Annual General Meeting – 26 August 2026

Notification and agenda

TO:
ALL SHAREHOLDERS OF THE KINGFISH COMPANY N.V.

Kats, 27 July 2026

Re: Convening notice, agenda with explanatory notes and proxy for the annual general meeting of The Kingfish Company N.V.

Dear Shareholder,

On behalf of the supervisory board (**Supervisory Board**) we herewith invite you to the annual general meeting of The Kingfish Company N.V., a limited liability company (*naamloze vennootschap*), having its statutory seat (*zetel*) in Kats, the Netherlands, and offices at Oost-Zeedijk 13, 4485 PM Kats, the Netherlands, registered with the trade register of the Dutch Chamber of Commerce under number 64625060 (**Company**).

The annual general meeting of the Company is to be held at the offices of the Company at Oost-Zeedijk 13, 4485 PM Kats, the Netherlands, on 26 August 2026 at 14.00 hours (CEST) (**AGM**).

GENERAL INFORMATION

Meeting documents

The agenda with explanatory notes thereto, the AGM documents as well as the annual report 2025 (including the annual accounts with the auditor's report) and the proposed amendments to the Company's articles of association, are available on the Company's website (www.thekingfishcompany.com) as from today. These documents are also available, free of charge, for inspection at the offices of the Company at Oost-Zeedijk 13, 4485 PM Kats, the Netherlands.

Record date

For purpose of the AGM, those persons who are registered with the Norwegian Central Securities Depository (**VPS**) as shareholders in the Company as of 29 July 2026 (after processing of settlements on that date in the VPS) (**Record Date**) are entitled to attend, speak and if applicable vote at the AGM, regardless of whether the shares in the Company are still held by them at the date of the AGM.

Attendance AGM

All shareholders, persons with meeting rights or their proxies who wish to attend and speak at the AGM are required to register their intention to attend the AGM by sending a notification to j.valette@thekingfishcompany.com, no later than 21 August 2026, 12.00 p.m. (CEST). All persons wishing to attend the AGM should be able to identify themselves at the AGM by means of a valid passport, identity card or driver's license. Attendees may also be asked to produce proof of shareholding on the Record Date (together with, if applicable, a written proxy and, in case of a legal persons/entity, evidence of the authority of the person) and may be declined access in case such proof is not produced. The Company may ask the relevant person for additional details.

Registration and identification at the venue

Registration for admission to the AGM will take place at the registration desk at the meeting venue between 13.30 CEST and the commencement of the AGM on 26 August 2026. It is not possible to register after this time. Attendees will be asked to produce proof of identity and shareholding on the Record Date (together with, if applicable, a written proxy and, in case of a legal persons/entity, evidence of the authority of the person) and may be declined access in case such proof is not produced. The Company may ask the relevant person for additional details.

Live voting and voting in advance

Registered shareholders or their proxies will be allowed to cast their vote during the meeting.

Further, shareholders or other persons with voting rights who wish to cast their votes in advance may send their votes to DNB Bank ASA by sending such votes to vote@dnb.no, no later than 21 August 2026, 12.00 p.m. (CEST).

Proxy voting procedure

Shareholders or other persons with voting rights that will not be attending the AGM (either in person or by proxy), but nonetheless wish to participate in the decision-making process, may grant a proxy to the chair of the Supervisory Board. By providing the proxy voting instruction, such person grants a proxy to vote on the shares at the AGM in accordance with the instructions. To that effect, the shareholder or other person with voting rights must submit a duly completed and signed proxy voting instruction form to DNB Bank ASA, by sending the proxy voting instruction form to vote@dnb.no, by no later than 21 August 2026, 12.00 p.m. (CEST). The proxy voting instruction form is published with this convening notice on the Company's website (www.the-kingfish-company.com) and through the Company's stock exchange notice calling the AGM as published on www.newsweb.oslobors.no. This proxy can also be obtained from DNB Bank ASA by sending a request to that end to vote@dnb.no and can also be obtained from the Company by sending a request to that end to j.valette@thekingfishcompany.com.

Questions

Shareholders or other persons with meeting rights may submit questions relating to the AGM agenda items prior to the AGM. Questions must be delivered to Jean-Charles Valette, the Company's Chief Financial Officer, by email to j.valette@thekingfishcompany.com, no later than 21 August 2026, 12.00 p.m. (CEST). The Supervisory Board shall try to answer these questions during the AGM. The answers to the questions shall be included in the minutes of the AGM, which will be published on the Company's website (https://thekingfishcompany.com/) as soon as possible after the AGM.

Personal data

The Company reserves the right to record the proceedings at the AGM, for use in future events, publications, social media or press-related activities connected to the event. Recording may be in the form of photography, video recordings or audio recordings. By attending the event you consent to being photographed and/or audio and/or video recorded at the event and grant the organizers the perpetual right to use your likeness, image, photo and voice, without financial compensation, for possible use in conjunction with related future events, publications, social media or press-related activities. A copy of the Company's privacy statement can be found here.

AGENDA WITH EXPLANATORY NOTES

The AGM will be opened by the chairman of the Company's supervisory board (**Supervisory Board**), or in his absence by a person so designated by the Supervisory Board. Failing such appointment by the Supervisory Board, the AGM may elect the chairman of the AGM.

The chairman of the AGM will, prior to the commencement of the AGM, prepare a record of persons registered with VPS as shareholders who have submitted (i) proxy voting instructions through DNB Bank ASA and (ii) cast their votes in advance.

The agenda for the AGM is as follows:

1. OPENING AND ANNOUNCEMENTS

2. ANNUAL REPORT FOR THE FINANCIAL YEAR 2025

This agenda item includes an account of the financial year of 2025, including the annual report.

3. ADOPTION ANNUAL ACCOUNTS FOR THE FINANCIAL YEAR 2025 (Resolution)

This agenda item includes the proposal to the general meeting to adopt the annual accounts for the financial year 2025.

4. APPROPRIATION OF THE RESULT FOR THE FINANCIAL YEAR 2025 (Resolution)

This agenda item includes the proposal to the general meeting to add the loss of EUR 35.934k to the general reserve maintained in the books of the Company.

5. RELEASE FROM LIABILITY OF THE MEMBERS OF THE MANAGEMENT BOARD AND THE MEMBERS OF THE SUPERVISORY BOARD (Resolution)

It is proposed to the general meeting to discharge the members of the management board of the Company and the (former) members of the Supervisory Board from all liability in relation to the exercise of their duties in the financial year 2025, to the extent that such exercise is apparent from the annual accounts or other public disclosures prior to the adoption of the 2025 annual accounts.

6. APPOINTMENT AUDITOR FOR THE FINANCIAL YEAR 2026 (Resolution)

The Supervisory Board, following the recommendation of the Audit Committee, proposes to appoint Baker Tilly (Netherlands) B.V. as the external auditor of the Company for the financial year 2026.

In formulating its recommendation, the Audit Committee considered the firm's experience and expertise, proposed audit approach, team composition and overall suitability in light of the Company's activities, organisational structure and reporting requirements. Baker Tilly previously served as the Company's external auditor and has a solid understanding of the Company and its operations. This prior experience is expected to facilitate an efficient transition and a focused audit process, while fully maintaining the required independence and professional standards. The Audit Committee and the Supervisory Board consider Baker Tilly's proposed team and audit approach to be well aligned with the Company's size, complexity and current stage of development. The appointment is expected to provide an appropriate level of senior involvement and an effective balance between audit quality, efficiency and cost.

On this basis, the Supervisory Board proposes that the General Meeting appoints Baker Tilly (Netherlands) N.V. as the external auditor of the Company for the financial year 2026.

7. **APPOINTMENT OF MS MARTA ROJO ALONSO AS MEMBER OF THE SUPERVISORY BOARD WITH EFFECT FROM THE AGM** (Resolution)

The Supervisory Board unanimously proposes to appoint Ms Marta Rojo Alonso, and with the unanimous recommendation of the Nomination Committee, as a member of the Supervisory Board as per the AGM up to and including the annual general meeting of the Company to be held in 2028.

Bio:

Marta Rojo Alonso (1976) is a Spanish executive with more than 25 years of international experience across Europe, Asia and Latin America, mainly in the aquaculture and seafood industries.

She has held senior leadership roles in several leading aquaculture companies, including Mowi, Skretting and Salmones Camanchaca, where she served as CFO in Chile. She was also CFO and later CEO of Sterner Group, a Norwegian water treatment and aquaculture recirculation technology company.

Ms Rojo Alonso currently serves as a non-executive board member of Atlantic Sapphire ASA and as a board member of LAXEY. She brings extensive expertise in finance, operations, international business development, aquaculture technology, and land-based farming.

She holds a Master's degree in Economics and Management from the Autonoma University of Madrid and an Executive MBA from Nyenrode Business University in the Netherlands.

8. **REMUNERATION OF MS ROJO ALONSO** (Resolution)

The Supervisory Board unanimously proposes to grant Ms Rojo Alonso, with the unanimous recommendation of the Company's Nomination Committee, a remuneration of EUR 35,000 on a yearly basis for her role as a member of the Supervisory Board. This remuneration package is in conformity with the current remuneration package granted to other members of the Supervisory Board.

9. **AMENDMENT OF ARTICLES IN RELATION TO NOMINATION COMMITTEE** (Resolution)

Reference is made to the Company's stock exchange announcement published on www.newsweb.no on 26 June 2026 regarding the Company's successful completion of the Private Placement and conversion of the convertible bond. As a result of the completion of that transaction, the Supervisory Board discussed and considered a number of changes to the Company's existing governance. The Supervisory Board deems the completion of the transaction a good moment in time to amend its governance and align the governance with the new shareholders base of the Company.

The Supervisory Board therefore proposes to amendments to the Company's articles of association as follows: the deletion of article 18 from the Company's articles of association, with the renumbering of the subsequent articles and cross-references (**Resolution**).

Explanatory note: article 18 of the Company's articles of association provides that the Company has a nomination committee composed of shareholders, which committee makes nominations for the appointment of members of the Supervisory Board. The Supervisory Board proposes to align the Company's governance with Principle 2.3 and Best Practice Provision 2.3.2. of the Dutch Corporate Governance Code, whereby the nomination committee will be a committee of the Supervisory Board (and no longer a committee of the general meeting). This committee of the Supervisory Board shall be composed of Supervisory Directors. The Nomination Committee will make recommendations to the Supervisory Board regarding *inter alia* candidates for (re)appointment to the Supervisory Board, including the Chair. The Supervisory Board will decide on the recommended nominees, which will be proposed to and appointed by the General Meeting.

The verbatim text of the proposal to amend the articles of association has been made available as a separate document on the website of the Company (https://thekingfishcompany.com/) and at the office of the Company.

The aforementioned proposal to amend the articles of association includes the proposal to authorise each managing director of the Company and every (candidate) civil-law notary, notarial employee and attorney-at-law of DLA Piper Nederland N.V. in Amsterdam, the Netherlands, acting jointly as well as separately, to execute the notarial deed of amendment and to undertake all other action that the authorised person deems necessary or useful.

10. APPOINTMENT OF MR ÁRNI THORDARSON AS THE CHAIR OF THE SUPERVISORY BOARD (Resolution)

The Supervisory Board unanimously proposes to appoint Mr Thordarson as the chair of the Supervisory Board with effect from the closure of the AGM.

Explanatory note: Mr Jeroen Scheelbeek served as a member of the Supervisory Board since December 2019 with his current term ending at the end of the AGM. As a result of major changes in the shareholder base of the Company, Mr Scheelbeek has decided not to be available for another term of appointment. The Supervisory Board expresses its gratitude to Jeroen for his valuable contribution to the Company, especially during the successful completion of the Private Placement, the amendments to the terms and conditions of the companies' long term debt and the conversion of the convertible bond. Since Mr Scheelbeek also served as the Supervisory Board's chair, the Supervisory Board proposes, with unanimous consent of the Nomination Committee, to appoint Mr Árni Thordarson as chair of the Supervisory Board with effect from the closure of the AGM.

11. AUTHORIZATION OF THE SUPERVISORY BOARD TO ISSUE SHARES AND GRANT RIGHTS TO SUBSCRIBE FOR SHARES (Resolution)

In line with past practice, it is proposed to designate the Supervisory Board, in accordance with Section 2:96 of the Dutch Civil Code, as the corporate body authorized to resolve on the issuance and/or the granting of rights to subscribe for shares in the capital of the Company. The authorization shall be subject to the following limitations:

(A) the authorization of the Supervisory Board will expire at the earlier of the conclusion of the annual general meeting in 2027 or 18 months from the date of the AGM; and

(B) the authorization of the Supervisory Board will be limited to 20% of the issued share capital of the Company on the date of the AGM.

12. AUTHORIZATION OF THE SUPERVISORY BOARD TO EXCLUDE OR LIMIT PRE-EMPTION RIGHTS (Resolution)

In line with past practice, it is proposed to designate the Supervisory Board, in accordance with section 2:96a of the Dutch Civil Code, as the corporate body authorized to limit or exclude pre-emptive rights in relation to any issuance of shares in the capital of the Company or any grant of rights to subscribe for shares in the capital of the Company pursuant to the authorization provided for under the resolution set out in agenda item 11.

The authorization shall be subject to the following limitations:

(A) the authorization of the Supervisory Board will expire at the earlier of the conclusion of the annual general meeting in 2027 or 18 months from the date of the AGM; and

(B) the authorization of the Supervisory Board to limit or exclude pre-emptive rights is limited to 50% of the authorization provided for under the resolution set out in agenda item 11.

This resolution shall be subject to the passing of the resolution set out in agenda item 11.

13. AUTHORIZATION OF THE MANAGEMENT BOARD TO ACQUIRE SHARES IN THE COMPANY (Resolution)

In line with past practice, it is proposed to, in accordance with Section 2:98 of the Dutch Civil Code, authorize the management board of the Company to acquire shares in the capital of the Company.

The authorization shall be subject to the following limitations:

(A) the authorization of the management board of the Company will expire at the earlier of the conclusion of the annual general meeting in 2027 or 18 months from the date of the AGM;

(B) the authorization is limited to 10% of the issued share capital on the date of this notice, shares may be acquired at the stock exchange or otherwise, at a price between par value and the average market price of the 5 working days prior to the acquisition; and

(C) the acquisition is subject to the prior approval of the Supervisory Board.

14. ANY OTHER BUSINESS

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The Kingfish Company N.V. is a Dutch limited liability company (*naamloze vennootschap*). As of the Record Date and the date of this notice, the Company has issued 897,891,084 shares, each of which represents one vote.

For the purpose of the AGM the total number of issued shares in the Company for which votes can be cast is set at the Record Date.

PROXY VOTE INSTRUCTION

The Kingfish Company N.V. (Company)

Proxy for Annual General Meeting: 26 August 2026

The undersigned hereby authorizes the chair of the Company's Supervisory Board, as his/her true and lawful agent and proxy, to represent the undersigned at the Annual General Meeting of the Company to be held on 26 August 2026 at 14.00 hours (CEST), for the purposes set forth below and in the notice of the Annual General Meeting issued by the Company, in all matters coming before said meeting and to exercise the voting rights of the undersigned in accordance with the voting instructions below:

Please mark your votes as in this example: X

If no choice is specified in respect of the voting item on the agenda, the proxyholder shall vote "FOR" such agenda item.

Agenda	Resolution	FOR	AGAINST	ABSTAIN
3	Adoption Annual accounts for the FY 2025			
4	Appropriation of the result for the FY 2025			
5	Release from liability of the members of the management board and the (former) members of the supervisory board			
6	Appointment of auditor for the financial year 2026			
7	Appointment of Ms Rojo Alonso as member of the Supervisory Board			
8	Remuneration of Ms Rojo Alonso			
9	Amendment articles of association in relation to nomination committee			
10	Appoint Mr Árni Thordarson as the chair of the Supervisory Board			
11	Authorization of the supervisory board to issue shares and grant rights to subscribe for shares			
12	Authorization of the supervisory board to exclude or limit pre-emption rights			
13.	Authorization of the management board to acquire shares in the Company			

Signature(s): ____

Date: ____

Name of shareholder in block letters: _________________________________

The undersigned is holder of (*insert number*) ______________________________ shares on the Record Date.

Note: Please produce proof of shareholding / meeting rights on the Record Date.

Note: Please sign as name appears above, joint owners should each sign. When signing as authorized representative of a shareholder, attorney, executor, administrator or guardian, please give full title as such and provide evidence of representation authority.

Please mark if you would like to attend the AGM meeting: ☐

Please return your duly completed and signed proxy, to be received by DNB Bank ASA on or prior to 21 August 2026, 12.00 p.m. (CEST), either by way of e-mail to e-mail address: vote@dnb.no or by ordinary mail to DNB Bank ASA, Registrars Dept., P.O. Box 1600 Sentrum, 0021 Oslo, Norway, or if delivery by hand to: DNB Bank ASA, Registrars Dept., attn.: Sten Sundby, Dronning Eufemias gate 30, 0191 Oslo, Norway.

THE KINGFISH COMPANY