The Chilean opportunity

Capital markets day | August 2019

Agenda

08:30 – 09:00	Breakfast and registration	
09:00 – 09:10	Welcome address	Ricardo Garcia, Vice Chairman
09:10 – 09:30	Norway & Chile, 100 years relations, salmon farming and the oceans	Waldemar Coutts, Chilean Ambassador to Norway
09:30 – 10:00	The Chilean Opportunity	Ricardo Garcia, Vice Chairman
10:00 – 10:40	Panel discussion Norwegian investment bank seafood equity analysts	• Carl-Emil Johannessen (Pareto Securities) • Alexander Aukner (DNB Markets) • Kolbjørn Giskeødegård (Nordea Markets) • Moderator: Tore Valderhaug, Board Member Salmones Camanchaca
10:40 – 10:50	Coffee break	
10:50 – 11:20	Operational efficiency and biological control throughout the value chain	Manuel Arriagada, CEO
11:20 – 11:40	Sustainable and transparent salmon farming	Alfredo Tello, Sustainability Manager
11:40 – 12:20	Panel discussion Strategic business partners in feed, genetics and pharma	• Therese Log Bergjord (CEO Skretting) • Morten Nordstad (CEO Pharmaq) • Nina Santi (CEO AquaGen) • Moderator: Drew Cherry, Editor-in-Chief at IntraFish Media
12:20 – 12:30	Coffee break	
12:30 – 12:50	Financial performance and Q2 2019 review	Daniel Bortnik, CFO
12:50 – 13:00	Summary and closing remarks	Ricardo Garcia, Vice Chairman
13:00 – 13:30	Q&A	
13:30 – 14:15	Lunch and mingling	

The Chilean opportunity

Capital markets day | August 2019

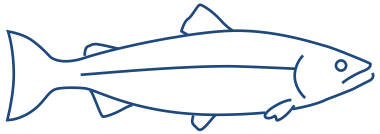
Ricardo García, Vice Chairman


A sustainable, low-cost
producer with clear growth and
value creation potential

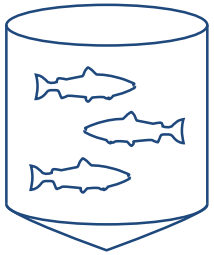
There is a growing need for sustainably farmed seafood

In 10 years …

+1 billion
more people



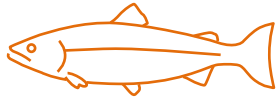
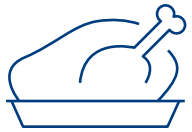
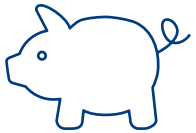
+37 million tons
seafood needed annually



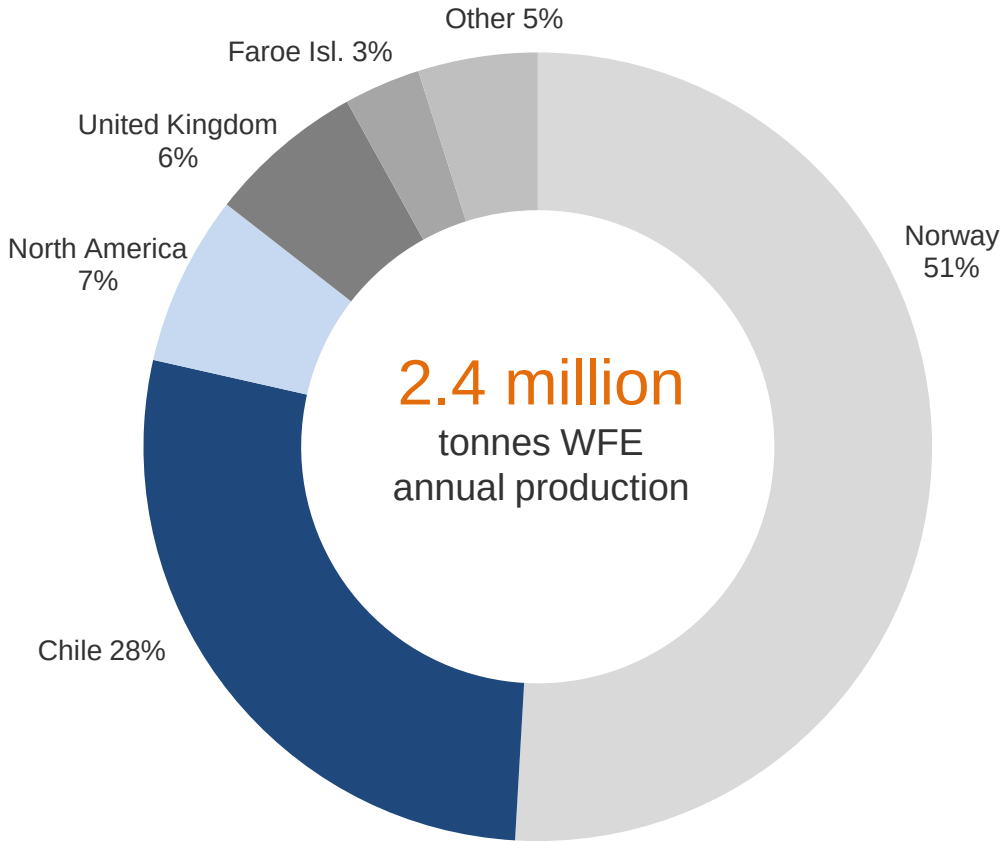
Supplied by aquaculture
0% growth from wild catch

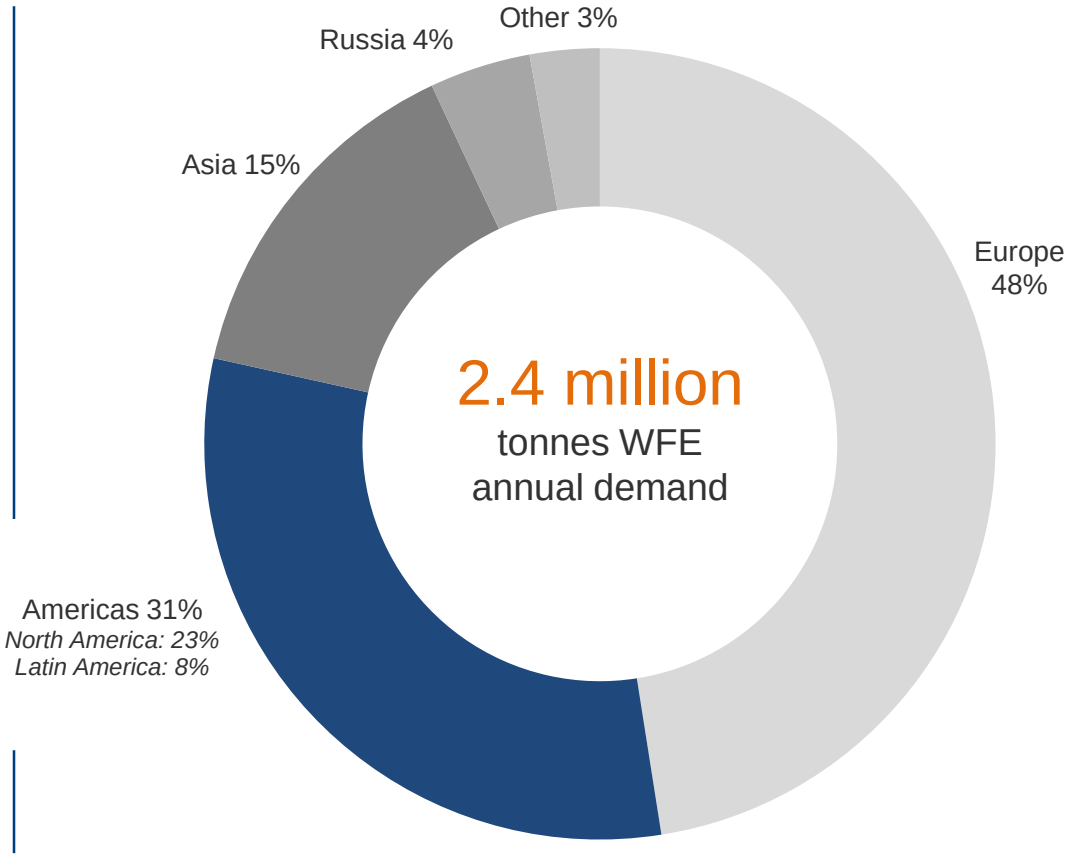
Sources: United Nations, FAO

Salmon will be an important part of the solution

				
Carbon footprint (g CO^2/40g edible meat)	0.60	0.88	1.30	5.92
Feed conversion ratio	1.2	2.0	3.5	8.0
Water consumption (litres/kg)	2,000	4,300	6,000	15,400

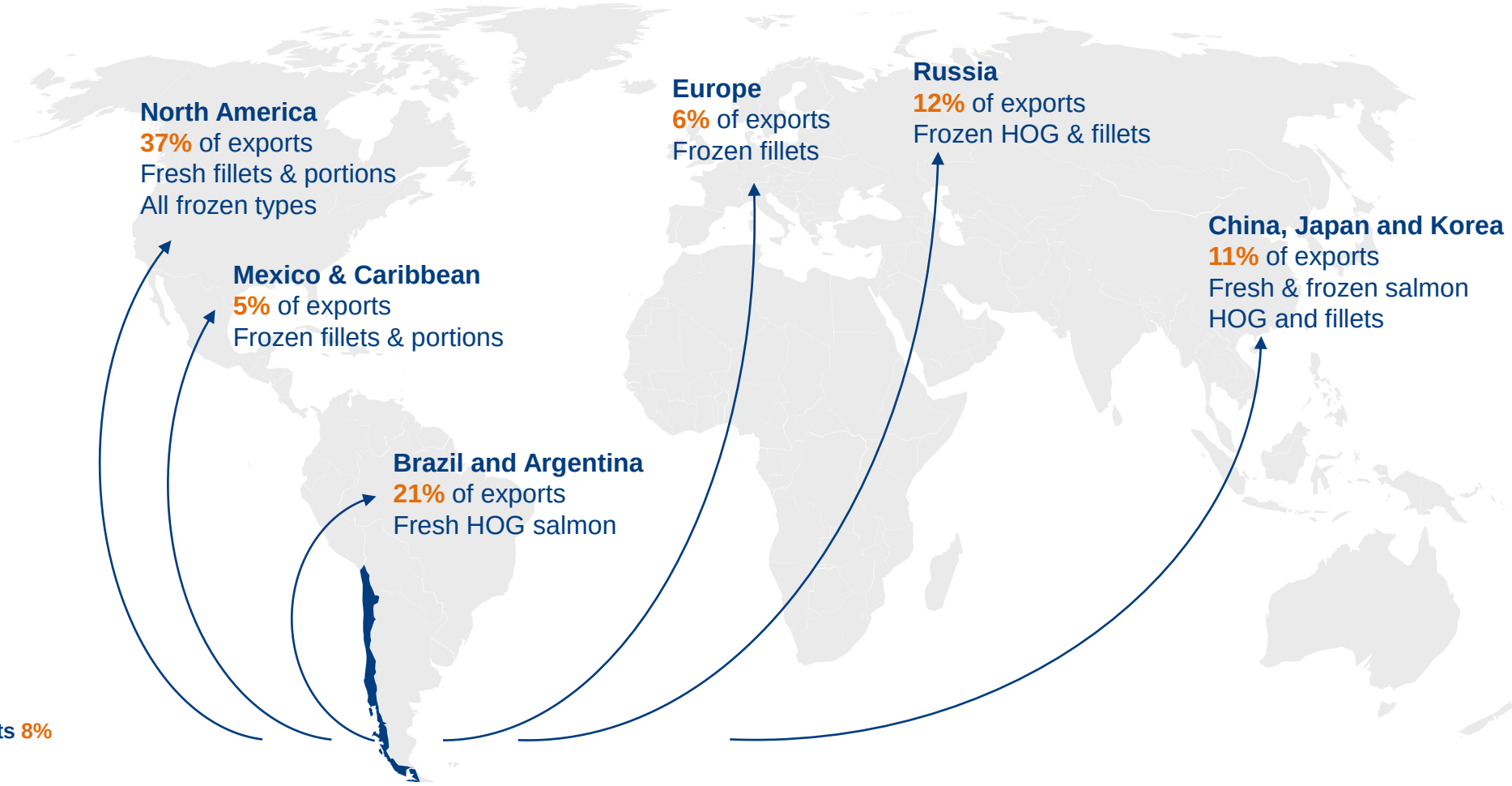
Chile the world's second largest farmed salmon provider…





Source: Kontali Analyse

…serving demand across the globe



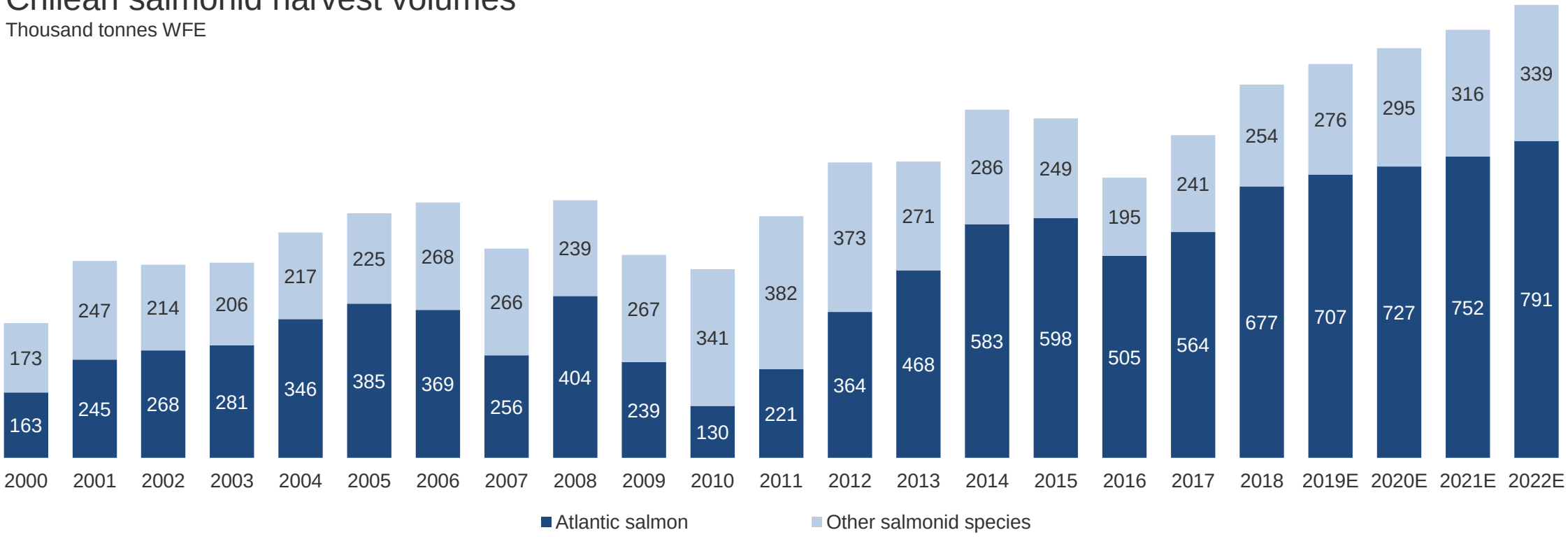
Other markets 8%

Source: National Customs Service & Datasur

Continued growth expected

Chilean salmonid harvest volumes

Thousand tonnes WFE



Source: Kontali analyse, equity analyst consensus and company estimation

Favorable Chilean salmon farming conditions

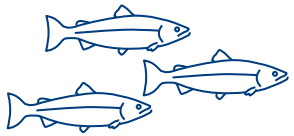
1. Favorable environmental and oceanic conditions, promoting faster growth due to the Humboldt current – fully diversified from largest producer
2. A progressive regulatory system, improving fish welfare and strong biosecurity leads to expanding fallow periods
3. Global reach with close proximity to large American “emerging” markets
4. Value added advocacy servicing the US, the world’s largest “emerging” market
5. Newer industry with relatively low equity valuation

Our fully integrated value chain enhances operational control towards longer term targets

Genetics

- Own genetics with 15-year improvement program with Lochy strain
- Spawning plant - self supplied with eggs from selected breeders, 20 million produced annually

Freshwater



- Among Chile's largest RAS smolt facilities with annual capacity for 12 million at 140g
- Trout & Coho hatchery with 6 million smolt capacity

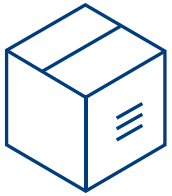
Seawater

- 74 aquaculture concessions used for choice of salmonid in regions X and XI
- Currently 24 active Atlantic salmon sites
- 4 active coho sites in region X (3) and XI (1)
- 7 active trout farming sites in region X through joint venture

Processing

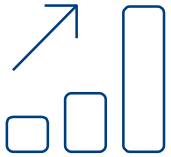
- Primary processing in San José and Surproceso. Total capacity 200k fish/day
- Value added processing in Tomé in region VIII
- Daily value added capacity for 20k HOG frozen fish, 20k HOG fresh fish and 50k trim/portions

Sales & Marketing



- Sales teams in USA, Mexico, Europe, Japan, China and Chile with sales to 38 countries
- Ongoing industry-wide branding efforts to take advantage of growth opportunities in US, Asian and other core markets

Our value creation plan

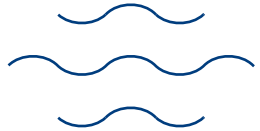


Resource efficient growth

Reach 75-80,000 tons by 2023 using existing sites and improve operational efficiency

Focused market development

Ensure processing capacity and flexibility to target core markets



Progressive sustainability

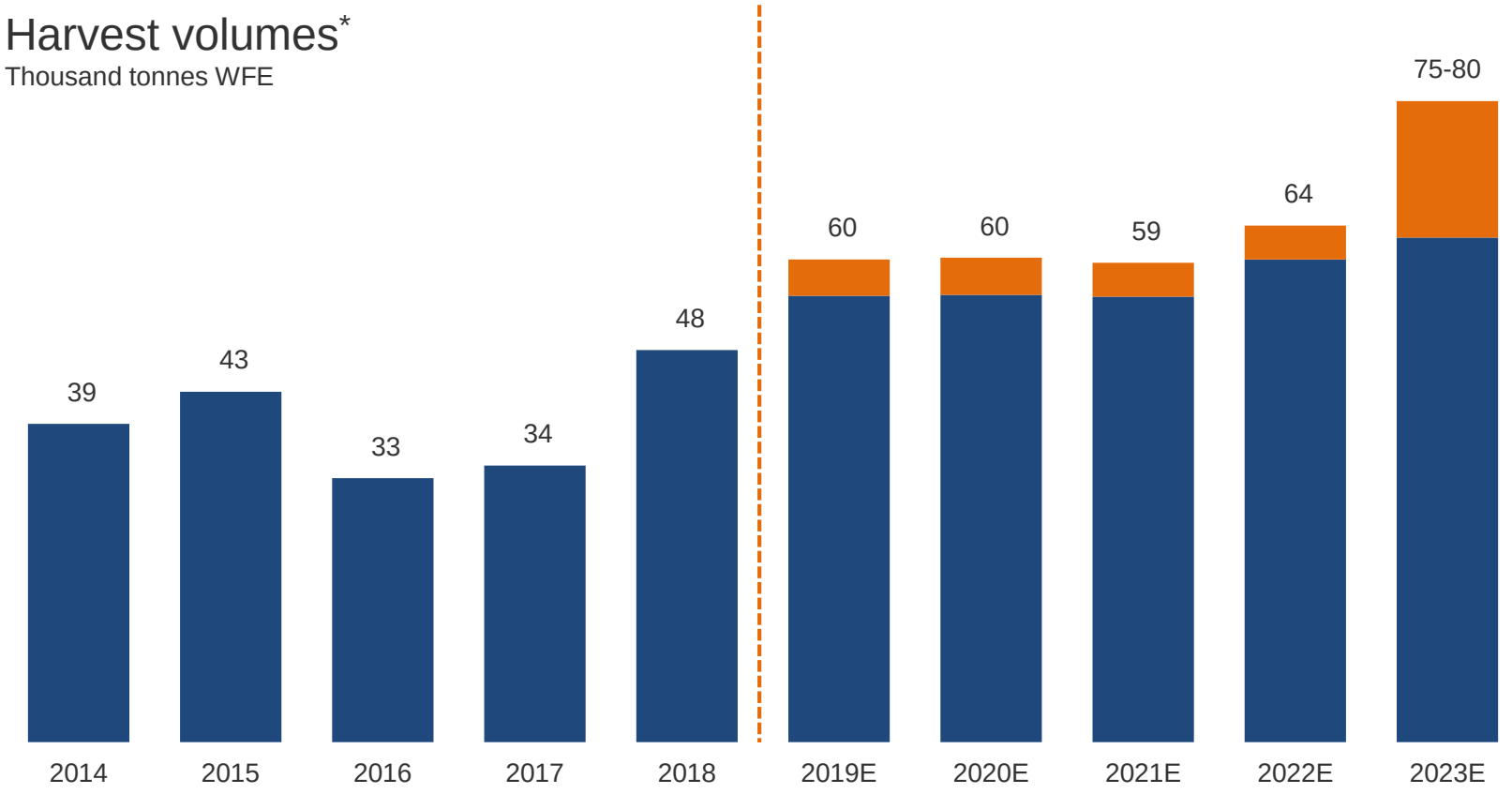
Become carbon neutral by 2025 and ASC certify majority of production by 2021

Resource efficient growth

Ambitious targets within Atlantic salmon and coho

Harvest volumes*

Thousand tonnes WFE



12-17,000 tons
trout or coho

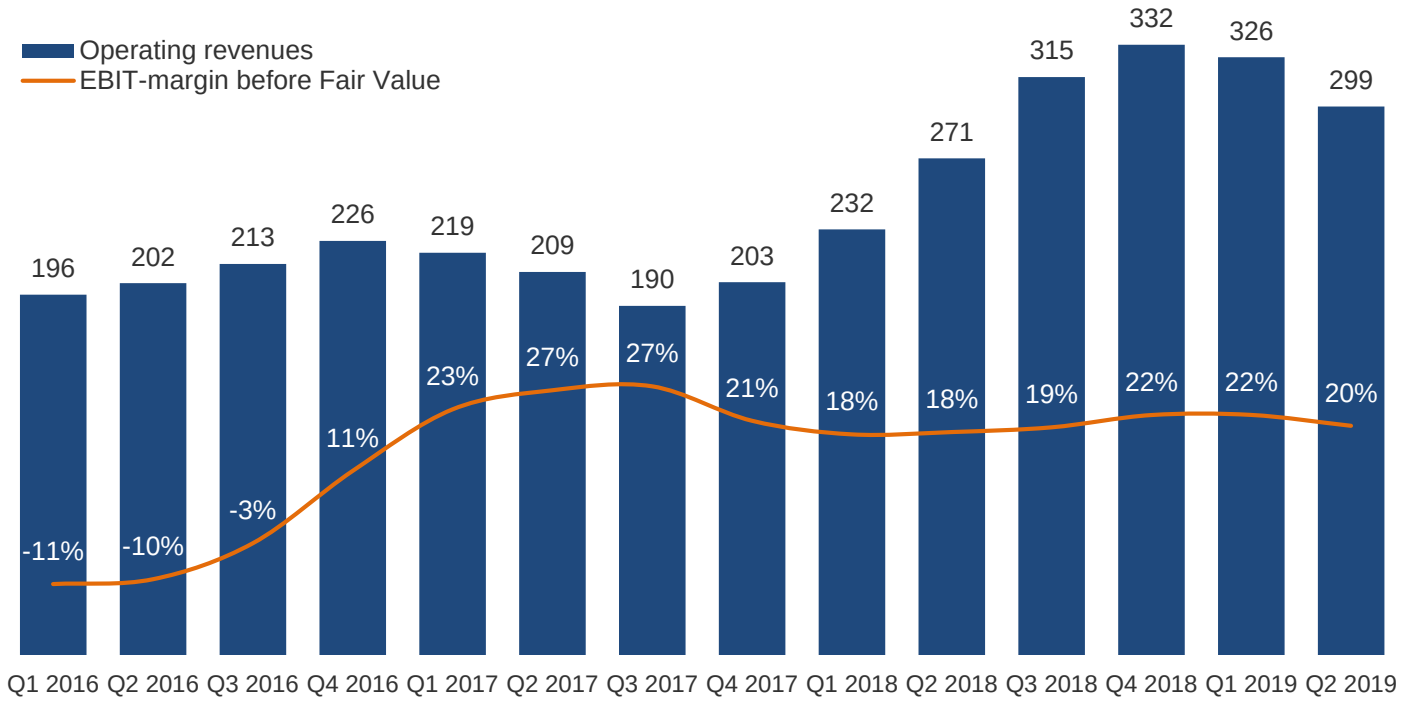
~63,000 tons
Atlantic salmon

*Figures do not include trout joint venture volumes from 2016-2022. The JV has an estimated average annual capacity for 12,000 tons WFE and expires in 2022, after which Salmones Camanchaca will retain all stocking rights

Positive long-term financial development

12m rolling revenues and EBIT-margin before Fair Value

US$ million

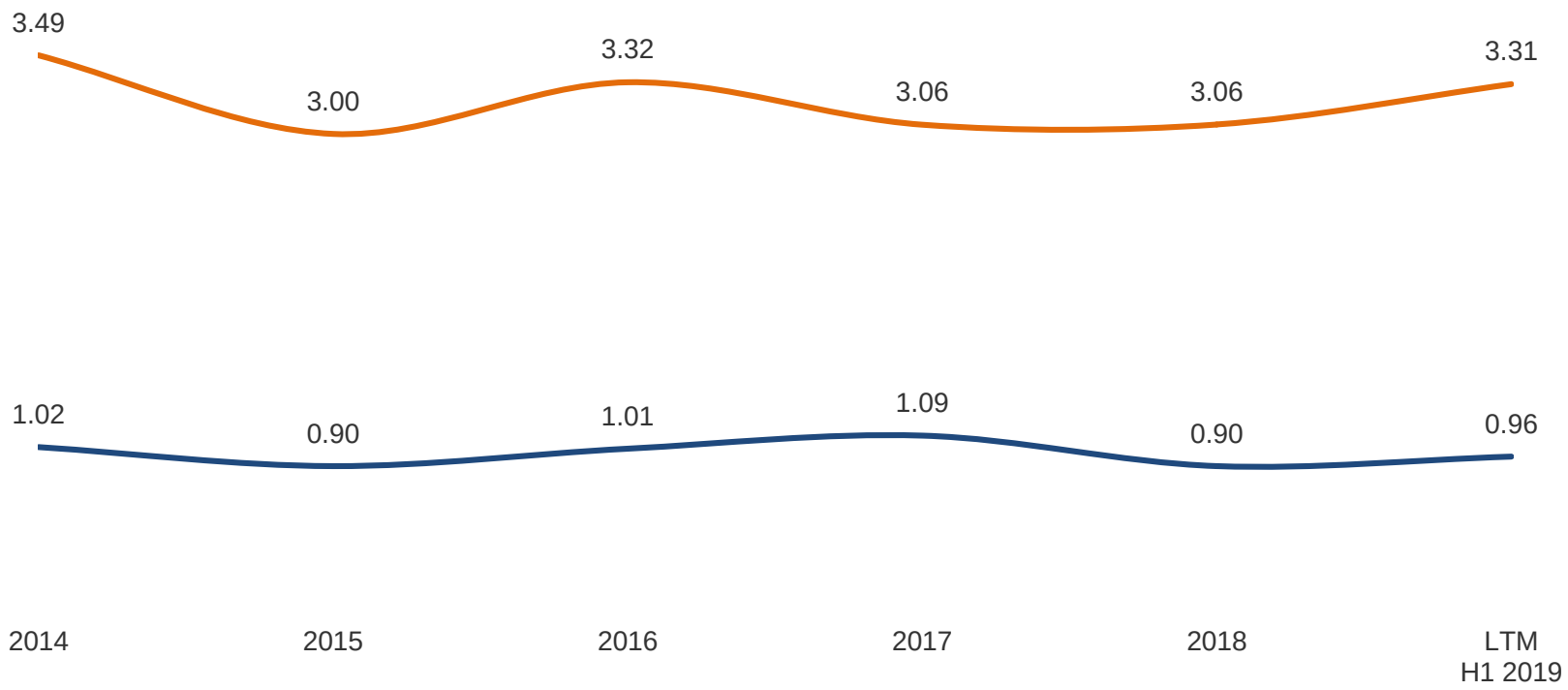


- 2019 earnings impacted by environmental challenges
  - Harvest from sites with algae blooms and low density stocking
  - Systems in place to mitigate issues
  - Projected H2 cost levels in line with long term targets

Maintaining costs at low levels

Cost per kg

US$



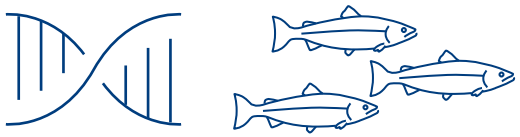
Long-term targets

~ $3.0/kg
Ex-cage cost (LW)

< $1.0/kg
Processing cost (WFE)

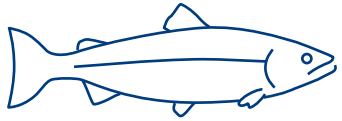
Improvements throughout the value chain ensure cost-efficient growth

Freshwater



- Expand freshwater RAS capacity for both Atlantic and coho
- Develop post-smolt capacity

Seawater



- Improve capacity utilization by investing in site development
- Take over production at expired leases
- Acquire new sites
- Resume production at inactive sites
- Invest in equipment related to biosecurity
- Utilize trout JV stocking rights from expiry

Processing

- Increase processing capacity and flexibility
- Increase VAP productivity and capacity

Focused market development

Strategic focus areas to improve flexibility and strengthen market position

Improving capacity to exploit market opportunities

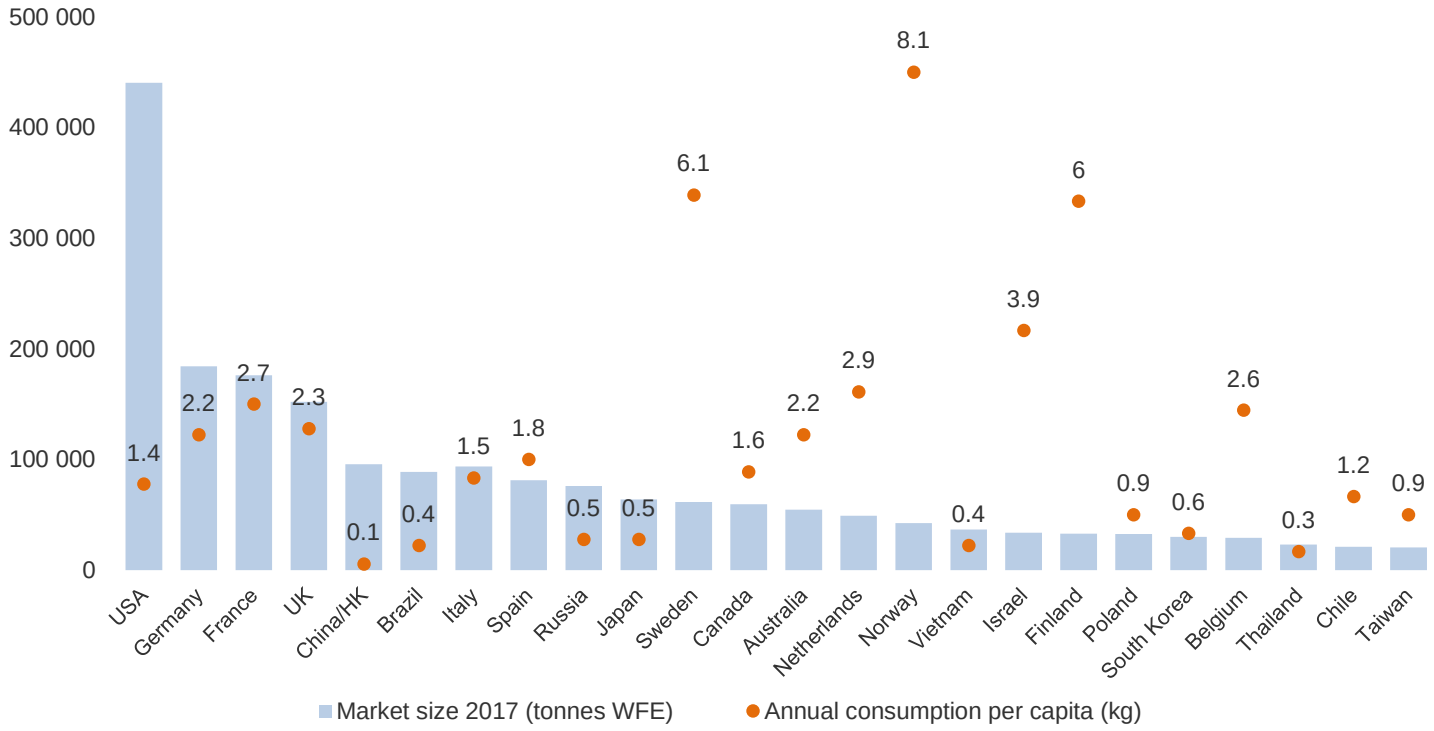
- Improve efficiencies of fresh HOG lines
- Expand freezing and portioning capacity
- Improve logistics, increasing market flexibility and speed
- Building processing expertise for coho

Focused efforts to enhance reputation and position in core markets

- Ensure sustainable processes and strong biosecurity
- CSMC: Increasing reputational initiatives in the US, Brazil and other core markets
- Reduce US price differential to 30-40 US cents from 80-90 US cents

Targeting the world's largest "emerging" market

Atlantic salmon market size and per capita consumption



Exploiting US growth potential

- 56% of salmon consumption sourced from Chile in 2018
- 21% market growth over the last 5 years
- Low per capita consumption of salmon
- Increasing demand for healthy protein choices
- New distribution channels
- New value-added product forms

Source: Kontali Analyse

CSMC campaign: Strategic efforts to enhance reputation and market position of Chilean salmon in the US

Produce a nutritious product

Raise salmon sustainably

Ensure salmon wellness

Follow responsible processing practices

Deliver consistent quality and availability

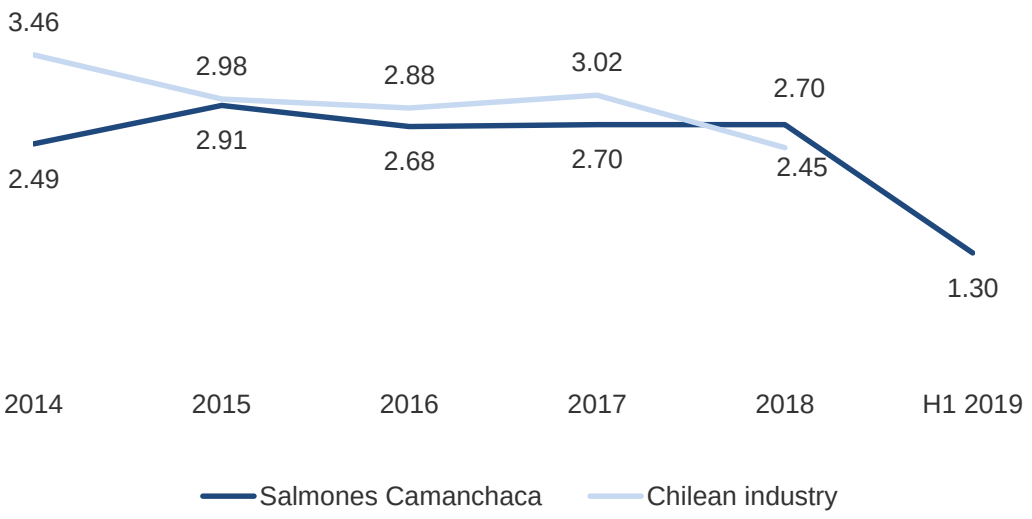
Positioning Chilean salmon as a premium product and preferred option, farmed in the pristine waters of the Chilean Patagonia

Progressive sustainability

Sustainability ranks high on the agenda

Antibiotic treatments

treatments throughout cycle



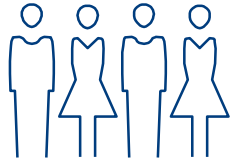
- 1st Chilean salmon farmer to measure carbon footprint
- 1st seafood company to set carbon neutral production target
- 3rd sustainability report published August 2019
- Member of Chilean Salmon Antibiotic Reduction Program (“CSARP”), agreed with MBA: 50% cut by 2025
- 100% of our fish vaccinated to control of SRS and reduction in antibiotics
- Reduction of FIFO ratio (dependency on marine ingredients)
- Development of circular economy and engagement with local community
- Transparency through KPIs and reports
- Founding member of GSI

Introducing our newly refined sustainability framework...

Healthy and Nutritious food

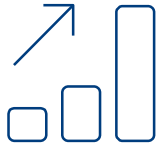
Healthy Ecosystems

Prosperous communities

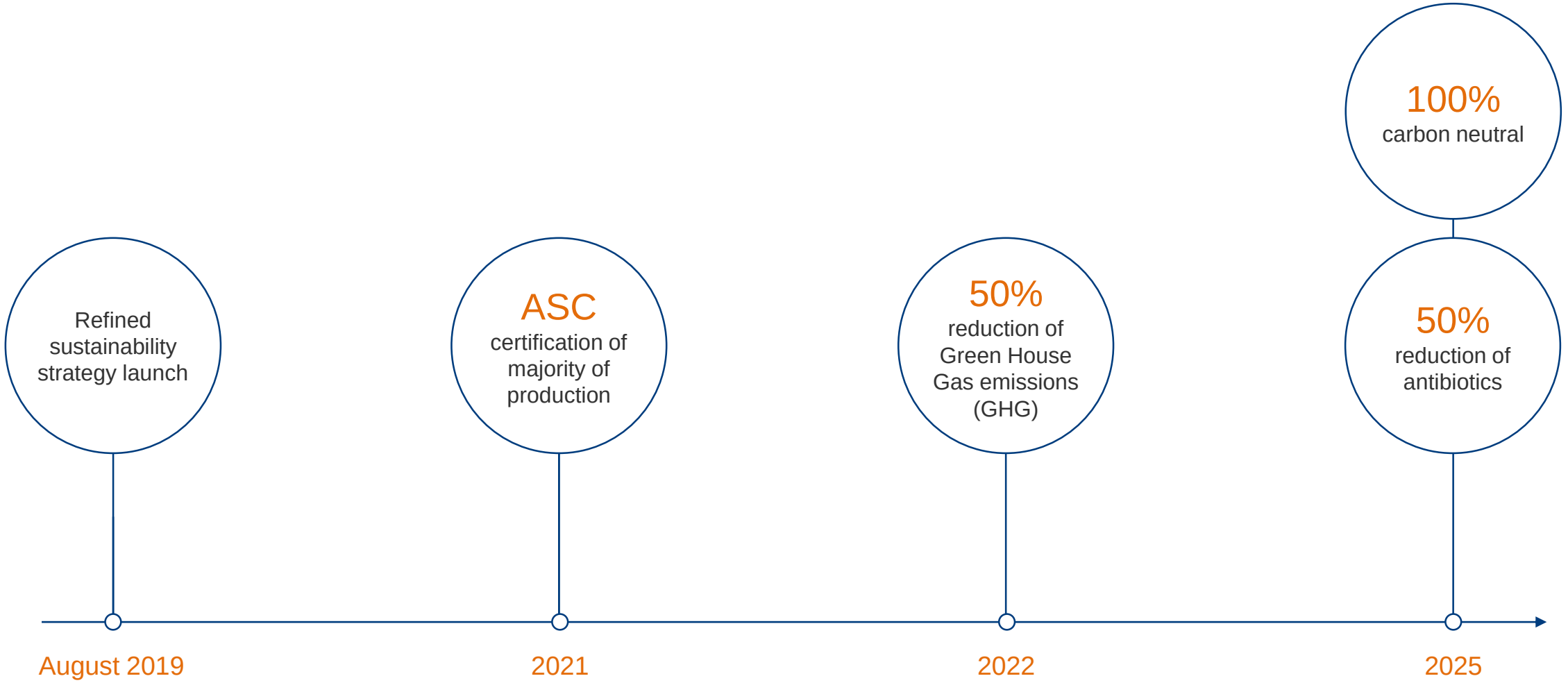


Meaningful jobs

Profitable and responsible business



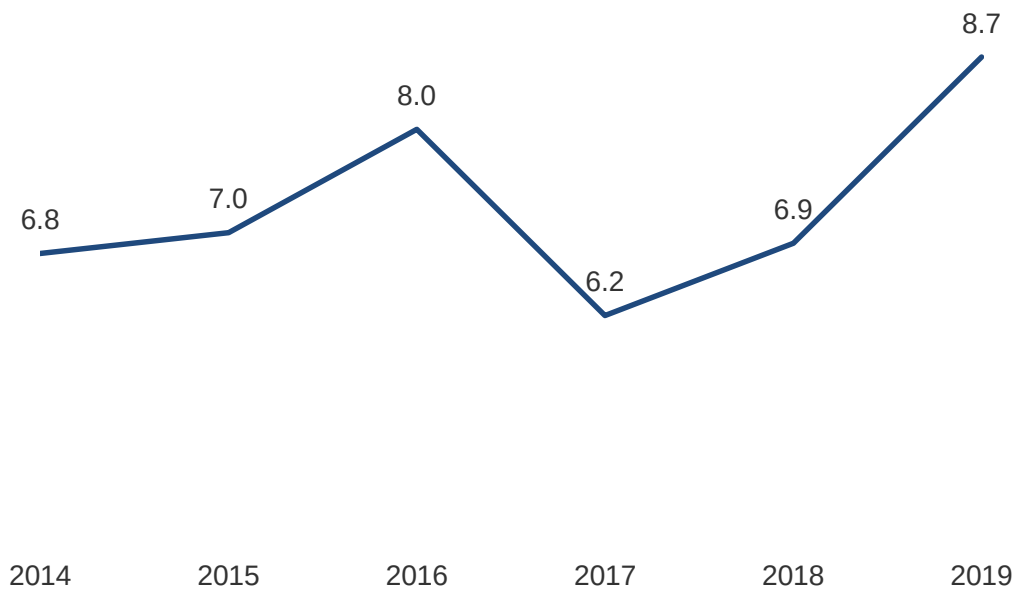
…supporting ambitious goals



Supported by progressive regulatory framework promoting sustainability and safeguarding the environment

Chilean industry fallow period length

average # months



Regulatory framework principles

- Industry operates within sustainable stocking limits
- Farmers try to have bigger and healthier fish
- Diseases are density-dependant, so poor performance and/or aggressive growth, drives lower density, reducing profitability
- Sanitary and environmental indicators determine next cycle stocking limits per location
- Model promotes longer fallow periods, and seabed care
- Promote alternate use of farming sites

Key takeaways

- Salmones Camanchaca is exposed to growing need for sustainably produced “superfood”
- High ambition for resource efficient growth, targeting 75,000-80,000 tons by 2023, doubling pre-IPO levels
- Focused on market development, investing in processing flexibility and in developing a strong position in the US market
- Progressive sustainability strategy aimed at ensuring a positive contribution to our environment. Carbon neutral and 50% AB reduction by 2025
- Low earnings YTD but expect substantially more scale in H2 2019. The pilot does matter

Operational efficiency and biological control throughout the value chain

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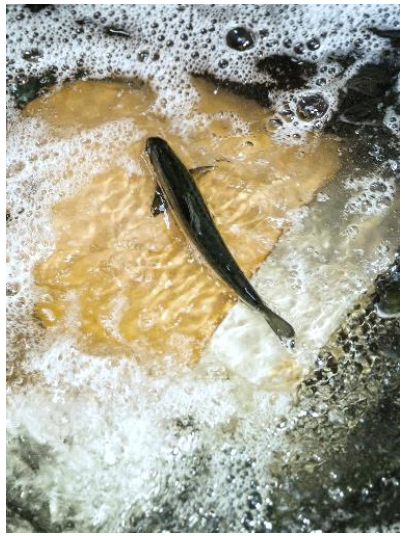
Manuel Arriagada, CEO

State of the art operations ensure operational efficiency and sanitary control

Genetics

Freshwater



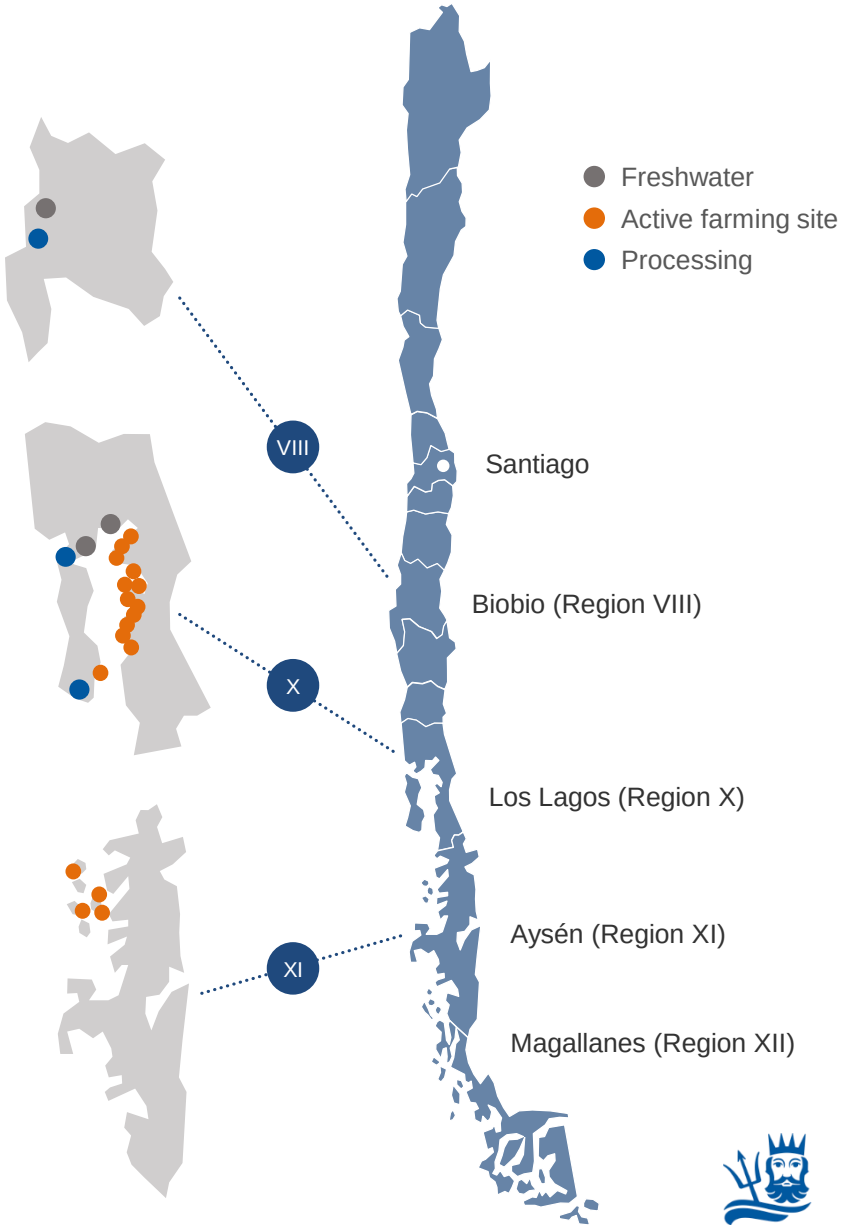
Seawater

Processing

Sales & Marketing

Located in the pristine glacial waters of Chilean Patagonia

- 3 freshwater hatcheries for Atlantic salmon egg production and smoltification
- 2 freshwater hatcheries for coho/trout smolt production
- Geographically diversified portfolio of farming sites with 74 concessions dispersed over regions X and XI
  - 22 active Atlantic salmon farming sites
  - 4 coho sites for 2019 stocking plan
  - 7 trout farming sites owned through joint venture in force 2017-2022
- 3 processing plants for primary and value-added processing



Genetics and freshwater

Biological stability through high-quality breeding

Isolated freshwater operations for Atlantic salmon ensure biological control

- 100% self-sufficient production of broodstock, eggs and smolt in own hatcheries and spawning plant
- One of Chile’s largest RAS facilities, providing annual production of 14 million smolt at 100g
- Self-sufficiency and isolation from industry significantly lowers sanitary risks

Petrohué Hatchery
Ensenada, Los Lagos Region (X), Chile

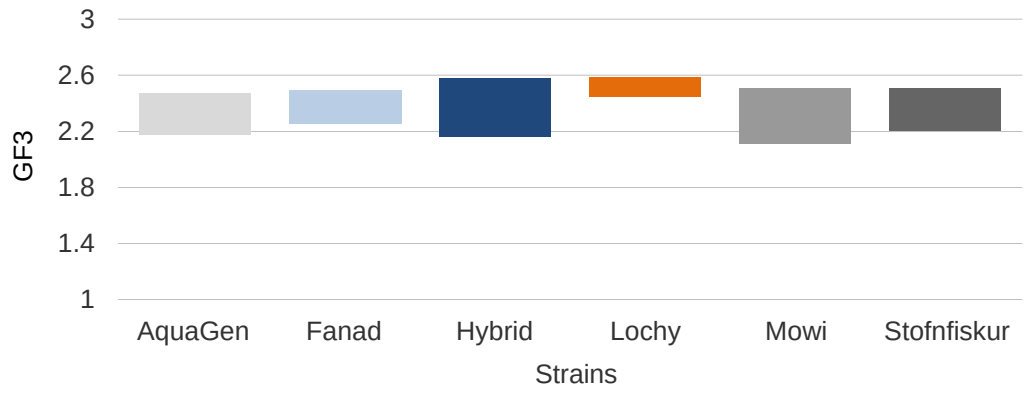
The Lochy strain - proprietary, unique and fast-growing

- 15-year improvement program focused primarily on growth
- GF3* growth coefficient increased 5% per generation
- Can grow up to 5.5kg LW in 10-11 months (male population)
- Higher harvest weights significantly improve yield

- Lochy can only be stocked for August-January harvest due to maturity issues (Q3-Q4 mainly)
- Historically complemented with Fanad strain and hybrid (Lochy + Fanad) for Q1-Q2 harvest

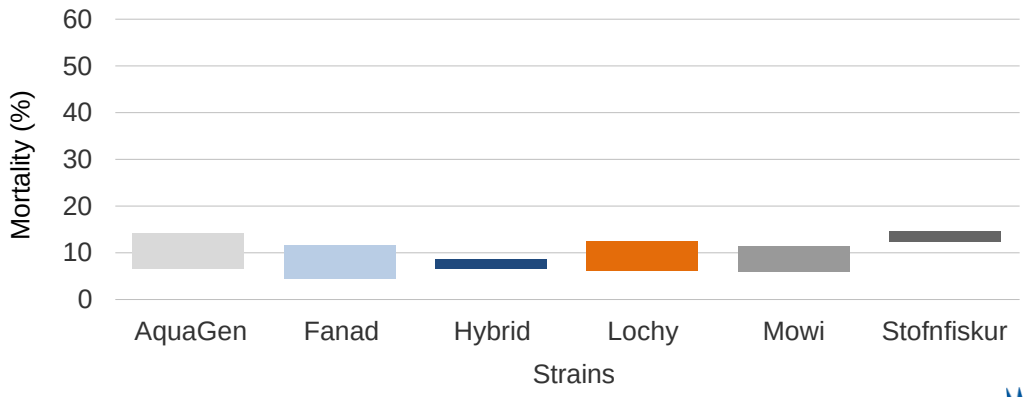
Accumulated GF3*

Atlantic salmon, closed cycles January 2018 - July 2019



Cumulative mortality (%)

Atlantic salmon, closed cycles January 2018 - July 2019



*Thermal growth coefficient: $GF3 = \frac{\left(\text{Harvest weight}^{\frac{1}{3}} - \text{Starting weight}^{\frac{1}{3}}\right) \times 1{,}000}{\text{Total sum temperature}}$

Optimizing seawater production through strain selection

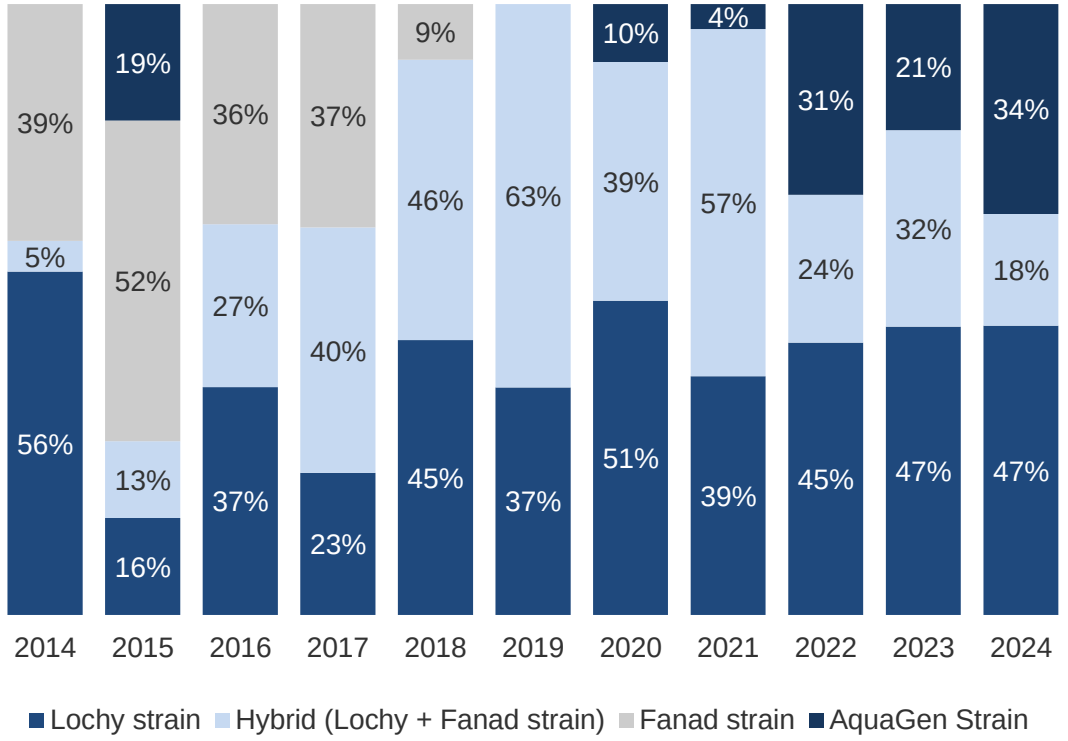
The hybrid strain – taking advantage of the Lochy's growth attributes

- Developed by pairing the Lochy and Fanad strains
- Stronger growth than traditional Fanad without Lochy's maturity issues
- Compliments the Lochy by allowing for Q1-Q2 harvest

AquaGen strain

- Multiplier agreement, with internal egg production
- Introducing AquaGen strain with 2022 smolt to complement the Hybrid and benchmark attributes
- Maintains isolation and full sanitary control

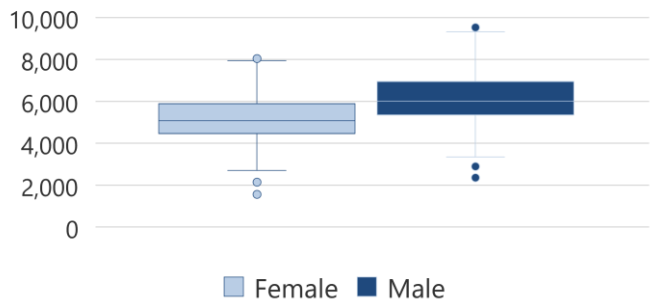
Historical and expected smolt release strain mix (%)



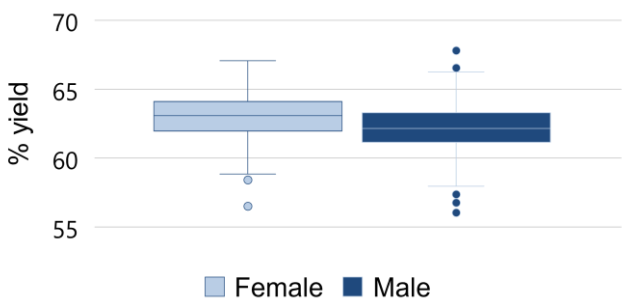
Early gender selection reduces sanitary risk and increases processing yield

- Males achieve up to 12% faster growth and 1.1pp higher yield in HOG processing
- Females 1.05pp higher yield in value added processing
- Sorting by gender lowers risk and improves yield
  - Higher-risk sites stocked with males only, thus reducing time at sea and sanitary risk exposure
  - Improves processing yields for both VAP and HOG
  - In 2019, all sites are stocked with gender differentiation

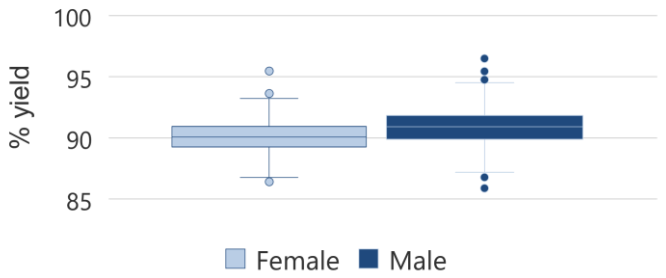
Harvest weight distribution by gender (grams)



VAP yield distribution by gender (%)



HOG processing yield distribution by gender (%)



Persistent focus on improving smolt yield

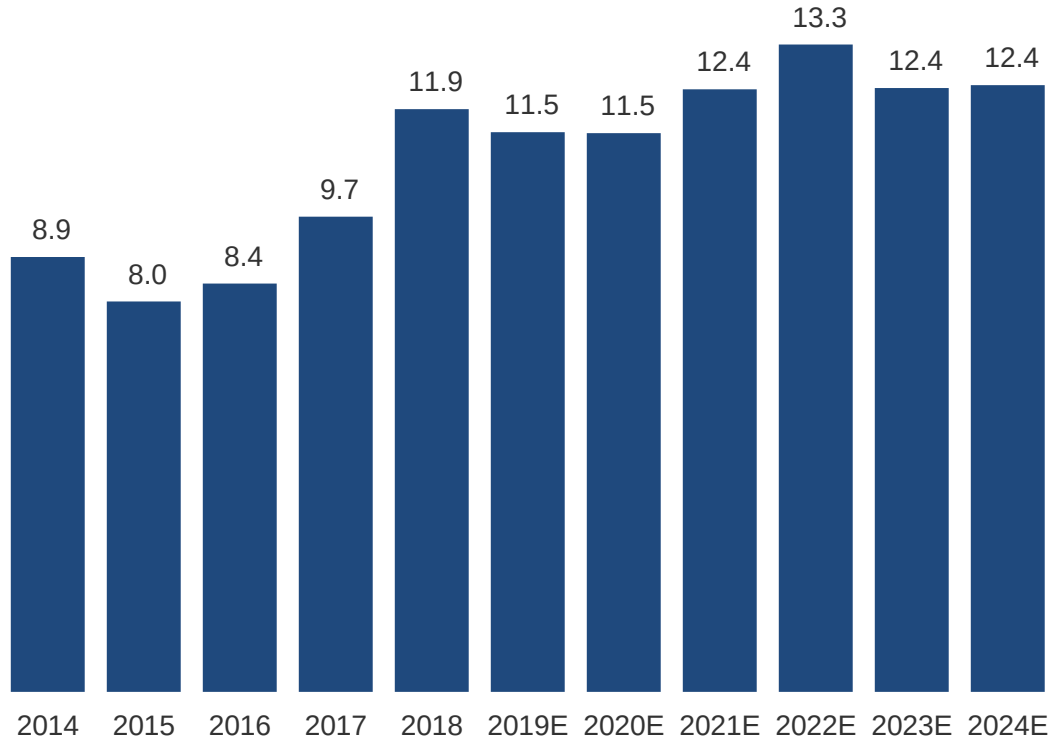
Genetics

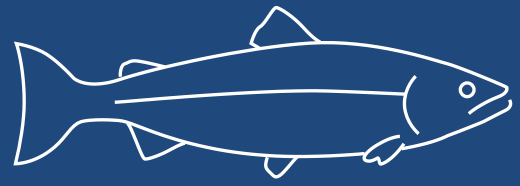
- Optimizing strain mix during grow-out phase
- Genomic selection historically based primarily on growth
- Ongoing genetic improvement program focused on SRS- and sea lice resistance
- Gender selection in freshwater and sorting in grow-out sites

Post-smolt evaluation

- Medium term project (4-6 years)
- Looking for land, water rights and environmental authorizations
- Targeted stocking-weight: 200-500g
- Chief motivation: shorter exposure to seawater risks

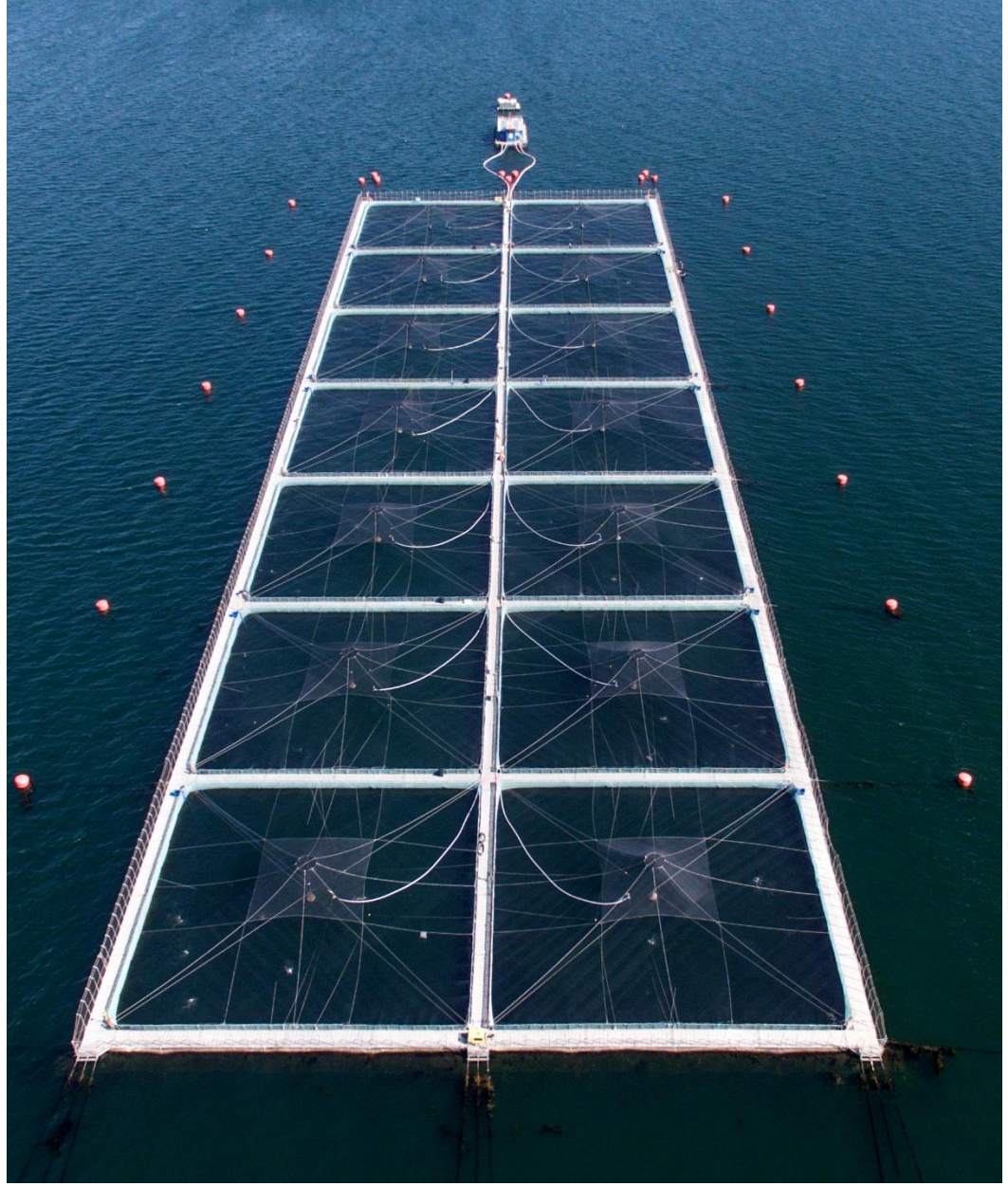
Historical and expected smolt release
(million smolt)





Seawater

Safeguarding fish health and ensuring biological control



Among the lowest-cost producers of salmon in Chile

- Prime portfolio of sites
- Strong operational and sanitary practices
- Good smolt quality
- Lower mortality
- High yield

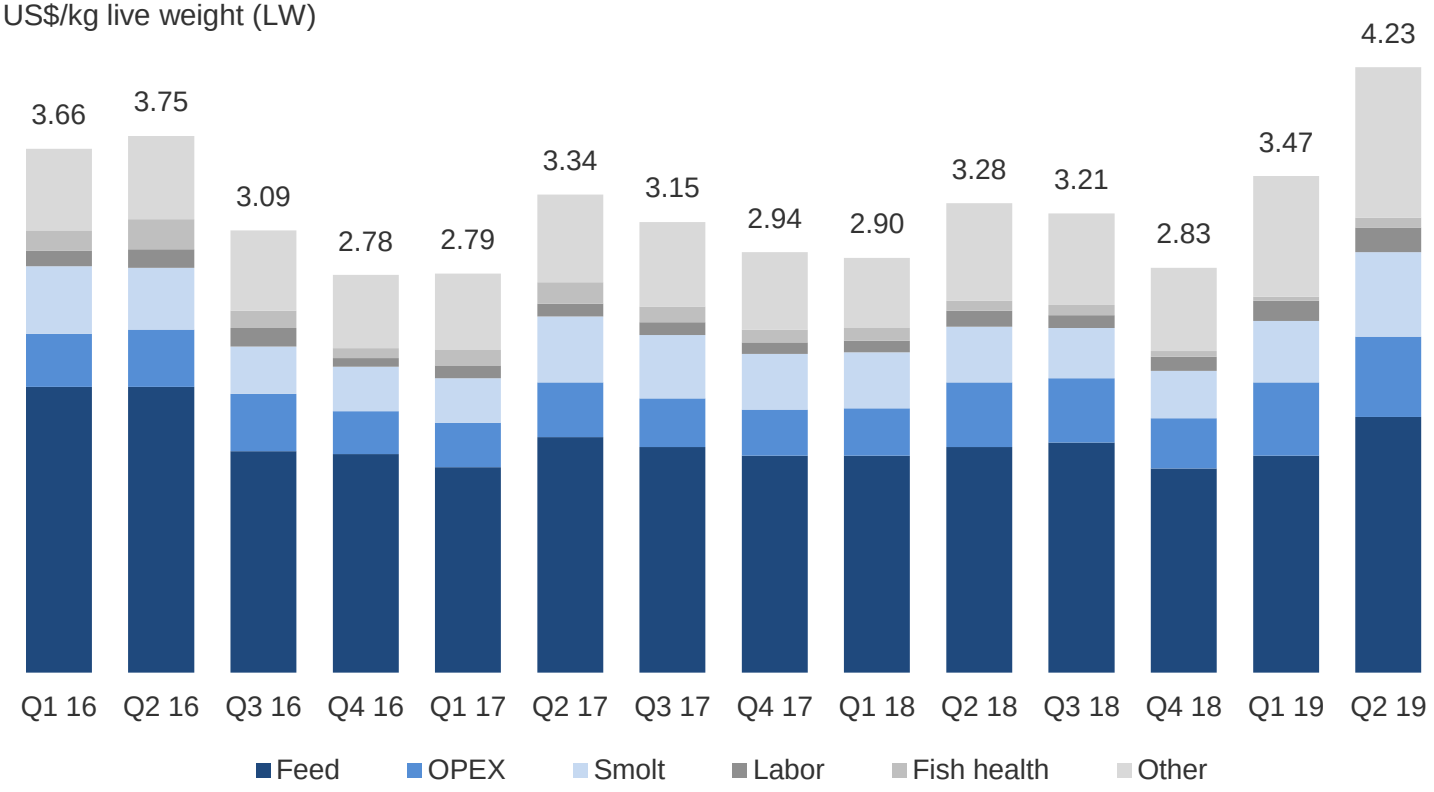
Continuously working to improve operations

- Improving efficiency and productivity
  - Investing in in 40x40 meter cages
  - Improving economies of scale
  - New sea lion nets reinforced with iron fibers
- Promoting growth and reducing feed conversion ratios
  - New feeding barges with added capacity and feeding lines
  - Increased # of feeding days through remote feeding
  - High-quality cameras to enhance feed monitoring control
  - High-energy diets increase growth and reduce feed conversion rate
  - Reduced maturity and increased growth through use of photoperiod

Operational efficiency impacted by biological issues

Atlantic salmon ex-cage cost

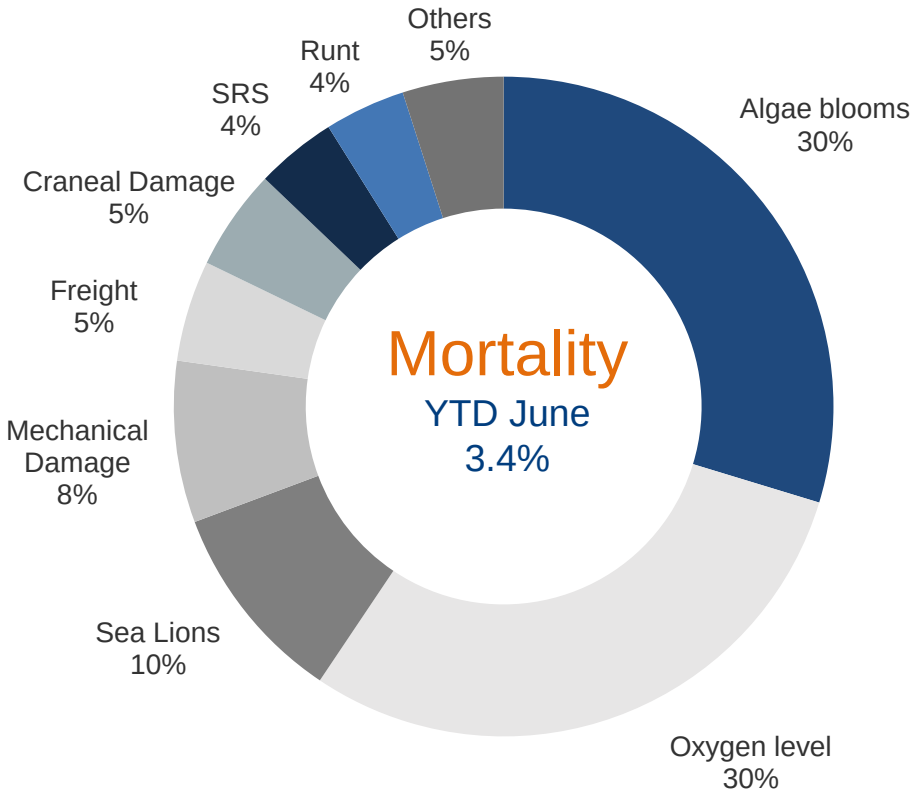
US$/kg live weight (LW)



- High Q2 ex-cage cost due to:
  - 50% of harvest affected by algae blooms, resulting in lost feeding days and low average weight of 3.8kg
  - 40% of Q2 harvest from sites with low-density stocking
- No low-density sites will be harvested in H2 2019
- Good feeding behavior and no algae situations since June 2019

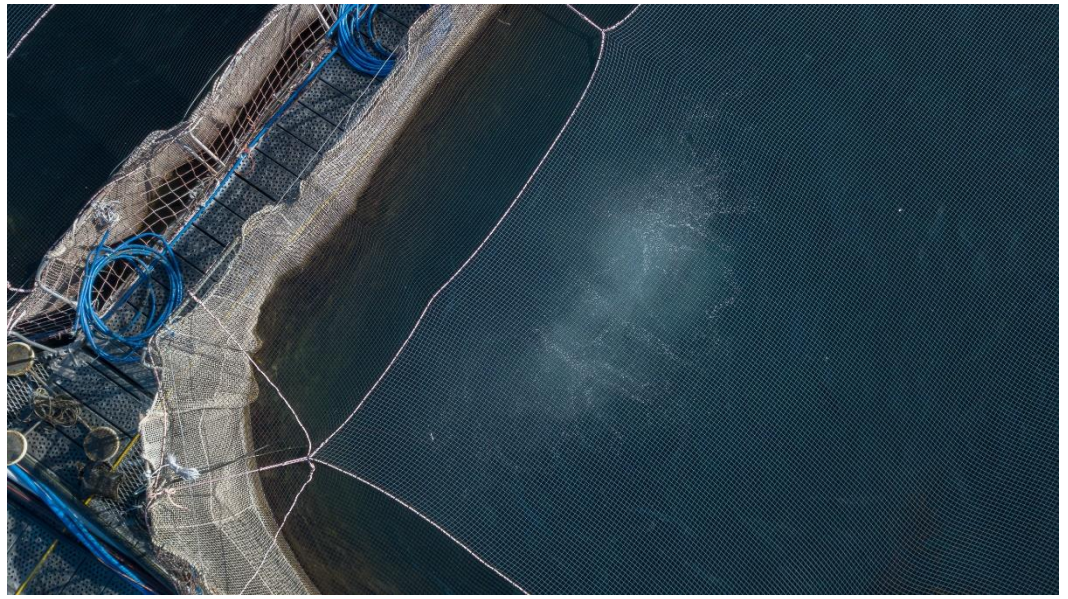
Algae blooms and oxygen levels are the main causes of mortality

- High mortality from low oxygen levels
  - Isolated cases of low oxygen in H1 2019
  - Lack of cryogenic oxygen supply due to supplier shortage
- Isolated cases of algae blooms resulted in feeding limitations and mortalities



Taking action to fulfill ambitious targets

- 10 Cryogenic platforms with supply barges implemented in 2019 to strengthen oxygen supply
- 3 new oil-based oxygen systems in place from 2019/2020
  - In situ oxygen generation
- Upwelling systems will mitigate algae effects
- Targeting less than 8% closed cycle mortality rate



Oxzo upwelling system

Focused on reducing the use of antibiotics

Q2 2019	2016	2017	2018	2019
FCRb* (live weight)	1.36	1.17	1.21	1.30
Yield (kg WFE/smolt)	4.01	5.16	4.76	4.45
Average harvest weight (kg WFE)	4.79	5.00	4.81	4.35
Antibiotic usage (g/ton)	761	515	515	381
Antiparasitic usage (g/ton)	10	12	13	16

* FCRb = Feed conversion rate, biological

Negative aspects of antibiotics usage

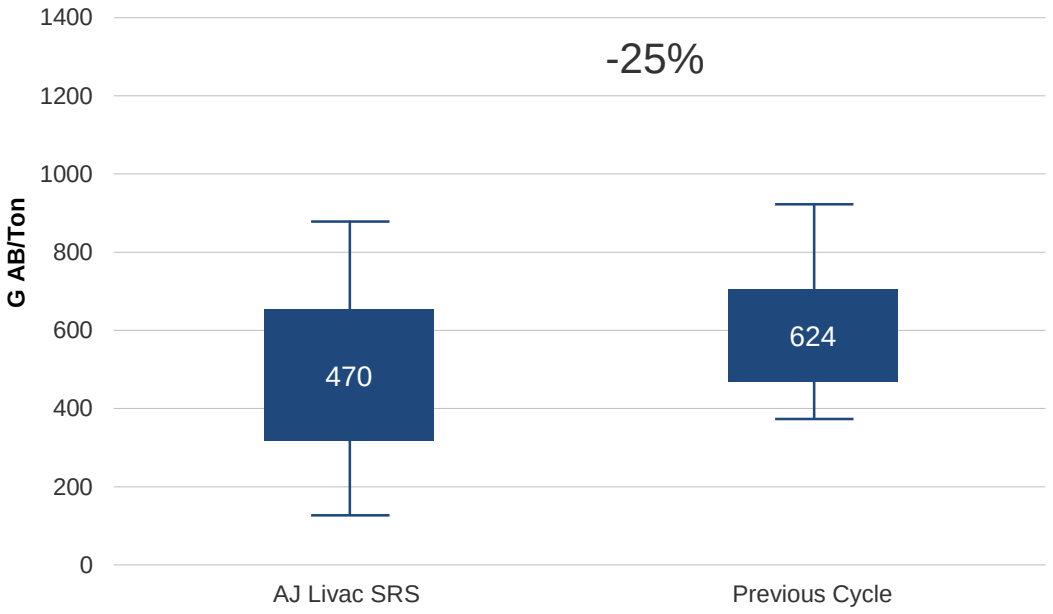
- Impacts sustainability and environment
- Negative market perception

Salmones Camanchaca targets

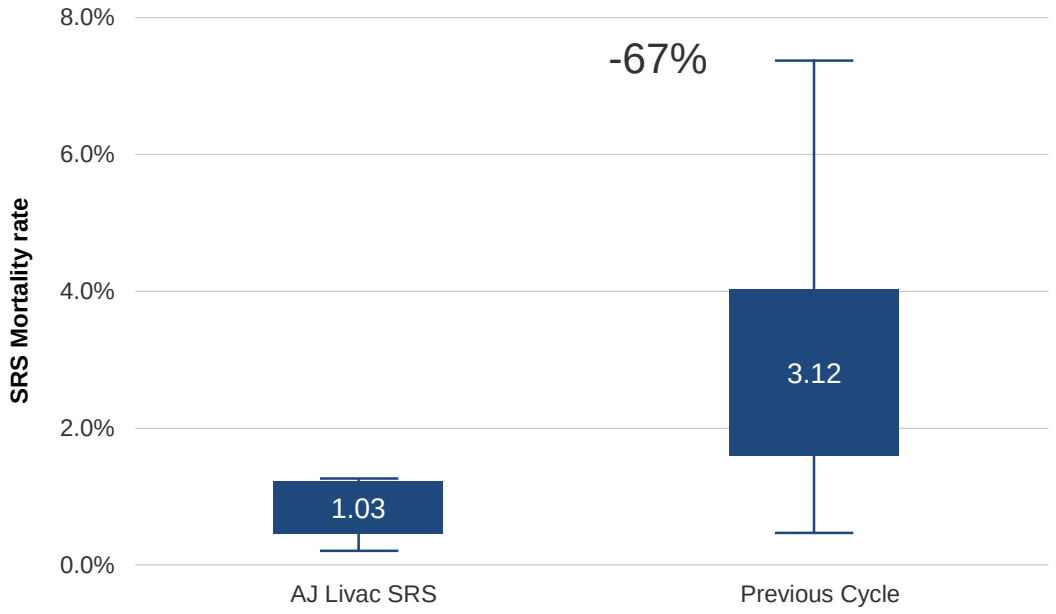
- 50% reduction of antibiotics by 2025
- Reduce negative US price gap to non-Chilean salmon

LiVac vaccination has proved an effective measure to reduce mortality and antibiotics

Grams antibiotics administered per ton



Total mortality from SRS



Sea lice control is fundamental to fish farming

Regulatory efforts to monitor sea lice levels

- Aiming to protect wildlife and safeguard fish welfare
- Requirement of less than 3 female sea lice per fish
- Mandatory harvest of 25-100% at sites with more than 3 CAD situations*

Industry currently dependent on two medicinal treatments

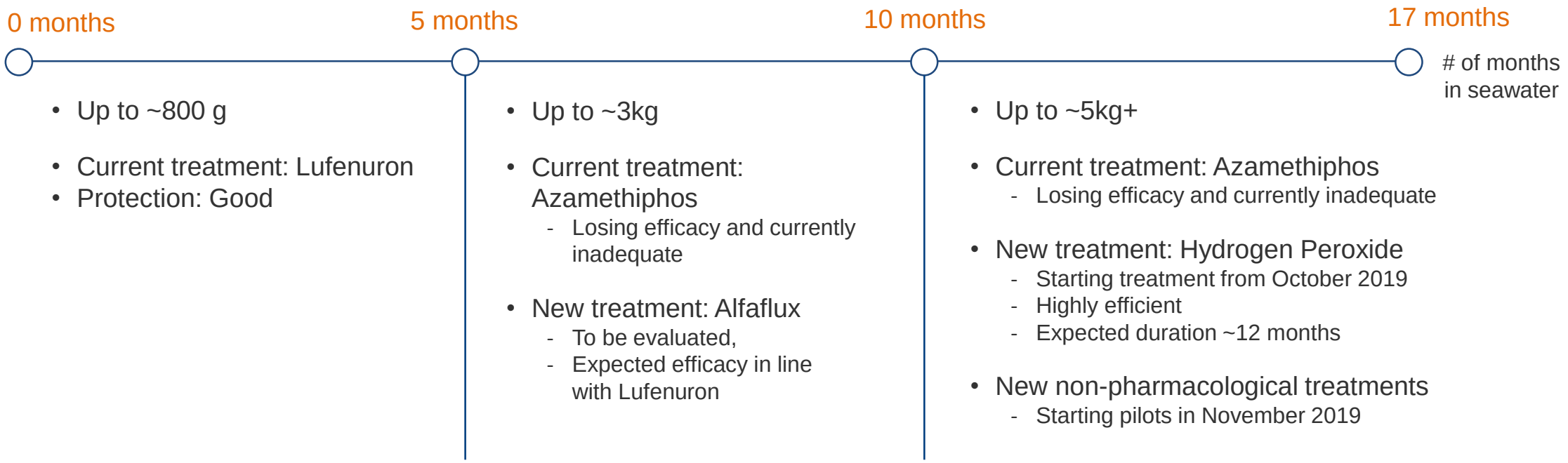
- Lufenuron: Effective protection in seawater during the first 4-5 months
- Azamethiphos: losing efficacy, resulting in increased sea lice pressure

Salmones Camanchaca's medium- and high-risk areas

- Areas may be classified as medium- or high-risk due to increased sea lice pressure
- As of July 2019, 6/15 active sites (40%) were located in medium- or high-risk areas
- 31,000 tons (35% of harvest) projected to be harvested from medium- or high-risk areas from Aug. 2019 - Dec. 2020

* CAD situations: Instances with more than 3 gravid female sea lice per fish on average

Strengthening sea lice protection during final seawater phase



Considerable time to evaluate new treatment methods

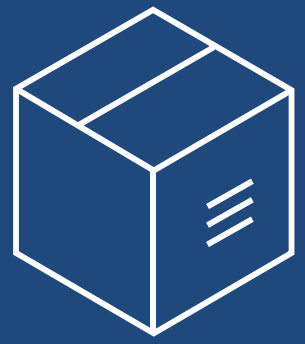
Sea lice treatments under review through industry partnerships

New treatment methods

- Mechanical treatments currently under review
  - Optilicer
  - SFI Hydrolicer (Faroese)
  - FLS Delouse
- Other measures being introduced
  - Salmoclinic, 2021
  - Freshwater treatments using wellboats, 2020-2021 - tender process starting in H2 2019

Industry cooperation

- 12 Chilean companies cooperating to test new treatment systems and share results
- Advantages of cooperating
  - Lower fish stress levels
  - Lower capex, opex and initial risk



Processing and sales

Driving value through cost efficiency and product flexibility

Extensive and efficient processing capacity

San José primary processing (Region X)

- Processes fish harvested in Region X, uniquely located close to ocean sites
- Daily processing capacity of 85,000 salmon
- ~30% third-party processing drives expected 2019 unit cost reduction of 25%
- Exports whole fresh salmon directly to Brazil, China and Argentina

Surproceso Primary processing (Region X)

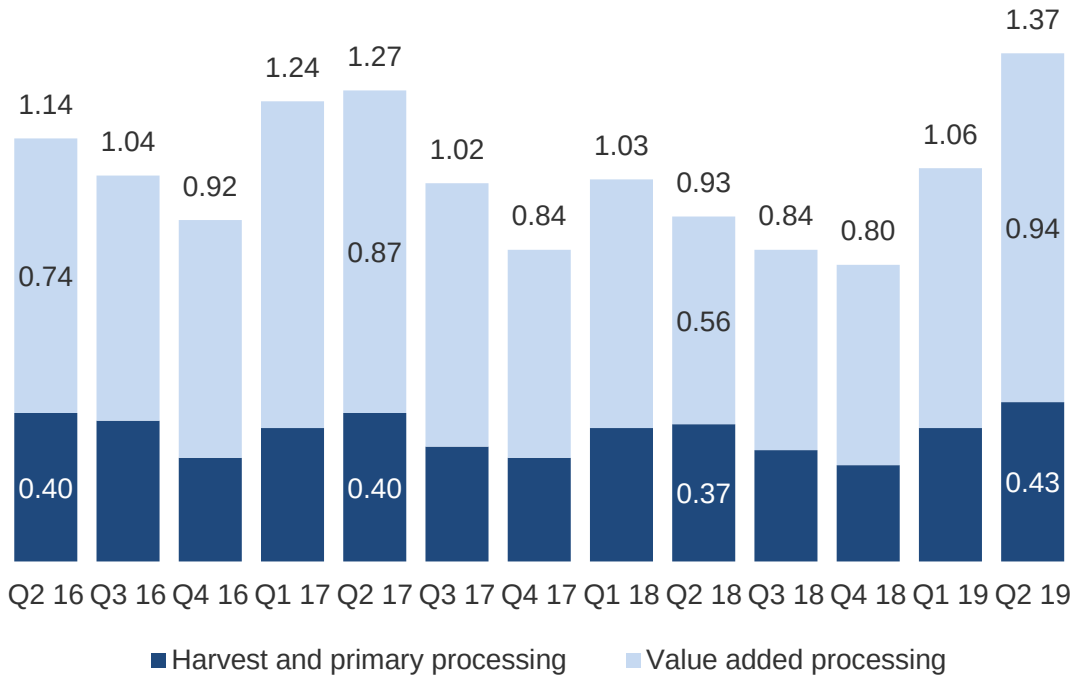
- 33.33% ownership interest
- 100% ownership of slaughtering cage concession next to plant
- Fish harvested in Region XI with daily processing capacity of 115,000 salmon
- Third-party processing profits drives expected 2019 unit cost reduction of 76.5%
- Geographically well positioned to be the preferred processing plant for region XII

Tomé value added processing (Region VIII)

- Very flexible processing, switching between fillets, portions and other VAP
- ~80% of Salmones Camanchaca's harvested volumes runs through Tomé
- Proximity to Santiago provides flexibility to ship fresh fish to the United States
- Daily processing capacity of 350 tons raw material and expert at transforming non-premium graded harvest into premium graded products

Targeting processing cost below US$ 1/kg WFE

Atlantic salmon processing cost (US$/kg WFE)



- Q2 2019 cost of US$ 1.37/kg
  - Higher share of portions and fillets - increased cost/kg by 30 cents y-o-y
  - Low average weight and reduced scale effect increased cost/kg by 20 cents y-o-y
- Expected FY 2019 processing cost below US$ 1/kg target due to higher volume and increased average weight in H2 2019

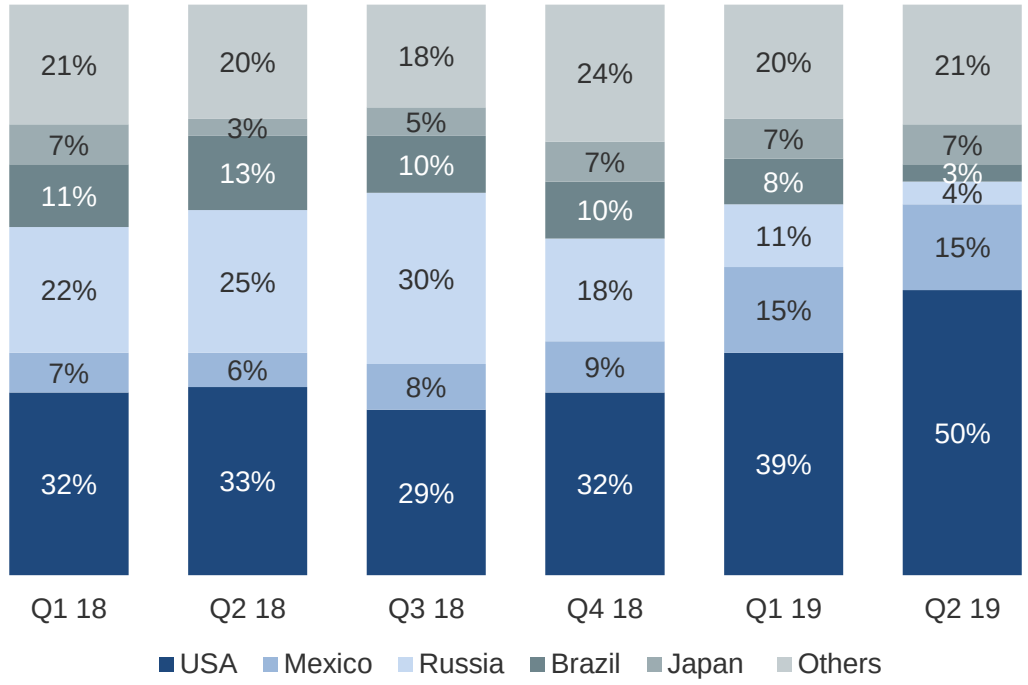
Ambitious processing efficiency investment program

2018 Tomé VAP capacity and efficiency	2019 - H1 2020 San José expansion, cold storage capacity	2019 - H1 2020 Tomé VAP capacity and efficiency
US$ 8.3 million	**US$ 5.7 million**	**US$ 3.0 million**
Status • Completed 2018 **Improvements** • Freezing and filleting capacity (frozen tunnel and Marel filleting lines) • Production efficiency, fillet injection. • New facilities for direct dispatch **Benefits** • Enhanced yield optimization and product quality • Increased labor efficiency • Cold storage rental savings • Potential annual EBIT effect: US$ 5.1 million	**Status** • 90% completed **Improvements** • Stunner optimization, gutting machine, dynamic weighter, 12 gates grader, and flow ice upgrade • Improving fresh whole lines cold storage, packaging lines, quality calibration and HOG grader • Improved truck access and charging station **Benefits** • Increased staff productivity • Improved plant efficiency and capacity • Potential annual EBIT effect: US$ 1.1 million	**Status** • 40% completed **Improvements** • Fresh fillet grader and portions grader • Infeeds & weight checkers (giveaway reduction) • Connections, conveyors, packaging and labelling stations **Benefits** • Filleting capacity: +60% • Portions capacity: +80% • Increased staff productivity • Potential annual EBIT effect: US$ 2.1 million

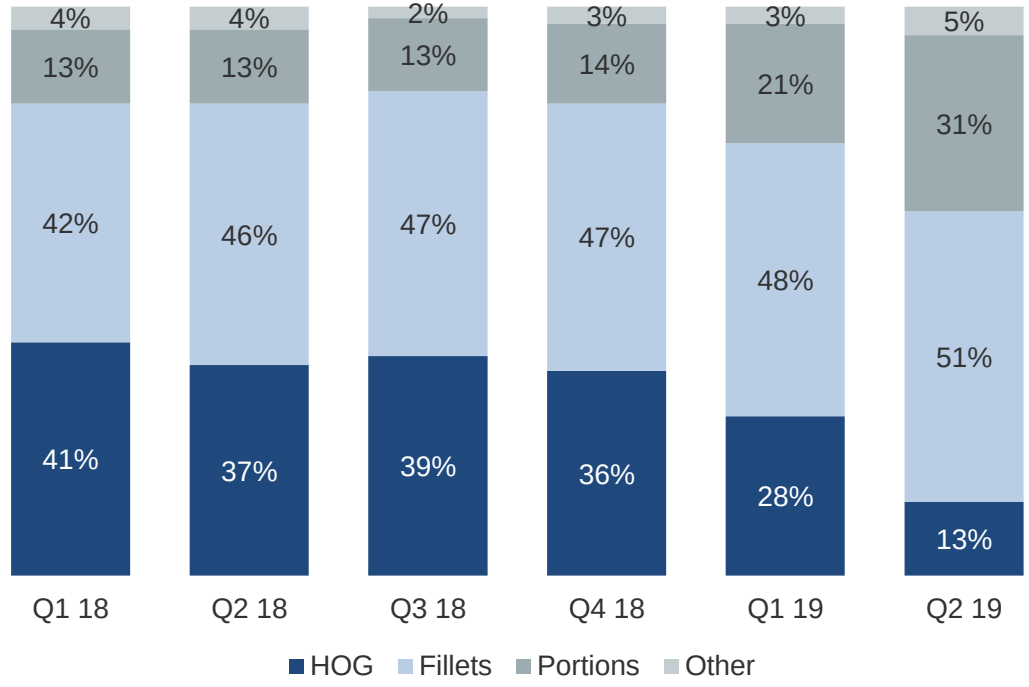
High flexibility in market and product allocation

% based on US$ sales

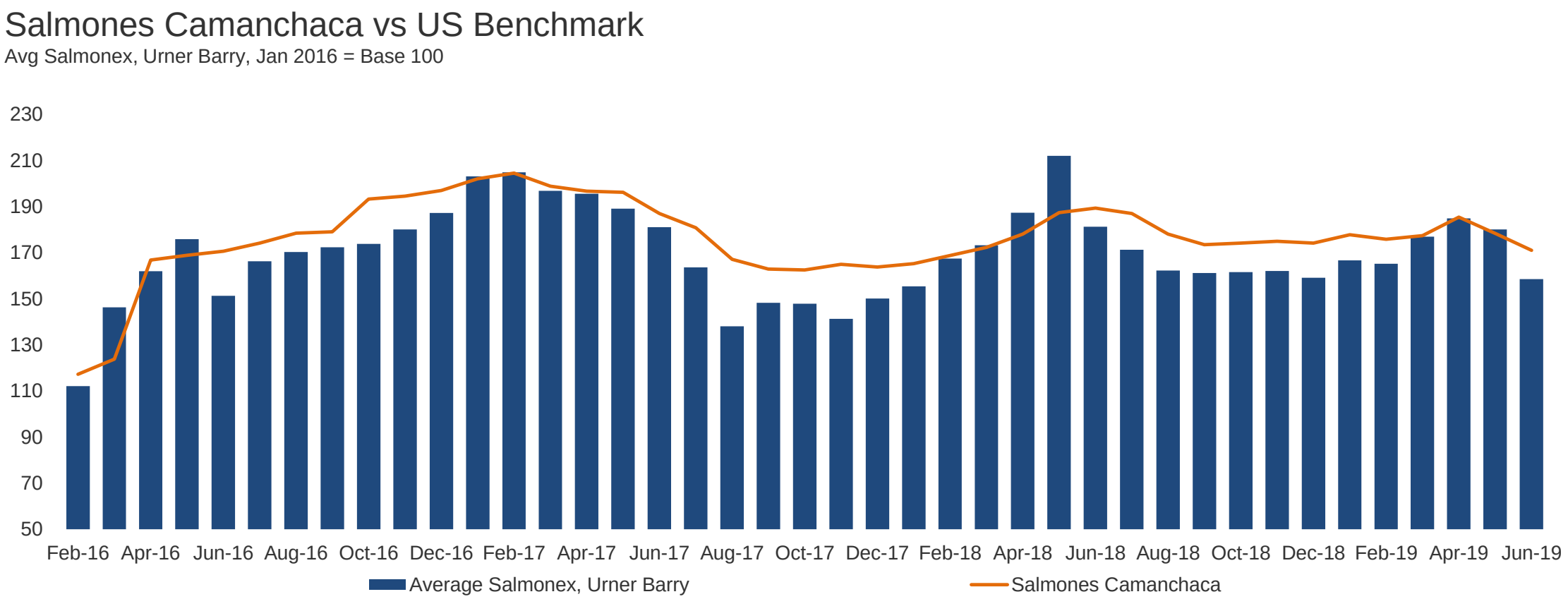
Sales distribution by market

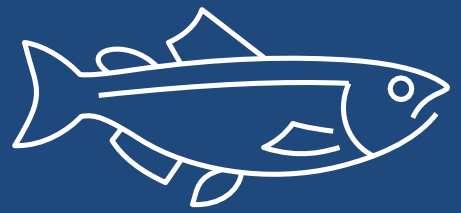


Sales distribution by product



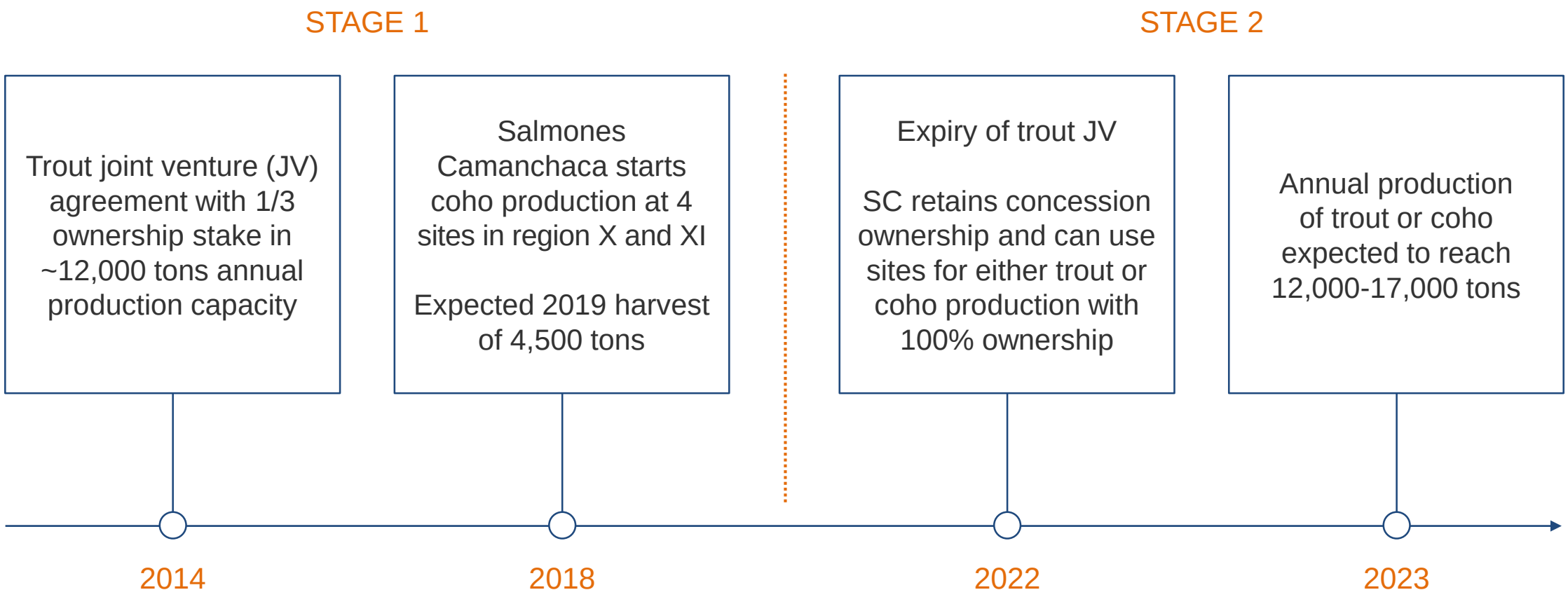
Processing flexibility enables high-value sales





Other species initiative

Targeting 12,000-17,000 tons other species production by 2023



Coho has attractive qualities and strong growth potential

Advantages

- Well adapted to local sanitary conditions
  - Low SRS prevalence
  - Low antibiotic usage
  - Completely immune to sea lice
  - Short production cycles of 8-9 months
- Strong volume growth potential

Coho situation at active sites

Aug. 2019

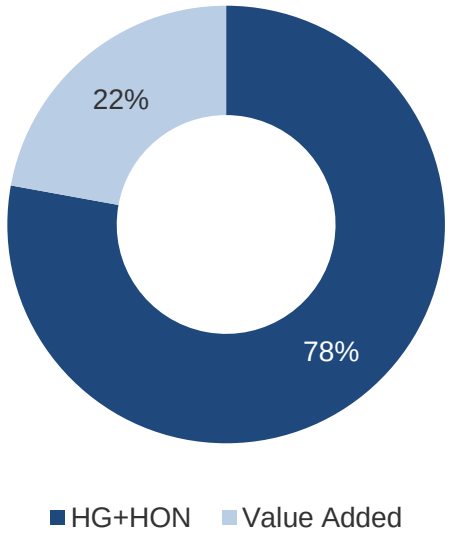
# of coho in the sea	1.4 million
Average weight	1.9 kg
Accum. mortality rate	2%
Feed conversion ratio	1.14
Antibiotic treatments	0
Sea lice treatments	0

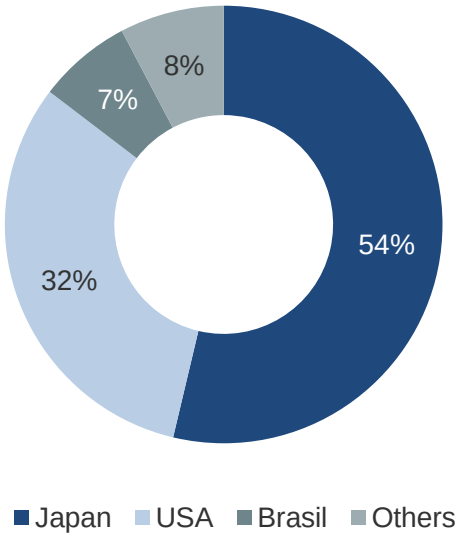
Limitations

- Harvest seasonality due to maturity
- Lower average weight
- Requires pre-rigor processing
- Market dependence
  - 80% of Chilean coho sold to Japan

Japan is currently the main market for coho

2019 coho sales and product distribution forecast





Other species initiative infrastructure investment needs

Year	Investment area		Estimated amount
2021	Freshwater*	• Egg-supply • Smolt production	US$ 20 million*
2022	Seawater*	• Site infrastructure	US$ 30 million*
2022-2023	Processing	• Pre-rigor filleting • HG continuous frozen-tunnel	US$ 10 million
2023	Seawater	• Working capital	US$ 30 million
2021-2023	Total		US$ 90 million

*Amounts will vary depending on the mix between own infrastructure and third-party services

Salmones Camanchaca will also invest continuously in activities related to market development, such as product development and targeted marketing efforts.

Operational efficiency and biological control throughout the value chain

- Fully integrated operations, isolation and geographical dispersion ensure biological and sanitary control
- Freshwater production optimized through high-quality smolt: Lochy strain, genetic program, hybrid and AquaGen initiatives and gender selection
- Seawater investments in productivity and initiatives to promote growth and reduce antibiotics
- Investments and improvements implemented to address biological challenges
- Significant processing investment program to secure high level of productivity and market flexibility
- Growth initiative within other salmonid species, trout and coho, targeting 12,000-17,000 tons in 2023. Total production goal is 75,000-80,000 tons in 2023

Salmones Camanchaca

Sustainable and transparent salmon farming

Capital markets day | August 2019

Alfredo Tello, Technical & Sustainability Manager

Trends influencing our business

Climate change

Care for oceans and ecosystems in general

Healthy and conscious eating habits

Natural resource scarcity

Human rights

Crisis of trust

Digital transformation

Social tsunami

We will not be spectators to the challenges facing our planet

Addressing UN Sustainable Development Goals*

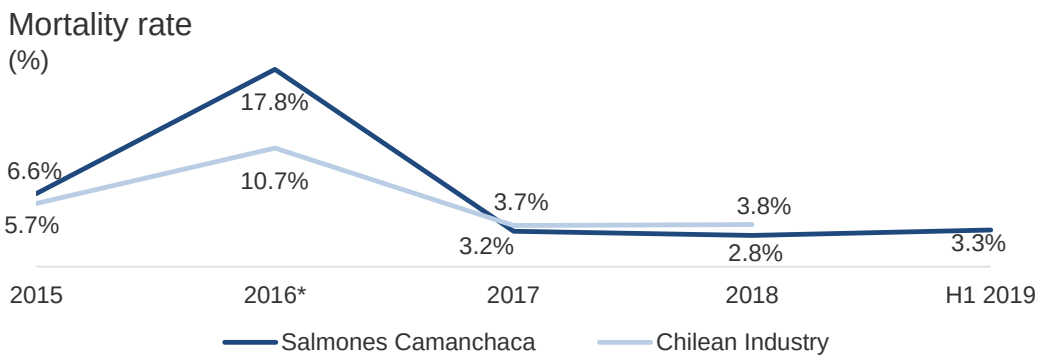
* Salmones Camanchaca contributes to 8 of the 17 UN sustainable development goals

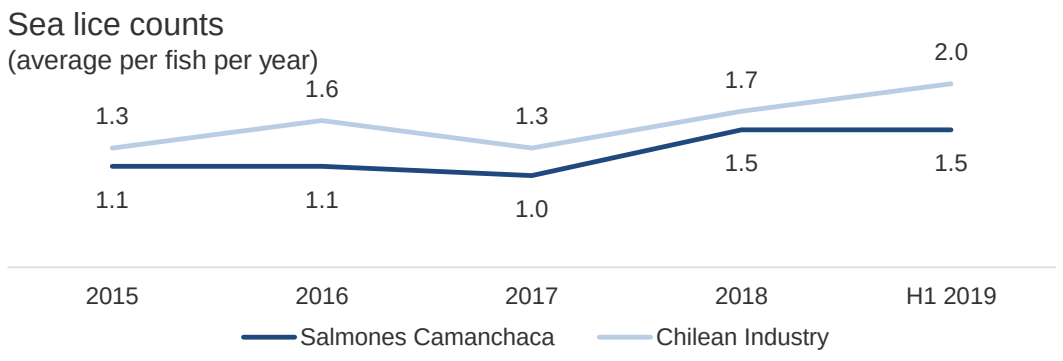
Be the industry leader in sustainable operations

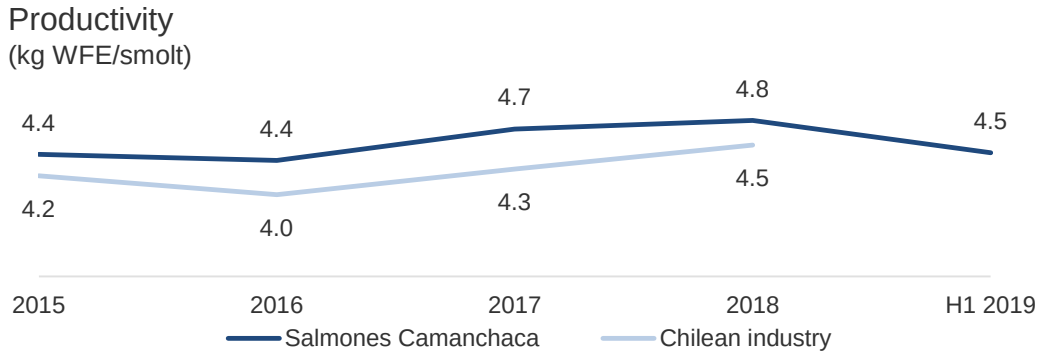
Maintain the highest level of transparency

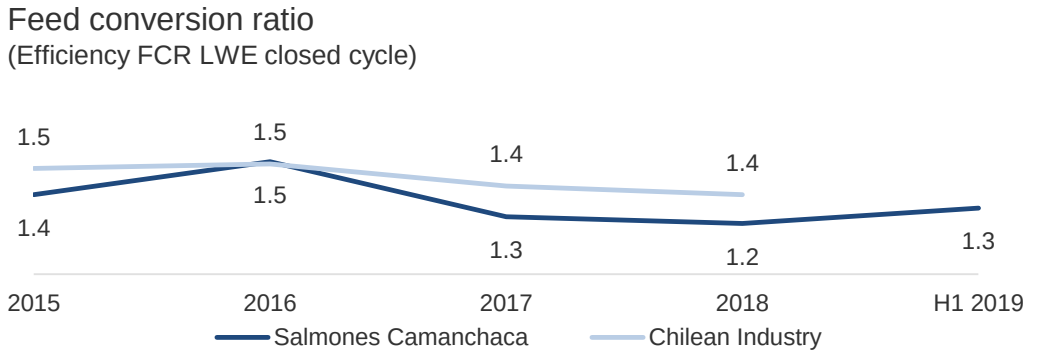
Be a driving force within the industry

Positive development recent years









* Affected by HAB

Strong commitment to sustainable farming

Certifications

Certification	Number of certified facilities	Certified products
BAP (Best Aquaculture Practices)	10 **(100%)**	55,284 Tons produced
ASC (Aquaculture Stewardship Council)	4 2 farms harvested in 2018 **(20%)** 2 In assessment **(20%)** *Atlantic salmon*	16,659 Tons produced

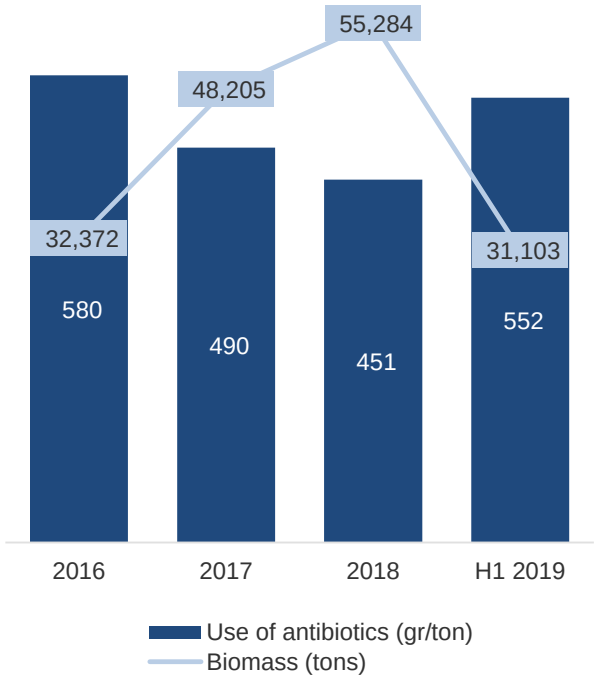
Corporate social responsibility

Community outreach	152 **activities**
Caring for the environment	46 **activities**
Healthy living	46 **activities**

Targeting a sustainable future

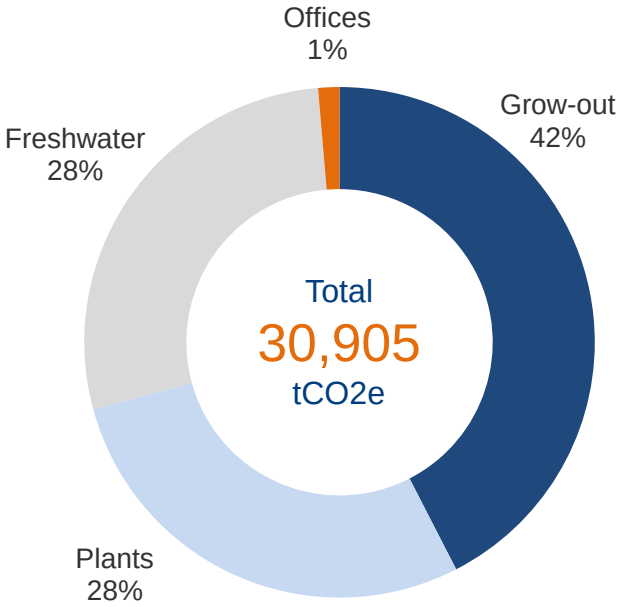
Use of antibiotics

Antibiotic use (open cycle) vs. biomass produced



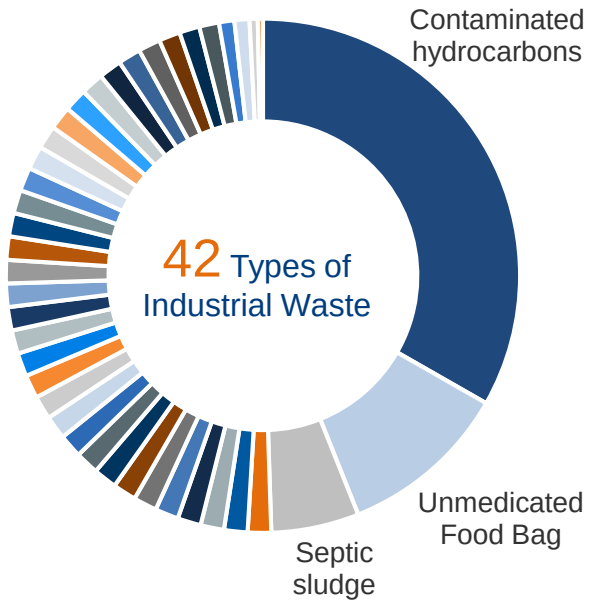
GHG emissions

Distribution of GHG emissions 2018 by business unit



Solid waste from operations

Categorization and quantification of solid wastes from operations (May 2018 – August 2019)



We have improved but there is room for further progression

Community Perception Study 2018 (vs. 2014)

Local employment considered relevant contribution to territory

What the company takes away from the territories does not match its contribution. Communities have greater expectations

Relationship between local communities and the company has strengthened but addressing certain issues takes too long

Negative perception of environmental performance has been reduced but is still present

Communities and authorities are open to- and will welcome increased interaction with the company

Refining our sustainability framework

Materiality analysis

Communication

Operational management

1. Review

Comprehensive review of Camanchaca's historical sustainability strategy

Review of sustainability models of industry peers and recognized global leaders in sustainability

March 2019

2. Identification

Identification of the most important risks and opportunities that affect stakeholders

Define topics of relevance to the company

April - May 2019

3. Prioritization

Prioritization of topics based on significance to stakeholders and the company's economic, social and environmental impacts

June 2019

4. Presentation

Launch of new corporate sustainability framework

Q3 2019 - Q4 2019

5. Implementation

Structure initiatives and specific action points based on the results of the material analysis

Q4 2019 - Q1 2020


Help satisfy the growing need for healthy
and sustainable protein, and in
doing so contribute to a better future
for our planet and humanity

Salmones Camanchaca’s sustainability model

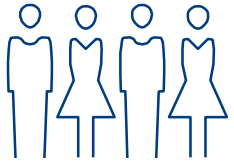
Healthy and Nutritious food

Premium quality, healthy, nutritious, sustainable and responsible with fish welfare

Healthy Ecosystems

Maintain the structure and function of the aquatic and terrestrial ecosystems in which we operate

Prosperous communities

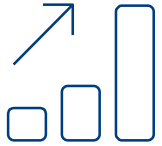


Operations integrated in harmony with the territory and its inhabitants

Meaningful jobs

Teams that are committed and conscious of their impact

Profitable and responsible business



Resilient and profitable business, committed with the creation of value for all stakeholders

Our performance matrix

Healthy and Nutritious food

FOOD SAFETY COMPLAINTS
2018: 0

STOCKING DENSITY
2018: < 17kg/m3

Healthy Ecosystems

ANTIBIOTICS USE
2018: 451 gr/ton

ESCAPES
2018: 0

FEED CONVERSION RATIO*
2018: 1.2

SOLID WASTES
2018: 4,798 ton

FISH IN: FISH OUT RATIO
2018: 0.6

Prosperous communities

COMMUNITY ENGAGEMENT ACTIVITIES
2018: 244

LOCAL EMPLOYMENT
2018: 57%

LOCAL TAXES
2018: 50%

Meaningful jobs

EMPLOYEE TRAINING HOURS
2018: 23,269

 # OF ACCIDENTS
2018: 34

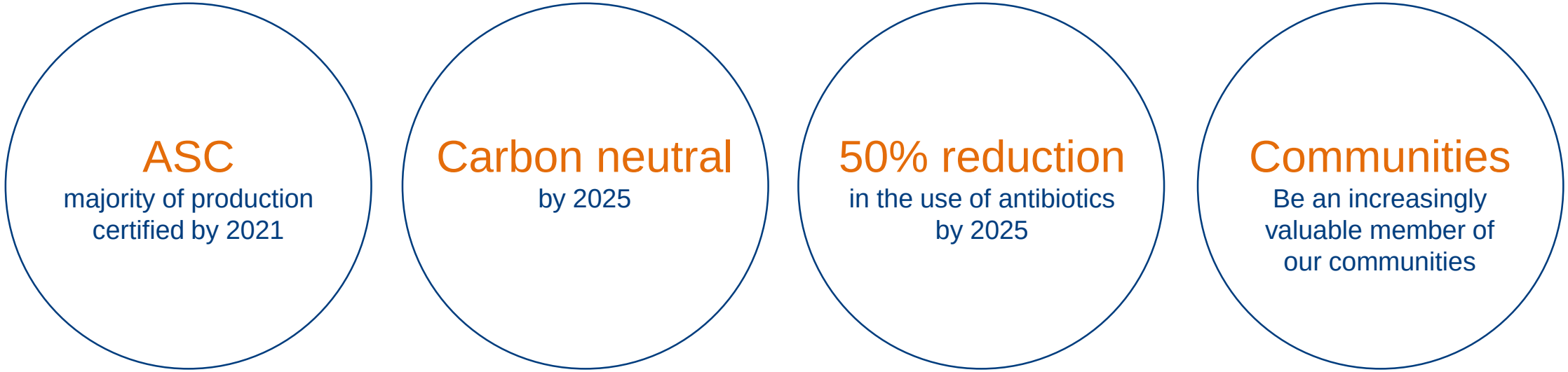
Profitable and responsible business

COMPLIANCE POLICIES & TRAINING
2018: 85%

EBITDA/TOTAL ASSETS
2018: 24%

* Efficiency FCR LWE closed cycle

Ambitions for a sustainable future



Majority of production ASC certified by 2021

100% of Salmones Camanchaca's operations currently undergoing ASC Certification Audits

We seek compliance with key sustainability principles

Regulatory compliance

Biological conservation

Efficient use of natural resources

Fish health and welfare

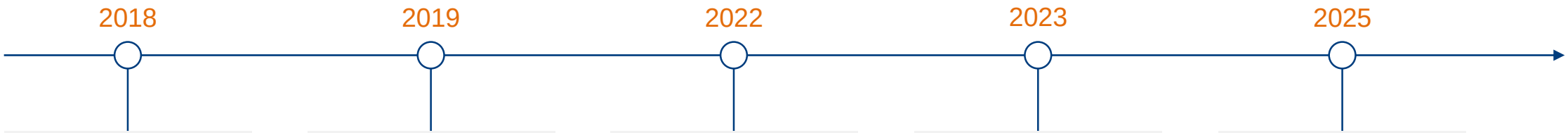
Social responsibility

Community engagement

We are currently working on

- Strategic use of in-feed medical treatment Lufenuron
- Leading the use of non-medicinal treatments in Chile
- Assessing wellboat treatments with water treatment for chemical removal and sea lice removal
- Genetic enhancement program
- Support of basic R&D to solve knowledge gaps

A carbon neutral company by 2025

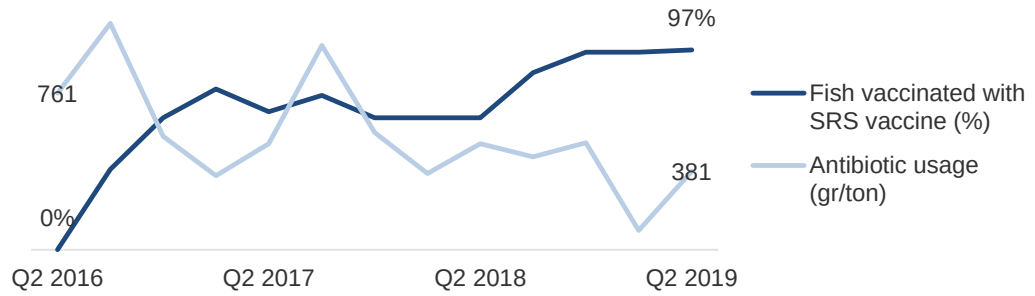


2018	2019	2022	2023	2025
Camanchaca became the first Chilean salmon farmer to measure its carbon footprint	Launch of new sustainability model and ambitions	50% reduction of Green House Gas emissions (GHG)	Freshwater operations switching to renewable energy sources	Salmones Camanchaca to be 100% carbon neutral*
		• Electricity contract 100% renewable energy • Local carbon compensation project in own forest	• ~100% Diesel in freshwater operations goes to 100% renewable energy	• Local carbon compensation in remaining emission budget
Reduction tCO2 equivalent		-18,017 (-54%)	-6,181 (-64%)	-19,674 (-100%)

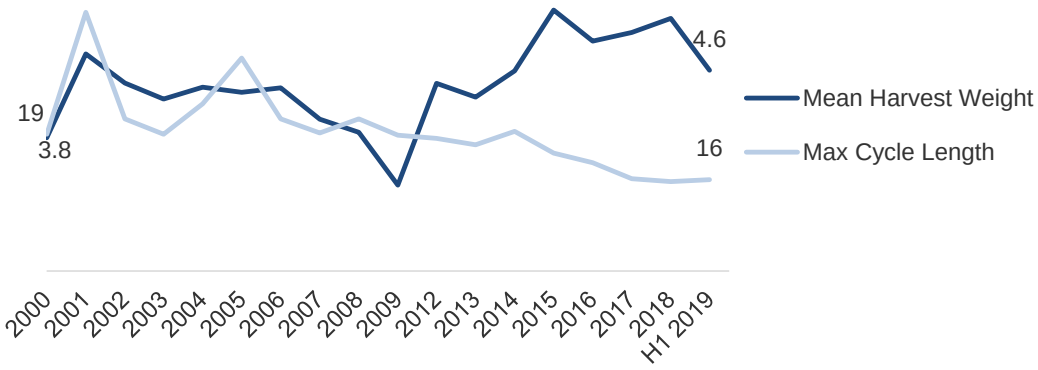
* Carbon Neutral ambition based on Scope 1 and Scope 2 emissions according to GHG Protocol, plus waste disposal as part of Scope 3

50% reduction of antibiotic usage by 2025

Vaccination vs. Antibiotic usage



Shorter cycles at sea



- A prime site portfolio
- Best operational practices
- State of the art vaccines
- Cycle length, reducing time at sea
- Genetics/strain
  - Development of fast growing Lochy and hybrid strains
  - Gender selection
  - Promote growth and reduce feed conversion ratio
  - Photoperiod (Reduce maturity and increase growth)
- Control of environmental conditions
  - Isolation of sites in cooperation with other farmers
  - Clean nets the whole cycle
  - Early detection of bacteria
- Engaged in SeaFood Watch – SalmonChile program to reduce the use of antibiotics by 50% towards 2025

Be an increasingly valuable member of our communities

New Department created in Salmones Camanchaca
(Corporate Affairs and Community Relations)

Leveraging on existing and new talent

Transform the way we relate with our communities

Deep diagnosis for new strategy development

Strategic vision of social licence and risk

A key pillar in our plan for value creation

- Sustainability provides a purpose beyond profit that will have a positive impact on our teams, key stakeholders and the business
- We have expanded the boundaries of responsibility and impact and set clear and progressive ambitions for the future
- We have committed the necessary talent and resources to meet our ambitions

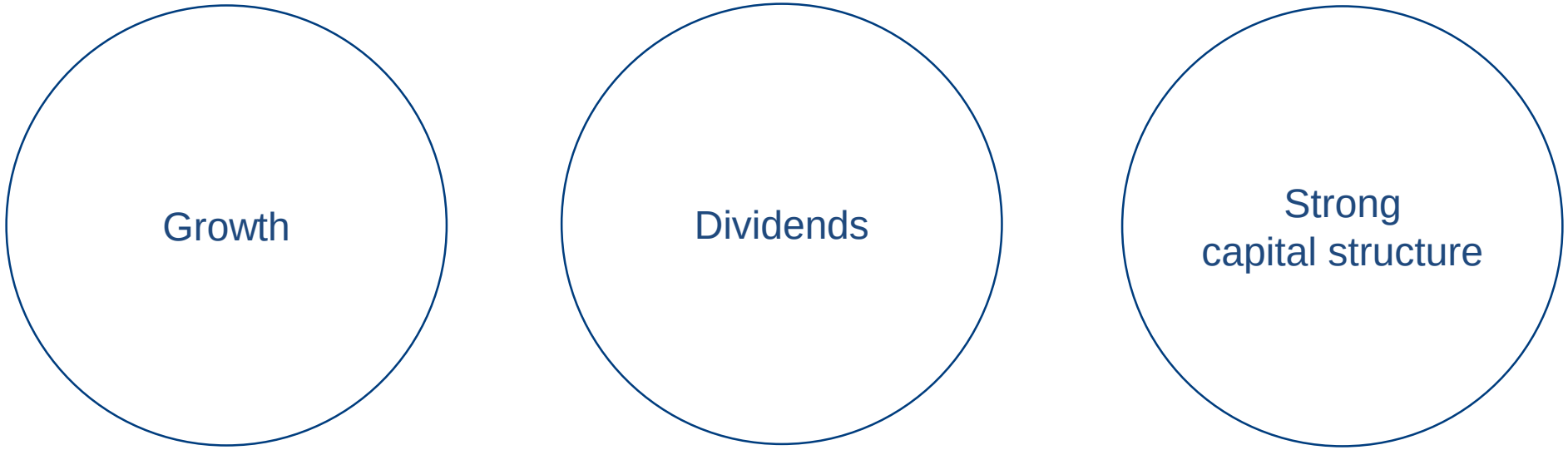
Salmones Camanchaca

Financial review

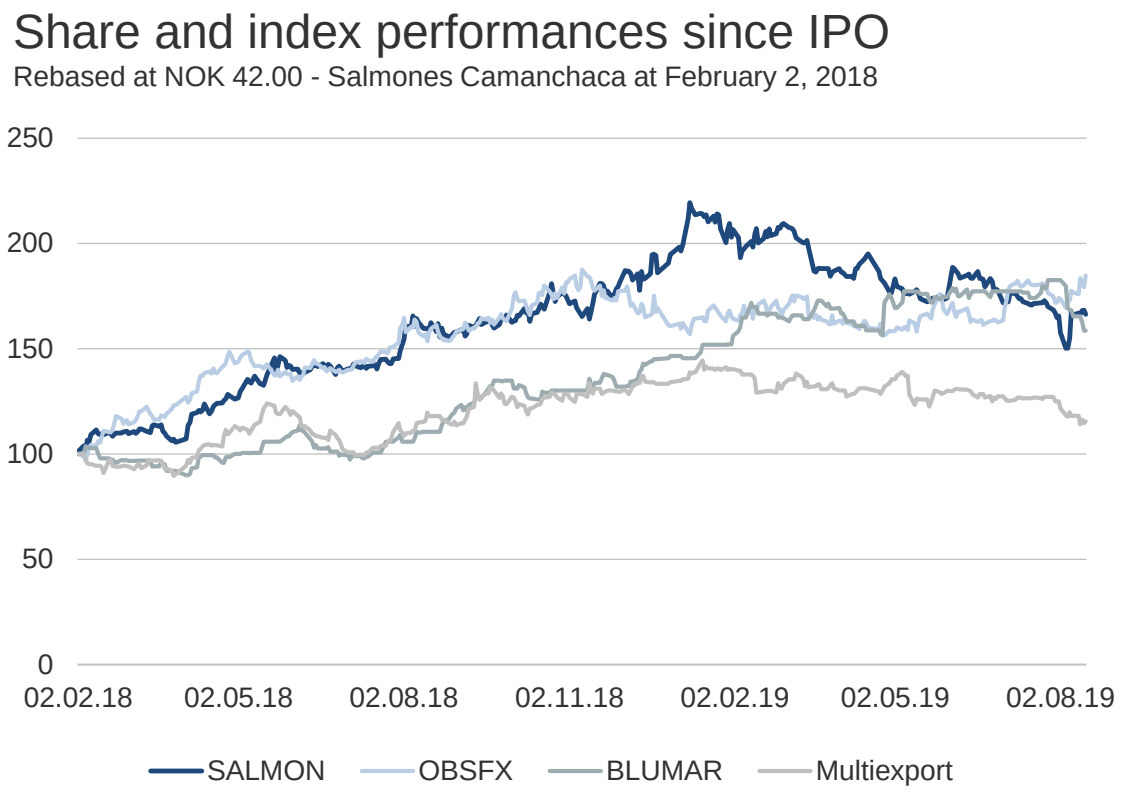
Capital markets day | August 2019

Daniel Bortnik, CFO

Deliver competitive long term returns to our shareholders



Share performance since IPO: +66%*



Dividend Policy

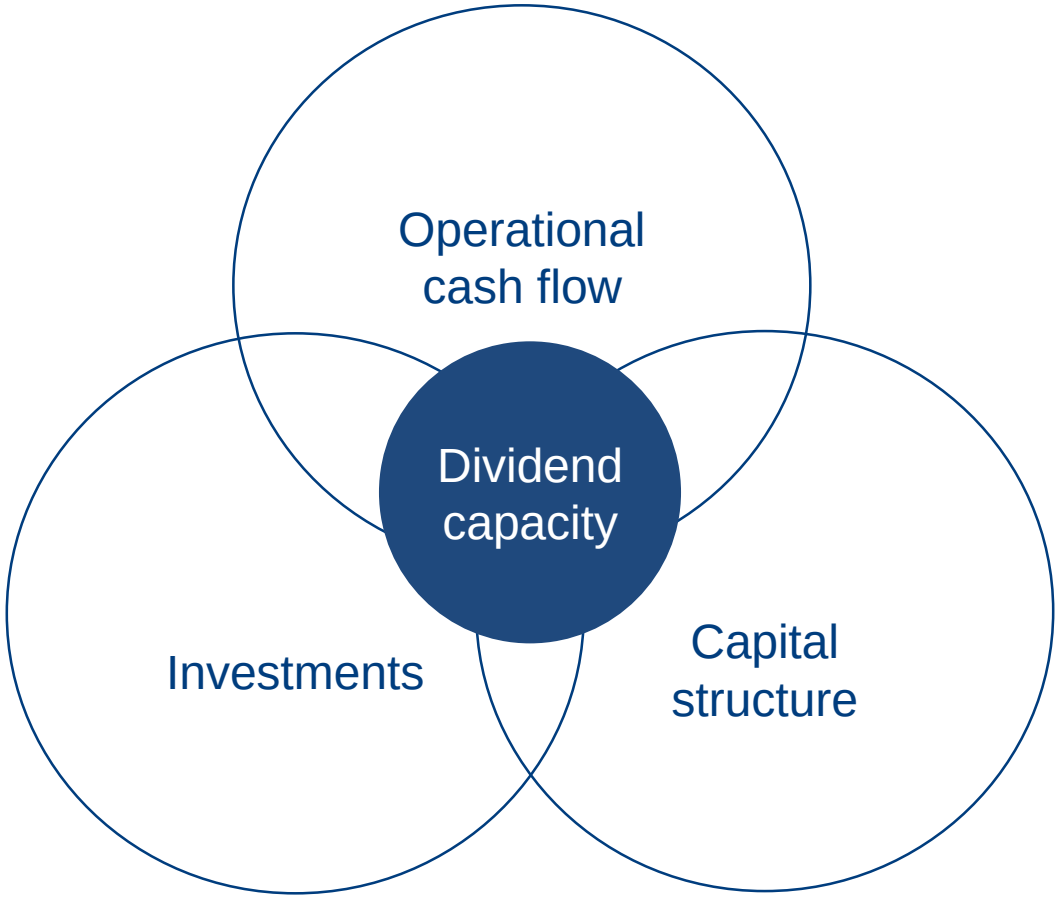
- Minimum 30% of net distributable profit
- 2017 dividend pay-out-ratio: 30%
- 2018 dividend pay-out-ratio: 50%

Profitability

- Return on Equity LTM H1 2019: 24%
- Return on Assets LTM H1 2019: 27%

* Refers to SALMON share price on Oslo Stock Exchange at 16 August 2019

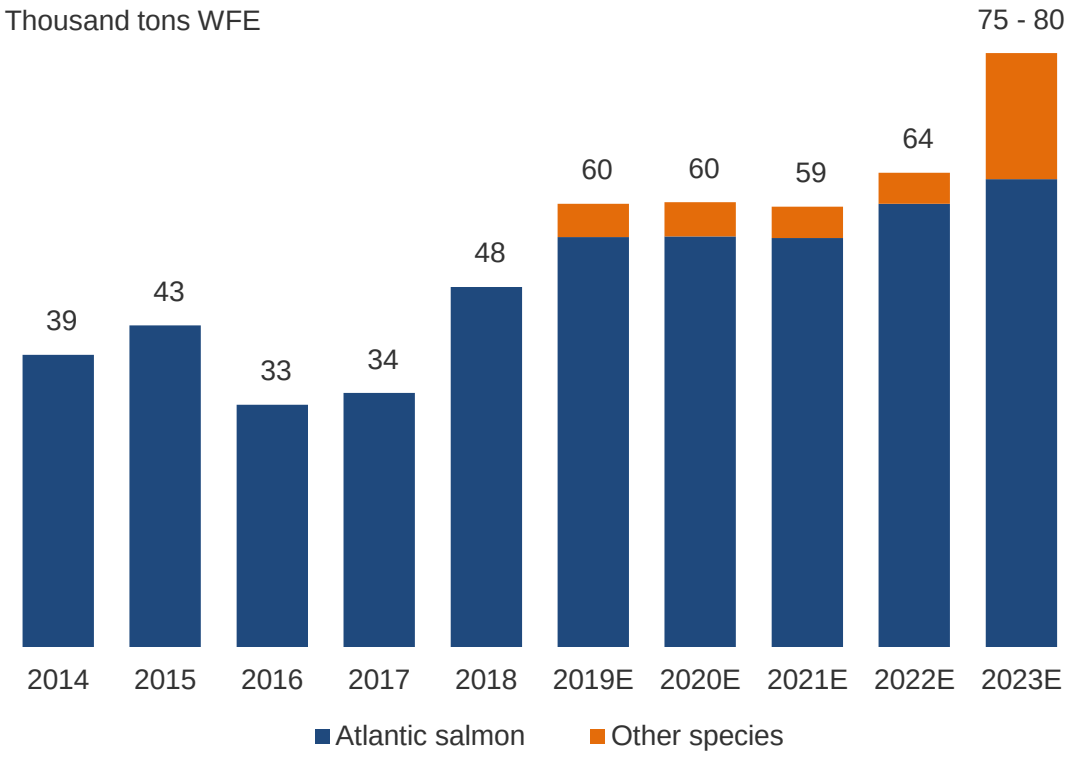
Dividend capacity foundation



Resource efficient growth

Harvest volume*

Thousand tons WFE



* Does not include trout JV 2016 - 2022. Average annual harvests: ~12,000 tons WFE

Atlantic Salmon

- Maximizing use of own concessions
- Biological control
- Risk diversification through regions X and XI

Other species

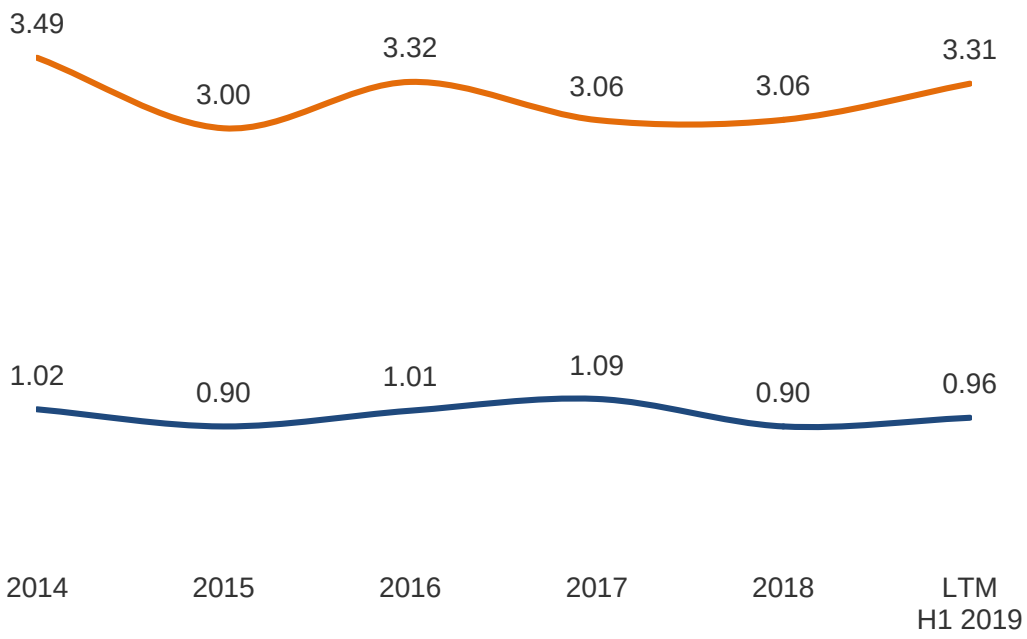
- Utilize trout JV stocking rights from 2023

Estimated investments	US$ million	Year
Freshwater and farming	50	2021
Processing	10	2022-23
Working capital	30	2023
Total	90	

Maintaining operational efficiency

Cost per kg

US$



Long-term targets

~ $3.0/kg
Ex-cage cost (LW)

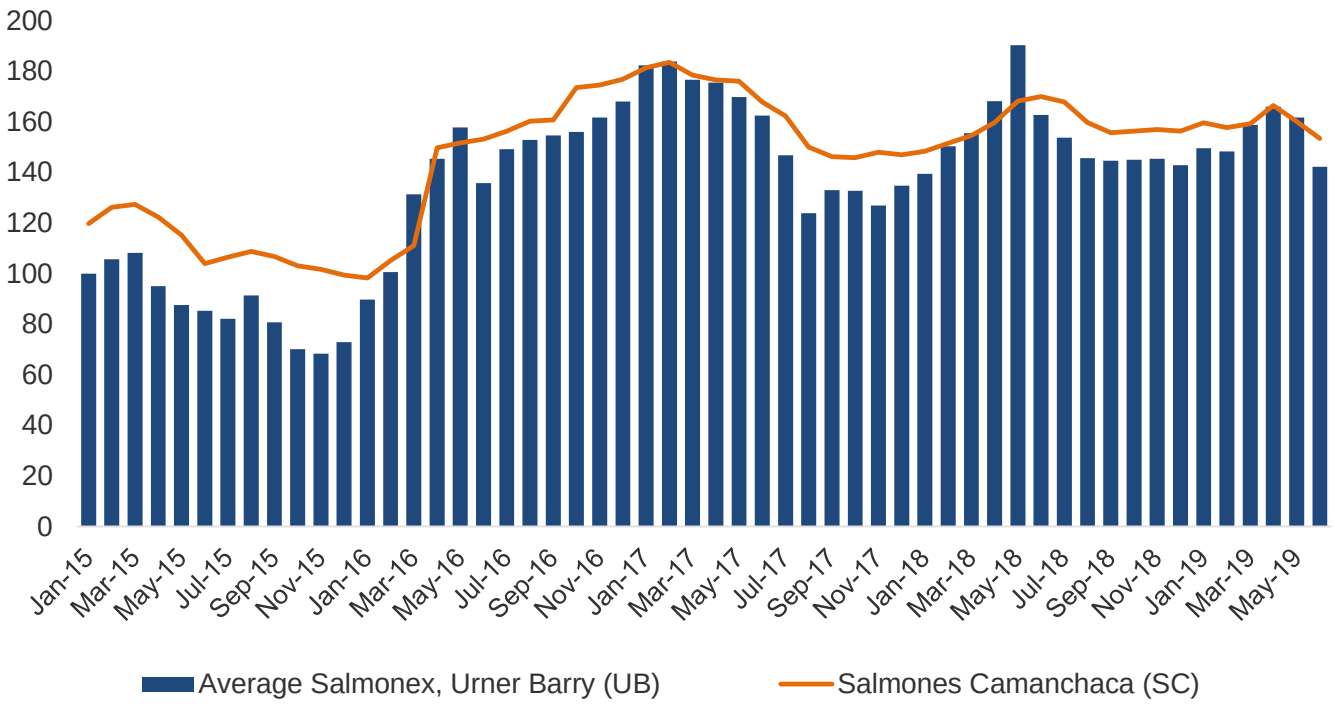
< $1.0/kg
Processing cost (WFE)

- Biological stability through high-quality breeding
- Safeguarding fish health and ensuring biological control
- Cost efficiency and product flexibility in processing and logistics

Increased value

Salmones Camanchaca vs US Benchmark

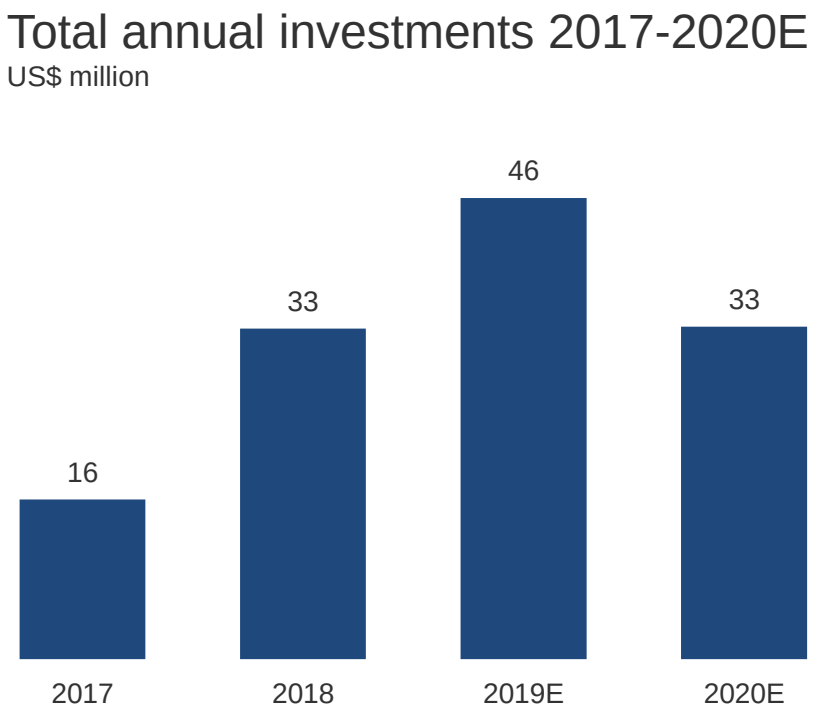
(Avg Salmonex, Urner Barry, Jan 2015 = Base 100)



- Reduce price differential to non-Chilean competitors in the US
- Develop and leverage product and marketing flexibility
- Strengthen reputation through sustainable operations
- Expand in new categories and markets
- Less volatility: SC standard deviation 0.87 vs. UB 1.15

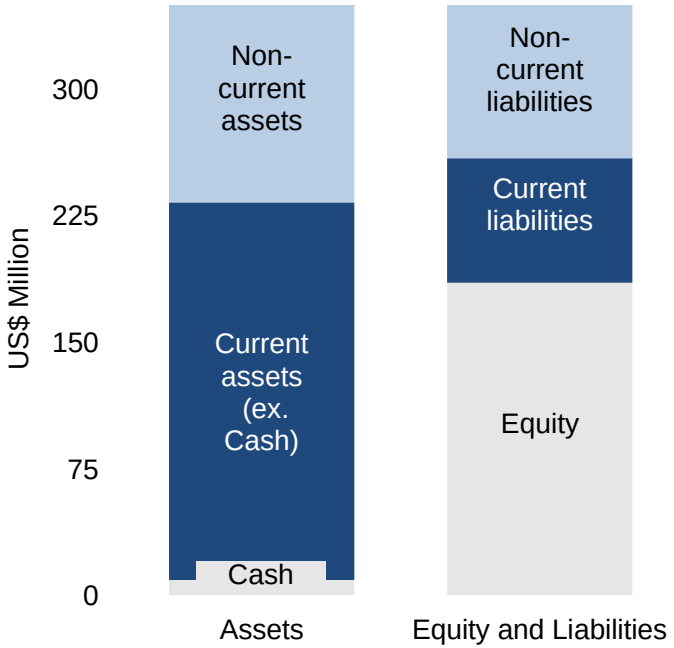
Investments 2017-2020E

US$ million	2017	2018	2019E	2020E	Status
Expansion of RAS hatchery	3.2	3.6	0.3		100% Completed
New Atlantic Farming Sites	3.5	15.1	3.8	1	95% Completed
Pacific salmon (coho)		2.7	12.4	1	90% Completed
Primary Process Expansion	1.4	1.8	3.4	1	90% Completed
Capacity & efficiency of VA plant	1.5	4.0	5.4	2	65% Completed
Maintenance & other regular investments	4.7	5.0	17.8	22	
Regulatory requirements	1.7	0.8	2.8	6	
Total	16.0	33.0	46.0	33	

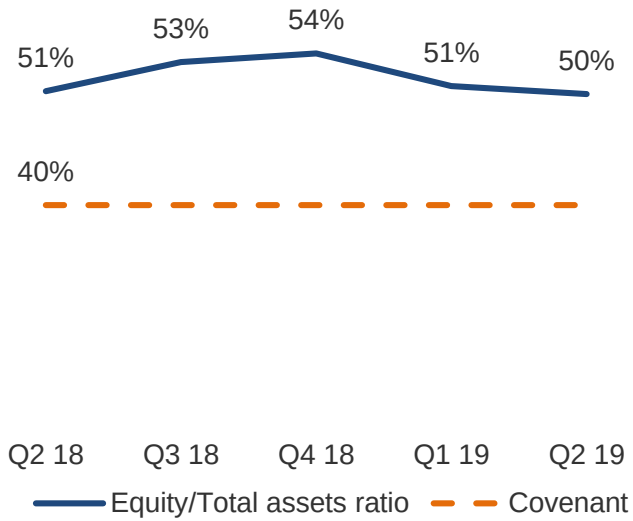


Solid financial position

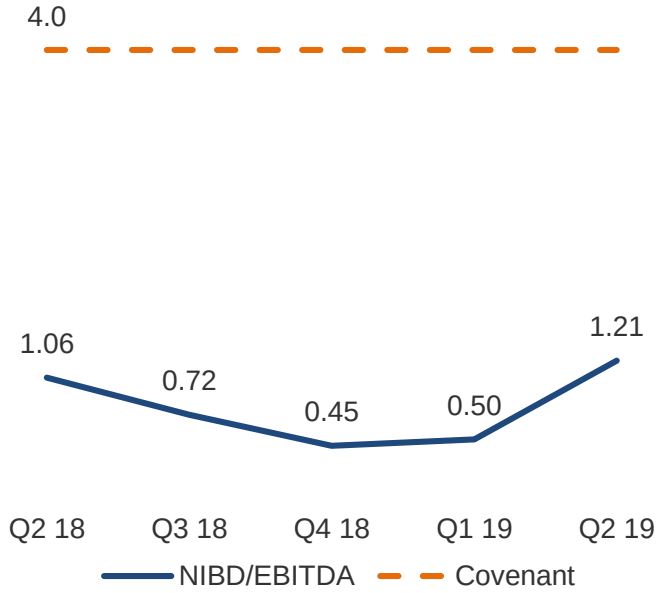
Balance sheet as of 30/06/2019



Equity/total asset



Net interest-bearing debt/EBITDA



Solid funding

As of June 30, 2019	Total US$ million	Nominal rate %	Credit lines used US$ million	Credit lines available US$ million
Committed total revolving credit	100	LIBOR + 2.25%	94	6
Uncommitted short-term credit lines	28		0	28
Total	128		94	34

- Bank loans and credit facilities
  - Maturity of revolving credit
    - 10% 2020
    - 10% 2021
    - 80% 2022
- US$ 9.5 million cash holdings

Our targets

	Subject	Ambitions and targets	Status
Dividend	Competitive long-term shareholder returns	50% of net distributable profit	50% for 2018
Capital structure and funding	Net debt/EBITDA	< 1.5x	1.21 H1 2019 LTM
	Equity/Total assets	> 40%	50% 30/6/2019
Harvest volume	Atlantic Salmon	63,000 tons WFE by 2023	On track: 54,000 FY 2019
	Other species	12,000-17,000 tons by 2023	On track: 4,500 coho + 7,000 trout JV FY 2019
Cost development	Ex-cage cost (live weight)	FY: ~ US$ 3/kg	US$ 3.31 H1 2019 LTM
	Processing cost (WFE)	FY: < US$ 1/kg	US$ 0.96 H1 2019 LTM

Q2 and H1 2019

Highlights

- Q2 2019 Atlantic salmon harvest was 13% of full year estimate
- Increased ex-cage cost due to algae blooms, low oxygen levels and harvest from lower density sites
- Processing cost increased due to lower scale and a larger fraction of value-added in product mix
- Improved price achievement due to increased share of value added products
- Favorable growth and conversion will drive volumes in H2 2019. Expected harvest volume of 37,000-38,000 tons
- Guidance for 2019 Atlantic salmon harvest raised to 54,000-55,000 tons WFE
- Expect to harvest 4,500 tons coho in 2019

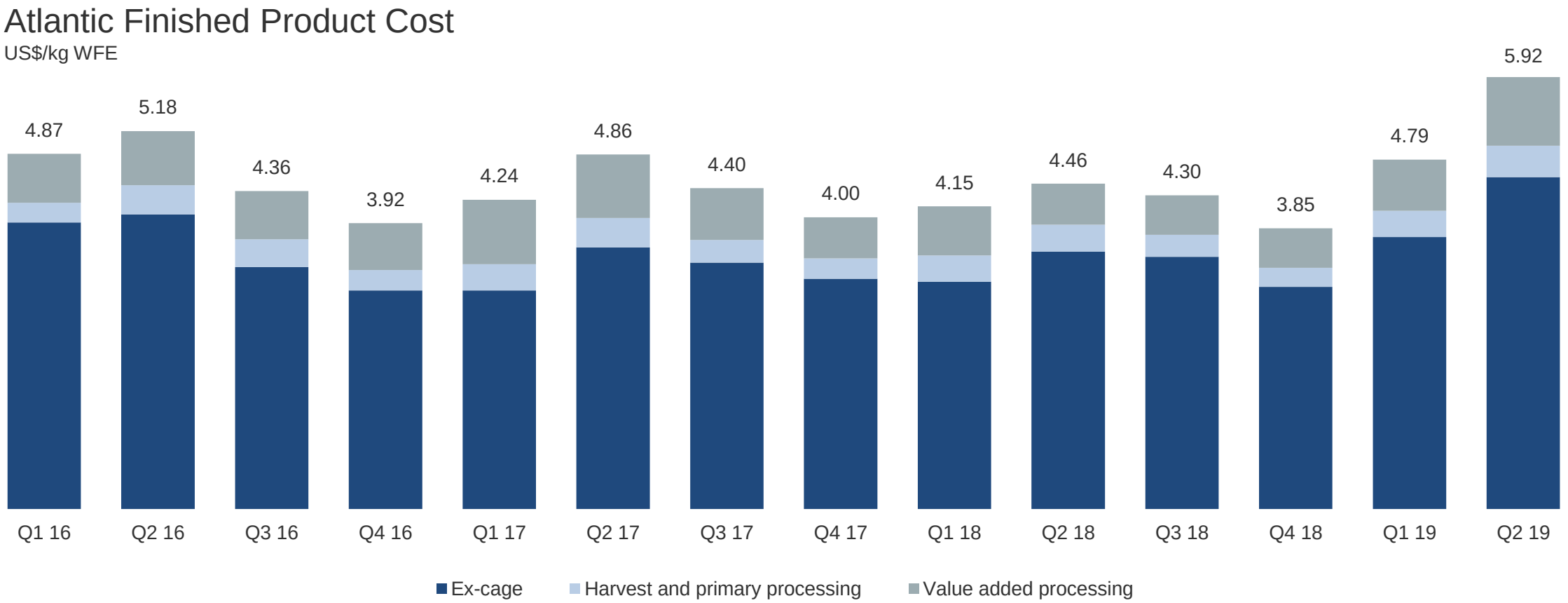
Q2 and H1 2019 financial matrix

ThUS$	Q2 2019	Q2 2018	Δ%	H1 2019	H1 2018	Δ%
Operating Revenues	48,179	75,093	-35.8%	122,055	155,653	-21.6%
EBIT before Fair Value	1,212	13,371	-90.9%	15,707	29,238	-46.3%
EBITDA before Fair Value	4,153	16,183	-74.3%	21,505	34,664	-38.0%
EPS (US$)	0.1153	0.0469	145.6%	0.1696	0.2854	-40.6%
Harvests (ton WFE)	7,136	11,132	-35.9%	17,327	20 721	-16.4%
Sales (ton WFE Company-farmed)	7,262	10,922	-33.5%	18,884	21,497	-12.2%
Ex-cage cost (US$/Kg WFE)	4.55	3.53	29.0%	4.07	3.33	22.1%
Process cost (US$/Kg WFE)	1.37	0.93	47.3%	1.08	0.98	11.1%
Price (US$/Kg WFE)*	6.60	6.26	5.5%	6.21	6.26	-0.8%
Atlantic EBIT/Kg WFE (US$)**	0.24	1.17	-79.6%	0.89	1.21	-26.4%
NIBD				84,818	64,129	32.3%
Equity/Assets ratio				50%	51%	-0.6pp

*Billing in US$ divided by tons sold excluding operations with third-party raw materials

**Excludes net profit/loss from the trout Joint Venture and operations with third-party raw materials

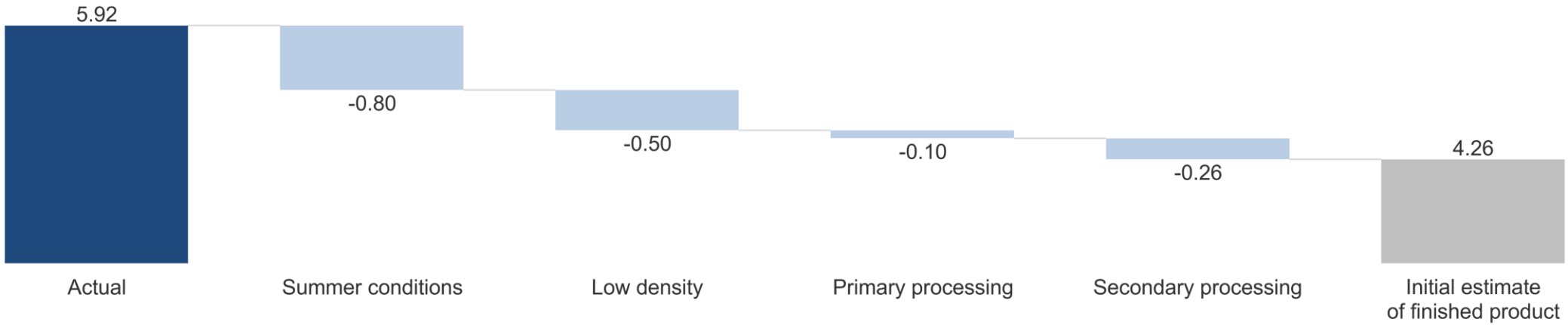
Costs impacted by biological challenges and lower volume



Q2 2019 extraordinary costs

Total production cost

US$/Kg WFE



Summer conditions	Low density	Primary processing	Secondary processing
Reñihué fjord sites (region X): oxygen & algae bloom	Harvested sites at low density	Low scale: -2.6 k ton	Low scale: 21 cents (-2.5k tons) Value-added mix: 5 cents (More portions and less HOG)

Cash flow

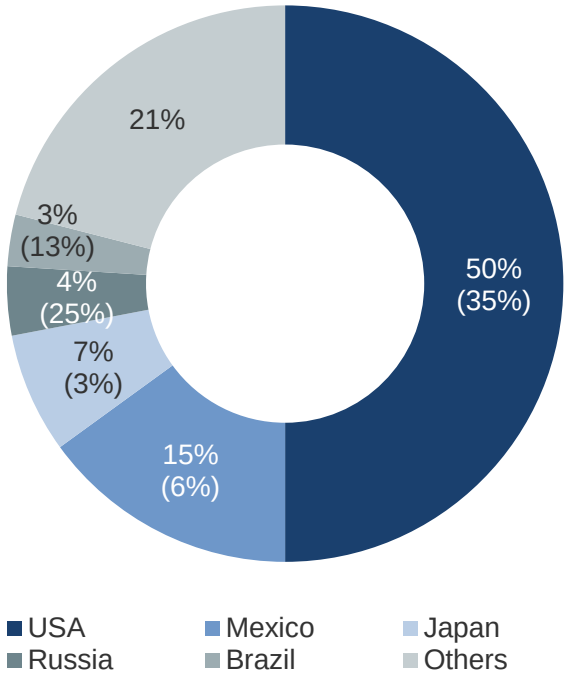
US$ million	H1 19	H1 18
Cash flow from operating activities	3.6	13.4
Dividends paid (net)	-23.2	-1.9
Taxes paid	-5.4	-0.1
Cash flow from investment activities	-22.6	-16.4
Cash flow from financing activities	44.0	20.9
Cash at the end of the period	9.6	16.3

- Operating cash of US$ 3.6 million affected by low production and working capital for Atlantic salmon and coho biomass
- Dividend pay-out of US$ 23.2 million and taxes of US$ 5.4 million
- Investments up some 40% y-o-y, in line with growth and efficiency plans for 2019-2021
- US$ 44 million from financing activities due to use of the revolving line facility

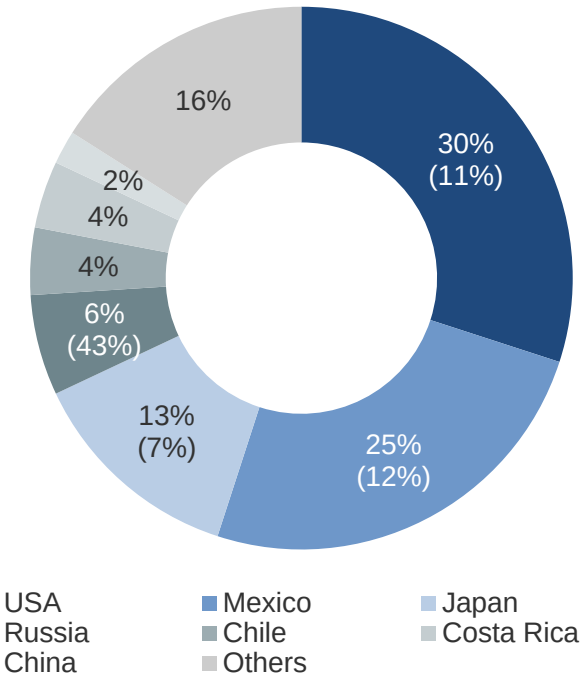
Sales distribution of Atlantic salmon based on US$ sales

Q2 2019 (Q2 2018)

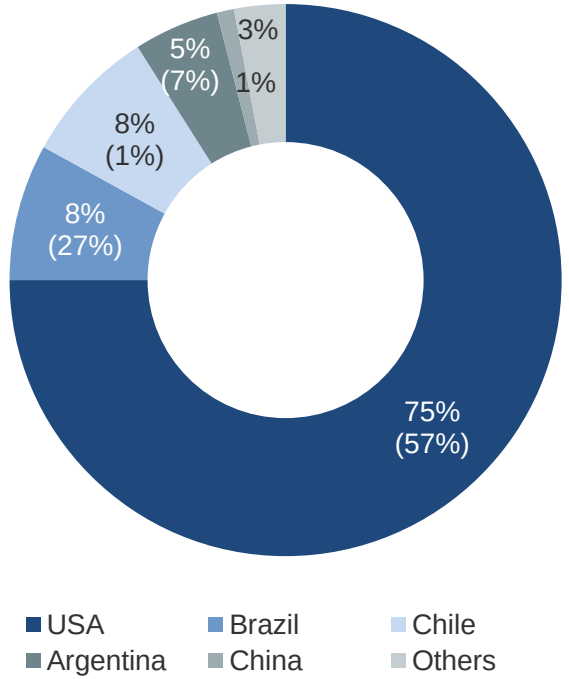
Total



Frozen 57% (49%)

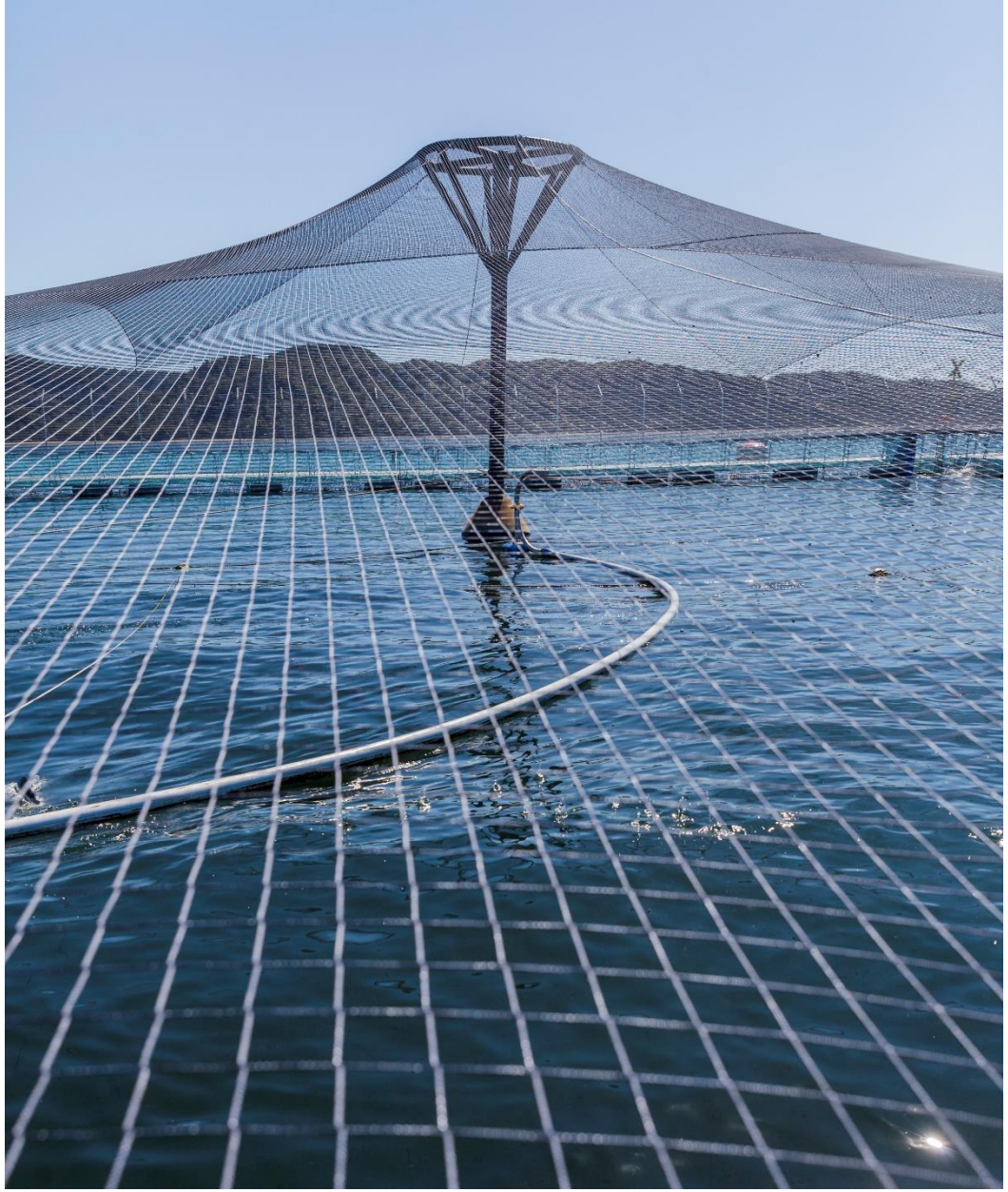


Fresh 43% (51%)



H1 2019 Summary

- Extraordinarily low-scale quarter, as expected, Atlantic harvest volume 13% of full year estimate
- Earnings impacted by higher costs, driven by algae blooms, low oxygen and harvest from low-density sites
- Higher processing costs due to lower volumes
- Harvest forecast for 2019 raised to 54,000-55,000 tons due to high expected harvest of 37,000-38,000 tons in H2 2019



Summary and closing remarks

Capital markets day | August 2019

Ricardo García, Vice Chairman

The Chilean opportunity

- Delivering on our IPO promises and setting ambitious sustainability goals
- Taking all necessary actions to address biological challenges
- Focused on organic, cost-efficient and sustainable growth, now including other species
- Increasing processing flexibility to better exploit market opportunities
- We continue to be an outstanding opportunity to have Chilean salmon exposure

A sustainable, low-cost producer with clear growth and value creation potential

Resource efficient growth

Reach 75-80,000 tons by 2023 using existing sites and improve operational efficiency

Focused market development

Ensure processing capacity and flexibility to target core markets

Progressive sustainability

Become carbon neutral by 2025 and ASC certify majority of production by 2021

Salmones Camanchaca

Feeding the world from the ***ocean***