



SCALE **AQ**

Build trust - Take responsibility - Go beyond

Organizational structure, as of December 2020

850

Employees
in the Group

2,5 BILLION
NOK

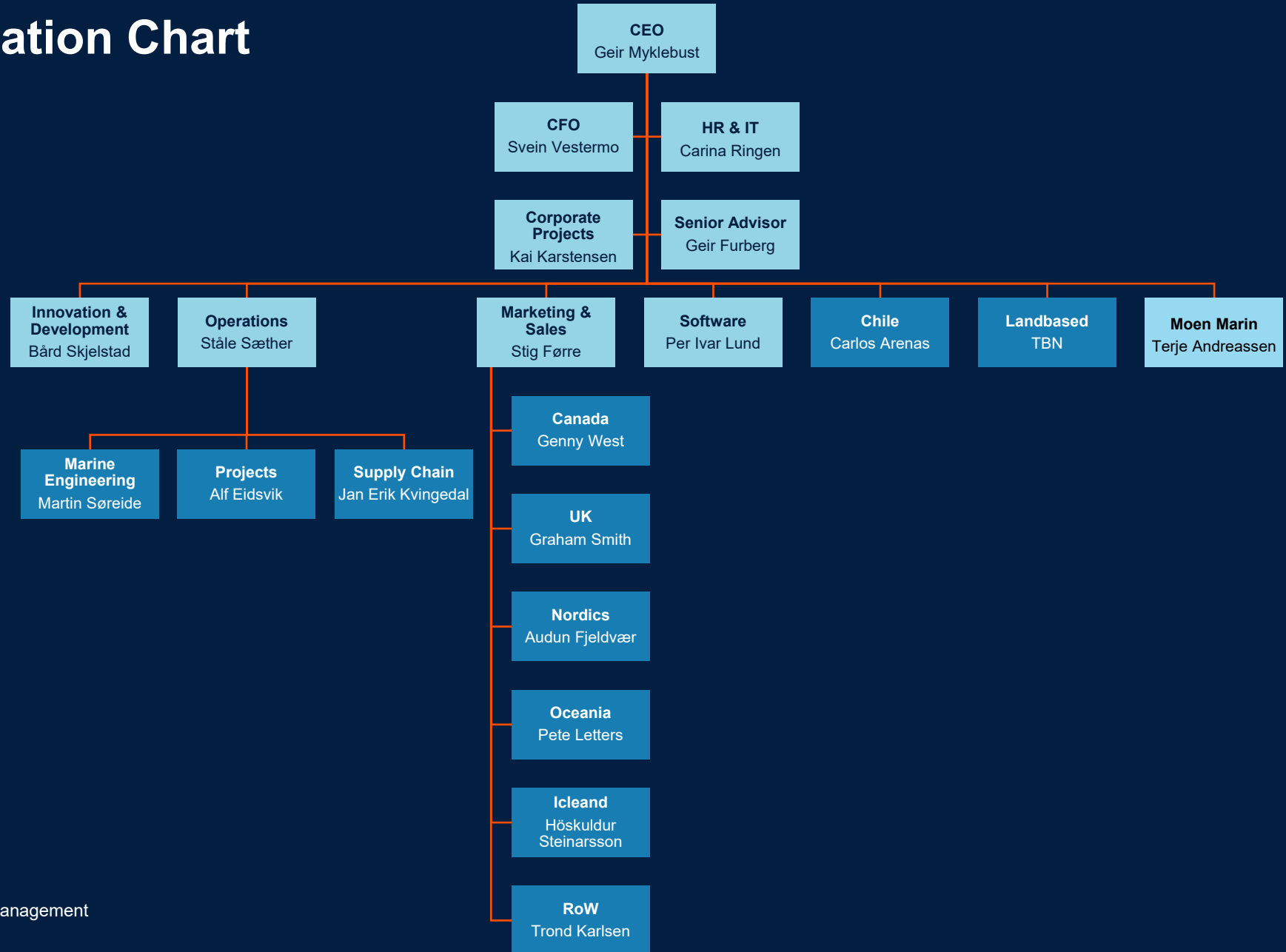
Group revenue

27

Offices in
10 countries



Organization Chart



Executive Management



Geir Myklebust

CEO

Broad background in various regions, areas and functions, including

- Building up and leading international teams
- Integration and restructuring
- Establishing shared service centers, restructuring of manufacturing plants
- Due diligences and acquisitions
- Lean process implementation
- Lead role in building up Nycomed to an international company
- Worked and lived abroad for 12 years

Joined ScaleAQ in 2018.

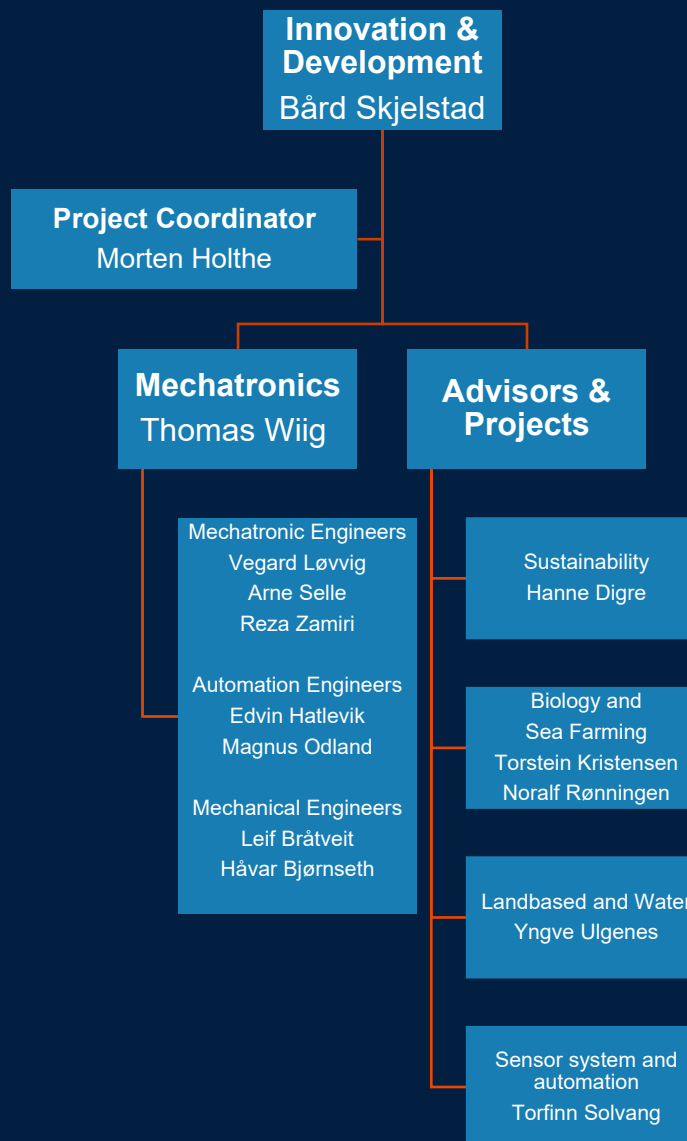


-
- Norwegian Business School – Business Economics



Innovation & Development

- Responsible for product development projects
- Develop and improve products and systems, at the right price, quality and Time to Market, according to the market and customer's needs and expectations
- Ensure that deliveries are according to governing Regulations and Standards, including analyses, advisory and equipment
- Development of a strong biological and sustainable profile
- Responsible for Skattefunn and similar processes in Norway
- # FTE's Norway: 15





Bård Skjelstad

Chief Technology Officer

Broad experience from aquaculture industry since 1994, initially dedicated towards clinical fish health service, but over the years more and more strategic work and management.

Worked with most parts of the industry – genetics and broodfish, smolt production, nutrition, epidemiology, R&D-projects - and also many years within wild salmon health and cultivation

Previously worked in SalMar, AquaGen, VESO and more. He currently also holds a position as Researcher II at NTNU, working with cooperation between the industry and the University.

Joined ScaleAQ in 2018.



-
- Norwegian School of Veterinary Medicine (1993)
 - Courses in
 - Project Mangement
 - Epidemiology



Thomas Wiig

Technical Director – Mechatronics

Broad insight in project management, engineering, and product development. Experience with sub-contracting, negotiations and contracts. Strong analytical and strategic capabilities.

International experience from working as Engineering Manager in ABB, leading large telecom projects in Europe, Middle East and Asia within the oil and gas industry.

Thomas has previously held various positions in PwC, ABB and ATEA. Certified in Agile project management.

Joined ScaleAQ in 2018.



-
- Norwegian Business School – Business Economics
 - University of Oslo – Master of Science - Informatics
 - Bergen University College – Bachelor – Communication Technology



Hanne Digre

Director, Sustainability

Worked with the fisheries and aquaculture sector for 22 years. Experience from various positions in SINTEF Ocean AS since 2001, covering Research, Development and Project Management for the fisheries and aquaculture industry. Research Director for the department Seafood Technology and Fisheries Technology the last 5 years.

Extensive experience with project management for R&D projects for the implementation of new technology in aquaculture and fisheries sectors (both national and international). Strong focus on fish stress, welfare and quality issues from farm to market (aquaculture) and from on-board handling of fish to market (fisheries).

Experience as a quality manager for SalMar AS with responsibility in establishing a QA-system for the farming and processing units. International experience from working in New Zealand and The Netherlands. Additional working experience from FHF and IN.

Joined ScaleAQ in 2020.



-
- BI Norwegian Business School – Strategic management, interactions & leadership (2018, 2019)
 - Ph.d. Biotechnology/ Aquaculture – NTNU (2011)
 - M.Sc. Food Science/ Aquaculture – NMBU (1997)
 - B.Sc. Food Science – HIST (1994)



Torstein Kristensen

Head of Biology

Worked with fish physiology and behaviour in relation to aquaculture for 20 years at the Norwegian Institute for Water Research (until 2014) and Nord University (2014-pt.). Also worked briefly with implementation of the EU Water framework Directive in local and regional government positions.

Extensive experience with project management in aquaculture related issues throughout his career in projects funded by both government and private sources.

Pedagogical and leadership training through Nord University, and experience in developing education modules for the aquaculture industry.

International experience from numerous projects and a large network of international contacts within the research environment.

Joined ScaleAQ in 2020.

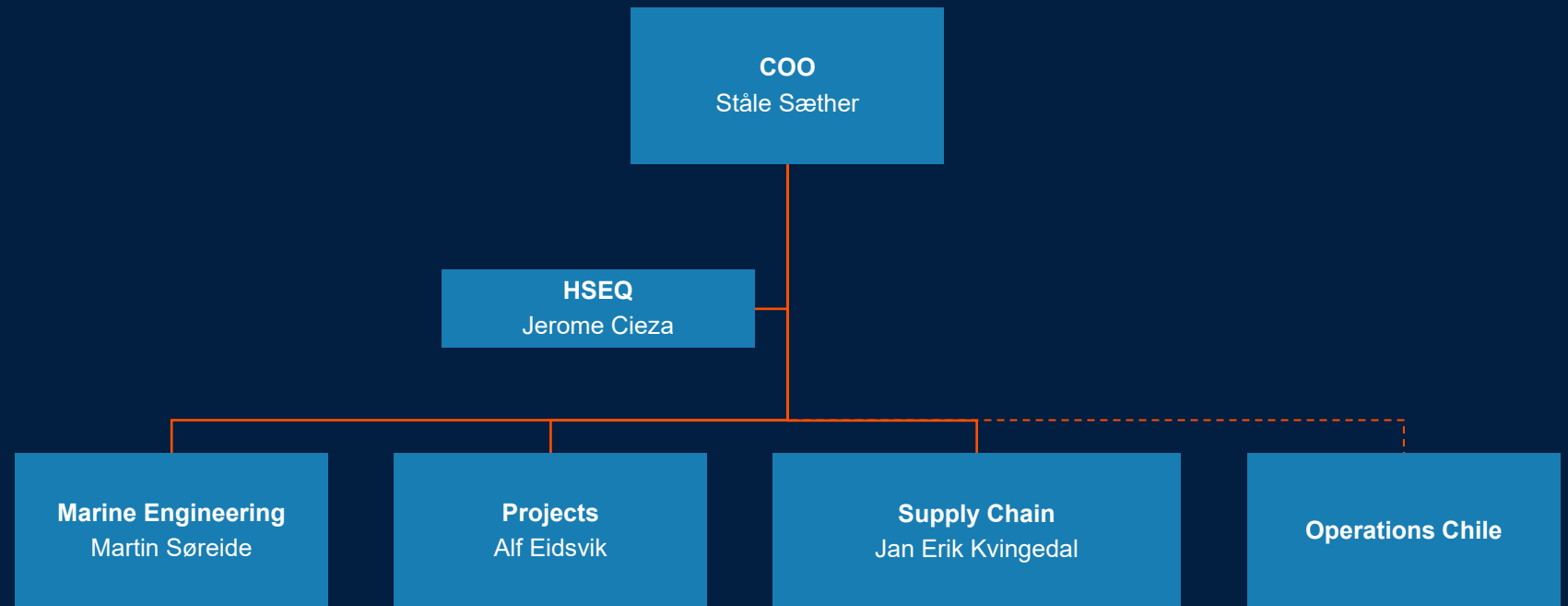


-
- PhD (NMBU 2013) Water quality and fish biology
 - MSc (NTNU 2001) Fish physiology
 - Scientist at NIVA (2001-2014)
 - Associate Professor at Nord University (2014-pt.)
 - Group leader, Aquaculture group at FBA, Nord University (2020)



Operations

- Optimize the global supply chain, including procurement, inventory management, logistics and production
- Execution of all global project orders in cooperation with all supporting departments
- Product portfolio standardization including cost efficient design at necessary quality
- Responsible for service and support to our customers
- Global Quality Assurance and HSE
- # FTE's Norway: 200





Ståle Sæther

Chief Operational Officer

Over the years managing most of the positions in Aqualine, CEO since 2019, Logistics and Operational Director prior to that.

Special focus on delivering at reliable expectations and securing that the operational side supports in a best possible manner for the aquaculture business worldwide.

Experience from optimizing operational organisation to be in total control of time and cost. Responsible for ERP implementations. Has previously held lectures in global operations at NTNU and speaker at different forums, related to the polymer & aquaculture industry. Developed and automatized solutions in 2001 to track transportcost

Joined ScaleAQ in 2001

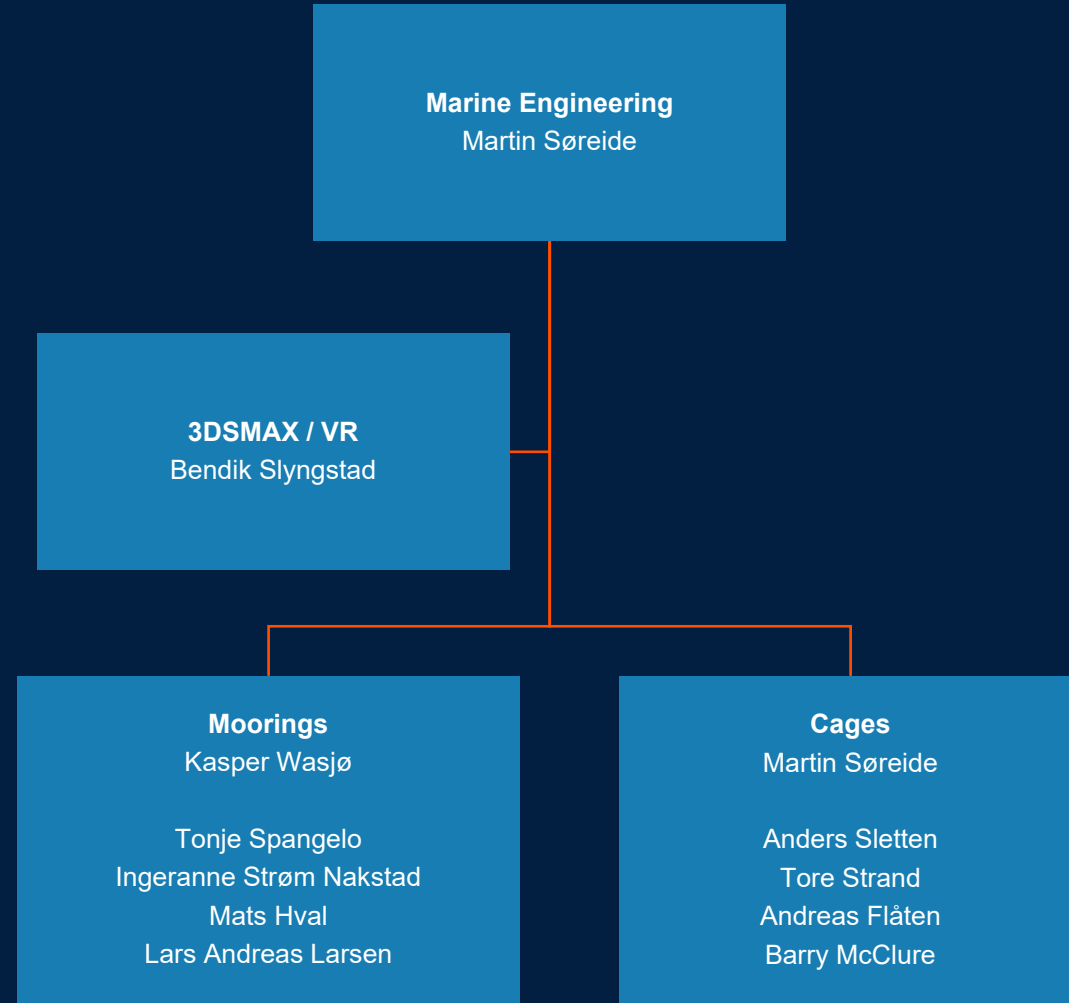


-
- Studies in Market Economy
 - Long-life experience in leading operations of Aqualine



Operations – Marine Engineering

- Product Managers sea based systems
- Accredited Mooring Analyses
- Virtual Reality Modelling
- Follow-up production and SOWs
- Develop and improve products/systems, at the right price, quality and Time to Market focus, according to the market and customer's needs and expectations.
- Ensure that deliveries are according to governing Regulations and Standards, including analyses, advisory and equipment
- # FTE's Norway: 8





Martin Søreide

Technical Director – Marine Engineering

Extensive experience from various positions in Statoil ASA until 2014, covering Research, Marine Operations, Development and Project Management. Strong focus on reliability of Marine Constructions and risk-based designs.

CTO in Aqualine from 2014; responsible for Mooring Analyses, product developments, technical integrity and production SOWs and follow-up in e.g. Asia.

Joined ScaleAQ in 2014.

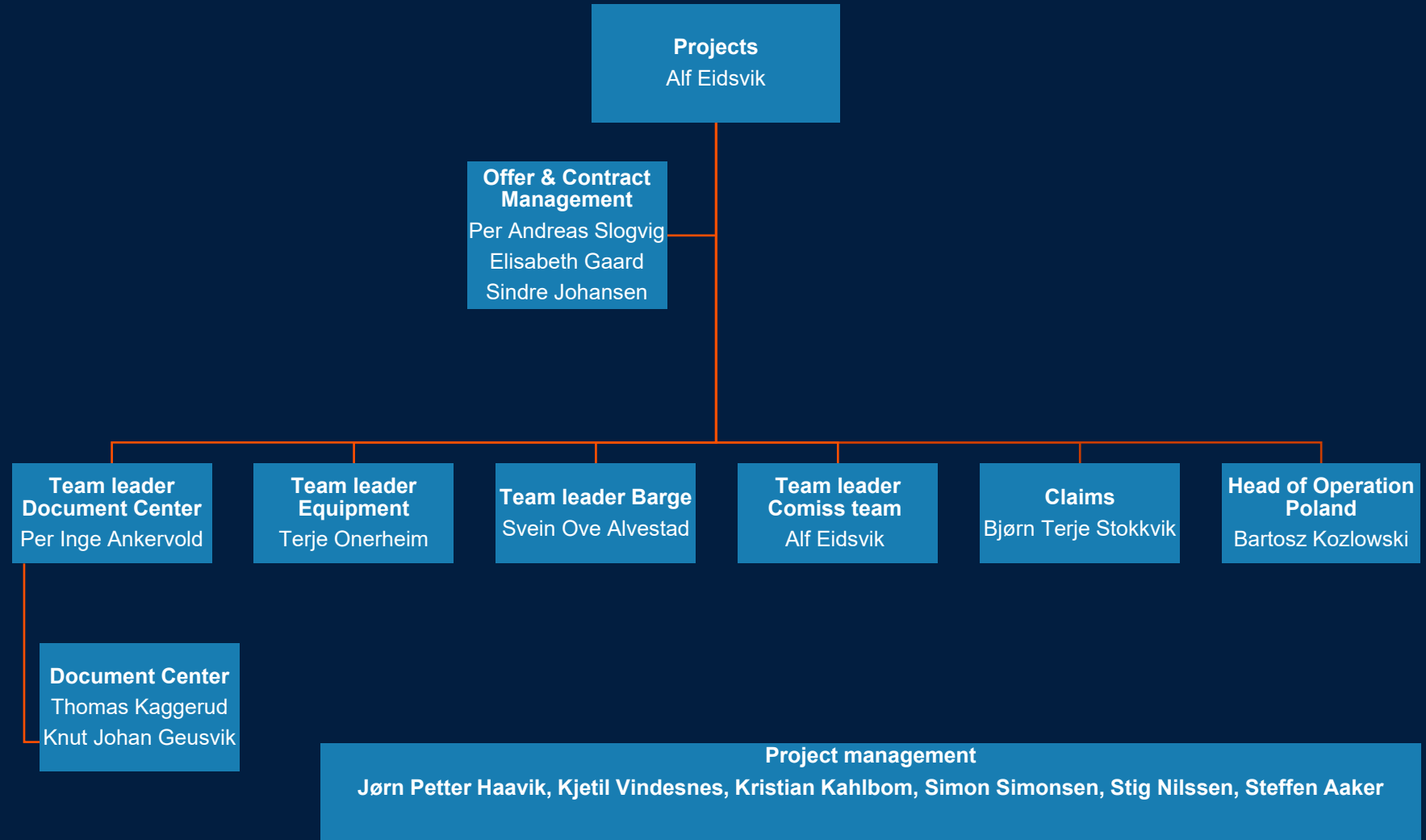


-
- M.Sc. Marine Offshore Engineering – NTNU (2002)
 - Corporate Trainee Programme – Statoil ASA (2004)
 - Lecturer NTNU – Marine Operations and Sealoads
 - Board Member – NTNU Bridge Programme, Aquaculture
 - Group Member – Exposed Aquaculture – Sjømat Norge
 - Member of NS9415:2021 committee – Responsible for Working Group 2 on technical chapters



Operations – Projects

- Calculation and offers to sales organization for all global project requests
- Support sales organization in technical – calculation - offering – contract negotiation
- Execution of all global project orders in cooperation with all supporting departments
- Project order documentation
- Specific products responsibility for products like barge – thermolicer, e.t.c that often has a high level of customized products
- Responsible for following up main suppliers like yards bigger production sites and specific project suppliers globally
- Responsible for Installation – FAT – SAT – training of customer – claimd handling connected to all project orders
- # FTE's Norway: 18





Alf Eidsvik

Director – Projects

Extensive technical professional competence and experience with product development from shipbuilding and the offshore industry.

Broad experience with building a company and global organization from building phase up to a turnover of 350 million.

International experience with associated restructuring and merging of company from Harding and Palfinger.

20 years of experience in ship building

Joined ScaleAQ in 2019.



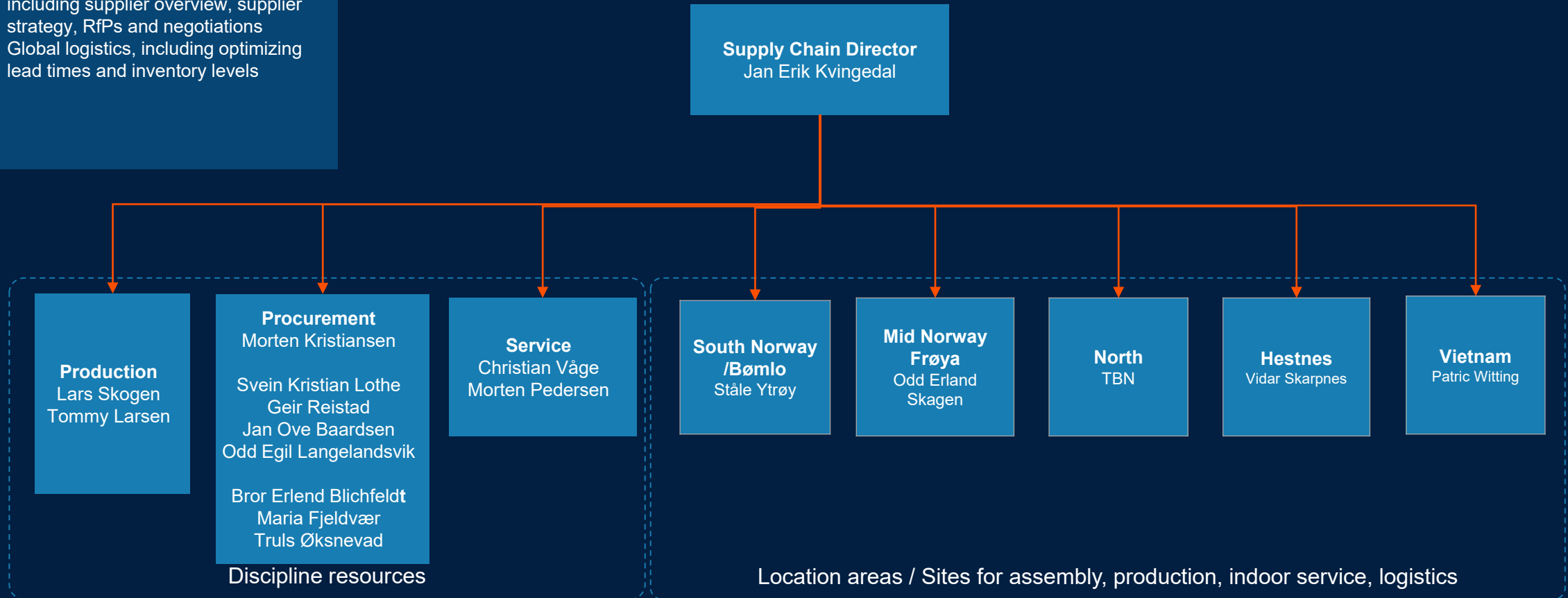
Certificates: industrial plumber, mechanic, sheet metal worker





Supply Chain

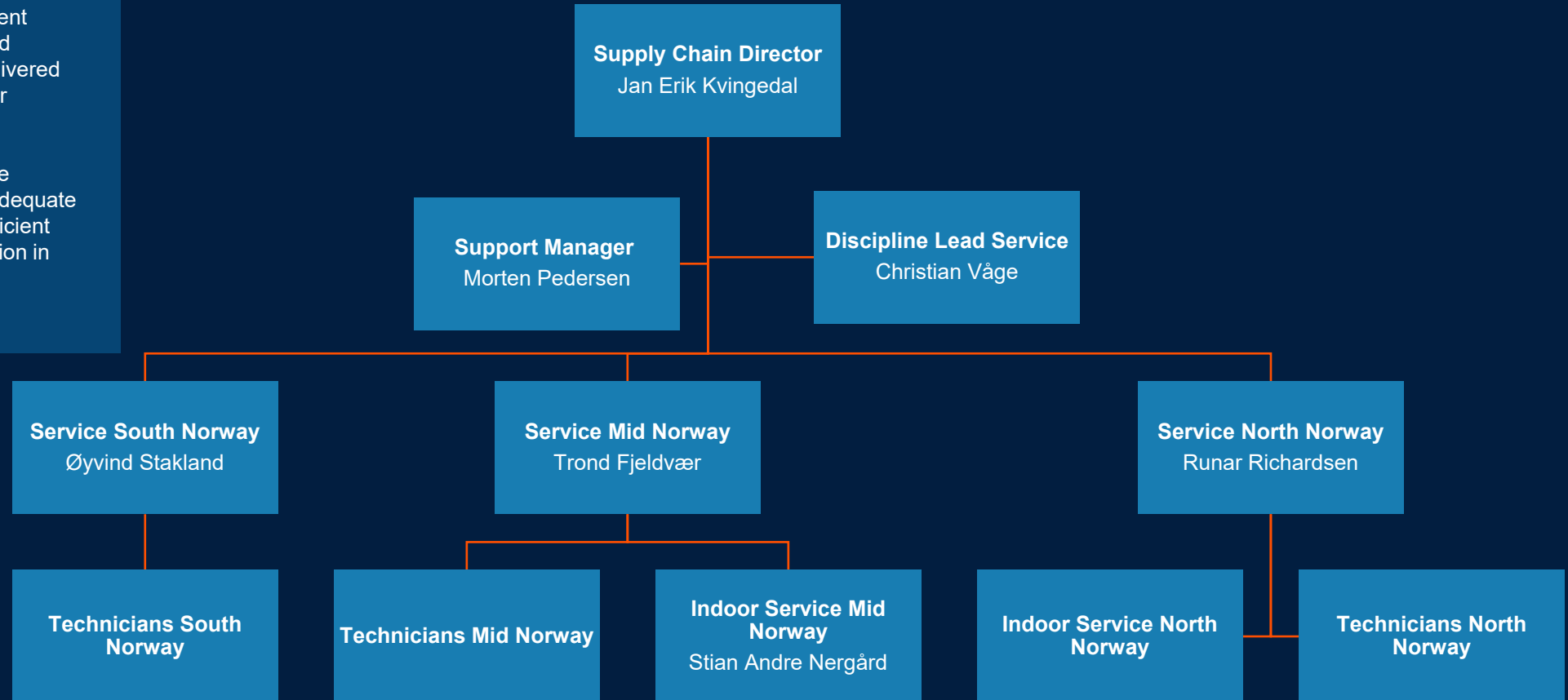
- Optimize global supply chain, including procurement, inventory management, logistics and production
- Global procurement responsibility, including supplier overview, supplier strategy, RfPs and negotiations
- Global logistics, including optimizing lead times and inventory levels





Service

- Ensure effective and coherent management of Service and Support projects, timely delivered and with excellent customer experience
- Make sure tools and service equipment is maintained, adequate and sufficient to support efficient service and support execution in line with order intake





Jan Erik Kvingedal

Director – Supply Chain

Extensive experience from various positions in manufacturing, maintenance and logistics management.

18 Years in various management positions as a supplier to Seaculture business in BEWI.

Operational experience combined with extensive change management experience in Intra and Norsk Kylling

5 years with management experience in the Seaculture business in Mowi.

Joined ScaleAQ in 2020



-
- B.Sc. Production and maintenance management – HiST (2000)
 - M.Sc. Production and Quality Management – NTNU (2002)



Jerome Cieza

HSEQ Director

Extensive experience from operational and strategic work within HSEQ, risk management, business and organizational development.

Local and international exposure to most aspects of the HSE fields in operations, project organisations and service industries in top/middle management. Held similar HSEQ Director positions in Statnett SF (Power Grid) and EMGS (Seismic).

Joined ScaleAQ in October 2019 and progressed in different roles unto HSEQ Director November 2020.

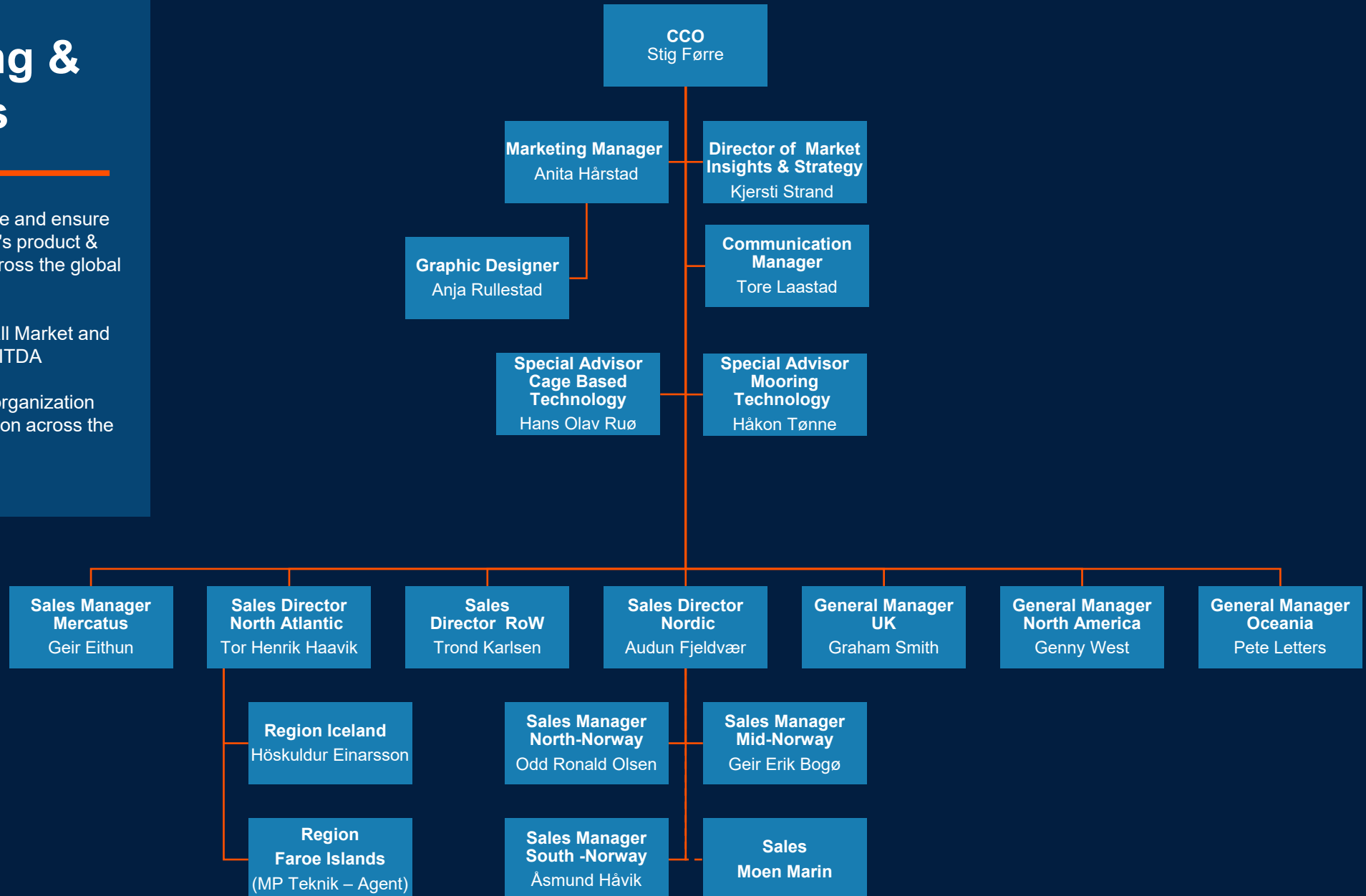


-
- Norwegian School of Business - Solstrand AFF Young leaders program - Management development program
 - NTNU Trondheim - Norway (Faculty of Geophysics and Petroleum Engineering) - M.Sc. Environmental Resource Engineering



Marketing & Sales

- Develop, communicate and ensure execution of ScaleAQ's product & marketing strategy across the global organization
- Responsible for overall Market and Product sales and EBITDA
- Ensure a competent organization with strong collaboration across the global organization
- # FTE's Norway: 16





Stig Domaas Førre

Chief Commercial Officer

20 years of experience and expertise from the aquaculture sector nationally and internationally, with a large network.

Wide experience with marketing and sales nationally and internationally.

Experience with innovation, product development and product launch from the Aquaculture sector. Good biological and technical understanding.

In-depth knowledge from the companies Steinsvik and Aqualine.

Joined ScaleAQ in 2005.

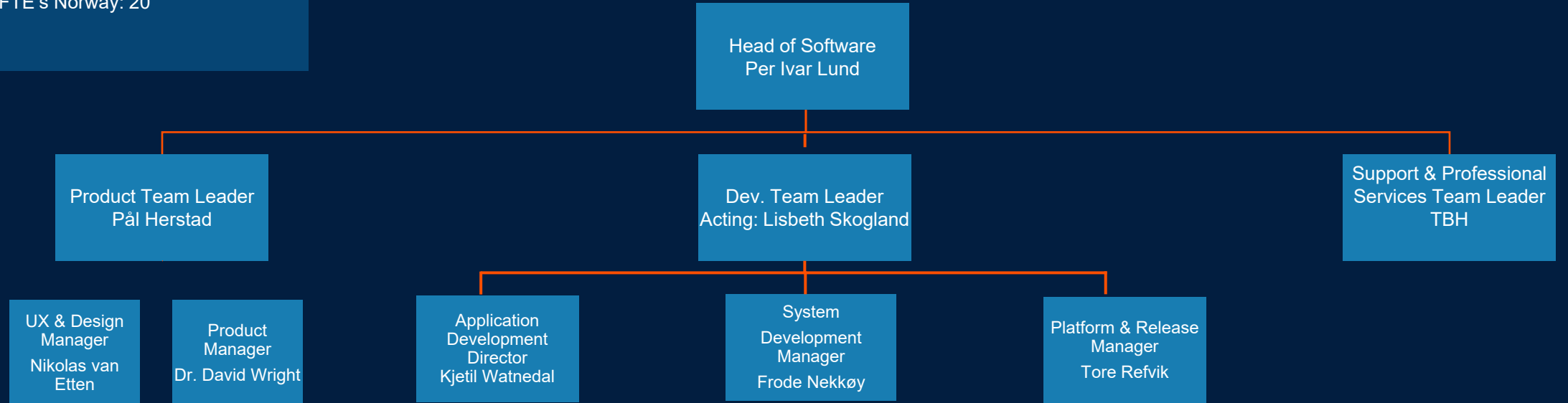


-
- Western Norway University of Applied Science (HVL), Aquaculture
 - 9 years of experience from the feed industry (feed consultant, Sales Manager Norway at BioMar)
 - 15 years of experience from the companies in ScaleAQ (Sales Manager, General Manager, CMO, CCO)
 - Practical experience from trout farming and halibut juveniles



Software

- Software products strategy development and execution, including P&L responsibility for SW products and services
- # FTE's Norway: 20





Per Ivar Lund

VP Business Development

Various International Management Director positions for health and technology firms.

Experience in various senior management positions internationally with focus on business growth and business development, Dell HQ, technology/USA, Rieber & Son, food/Czech Republic.

Joined ScaleAQ in 2018.

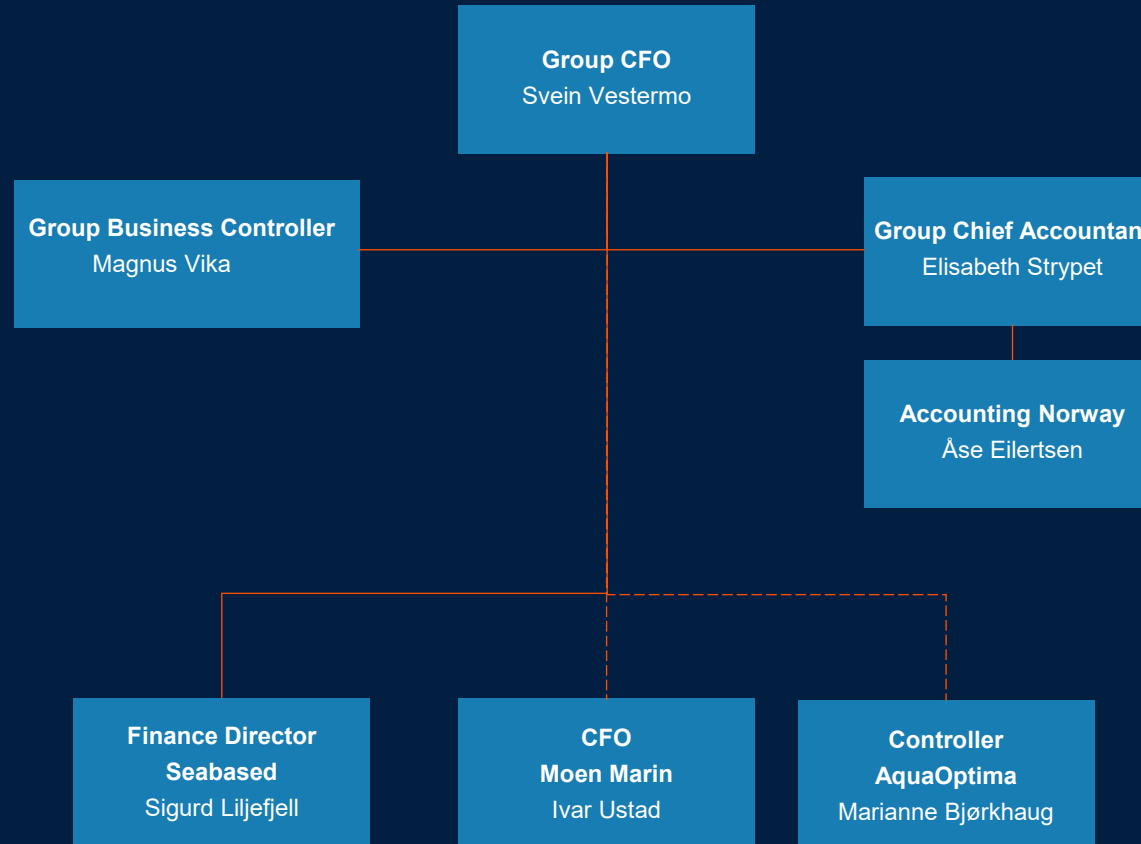


-
- University of California, Berkeley, Maser of Business Administration (MBA)
 - Norwegian School of Management (BI), Master in Management and Marketing
 - Worked internationally in USA, Germany, Czech Republic, Finland



Finance

- Be a strong partner for the business, understanding the value chain and financial impacts on decisions
- Ensure efficiently run reporting process, accounting and budgeting activities, manage legal affairs
- Overall responsible for performance management, taking ownership of financial performance and take actions together with the business
- # FTE's Norway: 10





Svein Vestermo

Group CFO

Broad background combining finance and line management. Within finance main focus on controlling, risk management, M&A, IR and strategy.

International experience from Saferoad with operations across Europe.

For the last 20+ years he worked at Saferoad holding different senior positions such as SVP M&A, VP Risk Management and Group Chief Controller. From 2015 to 2018 as the Group CFO.

Before joining ScaleAQ he left the position as SVP Signs & WZP protection Nordics. Head of Aquaculture in Ørsta-Gruppen from 2004-2007

Joined ScaleAQ in 2020.

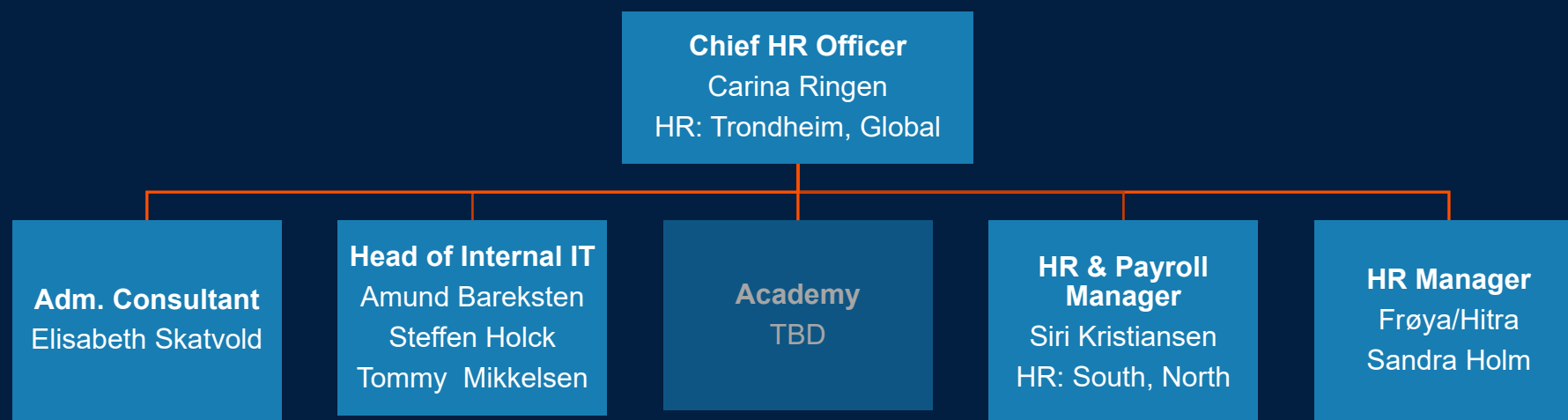


-
- Nord University– Master of Business Studies (Siviløkonom)
 - NTNU (TØH) – “Bachelor” of Business Studies (two-years)



HR and Internal IT

- Assure legal compliance with employment-related matters
- Ensuring that the business's values and strategies are clearly communicated and understood at all levels of the business
- Enhancing organizational decision-making and approaches for securing growth on a business-wide scale, her under recommending new organization structures.
- Providing development programs that align with ScaleAQ strategies and objectives
- Overall responsible for internal IT Management & Strategy
- Comprehensive internal communications service to deliver strategic messages and provide all staff with regular, meaningful and consistent information
- # FTE's Norway: 6





Carina Ringen

Chief HR Officer

Broad insight in change management with scaling organizations and mergers. Has held several senior positions with building, implementing and developing global HR.

International experience from working in International companies having operations in Asia, Europe and America.

Carina has previously held various senior HR positions in Manpower, Marine Aluminum, Uptime and Fluenta.

Joined ScaleAQ in 2018



-
- University of Gothenburg – Bachelor – HR, finance, law
 - University of Bergen – Labor law
 - University of Stavanger – Change management, Behavioral economics



Kai Karstensen

VP Corporate Projects & Floating Construction

Extensive Worldwide Ship management and Marine experience combined with first-hand artic operational insight from working at seas for 16 years.

Broad international experience in shipbuilding and operations preparation, start-up and follow-up in the Americas, Africa and Far East with China, Singapore, Indonesia, Malaysia and Vietnam as main focus areas.

Management and operational positions in Trico Supply, Boa Offshore and EMGS.

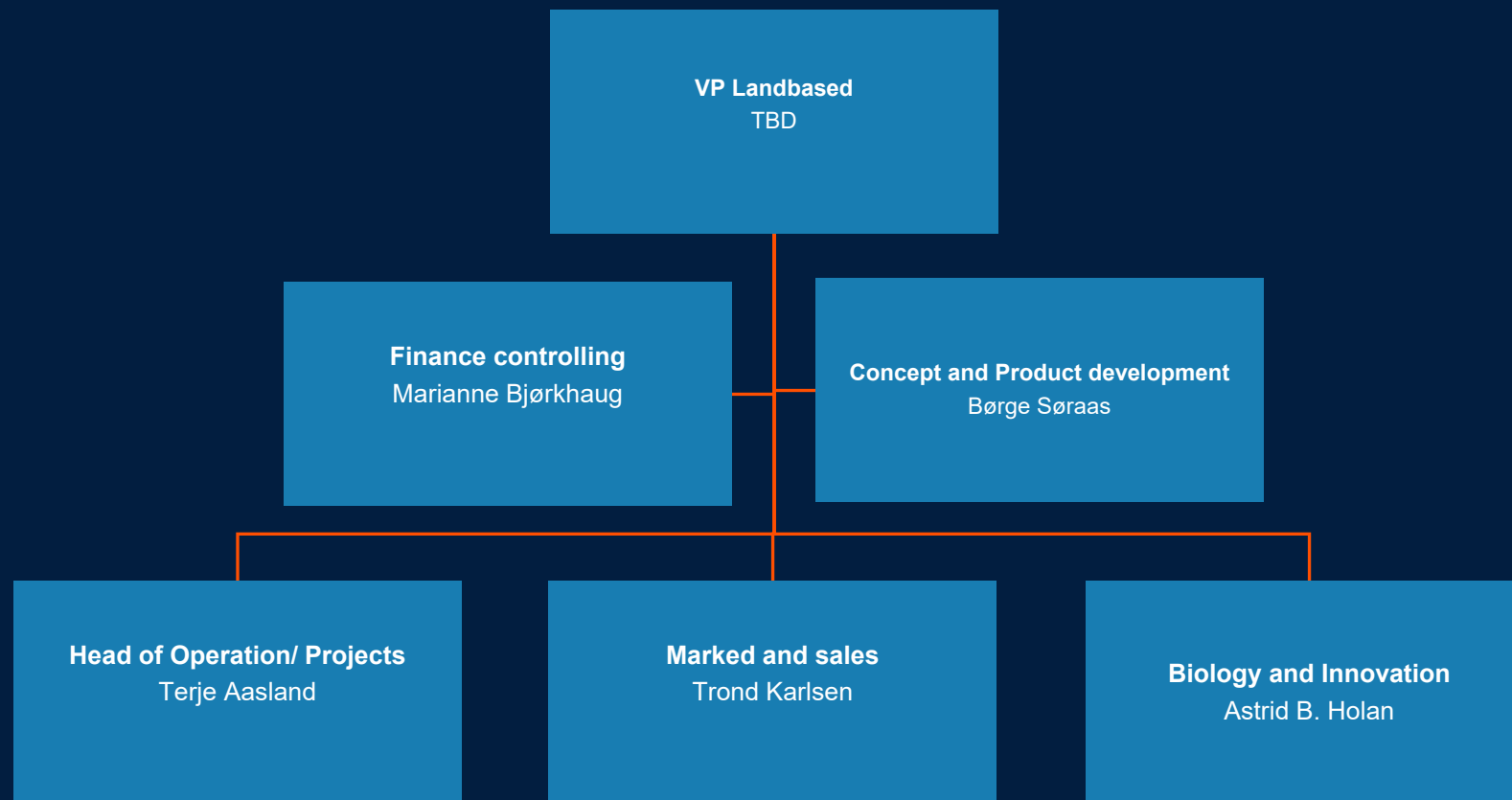
Joined ScaleAQ in 2018.



-
- Ålesund Technical College, Marine engineer
 - Ålesund University, Bachelor Technical Maritime Studies



Landbased



FTE's Norway: 20



Børge Søråas

Head of Concept & Product Development – Landbased

Holding long experience in the fishfarming Industry, mainly the landbased segment. Main expertise is implementation of technology. Had positions as farm manager, managing director and head of the board in production companies, producing Atlantic salmon and Atlantic Cod. - Midnor, Atlantic Codfarms, Olden Oppdrettsanlegg

International experience in technology transfer, training courses and technology supply. Asia, America and Europe - NORAD and AquaOptima

Joined ScaleAQ in 2012.

-
- NTNU – Bachelor in Biology
 - NTNU – Master of Science, Freshwater Biology





Terje Aasland

Head of Operation - Landbased

Experience from the Oil & Gas industry within construction and operation of FPSO (Floating Production, Storage and Offloading) with focus on operation- and project management including contracting both as a supplier and a customer, and personnel management.

Have been working for more than 16 years in Altera Infrastructure in different positions including operation management of FPSO's with focus on cost effective and safe operations, project management for construction work and establishment of operations organization in projects. Operations and projects have been both in Norway and to internationally sites in Europe, Brazil and South Korea.

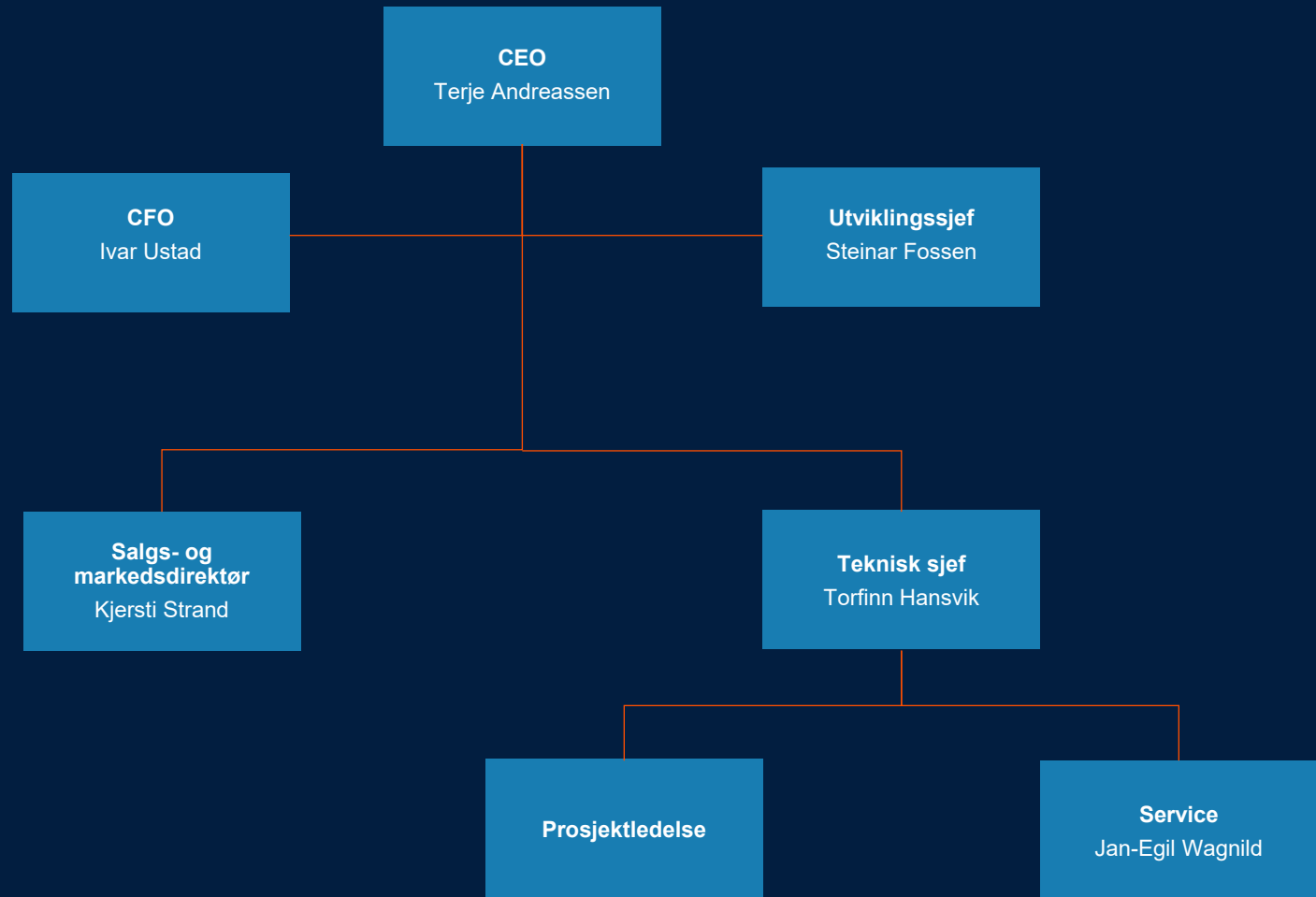
Joined ScaleAQ in 2020.



-
- Norwegian University of Science and Technology (NTNU) – Master og Science - Industrial Economic and Technology



Moen Marin



FTE's Norway: 25



Terje Andreassen

General Manager – Moen Marin

Various experience from Management Director positions and business development - startup companies (serial entrepreneur). Experience in various senior management positions and advisor within marketing, finance and consultancy.

Ernst&Young, Biomar, Danske Bank, NTNU (Norwegian university of science and technology), Fishmarket Int. Orient Group, Skamik, Nordic Aqua Boats/Moen Marin and more.



-
- Nord University, Master of Science in Business and Administration – (MSc)
 - Nord University, Bachelor of Audit and Accounting (BSc)



Global entities



ScaleAQ – our markets

Faroe Islands Agent

Klaksvik

Iceland 3 employees

Reykjavik

Canada 15 employees

Campbell River

New Brunswick

Newfoundland

UK & Ireland 14 employees

Fort William

Shetland

Poland 4 employees

Gdynia

Chile 200 employees

Puerto Natales

Puerto Varas

350 employees **Norway**

Austevoll

Bergen

Bømlo

Florø

Frøya

Harstad

Haugesund

Hitra

Rørvik

Sandnessjøen

Skodje

Sykkylven

Tovik

Tromsø

Trondheim

200 employees **Vietnam**

Hanoi

Nha Trang

Agent **Dubai - UAE**

Dubai

9 employees **Oceania**

Hobart





UK & Ireland

Key responsibilities

- Driving sales and service, financial responsible for the region
- Understanding the local market, key customer account responsible
- Ensure effective and coherent management of Service and Support
- Engaging with academia, policy makers and government bodies
- Ensuring HSEQ is a key priority within the daily activity

14 employees

Fort William

Shetland





Graham Smith

General Manager UK

30 years experience in Aquaculture Industry. Held several senior management positions, including 10 years as Regional Production Manager for Scottish Seafarms, Shetland. Sat on the company Business Management Team.

Has a strong understanding of global Salmon industry and the challenges it faces.

A wide experience of building, managing and motivating teams, with a focus on best practise and high standards.

Joined ScaleAQ in 2020.



-
- Previous member of Tesco Sustainable Farming Group and represented the Scottish Salmon industry on their R&D Committee
 - Had a leading role in introducing the first Thermolicer into Scotland
 - Winner of Crown Estate Best Marine Site of the Year (Loch Kishorn)



Canada

Key responsibilities

- Driving sales and service, financial responsible for the region
- Understanding the local market, key customer account responsible
- Ensure effective and coherent management of Service and Support
- Engaging with academia, policy makers and government bodies
- Ensuring HSEQ is a key priority within the daily activity

3 offices, 15 employees

Campbell River, Newfoundland, St. Stephen





Genny West

General Manager Canada

25 years in Aquaculture:

PR Aqua - 17 years in aquaculture engineering (RAS) and hatchery design. Moved into technical sales and project management

Pentair – 4 years Regional Sales Manager, West Coast of North America

Syndel – 2 years Regional Sales Manager, Specialty Feed Additives and Aquaculture Veterinary Pharmaceuticals

Joined ScaleAQ in 2019.



-
- Mechanical Engineering Technology, Camosun College, Victoria BC
 - Fisheries and Aquaculture, Vancouver Island University
 - Cornell University – Recirculating Aquaculture Short Course Certificate



Oceania

Key responsibilities

- Driving sales and service, financial responsible for the region
- Understanding the local market, key customer account responsible
- Ensure effective and coherent management of Service and Support
- Engaging with academia, policy makers and government bodies
- Ensuring HSEQ is a key priority within the daily activity

1 office – 9 employees

Huonville





Pete Letters

General Manager Oceania

Opened Oceania branch as only employee doing everything service, sales and accounting.

An all rounder with a diverse background primarily in small companies in construction, utilities, agriculture, manufacturing, mining, fishing and hospitality industries.

Joined ScaleAQ in 2014.



-
- University of Tasmania - Bachelor of Engineering (Mechatronics) 2007-2012
 - University of Tasmania – Business and Computer Science
(Partially completed 2005-2006)



Iceland

Key responsibilities

- Driving sales and service, financial responsible for the region
- Understanding the local market, key customer account responsible
- Ensure effective and coherent management of Service and Support
- Engaging with academia, policy makers and government bodies
- Ensuring HSEQ is a key priority within the daily activity

1 office, 3 employees

Hafnarfjörður





Höskuldur Steinarsson

Regional Manager Iceland

Experience in aquaculture in Iceland from various angles;
Previously both chairman and manager of The Icelandic Fish
Farmers Association

Co – founder and manager of Fjardalax salmon farm as well
as Johnson Marine Iceland, a wellboat and service boat
company operating in Iceland.

Joined ScaleAQ in 2020.



-
- Business degree from The Icelandic Technical University
 - Degree in Economics from The University of Bergen



Chile

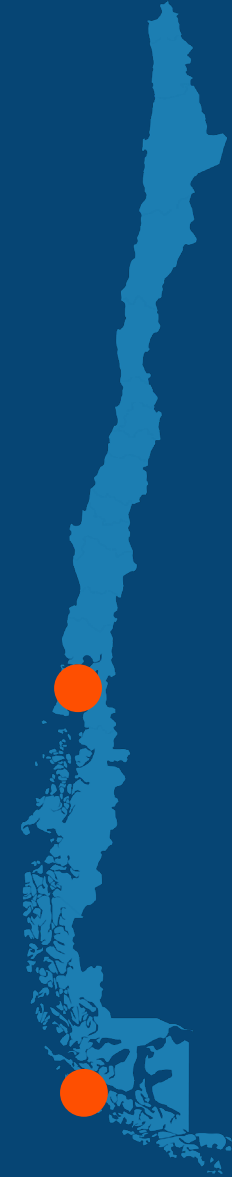
Key responsibilities

- Overall financial responsible for the region
- Understanding the local market, key customer account responsible
- Ensure effective and coherent management of Service and Support
- Engaging with academia, policy makers and government bodies
- Ensuring HSEQ is a key priority within the daily activity
- Optimize local supply chain, including procurement, inventory management, logistics and production

2 offices, 200 employees

Puerto Varas – production, service, adm. 185 employees

Puerto Natales – service 15 employees





Carlos Arenas

CEO Chile

28 years in the Salmon industry

- 6 years in IT dept of Salmon companies
- 8 years in Akva as (ITC Manager)
- 14 years in ScaleAQ (Mercatus, Ocea, Steinsvik)



-
- Civil Engineer in Information Technology



Vietnam

- Production site for camera, feeding stations and other related products
- Deliver products on time with guaranteed quality to achieve customer satisfaction
- Responsibility for Scale complying with government requirements, laws, standards and routines in Vietnam

2 offices – 200 employees

Nha Trang – Production, Software,

185 employees

Hanoi – Software,

15 employees





Patric Witting

General Manager Vietnam

Has over 30 years of experience in LEAN production and organizational development. Has held several senior positions in Production, Quality & Environment, branch manager, development dep.

International experience from working in international companies with operations in Europe and Asia

Has previously held various senior positions within SAAB, General Motors, Plastal, Euromaint and Stena Metall

Joined ScaleAQ in 2019.



-
- Construction and civil engineering
 - Certified Auditor for ISO / TS, ISO 14001, OHSAS 18001
 - Certified LEAN White, yellow, green & black belt, Kaisen, Six sigma, 5s
 - Education in HSE, Management, Finance, HR, security, legal knowledge, SWOP (Stena way of Production) SWOB (Stena way of branches).



Norway

15 locations,
350 employees



The background of the slide is a photograph of a large body of water, likely a lake or sea, under a dramatic, overcast sky. The water is dark blue with visible ripples and small waves. The sky is filled with dark, heavy clouds, with a slight lightening near the horizon. In the distance, a dark silhouette of a forested shoreline is visible.

WE ARE AQUACULTURE