



AKER BIOMARINE

# Q3 PRESENTATION 30 OCTOBER 2020

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# Third quarter 2020 highlights

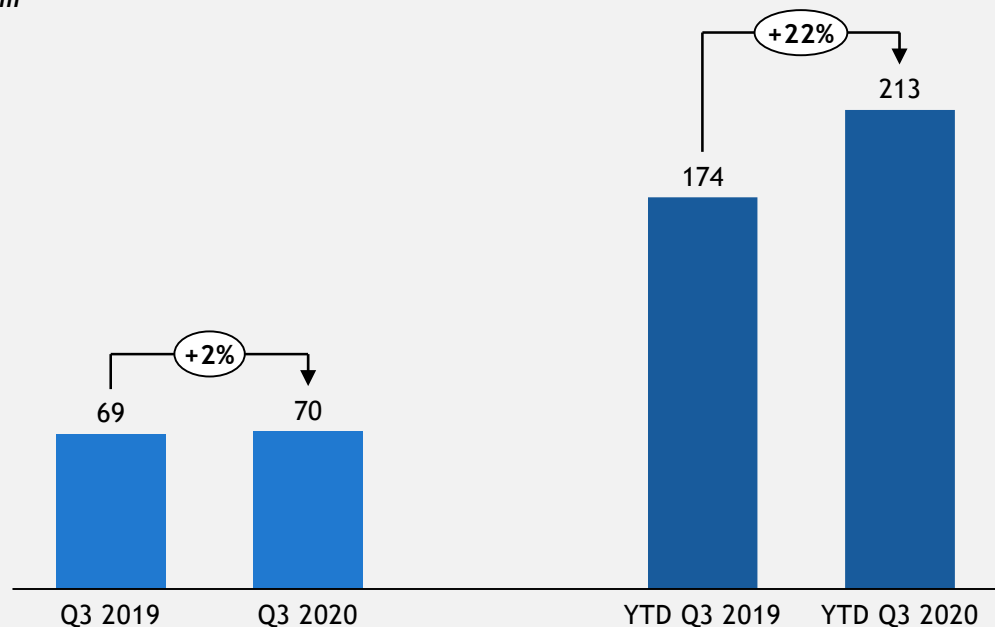
- Adjusted EBITDA of USD 27m
- Revenue in the quarter impacted by shortfall in Qrill sales as a result of lower krill harvesting
- Qrill Aqua demand healthy with all-time high monthly sales in September with close to 5,000 MT
- Solid margin uplift driven by strong onshore performance and cost efficiency initiatives
- Kori roll-out in the US according to plan with growing sales and new retailers
- High level of activity with several new patents granted, new studies published, and new ESG credentials
- Maintaining 2020 adjusted EBITDA target of USD 80-90m, now forecasted in the lower range



# Revenue and Adjusted EBITDA

## REVENUE DEVELOPMENT

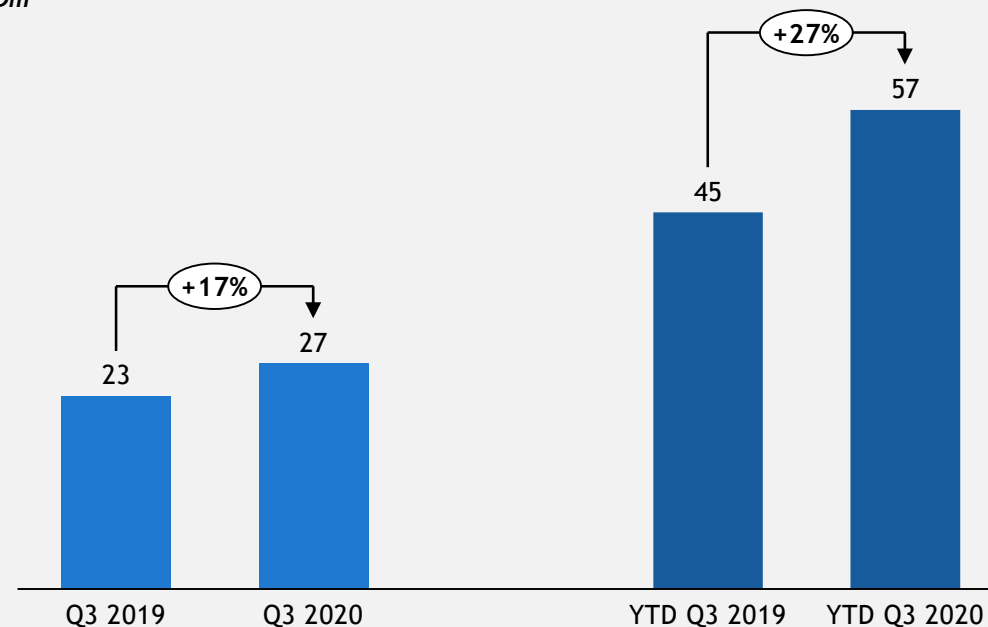
USDm



- Quarter on quarter growth flat, but 22% growth YTD last year to YTD this year driven by strong growth in Brands, particularly Lang

## ADJUSTED EBITDA DEVELOPMENT

USDm



- Strong EBITDA in the quarter mainly driven by improved onshore production performance and various cost and optimization initiatives
- EBITDA growth higher than revenue growth due to realization of onshore scale and cost effects

1) The Executive Management Team (EMT) evaluates the performance based on Adjusted EBITDA. This metric is defined as operating profit before depreciation, amortization, write-downs and impairments, and special operating items. Special operating items include gains or losses on sale of assets, if material, restructuring expenses and other material transactions of either non-recurring nature or special in nature compared to ordinary operational income or expenses. [Please see page 29 for more details.](#)

# Ingredients segment



## Operations

- Very strong onshore production performance
  - 26% higher production YTD 2020 vs 2019
  - Scale and cost initiatives reducing unit cost and improving margins
- Lower than expected harvesting due to challenging ice conditions and technical issues on Antarctic Endurance
- Aker BioMarine's krill fishery confirmed its position as one of the most sustainable fisheries in the world
  - Renewed MSC certification with top scores
  - Renewed A-rating from Sustainable Fishery Partnership



## Superba

- New customers won across multiple markets
- After rapid growth in South Korea the government tightened the regulatory requirements for krill oil to remove unserious players and stopped all imports. Aker BioMarine is now meeting all requirements and are selling to South Korea
- Launched Superba Performance on the back of a new published study documenting the benefits for krill oil in the sports segment



## QRILL

- Sales of Qrill Aqua impacted by reduced harvesting
- Underlying demand is good, selling everything that is produced, with September being the all-time high sales month
- Continued positive development in the Chinese market
- Several new studies published documenting new benefits for Shrimp, Salmon and Marine fish
- Pet growing 80% YTD 2020 vs 2019 on the back of the Qrill PAWS marketing platform with 14 million viewers on YouTube and distribution to 60 TV channels



# Brands segment

Lang



- Performance in line with plan
- Sales growth of 28% YTD 2020 from YTD 2019 and 22% from third quarter 2019 to third quarter 2020
- Top performing categories showing growth this quarter:
  - Krill (driven by Kori)
  - Fish oil
- Retailers with highest growth this quarter:
  - Target +44%
  - Sam's Club +14%
  - Walmart +14%

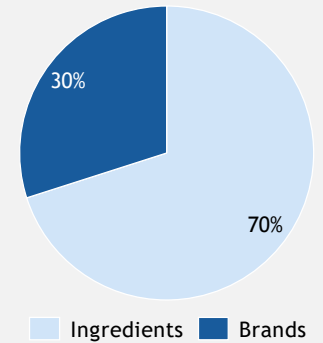
Epion



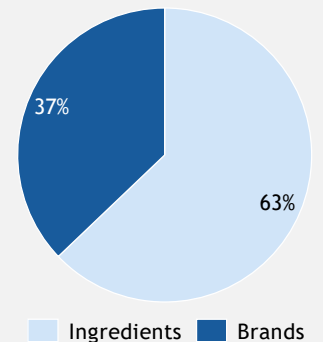
- Sales continue to respond well to marketing
- On shelves at new retailers, Costco and Big Y
- TV doctor and best selling author on wellness & medicine named Kori spokesperson
- Appeared on Breakfast shows in more than 224 TV stations
- Good development in DTC channel with sales higher than expected every month since launch in July

Sales development<sup>1</sup>

Sales YTD Q3 2019



Sales YTD Q3 2020

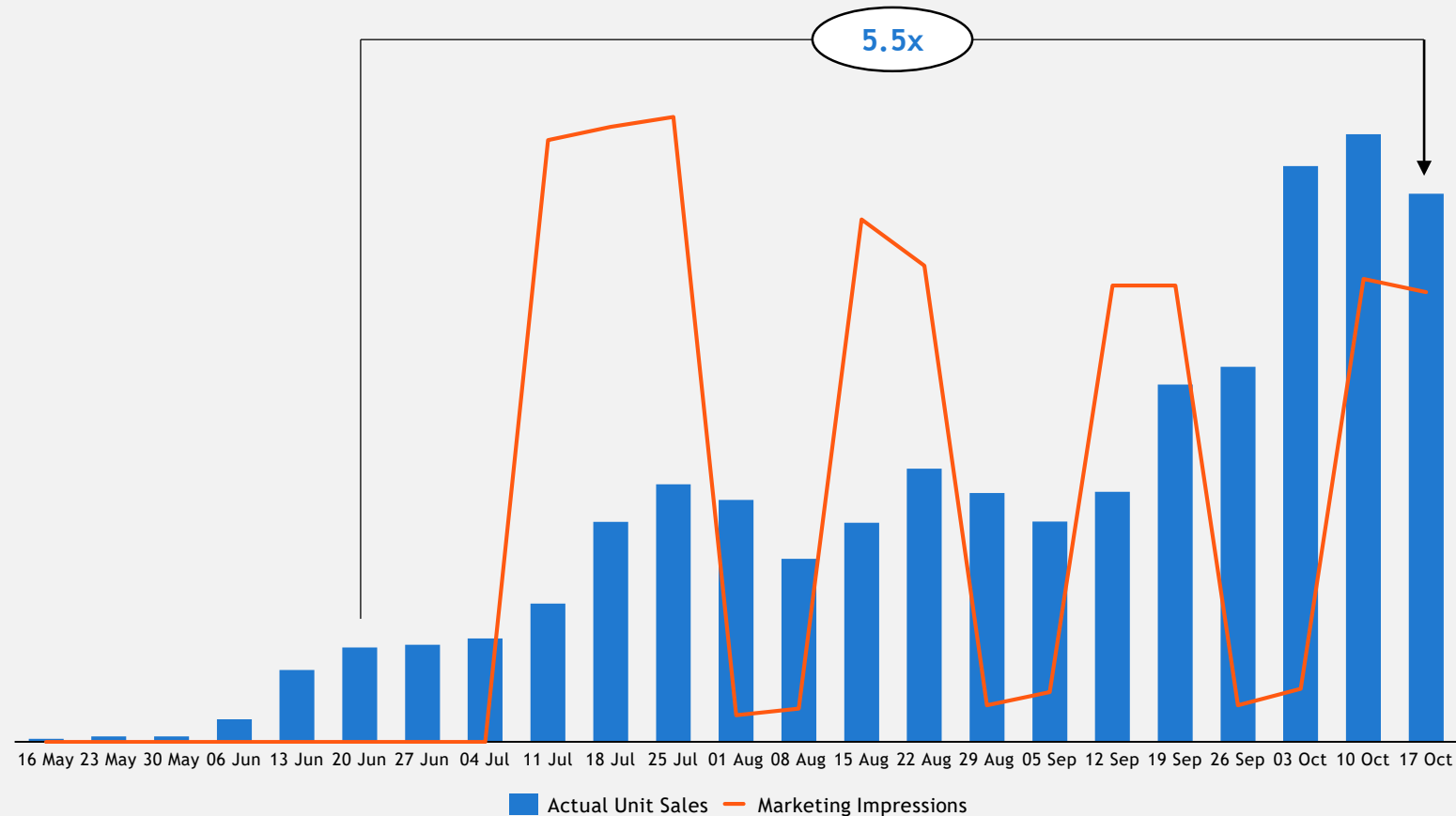


1) Excluding eliminations

The Brands segment is the human consumption distribution business which comprises of Lang and Epion. Lang acquires product derived from krill, fish and plants. Then package, labels and sells the product onwards to retailers in the US market. Epion is Aker BioMarine's FMCG brand company, and first product (Kori) is launched in the US in 2020

# Kori sales shows promising development, now also with Costco on board

Units Sold by week from all retailers



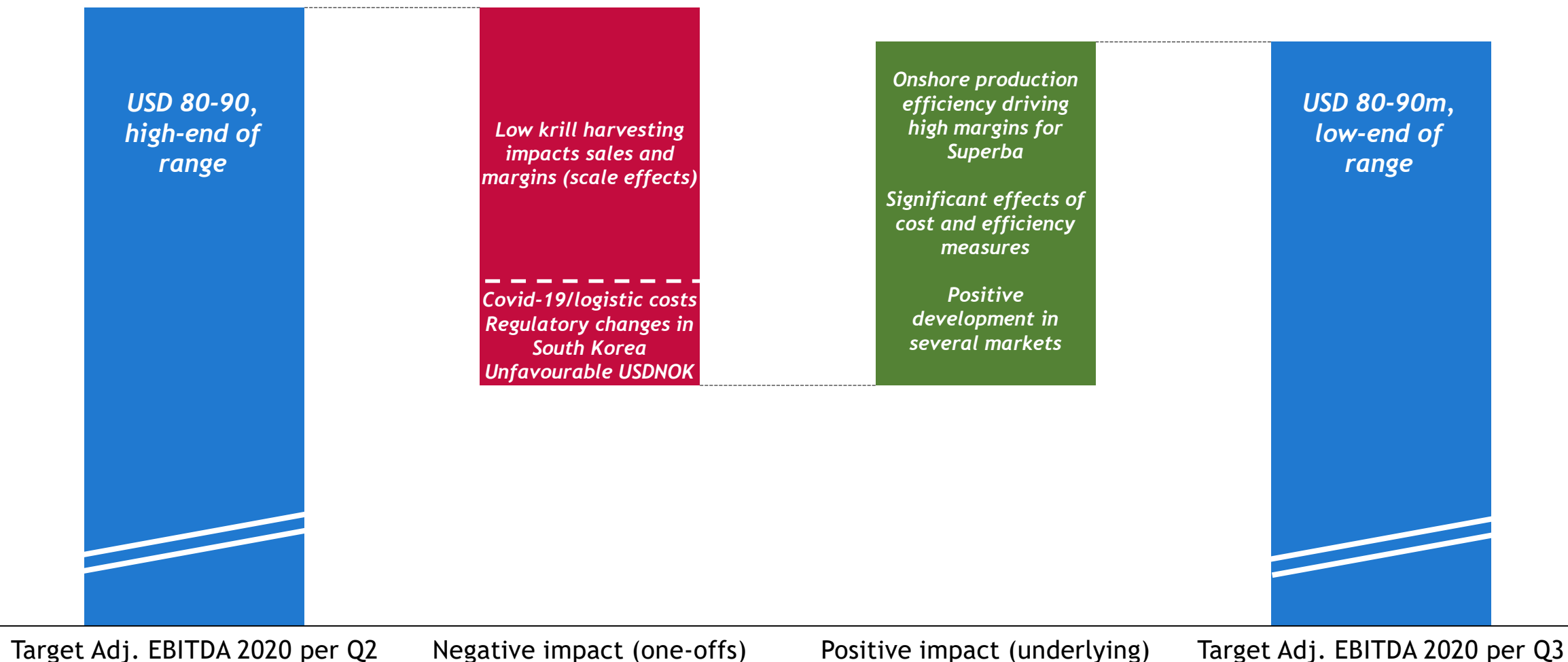
## Current retailers



## 2nd place for Buyers Choice during ECRM



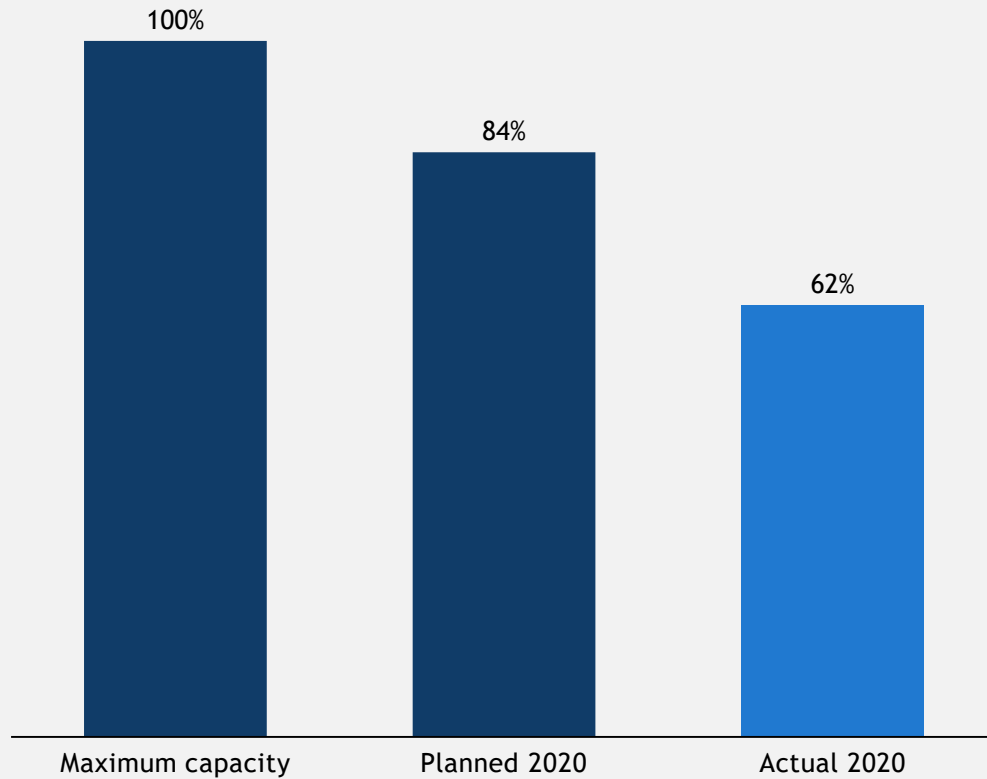
# 2020 adjusted EBITDA target: Extraordinary events compensated by higher margins for Superba and cost efficiency measures





# Antarctic Endurance not ramping up as expected

ANTARCTIC ENDURANCE CAPACITY UTILILIZATION

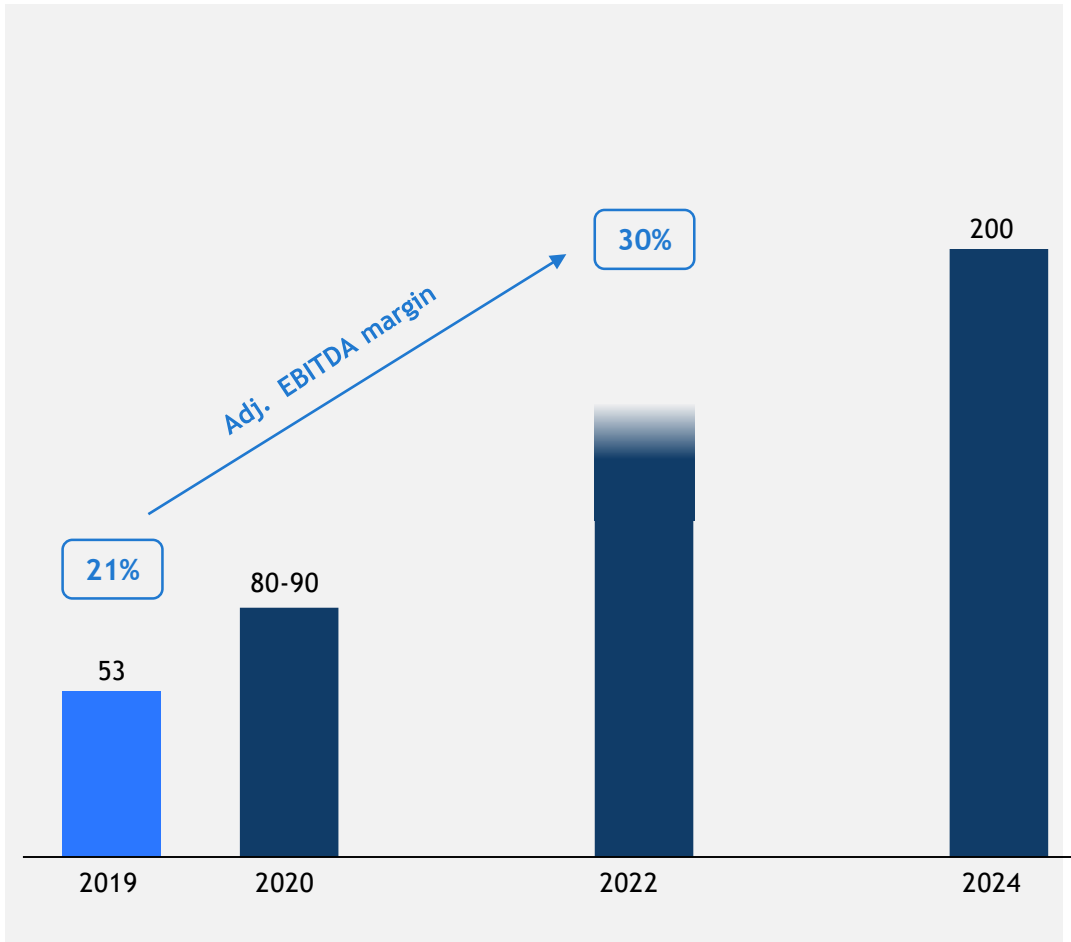


- Aker BioMarine took delivery of the brand new first ever tailormade krill harvesting vessels in January 2019
- With a new vessel filled with advanced, bespoke technology, several required adjustments were identified and completed offshore
- The vessel is currently undergoing yearly maintenance, as well as necessary modifications/adjustments
- Plan to arrive at fishing grounds and start the 2021 season late November
- Expecting to operate near full capacity for the 2021 season

# Roadmap for long-term value creation

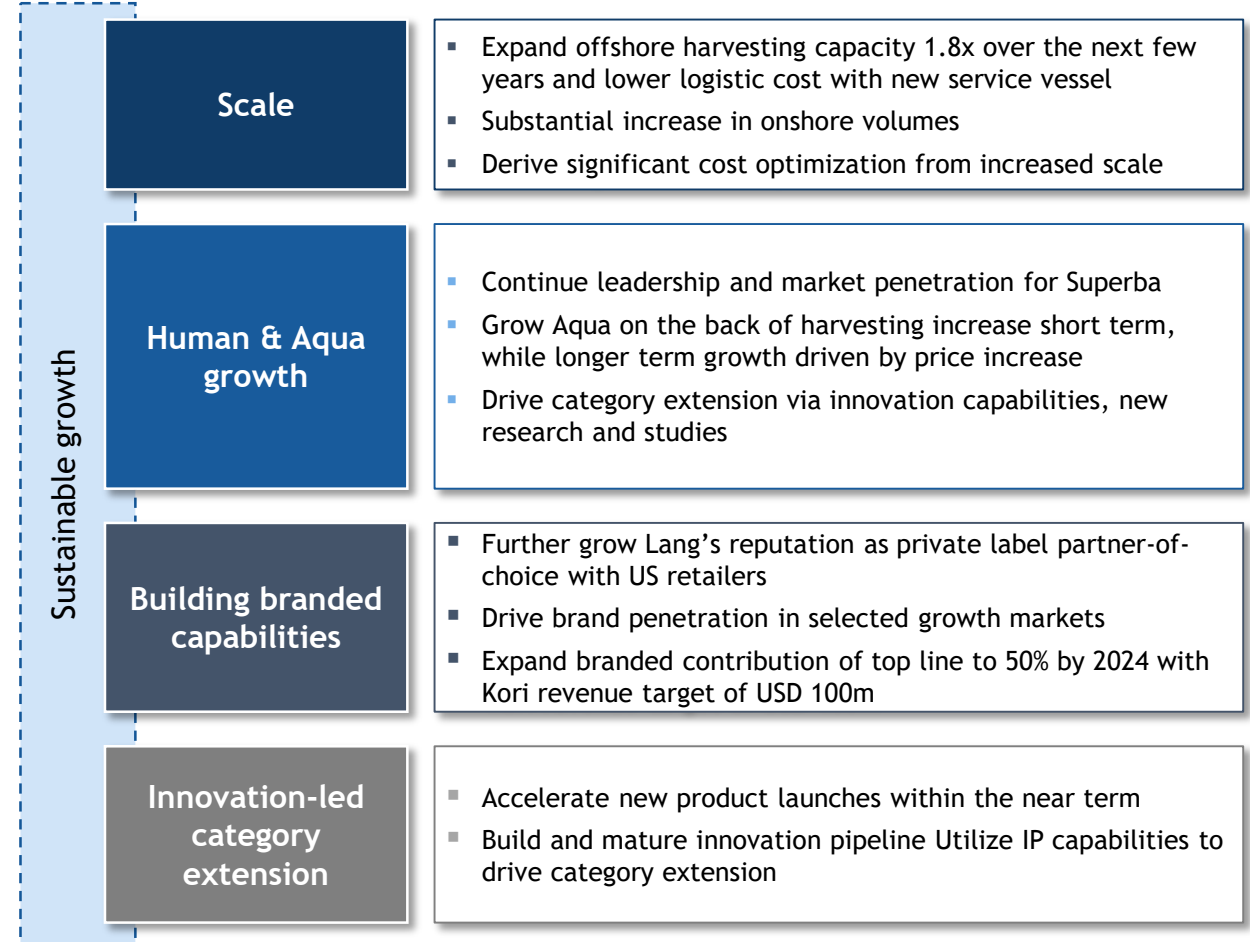
## 5-YEAR ASPIRATION PLAN TO LIFT EARNINGS

Adj. EBITDA (USDm)



1) Margin for Epion assumed zero for the period due to marketing reinvestments

## MAIN VALUE CREATION PILLARS



# FINANCE

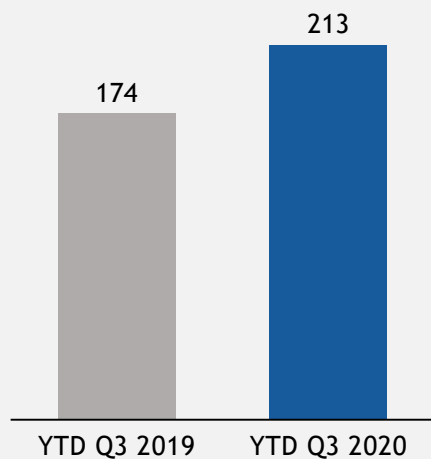


# Financial development YTD per third quarter

## REVENUE

USDm

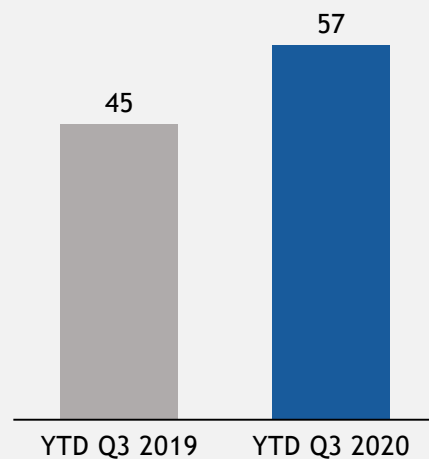
**+22%**



## ADJUSTED EBITDA

USDm

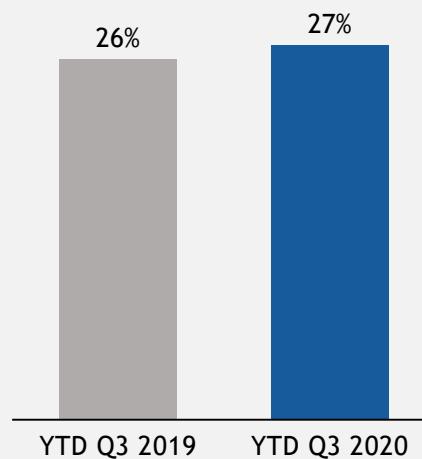
**+27%**



## ADJUSTED EBITDA MARGIN

%

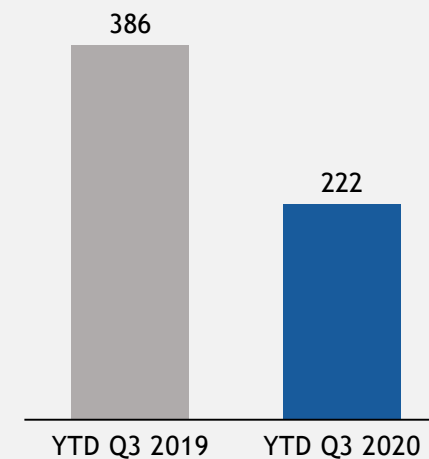
**27%**



## NET INTEREST-BEARING DEBT

USDm

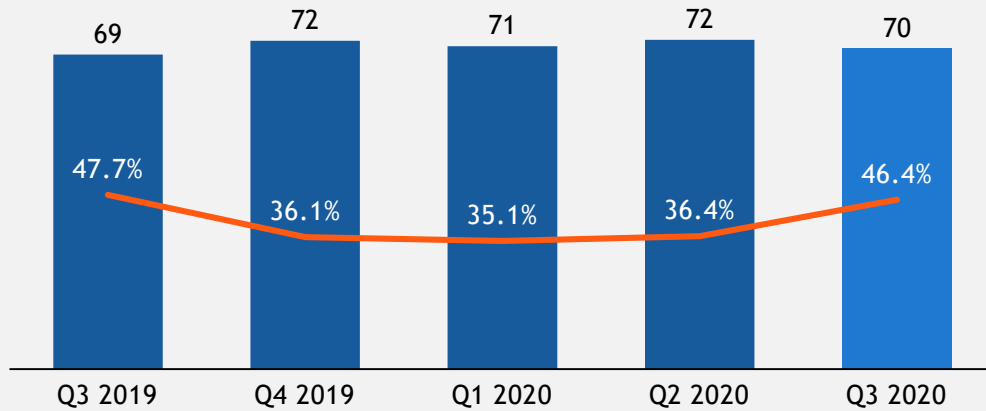
**-42%**



# Quarterly development of key financials in the last year

## REVENUE AND GROSS MARGIN DEVELOPMENT

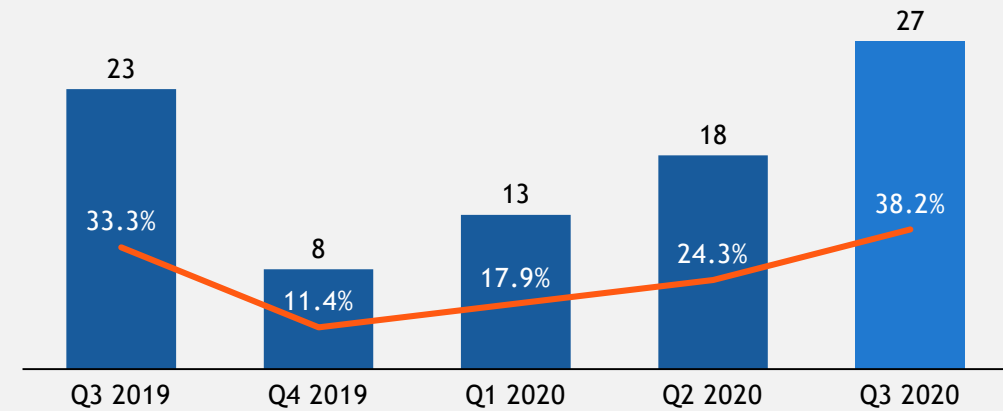
USDm



- Sales have been relatively flat quarter over quarter due to lower product availability and regulatory changes, compensated with increased sales from Brands
- Gross margin in Q3 2020 slightly down compared to Q3 2019 due to product mix
- Q3 2019 saw high Superba sales with corresponding high margin vs. Q3 2020 with higher Krill meal sales with lower margin
- Seasonality with lower gross margin typically in Q4 and Q1 due to offshore production profile

## ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN DEVELOPMENT

USDm



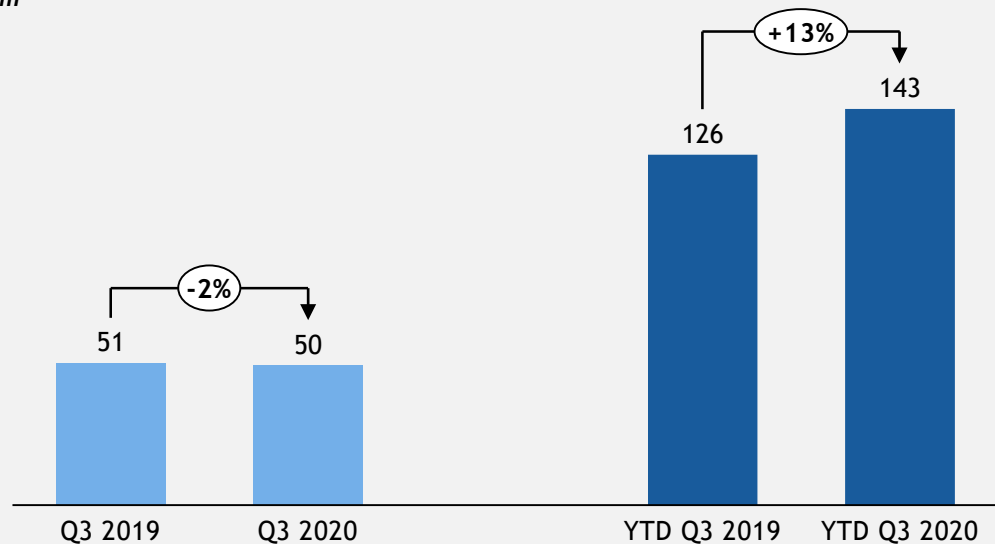
- Adjusted EBITDA increased with 17% in Q3 2020 compared with Q3 2019
- Key drivers for Q3 2020 Adjusted EBITDA:
  - Record low COGS on krill oil due to strong onshore production and cost optimization
  - Several SG&A cost efficiency initiatives
  - Increased EBITDA contribution from the Brands segment
- Q4 2019 EBITDA impacted by inventory adjustments following low harvesting in Q4 2019



# Ingredients segment performance

## REVENUE DEVELOPMENT

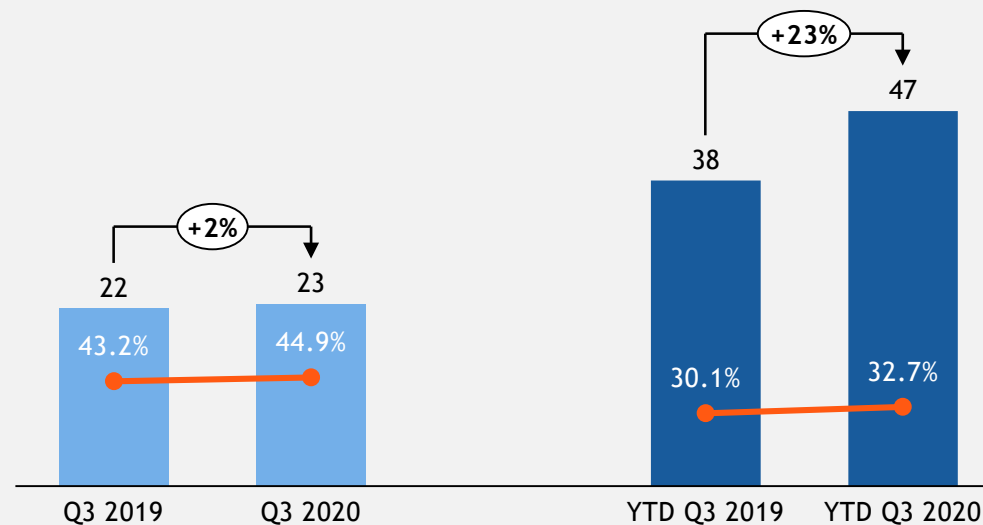
USDm



- Different product mix in Q3 2020 compared to Q3 2019, krill meal accounted for 53% of revenues in the quarter vs. 45% in Q3 2019
- Krill Aqua all time high revenue in Q3 2020 (USD 23.9m), compared to USD 20.5m in Q3 2019
- Superba all time high revenue in Q3 2019 (USD 28.1m) due to high sales in South Korea, compared to USD 23.2m in Q3 2020
- Krill oil revenues of USD 75.4m and Krill Aqua revenues of USD 55.9m YTD Q3 2020

## ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN DEVELOPMENT

USDm



- Adjusted EBITDA increased with 2% in Q3 2020 compared with Q3 2019
- Key drivers for Q3 2020 Adjusted EBITDA:
  - Record low Superba COGS due to strong onshore production and cost optimization
  - Gross margin in Q3 2020 was 50%, 9% above Q3 2019 driven by improved Superba margins partly offset by lower margins from Krill Aqua (harvest driven)
  - Several SG&A cost efficiency initiatives

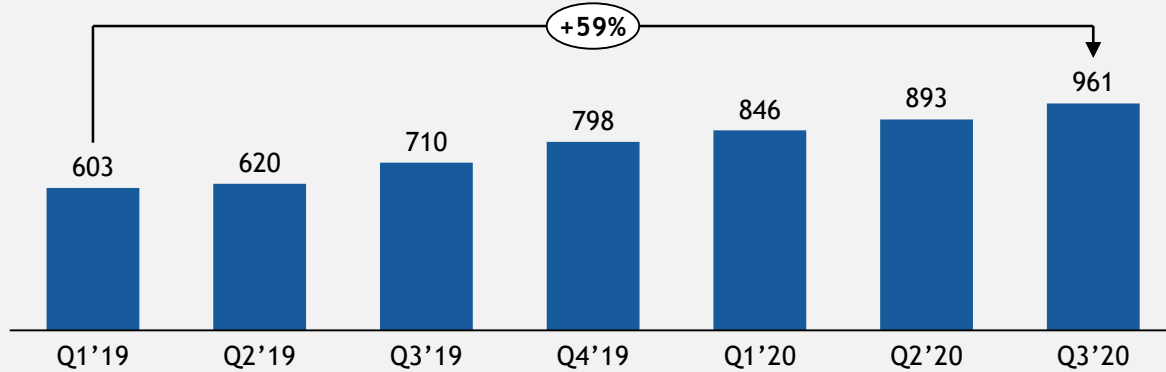
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# Production volumes on a rolling twelve-month basis



## ONSHORE KRILL OIL EXTRACTION (LTM)

MT

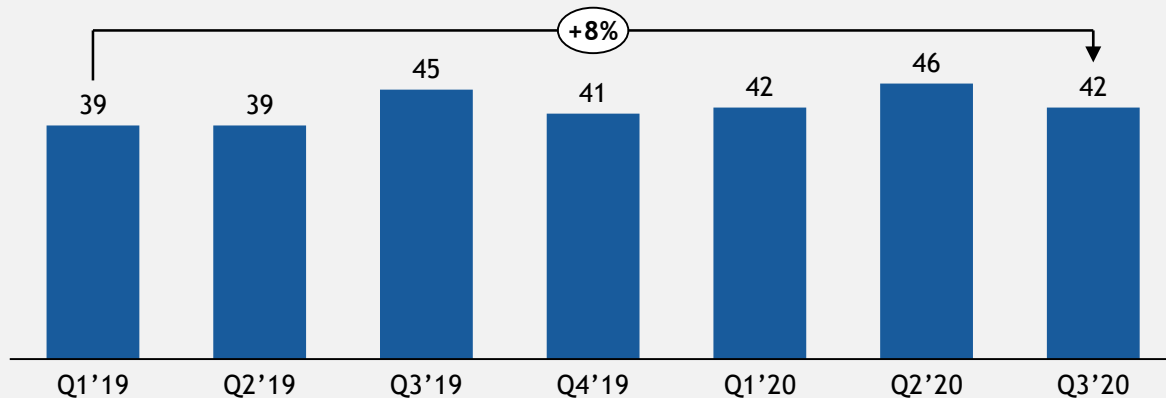


- Houston is producing close to maximum capacity of 1,000 MT
- Strong growth in Houston over the past quarters due to
  - Capacity project in 2018 fully ramped-up
  - New plant management with strong process and cost focus
  - Big data project setting up structure for process optimization and preventive maintenance
- In addition, AKBM has secured third party production with manufacturers (not included in these figures)



## OFFSHORE KRILL MEAL PRODUCTION (LTM)

kMT

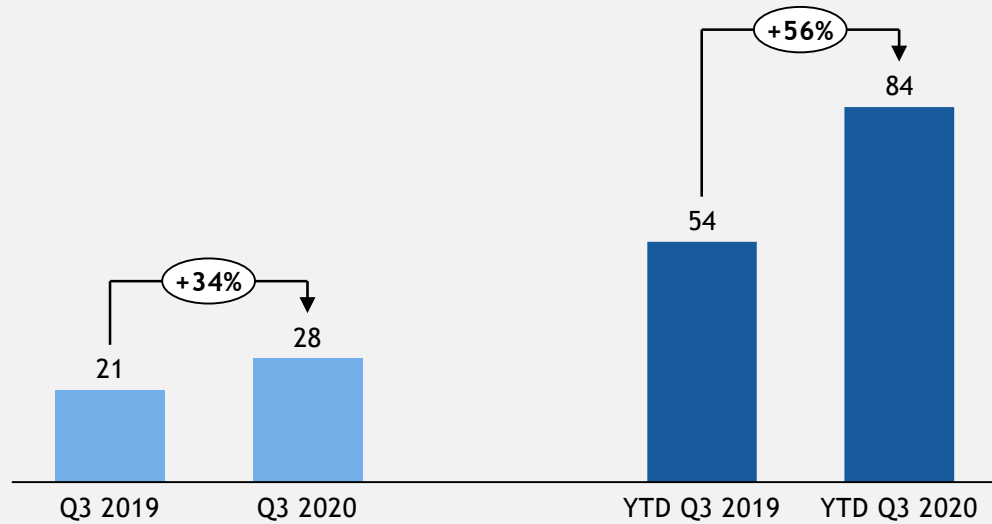


- Offshore production volumes for Q3 was 8,728 MT
- Still not seeing full effect of Antarctic Endurance although figures are trending the right way
- Q4 2019 and Q1 2020 yielded limited harvesting due to delayed shipyard

# Brands segment performance

## REVENUE DEVELOPMENT

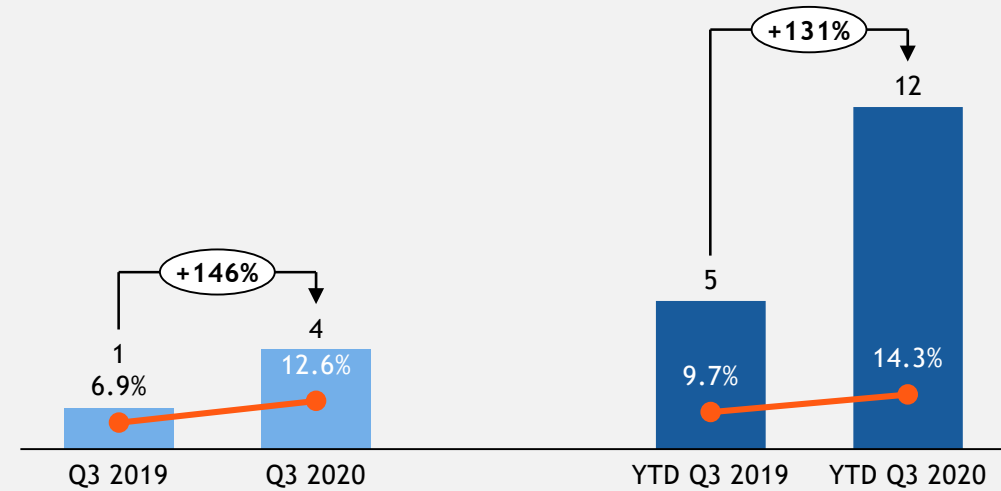
USDm



- Brands revenue was USD 27.8m in Q3 2020, up 34% from Q3 2019
- Several stand out customers in Q3 2020 with higher revenue compared to Q3 2019
- Product category mix, top category krill oil and fish oil
- In Q3 2020 the first sale of Kori krill oil was completed to Costco

## ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN DEVELOPMENT

USDm



- Adjusted EBITDA increased with 146% in Q3 2020 compared with Q3 2019
- Key drivers for Q3 2020 Adjusted EBITDA:
  - Stable gross margin, quarter over quarter
  - SG&A cost at same level, despite higher sales in Q3 2020

# Profit and loss in Q3 2020 and Q3 2020 YTD

| USD thousands                       | 2019<br>(Audited) | Q3 2019<br>(Unaudited) | Q3 2020<br>(Unaudited) | YTD Q3 2019<br>(Unaudited) | YTD Q3 2020<br>(Unaudited) |
|-------------------------------------|-------------------|------------------------|------------------------|----------------------------|----------------------------|
| Net sales                           | 246,170           | 68,866                 | 70,184                 | 174,247                    | 213,087                    |
| Cost of goods sold                  | (145,901)         | (35,984)               | (37,590)               | (99,958)                   | (129,417)                  |
| Gross profit                        | 100,269           | 32,882                 | 32,594                 | 74,289                     | 83,670                     |
| SG&A                                | (76,464)          | (20,267)               | (23,602)               | (53,141)                   | (67,056)                   |
| Depreciation, amortization and imp. | (17,822)          | (8,685)                | (4,308)                | (13,153)                   | (12,540)                   |
| Other operating income/ (cost), net | (3,221)           | 1,790                  | 5,188                  | 772                        | 6,107                      |
| Operating profit                    | 2,762             | 5,720                  | 9,872                  | 8,767                      | 10,181                     |
| Net financial items                 | (26,097)          | (5,120)                | (7,364)                | (14,559)                   | (18,191)                   |
| Tax expense                         | (415)             | (0)                    | (123)                  | (124)                      | (387)                      |
| Net profit (loss)                   | (23,751)          | 600                    | 2,385                  | (5,916)                    | (8,397)                    |

## EBITDA reconciliation

|   |          |        |        |         |         |
|---|----------|--------|--------|---------|---------|
| Net profit (loss)                                 | (23,751) | 600    | 2,385  | (5,916) | (8,397) |
| Tax expense                                       | 415      | 0      | 123    | 124     | 387     |
| Net financial items                               | 26,097   | 5,120  | 7,364  | 14,559  | 18,191  |
| Depreciation, amortization and imp.               | 17,822   | 8,685  | 4,308  | 13,153  | 12,540  |
| D&A and imp. from production assets incl. in COGS | 25,102   | 6,752  | 7,660  | 18,260  | 22,969  |
| EBITDA (unadjusted)                               | 45,686   | 21,157 | 21,840 | 40,180  | 45,690  |
| Adjustments                                       | 7,346    | 1,798  | 4,982  | 4,656   | 11,353  |
| EBITDA (adjusted)                                 | 53,033   | 22,955 | 26,822 | 44,836  | 57,043  |

## SG&A

- Impacted by high marketing costs in Q3 2020 due to Kori launch of USD 4.3m as well as costs related to the Merkur listing
- Ongoing cost initiatives reducing SG&A in the current quarter and future quarters

## Depreciation, amortization and impairment

- Intangible assets amortized according to plan
- Significant reduction from Q3 2019 due to impairment of Juvel of USD 5.9m
- Depreciation on production related assets included in cost of goods sold (see EBITDA reconciliation in appendix)

## Other operating income/ (cost), net

- Include gain from sale of Juvel of USD 0.6m, IFRS 16 leasing effect of USD 2.6m and inventory adjustments of USD 1.6m

## Net financial items

- Significant FX loss of USD 2.7m (realized and unrealized) arising from NOK/ USD in the quarter, external interest expenses of USD 4.3m and guarantee fee of USD 0.4m

## Tax expense

- No tax in Norwegian entities due to tax losses carried forward
- In the US Aker BioMarine group entities pay state tax based on nexus, federal tax is offset by tax losses carried forward
- Expectations that the net losses carried forward will be utilized fully in 2020/ 2021 due to unwinding of NMTC facility

# Cash flow in Q3 2020 and Q3 2020 YTD

|   | 2019<br>(Audited) | Q3 2019<br>(Unaudited) | Q3 2020<br>(Unaudited) | YTD Q3 2019<br>(Unaudited) | YTD Q3 2020<br>(Unaudited) |
|---|-------------------|------------------------|------------------------|----------------------------|----------------------------|
| Profit (loss) after tax                                 | (23,751)          | 600                    | 2,385                  | (5,916)                    | (8,397)                    |
| Depreciation and amortization                           | 42,924            | 15,437                 | 11,968                 | 31,413                     | 35,509                     |
| Interest expenses/ income, net                          | 21,699            | 7,041                  | 3,537                  | 15,600                     | 15,390                     |
| Other P&L items with no cash flow effect                | 7,360             | 4,212                  | 1,793                  | 5,957                      | (2,034)                    |
| Funds provided from operating activities                | 48,232            | 27,289                 | 19,683                 | 47,054                     | 40,468                     |
| Change in working capital                               | (21,410)          | (5,963)                | (36,021)               | (31,752)                   | (52,978)                   |
| Interest paid   | (16,520)          | (14,558)               | (18,380)               | (19,789)                   | (27,401)                   |
| Interest income received                                | 1,084             | 277                    | 202                    | 814                        | 445                        |
| Tax   | 920               | 1                      | 0                      | (124)                      | 661                        |
| Cash flow from operations                               | 12,307            | 7,046                  | (34,515)               | (3,797)                    | (38,804)                   |
| Payments for property, plant and equipment              | (126,906)         | (2,101)                | (3,871)                | (106,340)                  | (9,748)                    |
| Payments for intangibles                                | (10)              | (4)                    | (10,000)               | (4)                        | (12,055)                   |
| Proceeds from sales of PPE                              | 255               | 24                     | -                      | 24                         | 21,793                     |
| Investments in subsidiary and associated companies      | (49,284)          | (2)                    | -                      | (49,293)                   | (0)                        |
| Cash flow from investing activities                     | (175,946)         | (2,082)                | (13,871)               | (155,612)                  | (10)                       |
| Proceeds from debt issue & change in overdraft facility | (4,353)           | (8,966)                | (11,378)               | (14,736)                   | (22,151)                   |
| Net change in external interest-bearing debt            | 142,587           | 6,156                  | (170,380)              | 157,050                    | (186,764)                  |
| Net funds from issue of shares                          | -                 | -                      | 224,173                | -                          | 224,173                    |
| Loan from owners  | 36,500            | 5,000                  | -                      | 36,500                     | 23,000                     |
| Cash flow from financing activities                     | 174,735           | 2,191                  | 42,415                 | 178,813                    | 38,258                     |

## Cash flow from operations

- Change in working capital primarily include build-up of inventory amounting to USD 19.0m as well as paid outstanding guarantee fee to Aker ASA of USD 12.3m which was settled in connection with the Merkur listing process
- Interest paid include external interest of USD 3.2m as well as accrued interest to Aker ASA amounting to USD 15.2m which was settled in connection with the Merkur listing process
- The payments to Aker ASA settled all historic accrued interest

## Cash flow from investing activities

- In Q3 2020 there has been payments on several ongoing projects such as Antarctic Provider, Protein project, Houston facility and vessels, in total USD 3.9m
- The successful launch of Kori with confirmed key customer contracts was identified as the triggering event for the payment of the milestone fee of USD 10m
- In accordance with IFRS the cost has been assessed as incremental costs for obtaining contracts

## Cash flow from financing activities

- The total cash contribution from the Merkur listing has been used to pay down debt to DNB under the revolving credit facility by USD 75m, Aker ASA by USD 87.8m and the short-term credit facility by USD 8m



# Balance sheet in Q3 2020 and Q3 2020 YTD

| USD thousands                                      | 2019<br>(Audited) | Q3 2019<br>(Unaudited) | Q3 2020<br>(Unaudited) |
|--|-------------------|------------------------|------------------------|
| <b>ASSETS</b>                                      |                   |                        |                        |
| Cash and cash equivalents                          | 13,610            | 21,918                 | 13,055                 |
| Accounts receivable and prepaid expenses           | 74,264            | 49,254                 | 61,529                 |
| Inventories  | 94,725            | 97,835                 | 119,415                |
| <b>Total current assets</b>                        | <b>182,599</b>    | <b>169,007</b>         | <b>193,999</b>         |
| Investments in equity-accounted investee           | 260               | 260                    | 131                    |
| Other non-interest bearing non-current receivables | 145               | 255                    | 6,079                  |
| Intangible assets                                  | 190,297           | 163,834                | 192,710                |
| Right to use assets                                | 16,555            | 12,129                 | 12,919                 |
| Property plant and equipment                       | 302,366           | 315,353                | 285,351                |
| <b>Total non-current assets</b>                    | <b>509,624</b>    | <b>491,832</b>         | <b>497,190</b>         |
| <b>TOTAL ASSETS</b>                                | <b>692,223</b>    | <b>660,839</b>         | <b>691,189</b>         |
| <b>LIABILITIES AND OWNERS' EQUITY</b>              |                   |                        |                        |
| Accounts payable and other payables                | 51,994            | 39,189                 | 38,557                 |
| Interest-bearing current liabilities               | 47,591            | 27,942                 | 30,894                 |
| <b>Total current liabilities</b>                   | <b>99,585</b>     | <b>67,131</b>          | <b>69,451</b>          |
| Other non-interest bearing non-current liabilities | 65,618            | 41,350                 | 50,972                 |
| Interest-bearing debt                              | 372,473           | 379,884                | 204,391                |
| <b>Total non-current liabilities</b>               | <b>438,091</b>    | <b>421,234</b>         | <b>255,363</b>         |
| <b>TOTAL LIABILITIES</b>                           | <b>537,676</b>    | <b>488,365</b>         | <b>324,814</b>         |
| <b>Total equity</b>                                | <b>154,547</b>    | <b>172,474</b>         | <b>366,375</b>         |
| <b>TOTAL EQUITY AND LIABILITIES</b>                | <b>692,223</b>    | <b>660,839</b>         | <b>691,189</b>         |

## Inventories

- Total book value of inventory USD 119.5m
- Build-up during the quarter, in both segments

## Intangible assets

- The successful launch of Kori with confirmed key customer contracts was identified as the triggering event for the payment of the milestone fee of USD 10m
- In accordance with IFRS 15.91 this payment has been recognized as an incremental cost of obtaining customer contracts in the Brands segment

## Interest bearing liabilities

- During the quarter, the company paid down debt to Aker ASA, including accrued guarantee fee and accrued interest, amounting to USD 115.7m, as outlined in the Merkur listing documents
- In addition, with proceeds from the Merkur listing, the company reduced the revolving credit facility by USD 75.0m
- Following these transactions, interest-bearing debt stood at USD 235.2m as of 30 September 2020

## Other non-interest bearing non-current liabilities

- Include the fair value of the earn-out payable to the previous owners of Lang amounting to USD 41.8m
- The earn-out is based on EBITDA projections in Lang

## Cash and cash equivalents

- Cash and cash equivalents were USD 13.1m, implying a net interest-bearing debt of USD 222.1m, down from 385.9m one year earlier
- Available liquidity as of 30 September 2020 was USD 130.3m (comprising cash on hand and RCF facilities)

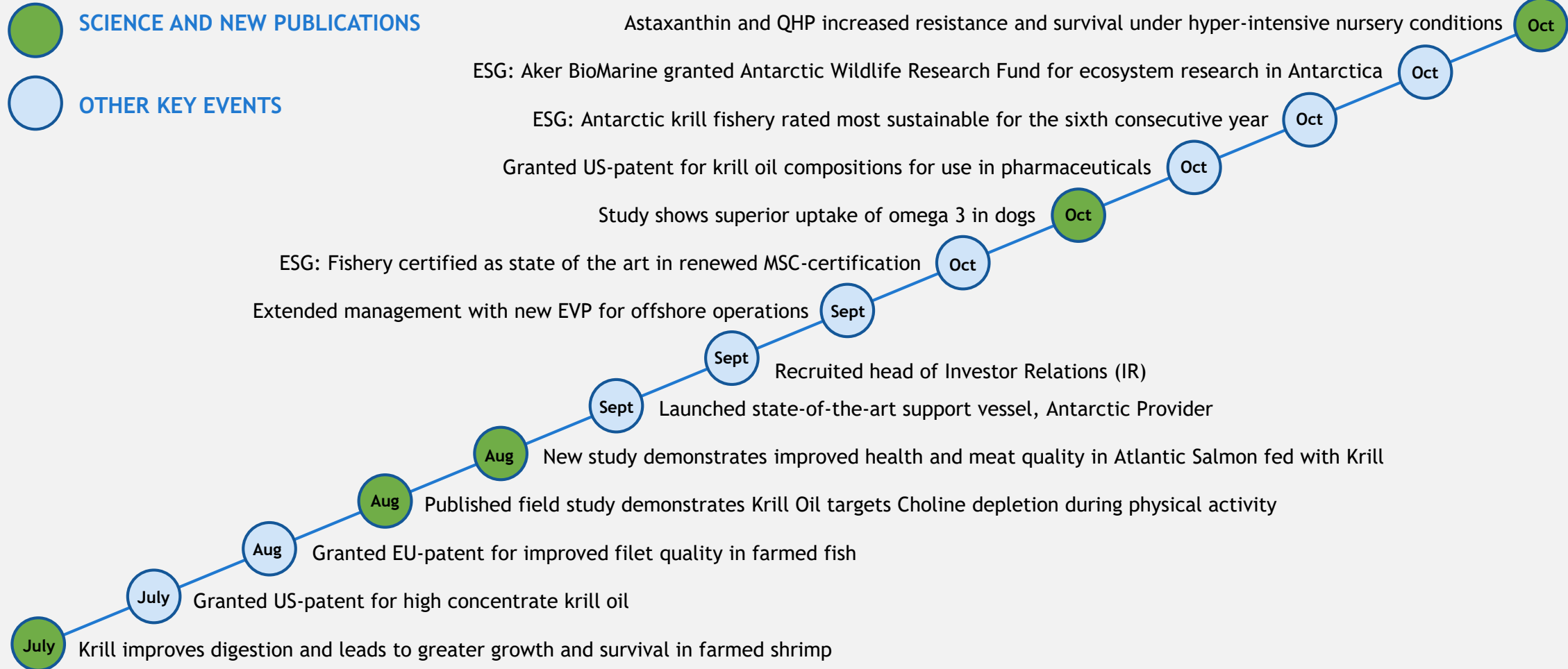
## Off balance sheet commitments

- As of 30 September 2020 the Company had USD 60m in off-balance sheet commitments relating to the newbuild Antarctic Provider - the commitment will be settled upon delivery of the vessel in H1 2021

# CONCLUDING REMARKS



# Eventful times for Aker BioMarine



# ESG: Sustainable harvesting

## Our practise again re-certified and recognised as industry leading

### AKER BIOMARINE HAS AGAIN RECEIVED HIGHEST RANKED MSC<sup>1</sup>-CERTIFICATION

The MSC Fisheries Standard is used to assess if a fishery is well-managed and sustainable

Sustainability  
of the stock

State-of-the-art  
rating:

89%

Ecosystem  
impacts

State-of-the-art  
rating:

97%

Effective  
management

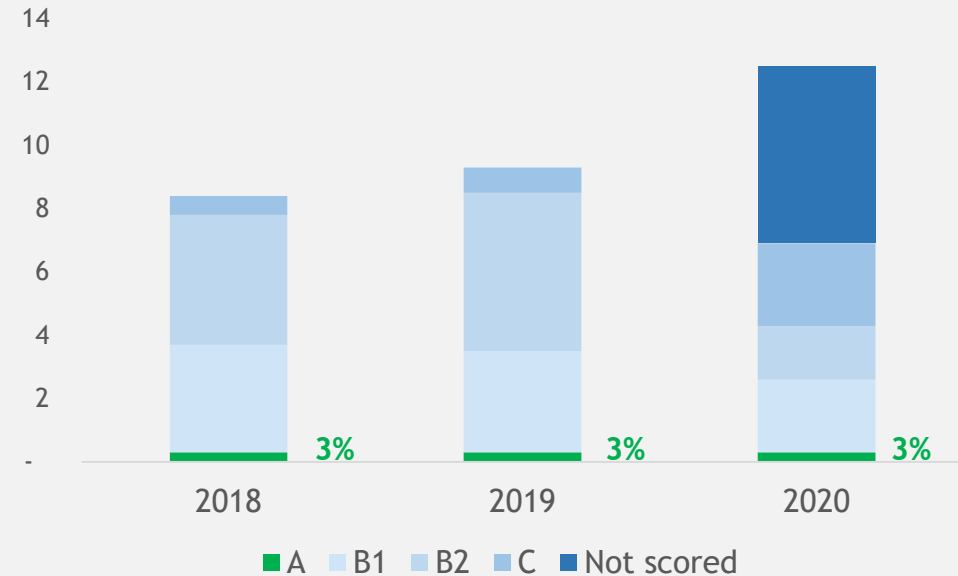
State-of-the-art  
rating:

96%

### AKER BIOMARINE HAS AGAIN RECEIVED THE HIGHEST RANKING FROM SUSTAINABLE FISHERIES PARTNERSHIP

For the sixth year in a row, the Antarctic krill fishery is awarded an A rating as the only fishery in the world in very good condition

Production (Million tonnes)



1) MSC= Marine Stewardship Council.  
Sources: MSC.com; Sustainablefish.org

## Summing up the quarter...

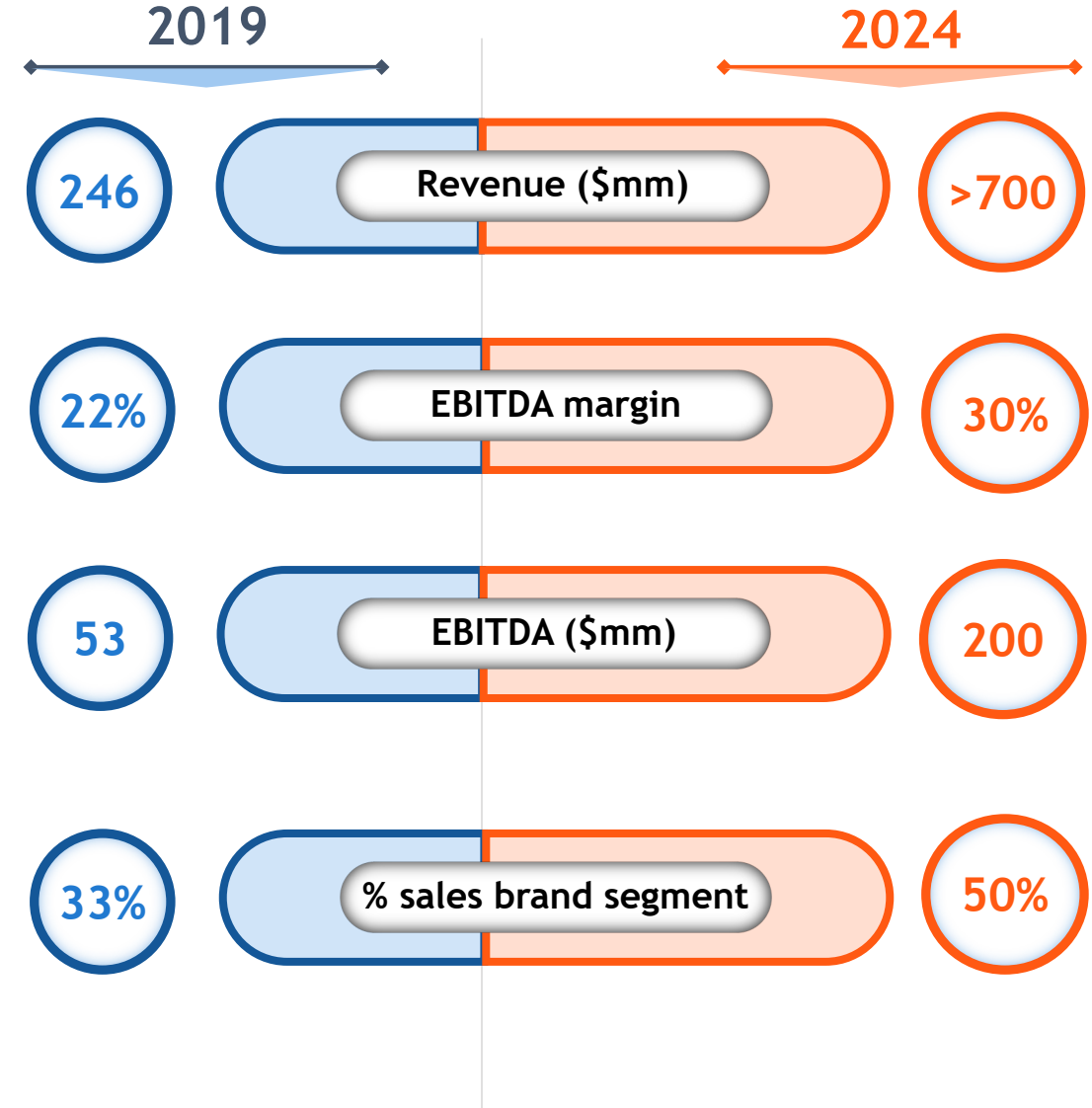
- Adjusted EBITDA of USD 27m
- Revenue in the quarter impacted by lower krill harvesting
- Solid margin uplift driven by strong onshore performance and favourable product mix
- Kori roll-out in the US according to plan
- High level of activity with several new patents granted, new studies published, and sustainability focus strengthened
- Maintaining 2020 adjusted EBITDA target of USD 80-90m, but in the lower range



# ... and on track for delivering on our long term ambitions

## Target positioning

- 1 Strong growth profile
- 2 Significant profitability expansion, targeting USD 200m EBITDA by 2024
- 3 Undisputed market leader with unsurpassed scale
- 4 Enhanced brand awareness and image
- 5 Sustainability at the core of our business



# APPENDIX



# Sustainability is at the heart of the way we do business

Dedicated to improving human health



Pioneering sustainable fisheries



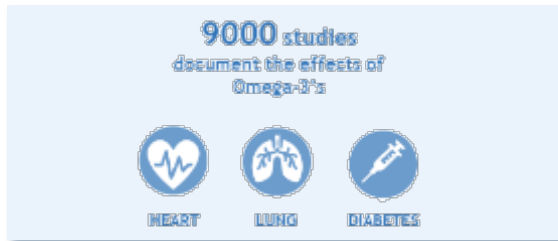
Ingredients for more sustainable aquaculture



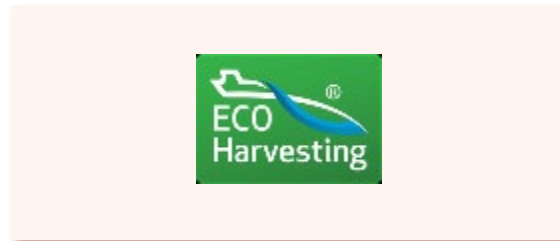
Doing more and better with less



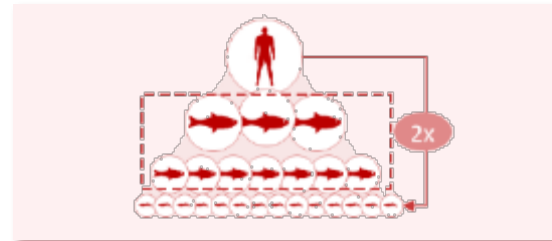
Helping prevent lifestyle diseases



Leveraging technology to reduce by-catch



Reducing pressure on overfished waters



Reduction in carbon footprint



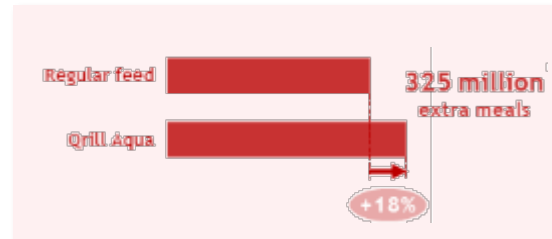
Contributing to science and innovation



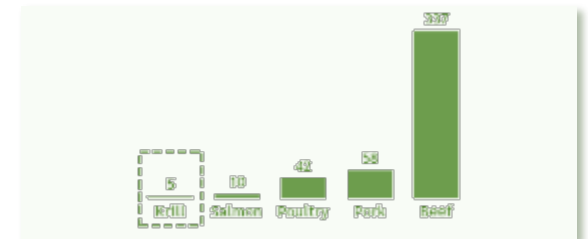
Certified for sustainable fishery



Increasing efficiency of aquaculture<sup>2</sup>



Reducing carbon emissions<sup>1</sup>

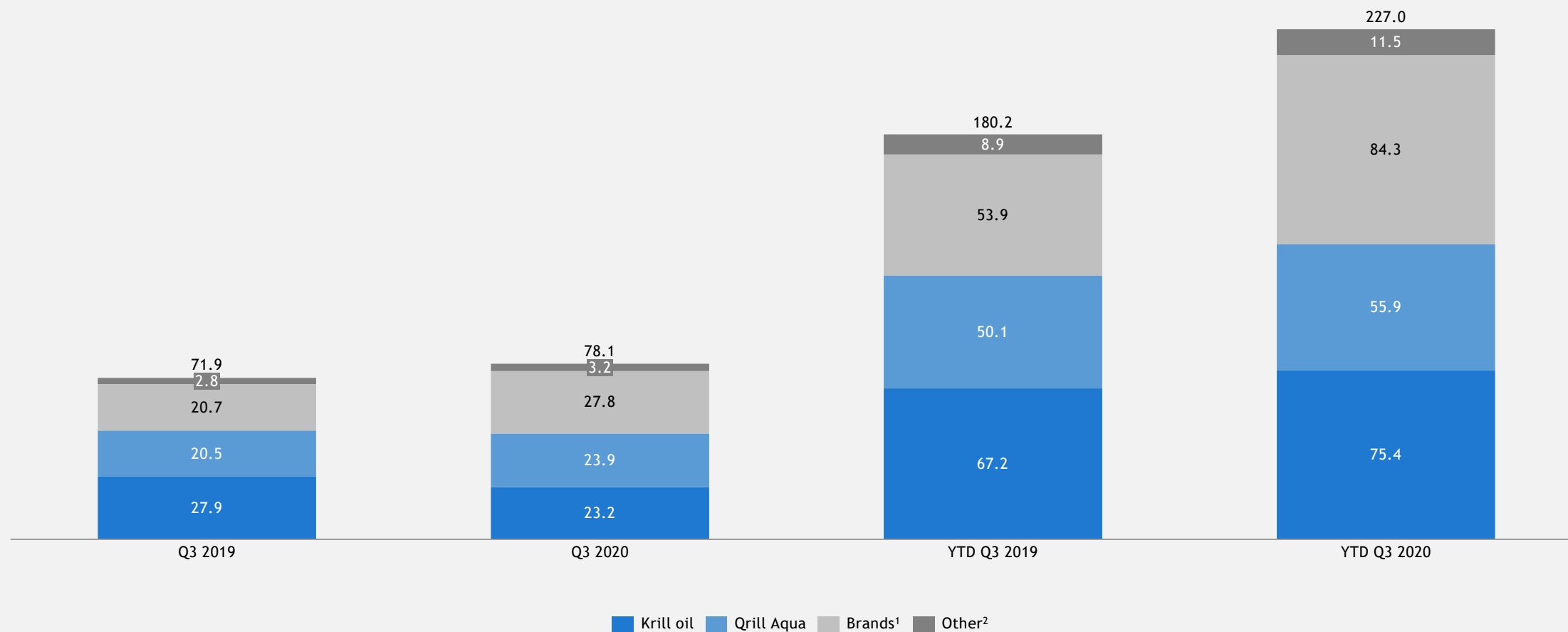


An undeterred focus on sustainability forms the bedrock of Aker BioMarine's growth strategy - sustainability framework in place anchored in the UN SDGs

# Revenue development per product

## REVENUE PER PRODUCT (EXCLUDING ELIMINATIONS)

USDm



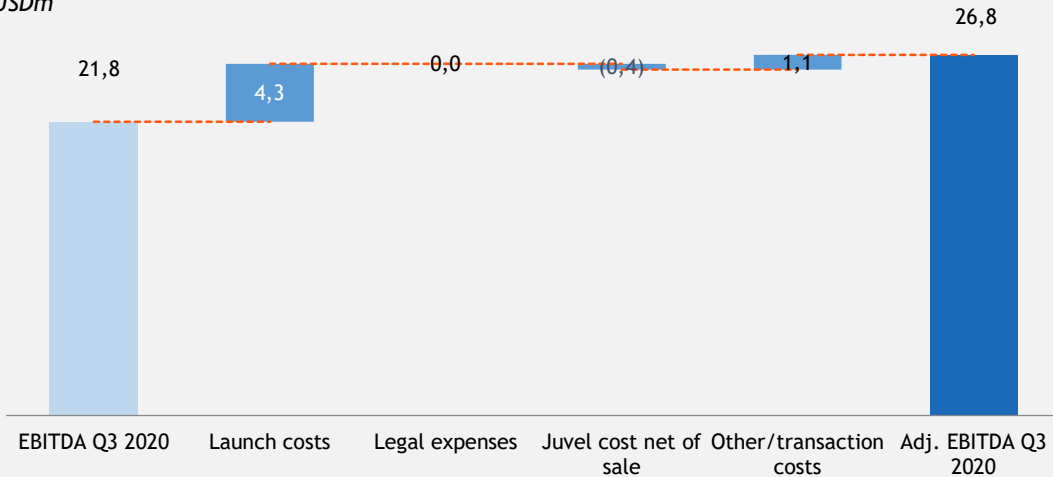
1) Brands (Lang) included from March 2019 in reported figures

2) Other includes Asta, Pet and QHP

# EBITDA adjustments

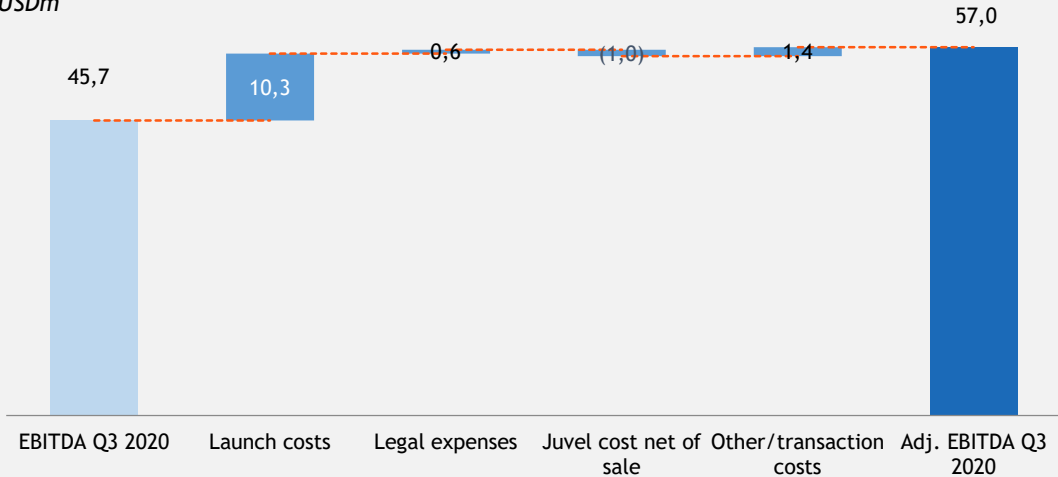
## EBITDA ADJUSTEMENTS

Q3 2020 EBITDA adjustments  
USDm



## EBITDA ADJUSTEMENTS

YTD Q3 2020 EBITDA adjustments  
USDm



- **Epion launch:** As part of the Lang transaction, the Company is in the process of launching its own national brand in the US. The incurred costs are material and will continue through 2020 and part of 2021. These costs include employment of Epion management team, R&D on packaging and capsules, general start-up cost, and significant market development costs. Furthermore, these costs are deemed material and non-recurring after the launch of the brand
- **Transaction related costs:** Aker BioMarine AS was listed on Merkur Markets 6 July 2020. Costs directly attributable to the listing have been posted as merger costs, and netted with the raised amount in equity, but the Company also recognized other costs related to audit, investor presentations / roadshow, and advice which has been considered non-recurring in nature
- **Juvel:** The gain from the sale of Juvel has been netted towards operational costs while in yard



# P&L reconciliation

| <i>USDm</i>              | 2019         | Q3 2019     | Q3 2020     | YTD Q3 2019  | YTD Q3 2020  |
|--------------------------|--------------|-------------|-------------|--------------|--------------|
| Ingredients              | 177.2        | 51.2        | 50.4        | 126.3        | 142.7        |
| Brands                   | 82.2         | 20.7        | 27.8        | 53.9         | 84.3         |
| Eliminations             | (13.4)       | (3.0)       | (8.0)       | (6.0)        | (13.9)       |
| <b>Reported revenues</b> | <b>246.2</b> | <b>68.9</b> | <b>70.2</b> | <b>174.2</b> | <b>213.1</b> |

## EBITDA reconciliation

| <i>USDm</i>            | 2019        | Q3 2019     | Q3 2020     | YTD Q3 2019 | YTD Q3 2020 |
|------------------------|-------------|-------------|-------------|-------------|-------------|
| Ingredients            | 40.3        | 20.3        | 21.9        | 33.3        | 45.5        |
| Brands                 | 7.9         | 1.4         | (0.8)       | 5.2         | 1.7         |
| Eliminations           | (2.5)       | (0.6)       | 0.8         | 1.6         | (1.5)       |
| <b>Reported EBITDA</b> | <b>45.7</b> | <b>21.2</b> | <b>21.8</b> | <b>40.2</b> | <b>45.7</b> |
| Adjustments            | 7.3         | 1.8         | 5.0         | 4.7         | 11.4        |
| <b>Adjusted EBITDA</b> | <b>53.0</b> | <b>23.0</b> | <b>26.8</b> | <b>44.8</b> | <b>57.0</b> |

Note: Brands (Lang) included from March 2019 in reported figures