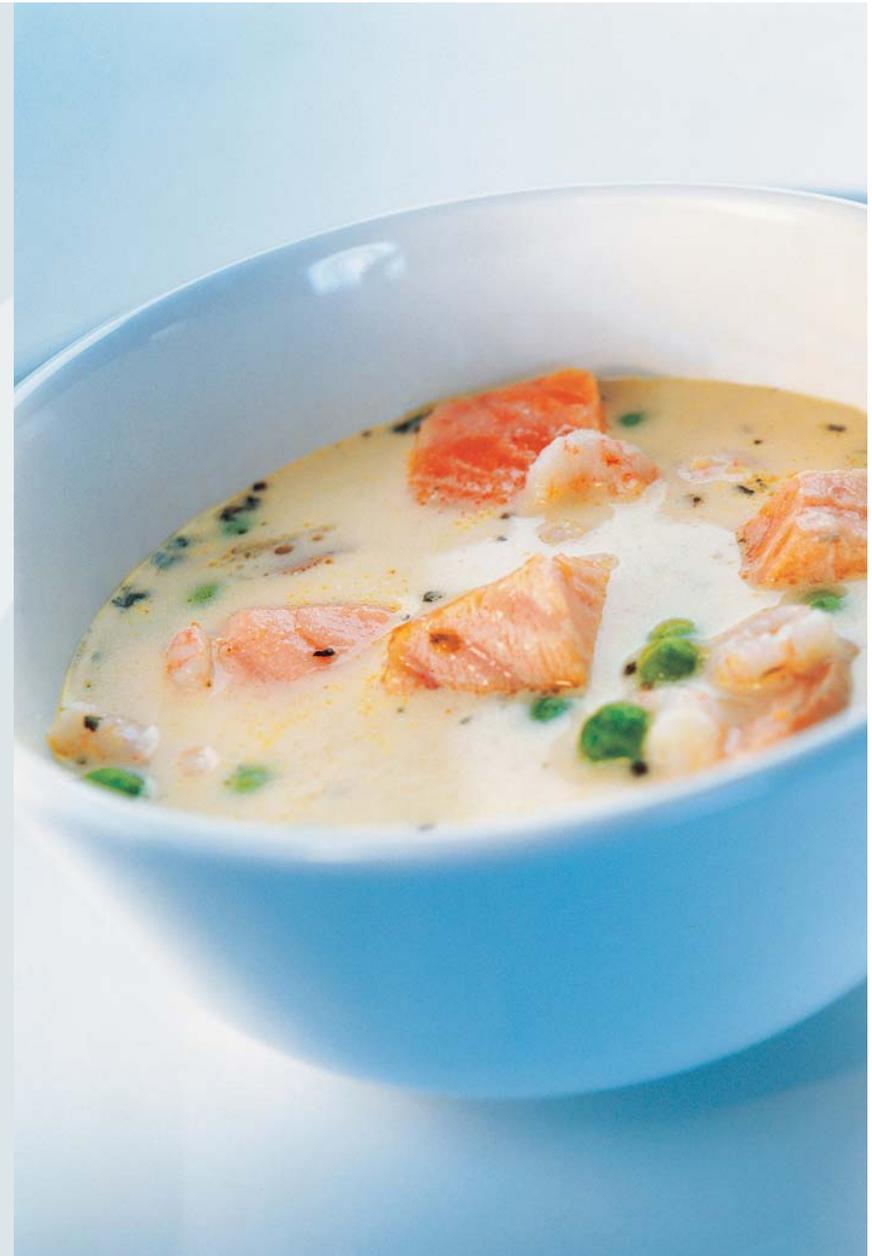


# Lerøy Seafood Group

- Quarterly report
- Third quarter 2004
- November 25<sup>th</sup>

- Ole-Eirik Lerøy  
CEO
- Helge Singelstad  
CFO



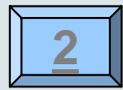
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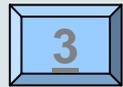
# Agenda



Considerations



Key financial figures Q3 2004



Lerøy at a glance



Lerøy Seafood Group – Company profile



Market glance



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# Internal considerations 3rd Quarter 2004

## Main figures All figures in mill NOK

	Q3-04	Q3-03	Change	YTD 04	YTD 03	2003
• Turnover	871,8	710,1	27,8 %	2.580	1.990	2.915
• Operating profit	30,8	17,2	79,1 %	87,4	58,2	84
• Affiliated companies	4,9	-9,7	150,5 %	4,8	-20,6	-21
• Pre-tax profit	31,2	8,6	262,8 %	79,5	28,2	55





# Internal considerations 3rd Quarter 2004

- **Financially Solid**

- Well positioned for future organic and strategic growth
- Dividend for 2003 NOK 0,60 per share (Ex dividend 26. May 2004)

- **Appr. 2.905 shareholders as of 22 November 2004**

- Considerably improved liquidity traded shares

- **Consolidated**

- Satisfactory operations in most areas in Q3 2004
- Still focus on operations and synergies
- Further acquisitions of production capacity in Lerøy Midnor AS
- No longer share owner in Hjaltland Seafarms AS

- **Affiliated companies**

- Improved, but still difficult market situation
- Norskott Havbruk AS acquired smolt producer on mainland Scotland





# External considerations 3rd Quarter 2004

- **Improved salmon and trout prices**
  - Prices increased per Q3 04 (16.2 %)
  - Prices in Q3 04 higher than comparable figures in Q3 03 (17,5 %)
  - Prices so far in Q4 04 lower than prices in Q4 03
  - Higher prices expected in rest of Q4 04
- **Weakened financial and operational performances throughout the industry**
  - Enhances restructuring
  - Consolidation
  - Increased market orientation
- **Still difficult market situation in both pelagic and white fish sectors**
- **Currencies**
  - Future will bring great volatility





# External considerations 3rd Quarter 2004

cont.

- Political issues / trade barriers
- Safeguard measures
- WTO
- Dumping ?



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# Agenda

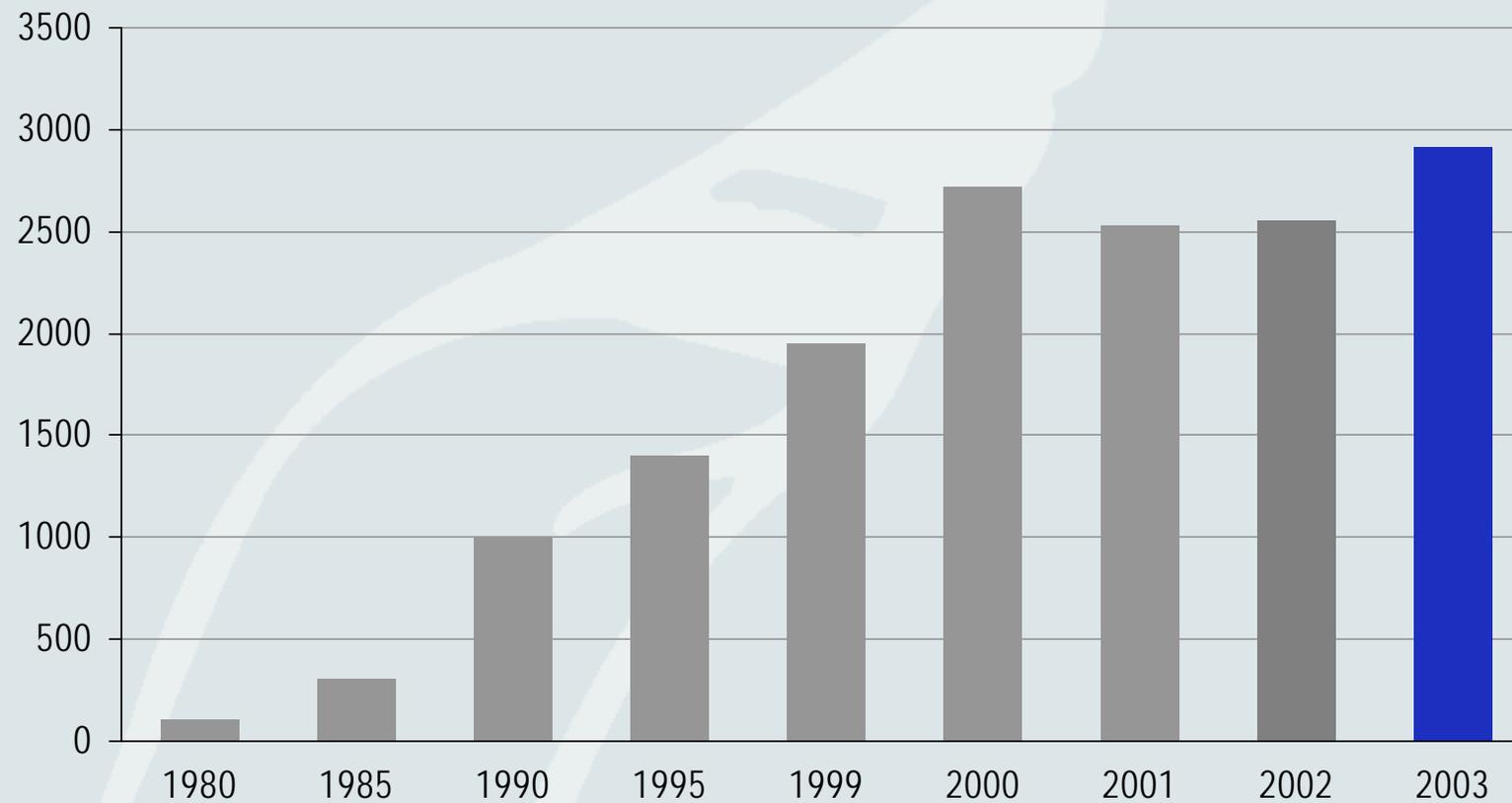
-  Considerations
-  Key financial figures Q3 2004
-  Lerøy at a glance
-  Lerøy Seafood Group – Company profile
-  Market glance





# Yearly turnover LSG

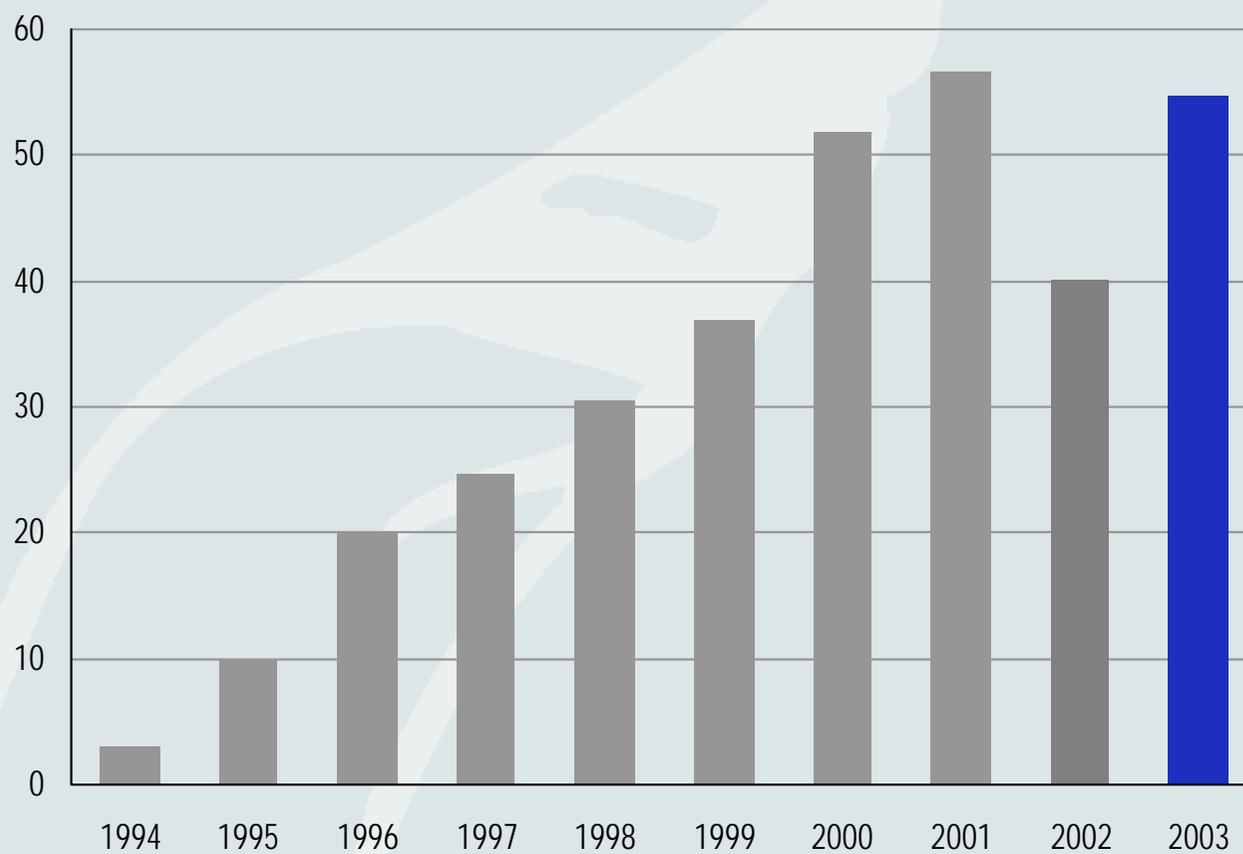
mill. NOK





# Pre-tax earnings LSG

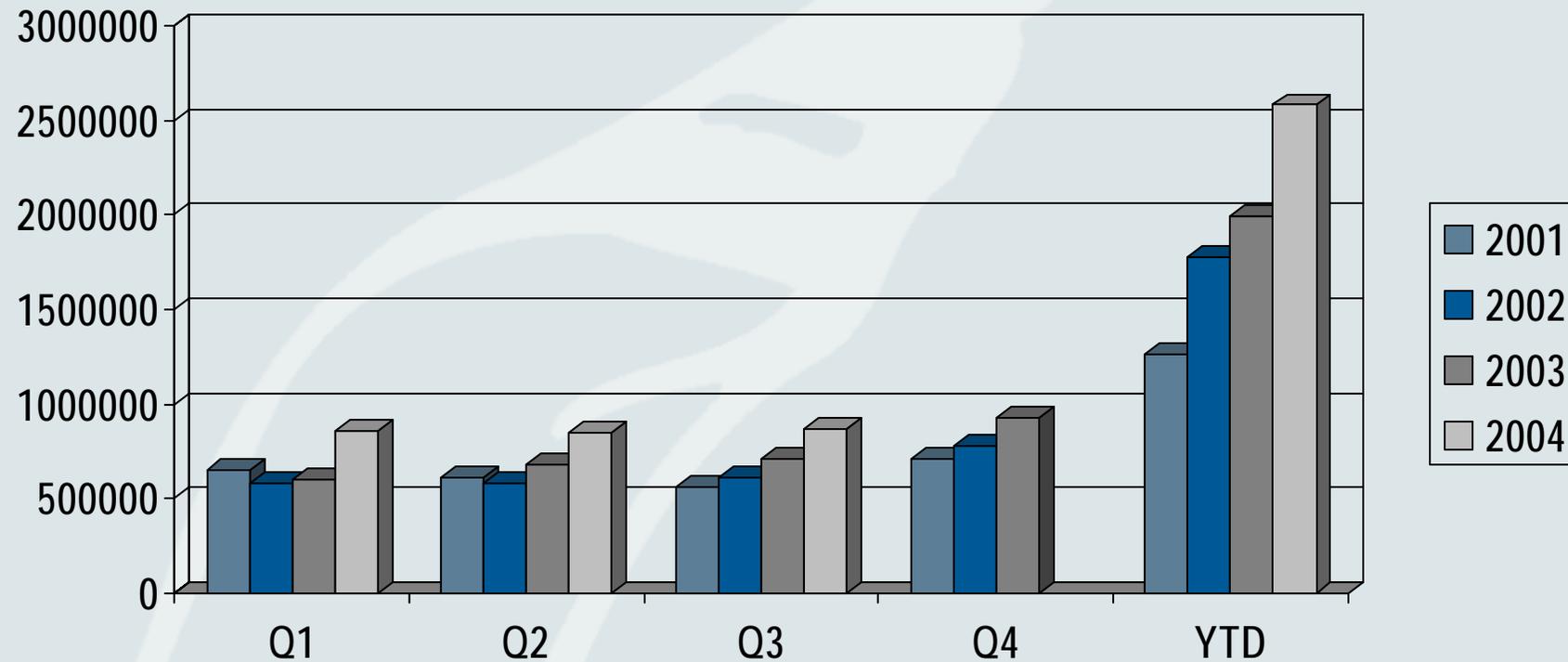
mill. NOK





# Quarterly turnover LSG

mill. NOK

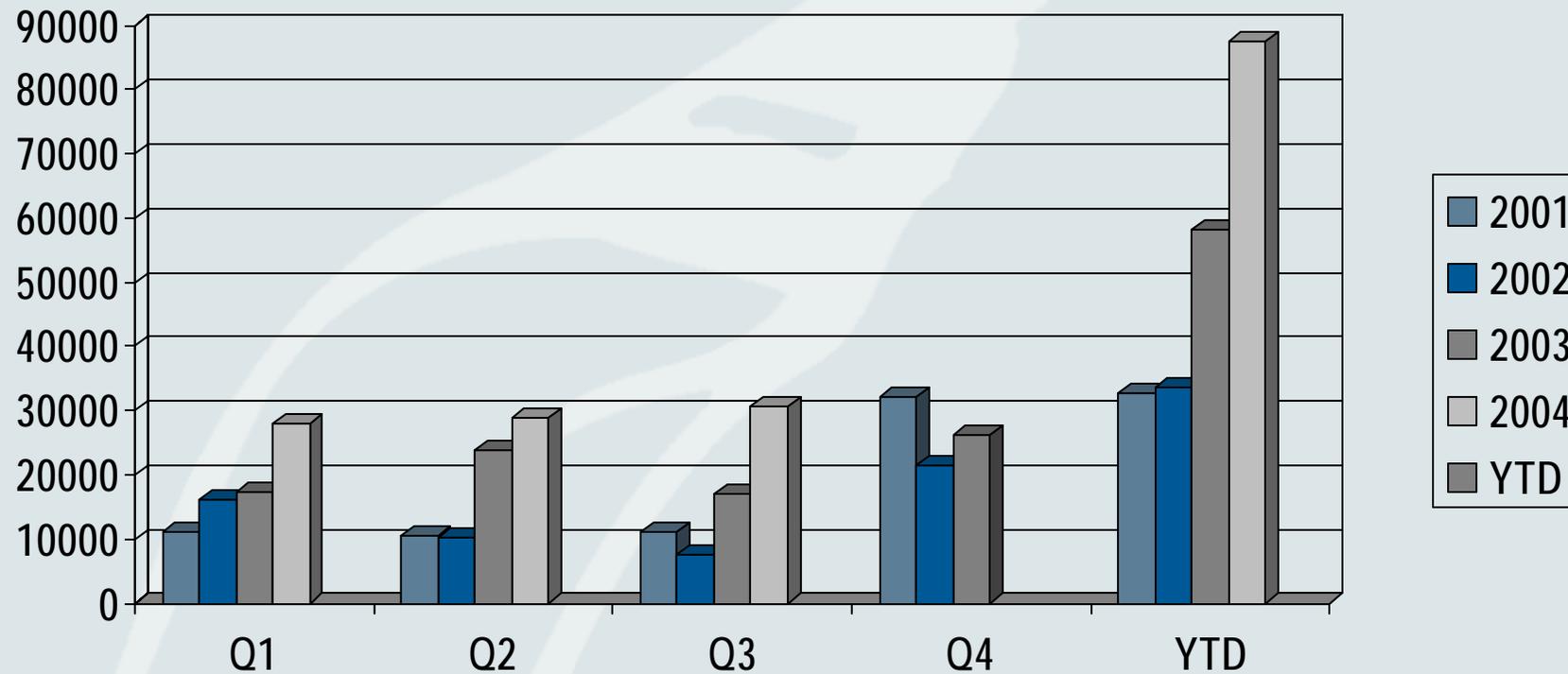


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# Quarterly operating profit LSG

mill. NOK

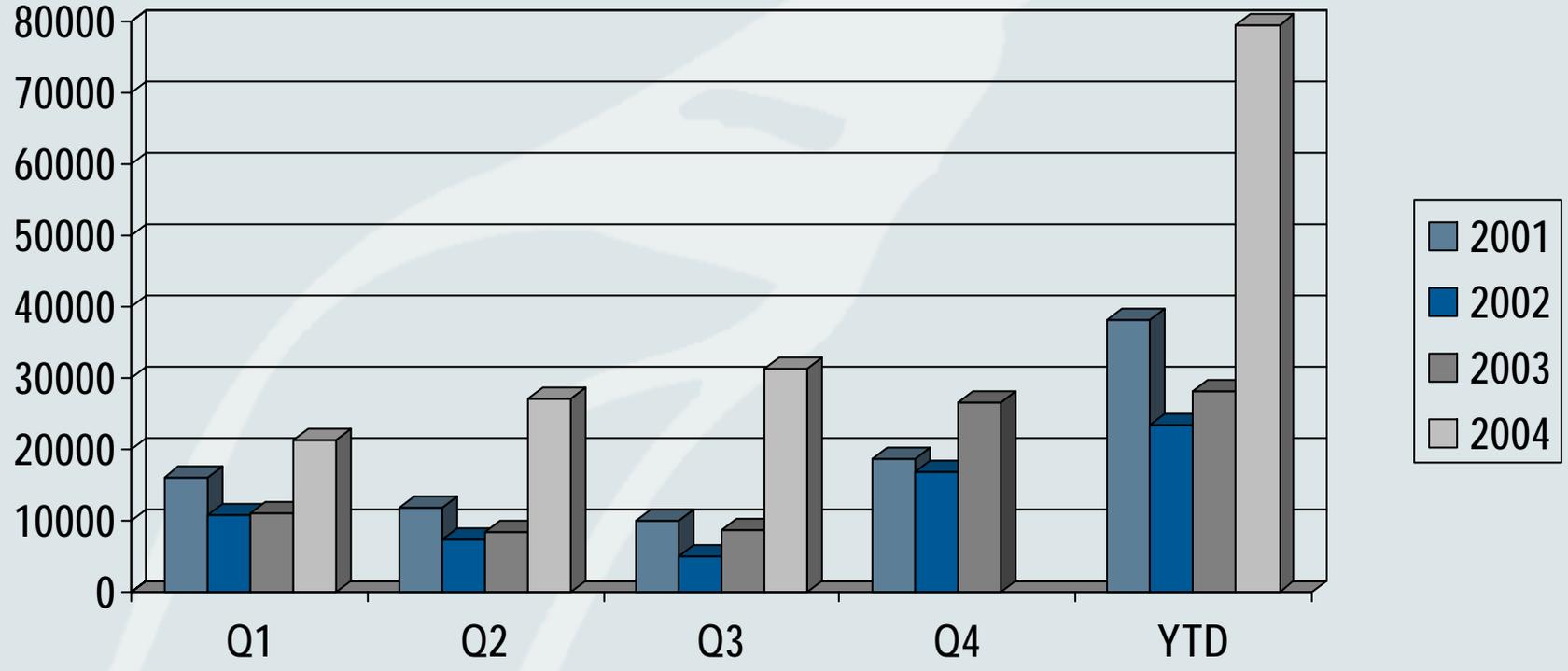


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# Profit before tax LSG

mill. NOK





# Resultatregnskap / Income Statement Q3-04

Alle tall i NOK 1.000 / All figures in NOK 1,000

	Q3 - 2004	Q3 - 2003	YTD 2004	YTD 2003	2003
Salgsinntekter / Operating revenues	871 779	710 142	2 580 432	1 990 243	2 914 873
Vareforbruk / Cost of goods sold	740 533	641 384	2 207 805	1 784 556	2 614 210
Lønn oa pers.kostn / Salaries and other pers.exp	52 104	26 098	142 232	72 380	116 472
Andre driftskostnader / Other operating expenses	35 304	21 726	105 699	64 612	85 674
Ord avskr på varige driftsm./ Ord. Depr.on tangible assets	10 883	2 952	31 023	8 025	10 827
Ord.avskr. på immatr. Eiend./ Ord. Depr.on intangible assets	2 196	831	6 235	2 492	3 323
<b>Driftsresultat / Operating profit</b>	<b>30 759</b>	17 151	<b>87 439</b>	58 178	<b>84 367</b>
Inntekt tilknyttet selskap / Income from affiliated companies	4 855	-9 705	4 837	-20 639	-20 511
Netto finansposter / Net financial items	-4 409	1 148	-12 768	-9 372	-9 196
<b>Resultat før skattekostnad / Profit before tax</b>	<b>31 205</b>	8 594	<b>79 508</b>	28 167	<b>54 660</b>
Beregnete skatter / Estimated taxation	-9 798	-5 437	-22 947	-14 159	-20 577
<b>Periodens resultat / Profit for the period</b>	<b>21 407</b>	3 157	<b>56 561</b>	14 008	<b>34 083</b>



# Balanse / Balance Sheet Q3-04

Alle tall i NOK 1.000 / All figures in NOK 1,000

	30.09.04	30.09.03	31.12.03
Immaterielle eiendeler / Intangible assets	267 270	30 657	272 457
Varige driftsmidler / Tangible fixed assets	182 367	67 598	183 417
Finansielle anleggsmidler / Financial fixed assets	277 491	273 849	275 063
<b>Sum anleggsmidler / Total fixed assets</b>	<b>727 128</b>	<b>372 104</b>	<b>730 937</b>
Varer / Inventories	319 241	67 130	274 823
Fordringer / Receivables	469 463	390 706	505 917
Betalingsmidler / Cash and equivalents <sup>1)</sup>	272 581	315 066	292 749
<b>Sum omløpsmidler / Total current assets</b>	<b>1 061 285</b>	<b>772 902</b>	<b>1 073 489</b>
<b>Sum eiendeler / Total assets</b>	<b>1 788 413</b>	<b>1 145 006</b>	<b>1 804 426</b>

1) Tall som inngår i beregningen av netto rentebærende gjeld /  
Figures used in calculation of net interest bearing debt





# Balanse / Balance Sheet Q3-04

forts./cont.

Alle tall i NOK 1.000 / All figures in NOK 1,000

	30.09.04	30.09.03	31.12.03
Innskutt egenkapital / Equity contributions	656 113	505 288	656 043
Opptjent egenkapital / Earned equity	184 331	125 205	127 781
Minoritetsinteresser / Minority interests	7 579	11 161	10 325
<b>Sum egenkapital / Total equity</b>	<b>848 023</b>	641 654	794 149
Avsetning for forpliktelser / Accrued liabilities	12 981	310	8 647
Langsiktig gjeld / Long-term liabilities <sup>1)</sup>	376 773	179 892	412 195
Kortsiktige kreditter / Short-term loans <sup>1)</sup>	157 440	58 974	242 898
Annen kortsiktig gjeld / Other short-term liabilities	393 196	264 176	346 537
<b>Sum gjeld / Total liabilities</b>	<b>940 390</b>	503 352	1 010 277
<b>Sum egenkap. og gjeld / Total equity and liab.</b>	<b>1 788 413</b>	1 145 006	1 804 426

1) Tall som inngår i beregningen av netto rentebærende gjeld /  
Figures used in calculation of net interest bearing debt





# Key figures – Lerøy Seafood Group Q3-04

<b>Nøkkeltall / Key figures</b>	<b>Q3 - 2004</b>	Q3- 2003	<b>YTD 2004</b>	YTD 2003	2003
Resultatmargin / Profit margin	<b>3,58 %</b>	1,21 %	<b>3,08 %</b>	1,42 %	1,88 %
Driftsmargin / Operating margin	<b>3,53 %</b>	2,42 %	<b>3,39 %</b>	2,92 %	2,89 %
Resultat per aksje / Earnings per share	<b>0,62</b>	0,11	<b>1,64</b>	0,48	1,15
Utvannet resultat per aksje / Diluted earnings per share	<b>0,62</b>	0,11	<b>1,64</b>	0,47	1,15
Avkastning på sysselsatt kapital / ROCE <sup>2)</sup>	<b>12,98 %</b>	5,51 %	<b>11,08 %</b>	6,92 %	9,55 %
Egenkapitalandel / Equity ratio			47,42 %	56,04 %	44,01 %
Netto rentebærende gjeld / Net interest bearing debt			261 632		362 344

2) Annualisert / Annualized

Delårstall er ikke revidert / Quarterly figures have not been audited



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## Lerøy Seafood Group consolidated Q3-04

- Lerøy Seafood Group's total equity is 848 mill NOK
- Subsidiaries share of group equity is 512,3 mill NOK
- Operating profit for YTD 2004 is 87,4 mill NOK





## Affiliated companies

Balance at	30.09.04	30.09.03	31. 12.03
Norskott Havbruk AS (50%)	161,2 mill	148,5 mill	155,1 mill
Hydrotech Gruppen AS (39%)	89,1 mill	98,2 mill	91,1 mill
Egersund Fisk AS (27%)	23,4 mill	22,0 mill	22,6 mill
Total	273,7 mill	268,7 mill	268,8 mill
<hr/>			
Income from affiliated companies	4,9 mill	- 20,6 mill	-20,5 mill
Lerøy Seafood Group's total equity	848,0 mill	641,7 mill	794,1 mill





# Lerøy Seafood Group Consolidated Key figures

- Total equity (47,42 %) 848,0 mill
- Net interest bearing debt 261,6 mill
  
- Total intangible assets 267,3 mill
  - Licences fish farming Norway 195,0 mill
  - Goodwill / def. tax 72,3 mill
  
- Total LSG-shares: 34 440 767





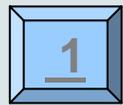
## Implementing of IFRS (opening balance 01.01.04)

- Deferred tax on licences and shares in affiliated companies
- Fair value on biomass
- Provision for dividends not accepted according to IFRS
- Capitalization of options at fair value
- Estimated negative equity effect exclusive inventory is MNOK 50-65

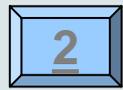




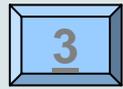
# Agenda



Considerations



Key financial figures Q3 2004



Lerøy at a glance



Lerøy Seafood Group – Company profile



Market glance



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# Lerøy Seafood Group

- **Global distribution network**

- Global distribution from Head Office in Bergen
- Local distribution and processing in Sweden, France and Portugal
- Local representative offices in some key markets (France, Spain, Italy, Japan, China, USA)





**PELAGIC**

**WHITEFISH**

**FARMED FISH**

**HALLVARD LERØY AS**  
SALES - MARKETING

**DISTRIBUTION FRANCE  
NORDVIK**

**DIRECT EXPORT**

**DISTRIBUTION  
NORWAY**

**DISTRIBUTION UK  
SFF / LERØY**

LERØY  
FRANCE

LERØY  
ITALY

LERØY  
SPAIN

**DISTRIBUTION  
LERØY SWEDEN**

**DISTRIBUTION PORTUGAL  
PORTNOR**

LERØY  
CHINA

LERØY  
JAPAN

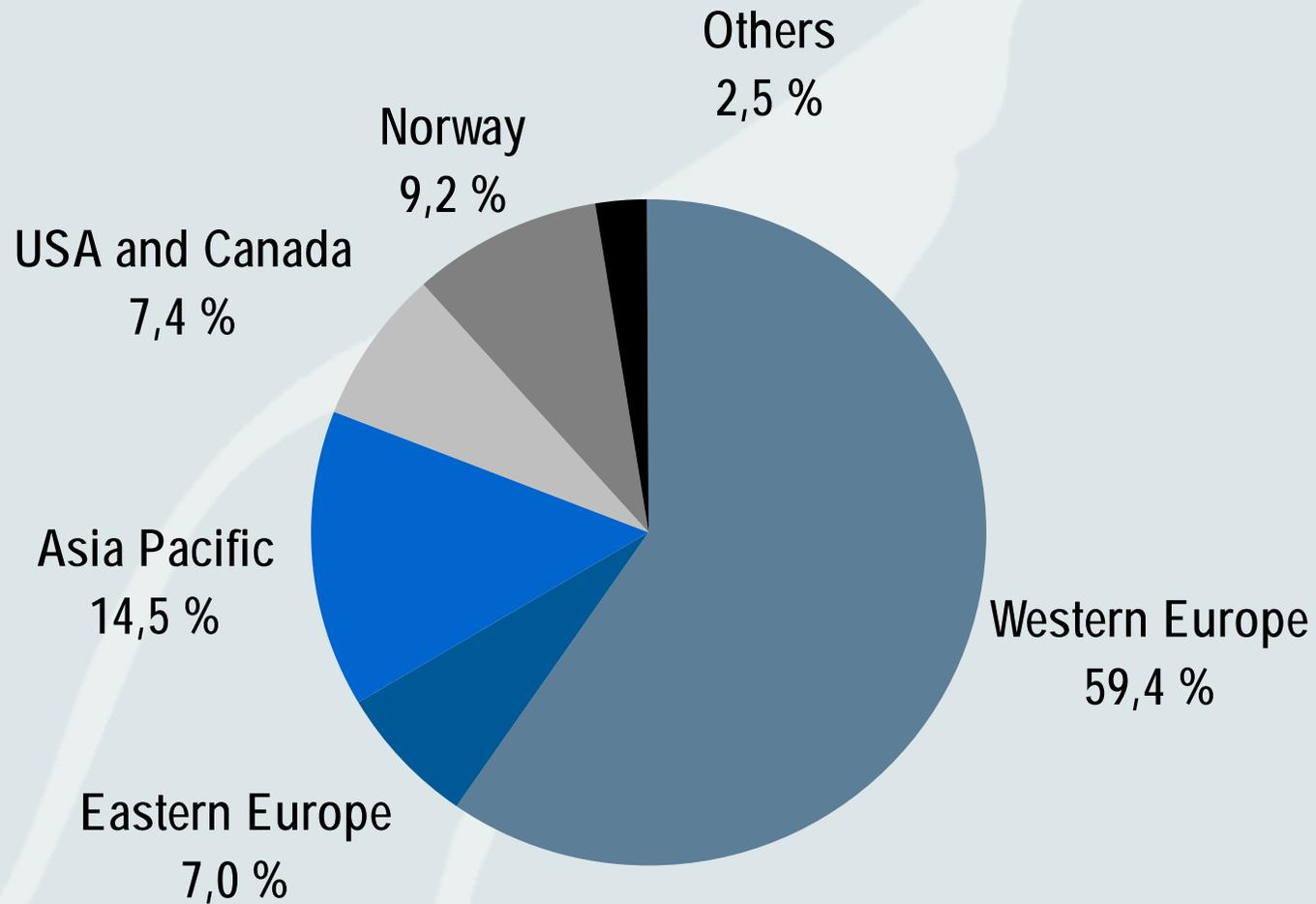
**PROCESSING  
LERØY SWEDEN**

LERØY  
US

**FARMING / PROCESSING  
NORWAY**



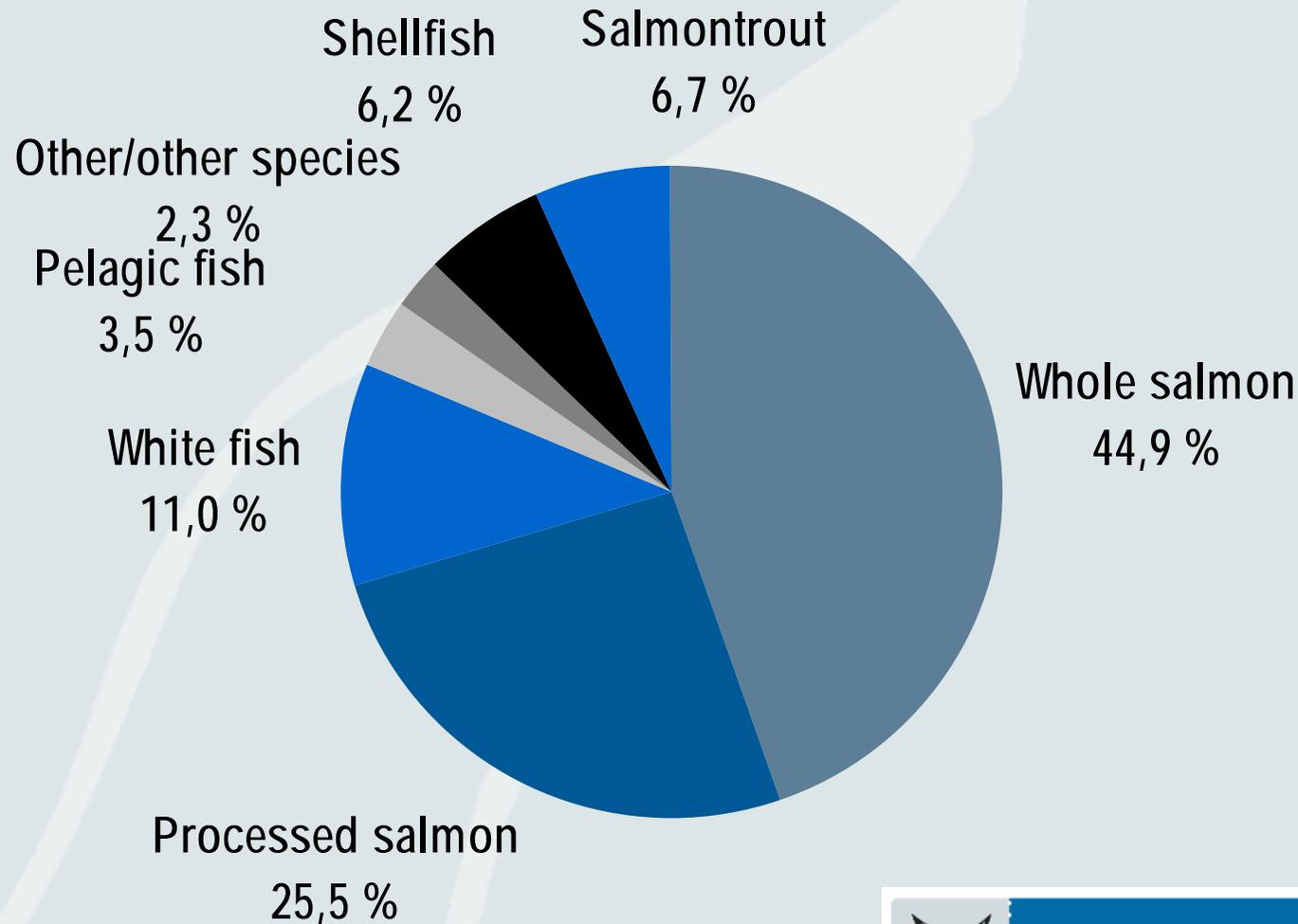
# Lerøy Seafood Group - Sales per market Q3-04



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# Lerøy Seafood Group - Sales per product Q3-04



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# Lerøy Seafood Group

- **Norway's largest seafood exporter**
  - 9,1 % share of Norwegian Seafood total exports value
  - 14,6 % of Norwegian salmon export in 2003
  - 25% of Norwegian value added salmon export
- **Major shareholder in fish farming operations**
  - Lerøy Midnor AS (100%)
  - Scottish Sea Farms (50%), 2<sup>nd</sup> largest Scottish salmon producer
  - Hydrotech-Gruppen AS (39%)
  - Sigerfjord Aqua AS (90,55 %)



# Lerøy Seafood Group

- **Steady growth in operating profit and strong balance sheet**
  - Stable earnings despite turbulence in the sea food industry
  - Growth potential within recently acquired businesses
  - Satisfactory liquidity
- **Professional and highly motivated employees**
- **Strong Partnerships / Network of alliances**



# Lerøy Seafood Group

## Market strategy:

- Diversity in product range
- Diversity in customer base
- Market-oriented solutions
- Geographical spread
- Continuity in deliveries
- Cost efficiency





# Shareholders 22.11.04

Shareholder	No. of shares	Ownership share
Ole-Eirik Lerøy	4 685 000	13,60 %
Ferd Invest AS	3 281 307	9,53 %
Skagen Vekst	1 825 200	5,30 %
MP Pensjon	1 615 984	4,69 %
Knut Hallvard Lerøy	1 253 210	3,64 %
Hallvard Lerøy Jr.	1 190 900	3,46 %
DnB Nor Bank ASA	884 200	2,57 %
Pareto C/O	825 000	2,40 %
Vital Forsikring ASA	743 173	2,16 %
Lime AS*	610 573	1,77 %
George Harald Lerøy	470 000	1,36 %
Sparebanken Rogaland	461 830	1,34 %
SalMar AS	446 826	1,30 %
DnB Nor Norge	427 900	1,24 %
KOS Bergen AS	406 640	1,18 %
Inma AS*	400 000	1,16 %
Firstnordic Norge VE	385 400	1,12 %
Delphi Norge	383 600	1,11 %
Sunnhordland Fjordbruk AS	341 600	0,99 %
Verdipapirfondet Pareto	326 300	0,95 %
Total 20 largest share owners	20 964 643	60,87 %
Others	13 476 124	39,13 %
<b>Total shares</b>	<b>34 440 767</b>	<b>100,00 %</b>

\*controlled by CEO Ole-Eirik Lerøy

The company has a total of 2.905 shareholders.





# Agenda

-  Considerations
-  Key financial figures Q3 2004
-  Lerøy at a glance
-  **Lerøy Seafood Group – Company profile**
-  Market glance





# Lerøy Seafood Group ASA

## Sales & Distribution

**Lerøy Sverige AB**  
100%

Sales and distribution in Sweden  
  
Strong position towards catering and super-markets

**Hallvard Lerøy AS**  
100%

Sales and distribution ww  
  
Local representation: USA, France, Spain, Italy, UK, Japan, China

**Nordvik SA**  
80%

Sales and distribution in France  
  
Strong position towards Hyper- and super-markets

**Portnor Lda**  
60%

Sales and distribution  
  
Strong position towards super/hypermarkets

## Production

**Lerøy Smøgen Seafood AB**  
100%

Cold and hot smoked seafood products, salads and shell-fish in brine.

**Lerøy Midnor AS**  
100%

Production of Salmon, Salmon trout, Smolt Slaughter and processing

**Sigerfjord Aqua AS**  
90,55%

Production of Arctic char

## Affiliated

### Farming/other

**Norskott Havbruk AS** 50%

**Hydrotech Gruppen AS** 39%

**Egersund \* Fisk AS** 27%

\* Pelagic related activities

# Lerøy Midnor AS



LERÖY



# Description of Lerøy Midnor AS Production

## Smolt:

- 5 licences
- 6 mill. smolt per year (salmon/trout)

## Farming:

- 26 licences (salmon/trout)
- All production is located along the coast of Møre and Romsdal and Midt-Norge
- 2004E: 16.000 gwt salmon  
3.000 gwt salmon trout

## Slaughtery:

- Capacity of 65 tonnes per shift
- 47% ownership in Uthaug lakseslakteri AS

## Processing:

- Capacity of appr. 3.500 t per year
- Production of skin and bone free portions and fillets

## Organisation:

- Competent and committed

## Changes November 2004:

- Acquired two licences for salmon/trout
- Acquired one licence for smolt
- Total capacity after acquisition 28 licences for salmon / trout and 7 million smolt



# Lerøy Midnor AS

## Results and balance

<b>NOK</b>	<b>Q3-04</b>	<b>Q2-04</b>	<b>Q1-04</b>	<b>YTD- 2004</b>	<b>YTD-2003</b>	<b>2003</b>
Revenues	106,7	82,5	107,5	296,7	76,6	216,7
EBITDA	16,7	13,7	15,8	46,2	7,9	-4,1
EBIT	8,9	6,6	8,9	24,4	2,7	-17,3
Pre tax	5,6	3,8	5,5	14,9	-2,9	-41,4
Volume (gwt)	6,5	3,3	4,7	14,5		N.A
<b>Balance sheet</b>				<b>30.09.04</b>	<b>30.09.2003</b>	<b>31.12.2003</b>
Licences / Goodwill /def. Tax				62,4	72,1	62,4
Fixed assets				109,1	126,2	110,9
Inventories				251,1	242,9	228,7
Other current assets				56,3	45,5	117,3
<b>Total assets</b>				<b>478,9</b>	<b>486,7</b>	<b>519,3</b>
Equity				39,0	-40,2	28,3
Debt				439,9	526,9	491,0
<b>Total equity and debt</b>				<b>478,9</b>	<b>486,7</b>	<b>519,3</b>
Net interest bearing debt				380,2	440,0	429,3

Company est. 11 July 2003



# Norskott Havbruk AS



Scottish  
Sea Farms



N SINCE 1899



## Norskott Havbruk (Scottish Sea Farms Ltd.)

- Production capacity: 25 000 – 30 000 gwt
- Self sufficient with high quality smolt
  - Made an agreement to buy smolt producer (capacity 5 mill)
  - Opportunity to sell surplus high quality smolt
- Volume harvested in 2003: 24 000 gwt
- Est. harvest volume 2004: 22 500 – 23 500 gwt
- Additional processing and sales: 5 – 10 000 gwt
- 2 processing plants



# Norskott Havbruk



<b>NOKm</b>	<b>Q3 - 2004</b>	<b>Q3 - 2003</b>	<b>YTD - 2004</b>	<b>YTD - 2003</b>	<b>2003</b>
Revenues	169,7	170,2	486,2	480,9	708,3
EBITDA	20,7	5,5	57,8	32,8	57,8
EBIT	13,2	2,1	34,6	10,6	28,2
Pre tax	5,3	-8,7	12,2	-8,6	2,1
Volume gw (t)	6,1	6,1	15,6	15,5	24,0
<b>Balance sheet</b>			<b>30.09.2004***)</b>	<b>30.09.2003**)</b>	<b>31.12.03*)</b>
Licences, Goodwill			371,6	377,3	375,9
Fixed assets			83,3	87,4	90,8
Inventories			347,8	350,3	323,5
Other current assets			99,0	68,9	112,6
Cash			0,8	1,0	7,9
<b>Total assets</b>			<b>902,5</b>	<b>884,9</b>	<b>910,7</b>
Equity			325,7	302,9	315,5
Interest bearing debt			455,4	464,3	472,7
Non interest bearing debt			121,4	117,7	122,5
<b>Total equity and debt</b>			<b>902,5</b>	<b>884,9</b>	<b>910,7</b>

\*) NOK/GBP = 11,89

\*\*\*) NOK/GBP = 11,72

\*\*\*\*) NOK/GBP = 12,20



# Hydrotech Gruppen AS (39%)

- **Ownership**
  - 39% owned by Lerøy Seafood Group ASA
  - 57.3% owned by L & K Karlsen Holding AS
  - 3.7% owned by others
- **Fish farms in Norway**
  - 17 wholly owned licenses
- **Estimated sales 2004:**
  - Salmon and trout estimated : 12 gwt (14 gwt)
- **Smolt production: appr. 5 mill**
- **Well-boat shipping co.**
- **Processing plant**



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# Hydrotech Gruppen

<b>NOK</b>	<b>Q3 - 2004</b>	<b>Q3 - 2003</b>	<b>YTD 2004</b>	<b>YTD 2003</b>	<b>31.12.2003</b>
Revenues	95,9	70,6	215,8	257,2	381,6
EBITDA	16,2	-5,4	25,2	-4,9	-11,1
EBIT	11,6	-10,0	11,2	-18,9	-33,0
Pre tax	9,6	-13,6	3,0	-33,9	-50,6
Volume gw/t	3,0		7,6		
<b>Balance sheet</b>			<b>30.09.2004</b>	<b>30.09.2003</b>	<b>31.12.2003</b>
Licences / Goodwill			139,9	140,6	139,9
Fixed assets			156,4	167,9	161,5
Inventories			153,9	181,5	142,2
Other current assets			21,1	38,2	21,5
<b>Total assets</b>			<b>471,3</b>	<b>528,2</b>	<b>465,1</b>
Equity			123,3	132,7	121,2
Debt			348,0	395,5	343,9
<b>Total equity and debt</b>			<b>471,3</b>	<b>528,2</b>	<b>465,1</b>
Net interest bearing debt			241,9	285,8	271,3



# Egersund Fisk AS (27%)

- Shareholder structure
  - Lerøy 27%
  - SalMar 27%
  - Egersund Fiskeriinvestering 9%
  - Others 37%  
(less than 4% each)
- Pelagic activity
  - Fish oil, fish meal
  - Pelagic fish for consumption
  - Ownership in vessels for wild catch
  - Production of ice
- Part ownership acquired in 2001



Egersund Fisk 100%	30.09.04	30.09.03
• Turnover	282,9	224,6
• EBIT	10,8	3,1
• Pre tax profits	3,7	- 1,6



# Agenda

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## Fresh Atlantic Salmon Norway (4-5 kgs) – price development 1997 - YTD (FHL/NSL)

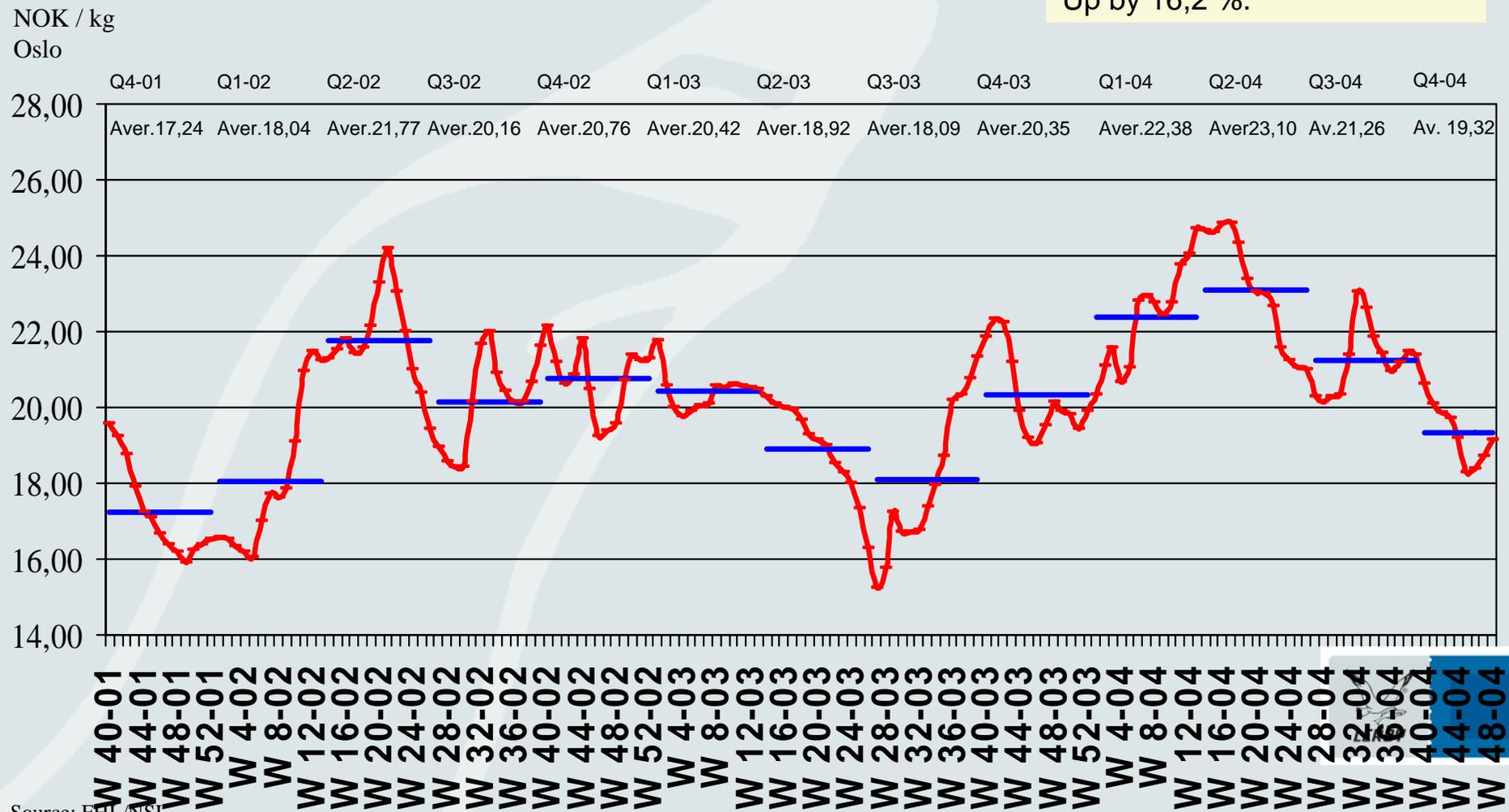


Source: FHL/NSL



# Salmon export from Norway as of week 48-04. Fresh atlantic salmon, cross-section, FCA Oslo.

Average Q1-Q3-03 NOK 19,14  
Average Q1-Q3-04 NOK 22,25  
Up by 16,2 %.



Source: FHL/NSL



# Atlantic salmon – supply side

SUPPLY.			Change		Change		Change
	2002	2003	02-03	2004 E	03-04E	2005 E	04E-05E
Norway	443 900	508 400	14,5 %	520 300	2 %	497 800	-4 %
Chile	268 300	280 800	4,7 %	344 500	23 %	379 000	10 %
UK	140 100	162 300	15,8 %	140 700	-13 %	123 900	-12 %
Canada	112 000	92 000	-17,9 %	87 000	-5 %	90 000	3 %
Faroe Islands	42 100	47 100	11,9 %	38 100	-19 %	10 200	-73 %
Ireland	22 300	18 400	-17,5 %	12 400	-33 %	17 500	41 %
USA	13 200	18 000	36,4 %	13 300	-26 %	12 400	-7 %
Others	18 500	20 000	8,1 %	22 300	12 %	24 700	11 %
<b>In total</b>	1 060 400	1 147 000	8,2 %	1 178 600	3 %	1 155 500	-2 %

Figures per 28.10.04  
Source: Kontali / SSPO / HL



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# Atlantic salmon world-wide production. Market distribution.

Market distribution	Change		2004 E	Change
	2003	02-03		
EU - 25	579 600	11 %	580 000	0 %
USA	311 100	5 %	310 000	0 %
Japan	50 300	-23 %	60 000	19 %
Others	198 200	5 %	225 000	14 %
<b>In total</b>	<b>1 139 200</b>	<b>6 %</b>	<b>1 175 000</b>	<b>3 %</b>

Figures per 28.10.04

Source: Kontali / HL



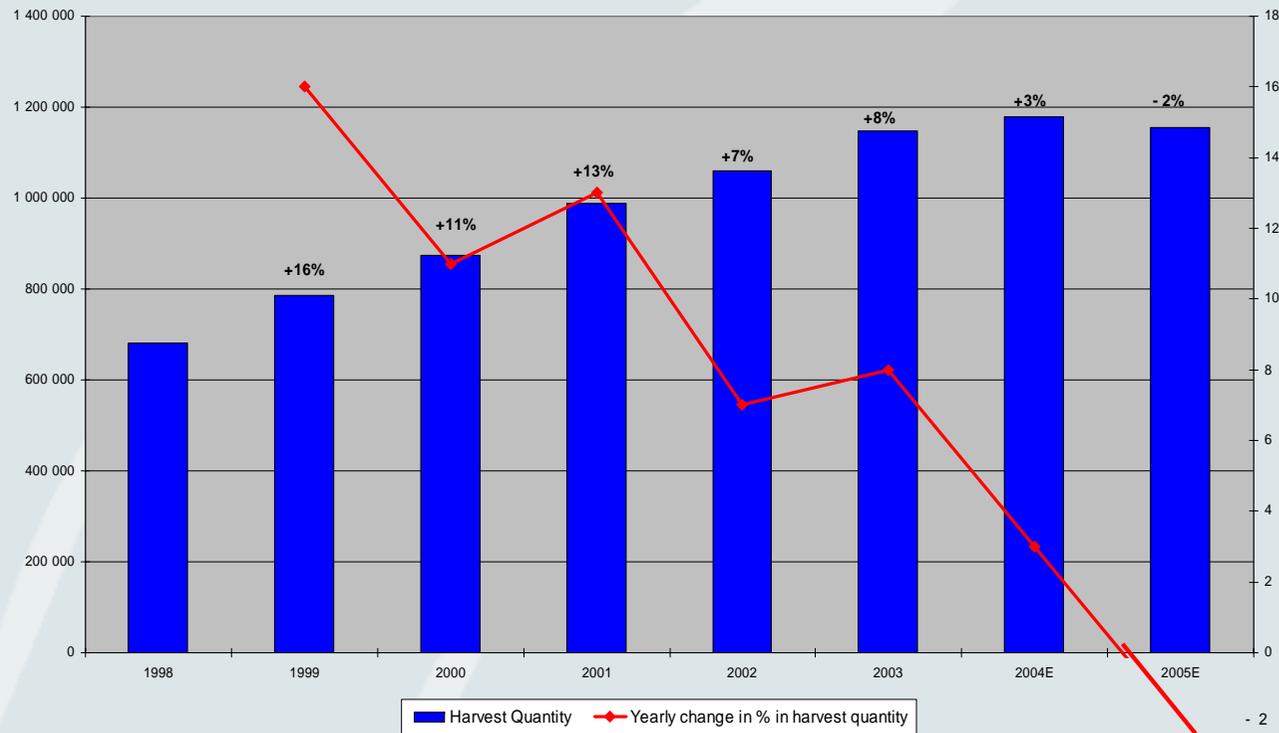
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# Harvest quantities Atlantic Salmon World Wide

Volumes in tons

Yearly change in %



Figures per 28.10.04  
Source: Kontali



# Market development for Atlantic Salmon from Norway

(01.01-31.10 2003 vs 2004)

	<b>Volume 2003</b>	<b>Volume 2004</b>	<b>Change</b>	<b>Value 2003</b>	<b>Value 2004</b>	<b>Change</b>
EU	284 717	299 308	5 %	5 789 081	6 463 459	12 %
USA	13 606	8 826	-35 %	383 488	259 613	-32 %
Japan	28 812	29 013	1 %	687 091	721 900	5 %
Others	60 009	67 224	12 %	1 195 173	1 456 029	22 %
In total	387 144	404 371	4 %	8 054 833	8 901 001	11 %

Volume in tons round weight.  
Value in thousand NOK.

Figures per 31.10.04  
Source: EFF



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# Drivers Salmon per 31.10.2004

- Norway total export volume of Atlantic Salmon (404.371 mt) + 4 %
- Norway – EU (volume Atlantic Salmon) (+14.591 mt) + 5 %
- Norway – EU (value Atlantic Salmon) (+ 674,3 MNOK) + 12 %
- Norway – Eastern Europe (volume fresh Atlantic Salmon) (+10.257 mt) + 42 %
- Norway - Japan (value Atlantic Salmon) (+34,8 MNOK) + 5 %
- Norway - Feed sales (+37.523 mt) + 6 %
- Norway – Biomass of Atlantic Salmon (+7.500 mt to 372.500 mt) + 2 %

Figures per 31.10.04

Sources: NSEC / Kontali / FHL



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# Thank you !



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