

Project work

Examples of important projects in the past year		Phase
The Farming segment	Description	
ASC salmon	Certification for new localities according to ASC standard	● ● ● ● ●
ASC trout	Certification of trout according to ASC standard	● ● ● ● ●
Bristleworms	Production of bristleworms in the sea under localities	● ● ● ● ○
Fiizk Ctrl	Monitoring of cleaner fish	● ● ● ○ ○
Aquaculture Offshore	Assessment of offshore salmon production	● ○ ○ ○ ○
Lerøy Way	Implementation of Lerøy Way at ALP	● ● ○ ○ ○
	Building the organisation for implementation of Lerøy Way in the Group's farming operations	● ● ● ● ○
	Implementation of Lerøy Way in one farming region	● ○ ○ ○ ○
Boats for localities	Preparation of guidelines for purchasing of electric/hybrid boats for localities	● ● ● ○ ○
MonMic	Improvements to fish health in RAS facilities by means of documentation relating to water quality	● ● ● ● ●
Ocean Forest	Production of seaweed and testing mussels as feed	● ● ● ● ○
Collection of sediment	Collection of seabed sediment under marine facilities	● ● ● ● ○
Pipefarm	Further development of Preline, version 2	● ● ● ○ ○
Traceability	Extended traceability using QR codes on end products. Cooperation with customers	● ● ● ● ●
Swimfit	Exercise for salmon, the more the fish swim/exercise, the better the health benefits	● ● ○ ○ ○
Wound analysis	Big data analysis to identify cause of wounds on salmon	● ● ● ● ●
Organic salmon	Certification of salmon in accordance with standard for production of organic salmon	● ● ● ● ●
The Wild Catch Segment	Description	
3-5 year plan for Båtsfjord	Define future for Båtsfjord and engineer upgrade of buildings and equipment	● ● ● ● ●
Automation of VAP, Melbu	Chart potential for automation of the VAP - Department, in addition to production of selected products	● ● ● ○ ○
Completion and optimisation of Stamsund 1.0	Optimisation of processed fish production	● ● ● ○ ○
Carry out LW transformation, Båtsfjord	Implementation of Lerøy Way in Båtsfjord	● ○ ○ ○ ○
Carry out LW transformation for smaller facilities	Implementation of Lerøy Way at smaller facilities	● ● ● ● ○
KVASS	Quality assessment using light for headed/gutted fish at industrial speeds	● ● ○ ○ ○
Raw materials for fish feed	Testing fish and mussels	● ● ● ○ ○
Utilisation of bones	Utilisation of residual raw materials	● ○ ○ ○ ○

Examples of important projects in the past year		Phase
VAP, Sales & Distribution Segment	Description	
New factory in Madrid	Establishment of new factory in Madrid to extend and strengthen the brand. Opens in Q1 2021.	● ● ● ● ○
Bergen 2030	Packaging based on seaweed	● ● ● ● ●
Lerøy Salmon TM	Development and audit according to specification for Lerøy Salmon TM	● ● ● ● ●
Lerøy Way	Implementation of Lerøy Way at Sjømathuset	● ● ● ○ ○
New factory on Canary Islands	The factory is located in Las Palmas de Gran Canaria. Parts of the factory opened at the end of 2020	● ● ○ ○ ○
New factory in Italy	Planning, furnishing and preparations for production start-up	● ● ● ● ○
LSG Group segment	Description	
50/50-5	Reduction of plastic consumption and food wastage	● ● ● ○ ○
GPTW	In 2019, Lerøy implemented an employee survey for the entire Group in collaboration with Great Place To Work. The survey is held once a year, aiming to provide figures and facts on how the employees experience the workplace.	● ● ● ● ○
GSP	Participation in the Green Shipping Programme for reduction of greenhouse gas emissions from transport in the aquaculture segment	● ● ○ ○ ○
Letter of intent relating to healthier diets	Reduction of salt in products in accordance with goal for 2030	● ● ● ○ ○
Climate risk scenario	Scenario analysis of climate risk	● ● ● ● ●
Carbon footprint	Participation in EU - project to prepare climate tracking for seafood	● ● ● ○ ○
Management manual	Preparation of joint management manual for the Group in Norwegian and English	● ● ● ● ●
Management development programme	In 2020, Lerøy implemented a management development programme for the whole Group. The programme lasts for seven months and is divided into two levels: own leadership and strategic leadership. In 2020, four groups started the leadership development training programme	● ● ● ● ○
Supplier evaluation	Execution of supplier evaluations based on new requirements	● ● ● ○ ○
Lerøy Way	Development and implementation of the Group's "business system", Lerøy Way. Our principles for how to improve and achieve our goals	● ● ○ ○ ○
Matjungelen (the food jungle)	Development of seafood concept for children in after school care	● ● ● ○ ○
Food wastage	Focus on food wastage in the seafood industry, managed by Sintef	● ● ● ○ ○
Microplastics	Development of analysis methods for microplastics in seafood and analyses of microplastic content in salmon, managed by Norce	● ● ● ● ●
PH Shift	Utilisation of residual raw materials using new research	● ● ○ ○ ○
PLM/PIM system	Development of business system for management of data relating to product development and product registration	● ● ○ ○ ○
Product development	In 2020, a total of 161 new seafood products have been developed for sale	● ● ● ● ●
Restructure fillet production in Stamsund	Planning and execution of test production for smaller fish in Stamsund	● ● ○ ○ ○
Risk management	Pilot test for execution of risk assessment in new system	● ● ○ ○ ○
Soy	Participation in Cerrado Manifesto to ensure deforestation-free Soy from Brazil	● ● ● ● ○
Healthier children	Development of seafood concept for children in kindergarten, healthier diets	● ● ● ● ○
Value chain analysis	Value chain analysis based on sustainability	● ● ● ● ●