Aker Seafoods - Third quarter 2008 Challenging market, but positive outlook

CEO Yngve Myhre CFO Gunnar Aasbø

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Welcome

Agenda

Topic Speaker

- Operational Update
 - Group
 - Harvesting
 - Processing Norway and Denmark
 - Processing France
- Financials
 - Income Statement
 - Cash Flow
 - Balance Sheets
- Q&A session
- Strategic Considerations and Outlook

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Gunnar Aasbø, CFO

Yngve Myhre, CEO

Yngve Myhre, CEO

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Highlights of Q3 2008

Challenging market, but positive outlook



- Revenues increased from MNOK 427 to MNOK 589
- Group EBITDA MNOK -13 in Q3'08 vs MNOK 27 in Q3'07
- Increased costs and the challenging market affects EBITDA by MNOK 53 in Q3
- 10% lower landings of whitefish in Norway*
 - Though higher harvested volumes in AKS
- Implements operational restructuring to increase profitability

*Source: Norwegian Raw Fish Organisation



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Highlights of Q3 2008 2008 profitability issues

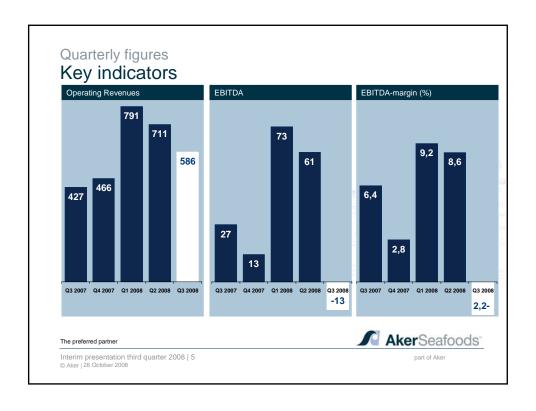
Deviation from expectations 2008									
Deviation issue	EBITDA effect Q3	EBITDA YTD 2008	Explanations	Actions and improvements going forward					
Write-down of inventory Inventory costs Reduced sales	-21	-29	Decreased value on frozen products of cod and haddock. Increased costs of inventory. Margin on products in inventory not recognized in P&L.	Focusing on increased fresh production and decreased commodity production. Increased focus on secondary processing.					
Reduced landings in Norway Decreased access to raw material Temporary lay-offs Increased salaries	-21	-56	10% lower landings of white fish in Q3'08 More temporary lay-offs due to lack of raw material. Increased salaries in Norway.	Working close with the costal fleet (investing, facilitating). Increased quotas in 2009. More flexible quotas in 2009 will increase harvesting further.					
Fuel prices	-10	-18	62% higher fuel price in Q3'08 than Q3'07, significantly higher than expectations.	Utilizing the NOx fund in NOx reducing investments - which also reduce fuel costs. Fuel prices are lower after Q3.					
Increased operational costs in harvesting Reduced catch activities	-2	-6	Reduced catch activities due to lack of flexible quota regime and due to high fuel prices.	Investing in one combined trawler in 2009. Upgrading one freeze trawler in 2009 - making it a combined trawler. New rules active from autumn 2008. Working on improving rules further.					
TOTAL	-53	-108							

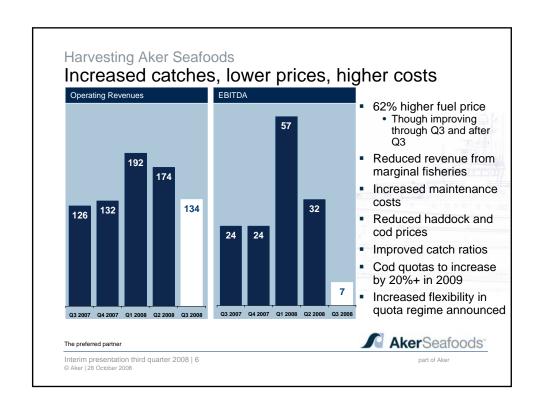
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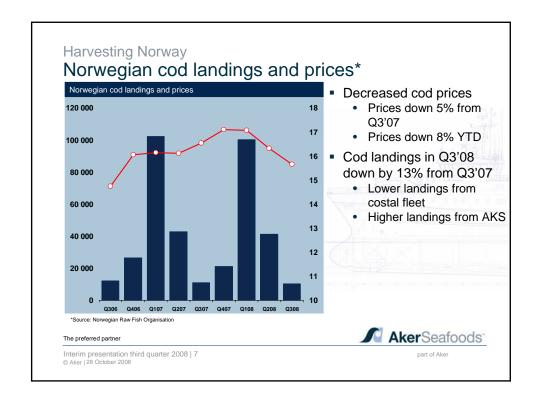


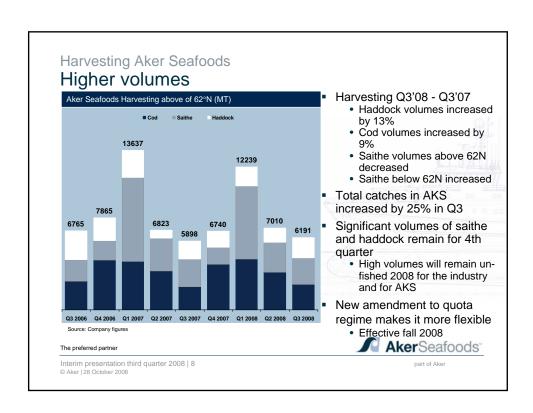
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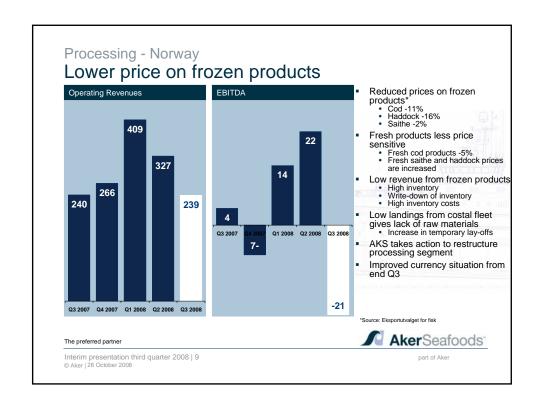
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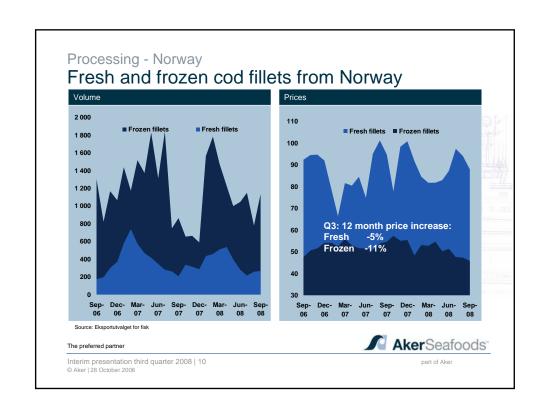


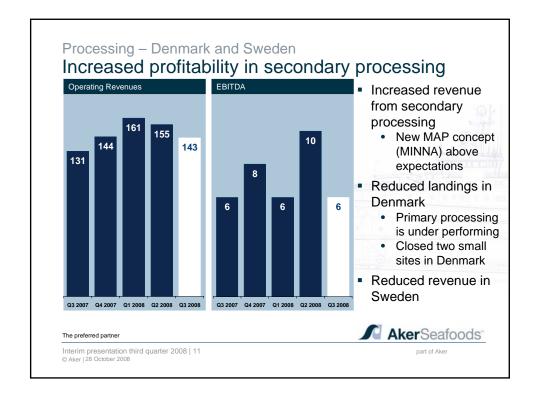


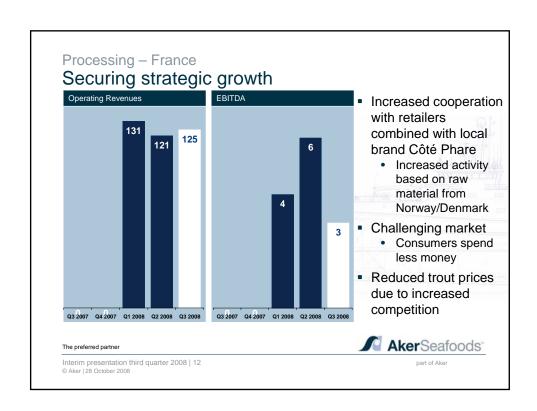












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Speaker

Yngve Myhre, CEO

Gunnar Aasbø, CFO

Yngve Myhre, CEO

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Financials Key figures

(NOK million)	Q3 07	Q4 07	Q1 08	Q2 08	Q3 08	YTD 07	YTD 08	2007
Operating revenues	427	466	791	711	586	1 870	2 088	2 336
EBITDA	27	13	73	61	(13)	176	121	189
EBITDA margin (%)	6.4	2.8	9.2	8.6	(2.2)	9.4	5.8	8.1
EBIT	7	(29)	48	43	(45)	141	46	112
Profit before tax	(21)	(54)	23	13	(78)	82	(42)	28
Profit after tax	(15)	(45)	17	9	(56)	59	(30)	14
				1				0.0
Earnings per share	(0.32)	(0.92)	0.35	0.19	(1.16)	1.21	(0.62)	0.29
Total assets	2 772	3 069	3 346	3 365	3 400	2 772	3 400	3 069
Equity	998	1 034	1 063	1 047	998	998	998	1 034
Equity ratio (%)	36.0	33.7	31.8	31.1	29.3	36.0	29.3	33.7
Net interest bearing debt	947	1 009	1 262	1 350	1 432	947	1 432	1 009

Aker Seafoods France included in the group accounts from 2008

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Financials

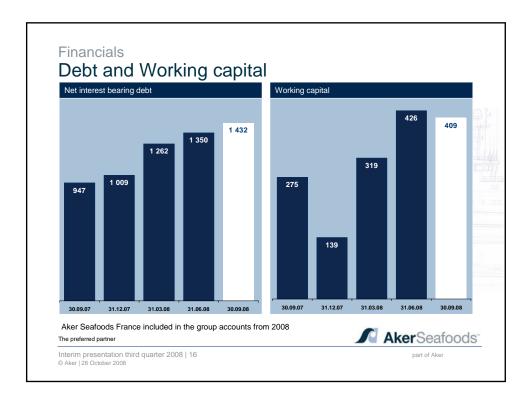
Cash Flow

(NOK million)	Q3 07	Q4 07	Q1 08	Q2 08	Q3 08	YTD 07	YTD 08	2007
Profit before tax	(21)	(54)	23	13	(78)	82	(42)	28
Sales losses/gains	-	-	-	-	-	(43)	-	(43)
Depreciation and amortisation	20	21	25	26	26	62	76	83
Changes in other net operating assets	4	145	(223)	(58)	15	(83)	(266)	63
Cash flow from operating activities	4	112	(176)	(19)	(38)	19	(232)	131
Cash flow from investing activities	23	(163)	13	(76)	(15)	(95)	(78)	(258)
Cash flow from financing activities	(14)	104	25	89	68	63	182	167
Total cash flow reporting period	12	53	(138)	(6)	15	(14)	(129)	39
Cash and cash equivalent at the beginning of period	124	136	189	51	45	150	189	150
Cash and cash equivalent at end of period	136	189	51	45	60	136	60	189
Not utilized credit facilities	70	70	70	38	5	70	5	70
Cash and cash equivalent at end of period, incl. credit facilities	206	259	121	83	65*	206	65	259

*Aker Seafoods has unused long term credit facilities of MNOK 109. Aker Seafoods France included in the group accounts from 2008 The preferred partner



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Yngve Myhre, CEO

Gunnar Aasbø, CFO

Yngve Myhre, CEO

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Strategy

Focus on the integrated value chain

Aker Seafoods core competencies



Processing





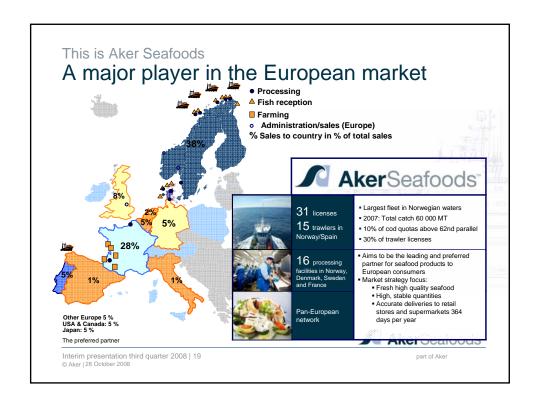


- Thirteen trawlers in Norway catching cod, saithe and
- Two trawlers in Spain
 In 2007 harvesting in AKS came to 60 000 tonnes whitefish and shrimps
- Ten primary processing plants
- in Norway
 One primary processing plant
 in Denmark
- Three secondary processing plants in Norway and Denmark One secondary processing
- plants in Sweden Two secondary processing plants in France
- Delivers fresh products 364 days/year
- Approx 50% of raw material need is covered by own fleet
- Deliveries to some of Europe's largest food retailing chains
- Serves more than 300 customers in Europe, U.S. and Asia

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The future of Norwegian fishing industry

Working with the authorities



1. Improve combined fishing scheme

- 20% flexibility in place. Target to increased to a minimum of 30% of
 - quotas

 The cod fishing business should follow the same time line as the fleet

 Some limitations still to be improved

2. Increased white fish landings

- Increased cod quotas by + 20%
- Target to increase bi-catch quotas on cod to increase total landings
- Target to increase coastal purse seine saithe landings to fillet industry
- Continue the arrangement with live catch of cod



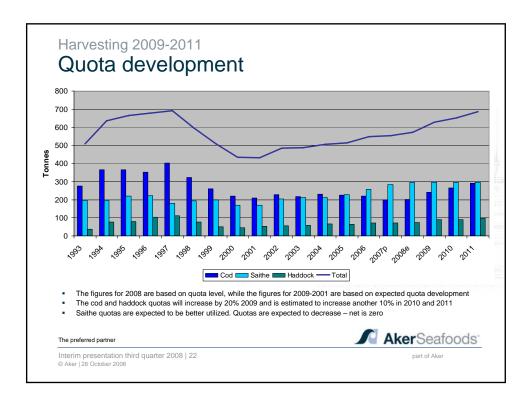
3. Need for improvements of constraints

- Reduce taxes/no new taxes
- Improve loan terms/long term financing from Innovation Norway
- Stimulate industry development in the districts (harbors, roads, coastal boats, etc)
- Stimulate to product and market development

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Harvesting 2009-2011

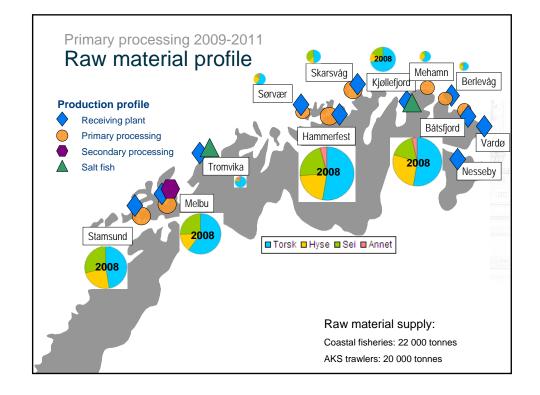
Operations



- Reduce number of vessels from 13 to 12 in Norway
 - Replacing two old fresh fish trawler with a more modern trawler
- Upgrading two freeze trawlers to combined trawlers
- Improved flexibility, and increased catch volume by approx 20% in 09
- Improved catch ratios
- Increased deliveries of fresh cod
- Increased deliveries of frozen haddock and saithe

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Primary processing 2009-2011

Raw material shortage gave 20 000 temporary lay-offs in 2007



Verdensøkonomien rammer torsken

Torsken, fryst rund og fryst filet har falt betydelig i løpet



*Source: Norwegian Raw Fish Organization

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- 6 % less deliveries in the first nine month of 08 vs 07*
 - 10% less in Q3
- Lack of raw material in the second half
- Financial instability, the quota system and high oil prices results in big challenges for the industry
- The consequence is major layoffs in the second half



Primary processing 2009-2011

Based on positive experiences in Kjøllefjord



Aker Seafoods' processing plant in Kjøllefjord has been through an adjustment process in 2007/2008

- Changed focus from filet production to production of salt fish and king crab and some fresh filet
- Optimize utilization of competence and raw material
- Co-operate with local, regional and national authorities
 - · Deliveries from own fleet
 - In accordance with agreements with authorities Purchase of raw material from the coastal fleet
 - Important to secure enough raw material
 Has helped establish 4 new business start-ups
- Good results
 - · Profitable year-round jobs
 - · 9% increase in sales so far this year

 - Good results progress
 From negative to positive result

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Primary processing 2009-2011

Proactive approach

- Harvesting

 Increased focus on deliveries of fresh cod

 Increased flexibility for the fleet

 Investments in a combined fresh/freezer trawler

 Rebuilding a freezer trawler to be a combined fresh/freezer trawler

 Incentive structure for deliveries of fresh quality fish from AKS trawlers

 Requires that trawlers are able to unload at the nearest port close to its fishing field
- Requires that trawlers are able to unload at the nearest port close to its fishing Processing in Norway

 Three plants with a broad production

 Two raw material species per production plant

 One processing plant becomes AKS secondary processing plant in Norway

 Remaining processing plants mainly produces niche products

 Fresh filet

 Salt fish

 King crab

 Increased specialization per processing plant

 Super chill process to increase fresh fish share

 Increased automatization

 Improved productivity

 Reduced fixed cost
- Processing outside Norway

 Move all primary processing in Denmark to one processing plant

 Increase the degree of secondary production of own raw material

 Fresh more products are sold fresh from France and Denmark

 Frozen utilize own raw material (e.g. block) for consumer packed products

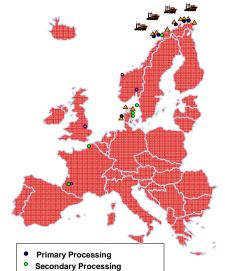
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Secondary processing 2009-2011

From fishing company to seafood group



Fish reception

o Administration/sales (Europe)

- Aims to be a leading and preferred supplier of top-quality Seafood products to European consumers
- Focus on:
 - Service and deliverance
 - Quality
 - Innovation



Secondary processing 2009-2011

High quality seafood from Aker Seafoods





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- Possibilities through differentiating from low priced fish from Asia
 - Fresh and once frozen products
 - · High quality and traceability
 - Environment certification
 - Fresh and frozen seafood products for the European retail sector
- Specialization, effectiveness and reduced costs
 - Centralize secondary processing in Norway to one plant, Aker Seafoods Melbu
 - Use of new and more effective technology
 - Cost effective and environmental friendly distribution by using containers



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Secondary processing 2009-2011

Increased fresh production in EU based on internal raw material





- Increase the degree of secondary production of own raw material
 - Fresh more by-products are packed and sold fresh from France and Denmark
 - Frozen utilize own raw material (e.g. block and bits & pieces) for high value added consumer products
 - Invest in new technology
- Innovation
 - · Product development centers
 - Grenaa
 - Castets
- Branding
 - Private label
 - · Aker Seafoods local brands
 - Côte Phare, Thorfisk, Fiskmästar'n, Nordmar



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The future of Aker Seafoods Strategy 2009-2011



- Aker Seafoods takes action in a challenging market and goes for an offensive approach
- Increased focus on fresh fish production
- Less production of frozen products that are in competition with low-priced products from

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Outlook and concluding remarks

- 2008 operations below expectations
 - Target revenue of 2.7-2.9 billion remains the target
 - Implies 15-20% revenue growth from 2007
 - Target EBITDA of 7.5%-9% will not be achieved
 - Financial instability makes it difficult to give accurate guidance
- Potential for increased revenues in 2009
 - Cod quotas increases with 20%+ in 2009, haddock quotas with 25%+
 Increased volumes for Harvesting segment
 Increased raw material availability for Processing segment
 Possible with further increase 2010-2011 due to the good biological situation
 Currency development is favorable for Norwegian operations

 NOK currency exphange rates improved significantly from 03/09
 - NOK currency exchange rates improved significantly from Q2'08

 EUR + 13% (1/7 22/10)

 USD + 38% (1/7 22/10)

 GBP + 13% (1/7 22/10)

 I celandic currency drastically weaker

 Most income from Norwegian operations is in foreign currency
 - Prices
 - Decreasing raw material and fillet prices last 6-9 months

Prices on commodities are decreasing
 Prices on high value products are stable or increasing
 Prices on environmentally certified products are stable or increasing

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Outlook and concluding remarks

- MSC certification improves product value
 - Saithe MSC certified in Q2'08
 - High demand and improved prices
 Cod and haddock expected to be MSC certified in 2009
- Cutting costs
 - Operational costs expected to be reduced due to restructuring and specialization of harvesting and primary processing
 Fuel costs are significantly lower than the all time high in Q3 2008
 Oil prices are down from above \$130 to below \$70

 - Interests
 - High interest rates in Norway at the end of Q3
 - Interests are expected to decrease
- Improved regulatory flexibility

 More flexible quota regime from autumn 2008 ("slumpfiskeordning")

 New rules for utilizing quotas between vessels

 Allows more efficient harvesting
 - - Need for further flexibility to improve utilization of quotas

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Aker Seafoods second quarter 2008

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Financials

Income statement

NOK million	Q3 07	Q4 07	Q1 08	Q2 08	Q3 08	YTD 07	YTD 08	2007
Operating revenues	427	466	791	711	586	1 870	2 088	2 336
Operating expenses	(400)	(453)	(719)	(650)	(599)	(1 694)	(1 967)	(2 147)
EBITDA	27	13	73	61	(13)	176	121	189
Depreciation	(20)	(20)	(25)	(26)	(26)	(63)	(76)	(83)
Non-recurring items	(2)	(22)	0	7	(6)*	28	1	6
Operating profit	6	(29)	48	43	(45)	141	46	112
Net financial items	(27)	(25)	(25)	(29)	(34)	(59)	(88)	(84)
Profit before tax	(21)	(54)	23	13	(78)	82	(42)	28
Tax on ordinary profit	6	9	(6)	(4)	22	(23)	12	(14)
Net ordinary profit	(15)	(45)	17	9	(56)	59	(30)	14
Minority interest	0	(1)	0	9	3	3	12	3
Majority interest	(15)	(44)	17	0	(60)	55	(42)	11
Earnings per share	(0.32)	(0.92)	0.35	0.19	(1.16)	1.21	(0.62)	0.29

^{*} NRIs in 3Q 2008 consists of losses related to the bankruptcy of Arctic Stockfish Aker Seafoods France included in the group accounts from 2008

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Financials Balance sheet - Assets

NOK million	30.09.07	31.12.07	31.03.08	30.06.08	30.09.08
Intangible assets	1 125	1 299	1 340	1 345	1 344
Tangible fixed assets	789	895	970	949	974
Total intangible/tangible fixed assets	1 914	2 193	2 310	2 294	2 318
Financial interest-bearing fixed assets	117	117	102	104	100
Financial interest-free fixed assets	6	7	19	11	13
Shares and other equity investments	32	43	43	42	40
Total financial fixed assets	156	167	164	156	153
Total fixed assets	2 070	2 361	2 474	2 450	2 471
Inventory	224	229	392	406	403
Interest-free short-term receivables	342	289	428	456	457
Liquid assets	136	189*	51	45	60
Total current assets	702	708	872	915	929
Total assets	2 772	3 069	3 346	3 365	3 400

^{*} Aker Seafoods has unused long term credit facilities of MNOK 109. Aker Seafoods France included in the group accounts from 2008 The preferred partner



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Financials

Balance sheet - Equity and liabilities

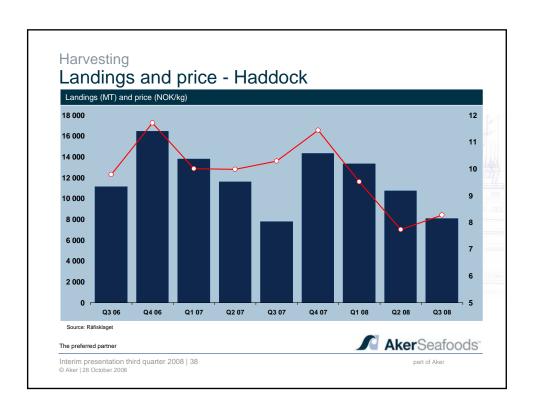
NOK million	30.09.07	31.12.07	31.03.08	30.06.08	30.09.08
Total shareholders' equity	980	947	959	934	876
Minority interests	18	87	105	113	122
Total shareholders' equity and minority interests	998	1 034	1 063	1 047	998
Provisions and other interest-free long-term liabilities	283	339	365	376	350
Interest-bearing long-term debt	1 131	1 230	1 325	1 343	1 404
Total long-term liabilities	1 414	1 569	1 691	1 719	1 754
Interest-free short-term debt	291	380	501	435	451
Interest-bearing short term debt	69	86	91	163	197
Total short-term liabilities	359	465	592	599	648
Total shareholders' equity and liabilities	2 772	3 069	3 346	3 365	3 400

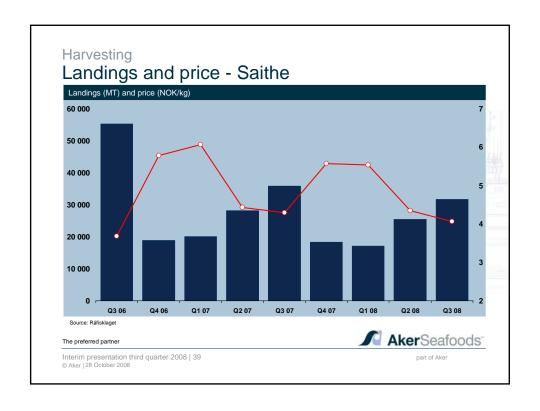
Aker Seafoods France is included in the group accounts from 2008

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