



Benchmark[®]

A leading aquaculture
biotechnology company

Driving sustainability in aquaculture

Q1 Results FY22

22 February 2022



GENETICS



ADVANCED NUTRITION



HEALTH



Q1 FY22: Excellent performance – building on FY21 momentum

- Revenues 38% ahead of the prior year with growth in all three business areas:
 - Advanced Nutrition +26% reflecting enhanced commercial effort, leading market position and improving markets
 - Genetics +20% driven by higher salmon egg revenues and harvest income
 - Health +347% showing benefit of Ectosan Vet[®] and CleanTreat[®] revenues
- Adjusted EBITDA more than doubled; margin substantially increased
- All business areas reporting positive Adj. EBITDA
 - Continued progress towards profitability
- Strong financial position – reduced debt and good liquidity
- Consideration of Oslo listing ongoing

*CER is constant exchange rate, for which current year figures have been retranslated using prior year's exchange rates
(1) Adjusted EBITDA – EBITDA before exceptional and acquisition related items

Q1 Revenue

£40.0m

(+38%) (+38% CER)

(Q1 FY21: £29.0m)

Q1 Adjusted EBITDA¹

£7.4m

(+145%) (+142% CER)

(Q1 FY21: £3.0m)

Adjusted EBITDA Margin

18.6%

Q1 FY21: 10.4%

Net Debt excluding lease liabilities

£43.1m

FY21: £56.9m

Cash as at 21 February 2022

£50.6m



Operational highlights

Genetics

Disciplined investment starting to deliver growth

- First deliveries of salmon eggs from new incubation centre in Iceland
 - showing excellent quality
 - enhances ability to serve all production models
- SPR shrimp gaining commercial traction
 - First sales to India
- Obtained organic certification for salmon eggs in Chile
- Appointed Prof. Ross Houston as Director of Innovation, Genetics



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Advanced Nutrition

Performing strongly – well positioned for growth

- Patrick Waty named new head of business area
- Revenue growth in all product areas
- Continued building commercial footprint and capabilities
- Artemia harvest below recent record years
- Benchmark's Frippak named "Favourite Brand" in China
- ESG - all soy bean sustainability certified



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Advanced Nutrition

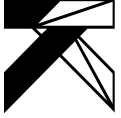
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Health

Ectosan Vet® and CleanTreat® ramping up

- Two CleanTreat® systems in operation
- Treatments show excellent results
- Third system ordered
- Collaboration with customers to establish optimal future configuration tailored to needs
- Progress in trials to obtain extension of Marketing Authorisation in Norway
- Ectosan Vet® patent grant approved - 20 year protection



Financial Review





Highlights - strong growth and financial discipline

£m	Q1 2022	Q1 2021	% AER	% CER*	FY21 (full year)
Revenue	40.0	29.0	+38%	+38%	125.1
Adjusted					
Adjusted EBITDA ¹	7.4	3.0	+145%	+142%	19.4
Adj. EBITDA excluding fair value movement in biological assets	7.5	1.8	+329%	+321%	16.1
Adjusted Operating Profit ²	2.5	1.3	+97%	+89%	10.8
Statutory					
Operating loss	(1.5)	(3.3)			(5.4)
Loss before tax	(3.7)	(0.5)			(9.2)
Loss for the period	(5.1)	(0.2)			(11.6)
Basic loss per share (p)	(0.79)	(0.11)			(1.93)
Net debt ³	(64.3)	(51.9)			(80.9)
Net debt excluding lease liabilities	(43.1)	(40.4)			(56.9)

* Constant exchange rate (CER) figures derived retranslating FY22 figures using FY21 foreign exchange rates

(1) Adjusted EBITDA is EBITDA (earnings before interest, tax, depreciation and amortisation and impairment), before exceptional items including acquisition related expenditure

(2) Adjusted Operating Profit is operating loss before exceptional items including acquisition related items and amortisation of intangible assets excluding development costs

(3) Net debt is cash and cash equivalents less loans and borrowings

- Revenues +38%
- Gross margin 49% (Q1 FY21:51%)
- Adj. EBITDA more than double to £7.4m
- Adj. EBITDA margin 18.6% (Q1 FY21:10.4%)
- Net cash inflow from operating activities £1.1m (Q1 FY21 £6.4m outflow)
- Operating loss £1.5m (Q1 FY21: £3.3m loss)
- Loss before tax £3.7m (Q1 FY21: £0.5m loss)
- Net Debt (£64.3m)
(30 September 2021: (£80.9m))
 - excl. lease liabilities (£43.1m)
(30 September 2021: (£56.9m))
- Liquidity at 21 February 2022: £61.6m



Advanced Nutrition

Well set for growth through leading market position and enhanced commercial capabilities

- Revenue growth in all three product lines
- Artemia GSL harvest volume below recent record years
 - will lead to inventory reduction over time and normalised working capital
- Operational leverage translating into significant margin expansion
- Successfully managed global logistics challenges and pressure on costs
- Recovery and positive outlook in shrimp markets
- Capex investment to refresh and renew facilities: £0.3m

**Revenue
£19.1m**

+26% (+28% CER)
Q1 FY21: £15.1m

**Gross Margin
50%**

Q1 FY21: 42%

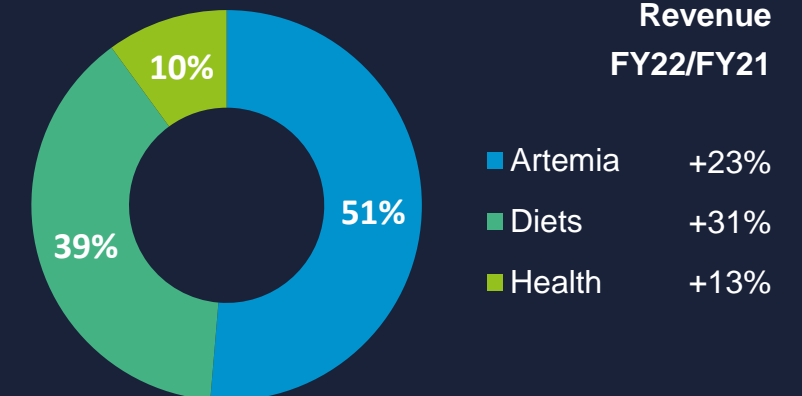
**Adj. EBITDA
£4.3m**

+335% (+337% CER)
Q1 FY21: £1.0m

**Adj. EBITDA Margin
23%**

Q1 FY21: 7%

Revenue contribution





Genetics

Disciplined investment programme starting to deliver growth – ramp-up continuing

- 20% revenue growth driven by:
 - Higher egg revenues
 - Higher harvest revenues – timing differences against FY21 where income was booked later in the year
- SPR shrimp gaining commercial traction
- Benefit of investment in Iceland incubation centre coming through - significant visible improvement in quality of salmon eggs
- Valuation of biological assets reflect normal fluctuations in sales pattern
- Adjusted EBITDA reflects growth in revenues partially offset by biological challenges in JV operation
- Capex investment: £1.8m

Revenue
£15.2m
+20% (+18% CER)
Q1 FY21: £12.6m

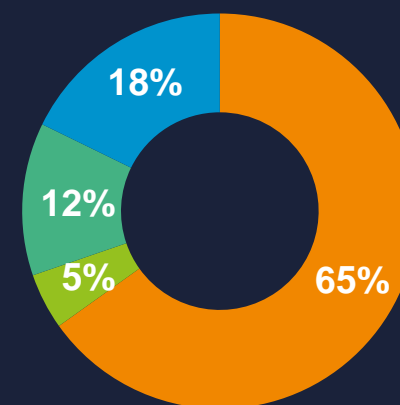
Gross Margin
48%
Q1 FY21: 63%

Adj. EBITDA
£3.3m
-16% (-19% CER)
Q1 FY21: £3.9m

ex FV movement £3.4m
+29% (+23% CER)
Q1 FY21: £3.6m

Adj. EBITDA Margin
ex FV movement
22%
Q1 FY21: 21%

Revenue contribution

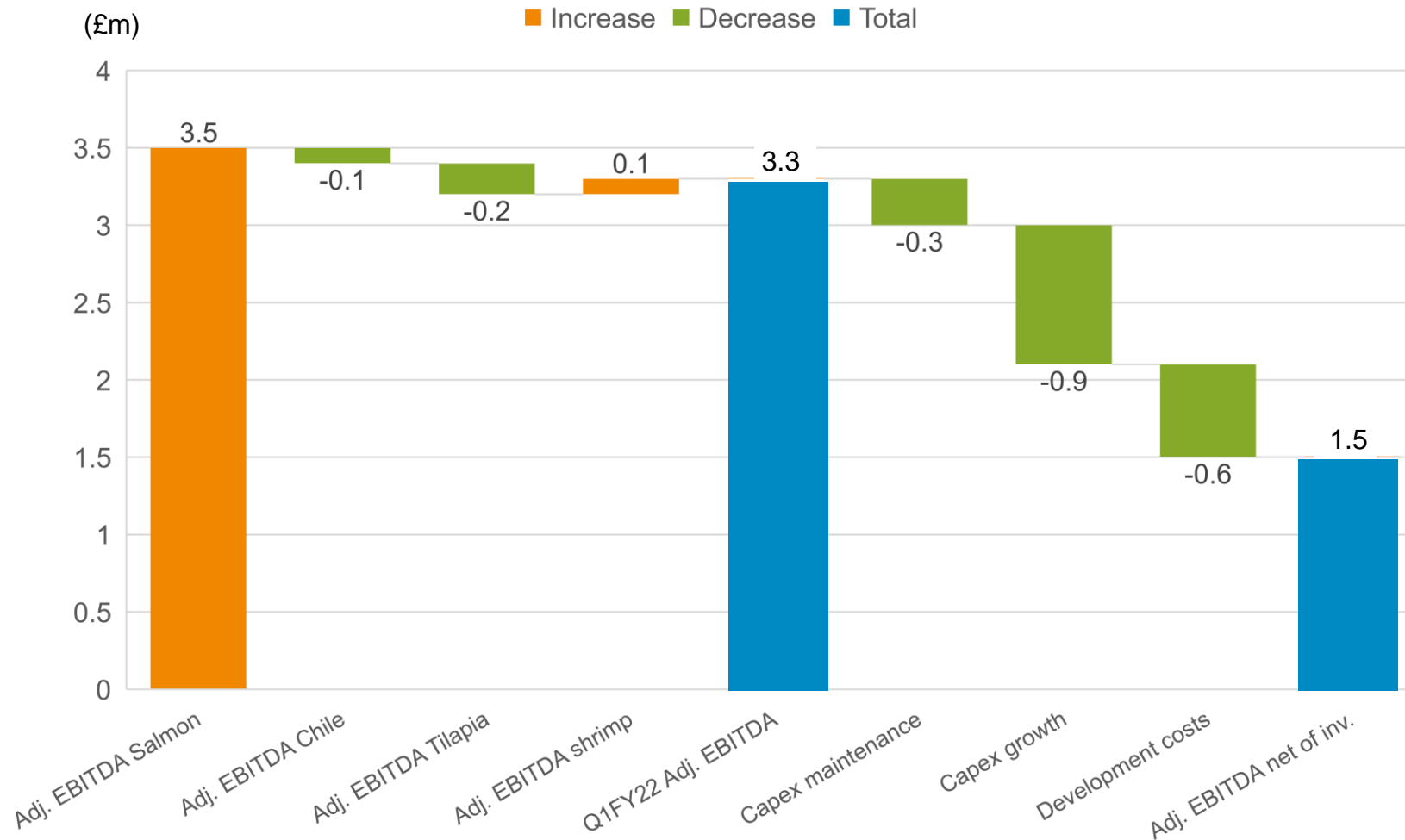


Revenues	
Q1FY22/Q1FY21	
Salmon eggs	+3%
Royalties and Genetic Services	-3%
Other products	-11%
Harvest income	+1507%



Genetics

Established profitable core business
funding future growth



- Core salmon = egg sales from Norway and Iceland, salmon ancillary revenues and genetics services
- Growth capex = incubation centre in Iceland, SPR shrimp and tilapia



Health

Roll-out of Ectosan Vet® and CleanTreat® progressing

- Ectosan Vet® and CleanTreat®
 - In first phase of ramp-up – proving efficacy and business model
 - Two CleanTreat® systems in operation
 - Building commercial traction to reach capacity
 - Optimising logistics and operational efficiency
- Third CleanTreat® ordered – working with customers on tailored configuration
- Salmosan sales slightly ahead of the prior year +2.4% at £1.3m
- Capex investment:£0.4m

Revenue £5.8m +347% (+348% CER) Q1 FY21: £1.3m	Adj. EBITDA £0.5m +149% (+149% CER) Q1 FY21: £(1.1)m loss
Gross margin 47% Q1 FY21: 31%	Adj. EBITDA Margin 9% Q1 FY21: -85%

Ectosan Vet® and CleanTreat® KPI's

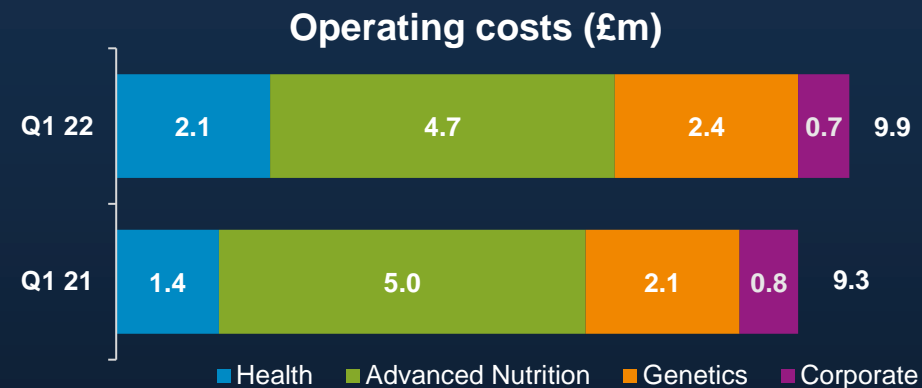
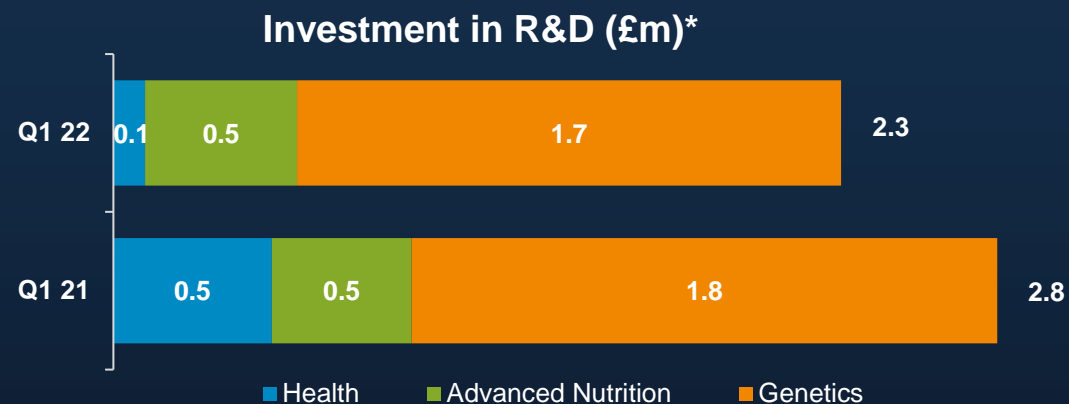
Metric	KPI	Oct	Nov	Dec
Efficacy ⁽¹⁾	>99%	99.5%	99.5%	99.6%
Return to feed period ⁽²⁾	0	0	0	0

(1) Mean mobile lice treatment efficacy

(2) Days



R&D and Operating Costs



- Total R&D investment: -19% due to reduction in Health
- Total R&D/Revenues: 5.7% (Q1 FY21: 9.7%)

- Operating costs: +7%
 - Increased activity; controlled costs



Cashflow, net debt and liquidity - Improved cash generation and financial position

£m	
Net debt¹ at 30 September 2021	(80.9)
Cash generated from operations	8.1
Movement in working capital	(6.0)
Interest and taxes	(2.9)
Shares issued – placing, subscriptions and options	20.1
Capital expenditure	(2.6)
Other non cash movements	(0.2)
Foreign exchange on cash and debt	0.1
Net debt¹ at 31 December 2021	(64.3)
excluding lease liabilities	(43.1)

(1) Net debt is cash and cash equivalents less loans and borrowings.

- Net cash inflow of £13.4m (Q1 FY21: outflow £14.6m)
 - Investing activities outflow of £2.6m (Q1 FY21: outflow £4.2m)
 - Operating activities net inflow of £1.1m (Q1 FY21: outflow £6.4m) – includes £6.0m investment in working capital and £1.0m of income taxes paid
- Liquidity of £63.8m providing £53.8m headroom
- Liquidity as at 21 February 2022: £61.6m
 - Cash as at 21 February 2022: £50.6m



Current trading and outlook

Trading in line with FY22 expectations

- Consistency in performance continuing in Genetics and Advanced Nutrition
 - Good visibility of revenues
- Roll-out of Ectosan® Vet and CleanTreat® progressing as expected
 - reflecting anticipated winter weather
- Continued financial discipline

Positive market environment

- High salmon prices and outlook for future growth
- Continued recovery expected in global shrimp markets





Uniquely positioned to deliver on one of the biggest ESG opportunities: delivering sustainable food production from aquaculture

An attractive market



Aquaculture is inherently more sustainable and growing faster than any other animal protein production - creating a need for products that improve productivity and support sustainable growth

Uniquely positioned



With a complementary offering, market leading positions, a focused strategy and an experienced team, we are well positioned to deliver on this opportunity

Committed to profitability



With a streamlined group, new commercial focus, and growing track record we are in a strong position to achieve sustainable profitability and deliver growth



Benchmark[®]

Thank you
Q&A