Grieg Seafood®

H1 PRESENTATION

2026

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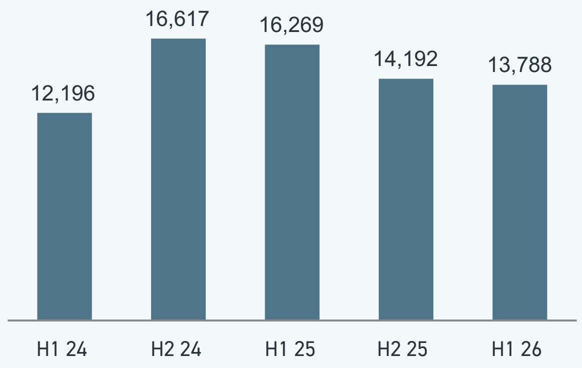
Agenda

- HIGHLIGHTS
- STRATEGIC TRANSFORMATION
- OPERATIONAL REVIEW
- FINANCIAL REVIEW
- FUTURE BUILDING BLOCKS
- APPENDIX

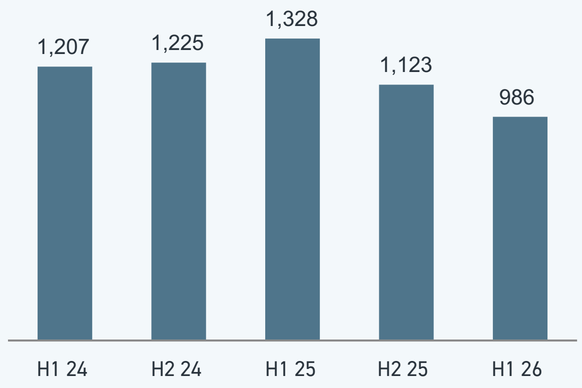
Highlights

- **Harvest volume** of 13,788 tonnes (16,269 tonnes)
- **Operational EBIT/kg** of NOK 0.6 for the first half year of 2026 from the Farming segment, and NOK 1.1 from the Sales and VAP segment
- **Continued strong freshwater production in Rogaland,** with average smolt size towards 1.3 kg in the first half year of 2026
- Challenging seawater production during the period
- **Entered second half of 2026 with close to maximum MAB capacity** following recovery from a challenging period
- The VAP facility at Gardermoen commenced production in early January 2026. **Ramp-up going into final stages, focusing on optimization**
- **50% of the feed price increase going into Q3 2026 absorbed** through targeted optimization initiatives, including introduction of land-based proteins
- The initial Hybrid Bond was refinanced through a structured process which secured a new and **improved finance structure with lower overall cost of capital**

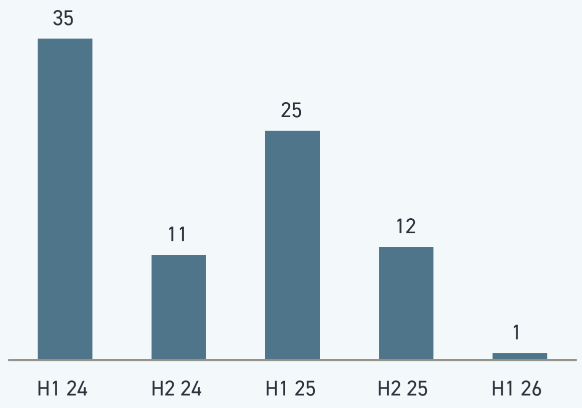
HARVEST VOLUME ROGALAND (TONNES GWT)



SALES REVENUES ROGALAND (NOK MILLION)



OPERATIONAL EBIT ROGALAND (NOK/KG)



Grieg Seafood has finalized its transition, and is now focusing on operational improvements and stability across the value chain

BALANCE SHEET OPTIMIZATION	STRATEGIC PIVOT				NEW GRIEG SEAFOOD		FOCUS GOING FORWARD
Q1 2025	**Mar-Apr 2025**	**May-Jul 2025**	**Aug-Dec 2025**	**Aug-Dec 2025**	**Jan-Apr 2026**	**June 2026**	**July 2026 - onwards**
Shift to focus on operational performance and liquidity improvements	**Options Mapped**	**Divestment & shift to regional focus**	**Cermaq Deal concluded**	**New bank syndicate and loan refinancing**	**Lean and focused operating model**	**Hybrid bond refinancing**	**Continued cost reduction and optimization of post-smolt strategy**
2020–2024 impacted by biological issues, with elevated capex and write-downs weighing on results and balance sheet New Hybrid Bond issued, securing liquidity and bank covenant, while still avoiding dilution	Sale-leaseback Finnmark prepared Canada assessed for divestment. Fallbacks developed	Grieg Seafood divests 3 of 4 regions Retain profitable Rogaland	Transaction finalized at NOK 10.2bn, clearing debt from balance sheet	Establishment of a new bank syndicate enhancing funding stability and reinforces long-term financial flexibility	~55% HQ FTE reduction following the restructuring and new operating model 60% of target cost savings of NOK 50m implemented from H2 2026, now increased to NOK 60m for full year 2026	NOK 750m hybrid to refinance NOK 2,000m hybrid, simplifying funding structure and preserving balance sheet equity cushion while supporting cash flow	Remain focused on strengthening the core, reducing cost, but also prioritizing growth opportunities within existing assets, while seeking attractive inorganic opportunities in PO2-4 Several initiatives are well underway, including cost-cutting of more than NOK 60 million

OPERATIONAL REVIEW

GSF Rogaland

Half-year performance

Strong freshwater performance during the period

- 2.9 million smolt released with an average input weight of 1.3 kg
- All freshwater facilities, incl. jointly-owned, have had good production during the first half-year
- Completed a cycle of a fully land-grown group of fish at the Årdal Aqua facility with a harvest volume of 610 tonnes GWT with 95% superior share

Challenging conditions and low superior share, but high MAB utilization at period-end

- Seawater production affected by biological conditions during Q1 2026, with spill-over effects into Q2 2026
- Led to decrease in superior share from 85% in H1 2025 to 63% in H1 2026. Challenges addressed going into H2 2026
- MAB utilization of 96% at period-end. Average weight of fish in sea around 3.2 kg going into H2

Farming cost at NOK 70.9/kg, full-year farming cost guiding maintained at NOK 67.5/kg

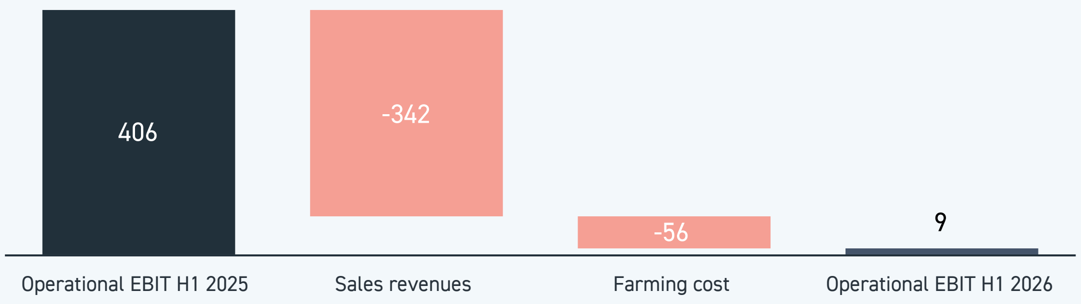
- Up from H1 2025 due to higher capitalized cost of the generation harvested in addition to increased cost of reduced survival
- Initiatives implemented to address cost increase seen in H1 2026
- Offsetting 50% of the feed price increase going into Q3 2026 through targeted optimization initiatives, including revision of main feed recipes and introduction of land-based proteins

Outlook

Estimated Q3 2026 harvest: 9,800 **Estimated FY 2026 harvest**: 31,000 tonnes

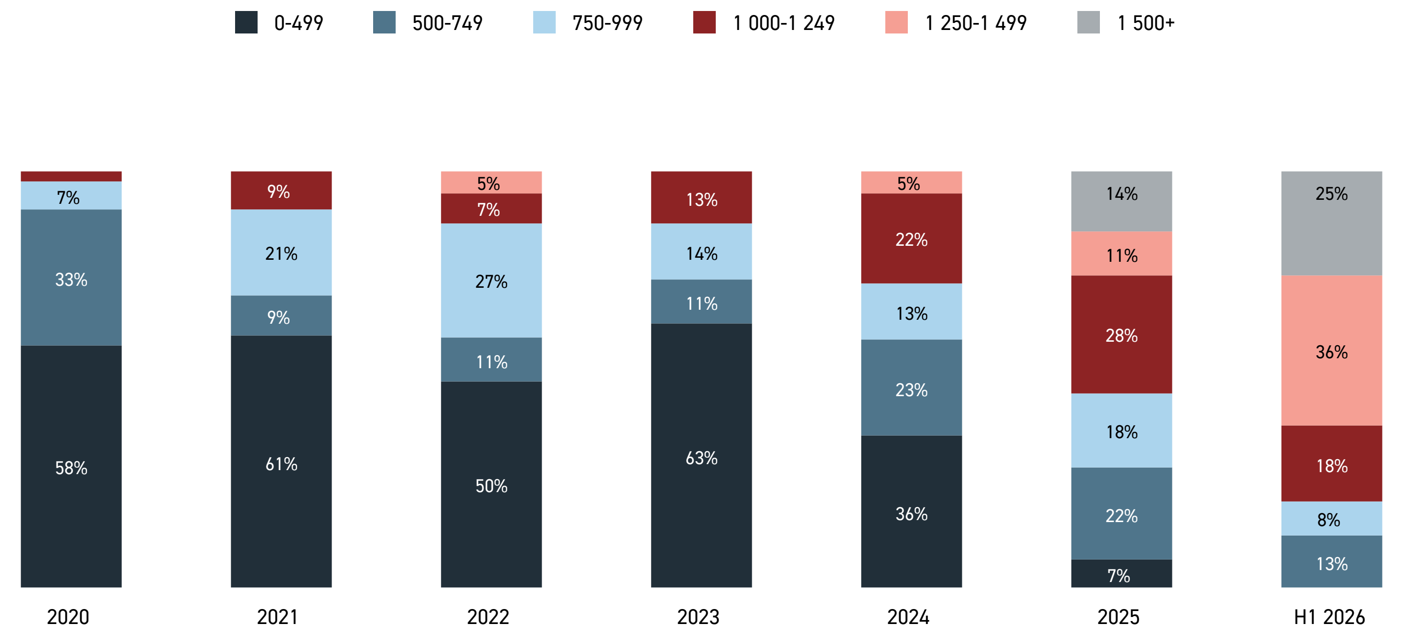
NOK million	YTD 2026	YTD 2025
Harvest volume (tonnes GWT)	13,788	16,269
Average harvest weight (kg)	4.8	5.1
Revenues	986.1	1,328.0
Operational EBIT	8.9	406.3
Farming cost/kg (NOK)	70.9	56.6
Operational EBIT/kg (NOK)	0.6	25.0

Operational EBIT-bridge, year-over-year (NOK million)



Post-smolt distribution continues to be tilted towards 1kg+, and freshwater capacity will now only be allocated to post-smolt production

Post-smolt distribution remains weighted towards higher average weights - a competitive advantage for future collaboration and consolidation. Data from more than 75 post-smolt groups will be leveraged to optimize the future post-smolt strategy



% of smolt released to sea across different size ranges in grams average weights, shows significant shift in distribution towards larger fish

Learnings from the fully grown land-based harvest gave valuable insight, but yet profitable enough to compete with open-sea

- **Årdal Aqua achieved strong growth** performance also for land-based salmon above 2 kg
- The facility demonstrated **best-in-class production efficiency, growth performance, fish size and stocking density** under the current production set-up
- **The purging process was successfully completed at sea**, with strong results
- **Fish transferred to sea** achieved a **95% superior share and strong quality through harvest and further processing**
- Despite the strong biological and operational results, **farming cost remains too high to be competitive with conventional open-sea production**

GSF Sales and VAP

Half-year performance

Established as a separate operational segment

- H1 results includes figures from our sales operations and the VAP facility from 1 April 2026*

Earnings driven by downgraded fish, one-offs and softer market prices

- Positive EBIT contribution, however;
- Price achievement affected by a high share of downgraded fish, low market prices and currency fluctuations, partly offset by favorable fixed-price contracts and sales performance
- One-off ramp-up costs at the VAP facility and negative earnings driven by low capacity during the ramp-up period. Production at the facility is picking up speed

Outlook

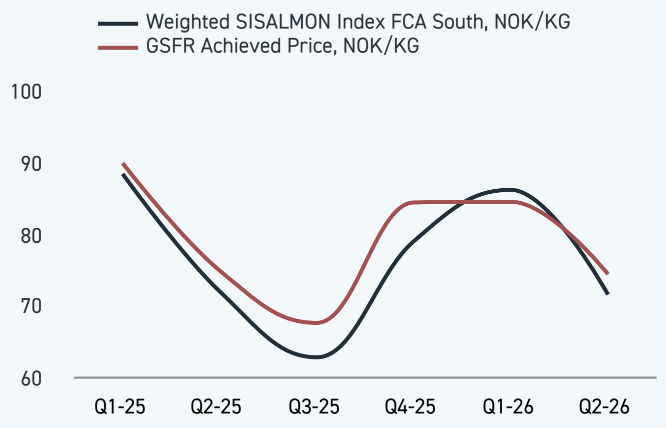
VAP facility is expected to support growth in value-added processing, positive development in operations going into H2 2026

Entered into agreement to **purchase up to 50% of the harvest volume from Lingalaks**

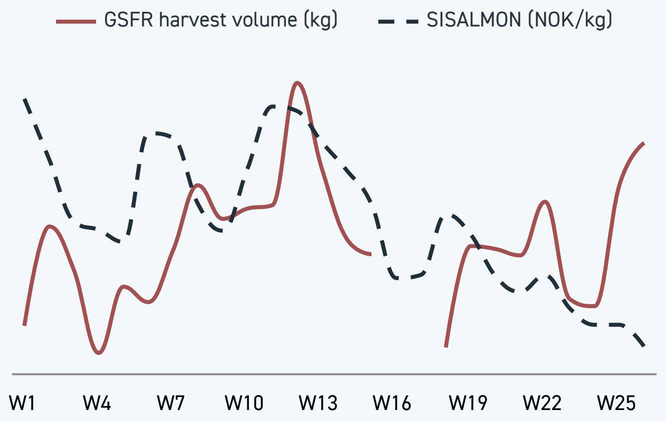
Expect a **positive contribution from fixed-price contracts** for the full year 2026

NOK million	YTD 2026	YTD 2025
Sales revenues	794.6	n/a
Operational EBIT	14.8	n/a
Operational EBIT/kg (NOK)	1.1	n/a
Contract share	30%	n/a

Price performance compared to SISALMON index



Price achieved is for all volume and all qualities- outperforms price benchmark last six quarters



Harvest timing strategy successfully deployed. with volumes focused on higher priced weeks of the period, however biological challenges provided higher volatility in performance

*Refer to Note 3 in H1 2026 Half-year report for further information

FINANCIAL REVIEW

Profit & loss

Sales revenues reduced from H1 2025, attributable to lower price achievement and higher share of downgrade

- Down 6% year-over-year
- High share of downgrade in a already soft price environment impacted price achievement significantly
- Lower harvest volume compared to H1 2025

Farming cost in H1 2026 was NOK 70.9 per kg, up NOK 14.2 per kg from H1 2025

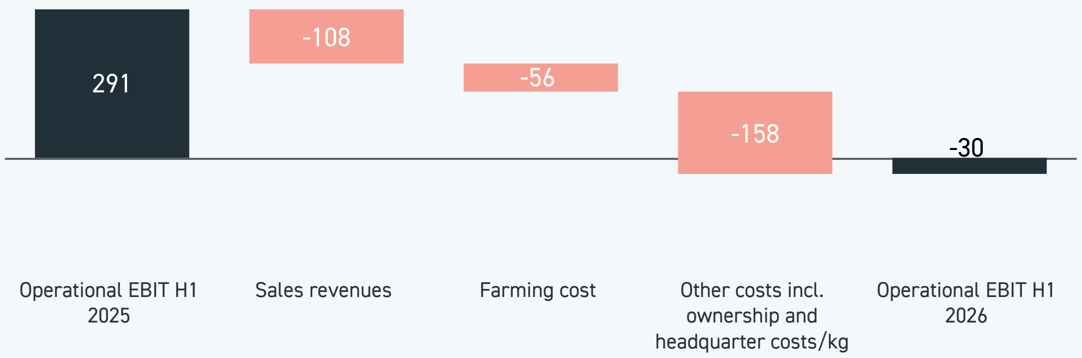
- Biological challenges in Q1 led to higher capitalized cost on generation which has also been harvested in Q2
- Combined with lower harvest volumes, adaption of harvest plan and increased cost, the farming cost was high for H1 as a whole

Headquarter cost reduction ahead of NOK 60 million target. Additional cost initiatives currently being explored and is expected to be implemented gradually into 2027

Operational EBIT of NOK -30 million (NOK -2.1 per kg), not satisfactory or representative for new Grieg Seafood

Profit & loss (NOK million)	YTD 2026	YTD 2025
Harvest volume tonnes GWT	13,788	16,269
Sales revenues	1,834.4	1,942.0
Operational EBIT*	**-29.6**	**291.0**
Production fee	-10.8	-16.7
Fair value adjustments of biological assets	-383.9	-264.9
EBIT	**-424.3**	**9.5**
Net financial items	15.6	-455.2
Profit before tax	**-408.7**	**-445.7**
Estimated taxation	263.3	105.1
Net profit for the period from continued operations	**-145.4**	**-340.6**
Net profit for the period from discontinued operations	—	-299.9
Net profit for the period	**-145.4**	**-640.5**

Operational EBIT-bridge, year-over-year (NOK/kg)



*See definition in Alternative Performance Measures in the H1 2026 Half-year report

Cash flow

Net cash flow from operations NOK -108 million

- Operational EBITDA* NOK 48 million (NOK 349 million in H1 2025[1])
- Changes in working capital of NOK -257 million, incl. change in biomass of NOK 67 million

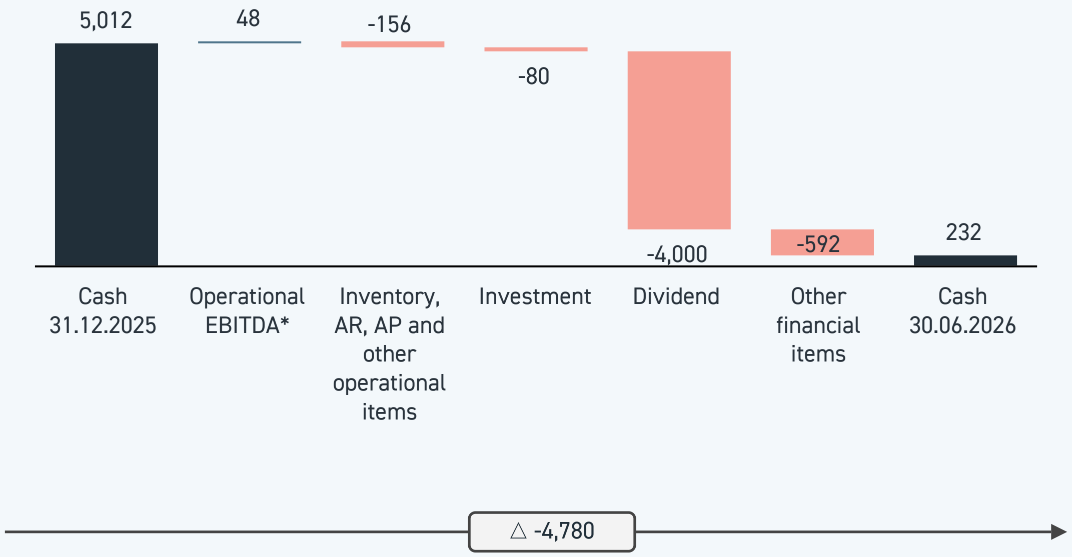
Net cash flow from investment activities NOK -80 million

- Capex investments of NOK 35 million. Capex estimate for FY 2026 reduced from NOK 150 million to NOK 105 million for Rogaland
- Participation in Årdal Aqua's capital increase of NOK 44.5 million

Net cash flow from financing NOK -4,567 million

- Dividend payment of NOK 4,000 million
- Refinancing of the Group's capital structure net of NOK 339 million
- Hybrid dividends paid to hybrid owners, totaling NOK 101 million

Changes in cash and cash equivalents (NOK million)



[1] H1 2025 includes figures from discontinued operations

*See definition in Alternative Performance Measures in the H1 2026 Half-year report

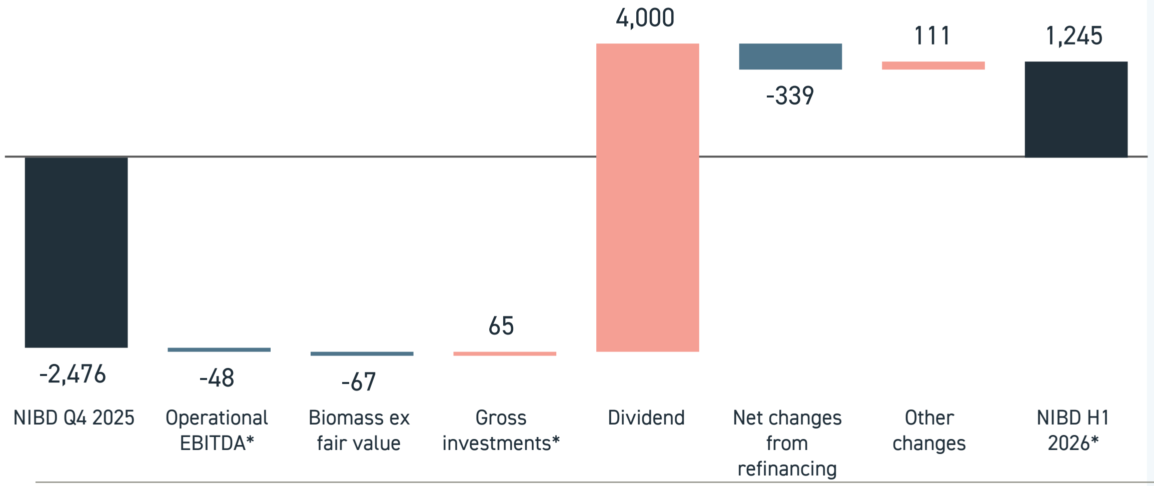
Net interest-bearing debt

Net increase in NIBD of NOK 3,721 million mainly due to dividend distribution

- Operations with a negative impact on NIBD during the period due to weak earnings and higher working capital tie-up, partly off-set by biomass reduction in sea
- Dividend payment of NOK 4 billion during the period
- Initial hybrid bond of NOK 2 billion refinanced with a new hybrid bond of NOK 750 million
- Repayment of NOK 250 million bridge loan
- New financing agreement in place with SEB and Nordea, providing a NOK 2 billion revolving credit facility. NOK 1,200 million utilized at 30 June 2026. NOK 100 million available in separate overdraft facility

Free liquidity consists of cash holdings at a total of NOK 1,132 million at 30 June 2026

Movements in net interest-bearing debt ex. IFRS 16 (NOK million)



Capital structure (NOK million)	30.06.2026
Hybrid bond redemption liability	87
Other borrowings including syndicated revolving facility	1,210
Lease liabilities (incl IFRS 16)	485
Gross interest bearing liabilities	**1,781**
Cash and loans to associates	-240
NIBD* incl IFRS 16	**1,542**
Lease liabilities (IFRS 16)	-297
NIBD* excl IFRS 16	**1,245**
Deduction for hybrid bond redemption liability**	-87
NIBD adjusted*	**1,158**
Free liquidity- Cash and cash equivalents	**1,132**

*See definition in Alternative Performance Measures in the H1 2026 Half-year report
**Relates to the remaining redemption liability for the previous hybrid bond (ISIN NO0013498584), settled on 7 July 2026. Further information is provided in Note 8 in the H1 2026 Half-year report

Capital allocation strategy to be more cautious due to current operating environment

1

Grieg Seafood still maintains a robust balance sheet...

- However, the **carrying value of farming licenses is only NOK 254 million,** significantly below their estimated underlying market value of several billion NOK
- As the market value of licenses are not reflected, **reported equity and key balance sheet ratios are more sensitive** to fluctuations in earnings

2

...Opportunities in the industry requires Grieg Seafood to create more headroom in the balance sheet

- Grieg Seafood has a clear priority to strengthen its core operations, while also **seeking strategic growth opportunities in PO2-4**
- **The strategic priorities going forward requires additional headroom in the balance sheet**, and as a consequence Grieg Seafood will prioritize debt repayment

3

...as well as maintaining sufficient flexibility to manage increased volatility and uncertainty across a range of risks

- **Capital allocation strategy must therefore reflect a wider range of downside scenarios** and preserve financial flexibility
- **This includes political and regulatory uncertainty** that may increase volatility in earnings, cash flow and asset values

As such, Grieg Seafood ASA will adhere to a more cautionary capital allocation strategy in the short-medium term

Key strategic building blocks

STRENGTHEN	PRIORITIZE	FUTURE-PROOF
1	2	3
Strengthen Rogaland & enhance profitability	**Focus and prioritize initiatives in Western Norway** (with Rogaland as the foundation)	**Position GSF for the future in Aquaculture**
Enhance capacity and efficiency in Rogaland through post-smolt acceleration, MAB optimization, and through adjusting GSF cost base to new scale	*Set a clear direction for Grieg Seafood Rogaland, focused on shareholder value creation, profitability and robust operations*	*Build position which is future proof and robust against changing political and regulatory landscapes, levering leading technological position in post-smolt and maintain cost focus*

Capital Markets Day
27 April 2027

- Grieg Seafood is pleased to invite shareholders, partners, analysts and other stakeholders to a **Capital Markets Day on 27 April 2027**

- Invitations for physical attendance will be shared in due course. The event will also be **streamed online** for those unable to attend in person

- Further information regarding the **agenda, programme and key topics** will be provided closer to the event

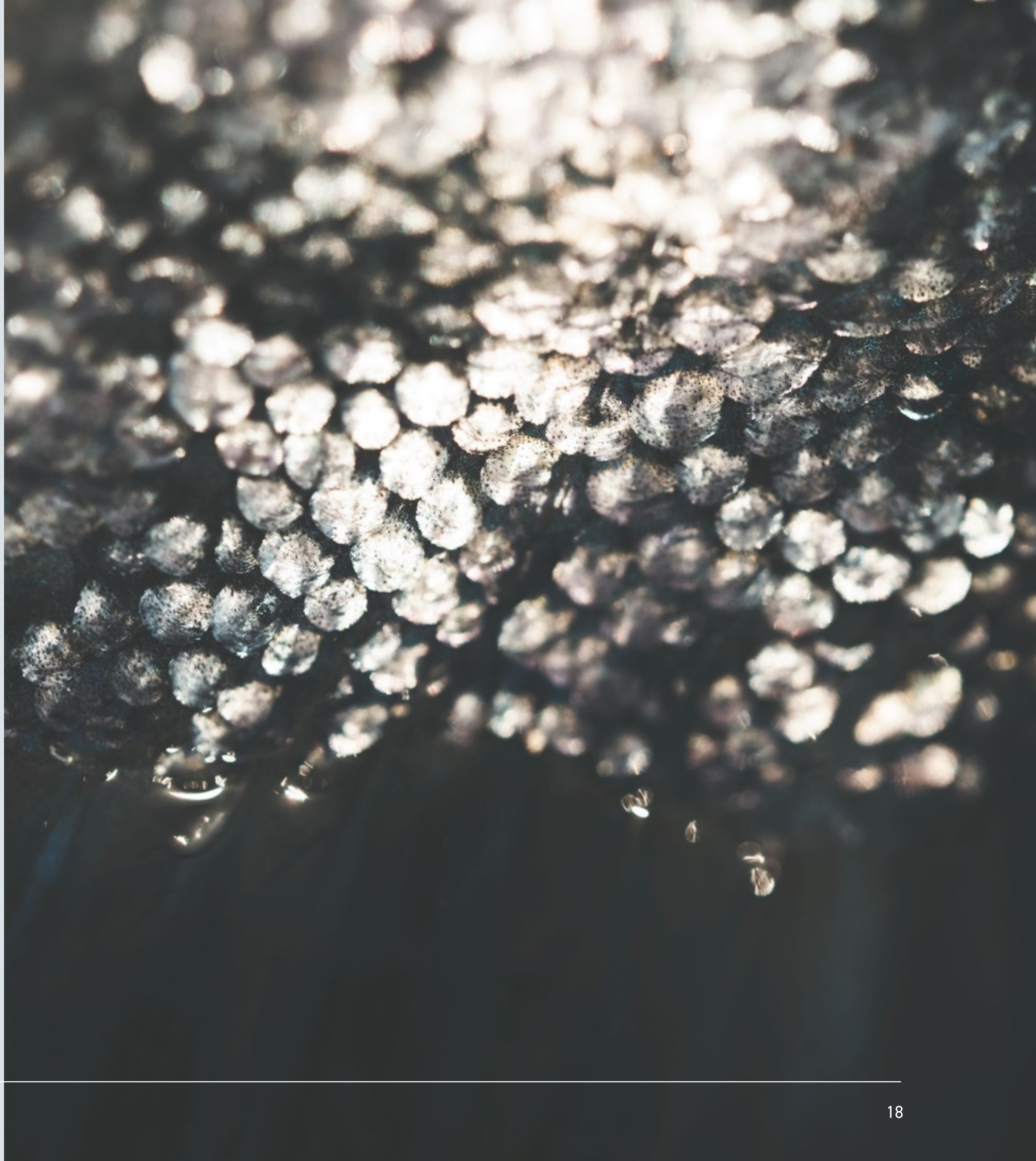
Grieg Seafood®

UPCOMING FINANCIAL RESULTS

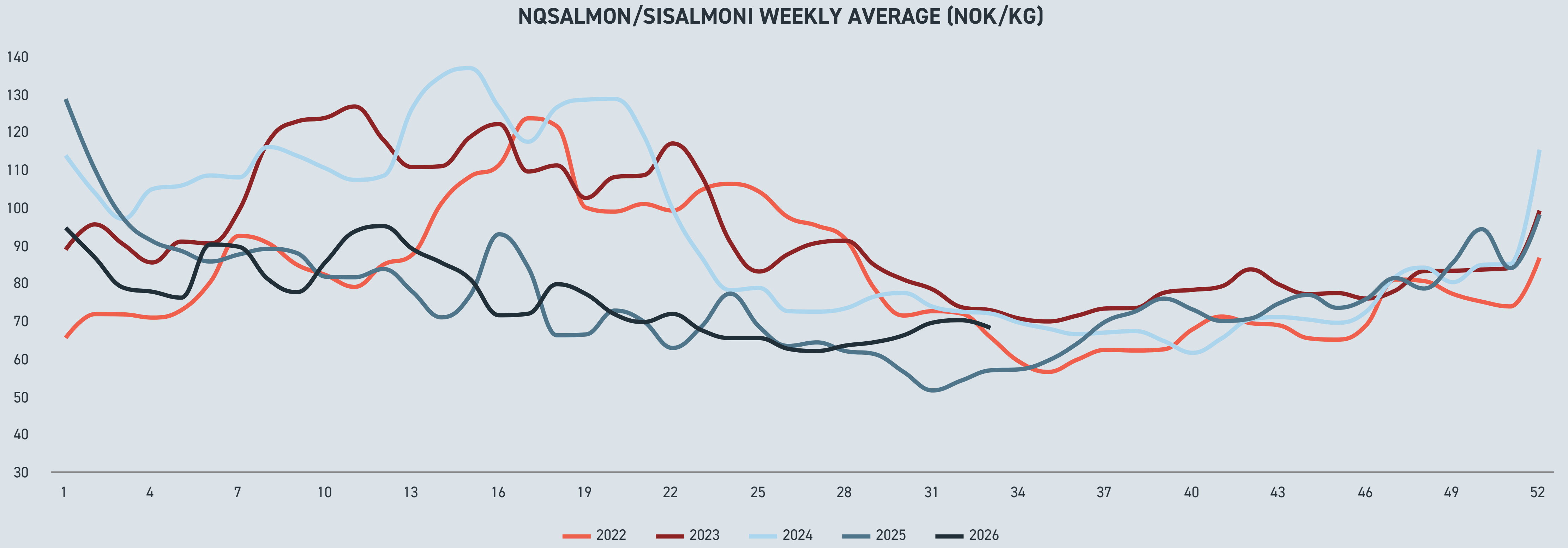
12 November 2026 Q3 2026 Extended trading update

The Company reserves the right to make amendments to the financial calendar

APPENDIX
Q2 2026



Spot market price development



The chart graphs weekly average prices for NQSALMON up until week 31/2024, and SISALMONI from week 32/2024.

Profit & loss

GRIEG SEAFOOD GROUP NOK 1 000	YTD 2026	YTD 2025
Continued operations		
Sales revenues	1,834,372	1,941,964
Other income	-17,047	-6,684
Share of profit from associates	11,659	6,859
Raw materials and consumables used	-1,166,759	-987,539
Salaries and personnel expenses	-148,289	-183,935
Other operating expenses	-465,929	-421,816
Depreciation property, plant and equipment	-77,167	-56,696
Amortization licenses and other intangible assets	-460	-1,104
Production fee	-10,760	-16,666
Fair value adjustment of biological assets	-383,943	-264,899
EBIT (Earnings before interest and taxes)	**-424,323**	**9,484**
Net financial items	**15,587**	**-455,165**
Profit before tax	**-408,736**	**-445,681**
Estimated taxation	263,309	105,071
Net profit for the period from continued operations	**-145,427**	**-340,611**
Discontinued operations		
Net profit for the period from discontinued operations	—	-299,931
Net profit for the period	**-145,427**	**-640,542**
Dividend declared per share (NOK)	35.6	—

Comprehensive income

GRIEG SEAFOOD GROUP NOK 1 000	YTD 2026	YTD 2025
Net profit for the period	**-145,427**	**-640,542**
Net other comprehensive income to be reclassified to profit/loss in subsequent periods		
Currency effect on investment in subsidiaries	-467	149,871
Currency effect on loans to subsidiaries *)	—	-295,106
Tax effect	—	64,923
Other comprehensive income for the period, net of tax	**-467**	**-80,311**
Total comprehensive income for the period	**-145,894**	**-720,853**
Allocated to		
Owners of Grieg Seafood ASA	-145,894	-720,853

*) From 1 of January 2025 the internal loan to Newfoundland Ltd Group is defined as net investment. The currency effect is recognized in other comprehensive income.

Financial position: Assets

GRIEG SEAFOOD GROUP NOK 1 000	30.06.2026	30.06.2025	31.12.2025
ASSETS			
Goodwill	20,463	20,463	20,463
Licenses	253,635	206,393	253,635
Other intangible assets	1,553	5,278	1,889
Property, plant and equipment incl. right-of-use assets	1,209,064	836,466	1,189,108
Indemnification assets	—	40,000	—
Investments in associates	279,626	221,432	223,517
Other non-current receivables	7,714	6,000	7,684
Total non-current assets continued operations	**1,772,054**	**1,336,032**	**1,696,296**
Inventories	123,463	101,101	140,613
Biological assets excl. the fair value adjustment	1,193,444	1,006,146	1,260,266
Fair value adjustment of biological assets	-173,705	3,456	259,406
Trade receivables	133,626	59,742	196,963
Other current receivables, derivatives and financial instruments	242,755	308,111	136,938
Cash and cash equivalents	232,065	115,426	5,011,759
Total current assets continued operations	**1,751,648**	**1,593,982**	**7,005,945**
Assets held for sale	—	8,869,168	—
Total assets	**3,523,702**	**11,799,181**	**8,702,241**

Financial position: Equity and liabilities

GRIEG SEAFOOD GROUP NOK 1 000	30.06.2026	30.06.2025	31.12.2025
EQUITY AND LIABILITIES			
Share capital	453,788	453,788	453,788
Treasury shares	-4,818	-4,812	-4,818
Contingent consideration	—	701,535	—
Hybrid Bond	742,584	2,010,360	—
Retained earnings and other equity	-201,579	2,064,656	4,052,953
Total equity	**989,975**	**5,225,527**	**4,501,923**
Deferred tax liabilities	194,923	8,771	461,129
Share based payments	254	14,496	3,673
Borrowings and lease liabilities	1,594,752	2,903,141	408,882
Other non-current liabilities	12,472	—	—
Total non-current liabilities continued operations	**1,802,400**	**2,926,409**	**873,684**
Current portion of borrowings and lease liabilities	180,533	992,153	2,440,518
Trade payables	293,360	396,783	458,512
Other current liabilities, derivatives and financial instruments	257,433	263,159	427,604
Total current liabilities continued operations	**731,326**	**1,652,095**	**3,326,634**
Liabilities directly associated with the assets held for sale	—	1,995,150	—
Total liabilities	**2,533,726**	**6,573,654**	**4,200,318**
Total equity and liabilities	**3,523,702**	**11,799,181**	**8,702,241**

Cash flow

GRIEG SEAFOOD GROUP NOK 1 000	YTD 2026	YTD 2025
EBIT (Earnings before interest and taxes)	-424,323	-781,058
Depreciation, amortization and write-down	77,628	321,305
Gain/loss on sale of property, plant and equipment	—	-27
Share of profit from associates	-11,659	6,587
Fair value adjustment of biological assets	383,943	1,011,383
Change inventory excl. fair value, trade payables and rec.	-257,191	-4,024
Other adjustments	126,718	-36,512
Taxes paid	-2,939	-8,334
Net cash flow from operating activities	**-107,824**	**509,320**
Proceeds from sale of non-cur. tangible and intangible assets	—	368
Payments on purchase of non-cur. tangible and intangible assets	-35,203	-384,740
Investment in associates and other invest.	-44,450	5,725
Net cash flow from investing activities	**-79,653**	**-378,646**
Net changes in interest-bearing debt ex. lease liabilities	—	-1,602,550
Proceeds from issue of hybrid bond	733,500	1,970,638
Proceeds of long-term int. bearing debt	1,200,000	—
Repayment long-term int. bearing debt	-2,022,805	—
Repayment short-term int. bearing debt	-250,000	—
Repayment lease liabilities	-54,059	-154,389
Net interest and other financial items	-71,967	-227,412
Dividend paid to hybrid owners	-101,478	-52,499
Dividends paid to shareholders	-4,000,000	—
Net cash flow from financing activities	**-4,566,809**	**-66,213**
Net change in cash and cash equivalents	**-4,754,286**	**64,461**
Cash and cash equivalents - opening balance	**5,011,759**	**202,979**
Currency translation of cash and cash equivalents	-25,409	-13,636
Cash and cash equivalents - closing balance	**232,065**	**253,803**

The cash flow statement includes both continuing and discontinued operations in the comparative period.

Share information

Number of shares
- 113,447,042 shares incl. treasury shares

Last issues
- Q2 2020 - NOK 7 million in new shares issued (contribution in kind, related to the Grieg Newfoundland-transaction)
- Q2 2009 - NOK 139 million in new shares issued

Subordinated convertible bond issued in Q1 2009
- 100 million converted at NOK 4.0 per share within 31 December 2010
- 85% converted in Q2 2009, 15% in Q3 2009

Share savings program for the employees
- To strengthen culture and encourage loyalty by offering employees to become shareholders in Grieg Seafood
    - Transferred a total of 78.506 treasury shares to employees between Q4 2018 and Q4 2020
    - Transferred 38,513 treasury shares to employees in Q4 2021
    - Transferred 96,150 treasury shares to employees in Q4 2022
    - Transferred 704 treasury shares to employees in Q1 2023
    - Transferred 107,473 treasury shares to employees in Q4 2023
    - Transferred 110,565 treasury shares to employees in Q4 2024

EPS
- EPS from continuing operations (Basic and diluted) excl. hybrid interest: -1.3 NOK/share in H1 2026 (-3.0 in H1 2025)
- EPS from continuing operations (Basic and diluted) incl. hybrid interest: -2.2 NOK/share in H1 2026 (-3.6 in H1 2025)
- EPS per share - total (Basic and diluted): -2.2 NOK/share in H1 2026 (-6.3 in H1 2025)

Share price
- NOK 27.3 at period-end H1 2026
- NOK 38.0 at period-end H1 2025

THE 20 LARGEST SHAREHOLDERS IN GRIEG SEAFOOD ASA AT 30.06.2026	NO. OF SHARES	SHARE-HOLDING
Grieg Aqua AS	56,914,355	50.17%
OM Holding AS	6,447,076	5.68%
Folketrygdfondet	1,924,324	1.70%
Ystholmen Felles AS	1,923,197	1.70%
Vanguard	1,667,785	1.47%
American Century Investment Management	1,392,246	1.23%
Grieg Seafood ASA	1,204,603	1.06%
Per Grieg Jr	1,011,772	0.89%
Riiber Holding AS	1,007,286	0.89%
Dimensional Fund Advisors	890,684	0.79%
SIA Funds AG	845,044	0.74%
Hans Michael Hansen	837,684	0.74%
Jakob Hatteland	825,069	0.73%
Lofotlaks AS	650,000	0.57%
Zee Ploeg AS	646,130	0.57%
Dr. Peterreins Portfolio Consulting GmbH	600,000	0.53%
Øyvin A. Brøymer with companies	600,000	0.53%
Amundi	534,623	0.47%
Landesbank Baden-Württemberg	534,159	0.47%
Niche Asset Management	493,281	0.43%
Total 20 largest shareholders	**80,949,318**	**71.35%**
Total others	32,497,724	28.65%
Total number of shares	**113,447,042**	**100.00%**

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