Pan Fish Group
DnB Nor Seafood Summit – 5th of October 2006

Disclaimer Marine Harvest

• Pending approvals from the competitions authorities in UK and France, Pan Fish does not have the control of Marine Harvest

• Until final approval Marine Harvest cannot be consolidated or integrated into Pan Fish and will continue to operate as an independent company with its own management and as a competitor of Pan Fish

• All Marine Harvest Figures presented have been prepared by Marine Harvest management and no further background to the figures have been provided

• No formal audit or control have been done by Pan Fish management and all pro forma figures are presented for information purposes only

• Figures were submitted in EUR and have been recalculated to NOK by Pan Fish (additional details below)
Opportunities in the wider seafood industry

All pictures used in this presentation are from Pan Fish / Fjord Seafood and represent the finest of seafood products

The wider seafood industry - an coming success

• It is easy to conclude that we are in a fantastic market – the wider seafood sector
• Aquaculture species will experience almost unlimited growth over the next decade
• The shift to consumer convenience – value added products will drive consumption
• Just start to learn the new names – Tilapia and Pangasius – high quality cost effective seafood protein – and do not forget that shrimps is a major product

A wider product range in the wider seafood industry
Pan Fish in the wider seafood industry

- The global seafood industry is about to go through a total change
  - We have only seen the beginning and it is about much more than salmon in Norway

- Pan Fish Group has decided to be a driving force in this development
  - In the new company, build on Marine Harvest, Fjord Seafood and Pan Fish we do have the necessary management, competence and financial resources

- A new company is about to be formed
  - The new company is drawing on the very best from the leading global farming and seafood companies
  - Offer an unique opportunity to achieve operational excellence, take out synergies as well as establishing a unique competence and management pool

Operational focus and strategic growth will both be given sufficient resources

A new Pan Fish Group Vision shall be developed

- Keywords for our new vision
- More consumers will buy more seafood and they will demand safe, healthy and sustainable seafood
- They will buy both wild & farmed products, but the entire growth in supply will come from aquaculture
- Good taste, convenient presentation and easy access will be important for our customer
- We will be working in an ever more competitive environment
- We will create a differentiated and unique seafood company in this wider industry!

Increased marketing investments will have much focus for the new company
Pan Fish Group – global excellence in seafood

A strength will be the global business competence in the combined company!

Flat and lean organisational structure

Framework for the new Group structure

Corporate Head office (Oslo, Norway)

- CFO area
- HR / Communication
- Business Devlp. / Strategy
- Feed / Technology
- South East Asia

Farming
- Norway / Faroes
- UK / Ireland
- Chile / USA
- Canada
- VAP Seafood

Focus on operation & business development is key in our organisational set up
Operational and strategic focus

Farming
- Control from egg to customer – within an increasing number of species
- Excellence on farming practices, sustainability and quality
- Partnership based customer strategy

Value Added Seafood Products
- High level seafood products to retail and food service
- Strong focus on product development and wide innovation
- Wide seafood product range beyond own (increasing) farmed species

Group / Corporate Management
- Finance / Controlling / Tax / IT
- R&D and Business / Strategy development
- HR / Communication

Consumption can be stimulated through innovation of new products

Short term focus

- Integration of three companies and building one company culture
  - Combining the best from the three
- Take out of synergy and achieve operational excellence
  - Go for the best in class position
  - Take cost leader role in fish farming
- Growth in EBIT within VAP
  - Improvements driven by improved product, customer and market mix and processing strategies
- Targeted strategic growth
- And – our operational cash flow will have huge focus!
A few slides on figures

Historically strong performance for the new group

- 1st half 2006 Operating income of NOK 7.8 billion
- 1st half 2006 EBITDA of NOK 1.8 billion
- 1st half 2006 Harvesting of approx 173,500 tgw
- Total Assets per 30.06.06 of NOK 25.3 billion (EK 49%)
- Strong performance Q1/Q2 2006, but still huge room for improvements in the quarters to come
### Pro Forma figures New Group

#### PRO FORMA PROFIT & LOSS (NOKm)

<table>
<thead>
<tr>
<th></th>
<th>PF 1.1-30.06</th>
<th>FS 1.1-30.06</th>
<th>MH 1.1-30.06</th>
<th>Group 1.1-30.06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>1 277.8</td>
<td>2 017.8</td>
<td>4 549.3</td>
<td>7 844.9</td>
</tr>
<tr>
<td>EBITDA</td>
<td>317.0</td>
<td>420.3</td>
<td>1 074.2</td>
<td>1 811.4</td>
</tr>
<tr>
<td>Op. profit before value adj. biomass</td>
<td>222.7</td>
<td>360.4</td>
<td>898.7</td>
<td>1 481.8</td>
</tr>
<tr>
<td>EBIT</td>
<td>293.1</td>
<td>296.6</td>
<td>783.8</td>
<td>1 373.6</td>
</tr>
</tbody>
</table>

#### PRO FORMA BALANCE (NOKm)

<table>
<thead>
<tr>
<th></th>
<th>PF + FS MH Group Adj.</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>7 945</td>
<td>2 595</td>
</tr>
<tr>
<td>Current assets</td>
<td>13 295</td>
<td>6 138</td>
</tr>
<tr>
<td>Total Assets</td>
<td>21 240</td>
<td>8 734</td>
</tr>
<tr>
<td>Equity</td>
<td>11 991</td>
<td>5 393</td>
</tr>
<tr>
<td>Long term liabilities</td>
<td>7 475</td>
<td>1 685</td>
</tr>
<tr>
<td>Short term liabilities</td>
<td>1 773</td>
<td>1 656</td>
</tr>
<tr>
<td>Total Equity and liabilities</td>
<td>21 240</td>
<td>8 734</td>
</tr>
</tbody>
</table>

### Production volumes going forward – Q1 estimates

#### Harvesting Volumes, 2006e / 2008e

<table>
<thead>
<tr>
<th>Harvesting tgw</th>
<th>2006 Estimates</th>
<th>2008 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norway</td>
<td>153 - 156 000</td>
<td>183 000</td>
</tr>
<tr>
<td>Scotland</td>
<td>57 - 60 000</td>
<td>68 000</td>
</tr>
<tr>
<td>North-America</td>
<td>35 - 36 000</td>
<td>51 000</td>
</tr>
<tr>
<td>Faroes</td>
<td>2 - 3 000</td>
<td>6 000</td>
</tr>
<tr>
<td>Ireland</td>
<td>6 - 7 000</td>
<td>10 000</td>
</tr>
<tr>
<td>Chile</td>
<td>109 - 111 000</td>
<td>135 000</td>
</tr>
<tr>
<td>Total</td>
<td>360 - 373 000</td>
<td>453 000</td>
</tr>
</tbody>
</table>

#### Harvest volume development 2005 – 2008, TGW

![Graph showing harvest volume development 2005–2008]
The seafood industry – short and long term

The first 6 months of 2006 – what happened?

1. The extremely low supply growth hindered growth in consumption
2. Less new consumers and reduced repetitive purchase from existing customers
3. The strong underlying demand drove prices to a level which would have been destructive if it had continued
4. The consumer can NOT cope with price levels >NOK 40.00 – if volume growth is our objective
5. We need a stronger supply growth going forward
   1. To fuel consumption
   2. Support the seafood industry
   3. Increase shelf space

We do not need price booms like we saw the last few months
We are early in the industrial development

- We will see ever decreasing production cost for salmon
  - Feed prices a short term issue
  - New techniques, improved genetics, focus on fish health, higher competence, larger clusters, large super effective processing plants are all elements which will drive down costs
- New species will be brought to the market, enabling the seafood industry to develop new product and guaranty deliveries for a wider product range
- We need volume increases and a price level which is can drive demand
- NOK 28.00 to 32.00 is probably not a problem. The market should easily take 5 - 8% supply growth on such prices
- The best in class producer has a cost level around NOK 16.00 – in line with our target

But we need increased marketing effort throughout the value chain

Understanding the market – to be improved

- The analysts need to have a more educated view on the wider seafood market
- They need to put the Kontali and Urner Barry figures into perspective
- More focus on sustainable margin, not Norwegian spot price only
- Higher and qualified focus on the demand and market side
- Focus on opportunities for increased earnings rather than only the downside on marginal supply growth
- And seafood in 2006 is more than Norwegian salmon
The wider seafood market – what is it

• The global demand for healthy seafood will continue to increase – in some market strongly
• Wild catches will at best be status quo
• Increase in demand have to be covered by aquaculture
• Demand for safe, traceable, sustainable seafood products will open for enormous market opportunities
• If we use the opportunities presented to us on a silver plate well – there is a bright future ahead of us
  – Tilapia, Pangasius and maybe Bass & Bream
  – We need growth in production, minimum 5 – 8 % globally

Investments in VAP is a prerequisite for growth in consumption

The supply side in 2007

• Norway low growth 3/ 5%
• Chile uncertain 8/18%
• Scotland medium growth 5/10%
• Canada medium growth 5/10%
• Faroes strong from low base

• Total medium 5 / 8%
• Demand increasing
Some final reflections and summary

• Pan Fish will develop a flat, empowered and cost effective organisation
  – Efficient decision making close to the core business
• Integration and synergies will stand out as key profit drivers
  – Significant cost reductions to be seen over next 12 – 24 months
• An uncompromised cost leadership in farming
  – More about operational excellence than anything else

Some final reflections and summary

• Targeted strategic growth to fuel increased shareholder value
  – The wider seafood industry will look entirely different in 24 months –
  – We shall take an active “shaper” role
• A leading role in downstream seafood
  – Product development and marketing
  – Increase in EBIT margin due to synergies, increased market investments and improved operations
• The new volume species will take an important role in our growth
• We are realistic – but there are all reasons to be optimistic
Disclaimer Marine Harvest

• Pending approvals from the competitions authorities in UK and France, Pan Fish does not have the control of Marine Harvest

• Until final approval Marine Harvest cannot be consolidated or integrated into Pan Fish and will continue to operate as an independent company with its own management and as a competitor of Pan Fish

• All Marine Harvest Figures presented have been prepared by Marine Harvest management and no further background to the figures have been provided

• No formal audit or control have been done by Pan Fish management and all pro forma figures are presented for information purposes only

• Figures were submitted in EUR and have been recalculated to NOK by Pan Fish (additional details below)