



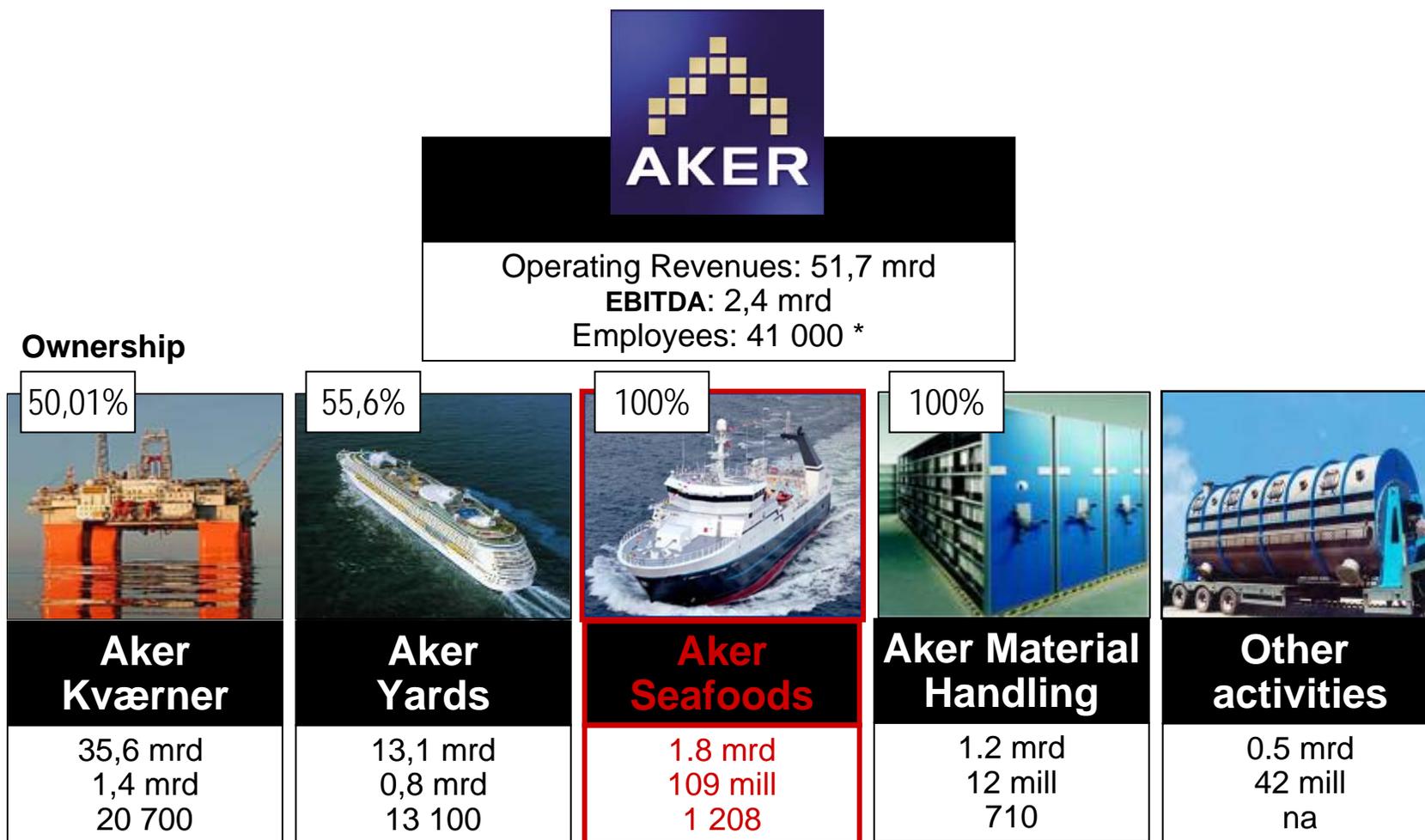
**The role of aquaculture in meeting  
global seafood demand**



**Trond Williksen**

**Seattle, June 20, 2005**

# Aker Group Core activities



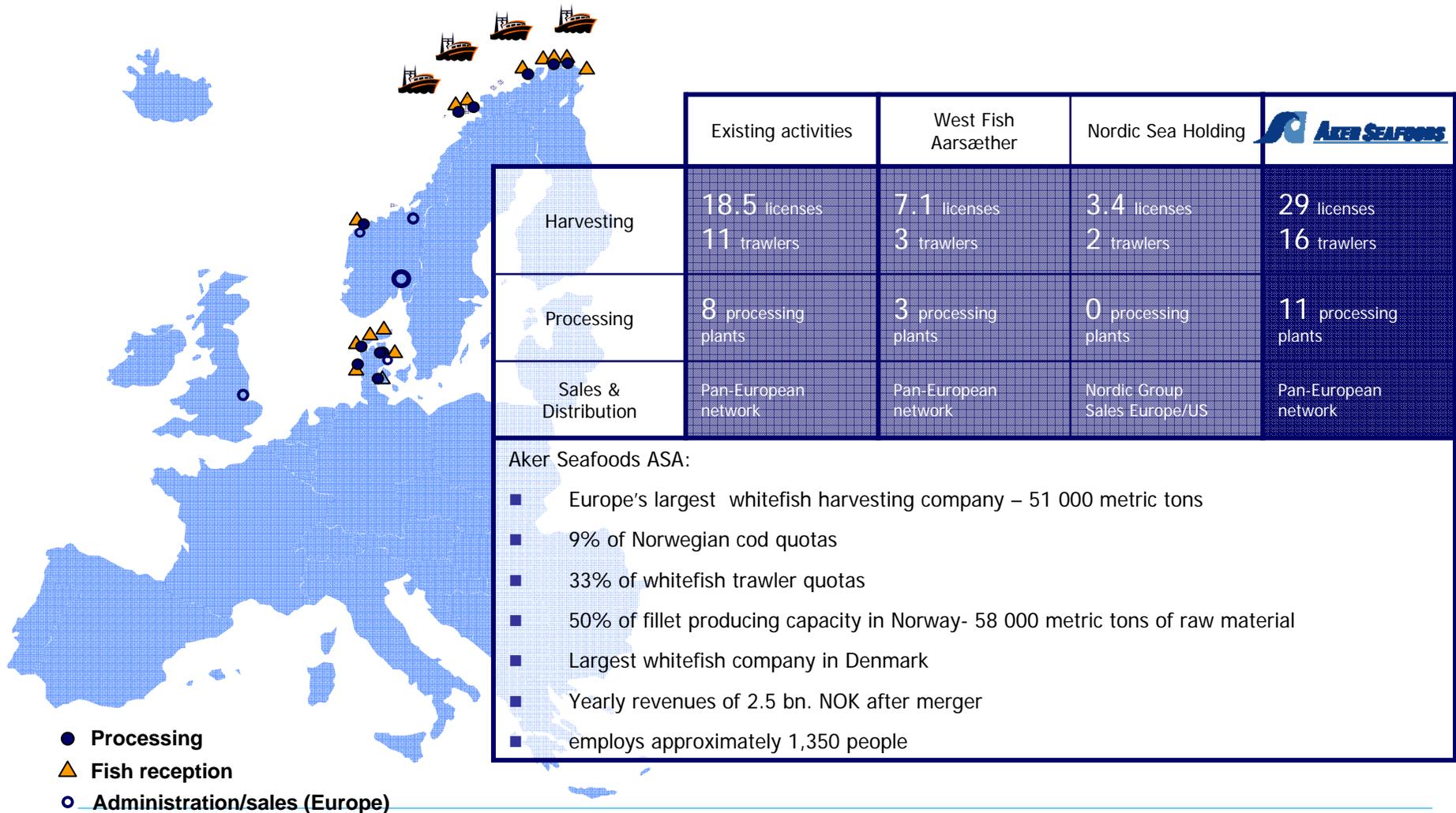
Numbers in NOK and for 2004

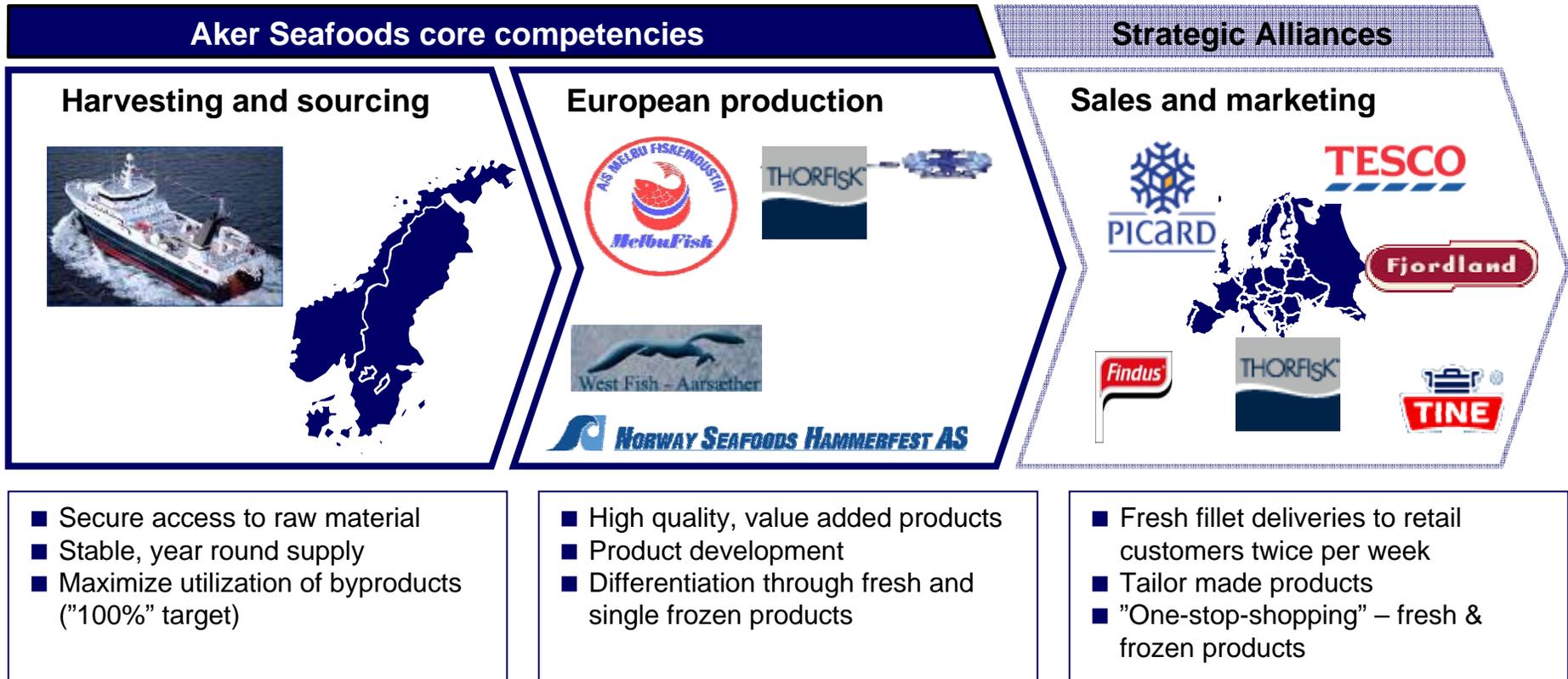
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# Aker Seafoods ASA

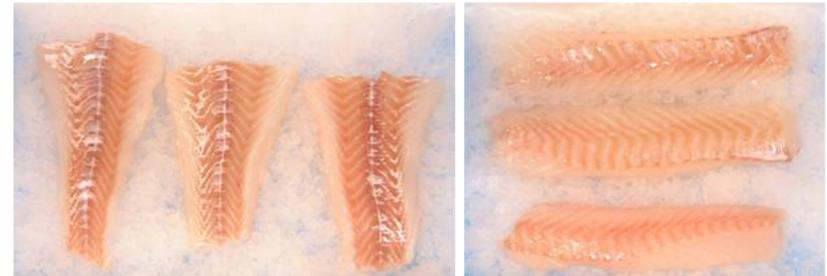
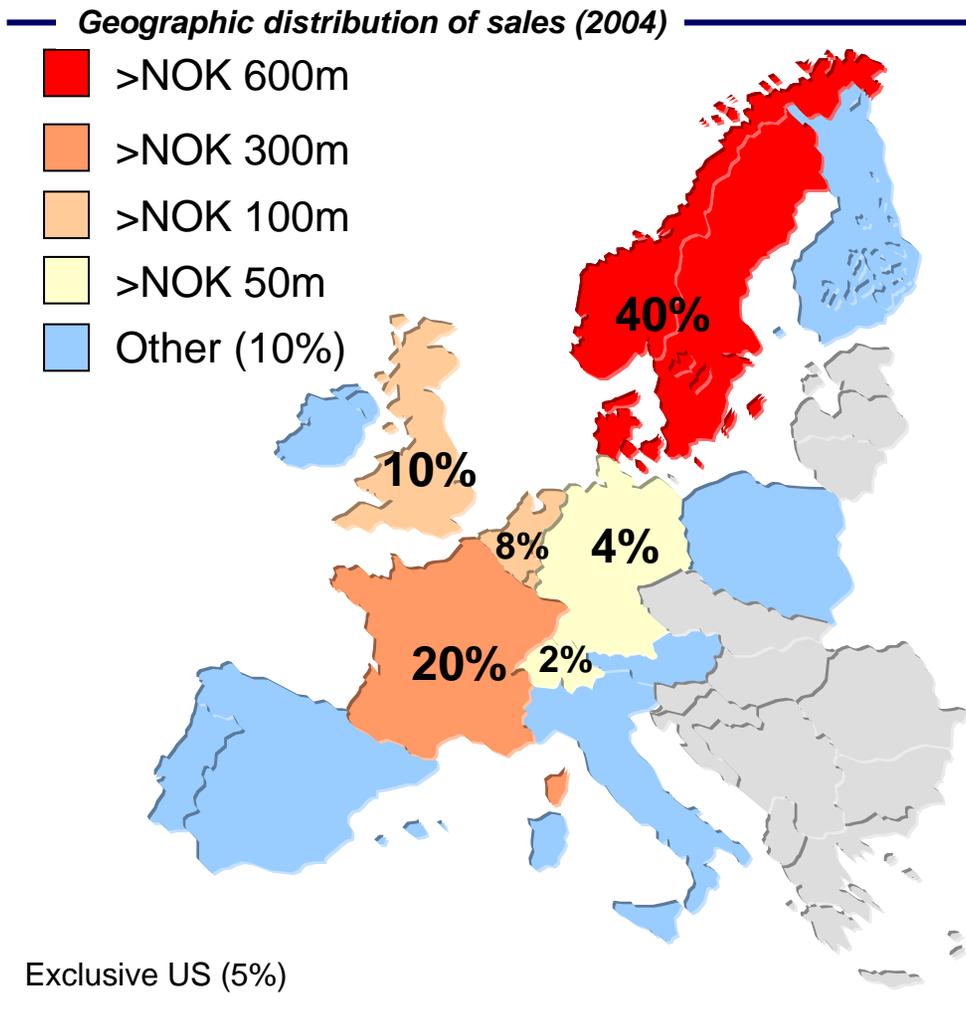


## Ten years of expansion – successful acquisition and IPO





# Broad European presence



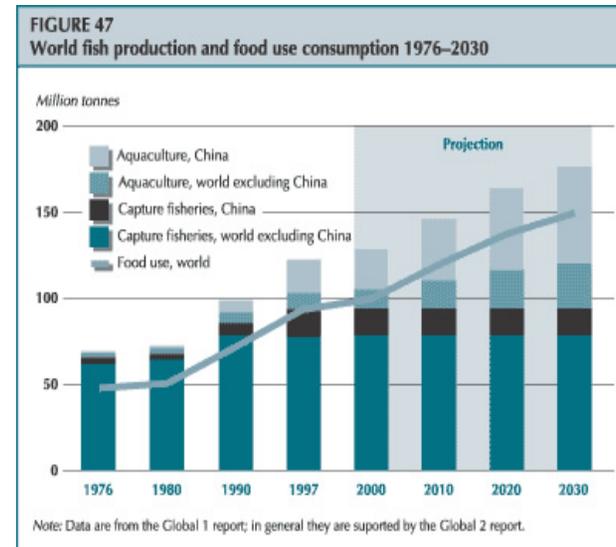
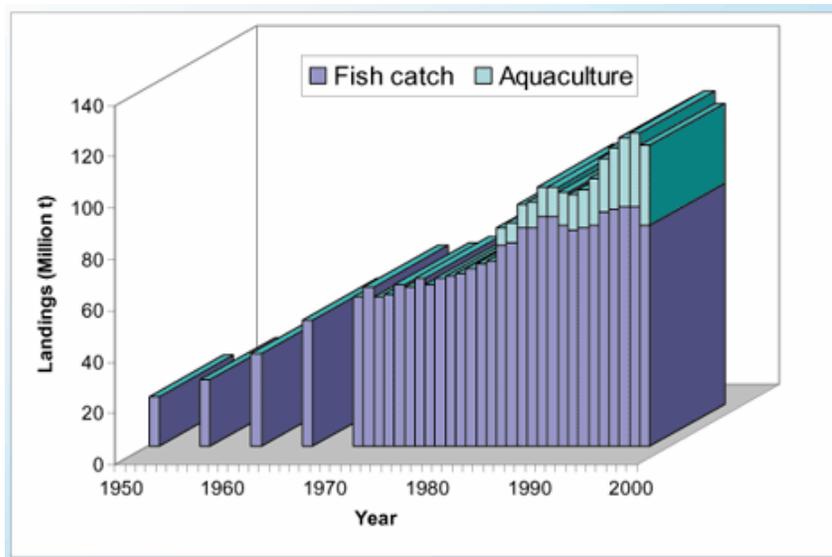
**The future role of aquaculture**

**Threat or opportunity?**

# Seafood industry

## – strategic assumptions

- World aquaculture has developed to become an increasingly important part of the supply to the global seafood market.
- This development will materialize even stronger as we move into the next decades



# Seafood industry – strategic assumptions

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## Seafood only constitutes a small portion of the global food supply...

...even though aquaculture and catch based fisheries by nature are competitors targeting the same markets and customers.....

... the real competition comes from producers of other food that are substitutes for seafood....

...the real fight does not stand within the seafood industry, but on the global market arena.....

...seafood has a lot going for it .....but....

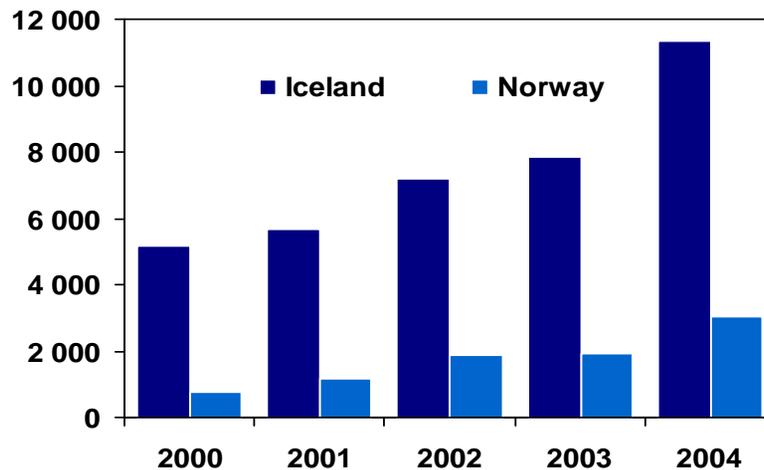
... in order to win in the market place ***we need to focus on products, customer service, conduct and efficiency*** in the seafood industry as a whole rather than battling ourselves....

## Main challenges and opportunities

# Products

## The fresh fish market – an opportunity

### Export of fresh cod fillets

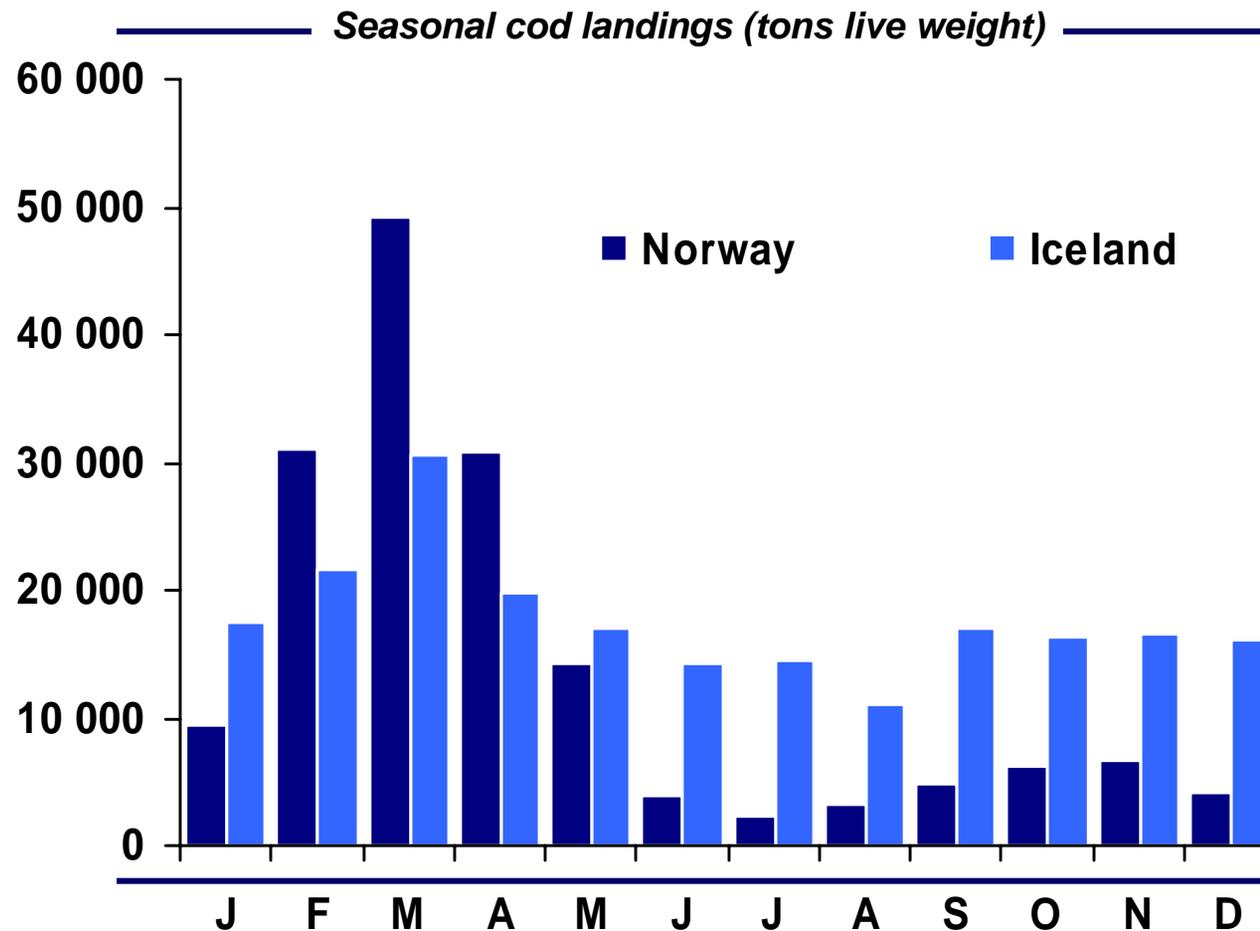


Source: Norwegian Seafood Export Council

- New times – new products
- Export of fresh cod fillets from Norway to EU has risen by 57% from 03 – 04
- Prices significantly higher than for frozen products
- Prices increases even with increased supply
- Fresh fish market with potential of substantial growth going forward
- Reduced seasonal fluctuations will increase fresh fish share, enhancing the profitability

- Aquaculture potentially increases the industry ability to serve the market with a wider variety of seafood products, thus enhancing it's competitive position
- Aquaculture is assumed to initiate a distinction between different products, diversifying the seafood supply from different sources more

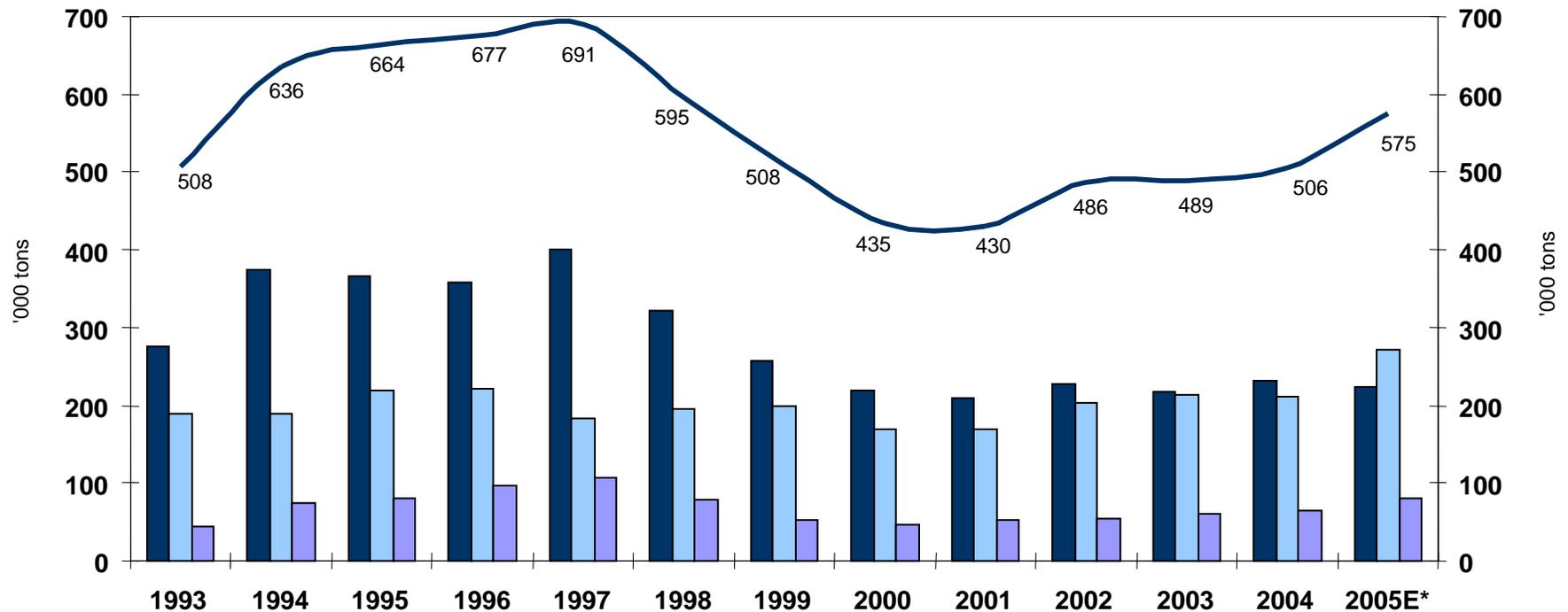
## Seasonality – a fundamental challenge



- Seasonality has always been a major challenge and obstacle for the seafood industry worldwide
- New ways of allocation quotas as well as new thinking in terms of conducting the catch can to some extent offset the fluctuations
- But there is still fluctuations in supply and risk for not getting raw material

# Variations in wild fish stocks - a fundamental challenge

## Resource situation - historical development



Source: The Directorate of Fisheries  
 \*2005 figures are quotas including quotas in the North Sea

Cod
  Saithe
  Haddock
  All species

- Despite positive development in fishing stocks and management of these – nature will always ensure variations over years

## Stability, asset utilization and reduction of risk

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- Aquaculture has the potential to offset daily, seasonal as well as cyclical variations in supplies;
  - enhancing supply stability
  - potentially enhancing asset utilization
  - potentially enhancing utilization of logistics systems

.....better customer service, lower risk and lower costs

**The Aquaculture industry.....**

**....more a natural and needed development  
creating opportunities, than a threat.....**



## The role of aquaculture in meeting seafood demand



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