

West Coast Salmon Nevada, LP

5120 Woodway Drive, Suite 9700, Houston, TX 77056

Ralph Runge, Vice President - Development

Date: December 1, 2022

Application Facts:

Industry	Agriculture and Mining
NAICS	112519
Type of App	New
Location	Pershing County
RDA	Nevada 95-80 Regional Development Authority, Heidi Lusby-Angvick & Michelle Hammond

Company Profile

West Coast Salmon Nevada, LP (WCSN), is currently designing and plans to build and operate an industrial scale land-based Atlantic salmon operation in Pershing County. The first phase will deliver 13,800 tons production capacity during the second half of 2025 which will serve fresh and sustainably raised Atlantic salmon to US west coast consumers. The facility's proximity to major markets will ensure a continuous local supply of a fresh high quality and environmentally sustainable product that has longer shelf life and significantly reduced CO2 footprint than conventionally farmed salmon transported by air from Chile and Europe. The company's ESG commitment will be demonstrated by evaluating sources of renewable energy. A portion of the primary energy supplied, for Phase I, will come from solar power. Solar power will be used to a greater extent in Phase II and Phase III. WCSN strongly believes in workforce development. The company is currently working with Great Basin College to developing seminars, technical certificates, and courses to help the community and young adults establish the necessary skills for WCSN as well as the aquaculture industry. The company will also explore research projects and employment programs with UNR. Source: *Source: West Coast Salmon Nevada, LP.*

Tax Abatement Requirements:

	<u>Statutory</u>	<u>Company Application</u>	<u>Meeting Requirements</u>
Job Creation	10	55	Yes
Average Wage	\$28.14	\$35.96	Yes
Equipment Capex (SU & MBT)	\$250,000	\$179,587,242	Yes
Equipment Capex (PP)			

Additional Requirements:

Health Insurance	65%	75%	Yes
Revenues generated outside NV	51%	90%	Yes
Business License	<input checked="" type="checkbox"/> Current	<input type="checkbox"/> Pending	<input type="checkbox"/> Will comply

Total Tax Liability (without tax abatements)

Direct (company)

\$13,403,918

Total

\$35,462,392

Tax Abatements

Contract Terms

Estimated Tax Abatement

Sales Tax Abmt.	2% for 2 years	\$9,158,949
Modified Business Tax Abmt.	50% for 4 years	\$91,288
Personal Property Tax Abmt.	50% for 10 years	\$6,760,304
Total Estimated Tax Abatement over 10 yrs.		\$16,010,541

Net New Tax Revenues

Direct

Indirect

Taxes after Abatements

Local Taxes

Property	\$9,955,386	\$2,107,263	\$12,062,649
Sales	\$911,066	\$502,465	\$1,413,531
Lodging	\$0	\$40,931	\$40,931

State Taxes

Property	\$485,044	\$233,340	\$718,384
Sales	\$3,949,026	\$447,830	\$4,396,856
Modified Business	\$687,476	\$130,704	\$818,180
Lodging	\$0	\$1,320	\$1,320
Total Estimated New Tax Revenue over 10 yrs.	\$15,987,998	\$3,463,853	\$19,451,851

Economic Impact over 10 yrs.

Total

Construction

Total

Total Jobs Supported	120	180	300
Total Payroll Supported	\$72,230,633	\$9,756,690	\$81,987,323
Total Economic Value	\$234,877,942	\$34,584,840	\$269,462,782

IMPORTANT TERMS & INFORMATION

Tax Abatements are reduction or discount of tax liability and companies do not receive any form of payment.

Total Estimated Tax Abatement is a tax reduction estimate. This estimated amount will be discounted from total tax liability.

Estimated New Tax Revenue is amount of tax revenues local and state government will collect after the abatement was given to applying company.

Economic Impact is economic effect or benefits that this company and it's operations will have on the community and state economy measured by total number of jobs, payroll and created output.



NEVADA 95-80
 REGIONAL DEVELOPMENT AUTHORITY
 PERSHING & HUMBOLDT COUNTIES
THE ECONOMIC CROSSROADS OF NORTHERN NEVADA



September 27, 2022

Nevada Governor's Office
 Of Economic Development
 555 East Washington Ave
 Suite 5400
 Las Vegas, NV 89101

Dear GOED Board:

The Nevada 95-80 Regional Development Authority is pleased to provide support for West Coast Salmon Nevada and its application for a state incentive package.

West Coast Salmon Nevada's project will be a valued addition to our strong agriculture community. As a highly specialized industry leader, the presence of West Coast Salmon Nevada is a key component in diversifying our economy and is in keeping with our regional culture.

The representatives of the company, primarily Ralph Runge, have continually reached out to our elected officials, city and county staff, and the local business community. This has resulted in positive interest and feedback from the community. He has also engaged with the local water districts and authorities. Projects involving water often raise concerns by local stakeholders, but this project has been welcomed with the efforts made in filing for the necessary point of diversion changes, which is uncommon. Early efforts in engaging everyone has paid off and we appreciate that.

The development is in Pershing County near the Humboldt County line. The anticipated workforce of 300 will provide excellent jobs in the region with Winnemucca likely being the community where employees and their families will reside. Both counties have collaborated and continue to work together on any needs that may arise, such as housing, workforce, medical and emergency/fire services, and training programs with Great Basin College and other NSHE institutions. This is truly a regional project.

We are extremely excited to support West Coast Salmon Nevada and ask that the GOED Board approve this incentive package.

Sincerely,

Heidi E. Lusby-Angvick
 Director

Michelle Hammond Allen
 Director



West Coast Salmon Nevada, LP

October 3, 2022

Mr. Michael Brown, Executive Director
Nevada Governor's Office of Economic Development
555 East Washington Ave., Suite 5400
Las Vegas, NV 89101 USA

Introduction

West Coast Salmon Nevada, LP (WCSN)¹, is currently designing and plans to build and operate an industrial scale land-based Atlantic salmon operation outside of Imlay, Nevada (Pershing County). The first phase will deliver 13,800 tons production capacity (HOG², per annum “steady state”) during the second half of 2025 which will serve fresh and sustainably raised Atlantic salmon to US west coast consumers.

The facility's proximity to major markets will ensure a continuous local supply of a fresh high quality and environmentally sustainable product that has longer shelf life and significantly reduced CO₂ footprint than conventionally farmed salmon transported by air from Chile and Europe. Furthermore, the company's ESG commitment will be demonstrated by evaluating sources of renewable energy and upgrading and selling byproducts from the operation.

The company's business plan consists of three development phases for up to a total of approximately 50,000 tons HOG production per year. Significant land acreage for expansion along with the associated permitted aquifer water rights are owned by West Coast Salmon Nevada. The site is close to critical infrastructure (electrical grid and I-80 Interstate Highway). The salmon farming operation will be based on the design of PR Aqua's (Vancouver, Canada) latest **Recirculating Aquaculture System (RAS)** technology, a state-of-the-art processing facility on the site, as well as specialized fish feed from Nutreco (a leading researcher and producer of fish feeds for RAS operations).

Background:

Aquaculture Background

Aquaculture has existed for thousands of years. The first known written record is from 473 BC, in a book entitled “The Classic of Fish Culture” by Fan Lai. The commercial fishery for wild fish peaked in 1996; even with exponential advancements in technology, the wild catch has

¹ WCSN is the US subsidiary of Norwegian based West Coast Salmon AS.

² Head On, gutted

West Coast Salmon Nevada, LP

been on a slow decline since. Now over one third of fish stocks are overfished according to the FAO. During this decline in wild stocks, fish production from aquaculture has increased rapidly, surpassing global farmed beef production in 2011 and surpassing wild fish production shortly afterward.

Efficient Feed Conversion

Salmon are the most efficient commercially farmed animal at converting feed. Fish are poikilotherms (they are the same temperature as their environment); thus, they do not need to use energy to control body temperature. Being aquatic, building bone mass to counter the force of gravity is not required for fish. For these and other reasons, salmon have a better feed conversion ratio than traditionally farmed animals.

Minimized Carbon Footprint

Solar Power Energy Supply

Located in sunny Nevada, a portion of the primary energy supplied to the farm for Phase I will come from solar power. Solar power will be used to a greater extent in Phase II and Phase III.

Reduced Transportation

Atlantic Salmon production in the USA is negligible, resulting in approximately 98% of Atlantic Salmon being imported into the USA. Salmon produced by WCSN will be farmed in the USA within hours of the West Coast markets. These fish will be trucked fresh each week of the year, resulting in a significant reduction in transportation carbon footprints compared to salmon flown in from Norway and Chile.

Conserved Water

There are many types of aquaculture production systems, from ponds to raceways to net pens. RAS has a more technology intensive production system that has increased in popularity over the past two decades as the technology matures. Fish are fed in culture tanks (and like people), they produce ammonia, solid waste, and CO₂ which are filtered out in the RAS. WCSN's cutting-edge RAS technology will allow recirculation of 99.9% of the water using less than 1% of the water that a traditional land-based aquaculture operation would use.

Purge water from the facility will be treated and recharged to the aquifer through RIB fields. WCSN will continue to develop its technology and "tighten" the system to further reduce water consumption.

West Coast Salmon Nevada, LP

Upcycled Waste Streams

Solid wastes (fish manure and mortalities) filtered out of the production system will be upcycled through digestion and composting to produce high quality fish fertilizers and fish compost for the local Nevada farmers. These use by farmers significantly increases the amount of human food produced for each pound of feed fed to the fish. Likewise, fish offal from processing will be made into compost or feed for other animals.

Separation from the Natural Environment

Prior to the development of RAS, commercial aquaculture production systems were invariably connected to fish in the wild and the natural environment. With implementation of the highest biosecurity and water quality control measures, WCSN fish will not be impacted by pathogens or parasites from wild fish, inclement weather, plankton blooms, or other environmental factors. Reciprocally, fish manure exiting the system will be upcycled to fertilize additional food production, while water exiting the system will be treated and used to recharge the aquifer. Therefore, neither facility waste nor water will impact fish bearing waters.

Looking to the future, WCSN plans to process the produced salmon by fileting and packaging providing additional value.

Significance of Support from The State of Nevada

The WCSN project will result in one of the largest and most technically advanced RAS facilities in the world making Nevada a global leader in the aquaculture industry. Assistance from the State of Nevada will allow WCSN to bring this facility into construction expeditiously (as soon as the first quarter of 2023). State support can showcase Nevada's commitment to new technologies in addition to diversifying the state agricultural economy as well as the economy of Northern Nevada. Once WCSN is established, Nevada would be poised for the further development in the aquaculture industry by producing other species with the RAS technology.

The WCSN project is expected to provide substantial economic benefits at the local and state levels. During the approximately 24-month construction period, tentatively scheduled for the first quarter of 2023, Phase 1 of is expected to create 100 - 200 high paying construction jobs. Once up and running, the facility will employ approximately 60 – 70 Nevadans. There will be approximately 10 - 20 technical positions that WCSN will fill from outside the region, but these scientists will relocate to Nevada and bring new skills to both communities. Most of these jobs are expected to be based in Humboldt and Pershing Counties. The average salary for the total workforce is expected to be approximately \$75,000/year.



West Coast Salmon Nevada, LP

Additionally, some indirect jobs are expected to be created with our suppliers of the products and services that will support operations.

WCSN strongly believes in workforce development. We are currently working with Great Basin College to developing seminars, technical certificates and courses that fit into the current colleges that will help the community and young adults establish the necessary skills for WCSN as well as the aquaculture industry. We will also explore research projects and employment programs with UNR.

State assistance will provide a profound impact on WCSN's ability to secure necessary financing. Phase I is a 300 plus million dollar project. Design and engineering on the future phases will begin during construction of Phase I.

WCS AS (the parent) has entered into term sheets with two private equity groups who along with the current anchor investors will supply the equity for the project. Closing of these deals will be this calendar year. The execution of a Certificate of Inducement with NDBI for a \$250 million dollar private activity bond is to close early next year. Support from the state has been an important factor in our ability to bring on these partners. West Coast Salmon Nevada is proud to be building one of the world's most advanced RAS facilities. With the state's assistance, we can execute the plan to build and operate this facility. Included with this letter is a slide deck with additional details about WCSN and the project.

We look forward to discussing this project with you in greater detail and appreciate your consideration of this partnership.

Sincerely,

A handwritten signature in blue ink, appearing to read "Henrik Krefting", is written over a horizontal line.

Henrik Krefting

Chief Executive Officer – West Coast Salmon AS

Cc: Ralph Runge – VP Development

October 3, 2022

Mr. Michael Brown
Executive Director
Nevada Governor's Office of Economic Development
555 E. Washington Avenue, Suite 5400
Las Vegas, NV 89101

Dear Mr. Brown,

Healthcare Coverage Letter of Intent

If West Coast Salmon Nevada, LP (WCSN) closes its contemplated financing opportunities and begins construction on the RAS facility in Pershing County State of Nevada, WCSN understands that a requirement for the tax abatements provided by the Governor's Office of Economic development is the offering of 65% of the health care premium coverage for the eligible employees of the company as per NRS 360.750:

*The business will, by the eighth calendar quarter following the calendar quarter in which the abatement becomes effective, offer a health insurance plan for all employees that includes an option for health insurance coverage for dependents of the employees, and the health care benefits the business offers to its employees in this State will meet the *minimum requirements* for health care benefits established by the Office*

** the Company plans to pay at least sixty-five percent (65%) of the premium cost for the employee or the abatements may be reduced or eliminated at GOED's discretion.*

WCSN plans to offer a regional competitive plan and will pay 75% of the premium cost.

WEST COAST SALMON NEVADA, L.P.

By: West Coast Salmon Holding, LLC,

its general partner

By: *Ralph N Runge*

Ralph Runge

Title: Manager

Date: October 3, 2022

ECONOMIC DEVELOPMENT

Incentive Application

Company Name: West Coast Salmon Nevada, LP
 Date of Application: October 3, 2022

Company is an / a: (check one)
 New location in Nevada
 Expansion of a Nevada company

Section 1 - Type of Incentives

- Please check all that the company is applying for on this application:
- Sales & Use Tax Abatement
 - Modified Business Tax Abatement
 - Personal Property Tax Abatement
 - Sales & Use Tax Deferral
 - Recycling Real Property Tax Abatement
 - Other: _____

Section 2 - Corporate Information

COMPANY NAME (Legal name under which business will be transacted in Nevada) <u>West Coast Salmon Nevada, LP</u>			FEDERAL TAX ID # <u>85-3556387</u>
CORPORATE ADDRESS <u>5120 Woodway Drive, Suite 9700</u>	CITY / TOWN <u>Houston</u>	STATE / PROVINCE <u>TX</u>	ZIP <u>77056</u>
MAILING ADDRESS TO RECEIVE DOCUMENTS (If different from above)	CITY / TOWN	STATE / PROVINCE	ZIP
TELEPHONE NUMBER <u>+1 (423) 645-6739</u>	WEBSITE <u>https://westcoastsalmon.com</u>		
COMPANY CONTACT NAME <u>Ralph N. Runge</u>	COMPANY CONTACT TITLE <u>Vice President - Development</u>		
E-MAIL ADDRESS <u>rr@westcoastsalmon.com</u>	PREFERRED PHONE NUMBER <u>+1 (423) 645-6739</u>		

Has your company ever applied and been approved for incentives available by the Governor's Office of Economic Development? Yes No
 If Yes, list the program awarded, date of approval, and status of the accounts (attach separate sheet if necessary):

Section 3 - Program Requirements

- Please check two of the boxes below; the company must meet at least two of the three program requirements:
- A capital investment of \$1,000,000 in eligible equipment in urban areas or \$250,000 in eligible equipment in rural areas are required. This criteria is applicable businesses. In cases of expanding businesses, the capital investment must equal at least 20% of the value of the tangible property owned by the business.
 - New businesses locating in urban areas require fifty (50) or more permanent, full-time employees on its payroll by the eighth calendar quarter following the quarter in which the abatement becomes effective. In rural areas, the requirement is ten (10) or more. For an expansion, the business must increase the employees on its payroll by 10% more than its existing employees prior to expansion, or by 25 (urban) or 6 (rural) employees, whichever is greater.
 - In both urban and rural areas, the average hourly wage that will be paid by the business to its new employees is at least 100% of the average statewide hourly wage.
- Note: Criteria is different depending on whether the business is in a county where the population is 100,000 or more or a city where the population is 60,000 or more (i.e., "urban" area), or if the business is in a county where the population is less than 100,000 or a city where the population is less than 60,000 (i.e., "rural" area).

Section 4 - Nevada Facility

- Type of Facility:
- Headquarters
 - Technology
 - Back Office Operations
 - Research & Development / Intellectual Property
 - Service Provider
 - Distribution / Fulfillment
 - Manufacturing
 - Other: _____

PERCENTAGE OF REVENUE GENERATED BY THE NEW JOBS CONTAINED IN THIS APPLICATION FROM OUTSIDE NEVADA <u>~ 90%</u>	EXPECTED DATE OF NEW / EXPANDED OPERATIONS (MONTH / YEAR) <u>2H 2025 for full steady state harvest</u>		
NAICS CODE / SIC NAICS - 112519 (SIC - 273)	INDUSTRY TYPE <u>Aquaculture</u>		
DESCRIPTION OF COMPANY'S NEVADA OPERATIONS <u>Construction / Operation of 15,000 TPY (Live Weight) Atlantic Salmon RAS Facility</u>			
PROPOSED / ACTUAL NEVADA FACILITY ADDRESS <u>905 Cosgrave Road</u>	CITY / TOWN <u>Imlay</u>	COUNTY <u>Pershing County</u>	ZIP <u>89418</u>

WHAT OTHER STATES / REGIONS / CITIES ARE BEING CONSIDERED FOR YOUR COMPANY'S RELOCATION / EXPANSION / STARTUP?
State incentives will help ensure that the company can build and operate an aquaculture in Northern Nevada to displace imported salmon into the region.

Section 5 - Complete Forms (see additional tabs at the bottom of this sheet for each form listed below)

Check the applicable box when form has been completed.

- 5 (A) Equipment List
- 5 (B) Employment Schedule
- 5 (C) Evaluation of Health Plan, with supporting documents to show the employer paid portion of plan meets the minimum of 65%.
- 5 (D) Company Information Form

Section 6 - Real Estate & Construction (Fill in either New Operations/Startup or Expansion, not both.)

New Operations / Start Up - Plans Over the Next <u>Ten Years</u>	Expansions - Plans Over the Next <u>10 Years</u>
<p>Part 1. Are you currently/planning on leasing space in Nevada? No</p> <p>If No, skip to Part 2. If Yes, continue below:</p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost of space: _____</p> <p>Do you plan on making building tenant improvements? _____</p> <p>If No, skip to Part 2. If Yes *, continue below:</p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 2. Are you currently/planning on buying an owner occupied facility in Nevada? No</p> <p>If No, skip to Part 3. If Yes *, continue below:</p> <p style="padding-left: 40px;">Purchase date, if buying (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p>Do you plan on making building improvements? _____</p> <p>If No, skip to Part 3. If Yes *, continue below:</p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 3. Are you currently/planning on building a build-to-suit facility in Nevada? Yes</p> <p>If Yes *, continue below:</p> <p style="padding-left: 40px;">When to break ground, if building (month, year)? <u>Mar-2023</u></p> <p style="padding-left: 40px;">Estimated completion date, if building (month, year): <u>Mar-2025</u></p> <p style="padding-left: 40px;">How much space (sq. ft.)? <u>650,000</u></p>	<p>Part 1. Are you currently leasing space in Nevada? _____</p> <p>If No, skip to Part 2. If Yes, continue below:</p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost at current space: _____</p> <p>Due to expansion, will you lease additional space? _____</p> <p>If No, skip to Part 3. If Yes, continue below:</p> <p>Expanding at the current facility or a new facility? _____</p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much expanded space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost of expanded space: _____</p> <p>Do you plan on making building tenant improvements? _____</p> <p>If No, skip to Part 3. If Yes *, continue below:</p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 2. Are you currently operating at an owner occupied building in Nevada? _____</p> <p>If No, skip to Part 3. If Yes, continue below:</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Current assessed value of real property? _____</p> <p>Due to expansion, will you be making building improvements? _____</p> <p>If No, skip to Part 3. If Yes *, continue below:</p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 3. Do you plan on building or buying a new facility in Nevada? _____</p> <p>If Yes *, continue below:</p> <p style="padding-left: 40px;">Purchase date, if buying (month, year): _____</p> <p style="padding-left: 40px;">When to break ground, if building (month, year)? _____</p> <p style="padding-left: 40px;">Estimated completion date, if building (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p>
* Please complete Section 7 - Capital Investment for New Operations / Startup.	* Please complete Section 7 - Capital Investment for Expansions below.

BRIEF DESCRIPTION OF CONSTRUCTION PROJECT AND ITS PROJECTED IMPACT ON THE LOCAL ECONOMY (Attach a separate sheet if necessary):

The West Coast Salmon Nevada, LP project will construct and operate a 60,000 tpy Atlantic Salmon aquaculture facility. The location takes advantage of close proximity to key salmon consumer markets, favorable climate and geology coupled with the access to high quality water. The impact on the local economy will be to source as many employees locally as feasible and utilizing local contractors, suppliers and logistics. The project will also increase the local tax bases.

Section 7 - Capital Investment (Fill in either New Operations/Startup or Expansion, not both.)

New Operations / Start Up	Expansions
How much capital investment is planned? (Breakout below):	How much capital investment is planned? (Breakout below):
Building Purchase (if buying): <u>\$0</u>	Building Purchase (if buying): _____
Building Costs (if building / making improvements): <u>\$27,483,145</u>	Building Costs (if building / making improvements): _____
Land: <u>\$4,000,000</u>	Land: _____
Equipment Cost: <u>\$179,587,242</u>	Equipment Cost: _____
Total: <u>\$211,070,387</u>	Total: _____
	Is the equipment purchase for replacement of existing equipment? _____
	Current assessed value of personal property in NV: _____
	(Must attach the most recent assessment from the County Assessor's Office.)

Section 8 - Employment (Fill in either New Operations/Startup or Expansion, not both.)

New Operations / Start Up	Expansions
How many full-time equivalent (FTE*) employees will be created by the end of the first eighth quarter of new operations?: <u>55</u>	How many full-time equivalent (FTE*) employees will be created by the end of the first eighth quarter of expanded operations?: _____
Average hourly wage of these <u>new</u> employees: <u>\$35.96</u>	Average hourly wage of these <u>new</u> employees: _____
	How many FTE employees prior to expansion?: _____
	Average hourly wage of these <u>existing</u> employees: _____
	Total number of employees after expansion: _____

* FTE represents a permanent employee who works an average of 30 hours per week or more, is eligible for health care coverage, and whose position is a "primary job" as set forth in NAC 360.474.

OTHER COMPENSATION (Check all that apply):

- | | | | |
|---|--|---|---|
| <input checked="" type="checkbox"/> Overtime | <input checked="" type="checkbox"/> Merit increases | <input type="checkbox"/> Tuition assistance | <input checked="" type="checkbox"/> Bonus |
| <input checked="" type="checkbox"/> PTO / Sick / Vacation | <input checked="" type="checkbox"/> COLA adjustments | <input checked="" type="checkbox"/> Retirement Plan / Profit Sharing / 401(k) | <input type="checkbox"/> Other: _____ |

BRIEF DESCRIPTION OF ADDITIONAL COMPENSATION PROGRAMS AND ELIGIBILITY REQUIREMENTS (Attach a separate sheet if necessary):

Initially, Employees will be eligible for a bonus program and health insurance benefits program. After steady state operations are established, the company will develop other benefits including retirement programs.

Section 9 - Employee Health Insurance Benefit Program

Is health insurance for employees and is an option for dependents offered?: Yes (**attach health plan and quote or invoice**) No

Package includes (check all that apply):

- Medical Vision Dental Other: _____

Qualified after (check one):

- Upon employment Three months after hire date Six months after hire date Other: _____

Health Insurance Costs:	Percentage of health insurance premium by (min 65%):
Plan Type: _____	
Employer Contribution (annual premium per employee): <u>TBD</u>	Company: <u>75%</u>
Employee Contribution (annual premium per employee) <u>TBD</u>	Employee: <u>25%</u>
Total Annual Premium: <u>TBD</u>	

[SIGNATURE PAGE FOLLOWS]

Section 10 - Certification

I, the undersigned, hereby grant to the Governor's Office of Economic Development access to all pertinent and relevant records and documents of the aforementioned company. I understand this requirement is necessary to qualify and to monitor for compliance of all statutory and regulatory provisions pertaining to this application.

Being owner, member, partner, officer or employee with signatory authorization for the company, I do hereby declare that the facts herein stated are true and that all licensing and permitting requirements will be met prior to the commencement of operations. In addition, I and /or the company's legal counsel have reviewed the terms of the GOED Tax Abatement and Incentives Agreement, the company recognizes this agreement is generally not subject to change, and any material revisions have been discussed with GOED in advance of board approval.

Ralph N. Runge

Name of person authorized for signature

Ralph N Runge

Signature

Vice President - Development

Title

November 18, 2022

Date

Nevada Governor's Office of Economic Development

555 E. Washington Ave., Ste 5400 • Las Vegas, Nevada 89101 • 702.486.2700 • (Fax) 702.486.2701 • www.diversifynevada.com

Site Selection Factors

Company Name: West Coast Salmon Nevada, LP

County: Pershing

Section I - Site Selection Ratings

Directions: Please rate the select factors by importance to the company's business (1 = very low; 5 = very high). Attach this form to the Incentives Application.

Availability of qualified workforce:	<u>2</u>	Transportation infrastructure:	<u>5</u>
Labor costs:	<u>2</u>	Transportation costs:	<u>5</u>
Real estate availability:	<u>5</u>	State and local tax structure:	<u>4</u>
Real estate costs:	<u>5</u>	State and local incentives:	<u>3</u>
Utility infrastructure:	<u>2</u>	Business permitting & regulatory structure:	<u>3</u>
Utility costs:	<u>2</u>	Access to higher education resources:	<u>3</u>

Please summarize the importance of the abatement program to your decision (please include at least a paragraph summary):

The primary driver for the location of the aquaculture site is the availability of the needed water for growing the salmon and the proximity to West Coast food markets. The abatement program is important to the overall project operating cost economics. The RAS technology is an emerging technology that is capital intensive. The operating costs especially in the startup years are critical to the economic return to the investors.

5(A) Capital Equipment List

Company Name: West Coast Salmon Nevada, LP

County: Pershing

Section I - Capital Equipment List

Directions: Please provide an estimated list of the equipment [columns (a) through (c)] which the company intends to purchase over the two-year allowable period. For example, if the effective date of new / expanded operations begins April 1, 2015, the two-year period would be until March 31, 2017. Add an additional page if needed. For guidelines on classifying equipment, visit: tax.nv.gov/LocalGovt/PolicyPub/ArchiveFiles/Personal_Property_Manuals. Attach this form to the Incentives Application.

(a) Equipment Name/Description	(b) # of Units	(c) Price per Unit	(d) Total Cost
RAS Technology Package (See Equipment Tabs for breakdown)	1	\$57,487,667	\$57,487,667
DNS Systems (Grow Out + Smolt)	4	\$1,125,000	\$4,500,000
Intake Water System	1	\$950,000	\$950,000
Effluent Treatment	1	\$1,000,000	\$1,000,000
Lime / Air / Ensilage / Feeding	1	\$3,500,000	\$3,500,000
Feeding System	1	\$4,100,000	\$4,100,000
Process Equipment	1	\$4,000,000	\$4,000,000
Water Supply Wells	3	\$600,000	\$1,800,000
Water Recharge (RIBs) Equipment	6	\$267,000	\$1,602,000
Sludge Treatment	1	\$3,700,000	\$3,700,000
Mort Vacuum System	1	\$400,000	\$400,000
LOX / Water Tank Pads	1	\$500,000	\$500,000
Treated Water Tank (2m Gallon)	1	\$756,000	\$756,000
Fish Tanks - Grow Out	24	\$585,000	\$14,040,000
Fish Tanks - Fry, Smolt & Post Smolt	28	\$125,000	\$3,500,000
Fish Tanks Lighting System	1	\$728,975	\$728,975
HVAC System, Piping, Ventilation System	4	\$1,357,000	\$5,428,000
Water Chillers / Piping / Pumps / HEX	2	\$5,456,800	\$10,913,600
Facility HDPE Piping	1	\$9,420,000	\$9,420,000
Electrical - Infrastructure / Distribution / Lighting	7	\$1,950,000	\$13,650,000
Electrical - MCC / Panels / VFDs / E-Houses	7	\$1,565,000	\$10,955,000
Electrical - Exterior Lighting	1	\$1,190,000	\$1,190,000
Electrical Sysyem from NVE Feed	1	\$6,000,000	\$6,000,000
Generators (Backup Power)	8	\$1,000,000	\$8,000,000
Data Infrastructure (Fiber / Alarms / WiFi, etc.)	1	\$3,516,000	\$3,516,000
Process Control System / SCADA	1	\$7,950,000	\$7,950,000
TOTAL EQUIPMENT COST			\$179,587,242

Is any of this equipment* to be acquired under an operating lease? Yes No

*Certain lease hold equipment does not qualify for tax abatements

5(B) Employment Schedule

Company Name: West Coast Salmon Nevada, LP

County: Pershing

Section 1 - Full-Time Equivalent (FTE) Employees

Directions: Please provide an estimated list of full time employees [columns (a) through (d)] that will be hired and employed by the company by the end of the first eighth quarter of new / expanded operations. For example, if the effective date of new / expanded operations is April 1, 2015, the date would fall in Q2, 2015. The end of the first eighth quarter would be the last day of Q2, 2017 (i.e., June 30, 2017). Attach this form to the Incentives Application. A qualified employee must be employed at the site of a qualified project, scheduled to work an average minimum of 30 per week, if offered coverage under a plan of health insurance provided by his or her employer, is eligible for health care coverage, and whose position of a "primary job" as set forth in NAC 360.474.

Please use the Bureau of Labor Statistics Standard Occupational Classification System (SOC) link to populate section (b): https://www.bls.gov/soc/2018/major_groups.htm#11-0000

(a) New Hire Position Title/Description	(b) Position SOC Code	(c) Number of Positions	(d) Average Hourly Wage	(e) US Bureau of Labor Statistics Average Hourly Wage	(f) Average Weekly Hours	(g) Annual Wage per Position	(h) Total Annual Wages
General and Operations Managers	11-1021	10	\$66.63	\$47.96	40	\$138,590.40	\$1,385,904.00
Accountants and Auditors	13-2011	1	\$43.27	\$29.96	40	\$90,001.60	\$90,001.60
Financial Clerks, All Other	43-3099	2	\$15.00	\$21.88	40	\$31,200.00	\$62,400.00
Human Resources Managers	11-3121	1	\$24.04	\$43.70	40	\$50,003.20	\$50,003.20
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	17-2111	1	\$28.85	\$38.01	40	\$60,008.00	\$60,008.00
Marketing Managers	11-2021	1	\$28.85	\$56.09	40	\$60,008.00	\$60,008.00
Electrical Engineers	17-2071	2	\$57.69	\$49.09	40	\$119,995.20	\$239,990.40
Engineers, All Other	17-2199	1	\$28.85	\$41.10	40	\$60,008.00	\$60,008.00
Agricultural Technicians	19-4012	32	\$28.25	\$21.36	40	\$58,760.00	\$1,880,320.00
Machinists	51-4041	4	\$27.00	\$23.10	40	\$56,160.00	\$224,640.00
TOTAL		55	\$35.96	\$29.21			\$4,113,283.20

Section 2 - Employment Projections

Directions: Please estimate full-time job growth in Section 2, complete columns (b) and (c). These estimates are used for state economic impact and net tax revenue analysis that this agency is required to report. The company will not be required to reach these estimated levels of employment. **Please enter the estimated new full time employees on a year by year basis (not cumulative)**

(a) Year	(b) Number of New FTE(s)	(c) Average Hourly Wage	(d) Payroll
3-Year	31	\$35.96	\$2,318,700.80
4-Year	5	\$35.96	\$373,984.00
5-Year	5	\$35.96	\$373,984.00

* Column (e) determines if wage is commensurate to current wage ranges in the region the company plans to locate/is located. For these purposes the mean average hourly wage for the location has been used.

U = Unknown / data set for region is not currently available.

Source: US Bureau of Labor Statistics

5(C) Evaluation of Health Plans Offered by Companies

Company Name: West Coast Salmon Nevada, LP

County: Pershing

Total Number of Full-Time Employees: 55

Average Hourly Wage per Employee \$35.96
 Average Annual Wage per Employee (implied) \$74,786.97

COST OF HEALTH INSURANCE

Annual Health Insurance Premium Cost: TBD
 Percentage of Premium Covered by:
 Company 75%
 Employee 25%

HEALTH INSURANCE PLANS:

Base Health Insurance Plan*:

Deductible - per employee \$ -
 Coinsurance TBD% / TBD%
 Out-of-Pocket Maximum per employee

Additional Health Insurance Plan*:

Deductible - per employee \$ -
 Coinsurance TBD% / TBD%
 Out-of-Pocket Maximum per employee \$ -

Additional Health Insurance Plan*:

Deductible - per employee \$ -
 Coinsurance 0% / 0%
 Out-of-Pocket Maximum per employee \$ -

*Note: **Please list only "In Network" for deductible and out of the pocket amounts.**

Generalized Criteria for Essential Health Benefits (EHB)

[following requirements outlined in the Affordable Care Act and US Code, including 42 USC Section 18022]

Covered employee's premium not to exceed 9.5% of annual wage	TBD	NQ
--	-----	----

Annual Out-of-Pocket Maximum not to exceed \$9,100 (2023)	TBD	NQ
---	-----	----

Minimum essential health benefits covered (Company offers PPO):

- (A) Ambulatory patient services
- (B) Emergency services
- (C) Hospitalization
- (D) Maternity and newborn care
- (E) Mental health/substance use disorder/behavioral health treatment
- (F) Prescription drugs
- (G) Rehabilitative and habilitative services and devices
- (H) Laboratory services
- (I) Preventive and wellness services and chronic disease management
- (J) Pediatric services, including oral and vision care

No Annual Limits on Essential Health Benefits

I, the undersigned, hereby declare to the Governor's Office of Economic Development that the facts herein stated are true, and that I have attached a qualified plan with information highlighting where our plan reflects meeting the 65% minimum threshold for the employee paid portion of the plan for GOED to independently confirm the same.

Ralph N. Runge

Name of person authorized for signature

Ralph N Runge

Signature

VP - Development

Title

November 18, 2022

Date

5(D) Company Information

Company Name: West Coast Salmon Nevada, LP

County: Pershing

Section 1 - Company Interest List

Directions: Please provide a detailed list of owners and/or members of the company. *The Governor's Office of Economic Development strives to maintain the highest standards of integrity, and it is vital that the public be confident of our commitment. Accordingly, any conflict or appearance of a conflict must be avoided. To maintain our integrity and credibility, the applicant is required to provide a detailed list of owners, members, equity holders and Board members of the company.*

(a) Name	(b) Title
West Coast Salmon AS (Norway)	Parent Company

Section 2 - Company Affiliates and/or Subsidiaries

Are there any subsidiary or affiliate companies sharing tax liability with the applicant company? No Yes

If Yes, continue below:

Directions: In order to include affiliates/subsidiaries, under the exemption letter, they must to be added to the Contract. Per standard practice GOED requires a corporate schematic to understand the exact relationships between the companies. Please populate the below table to show the exact relationships between the companies and include:

1. The names as they would read on the tax exemption letter.
2. Which entity(ies) will do the hiring?
3. Which entity(ies) will be purchasing the equipment?

Name of Subsidiary or Affiliate Entity, Role and Legal Control Relationship

Please include any additional details below:

ENTITY INFORMATION


ENTITY INFORMATION	
WEST COAST SALMON NEVADA LP	Entity Name:
E9259142020-1	Entity Number:
Foreign Limited Partnership (88)	Entity Type:
Active	Entity Status:
09/21/2020	Formation Date:
NV20201897606	NV Business ID:
Perpetual	Termination Date:
9/30/2023	Annual Report Due Date:
	Domicile Name:
Texas - United States	Jurisdiction:





*Creating the leading US West Coast
provider of fresh and sustainably raised
Atlantic salmon*


West Coast Salmon Nevada - at a glance


Operational & technical attributes


 Industrial scale land-based producer of Atlantic salmon utilizing RAS² technology


 Management team with extensive experience from land-based farming and RAS technology


 Prime location close to the large U.S. West Coast markets, today dependent on imported fish

 Strong County/State support, favorable regulatory regime and other state benefits

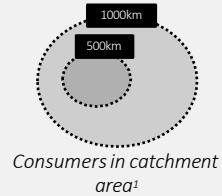
 Partnered with PR Aqua, Vancouver, N.Am.'s leading RAS engineering & technology supplier

 Owns 2,218 acres land with 1,326 afa water rights in Nevada, with "commercial use" permit (includes fish farming)

 Key water permits (aquifer) in place, including water use and zoning of property, water recharge permit in process

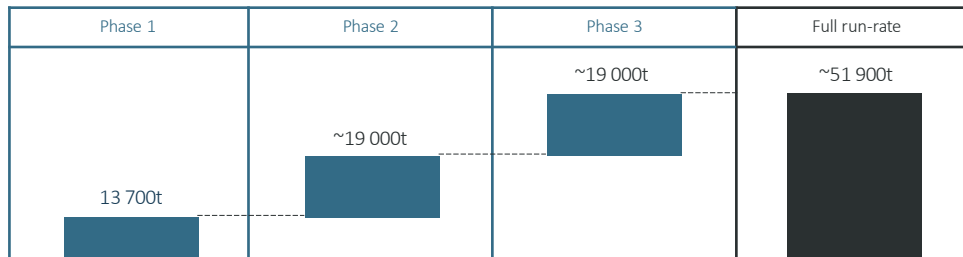
 Targeting Phase I construction start Q1'23 and first harvest by 2H'25

Strategically located close to the large U.S. West Coast market



WCS to...	Trucking distance
... San Francisco	 ~7 hrs
... Las Vegas	 ~8 hrs
... Los Angeles	 ~10 hrs
... Portland	 ~10 hrs
... San Diego	 ~11 hrs
... Seattle	 ~12 hrs
... Phoenix	 ~13 hrs

Three phased plan to produce > 50,000 tons HOG



Backed by solid anchor investors



BregalPartners



¹ Approximation of million consumers in catchment areas of 500km and 1,000km from sites

² Recirculation Aquaculture Systems

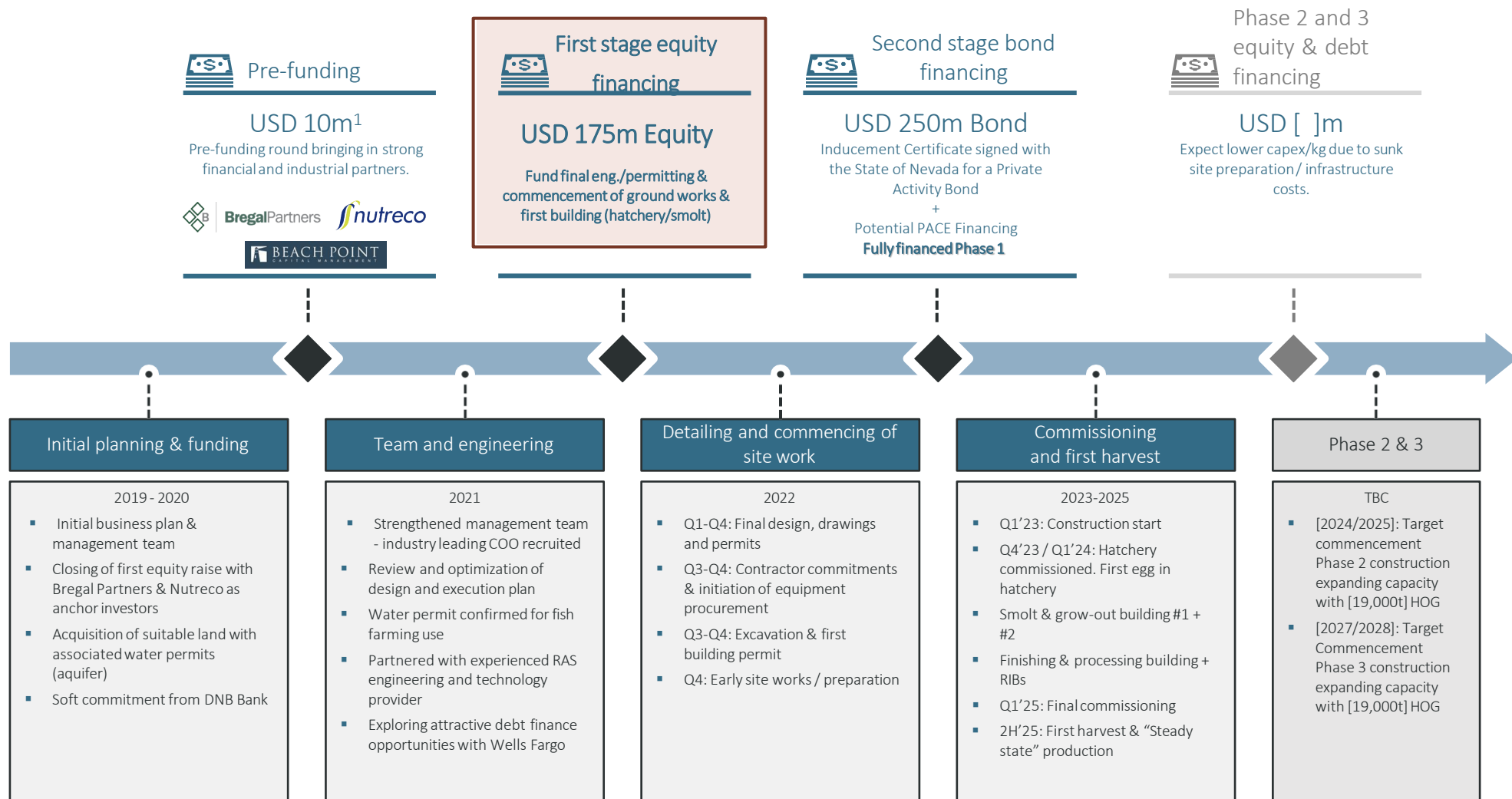
WCSN site photos & illustrative facility

- Rapid Infiltration Basin (RIB) test and engineering ongoing



High level timetable and milestones

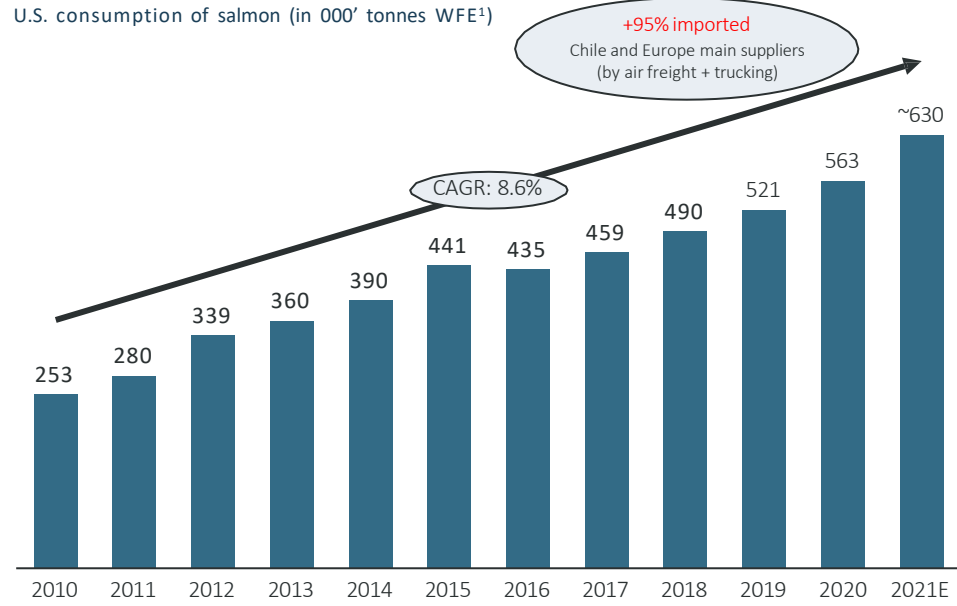
- Target commencement construction Q1'23 and first harvest by Q4'25



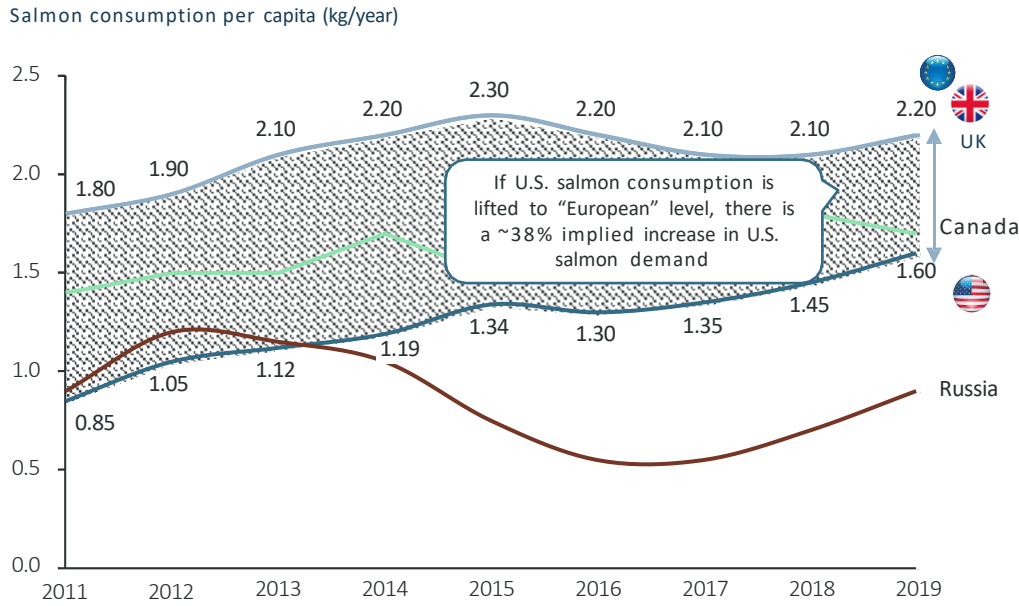
US is the largest salmon market, with strong underlying growth

- Considerable upside given increased consumption per capita, +95% imported today

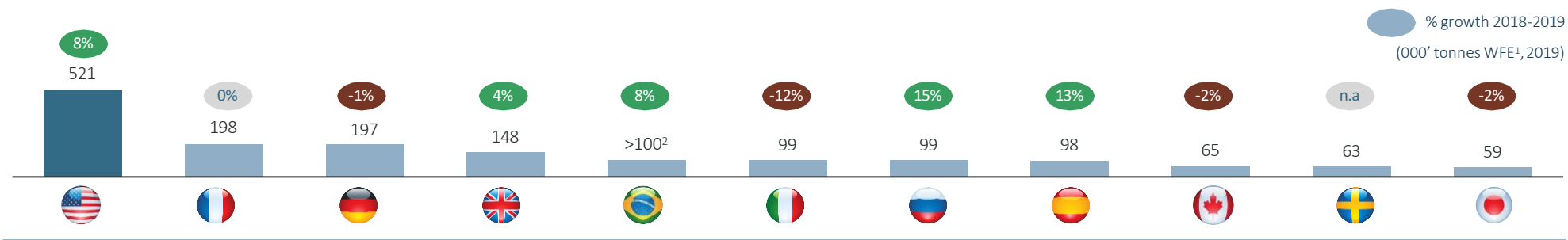
Substantial demand increase for Atlantic salmon in the US...



...and further large potential ingrowing salmon domestically, close to consumers



US is the single largest market for Atlantic Salmon

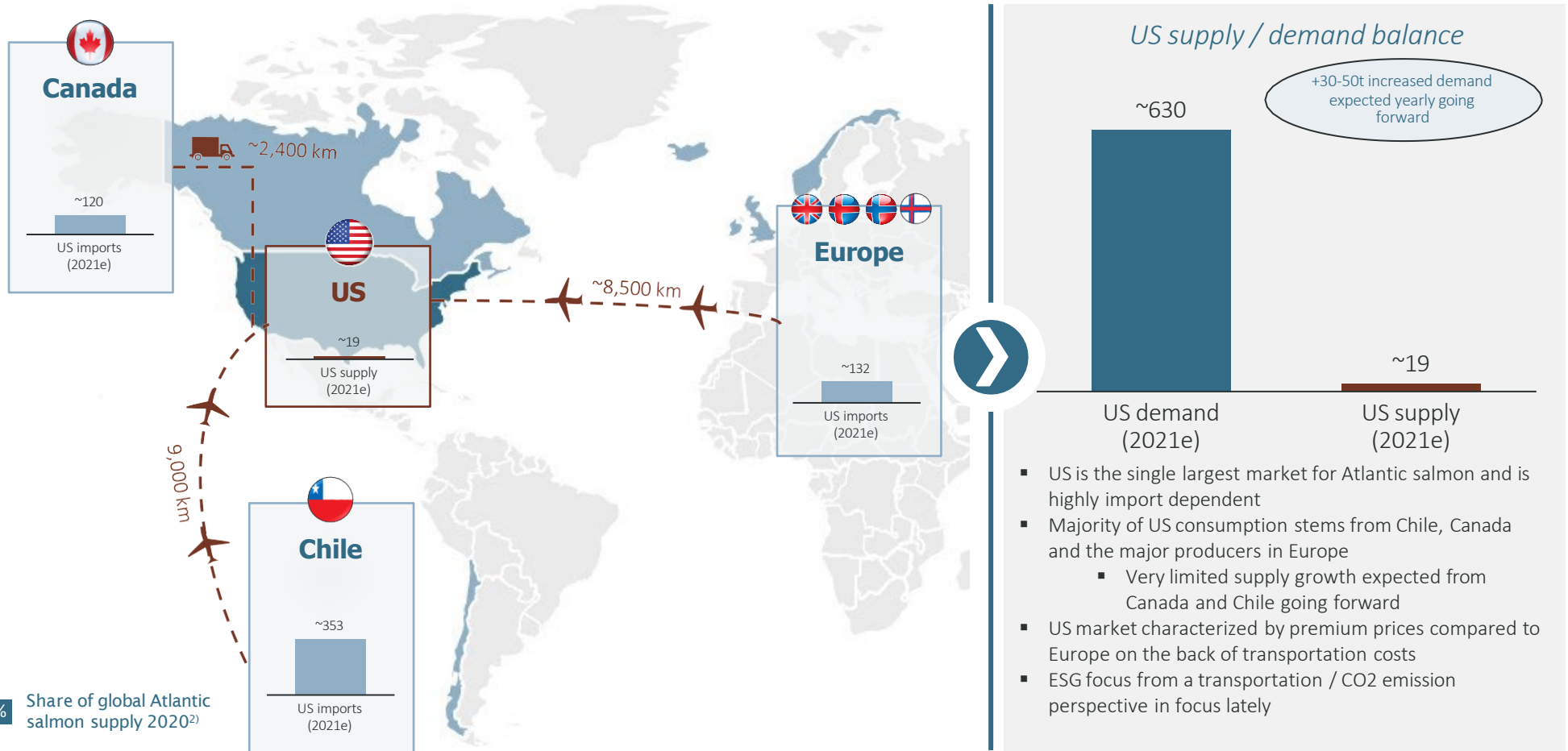


Source: Kontali, UrnerBarry
¹Whole Fish Equivalent

The growing US market is highly import dependent, Chile/Europe/Can.

– substantiating the rationale for developing domestic supply

US import dependency (in 000' tonnes WFE)



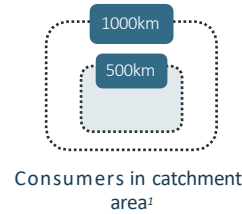
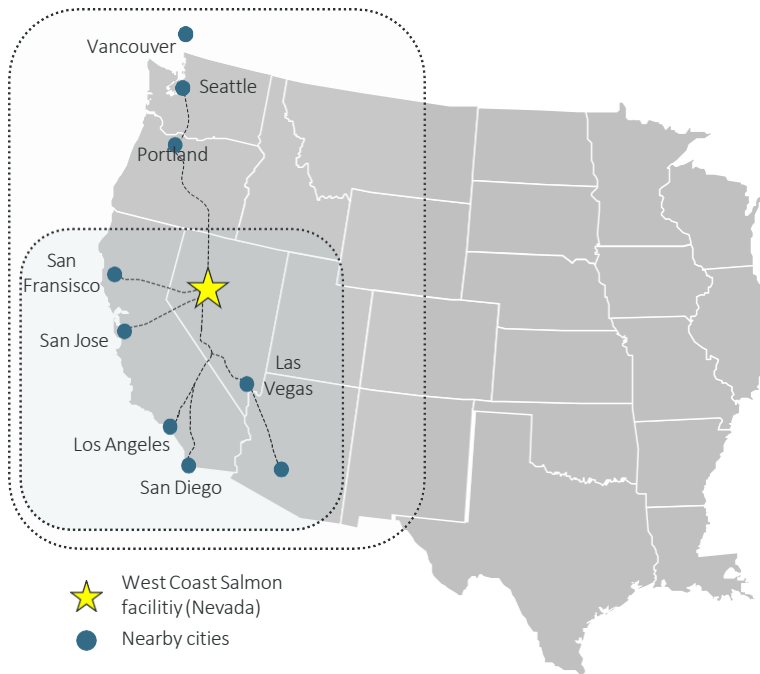
- US is the single largest market for Atlantic salmon and is highly import dependent
- Majority of US consumption stems from Chile, Canada and the major producers in Europe
 - Very limited supply growth expected from Canada and Chile going forward
- US market characterized by premium prices compared to Europe on the back of transportation costs
- ESG focus from a transportation / CO2 emission perspective in focus lately

Source: UrnerBarry, Kontali, DNB Markets estimates

Strategically located in Nevada - proximity to attractive West Coast market

- Reducing CO₂ footprint and costs compared to imported salmon

Located near large and growing markets with direct highway and rail access



WCS to...	Trucking distance
... San Francisco	~7 hrs
... Las Vegas	~8 hrs
... Los Angeles	~10 hrs
... Portland	~10 hrs
... San Diego	~11 hrs
... Seattle	~12 hrs
... Phoenix	~13 hrs

Lower estimated CO₂ footprint and transportation cost compared to imported salmon

Supplier	Vol. sold to U.S. (WFE in kt) ²	Est. kg CO ₂ in transport ² (per kg)	Est. cost to LA (NOK/kg HOG)	Est. delivery time
West Coast SALMON	~2%	[0.3]	[~2]	[7-14] hrs
Norway, UK, Faroe Islands & Iceland	24%	11,1	~15	3-6 days
Canada	19%	0.9 ³	~6 ⁴	23 hrs
Chile	56%	11,7	~16	5-8 days

- West Coast Salmon is strategically located near attractive markets on the West Coast, including some of the largest cities in the US
- Short delivery time as the site is connected to cities through direct highway and rail access
- Production facility is located close to large potential processing and distribution partners

- Closeness to market enables continued delivery of fresh salmon with high quality and extended shelf life to consumers due to short transportation distances
- Less/shorter transportation also reduces CO₂ footprint and logistical cost compared to imported products from Europe and Chile

Source: Behavioral Risk Factor Surveillance System (BRFSS) 2018, DNB Markets

1. Approximation of million consumers in catchment areas of 500km and 1,000km from sites. 2. DNB Markets estimates (2019). 3. Estimated kg CO₂ based on CO₂ footprint for fresh Norwegian salmon from "The Carbon Footprint of Norwegian Seafood Products on the Global Seafood Market (Ziegler, Hognes, Emanuelsson, Sund) (2013). Air transport assumed for Norway, Faroe Island, Iceland and Chile. Truck transport assumed from British Columbia to Los Angeles.

4. From British Columbia to Los Angeles

Experienced management team with extensive aquaculture background

- Construction / site team and farming manager in process

Johan Henrik Krefting – Chief Executive Officer



- CEO at Vatne Capital, Investment Director at Pactum and Investment Manager at Kistefos
- Previously served on the board of Atlantic Sapphire and Arnarlux
- MSc from the London School of Economics & Political Science and an undergraduate degree from the University of Warwick



- Expertise in all stages of aquaculture including broodstock, hatchery, farms, processing, marketing, and sales from Grieg Seafood, Northern Divine Aquafarms and as consultant
- Extensive RAS experience, working with the system since 1995
- MSc in Aquaculture Biotechnology at Aalborg university – registered Professional Biologist in British Columbia

Morten Nielsen – Chief Operating Officer



- 23 years of experience in designing and construction of RAS facilities for salmon worldwide
- Building up and managing large RAS organizations
- MSc in Aquaculture Biotechnology at Aalborg university

Ralph Runge – VP Development



- 35+ years in the chemical process industries with a wide range of international experience including operations, business, logistics and M&A
- Project management experience and leadership on major capital projects and business development
- Chemical engineer from Auburn University with MBA

Karl Johan Standal – Chief Financial Officer



- Extensive experience with advisory to the aquaculture industry and its value chain
- 30+ years of experience in securities markets and the investment banking industry, at DNB Markets and Pareto Securities
- MBA from University of Oregon, U.S. and BA from American College in Paris

John Hansen – SVP Construction and Site Management



- 24 years of management experience from architecture, engineering and construction companies.
- 5 years construction experience with USACE on a US Air Force base.
- Project Director for Billund Aquaculture on assignment for Atlantic Sapphire in Miami for the two past years.
- MS in Construction Management, Horsens Polytechnic, BS in architectural technology and construction, Aarhus Polytechnic School, post-graduate Executive Leadership Program, INSEAD

BoD with diversified aquaculture, seafood and management experience

Hallvard Muri – Working Chairman



- Experience as CEO for AKVA Group for more than 3 years and as CEO in Aker BioMarine for more than 6 years
- Previously General Manager and Managing Partner in American Seafoods
- 28+ years of top management experience from various industries
- MSc from The Norwegian Business School

Amy Humphreys



- Executive leadership roles for Bristol Bay Seafood Investments (CEO), Iccle Seafoods (CEO) and American Seafoods (SVP Business Development and Investor Relations)
- 25+ years of strategic and operating experience across multiple industries including agriculture, seafood, food manufacturing and global distribution
- Masters of Business Administration, University of Washington; Bachelor of Arts, Univ Puget Sound; Certified Public Accountant (inactive)

Scott Perekslis



- Founder and managing partner at Bregal Partners, 30+ years of experience from the private equity industry, with particular emphasis on the seafood industry
- Holds several board directorships across several industries, including American Seafoods and Blue Harvest Fisheries
- Previously senior partner at Centre Partners Management
- Graduate of Princeton University

Keith Decker



- CEO and President for Blue Harvest Fisheries, the largest vertically integrated groundfish company on the US East coast for more than 3 years
- Previously CEO and President for High Liner Foods Canada, the largest value-added seafood company in North America for 10 years
- Extensive experience in sales, marketing, new product development and brand building within seafood
- 20+ years of executive leadership in fishing and seafood manufacturing companies

Thomas Kearney



- 20 years experience in the financial services and private equity industries
- Currently a Managing Director at Bregal Partners and previously a partner at Wicks Capital Partners
- 16 years of experience making direct investments in private companies globally
- AB, magna cum laude, from Georgetown University

Christian Haukenes



- Founding partners of West Coast Salmon, investor, and owner of Bravo Advisory and Bravo Capital
- Extensive background from the Oil & Offshore and Shipping industry where he worked in the corporate finance industry as a partner for two decades at Clarksons Platou and Pareto Securities
- Master's degree in business from Norway and bachelor's degree in Finance from U of San Francisco

Knut Skeidsvoll



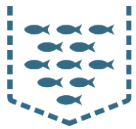
- Currently Managing Director at Grieg Seafood Newfoundland, 7 years total with group
- Extensive experience from sea-based and RAS based aquaculture, hatchery management, and seafood processing
- 5 years with Aller Aqua; consulting within hatchery set-up, salmon farming, and feeding R&D

Partnered with PR Aqua, North America's leading RAS provider

- Strong design/engineering team and project execution track record



Based in Vancouver, Canada



North America's leading RAS technology supplier



Founded 1985 – more than 35 years industry experience

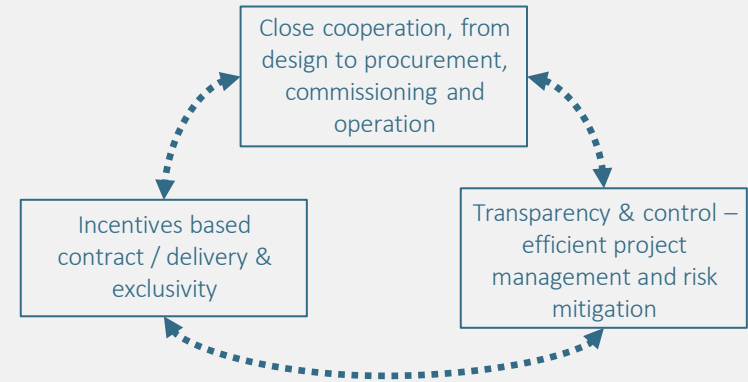


Strong track-record of recent projects

In brief

- North America's leading technology, service, and equipment supplier of Recirculating Aquaculture Systems (RAS)
- Fully integrated service provider of Design, Equipment & Support
- For more than three decades, PRA's team of highly qualified engineers and industry experts has supported land-based aquaculture businesses by producing innovative, sustainable technologies and service solutions.
- From 1998, delivered Atlantic salmon smolt and post-smolt systems supporting over 60k tons of net-pen production
- Sister company, Kuterra, operating commercially (from egg to harvest/sales, nameplate capacity of 400 tons production) and as test facility for grow-out system

Relationship / contractual



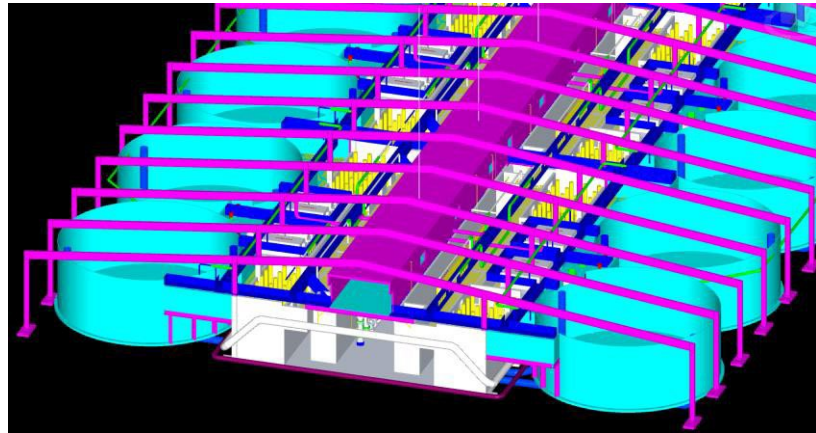
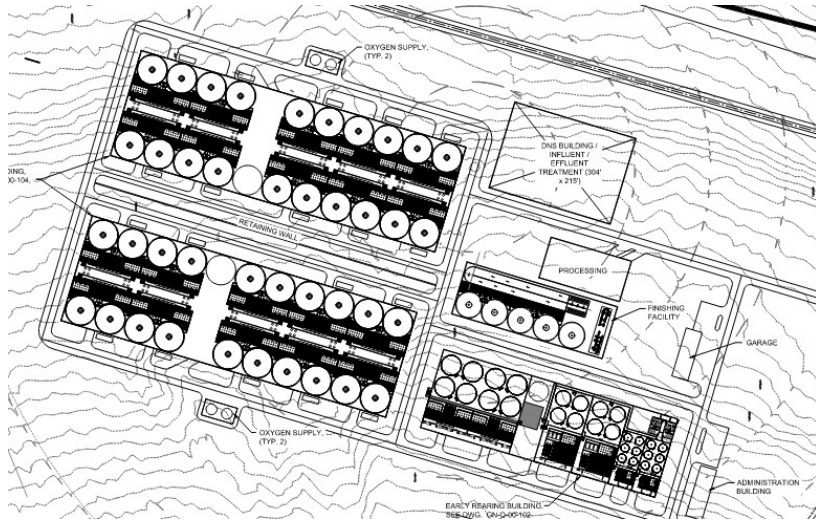
Key reference projects

LONG STANDING RELATIONSHIPS – 20 YEARS **MQWI**

KEY REFERENCE PROJECTS

WCSN' industrial scale RAS design for efficiency, stability & control

- Highlights: Automatization, redundancy, modular, fish logistics, energy use



Automatization and redundancy

- High degree of automatization, enabling an efficient operation with an optimal number of employees
- Automatization will alarm all vital functions and automatically control temperature, oxygen, pH and salinity systems, all with built in redundancy.
- The system will be able to operate on reduced capacity in case of power failure



Modular design

- 17 compartments, allowing a high degree of biosecurity and separation of cohorts through to grow-out
- Able to continue operation due to the flexible modular design in case of unexpected incidents in one compartment



Fish Handling, finishing and transport

- Fish handling and the ability to grade is essential to the successful operation of the farm
- Focus on securing the best possible solutions for high speed and gentle handling systems proven for salmon and other fish handling industries
- Three independent finishing systems with several compartments - ensuring efficient purging and continuous supply of fresh, high-quality salmon



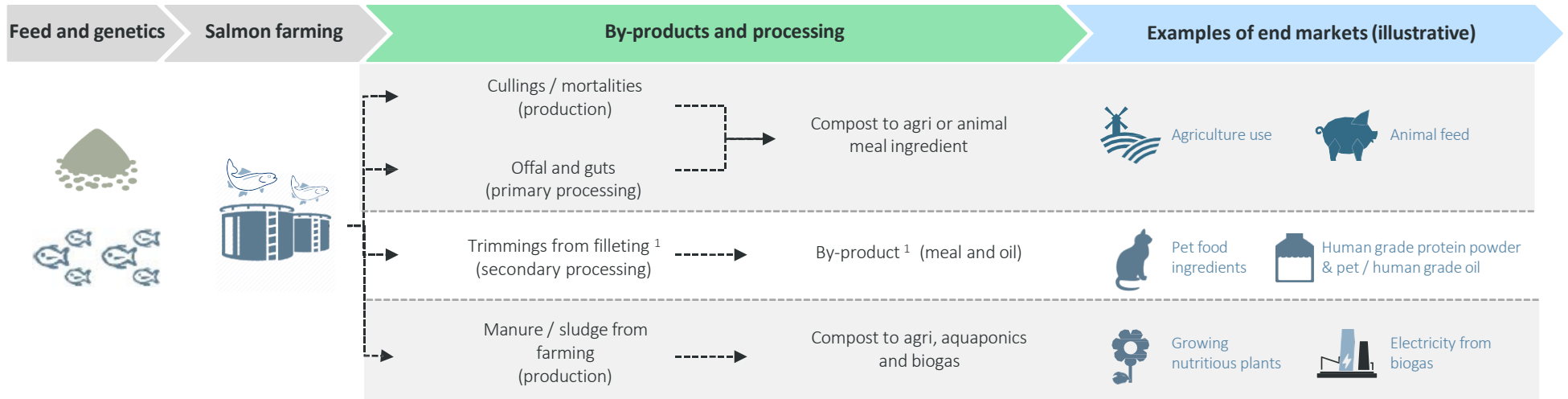
Energy consumption

- Flowing water, adding oxygen, removing CO2 and temperature control are the largest contributors to the consumed power
- Working with the latest developments to implement the most energy efficient technology

Sustainable value-add opportunities, enabling “waste-to-value”

- Utilizing residuals from farming and processing

Vertical integration opportunities and value-add proposition – not included in current financial plan



In Manure / sludge

Estimated 143k m3 annually Phase I

1. Produce compost for agri application (adding carbon source and agri partner / off take) – relatively simple operation to local farmers
2. Produce liquid fertilizer with aerobic digestion - more CAPEX needed and business development
3. Produce biogas with aerobic digestion and convert to electricity – high CAPEX, utilize carbon credits, pipeline access, etc

Mortalities / cullings / offal

1. Produce compost (as 1. above) or grind and ensile for fertilizer
2. Produce raw material (ingredient) used for pet food or animal feed – low CAPEX, industrial partnerships

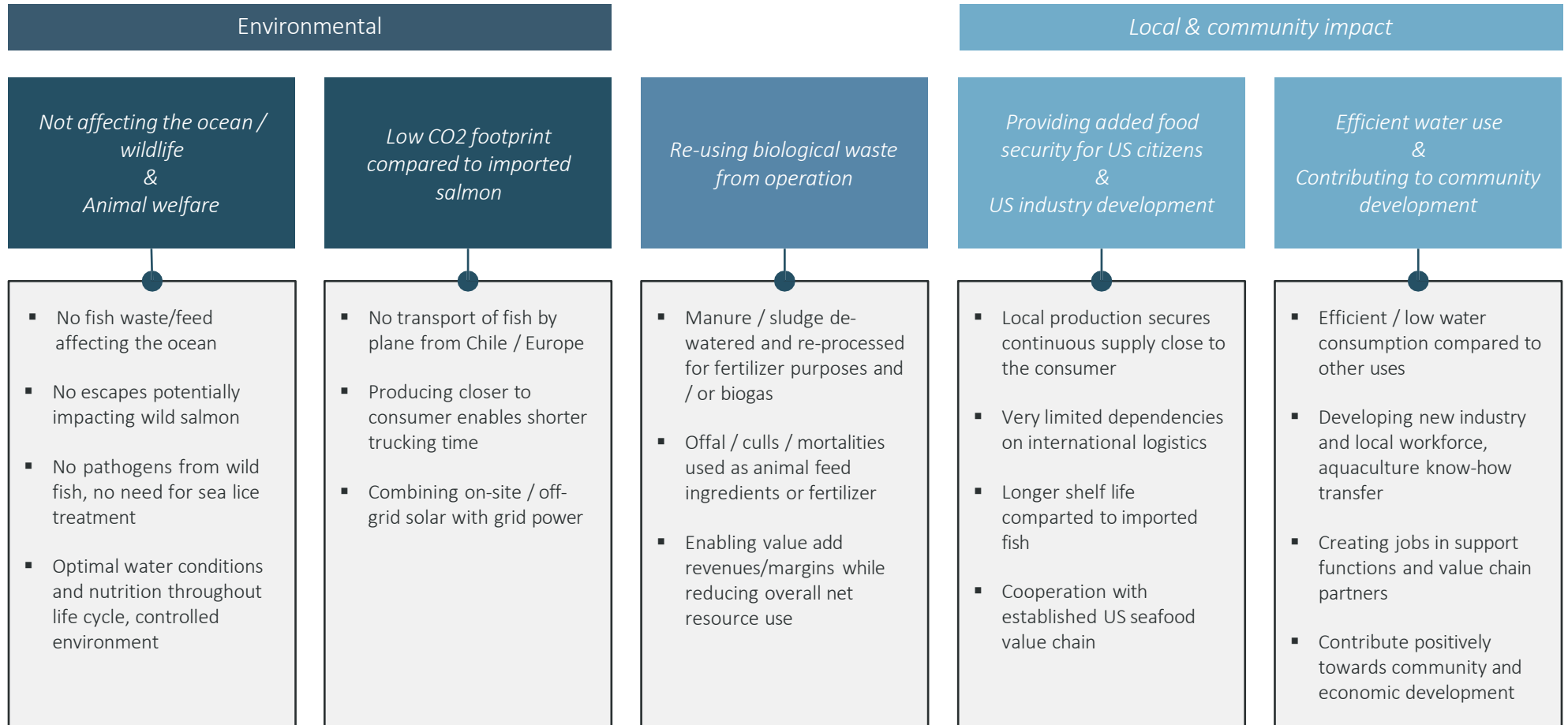
Fish meat / skin / bone from filleting operation²

1. Produce pet or even human grade oil and protein – through processing partners or on-site secondary processing in later stages of development

¹ Phase I includes primary processing at WCS site, value-add opportunities from secondary processing explored in cooperation with processing partners, ² Secondary processing

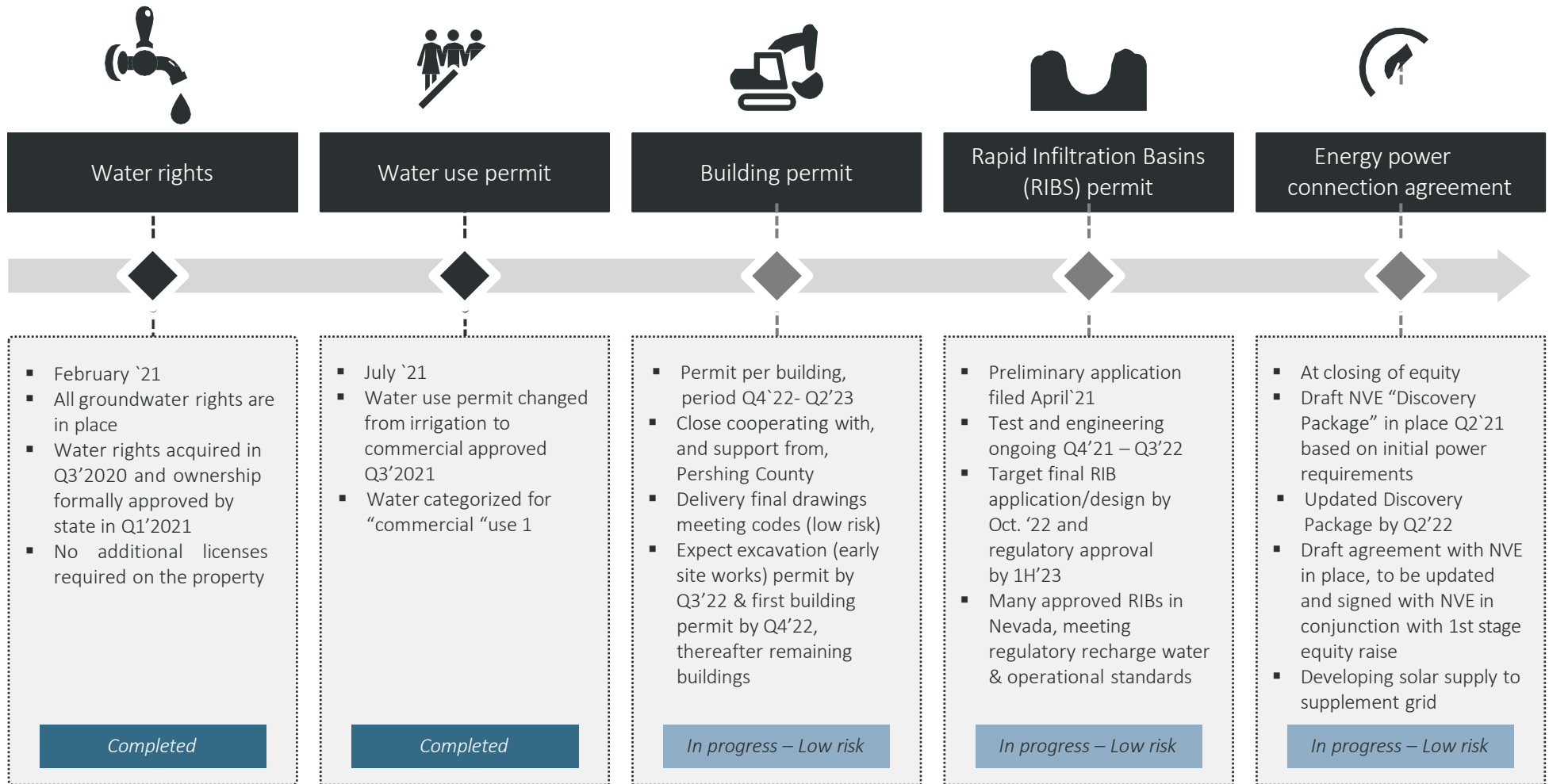
WCSN production model supporting important ESG aspects

- Providing a sustainable salmon farming model



Key milestones for permitting and approvals

- Progressing as planned with low risk for remaining three permits



1. Issued by Nevada Division of Water Resources (NDWR). WCS now holds 1,326 acre-feet per year (equal to approx. 4.481 cubic meters daily)
 2. Nevada Division of Environmental Protection (NDEP) approval application

Creating the leading US West Coast provider of fresh and sustainably raised Atlantic salmon

Key highlights



Exceptional market opportunity for land-based salmon farming in US



- Significant market size & growth, unsustainable import dependency. ~38% implied increase in U.S. salmon demand if U.S. salmon consumption is lifted to “European” level
- WCS is strategically located with a substantial catchment area of 150m people, targeting the major markets on the West Coast of US with only 7-13 hours trucking distance



Strategic site location for land-based farming operation



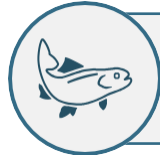
- WCS owns land with abundant water rights, with critical infrastructure close to site
- Proximity to key processing & distribution partners providing industrial value add
- Strong State, County and regulatory cooperation / support for the project



Strong management team in place with solid ownership backing and Board. Partnered with North A.'s leading RAS provider



- Dedicated and experienced management team, strong RAS execution track record
- Backed by US seafood industry specialist Bregal Partners and Nutreco N.V.- a global leader in animal nutrition and aquafeed
- Partnered with PR Aqua – since 1998 delivered smolt systems supporting +60k mT of net-pen prod.



Phase I target production of around +13,7k tons HOG - increasing to around 50k tons in 3 phases



- Target all-in cash cost USD 5,1 / kg HOG, CAPEX / kg HOG around USD 22 (85% utilization of max. feed)
- Attractive project economics with ROCE target of +20 %
- Significant expansion opportunities through two-phased expansion plan (up to 50k tons HOG)



Offering more sustainable production model compared to traditional aquaculture



- Producing closer to the consumer, less CO2 footprint (transportation) & longer shelf life
- No pathogens from wild fish, sea-lice, no risk of escapes and mixing with wild salmon
- Re-use of waste/sludge for agriculture (and/or even power), combining solar with power from grid



Backing from current investors and owner of RAS partner in upcoming equity issue and unique debt financing opportunity being explored



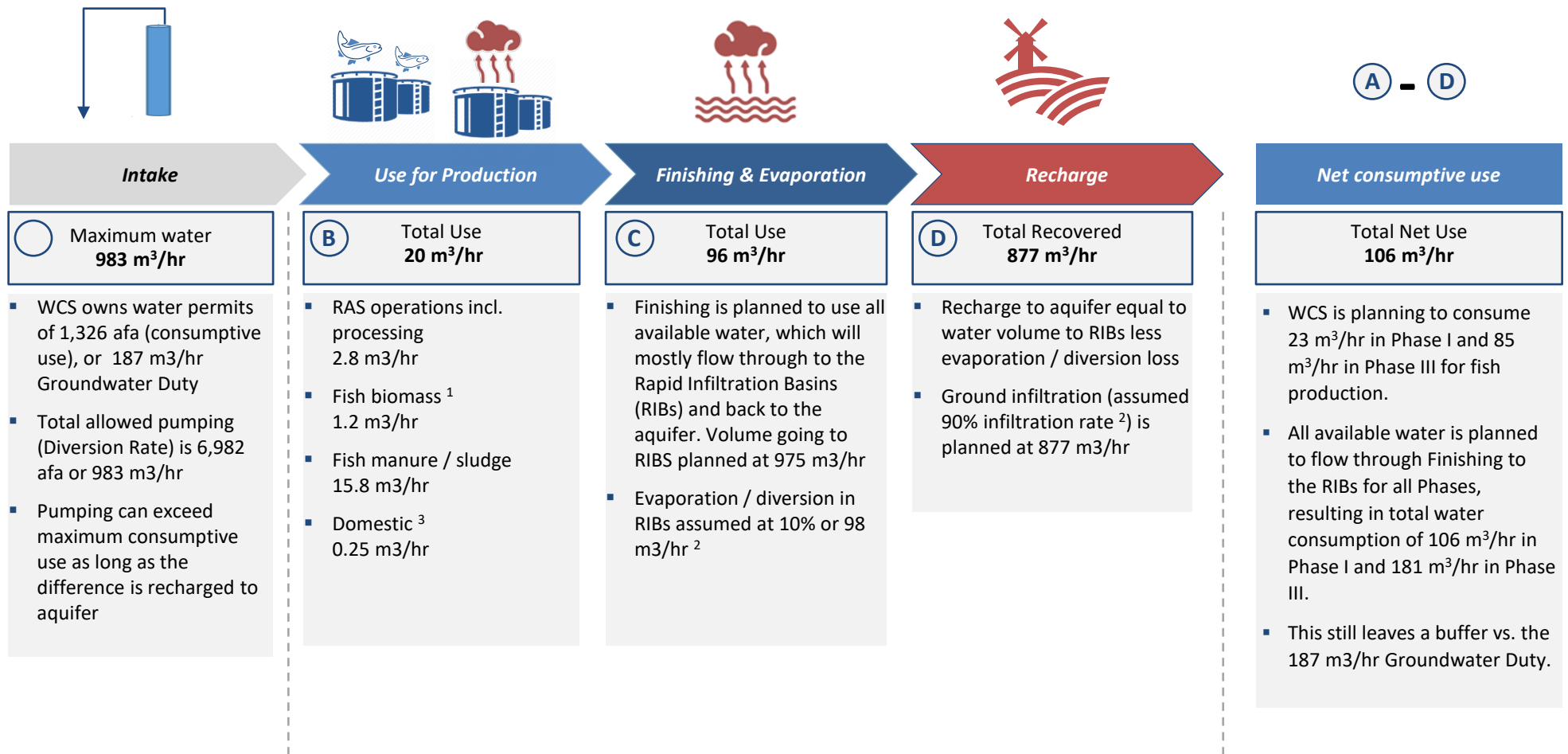
- Construction and working capital financing through 2 equity tranches and debt
- Current shareholders and PR Aqua owner expected to invest sizeable tranche of upcoming equity placement
- WCS is exploring tax exempt bond financing (Wells Fargo / NDBI) and DNB Bank debt

APPENDIX

Water Balance Model : Minimizing net consumptive use from aquifer

- Recirculation and recharge of treated water enabling significant production capacity

Illustrative water balance schematic for West Coast Salmon (base-case) ~14k ton HOG

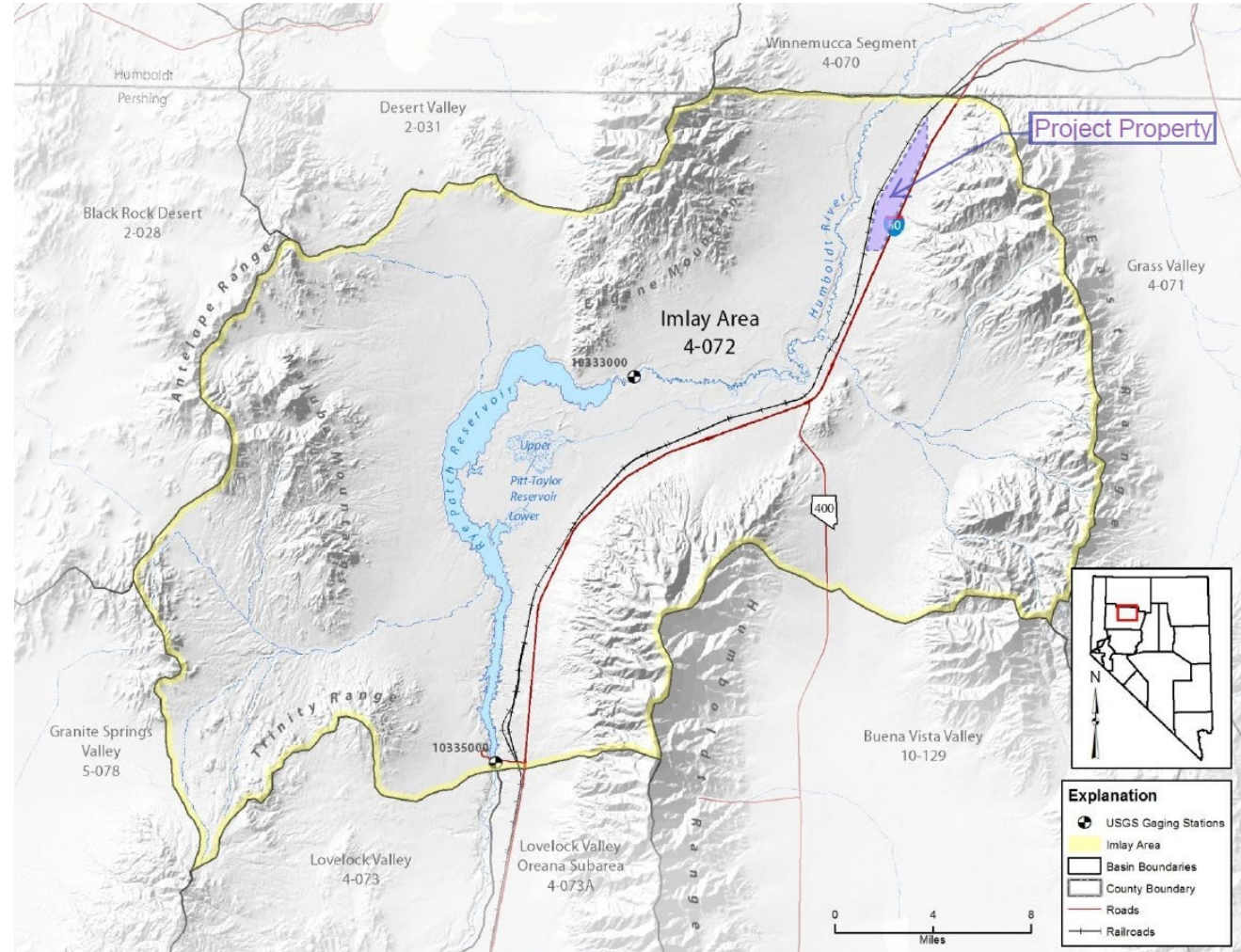


¹Includes mortality and culls.

²Percentage of annual average. Treated discharge that infiltrates into the aquifer using RIBs will reduce the net consumptive use, efficiency percentage depending on soil tests etc. (assumed 90% for now, RIB test ongoing)

³Domestic water use is estimated to double for Phase III.

West Coast Salmon Nevada Site & Information



Operate with no increase (or a potential reduction) in consumptive use compared to the current permitted use

Spread the consumption equally over 52 weeks

Recharge the aquifer between the wells and the river

Active participation in the ongoing State Engineer Process on the Humboldt River

Develop technologies over next 10 years to reduce consumption

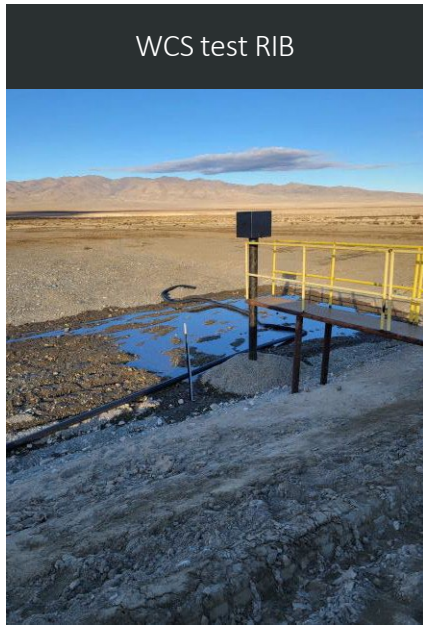
- RAS usage

- Reduce evaporation losses



Re-charging the aquifer through Rapid Infiltration Basins (“RIBs”)

- Enabling low net water consumption



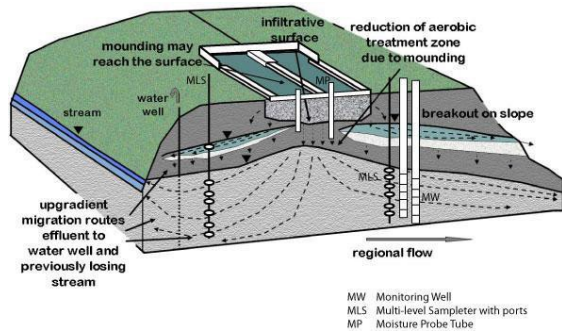
WCS test RIB



Typical RIB lay-out

Comments

- The purge stream from the RAS facility is treated to meet regulatory requirements and then recharged to the aquifer through a RIB field
 - Allows WCS to divert more water for the RAS facility use than the overall permitted water right (consumptive use) allows
- RIBs are fields where monitored flow is allowed to percolate into the soil and recharge the aquifer
 - Key design considerations include adequate surface area and controls to ensure that the recharge water does not reach any surface water (rivers, etc.)
 - The design of RIBs entails flat areas that use berms to contain the finishing water with furrows to increase the surface (absorption) area. The RIBs are rotated and re-plowed on a regular basis to ensure good performance
- WCS has been operating two test cells (small scale RIBs) since Nov’21 to ensure that the aquifer can be recharged and to provide design parameters
 - Recharge of the aquifer has been confirmed at infiltration rates well above regulatory requirements
 - Evaporation rates have been less than projected (albeit during winter operation). WCS is planning to use technologies to reduce evaporation f.ex. by covering the RIBs
- The design / permitting / operation of the RIBs - although critical to the water balance - is low risk
 - Commonly used by mines and wastewater treatment plants and routinely designed and permitted
 - Any design or operation issues can easily be mitigated by expanding the RIB field.
 - Enough data has been generated to develop the site hydrology model and to design the RIB field
 - The model / design should be completed in Q2’22 for final permitting in Q4’22



Comprehensive plan for risk control and mitigation

- Reducing probability for critical operational faults

Main risks



Critical system / equipment errors

Extensive testing and quality control of equipment and systems

- Comprehensive pre-construction design and engineering
- Minimized system design complexity and rigid vendor selection
- Systems and equipment are properly tested before commissioning
- Back-up on all critical components and input dependencies¹



Critical bio-security faults

Secure water management and fish handling

- Monitoring intake and recirculation water quality and treatment using ozone and UV light
- Fish Health Management Plan with biosecurity for each pathogen transmission pathway
- Bio-secure facility with stringent continual analysis of fish health of each cohort of fish
- Gentle and efficient fish handling with no mixing of cohorts²











Product quality defects

Consistency through strict protocols and operating procedures

- Implement technologies to minimize off flavor³ in the system
- Separate finishing (purging) system, with high volume water flow
- Continuous quality control with primary processing on-site
- Strategic cooperation with value-add processors and distributors in home markets

1. Power, oxy and pumps, 2. Below acceptable weight, 3. Geosmin and methylisoborneol (MIB)

West Coast Salmon Nevada in process to secure key partners for the value chain

Genetics	Feed	Power	Processing & distribution
 <ul style="list-style-type: none"> ▪ Discussions with two major egg suppliers: Benchmark and AquaGen ▪ Disease free, monosex female eggs ▪ Egg import permit attained ▪ Site specific breeding program to be developed with egg supplier <hr/>  	 <ul style="list-style-type: none"> ▪ Feed contract in place with Skretting ▪ Feed developed specifically for production in RAS ▪ Feed production located in Vancouver, BC and delivered by truck <hr/> 	 <ul style="list-style-type: none"> ▪ Direct access to reliable electricity grid ▪ Spot or long-term contract with NV Energy ▪ Potential to source all or part of energy supply from solar on site ▪ Back-up generators to ensure uninterrupted electrical supply of essential systems <hr/> 	 <ul style="list-style-type: none"> ▪ Primary processing on site ▪ Processing building expandable for future expansion into secondary processing: fillets, portions and branding ▪ Discussions with two major US West Coast seafood distributors for sales and marketing <hr/> <p style="text-align: right;"><i>In dialogue</i></p>

Strong support from Counties and State

– Industrial development in partnership with public stakeholders

PERSHING COUNTY
BOARD OF COUNTY COMMISSIONERS



P. O. DRAWER E
LOVELOCK, NV 89419
775-273-2342 * FAX 775-273-5078 October

October 15, 2021

West Coast Salmon Nevada
Attn: Ralph Runge
Cosgrave Exit
Pershing County, Nevada

Dear Mr. Runge:

Pershing County is committed to continuing its support of the planning of West Coast Salmon Nevada. We are excited for the opportunity to be the home of this advanced technology aquaculture facility. Agriculture is deeply rooted in our community and West Coast Salmon Nevada is a diversification to our economy that we welcome.

As the project nears the stage of breaking ground and construction, Pershing County understands that the permitting processes will be sequential rather than a single permit. Having a sequential permitting process will save time and money for both parties, West Coast Salmon Nevada and Pershing County. Pershing County will strive to expedite processes whenever possible, within the parameters of codes, laws, etc. Being a small county by population, a project of this magnitude is new for us. We do have some other new large developments occurring, such as a geothermal plant and proposed data center campus. When we are working on these new developments, we often need to call upon experts to assist us in the process: i.e., property assessments, planning/design review, building inspections and so forth. We do have excellent resources for these needed expertise on contract from other counties in the State.

Pershing County has been partnering with Humboldt County in order to prepare both counties for the influx of new employees, their families and the additional economic opportunities that will follow. Support for West Coast Salmon Nevada is strong in both counties with the local leaders all focused on making the region strong for continued growth.

Pershing County is looking forward to the next steps with West Coast Salmon Nevada!

Sincerely,

Handwritten signature of Shayla Hudson in blue ink.

Shayla Hudson, Commissioner

Nevada Governor's Office of
ECONOMIC DEVELOPMENT

808 West Nye Lane, Carson City, NV 89703
775.687.9900 • www.doersifnevada.com

October 13, 2021

Mr. Ralph N. Runge
Vice President – Engineering
West Coast Salmon Nevada, LP
5120 Woodway Drive, Suite 9700
Houston, TX 77056 USA

Dear Mr. Runge,

I am pleased to learn about West Coast Salmon Nevada, LP (the company) potential aquaculture project to be based in Pershing County, Nevada. I sincerely appreciate your interest in bringing this exciting project to Nevada. Based on information outlined in your recent correspondence with our office, the project will meet the requirement needed to qualify for Nevada's standard abatement package defined in NRS 360.750.

These include a reduction in Sales and Use tax down to 2% from 7.1 %, for two years, a 50% Personal Property tax abatement for ten years, and a 50% Modified Business Tax abatement for 4 years. Please note, this does not constitute an approval of the abatements; these abatements require GOED review of a formal application, and GOED Board review and approval. I have included an incentive estimate, with this letter, for your review/information based on \$300 million investment total and 85 jobs created.

Any additional permits and approvals needed by the Project will receive high priority and support from our office. You will also have direct access to and full support from the Governor's Office of Economic Development in case of any other arising issues.

Our office looks forward to working with your company as part of Nevada's growing economy. We stand ready to address any questions and comments you may have. The Nevada Governor's Office of Economic Development as well as many others, will assist you through his process and will continue to do so following your location here.

Yours sincerely,

Handwritten signature of Bob Potts in blue ink.

Bob Potts
Deputy Director
Nevada Governor's Office of Economic Development

Steve Sisolak, Governor
Michael Brown, Executive Director

Empowering Success

Contact information

Ralph N. Runge - VP

rr@westcoastsalmon.com / +1 (423) 645-6739