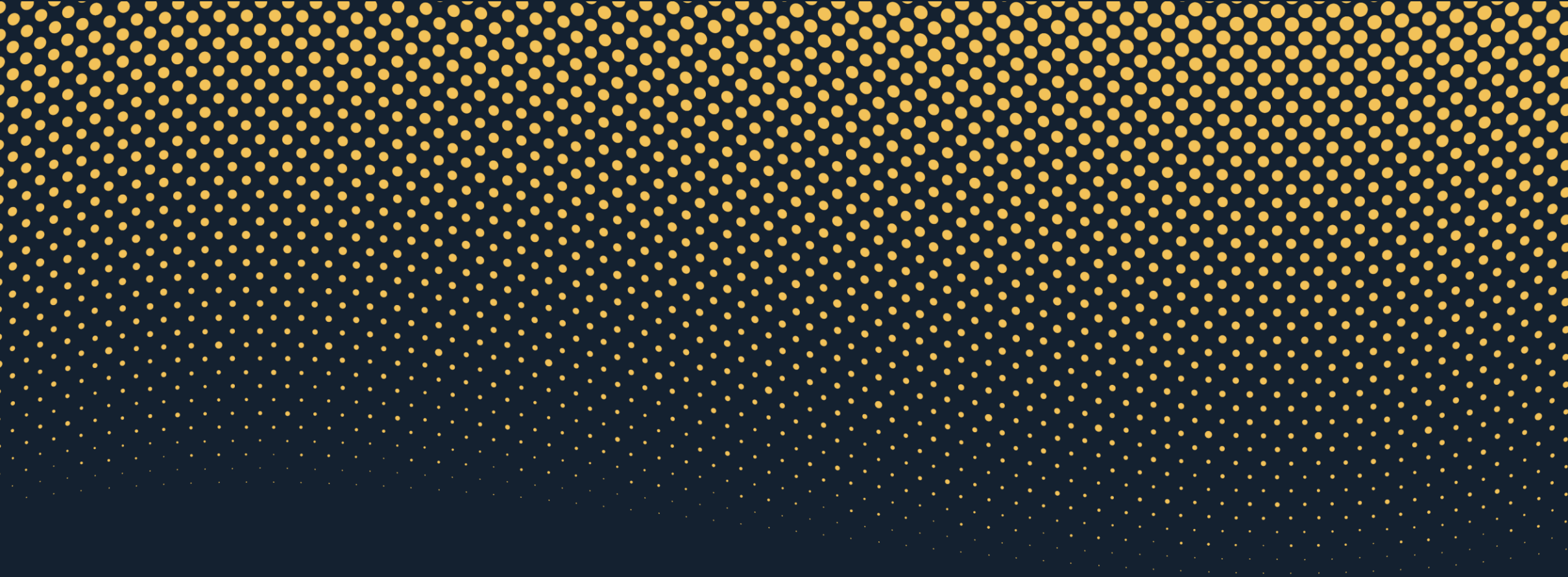




Q2 2026 Presentation

Klepp, 14 August 2026

Knut Nesse
CEO

Ronny Meinkøhn
CFO

AKVAGROUP™



Agenda | Q2 2026

Introduction and Highlights

Knut Nesse, CEO

Financial Performance

Ronny Meinkøhn, CFO

Q&A Session

Highlights second quarter

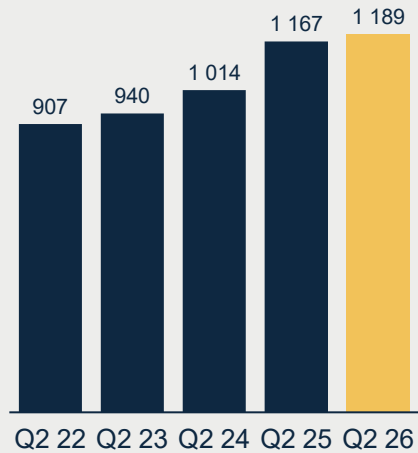
Q2 2026

- High quarterly revenue of NOK 1,189 million and record high quarterly EBIT of NOK 111 million
- Strong order intake of NOK 1,345 million and order backlog of NOK 2,997 million at the end of Q2 2026
- A smolt contract of approx. EUR 28 million was awarded from Laxey EHF in April, subject to financing approval, which was secured in June
- A dividend of NOK 1 per share will be distributed during the second half of 2026
- Strategic review was announced start of April to maximize shareholder value

Key figures | Q2 2026

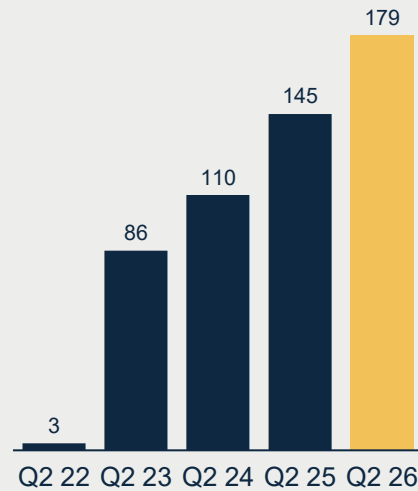
Revenue

NOK 1 189 million



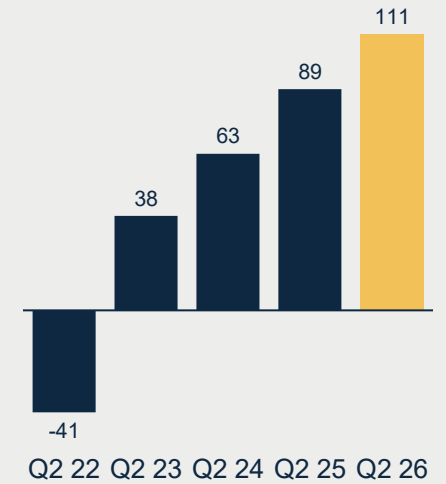
EBITDA

NOK 179 million



EBIT

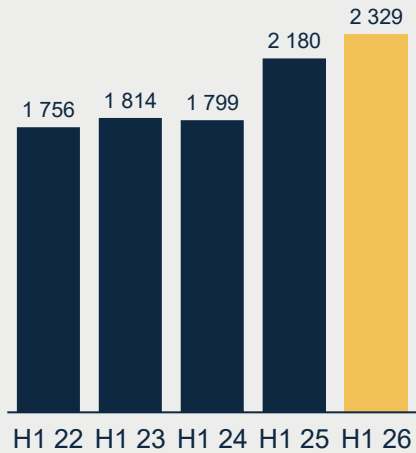
NOK 111 million



Key figures | H1 2026

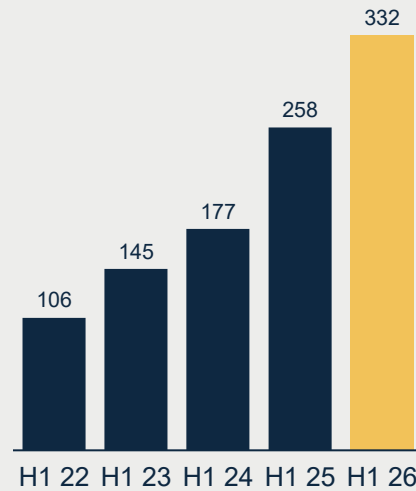
Revenue

NOK 2 329 million



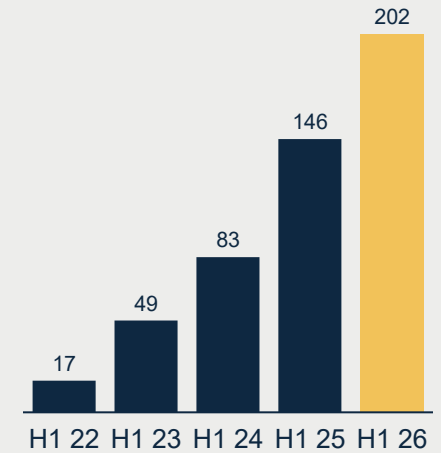
EBITDA

NOK 332 million



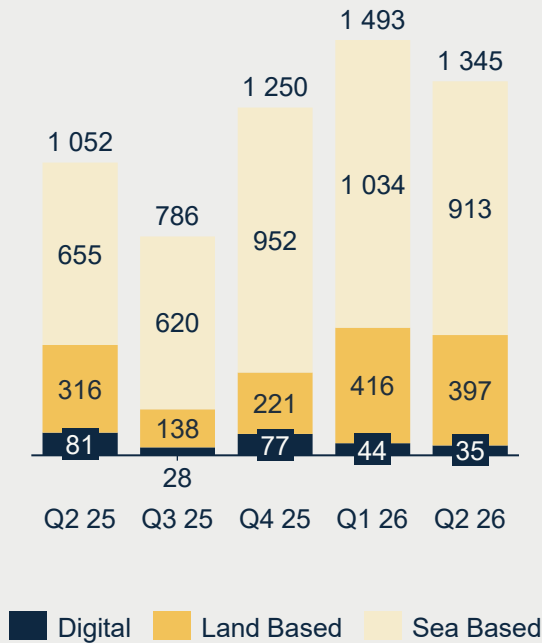
EBIT

NOK 202 million

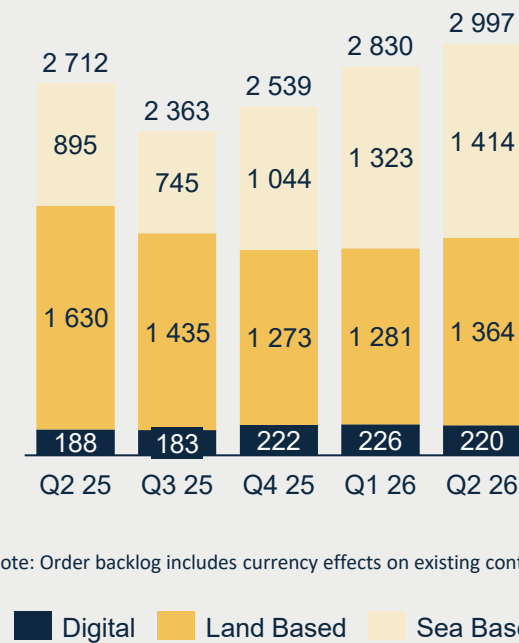


Development order intake and order backlog

Order intake
(NOK million)



Order backlog
(NOK million)



Note: Order backlog includes currency effects on existing contracts

Update on Strategic review

To maximize shareholder value

- Announcement was made on April 8, and the process is supported by the largest shareholders (Egersund Group AS and Israel Corporation Ltd) given the right market conditions
- In the Q1 presentation on May 8 and following the initial phase of the strategic review, AKVA informed the market about high-quality interest around a potential sale of the entire company as a complete platform
- The strategic review is now in a progressed phase with expected conclusion during the fall, in line with previous communication
- No final decisions have been taken at this stage, and AKVA will provide an update to the market upon conclusion of the process



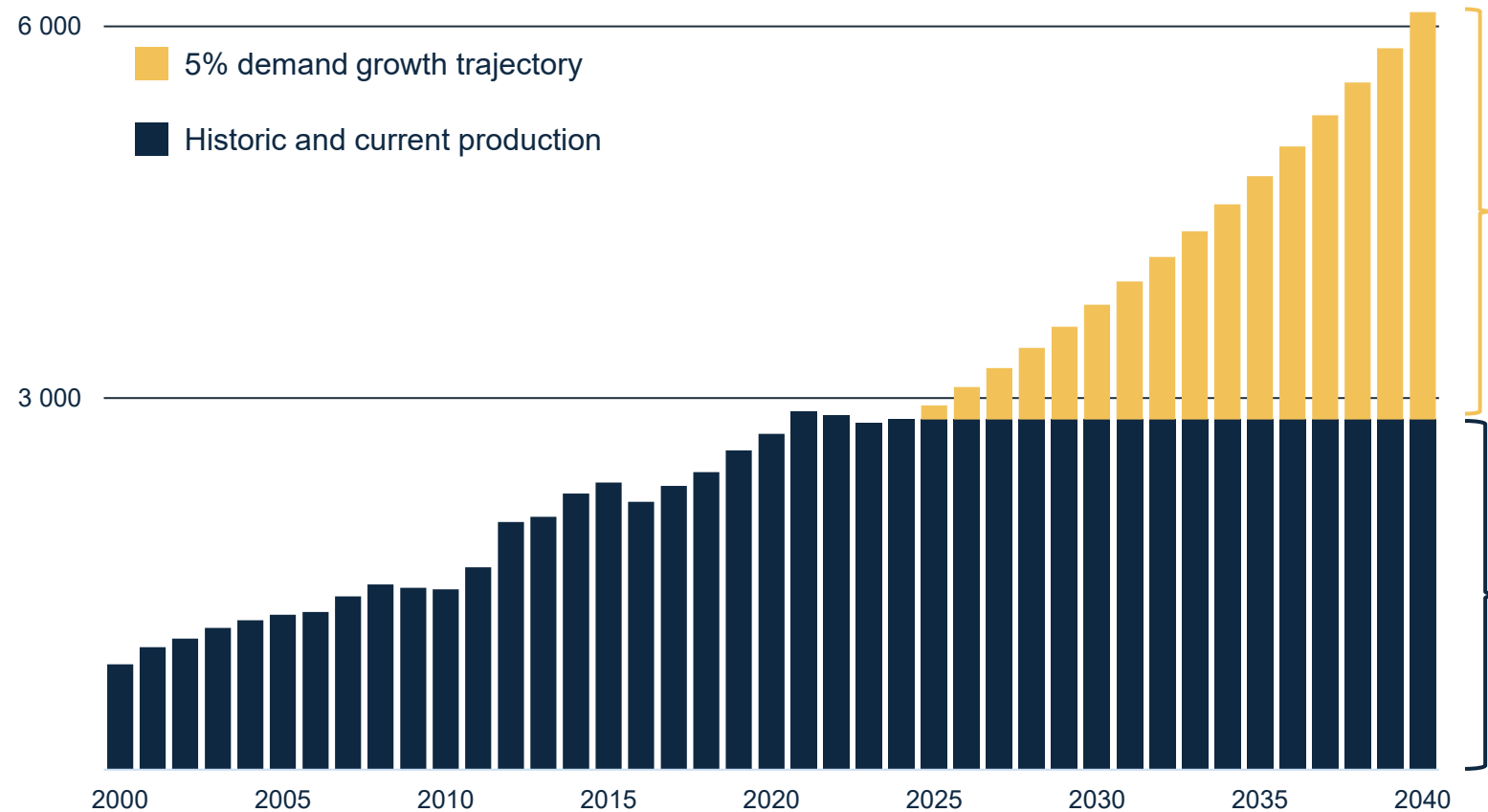


The long-term salmon opportunity

The challenge: How to double salmon production by 2040

Current business model running out of capacity – new investments required

Harvest volumes (in 1,000 tonnes wfe)



Innovation and technology required...

Deep farming



Post-smolt



Grow-out



Digital solutions for precision farming

... to overcome the industry barriers



Fish health



Regulations

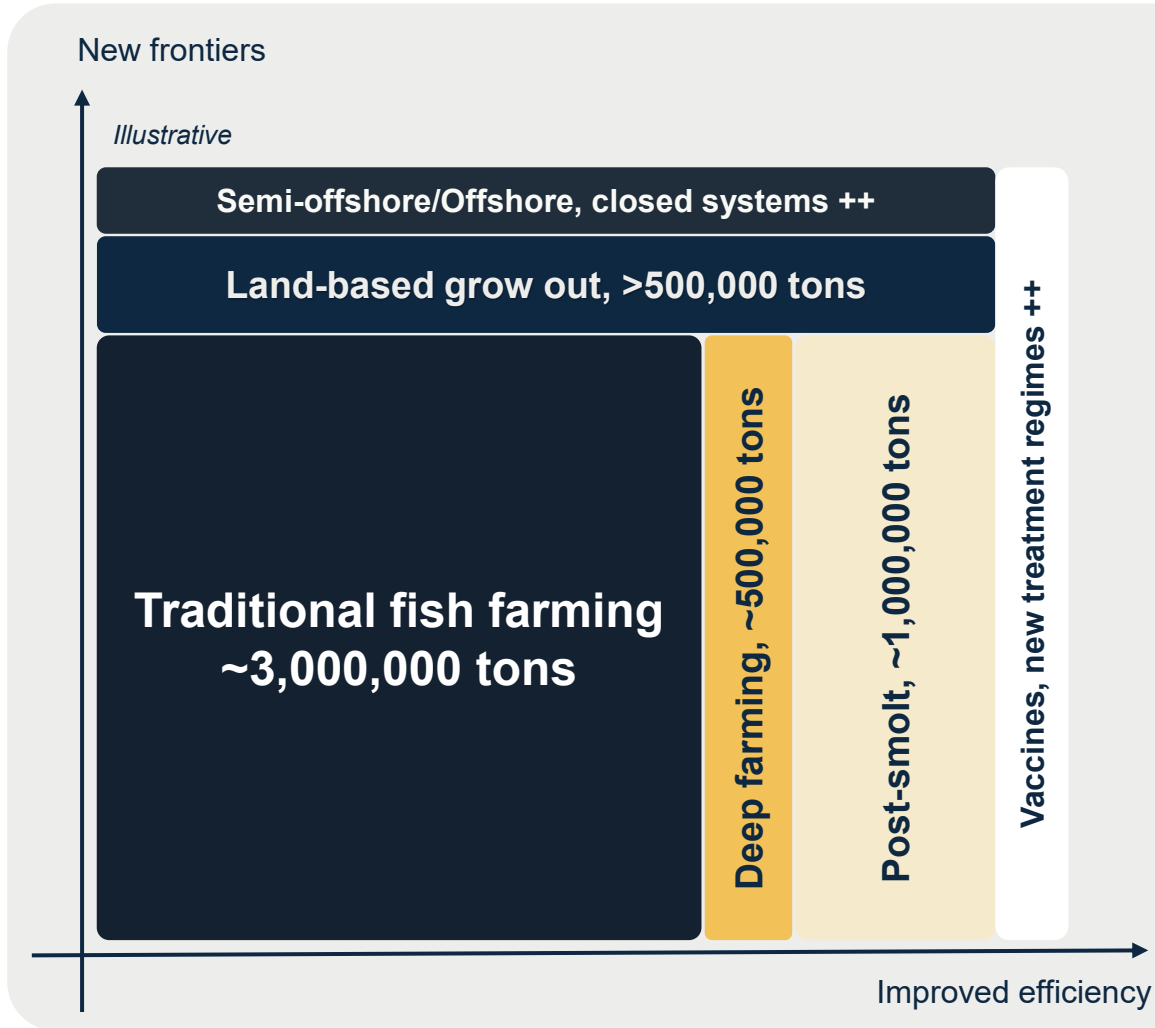


Social license



Financial risk

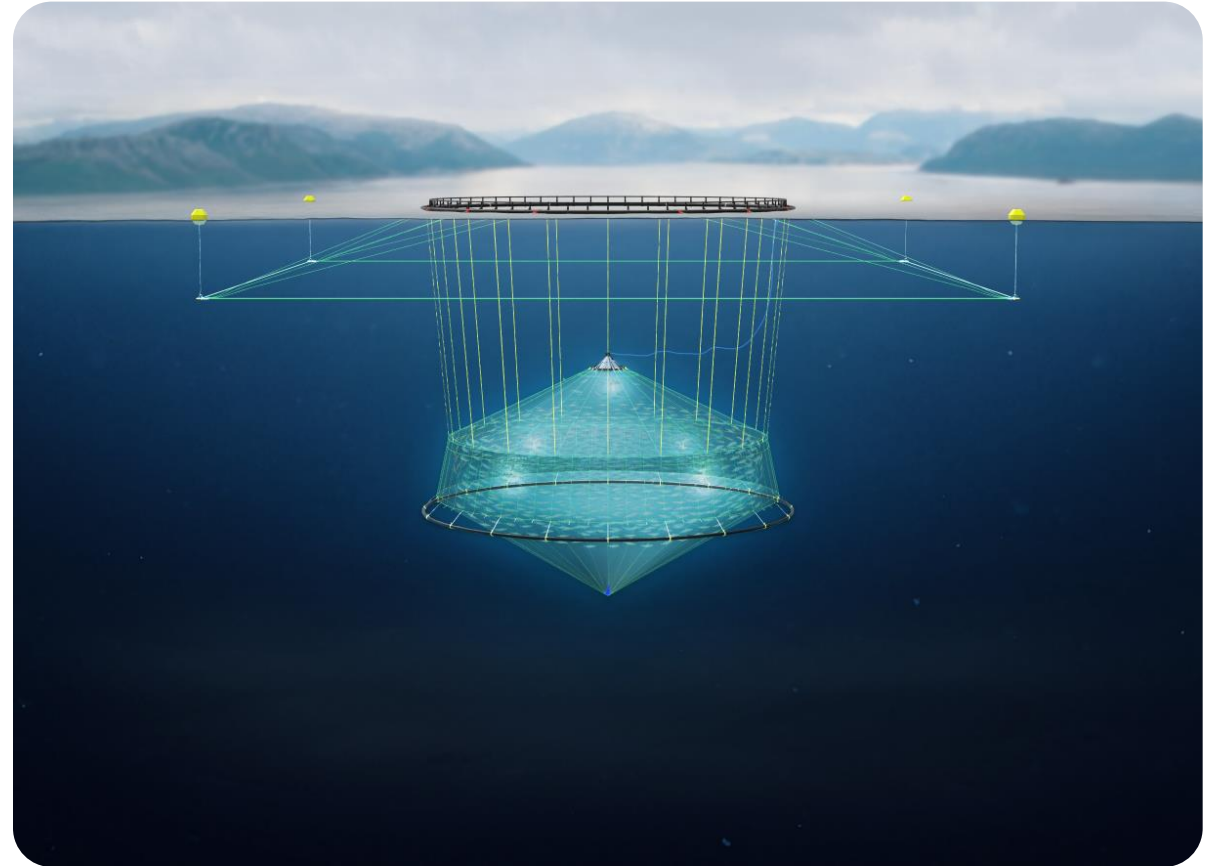
Unlocking growth through technology



- Traditional sea-based farming currently produces around 3 million tonnes of Atlantic salmon globally
- Deep farming holds potential to add ~15% capacity by reducing lice and lowering mortality
- Post-smolt holds potential to add 30-35% to volumes, by improving biomass yield and reducing mortality
- Land-based grow-out beginning to gain traction, with long-term potential to 500,000 tonnes or more
- Other emerging technologies likely required for supply to keep up with demand growth

Deep farming

- Potential to unlock 15%+ higher harvesting volumes from existing licenses
- Submerged cages reduces sea lice treatments by ~80% and reduces mortality with limited additional investment
- Proven improved fish welfare supporting social license to operate and regulatory greenlight in non-green zones
- Currently applicable for close to 60% of locations
- **Deep farming represents a ~NOK 6 billion market opportunity in Norway through 2030**



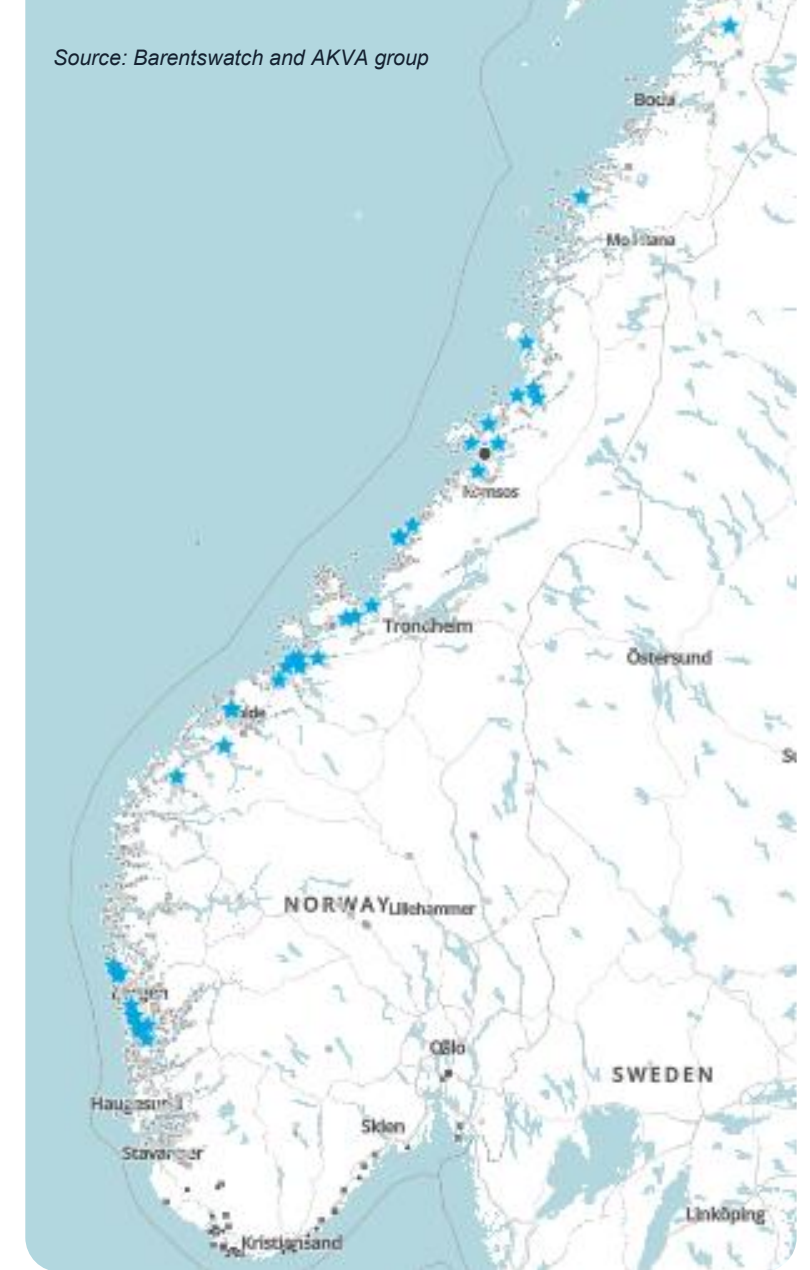
The fish thrive in the depths

New technology – a way to improve fish health

So far, over 400 Nautilus™ units deployed to sea

- Significant reduction in lice pressure and need for lice treatments
- Higher share of superior quality
- More stable environmental parameters
- Positive signals regarding jellyfish and agae

Source: Barentswatch and AKVA group



Large reduction in need of lice treatments

Spring22 – Autumn24: Based on 19 harvested sites

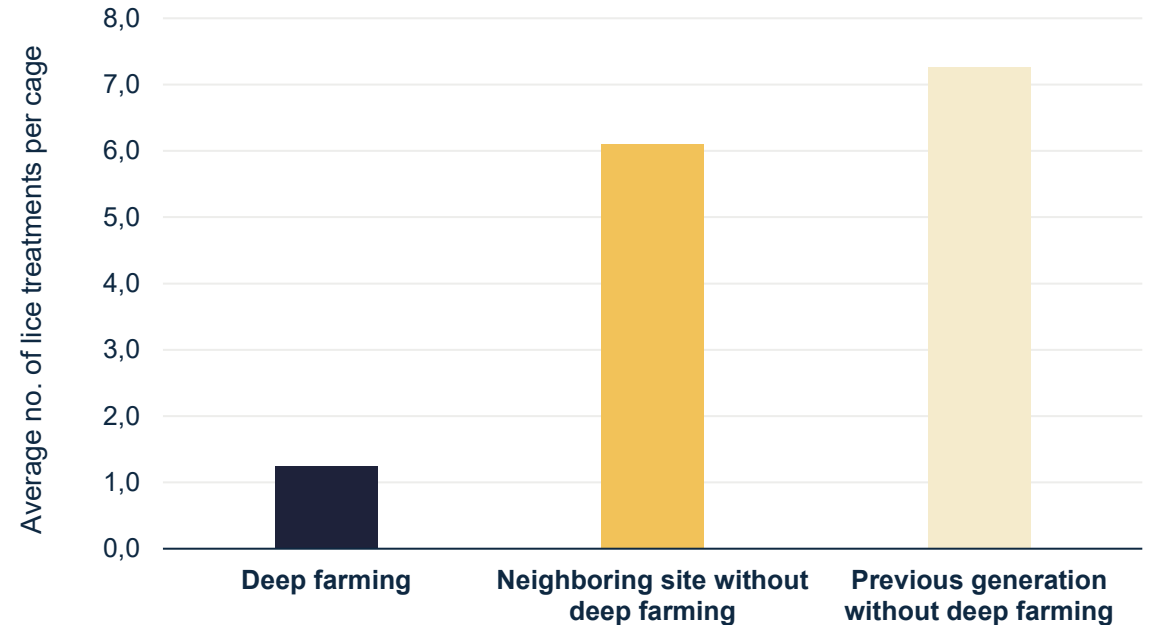
Deep farming results show significantly fewer lice treatments

78% reduction

vs. neighbouring sites without deep farming

83% reduction

vs. previous generation without deep farming



Deep farming deployments compared with a) neighboring site without deep farming and b) previous generation without deep farming at the same site. Average number of lice treatments per cage. Fish groups from Spring 2022 through Autumn 2024, n = 19. Source: Barentswatch and AKVA group.

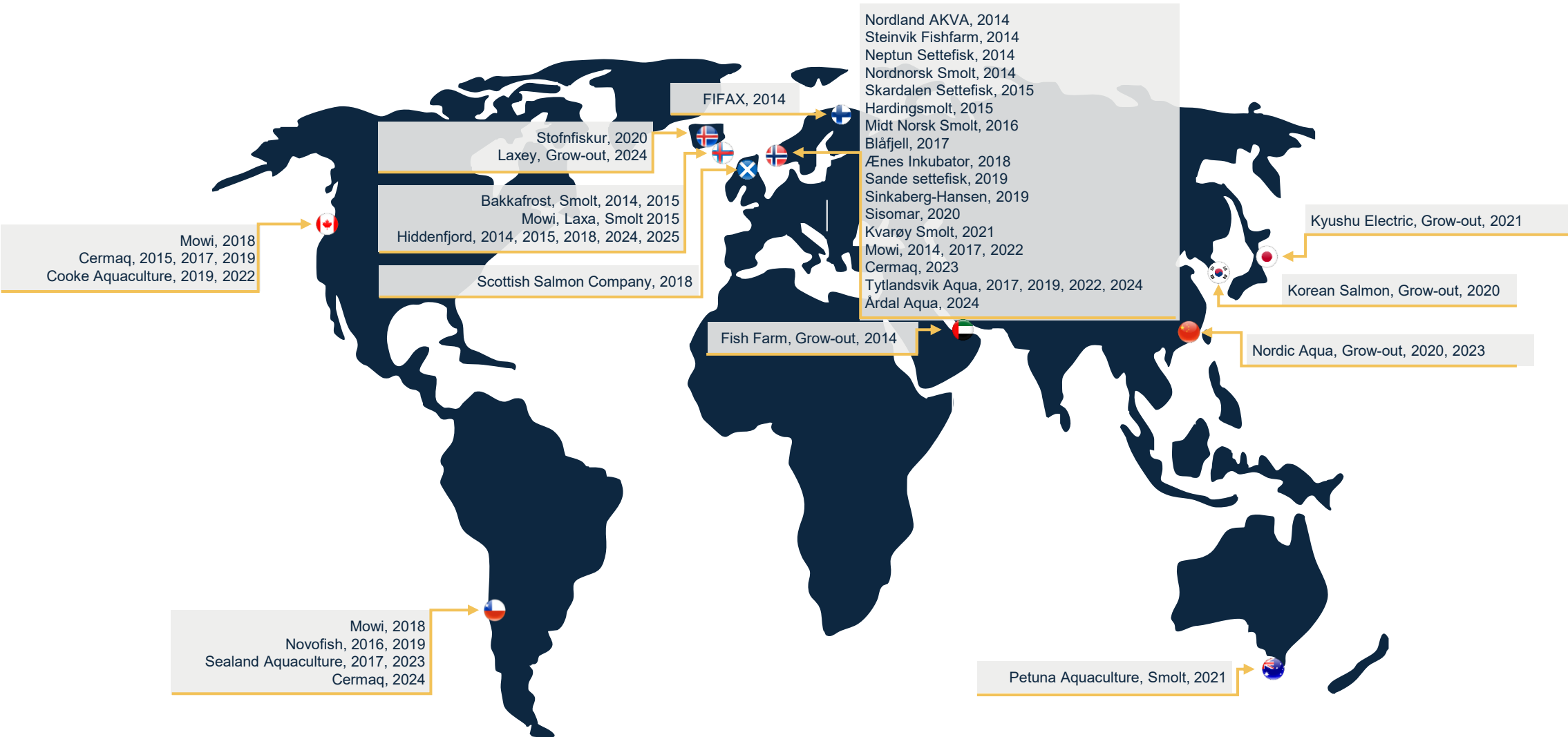
Post-smolt

- Established as an industry growth strategy
- Shorter production cycles with reduced exposure in sea
- Fewer lice treatments, lower mortality and increased biomass yield
- Strong documentation from the Faroe Islands and the Rogaland region
- Potential to unlock 30-35% volume growth



Market opportunity for smolt/post-smolt technology of around
NOK 10 bn in Norway through 2030

The only true global RAS supplier



Ready to capitalize in emerging growth phase

The world's leading full-scale land-based offering

- Fully integrated RAS process systems
- Proven project delivery across design, building and service
- Scalable capacity backed by deep biological and engineering expertise

~NOK 300 million

Invested in transformation
since 2020

~250 employees

High competence and
industry expertise

NOK 1 171 million

Revenue 2025 (89.5% growth vs 2024)

NOK 1.3 billion

Order backlog 2025



Proven & documented technology

- Extensive track record
- Delivering high operational stability
- Optimized dimensioning and cost effective standardized solutions



End-to-end project execution

- Concept development, engineering and design
- Procurement, manufacturing and logistics
- Construction, installation and commissioning



Advisory & services

- Technical and biological training
- Operational support, inspections and system revisions
- Services, spare-parts and support

Land-based Grow-out

- Land-based farming is beginning to mature
- >25,000 tonnes produced in 2024 after a decade of trial and error
- Several RAS and Re-use facilities now showing commercial validation
- Nordic Aqua in China now delivering predictable and well-documented volumes of superior fish



Nordic Aqua Partners in China addressing a market opportunity for land-based RAS

Invested to create the globally leading Digital platform in aquaculture

Positioned for long-term growth

Ready to capitalise on a strong platform built with **NOK 500 million¹** of committed investments since 2021

~120 employees

 **AKVA fishtalk**

 **AKVA connect**

 **AKVA submerged**

 **AKVA observe**

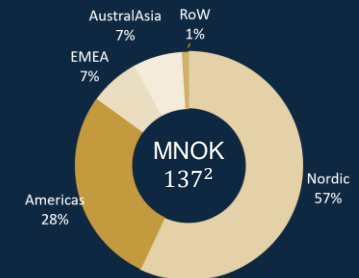
Leading digital solutions for precision farming

Administration, planning, management and equipment control



AI-based planning and real-time decision support

Present in all major markets



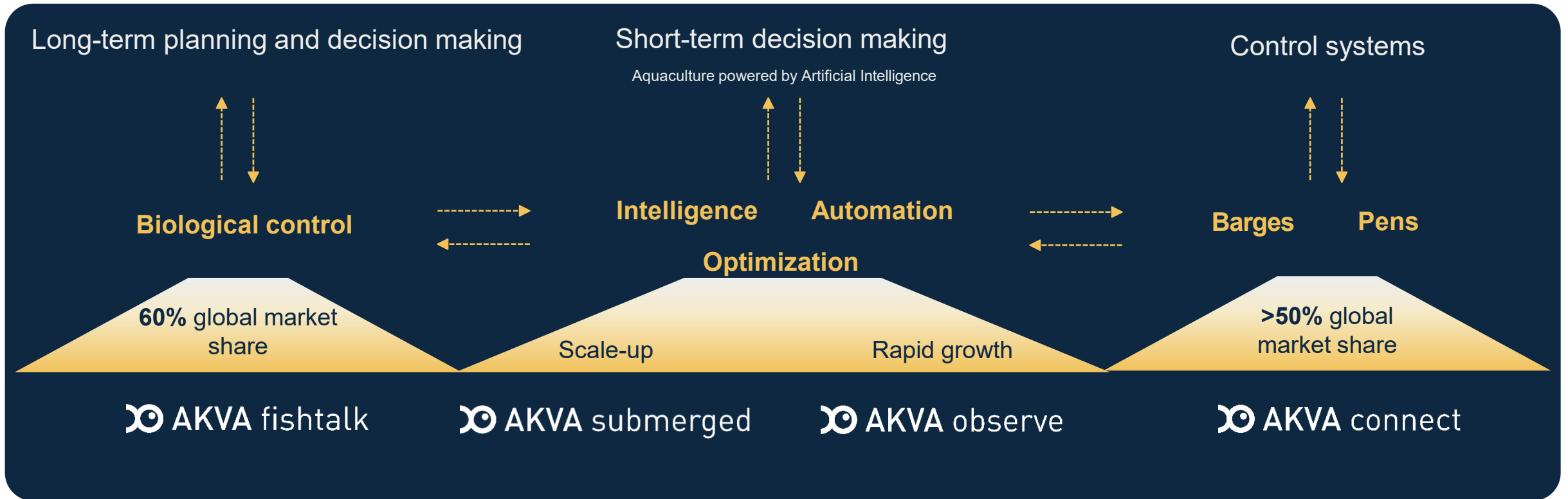
With >90% of revenues on recurring basis

(1) Total R&D and investments since 2021, including estimated capex for 2025 (2) 2024 revenue by geography, adjusted for the positive impact by NOK 76m, related to the step acquisition of Observe Technologies and the remeasurement gain

Complete platform

- enabling next-gen precision fish farming

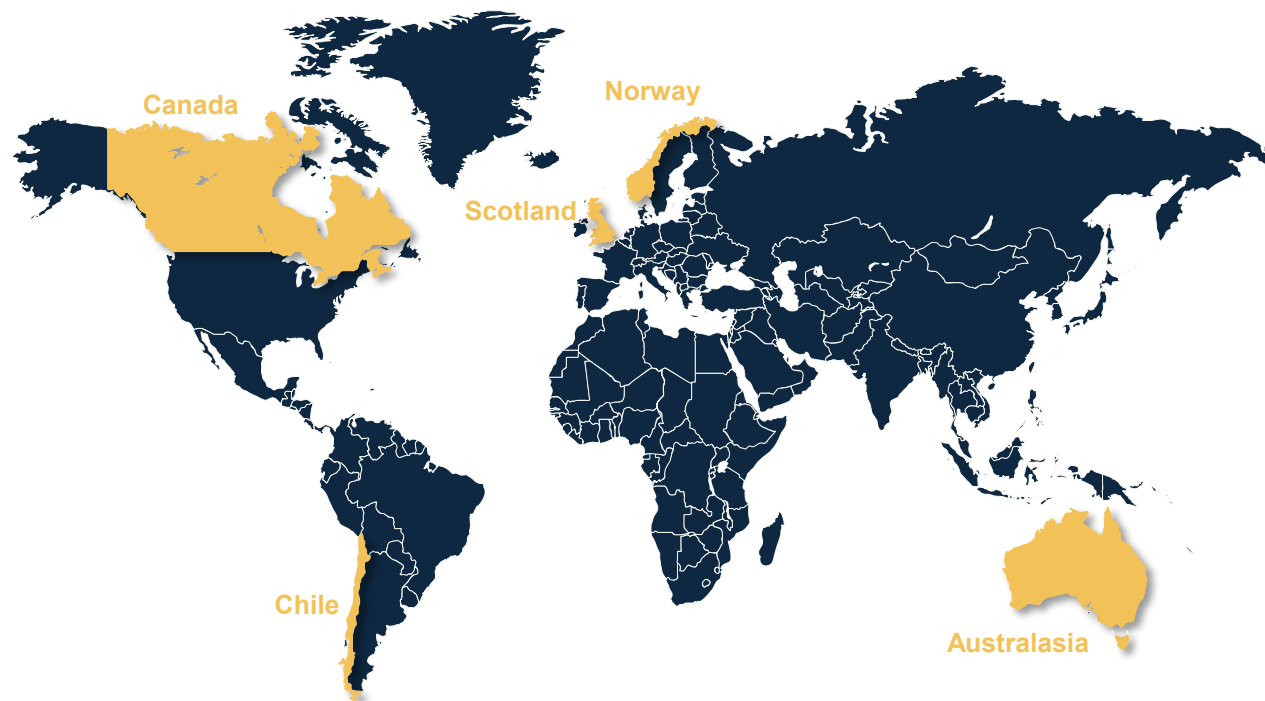
Sustainable fish performance
Feeding – Biomass – Lice – Health



- A scalable solution with strong international traction

- Established global presence
 - Active on more than 170+ sites
- Truly scalable solution
 - Hardware agnostic integration
- Leveraging global footprint
 - Plug-and-play delivery using existing infrastructure distribution
- Major growth opportunity in Norway
 - Ready to expand in the largest untapped salmon market for AI-driven precision feeding next

Current geographical presence



Driving **improved efficiency and profitability on 100+ sites** worldwide and **growing rapidly**

Strategic expansion into the defence industry

Progressing according to plan – MNOK 230 in order intake for the boat segment in H1

- AKVA has qualified for the Norwegian defence industry as a supplier of high quality Polarcirkel boats
- AKVA has signed a long-term framework agreement with the defence industry in Norway for delivery of boats
- Supply to the defence industry are expected to generate significant scale benefits and improved profitability for the boat business
- Deliveries are scheduled to commence in the second half of 2026 and are expected to be re-occurring and increasing in volume in the years ahead
- The deliveries will be in addition to the ongoing commitments related to autonomous boats to the generic market and defence industry
- AKVA has established a new production line to secure sufficient production capacity



Global leader and trusted partner

- Uniquely positioned to enable fish performance and sustainable growth

SEA BASED



Leading equipment provider to the salmon farming industry



DEEP FARMING
& LICE
CONTROL



LAND BASED



World leading full-scale smolt and grow-out offering



DIGITAL



Complete platform enabling next generation precision fish farming



SERVICE & SUPPORT

Global professional service and preventive maintenance on all products

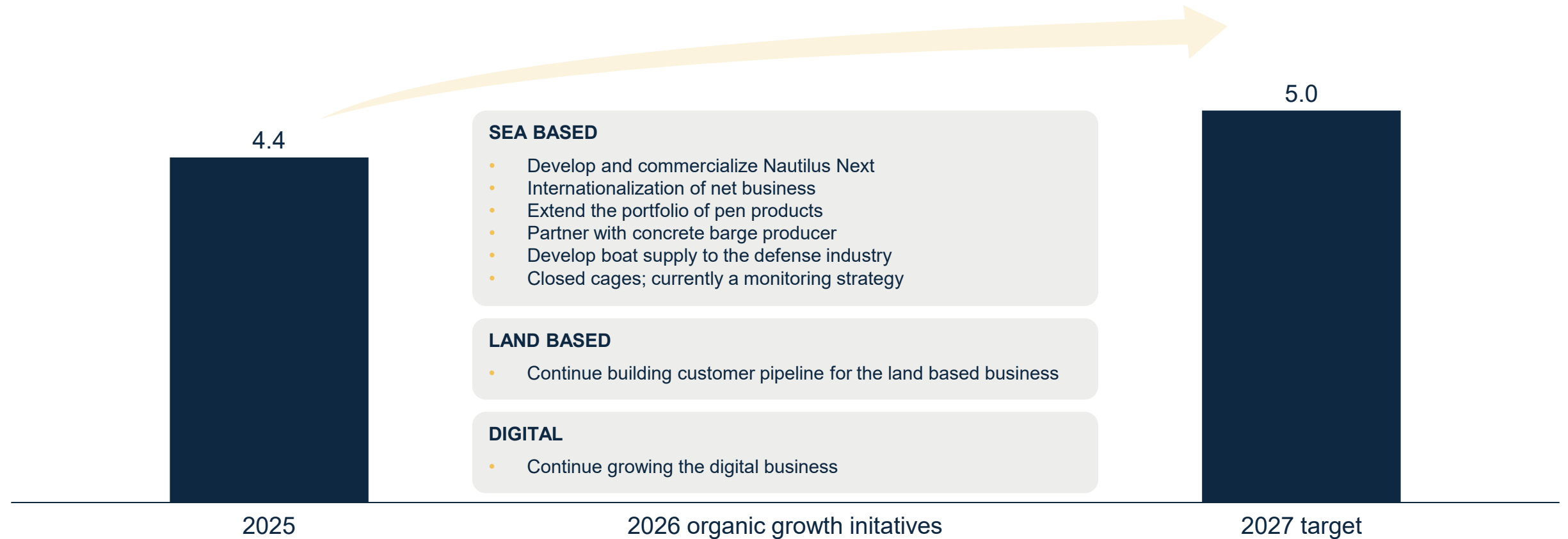
**IMPROVED FISH HEALTH &
WELFARE**

HIGHER GROWTH

HIGHER VALUE CREATION

Organic growth agenda 2026

Building the foundation for delivering 2027 target of NOK 5 billion revenue



Our strategic roadmap

Driving long-term growth and shareholder value creation

2022¹ - 2024²

Revenue:

3.4bn → 3.5bn

EBIT-%:

1% → 5%



Restructuring and turnaround in a challenging market

2025

Revenue:

4.4bn

EBIT-%:

6.4%



Accelerated market expansion and scalable profitability

2026 target

EBIT:

+20 % EBIT growth vs 2025



Ambition to grow EBIT based on continued scalability and improved operational performance

2027 target

Revenue:

> 5bn

EBIT-%:

9%



Industry leadership and scale driving profitable growth

(1) EBIT 2022 adjusted for NOK 98m in restructuring cost (2) 2024 revenue and EBIT adjusted for the positive impact by NOK 76m and NOK 71m, respectively, related to the acquisition of Observe Technologies

Agenda | Q2 2026

Introduction and Highlights

Knut Nesse, CEO

Financial Performance

Ronny Meinkøhn, CFO

Q&A Session

Income statement

Q2 2026

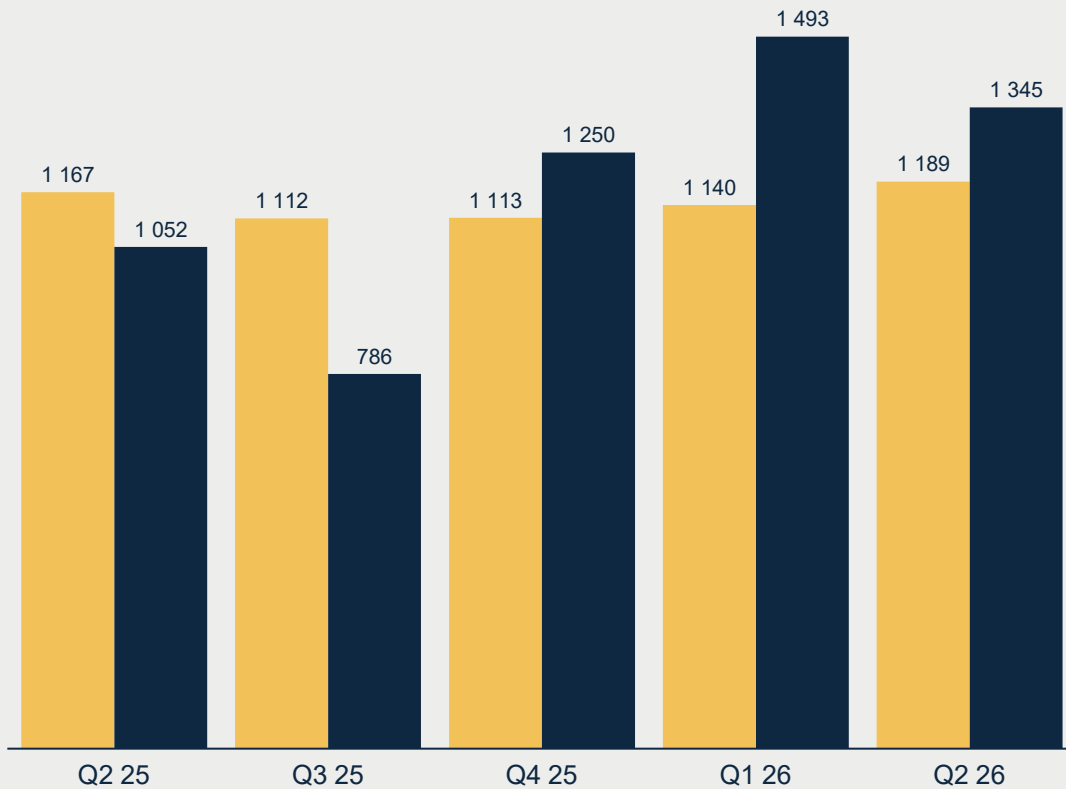
- High activity in the second quarter, with revenue NOK 22 million above the same quarter last year
- Strong financial performance driven by economies of scale, favourable product mix in Sea Based and strong project execution in Land Based
 - EBITDA of NOK 179 million and NOK 34 million higher than Q2 2025
 - EBIT of NOK 111 million and NOK 22 million higher than Q2 2025

NOK million	2026 Q2	2025 Q2	2026 YTD	2025 YTD	2025 Total
Total revenues and other income	1 189	1 167	2 329	2 180	4 405
Cost of materials	632	649	1 241	1 215	2 513
Payroll expenses	304	302	603	569	1 116
Other operating expenses	75	71	154	139	268
EBITDA	179	145	332	258	508
EBITDA margin	15,0 %	12,4 %	14,2 %	11,8 %	11,5 %
Depreciation, amortization and impairment	67	56	130	111	229
EBIT	111	89	202	146	280
EBIT margin	9,4 %	7,7 %	8,7 %	6,7 %	6,3 %
Net Financial Items	-22	-33	-55	-45	-87
Income (loss) before tax	89	57	147	102	193
Income tax ¹	22	10	24	12	11
Net income (loss)	68	47	123	89	182
Earnings per share (NOK)	1,85	1,32	3,39	2,48	5,07

¹ Income tax Q2 2025 and Q2 2026 based on best estimate

Revenue and order intake development

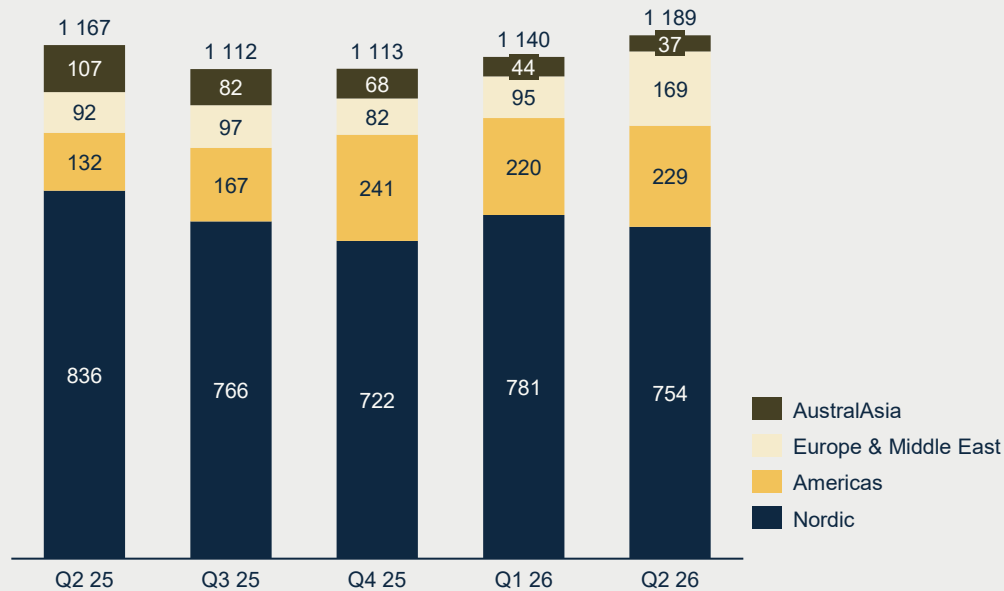
Revenue and order intake (NOK million)



- Positive revenue and order intake trend
- Last twelve months order intake and revenue is NOK 4,874 million and NOK 4,554 million, respectively
- Book-to-bill ratio of 113% in Q2 26

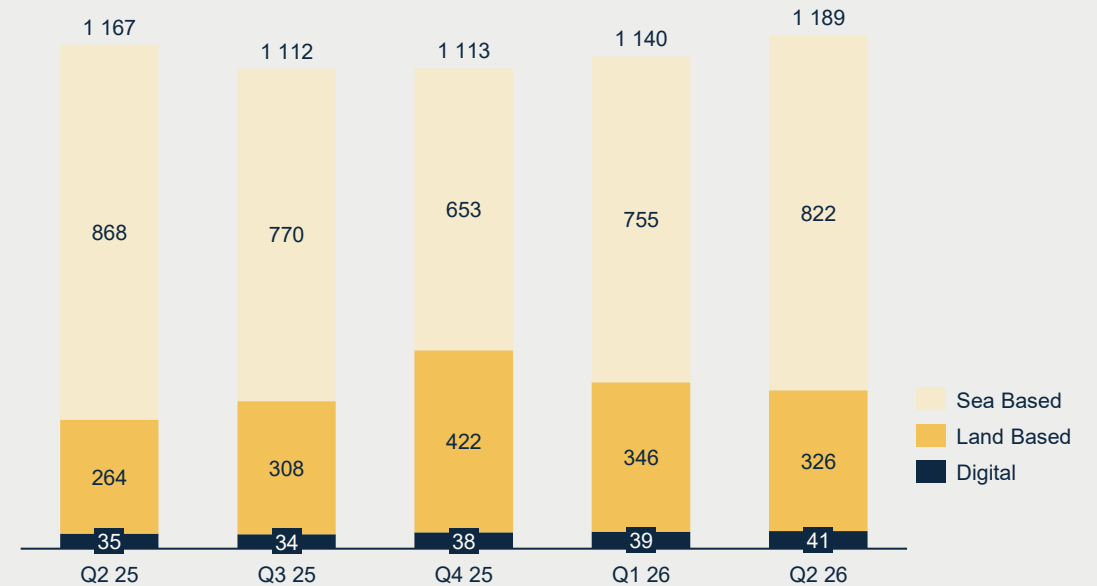
Revenue by Market and Segment

Revenue by Market (NOK million)



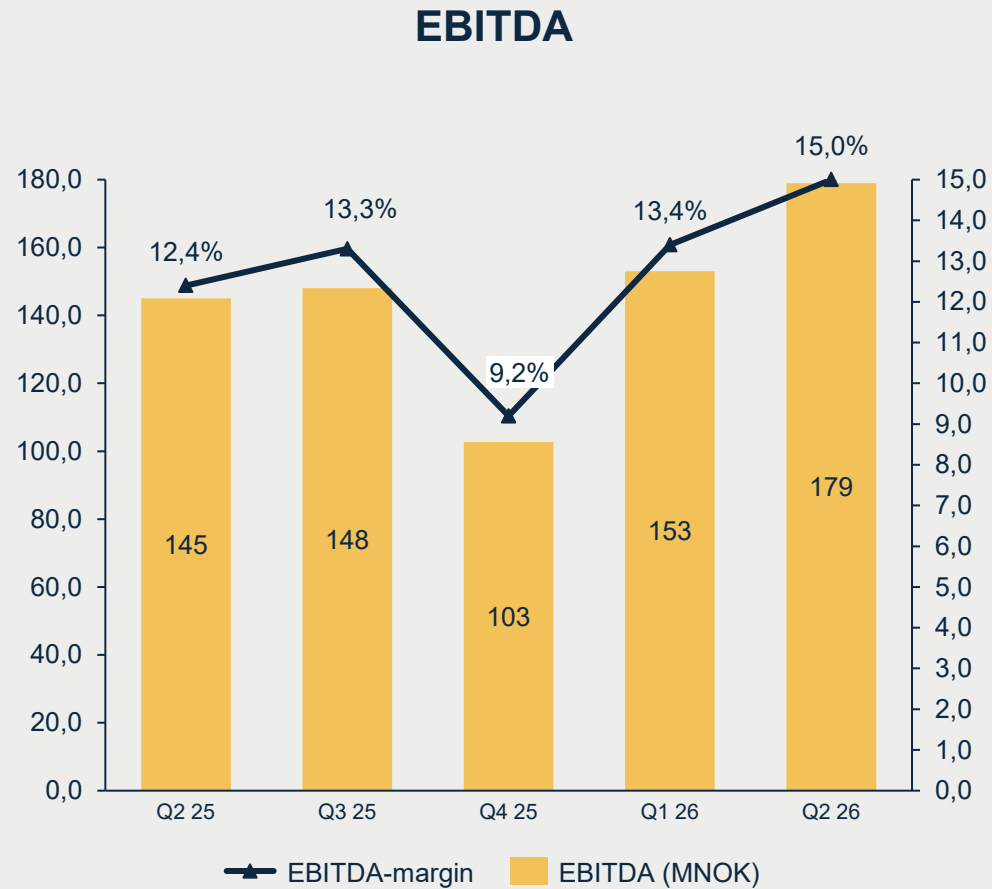
- Revenue increased by 83% in Europe and 75% in Americas compared to Q2 25
- The Nordic market with reduced revenue of 10% compared to Q2 25

Revenue by Segment (NOK million)



- Sea Based represents 69% of total revenue in Q2 26
- Increase in revenue compared to Q2 25 is primarily related to Land Based (+23%) and Digital (+18%)

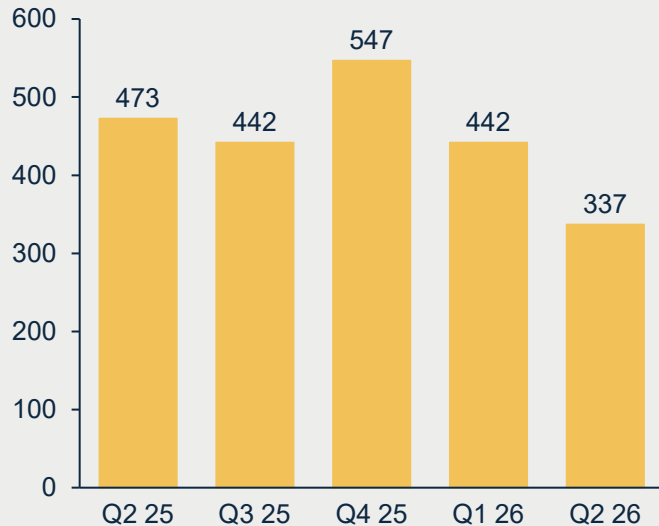
EBITDA development



- EBITDA margin increased from 12,4% in Q2 25 to 15,0% in Q2 26
- Strong profitability in Sea Based with EBITDA margin of 17,4%
- Land Based continue with solid project execution and EBITDA margin of 6,5%
- High EBITDA margin in Digital of 35,7%

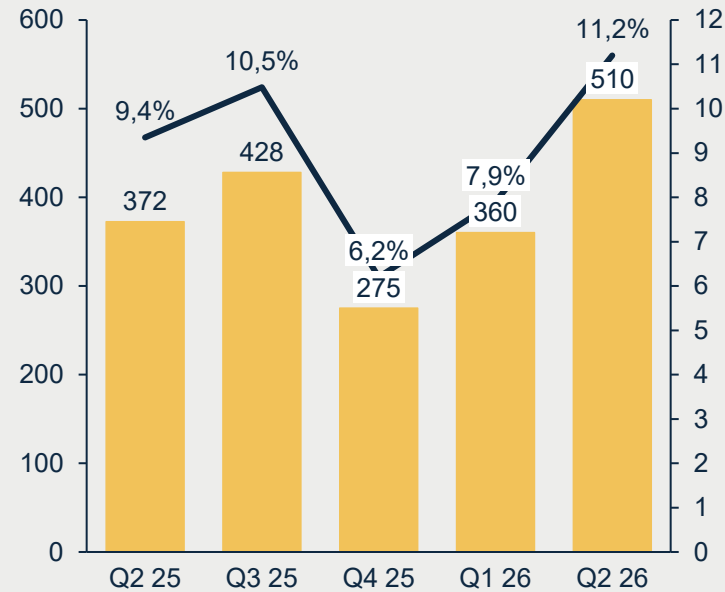
Cash flow and financial position

Available cash (NOK million)

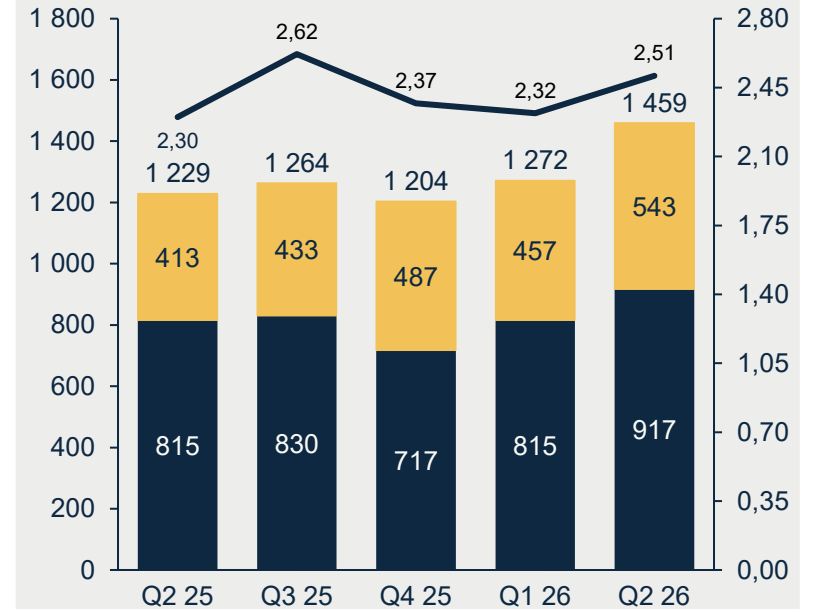


- Available cash includes available amounts on overdraft and revolving facility with DNB

Net Working capital



Net debt / EBITDA



— NIBD/EBITDA (12 mth rolling)

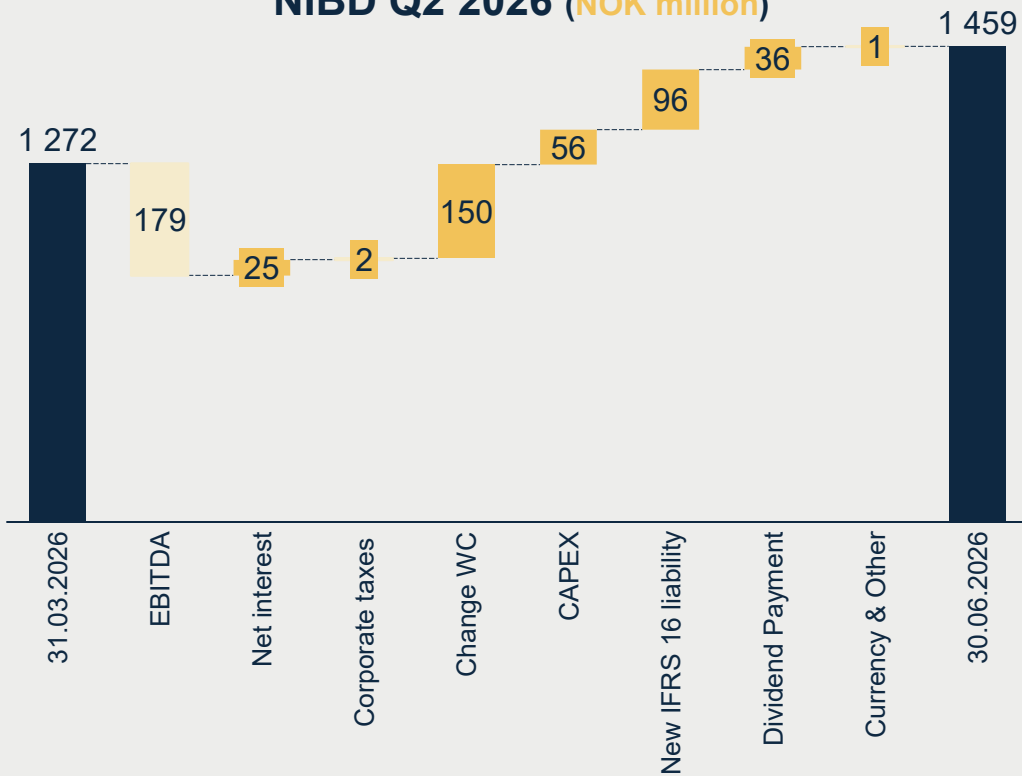
■ NIBD ex IFRS 16

■ Lease Liability (IFRS 16)

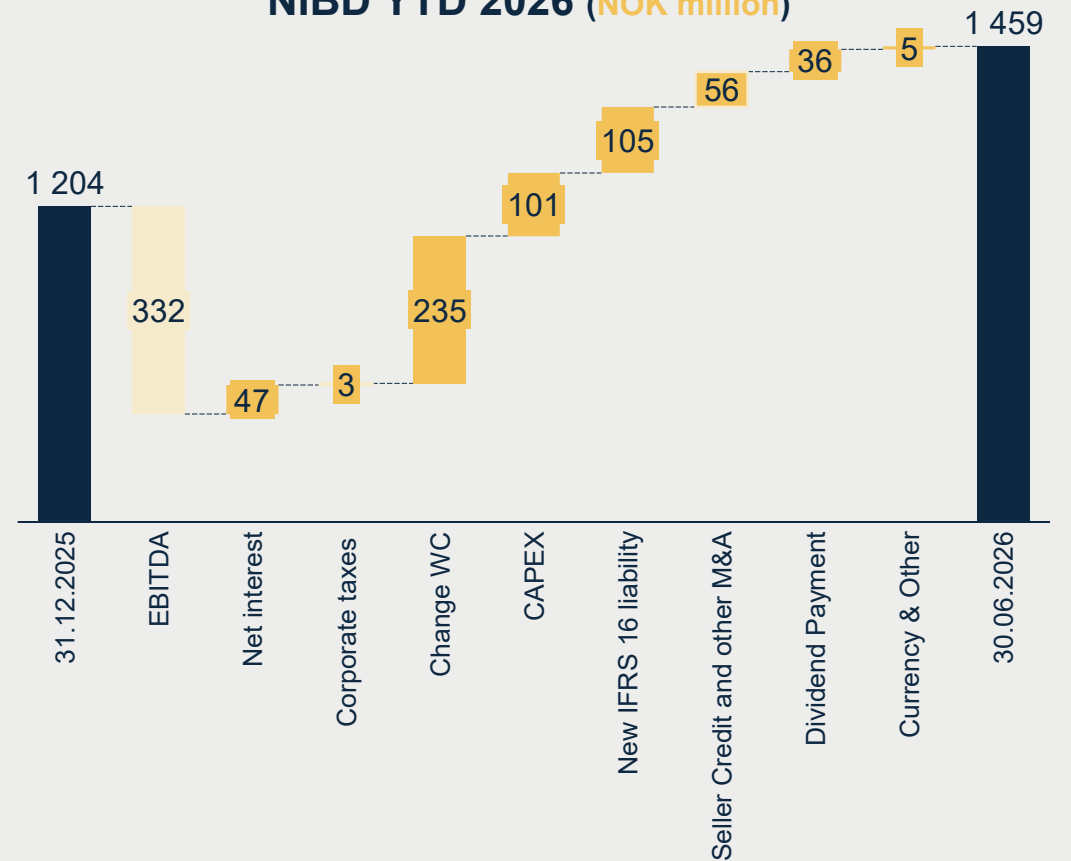
NIBD/EBITDA covenant threshold of 4,50

Development Net interest-bearing debt

NIBD Q2 2026 (NOK million)

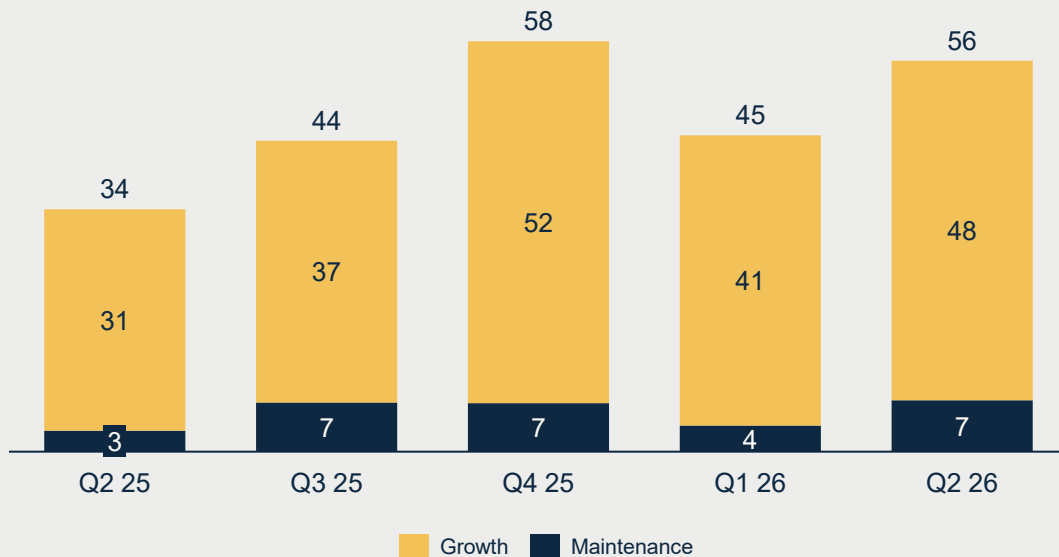


NIBD YTD 2026 (NOK million)



Capital expenditure

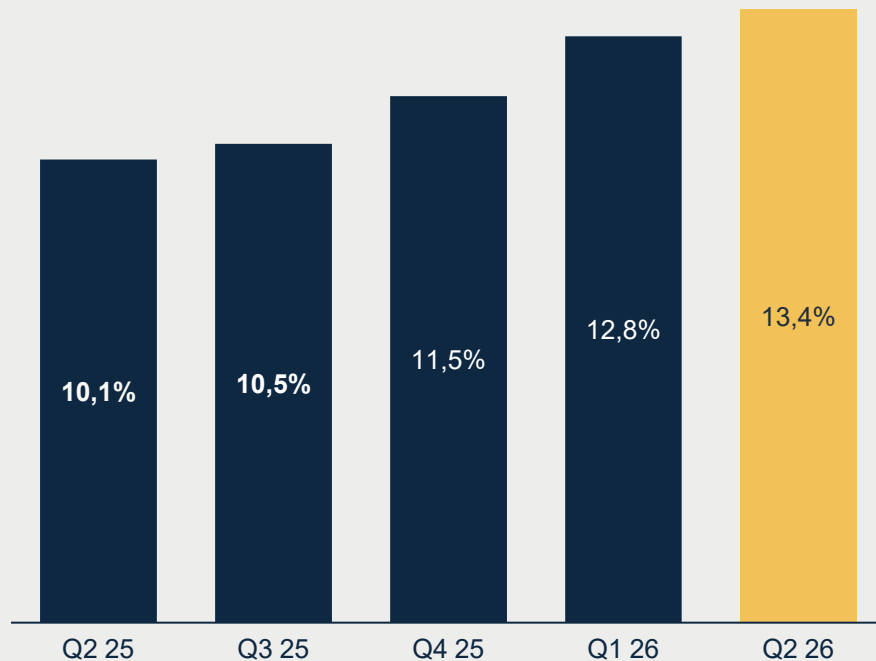
CAPEX (NOK million)



- Total CAPEX of NOK 56 million in Q2 26
 - NOK 25 million applies to the three innovation agendas
 - NOK 7 million is related to the global ERP project
 - NOK 10 million is related to rental products

Return on capital employed

ROACE (%)

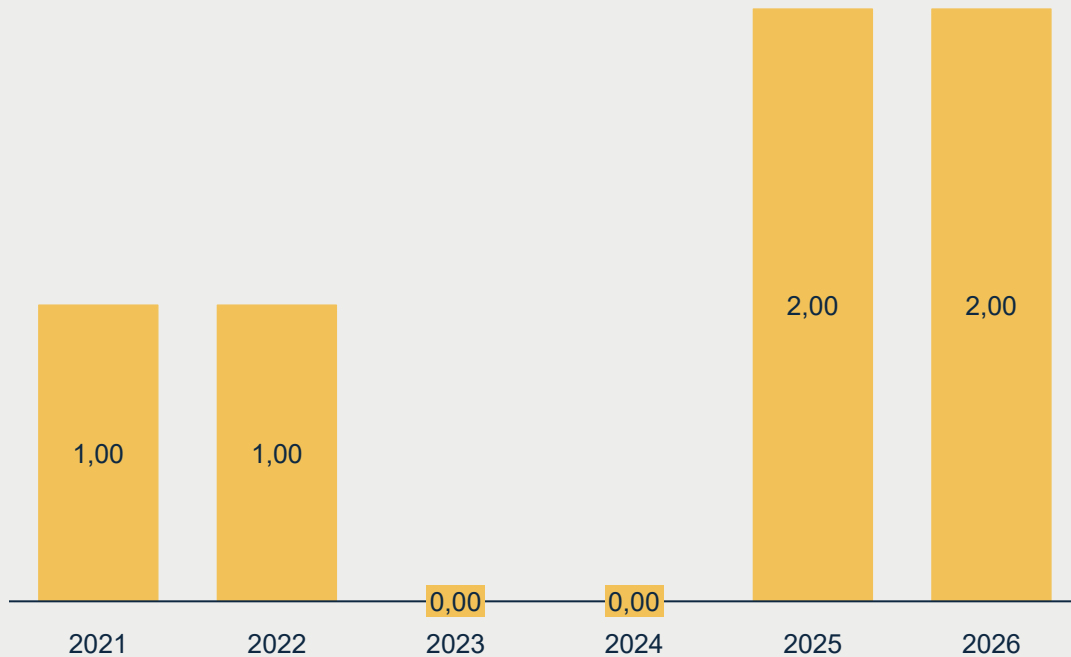


- ROACE continues to improve driven by strong underlying operations and disciplined capital allocation
- ROACE increased from 10.1% in Q2 25 to 13.4% in Q2 26

Note: ROACE is calculated with the average balance sheet items last four quarters, excl. IFRS 16. ROACE in Q3 24 – Q2 2025 is adjusted for the net gain of NOK 71,4 million related to the acquisition of Observe

Dividend

Cash dividend (NOK per share)



- A dividend of NOK 1.00 per share was paid on April 21 for the first half year
- The company has decided to pay a dividend of NOK 1 per share for the second half year

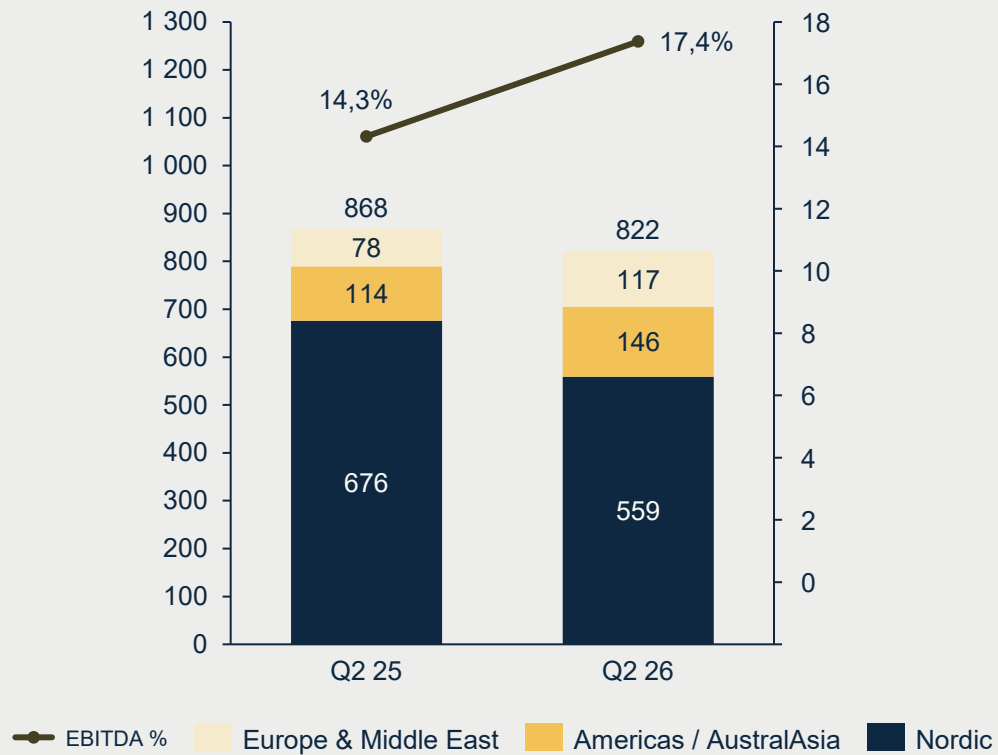
Note: The Board of Directors has resolved to distribute a dividend of NOK 1 per share in the second half of 2026, in total NOK 36,5 million, based on the authorisation granted by the Company's general meeting on 21 May 2026. The dates relating to the dividend, including the last day including the right to receive the dividend and the payment date, will be announced at a later stage



Business segments

Sea Based Technology

Revenue (NOK million) and EBITDA-margin (%)



Overall

- Revenue decreased by 5.3% compared to Q2 25 primarily related to the Nordic market
- EBITDA margin increased from 14.3% to 17.4% due to solid product mix
- Strong increase in order intake from NOK 655 million in Q2 25 to NOK 913 million in Q2 26

Nordic

- Revenue decreased by 17%
- Strong increase of 57% in order intake

Americas

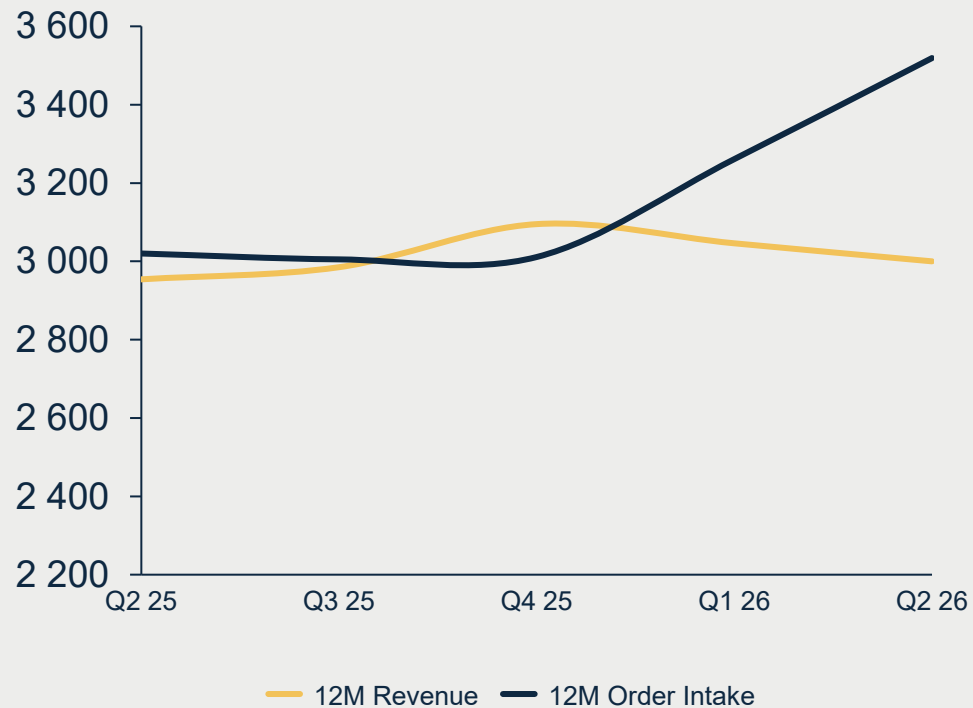
- Revenue increased by 28%
- 33% decrease in order intake

Europe & Middle East

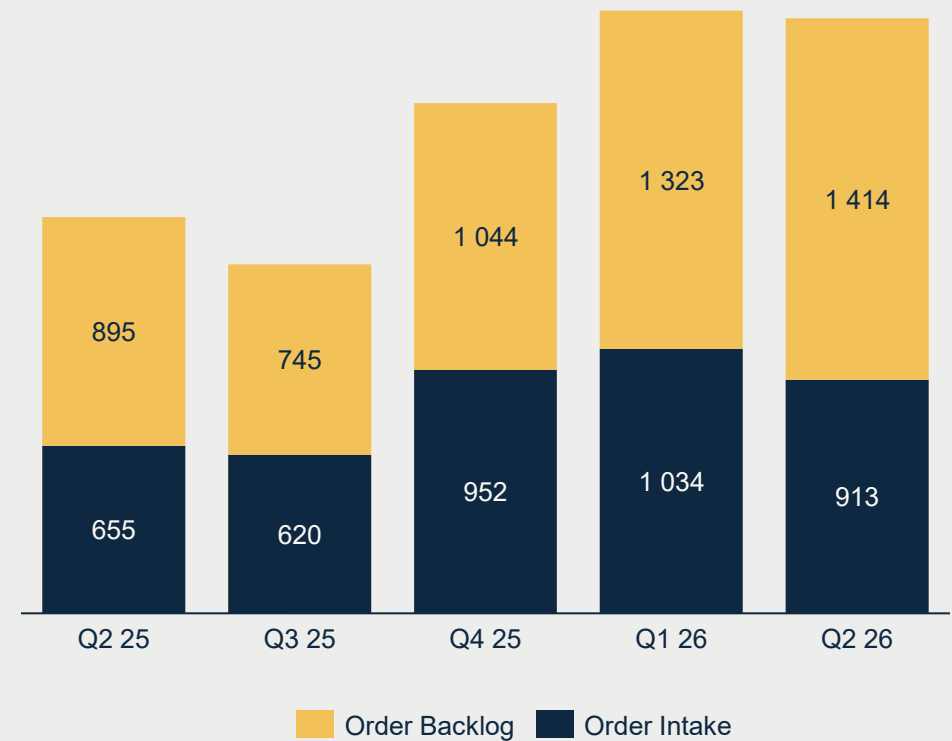
- Revenue increased by 49%
- Increase in order intake of 29%

Sea Based order intake and backlog development

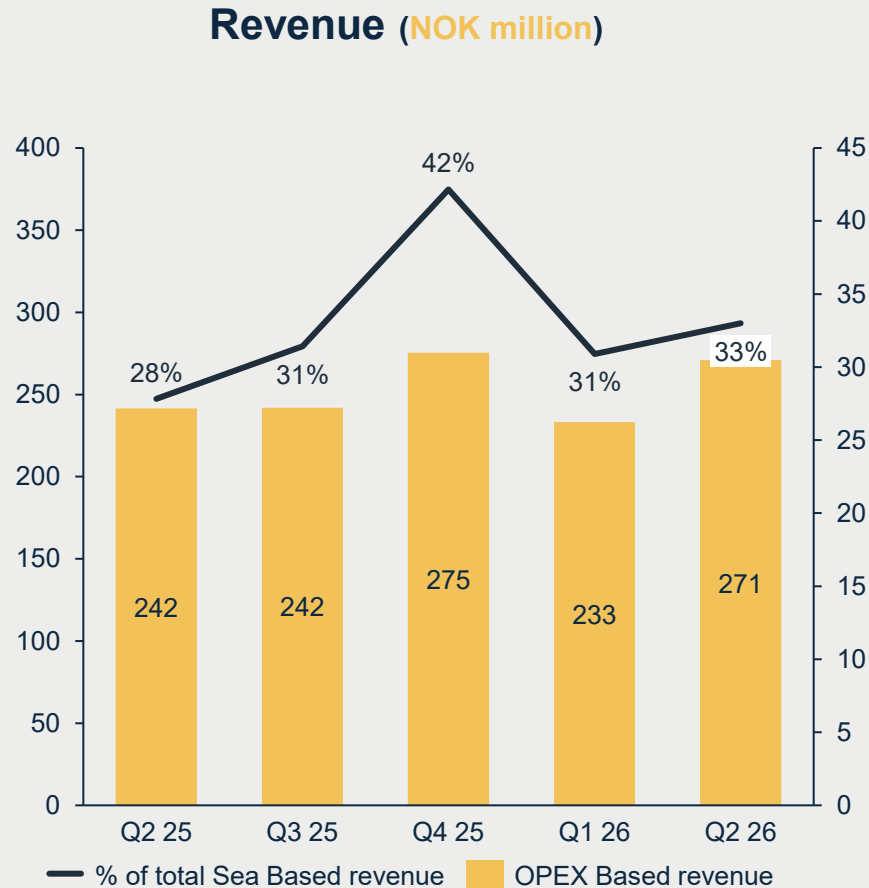
12M Revenue & Order intake (NOK million)



Order backlog & Order intake (NOK million)



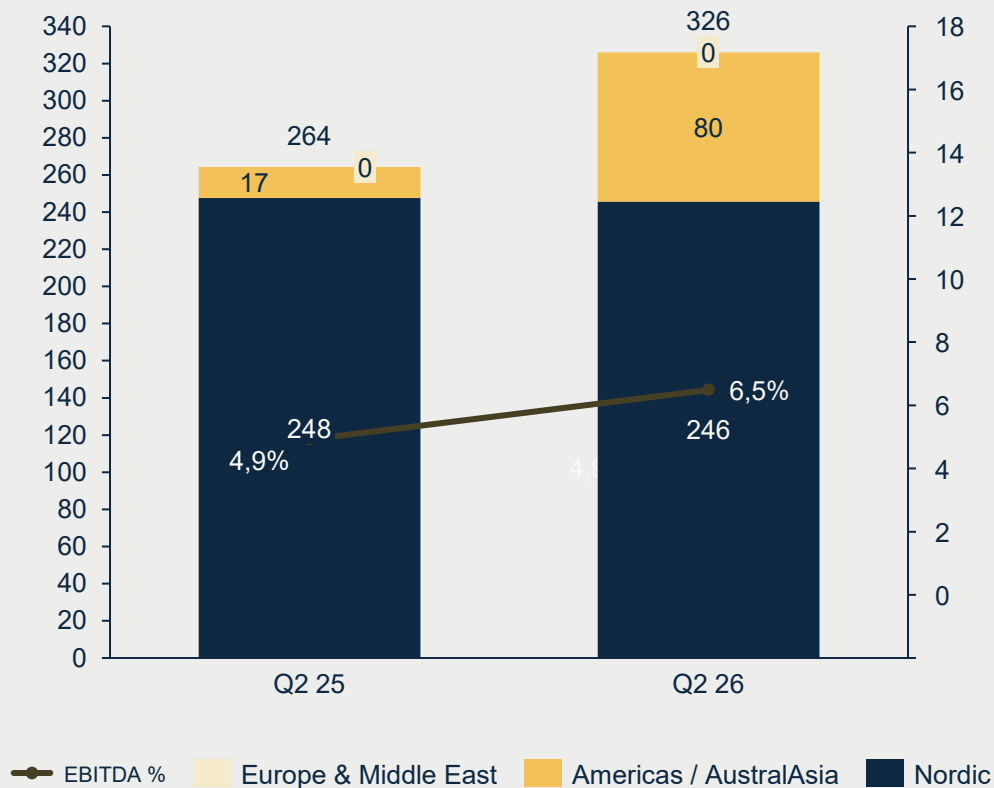
Sea Based development OPEX based revenue



- OPEX based revenue for the Sea Base segment was 33% of total Sea Based revenue in Q2 26
- NOK 29 million higher compared to Q2 25

Land Based Technology

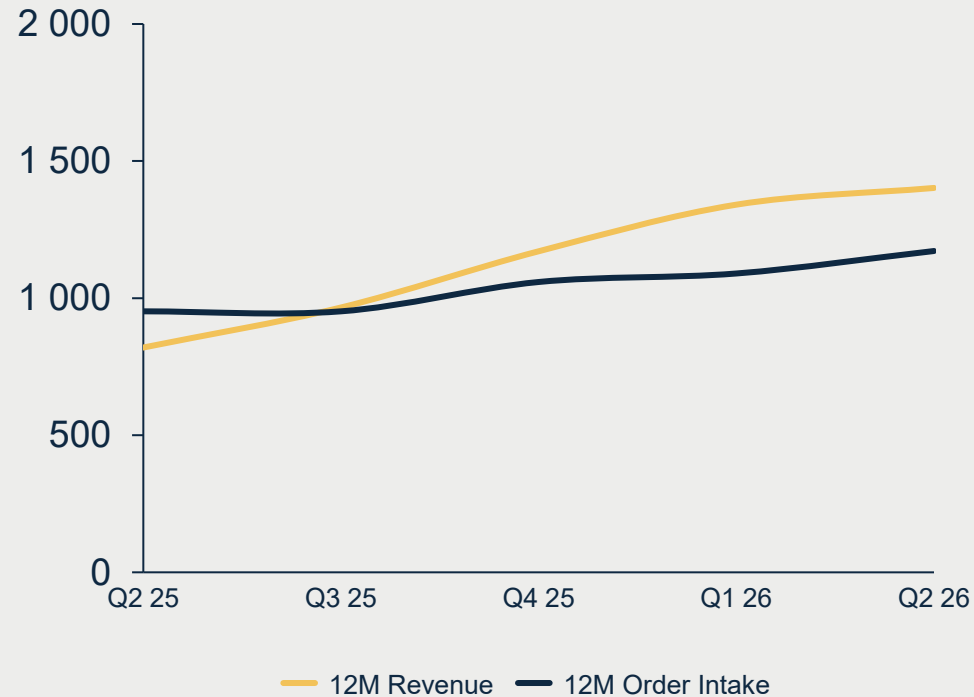
Revenue (NOK million) and EBITDA-margin (%)



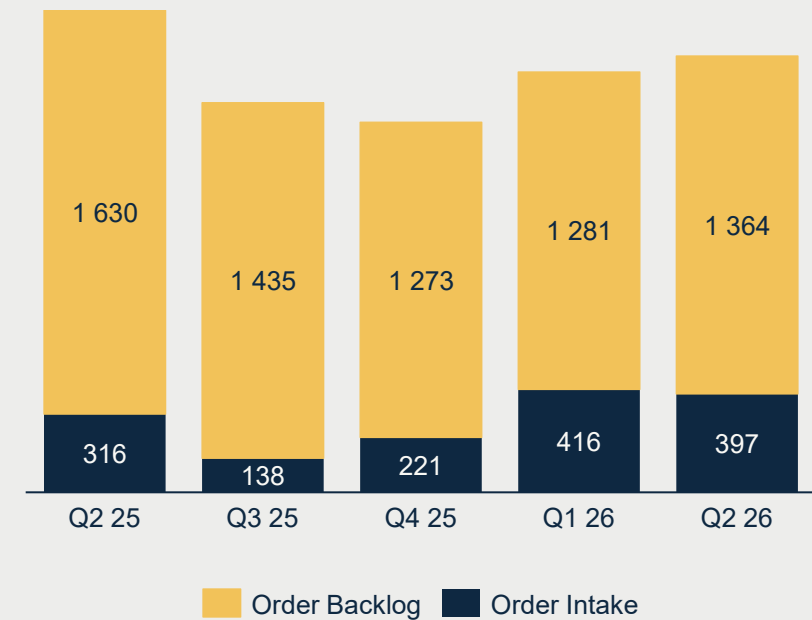
- Quarterly order intake of NOK 397 million is primarily related to the contract with Laxey and variation orders on existing contracts
- High activity and revenue increased by 23% in Q2 26 compared to Q2 25
- EBITDA increased by NOK 8 million compared to Q2 25, with and EBITDA margin of 6.5%
- Profitability improved mainly due to economies of scale

Land Based order intake and backlog development

12M Revenue & Order intake (NOK million)

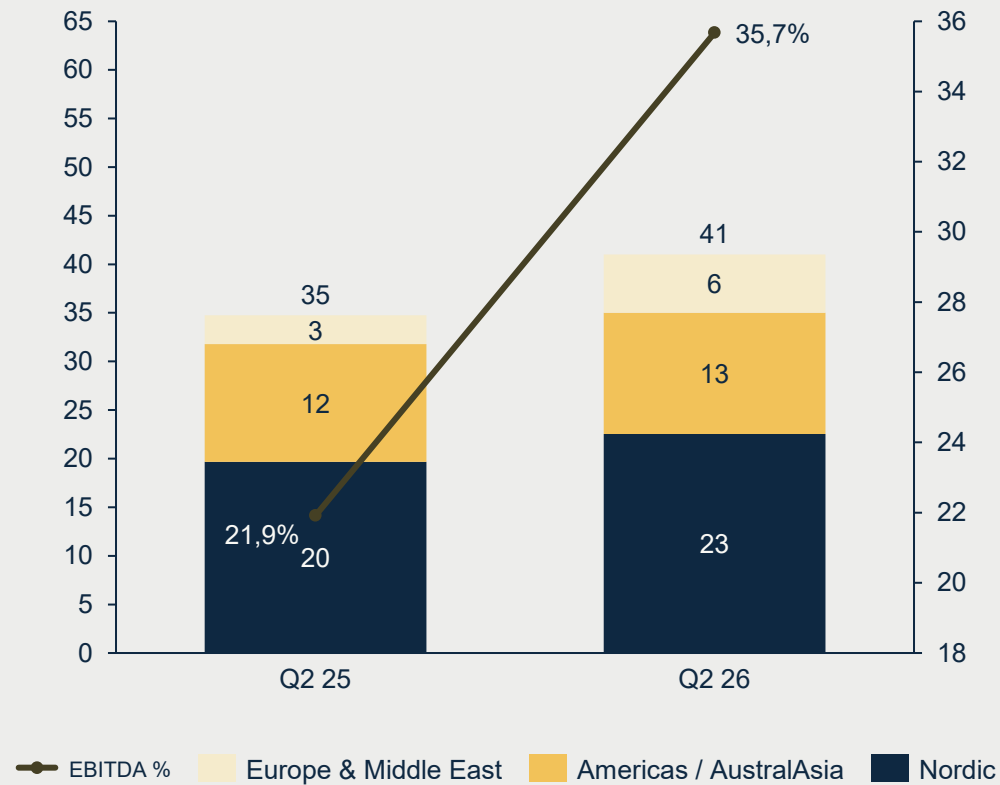


Order backlog & Order intake (NOK million)



Digital

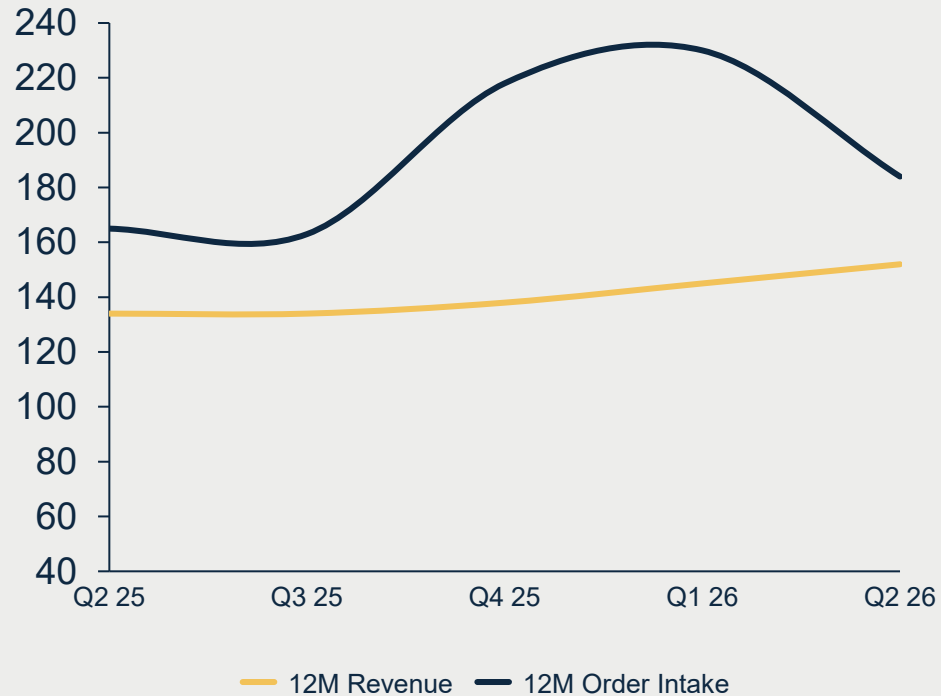
Revenue (NOK million) and EBITDA-margin (%)



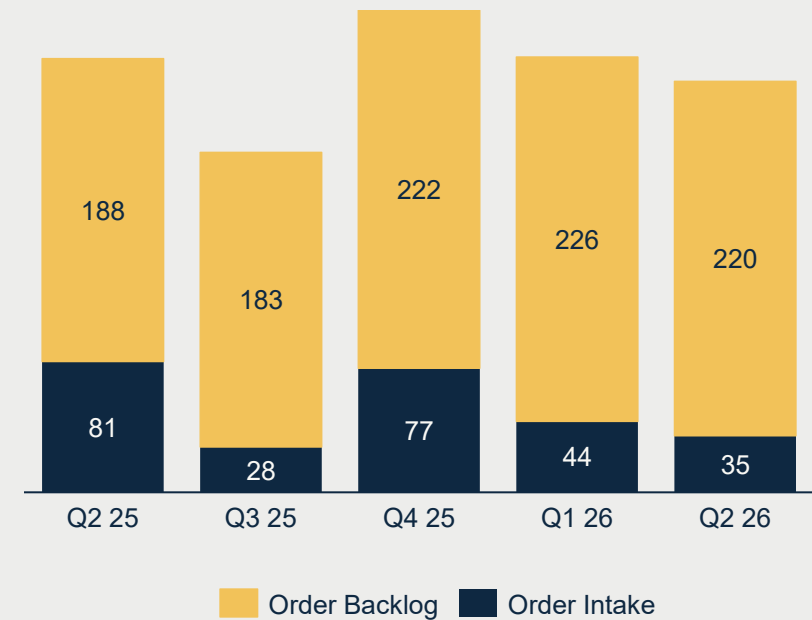
- Order intake of NOK 35 million is NOK 46 million lower than the same quarter last year
- Solid increase in revenue of 18% compared to same quarter last year
- EBITDA-margin improved from 21,9% in Q2 25 to 35,7% in Q2 26

Digital order intake and backlog development

12M Revenue & Order intake (NOK million)



Order backlog & Order intake (NOK million)





Outlook

Outlook

- Foreseeing continued strong momentum for deep farming concepts
- Continuing to invest and improve our solutions across Sea Based, Land Based and Digital
- Aiming for revenue above NOK 5 billion and EBIT of minimum 9% in 2027
- Strategic review is expected to be completed during the fall of 2026

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Agenda | Q2 2026

Introduction and Highlights

Knut Nesse, CEO

Financial Performance

Ronny Meinkøhn, CFO

Q&A Session



Appendix

AKVA group in a brief

- AKVA group is the leading technology and service partner to the aquaculture industry worldwide

Listed on Oslo
stock exchange
since 2006



Total turnover
in 2025:
NOK 4.4 billion



1.568 employees



Companies
in 11 countries



Technology leader
through 40 years



Our presence



Present in all markets with offices in:

- Norway
- Denmark
- Scotland
- England
- Lithuania
- Spain
- Greece
- Turkey
- Chile
- Canada
- China
- Australia

Balance sheet

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION (NOK 1000)		Note	2026 30.6.	2025 30.6.	2025 31.12.
Intangible fixed assets	1,3		1 627 387	1 609 431	1 617 799
Deferred tax assets			96 428	75 213	96 553
Tangible fixed assets			732 349	604 757	695 253
Long-term financial assets	2		175 517	168 755	178 909
FIXED ASSETS			2 631 681	2 458 156	2 588 514
Stock			652 302	652 131	620 651
Trade receivables			647 513	702 547	578 330
Other receivables			186 879	149 488	156 537
Cash and cash equivalents			147 399	254 614	202 090
CURRENT ASSETS			1 634 092	1 758 780	1 557 608
TOTAL ASSETS			4 265 773	4 216 936	4 146 121
Equity attributable to equity holders of AKVA group ASA			1 427 188	1 320 353	1 378 013
Non-controlling interests	1,3		662	6 494	5 289
TOTAL EQUITY			1 427 849	1 326 847	1 383 302
Deferred tax			50 843	30 481	27 211
Other long term debt			122 521	158 539	147 015
Lease Liability - Long-term			406 827	321 792	379 697
Long-term interest bearing debt	1		972 910	956 561	972 163
LONG-TERM DEBT			1 553 101	1 467 374	1 526 086
Short-term interest bearing debt			172 418	199 540	37 500
Lease Liability - Short-term			135 785	91 493	107 167
Trade payables			368 706	398 170	315 059
Public duties payable			95 930	145 524	106 367
Contract liabilities			160 405	283 526	304 834
Other current liabilities			351 580	304 461	365 807
SHORT-TERM DEBT			1 284 823	1 422 714	1 236 733
TOTAL EQUITY AND DEBT			4 265 773	4 216 936	4 146 121

Cash flow statement

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOW (NOK 1 000)	2026 Q2	2025 Q2	2026 YTD	2025 YTD	2025 Total
Cash flow from operating activities					
Profit before taxes	89 180	56 888	147 206	101 741	192 953
Taxes paid	840	742	1 350	982	-21 230
Share of profit(-)/loss(+) from associates	-4 315	-5 116	-6 021	-6 293	-12 208
Net interest cost	46 576	25 775	68 201	44 194	89 050
Share-based payments	3 191	4 315	3 191	4 315	11 464
Gain(-)/loss(+) on disposal of fixed assets	0	-127	-236	-170	-267
Gain(-)/loss(+) on financial fixed assets	-1 448	5 443	5 431	-15 140	-21 587
Depreciation, amortization and impairment	67 111	55 545	129 523	111 241	228 647
Changes in stock, accounts receivable and trade payables	56 577	55 302	-47 188	-80 805	-56 218
Changes in other receivables and payables	-218 431	-86 894	-199 593	48 144	101 512
Net foreign exchange difference	29 108	-9 426	8 983	-24 211	-38 098
Cash generated from operating activities	68 389	102 447	110 847	183 997	474 018
Cash flow from investment activities					
Investments in fixed assets and intangible assets	-55 637	-34 468	-100 662	-73 395	-173 897
Proceeds from sale of fixed assets	0	1 065	261	1 065	2 302
Proceeds from sale of associates	0	0	0	144 116	144 116
Dividends payment from NCI	0	1 051	0	1 051	1 051
Acquisition of additional shares in subsidiary (NCI)	0	0	-7 743	0	0
Interest received	9 907	2 523	13 564	6 483	20 077
Net cash flow from investment activities	-45 730	-29 829	-94 580	79 319	-6 351
Cash flow from financing activities					
Repayment of borrowings	-9 704	-14 306	-56 852	-136 094	-209 438
Proceed from borrowings	14 041	86 795	153 707	91 413	35 000
Repayment of lease liabilities	-23 829	-20 753	-49 653	-38 225	-64 817
IFRS 16 interest	-13 223	-5 272	-18 873	-10 620	-21 751
Interest paid	-43 260	-23 025	-62 892	-40 057	-87 376
Dividend payment	-36 396	-36 309	-36 396	-36 309	-72 732
Sale/(purchase) own shares	0	0	0	0	-5 653
Net cash flow from financing activities	-112 371	-12 872	-70 958	-169 892	-426 767
Cash and cash equivalents at beginning of period	237 110	194 868	202 090	161 190	161 190
Net change in cash and cash equivalents	-89 712	59 746	-54 691	93 424	40 900
Cash and cash equivalents at end of period	147 399	254 614	147 399	254 614	202 090

Largest shareholders

20 largest shareholders

No of shares	% Account name	Type	Citizenship
18 703 105	51,0 % EGRSUND GROUP AS		NOR
6 600 192	18,0 % ISRAEL CORPORATION LTD		ISR
2 301 339	6,3 % PARETO AKSJE NORGE VERDIPAPIRFOND		NOR
1 409 670	3,8 % J.P. Morgan SE	Nominee	LUX
906 510	2,5 % VERDIPAPIRFONDET ALFRED BERG GAMBA		NOR
559 121	1,5 % SIX SIS AG	Nominee	CHE
539 940	1,5 % FORSVARETS PERSONELLSERVICE		NOR
437 189	1,2 % VERDIPAPIRFONDET ALFRED BERG NORGE		NOR
400 621	1,1 % J.P. Morgan SE	Nominee	FIN
316 471	0,9 % MP PENSJON PK		NOR
308 923	0,8 % NESSE & CO AS		NOR
271 192	0,7 % J.P. Morgan SE	Nominee	LUX
262 780	0,7 % VERDIPAPIRFONDET ALFRED BERG NORGE		NOR
257 590	0,7 % J.P. Morgan SE	Nominee	FIN
195 586	0,5 % Société Générale	Nominee	FRA
185 617	0,5 % AKVA GROUP ASA		NOR
125 795	0,3 % DAHLE, BJØRN		NOR
114 250	0,3 % JAKOB HATTELAND HOLDING AS		NOR
97 200	0,3 % BKK PENSJONSKASSE		NOR
88 867	0,2 % NESSE, KNU		NOR
34 081 958	92,9 % 20 largest shareholders		
2 585 775	7,1 % Other shareholders		
36 667 733	100,0 % Total shares		

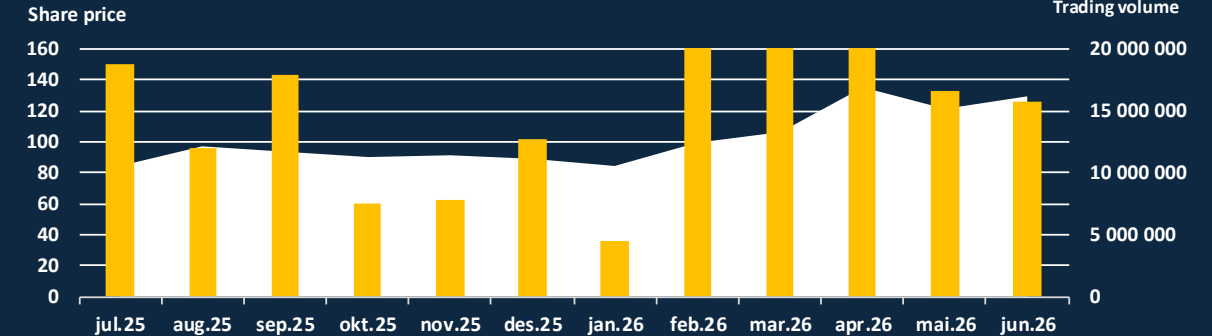
Origin of shareholders, 5 largest countries

No of shares	% Origin	No of shareholders
26 647 125	Norway 72,67 %	1562
6 600 192	Israel 18,00 %	1
1 706 326	Luxembourg 4,65 %	5
566 807	Switzerland 1,55 %	5
704 563	Finland 1,92 %	5
226 743	France 0,62 %	5
64 218	United 0,18 %	18

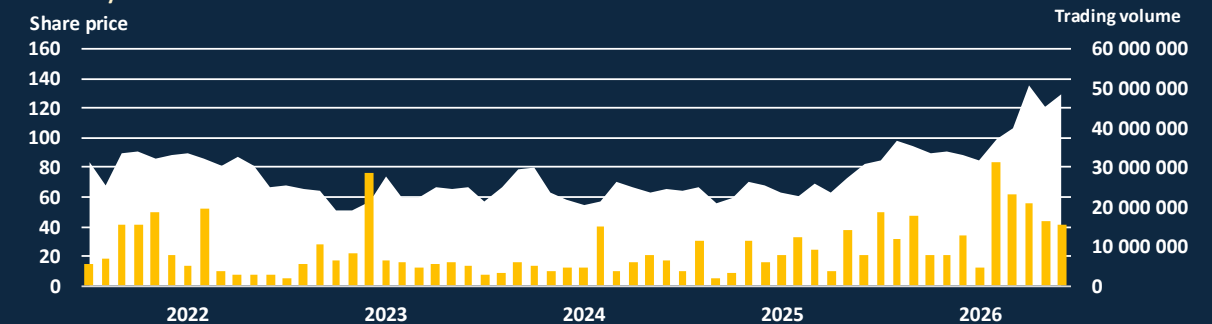
Total number of shareholders: 1700 - from 33 different countries

Share development

Last 12 months



Last 5 years



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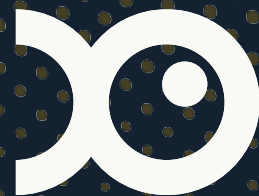
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