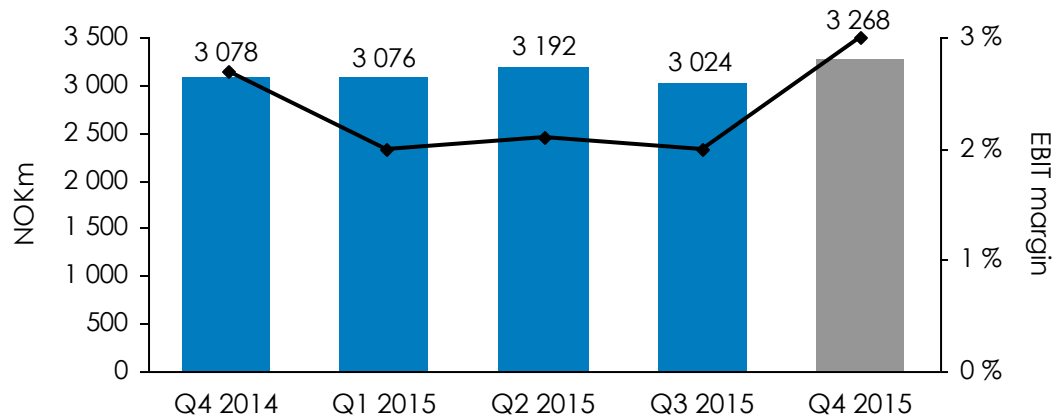


Sales & Distribution

	Q4 2015	Q4 2014	2015	2014
Revenue (NOKm)	3 268	3 078	12 559	11 964
EBIT (NOKm)	97	82	287	241
EBIT margin	3.0 %	2.7 %	2.3 %	2.0 %

- Strong performance in key operations in the quarter, but still room for improvement in several units
- More examples of “fish-cut” activities driving end user demand
- Gradually, fish-cut operations will contribute to higher margin level and profitability

Revenue and EBIT margin





Agenda

- 1 Highlights
- 2 Key financial figures
- 3 Outlook

Atlantic salmon – Supply

in tons WFE

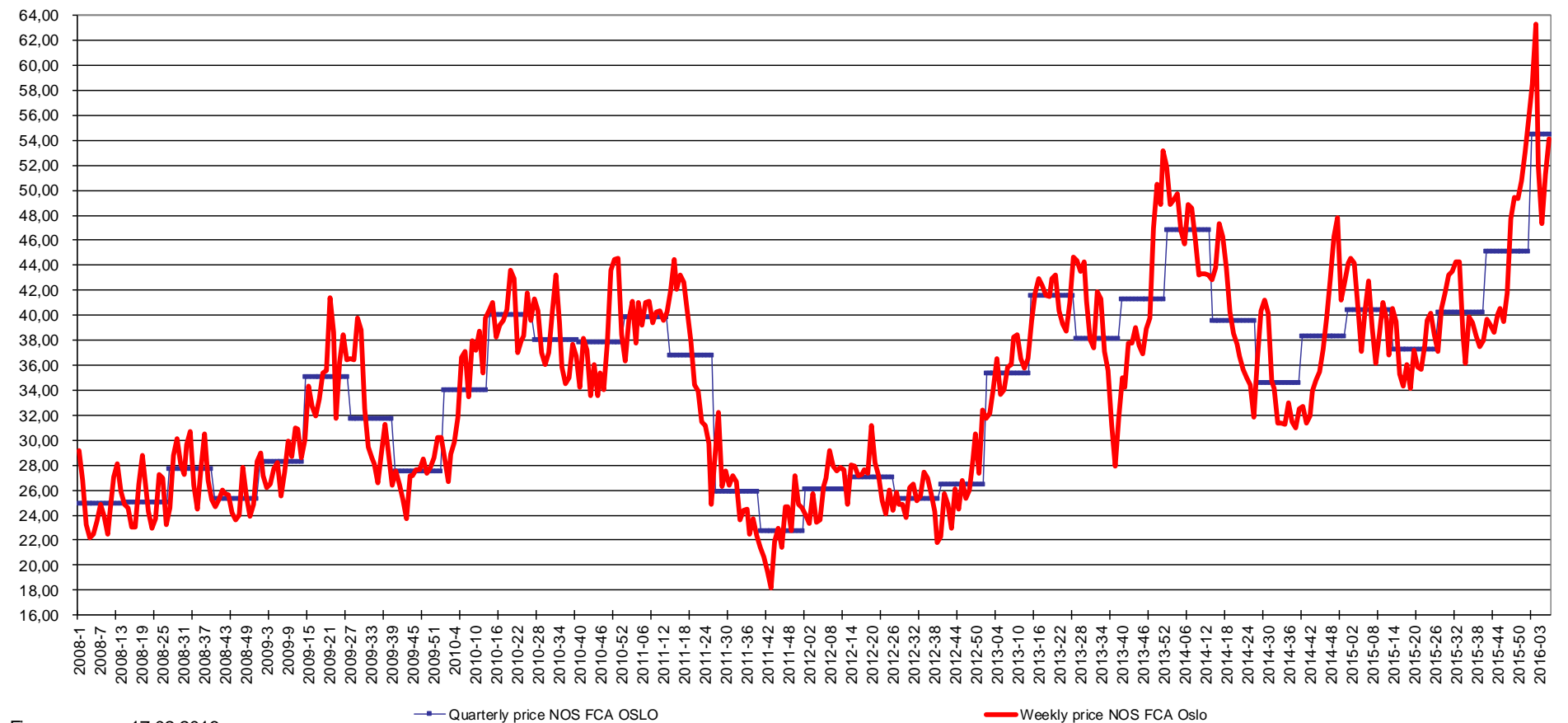
	2009	2010	Change 09-10	2011	Change 10-11	2012	Change 11-12	2013	Change 12-13	2014	Change 13-14	2015	Change 14-15	2016	Change 15-16
Norway	855 700	944 600	10,4 %	1 005 600	6,5 %	1 183 100	17,7 %	1 143 600	-3,3 %	1 199 000	4,8 %	1 234 200	2,9 %	1 183 800	-4,1 %
United Kingdom	144 300	142 900	-1,0 %	154 700	8,3 %	159 400	3,0 %	157 800	-1,0 %	171 500	8,7 %	173 300	1,0 %	178 700	3,1 %
Faroe Islands	47 100	41 800	-11,3 %	56 300	34,7 %	70 300	24,9 %	72 600	3,3 %	82 700	13,9 %	76 600	-7,4 %	81 700	6,7 %
Ireland	14 800	17 800	20,3 %	16 000	-10,1 %	15 600	-2,5 %	10 600	-32,1 %	12 300	16,0 %	15 700	27,6 %	16 000	1,9 %
Iceland	500	1 000	100,0 %	1 000	0,0 %	2 900	190,0 %	3 100	6,9 %	4 000	29,0 %	5 200	30,0 %	7 500	44,2 %
Total Europe	1 062 400	1 148 100	8,1 %	1 233 600	7,4 %	1 431 300	16,0 %	1 387 700	-3,0 %	1 469 500	5,9 %	1 505 000	2,4 %	1 467 700	-2,5 %
Chile	239 100	129 600	-45,8 %	221 000	70,5 %	364 000	64,7 %	468 100	28,6 %	582 900	24,5 %	590 900	1,4 %	547 900	-7,3 %
Canada	121 900	122 000	0,1 %	119 500	-2,0 %	136 500	14,2 %	115 100	-15,7 %	101 000	-12,3 %	135 100	33,8 %	133 800	-1,0 %
USA	16 400	18 000	9,8 %	18 300	1,7 %	19 600	7,1 %	20 300	3,6 %	20 400	0,5 %	20 200	-1,0 %	20 500	1,5 %
Australia	32 200	33 000	2,5 %	36 000	9,1 %	40 000	11,1 %	39 000	-2,5 %	39 000	0,0 %	44 000	12,8 %	45 000	2,3 %
Others	2 800	4 500	60,7 %	5 000	11,1 %	8 500	70,0 %	11 100	30,6 %	14 100	27,0 %	12 800	-9,2 %	10 200	-20,3 %
Total Others	412 400	307 100	-25,5 %	399 800	30,2 %	568 600	42,2 %	653 600	14,9 %	757 400	15,9 %	803 000	6,0 %	757 400	-5,7 %
Total World-wide	1 474 800	1 455 200	-1,3 %	1 633 400	12,2 %	1 999 900	22,4 %	2 041 300	2,1 %	2 226 900	9,1 %	2 308 000	3,6 %	2 225 100	-3,6 %



Q4 15 NOK 45,04 vs Q3 14 NOK 38,34 (+17,5 %)
 FY 2015 NOK 40,7 vs FY 2014 NOK 39,81 (+ 2,2 %)

SPOT prices, fresh Atlantic salmon
 cross-section, FCA Oslo
 as of week 6-2016 (Superior quality).

	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	Q2-13	Q3-13	Q4-13	Q1-14	Q2-14	Q3-14	Q4-14	Q1-15	Q2-15	Q3-15	Q4-15	Q1-16
NOS FCA Oslo	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	35,36	41,53	38,12	41,27	46,83	39,54	34,54	38,34	40,37	37,25	40,17	45,04	54,41

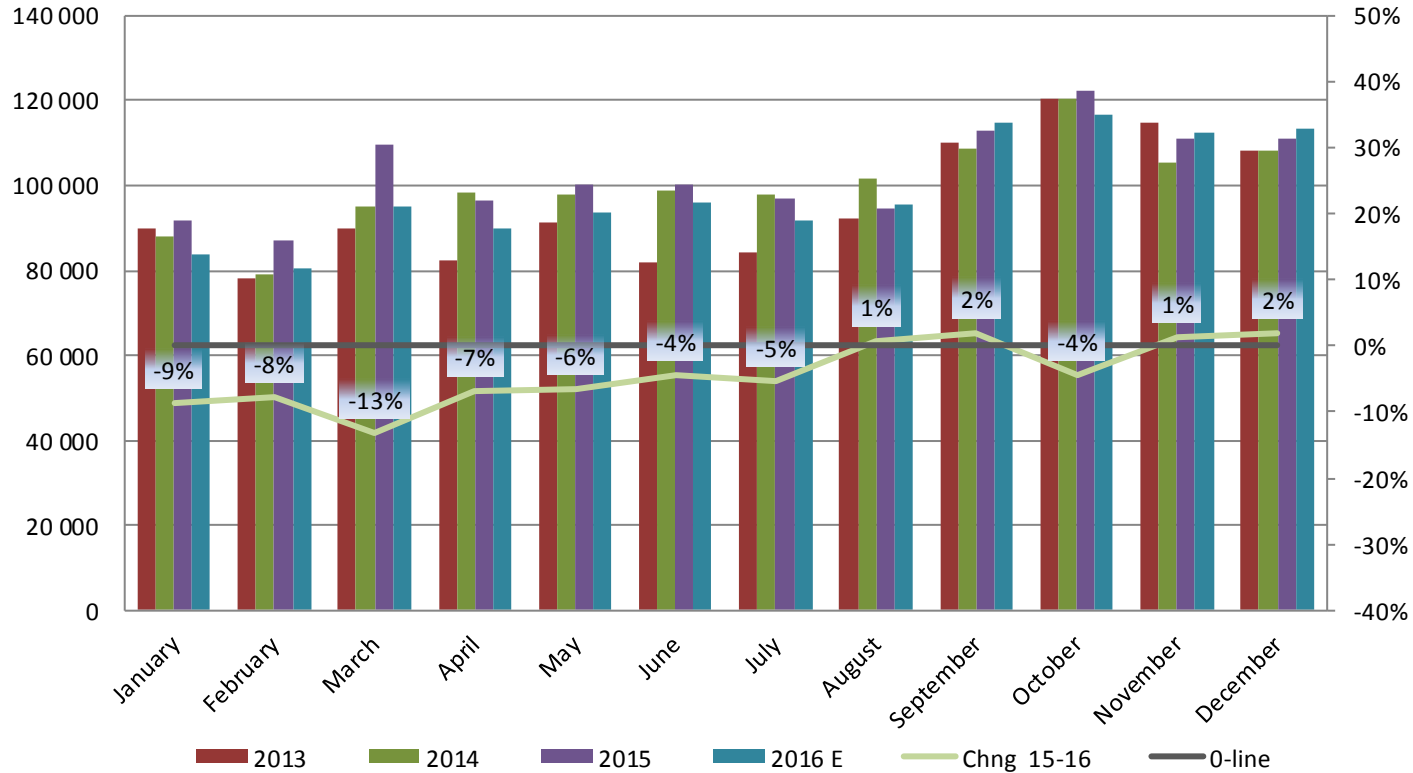


Figures as per 17.02.2016

Source: Lerøy/Nasdax



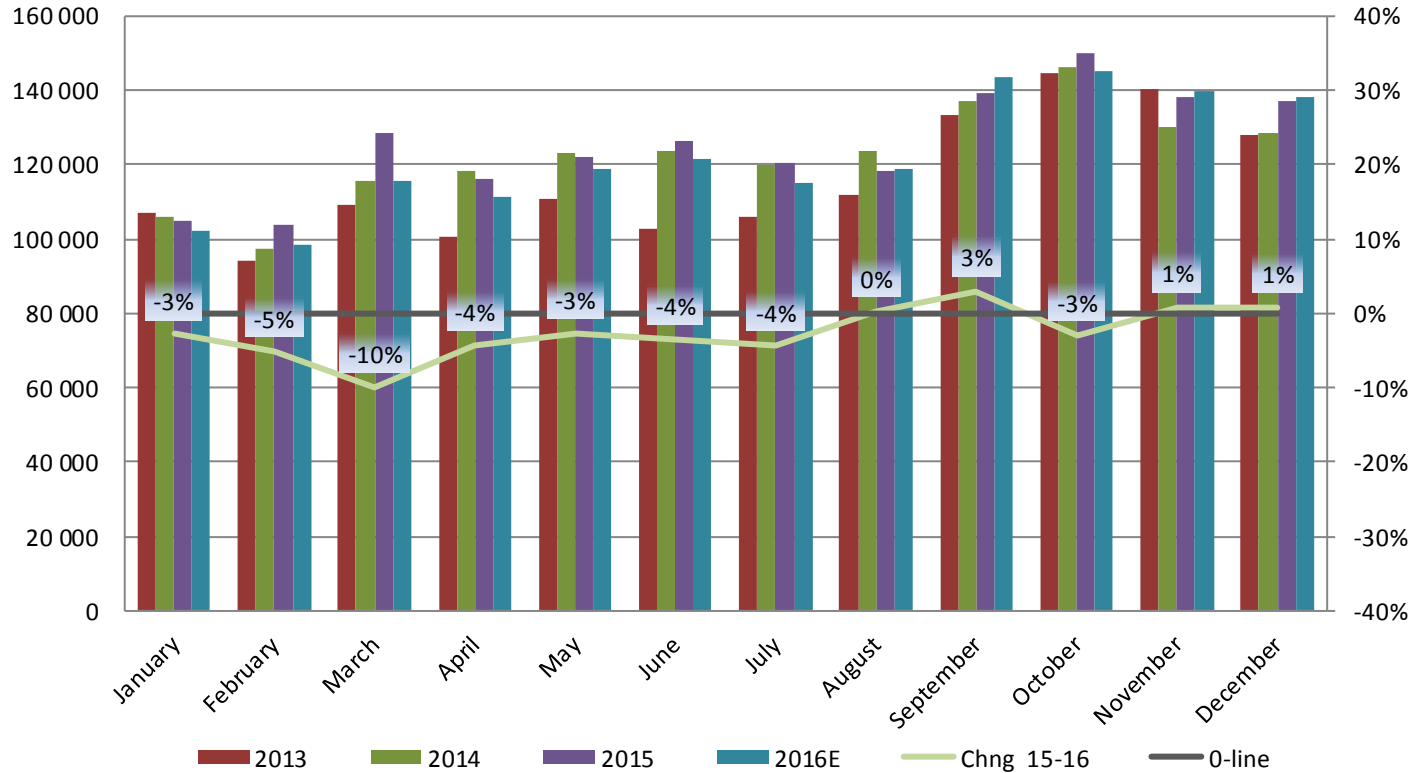
Atlantic salmon - Harvest Quantities Norway in tons WFE



Figures as per 27.01.2016

Source: Kontali

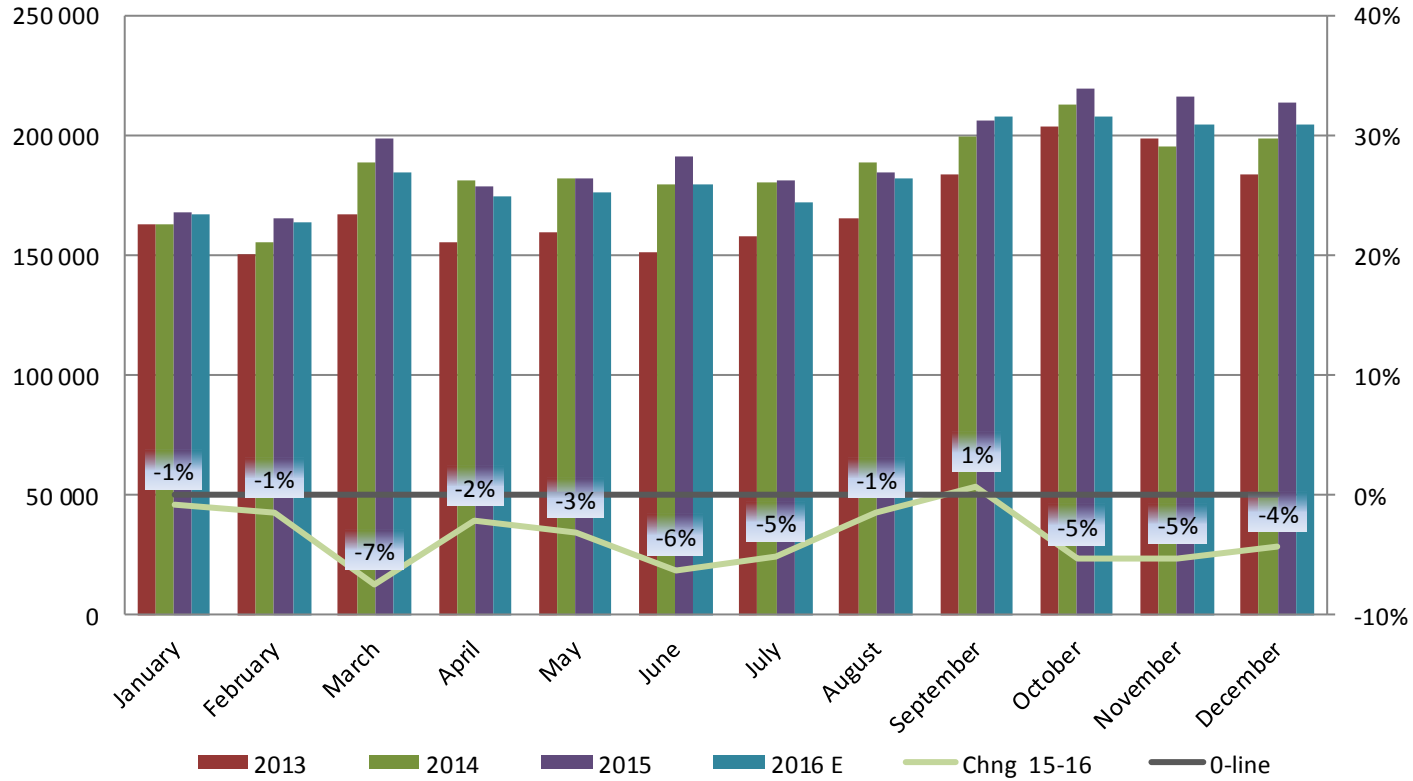
Atlantic salmon - Harvest Quantities Europe in tons WFE



Figures as per 27.01.2016
Source: Kontali

Atlantic salmon - Harvest Quantities WW

in tons WI



Figures as per 27.01.2016
Source: Kontali

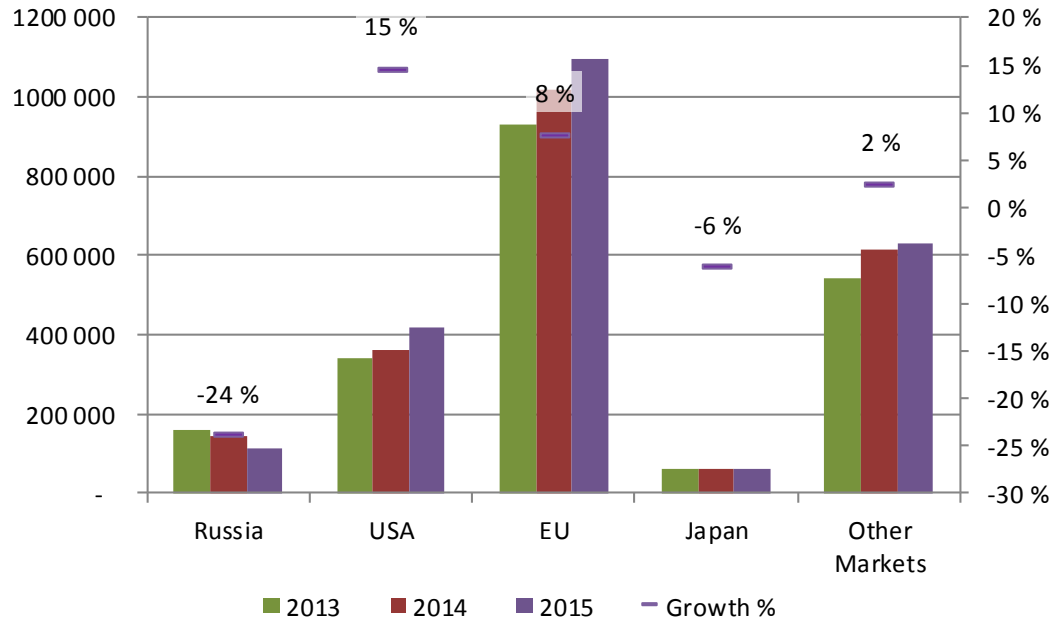
Atlantic Salmon Consumption

FY 2015

NOK/KG (3-6) YTD:
40,7 +0,4 % (40,3)
(NSI -0,75 vs NOS)



Market - Salmon	2013	2014	2015	Grow th	Grow th %
Russia	160 000	145 400	110 600	-34 800	-24 %
USA	342 400	363 500	416 500	53 000	15 %
EU	932 400	1 018 000	1 095 000	77 000	8 %
Japan	59 400	63 800	59 800	-4 000	-6 %
Other Markets	542 900	616 000	631 000	15 000	2 %
Total Consumption	2 037 100	2 206 700	2 312 900	106 200	5 %

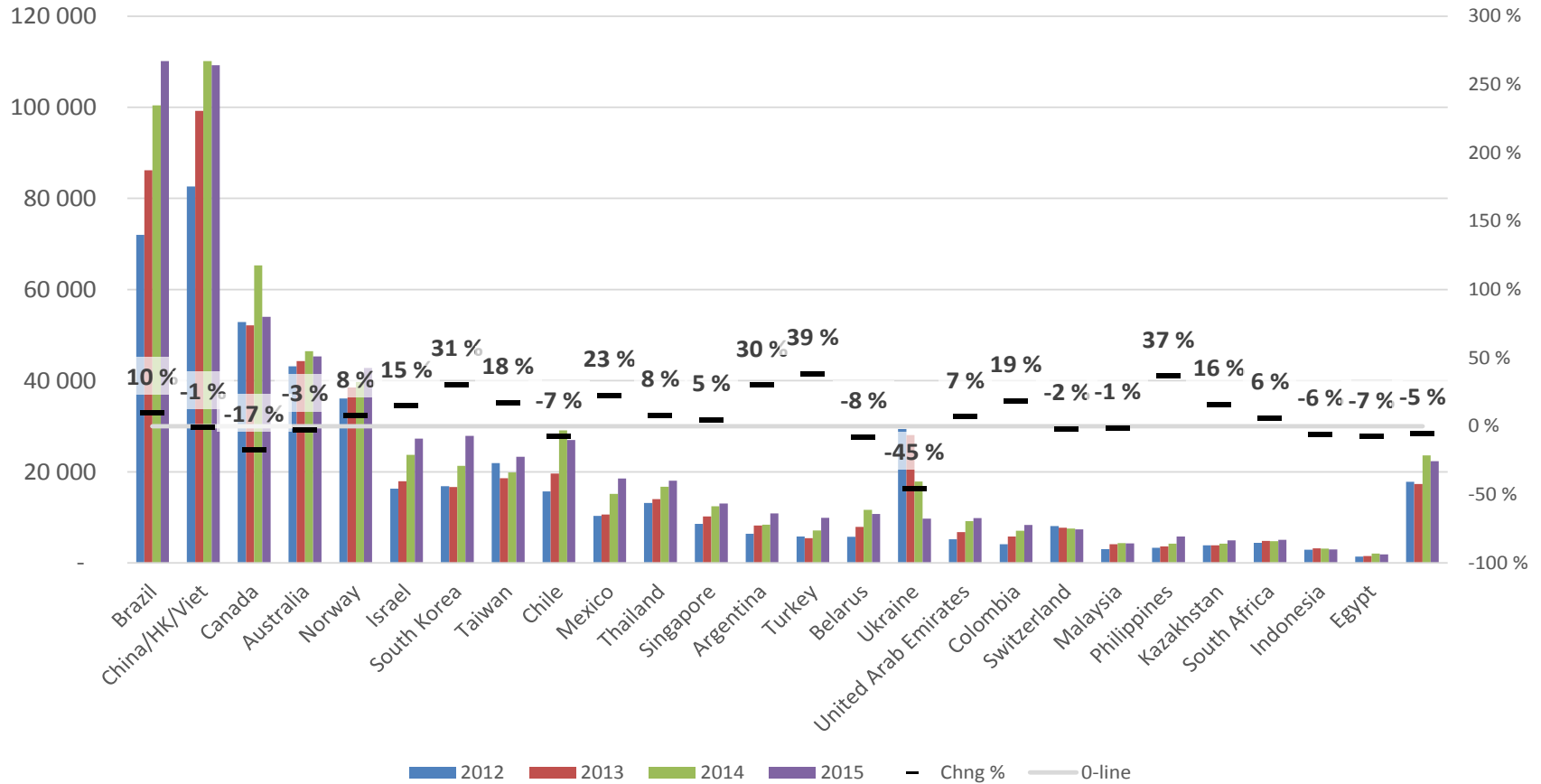


Figures as per 27.01.2016

Source: Kontali/Nasdax

Atlantic Salmon Consumption (Other markets)

FY 2015

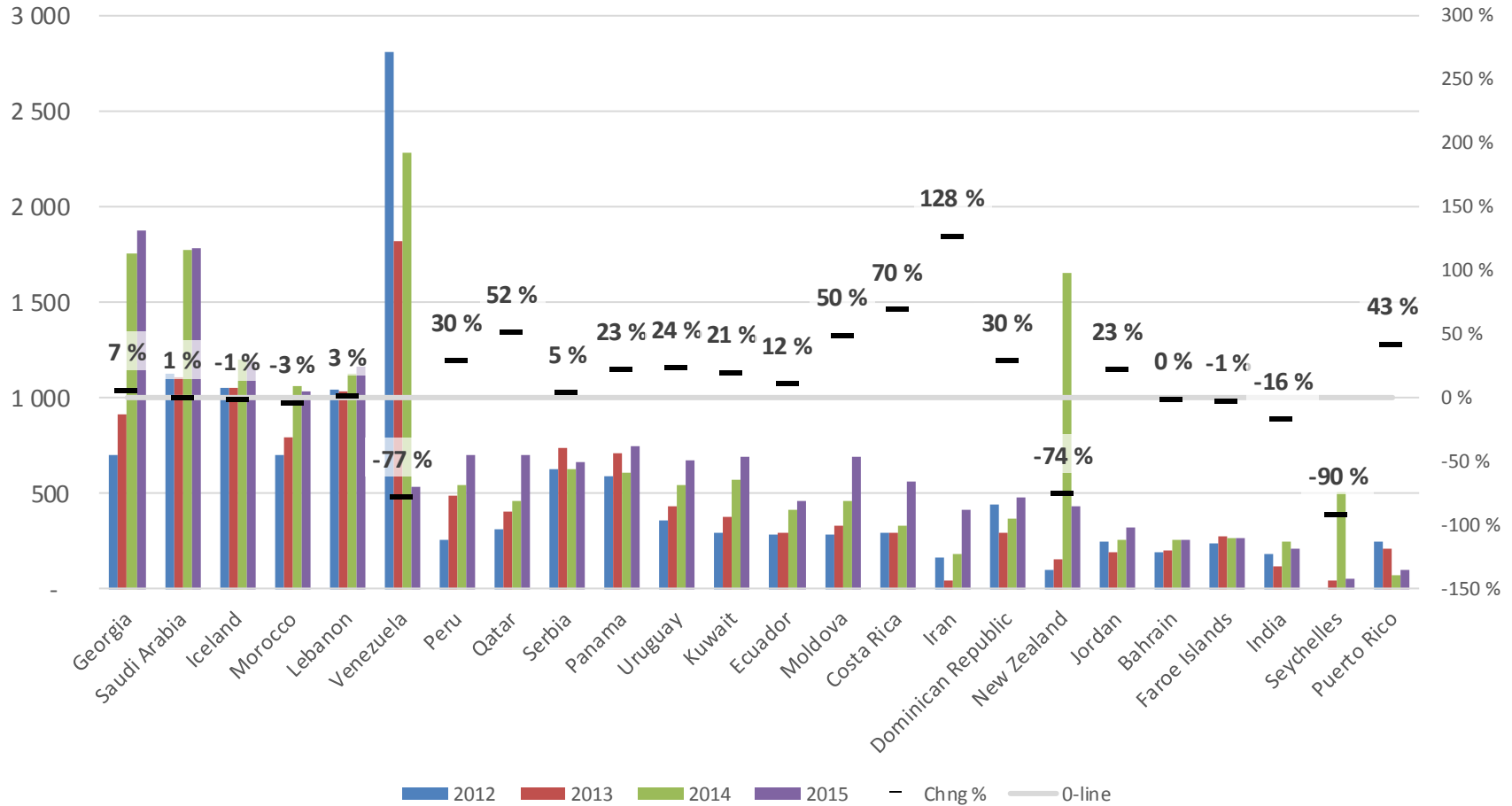


Figures as per 06.01.2016

Source: Kontali

Atlantic Salmon Consumption (Others in Other markets)

FY 2015



Figures as per 27.01.2016

Source: Kontali

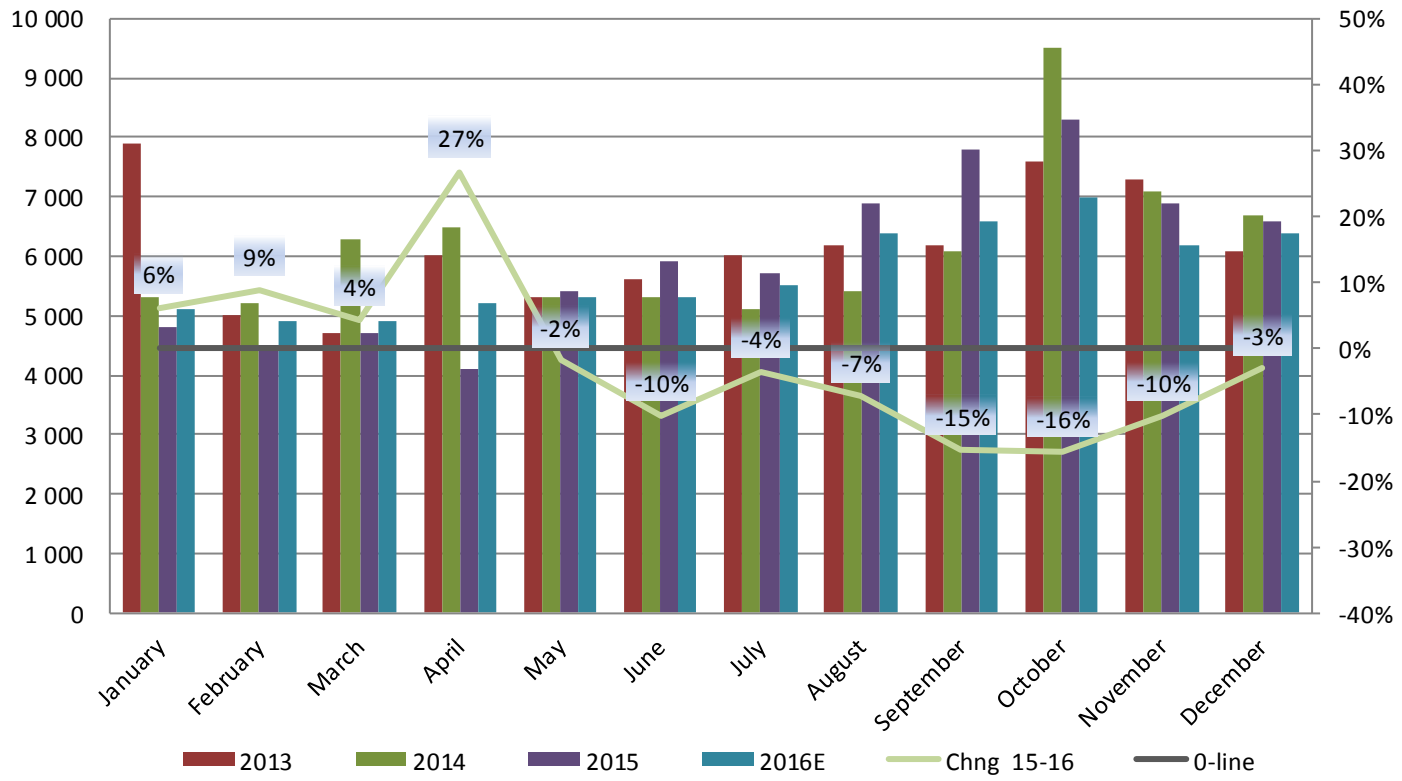
Trout – Supply

in tons WFE

	2011	Change 10-11	2012	Change 11-12	2013	Change 12-13	2014	Change 13-14	2015	Change 14-15	2016	Change 15-16
Norway	54 000	-2,9 %	73 700	36,5 %	73 900	0,3 %	73 800	-0,1 %	71 600	-3,0 %	68 800	-3,9 %
Russia	12 000	0,0 %	12 500	4,2 %	13 000	4,0 %	14 000	7,7 %	15 000	7,1 %	16 540	10,3 %
Denmark	10 900	11,2 %	10 500	-3,7 %	10 500	0,0 %	10 500	0,0 %	10 900	3,8 %	10 500	-3,7 %
Finland	9 300	-10,6 %	9 000	-3,2 %	9 900	10,0 %	12 400	25,3 %	13 000	4,8 %	14 500	11,5 %
Sweden	10 700	35,4 %	10 500	-1,9 %	9 700	-7,6 %	9 400	-3,1 %	9 800	4,3 %	9 600	-2,0 %
Total Europe	96 900	1,3 %	116 200	19,9 %	117 000	0,7 %	120 100	2,6 %	120 300	0,2 %	119 940	-0,3 %
Chile	203 500	7,7 %	227 900	12,0 %	156 600	-31,3 %	131 700	-15,9 %	101 400	-23,0 %	80 600	-20,5 %
Australia	2 640	0,0 %	2 700	2,3 %	3 000	11,1 %	3 200	6,7 %	3 500	9,4 %	4 000	14,3 %
Canada	-		1 400		1 800	28,6 %	2 200	22,2 %	2 500	13,6 %	2 500	0,0 %
Others	25 300	5,9 %	22 000	-13,0 %	23 500	6,8 %	27 600	17,4 %	30 000	8,7 %	34 100	13,7 %
Total Others	231 440	7,4 %	254 000	9,7 %	184 900	-27,2 %	164 700	-10,9 %	137 400	-16,6 %	121 200	-11,8 %
Total World-wide	328 340	5,5 %	370 200	12,7 %	301 900	-18,4 %	284 800	-5,7 %	257 700	-9,5 %	241 140	-6,4 %



Trout - Harvest Quantities Norway in tons WI



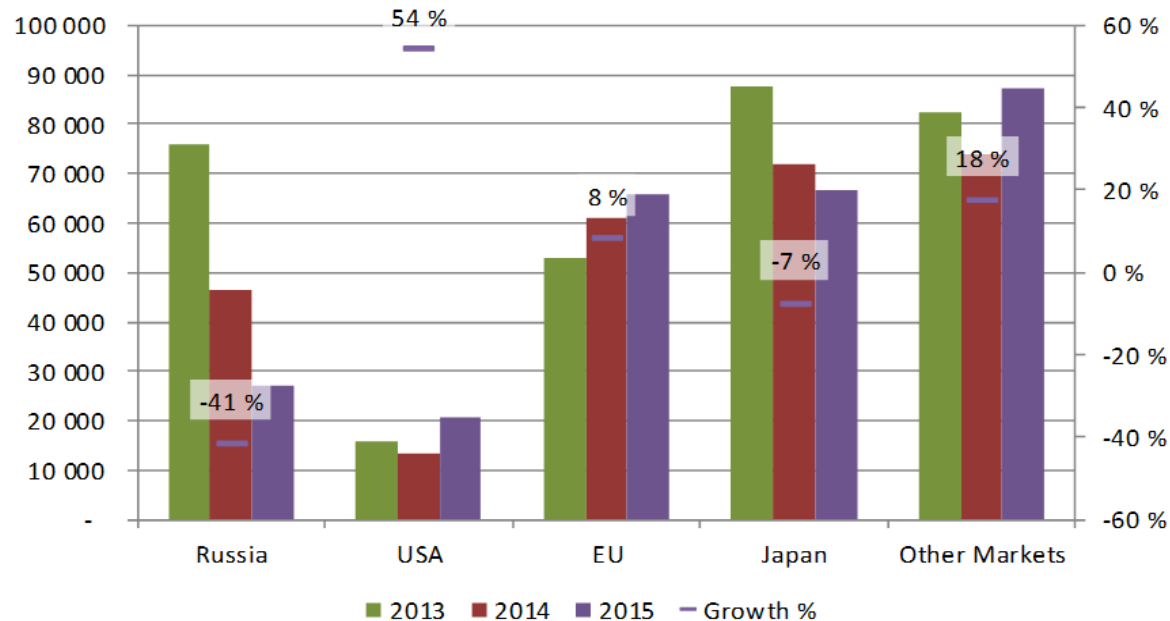
Figures as per 27.01.16

Source: Kontali

Trout Consumption

FY 2015

Market - Trout	2013	2014	2015	Growth	Growth %
Russia	75 900	46 400	27 200	-19 200	-41 %
USA	15 600	13 400	20 700	7 300	54 %
EU	52 800	60 900	66 000	5 100	8 %
Japan	87 500	71 800	66 600	-5 200	-7 %
Other Markets	82 200	73 900	87 100	13 200	18 %
Total Consumption	314 000	266 400	267 600	1 200	0 %



Figures as per 27.01.2016

Source: Kontali

Outlook

- Challenging situation H2 2015, significant steps taken into 2016
 - Access to significantly more cleaner fish
 - Access to more well boats, and freshwater treatment
 - Additional large boat in Lerøy Midt
 - New large boat in Lerøy Sjøtroll
 - Higher capacity for mechanical treatment
 - Better operations

Outlook

- Market outlook supports strong prices
 - Global supply growth ~-4% in 2016

- Harvest guidance 170.000 GWT for 2016

- RFS feed costs will increase y-o-y, but we expect decline in other costs

- Expected contract share Q1 ~35-40%



In 1899 a fisherman-farmer started selling live fish on the Bergen fish market. He towed the fish to the market in a wooden crate behind his rowing boat, a journey which could take between 6 and 12 hours, depending on the prevailing winds and currents.



Thank
You!

Historical figures

	2015					2014					2013	2012	2011
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	FY	FY	FY
Revenue													
Farming	1 482,2	1 596,8	1 655,8	1 759,4	6 494,3	1 420,4	1 660,2	1 508,8	1 653,3	6 242,7	5 376,3	4 376,5	4 592,0
VAP	425,0	467,9	481,6	547,0	1 921,5	367,1	395,1	410,2	437,2	1 609,6	1 236,3	1 027,0	783,0
S&D	3 075,9	3 191,6	3 023,7	3 267,6	12 558,7	3 066,7	2 998,8	2 820,3	3 078,3	11 964,2	10 257,0	9 098,2	9 067,9
LSG/Elim	-1 714,9	-1 932,7	-1 866,6	-2 009,7	-7 523,8	-1 674,5	-1 877,4	-1 777,5	-1 907,5	-7 236,9	-6 105,0	-5 398,8	-5 266,0
Operating revenue	3 268,3	3 323,5	3 294,6	3 564,3	13 450,7	3 179,7	3 176,6	2 961,8	3 261,4	12 579,5	10 764,7	9 102,9	9 176,9
EBIT													
Lerøy Aurora	109,9	68,2	91,1	180,9	450,1	98,3	77,4	48,5	146,3	370,5	359,0	83,1	155,1
Lerøy Midt	169,8	163,5	85,5	47,8	466,5	228,3	184,1	101,0	152,9	666,3	507,7	147,3	519,6
Lerøy Sjøtroll	42,2	34,7	1,5	-7,3	71,1	179,1	159,2	4,8	-0,2	342,9	460,3	7,7	303,1
Farming	321,8	266,3	178,1	221,4	987,7	505,7	420,7	154,3	299,0	1379,7	1327,0	238,1	977,7
VAP	18,2	18,0	31,1	39,1	106,3	15,1	21,1	27,8	31,3	95,3	71,6	49,7	33,5
S&D	63,0	67,2	60,3	96,7	287,1	38,7	64,1	56,0	82,2	241,1	204,1	192,5	237,5
LSG/Elim	1,0	18,5	-16,3	-4,4	-1,2	-9,2	-5,6	64,7	22,7	72,6	23,0	-30,2	-35,8
EBIT before biomass adj.	403,9	370,1	253,2	352,8	1380,0	550,4	500,3	302,8	435,2	1788,7	1625,8	450,1	1212,9