



kalera®

Q1-2022

Earnings Presentation, 19 May 2022

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Q1-2022 and Up-to-Date Highlights

Sales & Marketing

Operations

Q1-2022

- ✓ **Continued Sales Increase:** Record sales of \$1.5 million, a ~20% increase sequentially, and ~335% compared to Q1-2021 – no new facilities were opened during Q1-2022
- ✓ **US Foods Partnership:** Strategic partnership with US Foods represents up to 50% of our domestic production capacity equivalent to ~\$100+ million in revenues over the next 5 years. We expect this to accelerate and de-risk our US farms sell-through rates

- ✓ **Financial Performance:** Adjusted EBITDA during Q1-2022 was (\$10.2) million vs. (\$9.3) million during Q4-2021 driven by new expenses for new facilities coming ahead of revenue growth
- ✓ **Throughput Yields At or Above Target:** Throughput Yields in Houston and Orlando are at or above targets since January, now exceeding 80%. Atlanta yields have recently tracked below target as we altered crop mix to produce new loose-leaf products to support US Foods expansion - underlying Atlanta yields on target

Up-to-Date

- ✓ **Re-branding and New Packaging to Drive Sales Increases:** In April, Kalera launched its new branding and packaging design to be incorporated into product shipping from Q2-2022
- ✓ **Product Portfolio to Increase in the US:** Product SKU's will increase during Q3-2022 in order to serve existing customers that requested loose-leaf, and salad mix categories. This will result in faster sales growth with new and existing customers

- ✓ **Completed Full-Scale Trials of Vindara High Yield Romaine:** Yields were 2X the commercial variety at 36 days cycle
- ✓ **Completed Upgrades for New Products in the US:** Kalera is upgrading existing large-scale facilities to enable growth of new loose-leaf and baby leaf products
- ✓ **Denver Facility First Harvest in April:** Kalera's second largest farm opened in early Q2-2022 with the addition of high-volume microgreens production capabilities in order to serve the specialty Colorado culinary market

Q1-2022 and Up-to-Date Highlights (Cont'd)

Agrico Merger

On 31 January 2022, Kalera Announced the Merger with Agrico

- ✓ On 31 January 2022, Kalera announced the pending merger with Agrico, a blank check company incorporated as a Cayman Islands exempted company, that focused its search on AgTech targets for the purpose of having a business combination

Financing Alternatives

- ✓ **Asset and Capital Light Strategy Underway:** Kalera successfully executed the first transaction regarding its asset and capital light strategy during January by completing the sale and leaseback of the St. Paul, Minnesota facility and equipment for a total of \$8.1 million
- ✓ **Convertible Loan:** During March, the Company entered into a convertible loan facility of up to \$20 million, with \$10 million already committed and funded

- ✓ On 13 May 2022, the Securities and Exchange Commission (SEC) declared effective the merger registration statement between Kalera and Agrico. No further regulatory hurdles remain prior to closing
- ✓ Due to this accelerated timeline and good progress on financing alternatives, Kalera has waived the minimum cash condition of \$100 million. The sponsor claw back will remain
- ✓ We expect the merger with Agrico and subsequent Nasdaq listing to complete on schedule by end-June 2022

- ✓ **Secured Debt:** During April, Kalera entered into a credit agreement with Farm Credit of Central Florida for up to \$30 million to finance CAPEX and general corporate purposes
- ✓ **New Financings:** Kalera continues to make good progress on other financing alternatives including up to \$50 million of Export Credit Financing expected to close by Q3-2022

New President and Chief Executive Officer for Kalera Group

On 16 May 2022, Jim Leighton joined Kalera as President and Chief Executive Officer. Interim CEO, Curtis McWilliams, will continue his leadership with Kalera as Chairman of the Board after completing the Luxembourg merger

- ✓ With well over 20 years of industry experience, Jim will provide dedicated and steadfast leadership to pursue Kalera's strategic global growth vision. Jim has a remarkable history driving growth and profitability in the food and beverage industry
- ✓ His core expertise is integrating the best operational and continuous improvement practices across all business areas with strategic business planning to decisively scale businesses, multiply revenues, maximize profits, optimize shareholder value, and secure a strong competitive advantage
 - Jim most recently served as Chief Executive Officer for Ingham's Group, a publicly listed company and the largest integrated poultry producer across Australia and New Zealand supplying foodservice, retail, and wholesale entities
 - Prior to that, he served as Chief Operating Officer, Interim CEO, and Director at Boulder Brands where he played a key role scaling the business and selling it to Pinnacle Foods
 - He also spent seven years at Perdue Farms, including serving as President of the global Food Group

US Foods Strategic Partnership – Driving Sell-Out for Kalera US

On 18 May 2022, Kalera announced a strategic partnership with US Foods, one of North America's largest foodservice operators. The agreement covers our entire product range and will accelerate US sell-through rates targeting \$100+ million in revenues over the next 5 years

US Foods Distribution Network

- ✓ One of the largest and most innovative foodservice distributors in the US, with annual revenues in excess of \$30 billion
- ✓ 70+ Distribution centers
- ✓ 100+ Cash & Carry stores
- ✓ National footprint

Marketing

- ✓ Build on 3,000+ sales force associates and strong e-commerce platform and analytics
- ✓ US Foods agreement further leverages the “Pull” strategy as consumer brands typically start in the foodservice channel
- ✓ Building further awareness through multiple marketing programs leveraging recent rebranding

Product Portfolio Optimization

- ✓ Global launch of new products
 - Initial phase: Target Kalera whole head cases
 - Phase two: Expansion into loose-leaf category
 - Phase three: Herbs and microgreens
 - Phase four: Exotic mixes and new microgreens varieties

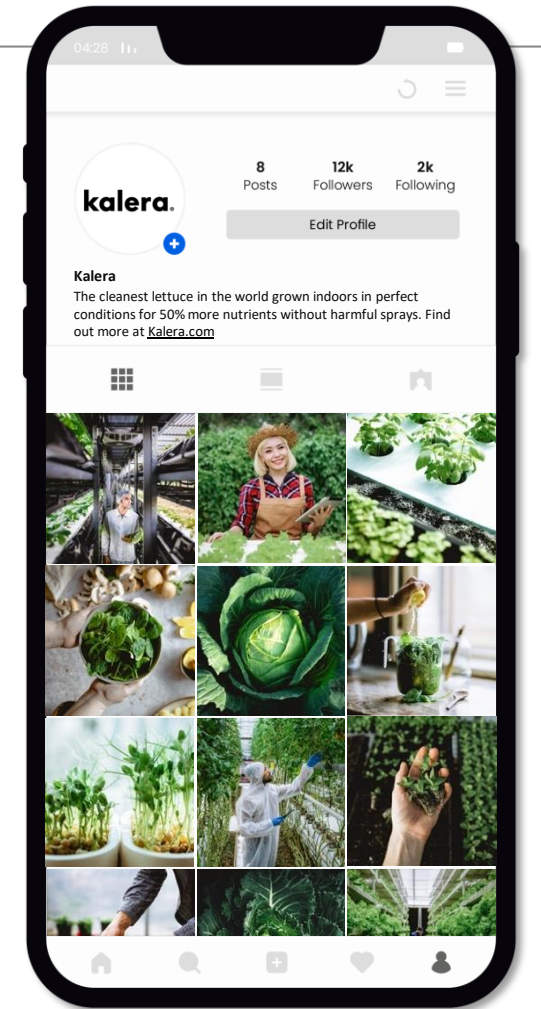


Kalera Brand Relaunch in April

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During the month of April, Kalera launched its new brand identity, including a new logo and entirely new look and feel. The new packaging design will be revealed on 1 June 2022



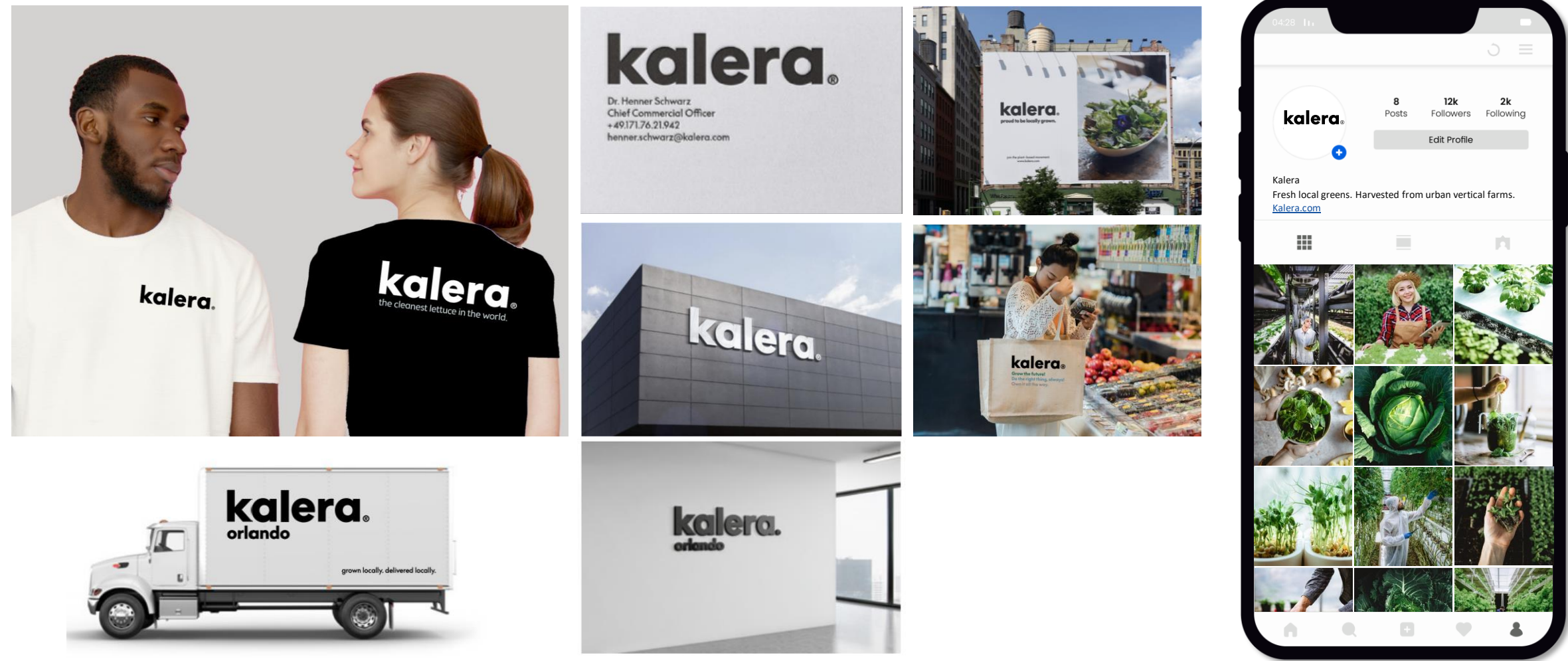
Our Why: We are Ready for a Third Wave of Farming



It is time to bring the third wave of fresh greens to consumers and replace a non-working food system. Our planet and our communities are in need for a more sustainable way of serving fresh products and we will deliver. This is where we will source our volume from.

Cleaner than organic. Fresher than traditional. Closer than any other greens.

The New Kalera Look & Feel



Q1-2022 Financial Results

Income Statement

Consolidated, Unaudited (\$ in thousands)

Three months ended

31-Mar-22 31-Mar-21

Total revenue	1,477	339
Raw materials and consumables used	790	206
Wages and benefits	5,965	2,142
Share-based compensation expense	1,187	573
Depreciation and amortization expense	3,537	471
Other expenses	5,533	1,558
Impairment and other gains / (losses), net	(335)	-
Operating loss	(15,870)	(4,612)
Finance income (costs), net	(1,360)	(179)
Loss before income tax	(17,230)	(4,791)
Income tax benefit	783	-
Loss before equity in net losses of affiliate	(16,447)	(4,791)
Loss on equity method investment	25	-
Net loss	(16,472)	(4,791)
EBITDA	(12,333)	(4,141)
Adjusted EBITDA	(10,198)	(3,568)

- ✓ Revenue during Q1-2022 increased to \$1.5 million driven by increases at both retail and foodservices. Revenue for the quarter was mainly generated from whole head products
- ✓ Wages include a full quarter of the &ever GmbH and Middle East JV acquisitions that closed during Q4-2021 and pre-opening expenses for the Denver farm (first harvest May-2022) and new farms that will open during H2-2022
- ✓ Other expenses during Q1-2022 include costs related to the Orlando, Houston, Atlanta, and Denver facilities vs. only the Orlando facility during Q1-2021. The vast majority are farm related operating expenses that are fixed with slight increases expected driven by sales increases. Other expenses also include one-time expenses related to the Agrico merger, the Luxembourg merger, and recruitment expenses related to the hiring of our new CEO
- ✓ Interest expense and financing costs mainly include interest expense related to our lease liabilities
- ✓ Adjusted EBITDA of (\$10.2) million during Q1-2022 compared to Adjusted EBITDA of (\$3.6) million during Q1-2021

Q1-2022 Financial Results (Cont'd)

Statement of Financial Position

Consolidated, Unaudited (\$ in thousands)

	31-Mar-22	31-Dec-21
Assets		
Property, plant and equipment, net	132,560	127,970
Right-of-use assets, net	62,972	56,909
Goodwill	68,421	68,421
Intangible	73,613	74,233
Equity method investment	1,604	1,487
Deposits and other receivables	3,637	3,353
Total non-current assets	342,807	332,373
Current assets		
Trade and other receivables	996	796
Prepaid and other current assets	2,907	2,386
Inventory	1,348	1,190
Cash and cash equivalents	5,458	16,146
Total current assets	10,709	20,518
Total assets	353,516	352,891

	31-Mar-22	31-Dec-21
Equity and liabilities		
Share capital	206	206
Share premium	320,297	320,297
Shares to be issued	8,249	8,249
Share-based compensation	5,540	4,353
Other reserves	(81,787)	(65,375)
Total equity	252,505	267,730
Liabilities		
Long term debt	23	69
Asset retirement obligations	1,590	1,476
Long term lease liabilities	65,995	59,352
Deferred tax liability	7,968	8,751
Total non-current liabilities	75,576	69,648
Current liabilities		
Trade payables and accrued liabilities	13,251	13,475
Convertible loan	10,051	-
Short term lease liabilities	2,132	2,038
Total current liabilities	25,434	15,513
Total liabilities	101,010	85,161
Total equity and liabilities	353,516	352,891

Q1-2022 Financial Results (Cont'd)

Statement of Cash Flows

Consolidated, Unaudited (\$ in thousands)

	Three months ended	
	31-Mar-22	31-Mar-21
Cash flows from operating activities		
Net loss	(17,230)	(4,791)
Net cash used in operating activities	(13,501)	(2,074)
Net cash used in investing activities	(6,834)	(29,602)
Net cash generated from financing activities	9,620	29,250
Net change in cash and cash equivalents	(10,715)	(2,426)
Cash & equivalents beginning of the period	16,146	113,353
Impact of foreign currency	27	-
Cash and cash equivalents at end of period	5,458	110,927

- ✓ Cash used in operating activities was \$13.5 million during Q1-2022 driven by operations at the Atlanta, Houston, Denver, and Kuwait farms and Kalera's HQ vs. \$2.1 million during Q1-2021 from operating only the Orlando farm and Kalera's US HQ
- ✓ Cash used in investment activities was \$6.8 million during Q1-2022 mainly driven by investments in the Denver, Seattle, St. Paul, and Singapore farms compared to \$29.6 million invested in the Houston, Atlanta, and Denver farms during Q1-2021
- ✓ Cash proceeds from financing activities were \$9.6 million during Q1-2022 mainly resulting from the convertible facility compared to \$29.3 million during Q1-2021 mostly raised via a private placement to finance the Vindara acquisition
- ✓ Resulting from these activities, cash and cash equivalents at the end of Q1-2022 were \$5.5 million compared to \$110.9 million at the end of Q1-2021

Upcoming Projects

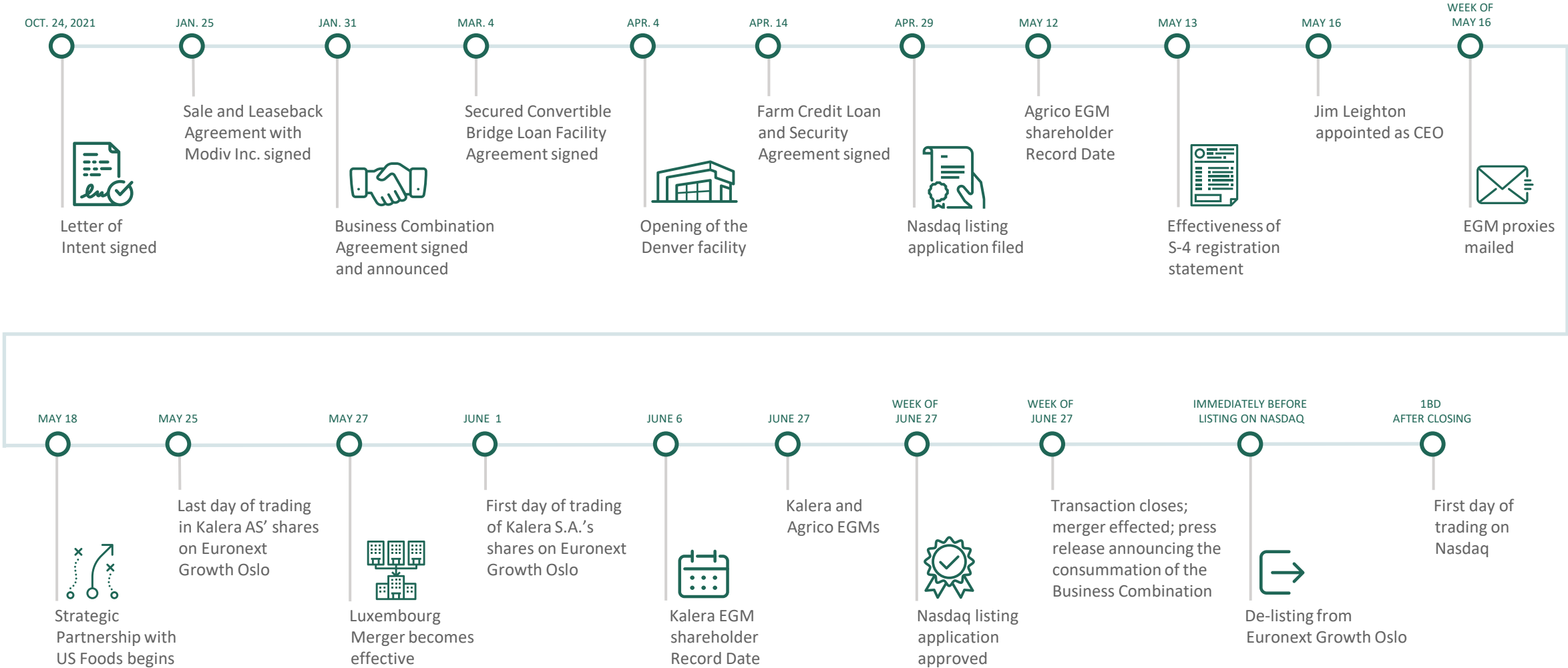
St. Paul & Seattle

- ✓ The St. Paul and Seattle facilities are scheduled to open during the second half of 2022
- ✓ Upgrades to farm designs for new products to better serve the US market, and developing a committed sales pipeline prior to commissioning of the facility resulted in delaying the opening date of these facilities from early H2-2022 to late H2-2022
- ✓ St. Paul will open ahead of Seattle driven by increased demand in the state of Minnesota and requests by existing distribution partners to supply Kalera products in that region as soon as possible with opening volumes equivalent to ~35% of farm capacity

Singapore, Columbus, & Hawaii

- ✓ Phase two in Singapore begins later than expected primarily due to supply chain delays affecting critical mechanical components but with significant progress after completing phase one in Q1-2022
- ✓ Despite Covid-19 related delays, Singapore construction is expected to be completed by the end of H2-2022
- ✓ Development of Kalera's 'Farm of the Future' in Columbus continues as planned. Opening planned H2-2023 to ensure higher sell through of what will be Kalera's highest volume industry leading indoor farming facility
- ✓ Hawaii progress delayed as sales pipeline is developed

2022 Timeline



Executive Summary

Based on the progress achieved during Q1-2022 and Up-to-Date, the key takeaways are:

CEO

- ✓ New President and Chief Executive Officer for Kalera

US Foods

- ✓ Key strategic agreement with a target of \$100+ million in sales during the next 5 years

Operations

- ✓ Growing capacity utilization and yields at target for current product varieties

Branding

- ✓ New image and packaging to drive further demand

SPAC

- ✓ Kalera to complete merger. NASDAQ listing expected at the end of June





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