THE KINGFISH COMPANY

ANNUAL REPORT 2024

THE KINGFISH COMPANY

Leading a revolution in sustainable aquaculture

Welcome to our 2024 integrated annual report

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Introduction


THE
KINGFISH
COMPANY®

CEO's Message

> As we move further into 2025, we are confident in our strategy and our ability to execute it.
>
> **Vincent Erenst**
> Chief Executive Officer

As we look back on 2024, I am pleased to report on a year during which we made significant progress in our commercial development while addressing operational challenges that have shaped our future strategic focus.

Throughout the year, we achieved consistent quarter-over-quarter growth in sales volume and finished the year with a particularly strong fourth quarter, when volumes increased by more than 60% compared to the previous year. This remarkable growth reflects both the strong market demand for our Kingfish Company Yellowtail products and the successful expansion of our Sales organization, which was operating at full strength by year-end. Enhanced Sales and Marketing capabilities have enabled us to broaden our customer base and expand our geographical reach across Europe and North America.

Our breeding program reached a significant milestone with the production of our first batch of fourth-generation fingerlings, representing 15 years of dedicated work. This achievement underscores our commitment to continuous improvement in fish performance and quality.

However, 2024 also presented operational challenges. Although the rapid growth in biomass levels demonstrated the capabilities of our recirculating aquaculture system (RAS) technology, they also demanded rigorous management to optimize operational efficiency and align production with market demand. While impacting on our short-term production costs, these adjustments are essential steps towards building a sustainable and profitable farm for the long term.

Looking ahead to 2025, we are taking decisive action to strengthen our financial position. We are pleased to announce that we successfully completed a fully underwritten €14 million equity raise in January 2025. This, combined with adjustments to our financing terms, will provide us with the resources we need to optimize our operations and scale production toward full capacity. This strong show of support from our shareholders demonstrates their continued confidence in our business model and growth strategy.

Our culture

We value 'Dedication and Excellence'
We believe things should exceed 'good', so we always strive for uncompromising excellence.

We value 'Eco-consciousness and Integrity'
We believe in protecting the oceans while cherishing pure flavours.

We value 'Fusion and Diversity'
We strongly believe in embracing tradition **and** innovation.

Our in-house packing and processing plant, which began operations in March 2024, has been performing at optimum levels, enhancing our ability to meet diverse customer requirements and maintain product quality control. This vertical integration represents another step forward in our journey towards building a fully integrated sustainable seafood company.

None of these achievements would have been possible without the dedication and hard work of our diverse and talented team. Their commitment to producing a premium species – whether by ensuring optimal growing conditions for our fish, maintaining our technical systems, or serving our customers – remains the foundation of our success. I am particularly proud of how our team has adapted to the challenges we faced this year, demonstrating resilience and problem-solving capabilities that will serve us well in the future.

I would like to express my sincere gratitude to our customers for their continued trust in our products and our company. Their commitment to sustainable seafood and their appreciation of the quality of our yellowtail kingfish encourages us to continue improving and innovating. I also want to thank our shareholders for their unwavering support and confidence in our vision, demonstrated in particular through their backing of our recent equity raise.

As we move further into 2025, we are confident in our strategy and our ability to execute it. With our strengthened financial position, optimized operations, and expanded sales capabilities, we are well-positioned to capitalize on the growing market demand for sustainable, high-quality seafood. While we acknowledge the challenges ahead, we remain focused on our goal of becoming the global leader in sustainable land-based aquaculture.

Chairman's Message

As we reflect on 2024, it is evident that it was a year of significant milestones and critical decision-making for The Kingfish Company. While we celebrated notable achievements in our commercial and operational journey, we also navigated challenges that required careful governance and strategic oversight.

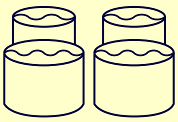
It is evident that it was a year of significant milestones and critical decision-making for The Kingfish Company.

Jeroen Scheelbeek
Chairman of the Supervisory Board

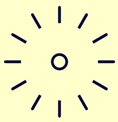
The Supervisory Board remained deeply engaged throughout the year, providing guidance to the Management Board on the company's strategic priorities. Together, we reviewed, challenged, and advised on key decisions, particularly regarding our sales strategy and efforts to optimize operational efficiency. We discussed market trends, risks, and growth opportunities extensively to ensure alignment with our long-term goals.

Corporate governance was an important focus for the Supervisory Board in 2024. We discussed quarterly results, forecasts, and financial statements, ensuring thorough oversight of the company's performance and financial position. The announcement of a fully underwritten €14 million equity raise at the end of the year reflects our shareholders' trust and support. This capital injection, combined with amendments to the senior facilities agreement, will provide the resources needed to execute the company's ambitious plans for 2025 and beyond.

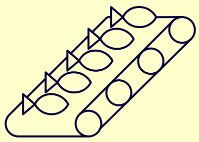
The future of fish is here



The Kingfish Company is a pioneer and leader in sustainable land-based aquaculture using in-house developed advanced Recirculating Aquaculture Systems (RAS) technology.



With an optimally located site on the shores of the Oosterschelde marine nature reserve in the Netherlands servicing the EU market daily, full-cycle hatchery, an on-site R&D facility, and an advanced grow-out system.



Annual production capacity of premium yellowtail kingfish at its Kingfish Zeeland facility in the Netherlands reached 4,000 tons by the end of 2024. Kingfish Maine in the US is fully permitted by local, state and federal regulatory agencies to build an 8,500 tons production facility.

Risk management was another key area of attention. Through the Audit Committee, the Supervisory Board closely monitored the company's risk identification and mitigation processes, ensuring robust internal controls. Additionally, we reviewed sustainability initiatives, reflecting our commitment to responsible and sustainable aquaculture practices.

We also prioritized employee engagement and talent management. This year, the company conducted its first-ever employee survey, gaining valuable insights into the attitudes and culture within the organization. We regularly discussed talent development, succession planning for key positions, and diversity initiatives to ensure the company remains well-equipped to attract and retain top talent.

> Looking ahead, 2025 promises to be a transformational year for The Kingfish Company.

With the Sales organization now operating at full strength, the company's financial foundation, and a clear strategy to optimize operations and scale production, the company is well-positioned to capitalize on the growing demand for sustainable seafood.

On behalf of the Supervisory Board, I would like to thank the Management Board and all employees for their dedication and hard work. I also extend my gratitude to our shareholders, customers, and other stakeholders for their trust and continued support. Together, we are driving forward The Kingfish Company's mission to lead the way in sustainable aquaculture.

2024 Key Figures

€28M
REVENUE

SALES VOLUME
1 992 tons
whole fish equivalent (WFE)

REVENUE PER KG
€13,9/kg

2 483 tons
PRODUCTION

eFCR 1,53

-€1,7/kg
UNDERLYING EBITDA

Zero
MASS MORTALITIES
from the start of operations

Zero
USE OF ANTIBIOTICS OR TREATMENTS

19%
REDUCTION IN CARBON FOOTPRINT
(compared to 2023)

100%
OF CERTIFICATIONS RETAINED
ASC, BAP, Friend of the Sea, BRCGS Food Safety

100%
of the 25x25 Sustainability Campaign targets
ON TRACK

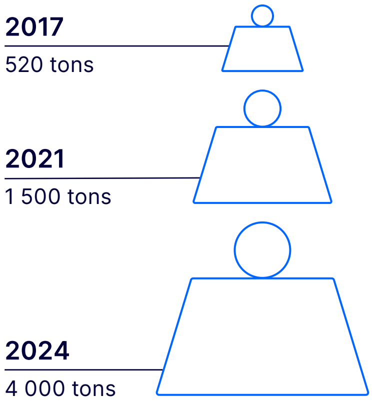
About Us

The Kingfish Company is a pioneer and world leader in the production of sustainable yellowtail kingfish using land-based RAS. We have been producing premium yellowtail kingfish since 2017. They are also known in the marketplace as *Seriola lalandi*, Pacific Yellowtail, Ricciola, Greater Amberjack or Hiramasa, and often used interchangeably with Hamachi, a close cousin. Our company is on a mission to promote sustainable aquaculture, offering responsible choices to the consumer and growing awareness and care for the planet and its people.

Our company facilities cover 15 415m^2 and include grow-out facilities, a hatchery, wastewater treatment facility, and pump house. The hatchery raises juvenile fish from quality eggs delivered by carefully selected parent fish. Once the juvenile fish have reached market size, ranging from 800 grams to 3–4 kg, they are harvested and transferred to the processing plant. In 2024, Processing moved to the new on-site facility in Kats. Currently, fish are harvested on demand and arrive at their final destinations within 24–48 hours.

In the USA, The Kingfish Company has the federal, state and municipal regulatory permits necessary for the development of Kingfish Maine. The local community strongly supports Kingfish Maine's plans for a new farm, but these plans have been temporarily put on hold due to appeals against two of our state permits. A final decision is imminent and, assuming it goes our way, that would bring an end to any appeals.

ANNUAL PRODUCTION CAPACITY



The Kingfish Company produces and supplies sustainable and high-quality yellowtail kingfish in its target markets.

Jean-Charles Valette
Chief Financial Officer

Management Report

The Kingfish Company produces and supplies sustainable and high-quality yellowtail kingfish in its target markets. Yellowtail kingfish is a highly versatile premium fish species, well known in Italian and Asian fusion cuisines. Production is based on advanced RAS technology, which protects biodiversity and ensures biosecurity. Animal welfare is paramount. Accordingly, we grow fish without the use of antibiotics and genetically modified organisms. Operations run on 100% renewable electricity. The company's facilities operate on sea water, avoiding any waste of precious fresh water.

The Kingfish Company N.V. is a public limited company under Dutch law, and is traded at Euronext Growth in Oslo, Norway.

Business Update

2024 marked a year of significant commercial advancement for The Kingfish Company, with the organization fully focused on strengthening its sales capabilities and optimizing operational performance, following the successful completion of Phase 2 expansion in 2023. The appointment of Gudo klein Gebbink as Commercial Director in January 2024 brought valuable expertise to develop our brand, expand our customer base, and boost sales in existing and new markets. Throughout the year, he successfully restructured and expanded the sales and marketing team, laying a strong foundation for accelerated growth.

The sales strategy concentrated on increasing market share across both established and emerging markets. Our sales team effectively leveraged existing and new sales channels in Europe and North America, while simultaneously developing opportunities in Asia, the Middle East, and South America. The company hosted numerous educational events and product demonstrations throughout the year, showcasing the premium quality and versatility of yellowtail kingfish. These activities, conducted both in-house and at key industry events, significantly strengthened The Kingfish Company's brand recognition and highlighted the superior quality of our products.

Sales Growth and Market Expansion

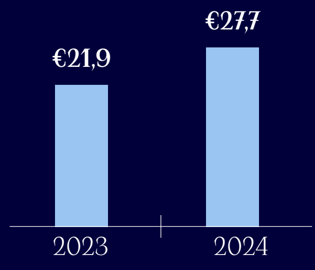
The company demonstrated substantial commercial progress in 2024, achieving a year-on-year 37% increase in volume sold to 1 992 tons and a 26% increase in revenue to €27,7 million. This growth reflects both the success of our refreshed sales strategy and higher market demand. Our enhanced sales efforts, including team expansion, development of new sales channels, and increased promotional activities in both professional and retail sectors, have begun to yield significant results.

Revenue per kg was €13,9 compared to €15,1 in 2023, reflecting an 8% decrease. This decline was primarily due to intensified promotional and launch activities, which successfully attracted new customers and increased sales volumes but resulted in a lower revenue per kg. Additionally, the initiation of a biomass reduction plan in December 2024 led to an increased sale of smaller-sized fish, further impacting the revenue per kg.

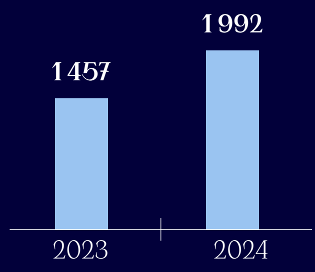
Operational Performance and Production Efficiency

Throughout the year, The Kingfish Company managed its biomass levels strategically to align production with sales demand. By year-end, the standing biomass reached 1 118 tons, a 16% increase compared to 967 tons at the end of 2023. As the farm operated above its optimal biomass level for part of the year, the company implemented growth control measures to align production with sales. This led to a temporary decrease in productivity and an increase in eFCR to 1,53 compared to 1,36 in 2023.

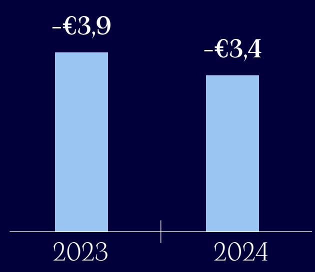
Revenue (million)



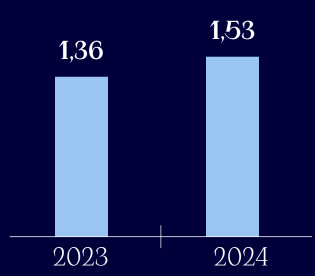
Sales Volume (tons)



Operational EBITDA (million)



Feed Conversion Ratio



Kingfish initiated a biomass reduction plan at the end of 2024 to bring the standing biomass down to approximately 800–900 metric tons over the first quarter of 2025. This resulted in a reduction of the biomass' fair value of approximately €1,2 million.

In 2024, our R&D team continued research on new feed formulations. The introduction of improved feed formulations and the superior performance of our 3rd generation fish shows promise for improved eFCR going forward. A significant milestone was achieved in our breeding program, with the hatchery producing its first batch of fourth generation fingerlings ahead of schedule, demonstrating the continued advancement of our breeding program.

In March 2024, our new processing facility began operations, equipped to handle the current maximum production capacity of 4 000 tons and prepared for future expansion to 6 500 tons.

Financial Performance

Gross margin per kg was €2,6 compared to €2,9 in 2023, a decrease of 9%. This is explained by lower revenue per kg, higher logistic costs due to expanded distribution in the US market, and increased production costs as a result of higher eFCR.

Operational EBITDA improved to −€3,4 million in 2024 from −€3,9 million in 2023. The company expanded its sales and marketing team and launched new promotional initiatives to boost Yellowtail Kingfish's market penetration, resulting in a €1,0 million increase in sales and marketing expenses. Despite a lower gross margin and higher sales and marketing investments, EBITDA per kilogram improved by 37% to −€1,7 (from −€2,7 per kg in 2023) due to strict cost management in other functional areas.

Depreciation, amortization, and impairment costs increased significantly in 2024. This rise is primarily attributed to the inclusion of a full year of depreciation following the completion of the Phase 2 expansion in December 2023 and the commissioning of the new processing plant in the first quarter.

At the end of 2024, The Kingfish Company decided to consolidate its global hatchery operations at its Zeeland facility. The US hatchery activities are reported as discontinued operations comprising impairment of assets of €1,4 million (see Note 29 of the Consolidated Financial Statements).

Cash Flow and Liquidity

The company reported an operating cash outflow of €9,0 million (2023: −€7,3 million). This increase was primarily driven by a €5,0 million growth in biomass and frozen inventory.

Cash flow from investing activities amounted to −€5,3 million in 2024 (2023: −€22,8 million). This is mainly due to phase 2 completion capex of which a significant amount is related to an upgraded power connection to the national grid.

Cash flow from financing activities amounted to −€1,7 million in 2024 (2023: €48,0 million), consisting of €4,8 million received as final drawdown of the PCP loan, −€7,3 million in interest payments, and a drawdown from the Machias loan of approximately €1,0 million. Starting in 2024, the company began paying interest in cash, whereas previously, interest payments were capitalized.

Net debt increased to €107,5 million (2023: €77,5 million), primarily comprising the €73,0 million PCP loan and a €35,4 million convertible loan including accrued interest. The company maintained liquidity of €8,8 million (2023: €31,2 million), consisting of €3,6 million in cash, and €5,2 million in available financing facilities.

In January 2025, the company successfully raised €14,0 million in a private placement to ensure full funding during the sales ramp-up phase and until the farm reaches full utilization. The newly issued shares were sold to the largest existing shareholders as well as a new investor.

Business Outlook

As The Kingfish Company continues to navigate through its sales and market development phase, we remain optimistic about the opportunities ahead. The company is focusing on accelerating revenue growth to achieve full utilization of the production capacity, while optimizing operations and making substantial investments in sales and marketing to expand its customer base and develop existing and new markets. The Kingfish Company remains committed to its path to profitability, expecting to achieve operational EBITDA and cash flow from operations break-even during 2025. The Kingfish Company continues to evaluate the timing of its expansion plans in the US and the Netherlands.

Investment Highlights

RAS is well positioned to become the third pillar in global seafood supply.

Wild catch and traditional aquaculture face limitations in seafood supply.

The Kingfish Company consistent with RAS-sector performance leaders.

Deep in-house expertise enabling biological outperformance and cost leadership among land-based peers.

Leader in a highly attractive market with clear ESG angle.

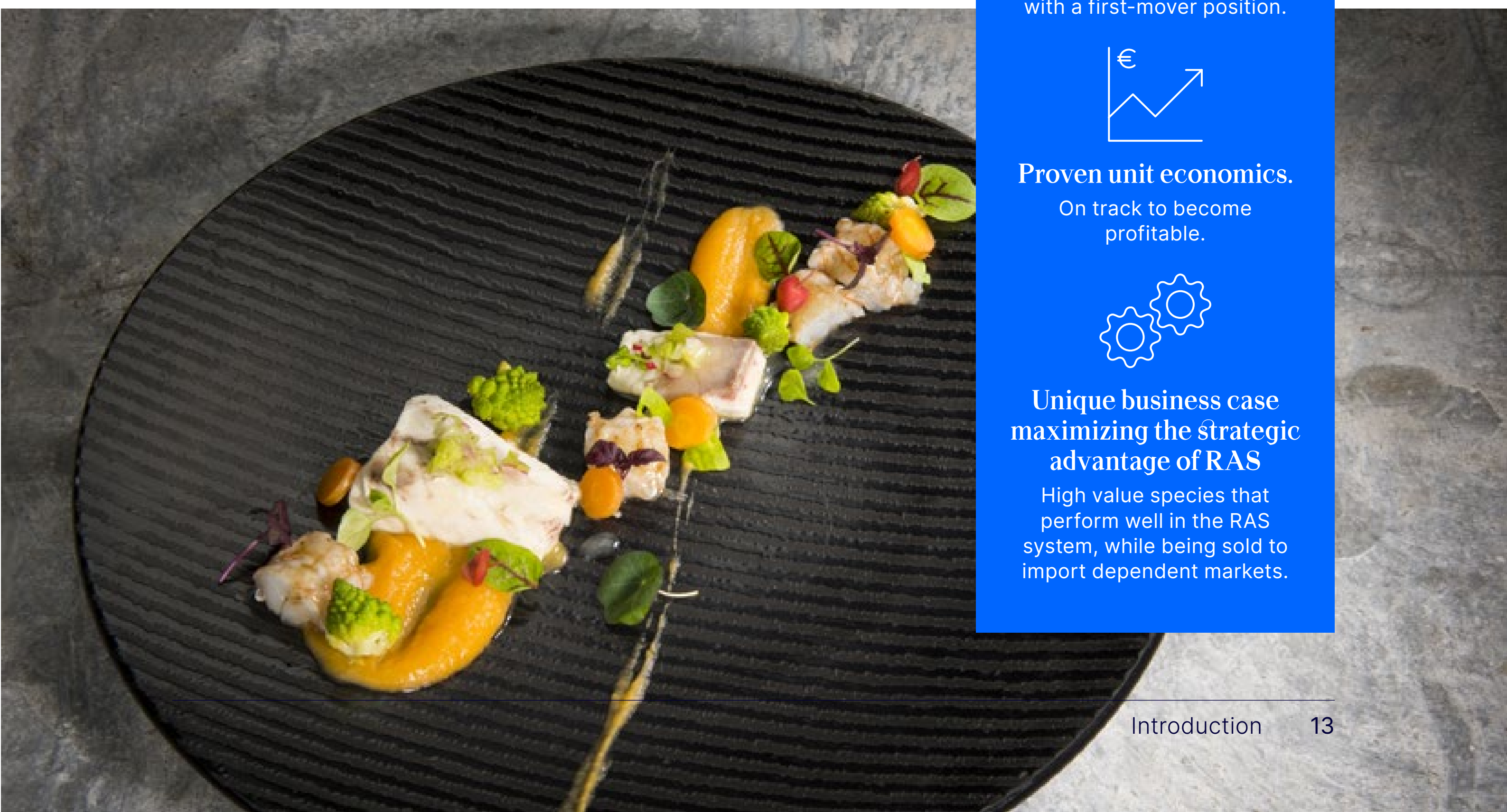
Operating in the fundamentally strong Yellowtail Kingfish market with a first-mover position.

Proven unit economics.

On track to become profitable.

Unique business case maximizing the strategic advantage of RAS

High value species that perform well in the RAS system, while being sold to import dependent markets.



Performance Summary

€	2024	2023	2022	2021
Gross profit/kg	2,6	2,9	3,3	2,2
Gross margin	24%	19%	15%[1]	20%
EBITDA (million)	–8,0	0,6	–4,8	–5,5
Capex spent (million)	–5,7	–21,1	–53,9	–31,0
Profit/loss (million)	–31,8	–9,9	–7,3	–6,2
Cash flow from operations (million)	–8,9	–7,3	–6,9	–5,7
Total assets (million)	167,9	187,2	141,7	77,3
Revenue (million)	27,7	21,9	18,7	10,3
Sales volume (ton WFE)	1 992	1 457	1 435	903
Sales price/WFE kg	13,9	15,1	13,1	11,4
Number of employees (FTE)	134,0	134,4	137,2	95,2
Food safety certifications*	Yes	Yes	Yes	Yes
Sustainability certifications**	Yes	Yes	Yes	Yes
Carbon emissions/kg produced	4,2	5,2	5,6	5,7
Forage Fish Dependency Ratio (FFDR)	1,8	1,7	2,5	2,1

* BAP Seafood Processing, BRCGS Food Safety
** ASC, BAP, GlobalG.A.P, Friend of the Sea

1 Based on 2023 definition of gross margin. As of 2023 we included all direct production costs in costs of goods sold.

Materiality Analysis

The United Nations' 17 Sustainable Development Goals (SDG) provide a blueprint for peace and prosperity for the planet and its people, now and in the future.

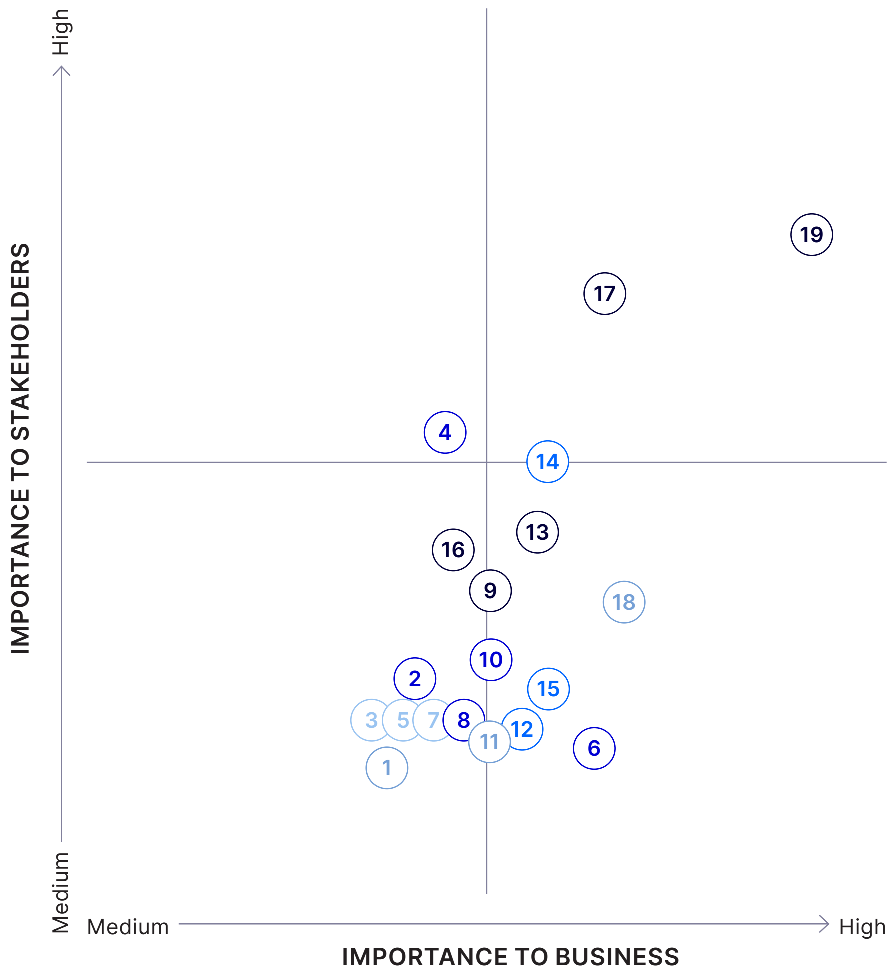
The Kingfish Company strives to contribute to all 17 SDGs in its daily practices and aligns its guiding principles to the SDGs (see Sustainability Report).

While all SDGs are important to us, some are particularly relevant and provide areas where we can make the greatest contribution.

In 2024, we updated our materiality analysis to reflect the results of a survey sent to internal and external stakeholders, including (but not limited to) Board members, employees, customers, and other business contacts. Although the environmental, social and governance (ESG) topics remained largely unchanged compared to 2023, there was a greater focus on Research and Innovation, Health and Safety, and Animal Welfare.

In addition, three topics were added: Diversity and Inclusion, Biodiversity, and Waste Management, as shown in the figure below).

Materiality matrix



People and Community

1. Community Impact
3. Governance
5. Skills Development
7. Diversity and Inclusion
11. Company Culture
18. Health and Safety

Fish Health and Welfare

12. Productivity Management
14. Fish Health Monitoring
15. Animal Welfare

Environment and Innovation

2. Carbon Footprint Management
4. Biodiversity
6. Waste Management
8. Research and Innovation
10. Sustainable Fish Feed

Product Quality and Safety

9. Food Safety and Quality Culture
13. No Antibiotics
16. Certifications
17. Product Quality
19. Consumer Safety

Sustainability Report

At The Kingfish Company, we have shown that the environmental impacts of aquaculture can be mitigated by culturing the right fish species in RAS.

Sander Ruizeveld de Winter
Head of Hatchery

Sustainability Introduction

In 2015, The Kingfish Company set out to prove that large-scale aquaculture could be done in a fundamentally different way. Our goal was to cultivate fish in an animal-friendly environment without relying on antibiotics, medicines, or parasitic treatments while avoiding accidental mass mortalities, escapees, or environmental pollution caused by fecal matter.

In the following years, our company grew fast and we succeeded in upholding our core principles. At the same time, worldwide fish consumption increased, and traditional aquaculture is now struggling to grow in key regions for offshore cage farming, like the UK, Norway, and Canada. New licenses are restricted, and active licenses are under pressure because of negative environmental impacts.

At The Kingfish Company, we have shown that the environmental impacts of aquaculture can be mitigated by culturing the right fish species in RAS. Yellowtail kingfish (*Seriola lalandi*) has proven to be highly domesticable. It is a species that is well at ease in our systems, and they are inquisitive about humans. The fish thrive when they can perform their natural schooling behavior at high densities.

Robust water intake filtration combined with high quality recirculation water makes the ideal environment for the stress-free growth of healthy fish without diseases or parasites. We developed hatchery protocols to guarantee a steady and reliable supply of fingerlings without the use of antibiotics. For the treatment of effluent water, we tested various technologies, which led to a new discharge water treatment facility that was commissioned last year. As a result, culturing fish in RAS produces significant environmental benefits – but there are trade-offs. Activities like filtering water, controlling pH, supplying oxygen, pumping, discharge treatment, sludge transport etc. are all part of a culture system that minimizes its impact on the environment. But these processes require resources and energy, which have negative carbon footprint impacts. To mitigate this, we use products that are made using renewable energy sources and green energy wherever possible. Our electricity is supplied directly from a private grid shared with a neighboring wind park that has a production capacity of 15 MW, largely exceeding The Kingfish Company's consumption.

We are proud to have a relatively young, very committed and highly educated workforce that is motivated to think differently. Finding solutions outside the norm and overcoming challenges has become part of our company culture. Sustainability at The Kingfish Company is not controlled through a separate department. A small group of employees keeps track of developments and reports on them. This group is represented in our company's Management Team and supported by employees across all departments. This approach ensures that sustainability is deeply embedded within our company, fostering alignment towards a common goal.

In the same year that our company was founded, the United Nations (UN) formulated its 17 SDGs. In this report, we show how our actions align with the SDGs as they did in previous years. Alongside the UN's SDGs, the European Union (EU) launched its European Green Deal in 2019 with the ultimate aim of achieving climate neutrality by 2050. This plan sets out to address issues such as climate change, loss of biodiversity, water pollution, and waste production.

To help investors, consumers and other stakeholders evaluate how a company is contributing to the European Green Deal, the EU has created a reporting directive for comparison: the Corporate Sustainability Reporting Directive (CSRD). For the first time, this year's annual report includes a chapter on the CSRD, explaining in more detail what and how we report against it.

Four Pillars of RAS

RAS is a remarkable technology when it is well designed and operated, and deployed for the right species in the right market. Here are our four pillars:

Robust and reliable system design

Higher than standard exchange rate. Clean seawater source. Proven proprietary design, executed by industry-leading engineering firms.

Deployed in premium markets

Europe and the US are currently dependent on Japan and Australia to supply the market with yellowtail. As such, we can supply select markets with the highest grade of more locally grown, sustainable yellowtail, available year round.

The right species

Yellowtail is known for its delicate taste and is served in the world's leading restaurants. The species grows to 2,5 kg within 12 months and is an ideal fish for RAS technology.

Environmental conservation

Our fully closed facility guarantees that we are not harming local wildlife. In our hatchery, we grow our own eggs from the parent fish, supplying us with enough eggs throughout the year.

People and Community

At The Kingfish Company, our people and the community we serve are at the heart of our journey. In 2024, we strengthened our commitment to fostering an inclusive, diverse, and thriving workplace while actively engaging with our local community. By investing in skills development, promoting equal opportunities, and supporting meaningful initiatives, we continue to ensure that our employees and neighbors are integral to our success and the sustainable future of the broader aquaculture industry.

As of December 2024, we employed a team of 134 employees, comprising 34 women, 99 men, and 1 non-binary individual representing 22 nationalities from around the world.

> This diverse mix of backgrounds enriches our company culture and strengthens our resilience in a rapidly evolving industry.

During our recruitment process, we aim to create a balanced and inclusive workplace by encouraging applications from all genders. While we do not discriminate, we have observed that certain technical and physically demanding roles tend to attract fewer female applicants.

Our commitment to equal opportunity and fostering an environment that values everyone's unique contributions is evident in our employees' broad age range, from young talent under 25 years old to experienced staff over 55 years old. Seniority levels indicate a healthy mix of experience, with new talent joining and employees growing with the company. Blending new talent with experienced staff ensures we are building an adaptable and skilled workforce, well-prepared to tackle the challenges of tomorrow.

2024 People and Community Impacts

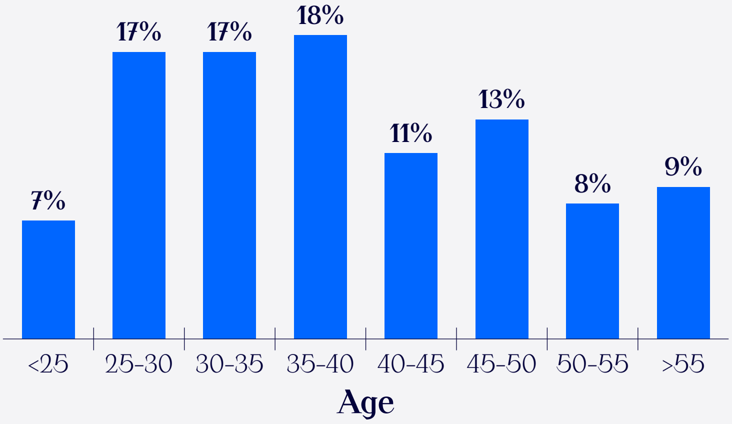
Organizational Overview

The Kingfish Company is committed to ensuring that its operations and standards of behavior comply with all applicable laws, regulations, and our own Code of Conduct. We have implemented a succession planning strategy to ensure continuity by identifying successors for key positions, mitigating risks associated with relying on specific individuals. In addition, we have a whistleblower channel where any concerns can be reported confidentially, reinforcing our dedication to transparency and ethical practices.

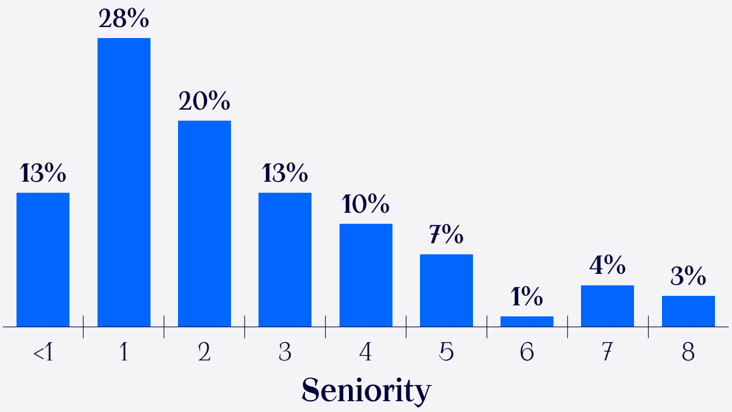
Combined with our focus on operational efficiency and sustainability, our organizational structure reflects this commitment. The Production Department leads with 41 full-time equivalents (FTEs), supported by Processing (19 FTEs). The Hatchery has 16 FTEs. These functions are supported by the Technical Department and Engineering teams (21 FTEs). Additionally, our Sales (10 FTEs), Finance (11 FTEs), and Support teams (16 FTE's; including HQ&S, HR, Marketing, Procurement, Quality, R&D and Security) play a critical role in driving innovation, ensuring compliance, and supporting the seamless execution of our sustainability and community-focused initiatives.

DIVERSITY AND EXPERIENCE IN FOCUS

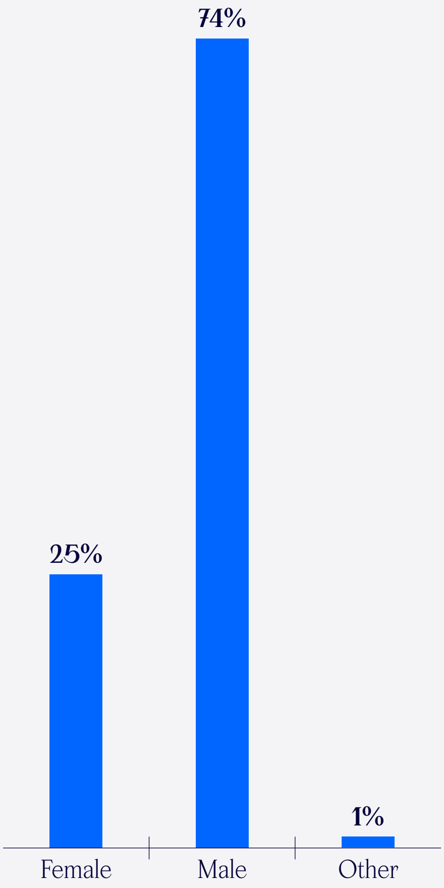
Age distribution of our workforce



Years of service across our workforce



Gender representation among staff members



Investing in our Team

At The Kingfish Company, our people are at the heart of our success. In 2024, we continued to invest in developing their skills, offering over 2 000 hours of formal training opportunities across all levels.

In addition to structured courses, we emphasize hands-on, on-the-job training, which is integral to the continuous development of our employees. Formal training programs cover essential topics such as health and safety, and cybersecurity for all staff. We also teach advanced aquaculture techniques to enhance operational expertise. Specific courses have covered areas like electrical safety, food safety protocols, and specialized training in fish welfare and hatchery operations. These initiatives ensure our team is well-prepared to achieve our ambitious sustainability goals.

Empowering the Next Generation

In 2024, The Kingfish Company welcomed 17 interns in various departments, representing educational levels from vocational training to university research programs. For example, we collaborate with Scalda, a local Zeeland educational institution, and several secondary schools to provide students with hands-on training and early career exploration opportunities in aquaculture. Through practical internships for students aged 14 and older, we foster local talent and inspire the next generation to consider careers in the growing aquaculture industry.

We offer diverse experiences tailored to different types of students, ranging from on-the-job training to specialized R&D projects such as larval development, discharge water management, and broodstock quality improvement. Beyond aquaculture-specific roles, our interns have also contributed significantly to other areas, including Human Resources, Customer Service, Marketing, and the Technical Department. These experiences ensure that students gain exposure to a variety of professional disciplines, equipping them with valuable skills while bringing fresh perspectives and innovative ideas to our operations. Notably, some interns have transitioned into full-time roles, showcasing the program's value to workforce development.

NURTURING TALENT: INTERN TESTIMONIAL

My name is Minh Bang Tran, and I am a Master of Science in Aquaculture student at Ghent University. I had the privilege of completing a three-month internship at The Kingfish Company, where I conducted my master's thesis trial.

My time at The Kingfish Company was incredibly enriching and fulfilling. A key highlight of my internship involved working directly with yellowtail kingfish during their larval stage. I gained hands-on experience in various aspects of larval rearing, including feeding strategies, health monitoring, growth performance evaluation, and assessing skeletal deformities. This practical exposure deepened my understanding of the intricacies of larval fish development and management while reinforcing the importance of sustainable aquaculture practices.

I was fortunate to work in a vibrant and cosmopolitan environment, collaborating with a diverse and talented team. The supportive, approachable, and highly skilled professionals provided invaluable mentorship and guidance, enabling me to overcome challenges and successfully complete my Master's thesis trial.

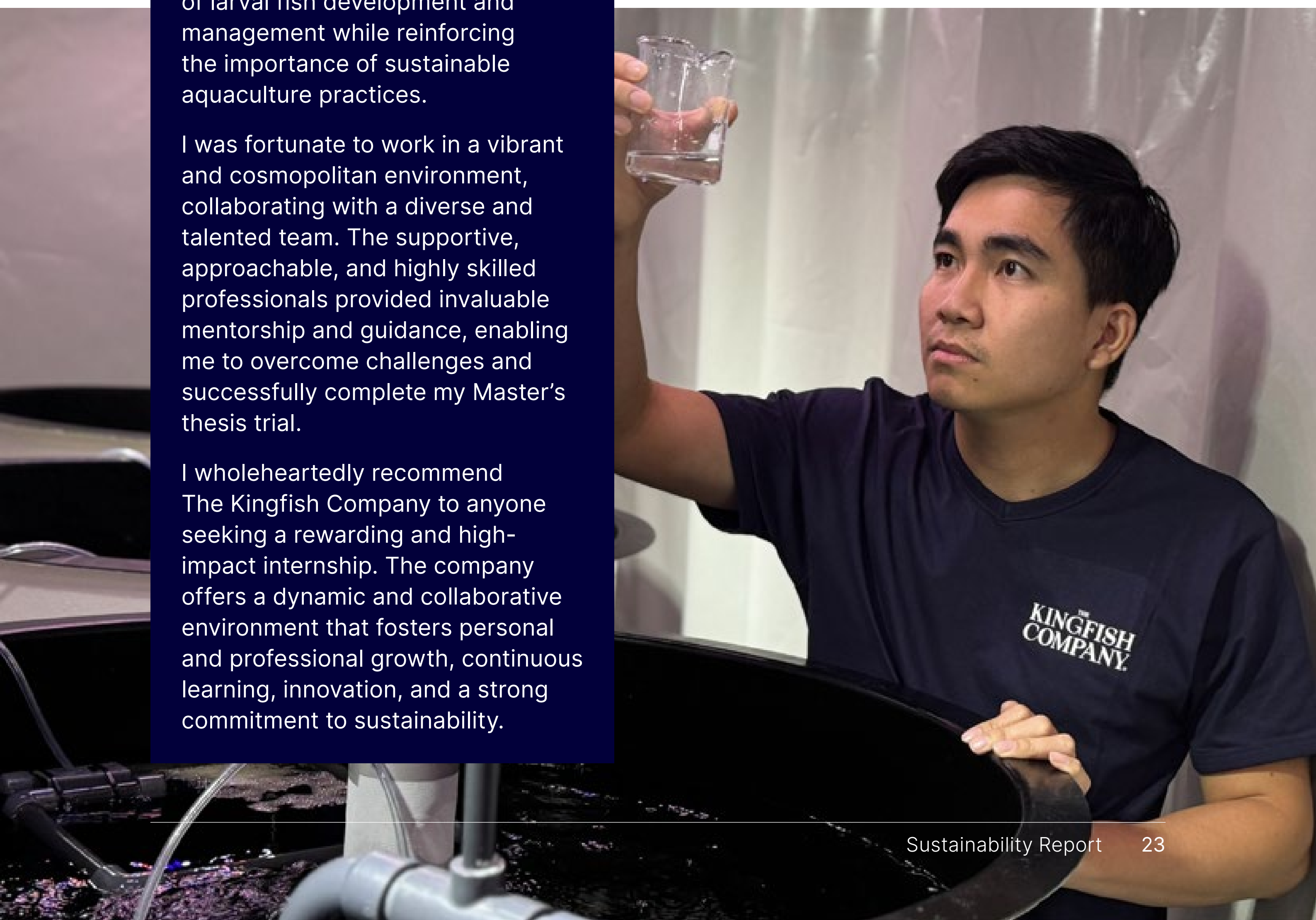
I wholeheartedly recommend The Kingfish Company to anyone seeking a rewarding and high-impact internship. The company offers a dynamic and collaborative environment that fosters personal and professional growth, continuous learning, innovation, and a strong commitment to sustainability.

Strengthening Community Engagement

The Kingfish Company's commitment to community building was evident in 2024 through various impactful initiatives and outreach efforts.

We actively engaged with the local community by sponsoring local initiatives, including Koningsdag 2024, Proef Amersfoort, Hospice Zierikzee, the Colijnsplaatse Boys' football team, and Team Wageningen University & Research's participation in the Race of the Classics. Additionally, we hosted farm tours, inviting schools, local organizations, and community groups to experience our sustainable practices first-hand.

These tours served as a platform for connection and storytelling, allowing us to share our journey and the principles that drive our work.



Our dedication to giving back to the community, which has been essential to our success, goes beyond these efforts. Through our sponsorships and open-door approach, we aim to foster a strong, mutually beneficial relationship, growing and succeeding together with the people who support us. These actions reflect our belief in the power of collaboration and our deep gratitude for the trust and support of our local community.

WORKS COUNCIL

The Works Council represents our employees' needs and ensures open communication channels with management. Throughout the year, we introduced several impactful initiatives, including comprehensive safety training programs for all employees, a salary adjustment to ensure fairness across teams, and the implementation of a parking solution. To further enhance employee engagement, we hosted a variety of events such as the annual New Year's party, monthly food trucks featuring global menus, teambuilding activities, a family day, and a summer BBQ. Additionally, we conducted an employee survey to better understand and address the needs of all staff.

Efforts to improve organizational clarity also progressed with the refinement of our organogram and company structure. For some roles, this involved not only defining clear job descriptions but also outlining career path opportunities to support professional growth. In preparation for 2025, a new Works Council election was organized at the end of 2024, giving all employees the opportunity to nominate up to two candidates.

Looking ahead, we remain committed to prioritizing employee well-being and plan to conduct an employee engagement survey in 2025 to gain deeper insights into our workplace dynamics, and foster a positive and inclusive working environment.

Health, Safety, and Environment

The Kingfish Company strives to maintain a no-harm record by ensuring that employees operate in a healthy and safe working environment and go home without incident at the end of every day. By encouraging the reporting of incidents and unsafe actions or situations, we create opportunities to learn and improve.

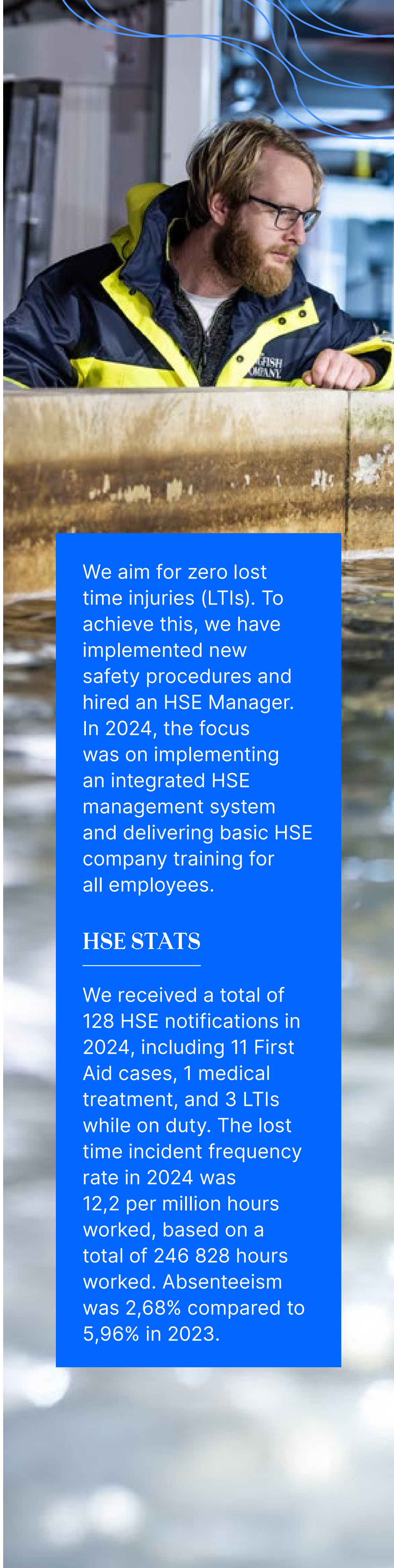
In 2024, we initiated several specific Health, Safety, and Environment (HSE) leadership and support programs, including the Safety Walk program for management, the Life Saving rules for all employees, and a refreshed Toolbox program focusing on key safety topics and stipulating particular subjects to enhance workplace safety knowledge. The Change Management program was also re-established to ensure that we effectively balance HSE risks and planning priorities with input from relevant departments.

The Health and Safety Management Committee is supported by safety ambassadors, who foster a culture of health and safety while working towards the goal of zero lost time incidents. They play a crucial role as representatives from various sections of the workforce, providing comments and advising on planned HSE improvement initiatives.

To enhance our Health, Safety, Environment, and Quality (HSEQ) management, we selected an off-the-shelf software platform, Bizzmine, which will act as the foundation of a structured approach to improving HSEQ throughout the company. Implementation of this system will continue during 2025.

The appearance and condition of our working environment have a significant influence on HSE outcomes. Therefore, we took serious steps towards improving housekeeping, hygiene, logistics, waste separation, and overall safe working conditions. As a finishing touch, we plan to sow insect-friendly vegetation seeds on the re-installed dikes around our premises, enhancing local biodiversity.

Looking ahead, we will continue to build and implement the HSE management system and associated programs, further boosting our structured approach to reducing HSE risks and achieving our no-harm objectives.



We aim for zero lost time injuries (LTIs). To achieve this, we have implemented new safety procedures and hired an HSE Manager. In 2024, the focus was on implementing an integrated HSE management system and delivering basic HSE company training for all employees.

HSE STATS

We received a total of 128 HSE notifications in 2024, including 11 First Aid cases, 1 medical treatment, and 3 LTIs while on duty. The lost time incident frequency rate in 2024 was 12,2 per million hours worked, based on a total of 246 828 hours worked. Absenteeism was 2,68% compared to 5,96% in 2023.

For us, waste management isn't just about efficiency—it's about making a real impact. By restructuring our processes, we're reducing our environmental footprint and prioritizing sustainability in everything we do.

Amber Damen
Office Manager

Procurement and Facility Management

The Procurement and Facility Management Team plays a vital role in ensuring efficient procurement practices while prioritizing sustainability throughout our operations. In 2024, the team made remarkable strides in achieving these objectives, focusing on cost savings, and operational efficiency.

Key initiatives included reducing CO_2 emissions by sourcing company resources locally, implementing smart purchasing strategies, and prioritizing recycling and waste reduction. One notable project involved the employee parking lot, where a single layer of asphalt was used with a planned five-year lifespan. This material will be repurposed for the Phase 3 pavement area, effectively minimizing waste and extending the use of resources. These efforts underscore our team's commitment to sustainable innovation.

Looking ahead into 2025, our waste management processes will undergo significant restructuring to further reduce our environmental footprint and increase waste recycling efforts. Starting in 2025, we will introduce three press containers, each with an 18-ton capacity. Currently, smaller waste containers are emptied weekly, resulting in frequent transport and higher emissions. This upgrade will streamline waste collection by reducing transport frequency, significantly lowering our carbon footprint by over 60%, and saving costs – a true win-win solution.

People and Community Contributions to SDGs

SDG 3
Good Health and Well-Being

Through comprehensive health and safety training, we prioritize employee well-being and aim to foster a culture of care and prevention. Our focus on safe working conditions, health courses, and fair practices supports the physical and mental health of our workforce.

SDG 4
Quality Education

Through partnerships with schools and universities, we provide students with internships that combine practical experience with innovative research, advancing both their professional growth and the aquaculture industry. Internally, we complement this approach by offering staff targeted training programs to enhance their skills, ensuring a strong foundation for sustainability and growth.

SDG 5
Gender Equality

We promote equal rights and opportunities for all genders, as reflected in our workforce diversity and fair salary policies. Our inclusion of women in technical and leadership roles underscores our commitment to advancing gender equality within the industry.

SDG 8
Decent Work and Economic Growth

Certified by the Aquaculture Stewardship Council (ASC) and Best Aquaculture Practices (BAP), we ensure that decent working conditions and economic inclusivity are at the core of our operations. Employee training programs, safety initiatives, and local procurement practices contribute to sustainable economic growth.

SDG 10
Reduced Inequalities

Our team reflects a diverse and inclusive workplace, with 22 nationalities and equal opportunities across roles. By fostering a culture that values diversity and fairness, we are contributing to reducing inequalities and promoting inclusion.

SDG 11
Sustainable Cities and Communities

Through farm tours and partnerships, we actively engage with local communities, offering valuable insights into sustainable practices. These initiatives foster awareness and collaboration, strengthening ties with our neighbors and promoting sustainable development within our shared environment.

Fish Health and Welfare

Fish health and welfare are key to sustainable aquaculture, ensuring that fish thrive in optimal conditions while contributing to ethical practices and superior product quality.

At The Kingfish Company, we recognize that the well-being of our fish directly impacts the sustainability of our operations and the satisfaction of our customers.

By prioritizing humane handling, innovative technologies, and robust health monitoring, we demonstrate our commitment to setting new benchmarks in responsible aquaculture.

In 2024, we reinforced this commitment through a range of initiatives focused on breeding, processing, and daily care practices. These efforts not only improved fish welfare but also aligned with our broader goals of sustainability and operational excellence.

Breeding Resilience: A Path to Better Welfare and Productivity

Our breeding program plays a pivotal role in enhancing fish welfare by fostering healthier, more resilient fish populations. By selecting for traits that reduce deformities and improve growth and overall health, we ensure better living conditions for our fish. In collaboration with Wageningen University & Research, we aim to minimize welfare challenges through advanced genetic tools, promoting natural robustness, and reducing stress in our aquaculture systems. This approach underscores our commitment to animal-friendly practices while improving productivity and sustainability.

Smarter, Faster, Kinder: Revolutionizing Fish Sorting and Counting

In 2024, The Kingfish Company advanced along its journey of innovation by implementing cutting-edge technologies that optimize fish sorting and counting processes. These systems are transforming both grow-out and hatchery operations, setting new benchmarks in precision, efficiency, and animal welfare. By integrating advanced technology with compassionate practices, we are shaping a future where efficiency and care work hand in hand, driving innovation and sustainability in responsible aquaculture.

AI-Powered Counting in the Hatchery

Meanwhile, our hatchery embraced automation with the implementation of an artificial intelligence (AI)-powered fish counting machine. This system counts larvae as young as 30 days old with remarkable precision, replacing traditional sub-sampling methods. Accurate data on fish numbers and mortality rates now allow for improved production planning and resource allocation, reducing waste and enhancing operational efficiency.

Smarter Sorting for Grow-Out

This year, we made significant progress towards developing an automated fish sorting system in collaboration with Kramer Machines B.V. and Aris B.V. Using AI technology and machine vision, the system identifies deformities, measures fish size, and sorts with enhanced speed and accuracy. Designed to process up to 80 000 fish daily, it promises to reduce handling time and stress while improving sorting precision. With ongoing testing and integration of an automated sedation line, the system is set to make grow-out operations more efficient and humane.

In addition, we began trials of the ReelData AI camera system to estimate stock average weight and weight distribution within production tanks. This technology reduces the need for manual fish handling, minimizing stress, the use of anesthetics, and associated withdrawal times. By providing accurate, real-time data, the system enables managers to optimize feed dosing, make timely adjustments, and plan harvest schedules efficiently. While we are still validating the results of the system's effectiveness and accuracy, it holds promising potential for enhancing operational efficiency and fish welfare.

Fish-Friendly Processing: Advancing Animal Welfare and Quality

In our new processing plant, we have introduced a stunning system supplied by Optimar. Electrical stunning is a scientifically validated method that ensures fish lose consciousness quickly and efficiently before processing. This humane approach significantly improves animal welfare while enhancing product quality through better texture and freshness. These efforts highlight our commitment to ethical practices and efficient processing, aligning with consumer expectations and sustainability goals.

In 2024, we obtained the Ikejime quality certification and we now use the Ikejime method to process a proportion of our fish. This technique involves a precise and humane procedure to immediately render fish insensible, eliminating stress and pain during processing. Ikejime is renowned for its positive effects on product quality, helping to preserve the fish's natural flavor, texture, and overall freshness.

2024 Fish Health and Welfare Impacts

Throughout 2024, The Kingfish Company maintained an unwavering focus on fish welfare, ensuring optimal health and living conditions through a combination of daily monitoring, collaborative projects, and advanced technologies. Each day, our biologists conducted four feed checks in every system, carefully observing fish behavior and their responses to feeding while monitoring critical parameters such as oxygen levels, pH, and water clarity. These routine evaluations not only ensure that the fish thrive but also allow for immediate adjustments whenever water quality metrics fall outside acceptable limits. Daily water samples analyzed in our laboratory provide further insights, reinforcing our proactive approach to maintaining healthy aquatic environments.

In 2024, veterinarians from the US again undertook a screening of our hatchery and farm for major pathogens in yellowtail kingfish. Results showed that all our production facilities are free of all screened pathogens. This was the third year in which we achieved verification of the absence of any pathogens imposing risk to stock health and welfare.

To support growth and minimize stress in fish, we conducted more intensive size sorting at the hatchery and nursery stages. By grouping similar-sized fish into tanks, smaller fish were given better opportunities to feed and grow.

When transferring fish from the nursery to grow-out systems, trained staff rigorously checked for deformities.

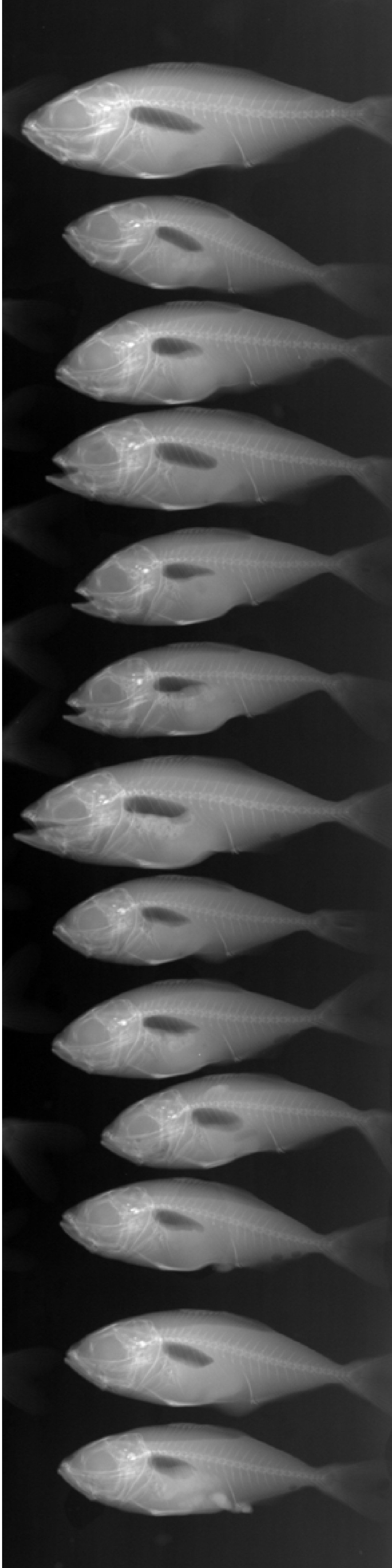
Fish identified with abnormalities were carefully removed, ensuring that only healthy fish advanced through the process. These practices underscore our commitment to fostering robust and resilient fish populations.

Collaborative projects played a pivotal role in advancing fish health monitoring. During processing, we thoroughly inspected samples of harvested fish for abnormalities, preserving tissue samples for further analysis when necessary. Additionally, our partnership with a local veterinary practice allowed us to conduct X-ray sessions on small fish, focusing on bone structures and the detection of jaw and spinal deformities.

Through our collaboration with Ghent University, we introduced the use of mammography to capture detailed images of bone structures in young fish at various growth stages. These images, which included specimens from the hatchery, provided invaluable data for understanding the progression of spinal and jaw deformities. This research not only highlighted the potential for early intervention but also marked significant progress in our commitment to fish welfare.

In April, an external fish health expert visited the company, offering transformative training and insights to staff. During this three-day visit, the expert conducted a general presentation on fish health and biosecurity for the Grow-Out and Hatchery teams. They also delivered an intensive training course on bacterial plating, histology, and organ sampling, enabling our staff to perform these critical health checks on-site. This training strengthened our capacity for early detection and proactive health management.

To foster collaboration across teams, we established a monthly deformation workgroup, bringing together experts from Hatchery, Production, and R&D.
These sessions facilitated the sharing of progress, challenges, and solutions, ensuring a unified approach to enhancing fish welfare. By combining daily diligence with innovative research and cross-functional collaboration, The Kingfish Company continues to set new benchmarks for fish welfare, reflecting our unwavering dedication to responsible aquaculture.



Fish Health and Welfare Contribution to SDGs

SDG 12
Responsible Consumption and Production

Our rigorous health monitoring and humane handling ensure that we maintain optimal fish welfare while minimizing environmental impacts. These practices align with our commitment to growing responsibly and transparently, continuously monitoring, measuring, and reporting on our activities to drive sustainable production.

SDG 14
Life Below Water

Protecting life below water extends to the fish within our care. By providing 24/7 monitoring, encouraging humane handling, and advancing technologies that enhance fish welfare, we ensure the health and well-being of our fish populations. Our efforts contribute to sustainable aquaculture that respects aquatic ecosystems and promotes harmony between farming and the environment.

SDG 9
Industry, Innovation, and Infrastructure

We continuously push the boundaries of aquaculture innovation, implementing advanced technologies like AI-powered sorting and counting systems, electrical stunning, and Ikejime processing. These breakthroughs not only improve fish welfare but also set industry standards for humane and sustainable aquaculture practices.

SDG 17
Partnerships for the Goals

Collaborating with academic institutions like Wageningen University & Research and Ghent University, as well as partnerships with veterinary experts, ensures that our fish health and welfare practices are informed by the latest research and global best practices. These partnerships strengthen our ability to innovate and contribute to achieving the SDGs on a wider scale.

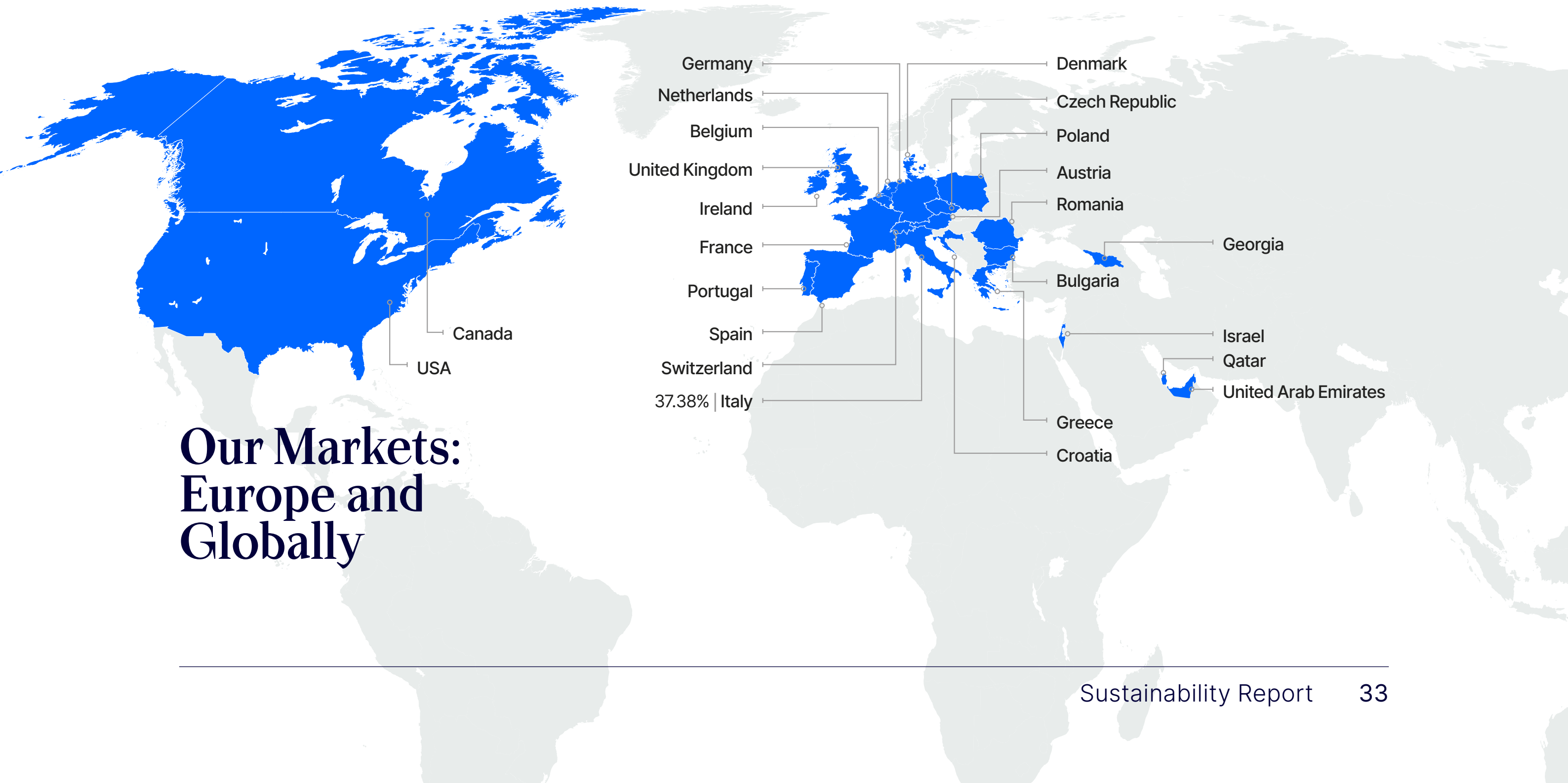
Environment and Innovation

The Kingfish Company remains fully committed to producing yellowtail kingfish in the most sustainable manner possible. Sustainability continues to underpin every decision we make, from farming operations powered by 100% green electricity supplemented with solar energy generated on-site to leveraging custom-designed heat exchangers to optimize energy use. In 2024, renewable energy sources accounted for 98% of our energy requirements, a significant increase from 88% in 2023. This improvement was primarily driven by a continued reduction in the use of non-renewable energy sources such as gas and diesel. While these remained necessary for emergency situations, our focus remains on further minimizing dependency on fossil fuels.

Additionally, our total energy requirement per ton of production in 2024 was 11,4 MWh, reflecting operational adjustments as we continue to optimize our farm.

Our proximity to the Oosterschelde estuary, part of the Natura 2000 network of protected EU nature areas, ensures we prioritize preservation of the surrounding environment. Using indoor closed RAS filtration, we prevent fish escapes and predator intrusion, ensuring minimal impact on the natural maritime ecosystem. Effluent filtration and nutrient removal are challenging processes. In 2024, our R&D efforts went into the discharge water treatment installations for both Phase 1 and Phase 2 to optimize process efficiency. This will be an ongoing focus in the years to come. We continue to extract marine water responsibly from the Oosterschelde estuary, with strict monitoring and control over volumes and effluent water quality. Freshwater usage was 22,1 m^3 per ton of biomass produced.

The Kingfish Company also continues to innovate in the way we deliver fish to our customers efficiently, safely, and in an environmentally friendly manner. With 82% of our sales directed toward the European continent, our shipping-related emissions are relatively low. Efforts to minimize waste through sustainable procurement have progressed significantly. In 2024, we expanded trials of corrugated cardboard packaging to replace styrofoam boxes.



Our Markets: Europe and Globally

25×25 SUSTAINABILITY CAMPAIGN

Carbon emissions
25% REDUCTION
per ton of biomass produced by 2025

Residual waste created
25% REDUCTION
per ton of biomass produced by 2025

Recycling efforts
25% INCREASE
by 2025

Dependency on marine resources
25% REDUCTION
per ton of biomass produced by 2025

Green electricity
Our primary energy source is 100% renewable energy – wind-powered and solar.

Fresh water conservation
By using sea water, we don't waste precious fresh water.

Biodiversity protection
Unlike traditional cage farming, our farm is based on land. Our wastewater treatment with incorporated solid removal ensures the safe discharge of our outflow water.

Heat exchangers
To minimize energy use for heating, our warm outflow water transfers heat to incoming water through a state of the art heat-exchange system, custom designed for marine water use.

2024 Environment and Innovation Impacts

The Kingfish Company's 25×25 Sustainability Campaign demonstrates our commitment to reducing our environmental impact and advancing sustainable aquaculture. Using 2020 as our reference year, we aim to achieve a 25% reduction in carbon emissions, marine resource dependency, and residual waste alongside a 25% increase in recycling efforts by the end of 2025. This initiative underscores our dedication to responsibly producing premium yellowtail kingfish and fostering a greener future.

Reducing carbon emissions

TARGET ACHIEVED

We calculate our product carbon footprint using a tool from the independent service provider Futureproofed, following the Greenhouse Gas Protocol (GHGP) Product Standard for cradle-to-gate production. This analysis includes emissions from company facilities (Scope 1), purchased electricity (Scope 2), purchased goods and services (e.g., feed; Scope 3), energy-related activities (Scope 3), and waste (Scope 3). Scope 3 excludes business travel, staff commutes, transport to customers, product end-of-life, and the use of sold products.

Looking at the data, last year marked a significant milestone. Total carbon emissions per kilogram of product dropped from 5,21 kg CO_2e in 2023 to 4,22 kg CO_2e in 2024, a reduction of 19,0%. With a target of 4,82 kg CO_2e per kilogram of biomass produced by 2025, we have exceeded our 25×25 target, achieving a 34,3% reduction from the 2020 baseline a year ahead of schedule.

The shift to greener inputs has been transformative. Green sodium hydroxide (NaOH) has replaced traditional alternatives and significantly reduced emissions. Further plans to integrate green oxygen underscore our commitment to reducing Scope 3 emissions. Additionally, relocating the processing facility to the farm has eliminated Scope 2 emissions by allowing full reliance on green energy for production and processing, reducing these emissions from 0,04 kg CO_2e/kg in 2023 to zero in 2024.

Table 1: Inventory results per GHGP category

		2024	2023	2022	2021	2020
Category	**Sub-category**	**kg CO_2e/kg produced**				
Scope 1	Company facilities	**0,05**	0,23	0,21	0,14	0,35
Scope 2	Purchased electricity	**0,00**	0,04	0,02	0,01	0,01
Scope 3	Purchased goods and services	**3,85**	4,90	5,10	5,25	5,67
Scope 3	Energy-related activities	**0,30**	0,03	0,27	0,31	0,35
Scope 3	Waste	**0,02**	0,01	0,03	0,03	0,05
	Total	**4,22**	5,21	5,63	5,74	6,42

While our journey has not been without its challenges, our achievements in 2024 affirm that progress is not only possible but accelerating. During 2025, our focus will remain on broadening our use of green resources, enhancing feed development, and continuously refining operations to maintain this momentum. Our journey toward achieving and surpassing the 25×25 Sustainability Campaign's goals is a testament to the transformative power of innovation and commitment.

Reducing residual waste

TARGET ACHIEVED

Residual waste refers to materials that are neither recyclable nor diverted into recycling streams. In 2024, residual waste per ton of biomass produced was 54,4 kg/ton of growth, marking a 25,1% reduction compared to 2020. While residual waste increased in absolute terms due to higher production volumes, the per-unit reduction reflects ongoing improvements in waste management efficiency.

Increasing recycling efforts

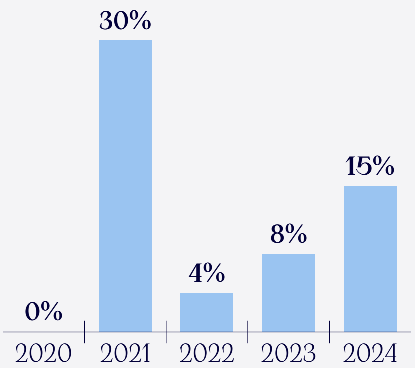
WORK IN PROGRESS
59,2% of 2025 target achieved

Recycling efforts refer to the percentage of total waste that enters recycling streams, such as paper/cardboard, plastics, and organic waste. In 2024, 24,7% of our total waste went into recycling streams, representing a 14,8% improvement compared to 2020 levels. Of the total generated waste, we achieved a 21,6% reduction in waste per ton harvested, indicating progress but leaving room for further improvement. Organic waste management remained steady.

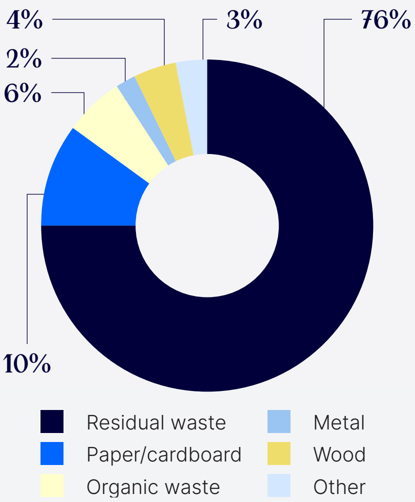
New waste management measures in 2024 included reporting on the recycling of metals and wood, contributing to more diverse recycling streams. Previously, these waste streams were collected by small local enterprises and there was a lack of reliable reporting. Through our Procurement Department, we identified a different company, and these materials were integrated into our recycling reporting in Q3 and Q4 2024. This will continue throughout 2025. The implementation of new waste bins and sorting systems is expected to significantly reduce residual waste and further enhance overall recycling efforts.

25×25 Sustainability Campaign's recycling efforts

Recycling efforts increase



Recycling efforts 2024



Reducing our dependency on marine resources

TARGET ACHIEVED

In 2024, The Kingfish Company continued making strong progress towards reducing dependency on wild forage fish measured through our Forage Fish Dependency Ratio (FFDR). Our FFDR improved to 1,80, a 25,6% reduction from the 2020 baseline of 2,42, achieving the 25×25 target.

Compared to 2023, when FFDR reached a record low of 1,71, the slight increase in 2024 reflects temporary challenges in operational adjustments and feed efficiency during the Phase 2 expansion. The economic Feed Conversion Ratio (eFCR) rose to 1,53 in 2024, up from 1,36 in 2023, requiring more feed per unit of biomass. Despite these hurdles, our increased use of sustainable trimmings in feed helped mitigate marine resource dependency. Compared to 2023, the use of fish meal from trimmings increased by 2%, while the use of fish oil from trimmings rose by 18% in 2024.

As we continue through 2025, The Kingfish Company remains focused on stabilizing feed efficiency, further optimizing feed formulations, and exceeding our 25×25 target. These efforts highlight our commitment to sustainable aquaculture and reducing pressure on marine ecosystems, building on the successes of 2024 and earlier years.

Innovation

Innovation lies at the heart of The Kingfish Company, enabling us to set new standards in sustainable aquaculture. The diagram below illustrates our research framework, which is structured into three key research pillars: Welfare and Health, Systems, and Business. Each pillar encompasses specific research topics that serve as the foundation for organizing projects. This structure enables us to systematically categorize research efforts and identify gaps, ensuring a comprehensive approach to innovation and development.

R&D pillars

WELFARE AND HEALTH	SYSTEMS	BUSINESS
TOPICS		
○ Broodstock genetics ○ Fish nutrition ○ Product quality	○ Advanced life-support systems ○ Efficient handling and processing ○ Sustainable waste and circularity practices	○ Data-driven decision-making ○ Sustainability-centric approach ○ Balanced strategy for long-term viability

Feed For Sustainable Growth

Advancing Sustainable Diets

Feed development is a cornerstone of our commitment to sustainability and operational excellence.

By leveraging dedicated R&D systems, collaborating with leading feed manufacturers, and fostering academic partnerships, we are driving innovation that benefits our fish, the environment, and the aquaculture industry as a whole.

In 2024, we conducted eight internal feed trials and two external trials, focusing on optimizing formulations for the largest pellet sizes. These trials identified cost-effective alternatives that maintain top performance while reducing dependency on marine ingredients like fish meal and fish oil. These efforts contribute directly towards meeting our sustainability goals and accelerate the development of RAS-specific diets tailored to yellowtail kingfish.

We established a Feed Development Plan to guide feed innovations in the years ahead, focusing on reducing reliance on marine ingredients, optimizing phosphorus use, and exploring alternative protein and lipid sources. Tailored formulations based on these priorities ensure precise nutrient delivery, supporting fish health and growth across all life stages while enhancing feed conversion efficiency, reducing waste, and advancing both sustainability and operational excellence.

Research-Driven Partnerships

The Kingfish Company is at the forefront of sustainable aquaculture innovation, leveraging research partnerships and academic collaborations to advance industry knowledge. Through our participation in a consortium led by Wageningen University & Research's Aquaculture and Fisheries Group, we are investigating energy requirements and macronutrient utilization in yellowtail kingfish using a net energy approach. This groundbreaking project enhances our understanding of fish nutrition, enabling the refinement of sustainable diet formulations that optimize growth efficiency while reducing environmental impact.

Under the Aquaculture Innovation Projects 2024 scheme, we are also exploring ways to optimize phosphorus (P) uptake and utilization in yellowtail kingfish. This initiative, supported by a dedicated PhD project, aims to reduce P-discharge into the environment while conserving this critical nutrient, contributing to ecological conservation and resource efficiency.

In 2024, our academic partnerships also produced significant achievements. Two company-sponsored PhD candidates, Peter Horstmann and Yaqing Zhang, successfully completed their doctorates at Wageningen University & Research. Their research provides valuable insights into the relationships between diet, waste management, and fat digestion, reinforcing our commitment to driving innovation and knowledge sharing across the aquaculture sector.

Together, these collaborative efforts underline our dedication to advancing sustainable aquaculture through cutting-edge research and academic excellence.

Breeding a Better Future

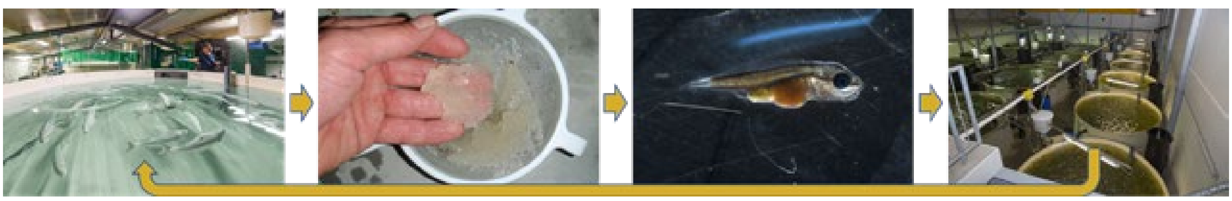
Fourth Generation of Excellence

In 2024, our breeding program passed a significant milestone with the birth of our first fish from the fourth generation of selective breeding. Current projections indicate a positive outlook in terms of growth rate, feed efficiency, and overall fish quality. We are excited to anticipate how this generation will perform in 2025.

Collaborating with the Animal Breeding and Genomics group at Wageningen University & Research and Wageningen Livestock Research, we continued existing efforts while initiating transformative new projects in 2024. These initiatives integrate genetics, technology, and environmental optimization, and will drive sustainable aquaculture practices forward in the years ahead.

Advancing Genetic Selection Tools

In 2024, we began work on the Healthy Fish, Healthy Aquaculture Project, funded under the Innovative Projects in Aquaculture scheme (2024–27) and partly supported by the EU's European Maritime, Fisheries, and Aquaculture Fund (EMFAF). This project focuses on identifying genetic markers associated



with deformities in fish, improving fish health and welfare while reducing economic losses caused by physical abnormalities.

In addition, we applied for project funding to develop a practical tank-side sequencing tool to identify parental contributions during natural spawning events. This real-time DNA sequencing technology will enable strategic offspring selection, preserving genetic diversity while optimizing the contribution of valuable broodstock genes to future generations. These combined efforts highlight the progress we made and the plans we laid in 2024 to support our breeding program's future.

Optimizing Genetics and Environment

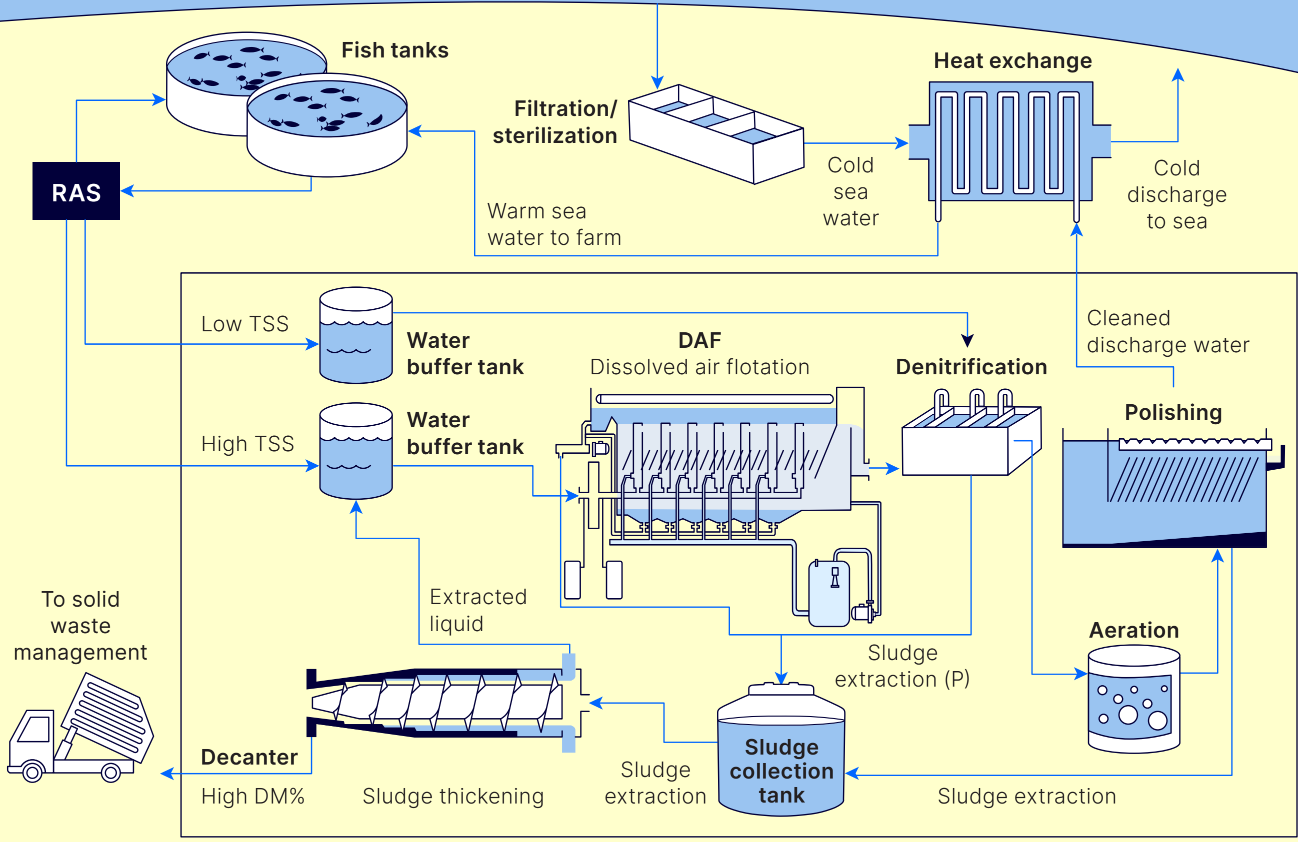
In 2024, we built on earlier trials by expanding our exploration of how environmental factors, such as water flow speed in production tanks, influence fish robustness, growth, feed efficiency, and product quality. Enhanced swimming activity, facilitated by water flow adjustments, demonstrated significant benefits, including improved muscle development and feed conversion. Genetic material used in these trials was carefully selected to evaluate the heritability of robustness traits, laying the groundwork for incorporating these characteristics into our breeding program.

Enhancing Broodstock Contribution

During 2024, we continued studies on group spawning dynamics in our broodstock populations while also initiating new efforts to stimulate participation from some of our first-generation offspring (F1) produced by breeding wild-caught individuals, which had not yet contributed to spawning. This approach aims to maximize genetic diversity and fully leverage the potential of our broodstock, strengthening the resilience of future generations.

Expanding Genetic Diversity

We successfully implemented a newly developed egg shipment protocol, enabling the transfer and hatching of fertilized eggs from Kingfish Maine to Kingfish Zeeland. This achievement broadens our breeding program's genetic base and will support the future incorporation of diverse genetic material from global partners. By merging genetic insights, technological innovation, and environmental optimization, our breeding program exemplifies the future of sustainable aquaculture. By continuing established projects and starting new ones on the foundations we laid in 2024, we are setting the stage for long-term improvements in fish welfare, product quality, and aquaculture's contribution to addressing global food challenges.



Discharge Water Treatment and Sustainability

The Kingfish Company's discharge water treatment system is a cornerstone of our sustainable aquaculture operations. Designed to process effluent water from our RAS, the system plays a crucial role in minimizing our environmental impact while maintaining water quality and resource efficiency. Combining biological and mechanical processes, the system removes nitrogen, phosphorus, and organic matter. Additionally, we manage sludge, a byproduct of the treatment process, using innovative methods that align with circular economy principles.

Reducing Environmental Impact

In 2023, we passed a major milestone when we completed discharge water treatment installations for Phase 1 and Phase 2. These systems are designed to significantly reduce our impact on the Oosterschelde estuary, a non-commercial water source. Building on this foundation, 2024 marked a year of learning to work with the systems. A key achievement was the introduction of a decanter, which efficiently processes and thickens sludge.

Reducing the sludge's water content reduces transportation needs by up to four times, making a significant contribution to minimizing our environmental footprint. The thickened sludge is currently transported to France, where it undergoes anaerobic digestion to produce biogas, supporting our circular economy goals. To further reduce transportation-related emissions, we are exploring the option of shifting our sludge digestion operations to Belgium in 2025.

Because fish feces are not recognized under the Fertilizers Act in the Netherlands, Dutch laws and regulations do not yet classify fish manure as a valuable source of animal manure. As the first large-scale commercial entity in the Netherlands to produce this nutrient source, we currently have no established regulations to guide us on how and where it can be applied in agriculture. We are actively working to advocate for changes in this area, aiming to pave the way for alternative and more local applications of these valuable nutrients in the future.

Innovations in Sludge Handling

Improving sludge processing remains a key focus for The Kingfish Company. In addition to introducing the new decanter, we are actively investigating the feasibility of pyrolysis as a future sludge processing solution. Pyrolysis offers a significant opportunity for circularity by converting sludge into a sterile product with high phosphorus recovery potential. This processed material could be reused as a fertilizer or even as a feed ingredient, aligning with our commitment to minimizing waste and maximizing resource value. To complement these efforts, we are also exploring a shift from oil-based to water-based polymers for sludge thickening, which reduces environmental impact and broadens possibilities for sustainable sludge reuse.

Heat Recovery and Storage
Resource optimization remains central to our discharge water management strategy. We directly reuse energy from our discharge water to heat our incoming water. Alongside direct reusage, we employ aquifer thermal energy storage (ATES) to store excess heat during the summer in groundwater aquifers. We currently have three cold water and three warm water infiltration points on our site, where heat is stored during summer and can be extracted in winter. The systems and accompanying licenses give us the ability to store and reuse 5 000–10 000 MWh of heat/cold annually.

Overcoming Challenges
While we have made significant progress in handling discharge water, challenges remain. The aggressive nature of this water causes wear on equipment and frequent clogging of pipes, leading to increased maintenance demands. As we move forward, addressing these challenges remains a priority, starting with plans to ensure reliable long-term operations by strengthening system durability and improving resilience.

Next Steps for 2025
Looking ahead, we are planning several initiatives to take discharge water management to the next level. Our ongoing efforts to optimize current systems are complemented by efforts to replace oil-based polymers with water-based alternatives. Alongside these efforts, we are conducting ongoing research into alternative carbon sources and coagulants, such as switching from iron chloride to alum to reduce chemical consumption and improve treatment efficiency. One of our most ambitious projects for 2025 is to explore potential redesigns of existing sections of our wastewater treatment plant. This includes evaluating alternatives such as eliminating the activated sludge process or integrating additional technologies, such as dissolved air flotation, to enhance system efficiency. The goal is to determine whether these modifications can improve phosphorus and nitrogen removal while optimizing overall treatment performance. In addition, we are investigating opportunities to transfer more water from Phase 1 to Phase 2 and to further optimize the performance of treatment systems.

Innovative Packaging

In 2024, we advanced our commitment to reducing the environmental impact of our operations by exploring and testing sustainable alternatives to traditional styrofoam packaging, which remains widely used in the fish industry. Recognizing its non-recyclable nature and sizeable environmental footprint, we tested cardboard boxes with a specialized internal lining designed to maintain product quality and freshness during transport.

Conducted in 2024, these tests focused on two key areas: firstly, in-house evaluations of stability and shelf life; and, secondly, practical trials involving transportation and customers. By sending sample shipments to selected customers and gathering detailed feedback, we assessed the material's performance under real-world conditions, ensuring it met both logistical and quality expectations.

> Our efforts aim to replace styrofoam boxes with fully recyclable, FSC-certified cardboard alternatives, Stora Enso EcoFish boxes.

These can significantly reduce plastic waste and carbon emissions while maintaining product integrity. We need to carry out additional real-world testing before we can implement this solution.

Strengthening IT for Sustainable and Secure Operations

With a growing company comes significant transformation. In 2024, The Kingfish Company addressed key IT challenges to ensure secure, efficient, and sustainable operations.

A key focus involved resolving the issue of server corrosion caused by salty farm air. By creating two separate on-site server rooms, we reinforced our IT infrastructure, ensuring durability for the years ahead and operational security for systems such as feeding steered by big data. Enhanced cooling systems and improved power management further contributed to lowering energy consumption.

In line with our waste management goals, we established e-waste management practices, including the proper separation and disposal of batteries, reducing harmful environmental impacts. A significant milestone was the launch of company-wide awareness and training programs, which equipped employees with the knowledge to adopt eco-friendly technology use and robust cybersecurity practices, further supporting our sustainability efforts. The NIS2 Directive is an EU legislative framework designed to enhance cybersecurity across the union. Having taken significant steps during 2024, we are well on track to comply with the NIS2 process.

Environment and Innovation Contribution to SDGs

SDG 7
Affordable and Clean Energy

The Kingfish Company is committed to transitioning to cleaner energy sources. In 2024, renewable energy, including on-site solar panels and green-certified electricity, accounted for 98% of our total energy consumption. Initiatives such as passive heat recovery systems further reduced energy demand, cutting heating costs by up to 50%. While gas and diesel remain necessary for emergency systems, we continue to focus on minimizing our dependency on non-renewables and improving energy efficiency across our operations.

SDG 9
Industry, Innovation, and Infrastructure

Our commitment to sustainable aquaculture is reflected in continuous innovation and infrastructure development. Our closed RAS prevent fish escapes and minimize interaction with the natural environment, ensuring responsible production. Advances in discharge water treatment, including the introduction of a decanter and exploration of pyrolysis, highlight our investment in efficient handling, processing, and circular economy practices.

SDG 12
Responsible Consumption and Production

We prioritize efficient use of resources and reduction of waste across our operations. In 2024, we reduced residual waste per ton of biomass produced by 25,1% compared to 2020, while 24,7% of our total waste entered recycling streams. Efforts to expand recycling, including wood and metal integration, and initiatives to replace styrofoam with recyclable, FSC-certified cardboard packaging demonstrate our focus on minimizing waste and supporting a circular economy.

SDG 14
Life Below Water

Through sustainable production practices, we actively reduce pressure on marine ecosystems. In 2024, our FFDR improved to 1,80, a 25,6% reduction from the 2020 baseline. By increasing the use of sustainable trimmings in feed formulations (fish meal from trimmings 28% and fish oil from trimmings 59% of their respective totals), we are further limiting our reliance on marine resources while supporting the development of RAS-specific diets tailored for yellowtail kingfish.

SDG 13
Climate Action

Our 25×25 Sustainability Campaign drives measurable carbon footprint reductions. In 2024, total carbon emissions per kilogram of biomass dropped to 4,22 kg CO_2e, achieving a 34,3% reduction ahead of schedule. We enabled this progress by replacing traditional materials with green inputs such as green sodium hydroxide ($NaOH$) and relocating processing facilities to rely fully on renewable energy. These achievements highlight our ongoing commitment to addressing climate change through innovation and operational efficiency.

SDG 15
Life on Land

Our operations focus on minimizing environmental impact while preserving biodiversity. Innovative waste management systems, such as sludge thickening and recycling, reduce environmental pressure and promote circular resource use. By aligning with permit conditions and legislative requirements, we ensure responsible operations that protect natural ecosystems.

SDG 17
Partnerships for the Goals

Collaboration is central to our innovation strategy. We work closely with academic institutions, research organizations, and industry partners to advance feed development, fish health, and sustainable production practices. These partnerships drive advancements in areas such as nutrient optimization, environmental impact reduction, and genetic improvements, ensuring we remain at the forefront of sustainable aquaculture. By fostering strong collaborations, we contribute to the development of innovative solutions that support aquaculture's role in sustainable global food systems.

Product Quality and Safety

The Kingfish Company is a respected state-of-the-art aquaculture production company committed to upholding the best animal health and welfare standards. As the aquaculture industry moves towards more intensive aquaculture systems, there has been an increased ethical consideration around the importance of animal health and welfare. Our company believes that welfare not only has a direct impact on production efficiency but also on sustainability. Fish kept under sound welfare conditions are less stressed and less susceptible to diseases. Therefore, they require no or less medication and treatment, show better growth rates and feed conversion rates, and ultimately provide a higher quality product.

Fish health and welfare has always been core to our daily operations. Our business rigorously observes our Fish Welfare Commitment and Code of Ethics and Welfare. Our team of fish biologists and veterinarians continuously collaborate to elevate our fish health surveillance programs and our Veterinary Health Plan. Our dedication towards progressive research into good animal husbandry allows us to not only optimize our system but also to meet the needs of our fish.

New Processing Facility

In 2024, The Kingfish Company reached a significant milestone with the launch of our new processing facility in Kats. At the beginning of March, the first yellowtail was processed in this state-of-the-art plant, which is equipped with cutting-edge fish processing technology. This facility has enabled us to increase harvest efficiency, improve animal welfare during slaughter, and elevate product quality and food safety standards.

Following an inspection later in the year in accordance with Regulation (EC) No. 853/2004, the Netherlands Food and Consumer Product Safety Authority (NVWA) granted us a permanent license (EC number 219388). The launch of the Kats facility also marked significant progress towards enhancing our processing and packaging capabilities.

Harvest Efficiency

In addition, the launch of the new processing facility marked a significant improvement in harvest efficiency. Previously, our processing facility was located in a village next to our farm, Colijnsplaat. This required a tractor to transport fish after harvest and before processing could begin. Now, fish are pumped directly from the purge tanks into the processing line at the new in-house facility, eliminating the need for transport, drastically reducing handling time, and improving operational efficiency. This streamlined process has resulted in a 30% reduction in overall processing time, enhancing process control, increasing fish quality, and supporting higher production capacity while achieving new weekly harvest records of 72 tons, up from 51 tons previously. Furthermore, the new processing facility was designed with ergonomic considerations in mind, improving working conditions for employees.

Product Quality and Welfare

The Kats facility has significantly enhanced product quality by reducing processing time, ensuring better control and traceability at every step of production. This improvement has contributed to a 50% reduction in customer complaints related to fish quality compared to 2023, even with increased harvest volumes. All fish are electrically stunned in line with Regulation (EC) 1099/2009, which recognizes humane methods of slaughter. Additionally, some fish are processed using the Ikejime method, for which we attained certification in 2024. This method aligns with the highest standards of humane handling, minimizing stress during processing. To further enhance product excellence, research set to begin in 2025 will evaluate the effects of Ikejime on parameters such as shelf life, texture, and consumer appeal.

Food Safety Standards

The new processing plant has elevated our food safety standards through careful design, including hygienic measures and the segregation of high-care and low-care processes. Following multiple audits during the initial weeks of operation, we successfully renewed all certifications from the previous Colijnsplaat facility. In 2024, we maintained a high-level rating (AA) under the BRCGS certification, reaffirming our commitment to producing high-quality and safe products for consumers.

The Kingfish Company has a pledge and mission to produce high quality and guaranteed safe products for our customers.

These are deeply embedded within our food safety culture as a company. Our Hazard Analysis and Critical Control Points (HACCP) system is continuously validated to maintain control over procedures and reduce all identified risks within the production chain. All our external processors are Global Food Safety Initiative (GFSI)-certified. Our quality management system incorporates a series of control measures to ensure that all our products are processed and handled according to good manufacturing practices, EU and US legislative requirement(s) for food safety, certification requirements, and customer requirements whenever applicable.

Certifications Are Our Benchmark

The Kingfish Company is committed to setting the standard in the aquaculture industry by demonstrating dedication to environmental sustainability, social accountability, and operational transparency. This commitment is reflected in the diversity of certifications we pursue annually, each outlining strict and rigorous standards. International certification bodies review and audit our facilities and practices across key areas, including employee safety and welfare, food and energy sourcing, social responsibility, food safety, and environmental sustainability.

By embracing audits and continually striving to meet and maintain these standards, we ensure that our operations align with the highest levels of accountability and excellence.

In 2024, we successfully maintained all our certifications following independent audits. Our integrated process, from our hatchery to our farm and processing facility, is certified by the Aquaculture Stewardship Council (ASC ASC01371), Best Aquaculture Practices (BAP H10529, F10894, P11042), BRC, and Friend of the Sea (FOS LAFOS0041-2024-A).

We are also recognized as a Green Choice by the Good Fish Foundation. Last year, we acquired an additional GFSI certificate – GLOBALG.A.P. (4063651822106). This makes The Kingfish Company the world's first GLOBALG.A.P.-certified source of yellowtail kingfish. Additionally, we passed audits by NVWA, and our customers Conad and Whole Foods Market, reflecting our continued commitment to maintaining the highest quality standards.

ASC

The Aquaculture Stewardship Council (ASC) logo distinguishes farms that care for the environment, their workers, and the communities in which they operate. In 2018, our fish became the world's first ASC-certified source of yellowtail kingfish. We are both farm- and chain of custody-certified.

BAP

As part of the Global Seafood Alliance, Best Aquaculture Practices (BAP) ensures aquaculture is carried out responsibly through its third-party certification program, which covers every step of the production chain. In 2018, our farm became the world's first BAP-certified land-based farm. We are hatchery-, farm- and seafood processing-certified.

GLOBALG.A.P.

The GLOBALG.A.P. certification is an internationally recognized standard for good agricultural practices, ensuring that food is produced safely, sustainably, and responsibly. It covers aspects such as animal welfare, environmental sustainability, worker safety, and compliance with local regulations.

Our yellowtail kingfish has been certified by GLOBALG.A.P. since 2024, reflecting our commitment to producing high-quality fish while adhering to the highest standards of sustainability and responsible farming practices.

Good Fish Foundation

The Good Fish Foundation provides all the information consumers need to make sound choices about sustainable fish consumption. Farmed fish is a Green Choice if sustainable feed is used, the effects on the surrounding area are minimal, and the farm is well-managed and adheres to regulations.

Our yellowtail kingfish has been a Green Choice since 2017.

Friend of the Sea

Friend of the Sea's mission is to conserve the marine environment while ensuring sustainable fish stocks for future generations. The label is used on products and services that respect and protect the marine environment. We are farm- and chain of custody-certified.

NEW CERTIFICATION OBTAINED: IKEJIME QUALITY MARK

In light of our commitment to animal welfare and maintaining product quality, in 2024 we received the Ikejime Quality Certification. This quality mark exhibits compliance to specific slaughter processes that minimize stress and avoid lactic acid production. As a result, fish do not reach the state of rigor mortis immediately, extending shelf life and enhancing organoleptic qualities of the final product.

World's first ASC-certified source of yellowtail kingfish

World's first BAP-certified land based farm

World's first GLOBALG.A.P.-certified source of yellowtail kingfish

Recommended as Green Choice by

Friend of the Sea-certified

2024 Product Quality and Safety Impacts

In 2024, The Kingfish Company harvested and processed close to 1.4 million fish, which were delivered to customers in 24 countries. Strict food safety protocols ensured that there were no food safety incidents or product recalls due to compromised food safety. Our BRCGS food safety and BAP seafood processing certifications continue to support our ability to maintain full traceability and implement effective recall procedures when necessary.

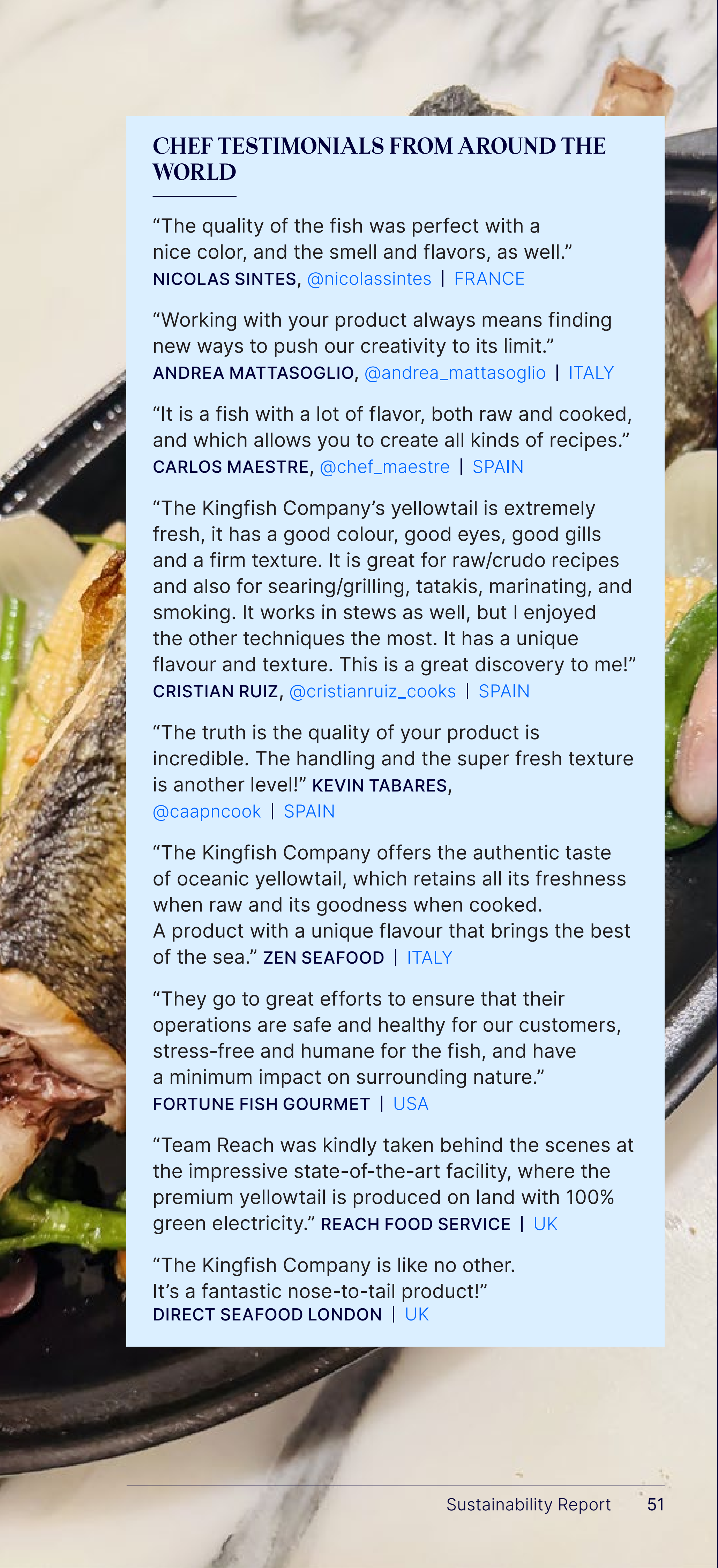
Maintaining high product standards depends on robust procedures and well-trained staff. In 2024, all staff working in our processing facility received in-house training on product safety and the importance of hygiene protocols. This training ensures a thorough understanding of safety measures and reinforces our commitment to delivering high-quality, safe products to our customers.

Our in-house taste panel tests the look, taste, and texture of our fish, ensuring customers receive a consistent, high-quality product. In 2024, the panel conducted over 400 individual tastings, reinforcing our commitment to delivering excellence. Additionally, our food safety program at our processing plant includes quality checks before product shipment and random microbiological analyses to ensure safety and compliance.

The Kingfish Company remains dedicated to improving procedures, quality assurance, and monitoring systems. Our internal Food Safety Team continues to identify risks and opportunities across the value chain. This team fosters a culture of food safety by promoting awareness from hatchery to grow-out and processing, empowering employees to report issues and implement positive changes. Internal surveys from 2023 and 2024 demonstrate that consumer safety remains a top priority for our employees, a focus we will continue to cultivate throughout 2025.

The intended use of our product covers the possibility of raw consumption as a high-grade sashimi product. To extend the justification for our claim and ensure consumer safety, we have recently undergone a ready-to-eat challenge test for our EU fillets. The results of the study showed compliance to microbiological safety requirements within a seven-day shelf life. We are conducting these studies and analyses in partnership with Normec Food Lab (NEN-EN-ISO/IEC 17025) and under the regulation of the NVWA. Our RAS farming practices eliminate the need for antibiotics, providing significant sustainability and environmental benefits. By avoiding antibiotics, we prevent pharmaceutical pollution, safeguard aquatic ecosystems, and help combat the global issue of antimicrobial resistance.

In 2024, we recorded zero food safety related complaints or recalls. Furthermore, all food safety microbiological criteria applicable to our products under Regulation (EC) No 2073/2005 were validated and complied with. Our products have also been tested compliant against EU regulation requirements for environmental contaminants such as polychlorinated biphenyls (PCB), mineral oil aromatic carbons (MOAH), mercury, lead, and dioxins.



CHEF TESTIMONIALS FROM AROUND THE WORLD

"The quality of the fish was perfect with a nice color, and the smell and flavors, as well."
NICOLAS SINTES, @nicolassintes | FRANCE

"Working with your product always means finding new ways to push our creativity to its limit."
ANDREA MATTASOGLIO, @andrea_mattasoglio | ITALY

"It is a fish with a lot of flavor, both raw and cooked, and which allows you to create all kinds of recipes."
CARLOS MAESTRE, @chef_maestre | SPAIN

"The Kingfish Company's yellowtail is extremely fresh, it has a good colour, good eyes, good gills and a firm texture. It is great for raw/crudo recipes and also for searing/grilling, tatakis, marinating, and smoking. It works in stews as well, but I enjoyed the other techniques the most. It has a unique flavour and texture. This is a great discovery to me!"
CRISTIAN RUIZ, @cristianruiz_cooks | SPAIN

"The truth is the quality of your product is incredible. The handling and the super fresh texture is another level!" **KEVIN TABARES**, @caapncook | SPAIN

"The Kingfish Company offers the authentic taste of oceanic yellowtail, which retains all its freshness when raw and its goodness when cooked. A product with a unique flavour that brings the best of the sea." **ZEN SEAFOOD** | ITALY

"They go to great efforts to ensure that their operations are safe and healthy for our customers, stress-free and humane for the fish, and have a minimum impact on surrounding nature."
FORTUNE FISH GOURMET | USA

"Team Reach was kindly taken behind the scenes at the impressive state-of-the-art facility, where the premium yellowtail is produced on land with 100% green electricity." **REACH FOOD SERVICE** | UK

"The Kingfish Company is like no other. It's a fantastic nose-to-tail product!"
DIRECT SEAFOOD LONDON | UK

Product Quality and Safety Contribution to SDGs

SDG 3 Good Health and Well-Being

The Kingfish Company contributes to public health by providing fish that are rich in essential nutrients such as omega-3 fatty acids, a vital component for cardiovascular and neurological health, and by ensuring a safe, high-quality protein source for consumers. Through stringent food safety protocols, traceability systems, and microbiological testing, we minimize risks to human health while fostering sustainable consumption habits. Our antibiotic-free farming practices also contribute to combating antimicrobial resistance, safeguarding global health.

SDG 8 Decent Work and Economic Growth

By prioritizing ergonomic design in our processing facility and investing in staff training in food safety and hygiene protocols, we promote safe and more comfortable working conditions for employees. The expansion of our Sales and Marketing Team by five members in 2024 also supports economic growth and job creation.

SDG 9
Life Below Water
Industry, Innovation, and Infrastructure

Our state-of-the-art processing facility in Kats exemplifies our investment in innovative infrastructure to optimize efficiency, sustainability, and product quality. From advanced processing techniques like stunning and Ikejime to traceability systems that enhance food safety, our operations reflect industry leadership in sustainable aquaculture. Continuous improvements in our processes, certifications, and technologies underline our commitment to fostering sustainable industrial growth.

SDG 12
Responsible Consumption and Production

Our commitment to quality and sustainability ensures responsible production practices throughout the value chain, from the hatchery to final processing. The elimination of antibiotics and compliance with food safety regulations like Regulation (EC) No 2073/2005 reflect our efforts to produce safe, sustainable products with minimal environmental impact. Our focus on minimizing waste through rigorous quality controls and microbiological testing aligns with the goals of reducing production-related losses and promoting efficient resource use.

2024 Achievements

13% Increase
in growth

41% Increase
in harvest volume

0,54 kg/ m^3/day
Achieved Record Productivity

Full stocking
of Phase 2 in the Netherlands

90% 2025 Sustainability
Targets Achieved

2025 Targets

Retain
All certifications and standards

Sustainability Goals
Set Beyond 2025

Work towards
Zero LTIs

Continued
Market development

People. Planet. Profit.

Background and Implementation of CSRD

The Corporate Sustainability Reporting Directive (CSRD) is a new regulation introduced by the EU to promote transparency and accountability in sustainable practices. Building on the Non-Financial Reporting Directive (NFRD), the CSRD significantly expands the scope and detail of sustainability reporting. This ensures that companies disclose the ESG impacts of their operations more comprehensively.

The CSRD aligns with the EU's goals, including the European Green Deal and commitments to climate neutrality, emphasizing the importance of sustainable practices in business operations. It requires companies to report on double materiality, which examines both the impact that the environment has on them and vice versa, along with the financial impact.

For us, the implementation of CSRD is particularly relevant. As a leader in sustainable fish farming, the directive aligns with our commitment to transparency and responsible practices. As a listed SME, we will be required to comply with the CSRD from the beginning of our 2026 financial year. This timeline provides us with an opportunity to further strengthen our sustainability initiatives and reporting processes. We are considering early adoption for the 2025 financial year, but this depends on the complexities of the new directive.

Progress in 2024

During the 2024 financial year, we took significant steps to prepare for compliance with the CSRD. Recognizing the importance of early preparation, we began by equipping our team with the necessary knowledge and tools. Various expert vendors delivered a series of training courses to selected employees, building a strong foundation in CSRD requirements and best practices.

To guide our efforts, we established a dedicated Sustainability Core Team comprising members from diverse functional areas. They included the Head of the Hatchery, Financial Controller, Procurement Manager, Strategic Finance and Investor Relations Manager, Head of Human Resources, Innovation Manager, and the Research and Innovation Coordinator. By bringing together professionals with diverse expertise, we ensured an holistic approach to sustainability integration across our business.

A key milestone was the distribution of a comprehensive questionnaire to over 800 stakeholders, including internal and external representatives. This engagement allowed us to capture diverse perspectives and identify the most significant material topics for our company. For each material topic we identified a financial impact assessment was considered, providing valuable insights into how these issues affect our business operations and sustainability goals.

While our 2024 annual report does not include a disclosed double materiality matrix, we have developed an internal version that we will finalize during 2025. This matrix will serve as a critical tool for aligning our sustainability efforts with CSRD requirements, setting the stage for more transparent and meaningful reporting in the years ahead.

Our progress during 2024 reflects our commitment to embedding sustainability into every aspect of our operations and preparing for the transformative changes the CSRD will bring.

Next steps in 2025

During 2025, we will continue working toward compliance with the CSRD, building on the progress we made in 2024. Our focus will be on aligning with CSRD requirements while refining our approach to sustainability disclosures for the 2026 financial year.

A key priority will involve engaging stakeholders across our value chain, both upstream and downstream. We plan to continue gathering insights through questionnaires and discussions with internal and external stakeholders. This feedback will help us refine our understanding of relevant sustainability topics, allowing us to prioritize issues that are most significant to our business and our stakeholders.

Once we have identified key material topics, we will assess their potential impacts, risks, and opportunities. This process will involve evaluating how these sustainability matters affect our company and the broader environment. While we aim to capture a comprehensive view, we recognize that this will be an evolving process requiring further refinement.

In addition, we will analyze the financial materiality of identified sustainability topics by assessing their potential risks and opportunities. This evaluation will help us better understand how sustainability considerations align with our business strategy in the short, medium, and long term.

In line with the CSRD's double materiality approach, we will work toward developing a double materiality matrix that incorporates financial and impact materiality. This will serve as a basis for determining which sustainability matters we should report, improving the transparency and relevance of our disclosures.

As part of our commitment to compliance, we will align our sustainability reporting with the European Sustainability Reporting Standards (ESRS). This will involve identifying the applicable cross-cutting and topical standards and preparing the necessary data points. We will also conduct a gap analysis to identify any shortcomings in our current reporting practices and take steps to address them where feasible.

Recognizing that sustainability reporting is a complex and evolving area, we will continue to review and refine our reporting and disclosure processes throughout the year. While challenges may arise, our goal is to make steady progress toward meeting CSRD requirements while ensuring that our stakeholders receive accurate and meaningful sustainability information.

By taking these steps and engaging with auditors at key stages, we aim to be in a strong position to deliver a CSRD-compliant sustainability report by 2026. While there is still work to be done, we remain committed to improving our sustainability practices and enhancing transparency in our disclosures.

Our Future Focus

Our primary focus in 2025 and 2026 will be to ensure full alignment with our external auditors throughout every step of the CSRD preparation process. By engaging auditors early and continuously, we aim to confirm that each aspect of our CSRD compliance efforts meets the necessary regulatory standards and aligns with best practices.

We will prioritize establishing a clear and thorough audit trail by carefully documenting each step of the process, from stakeholder engagement and materiality assessments to data collection and reporting. All data and relevant documentation will be stored securely and organized systematically, ensuring transparency and traceability for the external auditors.

Through this proactive approach, we are committed to achieving robust and reliable CSRD reporting, laying the groundwork for high-quality sustainability disclosures and strengthening our accountability to our stakeholders.

Governance

Introduction

The Kingfish Company is a public limited company (naamloze vennootschap) under the laws of the Netherlands. It is domiciled in the Netherlands with its registered seat in Kats, Zeeland, the Netherlands.

The company has been listed on Euronext Growth Market in Oslo since 25 November 2020 (ticker: KING). It has implemented a sound governance structure that takes into account Norwegian best practices while at the same time taking into consideration that the company is governed by Dutch law. The company operates within an ethical business culture, pursuing excellence while implementing effective control strategies to ensure it achieves strategic targets.

> Sustainable development underpins the company's governance and includes integrated thinking, corporate citizenship, stakeholder inclusivity, and demonstrable social responsibility.

The Kingfish Company has a two-tier Board structure, with a Management Board and a Supervisory Board. The Boards comprise the appropriate balance of knowledge, skills, experience, and independence, and offer objective guidance and support. They ensure that evaluation of their own performance and that of the Board committees, Chair and individual members supports continued improvements of company performance. The company's highest authority is the General Meeting of Shareholders, which is convened at least once a year.

The Management Board leads ethically and effectively with integrity, competence, fairness, accountability, transparency, and responsibility. Our established ethical culture is based on a best practice Code of Conduct and Code of Ethics and Welfare. The company has a medium- to long-term strategy in place, it measures and assesses objectives as per operational plans, and its general viability is regularly evaluated by both Boards.

The Kingfish Company Legal Structure

The Kingfish Company N.V. is the parent company of the Kingfish group of companies, owning 100% of Kingfish (Netherlands) Holdings B.V., of Yellowtail Hatchery USA Inc., and of Kingfish Maine Inc. Kingfish (Netherlands) Holdings B.V. owns 100% of the issued share capital of Kingfish Zeeland B.V. and Kingfish Property One B.V. The Kingfish Company owns 50% of the shares in Windfish Assets B.V. and 51% in Windfish Management B.V. In 2024, a new entity, Kingfish Italia S.r.l. was created, as shown in the figure below.

The Kingfish Group’s legal structure

THE KINGFISH COMPANY N.V.

- Kingfish Maine Inc. (100%)
- Yellowtail Hatchery USA Inc (100%)
- Kingfish (Netherlands) Holdings B.V. (100%)
  - Kingfish Zeeland B.V. (100%)
  - Kingfish Property One B.V. (100%)
  - The Kingfish Company Italia SRL (100%)
- Windfish Assets B.V (50%)
- Windfish Management B.V. (51%)

Capital Structure

The company's authorized share capital amounts to €5.500.000, divided into 550.000.000 ordinary shares with a nominal value of €0,01. The company's issued share capital amounts to €1.108.492.91 comprising 110.849.291 ordinary shares, with a nominal value of €0,01 on 31 December 2024.

Each ordinary share carries one vote. A shareholder may cast their vote in person, by proxy, or at the General Meeting of Shareholders. The Kingfish Company has not issued any shares to which special rights of control are attached and there are no restrictions on the voting rights attached to the shares. All ordinary shares have equal entitlement to the profits and general reserves attributable to the shareholders.

To the best of its knowledge, the company is not aware of any agreement between shareholders of the company that could result in a possible restriction on the transfer of shares or voting rights. All resolutions of the General Meeting of Shareholders are passed with an absolute majority of the votes cast, unless a larger majority is required by law or pursuant to the company's Articles of Association. These Articles of Association do not include specific provisions with respect to so-called protection measures in case of a takeover bid.

Issuance or Acquisition of Shares

The company has an Employee Share Ownership Plan (ESOP 2020) in place for a broad number of employees.

The clawback provision in the ESOP allows the company to reclaim or cancel share options under specific circumstances. If an employee leaves the company under certain conditions, such as resignation, or dismissal for cause, their unvested options may be forfeited and, in some cases, vested options may also be subject to repurchase by the company. This mechanism ensures that share incentives align with long-term employee retention and company performance. The specific conditions and terms of the clawback are outlined in the ESOP agreement.

The company is entitled to acquire its own fully paid-up shares with due observance of the relevant legal and statutory provisions. Acquisition of own shares is only permitted if the General Meeting of Shareholders has authorized the Management Board to do so. Such authorization will be valid for a period not exceeding 18 months. This authorization was provided during the General Meeting of Shareholders in June 2024.

Shareholders' Meetings

General Meetings of Shareholders are convened by the Management Board and the Supervisory Board. A legal term of at least 15 calendar days applies between the convocation date and the actual date of the meeting. A meeting must be convened by posting the notice and relevant materials required for consideration and decisions by the shareholders on the company's website. At least one General Meeting of Shareholders is to be held within six months following the end of the company's financial year. In 2024, the General Meeting of Shareholders took place on 19 June. In 2025, the General Meeting of Shareholders is scheduled for 4 June. Other General Meetings of Shareholders will be held whenever and as often as the Management Board or the Supervisory Board deems necessary.

The Management Board and Supervisory Board must ensure that the General Meeting of Shareholders is adequately provided with all information required for a shareholder to decide and vote on the subject matters presented.

Management Board

The Management Board is the executive body entrusted with managing the company and is responsible for ensuring its continuity under the supervision of the Supervisory Board. In fulfilling their responsibilities, the members of the Management Board must act in the interest of the company and pay specific attention to the relevant interests of the company's employees, shareholders, lenders, customers, suppliers, and other stakeholders. The Management Board reports to the Supervisory Board and the General Meeting of Shareholders.

The members of the Management Board are appointed by the General Meeting of Shareholders. The Supervisory Board nominates one or more candidates to fill a vacant position for the approval of the General Meeting of Shareholders. The Kingfish Company aims to ensure that the Management Board and the Supervisory Board comprise members who bring a diversity of skills and expertise relevant to achieving the company's strategic and business objectives, different views and perspectives as well as different backgrounds: nationality, educational, working experience and so on.

The Management Board is collectively responsible for all actions of each individual member of the Management Board. The division of duties within the Management Board as well as the Management Board's operating procedures are set out in the company's Articles of Association, which are published on the company's website. The Management Board comprises the following individuals:

Name	Position	Nationality	Appointment date	Appointed up to and including
Vincent Erenst	CEO	Dutch	27 February 2023	No end date
Jean-Charles Valette	CFO	French	14 October 2022	No end date

The Management Board members are specialists in the fields of aquaculture, finance, economics, management, and other areas of expertise. Its members' different experiences and backgrounds allow them to make decisions that promote the growth of The Kingfish Company and secure its values.

The Management Board protects itself from conflicts of interest by making sure it acts independently and in the best interest of the company. This is done by observing the Dutch Corporate Governance Code in relation to all decisions undertaken by the Board.

Remuneration of the Management Board members is determined by the Supervisory Board in accordance with the remuneration policy, which is aligned with internal and industry standards.

Members of the Management Board

VINCENT ERENST
CEO

Mr. Erenst brings a strong international, operational, and transformational track record with more than 35 years of experience in leading aquaculture companies. Most recently, he worked as COO at Barramundi Group, having previously been COO of Avramar. For over a decade, Mr. Erenst was Managing Director of Mowi Canada West, where he was responsible for strong profit growth through increased harvest volumes and improved efficiencies while strengthening the company’s market position in North America.

JEAN-CHARLES VALETTE
CFO

Mr. Valette has held various financial leadership positions at food and production companies, both in listed and private environments. Before joining The Kingfish Company, he worked as the Vice-President Finance of Dott, a fast-growing scale-up. Before this role, he was Senior Vice-President Finance for CEVA Logistics, where he was directly involved in generating US$1.2 billion through a successful IPO on the SIX Swiss Exchange. Mr. Valette adds significant value to building, growing, and transforming companies. Furthermore, he has strong expertise in corporate finance, process optimizations, and transformation.

Supervisory Board

The Supervisory Board supervises the Management Board's management of the company, the company's general affairs, and its affiliated businesses. The Supervisory Board also provides advice to the Management Board. In performing their duties, Supervisory Board members are required to focus on the effectiveness of the company's internal risk management and control systems as well as the integrity and quality of the company's financial reporting. The Board supports setting and steering the strategic direction, approves policies and planning that give effect to the strategy, oversees and monitors the implementation and execution by management, and ensures accountability for organizational performance. The Supervisory Board must act in the interest of the company and pay specific attention to the relevant interests of the company's employees, shareholders, lenders, customers, suppliers, and other stakeholders.

The Supervisory Board is accountable for these matters to the General Meeting of Shareholders. The General Meeting appoints members of the Supervisory Board, based on recommendations from the Nomination Committee, independently from any other governance body within the organization. The Supervisory Board members retire from their membership in accordance with a rotation plan drawn up by the Supervisory Board.

Since the General Meeting of Shareholders in June 2024, the Supervisory Board has comprised the following members:

Name	Position	Committee	Nationality	Appointment date	Appointed up to and including
Jeroen Scheelbeek	Chairman	Audit and Risk	Dutch	20 June 2023	AGM 2026
Alexandre van der Wees	SB member	Remuneration	French	20 June 2023	AGM 2026
Hans den Bieman	SB member	Remuneration	Dutch	19 June 2024	AGM 2025
Jordi Trias Fita	SB member	–	Spanish	20 June 2023	AGM 2025
Noam Kleinfeld	SB member	Audit and Risk	Israeli	20 June 2023	AGM 2026

Members of the Supervisory Board

JEROEN SCHEELBEEK
Chairman and member of the Audit and Risk Committee

Mr. Scheelbeek (1968) is the Chairman of the Supervisory Board and served on the company's 1-tier Board of Directors before its conversion to a public limited liability company. Currently, he works at Bauhinia, an independent boutique financial advisory firm. In addition, he acts as Senior Financial Advisor to the Dutch Ministry of Economic Affairs. Mr. Scheelbeek is also Board member and chairman of the risk committee of Moza Banco, a regulated financial institution in Mozambique. Among other roles, Mr. Scheelbeek served as Global Head of Structured Finance, Head of Corporate Clients and Head of Corporate Finance Asia in the Rabobank Wholesale Clients' Division. He has also acted as member of the bank's highest Credit Risk Committees and has participated in executive management courses at Harvard Business School, IMD Business School, Insead, and Kellogg University. He holds a Master's in Business Administration from the Free University of Amsterdam. Mr. Scheelbeek is a member of the Supervisory Board of Protix.

ALEXANDRE VAN DER WEES
Member and member of the Remuneration Committee

Mr. van der Wees (1991) is a member of the Supervisory Board and served on the company's 1-tier Board of Directors before its conversion to a public limited liability company. Mr. van der Wees is CEO of the fish farming group AquaPri, based in Denmark. Before he joined AquaPri, he was an Investment Director at Creadev International S.A.S., where he specialized in aquaculture and agriculture investments. From here, he invested in, among other businesses, InnovaFeed, Victory Farms, Noray Seafood, and M2i Life Sciences. Before joining Creadev, Mr. van der Wees worked as Financial Advisor in Accuracy in Paris. He holds a Master's in Finance (MSc) from the Grenoble Graduate School of Business (GGSB).

HANS DEN BIEMAN
Member and member of the Remuneration Committee

Mr. den Bieman (1959) served as the company's former (interim) CEO and Chairman of the Board. He is currently a shareholder, founder and director of Sealand, Chile's largest smolt producer. Among various top management positions in the field, Mr. den Bieman served as COO of Nutreco Aquaculture (2000–2005), and as CEO of the Netherlands-based Marine Harvest, the world's largest fish-farming company, listed on Oslo Børs (now Mowi ASA) (2005–2007). Mr. den Bieman holds a Master's in Aquaculture (MSc) from Wageningen University & Research. He held 2.171.331 shares in the capital of the company on 31 December 2024.

JORDI TRIAS FITA
Member

Mr. Trias Fita (1977) became President of Stolt Sea Farm in January 2018 after joining the business as Managing Director in 2016. Before this, he spent 14 years with GBFoods, where he held several positions in Marketing, Sales and Business Unit Management based in Kazakhstan, Russia, Senegal, Spain, and Ukraine. Mr. Trias Fita holds a degree in Business Administration from the University of Barcelona, a Master's in Marketing, and an MBA from the Instituto de Empresa. He is a Spanish citizen. Mr. Trias Fita serves as a Supervisory Board member at The Kingfish Company, where Stolt-Nielsen M.S. Ltd owned approximately 8,3% of the shares in the capital of the company on 31 December 2024.

NOAM KLEINFELD

Member and member of the Audit and Risk Committee

Mr. Kleinfeld (1977) acted as Managing Director at HSBC Investment Bank, with over 16 years of experience in cross-border M&A, Corporate Finance, Equity/Debt Capital Markets, Leverage Acquisition Finance, Project Finance and Corporate/ Debt Restructuring. Furthermore, Mr. Kleinfeld is a co-founder of several businesses including, among others, The Griffin Fund, a leading real estate player in Atlanta's multifamily segment. The Griffin Fund was formed during the financial crisis in 2011. Through a wide range of complex transactions – including acquisitions of asset-backed notes from debt funds and banks; 'courthouse' transactions and direct trades with special services – it managed to acquire and develop a large, high quality residential real estate portfolio in south-east USA. Mr. Kleinfeld is an active venture capital investor in early-stage companies with a large total addressable market (TAM), unique technological edge, and strong execution capabilities. Several of his investments evolved into large companies. Mr. Kleinfeld holds a BA in Business Administration with a Major in Finance from Reichman University. He held 3.247.883 shares in the capital of the company on 31 December 2024.

Reporting

The Kingfish Company's multi-disciplinary Management Team use integrated enterprise resource management systems to ensure accurate and timely reporting of all business activities. The Management Team and Supervisory Board review the monthly operational and financial reports. A quarterly report and a trading update by the Management Board are prepared for all shareholders and stakeholders. The Annual Integrated Report includes annual financial statements and the Sustainability Report, with the materiality matrix guiding the inclusion of information valued by internal and external stakeholders.
The Kingfish Company publishes all trading updates and reports on its website.

Investor Relations Policy

The Kingfish Company's Investor Relations Policy incorporates the basic principles of communication and dialogue with capital markets, including guidelines for contacting shareholders outside general meetings. We are committed to providing our shareholders with accurate, clear, relevant, and complete information on our performance and market position.

Communications with stakeholders are based on the principles of equal treatment and transparency, with the aim of ensuring trust and stakeholder confidence. The CFO is responsible for investor relations. In line with the Oslo Stock Exchange's recommendations, the company provides quarterly reports and gives presentations on the disclosure of the interim results to provide an overview of operational and financial developments. These presentations are open to the public and made available through a webcast. All information is provided in English and distributed to our shareholders through Oslo Stock Exchange's news channel https://newsweb.oslobors.no/ and our website at: https://www.thekingfishcompany.com/investors.

Shareholder Information

Since 25 November 2020, The Kingfish Company has been listed on Euronext Growth, Oslo, Norway. As at 31 December 2024, the company had 110.849.291 issued shares. The closing price for the company's share was NOK 5,25 per share on 31 December 2024, which corresponds to a market capitalization of NOK 582 million. The 15 largest shareholders own 88,2% of the shares in the company.

THE KINGFISH COMPANY N.V.
31 DECEMBER 2024

Rank	Name	Holding	Stake
1	Creadev International S.A.S.	24.261.893	21,9%
2	Rabo Participaties B.V.	15.591.011	14,1%
3	ASR Nederland	14.316.597	12,9%
4	Stolt-Nielsen M.S. Ltd	9.237.663	8,3%
5	Bank Julius Baer & Co. AG	6.704.901	6,0%
6	Claris B.V.	6.493.354	5,9%
7	Pershing LLC	4.072.138	3,7%
8	Kleinfeld, N	3.247.883	2,9%
9	JPMorgan Chase Bank	2.692.983	2,4%
10	Silver Oak Investments Holding C.V.	2.249.021	2,0%
11	BM Invest B.V.	2.171.331	2,0%
12	Nutreco International B.V.	1.954.958	1,8%
13	Cibus Enterprises Fund LP	1.782.742	1,6%
14	Terra Mare B.V.	1.503.888	1,4%
15	Grober, E	1.457.142	1,3%
Total 15 largest shareholders		**97.737.505**	**88,2%**
Other shareholders		13.111.786	11,8%
Total number of shares		**110.849.291**	**100%**

Compliance

The Kingfish Company is governed by and complies with various standards and regulations as set out by laws, codes and industry and best practice requirements. The company's governance is aligned with the Dutch Corporate Governance Code.

The company has an active Quality and Sustainability Department whose mission is to ensure 100% compliance and conformity with regulations and quality standards. The Kingfish Company guarantees that our fish are farmed in a sustainable manner that complies with all regulations and guidelines set out by the government and any other related organizations and professional bodies.

Employees are well informed about the processes they can follow should they need to raise concerns or seek advice within The Kingfish Company. Anonymous and independent advisors have been contracted in, and employees can contact them directly to discuss any potential concerns.

Risk Management Approach

We emphasize the importance of internal risk management for achieving our strategic, operational and financial targets. Across the Company risks are proactively identified and managed under the responsibility of the Management Board and overseen by the Supervisory Board.

> We continuously monitor risk management and control fraud risks, take initiatives to raise awareness and appoint people who are responsible for implementing control measures.

Internal Environment

The Management Board is ultimately responsible for risk management and is accountable to the Supervisory Board. The Kingfish Company has a Code of Conduct, Sustainable Procurement Policy and a Code of Ethics and Welfare in place to ensure ethical conduct.

The planning & control cycle minimizes financial and commercial risks as well as risks relating to sustainability and fraud. The cycle comprises monthly reports, sustainability KPI reports, annual budgets, three-year plans including scenario analyses, and an update of the strategic plan every three years. The Management Board discusses these reports with the management team, as well as holding in-depth discussions with the Supervisory Board on the financial performance and all KPIs (including non-financial KPIs).

Risk Profile and Risk Appetite

The risk profile and risk appetite are reviewed periodically by the Management Board and key managers that are responsible for risk management, and where necessary adjusted to reflect changing market conditions. The risk matrix is reported to the Audit Committee and the Supervisory Board. In our decision-making we aim to strike the optimum balance between commercial/ strategic/ESG goals and the associated risks and opportunities. In doing so, we distinguish between operational business risks, which we can actively influence, and other risks (including certain ESG-related risks) on which we have minimal influence. In both cases, we ensure a thorough evaluation of risk appetite and assessment, whereby the effectiveness of control measures and scenario analyses of the potential consequences are key.

For further explanation regarding risk management, we refer to the Notes on the risks.

Types of risk and mitigation:

STRATEGIC	
What is the risk?	How do we mitigate it?
Biological assets	
The three highest risks within the production department are a viral infection in the hatchery, unsuccessful hatchery production with unknown cause and an introduction of disease into the farm.	These risks are mitigated by the following strategies: • the hatchery building is compartmentalized into separate production areas to spread risks; • a back-up hatchery is available in a separate building; • the group employs an experienced hatchery team and consultants with a track record of successful production; • an experienced veterinarian can be called upon to assist in isolating and treating any disease as soon as detected.
Geopolitical environment and economic instability	
Geopolitical and macroeconomic changes, such as trade restrictions, could materially and adversely affect our business, financial performance, operational performance, or prospects.	To minimize the impact of potential import tariffs on our business, we closely monitor and review geopolitical and macroeconomic developments. We will conduct scenario analyses to anticipate and mitigate potential tariff impacts.
FINANCIAL	
What is the risk?	How do we mitigate it?
Liquidity risk	
The group is exposed to liquidity risk, which is the risk that the group will encounter difficulties in meeting its obligations as they become due.	We continuously monitor liquidity and bank covenants to ensure timely fulfillment of financial obligations. We refer to note 38 in the annual report for more information on financial instruments and risk management.

FINANCIAL	
What is the risk?	**How do we mitigate it?**
Foreign currency risk	
Fluctuations in foreign currency rates impact the value of investments and financing activities, giving rise to foreign currency risk.	The group is exposed to foreign currency risk as a result of certain transactions and borrowings which are denominated in foreign currencies. The foreign currencies in which the group deals primarily are US Dollars, GBP, NOK, CAD and DKK. There have been no significant changes in the foreign currency risk management policies and processes since the prior reporting period. We refer to note 38 in the annual report for more information on financial instruments and risk management.
Interest rate risk	
Fluctuations in interest rates impact the value of investments and financing activities, giving rise to interest rate risk.	The group's interest rate risk relates primarily from borrowings from financial institutions with variable interest rate. When possible, the group manages its interest rate risk by entering fixed-interest loans. The group currently holds debt with a floating interest rate and maintain a program to hedge this exposure by obtaining the hedge referred to in note 8. Changes in the interest rate may affect future investment opportunities. There have been some significant changes in the interest rate risk management policies and this has been mitigated by obtaining the interest rate hedge. We refer to note 38 in the annual report for more information on financial instruments and risk management.
Credit risk	
Credit risk is the risk of financial loss to the group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.	The group is exposed to credit risk on trade and other receivables, cash and cash equivalents and loan commitments. Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The group only deals with reputable counterparties with consistent payment histories. The group subjects all potential customers to credit verification procedures as part of its policy and monitors its outstanding trade receivable balances on an ongoing basis. If the credit rating (risk) of a financial instrument has increased significantly during the year, the credit risk agency will provide the group with the updated information. The group makes use of credit insurance on customers where available. The group monitors exposure towards individual customers closely and was not substantially exposed in relation to any individual customer or contractual partner as of 31 December 2024 and 2023. We refer to note 38 in the annual report for more information on financial instruments and risk management.

THE KINGFISH COMPANY

Flavoring the future of fish, today

Financial Statements

Statement of Financial Position
as at 31 December 2024

Figures in Euro thousand	Notes	2024	2023
Assets			
Non-Current Assets			
Property, plant and equipment	4	123.098	131.366
Right-of-use assets	5	2.364	2.347
Biological assets	6	1.804	1.382
Financial assets	8	172	1.195
Deferred tax	9	14.422	9.234
		141.860	**145.524**
Current Assets			
Biological assets	6	11.223	13.402
Inventories	10	7.318	4.678
Trade and other receivables	11	4.184	4.085
Cash and cash equivalents	12	3.570	19.533
		26.295	**41.698**
Total Assets		**168.155**	**187.222**
Equity and Liabilities			
Equity			
Share capital	13	111.225	111.225
Reserves		4.284	5.062
Accumulated loss		(64.968)	(34.185)
		50.541	**82.102**
Liabilities			
Non-Current Liabilities			
Borrowings	16	108.457	96.426
Lease liabilities	5	1.413	1.328
		109.870	**97.754**
Current Liabilities			
Trade and other payables	17	5.573	6.152
Borrowings	16	1.391	531
Lease liabilities	5	597	592
Deferred income	18	97	91
Provisions	19	86	–
		7.744	**7.366**
Total Liabilities		**117.614**	**105.120**
Total Equity and Liabilities		**168.155**	**187.222**

Statement of Profit or Loss and Other Comprehensive Income

Figures in Euro thousand	Notes	2024	2023
Continuing operations			
Revenue	20	27.698	21.909
Other operating income	21	178	–
Other operating gains (losses)	22	180	(167)
Stock movements and transport and logistics cost	23	(897)	8.738
Raw materials	23	(16.763)	(13.412)
Employee costs	24	(10.529)	(9.517)
Lease expenses	24	(407)	(351)
Depreciation, amortization and impairment expenses	24	(14.323)	(5.368)
Other operating expenses		(7.489)	(6.159)
Operating loss	24	**(22.352)**	**(4.327)**
Finance costs	25	(12.069)	(5.097)
Loss before taxation		**(34.421)**	**(9.424)**
Taxation	26	5.515	182
Loss for the year from continuing operations		**(28.906)**	**(9.242)**
Discontinued operations			
Loss for the year from discontinued operations	27	(1.877)	(719)
Loss for the year		**(30.783)**	**(9.961)**
Other comprehensive income:			
Items that may be reclassified to profit or loss:			
Exchange differences on translating foreign operations		(249)	46
Deferred cost of hedging on cash flow hedges not subject to basis adjustments		(742)	(923)
Total items that may be reclassified to profit or loss		**(991)**	**(877)**
Other comprehensive income for the year net of taxation	30	**(991)**	**(877)**
Total comprehensive loss for the year		**(31.774)**	**(10.838)**
Earnings per share			
From continuing operations			
Basic loss per share (c)	33	(0,26)	(0,08)
Diluted loss per share (c)	33	(0,27)	(0,09)
From discontinued operations			
Basic loss per share (c)	33	(0,02)	(0,01)
Diluted loss per share (c)	33	(0,02)	(0,01)

Statement of Changes in Equity

Figures in Euro thousand	Share capital	Share premium	Total share capital	Foreign currency translation reserve	Cash flow hedging reserve	Share option reserve	Convertible instruments reserve	Total reserves	Accumulated loss	Total equity
Balance at 1 January 2023	**920**	**96.265**	**97.185**	**(47)**	**1.721**	**1.015**	**–**	**2.689**	**(24.224)**	**75.650**
Loss for the year	–	–	–	–	–	–	–	–	(9.961)	(9.961)
Other comprehensive income	–	–	–	46	(923)	–	–	(877)	–	(877)
Total comprehensive Loss for the year	**–**	**–**	**–**	**46**	**(923)**	**–**	**–**	**(877)**	**(9.961)**	**(10.838)**
Issue of shares	188	14.654	14.842	–	–	–	–	–	–	14.842
Employees share option expense	–	–	–	–	–	269	–	269	–	269
Gross funding fee	–	(1.009)	(1.009)	–	–	–	–	–	–	(1.009)
Tax on funding fee	–	207	207	–	–	–	–	–	–	207
Equity portion of convertible loan	–	–	–	–	–	–	2.981	2.981	–	2.981
Total contributions by and distributions to owners of group recognized directly in equity	**188**	**13.852**	**14.040**	**–**	**–**	**269**	**2.981**	**3.250**	**–**	**17.290**
Balance at 1 January 2024	**1.108**	**110.117**	**111.225**	**(1)**	**798**	**1.284**	**2.981**	**5.062**	**(34.185)**	**82.102**
Loss for the year	–	–	–	–	–	–	–	–	(30.783)	(30.783)
Other comprehensive income	–	–	–	(249)	(742)	–	–	(991)	–	(991)
Total comprehensive Loss for the year	**–**	**–**	**–**	**(249)**	**(742)**	**–**	**–**	**(991)**	**(30.783)**	**(31.774)**
Employees share option expense	–	–	–	–	–	213	–	213	–	213
Total contributions by and distributions to owners of group recognized directly in equity	**–**	**–**	**–**	**–**	**–**	**213**	**–**	**213**	**–**	**213**
Balance at 31 December 2024	**1.108**	**110.117**	**111.225**	**(250)**	**56**	**1.497**	**2.981**	**4.284**	**(64.968)**	**50.541**
Notes	13	13	13	15&30	30	14	16			

Statement of Cash Flows

Figures in Euro thousand	Notes	2024	2023
Cash flows from operating activities			
Cash receipts from customers		27.324	24.123
Cash paid to suppliers and employees		(36.280)	(31.444)
Cash utilized in operations	31	(8.956)	(7.321)
Net cash from operating activities		**(8.956)**	**(7.321)**
Cash flows from investing activities			
Investment in property, plant and equipment	4	(5.312)	(22.792)
Net cash from investing activities		**(5.312)**	**(22.792)**
Cash flows from financing activities			
Net proceeds on share issue	13	–	17.022
Proceeds/(Repayment) of borrowings		(1.723)	31.198
Proceeds /(Repayment) of lease liabilities		90	(139)
Finance costs on leases		(62)	(59)
Net cash from financing activities		**(1.695)**	**48.022**
Total cash movement for the year		**(15.963)**	**17.909**
Cash at the beginning of the year		19.533	1.624
Total cash at end of the year	12	**3.570**	**19.533**

Accounting Policies

1. Significant accounting policies

The principal accounting policies applied in the preparation of these annual report are set out below.

1.1 Basis of preparation

The annual report has been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing this annual report and the Part 9 of Book 2 of the Dutch Civil Code.

The annual report has been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the principal accounting policies set out below. They are presented in Euros, which is the group's functional currency.

1.2 Consolidation

Basis of consolidation

The consolidated annual report incorporates the annual report of the company and all subsidiaries. Subsidiaries are entities (including structured entities) which are controlled by the group.

The group has control of an entity when it is exposed to or has rights to variable returns from involvement with the entity and it has the ability to affect those returns through use of its power over the entity.

The results of subsidiaries are included in the consolidated annual report from the effective date of acquisition to the effective date of disposal.

Adjustments are made when necessary to the annual report of subsidiaries to bring their accounting policies in line with those of the group.

All inter-company transactions, balances, and unrealized gains on transactions between group companies are eliminated in full on consolidation. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Accounting Policies

1.2 Consolidation *(continued)*

The group comprises of The Kingfish Company N.V. as the parent company and includes wholly-owned subsidiaries, namely Kingfish (Netherlands) Holdings B.V., Kingfish Zeeland B.V., Kingfish Property One B.V., The Kingfish Company Italia S.R.L., Kingfish Maine Inc., Yellowtail Hatchery USA Inc., all of which represent 100% controlling interest. Additionally, the group has two joint arrangements with Windfish Management B.V. and Windfish Asset B.V. which represent 51% and 50% controlling interest, respectively. The group structure remained unchanged from 2022, except for the addition of The Kingfish Company Italia S.R.L. during 2024.

Business combinations

The group accounts for business combinations using the acquisition method of accounting. The cost of the business combination is measured as the aggregate of the fair values of assets given, liabilities incurred or assumed and equity instruments issued. Costs directly attributable to the business combination are expensed as incurred, except the costs to issue debt which are amortized as part of the effective interest and costs to issue equity which are included in equity.

Any contingent consideration is included in the cost of the business combination at fair value as at the date of acquisition. Subsequent changes to the assets, liability or equity which arise as a result of the contingent consideration are not affected against goodwill, unless they are valid measurement period adjustments. Otherwise, all subsequent changes to the fair value of contingent consideration that is deemed to be an asset or liability is recognized in either profit or loss or in other comprehensive income, in accordance with relevant IFRS's. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

1.3 Significant judgements and sources of estimation uncertainty

The preparation of annual report in conformity with IFRS requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the annual report.

Accounting Policies

1.3 Significant judgements and sources of estimation uncertainty *(continued)*

Key sources of estimation uncertainty

Impairment of financial assets

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, refer to the individual notes addressing financial assets.

Allowance for slow moving, damaged and obsolete inventory

Management assesses whether inventory is impaired by comparing its cost to its estimated net realizable value. Where an impairment is necessary, inventory items are written down to net realizable value. The write down is included in cost of sales.

Fair value estimation

Several assets and liabilities of the group are either measured at fair value or disclosure is made of their fair values, whereas biological assets have the most estimation uncertainty.

Biological assets are measured at fair value less costs to sell, with any change therein directly recognized in profit and loss. The estimated fair value of the biological assets is based on the most relevant prices at the reporting period date in the respective markets in which the group operates. The fair value calculation considers estimates of biomass volumes, quality, size distribution, production cost, mortality and normal costs of harvest and sale.

Information about the specific techniques and inputs of the various assets and liabilities is disclosed in note 6 and note 7.

Impairment testing

The group reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions.

Accounting Policies

1.3 Significant judgements and sources of estimation uncertainty *(continued)*

Useful lives of property, plant and equipment

Management assesses the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of buildings, motor vehicles and office equipment are determined based on group replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters. The useful life of manufacturing equipment is assessed annually based on factors including wear and tear, technological obsolescence and usage requirements.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

Deferred tax asset

Deferred tax assets are carried on the basis of the tax consequences of the realization or settlement of assets as planned by the group at the balance sheet date. A deferred tax asset is recognized to the extent that it is probable that future taxable profit will be available for set-off.

In this assessment, the group includes the possibility of planning of fiscal results and the level of future taxable profits in combination with the time and/or period in which the deferred tax assets are realized.

1.4 Biological assets

An entity shall recognize a biological asset or agricultural produce when, and only when:

- the entity controls the asset as a result of past events;
- it is probable that future economic benefits associated with the asset will flow to the entity; and
- the fair value or cost of the asset can be measured reliably.

Biological assets (“biomass”) are measured at their fair value less costs to sell.

Biomass comprise of live fish in tanks from fry to market-sized fish. All fish held in production tanks are considered saleable and are therefore measured at fair value less cost to sell.

The cost of biological assets (“biomass costs”) includes all direct costs required to raise fish from larvae to harvest. Biomass costs are generally recognized on a historical basis and include fish feed, other raw materials, direct salary and personnel costs and utilities from production.

Accounting Policies

1.4 Biological assets *(continued)*

The valuation of biological assets under IAS 41 is based on estimated fair value of the fish in a hypothetical market. The estimate of the unrealized fair value adjustment under IFRS 13 is based on actual size class of fish in tanks and historical sales prices and costs to sell. The difference between the fair value and the biomass costs is recognized under fair value adjustments in the accompanying consolidated statements of operations.

Under the provisions of IAS 41, the fair value of the group's biological assets is calculated based on the market price for the relevant fish quality and size on the reporting period date. As the biomass input is not readily observable, biomass valuation is categorized at Level 3 in the fair value hierarchy under IFRS 13.

Biomass quantity is recorded upon grading of fish at younger ages into individual tanks and adjusted for actual mortalities recorded per tank. Total weight is calculated upon grading of fish and continually adjusted based on a feed intake based model. The average weight of fish per tank is regularly controlled by way of sampling of fish from each tank, whereafter adjustments are made to reflect the sample results. Although some degree of variation is expected, actual fish size is not expected to deviate substantially from the average sampling size.

The fair value of the group's biological assets was calculated based on different parameters. The key element in the fair value model of biological assets is the price that is expected to be received in the future when the fish is harvested. This fair value calculation is based on realized sales per size-category around balance sheet date.

Breeding stock are held for periods longer than 12 months after reporting date and are therefore classified as non-current assets. The live fish stock qualify as biological assets to be harvested within 12 months from reporting date and are therefore classified as current assets.

A gain or loss arising on initial recognition of agricultural produce at fair value less costs to sell is included in profit or loss for the period in which it arises.

Fair value adjustments of live fish stock are accounted for as cost of sales.

1.5 Property, plant and equipment

Property, plant and equipment are tangible assets which the group holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognized as an asset when it is probable that future economic benefits associated with the item will flow to the group, and the cost of the item can be measured reliably.

Accounting Policies

1.5 Property, plant and equipment *(continued)*

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalized if it is probable that future economic benefits associated with the expenditure will flow to the group and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Costs incurred as work in progress in respect of activities to develop, expand or enhance items of property, plant and equipment are capitalized as assets under construction. When the activities are complete the costs are reallocated to the specific item of property, plant and equipment.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the group. Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognized.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	20-30 years
Equipment	Straight line	5-7 years
Motor vehicles	Straight line	5-7 years
Office equipment	Straight line	7 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

Accounting Policies

1.5 Property, plant and equipment *(continued)*

The depreciation charge for each year is recognized in profit or loss.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognized immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognized.

1.6 Financial instruments

Financial instruments held by the group are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classification possibilities, which are adopted by the group, as applicable, are as follows:

Financial assets which are debt instruments:
- Amortized cost.
- Fair value through other comprehensive income.

Financial liabilities:
- Amortized cost.

Note 38 Financial instruments and risk management presents the financial instruments held by the group based on their specific classifications. The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the group are presented below:

Trade and other receivables
Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortized cost (note 11).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the group's business model is to collect the contractual cash flows on trade and other receivables.

Accounting Policies

1.6 Financial instruments *(continued)*

Recognition and measurement

Trade and other receivables are recognized when the group becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortized cost.

The amortized cost is the amount recognized on the receivable initially, minus principal repayments, plus cumulative amortization (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in investment income (company-only).

The application of the effective interest method to calculate interest income on trade receivables is dependent on the credit risk of the receivable as follows:

- The effective interest rate is applied to the gross carrying amount of the receivable, provided the receivable is not credit impaired. The gross carrying amount is the amortized cost before adjusting for a loss allowance.

Trade and other receivables denominated in foreign currencies

When trade and other receivables are denominated in a foreign currency, the carrying amount of the receivables are determined in the foreign currency. The carrying amount is then translated to the Euro equivalent using the spot rate at the end of each reporting period. Any resulting foreign exchange gains or losses are recognized in profit or loss in other operating gains (losses).

Details of foreign currency risk exposure and the management thereof are provided in the financial instruments and risk management (note 38).

Impairment

The group recognizes a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The group measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Accounting Policies

1.6 Financial instruments *(continued)*

Measurement and recognition of expected credit losses

The group makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade and other receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix is presented in note 11.

An impairment gain or loss is recognized in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 24).

Write off policy

The group writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the group recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in profit or loss.

Credit risk

Details of credit risk are included in the trade and other receivables note (note 11) and the financial instruments and risk management note (note 38).

Derecognition

Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition.

Borrowings
Classification

Borrowings (note 16) are classified as financial liabilities subsequently measured at amortized cost.

Recognition and measurement

Borrowings are recognized when the group becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any.

Accounting Policies

1.6 Financial instruments *(continued)*

They are subsequently measured at amortized cost using the effective interest method.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortized cost of a financial liability.

Interest expense, calculated on the effective interest method, is included in profit or loss in finance costs (note 25.)

Borrowings expose the group to liquidity risk and interest rate risk. Refer to note 38 for details of risk exposure and management thereof.

Derecognition

Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition.

Trade and other payables
Classification

Trade and other payables (note 17), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortized cost.

Recognition and measurement

They are recognized when the group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortized cost using the effective interest method.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortized cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 25).

Trade and other payables expose the group to liquidity risk and possibly to interest rate risk. Refer to note 38 for details of risk exposure and management thereof.

Accounting Policies

1.6 Financial instruments *(continued)*

Trade and other payables denominated in foreign currencies

When trade payables are denominated in a foreign currency, the carrying amount of the payables are determined in the foreign currency. The carrying amount is then translated to the Euro equivalent using the spot rate at the end of each reporting period. Any resulting foreign exchange gains or losses are recognized in profit or loss in the other operating gains (losses).

Details of foreign currency risk exposure and the management thereof are provided in the financial instruments and risk management note (note 38).

Derecognition

Refer to the "derecognition" section of the accounting policy for the policies and processes related to derecognition.

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortized cost, using the effective interest rate method.

Derecognition

Financial assets

The group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the group recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the group retains substantially all the risks and rewards of ownership of a transferred financial asset, the group continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

Financial liabilities

The group derecognizes financial liabilities when, and only when, the group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized in profit or loss.

Accounting Policies

1.6 Financial instruments *(continued)*

Reclassification

Financial assets

The group only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

Financial liabilities

Financial liabilities are not reclassified.

1.7 Hedge accounting

The group designates certain derivatives as hedging instruments in respect of foreign currency risk and interest rate risk in fair value hedges, cash flow hedges, or hedges of net investments in foreign operations as appropriate. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the group actually hedges and the quantity of the hedging instrument that the group actually uses to hedge that quantity of hedged item.

Accounting Policies

1.8 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognized as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognized as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

A deferred tax liability is recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized. A deferred tax asset is not recognized when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognized for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax expenses

Current and deferred taxes are recognized as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognized, in the same or a different period, to other comprehensive income, or
- a business combination.

Current tax and deferred taxes are charged or credited to other comprehensive income if the tax relates to items that are credited or charged, in the same or a different period, to other comprehensive income.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

Accounting Policies

1.9 Leases

The group assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is “identified”, which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the group has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

Group as lessee

A lease liability and corresponding right-of-use asset are recognized at the lease commencement date, for all lease agreements for which the group is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the group recognizes the lease payments as an operating expense (note 24) on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

Details of leasing arrangements where the group is a lessee are presented in note 5 Leases (group as lessee).

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the group uses its incremental borrowing rate.

Accounting Policies

1.9 Leases *(continued)*

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- the amount expected to be payable by the group under residual value guarantees;
- the exercise price of purchase options, if the group is reasonably certain to exercise the option.

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 25).

The group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the group will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognized in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Accounting Policies

1.9 Leases *(continued)*

Right-of-use assets

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the group incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are presented in the following table:

Item	Depreciation method	Average useful life
Buildings	Straight line	3-20 years
Equipment	Straight line	5-7 years
Motor vehicles	Straight line	5-7 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognized in profit or loss unless it is included in the carrying amount of another asset.

Accounting Policies

1.10 Inventories

Raw materials and consumables

Raw materials and consumables are stated at the lower of cost and net realizable value.

Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost excludes borrowing costs. Costs are assigned to individual items of inventory on the first-in-first-out basis. Costs of purchased inventory are determined after deducting rebates and discounts.

Frozen fish stock

The frozen fish stock is the harvested product from the live fish stock which is a biological asset and therefore qualifies as Agricultural produce. Agricultural produce is measured at fair value less estimated costs to sell at the point of harvest. The point of harvest represents the transition to inventory measured under IAS 2. The fair value less estimated selling expenses at the point of harvest forms the cost price of the inventory at the date of transition.

When inventories are sold, the carrying amount of those inventories are recognized as an expense in the period in which the related revenue is recognized. The amount of any write-down of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realizable value, are recognized as a reduction in the amount of inventories recognized as an expense in the period in which the reversal occurs.

The harvested fish stock is subsequently measured at the lower of cost and net realizable value.

Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Obsolete, redundant and slow moving items are identified on a regular basis and are written down to their estimated net realizable values.

Accounting Policies

1.11 Discontinued operations

A disposal group (business segment, subsidiary, or asset group) is classified as discontinued operations when:

- It represents a separate major line of business or geographical area of operations.
- It is part of a single co-ordinated plan to dispose of a major line of business or geographical area of operations.
- It is a subsidiary acquired exclusively with a view to resale.

Measurement & Presentation

- Upon classification as discontinued, the assets and liabilities of the disposal group are measured at the lower of their carrying amount or fair value less costs to sell.
- The result from discontinued operations is presented separately in the statement of profit or loss, including prior period comparatives, to enhance transparency.
- Cash flows from discontinued operations are disclosed separately in the statement of cash flows under operating, investing, and financing activities.

Impairment & Adjustments

- If the fair value less costs to sell is lower than the carrying amount, an impairment loss is recognized in the profit or loss statement.
- Any subsequent gain or loss on remeasurement or disposal of discontinued operations is also recorded in the discontinued operations section.

1.12 Impairment of assets

The group assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the group estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortization is recognized immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

Accounting Policies

1.12 Impairment of assets *(continued)*

An entity assesses at each reporting date whether there is any indication that an impairment loss recognized in prior periods for assets may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortization is recognized immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

1.13 Share capital and equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

1.14 Share-based payments

Mid- and senior management of the group receive long term incentives in the form of stock options.

Goods or services received or acquired in a share-based payment transaction are recognized when the goods or as the services are received. A corresponding increase in equity is recognized if the goods or services were received in an equity-settled share-based payment transaction or a liability if the goods or services were acquired in a cash-settled share-based payment transaction.

When the goods or services received or acquired in a share-based payment transaction do not qualify for recognition as assets, they are recognized as expenses.

For equity-settled share-based payment transactions the goods or services received and the corresponding increase in equity are measured, directly, at the fair value of the goods or services received provided that the fair value can be estimated reliably.

If the share-based payments granted do not vest until the counterparty completes a specified period of service, group accounts for those services as they are rendered by the counterparty during the vesting period, (or on a straight line basis over the vesting period).

Accounting Policies

1.14 Share-based payments *(continued)*

In circumstances where the group is involved in a share-based payment transaction among entities in the group, the following is applied in the entity's separate annual report:

- Where the group is the recipient of the goods or services, the transaction is measured as an equity settled share-based payment transaction only if the awards are granted in its own equity instruments or if the entity has no obligation to settle the transaction. In all other cases, the transaction is measured as a cash settled share-based payment transaction.
- Where the group settles the share-based payment transaction and another entity in the group receives the goods or services, the entity recognizes the transaction as an equity settled share-based payment transaction only if it is settled in the entity's own equity instruments. In all other circumstances, the transaction is recognized as a cash settled share-based payment transaction.

1.15 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognized in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognized as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognized as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the group's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

Accounting Policies

1.16 Government grants

Government grants are recognized when there is reasonable assurance that:

- the group will comply with the conditions attaching to them; and
- the grants will be received.

Government grants are recognized as income over the periods necessary to match them with the related costs that they are intended to compensate.

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognized as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are deducted from the related expense.

1.17 Revenue

Revenue represents income arising in the course of ordinary activities, being the sale of Yellowtail Kingfish, cultivated through aquaculture farming.

Revenue is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the group expects to be entitled in exchange for those goods or services. The group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

Sale of fish

Revenue from the sale of fish is recognized at the point in time when control of the asset is transferred to the customer, generally on delivery of the fish at the customer's location.

The group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of fish, the group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the customer, if any.

All revenue earned by the group, results in the recognition of trade receivables, to the extent unpaid by the customer, as only the passage of time is required, being the agreed payment terms. There are no significant payments terms.

Accounting Policies

1.17 Revenue *(continued)*

If the consideration in a contract includes a variable amount, the group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognized will not occur when the associated uncertainty with the variable consideration is subsequently resolved. During both the 2024 and 2023 years there were no variable consideration included as part of a contract, except discounts as discussed below.

In exceptional cases discount is granted to customers on an ad-hoc basis. The discount can not be estimated at contract inception and are usually immaterial. Discount are therefore accounted for on a case-by-case basis as discount is granted.

The group provides retrospective volume rebates to certain customers once the quantity of fish purchased during the period exceeds the threshold specified. The rebates are usually immaterial. Rebates are accounted for on a case-by-case basis as thresholds are met and therefore no refund liabilities are recognized.

Due to the nature of the product sold, return of goods hardly ever happens.

1.18 Cost of sales

When inventories are sold, the carrying amount of those inventories is recognized as an expense in the period in which the related revenue is recognized. The amount of any write-down of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realizable value, is recognized as a reduction in the amount of inventories recognized as an expense in the period in which the reversal occurs.

1.19 Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of that asset until such time as the asset is ready for its intended use. The amount of borrowing costs eligible for capitalization is determined as follows:

- Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- Weighted average of the borrowing costs applicable to the entity on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalized do not exceed the total borrowing costs incurred.

Accounting Policies

1.19 Borrowing costs *(continued)*

The capitalization of borrowing costs commences when:

- expenditures for the asset have occurred;
- borrowing costs have been incurred, and
- activities that are necessary to prepare the asset for its intended use or sale are in progress.

Capitalization is suspended during extended periods in which active development is interrupted.

Capitalization ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

All other borrowing costs are recognized as an expense in the period in which they are incurred.

1.20 Translation of foreign currencies

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Euros, except for the companies in the US, where a foreign currency transaction is recorded in USD, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

In circumstances where the group receives or pays an amount in foreign currency in advance of a transaction, the transaction date for purposes of determining the exchange rate to use on initial recognition of the related asset, income or expense is the date on which the group initially recognized the non-monetary item arising on payment or receipt of the advance consideration.

If there are multiple payments or receipts in advance, group determines a date of transaction for each payment or receipt of advance consideration.

Accounting Policies

1.20 Translation of foreign currencies *(continued)*

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous annual report are recognized in profit or loss in the period in which they arise.

When a gain or loss on a non-monetary item is recognized to other comprehensive income and accumulated in equity, any exchange component of that gain or loss is recognized to other comprehensive income and accumulated in equity. When a gain or loss on a non-monetary item is recognized in profit or loss, any exchange component of that gain or loss is recognized in profit or loss.

Cash flows arising from transactions in a foreign currency are recorded in Euros by applying to the foreign currency amount the exchange rate between the Euro and the foreign currency at the date of the cash flow.

Investments in subsidiaries, joint ventures and associates

The results and financial position of a foreign operation are translated into the functional currency using the following procedures:

- assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- income and expenses for each item of profit or loss are translated at exchange rates at the average rate for the year; and
- all resulting exchange differences are recognized to other comprehensive income and accumulated as a separate component of equity.

Exchange differences arising on a monetary item that forms part of a net investment in a foreign operation are recognized initially to other comprehensive income and accumulated in the translation reserve. They are recognized in profit or loss as a reclassification adjustment through to other comprehensive income on disposal of net investment.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition of that foreign operation are treated as assets and liabilities of the foreign operation.

Notes to the Annual Report

2. Group Information

During 2020, the holding company converted from a 'Besloten Vennootschap' (BV) into a 'Naamloze Vennootschap' (NV) and changed its legal name to The Kingfish Company N.V. (previously: Kingfish Zeeland B.V.). Per November 2020 the Company is listed on Euronext Growth in Oslo (Norway), share code: KING.

The address and domicile of The Kingfish Company N.V. group is:
Oost Zeedijk 13
4485 PM
Kats
The Netherlands

The company is registered at the Dutch Chamber of Commerce under number 64625060.

The Kingfish Company N.V. group engages in the production and supply of sustainable, safe and high quality seafood in its target markets.

In 2016 the group sanctioned its first project: a commercial scale pilot farm in the Netherlands for the production of more than 500 tons per annum of the supply constrained lucrative fish species 'Yellowtail Kingfish' via a proprietary recirculating aquaculture system. Since then the group completed the construction of the farm, closed the 'production cycle' and reached industry leading biological performance.

The majority of the group's assets are in the Netherlands (2024: EUR 157.674k; 2023: EUR 175.780k) and the remainder is in North America (2024: EUR 10.481k; 2023: EUR 11.442k).

The consolidated annual report of The Kingfish Company N.V. group for the year ended 31 December 2024 were authorized for issue by the Executive Board on 27 March 2025, were signed by the Executive Board and the Supervisory Board on 26 March 2025 and will be submitted for adoption to the General Meeting on 4 June 2025.

Article 32 paragraph 1 of the company's Articles of Association state that profit is at the disposal of the general meeting of shareholders. The board of directors proposes that the result for the financial year 2024 amounting to €30.783K (negative) should be transferred to the general reserve. The financial statements reflect this proposal.

Notes to the Annual Report

3. New Standards and Interpretations

3.1 Standards and interpretations effective and adopted in the current year

The accounting policies adopted in the preparation of the group's annual consolidated financial statements are consistent with those followed in the preparation of the group's annual consolidated financial statements for the year ended 31 December 2023, except for the adoption of new standards effective as of 1 January 2024, as well as the accounting policy regarding discontinued operations. The below newly effective IFRS Accounting Standards have been evaluated by the group to determine whether and if, to what extend the expected impact will be on the group. The group has not adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Standard/Interpretation:	Effective date: Years beginning on or after	Expected impact:
Lease Liability in a Sale and Leaseback – Amendments to IFRS 16 Leases	1 January 2024	The amendments to IFRS 16 related to the lease liability in a sale and leaseback are unlikely to have a material impact, as the group's current accounting policies already align with the requirements and the group's sale and leaseback transaction involves fixed payments, which are not significantly affected by the amendments.
Classification of liabilities as Current or Non-Current and Non-current liabilities with Covenants – Amendments to IAS 1 Presentation of Financial Statements	1 January 2024	The amendments to IAS 1 regarding the classification of liabilities are unlikely to have a material impact, as the group currently meet all covenants associated with its loans and expect to remain in compliance with these covenants over the next 12 months.
Supplier Finance Arrangements – Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures	1 January 2024	The amendments to IAS 7 and IFRS 7 regarding supplier finance arrangements are unlikely to have a material impact, as the group does not engage in any supplier finance agreements.

The group has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the group's accounting periods beginning on or after 1 January 2025 or later periods:

Standard/Interpretation:	Effective date: Years beginning on or after	Expected impact:
Lack of Exchangeability – Amendments to IAS 21	1 January 2025	The amendments to IAS 21 regarding the lack of exchangeability are unlikely to have a material impact, as the group primarily operate in Europe and the US, transacting in stable and freely exchangeable currencies.

Notes to the Annual Report

4. Property, plant and equipment

	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Land and buildings	60.089	(7.723)	52.366	59.674	(4.713)	54.961
Equipment	77.937	(18.558)	59.379	75.824	(8.223)	67.601
Motor vehicles	53	(42)	11	53	(36)	17
Office equipment	1.187	(649)	538	1.182	(450)	732
Assets under construction	10.804	-	10.804	8.055	-	8.055
Total	**150.070**	**(26.972)**	**123.098**	**144.788**	**(13.422)**	**131.366**

Reconciliation of property, plant and equipment – 2024

	Opening balance	Additions	Impairment loss	Forex adjustment	Depreciation	Total
Land and buildings	54.961	415	–	–	(3.010)	52.366
Equipment	67.601	2.622	(560)	138	(10.422)	59.379
Motor vehicles	17	–	–	–	(6)	11
Office equipment	732	4	–	–	(198)	538
Assets under construction	8.055	2.112	–	637	–	10.804
	131.366	**5.153**	**(560)**	**775**	**(13.636)**	**123.098**

Reconciliation of property, plant and equipment – 2023

	Opening balance	Additions	Reclassification	Discontinue	Forex adjustment	Depreciation	Total
Land and buildings	19.150	115	37.423	–	–	(1.727)	54.961
Equipment	8.682	25.716	36.564	–	(53)	(3.308)	67.601
Motor vehicles	31	–	–	(5)	–	(9)	17
Office equipment	769	–	253	(100)	–	(190)	732
Assets under construction	82.806	565	(74.240)	(818)	(258)	–	8.055
	111.438	**26.396**	**–**	**(923)**	**(311)**	**(5.234)**	**131.366**

Property, plant and equipment encumbered as security

Assets have been pledged as security for the secured long-term borrowings. Refer to note 16.

Assets under construction

Assets under construction as of 31 December 2024 mainly relates to the initial investments for a farm in the USA (10.436k EUR) and the remainder relates to our operations in Netherlands.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

5. Leases (group as lessee)

The group has lease contracts for various motor vehicles, production equipment and buildings in its operations. Leases of motor vehicles and production equipment generally have lease terms of between 5 and 7 years and buildings between 3 and 20 years. The group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the group is restricted from assigning and subleasing the leased assets.

Details pertaining to leasing arrangements, where the company is lessee are presented below:

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are as follows:

	2024	2023
Buildings	64	345
Equipment	1.916	14
Motor vehicles	384	247
Assets under construction	–	1.741
	2.364	**2.347**

Additions to right-of-use assets

	2024	2023
Buildings	–	236
Equipment	2.288	–
Motor vehicles	255	207
	2.543	**443**

Depreciation recognized on right-of-use assets

Depreciation recognized on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 24).

	2024	2023
Buildings	281	149
Equipment	387	5
Motor vehicles	118	95
	786	**249**

Lease liabilities

The maturity analysis of lease liabilities is as follows:

	2024	2023
Within one year	646	637
Two to five years	1.342	1.237
More than five years	180	202
	2.168	2.076
Less finance charges component	(158)	(156)
	2.010	**1.920**
Non-current liabilities	1.413	1.328
Current liabilities	597	592
	2.010	**1.920**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

5. Leases (group as lessee) *(continued)*

As at 1 January	1.920	2.059
Additions	802	443
Interest	62	62
Payments	(774)	(644)
As at 31 December	2.010	1.920

Exposure to liquidity risk

Refer to note 38 Financial instruments and risk management for the details of liquidity risk exposure and management.

6. Biological assets

	2024			2023		
	Cost or Valuation	**Accumulated depreciation**	**Carrying value**	**Cost or Valuation**	**Accumulated depreciation**	**Carrying value**
Live stock fish	11.223	–	11.223	13.402	–	13.402
Broodstock	1.804	–	1.804	1.382	–	1.382
Total	**13.027**	**–**	**13.027**	**14.784**	**–**	**14.784**

Reconciliation of biological assets – 2024	**Opening balance**	**Increases due to production**	**Decreases due to harvest/ sales**	**Decreases due to mortality and selection**	**Gains (losses) arising from changes in fair value**	**Total**
Live fish stock	13.402	33.611	(32.252)	(1.974)	(1.564)	11.223
Broodstock	1.382	196	–	–	226	1.804
	14.784	**33.807**	**(32.252)**	**(1.974)**	**(1.338)**	**13.027**

Reconciliation of biological assets – 2023	**Opening balance**	**Increases due to production**	**Decreases due to harvest/ sales**	**Decreases due to mortality and selection**	**Gains (losses) arising from changes in fair value**	**Total**
Live fish stock	5.600	40.582	(31.702)	(1.259)	181	13.402
Broodstock	1.192	–	–	–	190	1.382
	6.792	**40.582**	**(31.702)**	**(1.259)**	**371**	**14.784**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

6. Biological assets *(continued)*

Pledged as security
All current and future biological assets are pledged as security as part of the senior financing agreement. Refer to note 16.

Methods and assumptions used in determining fair value
The cost of Biological assets ("biomass costs") includes all direct costs required to raise fish from larvae to harvest. Biomass costs are generally recognized on a historical basis and include fish feed, other raw materials, direct salary and personnel costs and utilities from production.

The valuation of Biological assets is based on estimated fair value of the fish in a hypothetical market. The estimate of the unrealized fair value adjustment under IFRS 13 is based on actual size class of fish in tanks and historical sales prices and costs to sell. Refer to note 7 for more detailed information.

Financial risk management strategies related to agricultural activity
Since The Kingfish Company N.V. group is in the aquaculture industry, there are various risks related to biological assets, that should be mitigated. A detailed risk matrix has been designed by the management of the group, which can be inspected at the registered office. The three highest risks within the production department are a viral infection in the hatchery, unsuccessful hatchery production with unknown cause and an introduction of disease into the farm.

These risks are mitigated by the following strategies:
- the hatchery building is compartmentalized into separate production areas to spread risks;
- a back-up hatchery is available in a separate building;
- the group employs an experienced hatchery team and consultants with a track record of successful production;
- an experienced veterinarian can be called upon to assist in isolating and treating any disease as soon as detected.

As of 31 December 2024 and 2023, the group's physical volumes of biological assets consisted of the following:

	2024	2023
Live fish weight (in tons)	1 118	967
Number of fish (in thousands)	1 430	1 248
Volume of fish harvested during the year (tons whole round weight)	2 323	1 647
Net biological assets		
Non-current assets	1.804	1.382
Current assets	11.223	13.402
	13.027	**14.784**

Notes to the Annual Report

Figures in Euro thousand		2024	2023

7. Fair value information

Fair value hierarchy

The table below analyses assets carried at fair value. The different levels are defined as follows:

Level 1: Quoted unadjusted prices in active markets for identical assets or liabilities that the group can access at measurement date.

Level 2: Inputs other than quoted prices included in level 1 that are observable for the asset or liability either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Levels of fair value measurements			
Level 3			
Recurring fair value measurements			
Assets	Note		
Biological assets	6		
Live fish stock		11.223	13.402
Broodstock fish		1.804	1.382
Total biological assets		**13.027**	**14.784**
Total		**13.027**	**14.784**

Reconciliation of assets and liabilities measured at level 3

2024/2023

Refer to note 6 for the movement in fair value.

Movements within the fair value of live fish stock is recognized within cost of sale and movements within broodstock is recognized in fair value adjustments.

Information about valuation techniques and inputs used to derive level 3 fair values

Biological assets – live fish stock

The key unobservable inputs, together with the weighted average range of probabilities, are as follows:

Biomass quantity is recorded upon grading of fish at younger ages into individual tanks and adjusted for actual mortalities recorded per tank. Total weight is calculated upon grading of fish and continually adjusted based on a feed intake based model. The average weight of fish per tank is regularly controlled by way of sampling of fish from each tank, where after adjustments are made to reflect the sample results. Although some degree of variation is expected, actual fish size is not expected to deviate substantially from the average sampling size.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

7. Fair value information *(continued)*

The fair value of the group's biological assets was calculated based on different parameters. The key element in the fair value model of biological assets is the price that is expected to be received in the future when the fish is harvested. This fair value calculation is based on realized sales and cost to sell per size-category around balance sheet date. The average fair value per kilogram as of 31 December 2024 and 2023 was as follows:

	Price range in €/kg		Counts (thousand units)	
	2024	2023	2024	2023
Average fair value of live stock fish per kg	10,04*	13,86	1,430	1,248

Fish under 700 grams are valued between EUR 3 and EUR 5.60 each.

*The decrease in fair value seen in 2024 is mainly due to a biomass reduction plan which lowered the overall fair value of selected tanks.

Incident based Mortality

No significant mortality incidents were noted for the years ended 31 December 2024 and 2023.

8. Financial assets

Hedging derivatives		
Rabobank interest cap	172	1.195
Split between non-current and current portions		
Non-current assets	172	1.195

Rabobank interest cap

The Kingfish Company N.V group entered into an interest cap transaction with Rabobank on 27 May 2022 and paid a fixed premium of EUR 841.000. The notional amount is EUR 75.000.000 and the transaction is for a period of 3 years.

The transaction caps EURIBOR at 2% on the loan with P Capital Partner AB and the floating amount payment dates commence on 30 September 2022 and then every 3 months thereafter on the last day of the month up to and including the termination date.

Refer to note 7 Fair value information for details of valuation policies and processes.
Refer to note 38 Financial instruments and risk management further details.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

9. Deferred tax

Deferred tax asset		
Deferred tax losses available for offsetting against future taxable income	14.422	9.234
The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:		
Deferred tax asset	14.422	9.234
Reconciliation of deferred tax asset/(liability)		
At beginning of year	9.234	9.062
Increases (decrease) in tax loss available for set off against future taxable income – gross of valuation allowance (US and NL)	5.188	172
	14.422	**9.234**

Recognition of deferred tax asset

Deferred income tax assets relate to unutilized tax losses. These losses are expected to be offset with future profits.

10. Inventories

Raw materials and consumables	2.438	2.232
Finished goods – frozen fish	4.880	2.446
	7.318	4.678
	7.318	**4.678**

Write-downs of inventories were minimal. The write-downs were recognized as an expense during the years ended 31 December 2024 and 31 December 2023 and included in cost of sales in the statement of profit or loss. All inventories are reviewed regularly to ensure that it is measured at the lower of cost or net realizable value.

Inventory pledged as security
Inventories have been pledged as security for the secured long-term borrowings. Refer to note 16.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

11. Trade and other receivables

Financial instruments:		
Trade receivables	3.311	2.089
Accrued income	6	40
Loss allowance	(113)	(82)
Trade receivables at amortized cost	3.204	2.047
Deposits	62	59
Lease credits	–	579
Non-financial instruments:		
VAT	204	1.048
Prepayments	714	352
Total trade and other receivables	**4.184**	**4.085**

Trade and other receivables pledged as security

Trade and other receivables have been pledged as security for the secured long-term borrowings. Refer to note 16.

Exposure to credit risk

Trade receivables inherently expose the group to credit risk, being the risk that the group will incur financial loss if customers fail to make payments as they fall due.

Management regularly monitors trade receivables for aging. The group trades only with recognized and creditworthy third parties. The group subjects all potential customers to credit verification procedures as part of its policy and monitors its outstanding trade receivable balances on an ongoing basis. The group makes use of credit insurance on customers where available. The group monitors exposure towards individual customers closely and was not substantially exposed in relation to any individual customer or contractual partner as of 31 December 2024 and 2023.

A loss allowance is recognized for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation.

The group measures the loss allowance for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit losses on trade receivables. These lifetime expected credit losses are estimated using a provision matrix, which is presented below. The provision matrix has been developed by making use of past default experience of debtors but also incorporates forward looking information and general economic conditions of the industry as at the reporting date.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

11. Trade and other receivables *(continued)*

The group's historical credit loss experience does not show significantly different loss patterns for different customer segments. The provision for credit losses is therefore based on past due status without disaggregating into further risk profiles. The loss allowance provision is determined as follows:

	2024	2024	2023	2023
Expected credit loss rate:	**Estimated gross carrying amount at default**	**Loss allowance (Lifetime expected credit loss)**	**Estimated gross carrying amount at default**	**Loss allowance (Lifetime expected credit loss)**
Not past due: 1,5% (2023: 2,9%)	2.661	40	1.726	50
Less than 30 days past due: 1,6% (2023: 3,6%)	601	10	359	13
31–60 days past due: 1,7% (2023: 3,8%)	57	1	29	1
61–90 days past due: 1,8% (2023: 4,0%)	37	1	7	–
91–120 days past due: 100% (2023: 100%)	61	61	17	18
Total	**3.417**	**113**	**2.138**	**82**

Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade receivables:

	2024	2023
Opening balance	**(82)**	**(23)**
Remeasurement of loss allowance – comparative	(31)	(59)
Closing balance	**(113)**	**(82)**

Exposure to currency risk

Refer to note 38 for details of currency risk management for trade receivables.

12. Cash and cash equivalents

Cash and cash equivalents consist of:	2024	2023
Bank balances	3.570	19.533

Cash and cash equivalents pledged as security

Cash and cash equivalents have been pledged as security for the secured long-term borrowings. Refer to note 16.

Exposure to currency risk

Refer to note 38 Financial instruments and financial risk management for details of currency risk management for cash and cash equivalents.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

13. Share capital

	2024	2023
Authorized		
550.000.000 Ordinary shares of par value of EUR 0,01	5.500	5.500
Reconciliation of number of shares issued:		
Reported as at 1 January 2024/2023	110.850	91.965
Issue of shares – ordinary shares	–	18.885
	110.850	**110.850**
Issued		
Ordinary	1.108	1.108
Share premium	114.294	114.294
Share issue costs written off against share premium	(4.177)	(4.177)
	111.225	**111.225**

During 2023 18.884.315 common shares with a nominal value of EUR 0,01 were issued for EUR 14.843k. Costs of EUR 802k were offset against this equity raise.

All issued shares are fully paid.

The shareholders shall have the right to vote in respect of the Shares in which an usufruct has been created. However, the beneficiary of an usufruct shall be entitled to vote, if this was so provided for at the creation of the usufruct. Shares may be pledged as security. The Shareholder shall have the right to vote in respect of the Shares which have been pledged. However, the voting rights shall accrue to the pledgee, if this was so provided for at the creation of the pledge. The Receipt Holder’s Right shall vest in a Shareholder who in consequence of usufruct or a pledge created on his Shares is not entitled to vote, and in usufructuaries and pledges who are entitled to vote. The Receipt Holder’s Rights shall not vest in usufructuaries and pledgees who are not entitled to vote.

14. Share-based payments

Share Option Group	Number (thousand)	Weighted exercise price (Euro)
Options awarded at the beginning of the year	2.975	1,30
Granted during the year	1.200	0,60
Forfeited during the year	(235)	1,44
Options awarded at the end of the year	3.940	1,08
Options remaining in the common shares pool at the end of the year	2.060	1,20

Notes to the Annual Report

Figures in Euro thousand	2024	2023

14. Share-based payments *(continued)*

Details	Total Options @ Eur 1,2788	Vested	Total Options @ Eur 2,53	Vested	Total Options @ Eur 1,90	Vested	Total Options @ Eur 0,85	Vested
O. Maiman	591.908	591.908	–	–	–	–	–	–
C.J. Kloet	607.717	607.717	–	–	–	–	–	–
J.C. Valette	–	–	–	–	180.000	80.000	–	–
Other staff	300.508	300.508	190.000	163.611	–	–	50.000	11.111
	1.500.133	**1.500.133**	**190.000**	**163.611**	**180.000**	**80.000**	**50.000**	**11.111**

Details	Total Options @ Eur 1,00	Vested	Total Options @ Eur 0,93	Vested	Total Options @ Eur 0,77	Vested	Total Options @ Eur 0,60	Vested
V. Erenst	–	–	200.000	61.111	–	–	100.000	–
J.C. Valette	–	–	–	–	90.000	25.000	100.000	–
Other staff	345.000	172.500	–	–	210.254	58.404	975.000	–
	345.000	**172.500**	**200.000**	**61.111**	**300.254**	**83.404**	**1.175.000**	**–**

On 30 October 2020, at an extraordinary general meeting an employee stock option plan (ESOP) was approved, pursuant to which options for a total of 4 006 762 common shares may be awarded to members of the mid- and senior management and key employees, equivalent to approximately 8,8% of the then issued share capital on a fully diluted basis. On 19 June 2024, at an annual general meeting there was an increase in the common shares, which may be awarded to members of the mid- and senior management and key employees, to 6 000 000 common shares. This decision led to an equivalent to approximately 5,5% of the issued share capital on a fully diluted basis. A four year vesting schedule applies to each grant under the ESOP including an one-year cliff during which no options vest. After the one-year cliff awarded options vest in 36 equal monthly numbers. Vesting is based on the recipient remaining in service and contains bad leaver provisions. The clawback provision in the ESOP allows the company to reclaim or cancel share options under specific circumstances. If an employee leaves the company under certain conditions (such as resignation or dismissal for cause), their vested options may be forfeited, and in some cases, exercised options may also be subject to reimbursement by the employee. As at the reporting date 3 940 387 options were issued with 2 071 870 already being vested. The exercise price is based on the value of the shares when capital was raised or latest average price on the exchange. The expected volatility is 40% based on similar companies listed for a couple of years. The model is based on a 10 year expiration date with no expected dividends, the risk-free interest rate is assumed at 1,55%, the average fair value is EUR 0,46 at the end of 2024 and the last options vesting 30 June 2028.

Based on the Binomial compensation model, an amount of EUR 213.394 (2023: 268.885) was recognized in the P&L versus equity under Share options reserve. This amount represents the potential cost of the ESOP and has not been paid.

15 Foreign currency translation reserve

Translation reserve comprises exchange differences on consolidation of foreign subsidiaries.

	2024	2023
Kingfish Maine Inc.	(54)	2
Kingfish Yellowtail USA Inc.	(196)	(3)
	(250)	**(1)**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

16. Borrowings

	2024	2023
Held at amortized cost		
P Capital Partner AB	73.063	67.268
Convertible loan	35.394	29.376
Machias loan	1.391	313
	109.848	**96.957**
Split between non-current and current portions		
Non-current liabilities	108.457	96.426
Current liabilities	1.391	531
	109.848	**96.957**

P Capital Partners AB
The loan with P Capital Partners AB consists of facility A, B and C. Facility A is EUR 19.000.000 and this facility was used to repay the loans and leases with Rabobank. Facility B is for an amount of EUR 45.000.000 and is used to cover capex of phase 2 and working capital and facility C is EUR 11.000.000 and this is used to cover the interest and commitment fees payable on both facility A and B.

Interest is the aggregate of 8% and EURIBOR 3 months (with a minimum of 0%) and is payable on a quarterly basis. A commitment fee of 2% is payable on the part of the loan that is not utilized and are payable on the last day of each successive period of three months. An arrangement fee of 1% is payable on every amount requested.

Property, plant and equipment, biological assets, inventory, trade and other receivables, cash and cash equivalents and share capital have been pledged as security.

Convertible loan
The Kingfish Company N.V. successfully raised EUR 32 million in an unsecured convertible loan in 2023. The majority of the convertible loan was allocated to existing key shareholders, while EUR 11 million was allocated to a new investor. The duration of the convertible loan is 4 years.

The Convertible Loan is split into two tranches:
- Tranche 1 consists of EUR 10 million, based on the authorization granted by the company's annual general meeting held on June 20, 2023. The supervisory board has resolved to grant 10,763,182 rights to subscribe for shares (of which each right gives a right to subscribe for one new share) to the lenders (excluding Ocean 14); and
- Tranche 2 consists of EUR 22 million. At the EGM held on July 24, 2023, the supervisory board was granted the right to issue and/or grant rights to subscribe for up to a maximum of 70 million shares.

On June 29, 2023, The Kingfish Company entered into a EUR 5 million loan agreement. On July 5, 2023, this loan amount was settled with the issuance of Tranche 1 of the convertible loan agreement of EUR 32 million. The convertible loan carries a fixed interest rate of 15% per annum.

The drawdown date for Tranche 1 was July 5, 2023, for Tranche 2 the drawdown date was August 17, 2023.

At any time following the relevant drawdown date, each lender may convert its part of the convertible loan, including any accrued and unpaid interest and any underwriting commission, into shares, each with a nominal value of EUR 0.01, at a strike price of EUR 0.929 (approximately NOK 11) per share. Upon full conversion, at maturity, of all amounts under the convertible loan (including accrued but unpaid interest and underwriting commission), up to a maximum of 61 million new shares shall be issued in the capital of the company.

The equity component of the convertible loan amounts to EUR 2.981.207 as of December 31, 2023 and 2024 based on the interest rate of comparable non-convertible loans with a mark-up of 2%. This equity portion relates to the loan agreement entered into with the group as stated above for the total amount of EUR 32.000k.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

16. Borrowings *(continued)*

Machias loan
Kingfish Maine Inc. has entered into a loan agreement with Machias Savings Bank for an amount of up to two million dollars ($2.000.000) with a loan term of 24 months.

The purpose of the loan is for funds to be used as a bridge loan for working capital.

The loan has an interest rate which is linked to the Wall Street Journal prime rate or a rate equal to the floor rate (if applicable) whichever is greater. Interest is calculated on a 365/360-day basis. During the term of the loan, a Floor shall apply, and the interest rate shall not be lower than six and one quarter percent (6.25%).

The assets in Kingfish Maine Inc. has been pledged as security for the Machias loan.

Exposure to liquidity and interest rate risk
Refer to note 38 Financial instruments and financial risk management for details of liquidity risk exposure and management, as well as details of interest rate risk management for borrowings.

17. Trade and other payables

	2024	2023
Financial instruments:		
Trade payables	2.130	2.804
Payables relating to taxes and social security contributions	535	431
Accrued leave pay and holiday allowance	518	446
Accrued bonus	10	760
Accrued expenses and fees to be paid	156	157
Other accruals	2.224	1.554
	5.573	**6.152**

Exposure to currency risk, liquidity risk and interest rate risk
Refer to note 38 Financial instruments and financial risk management for details of currency risk management, liquidity risk exposure and management and interest rate risk management for trade and other payables.

Fair value of trade and other payables
The fair value of trade and other payables approximates their carrying amounts.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

18. Deferred income

Government grants have been received for the reimbursement of costs.

	2024	2023
As at 1 January	91	93
Forex adjustment	6	(2)
As at 31 December	97	91
	97	**91**

There are no unfulfilled conditions or contingencies attached to these grants and no significant decreases are expected in the level of government grants.

19. Provisions

Reconciliation of provisions – 2024	Opening balance	Additions	Total
Provision for closure costs	–	86	86

The group has recognized a provision for closure related costs due to the decision taken at year end 2024 to cease its hatchery operation in Maine, USA. The provision includes estimates for employee severance payments, legal and regulatory costs, professional services fees, communication and notification costs.

The provision is recognized in accordance with IAS 37 (provisions, contingent liabilities and asset). The estimated closure costs are 86k Euro, and these costs are expected to be incurred during the 2025 financial year.

Provision for closure costs

Employee severance, legal, professional services, and communication costs	86

The provision has been recognized based on the best estimates of costs at 31 December 2024. The timing of these outflows of cash is uncertain but it is expected to occur within the next 12 months. Any revision to the estimated costs will be recognized as an adjustment to the provision in the future periods.

20. Revenue

	2024	2023
Revenue from contracts with customers		
Sale of goods	27.698	21.909
Disaggregation of revenue from contracts with customers		
The company disaggregates revenue from customers as follows:		
Sale of goods		
Fish	27.698	21.909

Notes to the Annual Report

Figures in Euro thousand		2024	2023

20. Revenue *(continued)*

		2024	2023
Timing of revenue recognition			
At a point in time			
Sale of goods		27.698	21.909
Geographical markets			
Western Europe		7.602	6.662
Southern Europe		13.498	9.685
Rest of the World		6.598	5.562
		27.698	**21.909**

Performance obligation

The performance obligation is satisfied upon delivery of the fish and payment is generally due within 30 days from delivery.

The customer pays the transaction price equal to the cash selling price upon delivery of the fish. There is not a significant financing component for any of the sales transactions.

In exceptional cases discount is granted to customers on an ad-hoc basis. The discount can not be estimated at contract inception and is usually immaterial. Discount on therefore accounted for on a case-by-case basis as discount is granted.

21. Other operating income

		2024	2023
Compensation received from claims		178	–

22. Other operating gains (losses)

		2024	2023
Foreign exchange gains (losses)			
Net foreign exchange gains (losses)		38	(17)
Fair value gains (losses)			
Biological assets	6	422	190
Net loss on the hedged item in fair value hedges		–	(60)
Cash flow hedging ineffectiveness loss		(280)	(280)
		142	**(150)**
Total other operating gains (losses)		**180**	**(167)**

23. Cost of sales

		2024	2023
Sale of goods		1.618	1.018
Stock movement		(2.900)	(1.954)
Live fish stock movements		2.179	(7.802)
Raw materials		16.763	13.412
		17.660	**4.674**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

24. Operating profit (loss)

Operating loss for the year is stated after charging (crediting) the following, amongst others:		
Auditor's remuneration – external		
Audit fees	224	265
Tax and secretarial services	10	10
	234	**275**
Employee costs		
Salaries, wages and other benefits	9.434	8.564
Share-based compensation expense	231	259
Retirement benefit plans: defined contribution expense	864	694
Total employee costs	**10.529**	**9.517**
Average number of persons employed during the year		
Total number of Full Time Equivalents	134	134
Leases		
Leases of short term and low value assets	407	351
Depreciation and amortization		
Depreciation of property, plant and equipment	13.636	5.234
Depreciation of right-of-use assets	647	114
Amortization of intangible assets	40	20
Total depreciation and amortization	**14.323**	**5.368**

25. Finance costs

Net foreign exchange (gains) losses on foreign currency borrowings	(644)	279
Lease liabilities	58	50
Borrowings – convertible loan	6.018	2.157
Borrowings – other	6.637	2.611
Total finance costs	**12.069**	**5.097**

Finance cost capitalized to qualifying assets were EUR 0k and EUR 3.328k for the year ending 31 December 2024 and 31 December 2023, respectively.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

26. Taxation

Major components of the tax income		
Deferred		
Originating and reversing temporary differences	(5.515)	(182)
Reconciliation of the tax expense		
Reconciliation between accounting profit and tax expense.		
Accounting loss	(36.298)	(10.143)
Tax at the applicable tax rate of 25,8% (2023: 25,8%)	(9.365)	(2.617)
Tax effect of adjustments on taxable income		
Non-deductible expenses	4.177	2.440
Difference between tax and IFRS accounting policies	299	163
US included	(640)	(388)
Effect of lower tax bracket	14	13
Tax on funding fee	–	207
	(5.515)	**(182)**

Kingfish Maine Inc. and Yellowtail Hatchery USA Inc. have not implemented the two-pillar global tax plan as it is not yet implemented and required by the US Government. They are part of The Kingfish Company group and the rest of the group is located in the Netherlands. Based on this we assume that the Pillar 2 regulations will not affect The Kingfish Company group.

27. Discontinued operations

On 31 December 2024, the group made a decision to cease operations and consolidate its hatchery (Yellowtail Hatchery Inc.) subsidiary located in Maine, United States of America, with its hatchery in the Netherlands. This strategic move enables the group to fully leverage advanced capabilities of the Dutch facility, ensuring high standards of quality, efficiency, and cost optimization across all operations. The group's commitment to U.S. expansion and the establishment of a farm in Jonesport remains unchanged. By centralizing hatchery operations, they can ensure that the future U.S. farm will receive the latest-generation fingerlings upon its launch. The consolidation is expected to be completed and finalized by early 2025. The hatchery business is classified as a discontinued operation under IFRS 5 (non-current assets held for sale and discontinued operations), as it represents a significant geographical area of operations and a separate major line of business.

The results of the discontinued operations, which have been included in the loss for the year, were as follows:

Profit and loss		
Revenue	–	–
Expenses	(512)	(719)
Net loss before impairment	(512)	(719)
Impairment of assets	(1.365)	–
Net loss after impairment	(1.877)	(719)
Attributable tax expense	–	–
Net loss attributable to discontinued operations	**(1.877)**	**(719)**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

28. Cash flows from discontinued operations

Cash flows from operating activities	9	303
Cash flows from investing activities	–	(330)
Cash flows from financing activities	–	–
Net cash flows from discontinued operations	**9**	**(27)**

29 Impairment of assets – Yellowtail Hatchery Inc.

Impairment losses recognized		
Fixed assets		
In relation to the decision to cease operation with the group's hatchery in Maine, a review of the recoverable amount of the fixed assets were conducted as required by IAS 36 (impairment of assets). The recoverable amount is the higher of the asset's fair value less cost to sell and its value in use. Since the assets will not be sold and are no longer contributing to the generation of future cash flows, their value in use has been determined to be zero. As a result, the fixed assets, with a carrying amount of 560k Euro, has been fully impaired. The impaired assets include laboratory, broodstock and other directly attributable costs to Yellowtail's operations, which are no longer in use following the closure decision.	560	–
Lease assets	450	–
The lease asset has been fully impaired due to the fact that the lease agreement with Yellowtail has ended in 2024. There are no future income expected from the remaining balance.		
Other assets	334	–
The deferred income tax asset has been fully written off due to the fact that Yellowtail will no longer be expected to generate future taxable income, in accordance with IAS 12 (Income Taxes).		
Inventory	21	–
Inventory items such as pumps, specific to the hatchery operations, are no longer usable or could be sold in the ordinary course of business, resulting in their full impairment in line with IAS 2 (Inventories).		
	1.365	–

Notes to the Annual Report

Figures in Euro thousand	2024	2023

30. Other comprehensive income

Components of other comprehensive income – 2024	Gross	Tax	Net
Items that may be reclassified to profit (loss)			
Exchange differences on translating foreign operations			
Exchange differences arising during the year	(249)	–	(249)
Deferred cost of hedging on cash flow hedges not subject to basis adjustments			
Deferred cost of hedging	(742)	–	(742)
Total items that may be reclassified to profit (loss)	**(991)**	**–**	**(991)**

Components of other comprehensive income – 2023	Gross	Tax	Net
Items that may be reclassified to profit (loss)			
Exchange differences on translating foreign operations			
Exchange differences arising during the year	46	–	46
Deferred cost of hedging on cash flow hedges not subject to basis adjustments			
Deferred cost of hedging	(923)	–	(923)
Total items that may be reclassified to profit (loss)	**(877)**	**–**	**(877)**

31. Cash utilized in operations

Loss before taxation	(36.298)	(10.143)
Adjustments for:		
Depreciation	14.576	5.538
Amortization on interest rate hedge	280	280
(Gains) losses on foreign exchange	(782)	89
Finance costs	14.539	5.751
Fair value losses (gains)	1.757	(7.992)
Movements in provisions	86	–
Non-cash movement in right-of-use assets	(17)	(192)
Employee share option expense	213	269
Changes in working capital:		
Inventories	(2.640)	(2.097)
Trade and other receivables	(379)	2.214
Trade and other payables	(297)	(1.036)
Deferred income	6	(2)
	(8.956)	**(7.321)**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

32. Directors' emoluments

Executive

2024

Directors' emoluments	Basic salary	Other remuneration	Pensions receivable or received	Fees for acceptance of office	Share options received	Total
Services as director or prescribed officer						
CEO – V. Erenst	251	61	11	–	60	383
CFO – J.C. Valette	207	58	11	–	60	336
Chairman – J. Scheelbeek	–	–	–	75	–	75
Board member – H. den Bieman	–	–	–	40	–	40
Board member – A. Van Der Wees	–	–	–	40	–	40
Board member – J. Fita*	–	–	–	35	–	35
Board member – N. Kleinfeld	–	–	–	40	–	40

2023

Directors' emoluments	Basic salary	Other remuneration	Pensions receivable or received	Fees for acceptance of office	Share options received	Total
Services as director or prescribed officer						
Interim CEO – H. den Bieman	118	–	–	–	–	118
COO – C.J. Kloet	103	110	6	–	–	219
CFO – J.C. Valette	198	16	11	–	69	294
CEO – V. Erenst	217	18	10	–	186	431
Chairman – J. Scheelbeek	–	–	–	75	–	75
Board member – H. den Bieman	–	–	–	26	–	26
Board member – A. Van Der Wees	–	–	–	40	–	40
Board member – M. Jansen (10 months)	–	–	–	19	–	19
Board member – H. Moen (10 months)	–	–	–	19	–	19
Board member – J. Fita*	–	–	–	35	–	35
Board member – N. Kleinfeld	–	–	–	29	–	29

* The fee is paid to Stolt-Nielsen M.S. Ltd.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

33. Earnings per share

Basic earnings per share

Basic earnings per share is determined by dividing profit (loss) attributable to the ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

Where there is a discontinued operation, earnings per share is determined for both continuing and discontinued operations.

	2024	2023
Basic loss per share		
From continuing operations (c per share)	(0,26)	(0,08)
From discontinued operations (c per share)	(0,02)	(0,01)
	(0,28)	**(0,09)**

Basic earnings per share was based on weighted average number of ordinary shares of 110.849.291 (2023:109.555.845)

	2024	2023
Reconciliation of profit (loss) for the year to basic earnings		
Profit (loss) for the year attributable to equity holders of the parent	(30.783)	(9.961)

Diluted earnings per share

In the determination of diluted earnings per share, profit (loss) attributable to the equity holders of the parent and the weighted average number of ordinary shares are adjusted for the effects of all dilutive potential ordinary shares.

Where there is a discontinued operation, diluted earnings per share is determined for both continuing and discontinued operations.

	2024	2023
Diluted loss per share		
From continuing operations (c per share)	(0,27)	(0,09)
From discontinued operations (c per share)	(0,02)	(0,01)
	(0,29)	**(0,10)**

Diluted earnings per share was based on a weighted average number of ordinary shares of 105.350.020 (2023: 106.636.763).

	2024	2023
Reconciliation of basic earnings to earnings used to determine diluted earnings per share		
Basic loss	(30.783)	(9.961)
Reconciliation of weighted average number of ordinary shares used for earnings per share to weighted average number of ordinary shares used for diluted earnings per share		
Weighted average number of ordinary shares used for basic earnings per share	110.849	109.556
Adjusted for:		
Options	(5.499)	(2.919)
	105.350	**106.637**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

34. Going concern

Financial position

We draw attention to the fact that as at 31 December 2024, the company had accumulated losses of EUR 65.2 million (2023: EUR 34.2 million) and that the company's total assets exceed its liabilities by EUR 50.3 million. This primarily reflects the group's ongoing scale-up phase.

The financial year 2024 presented operational challenges. The rapid growth in biomass levels underscored the strength of our RAS technology but also required careful management to enhance efficiency and align production with market demand. While these adjustments have temporarily increased short-term production costs, they are essential steps toward building a sustainable and profitable farm in the long term.

To support this objective, we have developed a comprehensive plan for the period from 1 January 2025 to 31 December 2027. Based on this plan and the measures outlined below, the company expects to remain in compliance with loan covenants. However, this depends on the realization of key assumptions and estimates, particularly the ability to scale at the anticipated pace. As a result, material uncertainty remains regarding the company's ability to continue as a going concern.

Actions/developments

Looking ahead to 2025, we are taking decisive steps to strengthen our financial position. This includes a significant expansion of our sales force, ongoing cost optimization efforts, and a fully underwritten €14 million equity raise. Together with adjustments to our financing terms, these measures will provide the necessary resources to enhance operational efficiency and scale sales toward full utilization of the farm capacity. The successful equity raise is a strong endorsement from our shareholders, reflecting their continued confidence in our business model and growth strategy.

Our commercial strategy remains focused on expanding market reach and deepening penetration in key strategic segments. While inherent uncertainties exist regarding the achievement of projected sales, management is confident that our commercial initiatives, combined with the proven and consistent quality of our product, will drive progress toward these goals.

The directors remain confident that the company's going concern assumptions are justified, supported by expected growth, cost optimization, revised financing terms, and the fully underwritten € 14 million private placement of new shares, completed on January 15, 2025 (see Disclosure 35 for details). With these measures in place and the company's current compliance with loan covenants, the directors believe the company is well-positioned to meet future financial obligations, including EBITDA and liquidity covenants, and to continue on its path toward profitability.

The directors have considered the company's financial position and future prospects and believe that the company will have access to sufficient funding facilities to be able to meet its obligations as they fall due.

Going concern assumption

The annual report has been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realization of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

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Figures in Euro thousand	2024	2023

35. Events after the reporting period

On December 22, 2024, the group announced a fully underwritten private placement of 31.111.112 new shares at an offer price of EUR 0.45 per share, raising gross proceed of EUR 14 million. The application period for the private placement commenced on January 14, 2025, and was successfully completed on January 15, 2025. The proceeds from this equity raise will be used to strengthen the group's financial position, accelerate the sales ramp-up, and support general corporate purposes. While this event occurred after the reporting date, it provide additional support for the group's going concern assessment.

36. Comparative figures

Certain comparative figures have been reclassified for presentation purposes.

37. Commitments

Electricity hedge

The group has committed to purchase electricity at a fixed rate from ENGIE from 2024, for a period of 3 years, at a price of EUR 242k per annum, capped to 5 megawatt hours.

Capital expenditures

As of 31 December 2024, the Company has committed to future investments amounting to approximately EUR 540.000 that are not reflected on the balance sheet as of this reporting period. These investments include planned capital expenditures scheduled for execution in the 2025 financial year. The planned investments primarily relate to infrastructure development, research and development of the operations. The Company has entered into agreements and commitments with various counterparties to facilitate these investments. These off-balance sheet commitments do not currently represent liabilities under generally accepted accounting principles but may have future financial implications. The Company believes these planned investments align with its long-term growth strategy and are expected to enhance shareholder value while maintaining a prudent approach to financial risk management.

Notes to the Annual Report

Figures in Euro thousand		2024	2023

38. Financial instruments and risk management

Capital risk management

The group's objective when managing capital (which includes mainly equity and debt) is to maintain a flexible capital structure that reduces the cost of capital to an acceptable level of risk and to safeguard the group's ability to continue as a going concern while taking advantage of strategic opportunities in order to maximize stakeholder returns sustainably.

The group manages capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets.

The group monitors capital utilizing a number of measures, such as inspecting monthly management reports and monitoring ratios of the borrowings bi-annually, which are externally imposed capital requirements by P Capital Partners. These requirements are incorporated in the management of capital by inspecting it bi-annually and by taking it into consideration when deciding on future equity/debt raise.

The main objective for managing capital is to get the Zeeland farm to a point where it will be at full capacity of 4000t, and where it will be profitable. The group is meeting this objective by obtaining external borrowings.

There has been no changes to the group's objective, policy and processes for managing capital from the previous period and no changes in what the group manages as capital.

During the period the group has complied with externally imposed capital requirements to which it is subject to.

The capital of the group at the reporting date was as follows:

Borrowings	16	109.848	96.957
Lease liabilities		2.010	1.920
Equity		82.102	75.650

Financial risk management

Overview

The group's financial instruments primarily comprise of cash, current receivables, payables, debt, financial and operational leases. Credit risk arising from the failure of a customer to pay its debts is – to a large extent – covered by an insurance contract. This also applies to the property and equipment which are all covered by insurances. Most borrowings are at an Euribor rate plus a fixed mark up, except for the convertible loan which has an interest rate of 15%. The main non-financial risk relates to health and safety and the focus is and will remain on personal and operational safety.

The group is exposed to credit risk, liquidity risk and market risk (currency risk and interest rate risk). The group's finance department oversees the management of these risks. The group's finance department ensures that the group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the group's policies and risk objectives. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarized below.

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Figures in Euro thousand	2024	2023

38. Financial instruments and risk management *(continued)*

Credit risk

Credit risk is the risk of financial loss to the group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The group is exposed to credit risk on trade and other receivables, cash and cash equivalents and loan commitments.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The group only deals with reputable counterparties with consistent payment histories. The group subjects all potential customers to credit verification procedures as part of its policy and monitors its outstanding trade receivable balances on an ongoing basis. If the credit rating (risk) of a financial instrument has increased significantly during the year, the credit risk agency will provide the group with the updated information. The group makes use of credit insurance on customers where available. The group monitors exposure towards individual customers closely and was not substantially exposed in relation to any individual customer or contractual partner as of 31 December 2024 and 2023. The credit risk of financial instruments are deemed low for the group, as the risks are mitigated by insurance on clients and if not applicable, only small amounts are sold to the client. The presumption, that there have been significant increases in credit risk since initial recognition when financial assets are more than 30 days past due, has been rebutted, since most debtors are insured and only a small percentage of debtors are outstanding for more than 30 days. A client is seen as in default, if the balance is outstanding for more than 30 days.

Credit risk exposure arising on cash and cash equivalents is managed by the group through dealing with well-established financial institutions with high credit ratings.

Credit loss allowances for expected credit losses are recognized for all debt instruments, but excluding those measured at fair value through profit or loss.

For trade receivables which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit losses of the instruments.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The group evaluates the concentration of risk with respect to trade receivables as low as its customers are located in several jurisdictions and industries. A financial instrument is seen as credit impaired when the balance has been outstanding for more than 90 days.

The maximum exposure to credit risk is presented in the table below:

		2024			2023		
		Gross carrying amount	**Credit loss allowance**	**Amortized cost/fair value**	**Gross carrying amount**	**Credit loss allowance**	**Amortized cost/fair value**
Trade and other receivables	11	4.297	(113)	4.184	4.167	(82)	4.085
Cash and cash equivalents	12	3.570	–	3.570	19.533	–	19.533
		7.867	**(113)**	**7.754**	**23.700**	**(82)**	**23.618**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

38. Financial instruments and risk management *(continued)*

Liquidity risk

The group is exposed to liquidity risk, which is the risk that the group will encounter difficulties in meeting its obligations as they become due.

The Group continuously monitors liquidity and financial projections through budgets and monthly updated forecasts. Liquidity risks include the impacts from fluctuations in production and harvest volumes, biological issues and changes in feed prices.

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

2024

Non-current liabilities		Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
Borrowings	16	–	108.457	–	108.457	108.457
Lease liabilities		–	1.265	148	1.413	1.413
Current liabilities						
Trade and other payables		5.583	–	–	5.583	5.583
Borrowings	16	1.391	–	–	1.391	1.391
Lease liabilities		597	–	–	597	597
		(7.571)	**(109.722)**	**(148)**	**(117.441)**	**(117.441)**

2023

Non-current liabilities		Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
Borrowings	16	–	96.426	–	96.426	96.426
Lease liabilities		–	1.125	203	1.328	1.328
Current liabilities						
Trade and other payables	17	6.158	–	–	6.158	6.158
Borrowings	16	531	–	–	531	531
Lease liabilities		592	–	–	592	592
		(7.281)	**(97.551)**	**(203)**	**(105.035)**	**(105.035)**

Notes to the Annual Report

Figures in Euro thousand		2024	2023

38. Financial instruments and risk management *(continued)*

Foreign currency risk

The group is exposed to foreign currency risk as a result of certain transactions and borrowings which are denominated in foreign currencies. The foreign currencies in which the group deals primarily are US Dollars, GBP, NOK, CAD and DKK.

There have been no significant changes in the foreign currency risk management policies and processes since the prior reporting period.

Exposure in Euro

The net carrying amounts, in Euro, of the various exposures, are denominated in the following currencies. The amounts have been presented in Euro by converting the foreign currency amounts at the closing rate at the reporting date:

		2024	2023
US Dollar exposure:			
Current assets:			
Trade and other receivables	11	302	184
Cash and cash equivalents	12	587	672
Current liabilities:			
Trade and other payables	17	63	29
Net US Dollar exposure		**952**	**885**
GBP exposure:			
Current assets:			
Trade and other receivables	11	–	2
Cash and cash equivalents	12	8	1
Current liabilities:			
Trade and other payables	17	3	–
Net GBP exposure		**11**	**3**
NOK exposure:			
Current assets:			
Cash and cash equivalents	12	8	5
Current liabilities:			
Trade and other payables	17	106	45
Net NOK exposure		**114**	**50**
CAD exposure:			
Current liabilities:			
Trade and other payables	17	–	8
DKK exposure:			
Current assets:			
Cash and cash equivalents	12	1	1
Net exposure to foreign currency in Euro		**1.078**	**947**

Notes to the Annual Report

38. Financial instruments and risk management *(continued)*

Figures in Euro thousand		2024	2023
Exposure in foreign currency amounts			
The net carrying amounts, in foreign currency of the above exposure was as follows:			
US Dollar exposure:			
Current assets:			
Trade and other receivables	11	322	199
Cash and cash equivalents	12	609	681
Current liabilities:			
Trade and other payables	17	67	31
Net US Dollar exposure		**998**	**911**
GBP exposure:			
Current assets:			
Trade and other receivables	11	–	2
Cash and cash equivalents	12	7	1
Current liabilities:			
Trade and other payables	17	3	–
Net GBP exposure		**10**	**3**
NOK exposure:			
Current assets:			
Cash and cash equivalents	12	89	60
Current liabilities:			
Trade and other payables	17	1.243	513
Net NOK exposure		**1.332**	**573**

Notes to the Annual Report

Figures in Euro thousand		2024	2023

38. Financial instruments and risk management *(continued)*

	Note	2024	2023
CAD exposure:			
Current liabilities:			
Trade and other payables	17	–	13
DKK exposure:			
Current assets:			
Cash and cash equivalents	12	1	1
Exchange rates			
Euro per unit of foreign currency:			
USD		1,035	1,104
CAD		1,490	1,462
GBP		0,827	0,867
NOK		11,791	11,229
DKK		7,458	7,454

Interest rate risk

Fluctuations in interest rates impact the value of investments and financing activities, giving rise to interest rate risk.

The group's interest rate risk relates primarily from borrowings from financial institutions with variable interest rate. When possible, the group manages its interest rate risk by entering fixed-interest loans. The group currently holds debt with a floating interest rate and maintain a program to hedge this exposure by obtaining the hedge referred to in note 8. Changes in the interest rate may affect future investment opportunities.

There have been some significant changes in the interest rate risk management policies and this has been mitigated by obtaining the interest rate hedge.

Interest rate profile

The interest rate profile of interest bearing financial instruments at the end of the reporting period was as follows:

	Note	Average effective interest rate		Carrying amount	
		2024	2023	2024	2023
Liabilities					
P Capital Partner AB	16	11,90 %	11,25 %	73.063	67.268
Convertible Loan	16	15,00 %	15,00 %	35.394	29.376
				108.457	**96.644**

Statement of Financial Position
at 31 December 2024

Figures in Euro thousand	Notes	2024	2023
Assets			
Non-Current Assets			
Property, plant and equipment	2	409	537
Right-of-use assets	3	384	247
Investments in subsidiaries	4	82	100
Loans to group companies	5	105.680	112.212
Deferred tax	6	14.963	9.448
		121.518	**122.544**
Current Assets			
Trade and other receivables	7	405	179
Cash and cash equivalents	8	699	678
		1.104	**857**
Total Assets		**122.622**	**123.401**
Equity and Liabilities			
Equity			
Share capital	9	111.225	111.225
Reserves		4.478	4.265
Accumulated loss		(30.408)	(24.202)
		85.295	**91.288**
Liabilities			
Non-Current Liabilities			
Loans from group companies	11	41	–
Borrowings	12	35.394	29.376
Lease liabilities	3	264	163
		35.699	**29.539**
Current Liabilities			
Trade and other payables	13	1.500	2.484
Lease liabilities	3	128	90
		1.628	**2.574**
Total Liabilities		**37.327**	**32.113**
Total Equity and Liabilities		**122.622**	**123.401**

Statement of Profit or Loss and Other Comprehensive Income

Figures in Euro thousand	Notes	2024	2023
Revenue	14	5	–
Other operating income	15	30	–
Other operating gains (losses)	16	(8)	(72)
Employee costs	17	(2.757)	(4.158)
Lease expenses	17	(19)	(31)
Depreciation, amortization and impairment expenses	17	(250)	(191)
Other operating expenses		(2.904)	(2.163)
Operating loss	17	**(5.903)**	**(6.615)**
Investment income		829	490
Finance costs	18	(4.659)	(1.274)
Income from equity accounted investments		(1.988)	(1.037)
Loss before taxation		**(11.721)**	**(8.436)**
Taxation	19	5.515	182
Loss for the year		**(6.206)**	**(8.254)**
Total comprehensive loss for the year		**(6.206)**	**(8.254)**

Statement of Changes in Equity

Figures in Euro thousand	Share capital	Share premium	Total share capital	Foreign currency translation reserve	Cash flow hedging reserve	Share option reserve	Convertible instruments reserve	Total reserves	Accumulated loss	Total equity
Balance at 1 January 2023	**920**	**96.265**	**97.185**	**–**	**–**	**1.015**	**–**	**1.015**	**(15.948)**	**82.252**
Loss for the year	–	–	–	–	–	–	–	–	(8.254)	(8.254)
Total comprehensive Loss for the year	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(8.254)**	**(8.254)**
Issue of shares	188	14.654	14.842	–	–	–	–	–	–	14.842
Employees share option expense	–	–	–	–	–	269	–	269	–	269
Gross funding fee	–	(1.009)	(1.009)	–	–	–	–	–	–	(1.009)
Tax on funding fee	–	207	207	–	–	–	–	–	–	207
Equity portion of convertible loan	–	–	–	–	–	–	2.981	2.981	–	2.981
Total contributions by and distributions to owners of group recognized directly in equity	**188**	**13.852**	**14.040**	**–**	**–**	**269**	**2.981**	**3.250**	**–**	**17.290**
Balance at 1 January 2024	**1.108**	**110.117**	**111.225**	**–**	**–**	**1.284**	**2.981**	**4.265**	**(24.202)**	**91.288**
Loss for the year	–	–	–	–	–	–	–	–	(6.206)	(6.206)
Total comprehensive Loss for the year	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(6.206)**	**(6.206)**
Employees share option expense	–	–	–	–	–	213	–	213	–	213
Total contributions by and distributions to owners of group recognized directly in equity	**–**	**–**	**–**	**–**	**–**	**213**	**–**	**213**	**–**	**213**
Balance at 31 December 2024	**1.108**	**110.117**	**111.225**	**–**	**–**	**1.497**	**2.981**	**4.478**	**(30.408)**	**(85.295)**
Notes	9	9	9							

Notes to the Annual Report

1. Accounting information and policies

The Company annual report of The Kingfish Company N.V. has been prepared in accordance with Section 9, Book 2 of the Dutch Civil Code. In accordance with sub-article 8 of article 362, Book 2 of the Dutch Civil Code, the Company's financial statements are prepared based on the accounting principles of recognition, measurement and determination of profit, as applied in the consolidated annual report.

The principles also include the classification and presentation of financial instruments, being equity instruments or financial liabilities.

In the event that no other policies are mentioned, we refer to the accounting policies as described in the accounting policies in the consolidated annual report.

In the company's separate annual report, investments in subsidiaries are carried at cost less any accumulated impairment losses.

Loans to group companies are classified as financial liabilities subsequently measured at amortized cost.

The equity and result reported in the consolidated financial statements are not equal to those in the company financial statements. This variance is due to the fact that investments in subsidiaries are measured at cost in the company financial statements, whereas in the consolidated financial statements, these subsidiaries are fully consolidated. As a result, the earnings and equity movements of subsidiaries are not reflected in the company financial statements, except to the extent of dividends received (if applicable). In contrast, the consolidated financial statements include the subsidiaries' assets, liabilities, income, and expenses, which directly impact the reported equity and result. This difference in accounting treatment leads to discrepancies between the consolidated and company equity and result.

2. Property, plant and equipment

	2024			2023		
	Cost or revaluation	**Accumulated depreciation**	**Carrying value**	**Cost or revaluation**	**Accumulated depreciation**	**Carrying value**
Motor vehicles	11	(10)	1	11	(10)	1
Office equipment	683	(275)	408	678	(142)	536
Total	**694**	**(285)**	**409**	**689**	**(152)**	**537**

Reconciliation of property, plant and equipment - 2024	**Opening balance**	**Additions**	**Depreciation**	**Total**
Motor vehicles	1	–	–	1
Office equipment	536	4	(132)	408
	537	**4**	**(132)**	**409**

Reconciliation of property, plant and equipment - 2023	**Opening balance**	**Additions**	**Discontinue**	**Depreciation**	**Total**
Motor vehicles	12	–	(9)	(2)	1
Office equipment	511	119	–	(94)	536
	523	**119**	**(9)**	**(96)**	**537**

Notes to the Annual Report

Figures in Euro thousand	Notes	2024	2023

3. Leases (company as lessee)

The company has lease contracts for various motor vehicles. Leases of motor vehicles generally have lease terms of between 5 and 7 years. The company's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the company is restricted from assigning and subleasing the leased assets.

Details pertaining to leasing arrangements, where the company is lessee are presented below:

Net carrying amounts of right-of-use assets		
The carrying amounts of right-of-use assets are as follows:		
Motor vehicles	384	247
Additions to right-of-use assets		
Motor vehicles	255	208
Depreciation recognized on right-of-use assets		
Depreciation recognized on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 17), as well as depreciation which has been capitalized to the cost of other assets.		
Motor vehicles	118	95
Lease liabilities		
The maturity analysis of lease liabilities is as follows:		
Within one year	141	97
Two to five years	281	171
	422	268
Less finance charges component	(30)	(15)
	392	**253**
Non-current liabilities	264	163
Current liabilities	128	90
	392	**253**

Notes to the Annual Report

4. Investments in subsidiaries

The following table lists the entities which are controlled directly by the company, and the carrying amounts of the investments in the company's separate financial statements.

Name of company	% holding 2024	% holding 2023	Carrying amount 2024	Carrying amount 2023
Yellowtail Hatchery USA Inc.	100,00%	100,00%	44	62
Kingfish Maine Inc.	100,00%	100,00%	38	38
Kingfish (Netherlands) Holding B.V.	100,00%	100,00%	–	–
			82	100

Acquisitions

During 2022, the company incorporated Kingfish (Netherlands) Holding B.V., a non-listed company based in the Netherlands. The company obtained 100 shares for a consideration of EUR 1. The company holds 100% of the issued share capital. The company mainly acts as a separate entity for the financing activities of the group. Kingfish (Netherlands) Holding B.V. also obtained all of the shares in both Kingfish Zeeland B.V. and Kingfish Property One B.V.

At the date of incorporation there were no assets to be acquired and no liabilities to be assumed.

5. Loans to group companies

Subsidiaries		
Kingfish Maine Inc.	9.696	9.564
Yellowtail Hatchery USA Inc.	–	1.456
Kingfish Property One B.V.	55.755	56.736
Kingfish Zeeland B.V.	25.457	31.920
Kingfish (Netherlands) Holding B.V.	14.772	12.536
	105.680	**112.212**

The loans to group companies are unsecured, interest is charged at 6,35% per annum to Kingfish Maine Inc. and Yellowtail Hatchery USA Inc, as it is not part of the Dutch fiscal unity, and no repayments are due within the next year.

Split between non-current and current portions		
Non-current assets	105.680	112.212

Exposure to credit risk

Loans receivable inherently expose the company to credit risk, being the risk that the company will incur financial loss if counterparties fail to make payments as they fall due.

In determining the amount of expected credit losses, the company has taken into account any historic default experience, the financial positions of the counterparties as well as the future prospects in the industries in which the counterparties operate.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The maximum exposure to credit risk is the gross carrying amount of the loans as presented below. The company does not hold collateral or other credit enhancements against group loans receivable.

Notes to the Annual Report

5. Loans to group companies *(continued)*

Credit loss allowances

The following tables set out the carrying amount, loss allowance and measurement basis of expected credit losses for group loans receivable by credit rating grade:

2024

Instrument	Basis of loss allowance	Gross Carrying amount	Loss allowance	Amortized cost
Loans to subsidiaries				
Kingfish Maine Inc.	Other	10.562	(866)	9.696
Yellowtail Hatchery USA Inc.	Other	2.962	(2.962)	–
Kingfish Property One B.V.	Other	55.755	–	55.755
Kingfish Zeeland B.V.	Other	25.457	–	25.457
Kingfish (Netherlands) Holding B.V.	Other	14.772	–	14.772
		109.508	**(3.828)**	**105.680**

2023

Instrument	Basis of loss allowance	Gross Carrying amount	Loss allowance	Amortized cost
Loans to subsidiaries				
Kingfish Maine Inc.	Other	9.952	(388)	9.564
Yellowtail Hatchery USA Inc.	Other	2.908	(1.452)	1.456
Kingfish Property One B.V.	Other	56.736	–	56.736
Kingfish Zeeland B.V.	Other	31.920	–	31.920
Kingfish (Netherlands) Holding B.V.	Other	12.536	–	12.536
		114.052	**(1.840)**	**112.212**

6. Deferred tax

Deferred tax asset		
Deferred tax losses available for offsetting against future taxable income	14.963	9.448

The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:

Deferred tax asset	14.963	9.448
Reconciliation of deferred tax asset/(liability)		
At beginning of year	9.448	9.266
Increases (decrease) in tax loss available for set off against future taxable income - gross of valuation allowance	5.515	182
	14.963	**9.448**

Recognition of deferred tax asset

Deferred income tax assets relate to unutilized tax losses. These losses are expected to be offset with future profits.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

7. Trade and other receivables

Deposits	17	9
Non-financial instruments:		
Prepayments	388	170
Total trade and other receivables	**405**	**179**

8. Cash and cash equivalents

Cash and cash equivalents consist of:		
Bank balances	699	678

9. Share capital

Authorized		
550.000.000 Ordinary shares of par value of EUR 0,01	5.500	5.500
Reconciliation of number of shares issued:		
Reported as at 1 January 2024/2023	110.850	91.965
Issue of shares – ordinary shares	–	18.885
	110.850	**110.850**
Issued		
Ordinary	1.108	1.108
Share premium	114.294	114.294
Share issue costs written off against share premium	(4.177)	(4.177)
	111.225	**111.225**

10. Share-based payments

Share Option Group	Number (thousand)	Weighted exercise price (Euro)
Options awarded at the beginning of the year	2.975	1,30
Granted during the year	1.200	0,60
Forfeited during the year	(235)	1,44
Options awarded at the end of the year	3.940	1,08
Options remaining in the common shares pool at the end of the year	2.060	1,20

Notes to the Annual Report

Figures in Euro thousand	2024	2023

10. Share-based payments *(continued)*

Details	Total Options @ Eur 1,2788	Vested	Total Options @ Eur 2,53	Vested	Total Options @ Eur 1,90	Vested	Total Options @ Eur 0,85	Vested
O. Maiman	591.908	591.908	–	–	–	–	–	–
C.J. Kloet	607.717	607.717	–	–	–	–	–	–
J.C. Valette	–	–	–	–	180.000	80.000	–	–
Other staff	300.508	300.508	190.000	163.611	–	–	50.000	11.111
	1.500.133	**1.500.133**	**190.000**	**163.611**	**180.000**	**80.000**	**50.000**	**11.111**

Details	Total Options @ Eur 1,00	Vested	Total Options @ Eur 0,93	Vested	Total Options @ Eur 0,77	Vested	Total Options @ Eur 0,60	Vested
V. Erenst	–		– 200.000	61.111	–	–	100.000	–
J.C. Valette	–	–	–	–	90.000	25.000	100.000	–
Other staff	345.000	172.500	–	–	210.254	58.404	975.000	–
	345.000	**172.500**	**200.000**	**61.111**	**300.254**	**83.404**	**1.175.000**	**–**

11. Loans from group companies

	2024	2023
Subsidiaries		
Kingfish Company Italia s.r.l.	41	–
Split between non-current and current portions		
Non-current liabilities	41	–

12. Borrowings

	2024	2023
Held at amortized cost		
Convertible loan	35.394	29.376
Split between non-current and current portions		
Non-current liabilities	35.394	29.376

Please refer to Note 16 of the consolidated group financial statements for detailed disclosure.

Notes to the Annual Report

Figures in Euro thousand	2024	2023

13. Trade and other payables

Financial instruments:		
Trade payables	185	539
Payables relating to taxes and social security contributions	436	384
Accrued leave pay and holiday allowance	366	318
Accrued bonus	10	760
Accrued expenses and fees to be paid	156	157
Other accruals	323	326
Non-financial instruments:		
VAT	24	–
	1.500	**2.484**

14. Revenue

Revenue from contracts with customers		
Sale of goods	5	–

15. Other operating income

Compensation from insurance claims	30	–

16. Other operating gains (losses)

Foreign exchange gains (losses)		
Net foreign exchange loss	(8)	(12)
Fair value gains (losses)		
Net loss on the hedged item in fair value hedges	–	(60)
Total other operating gains (losses)	**(8)**	**(72)**

17. Operating profit (loss)

Operating loss for the year is stated after charging (crediting) the following, amongst others:

Auditor's remuneration - external		
Audit fees	224	265
Tax and secretarial services	10	10
	234	**275**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

17. Operating profit (loss) *(continued)*

Employee costs		
Salaries, wages and other benefits	2.384	3.705
Share-based compensation expense	231	270
Retirement benefit plans: defined contribution expense	142	183
Total employee costs	**2.757**	**4.158**
Leases		
Leases of short term and low value assets	19	31
Depreciation and amortization		
Depreciation of property, plant and equipment	132	96
Depreciation of right-of-use assets	118	95
Total depreciation and amortization	**250**	**191**

18. Finance costs

Lease liabilities	13	9
Borrowings	4.646	1.265
Total finance costs	**4.659**	**1.274**

19. Taxation

Major components of the tax income		
Deferred		
Originating and reversing temporary differences	(5.515)	(182)
Reconciliation of the tax expense		
Reconciliation between accounting profit and tax expense.		
Accounting loss	(11.721)	(8.436)
Tax at the applicable tax rate of 25,8% (2023: 25,8%)	(3.024)	(2.176)
Tax effect of adjustments on taxable income		
Non-deductible expenses	3.538	2.019
Participants included	(6.043)	(245)
Effect of lower tax bracket	14	13
Tax on funding fee	–	207
	(5.515)	**(182)**

Notes to the Annual Report

Figures in Euro thousand	2024	2023

20. Related parties

Relationships	The Kingfish Company N.V.		
Holding company	Refer to note 4		
Subsidiaries			
Related party balances			
Loan accounts - Owing (to) by related parties			
Kingfish Company Italia s.r.l.		(41)	–
Kingfish Maine USA Inc.		9.696	9.564
Kingfish Yellowtail Inc.		–	1.456
Kingfish Zeeland B.V.		25.457	31.920
Kingfish Property One B.V.		55.755	56.736
Kingfish (Netherlands) Holding B.V.		14.772	12.536
Related party transactions			
Interest paid to (received from) related parties			
Yellowtail Hatchery USA Inc.		(186)	(112)
Kingfish Maine Inc.		(643)	(378)
Management fees paid to (received from) related parties			
Kingfish Maine Inc.		121	281

The Company has issued a declaration of joint and several liability as referred to in section 403, book 2 of the Dutch Civil Code in respect to three of its consolidated participants. The declaration concerns Kingfish Zeeland B.V., Kingfish Property One B.V., Kingfish (Netherlands) Holding B.V. all located in Kats.

21. Comparative figures

Certain comparative figures have been reclassified for presentation purposes.

22. Going Concern

We draw attention to the fact that the company had negative working capital and accumulative losses of 30.6 million as per year-end 2024 (2023: 24.2 million). With the fully underwritten €14 million private placement of new shares, completed on January 15, 2025 (see Disclosure 35 in consolidated financial statements for details), the company's working capital increased significantly after the balance sheet date. The directors have considered the company's financial position and future prospects and believe that the company will have access to sufficient funding facilities to be able to meet its obligations as they fall due.

Therefore, the annual report has been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realization of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

On March 26, 2025, the Management Board authorized the statutory financial statements for issue. The statutory financial statements as presented in this report are subject to the adoption by the Annual General Meeting of Shareholders, to be held on June 4, 2025.

Management Board
Vincent Erenst, CEO
Jean-Charles Valette, CFO

Supervisory Board
Jeroen Scheelbeek, Chairman
Hans den Bieman
Alexandre van der Wees
Jordi Trias Fita
Noam Kleinfeld

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To the shareholders and supervisory board of The Kingfish Company N.V.

Independent Auditor's Report

Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements 2024 of The Kingfish Company N.V. based in Kats. The financial statements comprise the consolidated and company financial statements.

In our opinion:

- the accompanying consolidated financial statements give a true and fair view of the financial position of The Kingfish Company N.V. as at 31 December 2024 and of its result and its cash flows for 2024 in accordance with International Financial Reporting Standards as adopted by the European Union (EU-IFRS) and with Part 9 of Book 2 of the Dutch Civil Code;
- the accompanying company financial statements give a true and fair view of the financial position of The Kingfish Company N.V. as at 31 December 2024 and of its result for 2024 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The consolidated financial statements comprise:

1. the consolidated statement of financial position as at 31 December 2024;
2. the following statements for 2024: the consolidated statement of profit or loss and other comprehensive income, changes in equity and cash flows; and
3. the notes comprising material accounting policy information and other explanatory information.

The company financial statements comprise:
1. the company statement of financial position as at 31 December 2024;
2. the company statement of profit or loss and other comprehensive income for 2024; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of The Kingfish Company N.V. in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty related to going concern

We draw attention to the going concern section in the notes on page 127 of the financial statements. This section indicates that the company expects to remain in compliance with loan covenants. However, this depends on the realization of key assumptions and estimates, particularly the ability to scale at the anticipated pace. These conditions indicate the existence of a material uncertainty which may cast significant doubt about the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Management has performed its going concern assessment as included in the general notes on page 127 of the financial statements and where management states that the annual report has been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realization of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

We performed the following procedures on the statement of management:
- we considered whether the management's assessment of the going concern assumption includes all relevant information of which we are aware as a result of our audit;
- we evaluated the reasonableness of management's assumptions made in the company's financial forecast for 2025 to 2027 and evaluated the sensitivity analysis by challenging the underlying scenarios;
- we evaluated management's assumptions in the cashflow forecasts for 2025 and 2026 and we evaluated whether the requirements of the financing covenants are being complied with;

- we performed back testing procedures on the financial forecast 2024 and compared the outcomes to the assessments as made by management in prior years;
- we performed back testing procedures on the available interim figures for January and February 2025;
- we have assessed the documentation of the revised financing terms;
- we have assessed the disclosure in the financial statements with regards to going concern;
- we have read the future outlook paragraph of the management board's report on page 13 with respect to the challenges for 2025 and the actions taken to strengthen the company's financial position.
- we have assessed the agreements and supporting evidence on the €14 million private placement in January 2025.

The outcome of our audit procedures did not give reason to modify our audit opinion in respect of this matter. However, future events or conditions could affect the going concern assumption.

Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

Audit approach fraud risks

Our responsibility

Although we are not responsible for preventing fraud or noncompliance and we cannot be expected to detect non-compliance with all laws and regulations, it is our responsibility to obtain reasonable assurance that the financial statements, taken as a whole, are free from material misstatement, whether caused by fraud or error. Non-compliance with laws and regulations may result in fines, litigation or other consequences for the Company that may have a material effect on the financial statements.

Our audit response related to fraud risks

We identify and assess the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the Company and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control, as well as the outcomes.

We evaluated the design and relevant aspects of the system of internal control and in particular the fraud risk assessment. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness, of internal controls designed to mitigate fraud risks.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud. We evaluated whether these factors indicate that a risk of material misstatement due fraud is present.

We incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance.

We identified the following fraud risks and performed the following specific procedures:

Risks related to management override of controls	
Risk:	**Responses:**
Fraud risk related to management override and alteration of (financial) results to meet internal and external expectations.	We evaluated the design and the implementation of internal controls that mitigate fraud risks with respect to journal entries. We performed data analyses on journal entries, among others to determine whether journal entries follow the expected route. We performed substantive testing on deviations and manual bookings. We evaluated key estimates and judgements for bias by management, such as estimates relating to impairment of tangible fixed assets and valuation of live and frozen fish stock. For the tangible fixed assets we performed a test of details on capital expenditures made in the financial year, we established that tangible fixed assets investments are physically present and in use and we performed a search for unrecorded liabilities by verification of payments and recorded purchase invoices in the subsequent period to verify the completeness of recorded liabilities with respect to investment obligations. For the live and frozen fish stock we attended a stock counts, we assessed management's estimate for determining the amount of inventory (live fish) at balance sheet date based on the growth model applied by the company, we assessed management's fair value valuation of the live and frozen fish stock as per the end of the financial year, we performed back testing procedures on management's prior year estimates and we verified the correct application of IAS 41 and IFRS 13.

Based on our risk analysis and the nature of the entity, we did not identify a risk regarding the completeness of the revenue recognition. This is mainly caused by the fact that the company is in a crucial phase where it needs to meet outside expectations, therefore we did not identify a fraud risk regarding completeness, but on accuracy/existence, refer to table below.

Revenue recognition	
Risk:	**Responses:**
The revenue is not accurately accounted for/does not exist. The risk consists of using incorrect prices, as well as possible fictitious revenue. Based on the need to meet outside expectations, we established that there is an incentive to overstate the revenue.	We evaluated the design and the implementation of internal controls that mitigate the identified fraud risks with respect to revenue recognition. As part of our audit procedures we verified that recognized revenues exist on the basis of payments made by customers, initial orders, contracts and delivery documentation. Furthermore, we inspected selected deliveries shipped around year-end to assess whether revenue was recognized in the correct reporting period.

The risk of unauthorized payments	
Risk:	**Responses:**
Risk of fraudulent payments due to inaccurate changes in creditor master data and management's ability to make payments.	We performed an analysis based on all bank mutations in which we paid attention to creditors with more than one bank account number and bank account numbers with more than one creditor. For certain payments, we have verified the authenticity of the bank account numbers as stated on the payment details by making a comparison with the bank account numbers as included in the bank application. We have determined by means of data analysis whether there are unexpected journal entries on accounts payable and performed further substantive work for these entries if considered necessary.

Our audit procedures did not reveal indications and/or reasonable suspicion of fraud and non-compliance that are considered material for our audit.

Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:
- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the management report and the other information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the management report in accordance with Part 9 of Book 2 of the Dutch Civil Code and other information as required by Part 9 of Book 2 of the Dutch Civil Code.

Description of responsibilities regarding the financial statements

Responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with EU-IFRS and with Part 9 of Book 2 of the Dutch Civil Code. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;

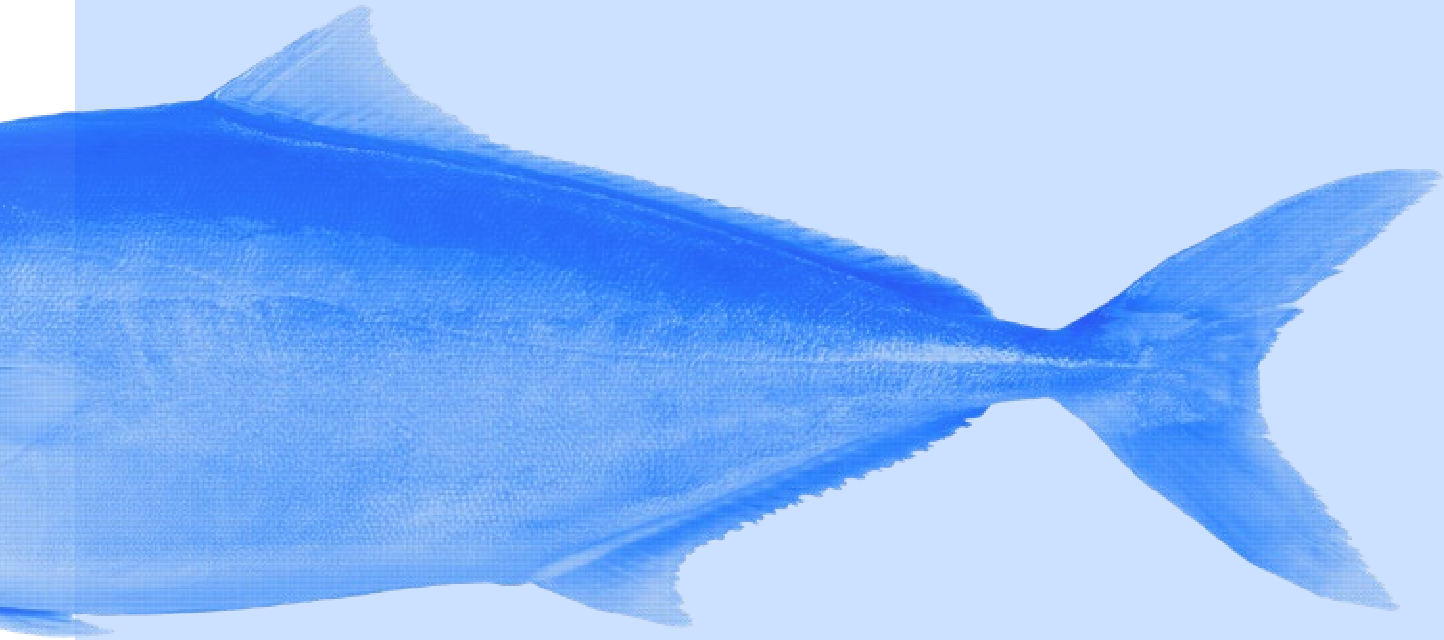
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Rotterdam, 26 March 2024
Baker Tilly (Netherlands) N.V.

Was signed
drs. H.J. van den Burg RA



GRI Index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* GRI-303 concerns fresh water. Therefore, our sea water consumption is not included. We farm our fish in sea water.

NO.	DISCLOSURE	REFERENCE	MATERIAL TOPICS
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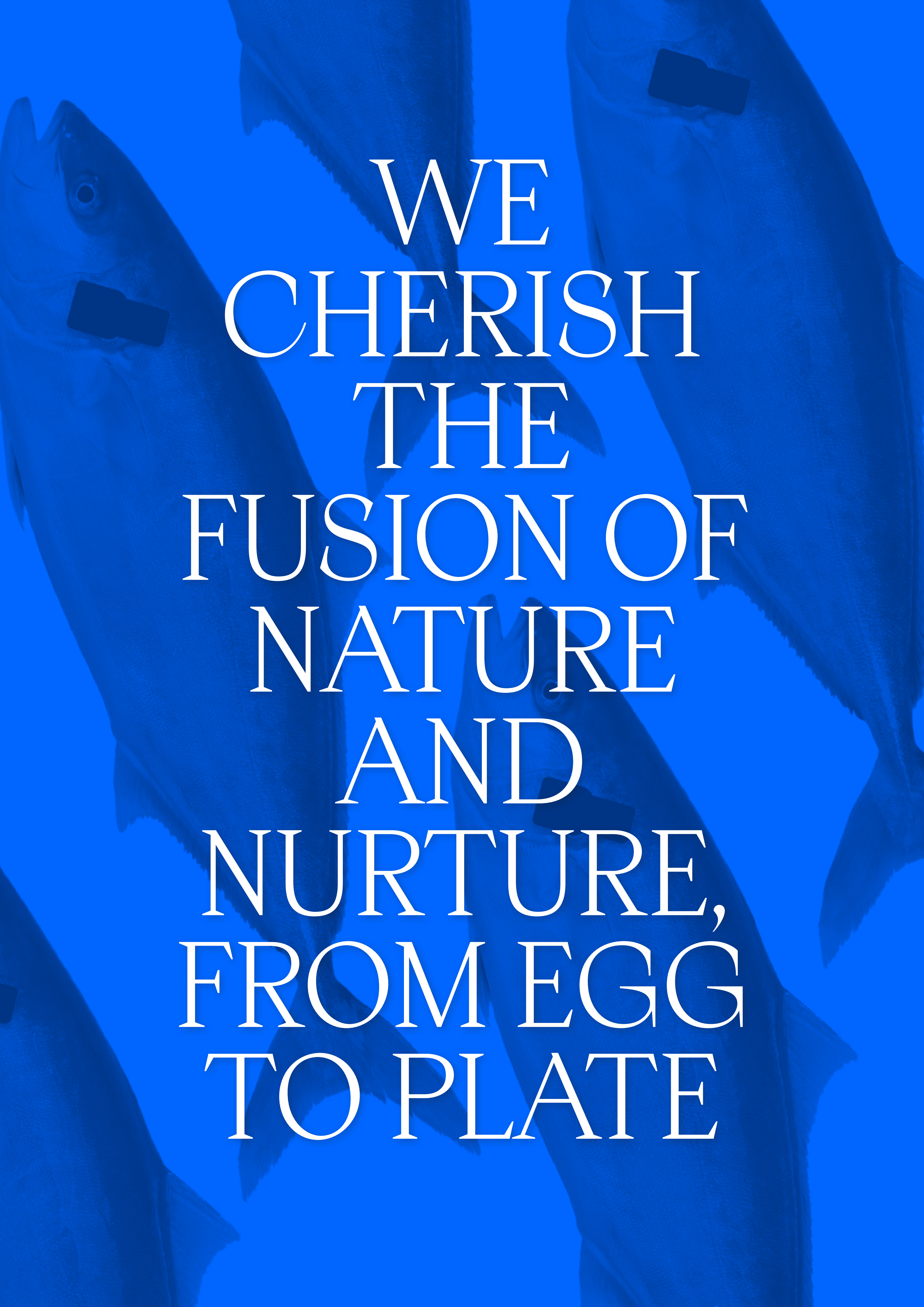
WE
CHERISH
THE
FUSION OF
NATURE
AND
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FROM EGG
TO PLATE

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