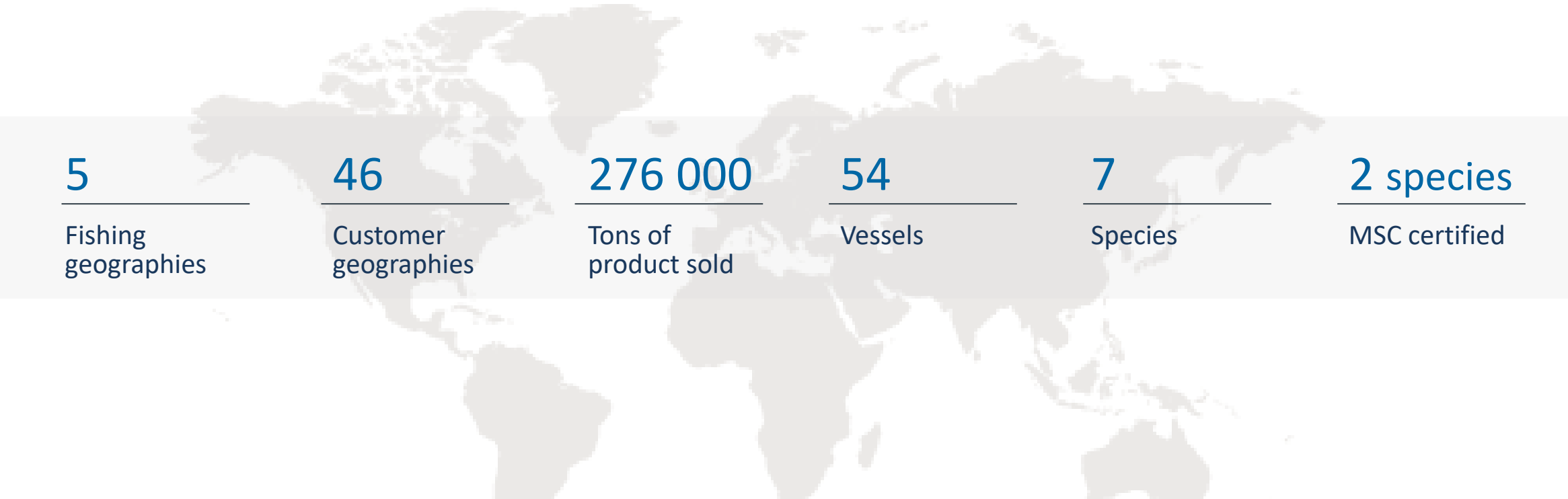


LEGAL DISCLAIMER AND BASIS OF PREPARATION

GROUP OVERVIEW



5	46	276 000	54	7	2 species
Fishing geographies	Customer geographies	Tons of product sold	Vessels	Species	MSC certified

20 VESSELS

6 PRODUCTION FACILITIES

2 623 EMPLOYEES

11 VESSELS & PLANES

1 PRODUCTION FACILITY

377 EMPLOYEES

23 VESSELS

6 PRODUCTION FACILITIES

1 230 EMPLOYEES

9 COLD STORAGE FACILITIES

124k PALLETS PER WEEK

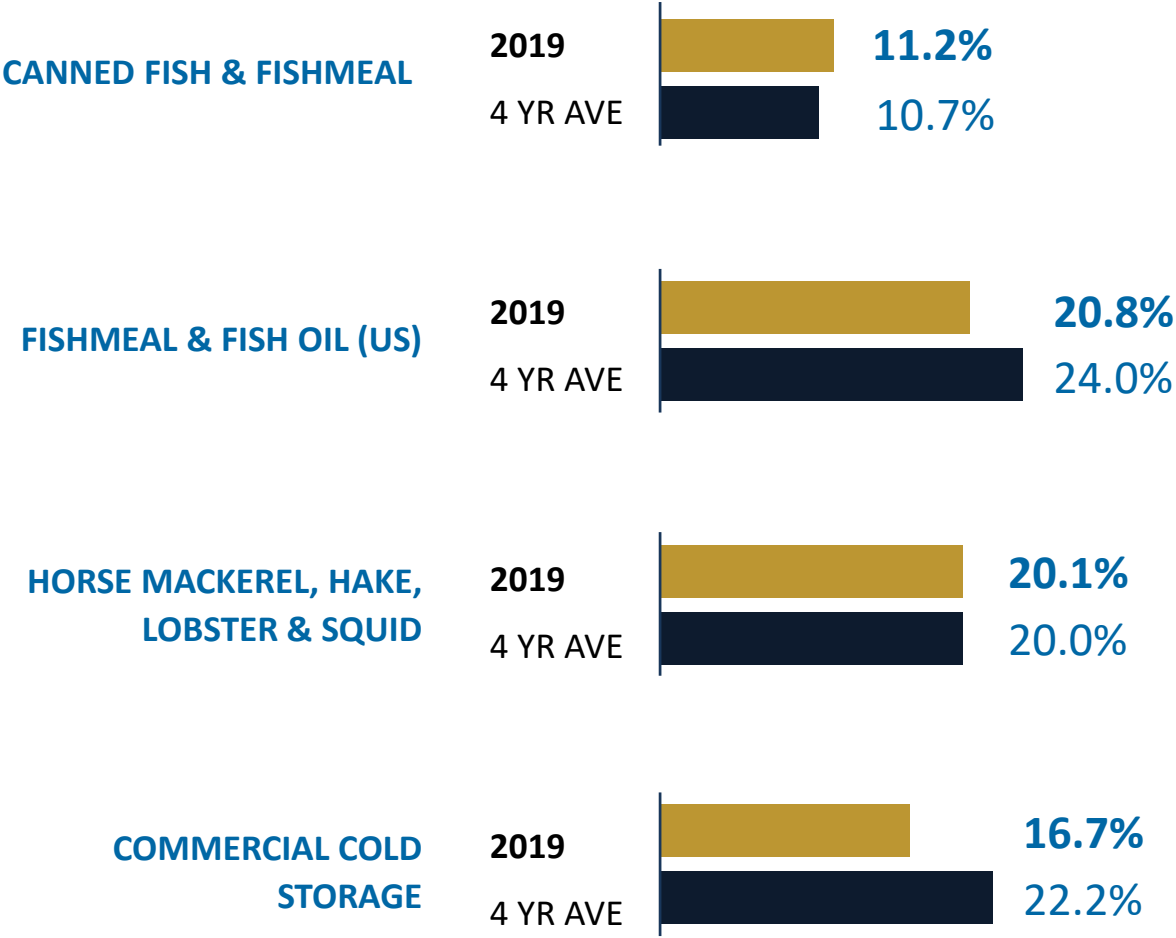
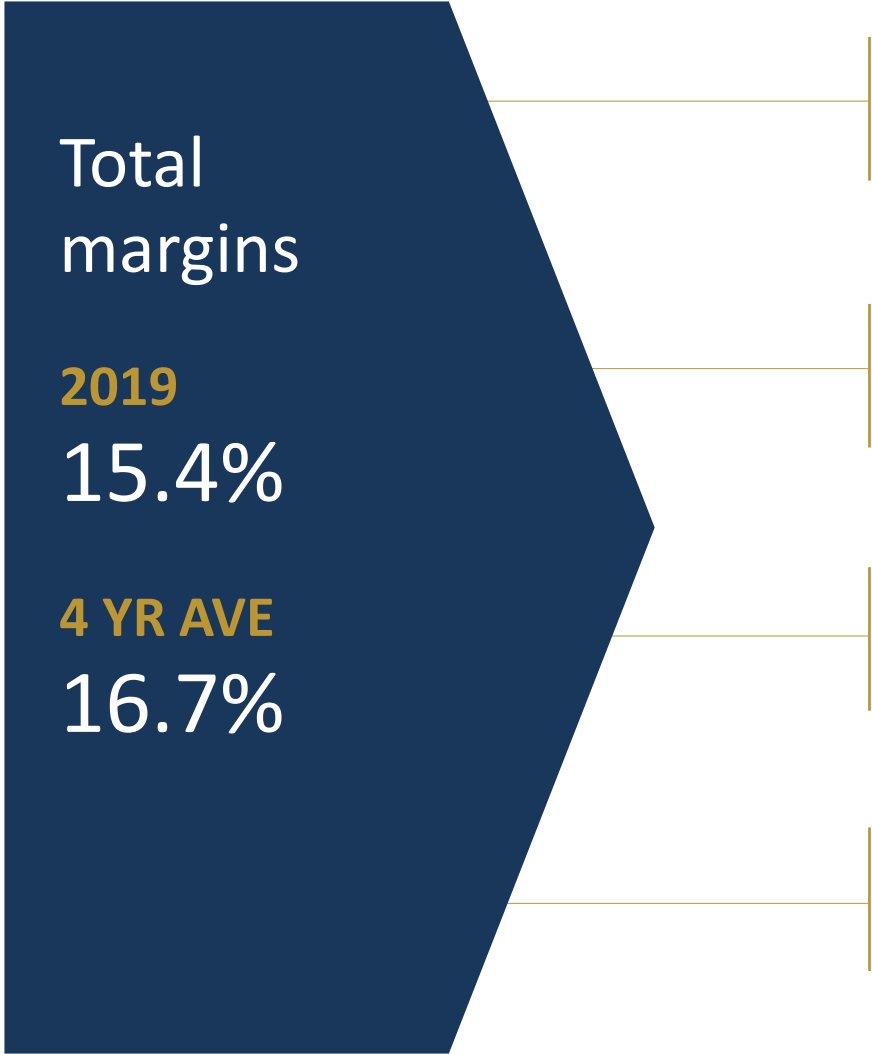
492 EMPLOYEES

GROUP OVERVIEW





> STRONG MARGINS



REVIEW OF PERFORMANCE

3 YEAR REVIEW OF PERFORMANCE

INCOME STATEMENT

REVENUE & OPERATING PROFIT CONTRIBUTION



FOREIGN EXCHANGE

FINANCIAL POSITION KEY ITEMS

> CAPEX - REPLACEMENT



WORKING CAPITAL





CANNED FISH - 2019 KEY PERFORMANCE INDICATORS

TOTAL FOOD OVERVIEW

> CANNED FISH SUPPLY

FMO (AFRICA) – 2019 KEY PERFORMANCE INDICATORS

➤ FISHMEAL AND FISH OIL (AFRICA)

FMO (US) - 2019 KEY PERFORMANCE INDICATORS

> FISHMEAL AND FISH OIL (US)

