Bakkafrost presentation
A world-class company in the salmon industry

Capital Markets Day – Part 1

Scotland 6 June 2023

BAKKAFROST

HEALTHY LIVING

Bakkafrost - Faroe Islands

Høgni Dahl Jakobsen

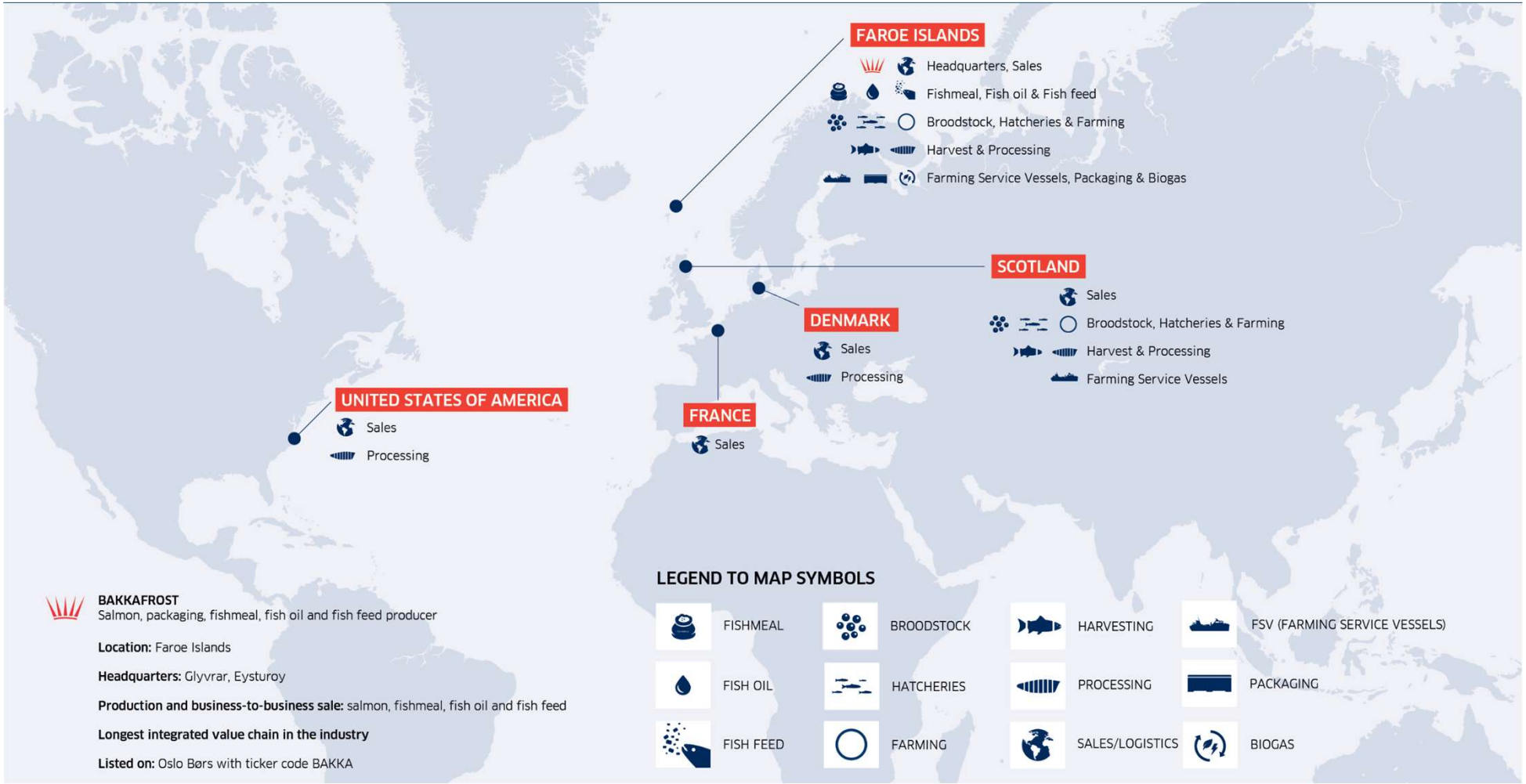
CFO

Tasty, Healthy & Sustainable Salmon

BAKKAFROST

HEALTHY LIVING

BAKKAFROST – OVERVIEW



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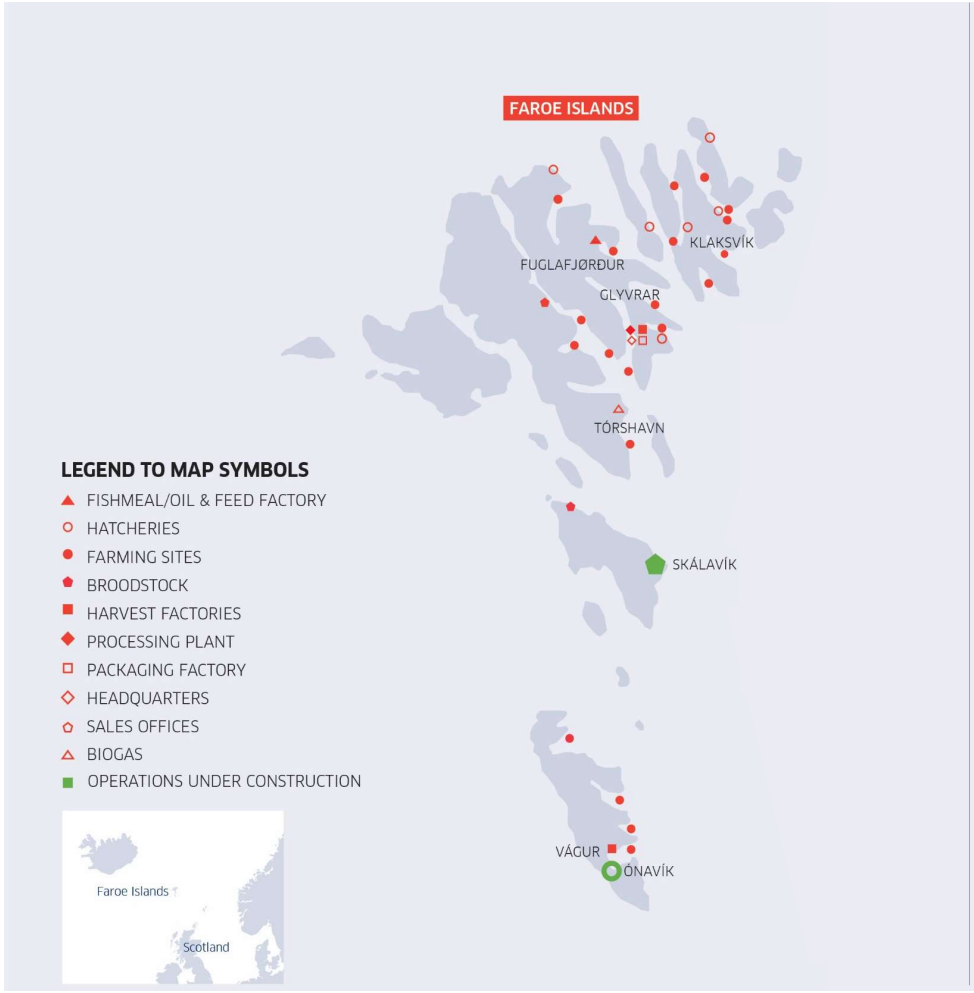
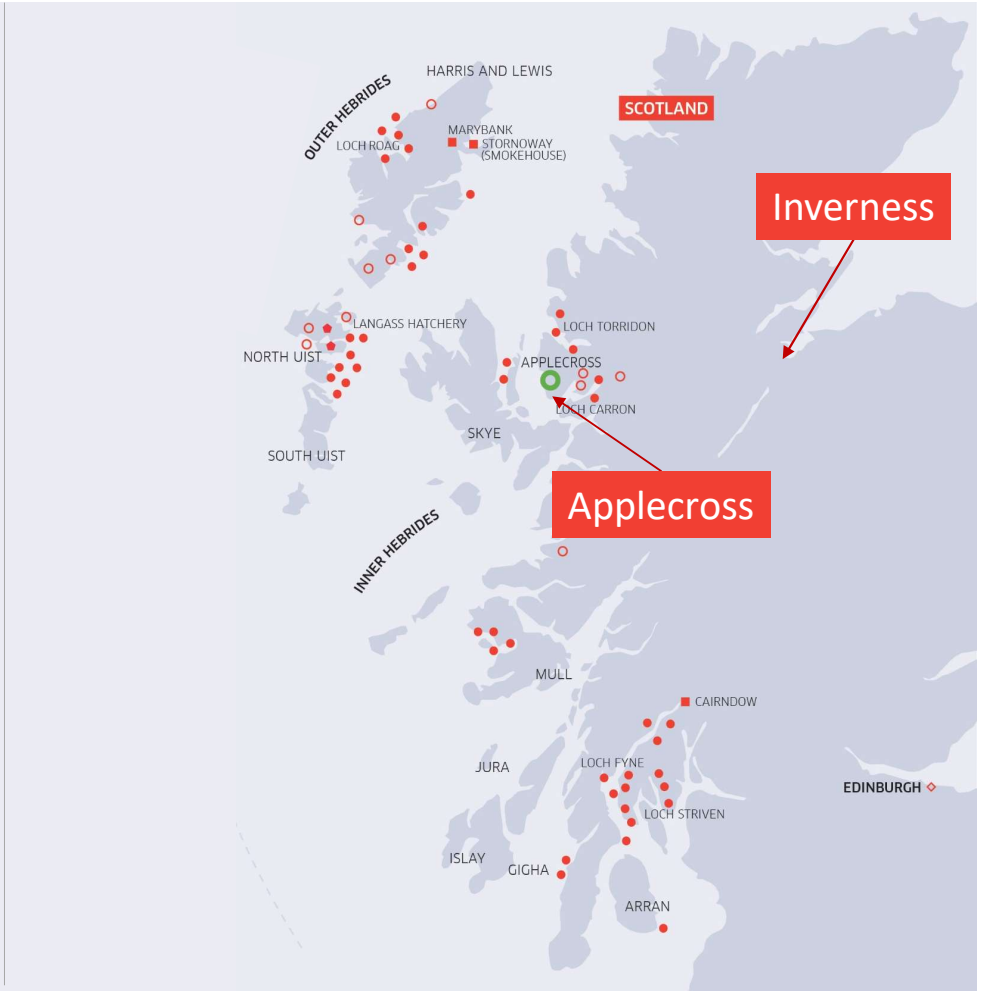
HEALTHY LIVING

BAKKAFROST – FARMING SITE OVERVIEW





Tasty, Healthy & Sustainable Salmon

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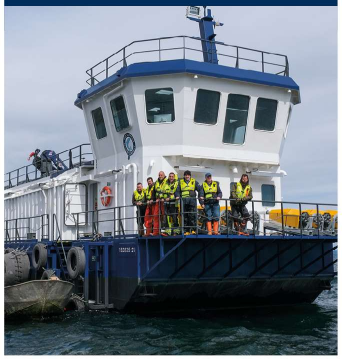
HEALTHY LIVING

OUR PILLARS AND VALUES

HEALTHY BUSINESS
Responsible growth

- Sustainable growth
- Ethical conduct
- Partnership

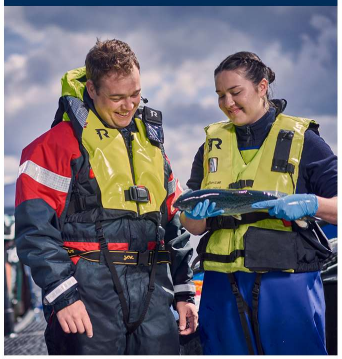


HEALTHY SALMON
Exceeding leading standards

- Integrated value chain
- Health & welfare
- Best practice

HEALTHY PEOPLE
Preferred employer

- Employees
- Health, safety & wellbeing
- Human rights

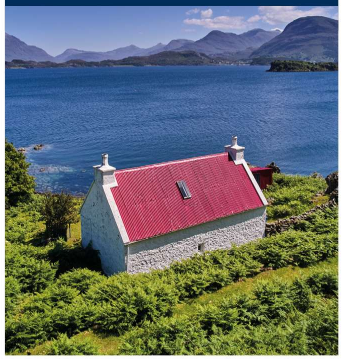


HEALTHY ENVIRONMENT
Committed to environmental stewardship

- Biodiversity
- Resource efficient
- Climate change & energy

HEALTHY COMMUNITIES
Create shared value

- Responsible leadership
- Community engagement & transparency
- Creating value



PROVENANCE
Committed to provenance

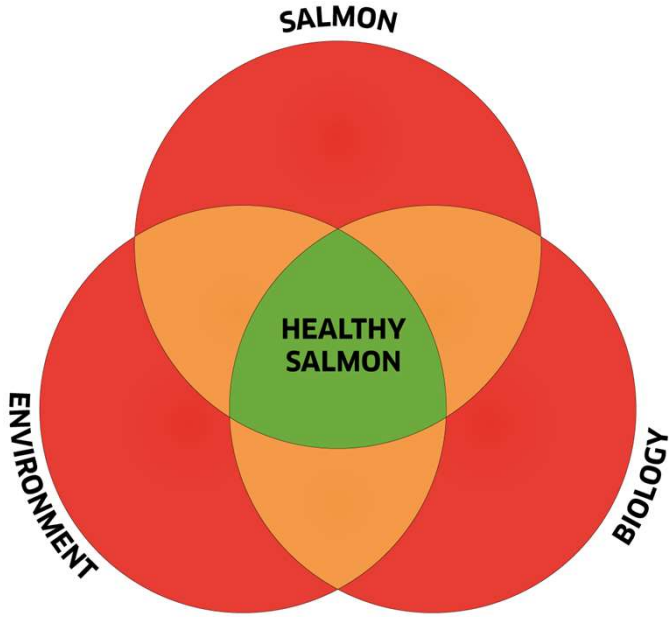
PASSION
Passion of our people

RESPECT
Respect for our natural environment and our communities

FARMING SALMON IS A VULNERABLE PROCESS

Good health is maintained when:

- The salmon is robust
- Environment is optimal and threats mitigated
- Biological threats are well controlled



SALMON HEALTH HINGES ON UNBROKEN CHAIN OF RESOURCES IN THE VALUE CHAIN

Farming process highly exposed to external variables

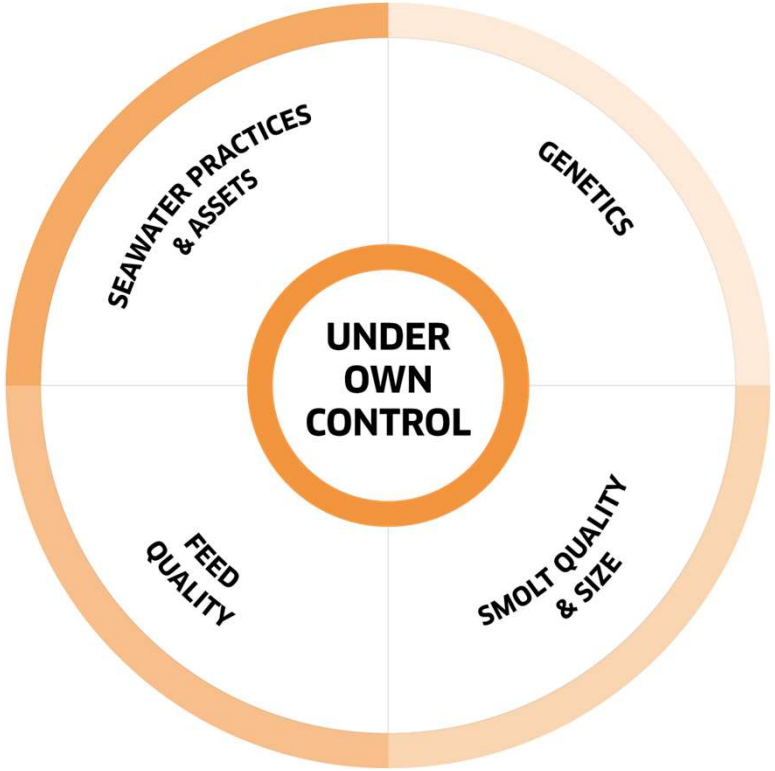
Unbroken chain of resources required to control process

Glitch in resources can cause material adverse effects, e.g.

- Poor egg and smolt quality
- Insufficient quality of assets and technology
- Absence of analysis and due action
- Vessels capacity for urgent treatment and transportation
- Lack of processing capacity to handle emergency harvest

Challenges normally pile up during autumn months

- Requirement for abundant resources most of the year
- Reliance on third party represent risk and complexity



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HEALTHY LIVING

STATE-OF-THE ART AND FULLY INTEGRATED VALUE CHAIN

STRONG CONTROL IN THE FAROE ISLANDS

Employees
~1,800

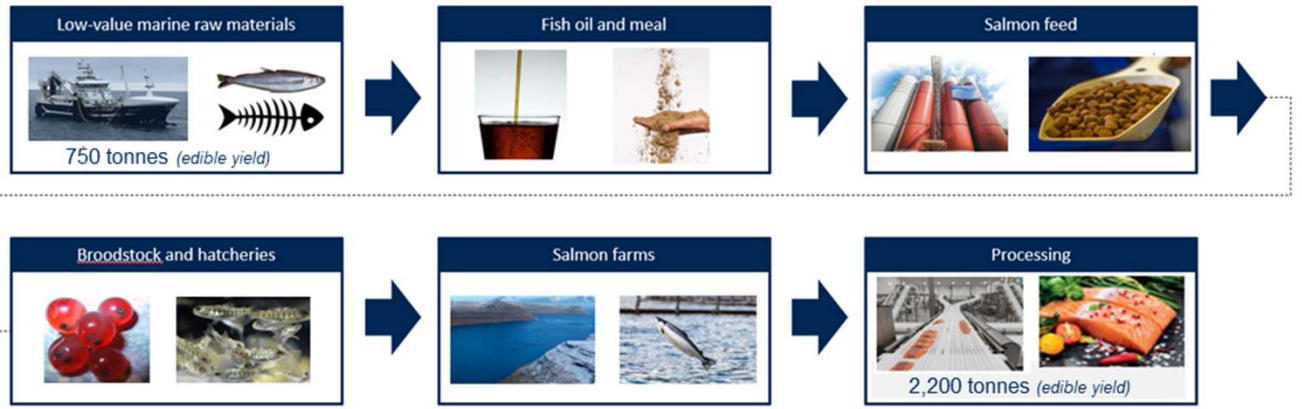
Revenue 2022 (DKK)
~7.1bn

Op.EBIT 2022 (DKK)
~1.71bn

Market cap
~NOK 44bn
$4.0bn

Harvest volume 2023E
98,000t

Converting low food value proteins into high volume & value healthy protein



FCR
~1.06
in the Faroes

100% ASC certified in the Faroes

Scope 1,2 & 3 emission 50% reduced by 2030

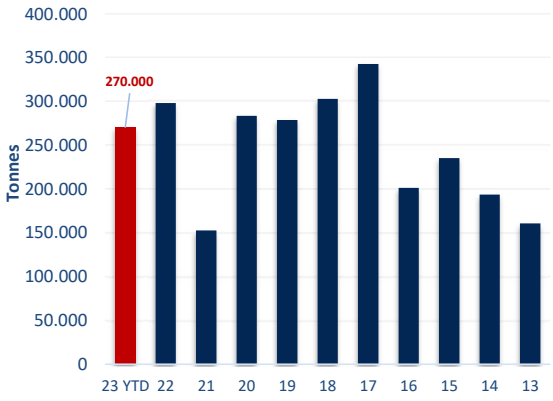
Net Zero by 2050

VALUE CHAIN INSIGHT – FISHMEAL, -OIL & FEED

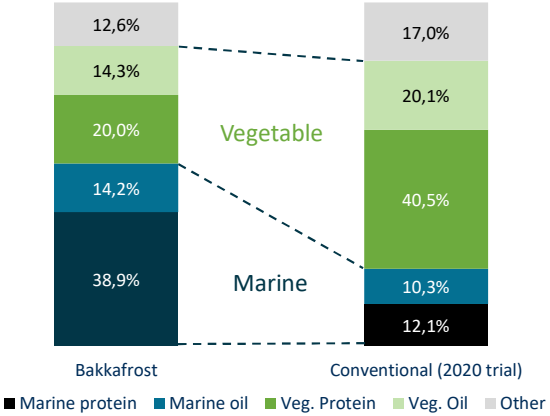
COMPETITIVE ADVANTAGE BY RICH ACCESS TO MARINE RAW MATERIAL

Strategically well positioned near fishery

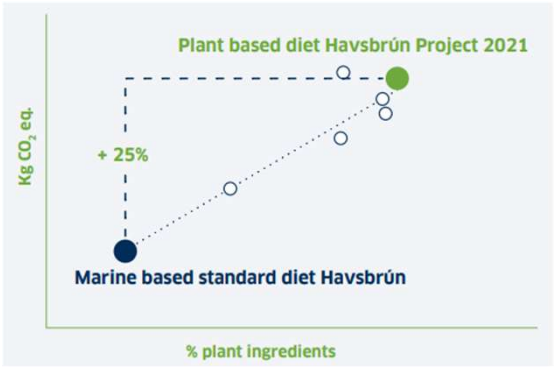
Good sourcing of marine raw material



Bakkafrost feed vs. conventional feed



High marine content = Low Carbon Footprint



Positive nutritional effect from high-marine feed

50% Higher Omega 3 / Omega 6

55% Higher Vitamin D

..than Norwegian average *(consumer portions 2021)**

Source: Sjømatdatabasen, Bakkafrost

Bakkafrost feed performance vs. plant-based

	Bakkafrost	Plant-based
CO2 Water Land Deforrestation Biodiversity	🏆	
FCR Fish welfare -mort. Product Quality Growth rate	🏆	
Feed price/ (kg feed) Feed cost / (kg salmon)	🏆	🏆

Tasty, Healthy & Sustainable Salmon

VALUE CHAIN INSIGHT - BROODSTOCK
OWNERSHIP OF UNIQUE SALMON STRAINS

Bakkafrost owns the Intellectual Rights of two origin-based salmon strains

BAKKAFROST FAROESE BROODSTOCK PROGRAMME

Broodstock programme
Historical data since 1978

NATIVE HEBRIDEAN SCOTTISH SALMON

Broodstock programme initially based on wild salmon in outer Hebrides

400-500 families of fish
in land-based biosecure facility

2018 – 2022 achievement

Identification of genetic variations (SNP's) associated with:

- ✓ IPN (Infectious pancreatic necrosis)
- ✓ PD (Pancreas Disease)
- ✓ PMCV (Piscine myocarditis virus)
- ✓ HSMI (Heart and Skeletal Muscle Inflammation)
- ✓ Early maturation
- ✓ Pigment

Current prioritites:

Identification of genetic variations (SNP's) associated with:

- ❑ Sea lice resistance
  (detect QTL's associated with sea lice count)
- ❑ Develop a pedigree using available genomic data
- ❑ Weight vs. genetic variation, correlation and prediction

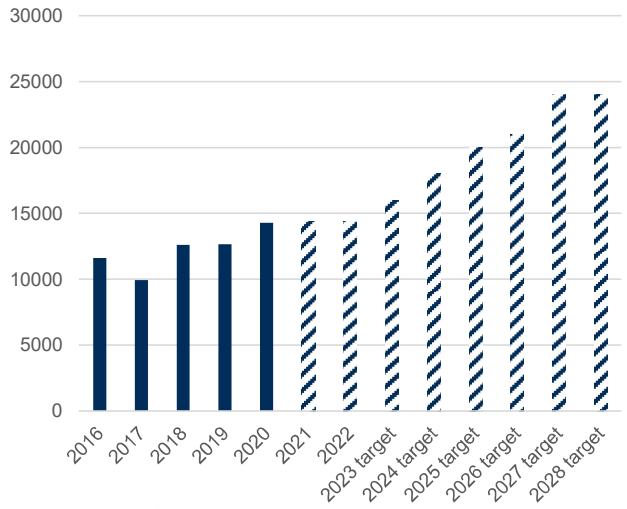
VALUE CHAIN INSIGHT – HATCHERIES FOR SMOLT

LARGE HIGH-QUALITY SMOLT ARE THE KEY TO GROWTH AND IMPROVEMENT

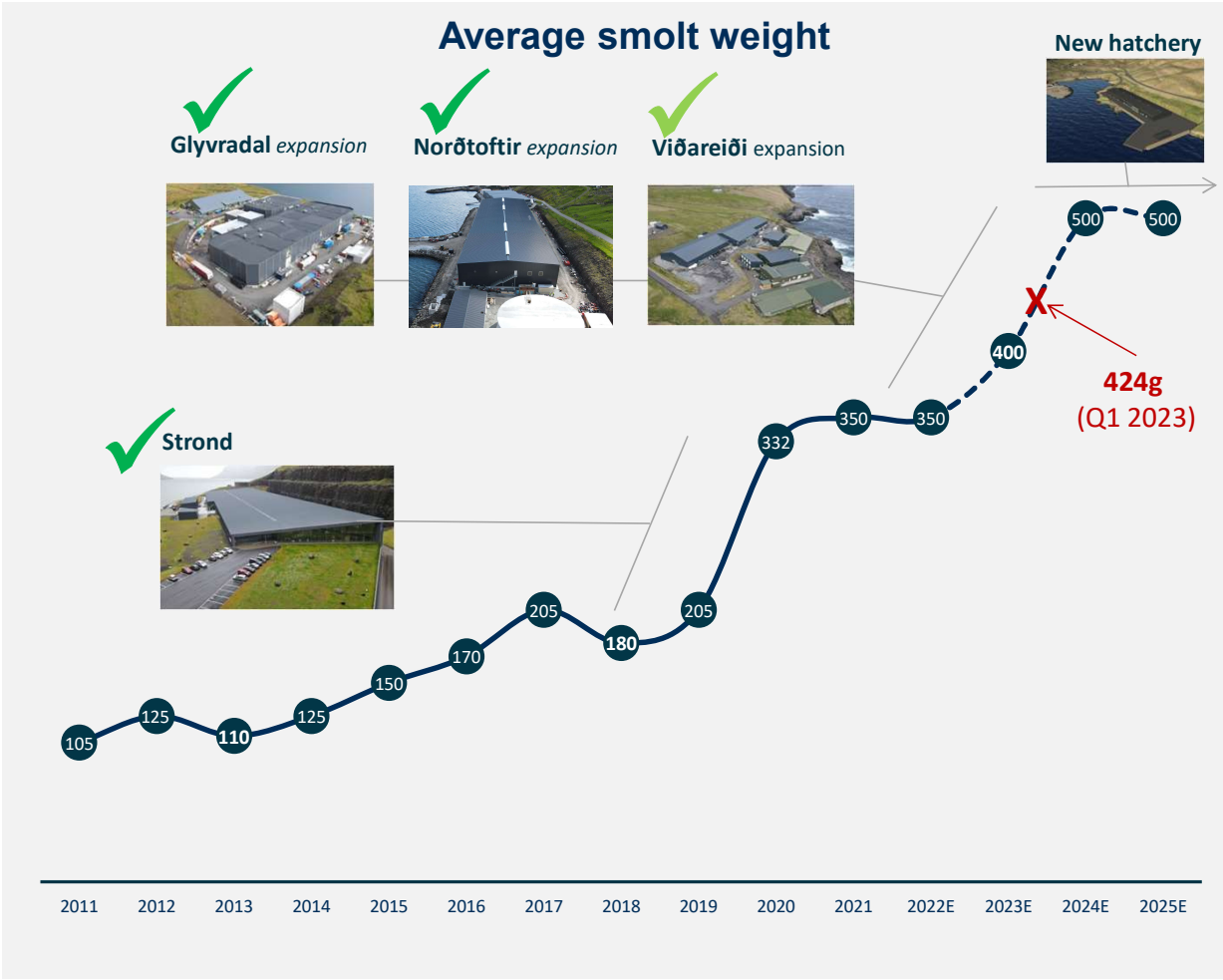
Current capacity

18 million smolt of 500g

Number of released smolt (1,000)



Average smolt weight



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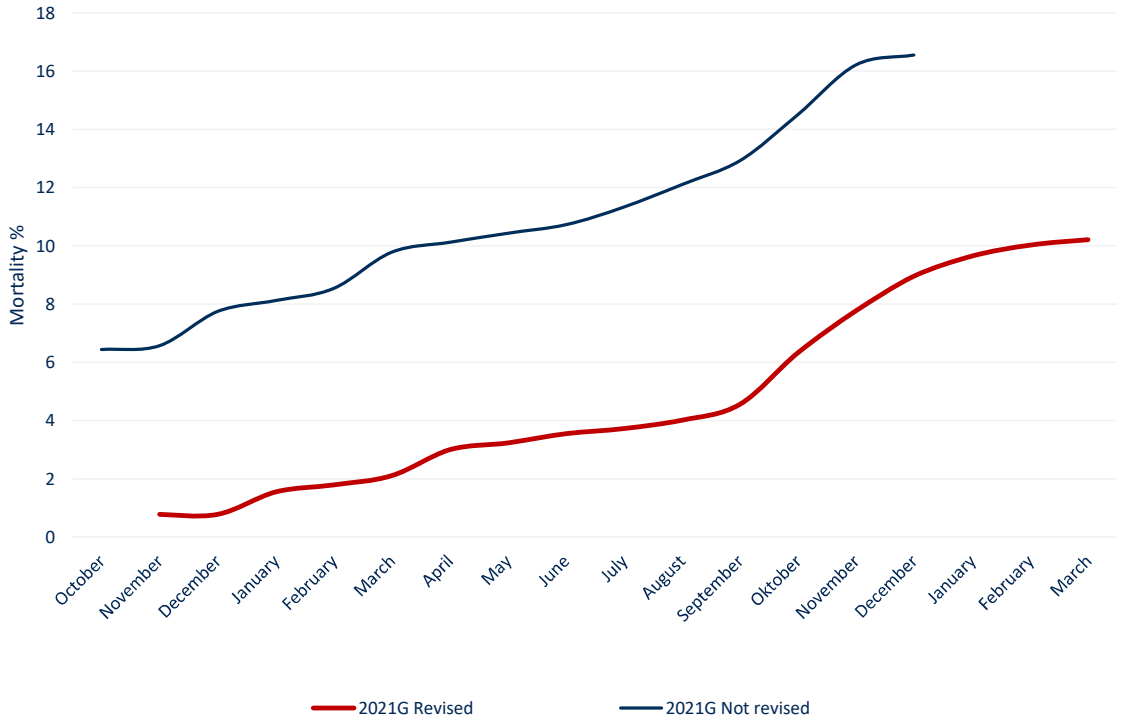
VALUE CHAIN INSIGHT – HATCHERIES FOR SMOLT

CRACKING THE CODE FOR HIGH-QUALITY LARGE SMOLT

54% lower mortality with revised production regime

- Production of large smolt is complicated
- First generations in the Faroes did not perform as intended
- Production regime for large smolt has been **revised and fine tuned** on a number of parameters
- **54% lower mortality** in the seawater phase after revision of large-smolt production regime (2021G vs. 2020G)

Effect of revised smolt production regime on accumulated mortality (2021G)



VALUE CHAIN INSIGHT – HATCHERIES FOR SMOLT

IMPROVED GROWTH RATE IN H2 AFTER REVISING SMOLT PRODUCTION REGIME

During the autumn, previous smolt generations had low growth rate, higher mortality and more maturation issues

25.8% increased growth

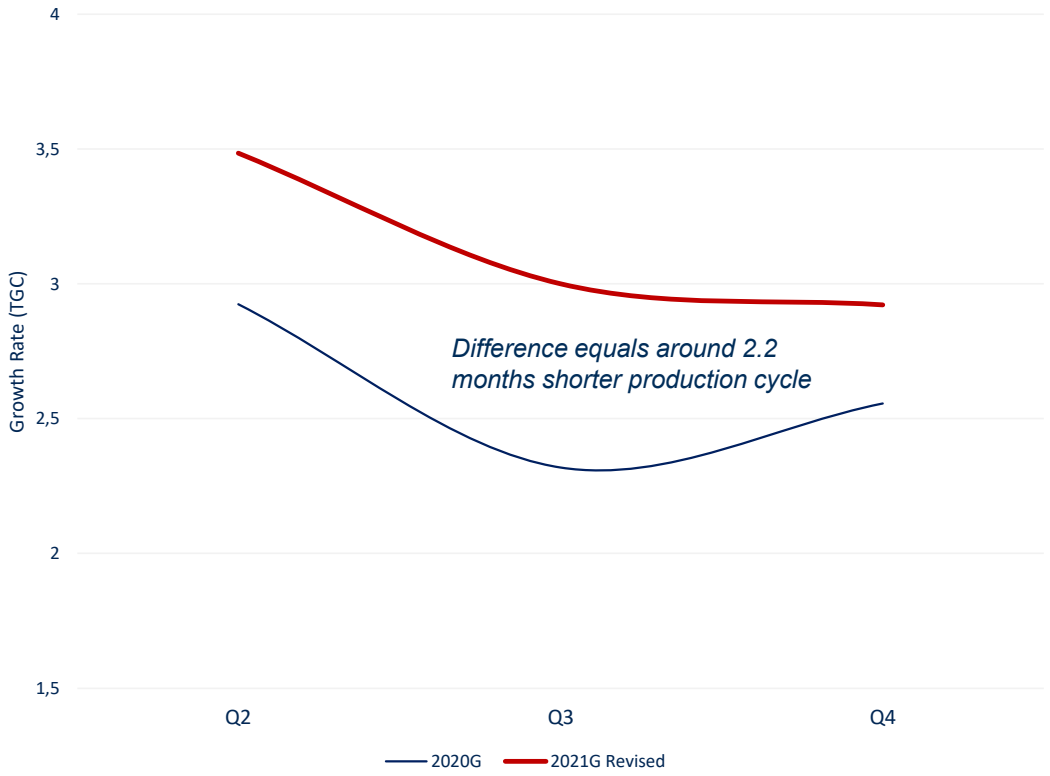
reduced maturation

lower mortality

in H2 with revised production regime

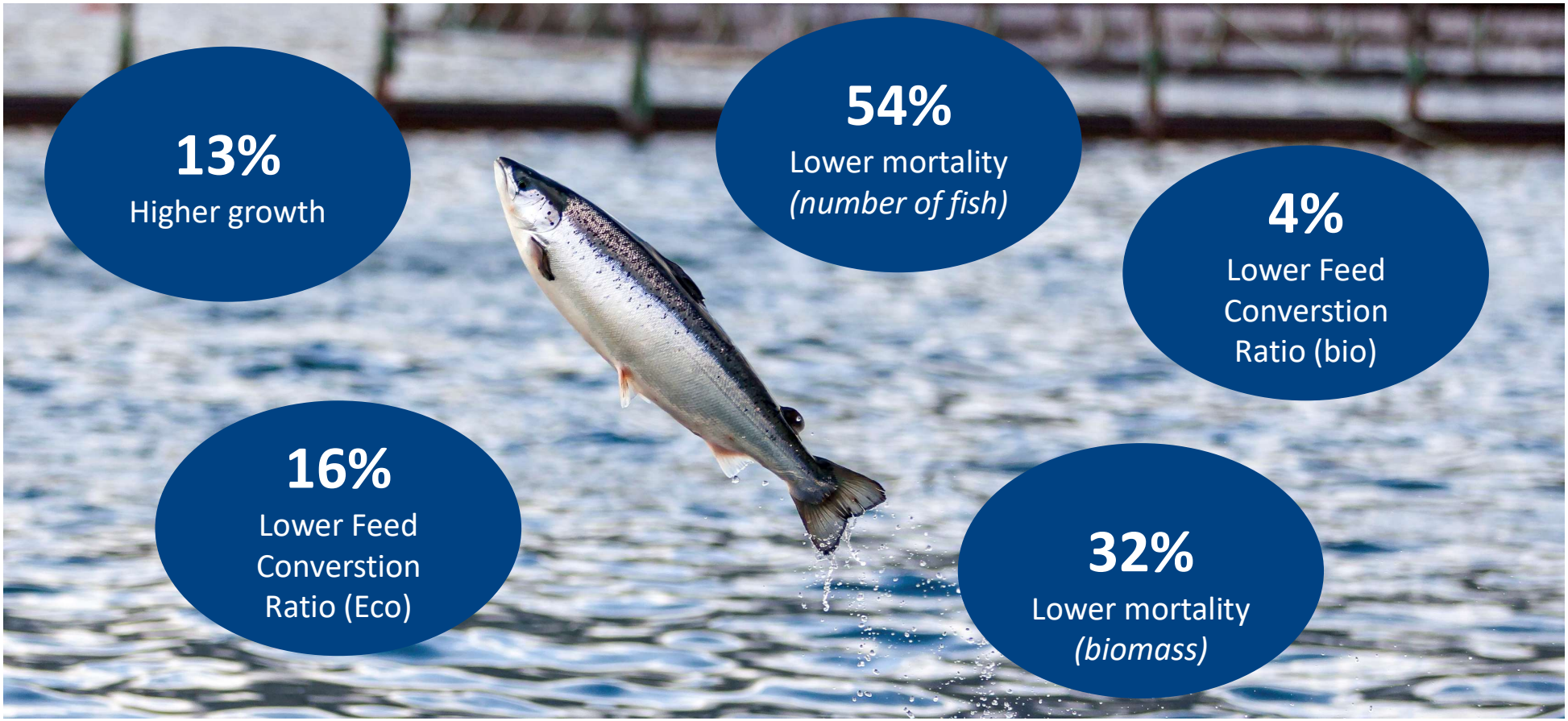
Growth rate (TGC) Q2-Q4

2020G vs 2021G Revised production regime



VALUE CHAIN INSIGHT – HATCHERIES FOR SMOLT

IMPROVEMENTS OF LARGE-SMOLT QUALITY (2020G VS. 2021G)



VALUE CHAIN INSIGHT - FARMING

CONTINUOUSLY IMPROVING GROWTH AND REDUCING THE FEED CONVERSION RATIO

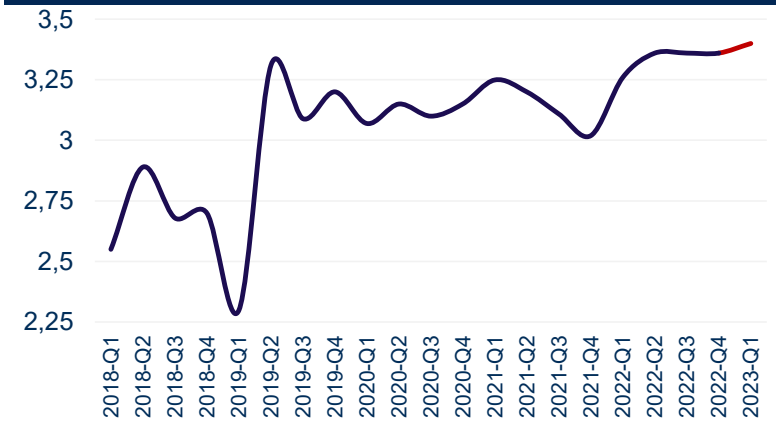
Good growth rate ✓

- Very strong development in growth
- Indication of good fish welfare and strong biology

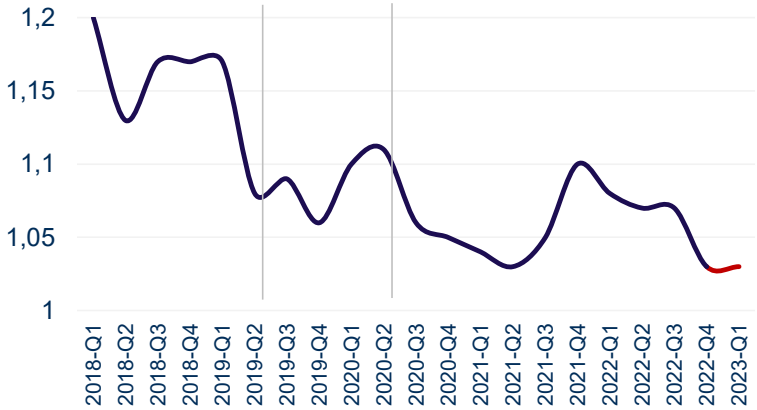
Low Feed Conversation Ratio FCR ✓

- Strong development continues
- All time low – 1.03 Q4/22 continues into Jan 2023 for harvested fish

Growth 2018 – 2023 *(TGC)*



Feed Conversation Rate 2018 – 2023 *(bFCR)*



VALUE CHAIN INSIGHT – FARMING

INCREASING SURVIVABILITY AND REDUCING SEA LICE

High survival rate* ✓

- Survival rate **~95%** in 2022 improved from **91.76**% in 2021
- Our goal is above 95% survival to harvest

** GSI calculation method 12m rolling*

Sea lice numbers **all time low** ✓

- Dropped to 0.28 in 2022 from 0.45 in 2021

- The new FSV Bakkafossur brings dual treatment systems (freshwater and sealice removal) adding more sustainable solutions to our toolbox

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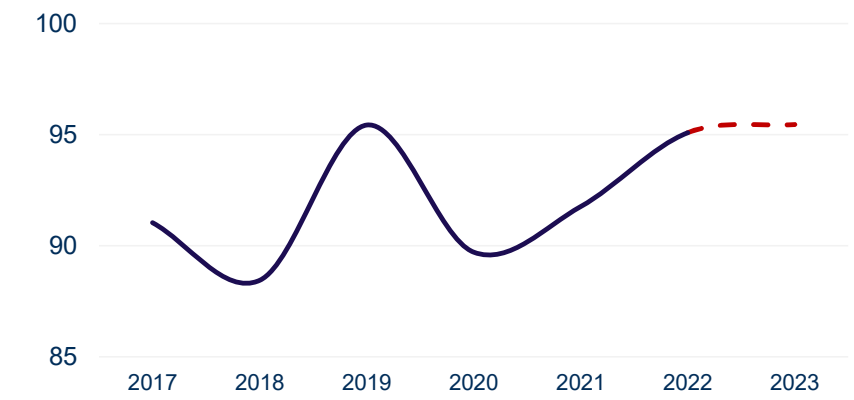
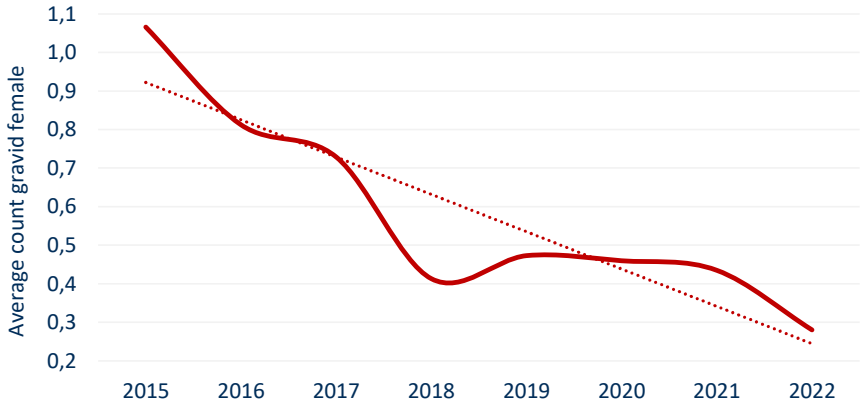
Bakkafrost Faroes – Survivability 2018 - 2023



Average count of sealice Adult Female 2015 - 2022



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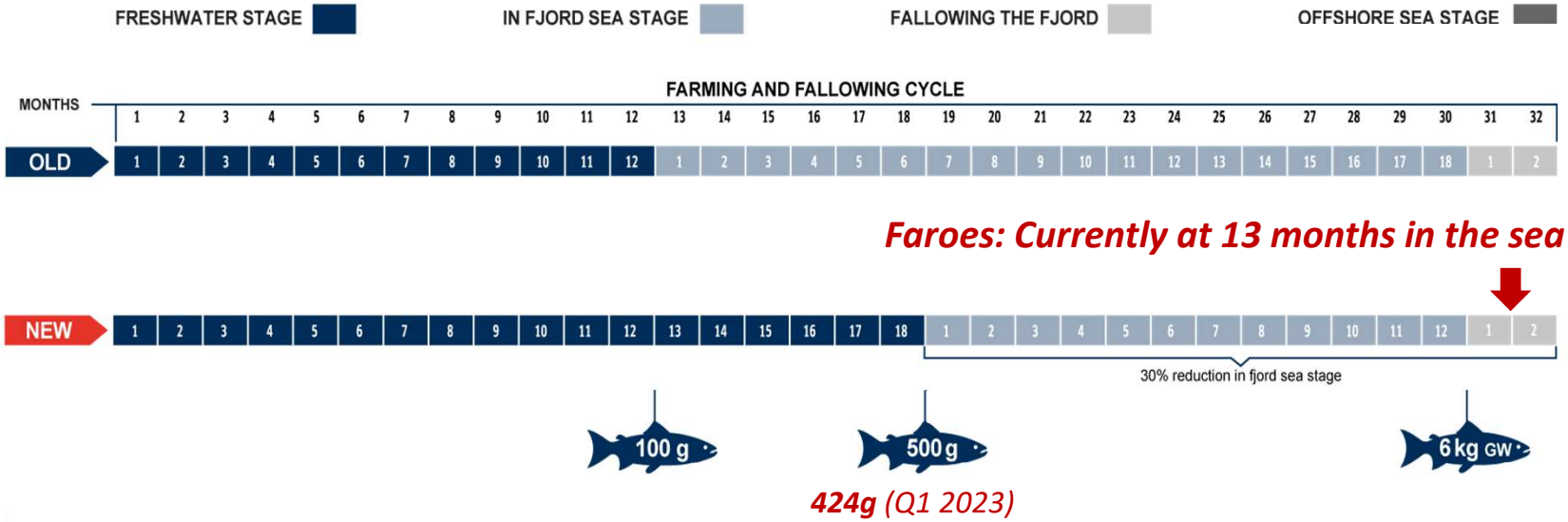
VALUE CHAIN INSIGHT

FARMING CYCLES GETTING SHORTER WITH LARGE HIGH-QUALITY SMOLT

Large Smolt Strategy

- Reduced biological risk
- Increased production efficiency
- Enables Sustainable Growth



424g *(Q1 2023)*

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VALUE CHAIN INSIGHT
FARMING SUPPLY VESSELS (A GROUP FUNCTION)

Good capacity with treatment vessels, wellboats and now also with unique dual-treatment systems:

- Combined treatment for gill-related issues and sea lice removal
- Gentle treatment
- Bakkafossur is able to do pre-treatment sorting of fish
- Very low mortality
- High clearance of sea lice (close to 100%)

Vessels

M/S Bakkafossur

- Combined live fish carrier and utility vessel
- 7,000 m³ capacity for freshwater treatments for improved gill health and option for enclosed treatments with anti-parasitic agents
- Two-line flushing delousing system will be added in April 2023

M/S Hans á Bakka

- Combined live fish carrier and utility vessel
- 3,000 m³ capacity for freshwater treatments for improved gill health

M/S Martin

- Utility vessel
- Four-line thermic system for luke warm water treatment
- Six-line flushing delousing system

M/S Róland

- Utility vessel
- Four-line thermic system for luke warm water treatment

M/S Bakkanes

- Utility vessel
- Four-line flushing delousing system

4,000 m³ vessel in Scotland

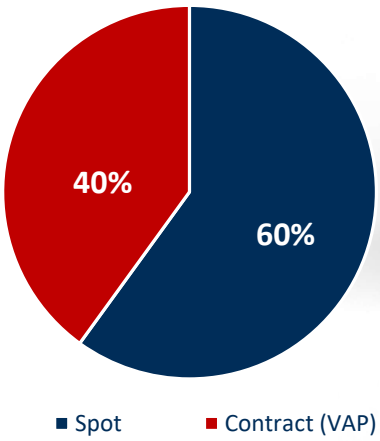
- Combined live fish carrier and utility vessel
- 4000 m³ capacity for freshwater treatments for improved gill health
- One-line flushing delousing system

2,500 m³ vessel in Scotland

- Combined live fish carrier and utility vessel
- 2500 m³ capacity
- One-line flushing delousing system

VALUE CHAIN INSIGHT – VAP & PROCESSING
EXTENDED PRODUCT RANGE

VAP strategy
(Share of harvest volume)

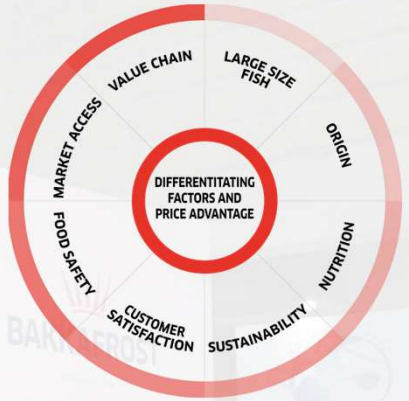


VAP production capacity in the Faroes equates to 40,000 tonnes HOG

VALUE CHAIN INSIGHTS - SALES & LOGISTICS

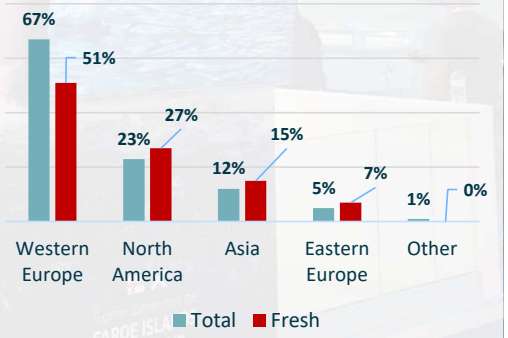
ONE SALES TEAM COVERING ALL MARKETS

Differentiation



Markets served

(2022)



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HEALTHY LIVING

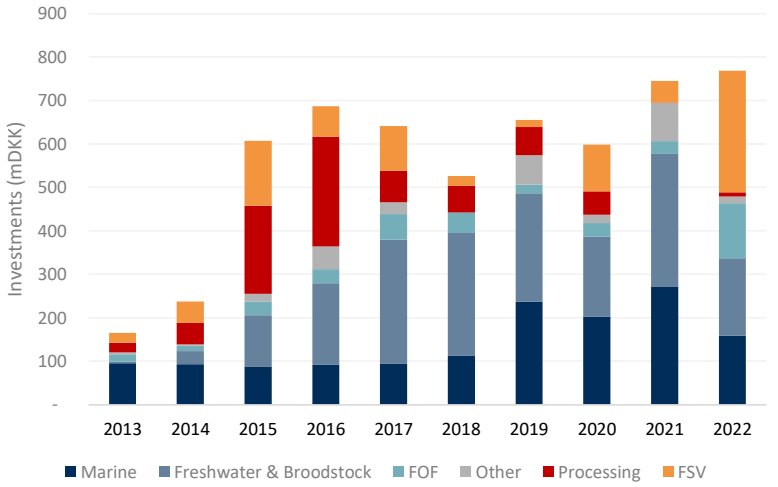
INVESTMENTS IN A STATE-OF-THE-ART VALUE CHAIN IS KEY TO PERFORMANCE

5.6BN DKK OF INVESTMENT IN THE FAROES SINCE 2013

Past investments:

- **Hatcheries** — *RAS and advanced vaccination technology delivering on the large-smolt strategy*
- **Farming equipment** — *Heavy-duty, "weather-resistant" & predator proof*
- **Fleet of FSV's** — *Improving fish welfare without compromising environment (freshwater and non-chemical)*
- **Feeding systems** — *Technologically advanced*
- **Digitalisation** — *Continuous monitoring fish welfare and optimizing value creation*

5.6bn DKK invested in the Faroe Islands since 2013



Bakkafrost's high-quality assets has a positive impact on fish welfare

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HEALTHY LIVING

TODAY

STATE-OF-THE-ART ASSETS IN THE FAROE ISLANDS

Bakkafrost in the past

Odd Eliasen
Managing Director

BAKKAFROST

HEALTHY LIVING

IT WAS VERY DIFFERENT IN THE PAST

tíðindablaðið
sosialurin

Aling í Føroyum!

Tað bera pokerspæl

Vit hava verið ómetaliga hepnir, at ongar illkvæmar sjúkur hava tikið seg upp

Gríma klár

Rim á Rað Einsamall í Svarthólmi

Piprandi hjarta Bláðýpið

Vit útvega

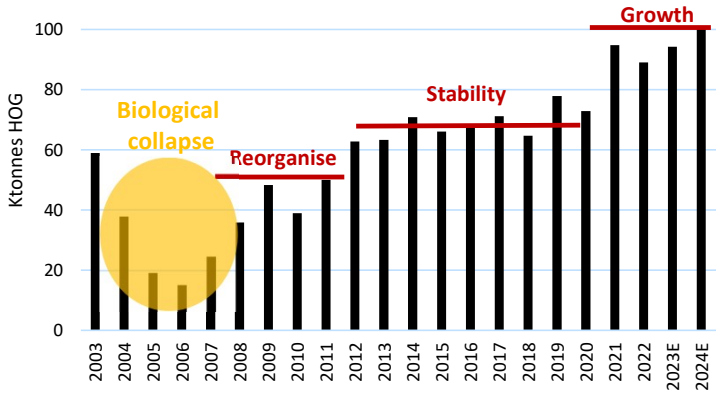
Lesið inni í blaðnum

20-YEAR HISTORY: *READY, STEADY – GO!*

RISING FROM THE DUST, GAINING STABILITY AND THEN GROW AND OUTPERFORM

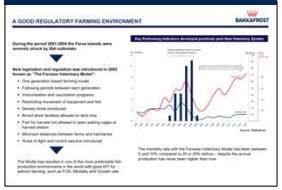
HEALTHY LIVING

Faroese industry (k tonnes hog)



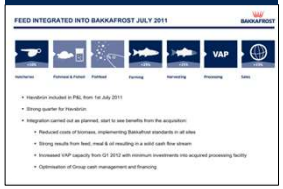
- The Faroese salmon industry re-organised after biological meltdown
  - *Industry consolidation to three operators*
  - *Regulatory and operational framework changed*
- Successful rebuild of industry to sustainable level of 60-70kt (HOG)
- Another step-up through large smolt and abundant treatment capacity

2004-2008 consolidation



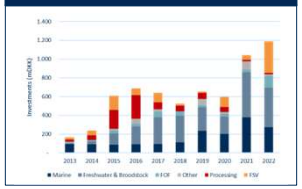
2010: value chain focus

2011: Feed integration



2013: first 5 yr plan

Now: Result of investments



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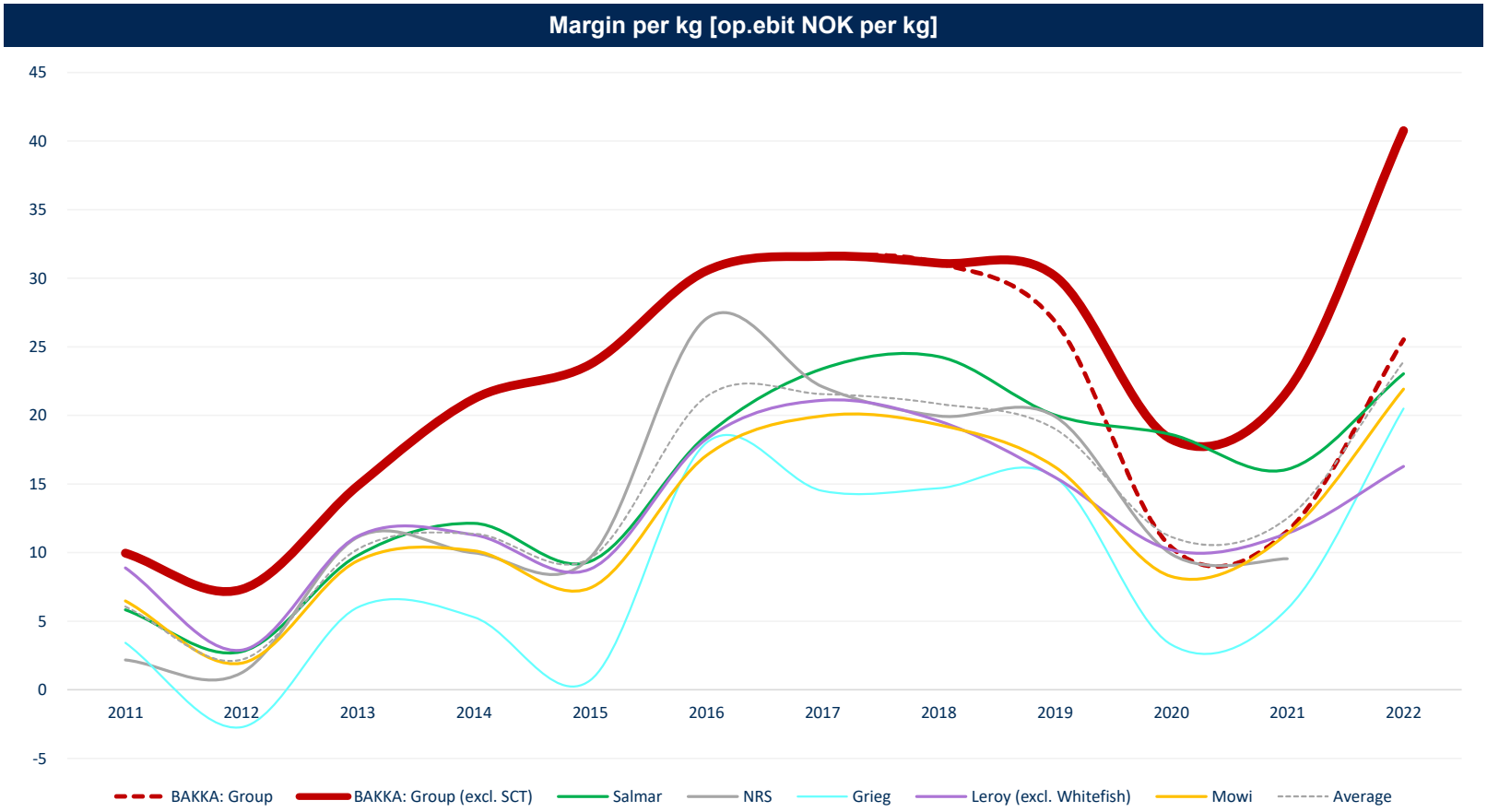
HEALTHY LIVING

IN PAST DECADE, BAKKAFROST DELIVERED BETTER MARGINS THAN LISTED PEERS

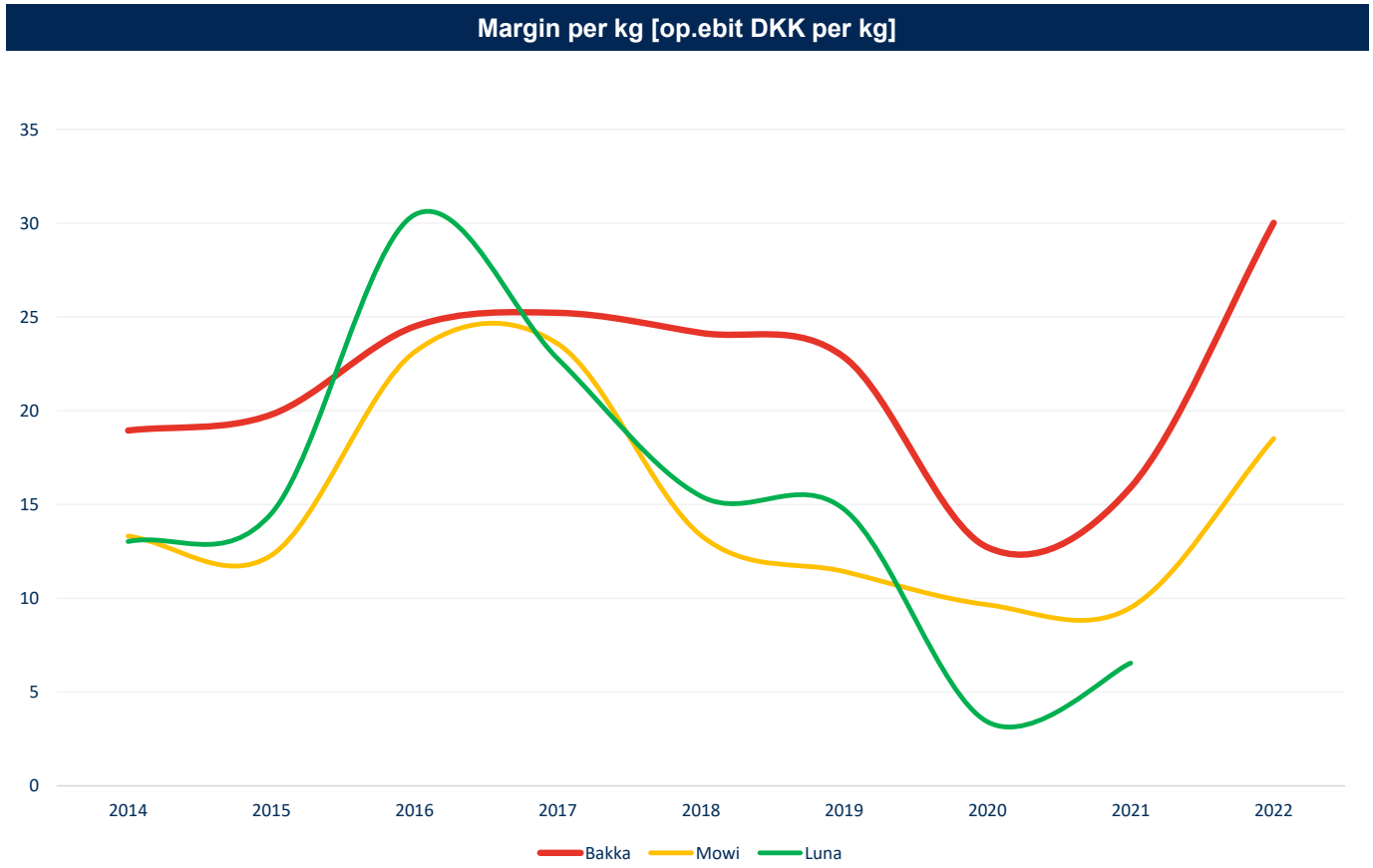


Source: Financial reports

BAKKAFROST ALSO PERFORMS BETTER THAN PEERS IN THE FAROE ISLANDS

Record high margin dkk 17.31 per kg average 2014 - 2022

- Bakka dkk 21,58 /kg
- Luna dkk 15,12 /kg
- Mowi dkk 14,98 /kg



Source: Annual reports

A RECENT CASE-STORY:
SUÐUROY TURNAROUND AS PROOF-OF-CONCEPT

- In the past, Suðuroy was one of the weak performing area in the Faroe Islands
- Many thought it was not viable to farm salmon in Suðuroy

- In 2016, Bakkafrost took over all farming sites in Suðuroy

- Since then, Bakkafrost has changed everything
  - *Farming equipment*
  - *Vessels*
  - *Feed*
  - *Large high-quality smolt*
  - *Implemented Bakkafrost best practices*

- …except the environmental foundation dictated by nature

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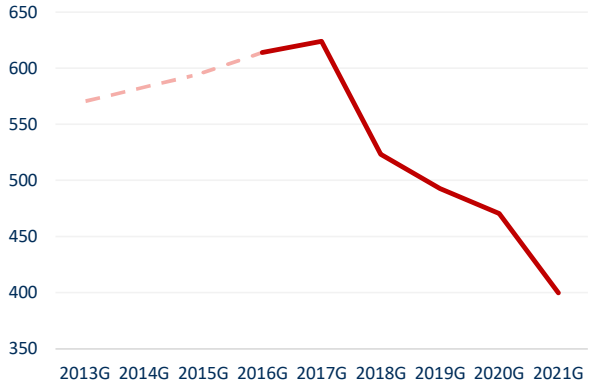
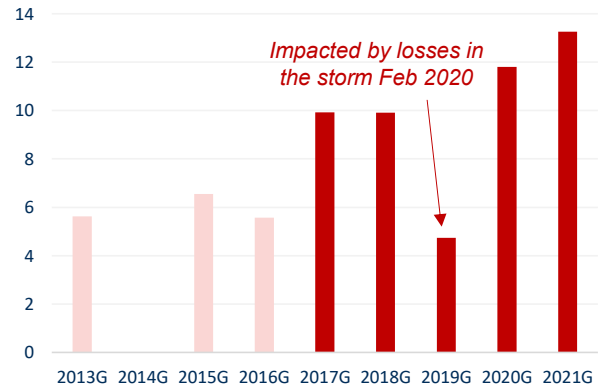
SUÐUROY = PROOF OF CONCEPT
NOW ONE OF THE BEST

HEALTHY LIVING

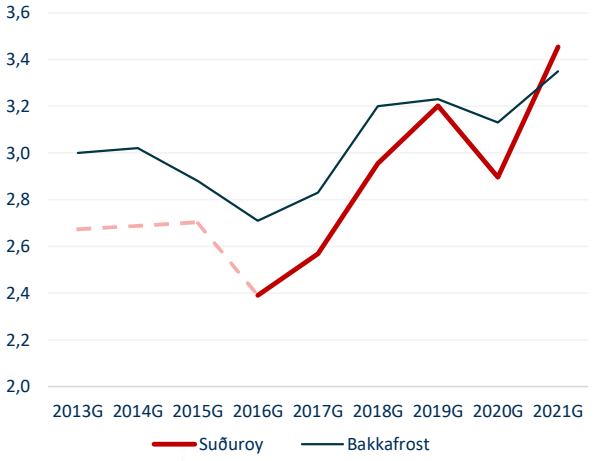
Average number of days at sea



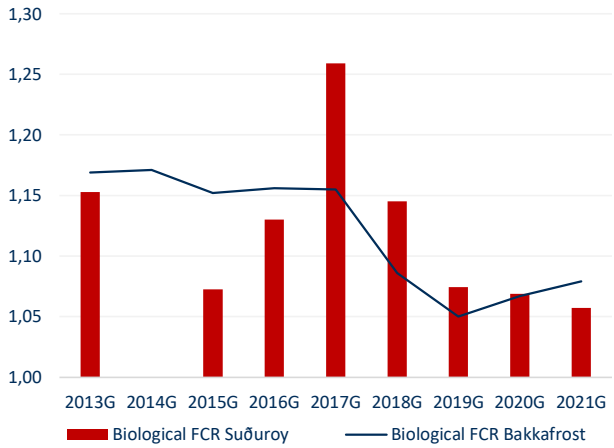
Produced tonnes per day



Growth (TGC per generation)



Biological Feed Conversion Ratio per generation

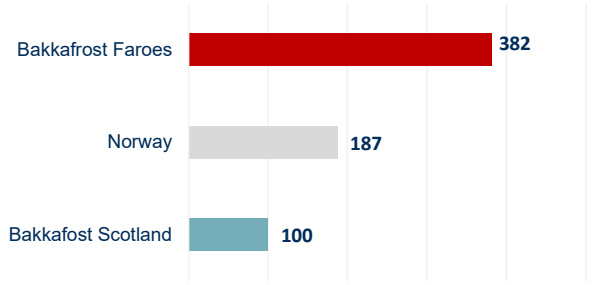


Tasty, Healthy & Sustainable Salmon

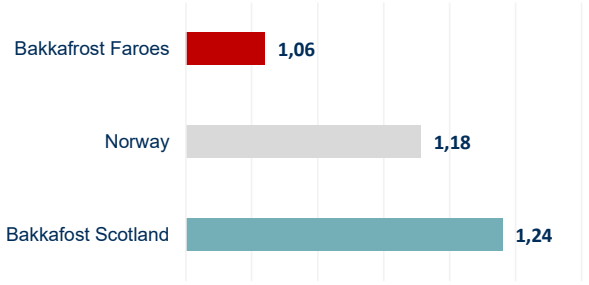
PERFORMANCE
BEST PRACTICES & WELL-INVESTED VALUE CHAIN DRIVES PERFORMANCE

HEALTHY LIVING

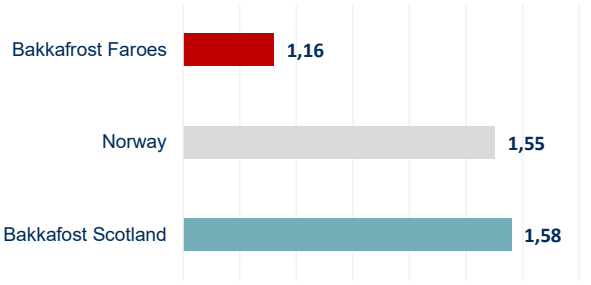
Smolt weight (g) *(2021 Full Gen.)*



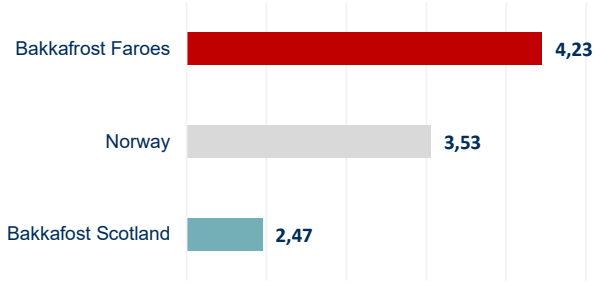
Biological Feed Conversion Ratio *(2021 Full Gen.)*



Economic Feed Conversion Ratio *(2021 Full Gen.)*

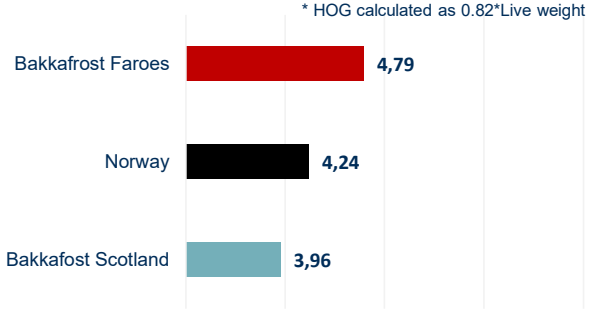


Yield per smolt *(2021 Full Gen.)*

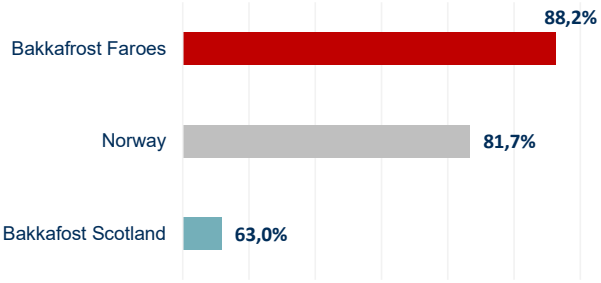


Average harvest weight (HOG*) *(2021 Full Gen.)*

* HOG calculated as 0.82*Live weight



Survival Rate *(2021 Full Gen.)*



In late 2019, Bakkafrost acquired the 2nd largest salmon producer in Scotland

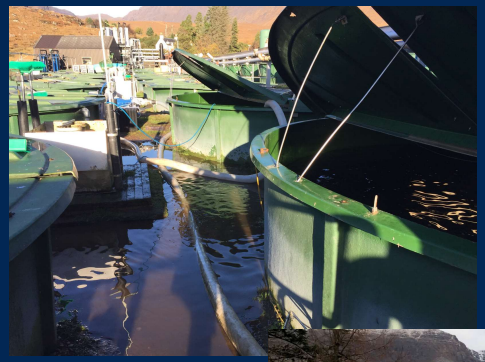
…a company with potential for significant improvement

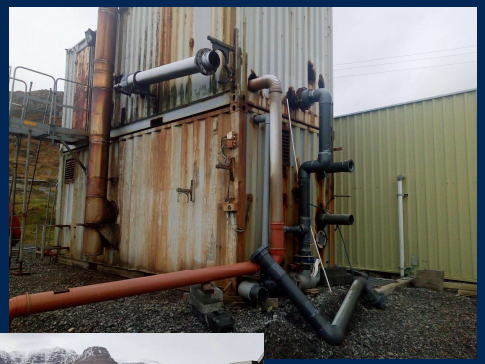
SCOTTISH INDUSTRY AND BAKKAFROST SCOTLAND GENERALLY LAGGING BEHIND

A POOR PERFORMANCE IS A GOOD STARTING POINT FOR A TURNAROUND

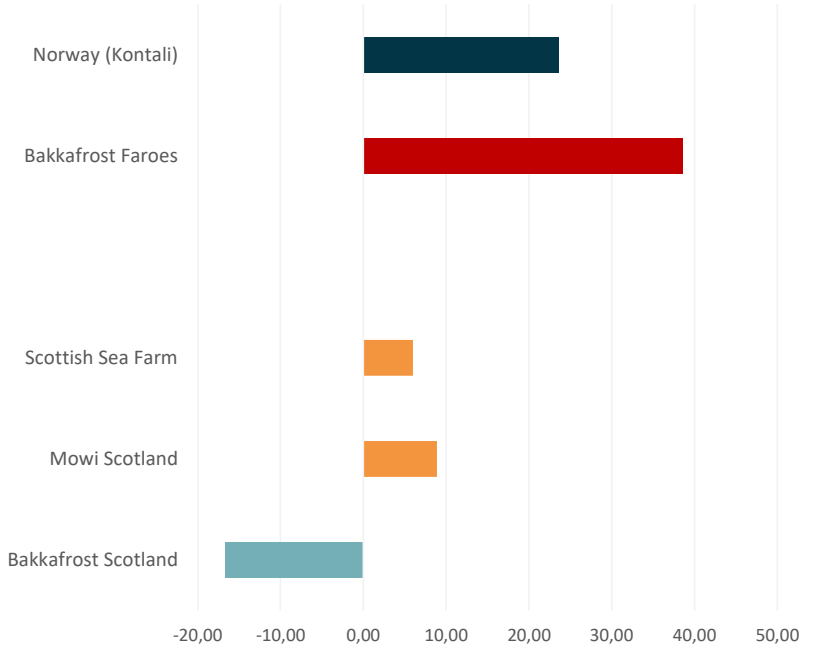
Bakkafrost Scotland has been

under-resourced and **under-invested**





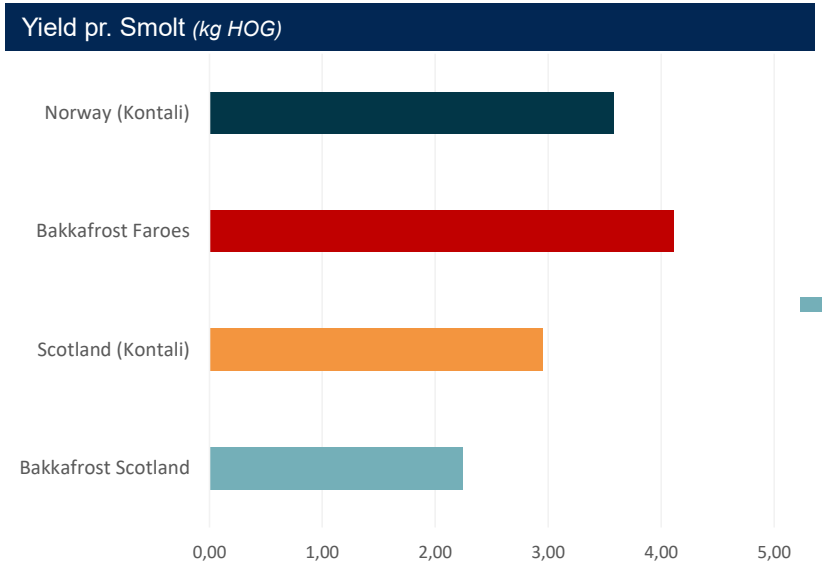
Margin comparison EBIT/kg HOG *(NOK, 2022 generation)*



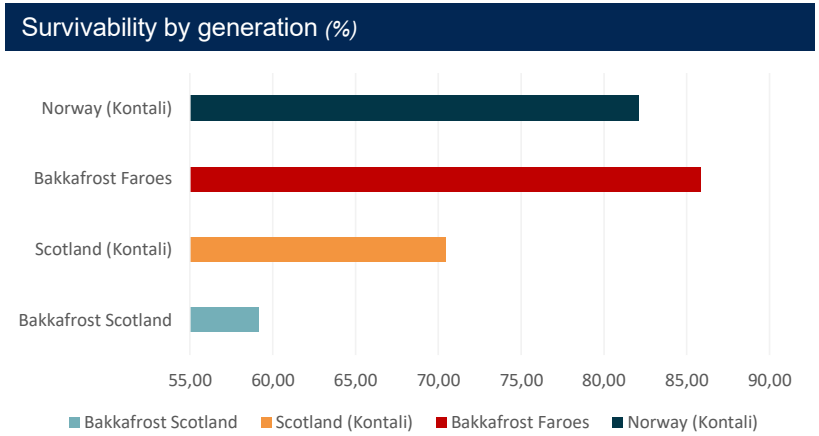
Sources: Bakkafrost, Kontali, Company reports

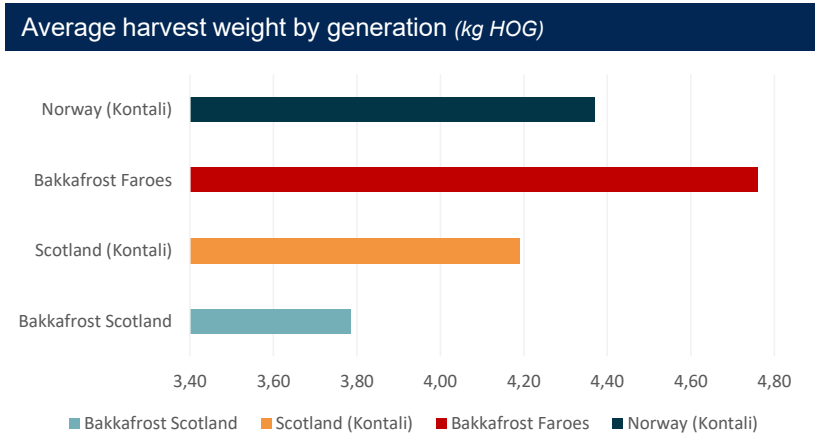
YIELD PER SMOLT
HIGH SURVIVABILITY AND HARVEST WEIGHT ARE FUNDAMENTAL

The main cause for low yield per smolt is **low survivability** and **low average harvest weight**



Note: Average 2020/2021 generations *Sources: Bakkafrost, Kontali*





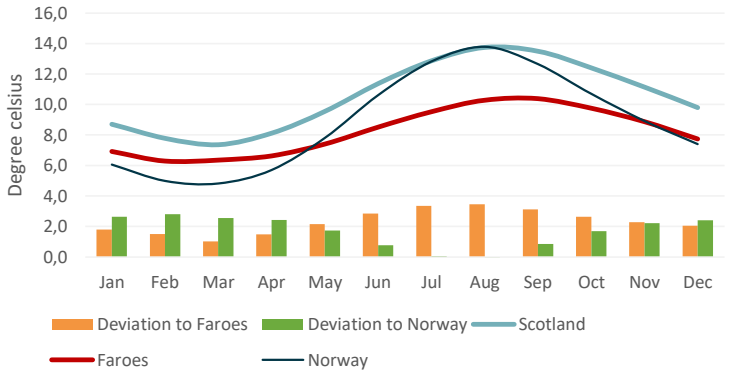
Note: Average 2020/2021 generations *Sources: Bakkafrost, Kontali*

THE UPSIDE IN SCOTLAND IS SIGNIFICANT

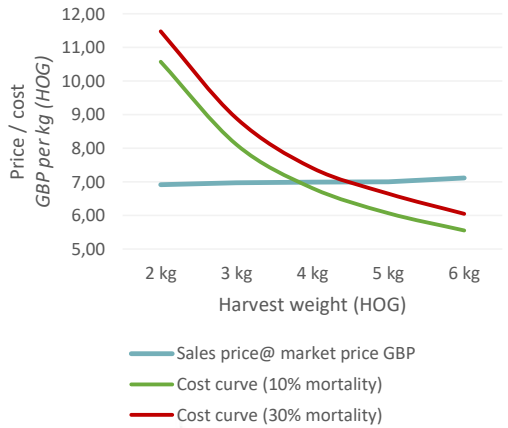
Requires:

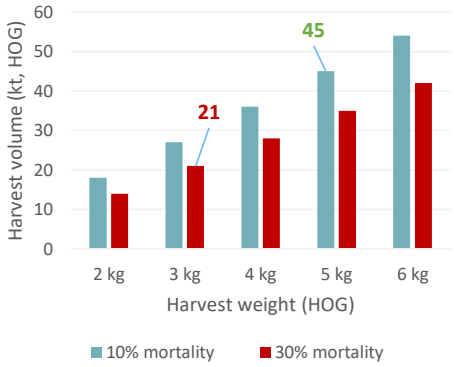
- Good control of biological threats
- State of the art farming and surveillance equipment
- Sufficient treatment and transportation vessels
- Reduced seawater exposure with large smolt

Higher growth in Scotland during the winter with warmer seawater

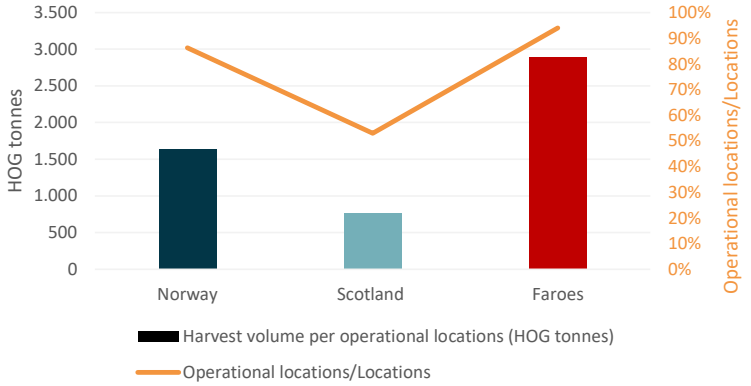


Illustrative: Effect of mortality and average harvest weight on cost and harvest volume





Scotland: Highly consolidated industry, but low capacity utilisation



Sources: Bakkafrost, Kontali

Bakkafrost presentation
A world-class company in the salmon industry

Capital Markets Day – Part 2

Scotland 06 June 2023

BAKKAFROST

HEALTHY LIVING

Scotland

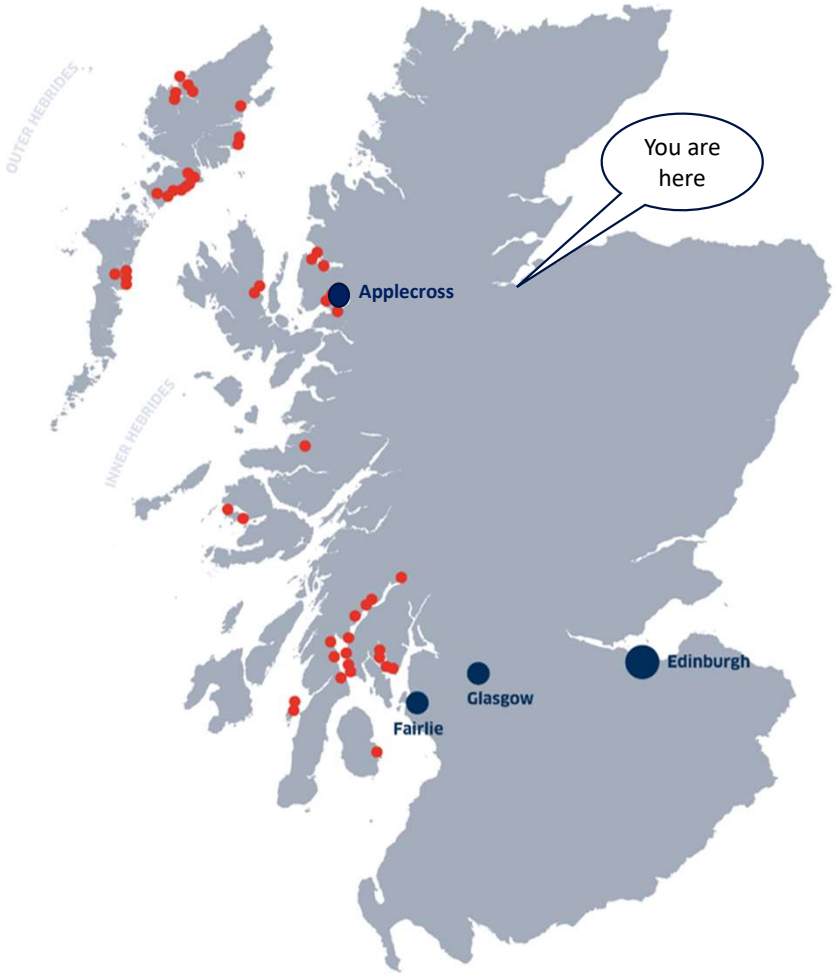
Ian Laister, Managing Director

Dave Cockerill, Biology Director

BAKKAFROST

OVERVIEW
SCOTTISH OPERATIONS

HEALTHY LIVING

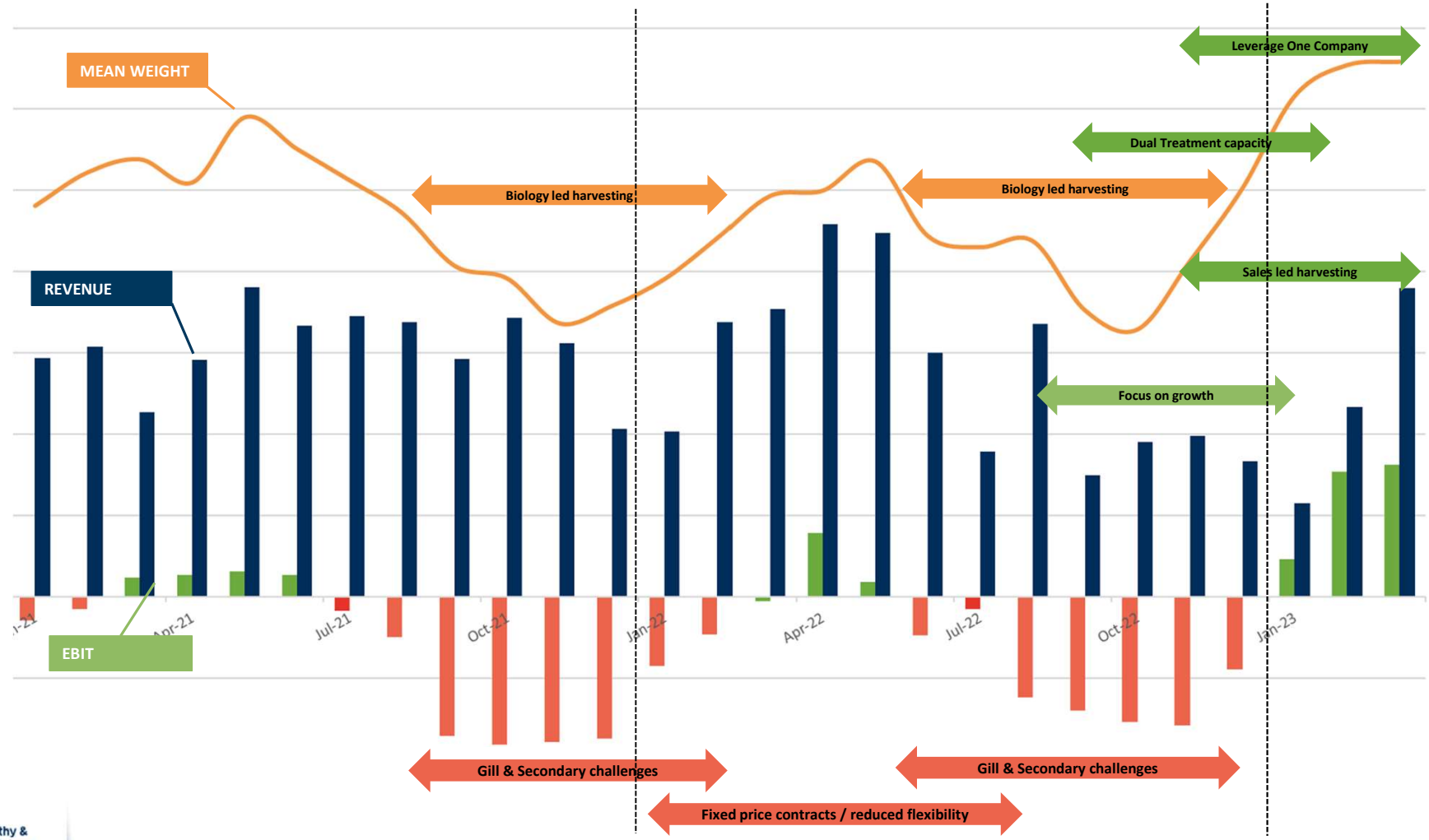


	Previous CMD	Current
HATCHERIES	7 sites Capacity **10.7k m3** **6.0m @ 85g**	4 sites (+3rd parties) Capacity **22k m3** **11m @ 150g**
FARMING	42 Sites	37 active sites **69,037T** Consent *(total consent: 86kt)*
PROCESSING	2 Processing facilities 2 Harvest stations Capacity **185T/day**	2 Processing facilities 2 Harvest stations Capacity **185T/day**
FSV	**2,100 m3** Harvest **150T/hr** Delousing **2500 m3** FW treatment	**2,840 m3** Harvest **200T/hr** Delousing **6,500 m3** FW / delousing
PEOPLE	610 fte **49T/fte**	535 fte **55T/fte**

*) fte: Full Time Equivalent

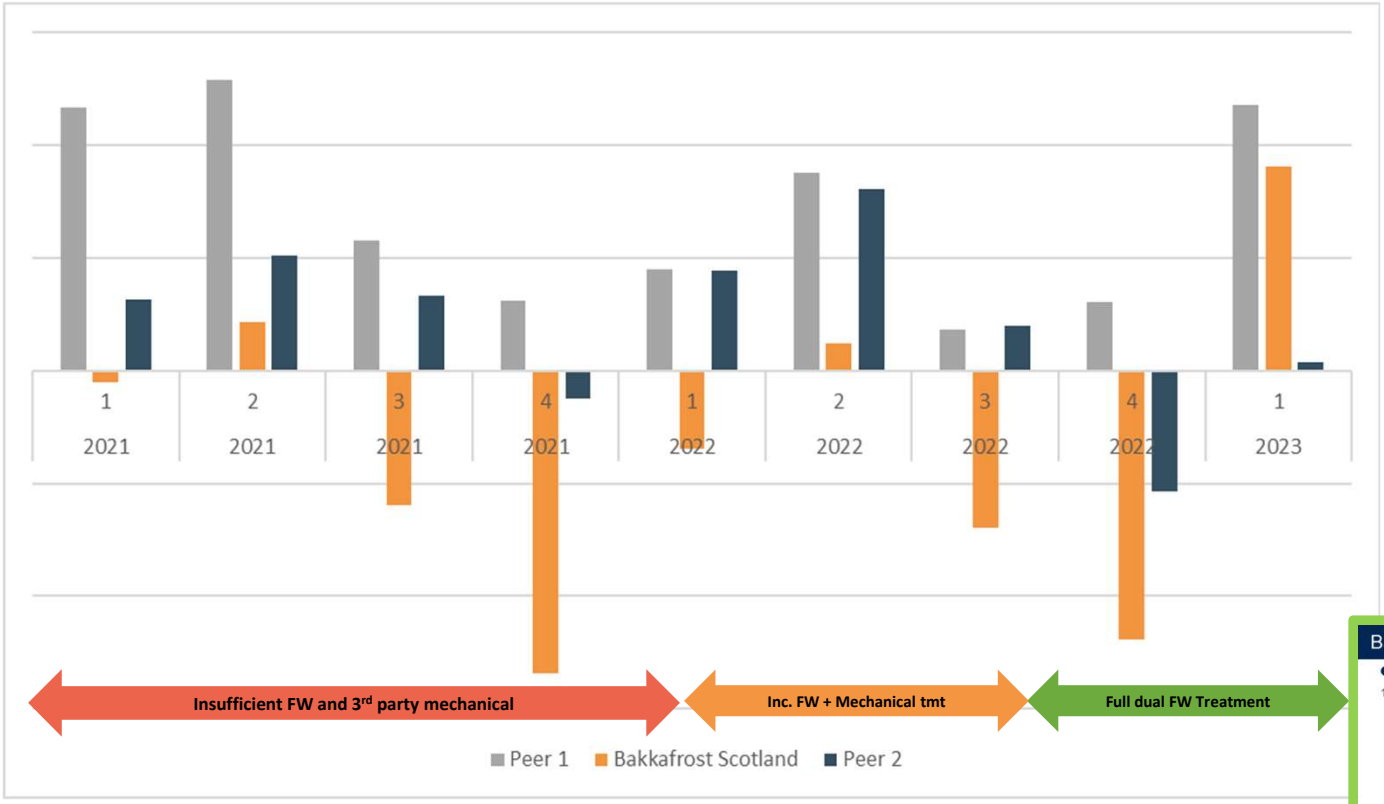
OUR PERFORMANCE – 2021 TO DATE

SURVIVABILITY AND HARVEST WEIGHTS IMPACTING FINANCIAL RESULTS…BUT STRATEGY SHOWING IMPROVEMENT



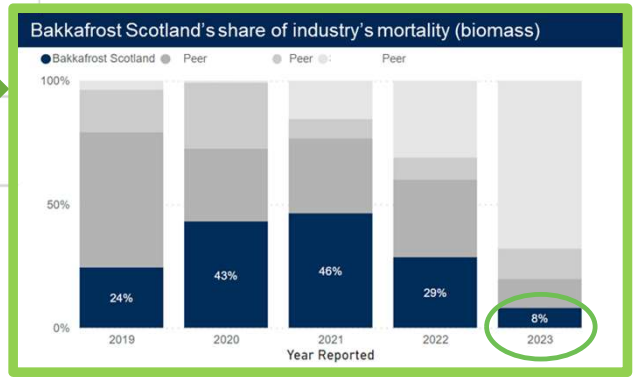
OUR PERFORMANCE – 2021 TO DATE

EBIT ANALYSIS v SCOTTISH PEERS



Structural differences to Scottish Peers:

- Economies of scale
- Geographic concentration
- Marine resource
- Reduced biological challenge (Northern Isles)
- Historical investment
- High quality smolt



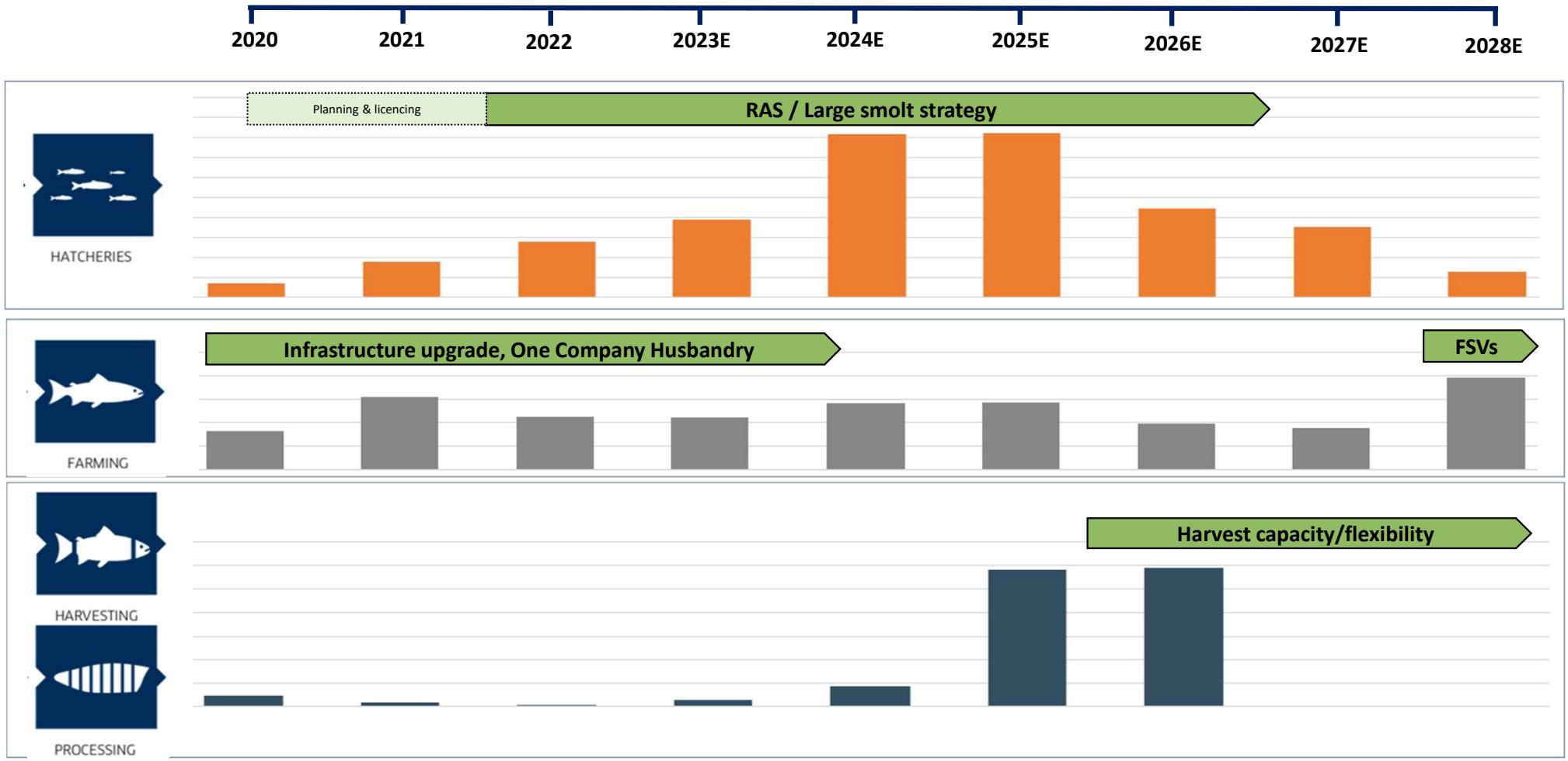
< 2019

Bakkafrost Scotland has been **under-resourced** and **under-invested**

INVESTMENT TO MITIGATE RISK & DELIVER OUR STRATEGIC OBJECTIVES

INVESTMENT PRIOITISATION STRATEGY

HEALTHY LIVING

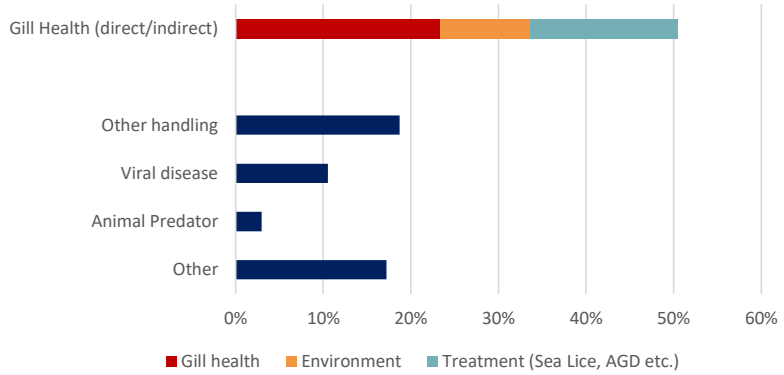


Tasty, Healthy & Sustainable Salmon

GILL HEALTH IS CRITICAL TO GROWTH & SURVIVABILITY
BY FAR THE LARGEST DIRECT AND INDIRECT MORTALITY CAUSE

HEALTHY LIVING

Causes of mortality *(count)*



Note: Other category mainly undiagnosed results belonging in other categories

Principle underlying causes for weak gill health

- Amoebic gill disease (AGD)
- Plankton - specific harmful species
- Jellyfish - specific harmful species

Challenged gill health amplifies impact of other issues

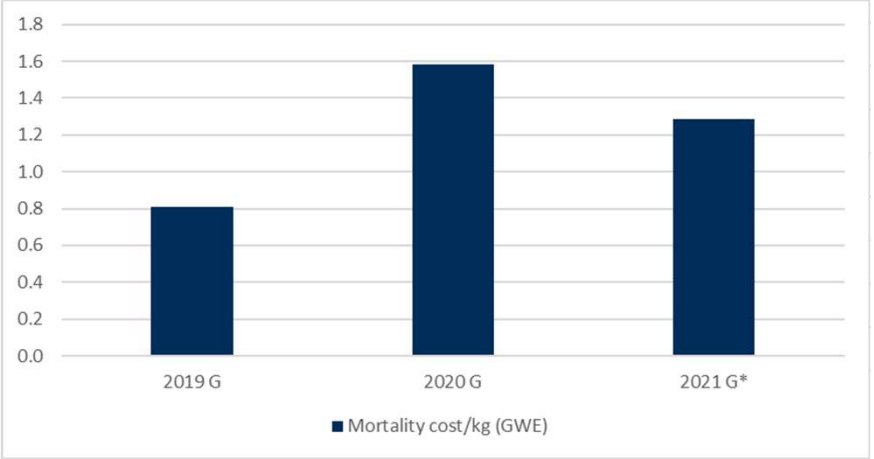
- High mortality during and after treatment for other issues
- Increased vulnerability during periods of poor water quality

Weak fish generally vulnerable during handling / transportation

Other causes of mortality include exposure to viral diseases:

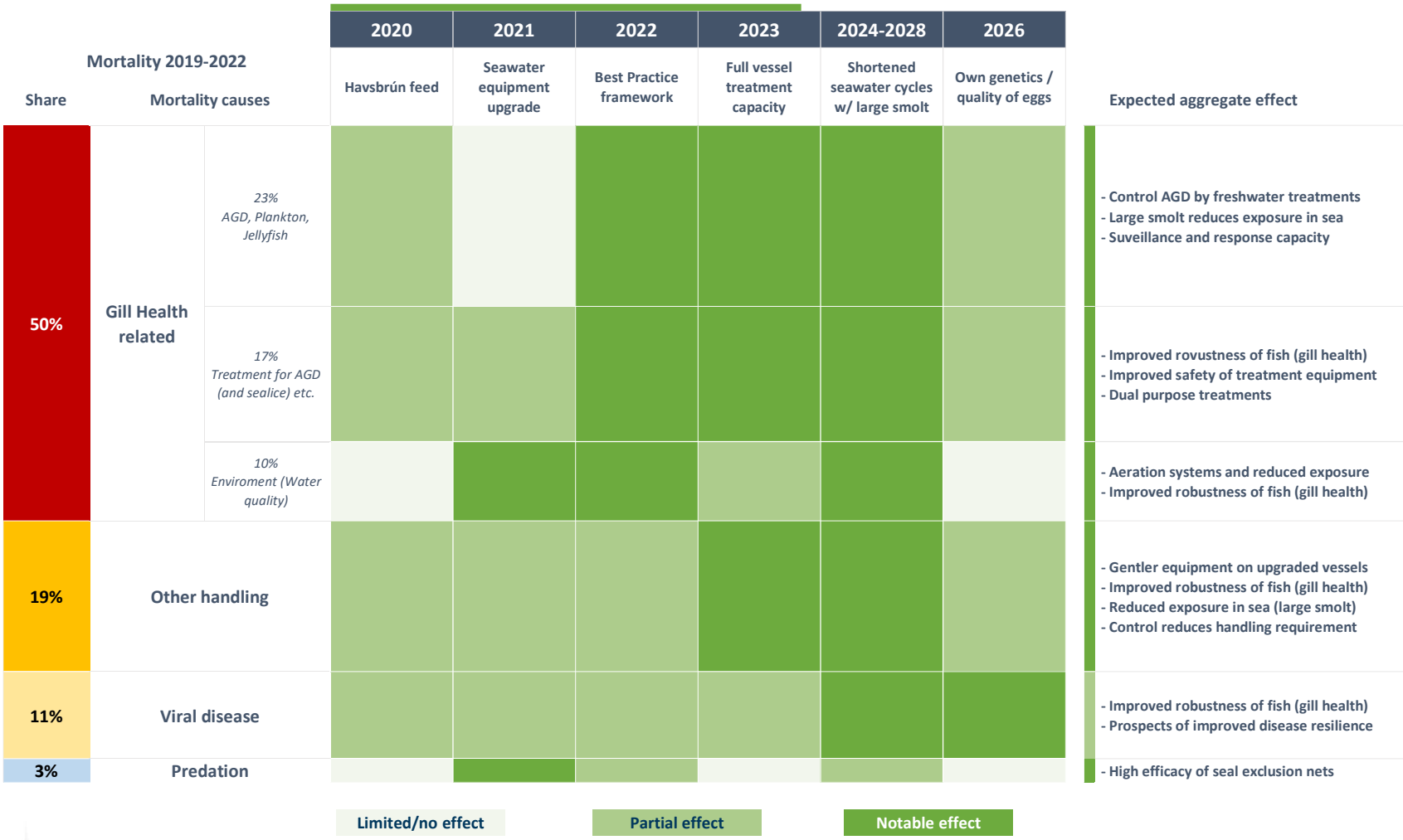
- PD (Pancreas Disease)
- CMS (Cardiomyopathy Syndrome)

Total mortality cost (GBP/kg)



Note: Tail of 2021G still being harvested

IMPLEMENTED AND PLANNED MEASURES TO REDUCE BIOLOGICAL RISK
EXPECTED EFFICACY ON MORTALITY CAUSES



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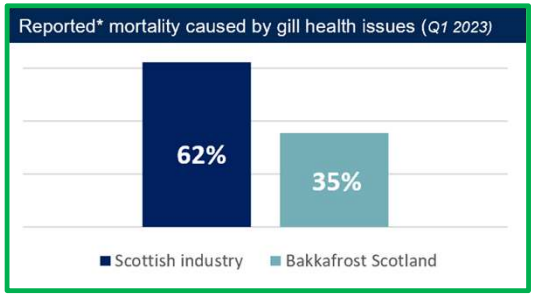
HEALTHY LIVING

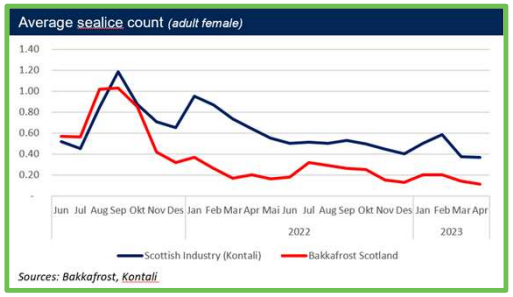
SIGNS OF IMPROVING BIOLOGY

ENCOURAGING SIGNS OF PERFORMANCE FROM GENERATIONS IN SEA

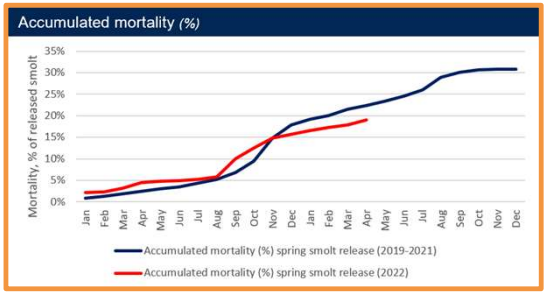
GILLS - 2023 RPL maintained at lowest ever recorded levels (-92%)



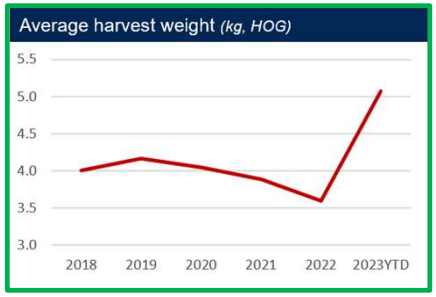
GILLS – 2023 mortality 45% lower than industry av.



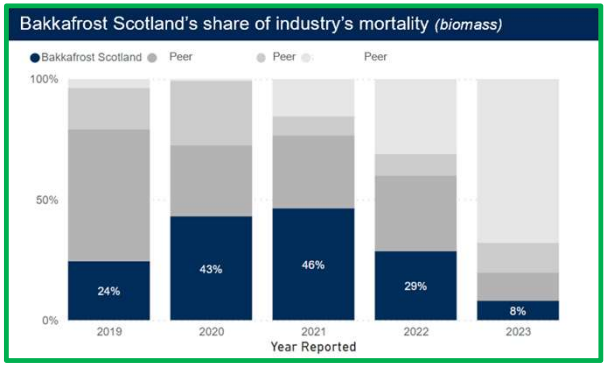
LICE - 2023 maintained at lowest ever recorded levels (-50%)



MORTALITY – Latest generations to sea c. 3% lower to date



HARVEST - 2023 harvest MWs +1.5kg on 2022, consistent supply



MORTALITY – Encouraging signs against the Scottish industry (-38% v peak)

Havsbrun Feed : State of the art farming and surveillance equipment : Best practice husbandry : Fleet capacity

RISK REMAINS ELEVATED PENDING LARGE HEALTHY SMOLT

OUR INCREASED FRESHWATER TREATMENT CAPACITY HAS IMPROVED GILL HEALTH

BUT IT DOES NOT REMOVE ALL RISKS….

HEALTHY LIVING

- Since Q4 2022, we have reported on the new capabilities for efficient and gentle dual-treatment for gill health (freshwater) and sea lice (FLS delousing)
- Now permanently two **F**arming **S**ervice **V**essels in service all year around to clear gills and sea-lice

Treatment Capacity

Jan 22-

(dual treatment installed)

Sep. 22-

4,500m3 wellboat (dual treatment)

Apr-Sept. 22

2,800m3 wellboat (freshwater)

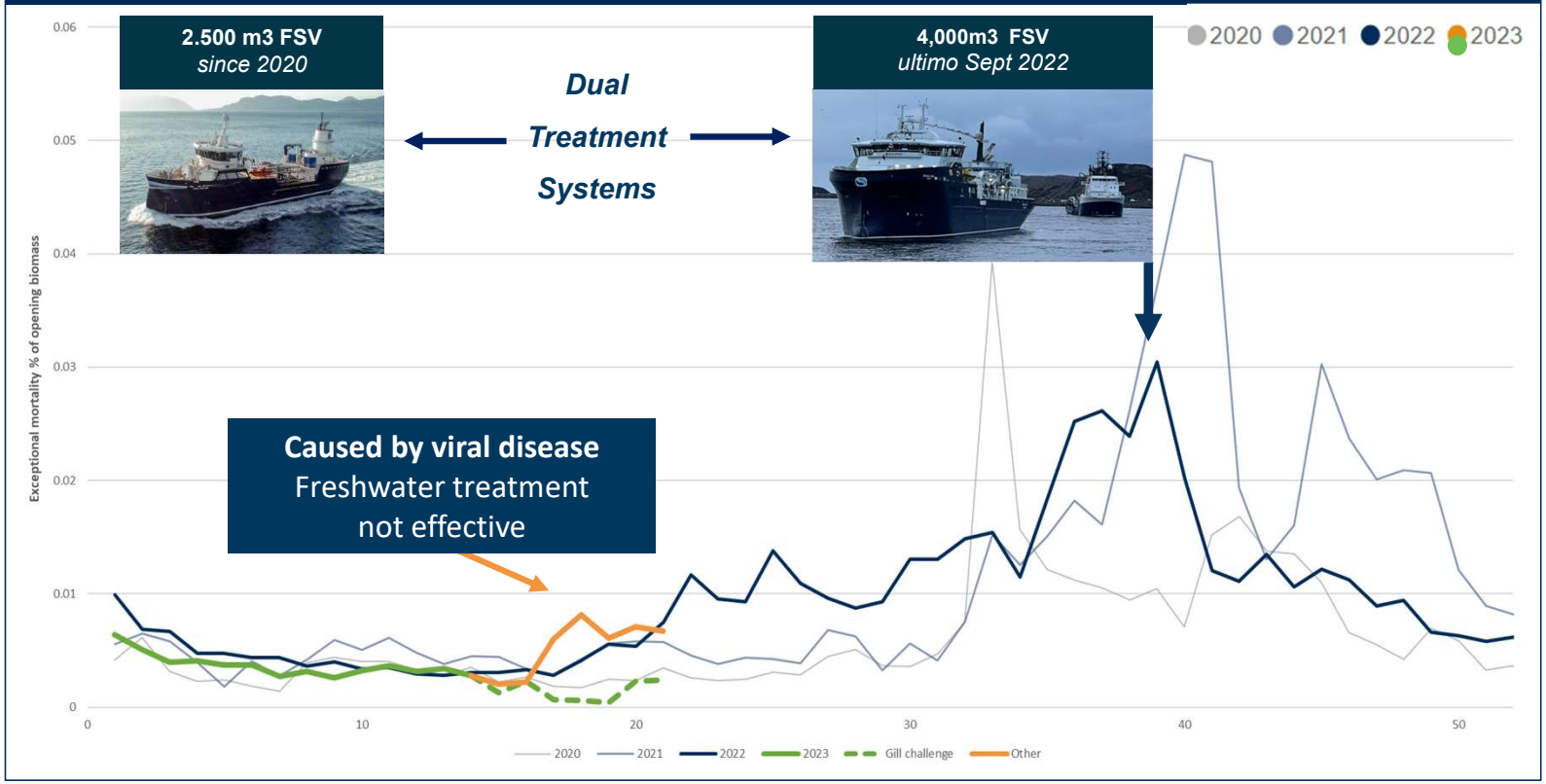
Sep 21-

Bakkanes (FLS sealice removal)

Jul 20-

2,500m3 wellboat (freshwater treatment)

Weekly exceptional mortality value 2020 – 2023 (April)



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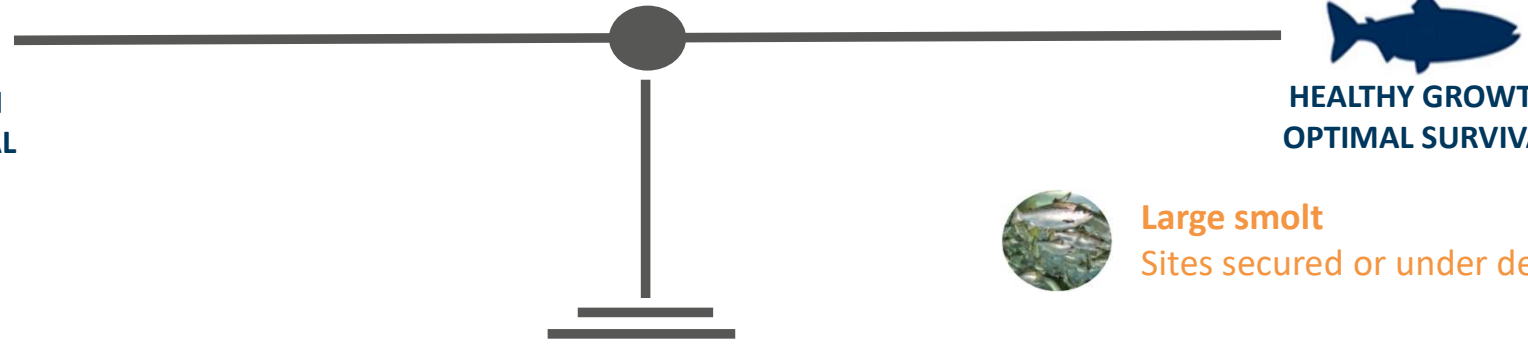
MITIGATION OF MANY RISKS HAVE ALREADY BEEN IMPLEMENTED

LARGE SMOLT WILL SIGNIFICANTLY TIP THE BALANCE TO REDUCED RISK

HEALTHY LIVING

POOR GROWTH
LOWER SURVIVAL



HEALTHY GROWTH
OPTIMAL SURVIVAL

Gill Health - Dual treatment FW / FLS
(**92%** RPL / AGD reduction)

Plankton - Aeration + Advanced detection
Better control of secondary AGD

Sea lice - Dual treatment FW / FLS
(**45%** lice reduction), with safer treatments as a result of better gill health

PD - Vaccine, review and benchmarking.
Improved gill health indirectly reduces PD (and CMS) mortality

Predation - Seal pro nets
(**99%** mortality reduction)

Large smolt
Sites secured or under development

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HEALTHY LIVING

OUR RISK MANAGEMENT JOURNEY

FRESHWATER & FARMING TRANSFORMATION

KEY:

- FRESHWATER STAGE
- IN SEA LOCH STAGE (HIGH RISK PERIOD)
- FALLOWING THE SEA LOCH

5KG

2019

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35

100G

2019 - 2023

RAS - phase 1

One-Company - Husbandry

Feed quality - Havsbrun

Feed efficiency - remote

Equipment upgrades

Containment - seal pro nets

AGD - Dual treatment FW / FLS 6500

Aeration + advanced monitoring

NOW

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35

2023 - 2028

RAS - 15m healthy smolt 500g

Broodstock - Native Hebridean

Own genetics - quality OVA

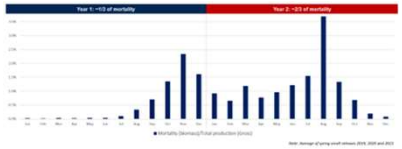
3rd party - exited

Feed efficiency - pellet detection

Vaccination - PD

Site development - consolidation

Harvest - capacity / flexibility



FUTURE

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

500g

5KG

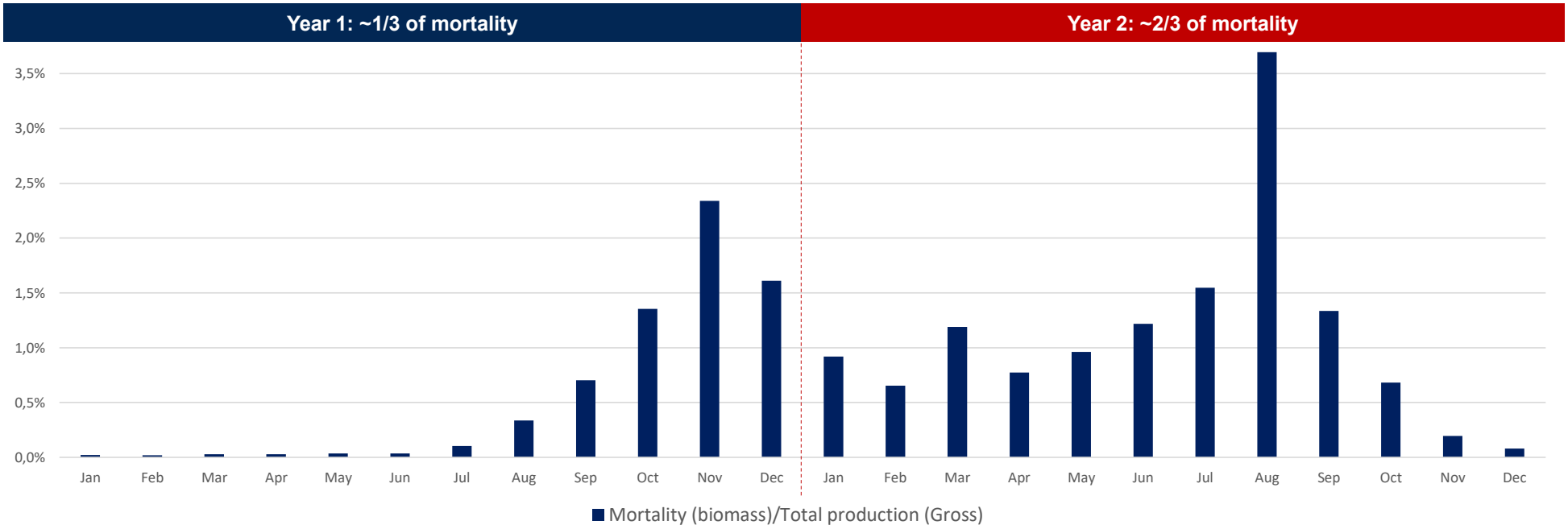
One summer | One loch | One operator | One generation

Tasty, Healthy & Sustainable Salmon

LARGE SMOLT REDUCES BIOLOGICAL RISK

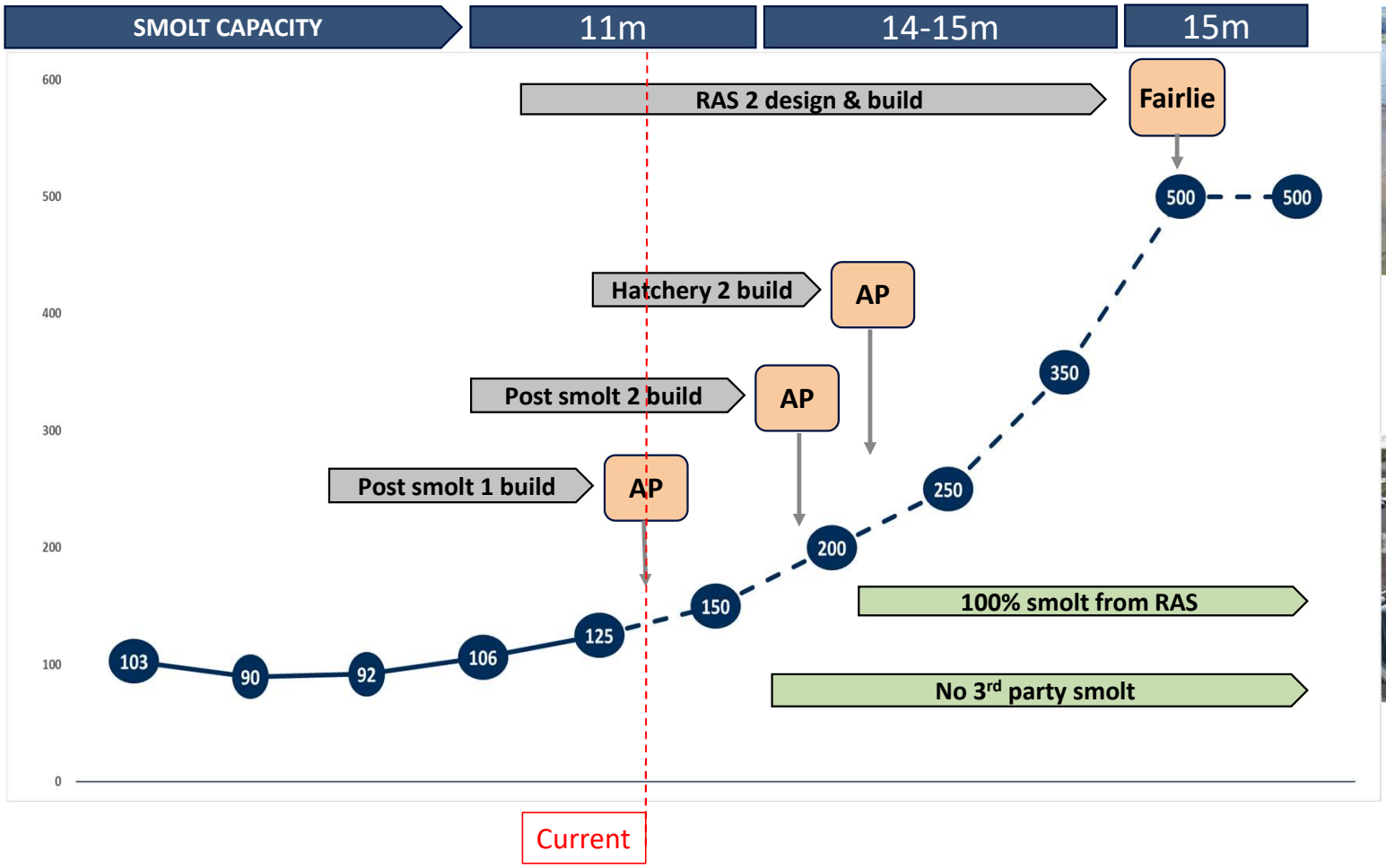
EXTENDED RISK EXPOSURE IN THE MARINE PHASE DRIVES MORTALITY

- Extended exposure to biological risks and stress leads to increased mortality
- 2/3 of the mortality occurs in the second year at sea
- Large smolt will reduce time at sea to around 12 months, hence removing risk exposure and reducing mortality



Note: Average of spring smolt releases 2019, 2020 and 2021

LARGE SMOLT STRATEGY
DELIVERING LARGE HEALTHY SMOLT



Fairlie - Planning
8m smolt at 500g
32,300m³ capacity

Applecross - Construction
7m smolt at 500g
29,300m³ capacity

LARGE SMOLT….*AND REDUCED RISK*

REDUCED EXPOSURE TO BIOLOGICAL & ENVIRONMENTAL RISK – ONE SUMMER

HEALTHY LIVING

500g smolt reduces exposure to the 2nd summer

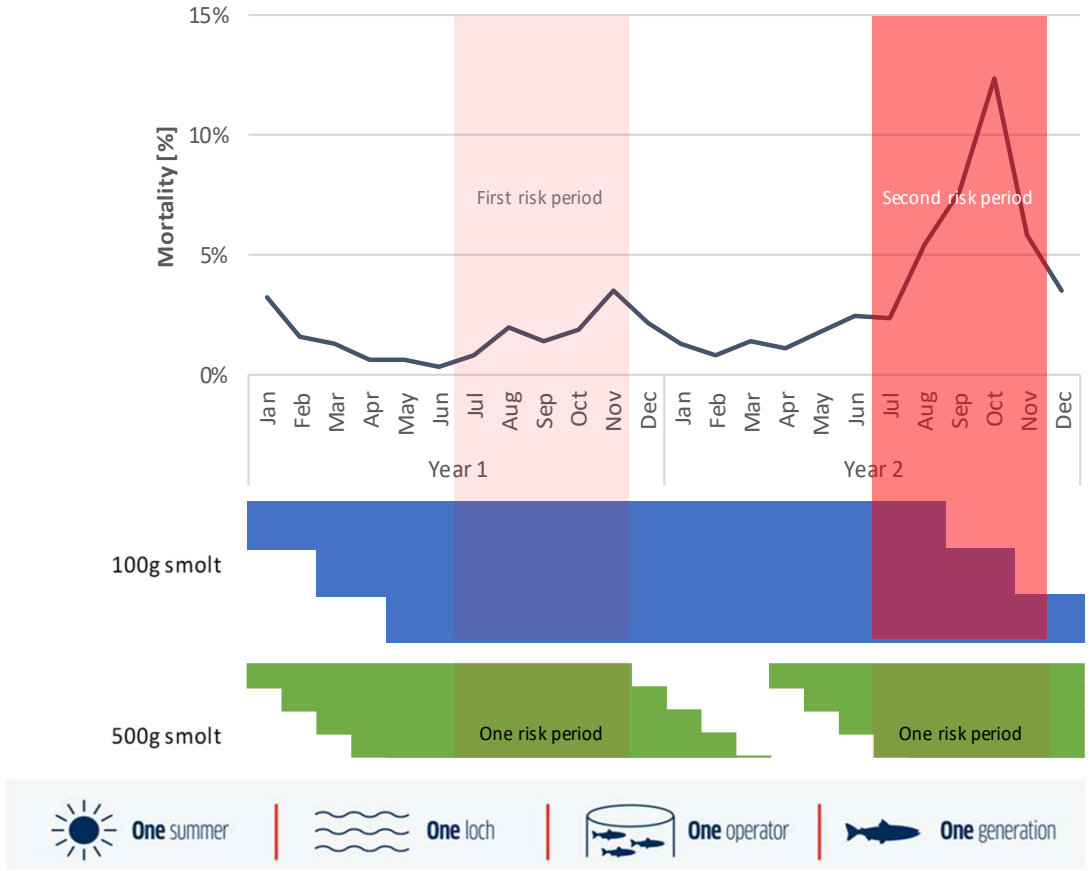
- Farming cycles reduce from up to 24 months, to around 12 months

Benefits of 'One Summer' cycles

- **Survivability** - 2nd summer drives 2/3 of mortality
- **Health** - is improved with reduced biological challenge
- **TGC** - increases as healthier fish feed & grow

Other benefits

- **Capacity** - higher turnover of seawater sites
- **RAS efficiency** - higher frequency of smolt release
- **Consistency** - less variation in harvest patterns, consistent customer supply
- **Productivity** - asset utilisation, lower cost per kg



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HEALTHY LIVING

LARGE SMOLT….*AND HEALTHY GROWTH*

TARGETING SIGNIFICANTLY REDUCED SEAWATER PHASE

Growth / TGC

- Driven by smolt weight and temperature
- Scotland's comparatively higher water temperatures provide an **opportunity for growth**
- Good health (particularly **Gill health**) is fundamental to good growth

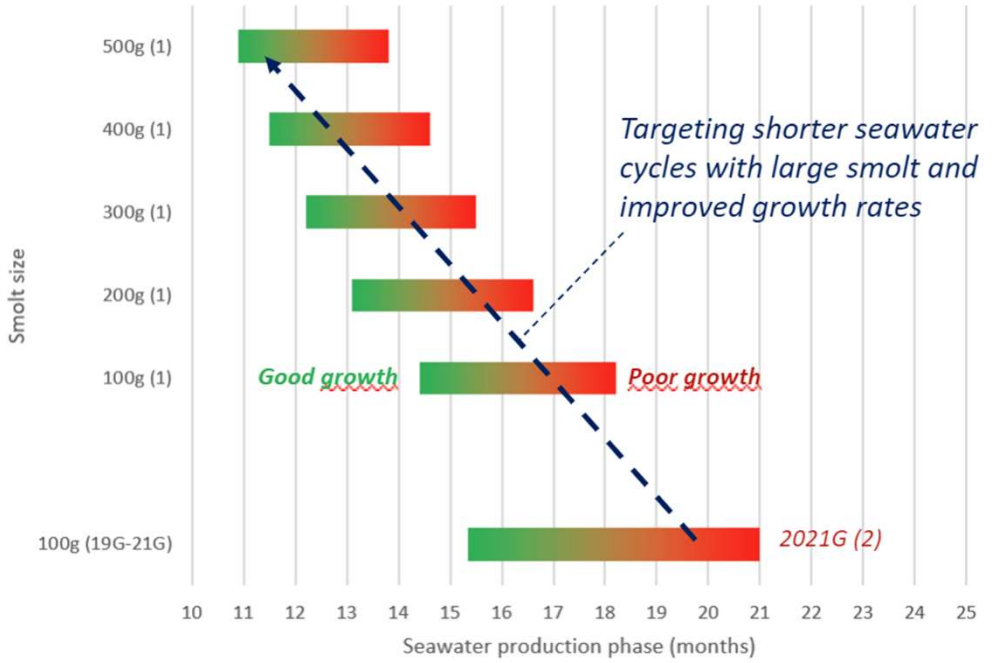
Virtuous Health impact

- **Healthy smolt** (from RAS) have no retained stress or challenge
- **Higher TGC** (healthy growth) reduces time in sea, and thus exposure to risks (health challenges)

Large healthy smolt

- **Large healthy smolt**, reduces the time in sea and exposure to biological and environmental risk
- **Maintaining Gill health**, delivers a high TGC, reducing time in the sea further
- **Smolt from RAS** (3rd parties), and of specific Strains, have shown exceptional growth

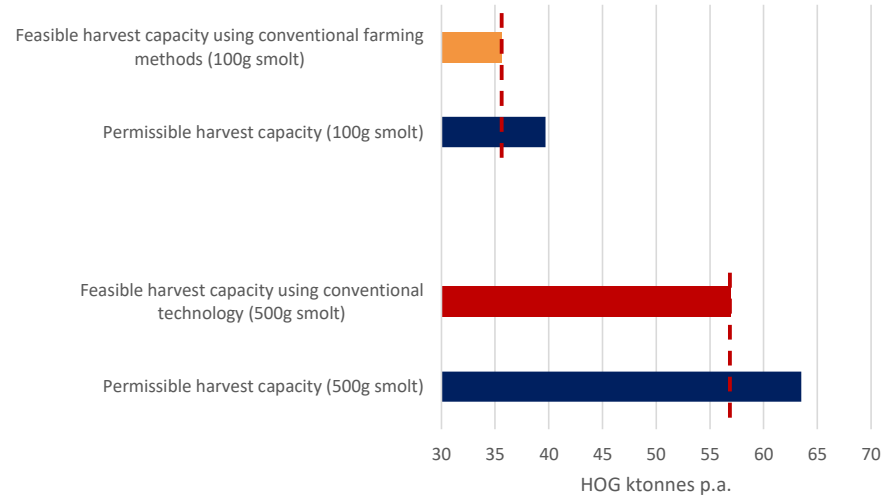
Seawater grow-out periods by smolt size and with different growth rates



Notes:
(1) Seawater production from smolt release to harvest weight of ~5.1kg (HOG)
Assuming thermal growth coefficient (TGC) 3.0 (poor growth) - 3,8 (good growth)
(2) 2021G seawater production period to average harvest weight of ~4kg HOG

BAKKAFROST SCOTLAND – LARGE CAPACITY HEADROOM

Bakkafrost Scotland – Licence constraints and feasible production



Global salmon farming licences generally "fully utilised"

Scottish output constrained by biological thresholds

- *Permitted volume have not been practically achievable*

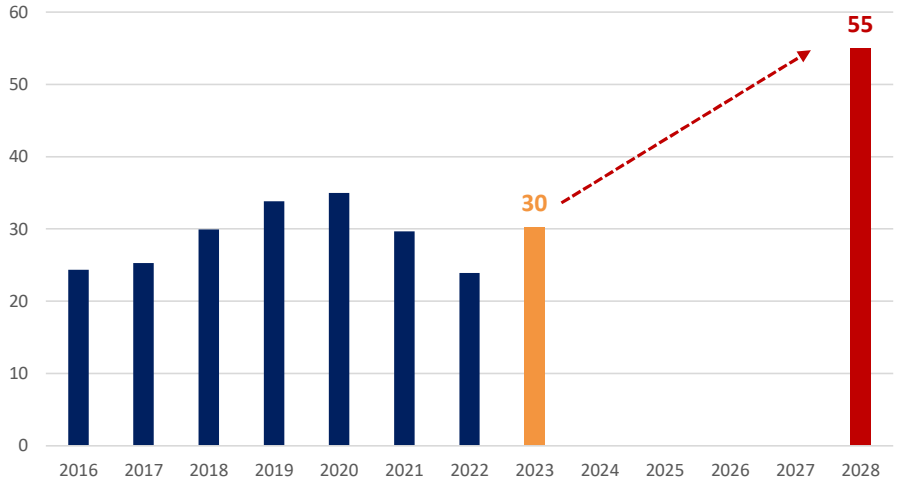
Bakkafrost Scotland has a large scope for growth

- Existing headroom within consent (health driven)
- Higher turnover of sites with large smolt (cycle length / productivity)
- Site development (new / increased consent)

Priority for growth until 2028

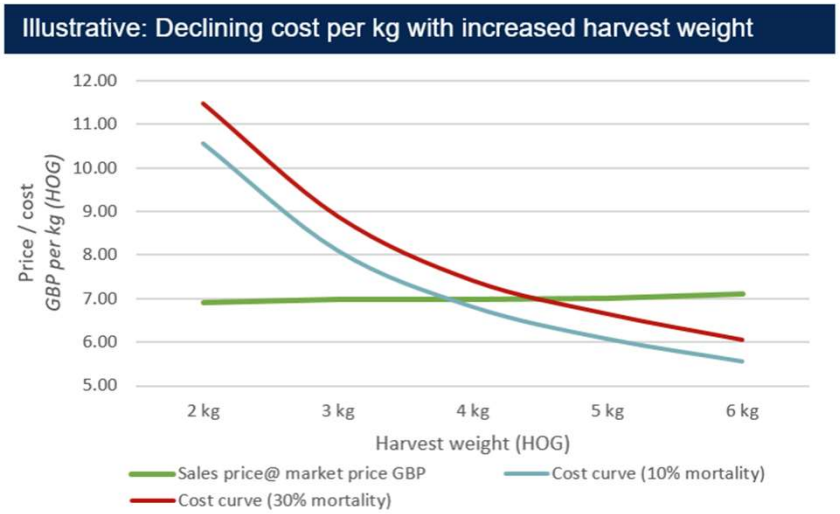
- Stabilise and ensure profitability
- Best practice husbandry & strategic investment
- Growth through larger smolt
- Site development and capacity increase

Bakkafrost Scotland – Harvest projections *(HOG 1,000 tonnes)*



LARGE SMOLT STRATEGY
IMPROVED PERFORMANCE - COST

Cost principles – Harvest weight



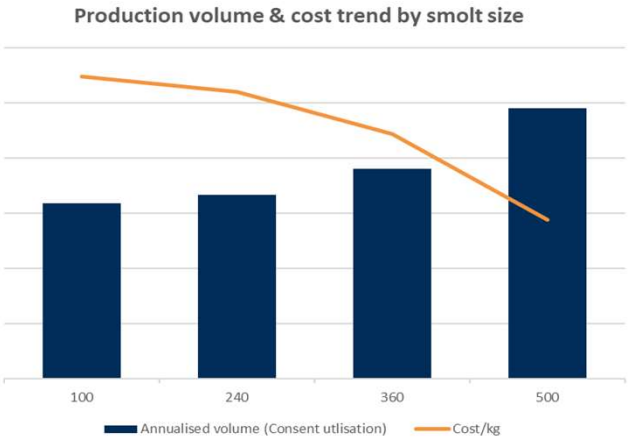
Cost / kg diminishes with harvest size due to:

- High asset utilisation, with short cycles
- Smolt and other fixed costs diluted
- Mortality cost reduced

Cost principles – Large smolt

500g smolt drives:

- More efficient utilisation of consent (yield)
- Increased survivability
- Reduced cost/kg

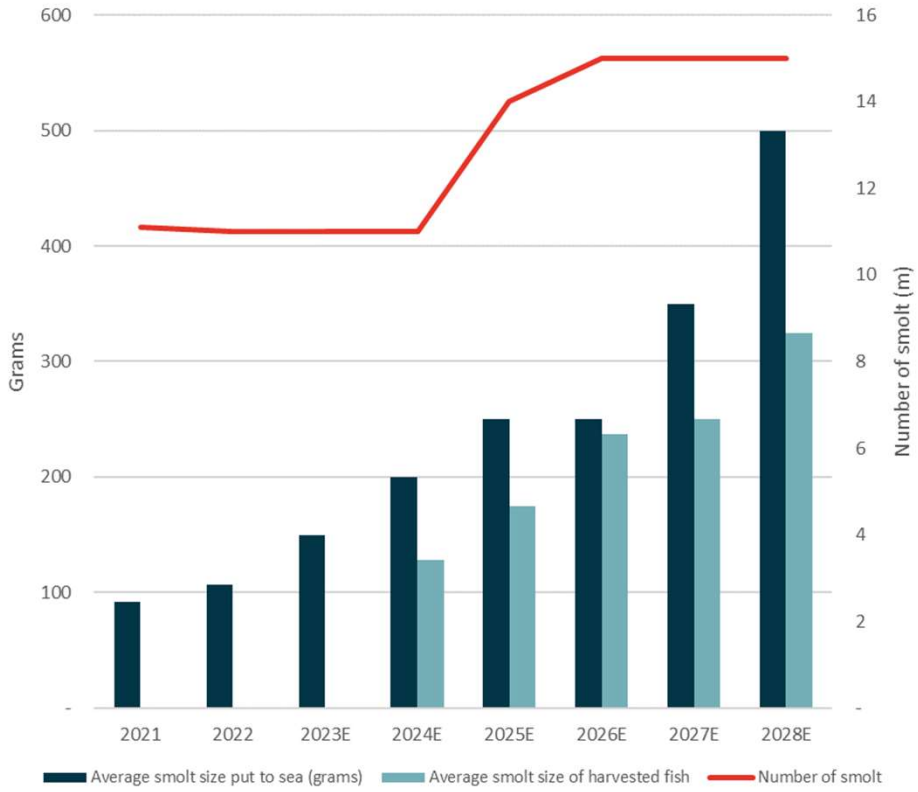


Target volume of 55kT by 2028

STARTING HARVEST FROM LARGER SMOLT
2024 ONWARDS

- First release of large smolt expected Q3 2023
- First harvest from 250g smolt expected H2 2024
- **A 250g smolt with a high TGC can grow to harvest weight above 5kg HOG, in around 13-14 months**
- Harvest will be driven by 250g smolt until the 2nd hatchery enters production

Average smolt size, smolt release and timing of harvest



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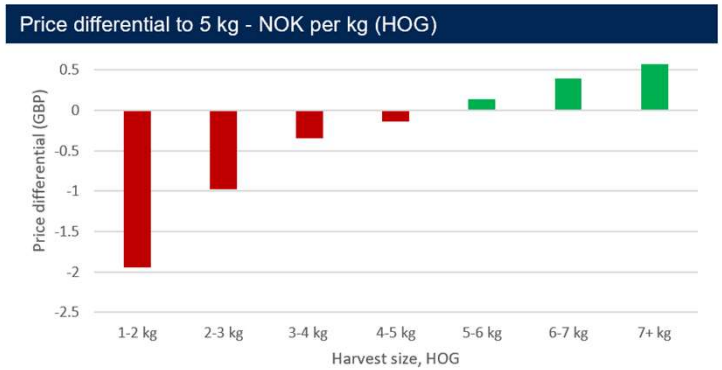
LARGE SMOLT STRATEGY
IMPROVED PERFORMANCE - PRICE

HEALTHY LIVING

Mean weight – Market level



Note: 2022 Nasdaq prices, Source: Kontali

Clear strategy to materially increase harvest weights

- Larger fish priced at premium
- Positive volume effect of larger harvest weight

Consistency of volume is attractive to customers

- Scottish origin is key in some markets
- Improved basis for long-term contracts

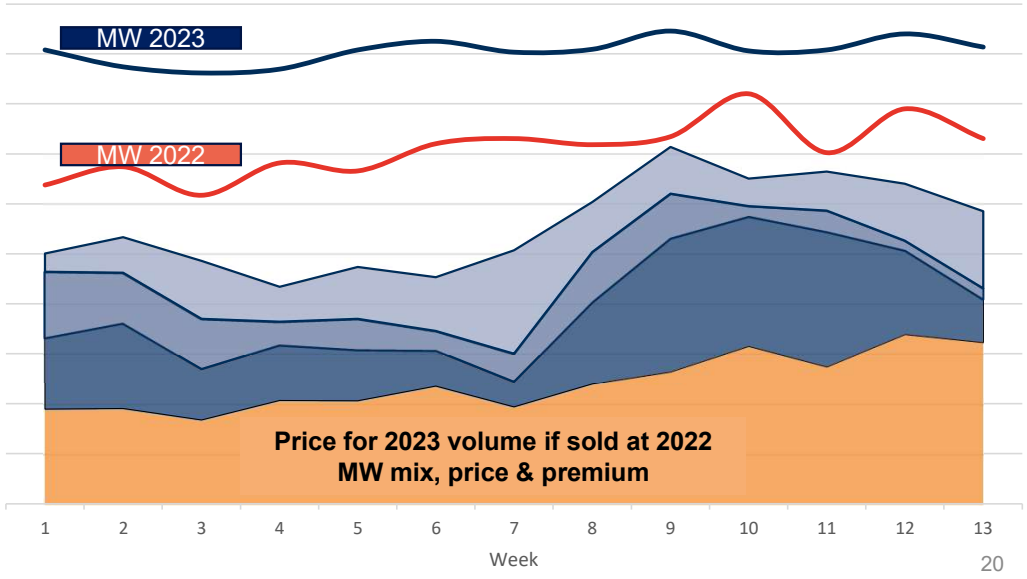
A consistent supply of larger fish helps develop the brand value further

- Existing B2B and B2C brands
- Nutrition though high feed marine index forms

Mean weight – Leveraging our regions

- Underlying price (based on 2022 comparative MWs)
- Market price led (demand ahead of supply) **+£1.5/kg**
- Mean Weight led (higher MWs) **+£0.6/kg**
- Bakka premium led (Faroes origin sales channel for large fish) **+£1.0/kg**

Sales Price performance Q1'23 vs Q1'22 (HOG Spot only)



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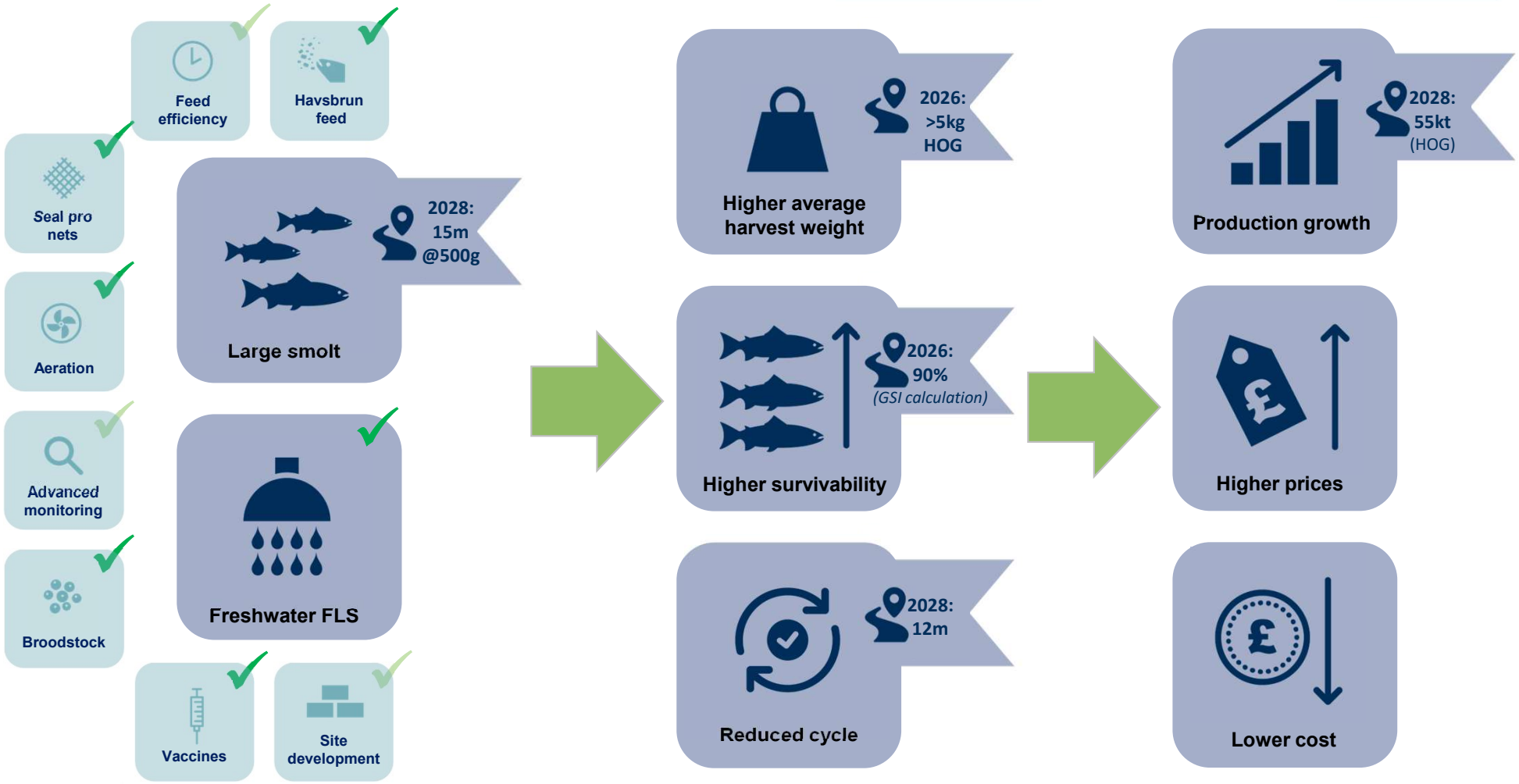
SUMMARY: BUILDING A HEALTHY BUSINESS IN SCOTLAND

STRATEGIC OBJECTIVES CONVERTING TO FINANCIAL PERFORMANCE

HEALTHY LIVING



Bakkafrost presentation
A world-class company in the salmon industry

Capital Markets Day – Part 3

Scotland 6 June 2023

BAKKAFROST

HEALTHY LIVING

Sustainability

Tordis Poulsen

Group Sustainability Director

SUSTAINABLE GROWTH IS OUR RESPONSIBILITY

The challenge

Growing population..

200 years ago

1 billion

2022

8.0 billion

2050

9.7 billion

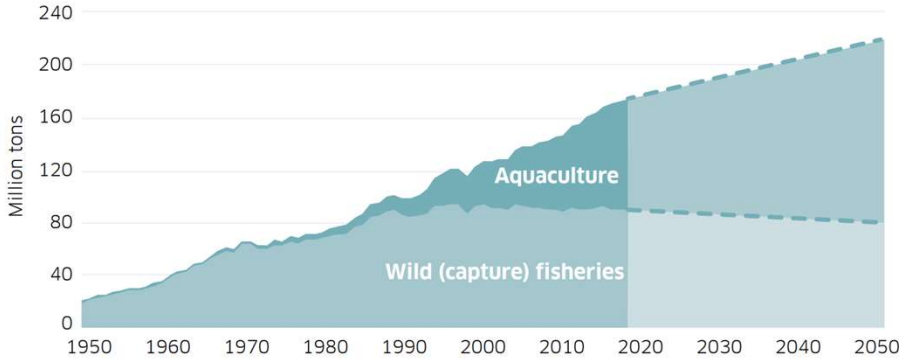
requires more resource..

Available

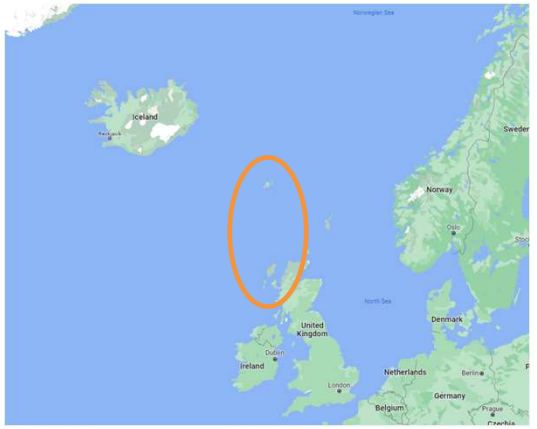
Needed in 2050

70%
more protein needed

Aquaculture production must continue to grow to meet the demand



Given our location, it is our **responsibility** to the world to **grow** our production of **sustainably** produced healthy salmon.



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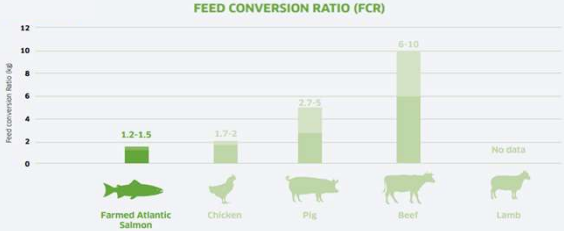
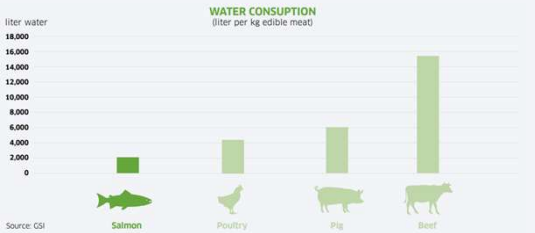
HEALTHY LIVING

SALMON IS A VERY RESOURCE EFFICIENT SOURCE OF HEATHY PROTEINS





	Farmed Atlantic Salmon	Chicken	Pig	Beef	Lamb
CARBON FOOTPRINT	Lowest				
LAND USE	Lowest				
FEED CONVERSION	Lowest				
WATER FOOTPRINT	Lowest				
EDIBLE YIELD	Highest				
PROTEIN	2nd Highest				
OMEGA-3	Highest				
VITAMIN D	Highest				

TCFD CLIMATE-RELATED SCENARIO ANALYSIS

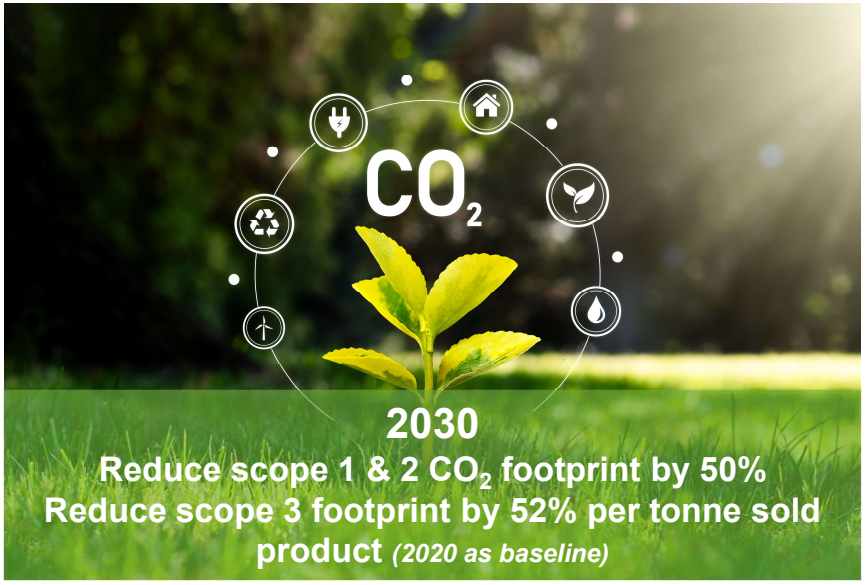
PREPARING FOR THE FUTURE

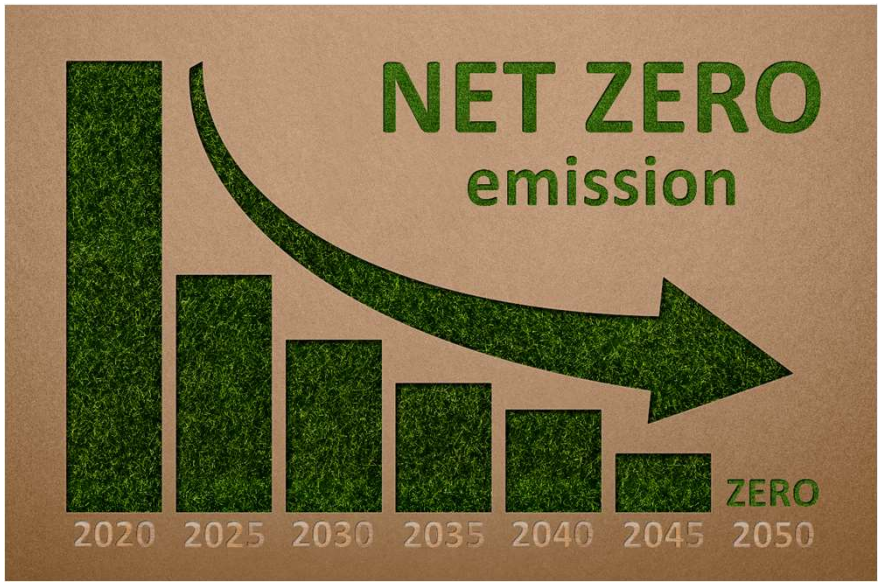
Priority risks at 2050

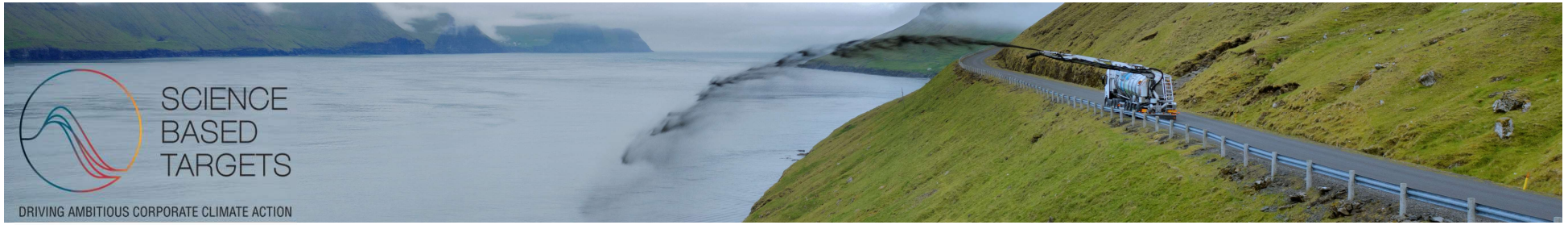
Value chain stage	Risk description	Early transition	Late transition	Hot house
Upstream	Sourcing feed inputs for Havsbrún (soy and marine proteins)	🟨	🟥	🟥
	Electricity supply	🟨	🟨	🟨
Direct operations	Carbon pricing	🟥	🟥	🟨
	Harmful algal blooms	🟩	🟩	🟨
	Extreme weather events	🟩	🟩	🟨
Downstream	Use of air transportation	🟨	🟨	🟩

Key: High= 🟥 Medium= 🟨 Low= 🟩

BAKKAFROST HAS AMBITIOUS CARBON REDUCTION TARGETS







HEALTHY ENVIRONMENT - STATUS 2022

Goal 2030
Scope 1 & 2

-50%

2021 → 2022

+13%

which is a 0.5% increase in GHG intensity per products sold

Goal 2030
Scope 3

-52%

2021 → 2022

-8%

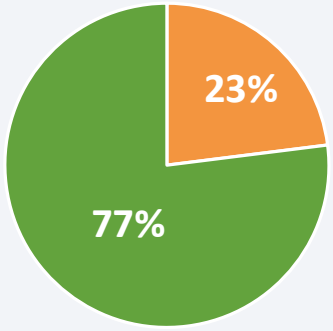
GHG intensity for Scope 3 emissions

Renewable electricity

100%
Scotland

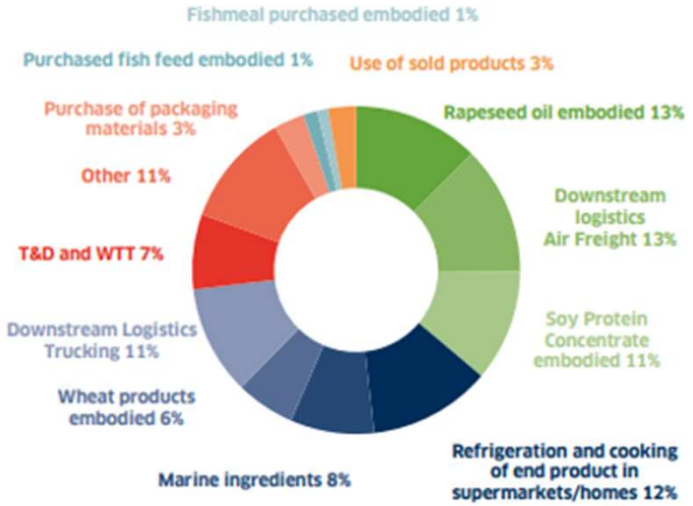
52%
Faroe Islands

Bakkafrost total GHG emission 2022



Scope 1&2 Scope 3

SCOPE 3: BREAKDOWN BY SOURCE



SUSTAINABLE TRANSFORMATION

INVESTING IN SCOPE 1 & 2 REDUCTION

Bakkafossur - 10,000m3 Wellboat with hybrid technology

Fuel consumption reduced **20%**

Grønarók – Fully electric workboat

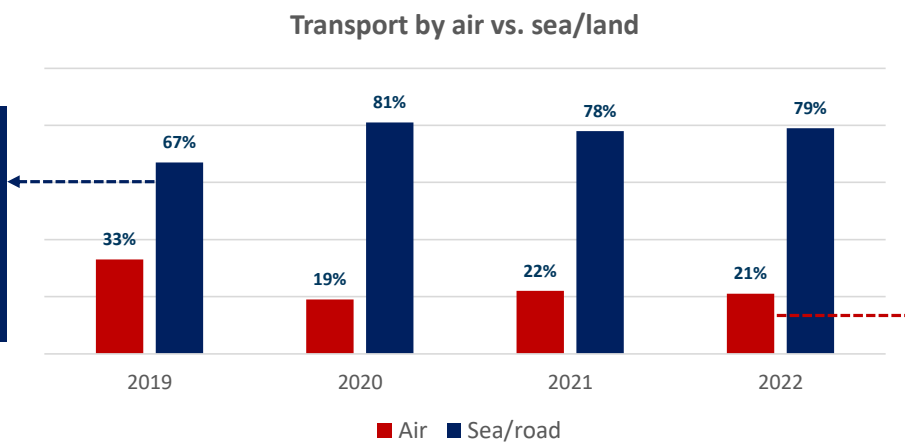
Powered electricity from surplus windpower

Applecross hatchery

100% renewable energy & sustainable waste

HEALTHY ENVIRONMENT

REDUCING OUR SCOPE 3 CARBON FOOTPRINT BY TAKING CONTROL OF AIR TRANSPORT



EXAMPLE:

CURRENT TRANSPORT

START ▶ GLYVRAR FAROE ISLANDS — 18 KM → TÓRSHAVN FAROE ISLANDS — 1.174 KM → SCRABSTER SCOTLAND — 1.076 KM → HEATHROW AIRPORT ENGLAND — 5.581 KM → NEW YORK USA

= 7.849 KM APPROX. **72 HOURS**

FUTURE TRANSPORT

START ▶ GLYVRAR FAROE ISLANDS — 56 KM → VÁGAR AIRPORT FAROE ISLANDS — 4.938 KM → NEW YORK USA

= 4.994 KM APPROX. **9 HOURS**

← **Unbroken cooling chain, reduced food waste** and approx. **30%** more products in boxes.

BULIDING PARTNERSHIPS
REDUCING SCOPE 3

Bakkafrost Supplier Day

Mobilizing strategic suppliers on sustainability topics, including climate change and carbon reduction.

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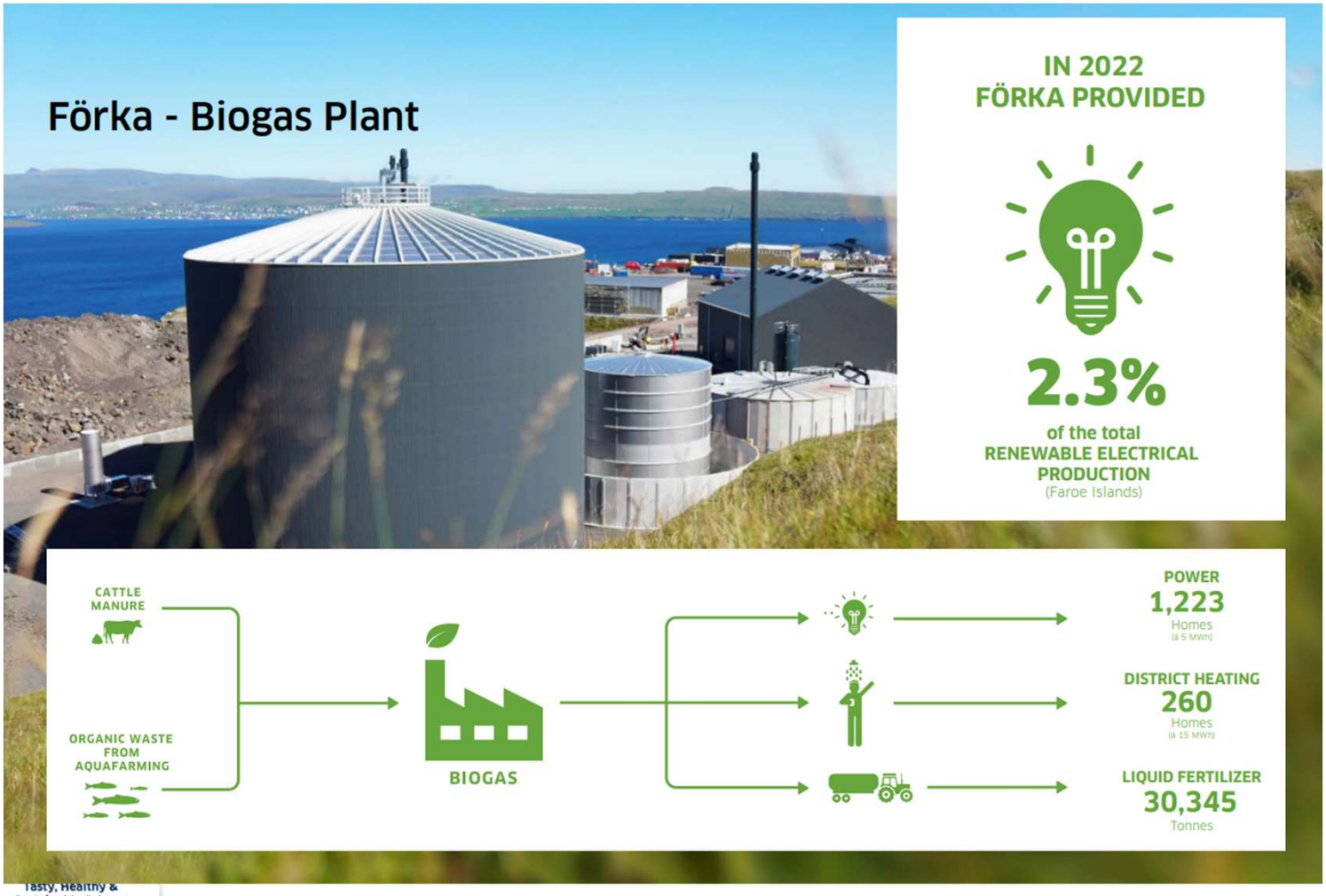
HEALTHY LIVING

CIRCULAR ECONOMY
OUR BIOGAS PLANT REDUCES CARBON FOOTPRINT



Now also converting food waste to renewable energy

HEALTHY ENVIRONMENT

WE ARE COMMITTED TO REACH OUR CARBON REDUCTION TARGETS

BAKKAFROST

HEALTHY LIVING

Capex 2024-2028

Regin Jacobsen
CEO

Tasty, Healthy & Sustainable Salmon

SUMMARY OF RECENT INVESTMENTS

Examples

Strond

Norðtoftir

Glyvradal

Applecross

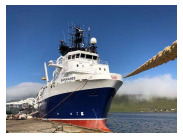
Viðareiði

Feed line (machinery)

Førka Biogas expansion

Bakkafossur

Bakkanes



FLS systems

FarCargo

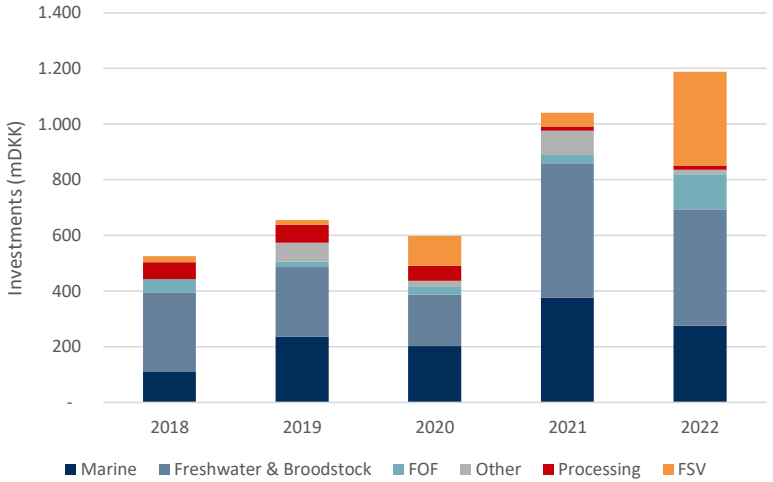
Grønarók

Bakkafrost US facility

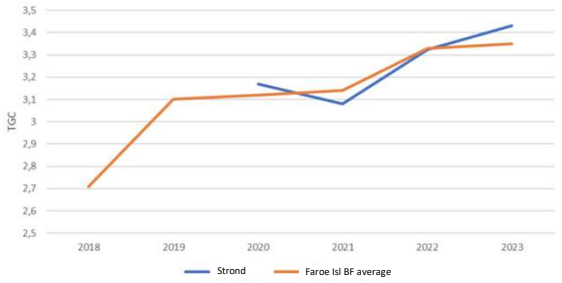
Ranghamar feed barge

Tasty, Healthy & Sustainable Salmon

4.0bn DKK invested past 5 years (Bakkafrost Group)



Marine - Strond vs rest of BF Faroe Islands [TGC]

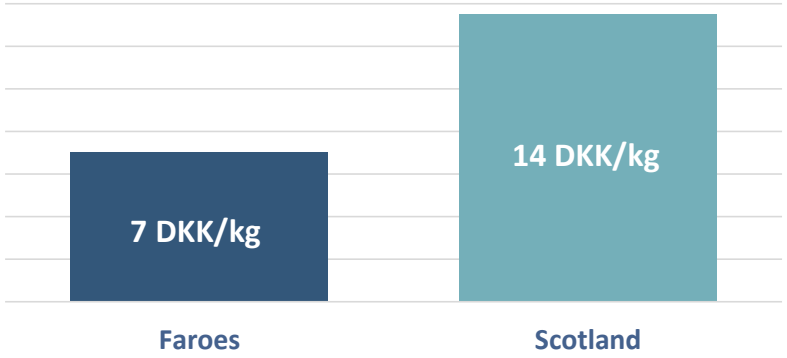


2024-2028 CAPEX PLAN - INVESTING IN SUSTAINABLE GROWTH

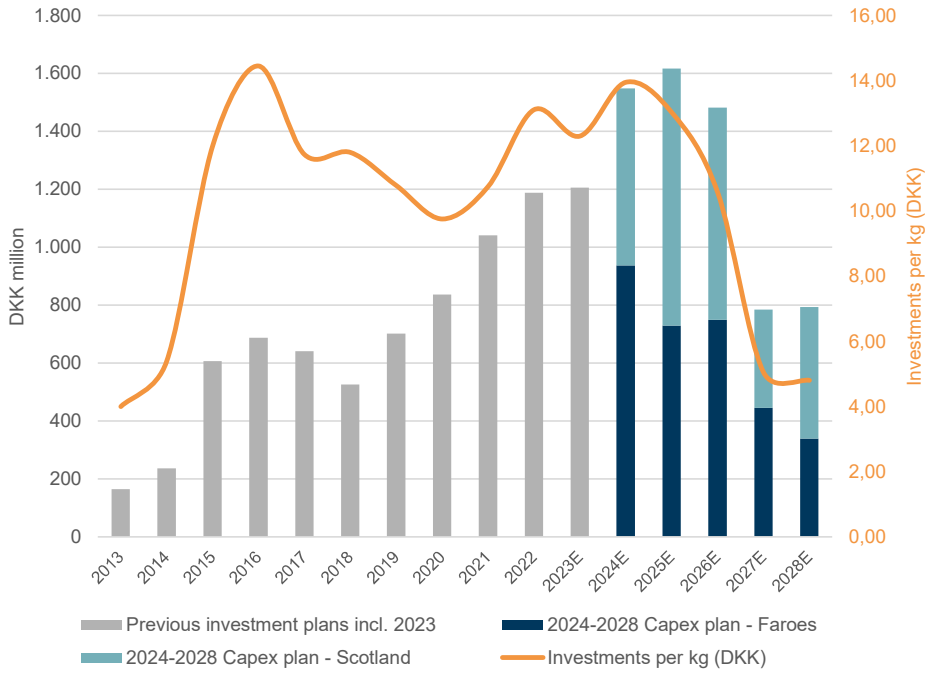
165,000 TONNES HARVEST IN 2028, FAROE ISLANDS AND SCOTLAND COMBINED

Volumes	Faroe Islands	Scotland
2023	68,000t	30,000t
2026	95,000t	45,000t
2028	110,000t	55,000t

2024-2028 Accumulated Investment* Intensity (DKK/kg harvest)



2024-2028 Capex* of DKK 6.3 bn



*Including maintenance capex

Tasty, Healthy & Sustainable Salmon

~ 6.3BN PLANNED INVESTMENTS 2024-2028

REDUCE BIOLOGICAL RISK, IMPROVE EFFICIENCY AND INCREASE ORGANIC GROWTH

HEALTHY LIVING

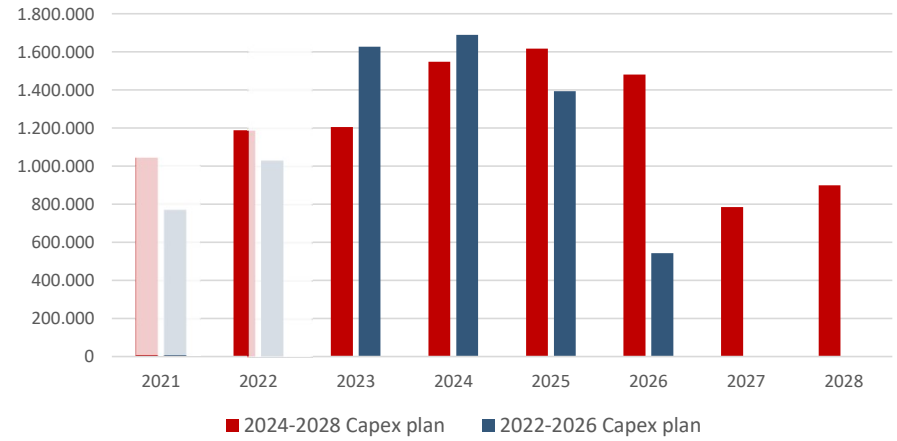
Faroe Islands:

- Hatchery capacity of 24m smolt at 500g in 2028
- Cost-efficient broodstock (repurposing old hatcheries)
- Increase feed capacity, including storage and logistics
- Optimization of existing farming sites
- Organic growth in existing licenses with new technology
  - *Offshore postponed*
- Improved vessel capacity
- Energy Transition

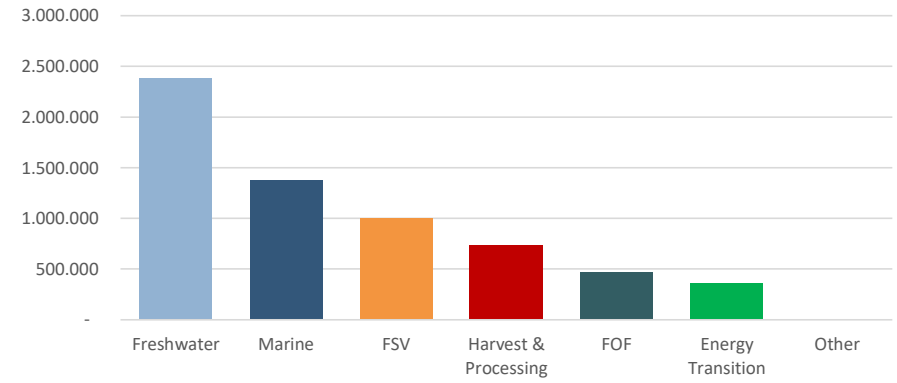
Scotland:

- Hatchery capacity of 15m smolt at 500g in 2027
- Harvest and processing plant
- Site expansions
- Vessel capacity for transport and treatment
- Marine Site development

2024-2028 capex plan vs. 2022-2026 capex plan



2024-2028 Planned investment split per category (DKK 1,000)

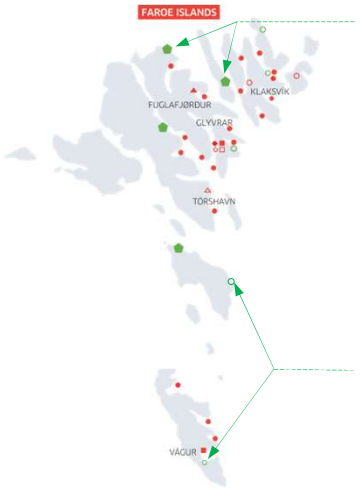


Tasty, Healthy & Sustainable Salmon

FRESHWATER

INCREASED HATCHERY CAPACITY IN BOTH REGIONS – MORE COST-EFFICIENT BROODSTOCK IN THE FAROE ISLANDS

Faroe Islands

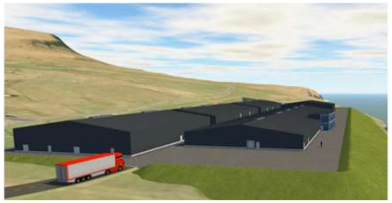


Broodstock
Gjógv & Húsar, hatcheries repurposed for broodstock

Production in 2028: 65 million eggs

New hatchery at Skálavík or Ónavík
7.5m smolt at 500g / 30,000 m³ capacity

Completed: 2027



Previous plan to build a hatchery at Ónavík AND a broodstock facility at Skálavík is changed. Only one facility (hatchery) is included in the 2024-2028 capex plan in one of these locations.

Scotland

Expansion 5-6 of Applecross 5-6 hatchery
7m smolt at 500g
29,300m³ capacity

Completed: 2024
– scaling production from 2024

New hatchery at Fairlie
8m smolt at 500g
32,300m³ capacity

Completed: 2026
– scaling production from 2027

MARINE
PICKING LOW-HANGING FRUITS TO ENSURE COST-EFFICIENT ORGANIC GROWTH

HEALTHY LIVING

Faroe Islands

- Site optimization
- New sites within existing licenses
- Maintenance

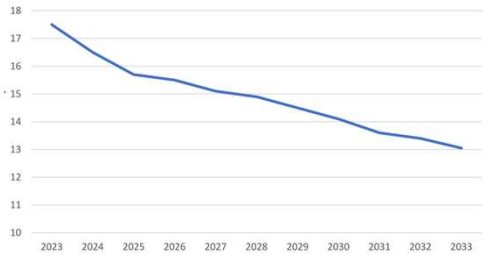
- *Offshore farming on hold*

Scotland

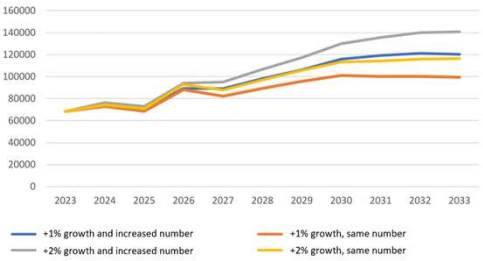
- New barges
- New sites & site extensions
- Maintenance

Optimization examples

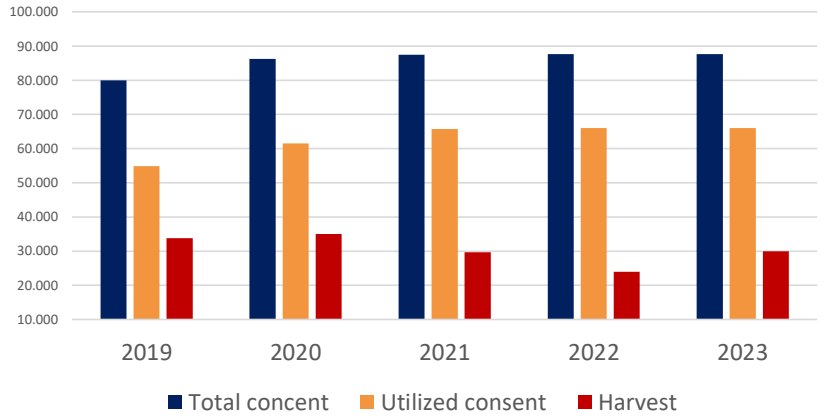
Cycle [mths rotation time]



Yearly harvest [GWT]



Consent in Scotland, utilization and harvest volume *(tonnes)*



MARINE – FAROE ISLANDS

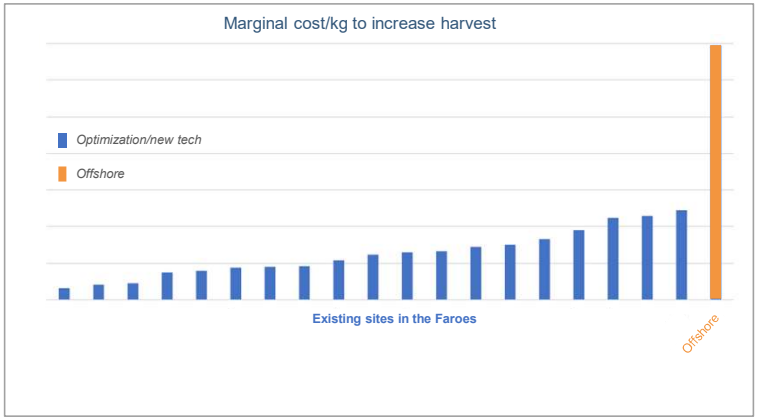
PICKING LOW-HANGING FRUITS TO ENSURE COST-EFFICIENT ORGANIC GROWTH

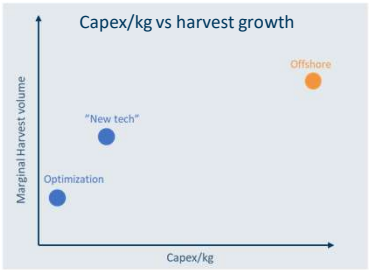
HEALTHY LIVING

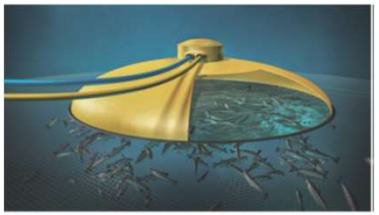
Growing with optimization and "new technology"

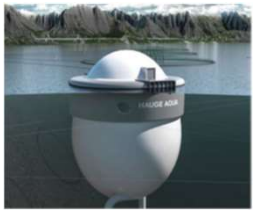
(Closed/semi-closed, submersed, current deflectors)

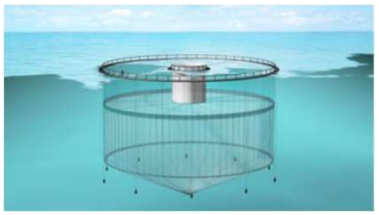
- Cost-efficient organic growth within existing licenses *(long-term potential: +50%)*
- New sites used in combination with other sites to increase efficiency
- Further reduction of sea lice



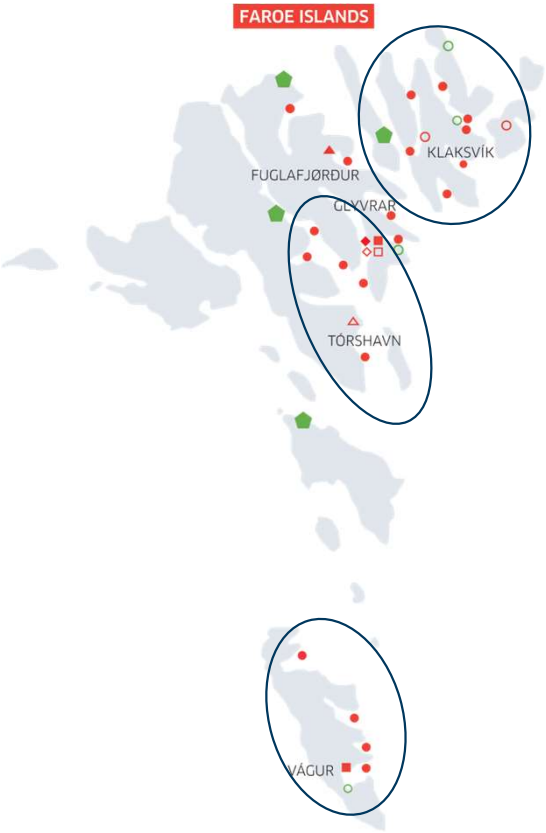








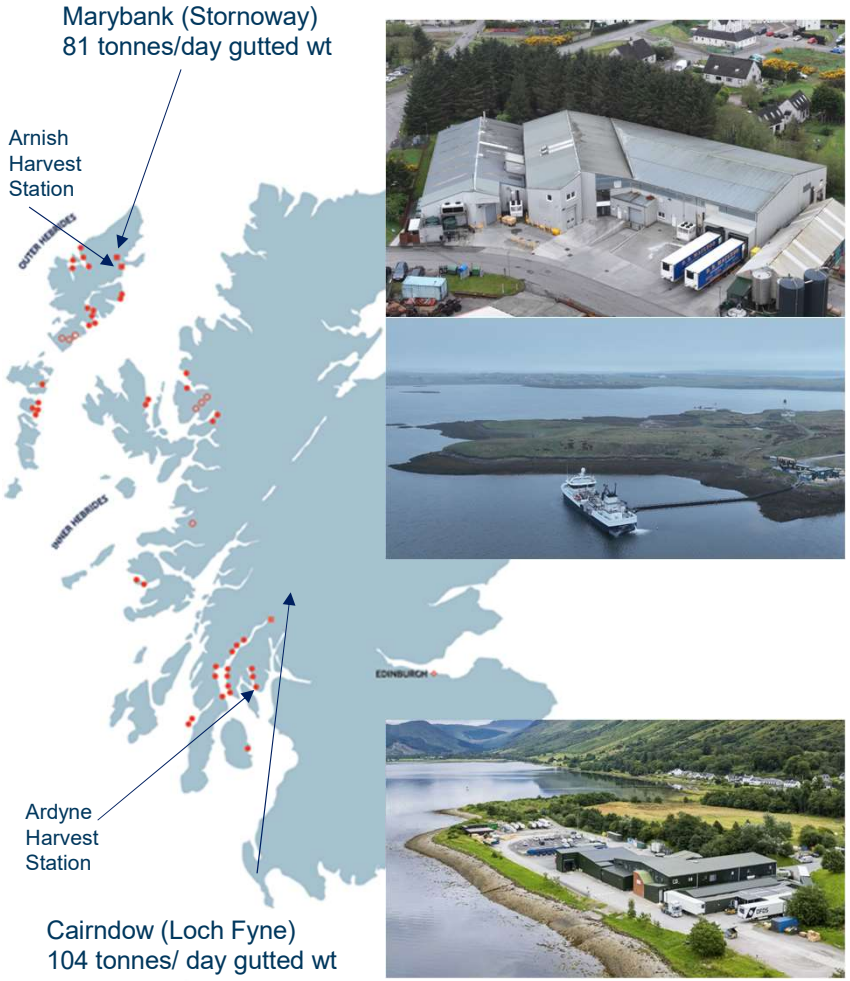
Potential new site locations



◯ Areas for potential new farming sites

HARVEST & PROCESSING

INCREASING HARVEST CAPACITY IN FAROES – NEW HIGH-CAPACITY FACILITY IN SCOTLAND WITH NEW CAPABILITIES



Current

- Two processing facilities
- Separate harvest stations
- Wide geographical spread of marine sites, 1km - 400KM from farm to harvest
- Current Capacity
  - 240 tonnes/day (LWE)

2024-2028 Capex

- New highly automated efficient high quality focused processing
  - Swim through harvest
  - Latest processing technology
  - Automated packing & palletisation
  - Primary & Secondary processing
- Build capacity in line with business growth
- Meet market requirements
- Green energy opportunity

Faroe Islands:

- Harvest capacity increase

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HEALTHY LIVING

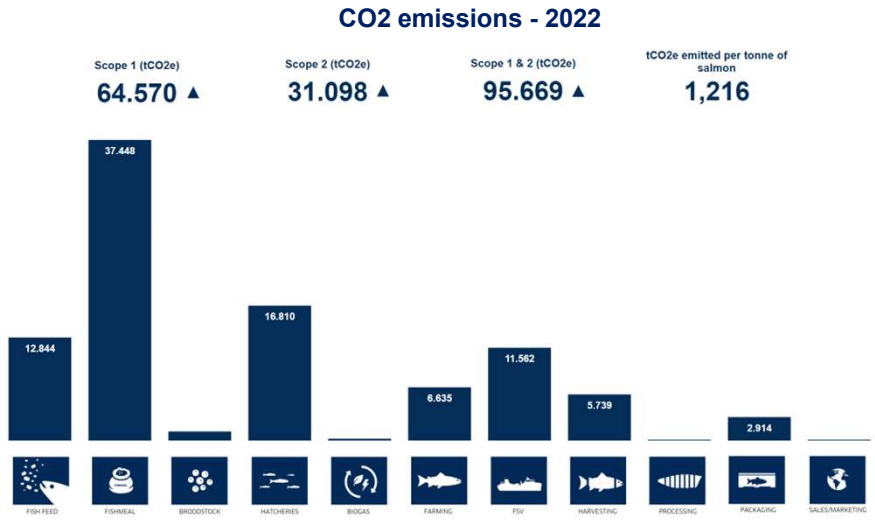
FISHMEAL, -OIL AND FEED

INCREASING ANNUAL FEED PRODUCTION CAPACITY TO 275KT, WHILE PREPARING FOR 400KT

- New feed line (275kt capacity)
- Factory building space for 400kt
- Raw material silos
- Increased tank capacity for oils
- Expansion of storage tunnels in the mountain
- Extending kay site for improved logistics

ENERGY TRANSITION
355M DKK DEDICATED TO REDUCING CARBON EMISSION

- The fishmeal, -oil and feed production accounts for most of our CO2 emission, followed by the hatcheries and FSV's
- To reach our CO2 reduction targets, 108m DKK have been allocated a energy transition project
- The project evaluates the feasibility of available technologies and drives the implementation



Windpower | Electrical boilers | Battery systems | Biogas conversion | Solar | Pyrolysis

FURTHER UPLIFT IN CAPACITY AND BETTER BALANCE ACROSS THE VALUE CHAIN

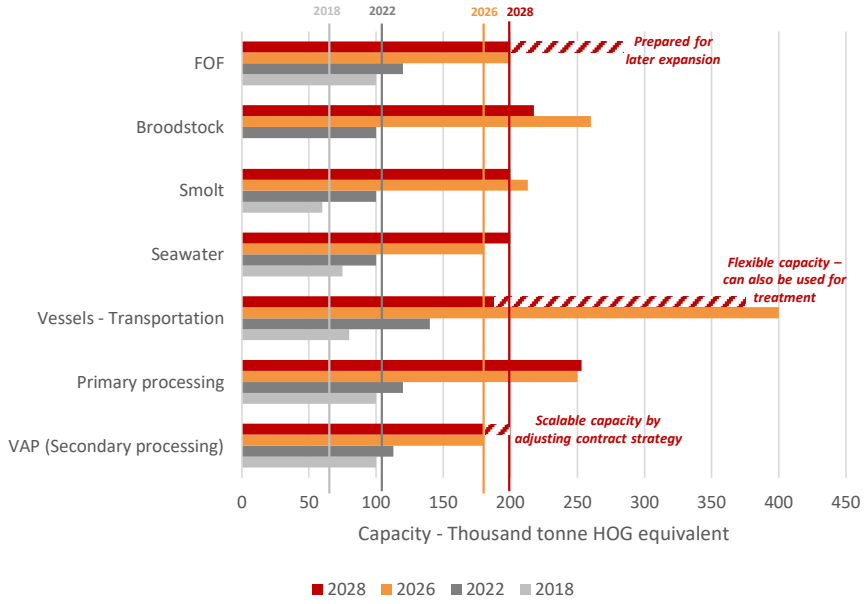
VALUE CHAIN SYNCRONISED AT 200KT HOG HARVEST CAPACITY IN 2028

Value chain synchronised at 200kt capacity in 2028

- Extra capacity as “insurance” & flexibility and for growth:
  - Broodstock *(flexibility and future growth)*
  - Smolt *(flexibility and future growth)*
  - Vessel transportation *(flexibility and future growth)*
  - Primary processing *(market flexibility)*
  - Transportation *(flexibility and future growth)*

- Treatment Vessels (*replacing leased vessel with own*)

Development in value chain capacity



Treatment Vessel Capacity

BAKKAFROST

HEALTHY LIVING

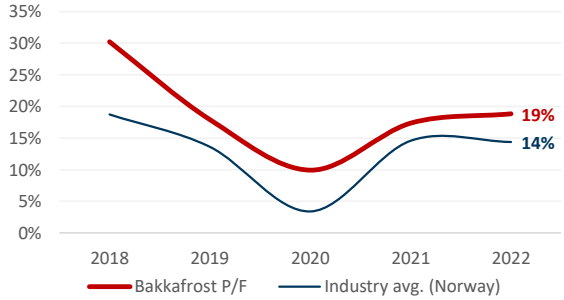
Financial position & Tax

Høgni Dahl Jakobsen
CFO

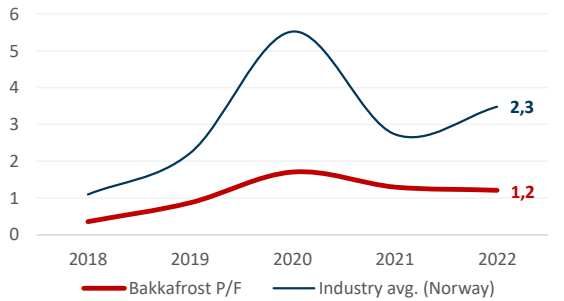
STRONG FINANCIAL POSITION

- Bakkafrost has relatively low debt compared to listed peers in Norway
- Dividend policy is unchanged (30-50% of adjusted EPS paid as dividend)

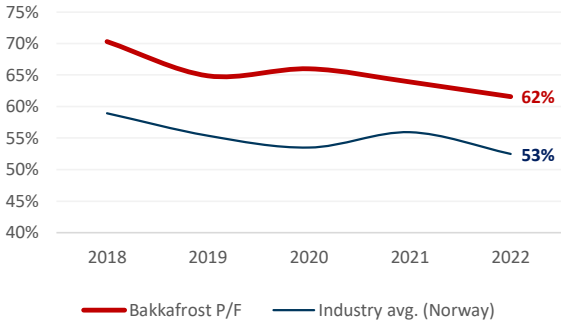
Profit Margin *Source: InFront*



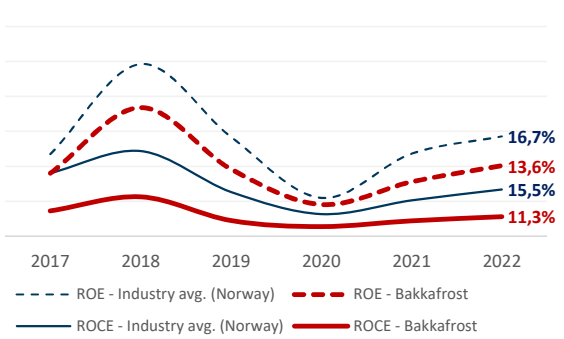
Net Debt/EBITDA *Source: InFront*



Equity Ratio *Source: InFront*



Return on Equity & Capital Employed *Source: InFront*



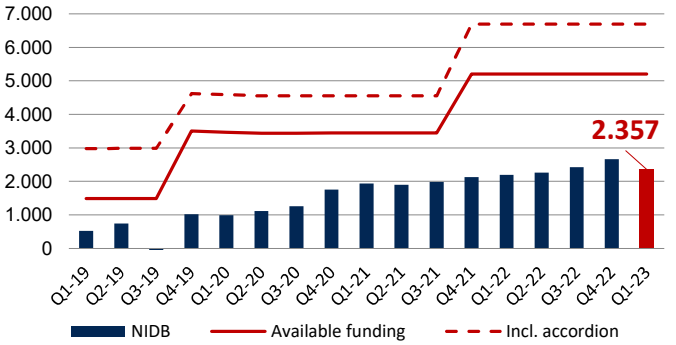
Financing

- Sustainability linked bank facilities of EUR 700 million, and an accordion of EUR 150 million.
- Maturity in Q1 2028, extendable to Q1 2029
- Sustainability KPI's:

Survivability | *Feed Conversion Ratio* | *Own production of renewable energy*

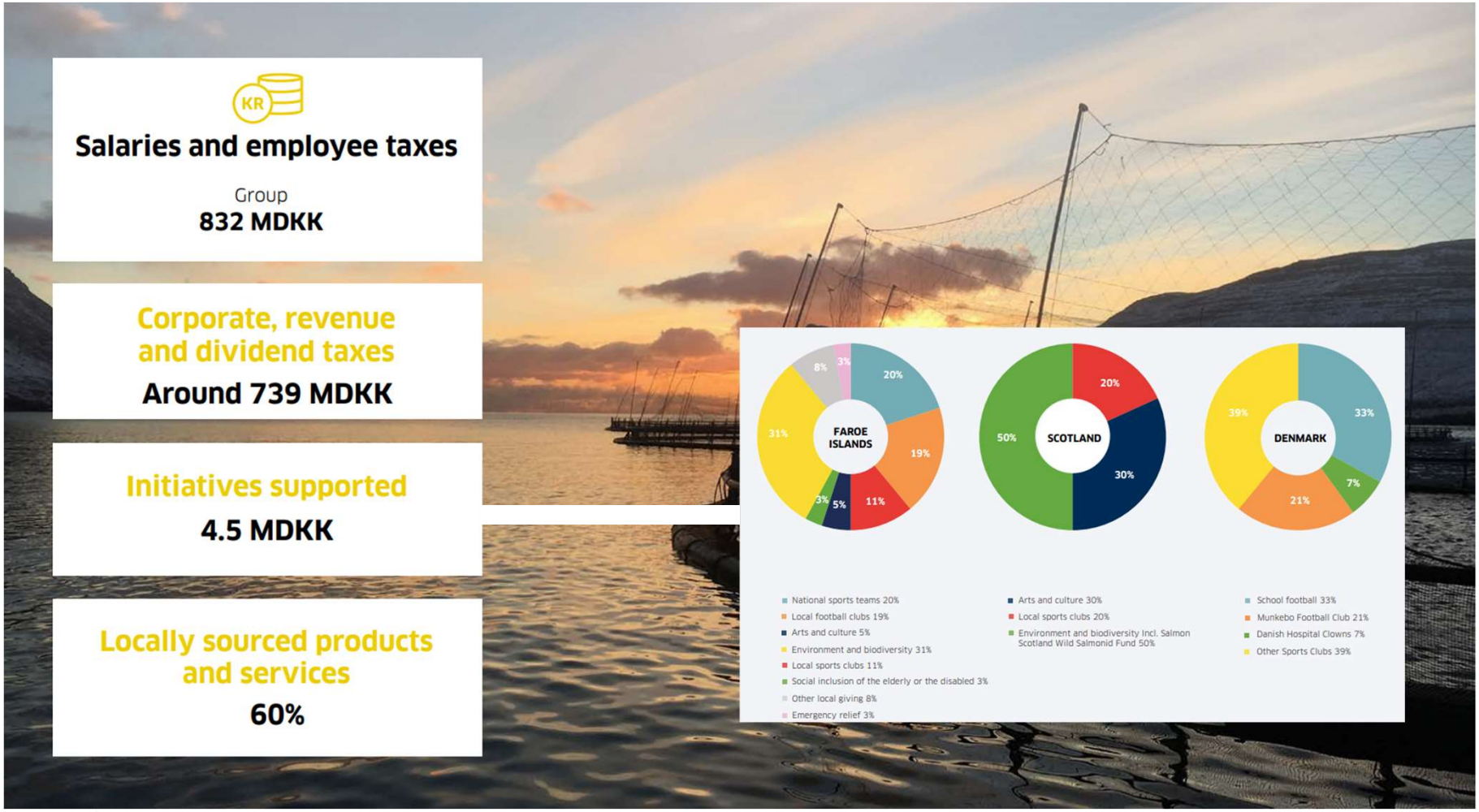
- *Covenants:*
  - *Equity Ratio >35% & Interest Cover 2:1*

NIBD and available funding



LOCAL FOOTPRINT

BAKKAFROST IS A SIGNIFICANT CONTRIBUTOR TO THE LOCAL COMMUNITIES (2022)



THE FAROESE REVENUE TAX HAS BEEN ADJUSTED

EFFECTIVE FROM 1. AUGUST 2023

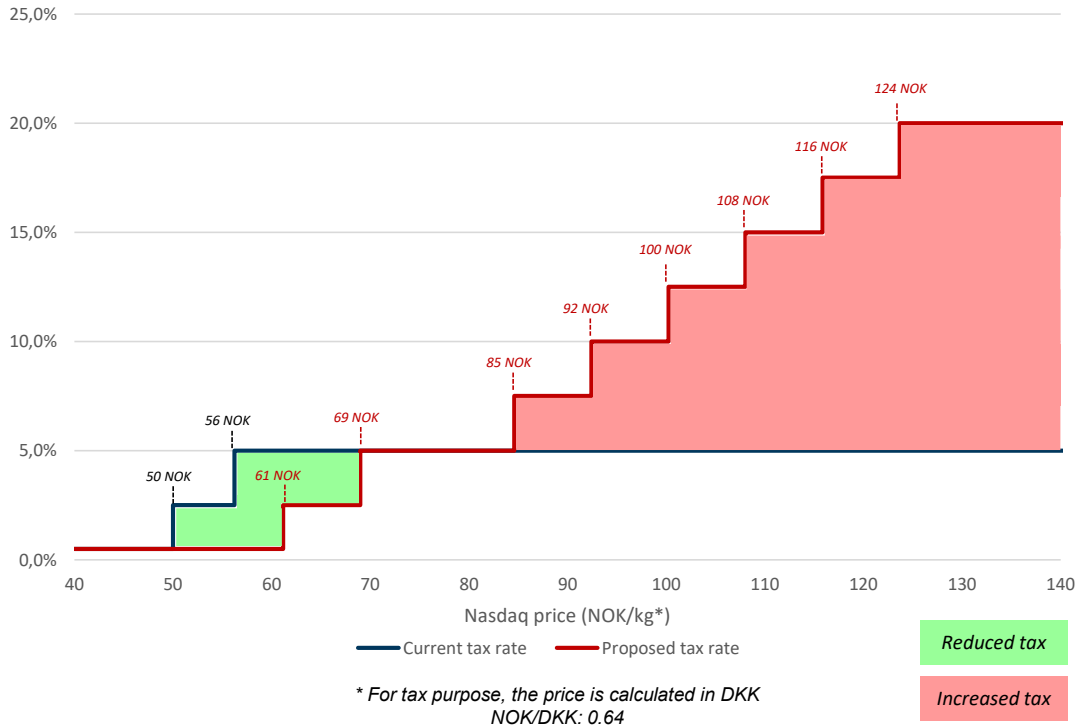
Main changes

- Reduced tax at low salmon prices
- Increased tax at higher salmon prices
- 9 tax rates applicable, depending on the difference between average production cost for Faroese salmon industry and the Fish Pool Index price
- Thresholds for the 9 tax rates to be revised twice a year to accomodate for farming cost inflation
- No revenue tax on premium

Consequence to Bakkafrost

- Increased tax
- Long VAP contracts more challenging
- Capex in the Faroe Islands is reduced
- Segment structure to be changed in financial reports

Revenue tax adjustments from 1 April 2023



** For tax purpose, the price is calculated in DKK*
NOK/DKK: 0.64

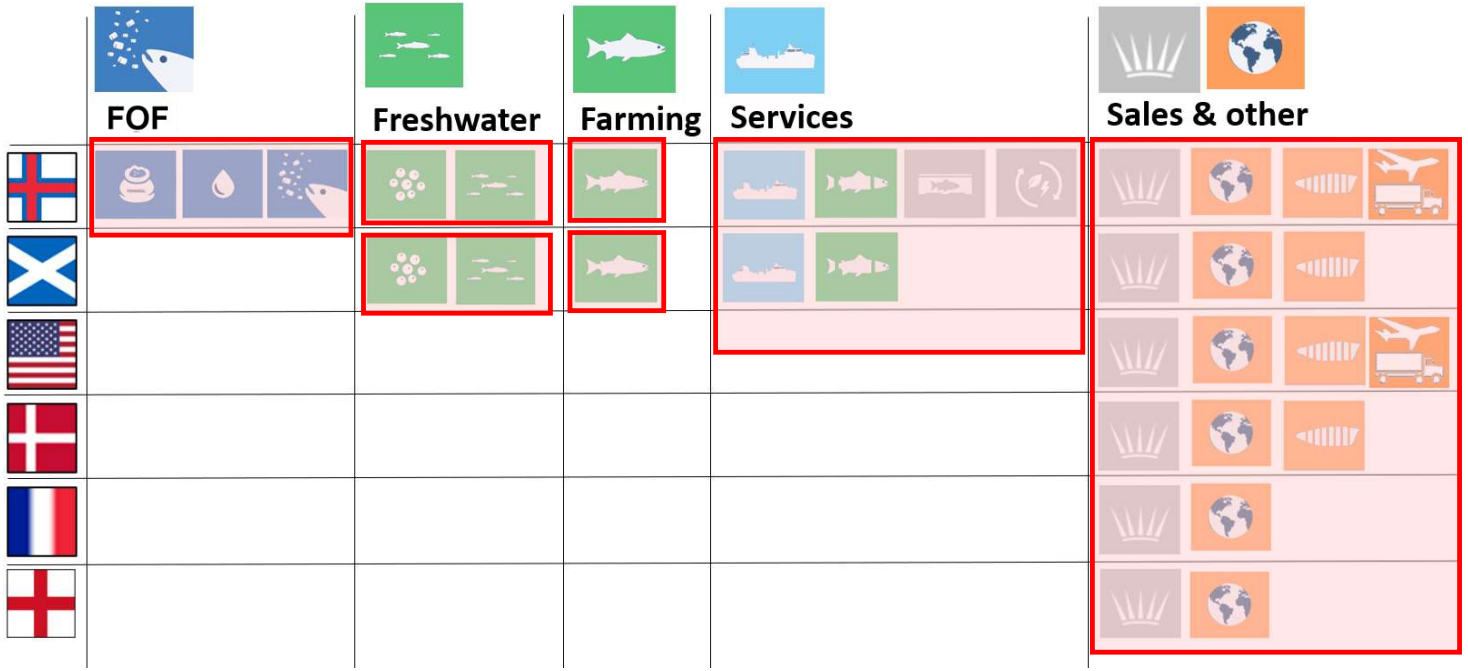
BAKKAFROST

HEALTHY LIVING

BAKKAFROST'S NEW SEGMENTS

7 segments:

- FOF
- Freshwater FO
- Freshwater SCT
- Farming FO
- Farming SCT
- Services
- Sales & Other

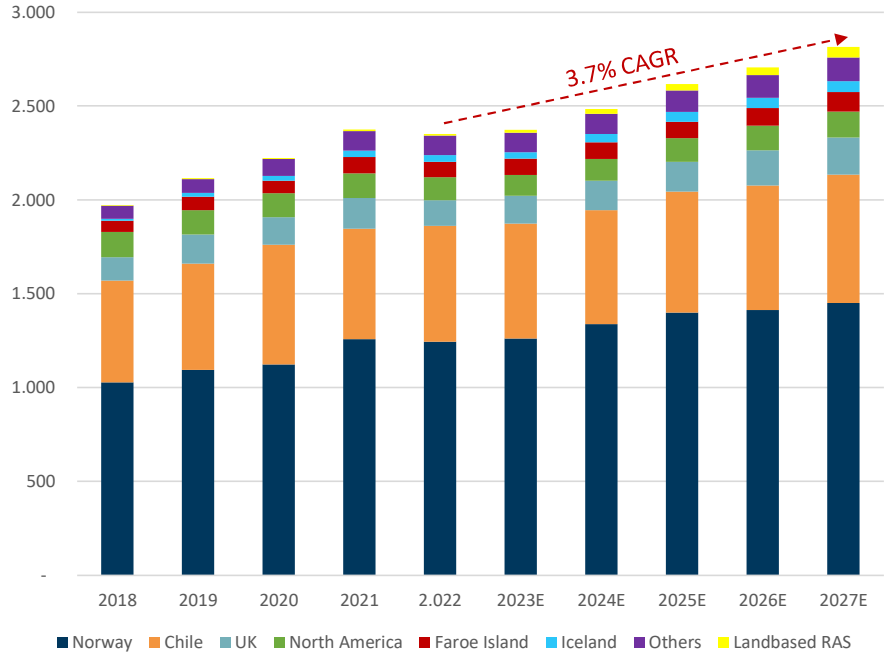


Market & Sales

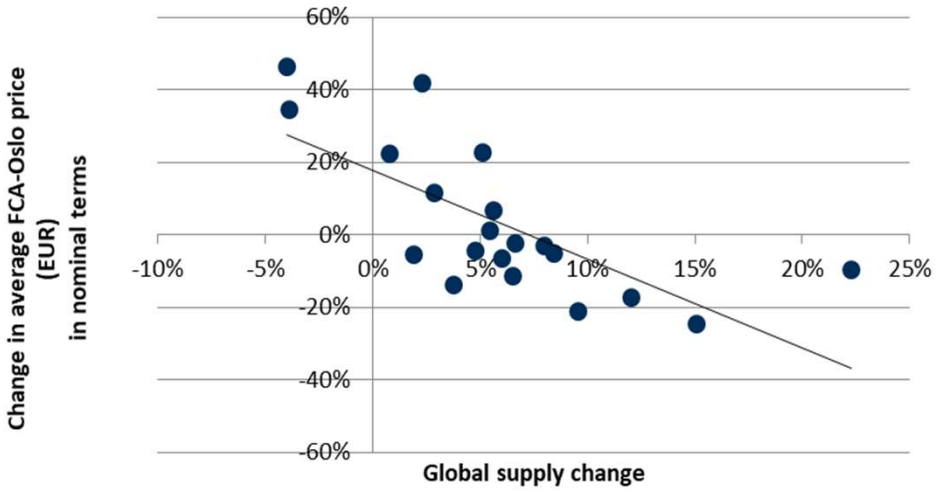
Símun P. Jacobsen
Group Sales Director

MARKET OUTLOOK
KONTALI PREDICTS LIMITED SUPPLY – IMPLIES TIGHT MARKET

Global Harvest growth 2022-2027 estimated to be 3.7% CAGR



Market balance at ~6-7% growth



SALES & MARKETING

CLEAR BRANDING STRATEGY, FOCUSING ON THE CORPORATE BRAND AND ORIGIN

- One common main brand in B2B:

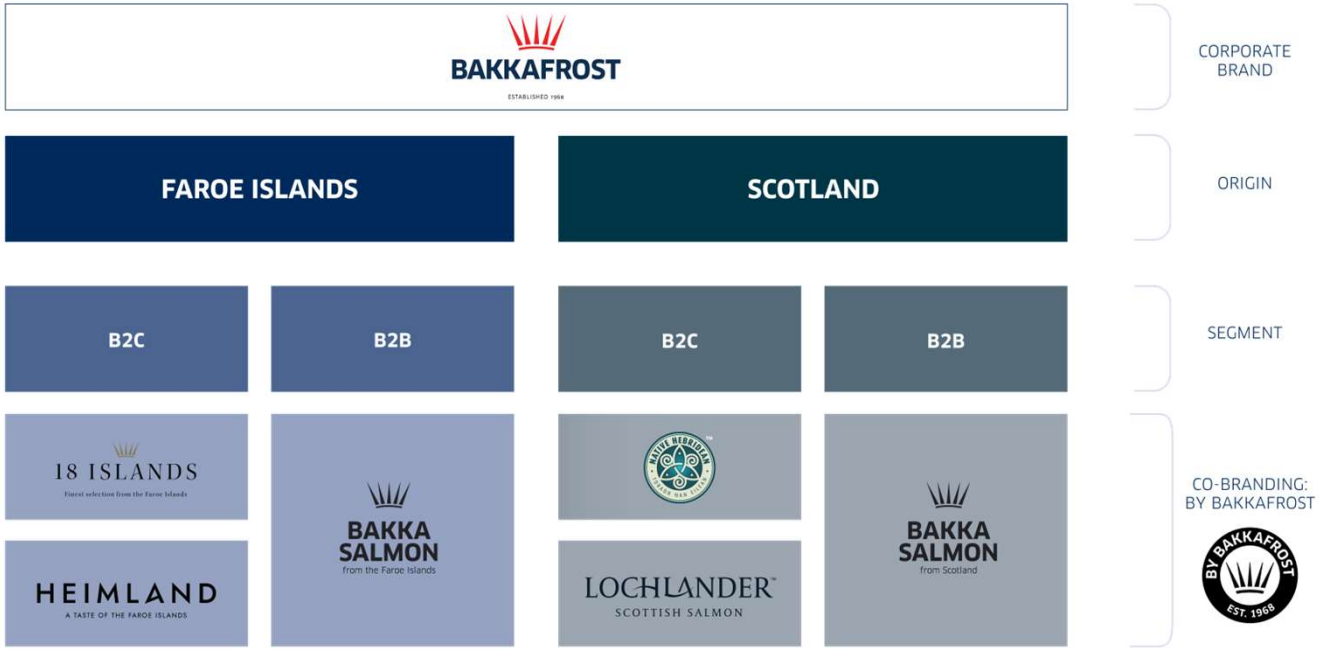
BAKKA SALMON

From the Faroe Islands

Or

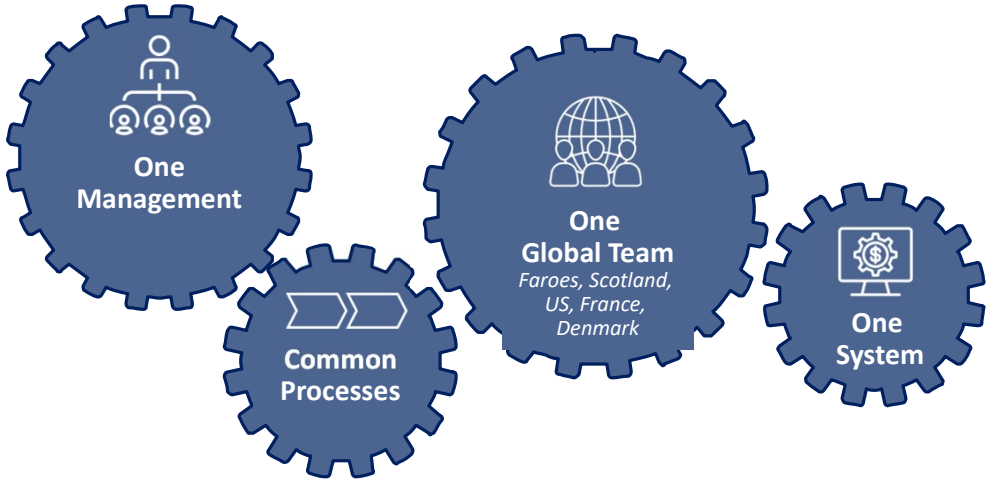
From Scotland

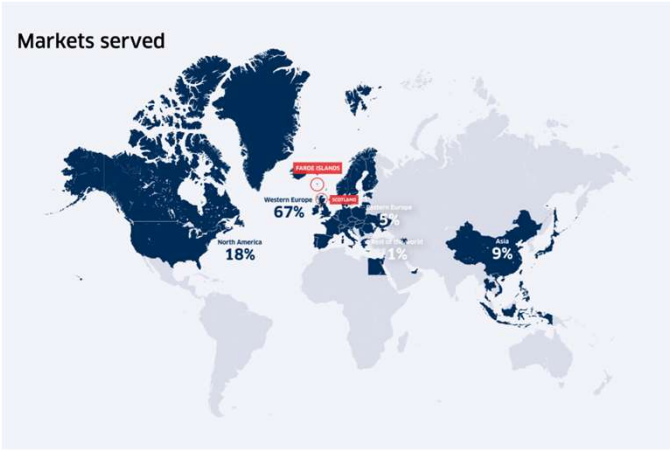
- Changed branding strategy has increased flexibility and yields synergy effects



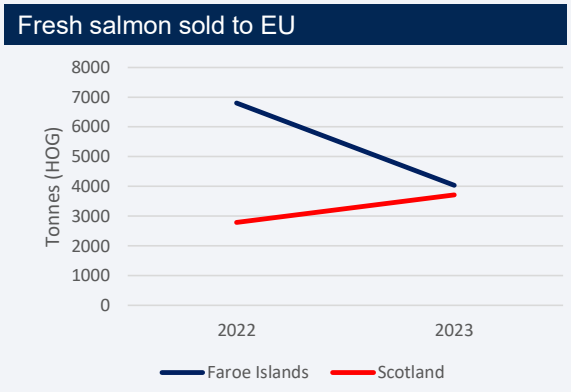
SALES & MARKETING

ONE SALES ORGANISATION = MANY BENEFITS





Achieving synergies, flexibility and higher market value when sales from two origins is coordinated *(w1-20 2023 vs. w1-20 2022)*



BAKKAFROST

HEALTHY LIVING

SALES & MARKETING

SIMILAR BRAND PREMIUMS IN BOTH REGIONS, BUT SOME VALUE IS LOST IN SCOTLAND

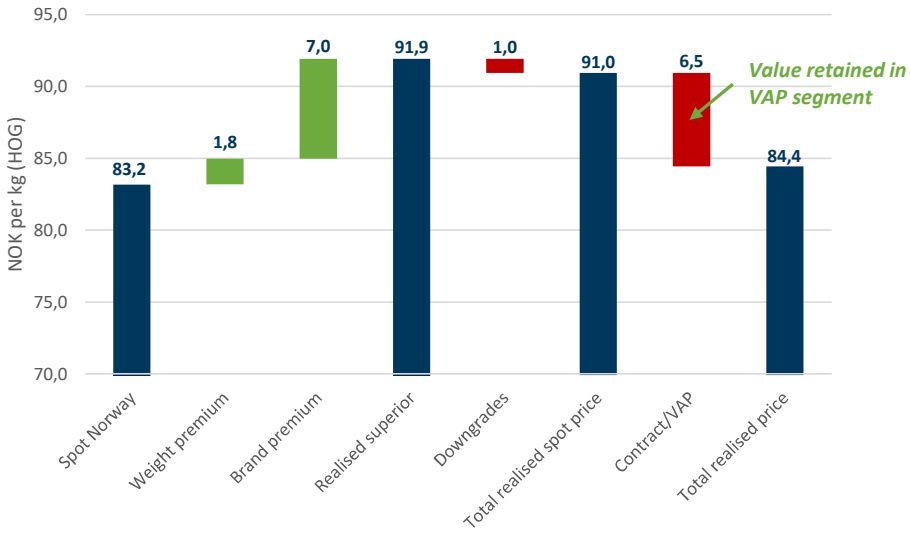
Comparing price achievement reveals issues and opportunities

- Both regions achieve significant brand premium
- Faroes gains premium on weight – Scotland losses due to lower harvest weights
- Lower ability to retain value on downgrades and contracts in Scotland

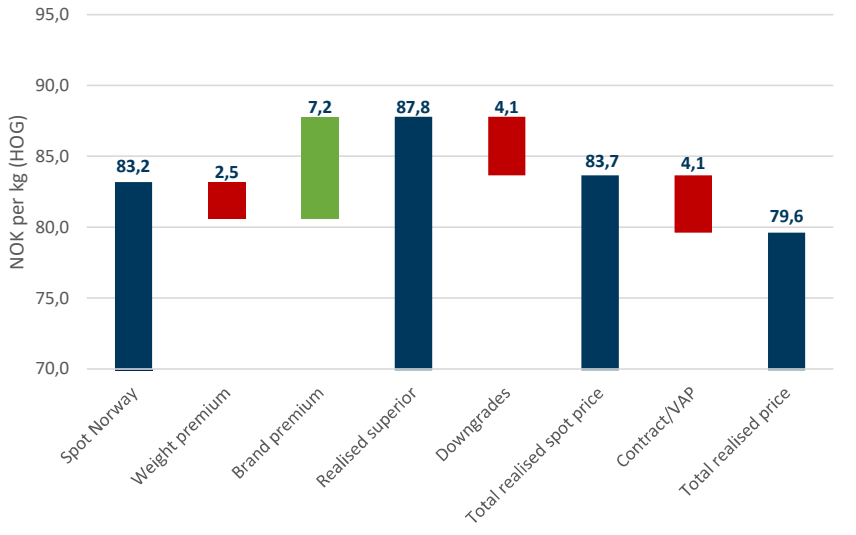
Opportunities in Scotland

- Improved biology will reduce downgrades and increase harvest weights
- Biology improvements combined with the new processing facility increases value retention on contract/VAP

Farming Segment – Faroe Islands *(2022)*



Scotland *(2022)*



BAKKAFROST

HEALTHY LIVING

One Company

Heini S. Kristiansen

Group HR Director

BAKKAFROST

ONE COMPANY

ORGANISATIONAL DESIGN – SIMPLER AND SLIMMER THAN BEFORE

HEALTHY LIVING

Management and functional alignment

Group admin and support functions

Havsbrun	Centre of excellence		Centre of excellence	Group FSV	Group Harvest & VAP			Group Sales
FISH FEED	BROODSTOCK	HATCHERIES	FARMING	FSV	HARVESTING	PROCESSING	PACKAGING	SALES/MARKETING
		Core systems			Core systems			Systems & Process

ONE COMPANY
RESTRUCTURE

Goal: 'One Company' and 'One Team' with an aligned business strategy

Scotland structure review and new Target Operating Model

Headcount in Scotland reduced by 10%

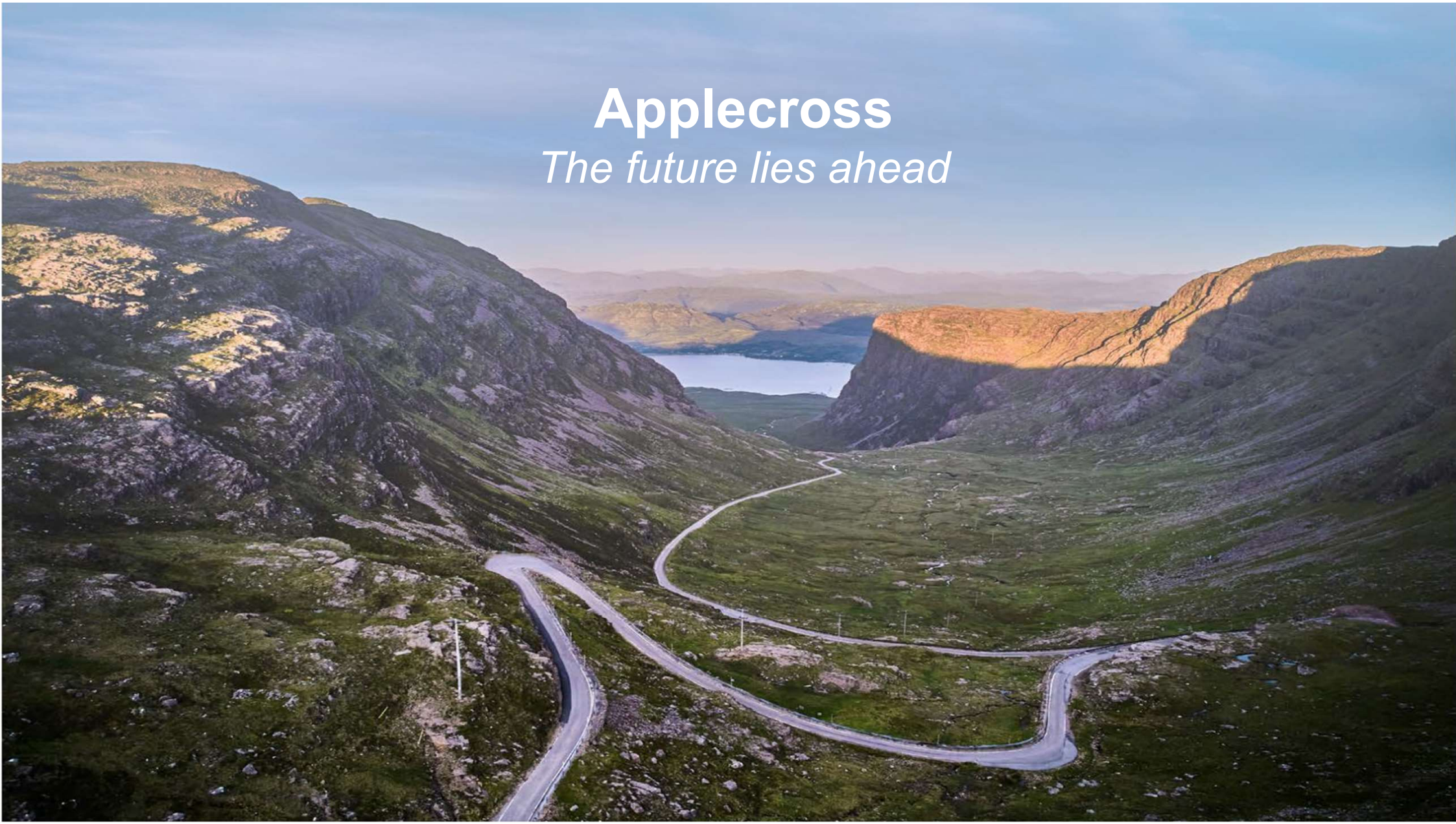
Restructure process concluded by end Q1 of 2023. Now looking forward

Integration – Core systems, aligned processes & best practices

BAKKAFROST

ONE COMPANY
OUR PEOPLE

HEALTHY LIVING


Applecross
The future lies ahead

BAKKAFROST

HEALTHY LIVING

Q&A

BAKKAFROST

HEALTHY LIVING

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Bakkafrost Scotland presentation

Capital Markets Day – Part 4 (Site visit at Applecross)

06 June 2023

WELCOME TO SCOTLAND

Scotland Video

This is a very special place – apart from our developments that you will see today this area is known for:

- Torridon National Park to the North is an ancient and enchanting wilderness of water and rock, parts of the rocky landscape are over 2,600 million years old
- Naturally, some of the best water quality in Britain
- Wildest road in UK– the Bealach - one of the world's most scenic drives
- Couldoran Estate is a UNESCO reserve for its native woodlands and iconic species

Loch Torridon

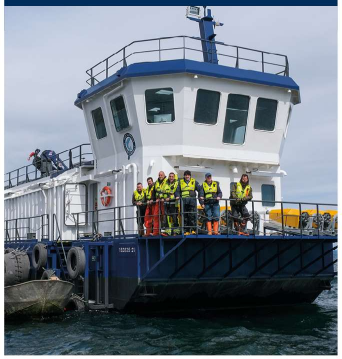
BAKKAFROST

HEALTHY LIVING

OUR PILLARS AND VALUES

HEALTHY BUSINESS
Responsible growth

- Sustainable growth
- Ethical conduct
- Partnership

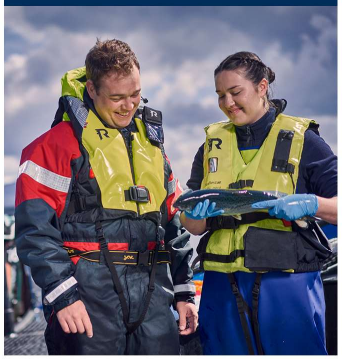


HEALTHY SALMON
Exceeding leading standards

- Integrated value chain
- Health & welfare
- Best practice

HEALTHY PEOPLE
Preferred employer

- Employees
- Health, safety & wellbeing
- Human rights

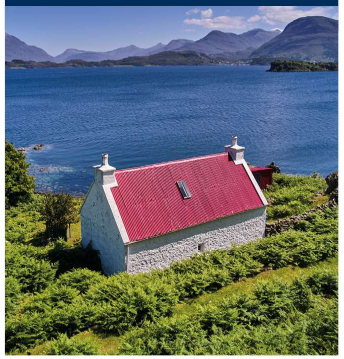


HEALTHY ENVIRONMENT
Committed to environmental stewardship

- Biodiversity
- Resource efficient
- Climate change & energy

HEALTHY COMMUNITIES
Create shared value

- Responsible leadership
- Community engagement & transparency
- Creating value



PROVENANCE
Committed to provenance

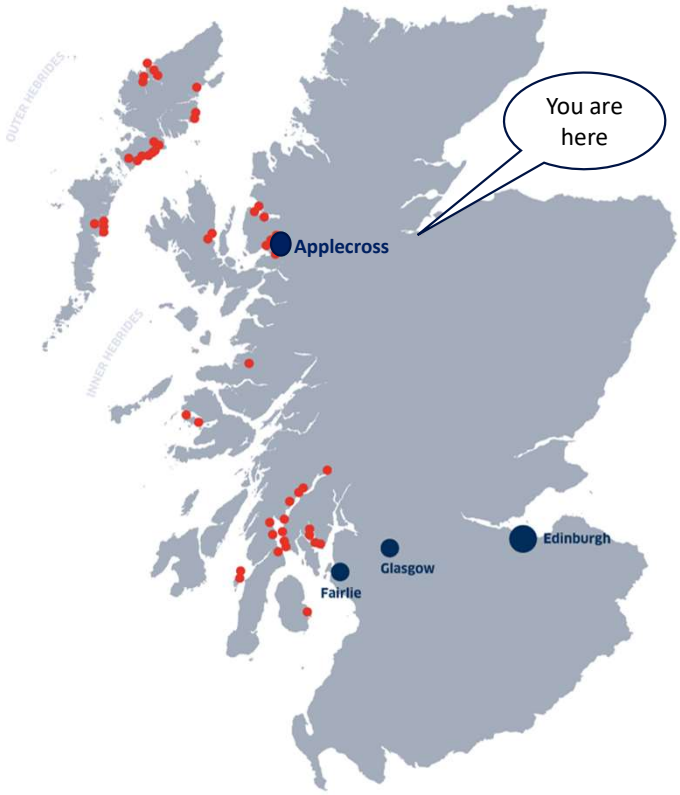
PASSION
Passion of our people

RESPECT
Respect for our natural environment and our communities

BAKKAFROST

HEALTHY LIVING

OVERVIEW



	Previous CMD	Current	5 Years
HATCHERIES	7 sites Capacity **10.7k m3** **6.0m @ 85g**	4 sites (+3rd parties) Capacity **22k m3** **11m @ 150g+**	2 sites Capacity to **62k+ m3** **15M @ 500g**
FARMING	42 active sites	37 active sites **69kT** Consent *(total consent: 86kt)*	37 sites (6 prospects) **Consent opportunity** **55kT** production
PROCESSING	2 Processing facilities 2 Harvest stations Capacity **185T/day**	2 Processing facilities 2 Harvest stations Capacity **185T/day**	Primary / secondary facilities **Integrated** Capacity **405+ T/day**
FSV	**2,100 m3** Harvest **150T/hr** Delousing **2500 m3** FW treatment	**2,840 m3** Harvest **200T/hr** Delousing only **6,500 m3** FW / FLS	**5,000+ m3** Harvest **200T/hr** Delousing only **6,500+ m3** FW / FLS
PEOPLE	610 fte **49T/fte**	535 fte **55T/fte**	610+ fte **>90T/fte**

EBIT/kg

ESG

Animal Welfare

Employer of Choice

Growth

*) fte: Full Time Equivalent

BAKKAFROST

HEALTHY LIVING

OUR RISK MANAGEMENT JOURNEY
FRESHWATER & FARMING TRANSFORMATION

KEY:
- FRESHWATER STAGE
- IN SEA LOCH STAGE (HIGH RISK PERIOD)
- FALLOWING THE SEA LOCH

5KG

2019

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35

100G

2019 - 2023

RAS - phase 1

One-Company - Husbandry

Feed quality - Havsbrun

Feed efficiency - remote

Equipment upgrades

Containment - seal pro nets

AGD - Dual treatment FW / FLS 6500

Aeration + advanced monitoring

NOW

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35

2023 - 2028

RAS - 15m healthy smolt 500g

Broodstock - Native Hebridean

Own genetics - quality OVA

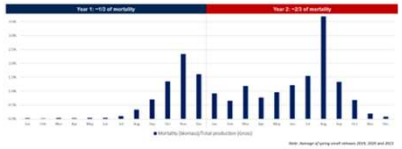
3rd party - exited

Feed efficiency - pellet detection

Vaccination - PD

Site development - consolidation

Harvest - capacity / flexibility



FUTURE

MONTH: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29

500g

5KG

One summer | One loch | One operator | One generation

Tasty, Healthy & Sustainable Salmon

BAKKAFROST

HEALTHY LIVING

CASE STUDY
MULTI AWARD WINNING NATIVE HEBRIDEAN

Production

Refresh
- Broodstock programme

Further Develop
- Genetics - continuous QTL evaluation and develop unique attributes

Grow
- Robust stock with consistent availability

1 2 3

Sales

Developing the story & Positioning
- Determine USP's, Champion & chef endorsement

Raise the profile
- Multi award winner

Drive Sales
- Target local and export sales, explore new channels

WINNER
SCOTLAND FOOD & DRINK
& Excellence Awards 2022

SCOTTISH RETAIL FOOD & DRINK AWARDS
SILVER
2023

Great BRITISH FOOD AWARDS
WINNER

SEAFOOD
Excellenc
2022 WINNE
Best New
Foodservice Proc

SEAFOOD
2022 FINALIST
Excellence
GLOBAL

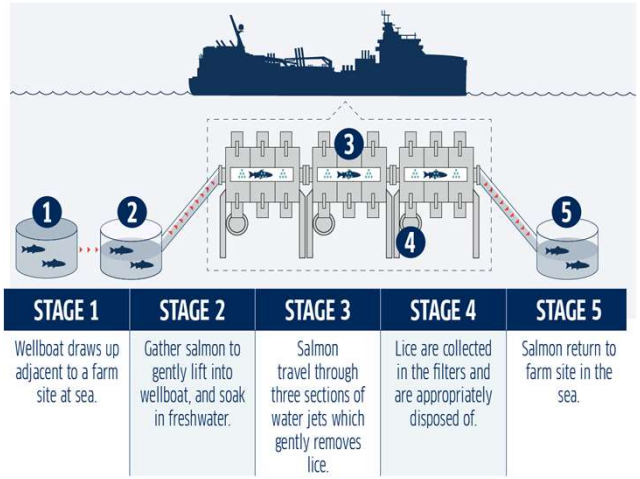
BAKKAFROST

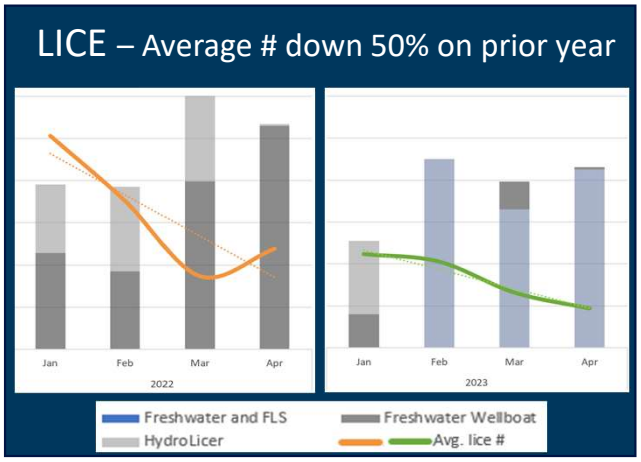
HEALTHY LIVING

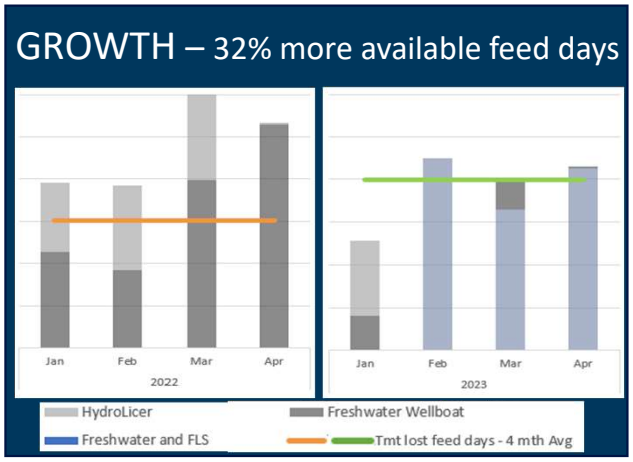
CASE STUDY
DUAL TREATMENT – FW / FLS IS A GAME CHANGER

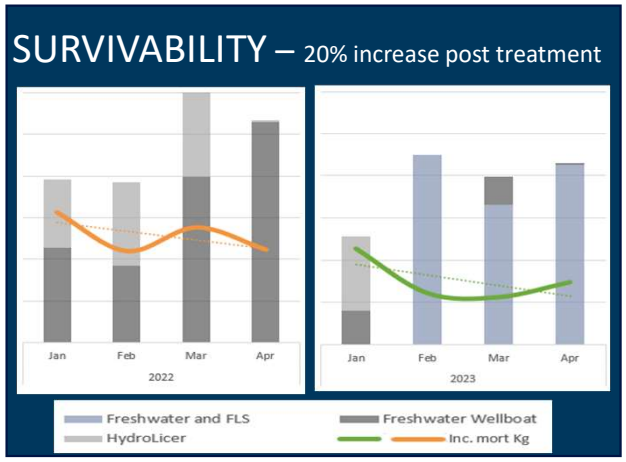
Gentle and efficient treatment solution with a focus on fish welfare

- 100% natural
- high capacity
- excellent for fish welfare
- removes nearly 100% lice
- reduces resettlement of lice
- onboard freshwater regeneration









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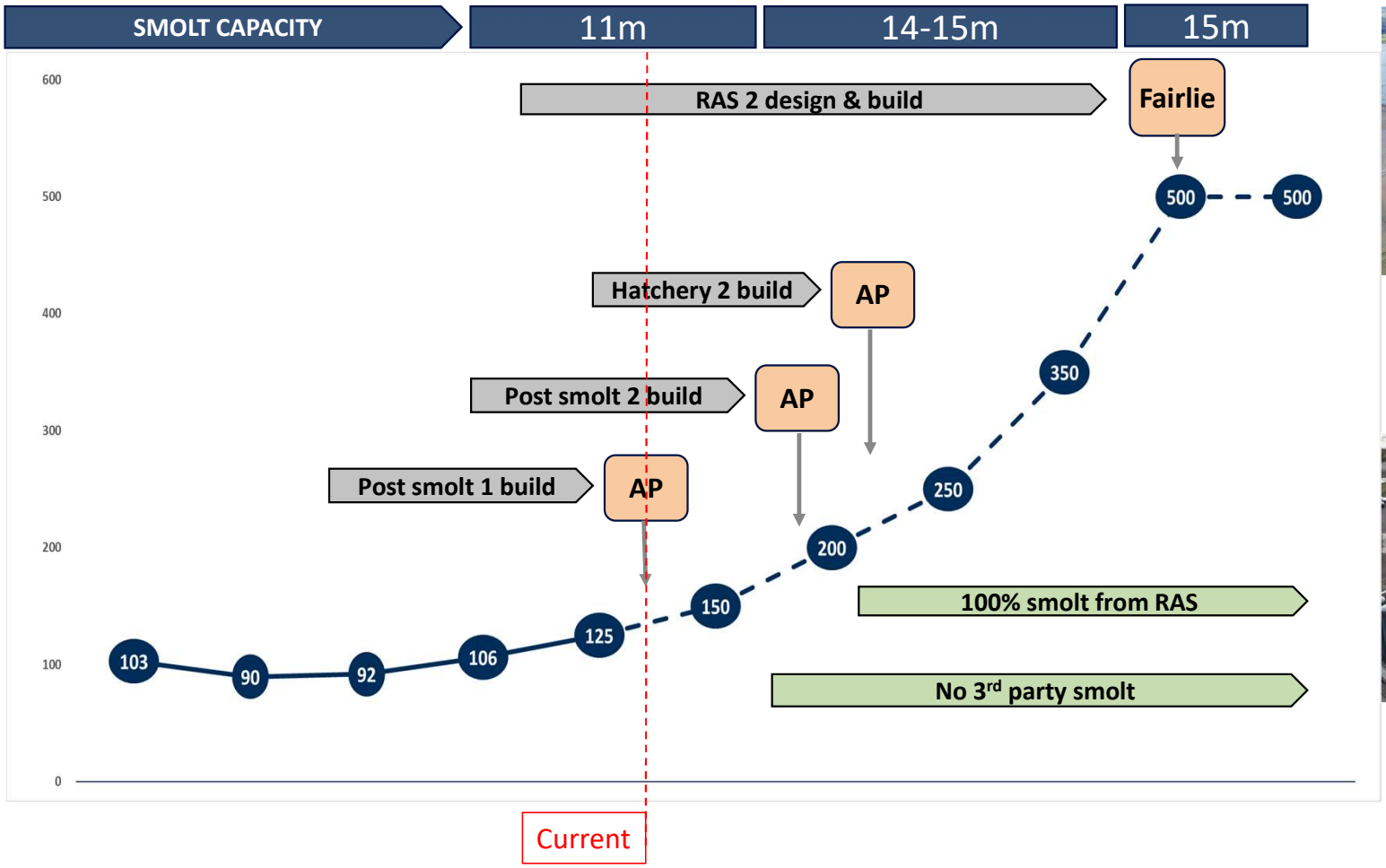
LARGE SMOLT STRATEGY
DELIVERING LARGE HEALTHY SMOLT

HEALTHY LIVING



Fairlie - Planning
8m smolt at 500g
32,300m³ capacity

Applecross - Construction
7m smolt at 500g
29,300m³ capacity

FAIRLIE RAS
DESIGN & PLANNING STAGE

Planning stage

- Pre-planning - complete
- Planning and ground works – est. Q2 2024
- Build – est. 2 to 3 years

Production capacity

- 8m smolt @ 500g
- 32,300m³ tank capacity

Sustainability

- 5T/day waste converted to fertiliser
- Water usage 82m³/hr (with denitrification)
- 4.5mw power (3.0mw solar generation)
- Secondary renewable power source

BAKKAFROST

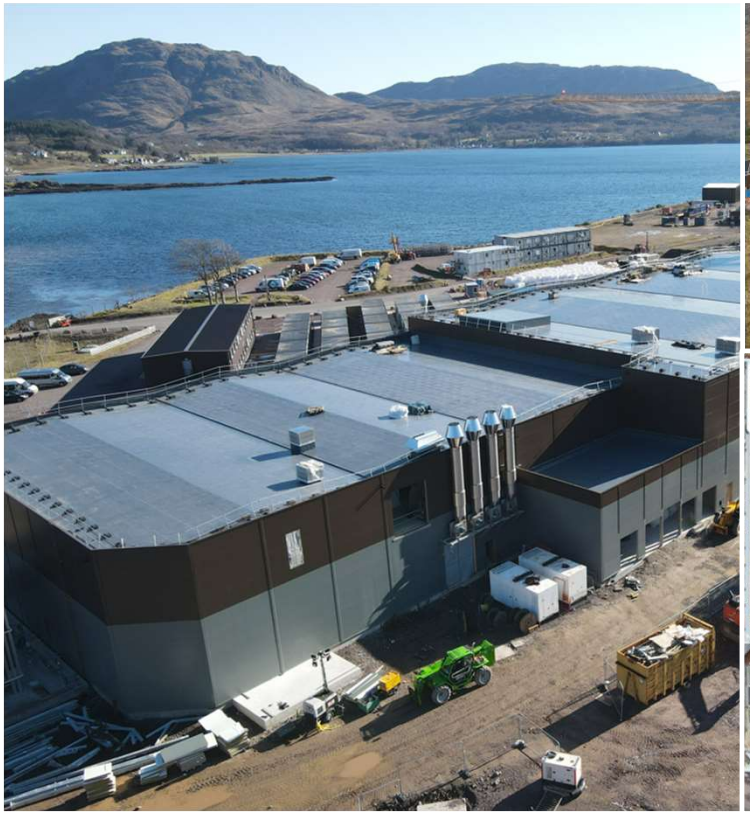
HEALTHY LIVING

APPLECROSS RAS
COMMISSIONING / UNDER CONSTRUCTION

19th Century Ancient crofting settlement, architectural preservation

1980's largest hatchery in Scotland, excellent water quality

Applecross - Post Smolt 1



Applecross - Post smolt 2 / Hatchery

Production capacity

- 7m smolt at 500g
- 29,300m³ tank capacity

Sustainability

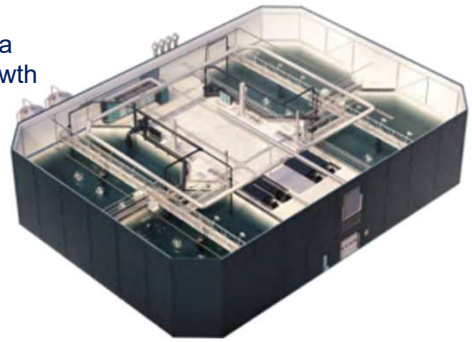
- 4T/day waste converted to fertiliser
- Water usage 220m³/hr
- 4mw power (2.5mw solar generation)
- Private wire hydro-electricity power

APPLECROSS RAS
BUILT UPON OUR 5 PILLARS OF SUSTAINABILITY

HEALTHY LIVING

Community Engagement - Hydro project
Hydro scheme developed with Applecross Trust (crofting) and local enterprises, linked by 31km private cable along UK's wildest road.
Purchasing power from the local community and providing charging points in the village of Applecross, an isolated coastal community

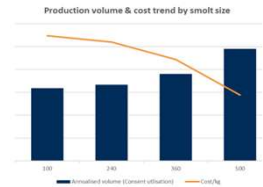
Optimise welfare & quality growth
The latest RAS technology to provide a biosecure environment for healthy growth

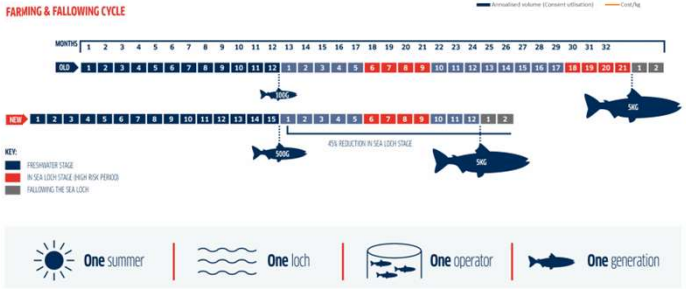


Waste & Circular Economy
Pyrolysis technology converts the organic matter (sludge) into biochar, a solid carbon rich product. Biochar is widely recognised as having significant uses in agriculture, horticulture & forestry and is commonly used as a soil improver (fertiliser)

Employment and homes in rural communities in which we live and work

Our aim is to be the leading, most sustainable salmon producer in Scotland



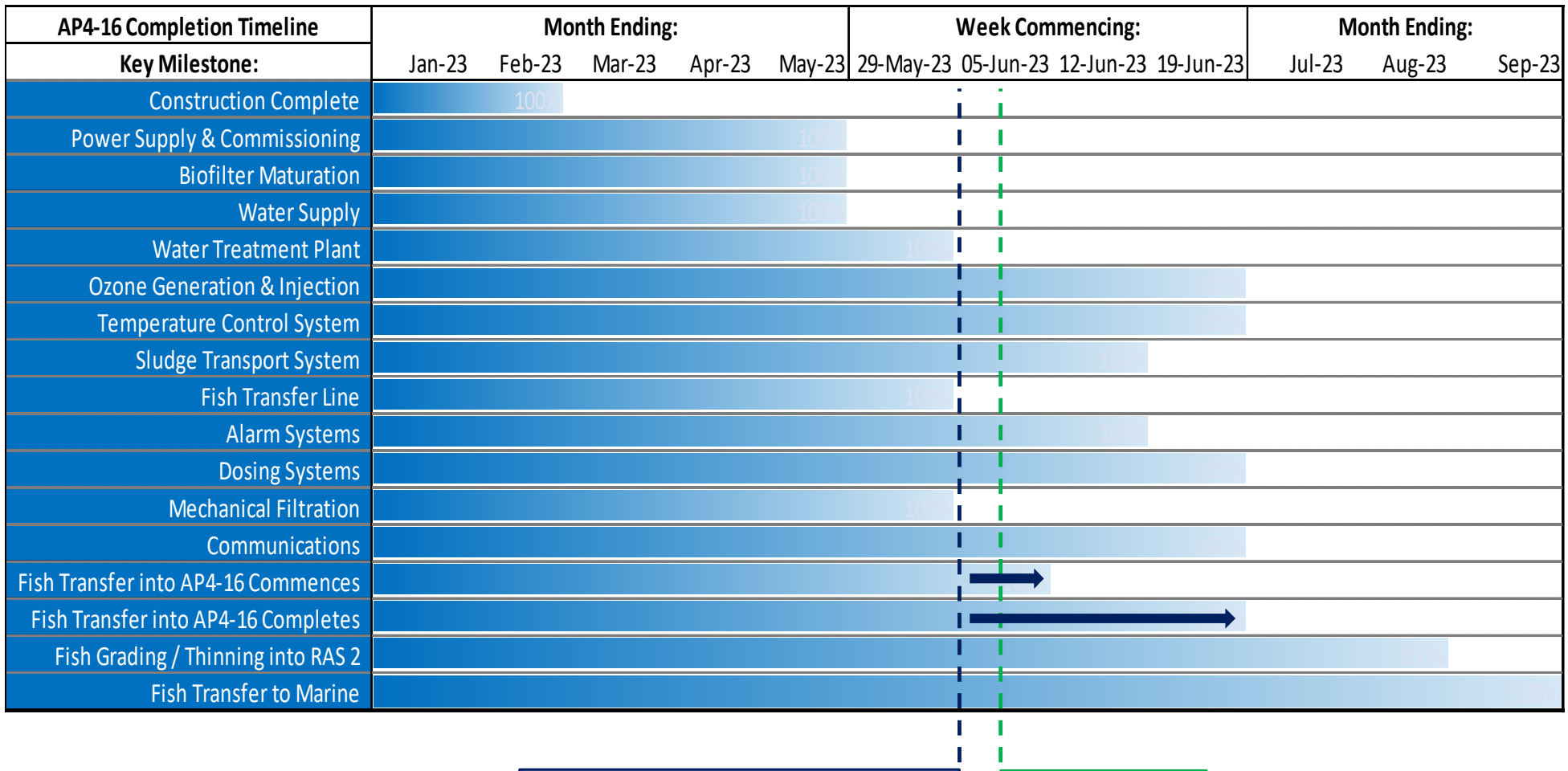


Tasty, Healthy & Sustainable Salmon

BAKKAFROST

POST SMOLT 1
COMMISSIONING TIMELINE

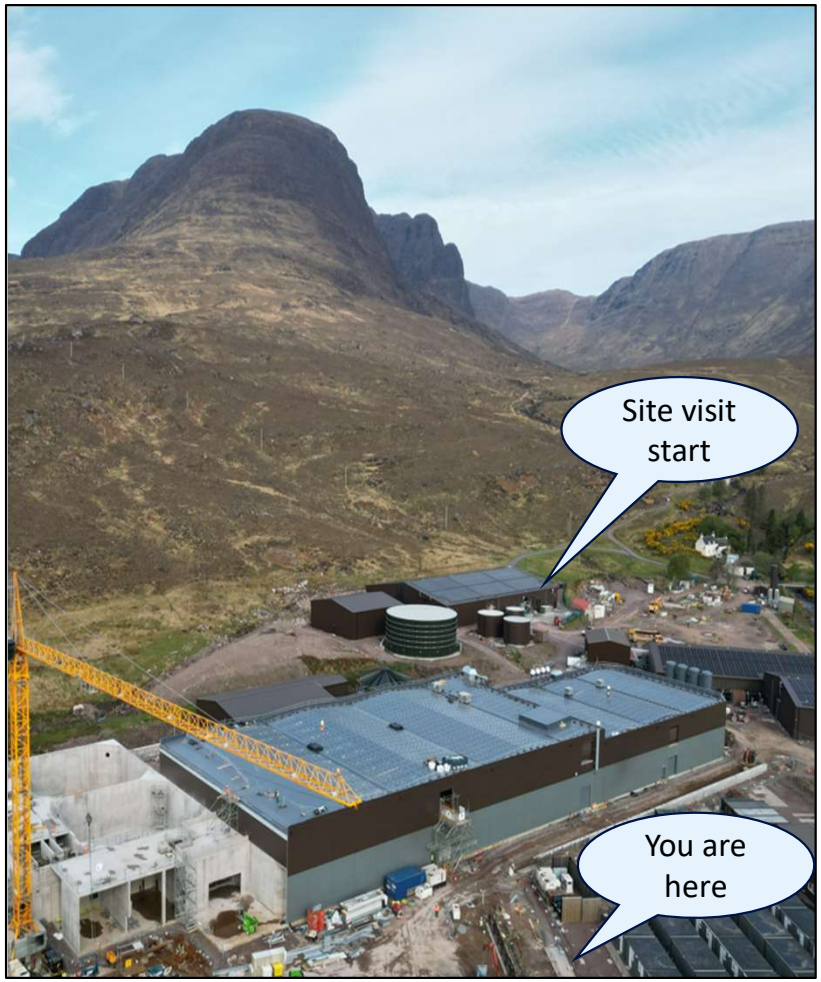
HEALTHY LIVING



BAKKAFROST

HEALTHY LIVING

APPLECROSS SITE



BAKKAFROST

HEALTHY LIVING

AFTERNOON PLAN

- Please remember this is a working site and Port, appropriate **PPE must be worn** (bump caps / high-vis vests)
- Biosecurity is managed, but please **keep to the planned route and within barriers**
- Photography is allowed
- Marquee is the central point meeting point with refreshments available
- **In case of emergency, Muster Point at coach parking**

Colour coded Groups - **Blue**, **Red**, **Yellow**, **Green**

To start:

- Freshwater – minibus
  - Couldoran Hatchery (**Red**)
  - Applecross RAS (**Yellow**)
- Well boats – large coaches
  - Bakkaness **(Green)**
  - Star **(Blue)**

16.55 Meet back in Marquee

17.00 Depart for Inverness

BAKKAFROST

HEALTHY LIVING

DISCLAIMER

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