

Aker Seafoods – Fourth quarter 2009

Higher volumes, still low prices

CEO Liv Monica B Stubholt
CFO Gunnar Aasbø-Skinderhaug



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Welcome

Agenda

Topic	Speaker
▪ Operational Update <ul style="list-style-type: none">• Group• Harvesting• Processing Norway and Denmark• Processing France	Liv Monica Stubholt, CEO
▪ Financials <ul style="list-style-type: none">• Income Statement• Cash Flow• Balance Sheets	Gunnar Aasbø-Skinderhaug, CFO
▪ Strategic Considerations and Outlook	Liv Monica Stubholt, CEO
▪ Q&A session	



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Profitability not satisfactory Locked-in value?

- **Whitefish industry poor profitability**
 - Accumulated effect
 - Insufficient confidence in potential?
 - Strong political support and expectations
 - Rigid regulatory regime
 - Strong buyer power
- **Aker Seafoods - biggest fish in the pond**
 - Long term commitment consistently demonstrated
 - Low profitability an increasing problem
 - Assessment and analysis initiated
- **Key considerations**
 - Improved value creation in all segments
 - Reinforcing market focus
 - Assessing potential structural measures

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Highlights of 2009 Lower prices, improved EBITDA



- Harvesting and processing volumes increased
- Reduced prices – a challenge
- Revenues decreased MNOK 2 685 (2 719 in 2008)
- Improved EBITDA: MNOK 192 (vs. 144 in 2008)
- NIBD reduced to MNOK 1 025 (1 512 in 2008)
- Debt refinancing
 - Bond buy-back
 - Share capital increase
- Net non recurring costs of MNOK 54
 - Majority is write-downs of non core assets
- Profit after tax of MNOK 74

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Highlights of the fourth quarter 2009 Higher volumes, still low prices



Photo: Bent Rasmussen & Sarah Cameron Sørensen © Norwegian Seafood Export Council

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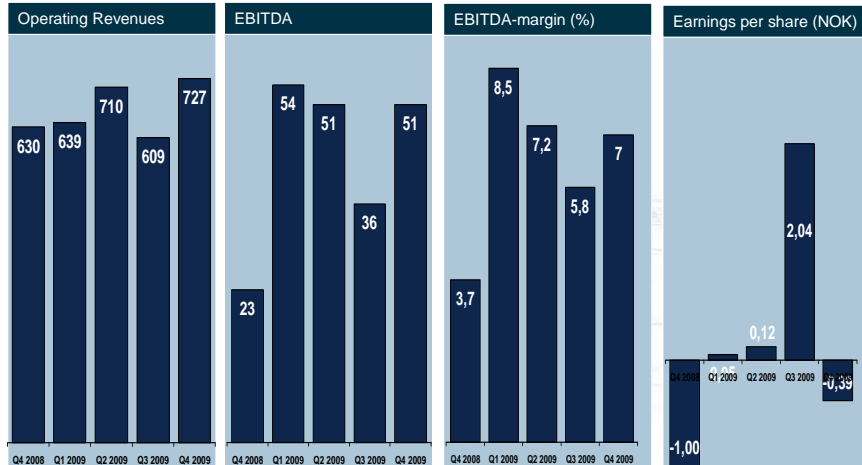
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- Revenues increased from MNOK 630 in Q408 to MNOK 727 in Q409
 - Increased activity in Norway and France
 - Higher harvesting and processing volumes
 - Higher volumes of fresh cod products
 - Still a challenging market
 - Reduced prices bring revenues down
- Group EBITDA came to MNOK 51 vs MNOK 23 in Q408
 - Improved harvesting margins
 - High volumes
 - Increased activity in processing
 - Good availability of raw material
 - Write down of inventory of MNOK 20
 - High trout prices

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Quarterly figures Key indicators



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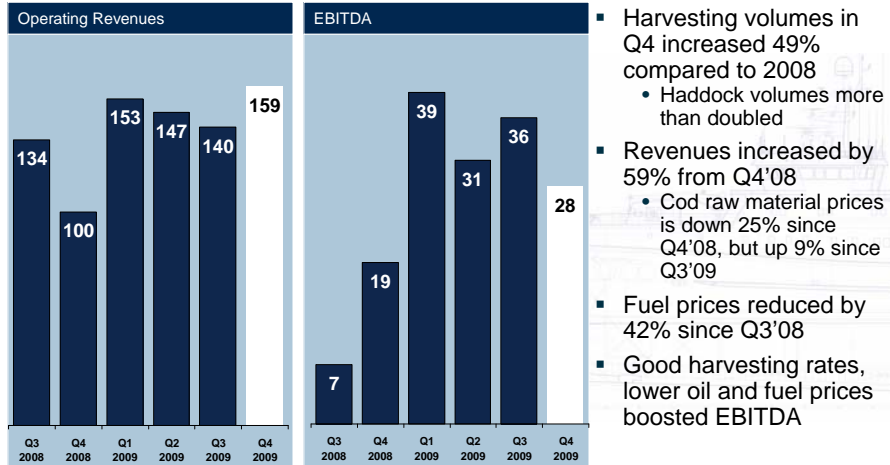
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Harvesting Aker Seafoods

Increased volumes result in improved margins



- Harvesting volumes in Q4 increased 49% compared to 2008
 - Haddock volumes more than doubled
- Revenues increased by 59% from Q4'08
 - Cod raw material prices is down 25% since Q4'08, but up 9% since Q3'09
- Fuel prices reduced by 42% since Q3'08
- Good harvesting rates, lower oil and fuel prices boosted EBITDA

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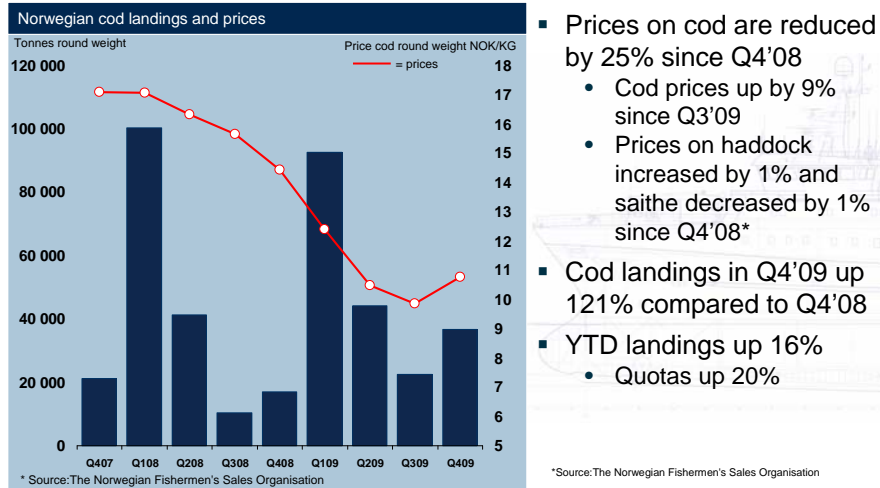
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Harvesting Norway

Increased prices in Q4*



- Prices on cod are reduced by 25% since Q4'08
 - Cod prices up by 9% since Q3'09
 - Prices on haddock increased by 1% and saithe decreased by 1% since Q4'08*
- Cod landings in Q4'09 up 121% compared to Q4'08
- YTD landings up 16%
 - Quotas up 20%

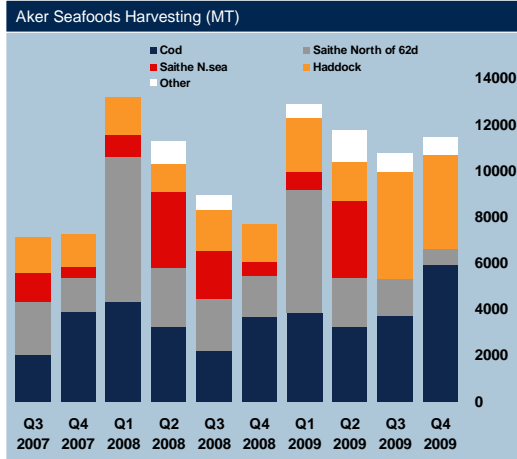
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Harvesting Aker Seafoods Increased volumes harvested in Q4



Source: Company figures

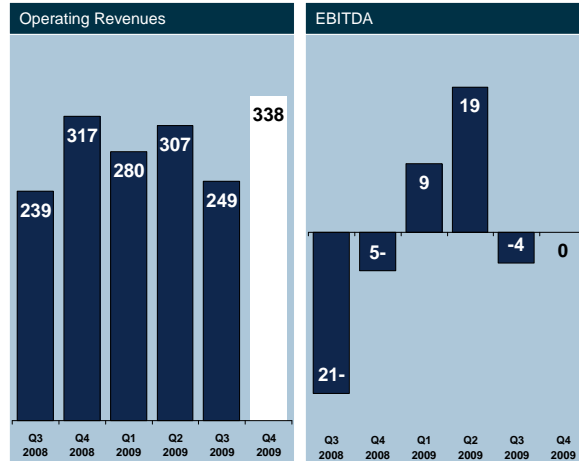
- Q4'09 vs. Q4'08
 - Haddock: +151%
 - Saithe north of 62p: -59%
 - Cod: +61%
- AKS total harvesting increased by 49% in Q4'09 vs. Q4'08

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Processing - Norway Increased production



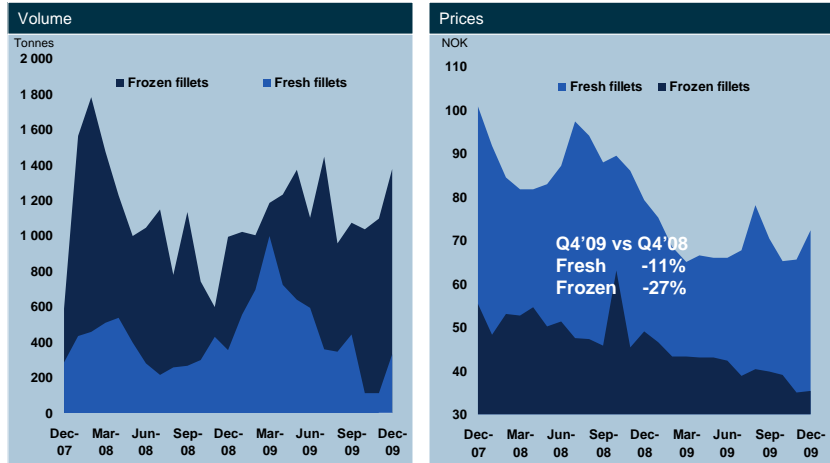
- Production of fillets increased by 30% from Q4'08
 - Good access to raw material
 - Fresh production accounted for 1/3 of AKS production
- Fresh and frozen cod fillet prices are reduced by 11% and 27% in Q4'09 vs. Q4'08
 - Write-down of inventory of approx MNOK 20 in Q4

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Processing - Norway Fresh and frozen cod fillets from Norway



Source: Eksportutvalget for fisk

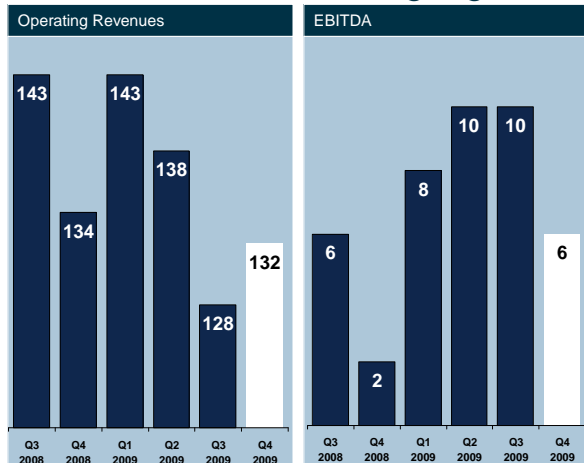
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Processing – Denmark Stable revenue, but margin growth



- Consumer packed fresh fish (MAP) contributes to an increased EBITDA
- Price decrease affects fresh bulk products
 - Low margins
- Stable margins

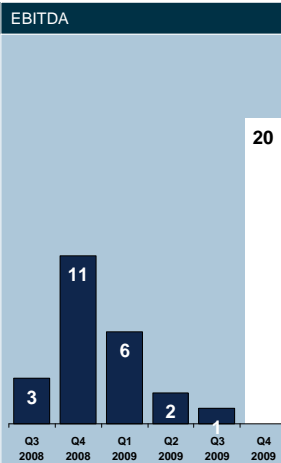
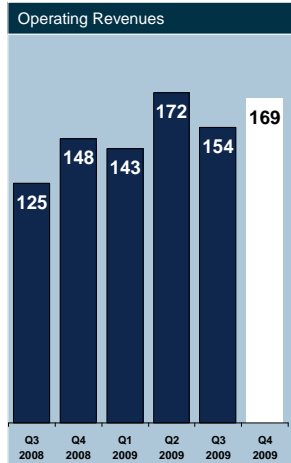
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Processing – France High trout prices



- Revenues increased to MNOK 169 in Q4'09
- High trout prices
 - Increased profitability on sold trout
 - Biomass adjustments
- High activity in processing plants
- Increased sales of white fish products from Scandinavia

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Agenda

Topic	Speaker
<ul style="list-style-type: none"> ▪ Operational Update <ul style="list-style-type: none"> • Group • Harvesting • Processing Norway and Denmark • Processing France 	Liv Monica Stubholt, CEO
<ul style="list-style-type: none"> ▪ Financials <ul style="list-style-type: none"> • Income Statement • Cash Flow • Balance Sheets 	Gunnar Aasbø-Skinderhaug, CFO
<ul style="list-style-type: none"> ▪ Strategic Considerations and Outlook ▪ Q&A session 	Liv Monica Stubholt, CEO

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Financials Key figures

(NOK million)	Q4 08	Q1 09	Q2 09	Q3 09	Q4 09	2008	2009
Operating revenues	630	639	710	609	727	2 719	2 685
EBITDA	23	54	51	36	51	144	192
<i>EBITDA margin (%)</i>	3.7	8.5	7.2	5.8	7.0	5.3	7.1
Non-recurring items	(14)	0	0	(13)	(41)	(13)	(54)
EBIT	(22)	25	22	(6)	(29)	24	14
Profit before tax	(83)	3	9	136	(51)	(126)	97
Profit after tax	(49)	2	6	99	(33)	(79)	74
Earnings per share*	(1.00)	0.05	0.12	2.04	(0.39)	(1.62)	1.29
Total assets	3 302	3 293	3 253	3 203	3 160	3 302	3 160
Equity	826	869	880	1 124	1 083	826	1 083
Equity ratio (%)	25.0	26.4	27.1	35.1	34.3	25.0	34.3
Net interest bearing debt	1 512	1 455	1 291	1 156	1 025	1 512	1 025

* Based on average number of shares in the period

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Financials Cash Flow

(NOK million)	Q4 08	Q1 09	Q2 09	Q3 09	Q4 09	2008	2009
Profit before tax	(83)	3	9	136	(51)	(126)	97
Sales losses/gains	-	-	-	(8)	(13)	-	(21)
Depreciation and amortisation	40	29	29	28	38	116	124
Changes in other net operating assets	30	46	42	(157)	222	(236)	153
Cash flow from operating activities	(13)	78	80	(1)	196	(245)	353
Cash flow from investing activities	(51)	(18)	(25)	(95)	(57)	(130)	(195)
Cash flow from financing activities	51	(56)	(39)	91	(46)	233	(50)
Total cash flow reporting period	(13)	4	16	(5)	93	(142)	108
Cash and cash equivalent at the beginning of period	60	48	51	67	62	189	48
Cash and cash equivalent at end of period	48	52	67	62	155	48	155
Not utilized credit facilities	-	15	6	10	77	-	77
Cash and cash equivalent at end of period, incl. credit facilities	48	67	73	72	232	48	232

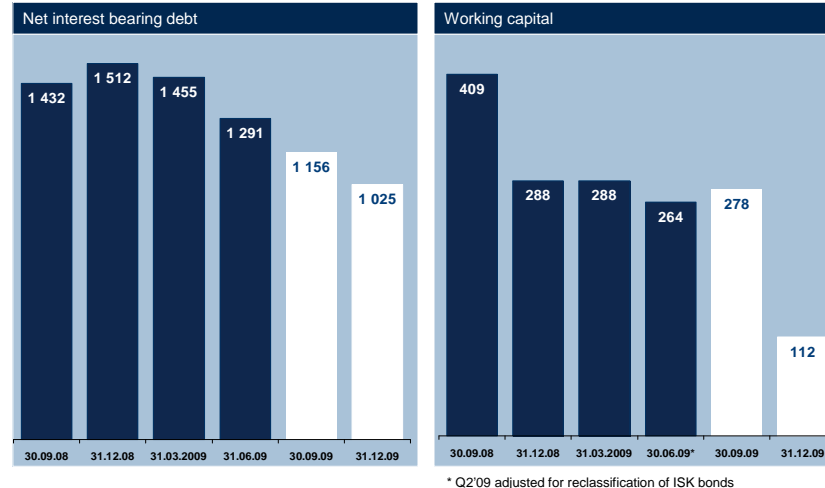
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Financials Debt and Working capital



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Agenda

Topic	Speaker
<ul style="list-style-type: none"> Operational Update <ul style="list-style-type: none"> Group Harvesting Processing Norway and Denmark Processing France Financials <ul style="list-style-type: none"> Income Statement Cash Flow Balance Sheets Strategic Considerations and Outlook Q&A session 	<p>Liv Monica Stubholt, CEO</p> <p>Gunnar Aasbø-Skinderhaug, CFO</p> <p>Liv Monica Stubholt, CEO</p>

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Strategic considerations and outlook

Low industry profits

KONKURS- RAS I VENTE



Samtidig som vinterfisket starter kommer konkursene i fiskeri-næringa. Det mener banksjef Jan Ove Bardo i Nordlandsbanken. - Fiskeindustrien i fylket har aldri vært nede i en dypere bølgedal, sier Bardo om situasjonen i Nordland. Side 6-7

FiskeribladetFiskaren 4 January 2010

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- Decades of low industry profits
- Good availability of raw material expected
 - Several buyers with financial difficulties
 - Increased quotas

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Strategic considerations and outlook

AKS also with low profits



- Low profitability calls for change in AKS
 - New CEO as of 2 February
 - Increased focus on core activities
 - Divestment of non-core assets
 - Write down of assets totaling NOK 53 million in Q4
- AKS will adopt measures to secure and improve profitability in all company segments

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Profitability not satisfactory
Locked-in value?

- Whitefish industry poor profitability
- Aker Seafoods – biggest fish in the pond
- Initial focus and primary objective
 - Level headed analysis and assessment of the company's position and opportunities
 - Mapping available options
 - Aiming for profitability in all parts of the value chain within current regulatory regime

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Financials

Income statement

NOK million	Q4 08	Q1 09	Q2 09	Q3 09	Q4 09	2008	2009
Operating revenues	630	639	710	609	727	2 719	2 685
Operating expenses	(607)	(585)	(659)	(573)	(677)	(2 574)	(2 493)
EBITDA	23	54	51	36	51	144	192
Depreciation	(32)	(29)	(29)	(28)	(38)	(108)	(124)
Non-recurring items	(14)	0	0	(13)	(41)	(13)	(54)
Operating profit	(22)	25	22	(5)	(29)	24	14
Net financial items	(61)	(22)	14	141	(22)	(150)	83
Profit before tax	(83)	3	9	136	(51)	(126)	97
Tax on ordinary profit	35	(1)	(3)	(37)	18	47	(23)
Net ordinary profit	(49)	2	6	99	(33)	(79)	74
Minority interest	(11)	0	0	0	0	1	1
Majority interest	(37)	2	6	98	(33)	(80)	73
Earnings per share*	(1.00)	0.05	0.12	2.03	(0.39)	(1.62)	1.29

* Based on average number of shares in the period

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Financials

Balance sheet - Assets

NOK million	31.12.08	31.03.09	30.06.09	30.09.09	31.12.09
Intangible assets	1 333	1 311	1 313	1 301	1 271
Tangible fixed assets	1 064	1 040	1 024	1 070	1 046
Total intangible/tangible fixed assets	2 397	2 352	2 337	2 371	2 317
Financial interest-bearing fixed assets	23	21	22	23	22
Financial interest-free fixed assets	14	15	16	16	15
Shares and other equity investments	17	20	23	23	21
Total financial fixed assets	54	55	61	62	58
Total fixed assets	2 451	2 407	2 398	2 433	2 376
Biological assets	83	73	61	52	63
Inventory	327	393	384	327	260
Interest-free short-term receivables	388	361	337	324	301
Interest-bearing short-term receivables	6	6	5	4	6
Liquid assets	48	52	67	62	155
Total current assets	851	886	855	770	785
Total assets	3 302	3 293	3 253	3 203	3 160

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Financials

Balance sheet - Equity and liabilities

NOK million	31.12.08	31.03.09	30.06.09	30.09.09	31.12.09
Total shareholders' equity	809	852	862	1 105	1 065
Minority interests	17	18	18	18	18
Total shareholders' equity and minority interests	826	869	880	1 124	1 083
Provisions and other interest-free long-term liabilities	378	350	357	408	358
Interest-bearing long-term debt	1 304	1 294	875	1 102	1 097
Total long-term liabilities	1 682	1 643	1 232	1 510	1 455
Interest-free short-term debt	510	540	630	425	511
Interest-bearing short term debt	284	240	511	144	111
Total short-term liabilities	794	780	1 141	569	623
Total shareholders' equity and liabilities	3 302	3 293	3 253	3 203	3 160

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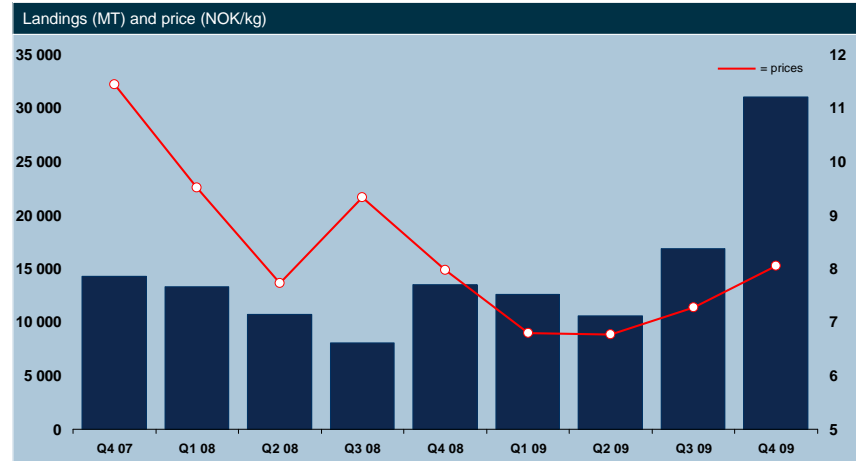


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Harvesting

Landings and price - Haddock



Source: Råfisklaget

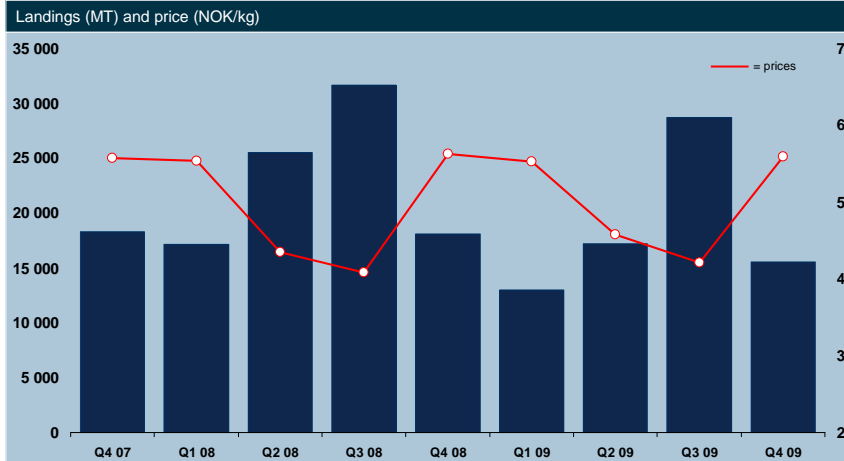
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Harvesting Landings and price - Saithe



Source: Råfisklaget

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