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CLEANSEAS

Clean Seas Seafood Limited

(ASX:CSS & OSE:CSS)

Annual General Meeting

CEO Presentation

29th October 2021



Overview

- **New Leadership & Focus -** refreshed Board & Management, new partnerships and distribution channels, cost and volume focus
- **Strong Sales Growth –** Record sales volumes in FY21 and YTD FY22
- **Diversification -** new channels & markets are complementing the premium restaurant businesses as it recovers, and will deliver lower costs of production as volumes increase
- **Inventory Sell Down / Biomass Back into Balance -** leveraging the sale of excess inventory has supported working capital requirements and driven channel diversification and volume growth
- **Cost Focus -** will further support lower costs of production and profit recovery
- **Strong Balance Sheet -** A$50M of available funding
- **Uniquely Positioned -** to be the quality & cost leader in sustainable & environmentally friendly Kingfish production

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Sustainability and Premium Quality is at our Core

Australian Food Awards
'Best fish'
2016, 2017 & 2018

INFLECTION POINT
- Sales volumes and efficiency
- Farming scale

'Champion' award for 'Fresh fish' at the 2021 Royal Sydney Fine Food Show (Aquaculture)

DISTRIBUTION PARTNERSHIPS
- Major market access
- Farming knowledge

SUSTAINABLE
- ***SensoryFresh™*** and ***Icefresh™*** food tech
- Reduced carbon emissions and costs
- R&D projects targeting environmental objectives

PROVENANCE
- Quality ocean reared
- Clean Seas

UNTAPPED MARKET POTENTIAL
- Emerging species
- Viable alternative to farmed Salmon

Certified by the 'Aquaculture Stewardship Council'
Clean Seas received certification by the Aquaculture Stewardship Council (ASC) in July 2019. CSS also won 'Best Responsible Seafood Product' in the ASC Sustainable Seafood Awards in 2021

'Friend of the Sea' certified
First aquaculture company in the Southern Hemisphere certified as sustainable by the internationally recognized Friend of the Sea accreditation system

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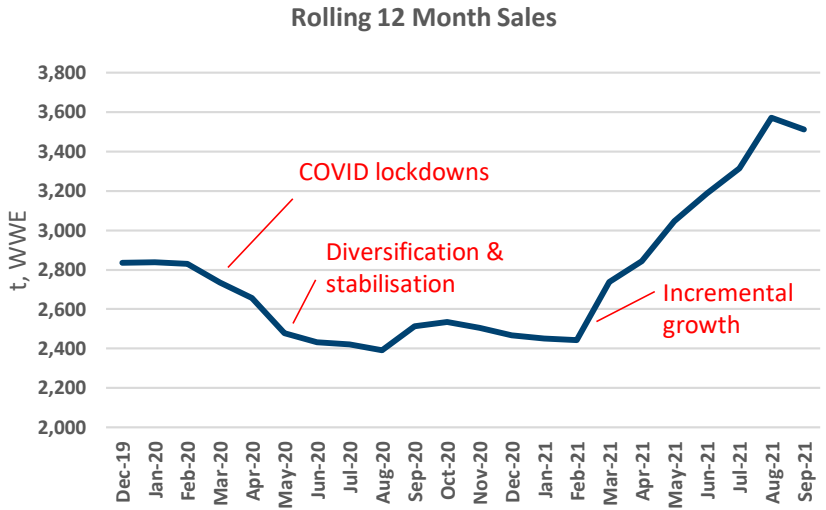
Substantial progress against Strategic Priorities

	FY21		FY22		FY23	
Operations	Stabilise the business following FY20 COVID shock, restructure and reduce indirect expenses	Complete	Grow and diversify kingfish production. Activate new farming sites.	On track	Operating EBITDA and cashflow positive	On track
Sales	Diversify channels and markets, maximise existing premium business as lockdowns ease	Complete	Develop new channels and markets, premium business	On track	Launch volume retail channels with a price competitive lower cost fish	On track
Inventory	Rectify Live Fish Biomass and Frozen inventory imbalance	Complete	Bring Biomass and Frozen inventory into balance to support future sales	Complete	Accelerate stocking and growth targets	On track
Cost Of Production	Accept higher cost of production while excess inventory is sold through	Complete	Achieve significantly lower cost of production as a result of clearing excess inventory	On track	Achieve $9/kg cost of production in line with FY18 levels	On track
Funding	Secure debt and equity funding for growth ambitions	Complete	Simplify capital structure and redeem Convertible Notes	Complete		

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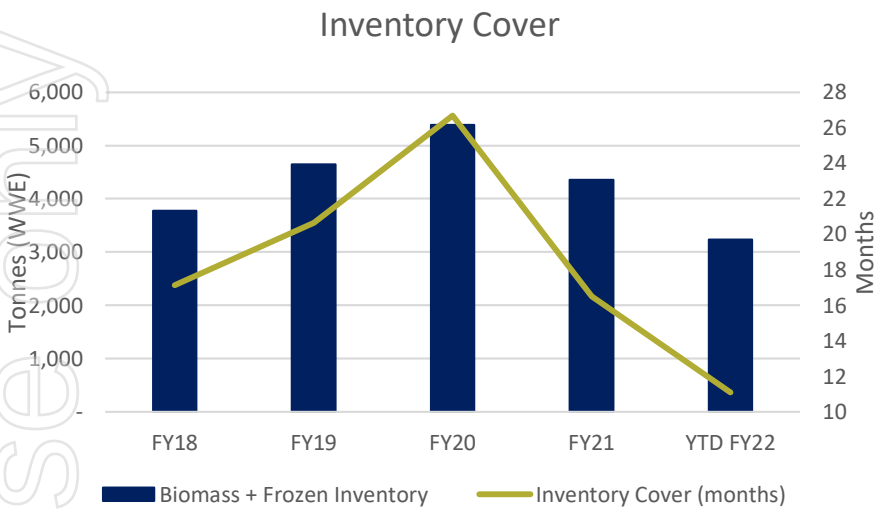
Strong sales momentum, revenue and volume growth

- Growing awareness and acceptance of Yellowtail Kingfish globally
- Product performing well in all diversified channels and markets
- Record sales revenues and volumes in FY21 and YTD FY22
- Quality and provenance resonating with customers
- Well positioned as food service markets reopen



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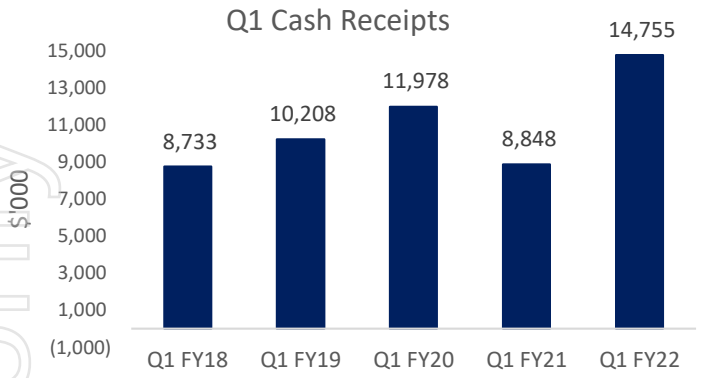
Historical inventory imbalance has been addressed and on-track for significant improvement in cost of production

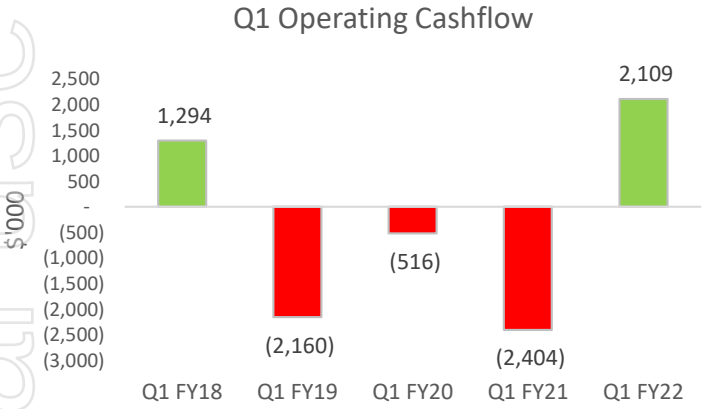


- Carrying cost of excess live fish biomass and frozen inventory has significantly impacted profitability for a number of years
- Excess inventory has been used diversify into new markets and channels, and to generate cash
- Target of 11 months cover achieved
- On track to achieve improvement in production costs in FY22 and return to historical levels of circa $9.00/kg in FY23

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Cash collections for Q1 FY22 reach record level of A$14.8 million, which translated into positive operating cashflow of A$2.1 million

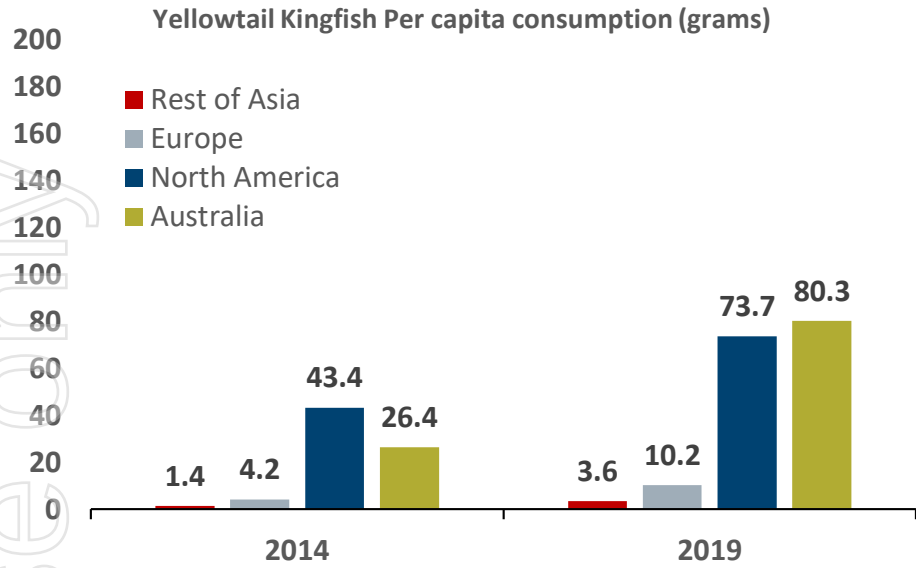


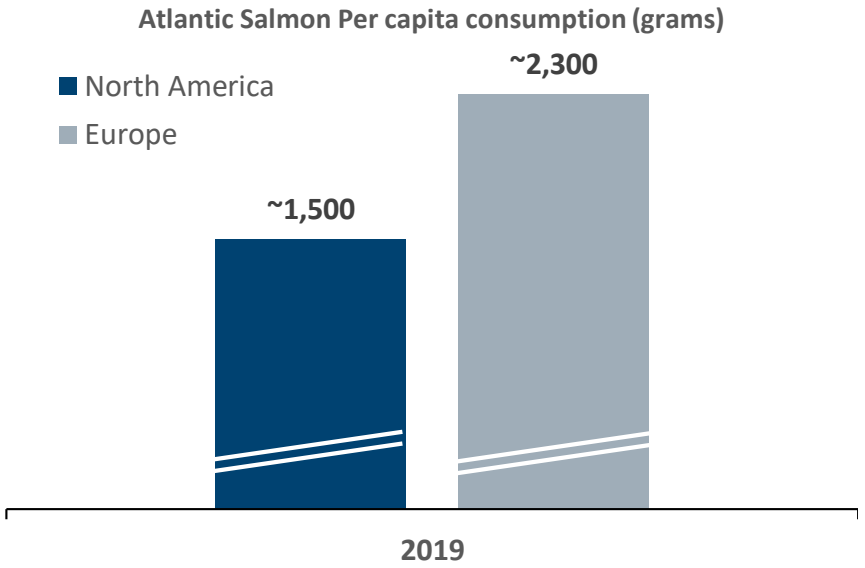


- Q1 FY22 cash receipts of A$14.8 million, up 67% on Q1 FY21 and 23% on Q1 FY20.
- Record sales volumes translated into positive Operating cash flows of A$2.1 million
- First positive operating cash flows quarter since Q1 FY18, which reflects record sales volumes, re-opening of food service channels globally and disciplined inventory management.
- Convertible note redemption complete and final interest payment made
- Cash and undrawn facilities of A$42.6 million to support growth and investment in capacity and automation.

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Huge potential for Yellowtail Kingfish globally





- The market for Yellowtail Kingfish has expanded significantly as awareness of the species has grown
- Clean Seas has built a substantial per capita consumption in Australia in premium restaurants
- Continued increases in per capita consumption will see total global sales grow strongly in future years
- Clean Seas has established distribution in Australia and Europe, and significant partnerships to expand into North America and Asia

Source: Company estimates based on publicly available information

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Outlook for Clean Seas and Spencer Gulf Kingfish

Unique market opportunity driven by megatrends

- Exposure to megatrends: consumer health, sustainable protein, rising incomes and environmental awareness
- 70% of demand for Atlantic Salmon is from retail, while Kingfish is almost entirely foodservice
- Increasing popularity for Kingfish as a premium source of seafood with limited sources of supply
- Strong sales growth signals successful diversification strategy

High growth potential can be realized at low costs and result in more competitive cost/kg

- Clean Seas is several times larger than its closest competitor and is well placed to access the growth potential in Kingfish in the near-term
- Tangible growth trajectory with low license costs and ability to leverage fixed assets
- Volume growth facilitated can enable unit production costs to fall

Proven setup with all key success factors in place

- Industry leading production experience from 13+ generations of breeding
- Control over the entire production value chain, delivering a Michelin-starred quality product
- Distribution and partnerships with proven reach and scale
- Cold-water production of a native species in its natural environment, ensuring optimal and unparalleled product quality
- Exclusive access to freezing and defrosting technology, optimizing seasonality in harvesting schedules and global deliveries with a low carbon footprint

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All volumes are in Whole Weight Equivalents (WWE).