



ATLANTIC  
SAPPHIRE®

**NASF 2019 Update**  
Bergen – March 6-7<sup>th</sup>, 2019

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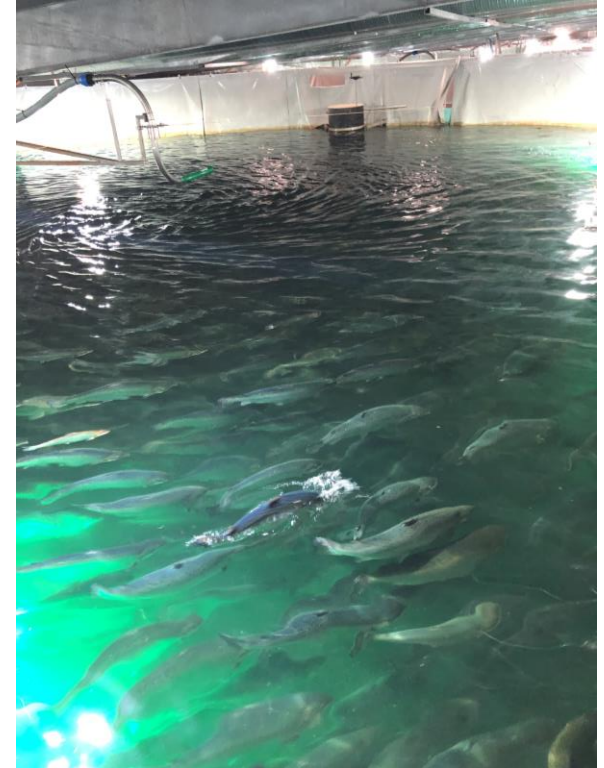
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- Denmark Bluehouse™ is performing in line with expectations
  - Standing biomass target achieved: 870 tons (rlw)
- Steady state target yields ~2,900 tons (rlw) annualized harvest
  - Number of fish: ~1 million (from egg to 5kg)
  - Farm average weight: ~0.9kg
  - Average weight in saltwater phase: ~2.2kg
- Last twelve month performance:
  - Biomass gain: ~920 tons (rlw)
  - Mortality as percentage of biomass gain: ~3%
    - ~2% resulted from new construction commissioning
  - eFCR (net feed conversion): ~1.05
- JEA Index (biomass gain/m<sup>3</sup>/day)
  - YTD: 0.36 → Projected to reach steady state 0.47 in Q2 2019

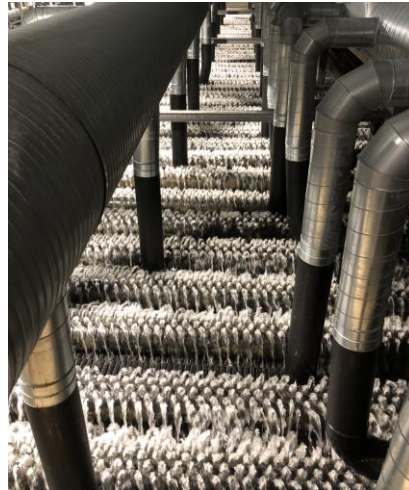


Denmark Bluehouse™ Performance Improvement On-Track



## Denmark 2019 objectives

- Achieve "steady state production" in Q2
- 8 tons of biomass gain per day. Continue to drive down operating risk
- Stabilize standing biomass at approximately 900 tons
- Continue to develop protocols to improve management of flavor and product quality
- Sell up to 80% of production to US market



- Operations
  - First batch of eggs introduced in November
  - Second batch of eggs introduced in February
  - Total number of fish: ~1.15 million, performing on plan
- Construction
  - Construction completion remains ahead of biological lifecycle
  - Currently at peak activity, monthly capex will gradually decline as the project reaches completion
- Financing
  - \$86m DNB/EKF bank financing closed in February, following equity rounds of NOK600m in 2017 and NOK640m in 2018
  - We continue to expect to be fully funded until steady state revenue is achieved in the US Phase I



*February 2019: First commercial batch swimming in Biscayne Aquifer water in the start feeding department*

**US Phase I Remains On Track**



## US 2019 objectives

### Construction

- Complete commissioning of 10 new RAS systems, ahead of biological demand
- First post-smolt this summer
- Phase I construction ~90% complete by year end

### Biological Performance

- Receive six new batches of eggs, ~500,000 eggs per batch
- Grow biomass to ~ 1,000 tons by year end
- Deliver budgeted biological performance
  - FCR, SGR, mortality rates etc. equal to Denmark



- Construction in progress – 1/3 of capex spent. Photo from August 2018.



- Roofing extended over on-growing areas. Photo from February 2019.



**Six Independent Growout Systems Within The Bluehouse™ Taking Form**



## Management Team

- Industry-leading, experienced team. Equity-linked performance culture.

## Denmark Experience

- Technology proof of concept achieved in Denmark, including considerable learning from continued process improvements, as well as mistakes.

## US Strategic Plan

- Commercial scale up in the US market. Growth opportunity, patents, unique three-phase 90,000 tons business plan with key permits in place.

## Scale

- Capital formation. Diversifies systemic risk, achieves operating leverage. High return on incremental invested capital.

## Compelling Investment Rationale



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