

BUSINESS UPDATE
April 14, 2021

The company in brief

- Our mission is to further advance **our first-mover position** in technology driven aquaculture and establish The Kingfish Company as a market leader in the sustainable production of **high-value marine seafood**
- Established in 2015 and continuously producing since 2017 the Yellowtail Kingfish, a **high value and fast-growing** fish compared to the more commonly farmed species
- We designed and built our first **modular production unit** with a 520-ton yearly capacity target and are performing in a stable run rate in excess of 30% above design capacity
- Based on **proven design, construction, operations and sales**, we have doubled installed capacity during 2020, on time and on budget
- As of early 2021, we have commenced **doubling our capacity again** towards 3,000 tons in The Netherlands and are in advanced stages of development of a **6,000-8,000-ton facility in the US**, targeting groundworks start by Q4 '21 to Q1 '22
- We are a **proven** leader in **high value seafood production**, utilizing in-house developed **land-based** Recirculating Aquaculture System (RAS) **technology**



Solar panels on the roof at The Kingfish Company's RAS facility in The Netherlands

Q1 Highlights



Production

- **Record system productivity** in Q1 2021, reaching a sector leading productivity score of 0,70 kg / m³/ day
- Q1 **stocking completed** on time. New system will be fully stocked by end of Q2
- Over three years of **successful continuous system operation** with no mass mortality incidents

Sales

- Launched nation wide product line for retail in the US through **Whole Foods Market**
- Development of **new sales channels and products** on track to meet 2021 output increase
- Quality and sustainability certification awarded by *Friend of the Sea*, joining *ASC, BAP and BRC certifications*

Development

- **US Development on track.** Permit applications filed, design work in process and contractor selection underway
- **EU 2021 Development (Phase 2) on track.** On time and on budget, groundworks commenced in Q1 21, and major contractors secured for construction and key equipment
- Strengthened **core company scale-up capabilities** with the hiring of a General Manager for the Netherlands operation, Head of Marketing, and Legal Counsel

Robust and reliable system

- Over **three years of continuous operations**, over **20 production cycles** of fish produced from full cycle hatchery to harvest, without a single mass mortality event
- System based on **proprietary design** developed by co-founder and RAS pioneer Kees Kloet
- **Highly trained and experienced** production managers on-site 24/7, **triple redundancy** on critical life support systems
- We aim for **reliability and sector leading productivity**, and invest in our systems accordingly

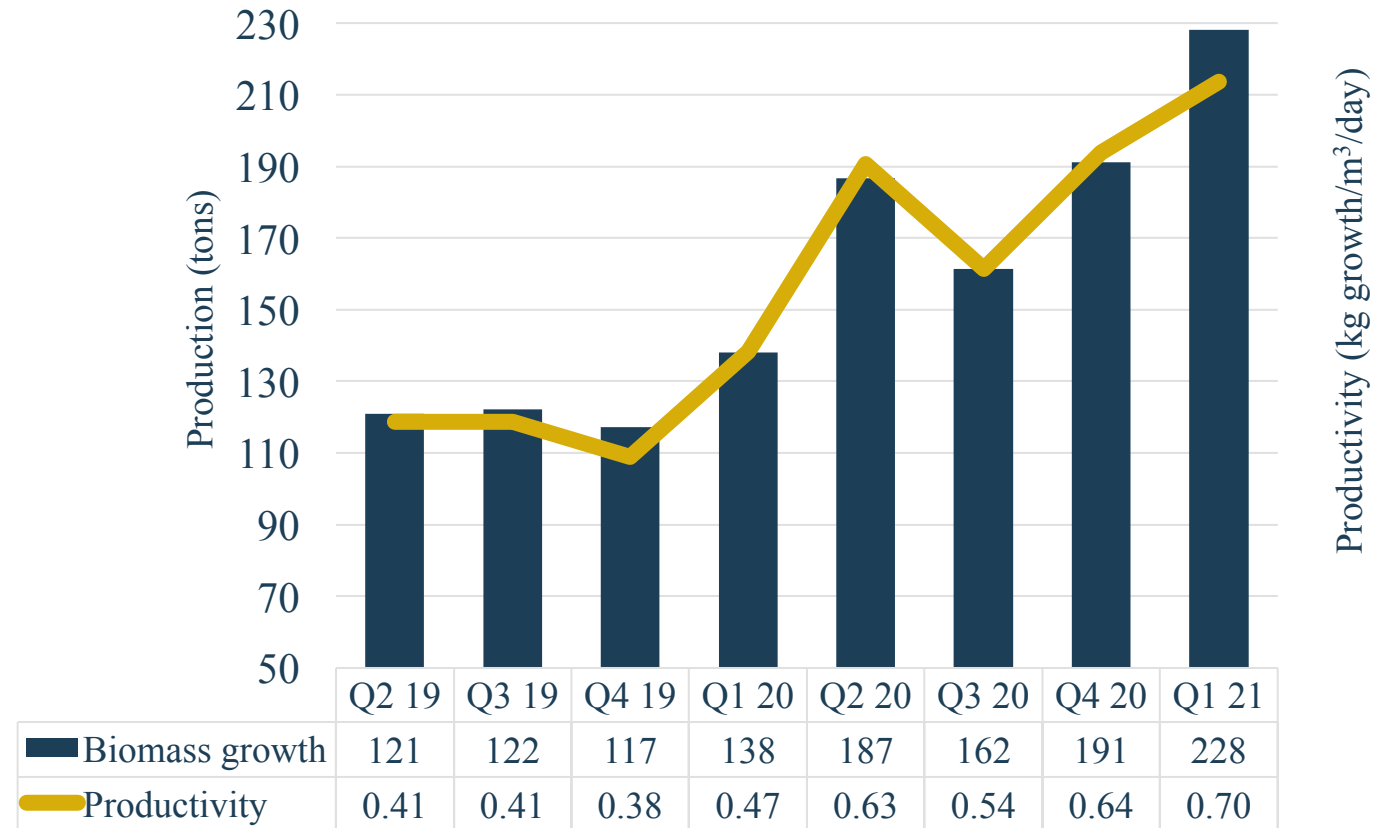


The Netherlands operation partial view

Production update

- **New production record** in Q1'21 with 228 tons growth, an **increase of 19 %** over Q4'20
- **Productivity of 0,70** kg / m³/ day in Q1'21, an **increase of 9,4 %** on Q4 20
- New capacity commissioned and stocking commenced as planned in Q1, bringing total installed capacity to 1,250t

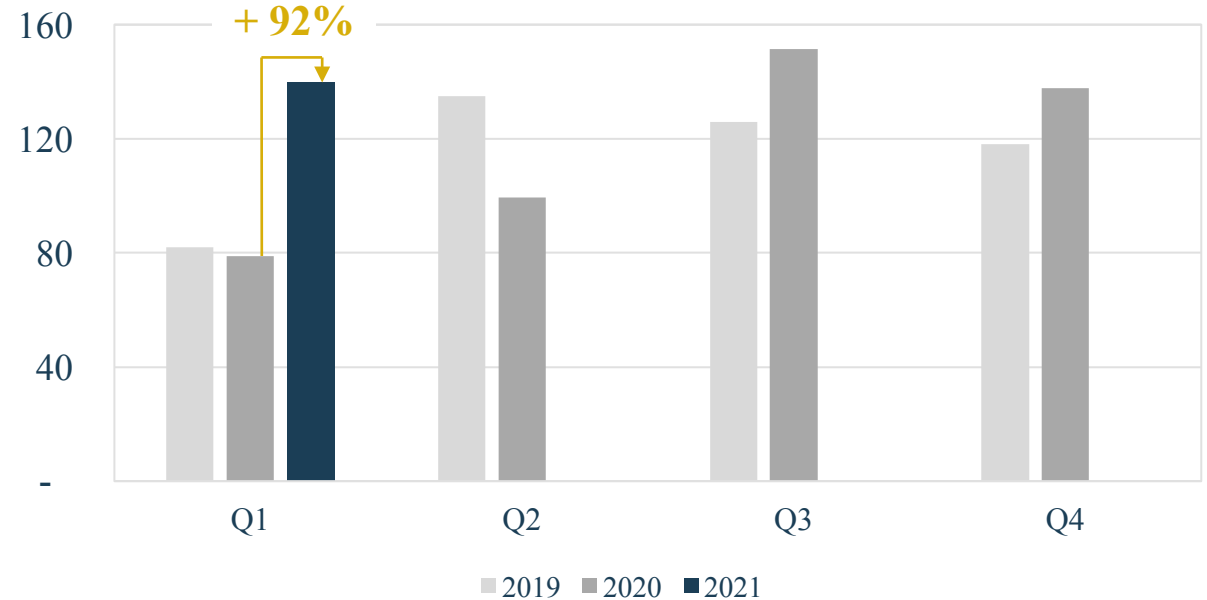
Production above design level and sector leading productivity score



Increased sales and product development

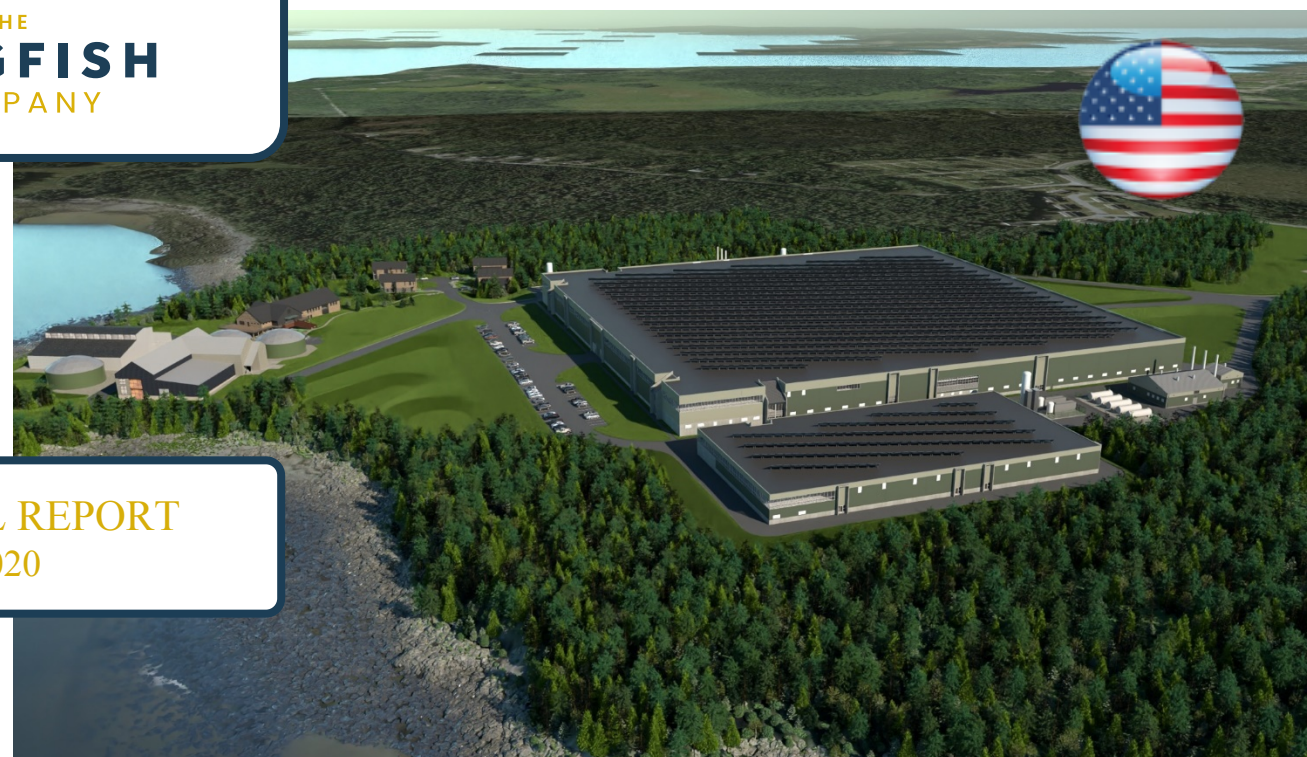
- Sales of whole fish equivalent (WFE) kgs in Q1'21 was 140 tons, **an increase of 92 % year-over-year** and in line with Q4'20 despite Horeca closures throughout the quarter
- Large fish sales price €12,9/kg, in line with sales prices achieved in 2020. Small fish sales price maintained at average €9,2/kg
- **Ongoing sales to Whole Foods Market US** from April will have a positive price and volume effect on large fish sales in Q2

Total whole fish equivalent (WFE) sale (tons)



Launched in Whole Foods US in April and introduced a second recipe with Hello Fresh in The Netherlands





ANNUAL REPORT
2020

Group Consolidated Profit and Loss statement

- **Results ahead of expectations**, despite Covid-19 challenges
- Revenue maintained while dealing with Covid-19 challenge and switching to more retail channels
- Negative result is reflective of the scale-up phase of the business
- **On track to significantly improve with larger production volumes**

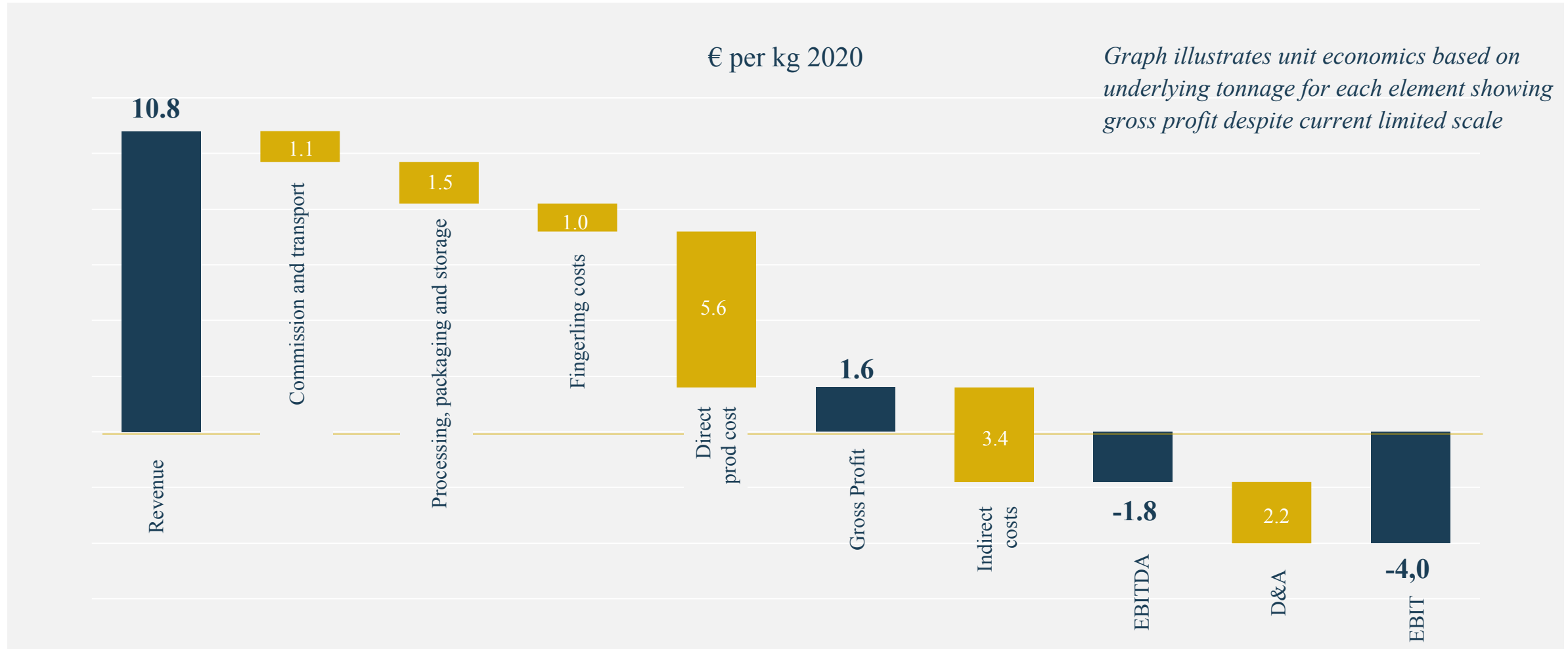
	FY 2020	FY 2019
	€ '000	€ '000
Revenue	4 973	4 996
Sales, Transport and Processing	(1 467)	(1 300)
Cost of Goods Sold	(3 388)	(4 017)
Opex	(2 173)	(1 702)
Growth Opex	(1 483)	(169)
EBITDA reported	(3 537)	(2 192)
Depreciation	(1 473)	(1 463)
EBIT	(5 010)	(3 655)
Net finance cost	(181)	(715)
Taxes	1 590	1 334
Net Loss after tax	(3 601)	(3 036)

Sales and production analysis

Full year sales stats	FY 2020	FY 2019	Change
Price large fish (EUR/kg)	€ 13.3	€ 12.7	4.3%
Price small fish (EUR/kg)	€ 9.3	€ 8.8	4.7%
Share Large fish (%)	39 %	51 %	
Share Small fish (%)	61 %	49 %	
Biomass sold (t)	461	462	
Biomass harvested (t)	637	485	31.3%
Net Growth biomass (t)	678	466	45.4%
Productivity (kg/m ³ /day)	0.57	0.39	45.4%

- **Maintained** sales volume despite Covid-19 impact
- **Record Q3 and Q4 sales** in 2020 despite widespread restaurant closures throughout Europe and US
- **Prices increased** over full year despite severe pressure on HORECA demand
- **Sales size mix affected by Covid-19**, more small fish to retail fresh counters at higher prices
- **Limited frozen inventory produced** due to record production
- **45% increase in farm productivity YoY** and total biomass growth

Cost analysis overview



Cost analysis overview 2019 vs 2020

	2020	2019	
Existing farming operations	€/kg	€/kg	change
Revenues	10.8	10.8	
- Commission and transport	(1.1)	(1.3)	-11.2%
- Process, packing, storage	(1.5)	(1.4)	3.2%
- Fingerling costs	(1.0)	(1.0)	3.8%
- Direct production costs	(5.6)	(6.7)	-16.4%
Gross margin	1.6	0.4	253%
- Indirect production costs	(3.4)	(3.7)	-8.2%
EBITDA	(1.8)	(3.2)	-44.2%
- D&A	(2.2)	(3.1)	-30.8%
EBIT	(4.0)	(6.4)	-37.6%
Net growth in biomass (tons)	678	466	45.4%
Biomass sold (tons)	461	462	-0.1%

- **Overall cost per unit reduced** in line with expectations and on track for future improvements
- Commission and transport cost per unit sold **expected to further improve** as volumes continue to increase
- In-house processing costs **anticipated to reduce** with increasing volumes
- **Fingerling costs expected to decrease** with ability to stock higher numbers with expanded on-growing capacity
- **Direct production cost decreased by 16 %** with higher productivity and lower feed conversion ratio

Table illustrates unit economics based on underlying tonnage for each element

Group Consolidated Balance sheet

- Investment in Fixed Assets led to **addition of approx. 600 tons per annum grow-out capacity**
- Inventory increased YoY due to higher biomass on the farm and sales adjustment to Covid related HORECA closures
- Cash and Equity increased due to **oversubscribed IPO raising €50m in November 2020**
- Low level of interest-bearing debt creates **opportunity to increase leverage** against quality assets

	FY 2020	FY 2019
	€ '000	€ '000
Fixed assets	30 206	18 232
Deferred tax	5 242	2 657
Inventories	4 097	2 653
Account receivables	1 615	1 408
Cash & cash equivalents	40 350	10 555
Total assets	81 510	35 505
Equity and reserves	67 852	23 752
Long-term debt	9 686	8 682
Short-term debt	1 837	694
Account payables & accruals	2 135	2 377
Total equity and liabilities	81 510	35 505

Group Consolidated

Cash Flow Statement

	FY 2020	FY 2019
	€ '000	€ '000
Cash Flow from Operating Activities		
EBIT	(5 010)	(3 655)
Adjustments to operating result:	1 473	1 398
- adjustments for depreciation	1 447	1 463
- other reduction in tangible assets	26	-
- release from revaluation reserve	-	(66)
Changes in working capital:	(1 463)	(3 958)
- decrease (increase) in inventories	(1 236)	233
- increase in trade receivables	(148)	(843)
- increase in other receivables	(59)	-
- decrease in current payables	(20)	(3 348)
Cash utilized in Operations	(5 000)	(6 215)

	FY 2020	FY 2019
	€ '000	€ '000
Investment activities	(13 915)	(1 832)
Property, plant and equipment	(13 494)	(1 841)
Net proceeds from the disposal	-	9
Costs Capitalized	(421)	-
Cash from financing activities	48 710	18 564
Repayments of borrowings	(1 166)	-
Short- and long-term loans	3 317	175
Net proceeds from issuing shares	46 304	19 076
Exchange rate gains	676	27
Interest Paid	(421)	(715)
Increase in cash and cash equivalents	29 795	10 516

- Increase in investments with construction of NL Phase 1B and US Maine permitting and development costs
- Cash flow from financing enables further expansion in the Netherlands to more than double current production capacity
- Capital spend in 2021 related to development projects estimated at €27m



Background material
for reference

Development update Europe



KINGFISH
ZEELAND

Key facts

Phase 2 Groundworks
Started Q1 21

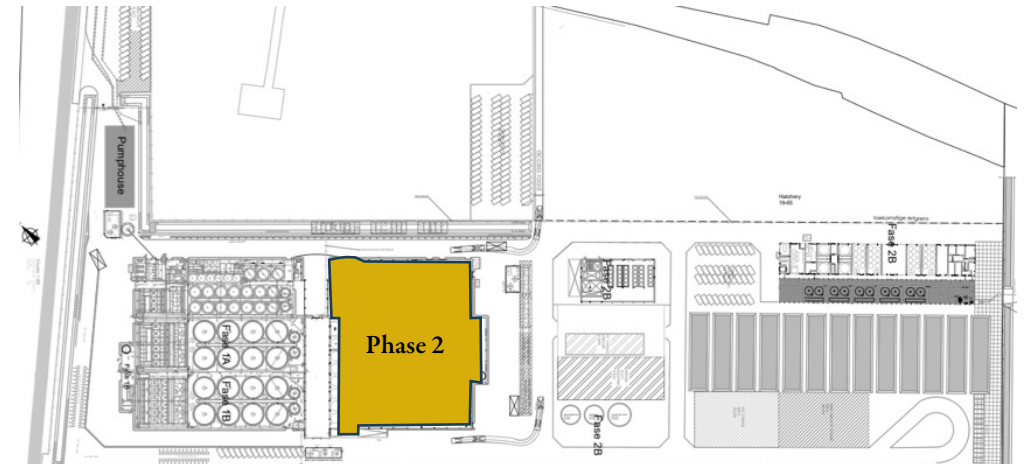
Production start
Q3 22

Installed capacity
1,250 t/y in Q1 21
3,000 t/y H2 22

Phase 2 Investment
EUR 45m

Status: **On track**

- Phase 1B completed, on time and budget. Currently transferring fish to the tanks
- Contracting for phase 2 (Billund complete, others in progress)
- Start of construction of EU phase on track for Q2 2021



Development update US



KINGFISH
MAINE

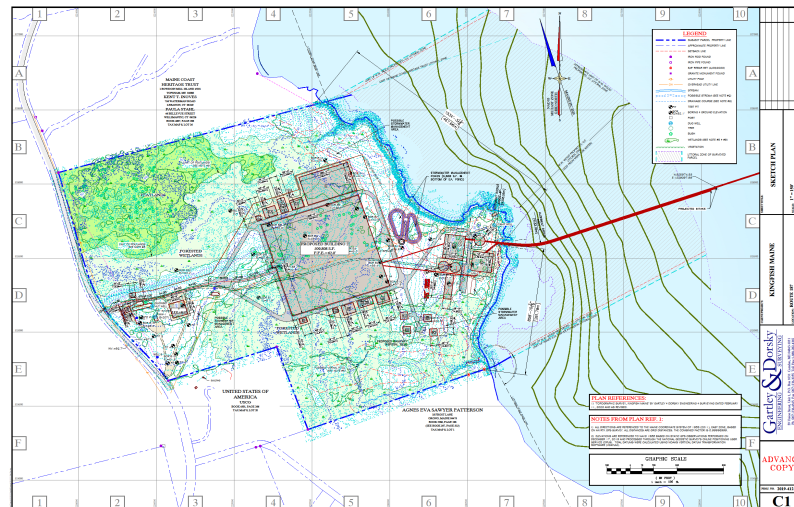
Key facts

Groundworks start¹
Q4 21/Q1 22

Production start¹
H2 23

Capacity
6,000 – 8,000 t/yr

¹ Timing subject to permits



Status: **On track**

- Both critical water side permits submitted, of which the first already approved and the second in advanced reviewing
- State and federal land side permits submitted
- Design for construction in progress

Rendering of plant (top) and detailed technical layout as provided to relevant authorities in water permit applications

Strong industry and investment support

- **Raised EUR 50m** in an over-subscribed private placement in November 2020
- Significant interest from **investors with deep insight and interests** in the Seafood and AgTech industries
- **Listed on Euronext Growth** Oslo on 25 November 2020
- **Largest shareholders reinvested** in latest fundraising round
- **Strong management commitment**, with a combined holding of around 12.7%

** Companies shown in italics are owned by Ohad Maiman (CEO), Hans den Bieman (Chair) and Kees Kloet (COO) respectively*

Top 15 shareholders as of 31 March 2021

Creadev International S.A.S	12 332 607	18.2%
Rabo Participaties B.V.	9 527 694	14.1%
<i>Terra Mare B.V. *</i>	4 600 000	6.8%
Bank Julius Bär & Co. AG	4 445 260	6.6%
Claris BV	3 492 500	5.2%
Noam Kleinfeld	3 169 755	4.7%
Pershing LLC	2 809 883	4.1%
<i>HDB Beheer BV *</i>	2 171 331	3.2%
Cibus Enterprises Fund LP	2 083 333	3.1%
Nutreco International B.V.	1 954 958	2.9%
C.J. Kloet Beheer B.V. *	1 850 000	2.7%
Itay Young	1 850 000	2.7%
Kverva Finans AS	1 822 917	2.7%
Silver Oak Investments Holding C.V	1 645 328	2.4%
JPMorgan Chase Bank, N.A., London	1 335 077	2.0%
	55 090 643	81.3%

Our values

Sustainability is at the core of our business. We strive to ensure that our operation is safe and healthy for our customers, stress-free and humane to our fish, and sets a new bar for environmentally friendly best practices.

Outflow filtered and monitored before discharge

Operation runs on 100% renewable energy

No antibiotics, GMO or hormones in production

Responsible aquaculture certified (ASC + BAP)

Recommended
as green choice by



World's first BAP certified
land-based farm



World's first ASC certified
source of Kingfish Yellowtail



Winner of the 2019 Seafood
Excellence Global Award



Certified by British Retail
Consortium

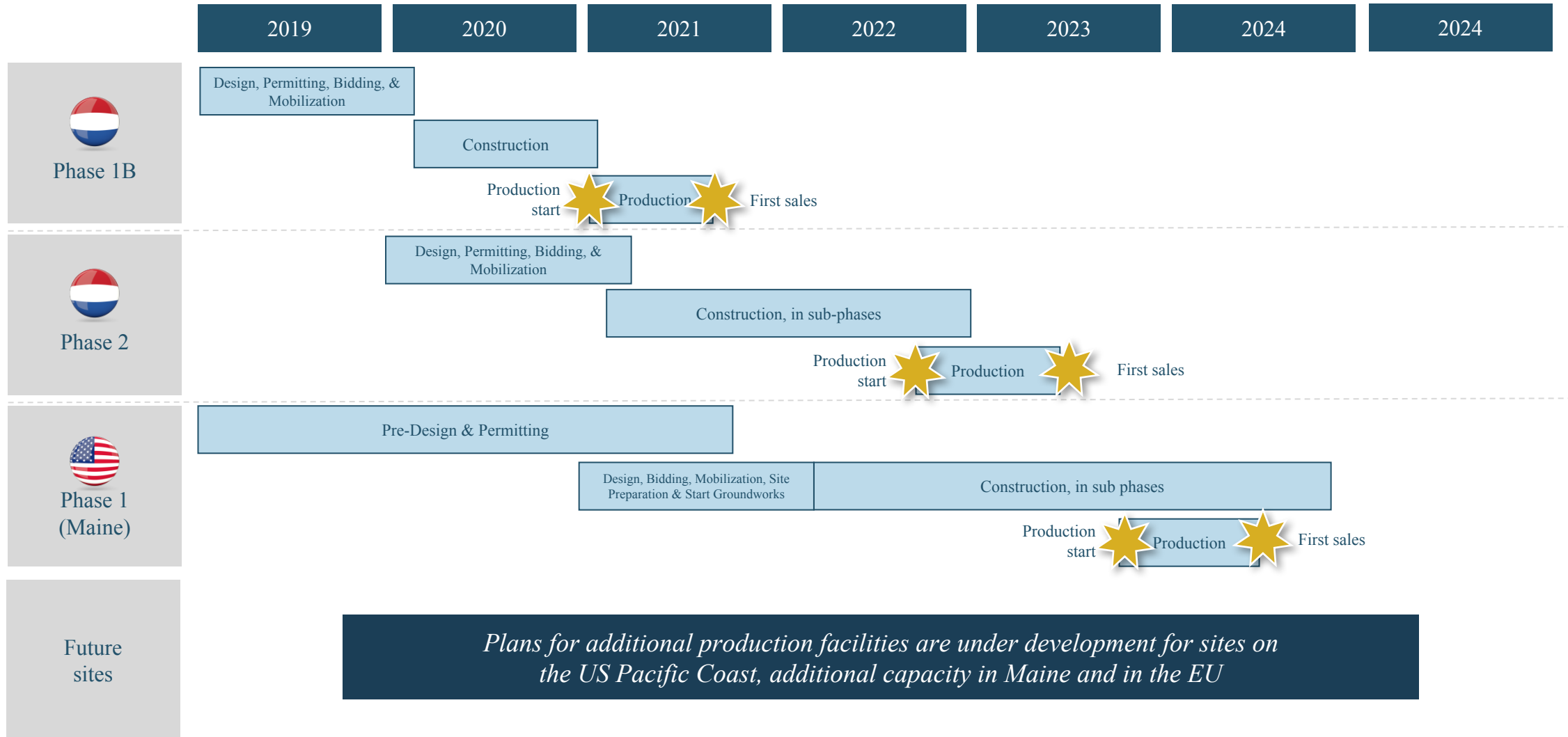


Our product

- Our Dutch Yellowtail is a **high-grade** Sashimi, grilled, or smoked classic
- **Strong familiarity of the product** in the Japanese and Italian cuisine
- An excellent **sustainable alternative** recommended as a "Green Choice" by the Good Fish Foundation and Seafood Watch
- **Harvested five days a week** and delivered within 24 hours in Europe, weekly deliveries to the US



Development timeline of active projects





DUTCH
YELLOW
TAIL



**THE FUTURE OF
FISH IS HERE**