

NASF 2024 Presentation

Bergen, 7 March 2024

Knut Nesse, CEO





From single components to complete solutions

- Sea Based
- Land Based
- Digital

Pioneering a better future

AKVAGROUP™

AKVA group in a brief

AKVA group is the leading technology and service partner to the aquaculture industry worldwide.



Listed on Oslo
stock exchange
since 2006



Total turnover in
2023:
NOK 3.4 billion



1.415 employees



Companies in 11
countries



Technology leader
through 40 years

Our presence

Present in all markets
with offices in:

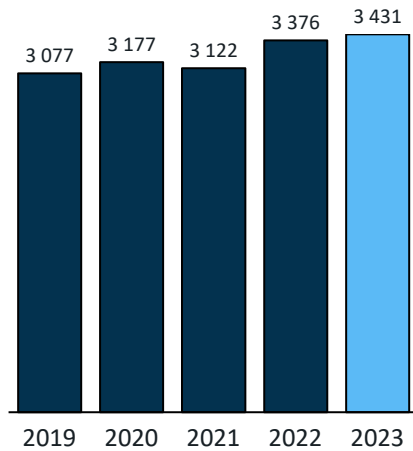
- Norway
- Denmark
- Scotland
- Lithuania
- Spain
- Greece
- Turkey
- Chile
- Canada
- China
- Australia



Key figures | Full year 2023

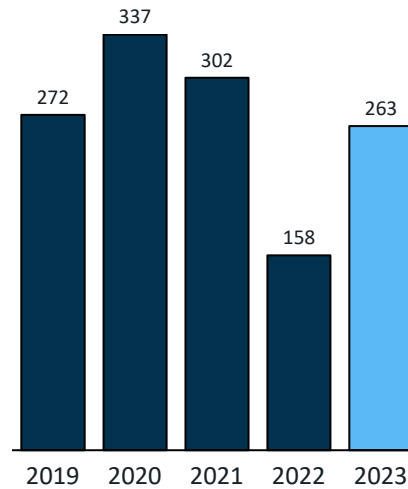
Revenue

3 431 MNOK



EBITDA

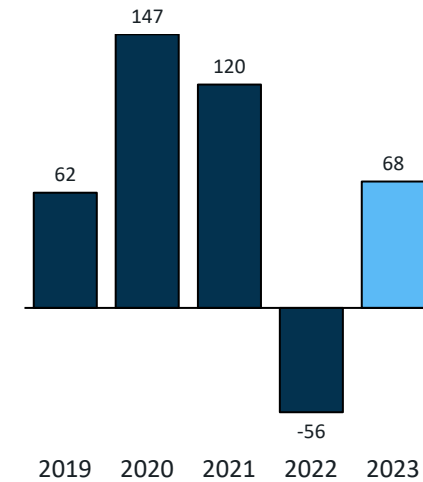
263 MNOK



* Note: EBITDA of MNOK 158 in 22 is impacted by MNOK 58 in costs related to restructuring and cost saving programs

EBIT

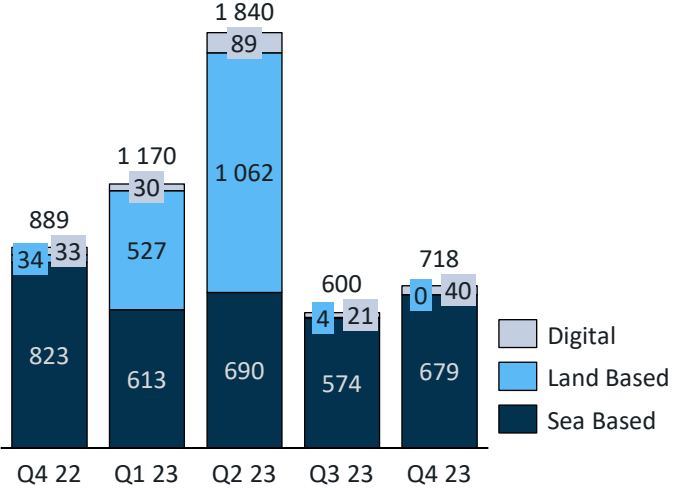
68 MNOK



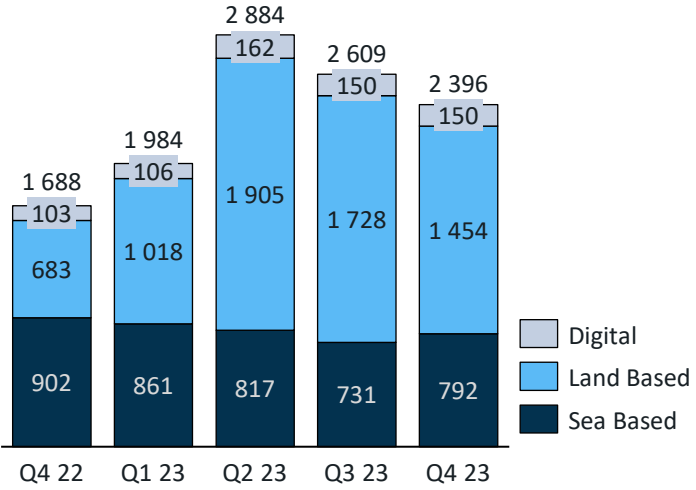
* Note: Negative EBIT of MNOK 56 in 22 is impacted by MNOK 98 in costs related to restructuring and cost saving programs

Development order intake and order backlog

Order intake (MNOK)



Order backlog (MNOK)



Note: Order backlog includes currency effects on existing contracts



Strategic and Operational Status

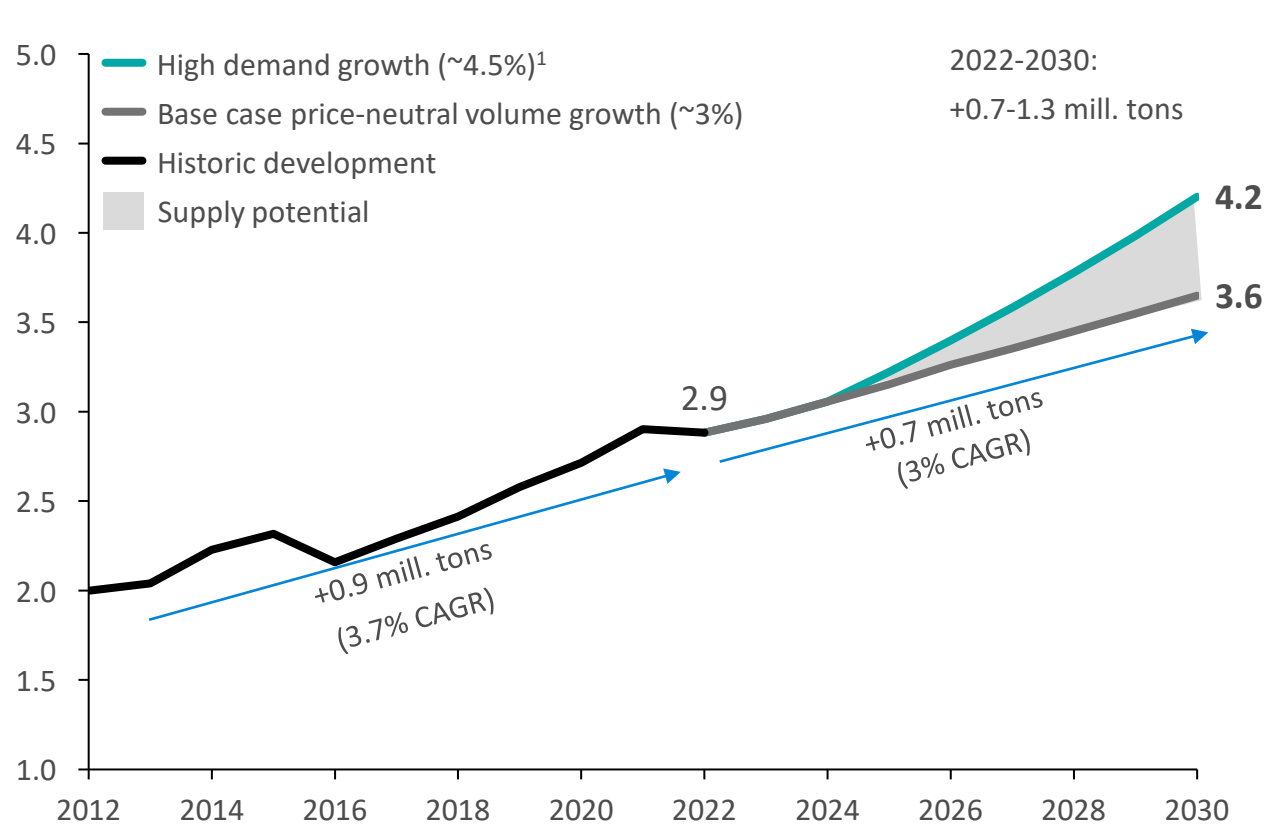
Pioneering a better future

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Underlying demand growth implies 0.7-1.3 million ton volume increase by 2030

Extrapolation of underlying demand growth for salmon 2012-2030

Consumption of Atlantic salmon WFE in mill. tons



1) +1.5 percentage point increased price-neutral volume growth compared to base case
Source: Kontali, Cardo Partners analysis

Main supply and demand drivers

Category	Icon	Driver Description
Demand drivers		Growth in demand driven by emerging salmon markets and product development in existing markets
		Global health and wellness megatrend drives adoption of salmon as a sustainable and healthy source of protein
		Inflationary pressures may shift consumption towards cheaper protein sources
Supply drivers		Technological advances for improved utilization of existing licenses
		Slow scale-up of new farming technologies (land-based and offshore)
		Uncertainty regarding future regulations in several farming regions impacting future supply growth
		Norwegian resource tax reducing investments in new technology for future license utilization

Precision Farming - Sea Based Solutions

- From advanced, tailored marine infrastructure to single components and products

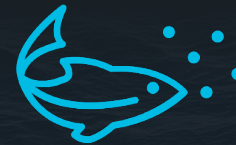
Marine Infrastructure



- quality equipment for better operations

- Plastic and Steel pens
- Nets
- Anchoring & Mooring
- Net Cleaning
- ROV systems
- Boats
- Marine engineering
- Lab services

Precision Feeding



- for optimizing fish performance, feed conversion and growth

- Barges
- Feed systems
- Camera & sensors
- Lights
- Digital support:
 - AKVA connect
 - AKVA observe
 - AKVA fishtalk

Deep farming & Lice control



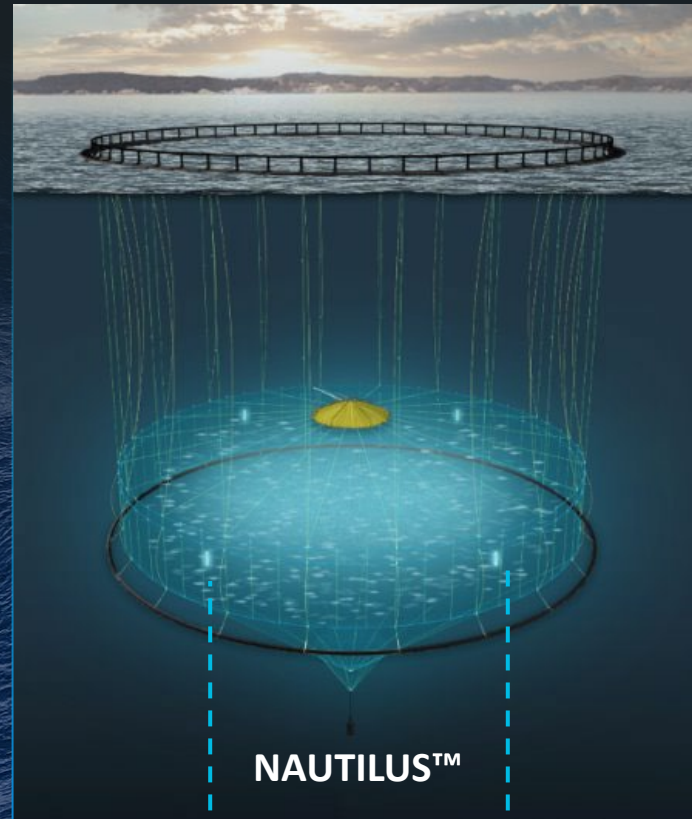
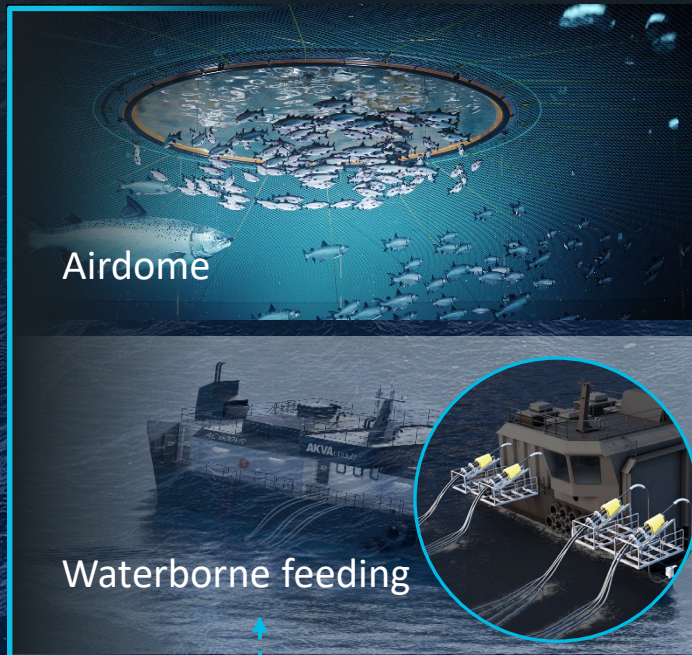
- reducing lice problems

- Nautilus
- Tubenet
- OptiCage
- Plastic pens
- Feed system
 - Sub surface feeding
- Camera systems
- Lights
- Digital support

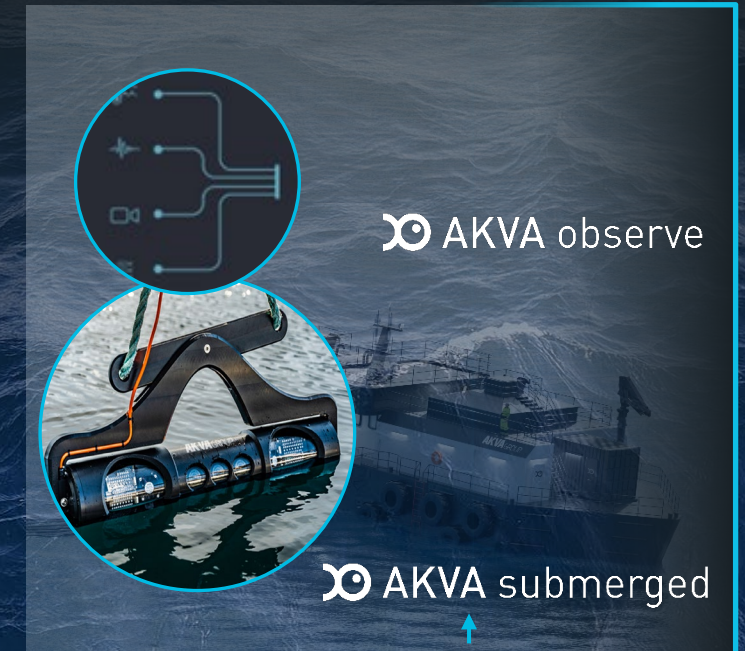
Deep farming concept - Nautilus™

- Can solve one of the biggest sustainability challenges in aquaculture: salmon lice

Important innovations



Digital support



Current digital solutions

AKVA observe

- 104 sites worldwide on recurring revenue model
- 25 new sites in 2022
- 64 new sites in 2023

AKVA fishtalk

- Global market share of 60%

AKVA connect

- 353 sites worldwide on recurring revenue model
- 125 new sites in 2022
- 178 new sites in 2023

AKVA submerged

- 17 sites worldwide on recurring revenue model

Innovation agenda for Land Based Salmon Farming

1

Market leading RAS technology enabling sustainable and cost-effective production

2

Delivering complete scope of fish farming technology (e.g. feeding, fish tanks, fish handling, camera, lights, sensors, control system)

3

Data driven insight and intelligent farming systems enabling consistent and optimized production - "Precision Farming"

4

Production Advisory Services – RAS production competence group helping customers maximizing output and reducing cost

Standard 5,000 tonnes modules

Build up LB organization in Norway

AKVA group Innovation agenda – Centre of Excellence

Post-smolt RAS concept is validated

There are significant benefits from a post smolt strategy:

- Reduced time in the sea means less lice treatment and improved fish health
- Better utilization of licenses provides improved volume with 30% or higher dependent on the size of the post smolt

Outlook – post smolt market in Norway:

- Our customers want to know all the implications from the new resource tax and this takes some time
- AKVA does not expect to sign any major new RAS contracts in Norway before second half 2024
- Pipeline of prospects is solid



NOAP phase I will be finished in Q1-2024

- Construction of NOAP phase I will be completed in Q1 2024. Annual capacity of 4,000t
- NOAP phase II is initiated with additional annual capacity of 4,000t
- Phase II to be executed towards end of 2024 and during 2025
- AKVA has signed RAS contract for phase III with additional annual capacity of 12,000t. Start-up of project to be authorized by NOAP in the future



Expected activity level for Land Based

- Total order backlog of BNOK 1,5
- During 2023 AKVA has signed the following contracts:
 - NOAP phase II MEUR 40 (full grow out): Project is started and will be executed next 2-3 years
 - Cermaq Finnmark MEUR 60 (post smolt): Project is started and will be executed next 2-3 years
 - Two RAS contracts outside Norway at approx. MEUR 16 to be executed next 1-2 years
- With main basis in these contracts the expected activity level for 2024 will be minimum MNOK 600
 - Soft activity level in first half of 2024 due to closing of “old” projects during Q1 and slow start up of new projects
 - Project margins expected to improve
 - OPEX will be reduced due rightsizing process completed in Q4 2023

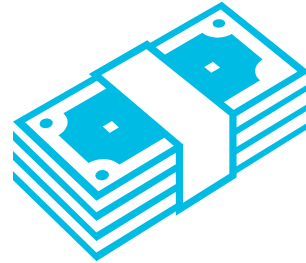


Revised medium term financial targets



Revenue growth

- 2024: Min. 5% growth (BNOK 3,6) but no growth in Land Based
- Long term: Organic topline growth of min. 10% Y-oY
 - Sea Based: 5%
 - Land Based: Min. 30% as of 2025 and onwards
 - Digital 30%



Profitability

- 2024: 4-5% EBIT
- 2025: min. 6% EBIT
- Improve ROACE to 10-15% by 2025

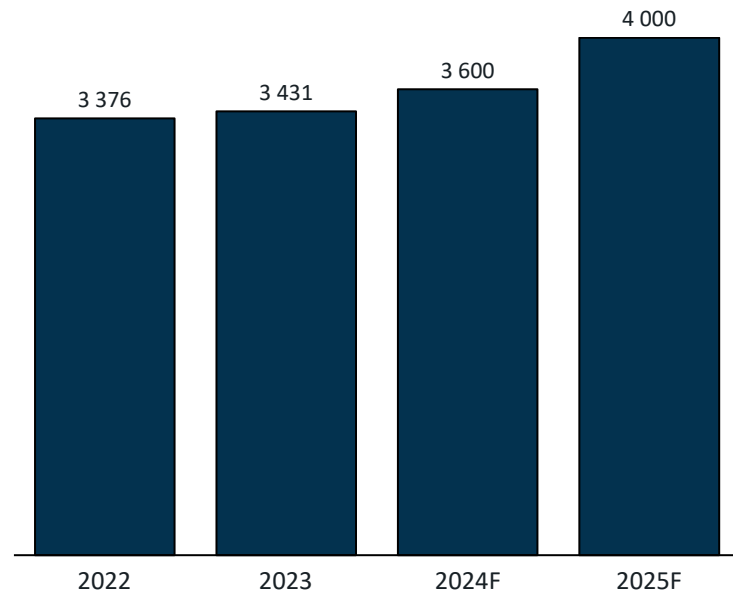


EBIT enablers

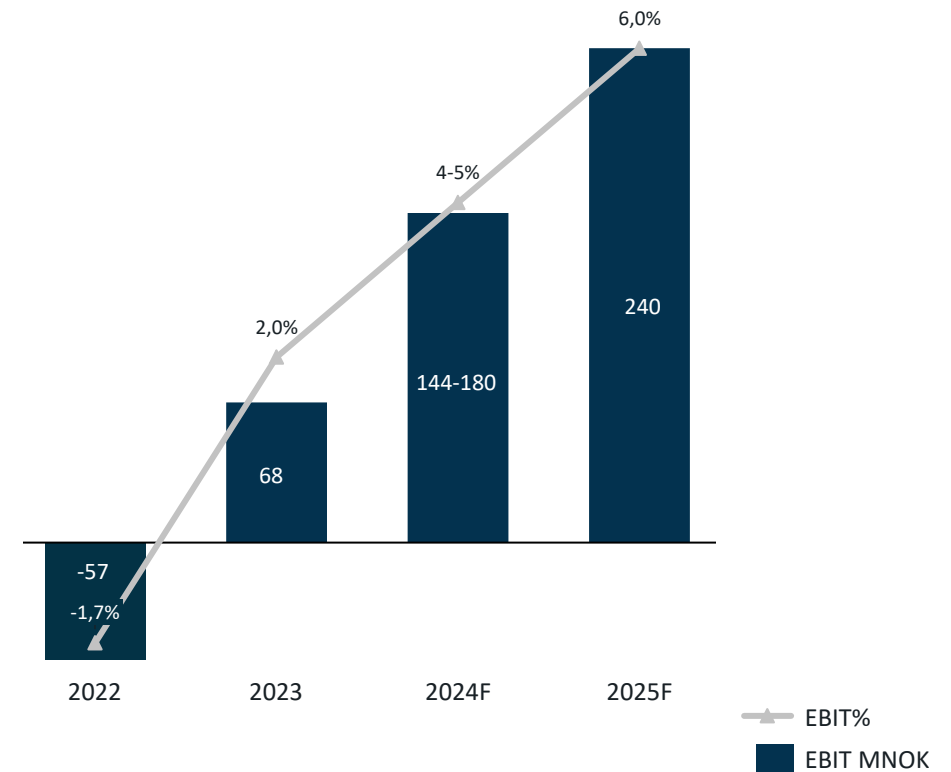
- Operational excellence
- Cost reduction program implemented 2023
- Scaling of Digital and Land Based business
- New contract management Land Based

Revenue and EBIT development

Revenue (MNOK)



EBIT (% & MNOK)



A large industrial vessel, likely a fishing or aquaculture ship, is shown from a side-on perspective. The vessel is dark grey or black with a white superstructure. A yellow crane or winch is mounted on a platform extending from the deck. Several thick, black cables or hoses are connected to the platform and extend into the blue water. In the background, there are mountains with snow-capped peaks under a blue sky with scattered white clouds. A small yellow buoy is visible in the water.

We are investing in
our future

Pioneering a better future

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