

Nekkar ASA

Sustainable closed cage farming



Nekkar in brief

Industrial investment company

Portfolio of established business and new ventures within Renewables, Aquaculture, Shipyard solutions, and Offshore energy

World-class engineering expertise

Proven track-record delivering complex and profitable projects
Strong in-house innovation and commercialization capabilities

Digitalization of sustainable ocean-based industries

Leveraging software and digitalization to increase efficiency and sustainability for fast-growing industries

Solid financial capacity and M&A track-record

History of successful value creation through M&A activity
Strong balance sheet: MNOK 181 in cash, no interest-bearing debt, MNOK 200 undrawn credit facility

+30% ownership by the Skeie-family, securing long-term perspective



Revenue 2022

MNOK 388



EBITDA Margin

18%



MNOK 200 in cash

No interest-bearing debt



Employees

72



Headquarters

Kristiansand, Norway

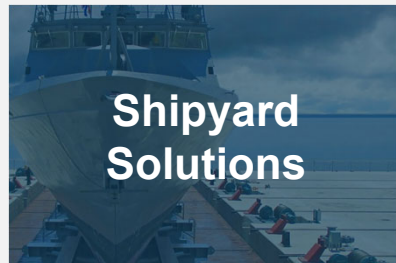


Stock listed

OSE (NKR)

Business areas

Proven track-record delivering **technologies that increase efficiency and sustainability** for fast-growing industries



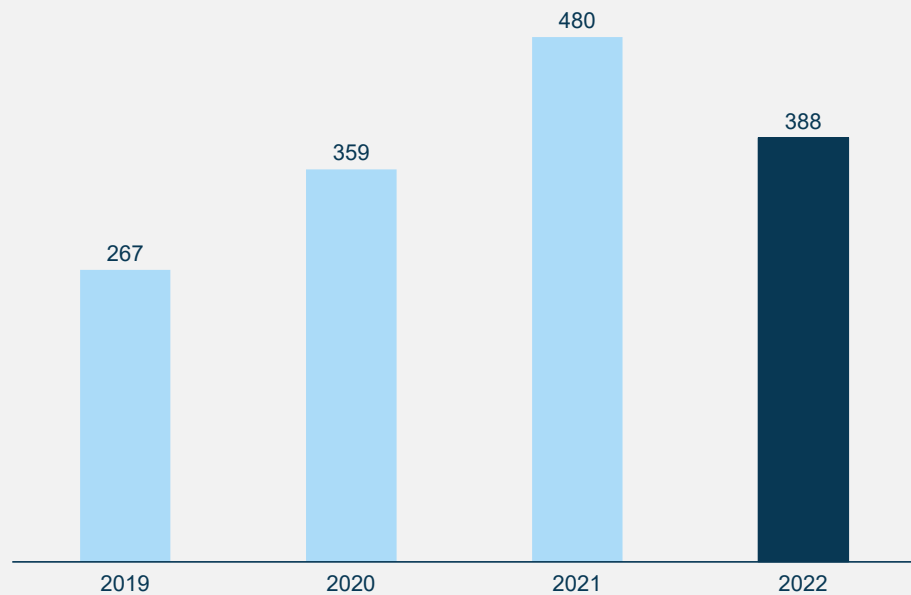
Key financials

Solid financial performance



Annual revenue

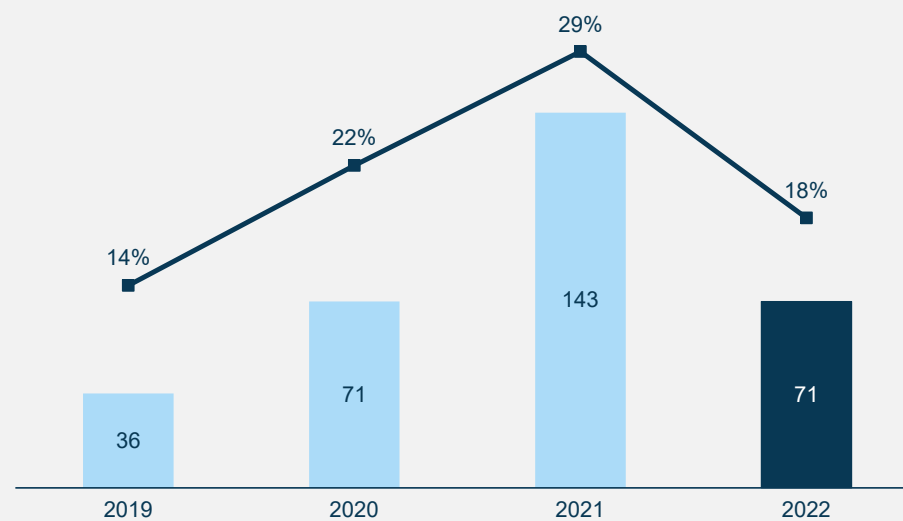
MNOK



Annual EBITDA & Margin¹

MNOK

■ EBITDA margin ■ EBITDA



Note: 1) Excluding losses/gain on FX contracts not qualifying for hedge accounting

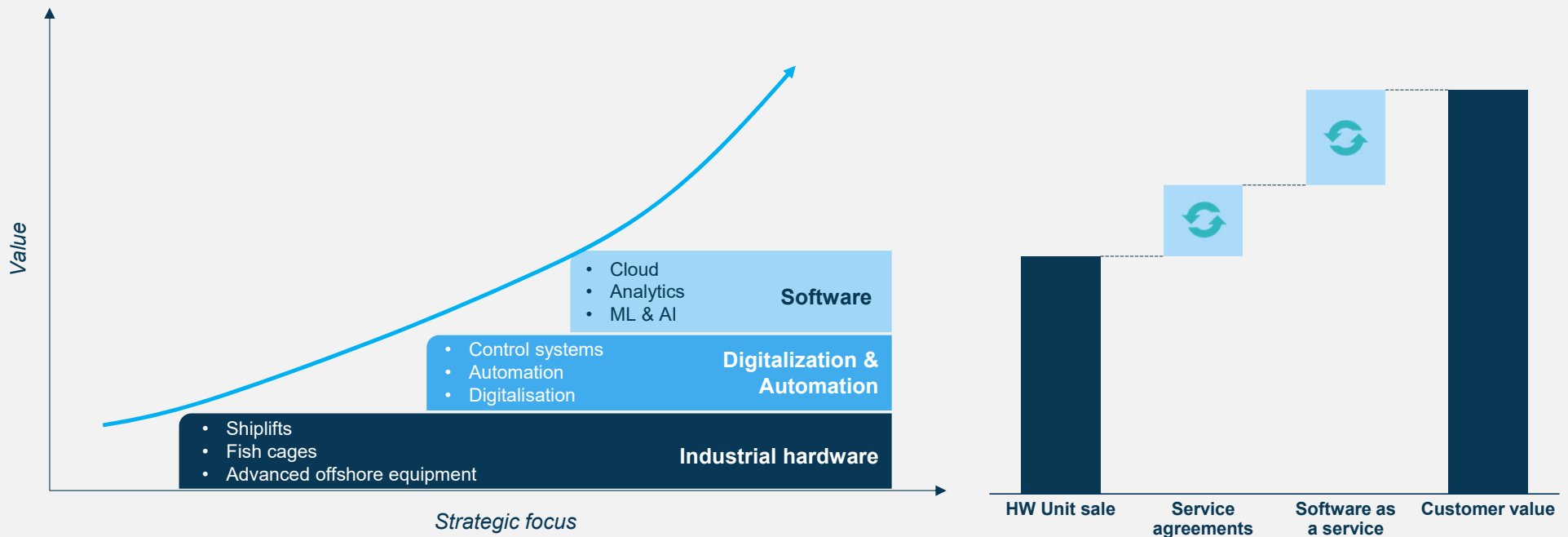
Strategy

Digitalization of industrial hardware coupled with recurring service and software offerings



From hardware to digitalization and software

Coupled with recurring revenue models



Leveraging our offshore expertise into fish farming



Strong legacy from...

Leveraging key competence in...

To solve key challenges for...

**Drilling
solutions**

Harsh weather conditions

**Load Handling
& Cranes**

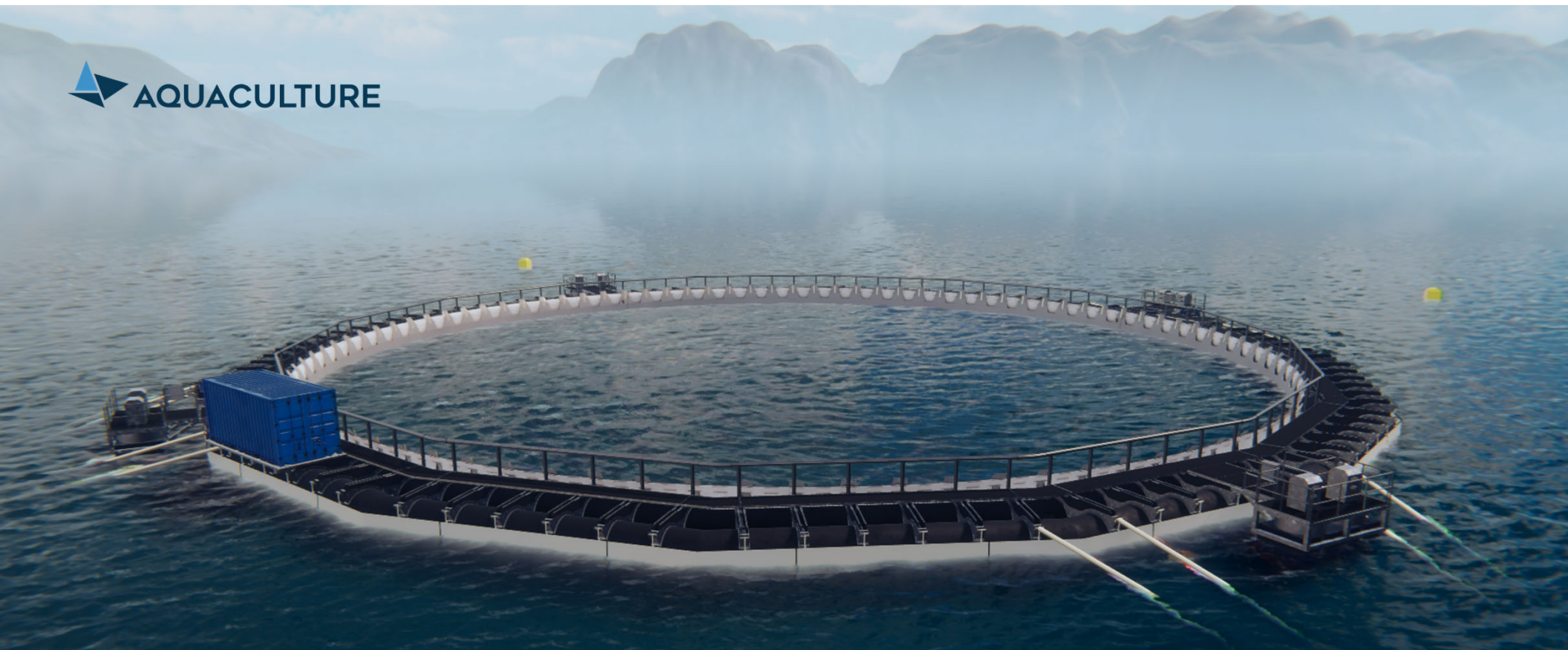
Complex engineering and
documentation

Ability to execute integrated projects

Gangway

Automation, monitoring and remote
control

**Sustainable
closed cage
fish farming**



Innovation agreement with
Lerøy Seafood



Funded by
Innovation Norway



Tank testing successfully
completed at SINTEF in 2020



Ocean testing at Hidra, Norway
(2021-22)

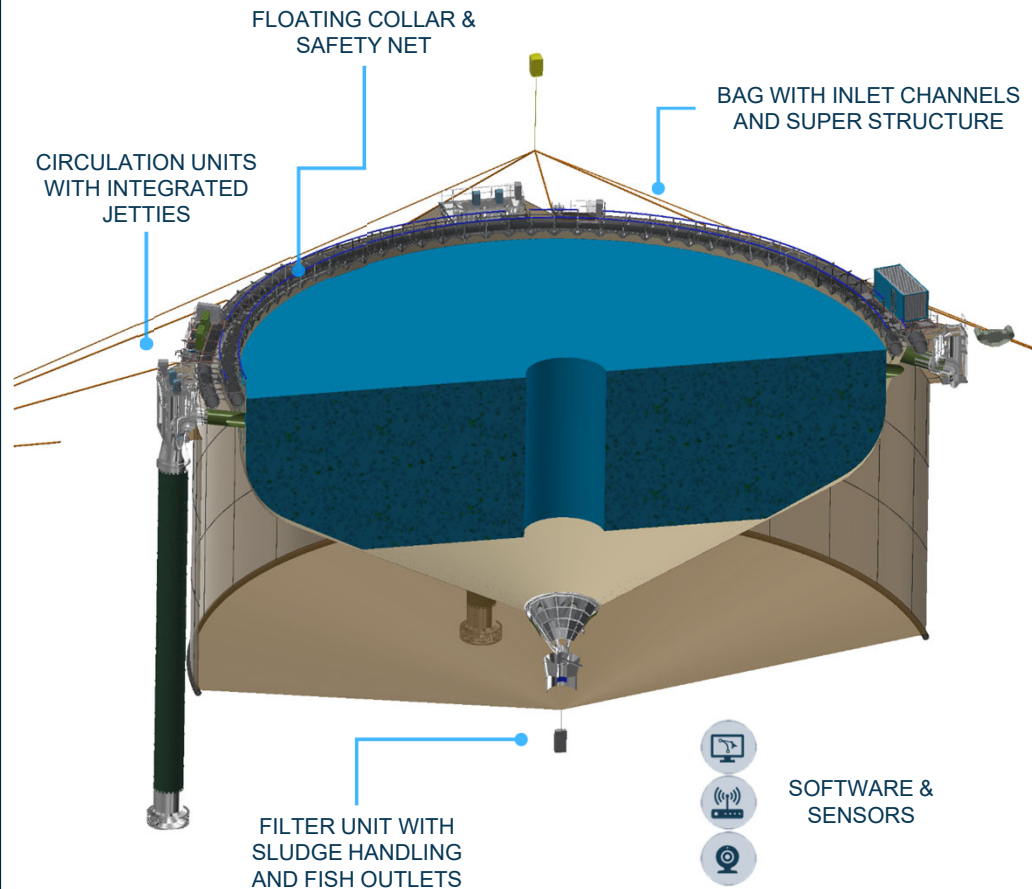


Product design Starfish PE200

- The inner bag is closed and enables a fully controlled environment
- Water intake at 25 meters or lower, below sea level secures stable temperatures and eliminates sea lice
- Waste management with proprietary filter unit that sorts out dead fish and fish for slaughter
- Fully automated system with remote control units

Specifications

Minimum grid size	90x90m
PE Frame, inner diameter	Ø 57/61m
PVC, Closed bag	Ø 55 m
Depth without/with filter unit	22 / 30m
Total volume	35.000 m3
Fish size range	40g - 5kg
No of circulation units with jetties	4/8



Market feedback and real-life learnings guiding final design

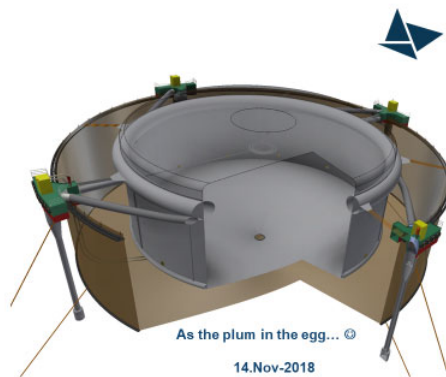


2018

Design parameters

: Anno 2018

- Closed Cage
- Enclosed system
- Fully automatic / «No personnel access»
- Surveillance
- Water and condition-control
- Waste handling – 90% ?
- Handling of dead fish
- Exchangeable
- Efficient handling of the fish
- No soft-funding



As the plum in the egg... ©

14.Nov-2018

Keep new solutions to a minimum...

15

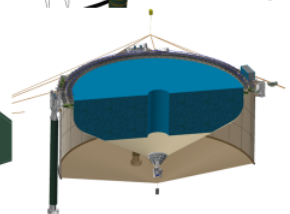
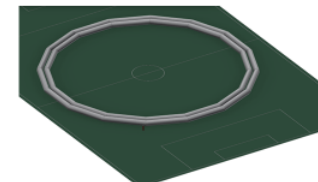
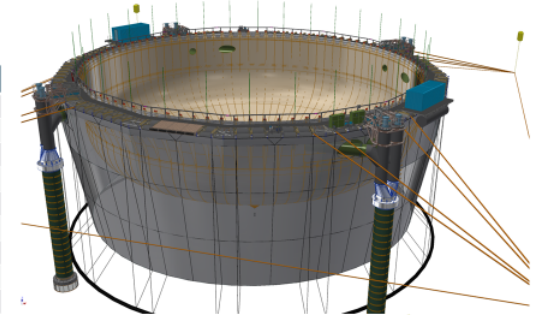
2023

Product design - PE200

:

Fysiske data for Starfish - «PE200» :

Minimum grid størrelse	90x90m
Flytekrage (PE ring – Indre D)	Ø 57/61m
PVC, Oppdrettspose størrelse	Ø 55 m
Dybde uten/med sluk og filter	22 / 30m
Antall braketter, innfestning.	6x16 = 96 stk
Antall fag i posen	96 stk
Totalvolum pose	35.000 m3
Fiskestørrelse (Enhets-størrelse!)	40g - 5kg
Antall brygger / sirkulasjonenheter	4/8



Fully “Self-driving” - No personnel access



Practical layout for easy access

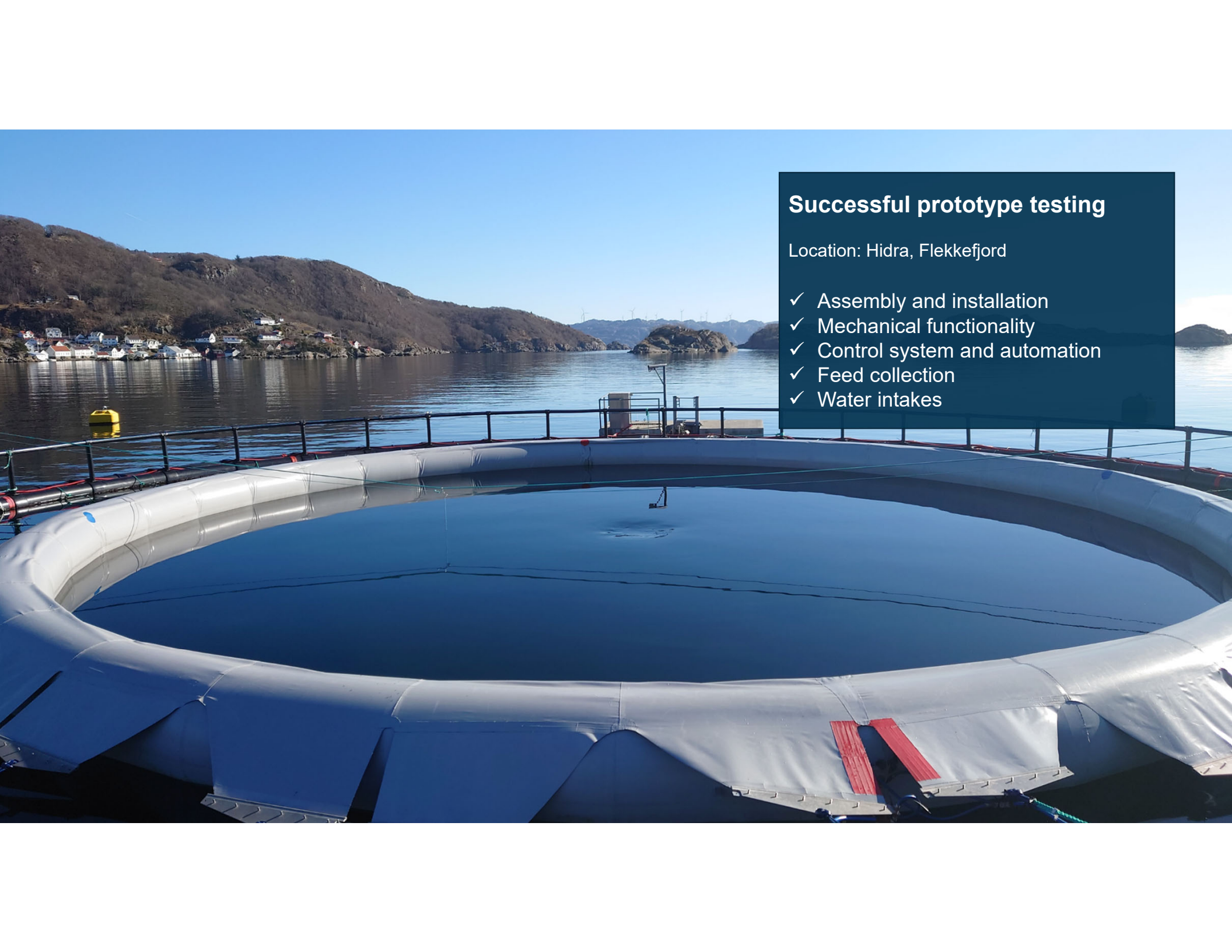
Inflatable pontoon



PE frame

Product ready for full size biomass test

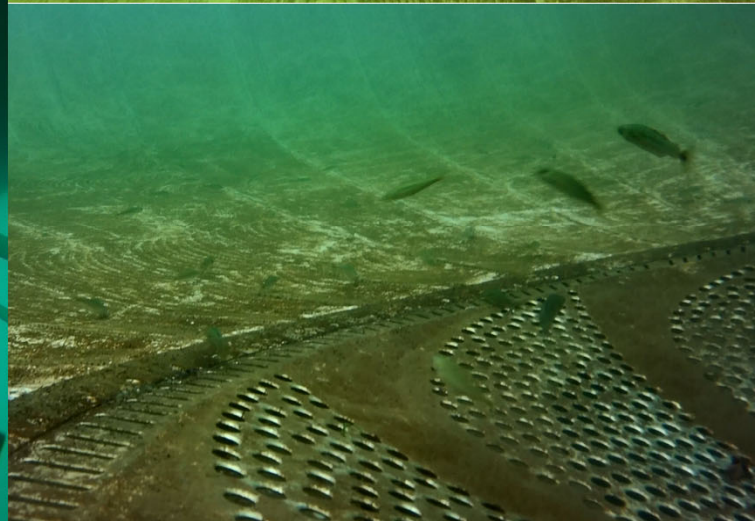
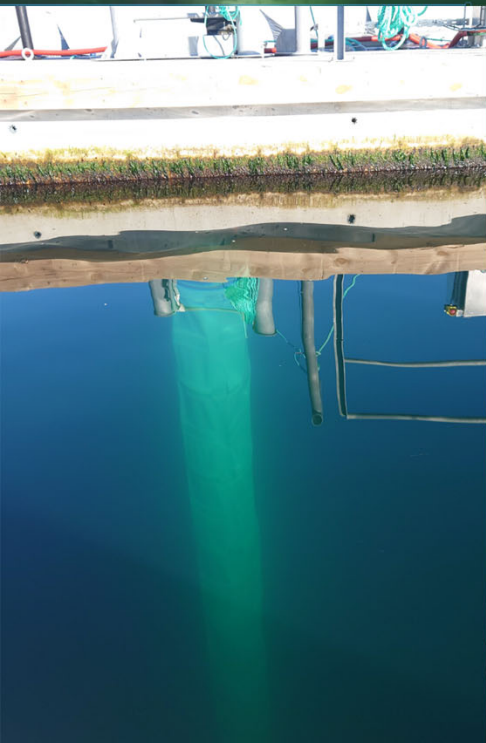
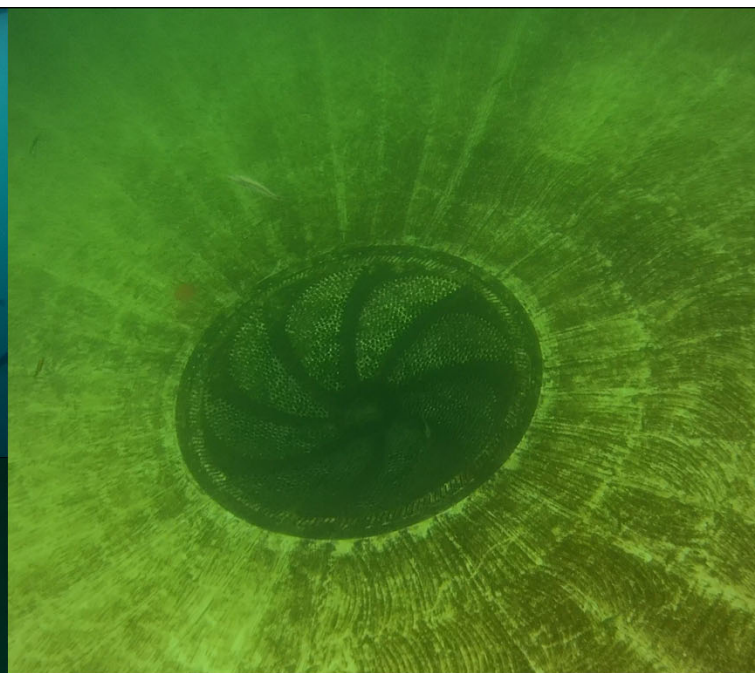
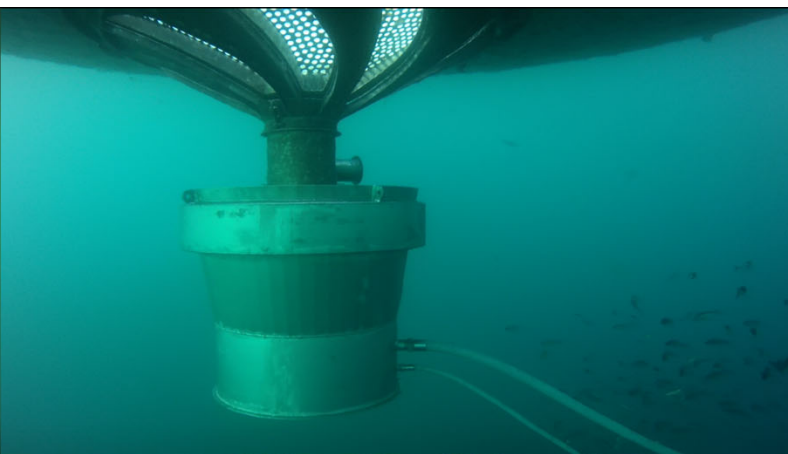


A large, circular, inflatable tank, likely for aquaculture, is mounted on a barge in a calm fjord. The tank is filled with water and has a white inflatable ring. In the background, there are steep, forested hills, a small village with white houses, and several wind turbines on distant hills under a clear blue sky.

Successful prototype testing

Location: Hidra, Flekkefjord

- ✓ Assembly and installation
- ✓ Mechanical functionality
- ✓ Control system and automation
- ✓ Feed collection
- ✓ Water intakes

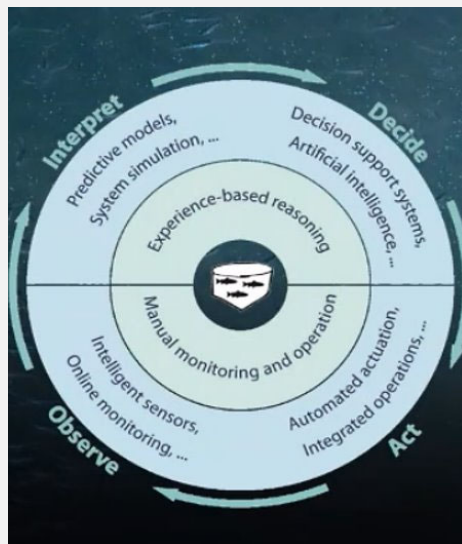


Starfish

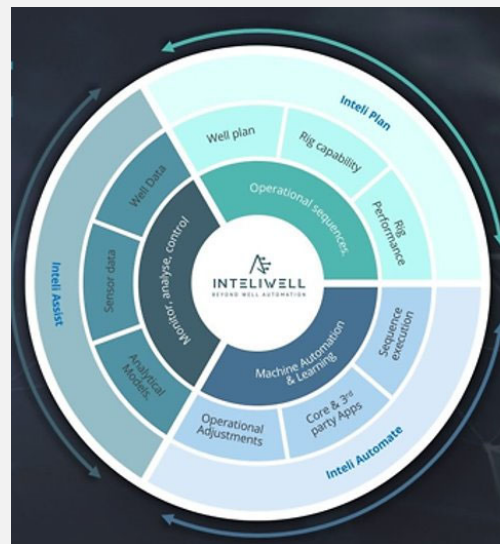
A data driven approach to fish farming



Sintef model for Aqua



Nekkar model for O&G



REAL TIME DATA

Monitor fish welfare with live reporting of key metrics to assess production efficiency

CONTROLLED ENVIRONMENT

Adjust water flow and optimise conditions to maintain a healthy growth environment.

OPTIMISE FISH WELFARE

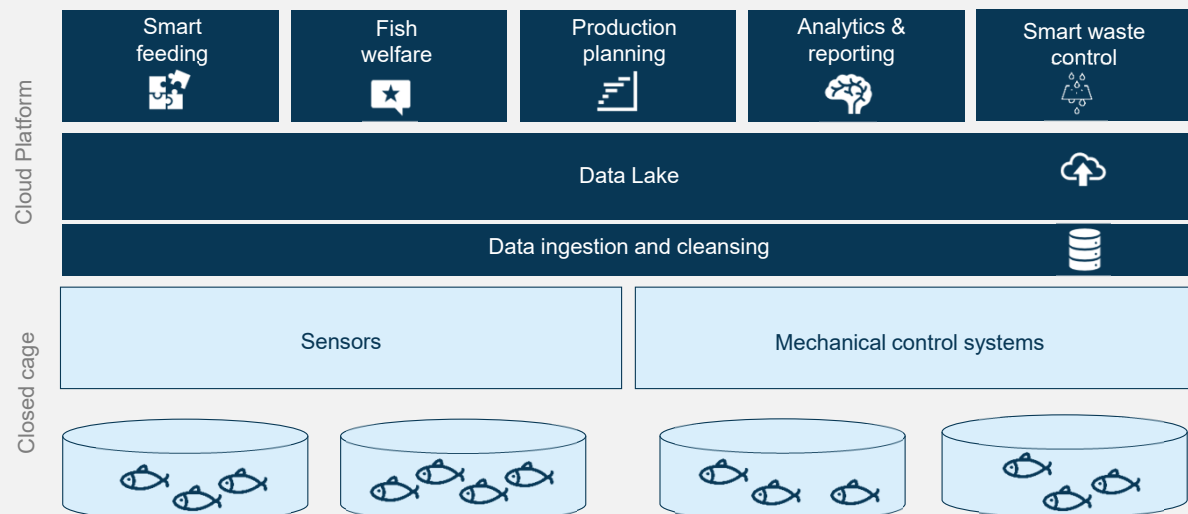
Aggregate learnings from all fish cages to improve growth

We have done this before...

A data driven approach to fish farming



DATA PLATFORM



REAL TIME DATA

Monitor fish welfare with live reporting of key metrics to assess production efficiency

CONTROLLED ENVIRONMENT

Adjust water flow and optimise conditions to maintain a healthy growth environment.

OPTIMISE FISH WELFARE

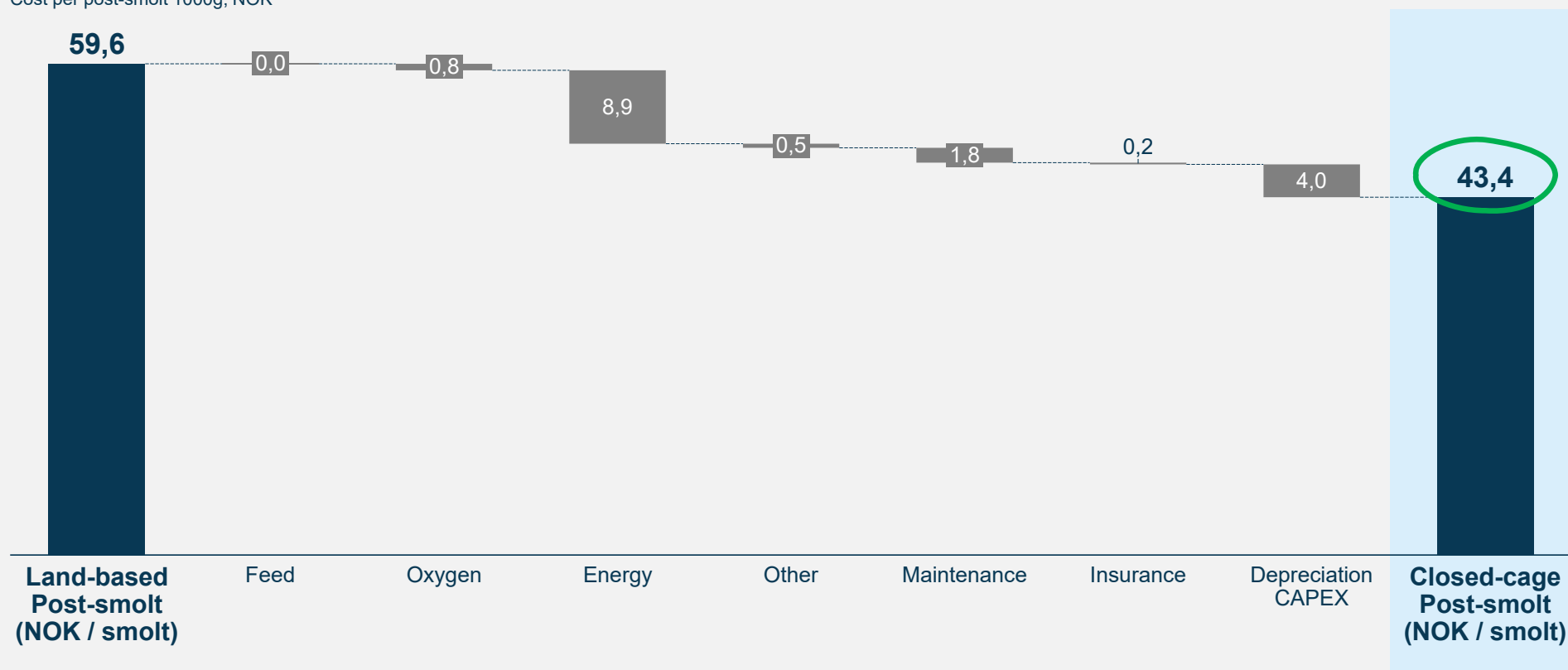
Aggregate learnings from all fish cages to improve growth

Business case

**Post-smolt 1,000g production in closed-cage (43,3 NOK / smolt)
significantly more cost efficient than land-based (59,6 NOK / smolt)**



Cost per post-smolt 1000g, NOK



Source: Implement Consulting Group & Team analysis



nekkar.com