



Q4 2021 Results

Santiago, Chile

24 February 2022

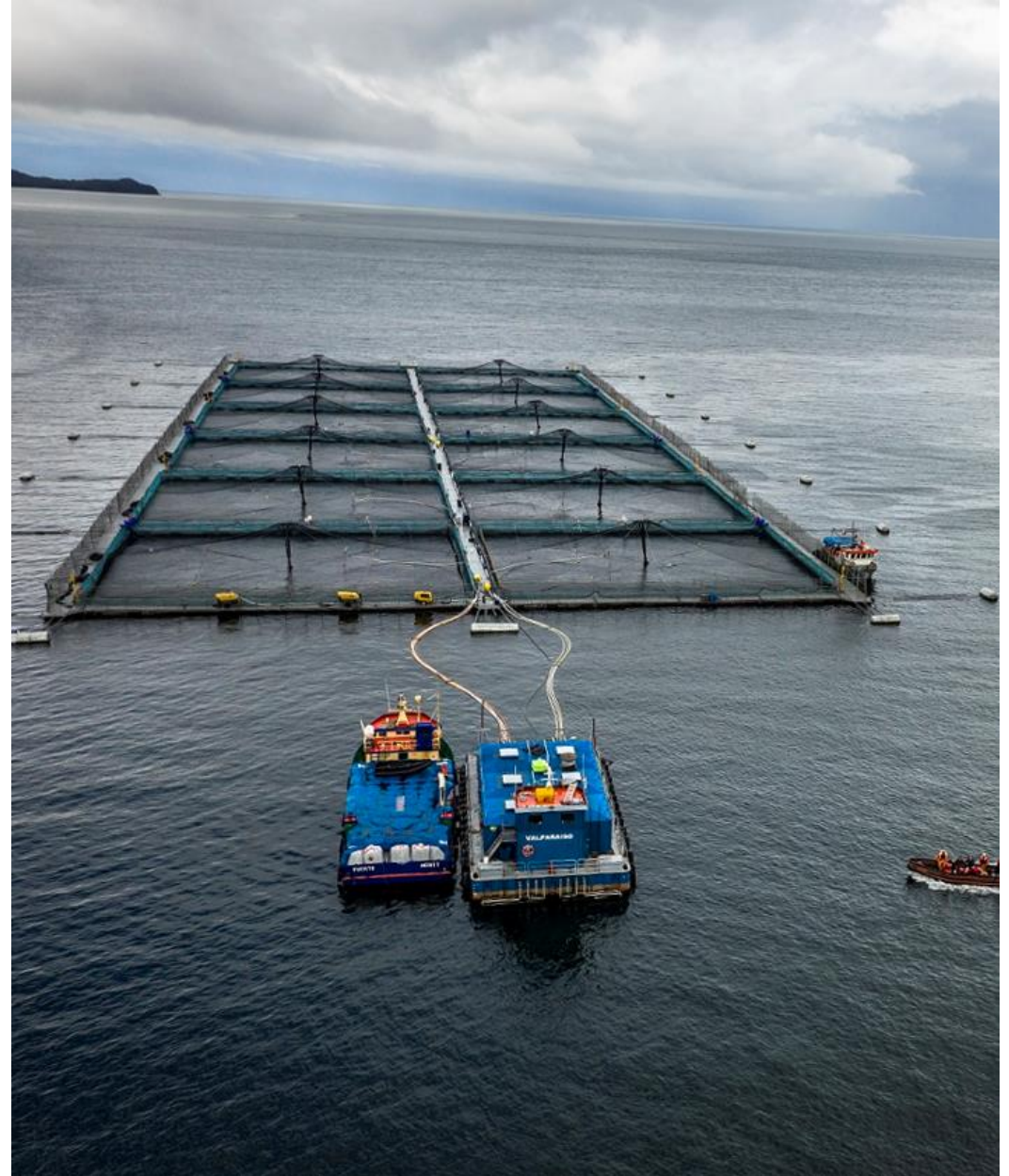
Ricardo García, Vice Chairman

Ahóní, Chiloé



Agenda

- Quarter Highlights
- Operational Review
- Sustainability
- Markets
- Financial Review
- Capital Increase
- Summary



Q4 2021 Highlights

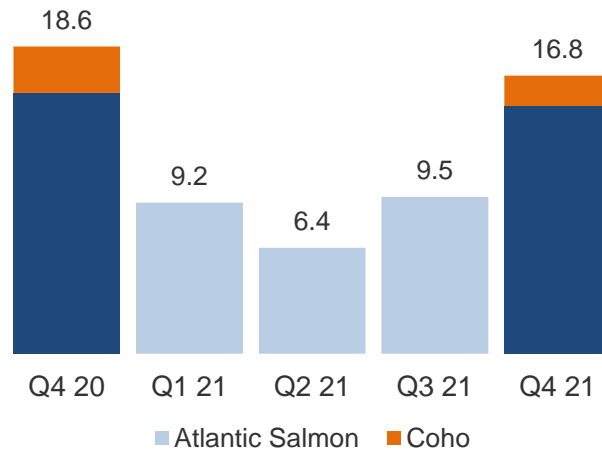
- Strong market prices and good price realization
- Profitability restored with EBIT of USD 13.4m
- Harvest volume recovered at 16,842 MT WFE including 1,840 of Coho
- Atlantic farming cost reduced at USD 3.95/Kg LW
- Debt restructuring with a “Sustainable Linked Loan” of USD 135m
- Capital increase raising USD 23 million, equity ratio at 42%
- Salmones Camanchaca now included in the DJSI 2021 and S&P’s 2022 Sustainability Yearbook.



Financial Highlights

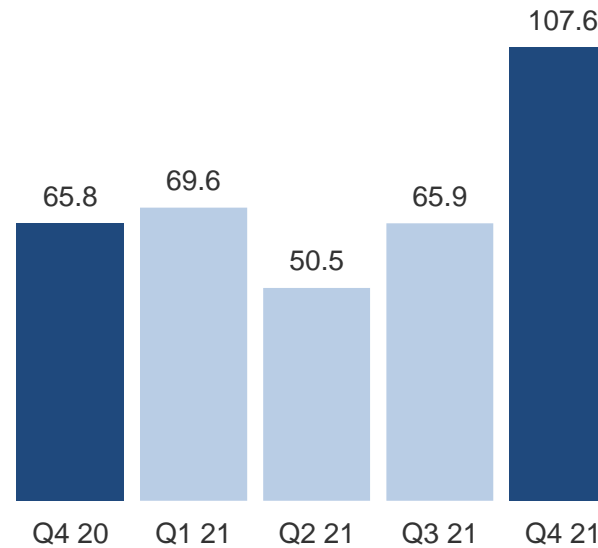
Harvest volume

Thousands tons WFE



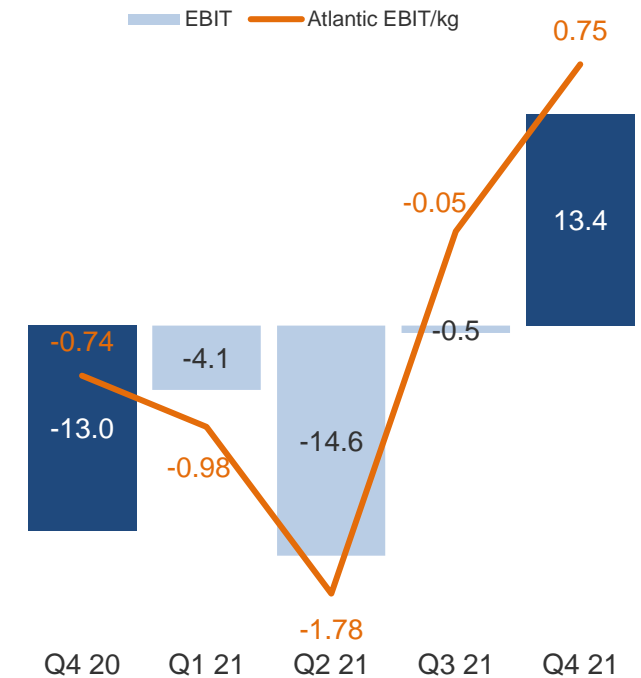
Revenues

Million USD



EBIT and Atlantic EBIT/kg WFE

Million USD and USD/kg WFE

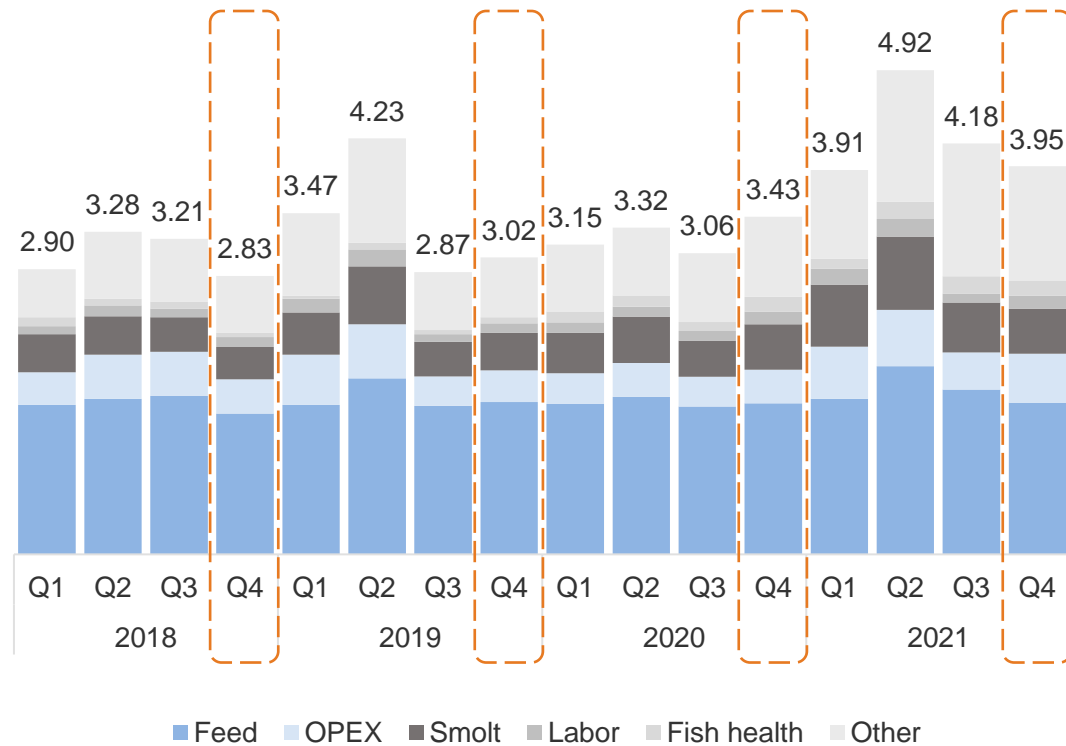




Operational Review

Gradual normalization of Live Weight cost

Atlantic salmon LW ex-cage cost
(USD/kg)



- Q4 2021 live weight cost declining at USD 3.95 /kg
- 25% of harvest volume from sites impacted by blooms in early 2021, lowered than the 57% harvest volume in Q2 2021



Finished product cost improvement

Atlantic Finished Product Cost (USD/kg WFE)



- Continuous total cost improvement at USD 5.13 /kg WFE, above long-term target of USD 4.23 /kg
- Processing cost below target at USD 0.89 /kg WFE
 - Significantly reduced from previous quarters due to increased processing volume, which jumped 77% from Q3 2021
- Feed ingredients' volatility, inflation pressures and logistic challenges are impacting costs. Long term cost targets to be revised once conditions stabilized.
 - For 2022 total cost estimated impact of USD 30-40 ctvs.

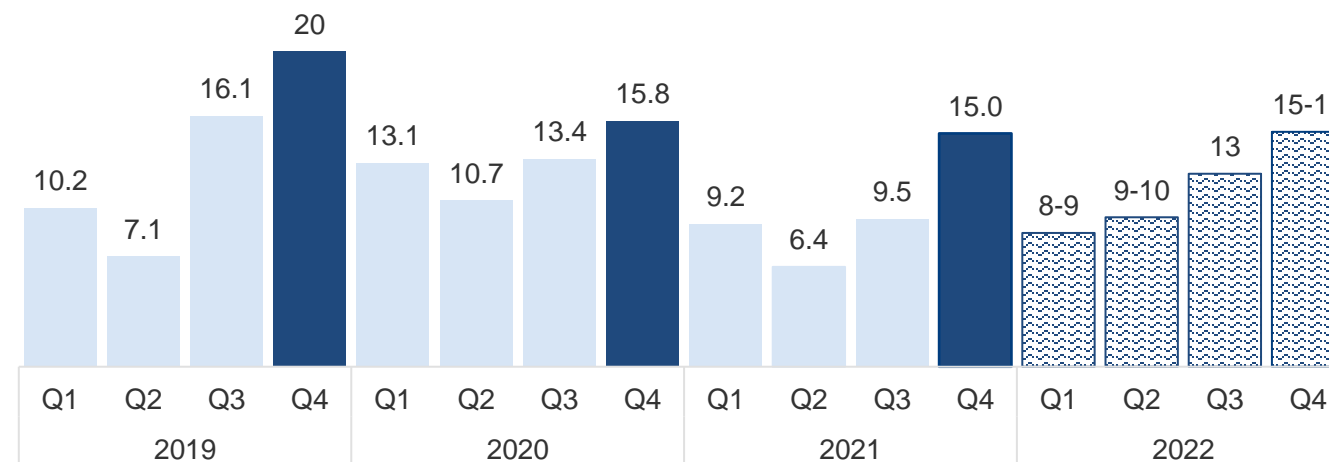


Atlantic harvest volume increasing

- Increase in Q4 2021 volume, representing 37% of annual harvest
- 2021 Stocking plan achieved
- Industry stocking* up 3% in 2021 vs PY, unchanged from 2019 (same zones)
- 2022 Atlantic harvest plan at 45,000 – 48,000 MT
- Atlantic stocking reduced in 2022 in line with Coho increase (specie diversification strategy)

Atlantic harvest and smolt stocking

Thousand tons WFE and million units



Harvest volume
(1,000 tons)

53.7

53.0

40.1

45-48

Smolt Stocking
(millions units)

10.6

11.4

10.1

9-10

Coho Smolt
Stocking
(millions units)

1.5

1.1

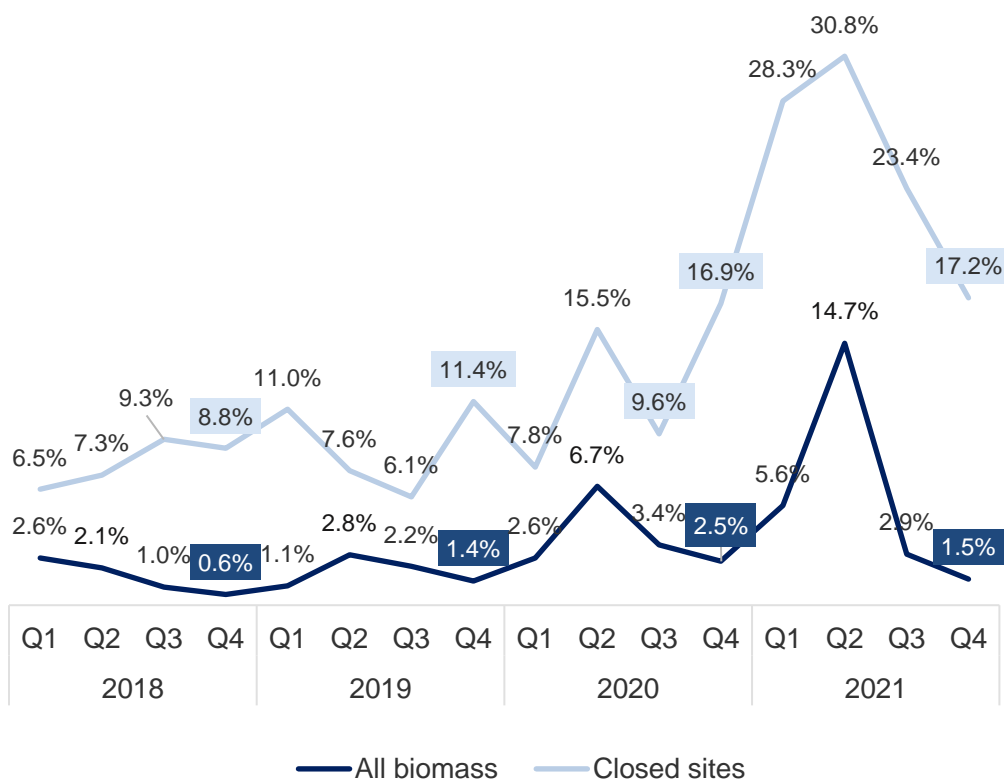
0.6

1.6



Atlantic salmon biology

Mortality rate (Number of fish %)



Biology indicators (Closed sites)

	Q4 2018	Q4 2019	Q4 2020	Q4 2021
FCRb* (live weight)	1.12	1.15	1.14	1.14
Yield (kg WFE/smolt)	4.9	5.1	5.0	3.8
Average harvest weight (kg WFE)	5.3	5.7	5.8	4.6

* FCRb = Biological Feed conversion ratio

- Challenging environmental conditions in Q4 2020 thru Q2 2021 triggered by sunniest summer ever (algae blooms, oxygen levels and SRS outbreaks) affecting Kpi's (yield, avg. weights and mortality)
- 2022 harvest volume weighted towards southern farming sites, more dynamic and less vulnerable to blooms



Advocacy for sustainable farming

Sustainability indicators

(closed sites)

	Q4 2018	Q4 2019	Q4 2020	Q4 2021
FIFO Ratio	0.61	0.54	0.46	0.52
Length of cycle/Fallow period [months]	16/8	16/8	18/6	16/8
# Escape incidents	0	0	0	0
# of antibiotic treatments	2.4	1.9	3.0	4.1
Antibiotic usage (g/ton)	475	522	576	977
Antiparasitic usage (g/ton)	0.5	8.0	4.8	14.8

- FiFo ratio well below 1:1
- Increase of number of antibiotic treatments and antibiotic usage (g/ton) impacted by lower harvest volume (biomass loss) as well as fish stress caused by algae in summer 2021
- Increased use of anti-parasite pharma solutions to keep sea lice under control



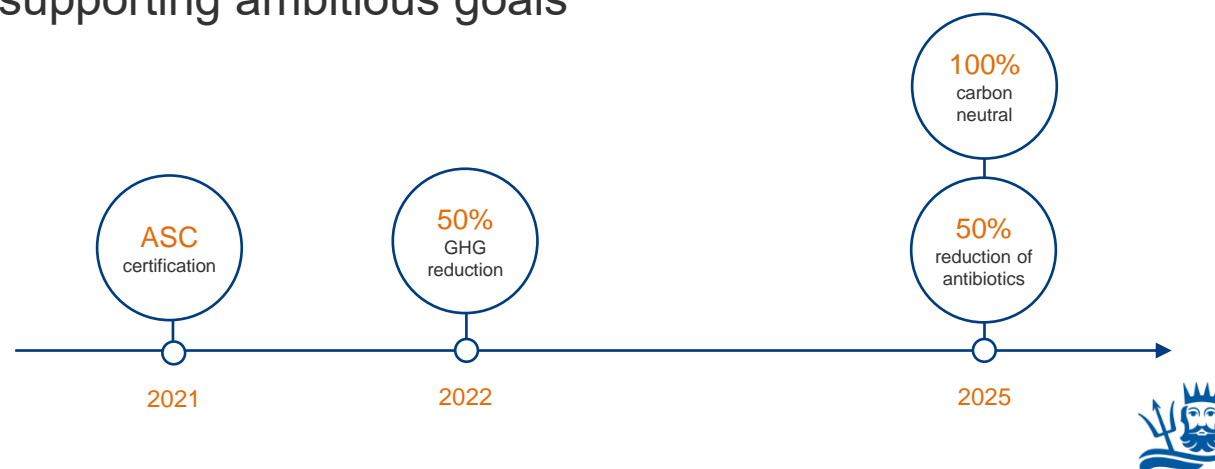
Advocacy for sustainable farming

- Salmones Camanchaca included in **Dow Jones Sustainability Index** from 2021
 - Indices measuring performance of companies selected with ESG criteria using a best-in-class approach
 - Top ranked among Chilean producers
- Recognized as an “**Industry mover**” in **S&P’s 2022 Sustainability Yearbook**
- **Sustainability Linked Loan**, first of its kind in Chilean sector

A solid sustainability framework...



... supporting ambitious goals

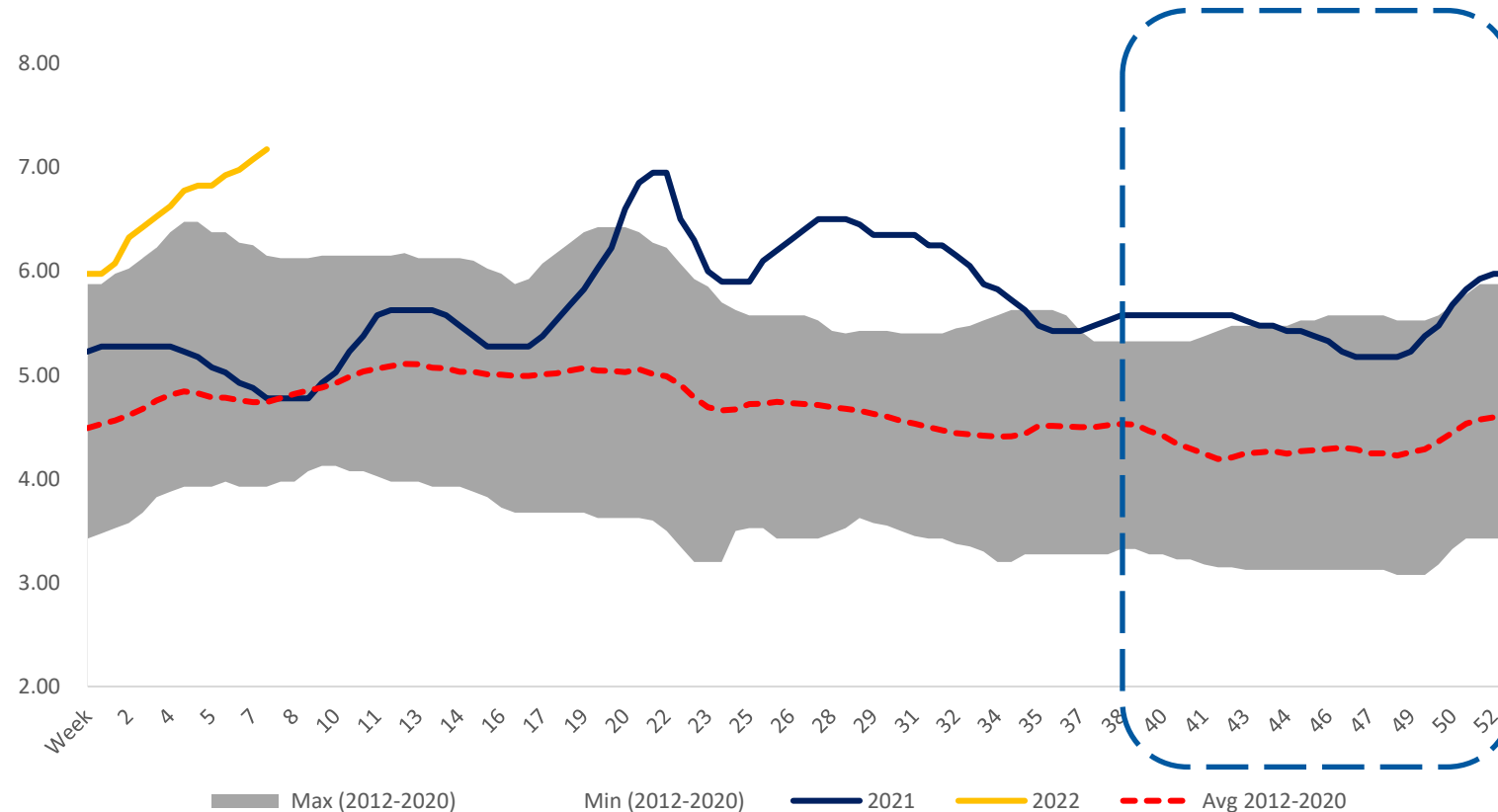




Markets

Market Price Evolution

UB Miami 3-4 Mid Trim D
(USD per LB)



- Prices in 2022 at historic highs, well above pre-pandemic level
 - Week 5: 30% above 2021
 - Week 7: 50% above avg 2012-2020
- Strong prices driven by tight supply (all H1 2022) and strong demand in main markets
- Industry volumes in Q4 higher than previous quarter, but still below Q4 2020

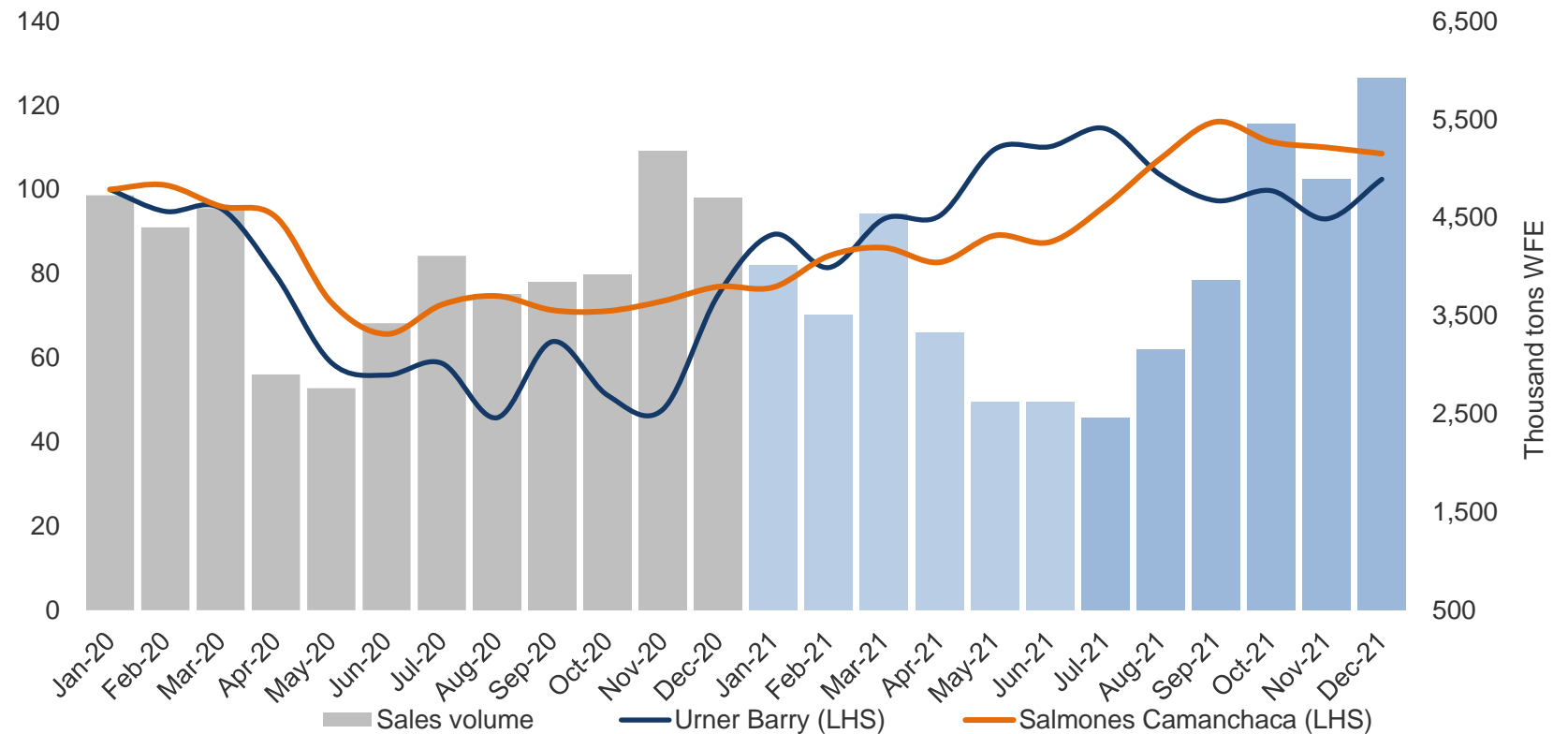


Salmones Camanchaca price achievement

- Continued improvement in price realization since Q3 2021
- Volume recovery helped price achievements
- Contract renewals reset at higher levels
- Last 4 months of 2021 above benchmark

Return on Raw Material (RRM)*

Base 100 Jan 2020



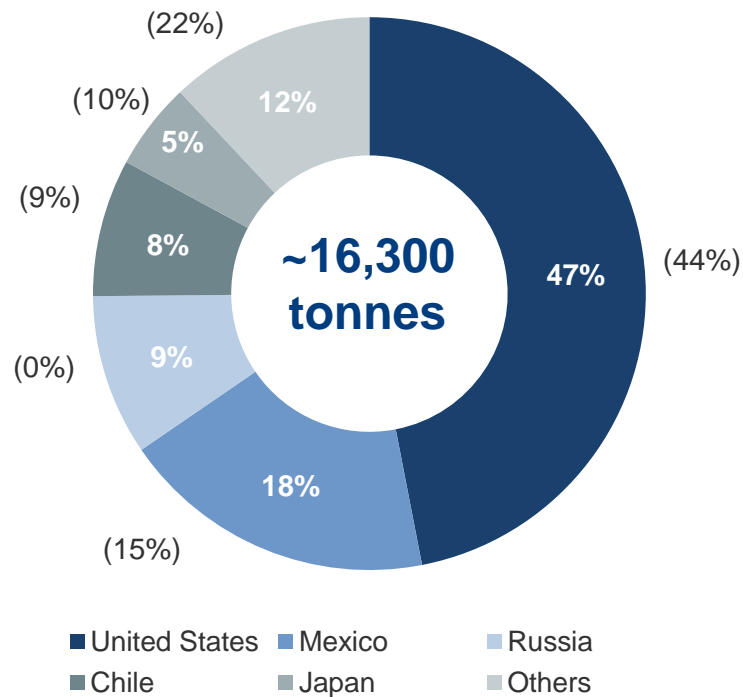
*RRM = Return or Price obtained for WFE primary processed fish (Premium quality)



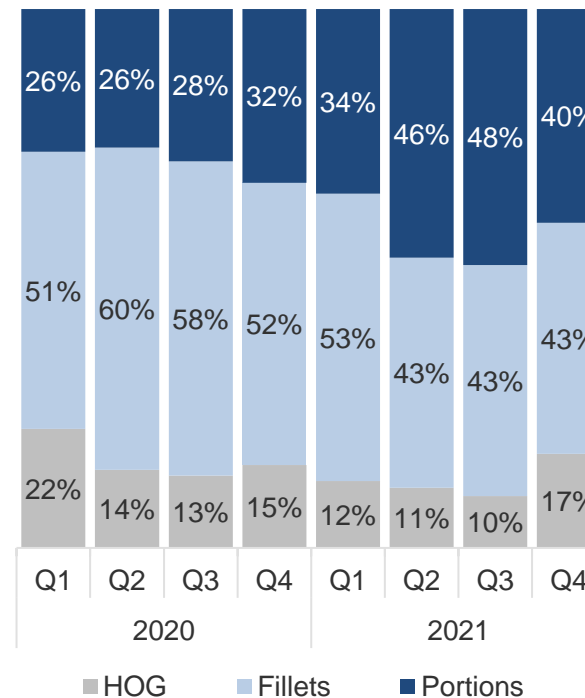
Atlantic Sales & Value Added Strategy

(% of Q4 2021 Sales volume WFE)

Q4 2021 (Q4 2020)



Quarterly distribution by product type



- USA remains #1 market
- Significant share of volumes into the Mexican market supported by relaunched distribution operation
- Sales into Russia resumed after Feb 2020-June 2021 restrictions
- High value added sales; yet lower share due to openings in Russia with HOG



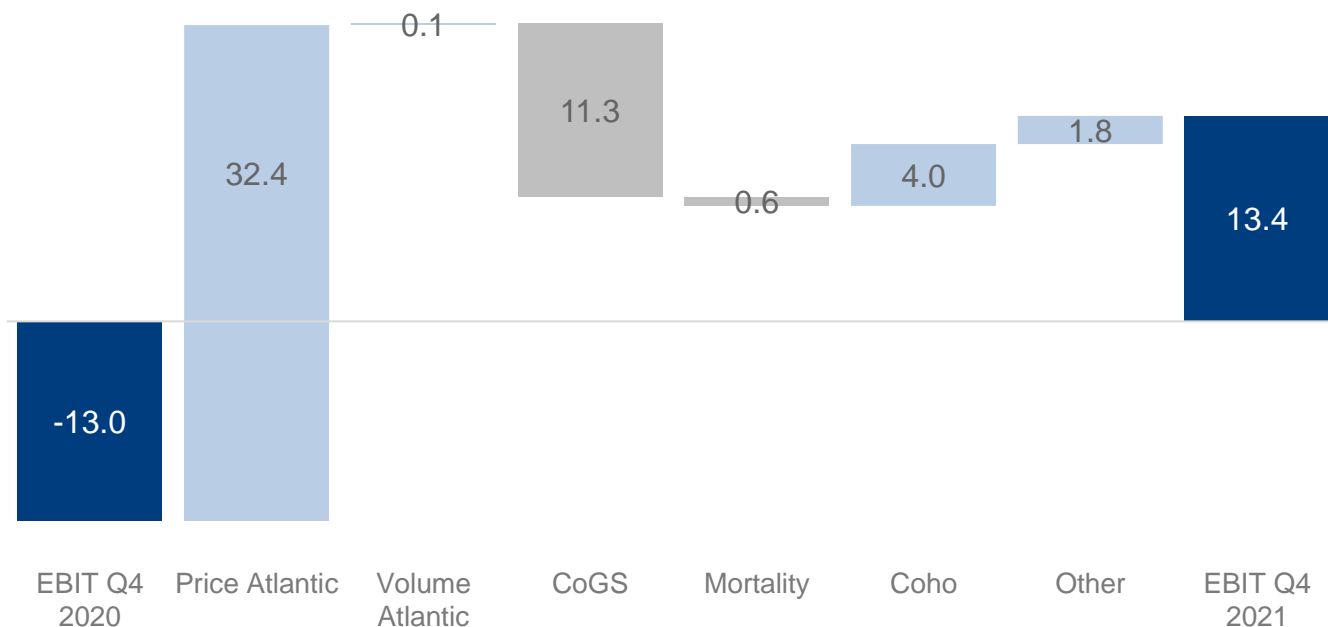


Financial review

EBIT improvement driven by increased prices

- Revenues driven mostly by higher prices
- Positive contribution from Coho attributable to better market prices and lower cost
- CoGS in Atlantic still impacted by algae blooms; last fish was harvested in December 2021
- Mortality cost related to algae bloom event was finally settled with insurance USD 10.1 million indemnity

EBIT Bridge of USD +26.5m
(USD million)



Profit & Loss

- EBIT recovered in Q4 2021 due to volumes; high prices; and gradual cost improvement
- Close to neutral FV in Q4 2021 reflects higher harvest volume
- Important non-operational effects
 - Restructuring of long-term debt generated a favorable accounting effect of USD 2.7m (financial income), offsetting higher debt interest (up USD 1.6m)
 - Trout JV marginally negative due to odd year condition (fallow period)

Condensed profit and loss statement (Thousand USD)

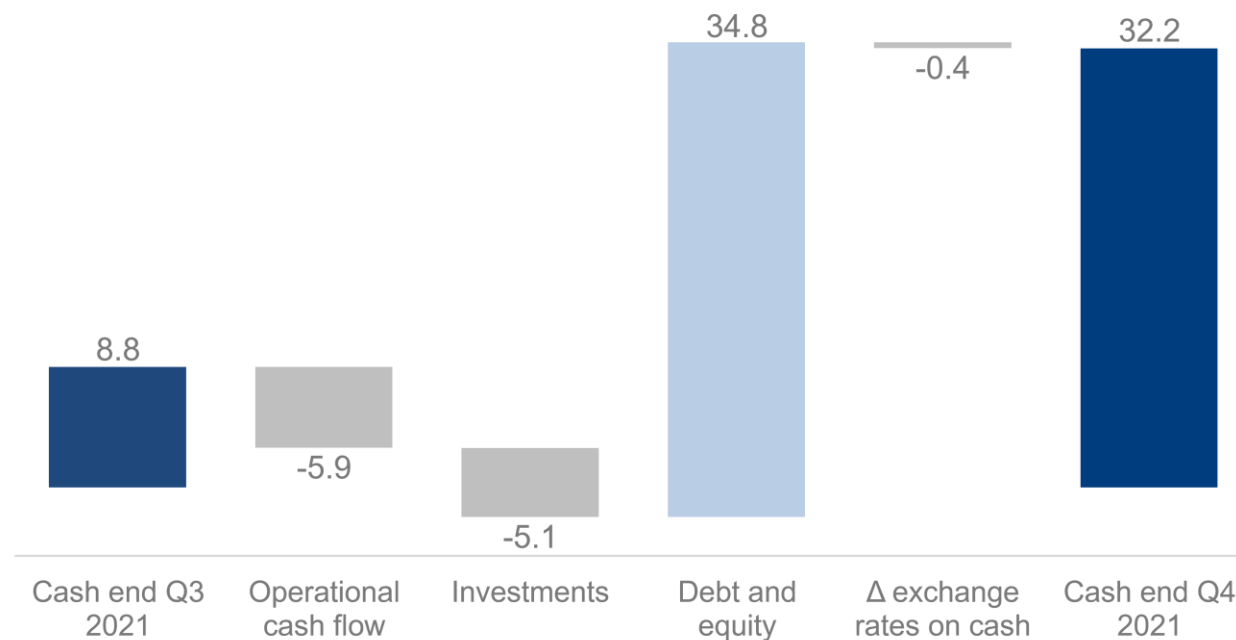
Profit & Loss	Q4 2021	Q4 2020	Δ 21 vs 20
Total Revenues	107.610	65.847	41.763
SG&A	-4.601	-5.183	582
EBITDA	17.600	-8.752	26.352
Depreciation and amortization	4.173	4.290	-117
EBIT	13.427	-13.042	26.469
Fair value adjustments	-977	1.948	-2.925
EBIT after fair value	12.450	-11.094	23.544
Non-operational items	808	698	110
Profit before tax	13.258	-10.396	23.654
Estimated taxation	-3.595	2.848	-6.443
Net profit for the period	9.663	-7.548	17.211



Cash Flow Q4 2021

- Positive cash flow of USD 23m in Q4 21 due to:
 - Capital increase: USD 23m
 - Increasing financial debt: USD 12m
 - Offset by
 - negative operating cash flow of USD 6m as collections from higher volume sales will come in Q1 2022
 - also offset by investments of USD 5m
- Insurance claim from 2021 Bloom collected in January 2022

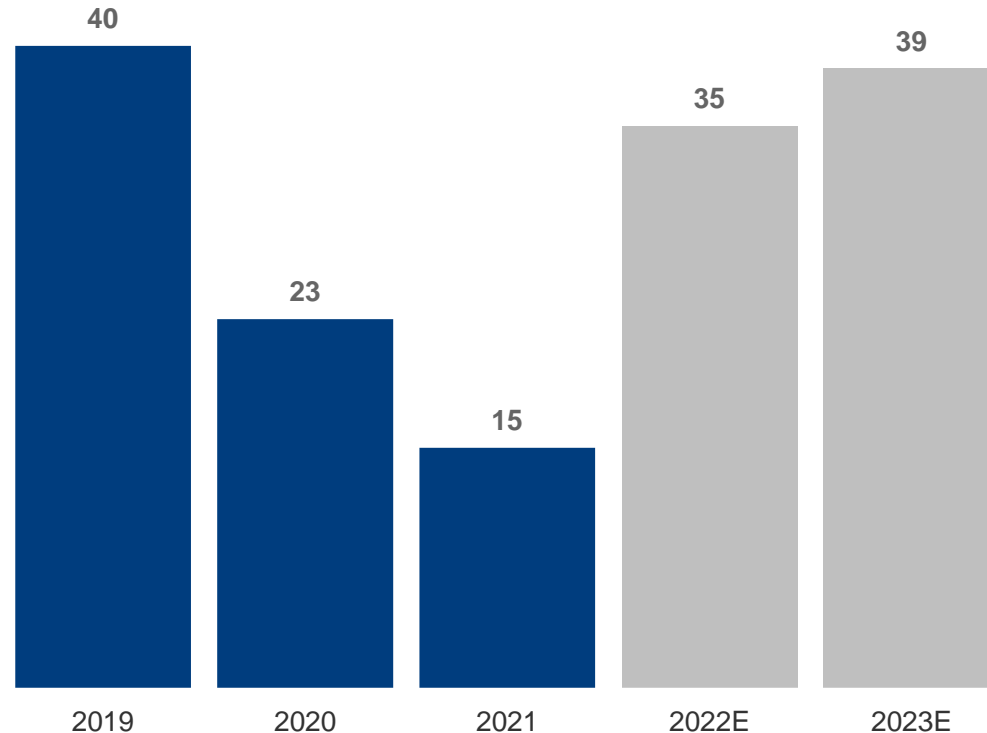
Cash Flow
(USD million)



Investments plans 2021-2022E

Total investments

Million USD

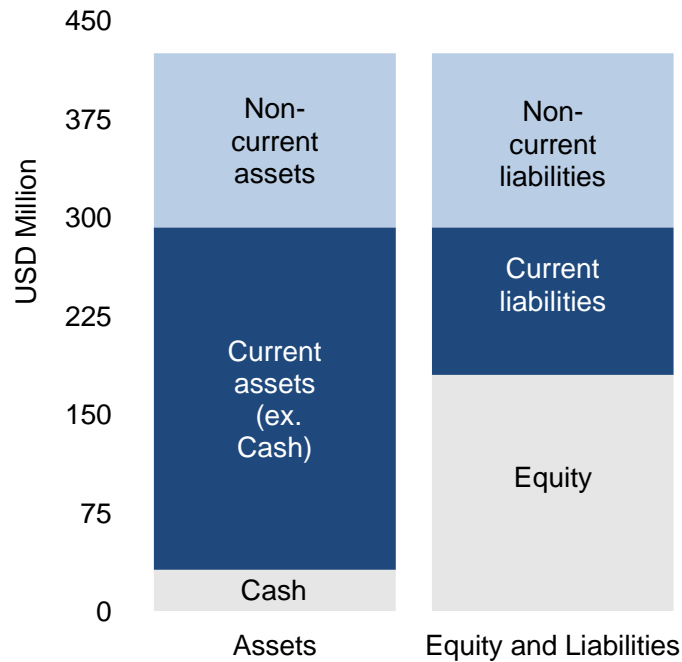


- Lower investments in 2021: prudence in a challenging environment delayed investment plans
- For 2022, investments leading to
 - Diversification towards the XI region, reducing stockings in the fjords of region X
 - Algae & oxygen risks mitigation new technologies
 - Extraordinary investments ~ USD 20-25 million
- In 2023 investments will point to recover stockings in two sea farms previously used by the Trout JV, to be harvested in 2024

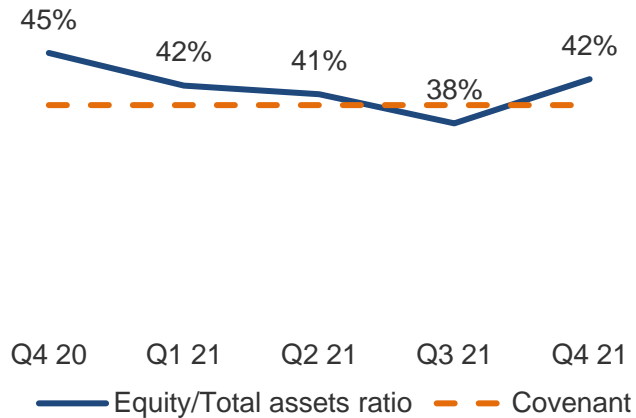


Stronger financial position at Dec 31st, 2021

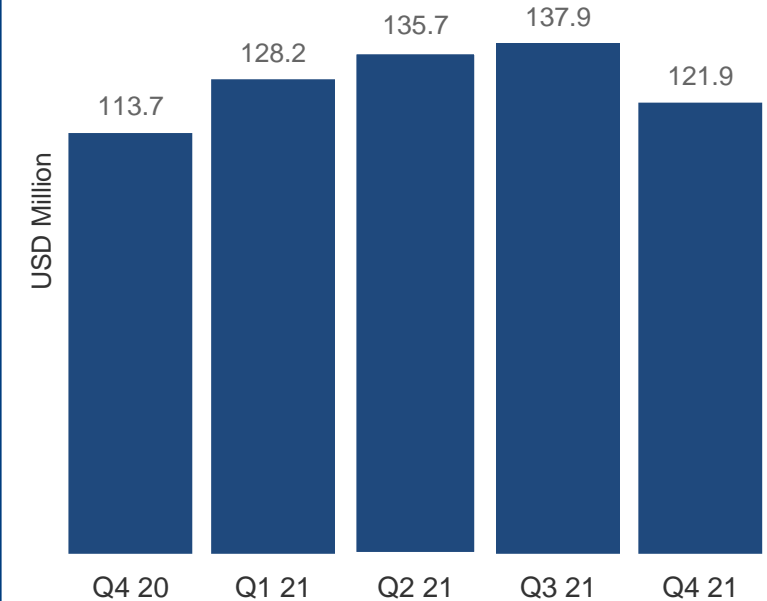
Balance sheet as of Dec 2021



Equity/total assets



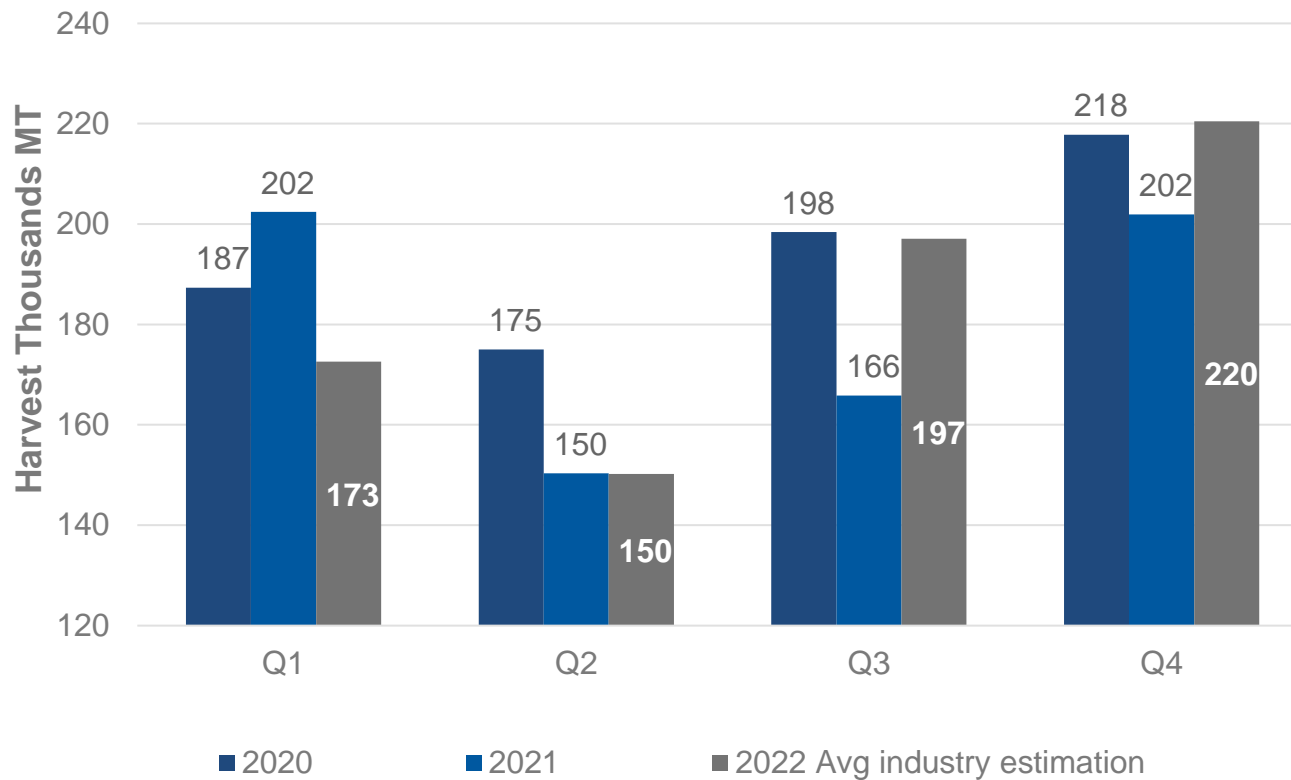
Net interest-bearing debt



- _____
- _____
- _____
- _____

Summary

Chile: Atlantic industry supply projections



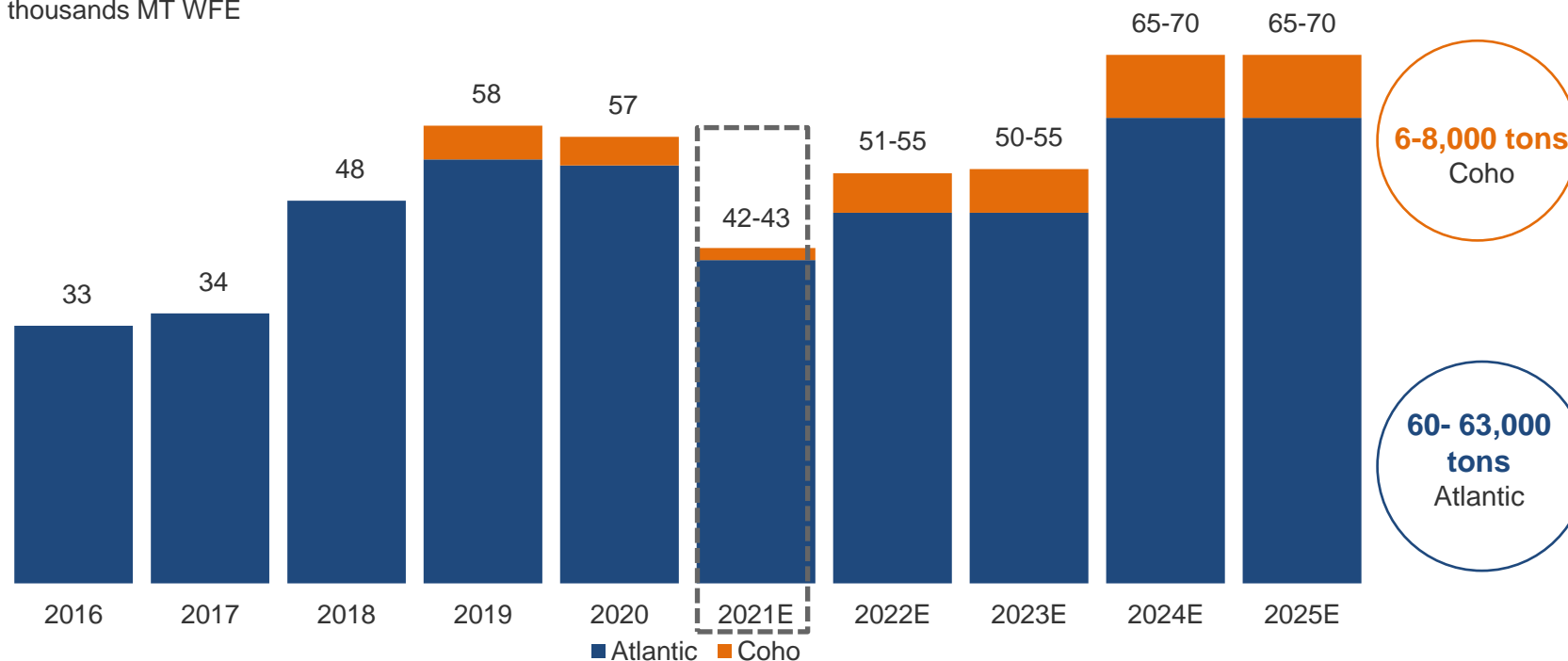
- 2021 harvest volume 723,000 MT, down 7.4% y-o-y
- 2022 estimate around 720,000 - 740,000 MT unchanged vs 2021
 - H1 2022 down 12% y-o-y
 - H2 2022 up 10% y-o-y



Growth plan

Harvest volume*

thousands MT WFE



- Long-term goal remains, but delayed ~2 years
- Decline in 2021 due to blooms
- Guiding stronger growth by 2024-2025
- Coho stockings increase in the X region

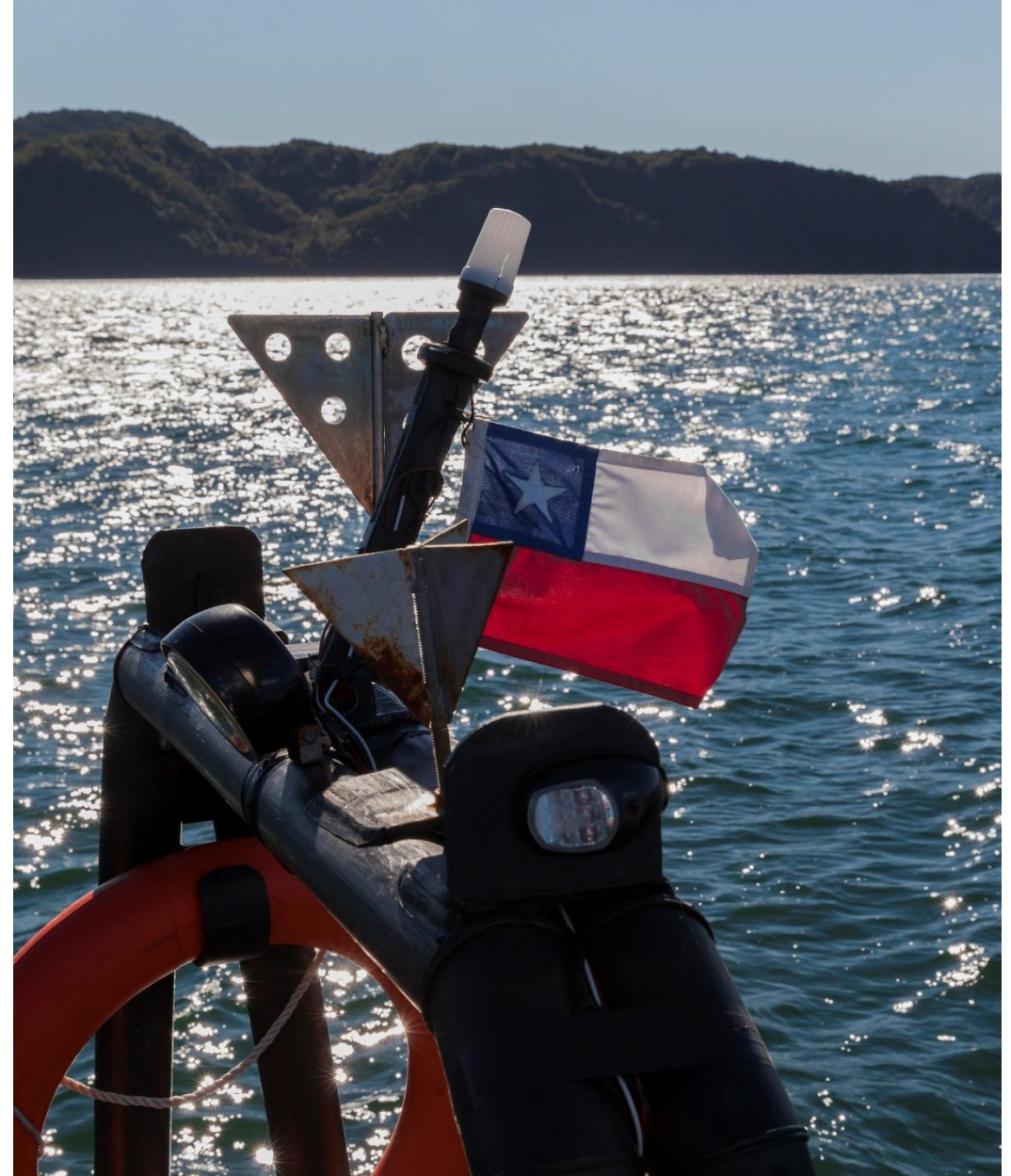
*Figures do not include trout joint venture volumes from 2016-2022. The JV has an estimated average annual capacity for 12,000 tons WFE and expires in 2022, after which the agreement will continue with 2/3 of the current capacity.

Projections might change by market or environmental conditions.



Summary

1. Earnings materially improved by increased prices; larger volume and reduced costs
2. Good price realization, confirming value added product strategy
3. Improved operational performance with farming cost declining and processing cost close to long term target. However, short term cost pressures
4. Strengthened financial position through debt restructuring and capital increase, funding growth and de-risking operations
5. Sustainability at the heart of the new financing facility
6. Atlantic harvest at 45 - 48,000 MT in 2022, with strong growth guided by 2024-25



Q&A

