



**FINANCIAL UPDATE**  
September 1, 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** to more than 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*

# 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



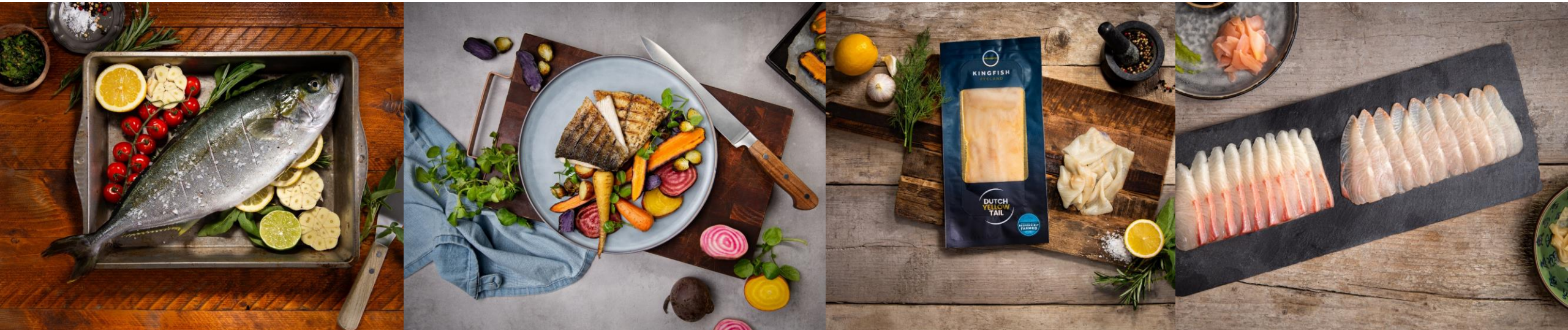
Certified by British Retail  
Consortium





# 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



# H1 '21 Highlights



## Production

- **Improved Hatchery output** and performance from both NL hatcheries
- **Record production** of 496t net growth in H1 '21 while maturing new installed capacity, up 53% from H1'20
- **Feed trials** and increased data use focus in H1, leading to improved production KPI's
- Over three years of **successful continuous system operation** with no mass mortality incidents

## Sales

- **Record sales of €3.8m** in H1 at higher average sales prices of €11.3/kg WFE
- Frozen individually vacuum packaged (IVP) portions successfully launched in **Whole Foods Market** US nationwide
- **Launched** fresh modified atmosphere packaging (MAP) portions in over 300 stores of **Albert Heijn**, largest retailer in Netherlands
- Fresh fish **demand continues to outstrip supply** despite increased harvest levels and price increases

# H1 '21 Highlights



## Development

- **NL (EU) phase 2 construction** on time to increase installed capacity to 3,000 ton by Q4 '22. Current market conditions indicate a 4% increase in total budgeted capex
- Both critical US water-side **permits secured**
- **US design and contracting** in progress in a challenging US construction market environment
- US West Coast and Southern Europe **site search and selection** process initiated
- Sales team strengthened with the hiring of **Lauren Enz as US Sales Director**, as well as the onboarding of country sales managers for Italy, Germany and the UK

## Finance

- **J. P. Morgan** advancing to secure equity fundraising for US development and additional growth
- **Additional asset backed debt** capacity identified in the European operation. Discussions with major lenders in progress
- Potential **US debt** routes identified – discussions with major lenders in progress



# Robust and reliable system

- Over **three years of continuous operations**, over **21 production cycles** of fish produced from full cycle hatchery to harvest, with zero mass mortality events
- 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

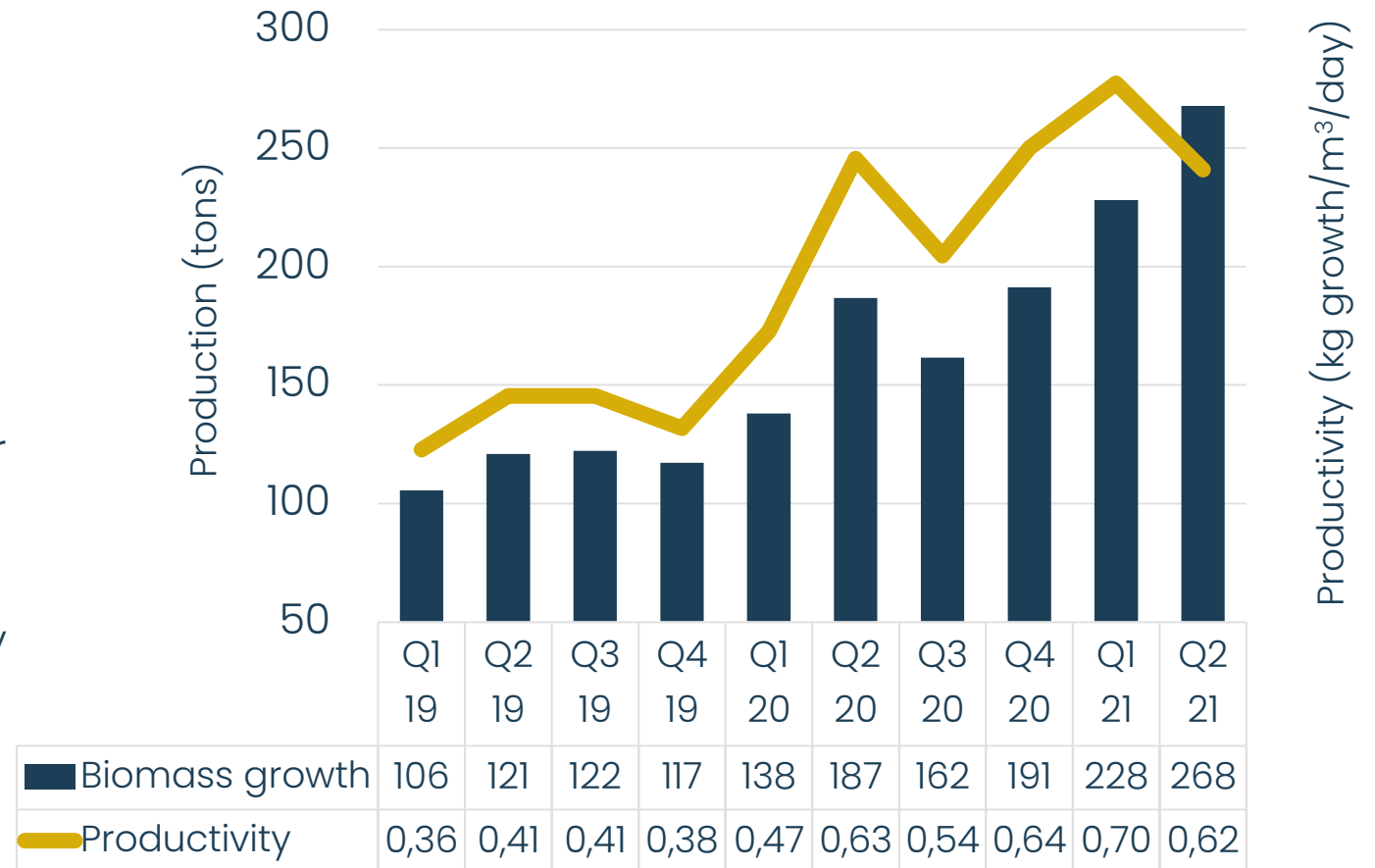


*The Netherlands operation partial view*

# Production update

- **Excellent hatchery production** in H1'21 ensuring top quality fingerlings stocked
- **New production record** in H1'21 with 496 tons growth, an **increase of 53%** over H1'20
- **Productivity of 0.65** kg / m<sup>3</sup>/ day in H1'21, as new commissioned capacity matured in Q2, is an increase of 20% over H1'20
- **New system** stocking completed as planned, bringing total installed capacity to 1,250t / year

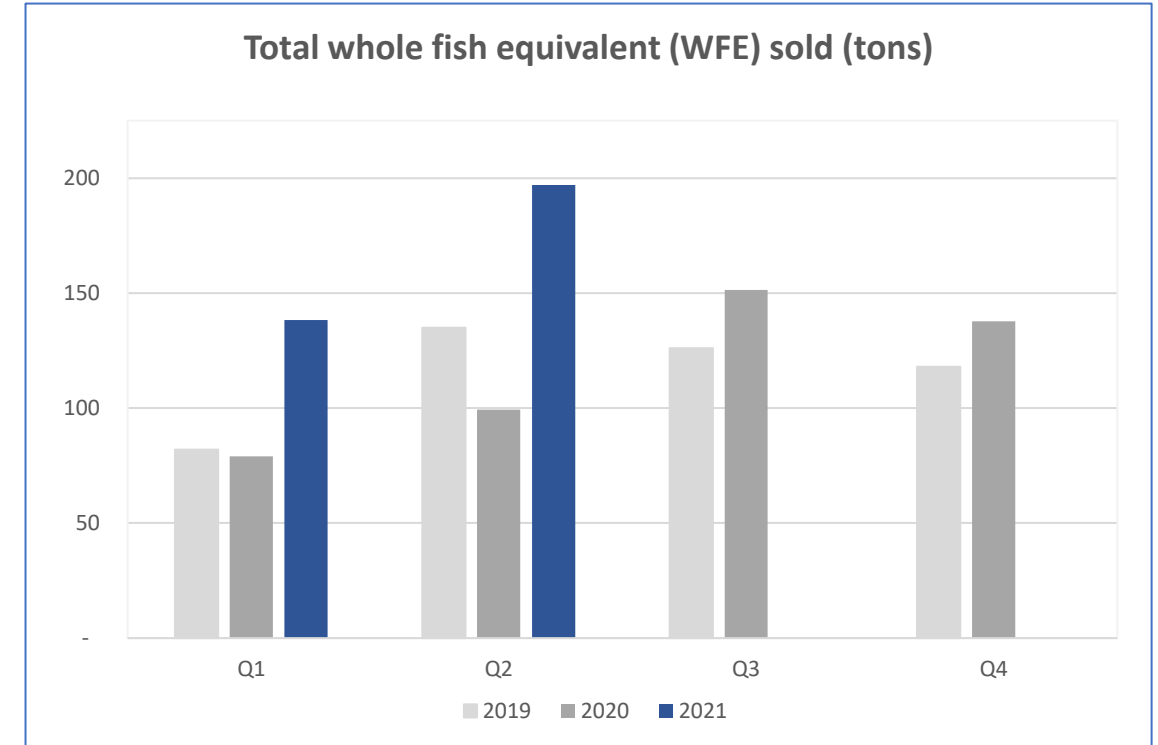
## Record production above design level and sector leading productivity score





# Increased sales and product development

- H1'21 **Sales grew 95% in revenue to €3.8m** and 88% in WFE tonnage to 335 tons against H1'20.
- Overall average sales price of €11.3/kg achieved, an increase of 5% on H1'20.
- **Demand continues to outstrip supply** with re-opening of Horeca business across Europe and US while supplying retail channels.
- Full line of **retail ready portions** now available- fixed weight skinless boneless loin/belly/tail- frozen IVP and fresh MAP.
- **Smoked Product** for retail in development
- **Branded retail product** launched nationwide in Whole Foods Market US and Albert Heijn NL.



# Development update Europe (NL)



**KINGFISH**  
ZEELAND

## Key facts

Phase 2 Construction  
**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 47m**  
*(EUR 2m addition due to current market conditions)*

## Status: **On track**

- Phase 1B completed, on time and budget. System fully stocked
- Contracting for phase 2 90% completed
- Construction of EU phase 2 remains on time with limited 4% increase in total projected cost





# Development update US



**KINGFISH**  
MAINE

## Key facts

Groundworks start<sup>1</sup>  
**Q4 21/Q1 22**

Production start<sup>1</sup>  
**H2 23**

Capacity  
**6,000 – 8,000 t/yr**

<sup>1</sup> Timing subject to Contractor bidding & Finance

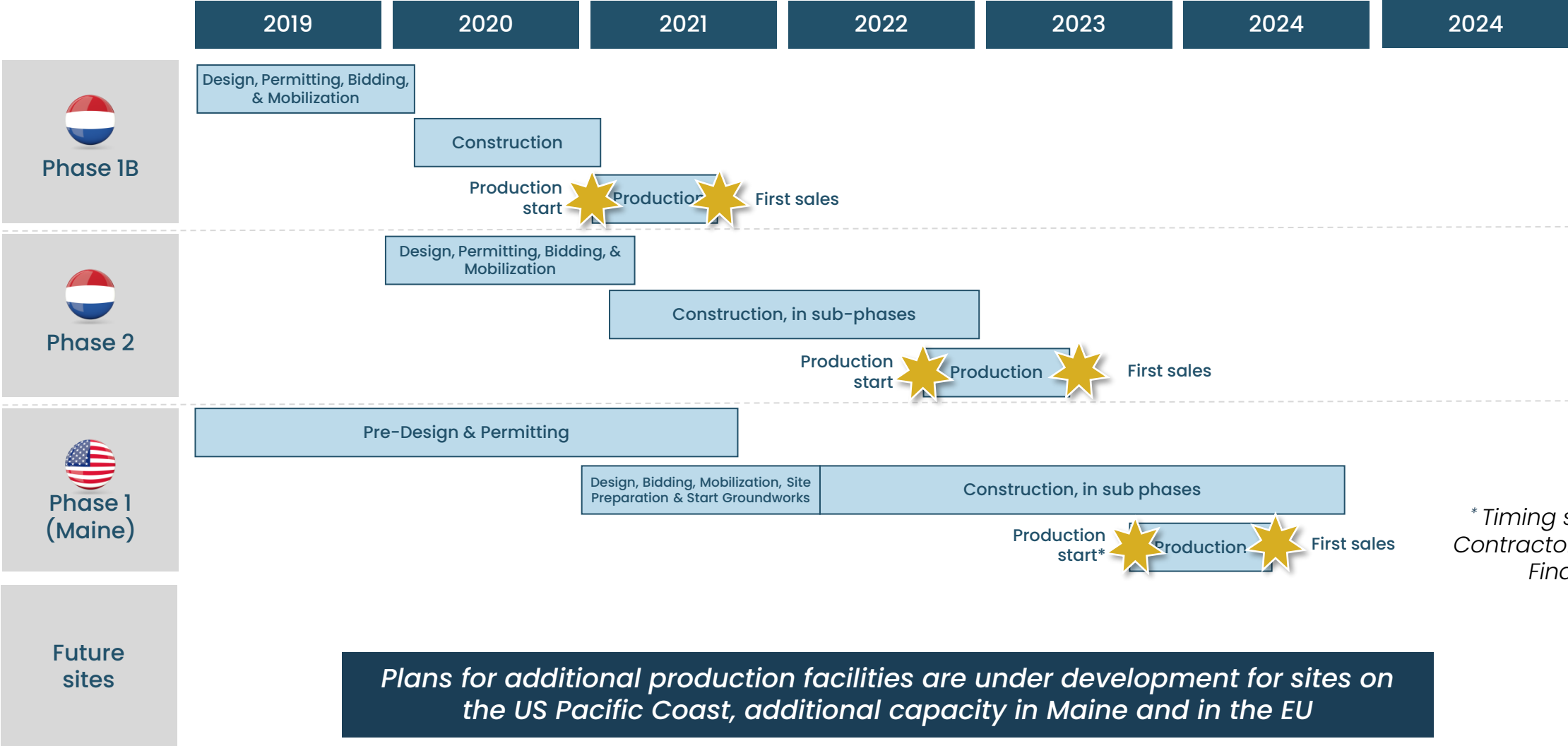


## Status: **On track**

- Permitting for Maine site advancing as planned, with both water side permits approved, as well as recent air emissions approval
- State and federal land side permits on track
- Design for construction in progress (LOD 200)

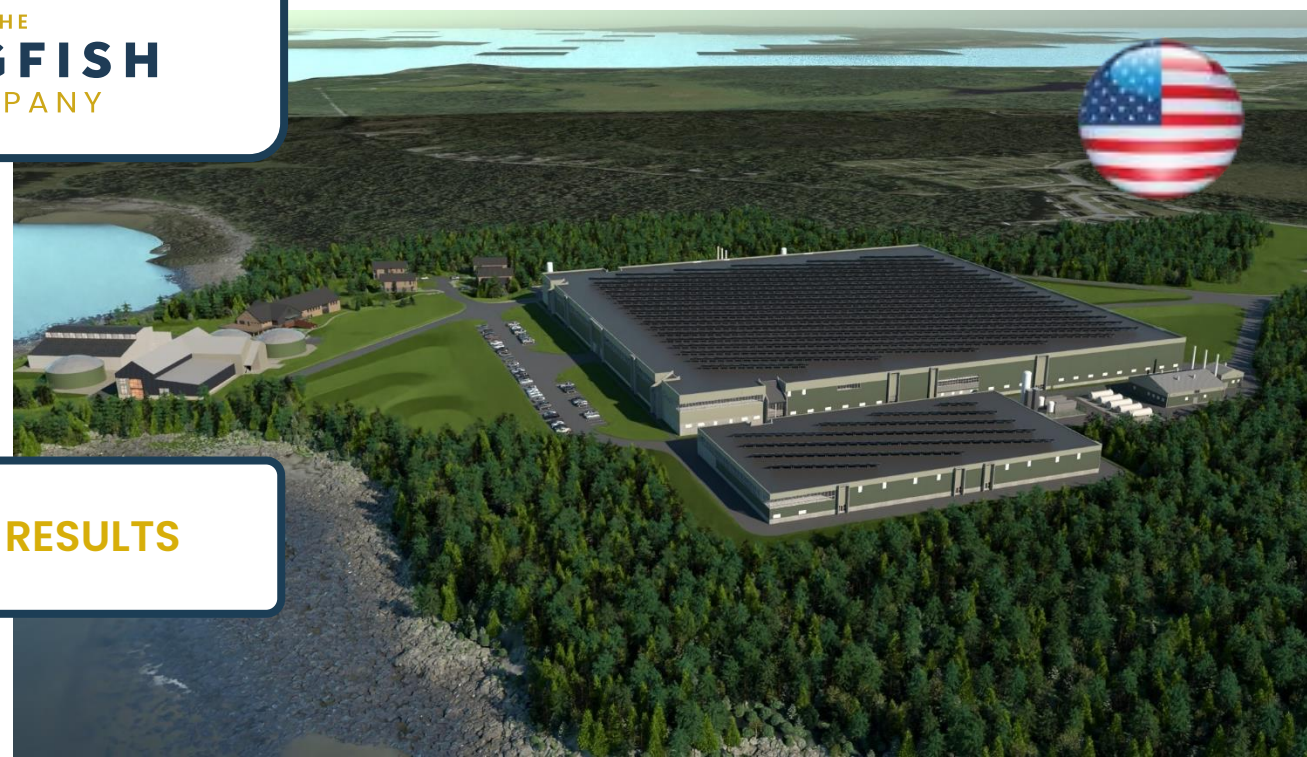
*Rendering of plant (top) and detailed technical layout as provided to relevant authorities in water permit applications*

# Development timeline of active projects



*\* Timing subject to Contractor bidding & Finance*





**INTERIM RESULTS**



# Group Consolidated Profit and Loss statement

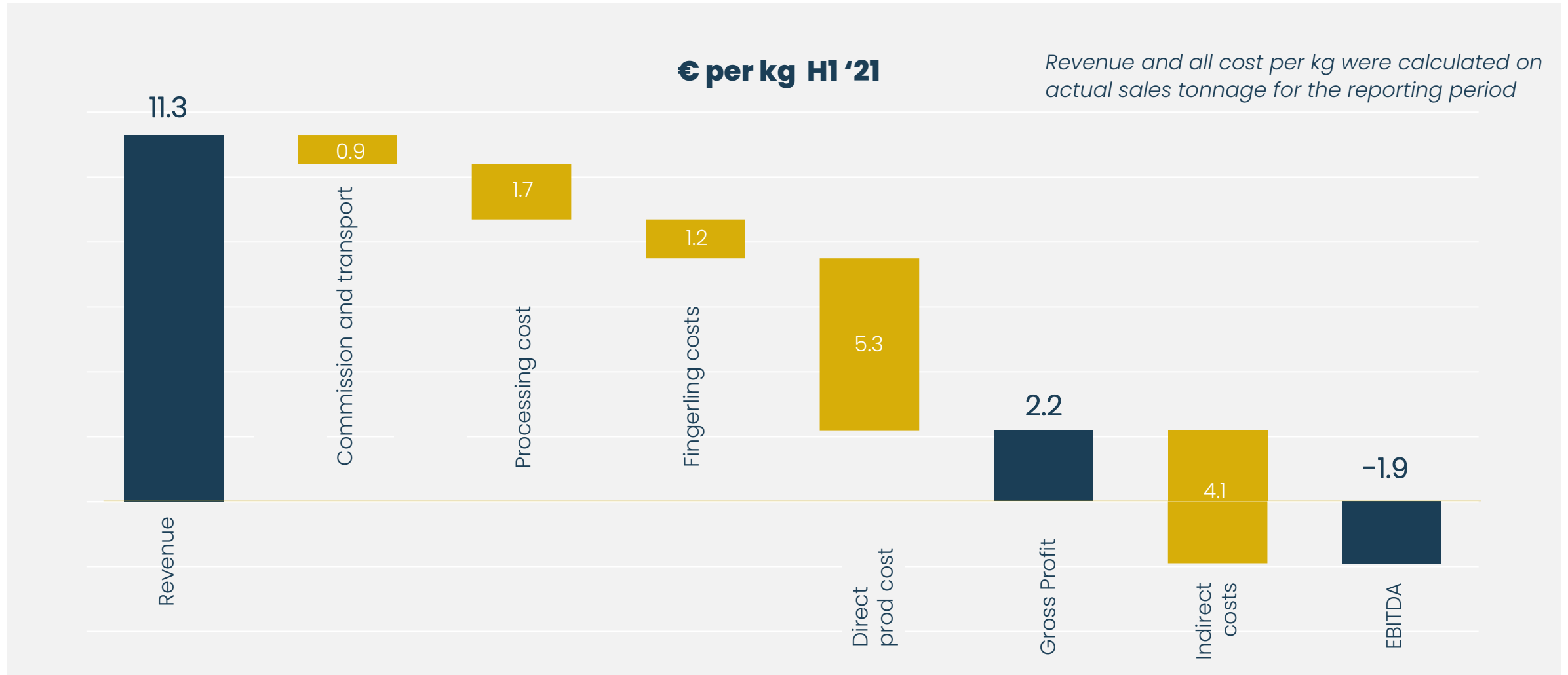
- **Strong revenue growth** with 5% increase in sales prices and higher tonnage sold
- Increased Opex and Growth Opex in line with expansion in operations and rapid growth ambitions
- Strong improvement in underlying farming operations result (see slides 15 & 16)
- Net result after tax reflects the scale-up phase of the business

	H1 2021	FY 2020
	€ '000	€ '000
<b>Revenue</b>	<b>3 792</b>	<b>4 973</b>
Sales, Transport and Processing	(886)	(1 467)
Cost of Goods Sold net of Inventory Adj.	(3 014)	(3 388)
Opex	(1 719)	(2 199)
Growth Opex	(1 696)	(1 483)
<b>EBITDA reported</b>	<b>(3 523)</b>	<b>(3 564)</b>
Depreciation	(1 010)	(1 447)
<b>EBIT</b>	<b>(4 533)</b>	<b>(5 010)</b>
Net finance cost	(165)	(181)
Taxes	1 138	1 590
<b>Net loss after tax</b>	<b>(3 560)</b>	<b>(3 601)</b>



# Farming Operations

## Cost analysis of product sold H1'21



# Farming Operations

## Cost analysis overview H1 2021 vs FY2020

	H1 2021	FY 2020	change
Existing farming operations	€/kg	€/kg	
Revenues	11.3	10.8	5%
- Commission and transport	(0.9)	(1.2)	-21%
- Process, packing, storage	(1.7)	(2.0)	-15%
- Fingerling costs	(1.2)	(1.2)	
- Direct production costs	(5.3)	(6.5)	-19%
Gross margin	2.2	(0.1)	
- Indirect production costs	(4.1)	(5.2)	-21%
EBITDA	(1.9)	(5.3)	-64%
- D&A	(3.0)	(3.2)	
EBIT	(4.9)	(8.5)	-43%
Net growth in biomass (tons)	496	678	
Biomass sold (tons)	335	461	

- **Continued higher sales price** evolution as key HORECA markets recover and sales mix improves
- **Positive gross margin** reported as direct costs per kg reduce in line with production increase
- **EBITDA cost per kg -18% vs FY2020** in line with expectations and increased production levels
- **Indirect production cost decreased by 21%** with scale benefits of increased production and cost control

*Revenue and all cost per kg were calculated on actual sales tonnage for the reporting period*



# Group Consolidated Balance sheet

- Investment in Fixed Assets towards expansion in the Netherlands (EU) and design of US development.
- Inventory of **live biomass increased** due to stocking of additional tank capacity
- Quality assets and a track record of strong operational results enable **raising additional debt, providing sufficient capital** to fund completion of current expansion in the Netherlands and completion of US permitting and design for construction

Balance sheet	30.06.2021	31.12.2020
	€ '000	€ '000
Fixed assets	39 601	30 206
Deferred tax	6 382	5 242
Inventories	5 535	4 097
Account receivables	2 290	1 615
Cash & cash equivalents	25 790	40 350
<b>Total assets</b>	<b>79 598</b>	<b>81 510</b>
Equity and reserves	64 811	67 852
Long-term debt	8 579	9 686
Deferred tax liability	506	0
Short-term debt	1 801	1 837
Account payables & accruals	3 901	2 135
<b>Total equity and liabilities</b>	<b>79 598</b>	<b>81 510</b>

# Group Consolidated Cash Flow Statement

	H1 2021	FY 2020
	€ '000	€ '000
Cash utilized in Operating Activities		
EBIT	(4 533)	(5 010)
Adjustments to operating result:	1 010	1 473
- adjustments for depreciation & other	1 010	1 473
Changes in working capital:	558	(1 464)
- decrease (increase) in inventories	(2 499)	(1 236)
- increase in trade receivables	(330)	(149)
- increase in other receivables	1 628	(59)
- decrease in current payables	1 759	(20)
Cash utilized in Operations	(2 965)	(5 001)

	H1 2021	FY 2020
	€ '000	€ '000
Investment activities	(10 357)	(13 914)
Property, plant and equipment	(10 357)	(13 914)
Cash from financing activities	(1 237)	48 710
Repayments of borrowings	(1 062)	(1 166)
Short- and long-term loans		3 317
Net proceeds from issuing shares		46 304
Interest and exchange rate costs	(175)	255
Change in cash and cash equivalents	(14 559)	29 795

- Limited cash utilized in operations due to increasing harvest and sales
- Increase in investments with construction of NL (EU) Phase 2A and US Maine permitting and design costs



# 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 12.7%

## Top 15 Shareholders as at August 28, 2021

Creadev International S.A.S	13.359.605	19,7%
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	2.837.283	4,2%
<i>HDB Beheer BV *</i>	2.171.331	3,2%
Kverva Finans AS	2.167.917	3,2%
Cibus Enterprises Fund LP	2.083.333	3,1%
Nutreco International B.V.	1.954.958	2,9%
<i>C.J. Kloet Beheer B.V. *</i>	1.850.000	2,7%
Itay Young	1.850.000	2,7%
JPMorgan Chase Bank, N.A., London	1.542.456	2,3%
Silver Oak Investments Holding C.V	1.499.328	2,2%

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



DUTCH  
YELLOW  
TAIL



**THE FUTURE OF  
FISH IS HERE**