

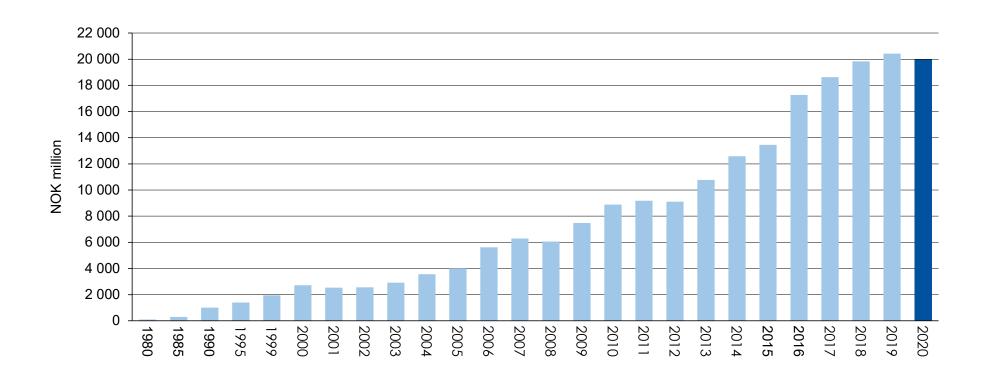




Our goal is to create the world's most efficient and sustainable value chain for seafood. The large, extensive investments we have made over a long period of time are now starting to yield results.



Turnover Lerøy Seafood Group





- 1. Highlights
- 2. Key Financial Figures
- 3. Outlook





Highlights



Lerøy Seafood Group ASA

Farming

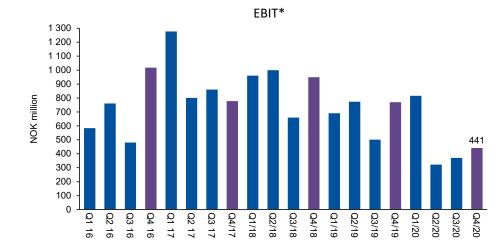
Wild catch

VAP, Sales and Distribution



Q4 2020 Highlights

- EBIT pre FV adj. NOK 441m
- EBIT/kg all incl. excl. WildCatch at NOK 9.3, up q-o-q on lower prices
- Continued impact from Covid-19. Lower price realisation the driver for y-o-y fall in profitability
- Growth from post smolt investments on track, and expect significant growth in 2021 for salmon and trout
 - Expect harvest incl. associated between 205-210" GWT for 2021
 - Potential for further growth beyond this
- Expect whitefish volume around 73 000 tonnes for 2021

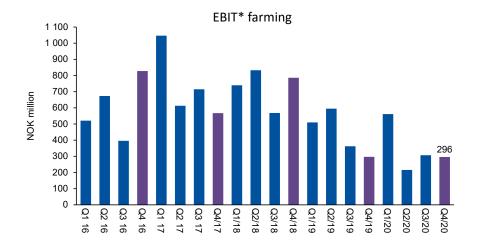


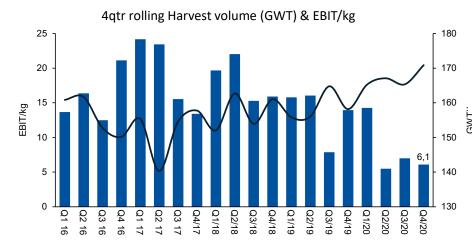
	Q4 2020	Q4 2019	2020	2019
Harvest volume salmon&trout (GWT)	48 349	42 823	170 849	158 178
Catch volume whitefish (tonnes)	12 619	12 950	68 419	62 497
Revenue (NOKm)	5 170	5 239	19 960	20 427
EBIT before FV adj. (NOKm)	441	769	1 950	2 734
ROCE before FV adj.	9,6%	16,8%	10,5%	15,5%



Q4 2020 Farming highlights

- Spot prices below last year
 - NSI Q4/20 NOK 43.4 vs NOK 56.1 in Q4/19 (-23%)
 - Down NOK 4/kg q-o-q, and down NOK 13/kg y-o-y
- Trout market more balanced than earlier quarters in 2020
- Contract share for salmon 32%, price realisation on contracts higher than spot
- Cost (RFS) further down from Q3/20
- EBIT/kg in farming in Q4/20 of NOK 6.1 compared to NOK 14.0 in Q4/19







Farming volumes

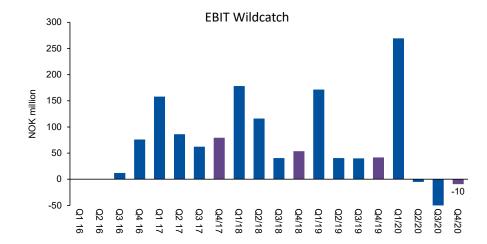
	2015 GWT	2016 GWT	2017 GWT	2018 GWT	2019 GWT	2020 GWT	2021E GWT
Lerøy Aurora AS	29 200	30 000	39 200	36 800	32 800	35 000	~47 000
Lerøy Midt AS	71 400	52 200	64 500	66 500	64 800	67 900	~70 000
Lerøy Sjøtroll	57 100	68 000	54 000	58 800	60 600	68 000	~75 000
Total Norway	157 700	150 200	157 800	162 000	158 200	170 900	~192 000
Norskott Havbruk (UK)*	13 500	14 000	15 500	13 700	12 900	12 000	~18 000
Total	171 200	164 200	173 300	175 800	171 100	182 900	~210 000

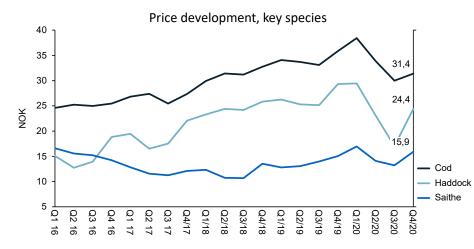
^{*)} LSG's share, not consolidated



Q4 2020 Wildcatch highlights

- A challenging quarter, significantly impacted by Covid-19, and lower price realisation. Since price top in Q1, pre Covid, the prices for cod is down 18% and haddock 17%
- Catch volume at 12 619 tonnes. Basically in line with last year, but lower catches of haddock
- For fresh fillets a high share of sales to the HoReCA market which was challenging in Q4
- EBIT 2020 of NOK 205m compared to NOK 293m in 2019
- Framework conditions continue to be challenging for the processing industry, with no signs of improvement







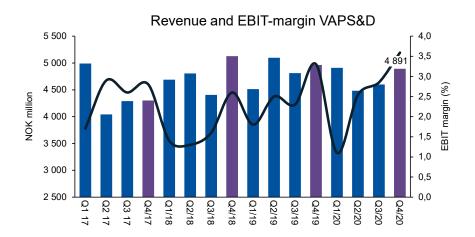
Catch volumes Havfisk/Wild Catch

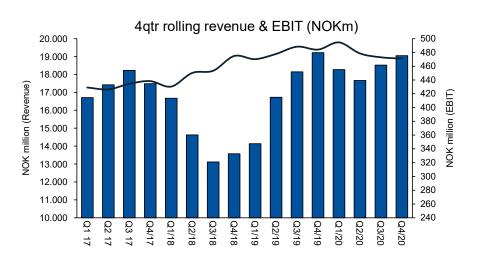
	Catch volume Q4/20	Catch volume Q4/19	2020	2019
Cod	7 022	7 215	23 594	22 516
Saithe	2 089	1 595	14 547	11 527
Haddock	994	1907	7402	8696
Shrimps	16	0	6 348	9 917
Other	2 498	2 232	16 528	9 841
Total				
	12 619	12 949	68 419	62 497



Q4 2020 VAPS&D highlights

- Significant increase in most aspects of risk due to Covid-19. Clear impact from the second wave of lockdowns in Q4/20, and a big shift of volumes from the HoReCa market to the retail market
- Underlying operational improvements in key operations are yielding results and supporting profitability development. Continued potential for improvements
- EBIT margin of 3.6% up from 3.3% in same quarter last year. EBIT in Q4/20 of NOK 176m compared to NOK 162 in Q4/19







Key financial figures



Key financial figures – Q4 2020

(NOKm)	Q4 2020	Q4 2019	▲%
Revenue	5 170	5 239	-1 %
Other gains and losses	1	17	
EBITDA	750	1 031	-27 %
Depreciation & amortisation	309	262	
EBIT*	441	769	-43 %
Income from associates*	54	39	
Net finance	-23	-56	
Pre-tax profit*	473	752	-37 %
EPS (NOK)*	0,62	0,94	-34 %
Salmon and trout harvest volume (GWT)	48 349	42 823	13 %
EBIT* all incl. excl. Wildcatch/kg	9,3	17,0	
Whitefish catch volume (tonnes)	12 619	12 949	-3%
EBIT/kg Wildcatch	-0,6	3,2	
ROCE* (%)	9,6 %	16,8 %	
* Before biomass adjustment			



Key financial figures – 2020

(NOKm)	2020	2019	▲%
Revenue	19 960	20 427	-2 %
Other gains and losses	7	27	
EBITDA	3 109	3 746	-17 %
Depreciation & amortisation	1 159	1 012	
EBIT*	1 950	2 734	-29 %
Income from associates*	161	198	
Net finance	-241	-215	
Pre-tax profit*	1 869	2 718	-31 %
EPS (NOK)*	2,46	3,48	-29 %
Salmon and trout harvest volume (GWT)	170 849	158 178	8 %
EBIT* all incl. excl. Wildcatch/kg	10,2	15,5	
Whitefish catch volume (tonnes)	68 419	62 496	9 %
EBIT/kg Wildcatch segment	3,1	4,5	
ROCE* (%)	10,5 %	15,5 %	
* Before biomass adjustment			



Balance sheet

(NOKm)	31.12.2020	31.12.2019	▲%
Intangible assets	8 325	8 154	
Right-of-use-assets	2 429	2 378	
Tangible fixed assets	6 797	6 230	
Financial non-current assets	1 151	1035	
Total non-current assets	18 702	17 797	5 %
Biological assets at cost	4 594	4 402	
Fair value adjustment of biomass	320	1 173	
Other inventory	1 095	1 031	
Receivables	2 486	2 755	
Cash and cash equivalents	2 966	3 031	
Total current assets	11 461	12 393	-8 %
Total assets	30 163	30 189	0 %
Equity	17 633	17 763	-1 %
Equity ratio	58,5 %	58,8 %	
NIBD	3 521	2 641	33 %

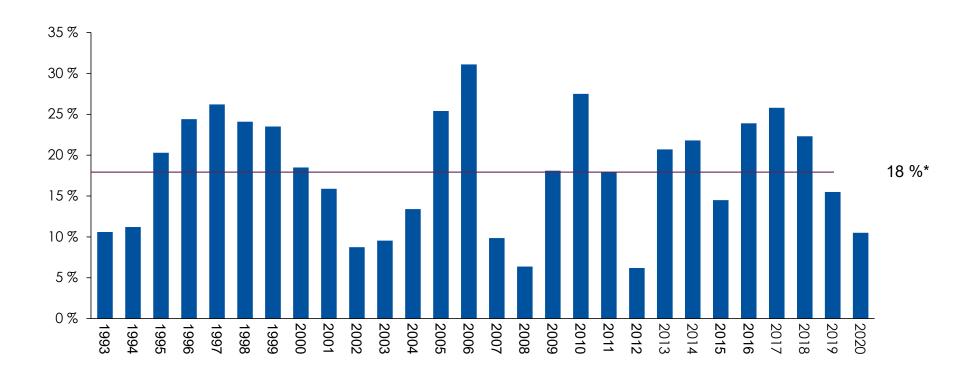


Change in NIBD

Change in NIBD		Q4 2020	Q4 2019	2020	2019
Change in MDD		Q4 2020	Q4 2017	2020	2017
EBITDA before fair value adjustment on biological assets		750	1 030	3 109	3 746
Paid tax		-15	-9	-456	-690
Change in working capital		-185	-378	-279	-169
Other		-1	-15	-7	-27
NIBD impact from operating activities		549	628	2 367	2 859
New intangibles, fixed assets and right of use assets (from credit institutions), net	a)	-503	-425	-1 833	-1 460
Dividends and interests received		19	65_	54	304
Other changes in non-current assets		-23	4	-40	3
NIBD impact from investing activities	b)	-508	-357	-1 821	-1 153
Dividends distributed		0	0	-924	-1 272
Installments paid on lease liabilities with other than credit institutions	c)	-60	-50	-221	-206
Interests and other financial expenses	<i>'</i>	-42	-72	-254	-254
NIBD impact from financing activities		-102	-121	-1 400	-1 732
Implementation effect from IFRS 16		0	-2	0	-74
Other changes (currency conversion, unrealized agio etc)		16	3	-25	5
NIBD impact from other changes (incl.currency effects)	d)	16	1	-25	-69
Total change in NIBD		-45	150	-879	-95
NIBD at beginning		3 476	2 792	2 641	2 546
Change in NIBD		45	-150	879	95
NIBD at end	e)	3 521	2 641	3 521	2 641



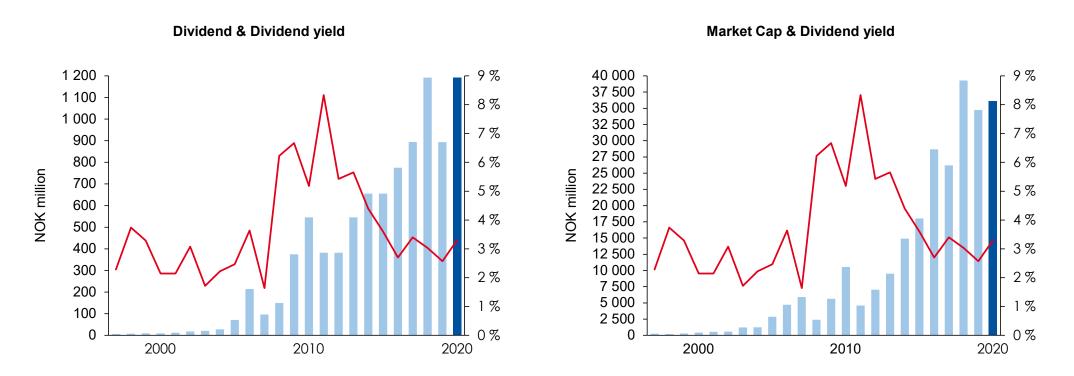
Return on capital employed



^{*} Target communicated at the listing on Oslo Stock Exchange 03.06.2002



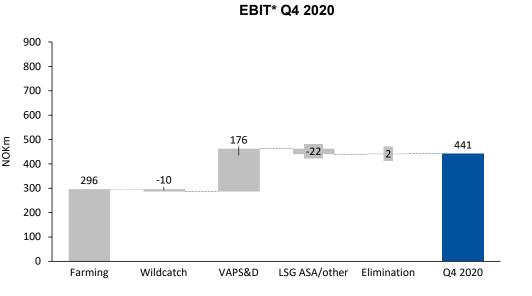
Annual dividend since 1995

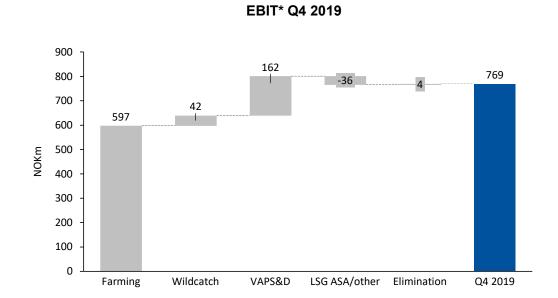


The dividend in the table above is the proposed dividend based on present year's profit, for distribution in the following year.



EBIT per segment



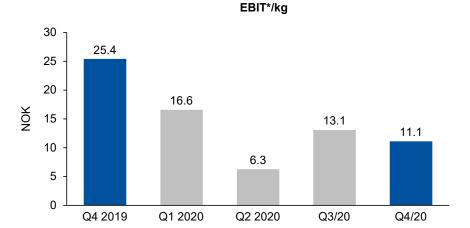


^{*} Before biomass adjustment



Lerøy Aurora

	Q4 2020	Q4 2019	2020	2019
Revenue (NOKm)	749	862	1 977	2 134
EBIT* (NOKm)	165	340	434	702
Harvested volume (GWT)	14 836	13 391	34 986	32 758
EBIT/kg* (NOK)	11.1	25.4	12.4	21.4



^{*} Before biomass adjustment

Positive cost development

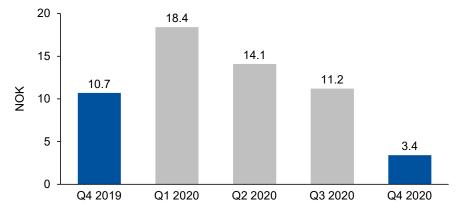
- Cost improvement q-o-q. Signs of winter wounds in start of 2021 which will give some impact on price realisation in Q1/21
- Smolt development in Laksefjord according to plan. Facility finished and will be fully utilised in 2021
- Expect increase in RFS-cost coming quarter, with higher cost H1/21 compared to H2/21
- Significant growth potential going forward. Expected harvest volume in 2021 is 47,000 GWT, and growth potential beyond this



Lerøy Midt

	Q4 2020	Q4 2019	2020	2019
Revenue (NOKm)	745	843	3 734	3 797
EBIT* (NOKm)	52	155	788	934
Harvested volume (GWT)	15 570	14 481	67 906	64 786
EBIT/kg* (NOK)	3.4	10.7	11.6	14.4

EBIT*/kg



^{*} Before biomass adjustment

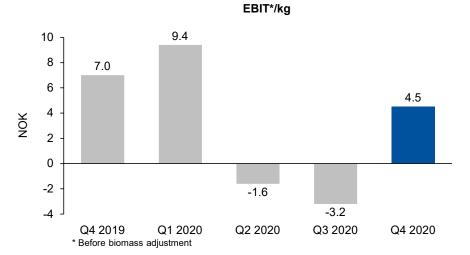
Soft quarter, but developing according to plan

- Harvesting smaller sizes salmon this quarter, impacting cost and price realisation, with cost up q-o-q
- Expansion of smolt facility at Belsvik according to plan, will be finalised end 2021/start 2022, with impact on smolt release from 2022
- Currently expect some cost improvements in 2021 compared to 2020
- Expected harvest volume in 2021 of around 70,000GWT in 2021



Lerøy Sjøtroll

	Q4 2020	Q4 2019	2020	2019
Revenue (NOKm)	876	820	3 454	3 233
EBIT* (NOKm)	82	105	159	425
Harvested volume (GWT)	17 943	14 951	67 957	60 635
EBIT/kg* (NOK)	4.5	7.0	2.3	7.0



Positive development continues

- Positive development continue. Expect higher volume and lower costs in 2021 compared to 2020.
- Strong cost improvement in Q4/20 compared with previous quarters, and improvement seen for particularly salmon
- Improvement in trout market relative to salmon market seen in the quarter, and continuing into 2021. 40% of quarterly harvest volume was trout. Cost and price realisation below salmon
- Expects harvest volume of 75,000 GWT in 2021, with potential for growth beyond this



Wildcatch (Lerøy Havfisk/LNWS)

	Q4 2020	Q4 2019	2020	2019
Revenue (NOKm)	520	514	2 574	2 544
EBITDA (NOKm)	41	84	398	456
EBIT (NOKm)	-10	42	205	293
Havfisk, catch volume	Q4 2020	Q4 2019	2020	2019
Cod	7 022	7 215	23 594	22 516
Saithe	2 089	1 595	14 547	11 527
Haddock	994	1907	7402	8696
Shrimps	16	0	6 348	9 917
Other	2 498	2 232	16 528	9 841
Total	12 619	12 949	68 419	62 497

Havfisk, prices	Q4 2020	Q4 2019	2020	2019
Cod	31.4	35.9	34.9	34.5
Haddock	24.4	29.3	25,0	26.7
Saithe	15.9	15.1	14.7	13.7

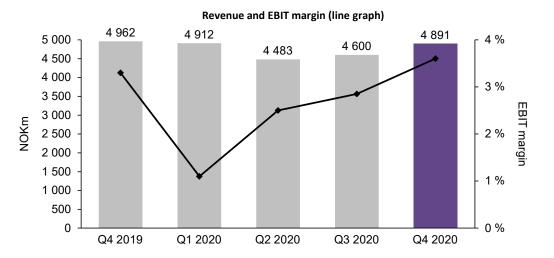
Challenging Q4

- Demand impacted by Covid-19, impacting price realisation
- Covid-19 also with negative impact for the landbased processing industry,
 which was until Covid-19 imposed restrictions, showing improvements
- Quota situation higher in 2021 than 2020



VAPS&D – VAP, Sales and Distribution

	Q4 2020	Q4 2019	2020	2019
Revenue (NOKm)	4 891	4 962	18 886	19 388
EBIT (NOKm)	176	162	475	480
EBIT margin	3.6%	3.3 %	2.5%	2.5%



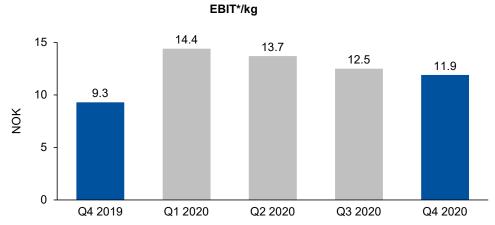
Years of downstream investments starting to show potential

- Second wave of Covid-19 lock-down in key markets significantly impacting demand. Large volumes moved from the HoReCa (HotelRestaurantsCatring) to retail
- Positive underlying improvements in key operations gives margin increase y-o-y on lower revenue. Continued potential for improvements
- Long term trends for the seafood industry remains very positive, and with several new factories started in recent years significant potential in this segment in years to come



Norskott Havbruk (associate, 50% owned by Lerøy Seafood Group)

	Q4 2020	Q4 2019	2020	2019
Revenue (NOKm)	427	392	1 699	1 834
EBIT* (NOKm)	76	49	308	292
Harvested volume (GWT)	6 389	5 317	23.968	25 866
EBIT/kg* (NOK)	11.9	9.3	12.9	11.3



^{*} Before biomass adjustment

Expect significant growth into 2021

- Good biological performance in all regions, and low sealice levels going into 2021
- Cost improvement in Q4/20 compared to Q4/19. Expect reduction in cost into Q1/21
- New smolt facility working well, improved smolt quality and size. Highest ever smolt release in 2020 at about 10m smolts.
- Significant potential for growth. Expected harvest volume in 2021 of 36,000GWT

^{**} Figures based on 100% basis



Outlook



Year	2015		201	6	2017		2018		2019		2020		2021	
Region	Volume	Change	Volume	Change	Volume	Change	Volume	Change	Volume	Change	Volume	Change	Volume	Change
Europe	1 495 400	1.8 %	1 429 700	-4.4 %	1 493 900	4.5 %	1 505 100	0.7 %	1 650 500	9.7 %	1 677 000	1.6 %	1 818 600	8.4 %
Norway	1 234 200	2.9 %	1 171 100	-5.1 %	1 207 800	3.1 %	1 253 400	3.8 %	1 333 400	6.4 %	1 369 200	2.7 %	1 466 300	7.1 %
United Kingdom	166 300	-2.5 %	157 400	-5.4 %	177 200	12.6 %	152 100	-14.2 %	190 500	25.2 %	181 200	-4.9 %	203 500	12.3 %
Faroe Islands	75 600	-8.6 %	77 300	2.2 %	80 300	3.9 %	71 700	-10.7 %	86 600	20.8 %	80 800	-6.7 %	97 800	21.0 %
Iceland	3 600	-18.2 %	8 100	125.0 %	11 600	43.2 %	13 600	17.2 %	24 500	80.1 %	30 000	22.4 %	37 000	23.3 %
Ireland	15 700	27.6 %	15 800	0.6 %	17 000	7.6 %	14 300	-15.9 %	15 500	8.4 %	15 800	1.9 %	14 000	-11.4 %
Americas	823 600	8.3 %	732 900	-11.0 %	797 200	8.8 %	899 100	12.8 %	931 500	3.6 %	1 037 710	11.4 %	962 300	-7.3 %
Chile	598 200	2.6 %	504 400	-15.7 %	564 200	11.9 %	660 100	17.0 %	690 300	4.6 %	778 400	12.8 %	682 100	-12.4 %
Canada	135 200	42.3 %	146 000	8.0 %	137 000	-6.2 %	146 400	6.9 %	138 000	-5.7 %	141 000	2.2 %	140 500	-0.4 %
Australia	54 400	29.5 %	50 900	-6.4 %	61 200	20.2 %	62 600	2.3 %	64 000	2.2 %	77 800	21.6 %	84 500	8.6 %
USA	20 200	-15.8 %	22 500	11.4 %	21 700	-3.6 %	19 000	-12.4 %	20 800	9.5 %	20 400	-1.9 %	18 000	-11.8 %
Others	15 600	-6.6 %	9 100	-41.7 %	13 100	44.0 %	11 000	-16.0 %	18 400	67.3 %	20 110	9.3 %	37 200	85.0 %
Total	2 319 000	4.0 %	2 162 600	-6.7 %	2 291 100	5.9 %	2 404 200	4.9 %	2 582 000	7.4 %	2 714 710	5.1 %	2 780 900	2.4 %

Figures as per:

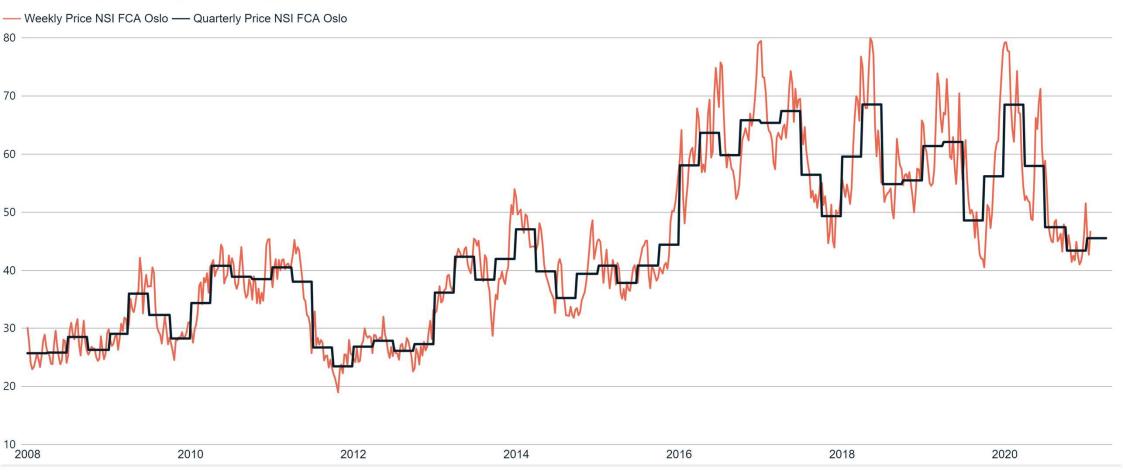
27.01.2021



Spot Prices, Fresh Atlantic Salmon

- Cross Section, FCA Oslo, Superior Quality as of week 3-2021

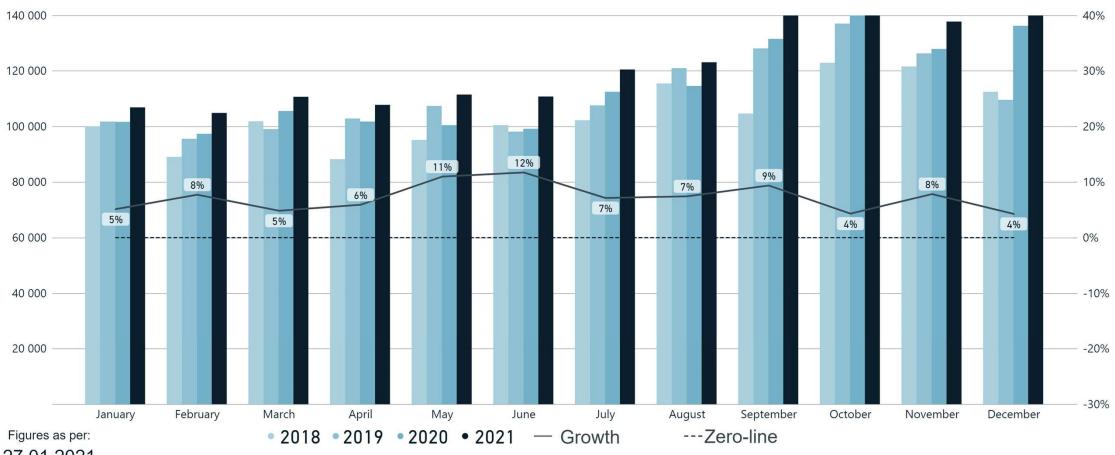
Quarter	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Q1	26	29	34	40	27	36	47	41	58	65	60	61	68	45
Q2	26	36	41	38	28	42	40	38	64	67	68	62	58	
Q3	28	32	39	27	26	38	35	41	60	56	55	49	47	
Q4	26	28	38	23	27	42	39	44	66	49	55	56	43	
Total	27	31	38	32	27	41	40	41	62	59	59	57	53	45





Atlantic Salmon - Harvest Volumes Norway

in tons WFE

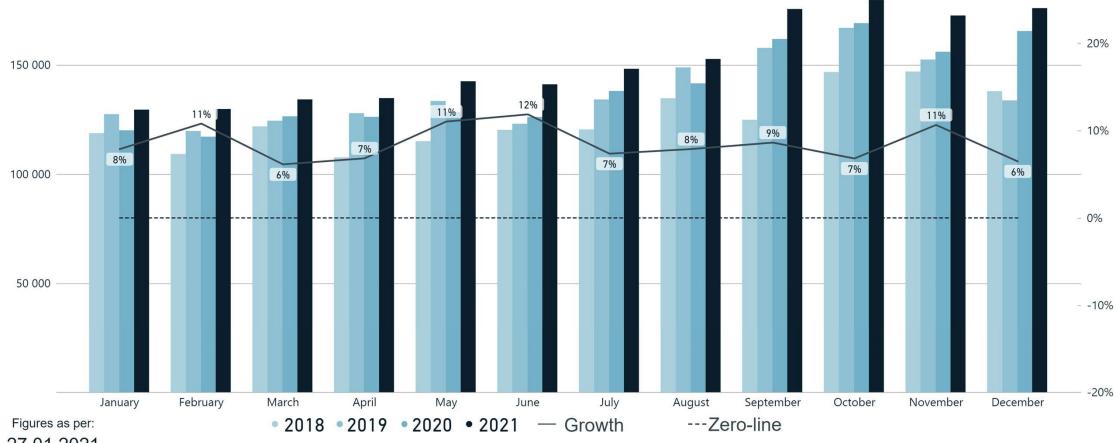


27.01.2021



Atlantic Salmon - Harvest Volumes Europe

in tons WFE

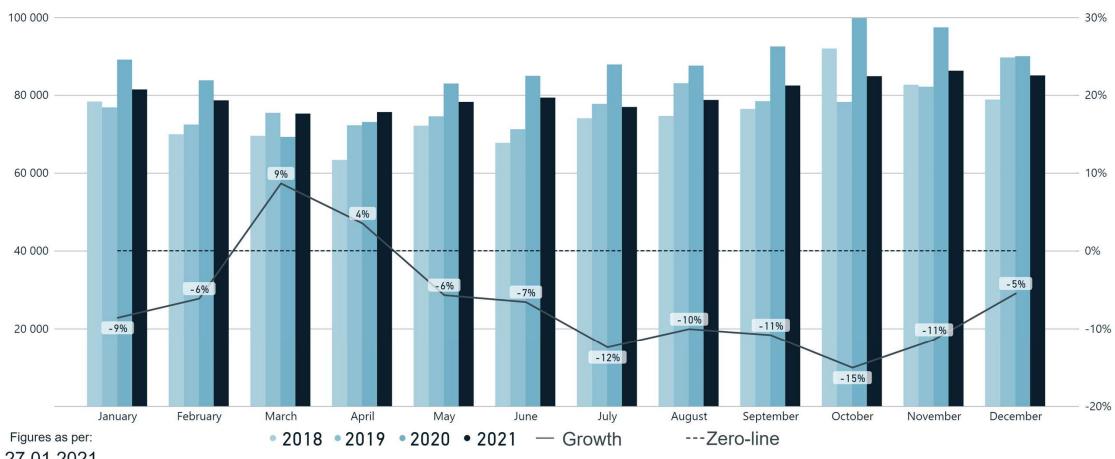


27.01.2021



Atlantic Salmon - Harvest Volumes Americas

in tons WFE

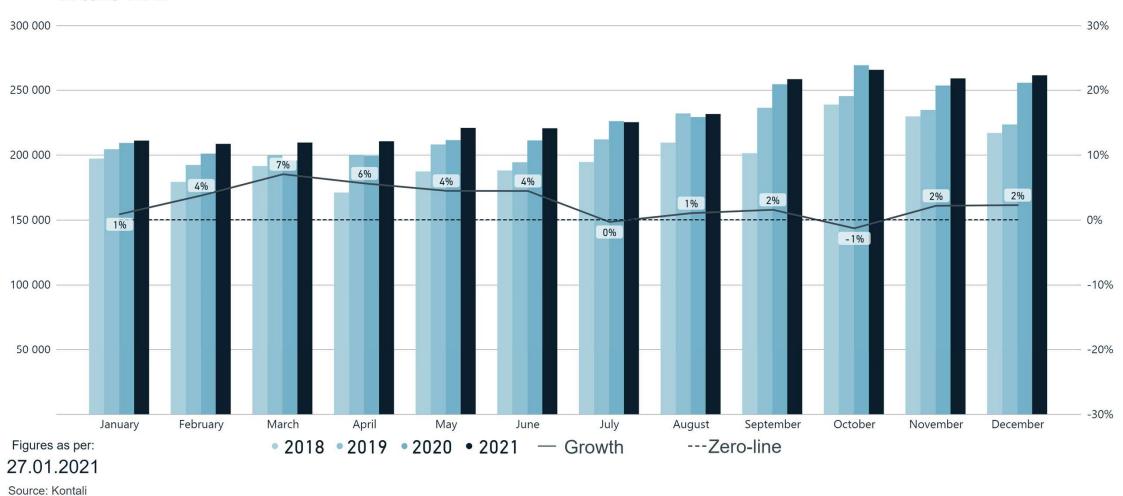


27.01.2021



Atlantic Salmon - Harvest Volumes WW

in tons WFE



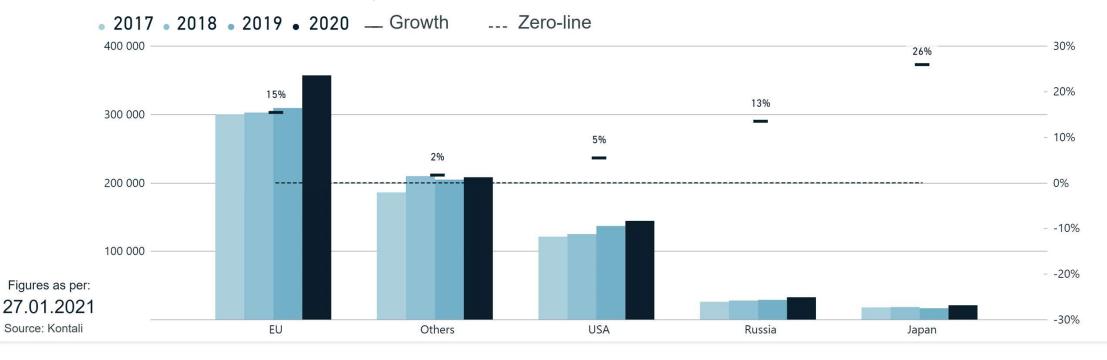




Atlantic Salmon Consumption

Q4

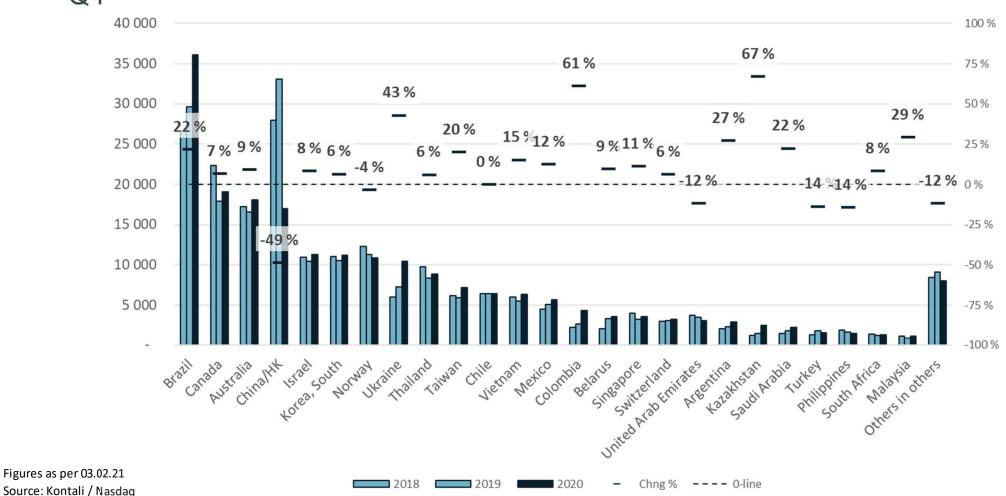
Market	2017	2018	2019	2020	Growth	Growth %
EU	299 742	302 626	309 222	356 890	47,668	15.4 %
Others	185 354	209 861	204 740	208 246	3,506	1.7 %
USA	120 787	124 627	136 416	143 868	7,452	5.5 %
Russia	25 798	27 618	28 602	32 460	3,858	13.5 %
Japan	17 671	18 126	16 488	20 754	4,267	25.9 %
Total	649 352	682 858	695 468	762 218	66,750	9.6 %





Atlantic Salmon Consumption - Other markets

Q4



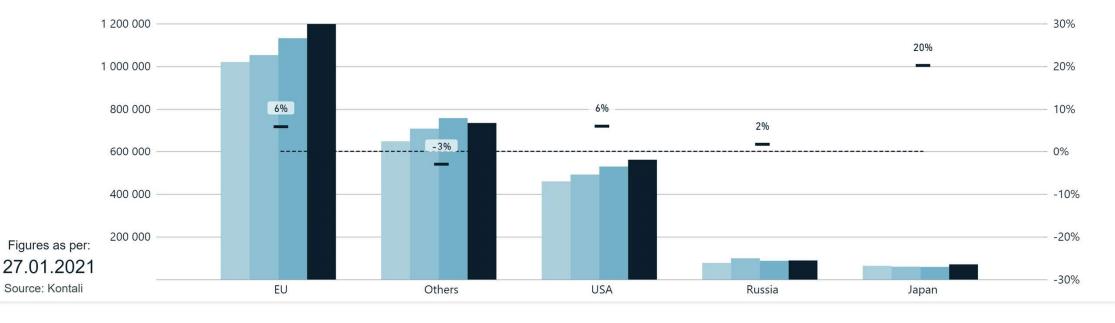


Atlantic Salmon Consumption

2020 - FY

Market	2017	2018	2019	2020	Growth	Growth %
EU	1 020 535	1 052 806	1 131 813	1 198 391	66,578	5.9 %
Others	649 418	708 481	757 801	735 000	-22,802	-3.0 %
USA	459 466	491 197	528 890	560 615	31,726	6.0 %
Russia	77 582	99 357	87 405	88 954	1,549	1.8 %
Japan	63 936	59 804	58 789	70 673	11,884	20.2 %
Total	2 270 936	2 411 643	2 564 698	2 653 633	88,935	3.5 %

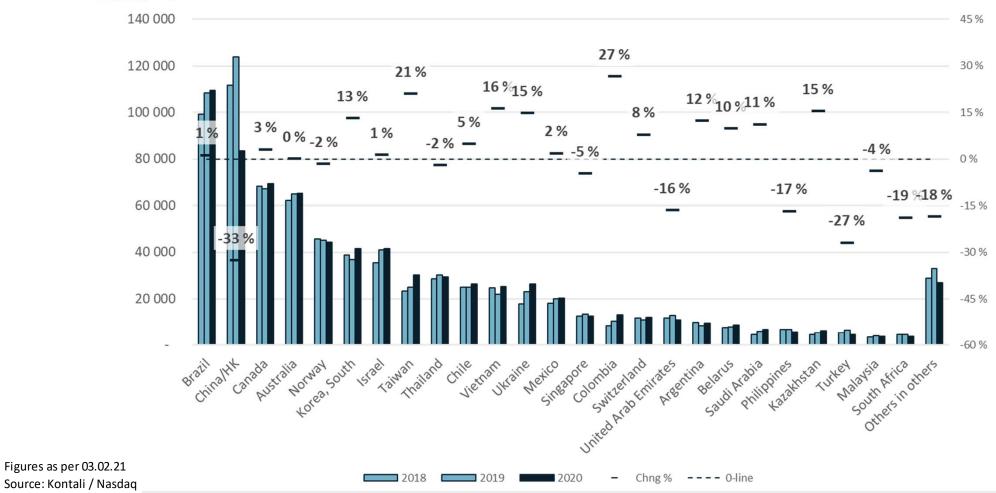
• 2017 • 2018 • 2019 • 2020 — Growth --- Zero-line





Atlantic Salmon Consumption - Other Markets







Year	201	5	201	6	201	7	201	8	201	9	202	.0	20	21
Region	Volume	Change	Volume	Change	Volume	Change	Volume	Change	Volume	Change	Volume	Change	Volume	Change
Americas	164 200	-11.6 %	145 300	-11.5 %	152 700	5.1 %	132 500	-13.2 %	146 100	10.3 %	144 400	-1.2 %	128 100	-11.3 %
Chile	100 400	-23.8 %	74 200	-26.1 %	75 200	1.3 %	73 900	-1.7 %	83 900	13.5 %	83 600	-0.4 %	62 000	-25.8 %
Others	57 800	18.7 %	64 600	11.8 %	71 000	9.9 %	52 600	-25.9 %	55 800	6.1 %	54 700	-2.0 %	59 000	7.9 %
Australia	3 500	9.4 %	4 000	14.3 %	4 000	0.0 %	4 400	10.0 %	4 800	9.1 %	4 400	-8.3 %	4 100	-6.8 %
Canada	2 500	13.6 %	2 500	0.0 %	2 500	0.0 %	1 600	-36.0 %	1 600	0.0 %	1 700	6.3 %	3 000	76.5 %
Europe	120 200	0.1 %	135 640	12.8 %	116 000	-14.5 %	122 500	5.6 %	138 700	13.2 %	153 100	10.4 %	141 100	-7.8 %
Norway	71 500	-3.1 %	84 500	18.2 %	60 000	-29.0 %	64 000	6.7 %	78 200	22.2 %	92 600	18.4 %	78 200	-15.6 %
Russia	15 000	7.1 %	16 540	10.3 %	18 000	8.8 %	20 000	11.1 %	22 000	10.0 %	22 000	0.0 %	24 000	9.1 %
Finland	13 000	4.8 %	14 500	11.5 %	14 500	0.0 %	14 500	0.0 %	14 500	0.0 %	14 500	0.0 %	13 900	-4.1 %
Denmark	10 900	3.8 %	10 500	-3.7 %	13 000	23.8 %	13 500	3.8 %	13 500	0.0 %	13 500	0.0 %	13 800	2.2 %
Sweden	9 800	4.3 %	9 600	-2.0 %	10 500	9.4 %	10 500	0.0 %	10 500	0.0 %	10 500	0.0 %	11 200	6.7 %
Total	284 400	-7.0 %	280 940	-1.2 %	268 700	-4.4 %	255 000	-5.1 %	284 800	11.7 %	297 500	4.5 %	269 200	-9.5 %

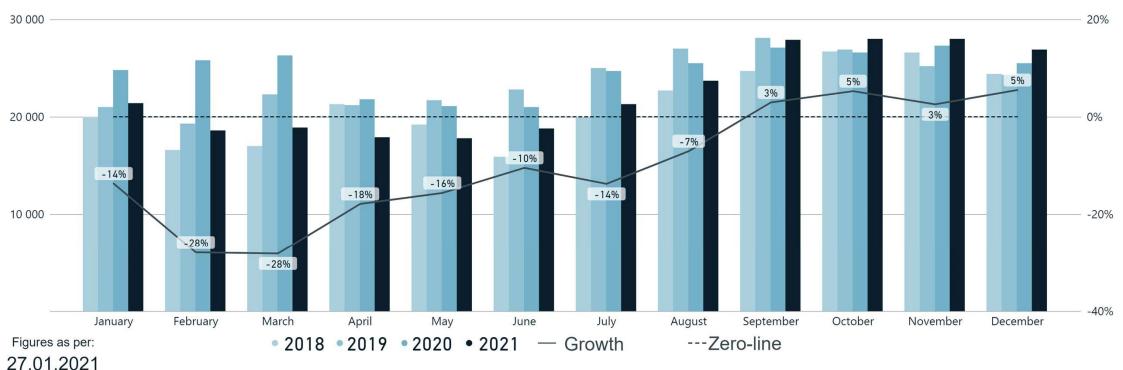
Figures as per:

27.01.2021



Trout - Harvest Volumes WW

in tons WFE



27.01.20.



Outlook 2021

- The end of Covid-19 restrictions are unpredictable. However, the position among end consumers remain strong.
- Expect significant growth in harvest volume and lower costs from improvement efforts and investments in smolt facilities.
 - Expected harvest volume 2021 incl. associates 205-210,000GWT
 - Expected contract share in Q1/21 of 20-25%
- Significant potential in whitefish
 - Quota for 2021 expected to be +14% for cod, +6% for Haddock, +16% for saithe North of 62 degrees and down 6% for saithe South of the 62 degrees. Final decision end February
- Significant potential for further developments of downstream value chain





Farming - New management group

Bjarne Reinert (38)

COO Farming – January 2021 Came from the position as fish health manager in LSG Master in Fish Health - Norwegian School of Fisheries UiT Master in Strategy and Management - NHH

Nina Møgster (43)

General Manager Lerøy Sjøtroll - October 2018 Came from the position as CFO in Lerøy Sjøtroll Master in Fisheries and Aquaculture Science - Norwegian School of Fisheries UiT MBA in Seafood Management - NHH

Harald Larssen (42)

General Manager Lerøy Midt - February 2021

Came from the position as Production Manager Lerøy Midt - Nord-Møre

Master in Biology, Marine Resources and Aquaculture - NTNU

Bachelor in Marine Biology and Economics - Åles

Kurt-Einar Karlsen (46)

General Manager Lerøy Aurora - August 2016
Came from the position as Head of Industry and R&D in Lerøy Aurora
3 yrs studies in Fisheries and Aquaculture Science - Norwegian School of Fisheries UiT
1 year studies Innovation Managment – UiT











Kjærelva II/Årskog – further development of RAS capacity in Region West





Final negotiations for further RAS capacity in Region West

- Kjærelva, Fitjar, finalised in 2019. Delivering 6m smolt of 160grams and 6m smolts of 500grams
- Lerøy has developed a RAS-modul concept, each module of around 2,000 biomass production.
- · Considering to build three such modules at Arskog, Fitjar
 - Module 1: 6m smolt from 160gram to 500grams
 - Modul 2&3 in total: 6m smolts from 500 grams to 1200 grams
 - Third module may also be used from growing fish to full harvest weights
- Total capex for three modules around 1bn NOK, expected potential in increased production in Lerøy Sjøtroll of about 8-10,000 GWT
- Decision to be taken shortly, construction may be finalised 2023





Our goal is to create the world's most efficient and sustainable value chain for seafood. The large, extensive investments we have made over a long period of time are now starting to yield results.



The Norwegian Seafood Pioneer

SINCE 1899

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