



Kyoto Group | H1 2021 Presentation

August 20, 2021

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TODAY'S SPEAKERS



Christopher Kjølner
CEO

20 years' experience from finance, strategy and business development, with positions in large and international corporations (General Electric, Lorentzen & Stemoco, Nordea, Skagerak Energi) and in start-ups such as Scandwind, as well as various leadership roles such as EVP, CEO, CFO and COO



Camilla Nilsson
CFO

20 years of experience from large international corporations (Norsk Hydro, Yara International) as well as start-ups (Umoe BioEnergy, Agrinos) in various leadership roles such as CFO, Investment Manager and General Manager



KEY EVENTS

Operational

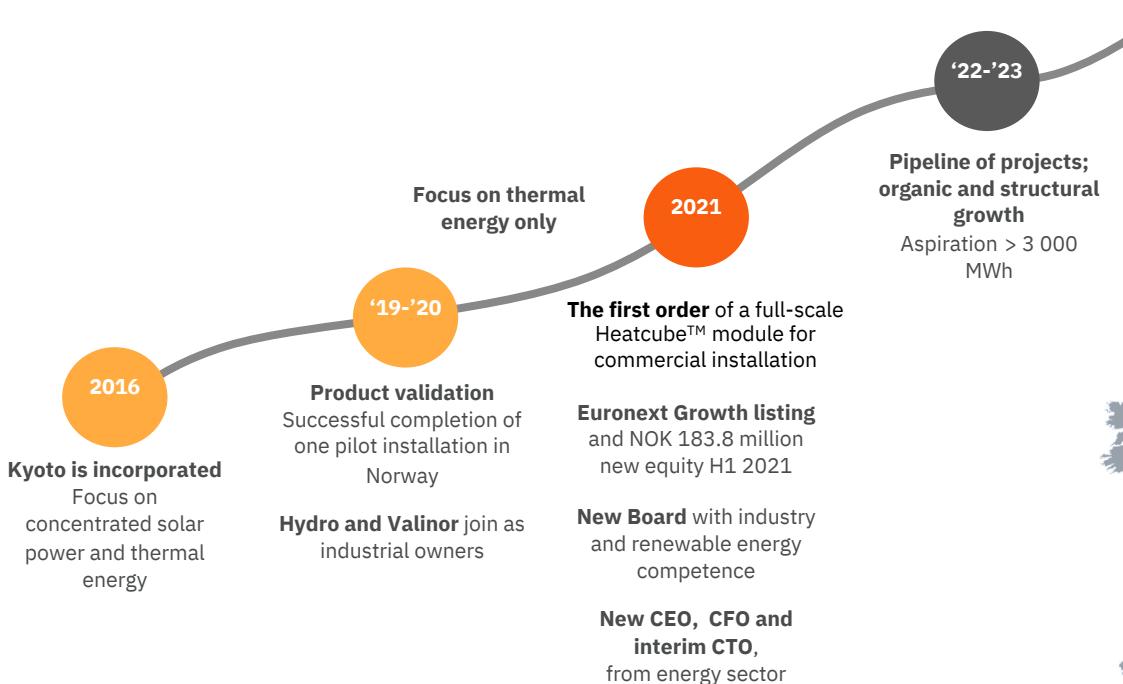
- First full-scale Heatcube™ thermal battery ordered for commercial installation as a demonstration unit
- Ongoing activities to broaden project pipeline with leads in the Nordic region
- New board established with extensive industry and renewable energy competence
- Appointed new CEO, CFO and interim CTO
- Scaling organization with 14 additional FTEs to execute on long-term growth strategy

Financial

- Raised NOK 183.3 million of new equity in from four private placements in the first half of 2021
- Shares admitted to trading on Euronext Growth from 24 March
- End of period cash position of NOK 158.9 million

FROM START-UP TO SCALE-UP

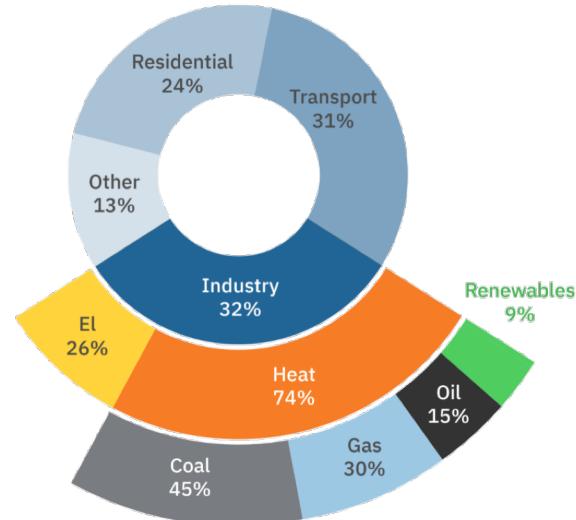
Kyoto today



Adoption of solar and wind requires flexibility to buy energy when it is cheap and store it for when it is needed

- ~50% of energy mix in Europe in 2030 is expected to be variable renewables¹
- Increased supply and price volatility is expected as more variable renewable energy sources are connected to the grid
- All paths to achieving the EU climate targets require a more flexible energy system²

Industries largely consume fossil fuel generated heat³



1) Ecologic Climact: Analysing the impact assessment on raising the EU 2030 climate target (September 2020)
2) European Commission: Study on energy storage – Contribution to the security of the electricity supply in Europe (March 2020)

3) Total energy consumption 2014: 360 EJ, IEA & IRENA



7 Ensure access to affordable, reliable, sustainable and modern energy for all

9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



Introducing HeatCube.
GWh Class Industrial Energy Storage

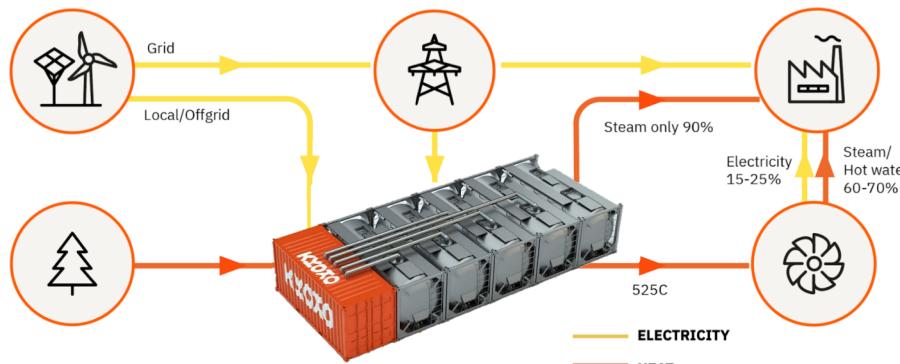
HEATCUBE OPTIMISES INDUSTRIAL CONSUMPTION OF ENERGY

Delivered in modular 20-feet containers ready for on-site installations

Input

- Utilising off-peak capacity and off-grid production

- Industrial heat
- Waste and bio
- Solar



Output

- Thermal energy for industrial applications

- Combined heat and electricity through heat engine/turbine



Eco & Safe



Efficient



Modular



Container Transport



Rapid Installation



Cost Effective



Durable

First thermal battery for commercial pilot to decarbonize industrial heat ordered

- Fossil fuel replacement and electrification
- Developed in collaboration with some of the world's leading experts in molten salt systems
- Heatcube module expected to be integrated and operational early 2022
- Will operate under a commercial contract for sale of heat (Heat-as-a-Service)



INITIALLY A BATTERY AS A SERVICE PROVIDER

Ambition to commercially demonstrate technology and build a portfolio of assets



Heat as a Service¹ (HaaS)

- Kyoto Group builds, owns, and operates the thermal battery
- On-site installations, charging the customer for heat usage through energy purchase agreements
- Kyoto Groups control system enables the thermal battery to optimise energy input, including regulating services
- A portfolio of thermal battery assets with stable and long-term revenue streams can potentially be financed

Battery as a Product (BaaP)

- EPC contracts or direct sales, with a profit margin
- Ancillary services such as support, maintenance, and service agreement with customers

ROLL OUT PLAN IN NORTHERN EUROPE

Existing and planned projects in pipeline, and visible potential

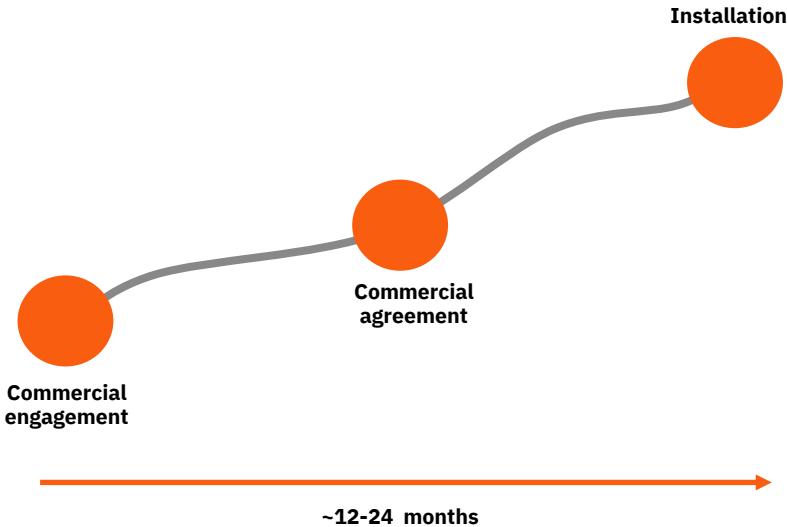
2020		1-2 MWh 1 completed pilot project below 1 MWh	<ul style="list-style-type: none">One pilot Heatcube thermal battery in operation since June 2020, providing key insights for future installations
2021		10 + 20 MWh Ancillary market participation Fossil fuel replacement and electrification	<ul style="list-style-type: none">First thermal battery ordered which will be installed as a commercial demonstration unit. The first order of a full-scale Heatcube module for commercial installation
2022		20+ MWh Ancillary market participation Fossil fuel replacement and electrification	<ul style="list-style-type: none">Electrifying existing fossil fuel fired heat, avoiding peak hours and offering local site balancingPotential increased self consumption from on-site renewable installations
'22-'23		Multiple 20 MWh Ancillary market participation Excess heat	<ul style="list-style-type: none">Explore baseload thermal solutions with generationExample: greenhouses in Almeria (Spain) needing heat at night.

FOCUS ON COMMERCIALISATION AND PROJECT EXECUTION

Project timeline

- Focus on expanding pipeline in target industries for which thermal energy storage will add substantial value
- Delivering best-in-class project execution to customers
- Strengthening the organisation is a priority to accelerate commercialisation of the Heatcube and meet the expected growth in demand for TES-solutions

Commercial lead time indication



SCALING THE ORGANISATION FOR GROWTH

On track for doubling of team by end 2021

- Expect to add 14 FTEs by year end 2021
- Expanding all key functions with special emphasis on management, commercial and technology capabilities
- Will provide substantial boost to long-term commercialization capacity
- Replacing and complementing current short-term use of consultants



Kyoto Group - Ramping Up.

Be a part of a Norwegian industrial adventure. We are looking for experienced colleagues in important key positions.

- Chief Technology Officer (CTO)
- EVP Sourcing and Supply Chain
- EVP Business Development and Sales
- Director HR / Head of HR
- Senior Mechanical Engineer
- Senior Process Engineer
- Senior Automation Engineer
- Test Lead
- Senior Project Manager
- Analyst, Business Development/M&A

You will find more information about Kyoto Group and the vacant positions at www.kyoto.group/career. Further information about the positions can also be obtained from CEO Christopher Kjølner, tel. +47 90 53 19 62, or our advisers Trond Sandvik / Per Inge Hjertaker at Headvisor, tel. +47 950 55 233 / +47 917 29 682. All inquiries will be treated confidentially.

KEY FINANCIALS

NOK 184m
New equity
raised in H1 2021

NOK 15m
Net cash used by
operating activities

NOK 159m
Cash position
30.06.21

MID 2022
Cash runway
estimate

- Raised NOK 184 million through four private placements in H1 2021
- Net cash used by operating activities was NOK 15 million in the first half of 2021 and additional NOK 5 million invested in technology development
- End of period cash position was NOK 159 million
- Scaling up organization and business activities will increase cash consumption in second half of 2021
- Expect current business to be funded through mid 2022

Summary:

On track for Heatcube thermal battery commercialisation

- **Full focus on delivering the first Heatcube installation in Denmark with expected operations early next year**
- **Progressing leads for installations in the Nordic region and expanding pipeline**
- **Scaling organisation to execute on growth strategy**



Q&A

Appendix

KYOTO™

MANAGEMENT TEAM



**Christopher
Kjølner**

CEO

Skagerak Energi
GE Renewable



**Camilla
Nilsson**

CFO

Yara
Hydro



**Bjarke
Buchberg**

Interim
CTO

Siemens
Gamesa



**Peter
Iversen**

Interim
Procurement
Manager

Rambøll
Maersk



**Thommy
Blommen**

People &
Projects

Assa Abloy
Yara



**Gustavo Z.
Holo**

Products
& Sales

Fast
Computas

BOARD AND PARTNERS



Eivind Reiten
Chairman

Several board positions,
Ex CEO Hydro,
former Minister & State
Secretary



**Arne Erik
Kristiansen**

Former Chairman, co-founder Kyoto, Partner
Synergos & Advisor
Asiju Invest



**Ivar
Valstad**

Senior Advisor
Corporate
Development
Norsk Hydro ASA



Thorleif Enger

Several board positions,
Ex CEO Yara



**Hans Olav
Kvalvaag**

SVP
New Ventures Scatec
Solar



**Pål
Selboe Valseth**

Several board positions,
CEO Valinor

P&L

OPERATING INCOME AND OPERATING EXPENSES	H1 2021	H1 2020
Government grants	0	2,920,119
Total operating income	0	2,920,119
Personnel expenses	7,071,078	3,018,305
Other operating expenses	9,165,715	6,344,816
Total operating expenses	16,236,793	9,363,122
Operating profit	-16,236,793	-6,443,002
FINANCIAL INCOME AND EXPENSES		
Other interest income	40,586	0
Other financial income	30,113	20,358
Other interest expenses	4,866	35,433
Other financial expenses	9,944	7,476
Net financial items	55,889	-22,550
Operating result before tax	-16,180,905	-6,465,552
Tax on ordinary result	0	0
Ordinary result after tax	-16,180,905	-6,465,552
Half-year result	-16,180,905	-6,465,552

Balance sheet

ASSETS	30.06.2021	30.06.2020	EQUITY AND LIABILITIES	30.06.2021	30.06.2020
FIXED ASSETS					
INTANGIBLE ASSETS					
Research and development	10,522,880	4,249,409	PAID-UP EQUITY		
Deferred tax assets	5,162,830	5,162,830	Share capital	252,617	89,126
Total intangible assets	15,685,711	9,412,239	Share premium reserve	163,817,956	3,890,853
TANGIBLE ASSETS			Other paid-up equity	10,587,753	0
Equipment and other movables	85,216	305,981	Total paid-up equity	174,658,326	3,979,979
Total tangible assets	85,216	305,981	Total equity	174,658,326	3,979,979
FINANCIAL FIXED ASSETS			LIABILITIES		
Investments in shares	0	30,000	OTHER LONG-TERM LIABILITIES		
Other long-term receivables	3,792,177	464,493	Other long-term liabilities	2,400,000	2,400,000
Total financial fixed assets	3,792,177	494,493	Total of other long-term liabilities	2,400,000	2,400,000
Total fixed assets	19,563,104	10,212,714	CURRENT DEBT		
CURRENT ASSETS			Convertible debt	0	2,250,000
DEBTORS			Trade creditors	3,596,837	2,950,790
Other short-term receivables	3,630,152	1,952,088	Public duties payable	883,247	493,733
Total receivables	3,630,152	1,952,088	Other current debt	554,789	423,385
Cash and bank deposits	158,899,943	333,085	Total current debt	5,034,873	6,117,908
Total current assets	162,530,096	2,285,173	Total liabilities	7,434,873	8,517,908
Total assets	182,093,199	12,497,887	Total equity and liabilities	182,093,199	12,497,887

Cash flow

INDIRECT CASH FLOW	H1 2021	H1 2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit/loss before tax	-16,180,905	-6,465,552
Impairment of fixed assets	30,000	0
Change in accounts payable	646,047	2,256,857
Change in other accrual items	944,983	139,096
Net cash flows from operating activities	-14,559,875	-4,069,599
CASH FLOWS FROM INVESTMENT ACTIVITIES		
Payments to buy intangible assets	-5,398,845	-4,555,390
Net cash flows from investment activities	-5,398,845	-4,555,390
CASH FLOWS FROM FINANCING ACTIVITIES		
Change in loan, innovasjon Norge	0	2,400,000
Change in convertible debt	-2,250,000	2,000,000
Proceeds from equity	174,165,000	1,340,448
Sale of own shares	6,610,578	0
Net cash flows from financing activities	178,570,678	5,740,448
Net change in cash and cash equivalents	158,566,858	-2,884,541
Cash and cash equivalents at the start of the period	333,085	3,217,626
Cash and cash equivalents at the end of the period	158,899,943	333,085



We disconnect the time power is made, from when it is used