



ANNUAL SHAREHOLDERS MEETING

WEDNESDAY 19 JUNE 2024

DISCLAIMER

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Our results are reported under NZ IFRS. This presentation includes non-GAAP financial measures which are not prepared in accordance with NZ IFRS. The non-GAAP financial measures used in this presentation include:

- EBITDA. We calculate EBITDA by adding back (or deducting) depreciation, amortisation, finance expense / (income), and taxation expense to net earnings
- EBIT. We calculate EBIT by adding back (or deducting) finance expense / (income), and taxation expense to net earnings
- Pro-forma Operating EBITDA refers to earnings before interest, tax, depreciation and amortisation after allowing for pro-forma adjustments as described in the Appendix to this document

We believe that these non-GAAP financial measures provide useful information to readers to assist in the understanding of our financial performance, financial position and returns. They should not, however, be viewed in isolation, nor considered as a substitute for measures reported in accordance with NZ IFRS. Non-GAAP financial measures may not be comparable to similarly titled amounts reported by other companies.

The information in this presentation is of a general nature and does not constitute financial product advice, investment advice or any recommendation. Nothing in this presentation constitutes legal, financial, tax or other advice. An investor should, before making any investment decisions, consider the appropriateness of the information in this presentation, and seek professional advice, having regard to the investor's objectives, financial situation and needs.

This presentation is solely for use of the party to whom it is provided.

WELCOME



Carl Carrington
Chief Executive Officer



Mark Dewdney
Chair

AGENDA

- Chair update
- CEO address
- Questions
- Ordinary business and resolutions
- Voting

CHAIR UPDATE

- FY24 results overview
- Leadership changes
- Investment focus
- Outlook



CEO ADDRESS

- FY24 Overview
- Strategic reset
- Sustainability
- Business update
- Outlook

01

FY24 OVERVIEW



FINANCIAL SUMMARY

PRO-FORMA EBITDA COMPARISON FY23 to FY24

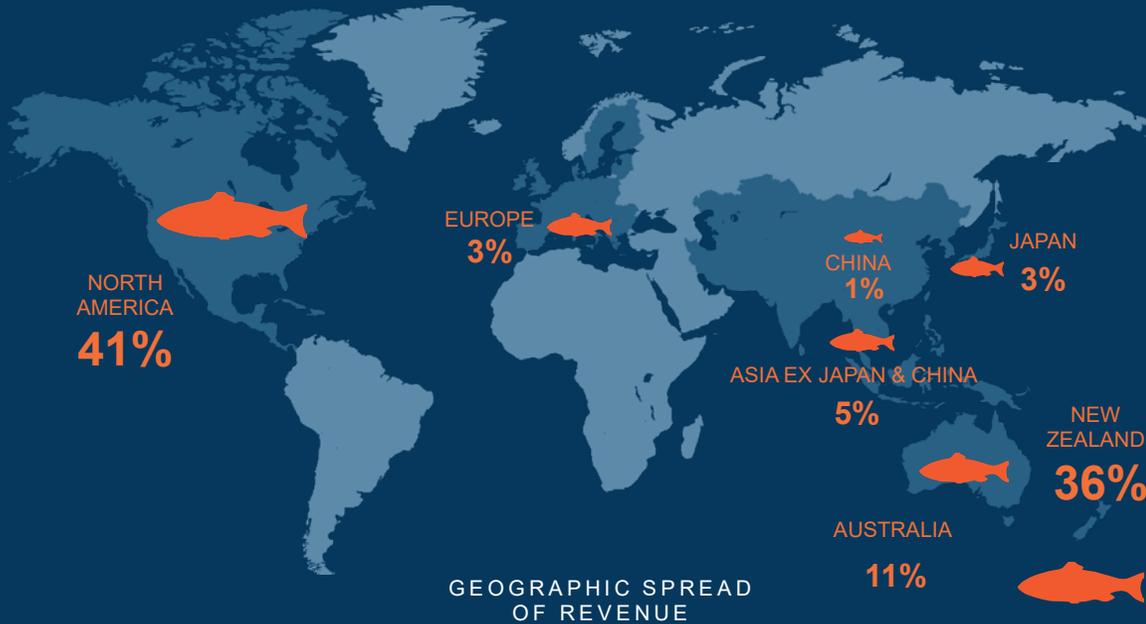
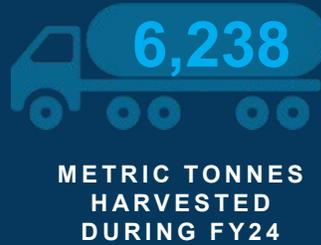


- **Revenue** is up due to a combination of market optimisation, product and customer mix, price increases and an increase in volume sold
- **Cost of goods** is up on prior year due to cost inflation and increase in volume. NZKS continue to manage inflationary pressures by looking at opportunities to optimise our Aquaculture and Processing operations, however some of the inflationary increase in cost of goods sold can have up to an 18-month lag (salmon life cycle) before it shows up in the P&L. The increase in cost of goods sold highlights the global inflationary environment of the last two years
- **Mortality** The decrease in mortality from FY23 reflects both the previous summer's mortality (which started at the end of FY22 and carried on into 1HY23) and also the success of the new adapted farming model. As the first 'clean' year under this new model, FY24 is a fairer reflection of underlying mortality on a go-forward basis.
- **Corporate costs** is slightly down on the prior year reflecting an ongoing focus on cost control

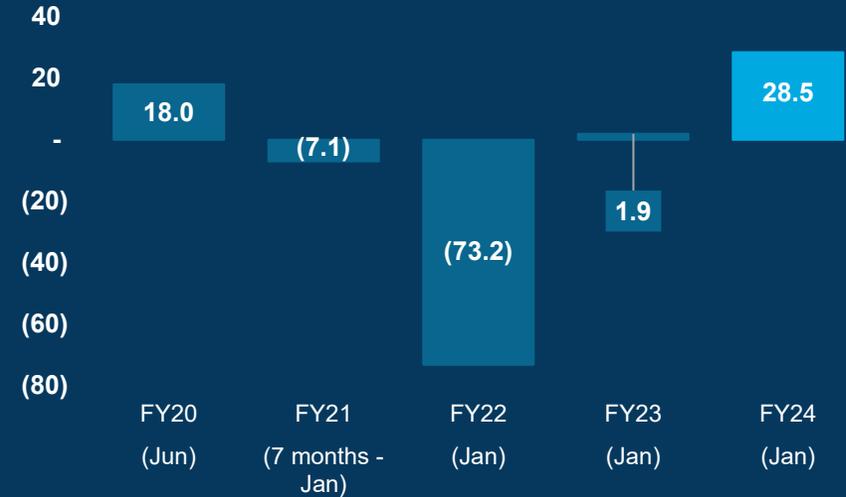
¹ Refer to pages 33 & 34 for full reconciliation between GAAP and Pro-Forma results

FY24 OPERATIONAL HIGHLIGHTS

FY24
REVENUE OF
\$187
MILLION



FY24 GAAP NPAT



FY24 PRO-FORMA OPERATING EBITDA¹



¹ comparable numbers restated as NZKS is no longer reversing the impacts of NZ IFRS 16 leases as previously communicated

CREATING A HEALTHIER WORLD

“We strive to grow healthy kai, healthy communities, healthy relationships, healthy environments, and healthy economies. This will contribute to growing a healthier Aotearoa and ultimately a healthier world.”

HEALTHY KAI

“We are proud to grow a product that is recognized as a **healthy, nutritious form of protein.**”

Fact: King salmon is an excellent source of omega-3 and is packed full of nutrients essential for good health.

HEALTHY ENVIRONMENTS

“We are dependent on a **healthy environment for our fish to thrive.** Minimising our environmental footprint and working with our natural environment is core to our business.”

Fact: **New Zealand farmed King salmon has a lower carbon footprint** per 100g of protein than most other land-based protein sources

HEALTHY COMMUNITIES

“We have been part of the fabric of Te Tau Ihu for over 30 years. **We value our communities & workforce** (in the region and beyond) who are woven into our company.”

Fact: We employ over 440 staff, and support our communities through a range of sponsorships, supplying product, scholarships, event support and beyond. **Our business creates ripples of positive impact for multitudes of other businesses & groups.**

HEALTHY RELATIONSHIPS

“We have created an ecosystem of important relationships that have helped us to achieve our success, such as with customers, industry, government, iwi, scientists, communities & councils. **We will continue to strengthen and invest in our relationships to achieve a healthy future.**”

HEALTHY ECONOMIES

“**We are a significant contributor to our regional and national economies,** and our future plans will only grow this contribution.”

Fact: **Blue Endeavour could add around \$300m per year to NZs revenue.** This will be vital for our economy to invest in healthcare, education, social services & law & order.



VALUE OUR PEOPLE

We have an inclusive, caring and achieving culture where individuals and teams strive to be the best they can be



NURTURE HEALTHY RELATIONSHIPS

We are committed to developing our relationships with mana whenua, communities, customers, investors and other stakeholders



PARTNER WITH CUSTOMERS

We build strong partnerships and customer communities across a range of markets and channels to optimise returns and mitigate geo-political risks



RESPECT THE WHOLE FISH

We strive to maximise the utilisation and value of the whole salmon



BUILD A SUSTAINABLE FUTURE

We are a responsible partner committed to positive environmental and social outcomes. We are in a constant process of evolving and progressing for a sustainable future

NEW ZEALAND KING SALMON CREATING A HEALTHIER WORLD



FOCUS ON OUR FISH

We focus on fish health and growing our aquaculture expertise, breeding programmes, and capacity to increase our supply of Ōra grade fish



BUILD A STRONG FOUNDATION

We optimise returns via excellence in customer partnering and investment in brands, productivity, resilience and innovation



EXCELLENCE IN RISK MANAGEMENT

We have a strong culture and capability for risk identification, control and mitigation to protect the business and our team members

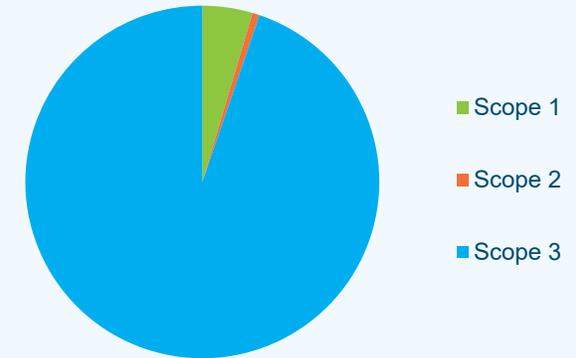
SUSTAINABILITY



SUSTAINABILITY

- First year of Climate-Related Disclosures released in May
- Setting our sustainability goals
- Achieved 4-star BAP certification in 2023
- Operational highlights with sustainability & resilience focus
- Future opportunities to enhance sustainability

tCO₂e by scope



Ensilage project in Picton



Future Greenfields factory concept design



Tentburn culvert project



Thermotolerance work at Cawthron

BUSINESS UPDATE

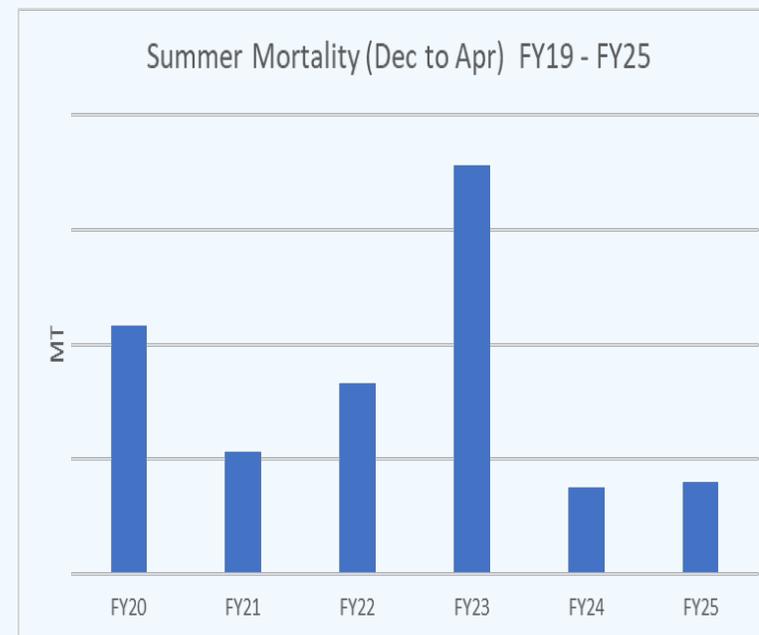


AQUACULTURE

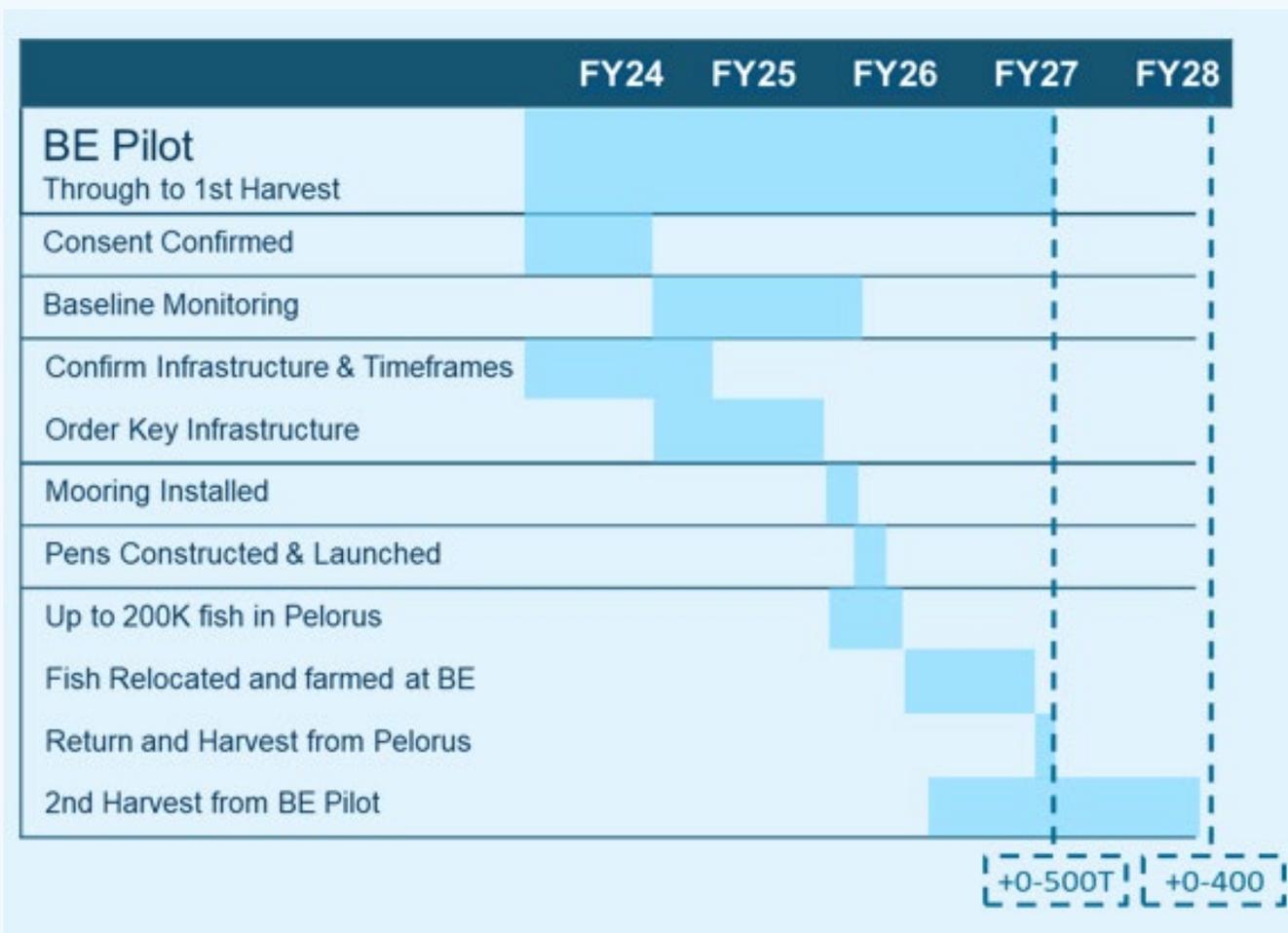
- Forecast FY25 harvest volumes of ~7,000MT (long run forecast ~ 6,800MT to ~7,000MT)
- Proving out the revised farming model
- Maintaining inshore farms critical to underpin business expansion into Blue Endeavour
- Focus on fish health and performance



Concept pens at Blue Endeavour



BLUE ENDEAVOUR PILOT



Concept pilot farm for Blue Endeavour



Concept service vessel for Blue Endeavour



WELLBOAT



STABLE CORE BUSINESS



FACTORY



PILOT FARM

WHAT WE NEED TO FARM IN THE OPEN OCEAN



SUPPORTING
TECHNOLOGY



FUTURE BREEDING



RAS

TRANSFORMING A VISION



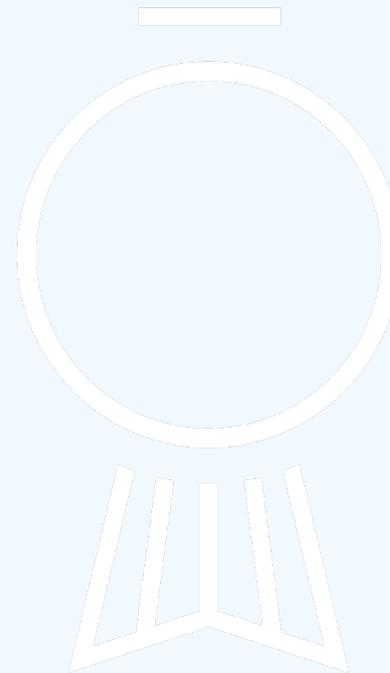
RESILIENT BRANDS



RESILIENT BRANDS – ORA KING



ORA KING®
AMBASSADÖR



RESILIENT BRANDS - REGAL

- Regal salmon is the hero in our retail channels
- Regal remains New Zealand's #1 smoked salmon brand¹ proving consumer trust in the Regal brand and the exceptional quality & consistency of our salmon and value-added product offerings
- Regal Epicurean continues to drive engagement through innovative flavour profiles amongst the younger demographic and is directly contributing to our overall positive market share across the Regal range



¹ Source: Scan sales data Circana - MAT to 5 May 2024

RESILIENT BRANDS - OMEGA

- Omega's purpose is to maximise value of the whole salmon and eliminate any remaining raw materials (RRM) from ending up in landfill
- RRM sold to pet food manufacturers as ingredients (last year \$1.6m sales)
- Strong demand for Omega Plus treats and oil in both specialty and grocery stores



OUTLOOK



OUTLOOK

- Building confidence in our revised farming strategy
- Gearing for Blue Endeavour pilot
- Political environment
- Focus on optimising the core business and delivering solid FY25 results
- Focus on business resilience reducing volatility
- Blue Endeavour proves up – unlocks transformational growth pathway for NZKS and aquaculture industry

QUESTIONS

ORDINARY BUSINESS AND RESOLUTIONS



RESOLUTION 1

That the Board is authorised to fix the auditor's remuneration for the financial year ending 31 January 2025.

The Board unanimously recommends that shareholders vote in favour of Resolution 1.

RESOLUTION 2

That the total annual remuneration available to all Directors for their services as Directors be increased from \$600,000 to \$660,000, an increase of \$60,000 (10%), for the financial year ending 31 January 2025 and onwards, with such sum to be divided amongst the Non-Executive Directors as the Board may from time to time determine.

RESOLUTION 3

Having been appointed during the year by the Board and holding office only until the Annual Meeting, that Mark Dewdney be elected as a Director.

The Board unanimously recommends that shareholders vote in favour of Resolution 3.



RESOLUTION 4

Having been appointed during the year by the Board and holding office only until the Annual Meeting, that Paul Munro be elected as a Director.

The Board unanimously recommends that shareholders vote in favour of Resolution 4.



VOTING



CHAIR CLOSING

- Governance Succession
- Close

APPENDICES AND DISCLAIMER



FY24 RECONCILIATION BETWEEN GAAP RESULTS AND PRO-FORMA FINANCIALS

FY24	Statutory Financial Statements	Fair Value Adjustments	Early FX Close-outs	Pro-Forma Operating Financial Information
NZD 000s				
Revenue	187,106			187,106
Cost of goods sold	(171,203)	54,499		(116,704)
Fair value gain / (loss) on biological transformation	70,287	(70,287)		-
Freight costs to market	(20,812)			(20,812)
Gross Profit	65,378	(15,787)	-	49,591
Other operating income	8,065		(6,728)	1,337
Overheads				
Sales, marketing and advertising	(11,375)			(11,375)
Distribution overheads	(3,478)			(3,478)
Corporate expenses	(10,732)			(10,732)
Other expenses	(868)			(868)
EBITDA	46,990	(15,787)	(6,728)	24,475
Depreciation and amortisation	(7,585)			(7,585)
Impairment	-			-
EBIT	39,405	(15,787)	(6,728)	16,890
Finance income	1,051			1,051
Finance costs	(396)			(396)
Net finance costs	656	-	-	656
Profit / (loss) before Tax	40,060	(15,787)	(6,728)	17,546
Income tax (expense) / credit	(11,608)	4,420	1,884	(5,304)
Net Profit / (loss) for the Year	28,452	(11,367)	(4,844)	12,242

FY23¹ RECONCILIATION BETWEEN GAAP RESULTS AND PRO-FORMA FINANCIALS

FY23	Statutory Financial Statements	Fair Value Adjustments	Early FX Close-outs	Pro-Forma Operating Financial Information
NZD 000s				
Revenue	167,131			167,131
Cost of goods sold	(164,657)	43,040		(121,617)
Fair value gain / (loss) on biological transformation	49,628	(49,628)		-
Freight costs to market	(21,479)			(21,479)
Gross Profit	30,623	(6,588)	-	24,035
Other operating income	8,577		(7,775)	802
Overheads				
Sales, marketing and advertising	(12,245)			(12,245)
Distribution overheads	(3,463)			(3,463)
Corporate expenses	(10,854)			(10,854)
Other expenses	(940)			(940)
EBITDA	11,698	(6,588)	(7,775)	(2,665)
Depreciation and amortisation	(7,915)			(7,915)
Impairment	(507)			(507)
EBIT	3,276	(6,588)	(7,775)	(11,087)
Finance income	337			337
Finance costs	(1,499)			(1,499)
Net finance costs	(1,162)	-	-	(1,162)
Profit / (loss) before Tax	2,114	(6,588)	(7,775)	(12,250)
Income tax (expense) / credit	(223)	1,845	2,177	3,798
Net Profit / (loss) for the Year	1,891	(4,743)	(5,598)	(8,450)

¹ FY23 numbers restated as NZKS is no longer reversing the impacts of NZ IFRS 16 leases as previously communicated

UNDERSTANDING OUR GAAP RESULTS

The impact of NZ IAS-41 Agriculture and NZ IAS-2 Inventory

Our GAAP results are impacted by Fair Value gains or losses arising from the application of NZ IAS-41 Agriculture and NZ IAS-2 Inventory. The impact of these standards are explained below:

Fair Value under NZ IAS-41 Agriculture and NZ IAS-2 Inventory

When we record a change in biomass at sea, or where the expected future profit we realise on fish that we sell changes, these standards require us to quantify and recognise the gain or loss in the current period. This applies to both biomass at sea and inventories of finished products.

Our Statement of Financial Position shows biological assets at their fair value. Pro-Forma Operating Financial Performance removes gains / losses associated with the application of these standards. The company will present Pro-forma results for future reporting periods on this basis.

APPENDIX – GLOSSARY OF TERMS

FY25	Financial results for the 12 months from 1 February 2024 to 31 January 2025
FY24	Financial results for the 12 months from 1 February 2023 to 31 January 2024
FY23	Financial results for the 12 months from 1 February 2022 to 31 January 2023
EBITDA	Earnings before interest, tax, depreciation and amortisation
FCR	Feed Conversion Ratio – the amount of feed (in kilograms) required to grow 1 kilogram of fish weight
G&G	Gilled and gutted. Note that all volumetric information presented is on a gilled and gutted basis unless otherwise stated
GAAP	Generally Accepted Accounting Practice
MT	Metric tonnes
NPAT	Net profit after tax, also reported as net profit for the period in our published financial results
NZKS	New Zealand King Salmon Investments Limited
Pro-Forma Operating EBITDA	Pro-Forma Operating EBITDA refers to earnings before interest, tax, depreciation, amortisation after allowing for pro-forma adjustments as described in the Appendix to this document. Pro-Forma Operating EBITDA is a non-GAAP profit measure



New Zealand King Salmon

FY24 ANNUAL SHAREHOLDERS MEETING