

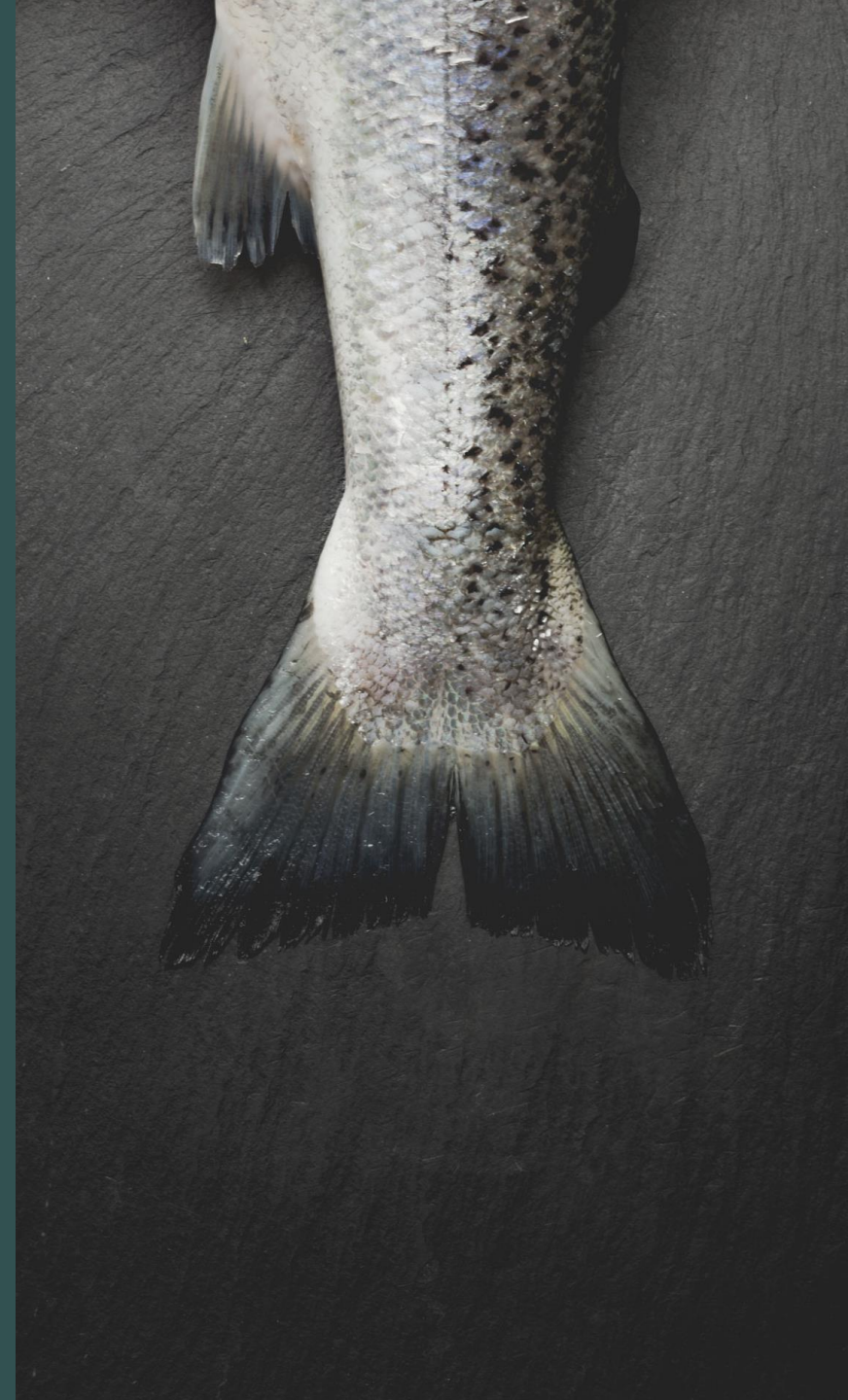


# **GRIEG SEAFOOD ASA**

## IntraFish Seafood Investor Forum

Andreas Kvame, CEO

London, 19 September, 2019



A close-up photograph of a salmon being held gently by a hand wearing a white nitrile glove. The fish is positioned horizontally, with its head on the left and tail on the right. The background is dark and out of focus, showing more of the gloved hand and some small, light-colored particles. The overall image has a dark, teal-like tint.

# POST-SMOLT AS A GROWTH DRIVER

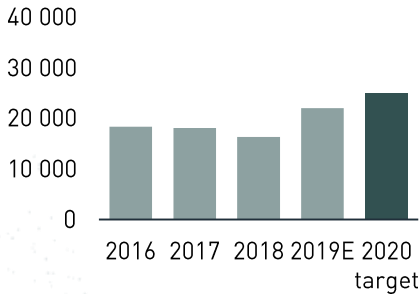
# Our organization

   
**BRITISH COLUMBIA**

  
**DALLAS, TEXAS**

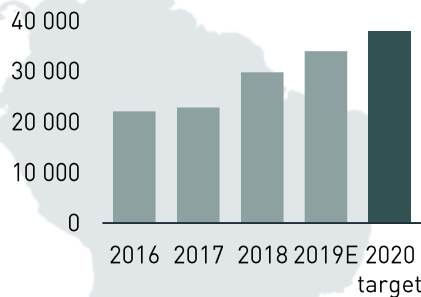
## Rogaland

Tonnes



## Finnmark

Tonnes



   
**SHETLAND**

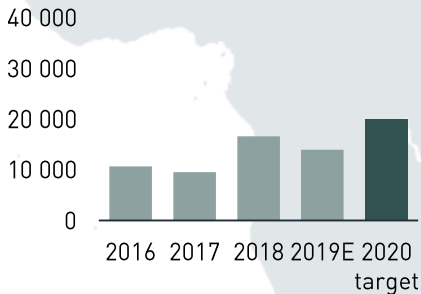
  
**FINNMARK**

   
**ROGALAND**  
**MANCHESTER**

  
**BERGEN**  
HEADQUARTER

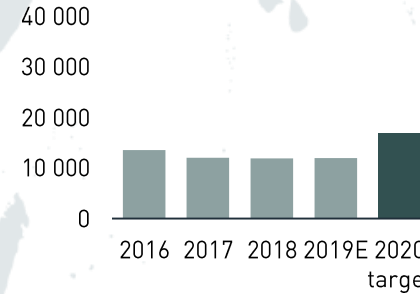
## British Columbia

Tonnes



## Shetland

Tonnes

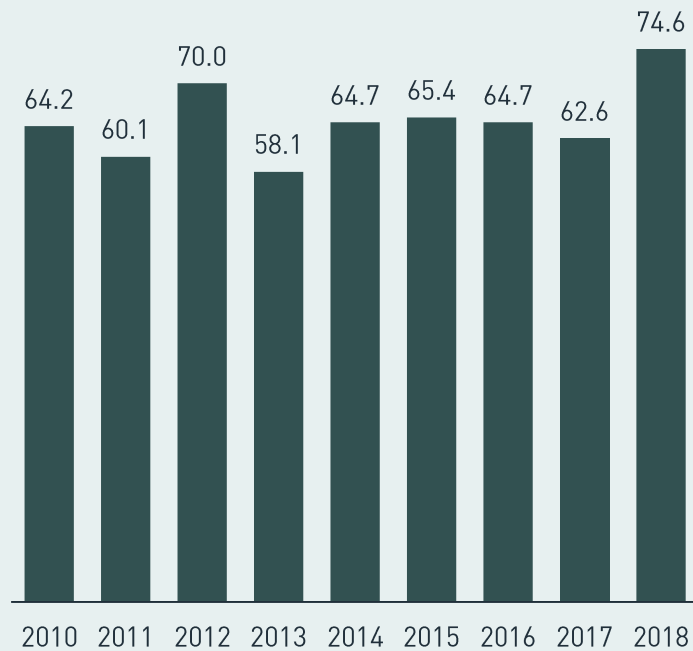


  
**BEIJING**  
  
**SHANGHAI**

# Operational and financial development

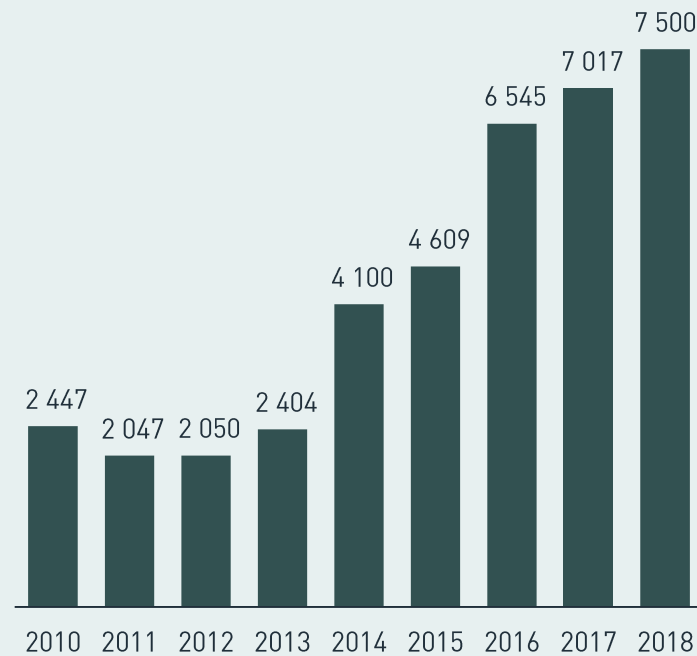
## HARVEST VOLUME

(1 000 tonnes GWT)



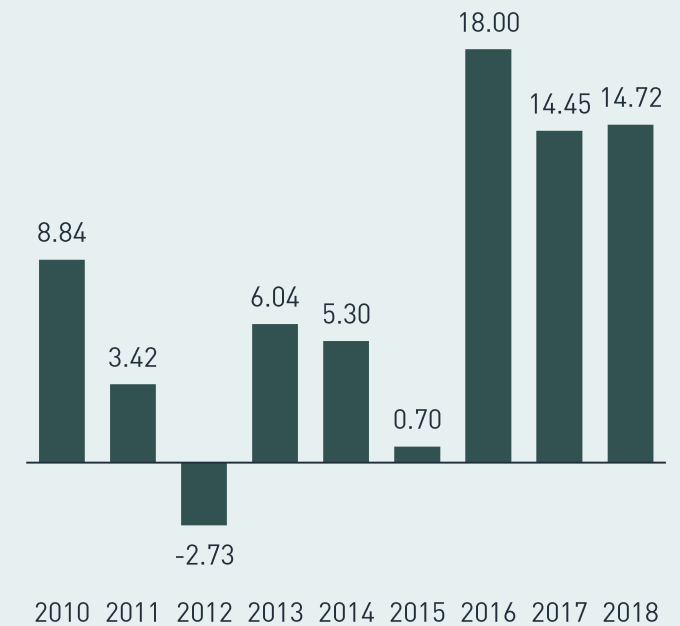
## REVENUES

(NOK million)



## EBIT PRE FAIR VALUE/KG

(NOK/kg)



# Operational and financial development

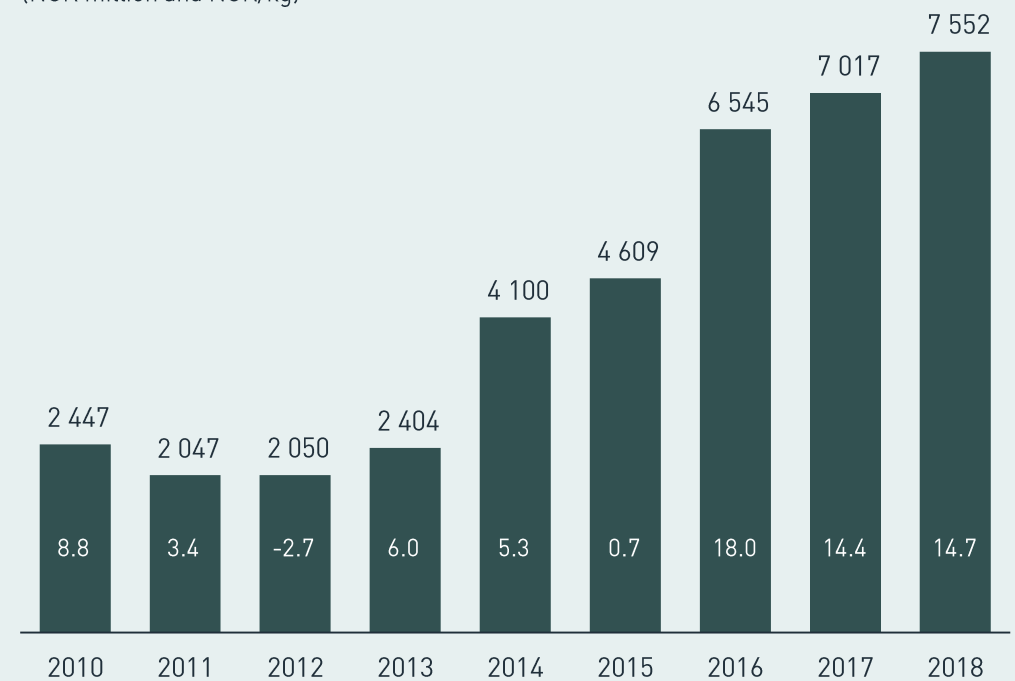
## HARVEST VOLUME

(1 000 tonnes GWT)



## REVENUES AND EBIT/KG

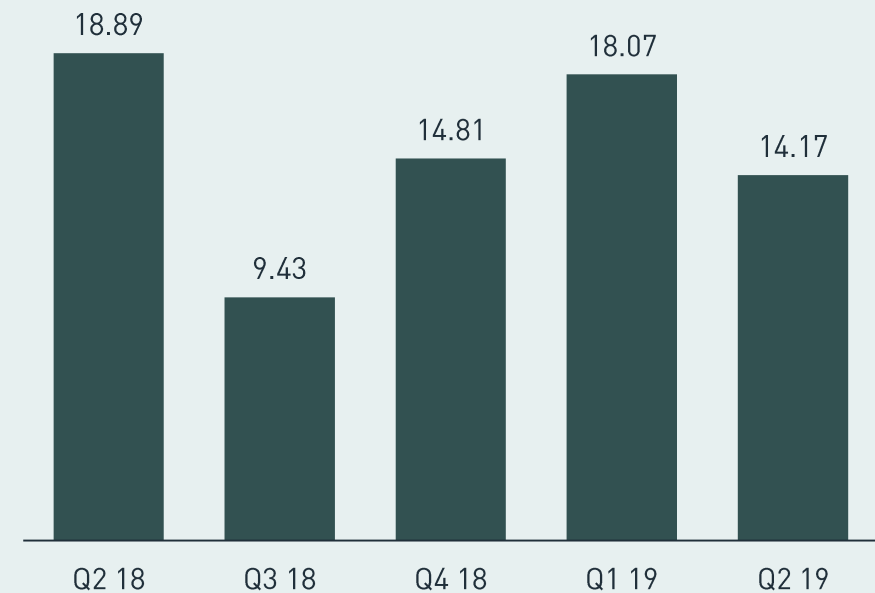
(NOK million and NOK/kg)



# First half-year 2019

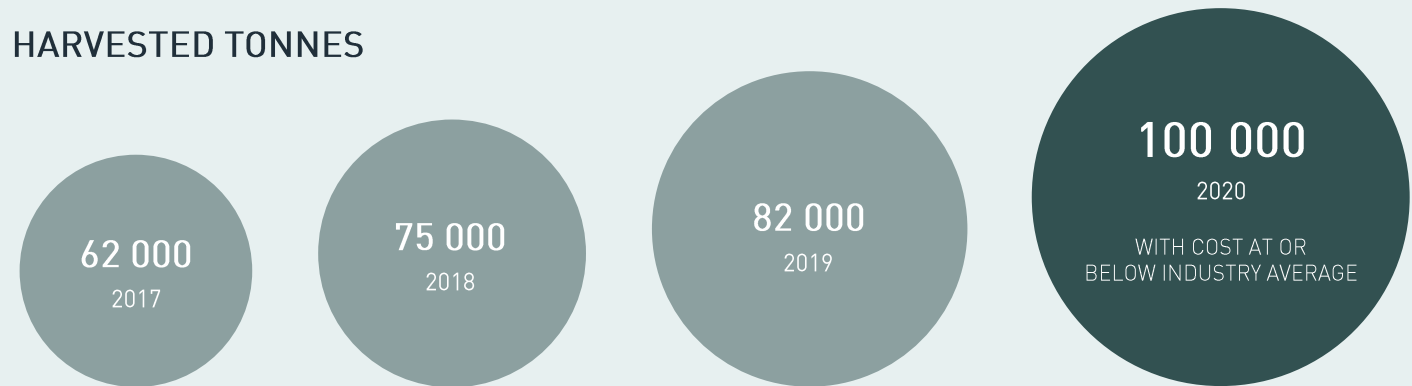
- Strong biological performance in Norway - earnings driven by overall high prices and cost reductions
- Earnings impacted by weaker performance in BC and Shetland
  - Continued high cost in Shetland driven by enduring biological challenges
  - BC impacted by biological challenges related to sea lice and algae
- Targeting harvest volume of 82 000 tons in 2019 and remain confident in 2020 production and cost target
- Committed to our ambition for sustainable salmon farming and long-term value creation

EBIT PRE FAIR VALUE/KG (NOK/KG)

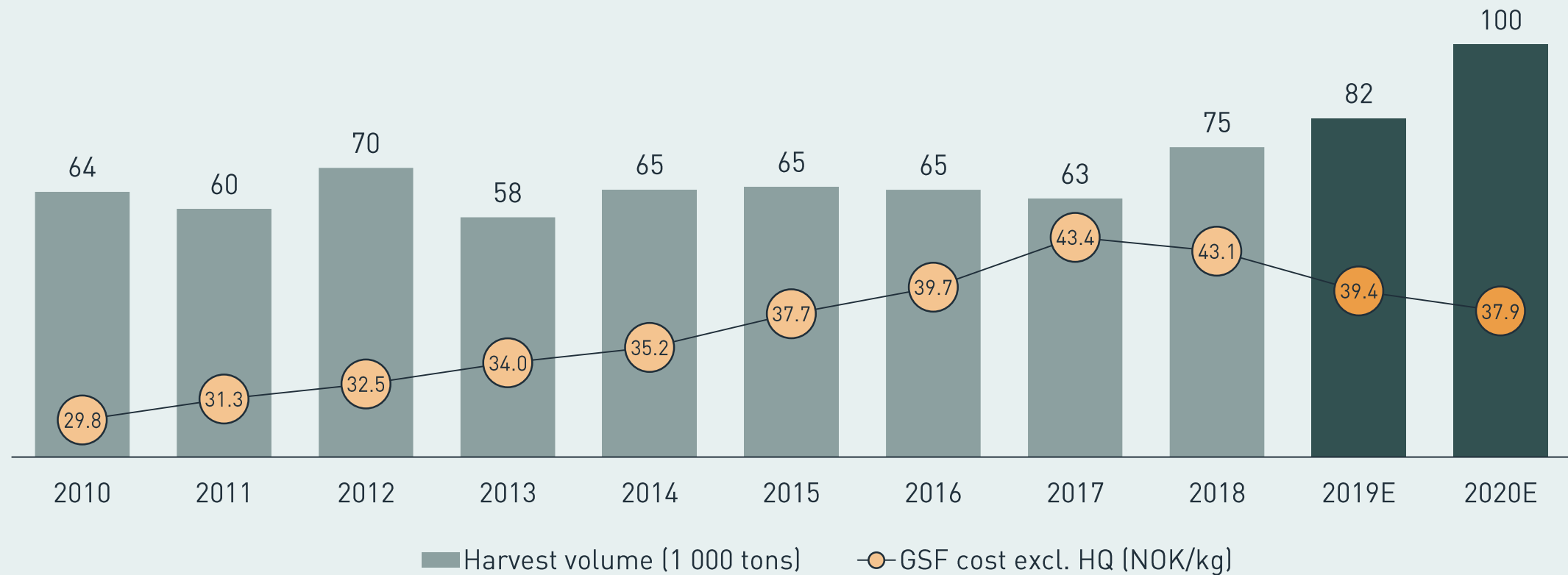


Our ambitions  
for sustainable  
growth

#### HARVESTED TONNES



# On our way to reach targets





# Our strategic focus areas

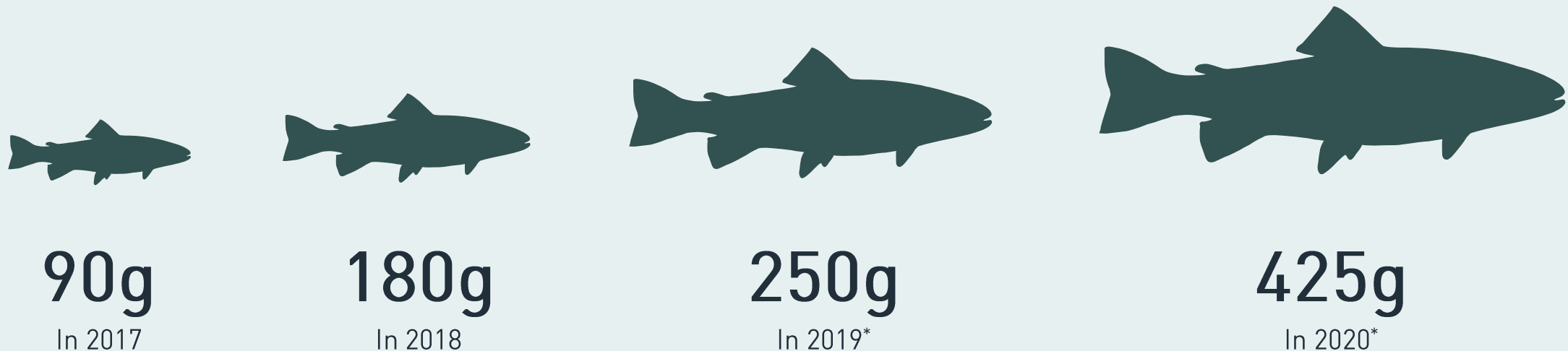


# POST-SMOLT STRATEGY

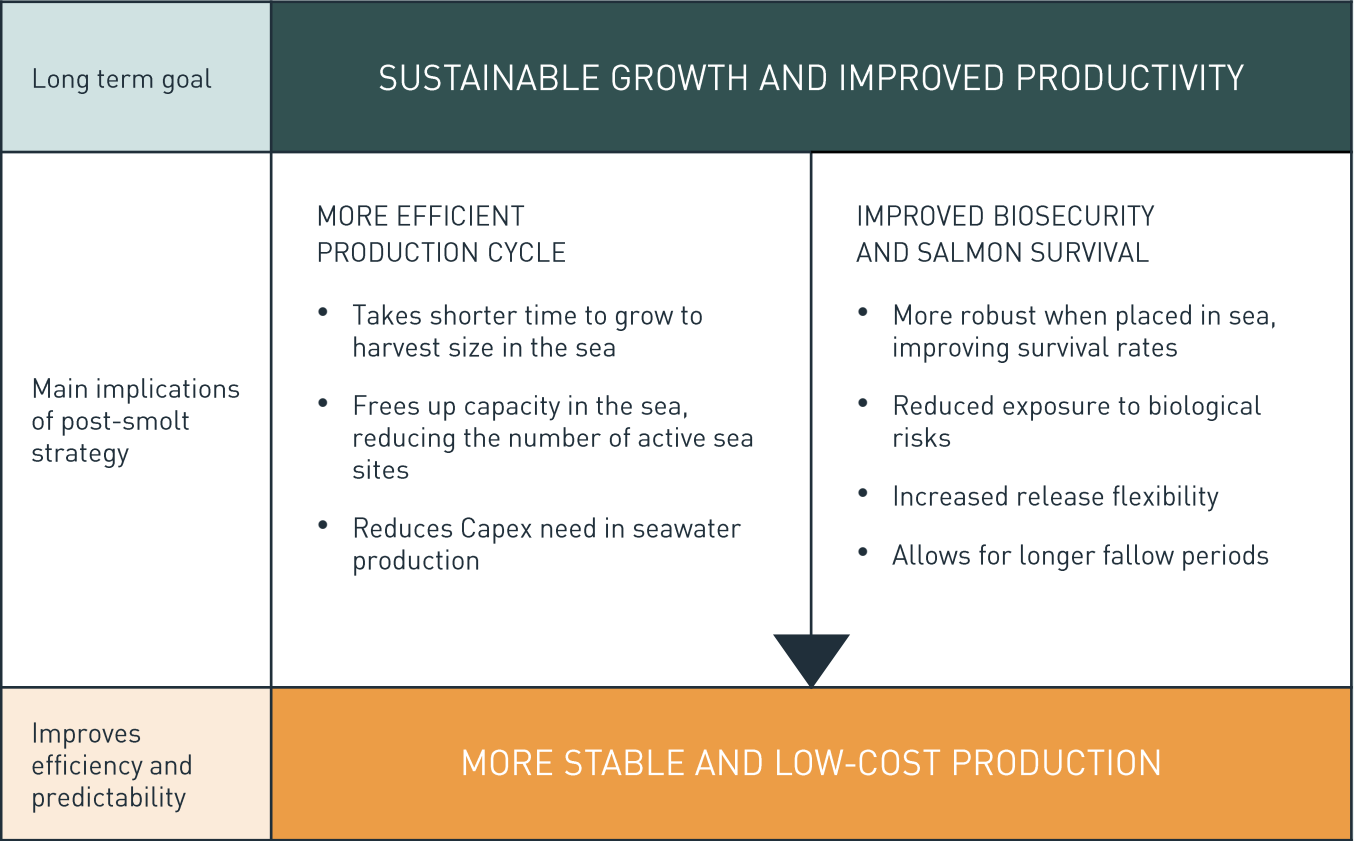
# Increasing smolt size to support sustainable growth

Investing in post-smolt production to improve biology, increase productivity and reduce cost

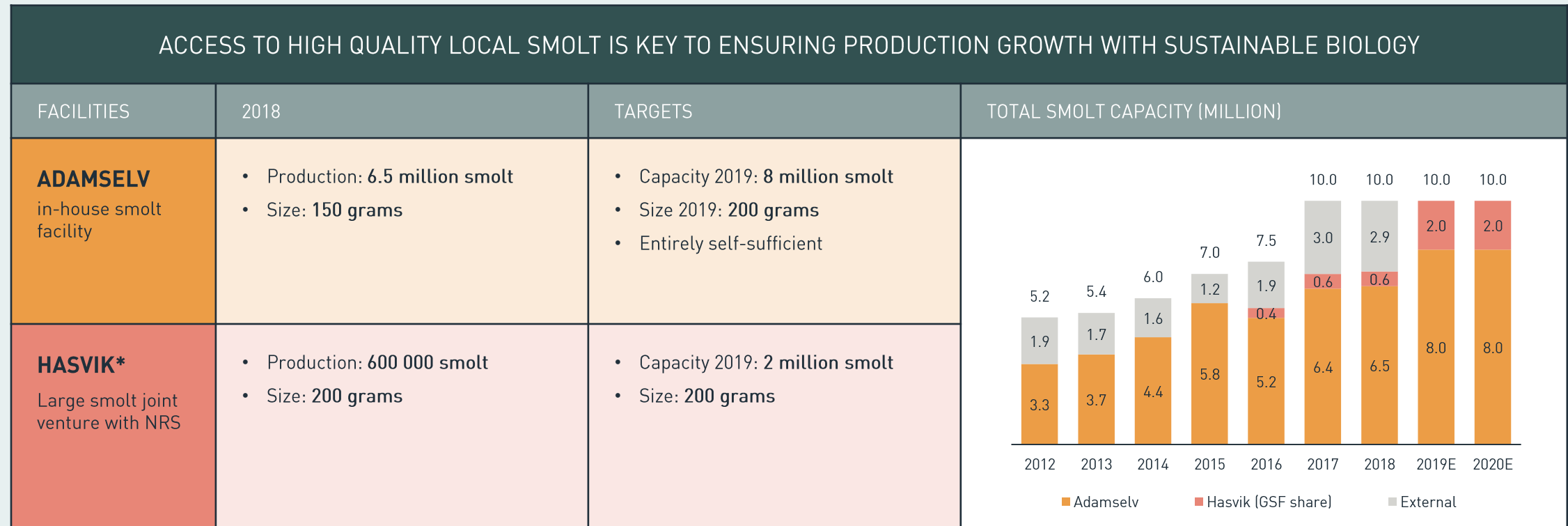
\* average expected smolt size



# Post-smolt strategy effects



# Finnmark - Support production growth



# Rogaland – Strengthen biological control

TWO SMOLT-FACILITIES			
FACILITIES	CAPACITY	FORECAST 2019	FORECAST 2020
<b>TROSNAVÅG</b> Expanded in 2017	<ul style="list-style-type: none"> <li>Current capacity: <b>1 300 tonnes</b></li> </ul>	<ul style="list-style-type: none"> <li>Average smolt size: <b>250 grams</b></li> <li>Production cycle: <b>below 450 days</b></li> <li>1 sites below 365 days</li> </ul>	<ul style="list-style-type: none"> <li>Average smolt size: <b>425 grams</b></li> <li>Production cycle: <b>below 450 days</b></li> <li>3 sites below 365 days</li> </ul>
<b>TYTLANDSVIK</b> Completed 2018 Partnership with Bremnes Seashore and Vest Havbruk	<ul style="list-style-type: none"> <li>Capacity: <b>1 500 tonnes*</b></li> <li>Expect <b>1 000 tonnes*</b> in 2019</li> </ul>		

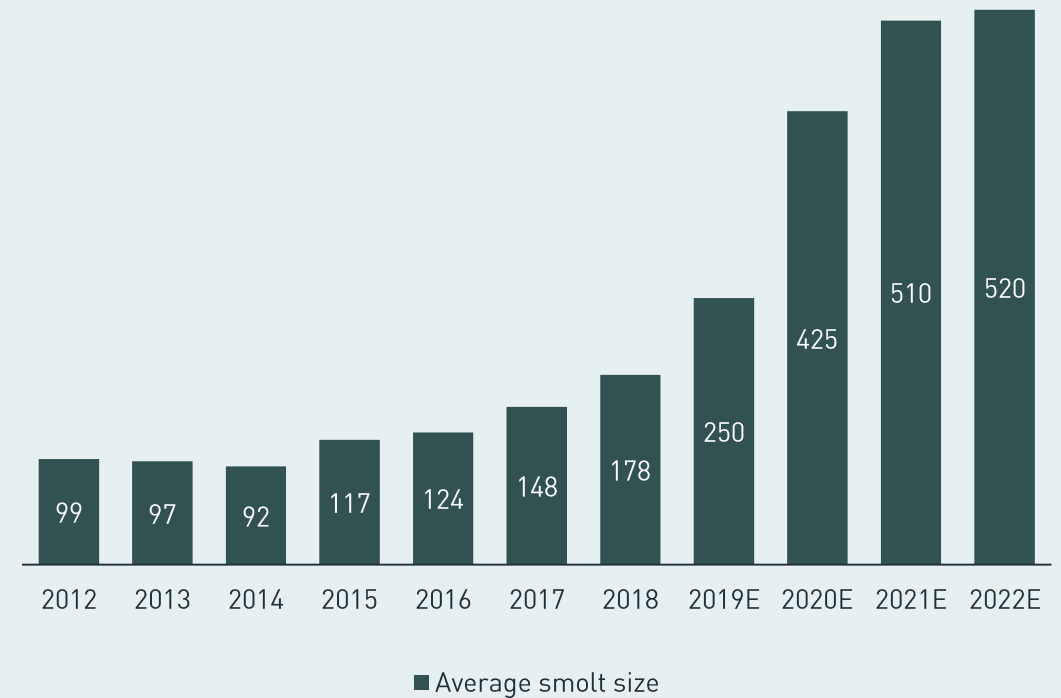


Tytlandsvik Aqua

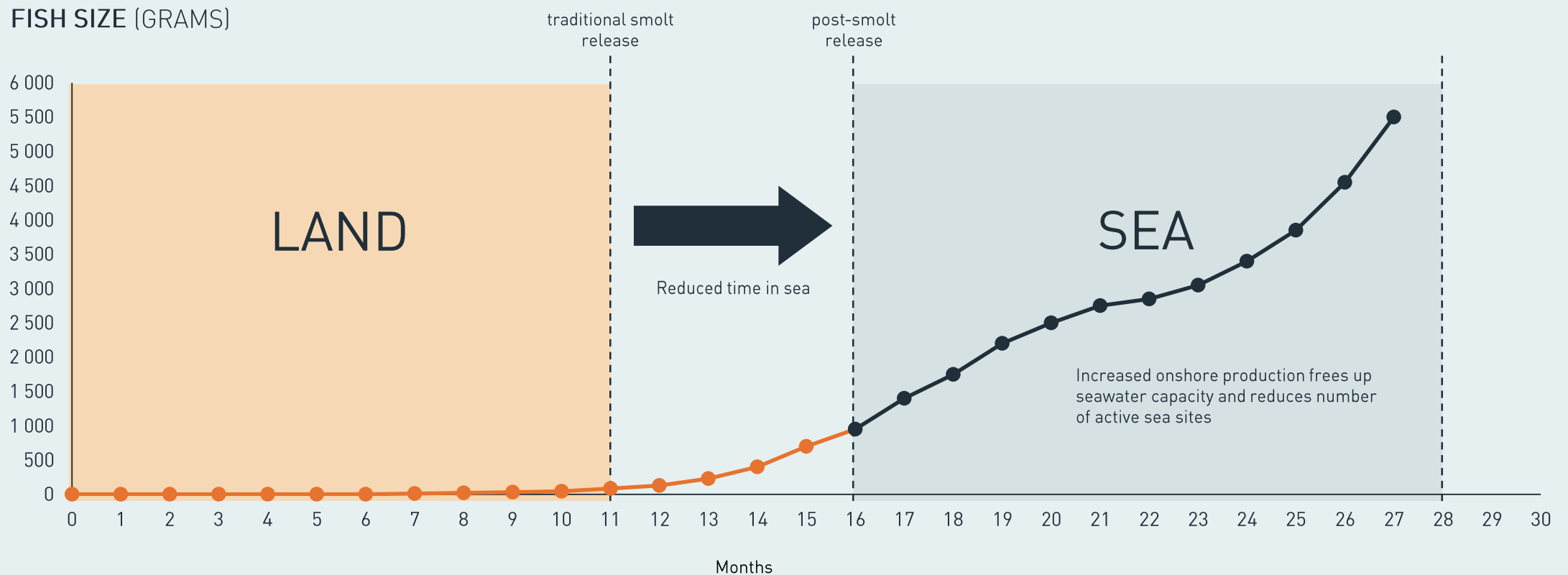
## Rogaland on track for long term ramp up

- Somewhat slow growth during start-up phase
  - Inefficient feeding
  - Chemical mix
  - Bioreactors
- Situation improving, confirming significant potential longer term

HISTORICAL AND EXPECTED  
SMOLT SIZE (GRAMS)



# Extending onshore growth – reducing time in sea

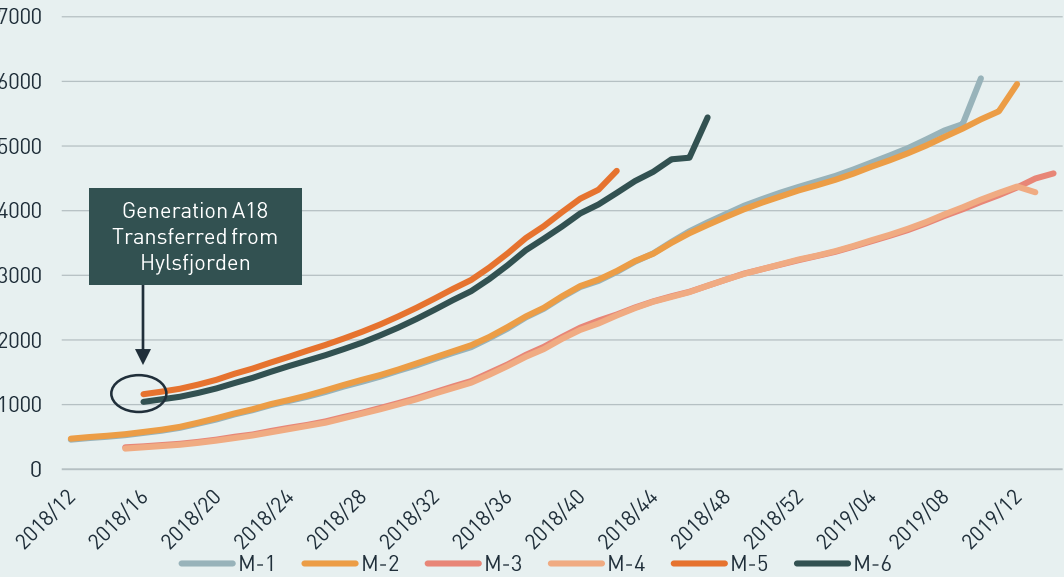




# Initial results from Hestholmen Spring 2018 generation

All cycles < 365 days

GROWTH IN SEA FOR VARIOUS RELEASE WEIGHTS (GRAMS)



Site	Time in sea	Average release weight	Average harvest weight	EGI
M1	337 days	456 grams	6,050 grams	123
M2	351 days	475 grams	5,960 grams	120
M3	345 days	333 grams	4,579 grams	111
M4	337 days	315 grams	4,286 grams	112
M5	178 days	1,164 grams	4,619 grams	120
M6	200 days	1,043 grams	5,444 grams	122

# Summary

- Strong operational and financial performance in Norway. Shetland and BC impacted by biological challenges
- 2020 targets of 100 000 tons with cost at or below industry average remains - building a platform for sustainable growth
- Sustainability is the foundation of our operations. Post-smolt, digitalization, biosecurity and expansions as main priorities to drive growth and reduce costs
- Post-smolt strategy showing very promising results





