



AquaNext 14.11.2023

Odd Frode Roaldsnes

**NORSKE ERFARINGER OG
INTERNASJONALE FRAMTIDSUTSIKTER**






SALMON
EVOLUTION®



EXTENDING THE OCEAN POTENTIAL



Salmon Evolution is pioneering next generation salmon farming by transferring the best conditions offered by the sea, to farm salmon on land in a controlled environment under optimal growth conditions.

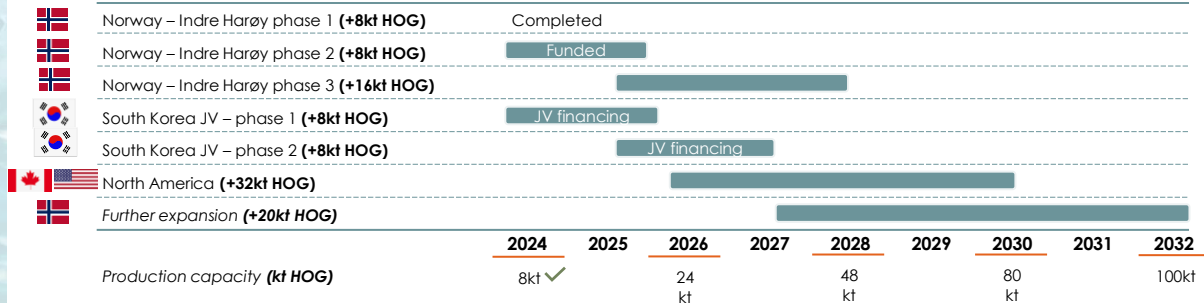
SALMON EVOLUTION AT A GLANCE



- Optimal location with unlimited access to seawater
- Surrounded by the world-leading Norwegian aquaculture cluster
- Centre of excellence for future projects in Norway and beyond

- Founded in 2017 by entrepreneurs with extensive track record in the aquaculture and seafood industry. Listed on Oslo Stock Exchange from 2021.
- Backed by strategic owners across the value chain.
- Pioneering the Hybrid flow-through system (HFS) – setting Salmon Evolution apart from other land-based salmon farming players.
- Fully operational at industrial scale.
- Clear roadmap to 100kt (HOG) by 2032.

Growing in Norway and beyond - illustrative pipeline



A large school of salmon swimming in clear, turquoise water. The fish are densely packed, with many visible in the foreground and background. The water is bright blue-green, and the fish have silvery scales with dark spots. The text "IT'S ALL ABOUT THE SALMON" is overlaid on the upper left portion of the image.

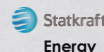
IT'S ALL ABOUT THE SALMON

WE FOCUS OUR EFFORTS WHERE WE CAN CREATE MOST VALUE

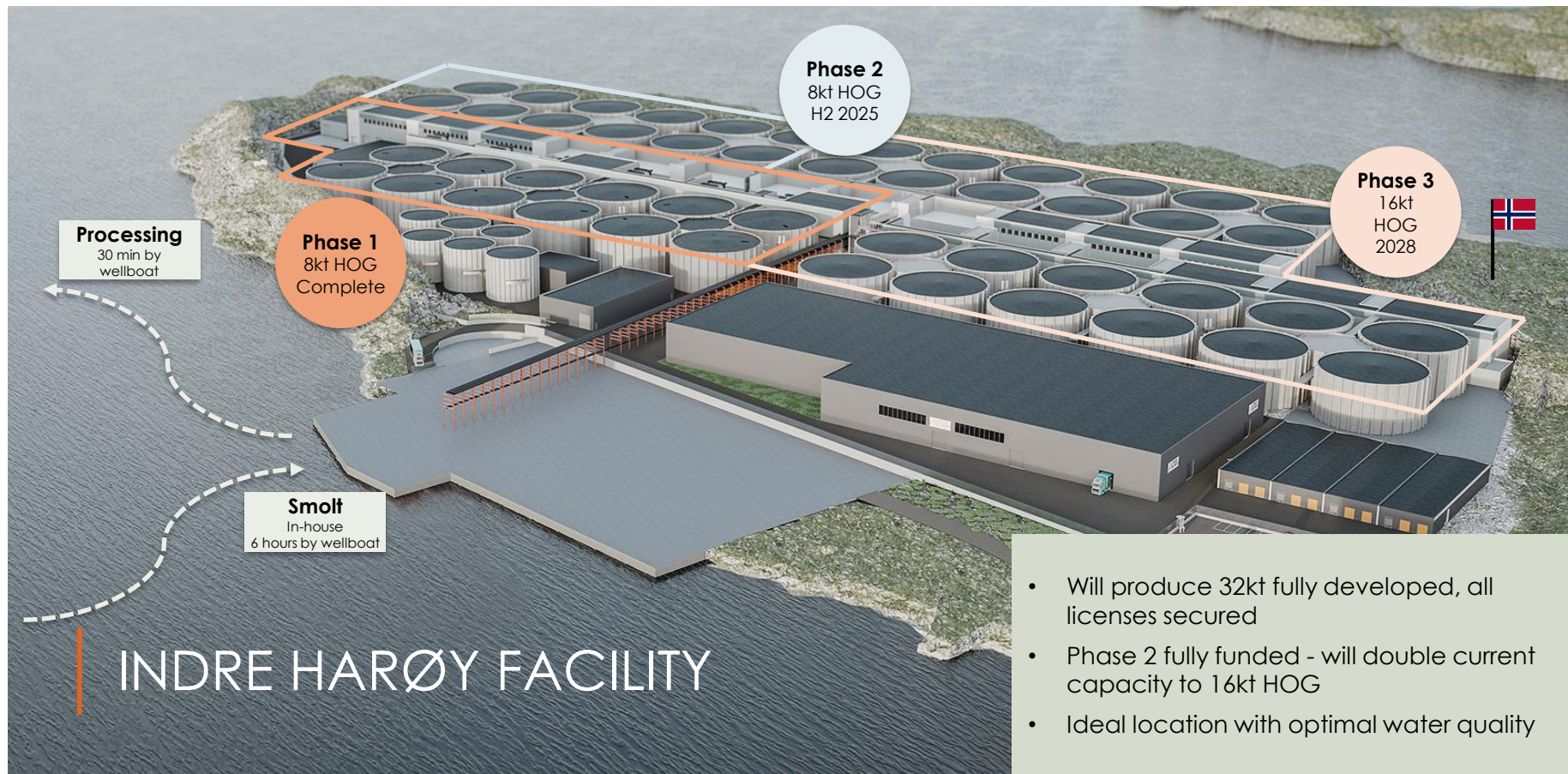
Indre Harøy value chain -12 months from smolt to harvest



Strategic partnerships:



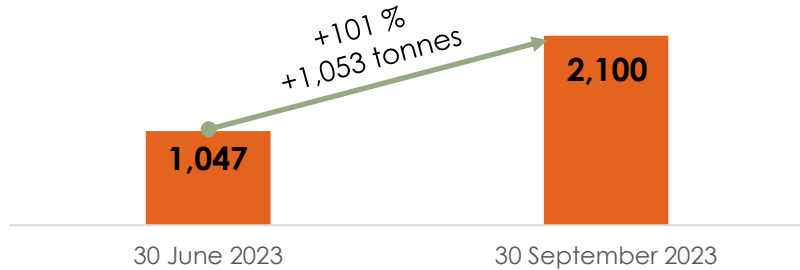
Streamlined production cycle – cost advantage through vertical integration



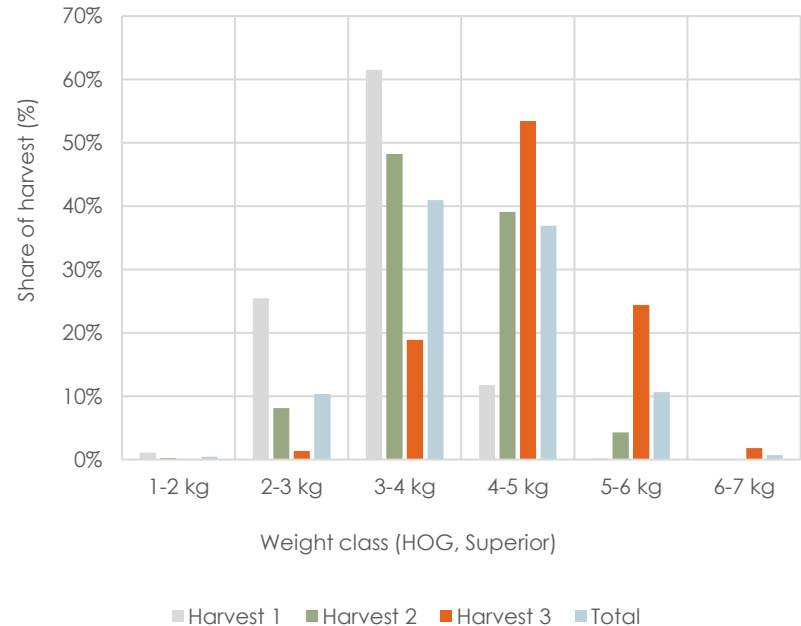


PROOF OF CONCEPT DEMONSTRATED AFTER 20 MONTHS OF PRODUCTION

Group standing biomass (tonnes, LW)



Batch 1 harvest weight distribution (HOG)



- Strong biological performance in general with excellent growth, low mortality and good quality
- Standing biomass of 2,100 tonnes per 30 September 2023, up from 1,047 tonnes per 30 June 2023 (+101%).
- Currently on 8th batch at Indre Harøy – two additional full-size batches planned stocked during the fourth quarter
- Excellent harvesting results with high superior share

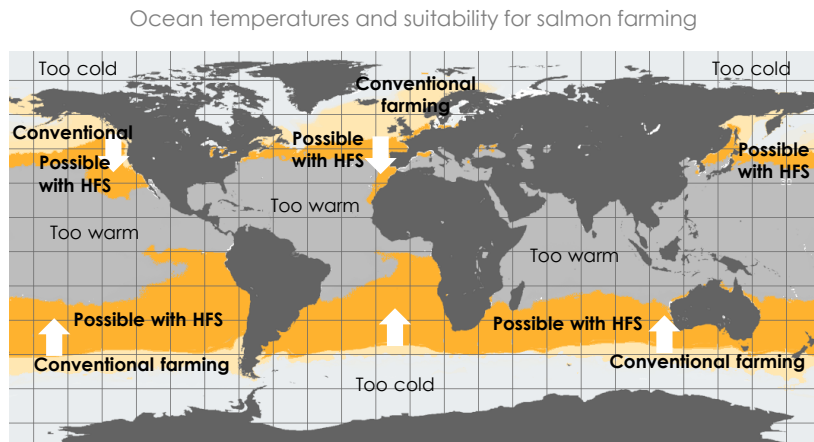
LESSONS LEARNED SO FAR

- Expect the unexpected
- New industry – no plug and play and no user manuals – still a lot to be learned
- Everything is connected – changing one thing has trickle down effects – focus on learning how to operate the facility
- Value of aquaculture cluster and competent personell
- Land-based aquaculture requires multidiscipline competence
- The small things often make the big difference



INTERNATIONAL EXPANSION ENABLED BY OUR COMPETENCE AND TRACK RECORD

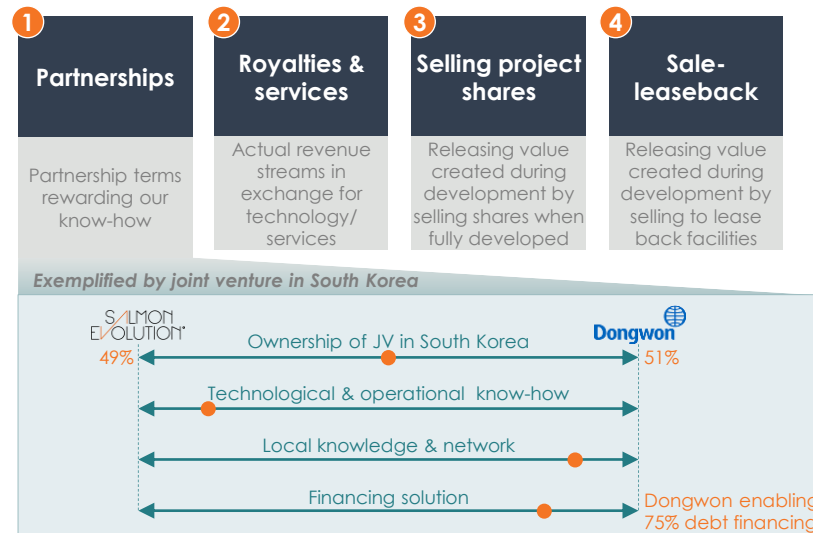
Global opportunities enabled by HFS technology



Taking water from different depths mitigates geographical limitations

An ocean of opportunities to farm salmon closer to consumers

Scalable and capital light expansion models enabled by technological & operational know-how



Leveraging technology position for high growth, low risk expansion



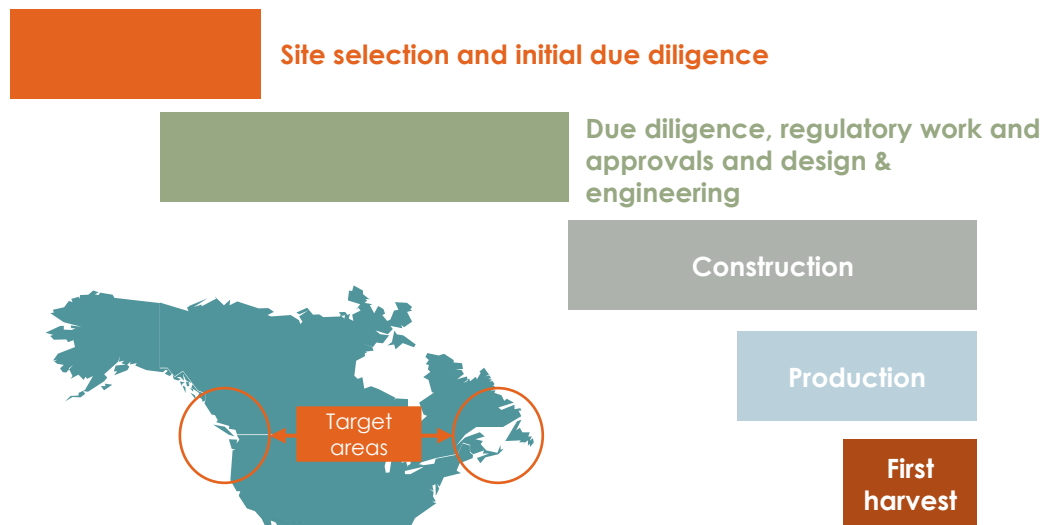
NORTH AMERICA – BUILDING PIPELINE FOR FUTURE GROWTH

Comments

- Evaluating selected potential production sites in North America, both on the west and east coast
- Current focus is centred on site selection processes including fatal flaw analyses of both biological, technical and regulatory aspects
- Initiated engagements with relevant private and public stakeholders. Strong support from local and national authorities to land based salmon farming
- Targeting similar production capacity as Indre Harøy fully developed (31.5kt HOG)
- Established dedicated team and incorporated US corporate structure
- Partnership model to be pursued once project matures, leveraging Salmon Evolution's human capital.

Tentative timeline

2022	2023	2024	2025	2026	2027	2028
------	------	------	------	------	------	------





UNIQUELY POSITIONED TO LEAD THE SALMON EVOLUTION

Fully operational at industrial scale

Proof of concept demonstrated and steady state production within reach

Scalable business model

Ready for scaling in Norway and beyond on back of cash flow generating phase 1

Strong financial position

Funding for phase 2 in place. Solid shareholder base and strong bank relations

Pioneering HFS technology

Unique operational know-how and experience, cementing market leader position

Highly attractive market backdrop

Steadily increasing demand combined with limited growth prospects for conventional industry



Thank you

Odd Frode Roaldsnes

CCO – Chief Commercial Officer

+47 91805687

odd.frode.roaldsnes@salmone.no

www.salmonevolution.no

Join Salmon Evolutions Newsletter:



DISCLAIMER

This presentation (the "Presentation") has been prepared by Salmon Evolution ASA (the "Company" and together with its subsidiaries, the "Group") except where context otherwise requires, solely for information purposes. This Presentation, and the information contained herein, does not constitute an offer or invitation to sell, or any solicitation of any offer to subscribe for or purchase any securities of the Company and neither the issue of the materials nor anything contained herein shall form the basis of or be relied upon in connection with, or act as an inducement to enter into, any investment activity, and do not constitute or form part of any offer, invitation or recommendation to purchase, sell or subscribe for any securities in any jurisdiction.

This Presentation is furnished by the Company, and it is expressly noted that no representation, warranty, or undertaking, express or implied, is made by the Company, its affiliates or representative directors, officers, employees, agents or advisers (collectively "Representatives") as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein, for any purpose whatsoever. Neither the Company nor any of its affiliates or representatives shall have any responsibility or liability whatsoever (for negligence or otherwise) for any loss whatsoever and howsoever arising from any use of this Presentation or its contents or otherwise arising in connection with this Presentation. The Presentation comprises a general summary of certain matters in connection with the Group and do not purport to contain all of the information that any recipient may require to make an investment decision. These materials have not been approved, reviewed or registered with any public authority or stock exchange. By attending a Presentation meeting or receiving these materials, you acknowledge that you will be solely responsible for your own assessment of the Company, the Group and its market position, and that you will conduct your own analysis and be solely responsible for forming your own view of the Company and its prospects. Each recipient should seek its own independent advice in relation to any financial, legal, tax, accounting or other specialist advice.

This Presentation speaks as of the date hereof. All information in this Presentation is subject to updating, revision, verification, correction, completion, amendment and may change materially and without notice. None of the Company or its affiliates or representatives undertakes any obligation to provide the recipient with access to any additional information or to update this Presentation or any information or to correct any inaccuracies in any such information. The information contained in this Presentation should be considered in the context of the circumstances prevailing at the time and has not been, and will not be, updated to reflect developments that may occur after the date of this Presentation. These materials do not purport to contain a complete description of the Group or the market[s] in which the Group operates, nor do they provide an audited valuation of the Group. The analyses contained in these materials are not, and do not purport to be, appraisals of the assets, stock or business of the Group or any other person. The Company has not authorized any other person to provide any persons with any other information related to the Group and the Company will not assume any responsibility for any information other persons may provide.

Matters discussed in this Presentation may constitute or include forward-looking statements. Forward-looking statements are statements that are not historical facts and may include, without limitation, any statements preceded by, followed by or including words such as "aims", "anticipates", "believes", "can have", "continues", "could", "estimates", "expects", "intends", "likely", "may", "plans", "forecasts", "projects", "should", "target", "will", "would" and words or expressions of similar meaning or the negative thereof. These forward-looking statements reflect the Company's beliefs, intentions and current expectations concerning, among other things, the Company's potential future revenues, results of operations, financial condition, liquidity, prospects, growth and strategies. Forward-looking statements involve known and unknown risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The forward-looking statements in this Presentation are based upon various assumptions, many of which are based, in turn, upon further assumptions that may not be accurate or technically correct, and their methodology may be forward-looking and speculative. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and are beyond its control. None of the Company or any of its Representatives provide any assurance that the assumptions underlying such forward-looking statements are free from errors nor do any of them accept any responsibility for the future accuracy of the opinions expressed in this Presentation or the actual occurrence of the forecasted developments. Forward-looking statements are not guaranteeing of future performance and such risks, uncertainties, contingencies and other important factors could cause the actual results of operations, financial condition and liquidity of the Company or the industry to differ materially from those results expressed or implied in this Presentation by such forward-looking statements. No representation is made that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved, and you are cautioned not to place any undue influence on any forward-looking statement. Furthermore, information about past performance given in these materials is given for illustrative purposes only and should not be relied upon as, and is not, an indication of future performance.

These materials are not intended for distribution to, or use by, any person in any jurisdiction where such distribution or use would be contrary to local laws or regulations, and by accepting these materials, each recipient confirms that it is able to receive them without contravention of any unfilled registration requirements or other legal or regulatory restrictions in the jurisdiction in which such recipients resides or conducts business. In member states of the European Economic Area ("EEA"), the materials are directed at persons, who are "qualified investors" as defined in Article 2(e) of the Prospectus Regulation (Regulation (EU) 2017/1129, as amended) ("Qualified Investors"), and in the United Kingdom only at (i) persons having professional experience in matters relating to investments who fall within the definition of "investment professionals" in Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "Order"); or (ii) high net worth entities falling within Article 49(2)(a) to (d) of the Order; or (iii) other persons to whom it may otherwise be lawfully communicated. The materials do not constitute an offer to sell, or a solicitation of an offer to purchase, any securities in the United States, and the securities referred to herein have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "Securities Act") and may not be offered or sold within the United States absent registration or an applicable exemption from, or in a transaction not subject to, the registration requirements of the Securities Act. The materials are not for general distribution in or into the United States of America, but directed only at persons reasonably believed to be a "qualified institutional buyer", as defined in the Securities Act.

This Presentation is subject to Norwegian law, and any dispute arising in respect of this Presentation is subject to the exclusive jurisdiction of Norwegian courts with Romsdal City Court as first venue.