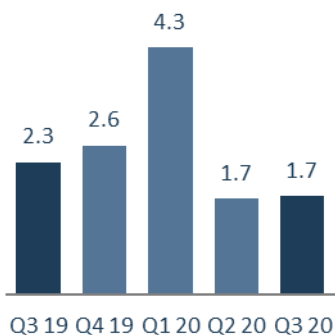


Icelandic Salmon

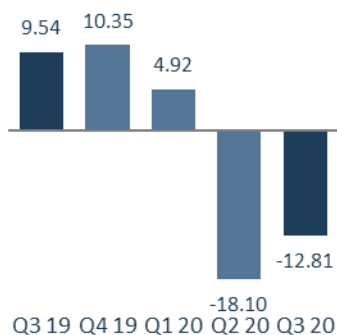
	Q3 2020	Q3 2019	YTD 2020	YTD 2019 ¹
Operating income (NOKm)	110	152	489	462
Operational EBIT (NOKm)	-22	22	-31	73
Operational EBIT %	-19.9 %	14.4 %	-6.3 %	15.9 %
Harvested volume (tgv)	1.7	2.3	7.7	7.2
EBIT/kg	-12.81	9.54	-4.02	10.16

1) Consolidated results from February 2019

Harvest volume (1,000 tons)



EBIT/kg (NOK)



- As previously stated, weak results in Q3 2020
- Result is impacted by high costs and weak price achievement
 - Finished harvesting of 18G locations with high costs due to increased mortality earlier this year
- Expect higher volume and lower costs in Q4 2020
 - Harvest from 19G with improved biological performance and lower cost level compared with previous generations
 - Low spot price affecting Icelandic Salmon more significantly
- Guiding of 12,000 tons harvest volume in 2020 maintained
- Expect to harvest 14,000 tons in 2021
- Changed name from Arnarlax to Icelandic Salmon
- Successful private placement and listing on Merkur Market in October 2020

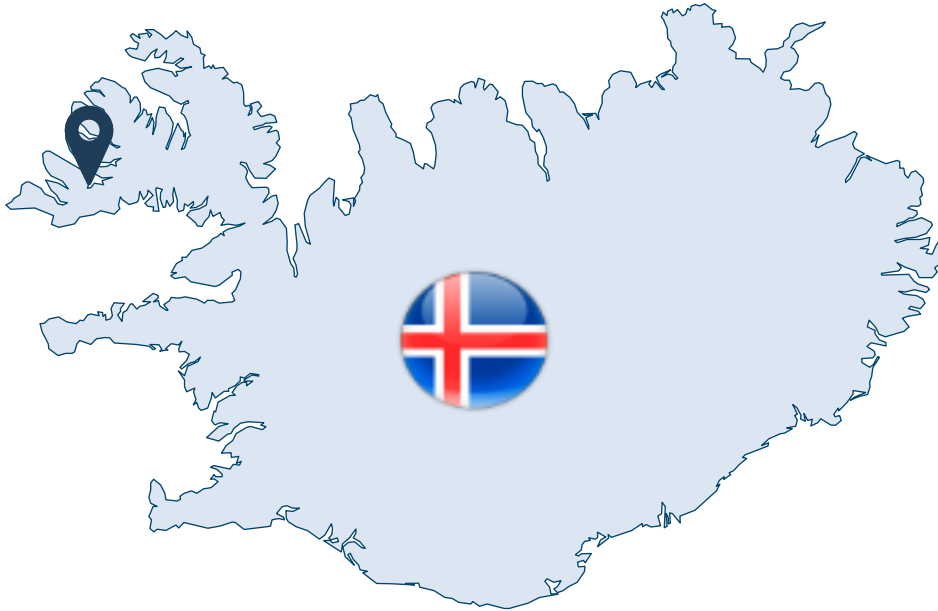
A wide-angle photograph of a coastal landscape. In the foreground, a calm body of water reflects the sky and the surrounding environment. A long, dark pier or breakwater extends from the left side into the water. In the background, a range of snow-capped mountains stretches across the horizon under a clear blue sky with a few wispy clouds. The overall scene is serene and scenic.

STRATEGIC UPDATE

**Icelandic
Salmon** 

SalMar targets growth where it can be done sustainable on the salmon's terms

Iceland has the potential to become an important farming region

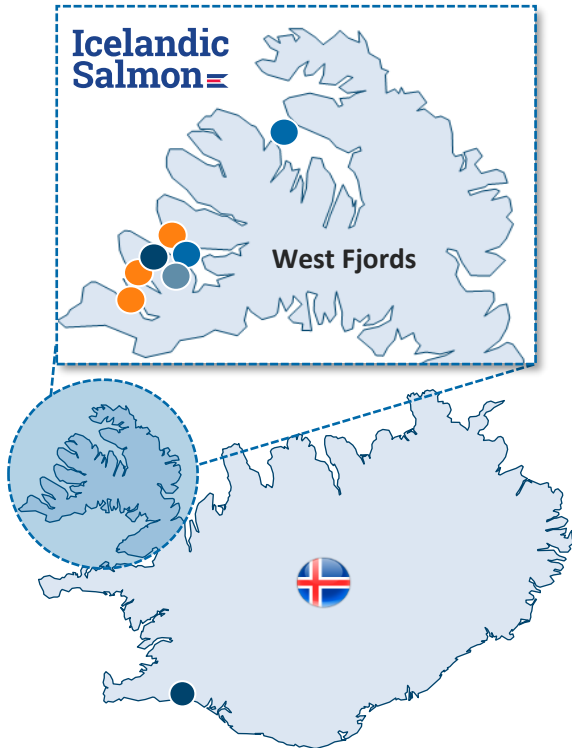


- Favourable natural biological conditions
 - Natural habitat of the Atlantic salmon
 - Similar conditions as in Finnmark in Northern Norway
 - Sea currents, temperature regimes
- Strong seafood heritage
 - Coastal and fishery culture
 - Competence and courage
 - Willingness to build an industry
- Framework conditions supports growth
 - Wanted industry

Icelandic Salmon is the leading salmon farmer in Iceland

Attractive license portfolio, with ample room to grow harvest volumes

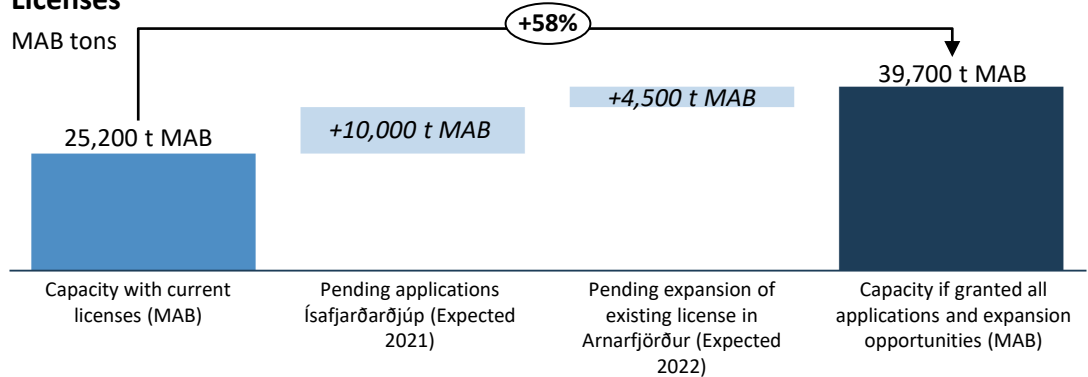
- x2 Hatcheries (smolt)
- x1 Processing plant
- x3 Production fjords
- x2 Application fjords



Room to double 2020 production within existing licenses

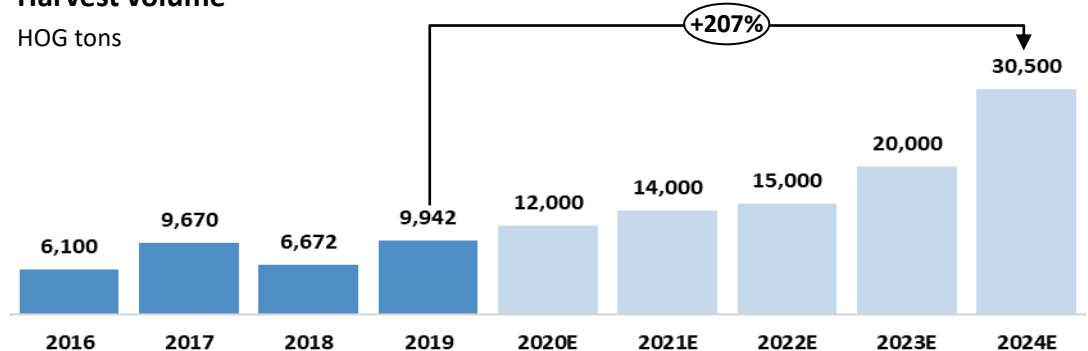
Licenses

MAB tons



Harvest volume

HOG tons



Integrated value chain from hatchery to sales

Applying best-practice and investment in state-of-the-art equipment

Vertical integration

Freshwater (smolt)



- 2 freshwater facilities –combined capacity of 3.2m smolts in 2019
 - Bæjarvík: 100% owned, located in the West Fjords
 - Ísthór: 50% owned
 - Stocking for 2020 at 3.9m smolt (20G)
 - Additional outsourcing of smolt to third parties, ~10%

Seawater



- Strategically located sites in Arnarfjörður, Tálknafjörður and Patreksfjörður with 25,200 tonnes combined capacity
 - Outstanding applications and expansion opportunities for 14,500 tonnes in Arnarfjörður (4,500t) and Ísafjarðarðjúp (10,000t)

Processing



- Processing plant located in the port of Bildudalur, within sight of the farming cages
- Processing capacity of 30,000 tonnes after 2020 expansion

Sales



- All sales conducted by Icelandic Salmon and marketed as a natural and sustainable product

First re-branding step taken towards long-term branding strategy

Considerable potential to be branded as a premium salmon product

Icelandic Salmon



Seafood heritage



Sustainability



Wild fish stocks
management



Cultural
connection to
premium seafood



Pristine waters/
environment



Low density for
farmed salmon



Support local
communities



Respect
nature

Icelandic Salmon – positioned for long-term value creation



1

Icelandic Salmon is the leading salmon farmer in Iceland in terms of size, operational history and integration

2

Attractive license portfolio, with ample room to grow harvest volumes considerably

3

Full control of value chain by being integrated from hatchery to sales channel

4

Strong focus on sustainability and operating in harmony with nature

5

Dedicated and experienced management team building up the organization – backed by SalMar