



Presentation Q4 2021

23 February 2022

Klaus Hatlebrekke, Interim CEO

Ola Loe, CFO

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Agenda



1. Highlights for the period
2. Segment information
3. Group financials
4. Markets
5. Improvement potential
6. Outlook & Summary

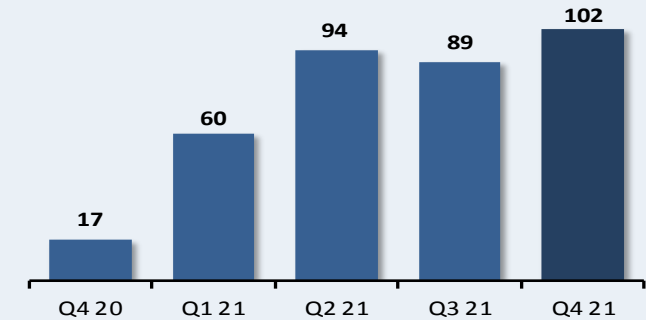


Highlights in Q4 2021

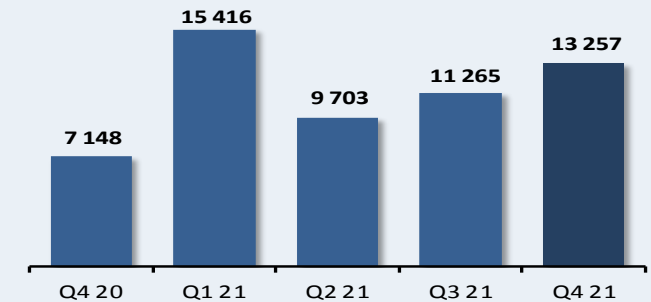


- Operational EBIT of NOK 102 million
 - Farming Norway: Operational EBIT per kg of NOK 9.25
 - Farming Iceland: Operational EBIT per kg of NOK 10.05
- Increased production costs from Q4 20
- Harvested volume was 13 257 tonnes, 85 % increase from Q4 20
- Increasing and strong demand during the quarter resulting in high prices at the end of the quarter
- The production at the new smolt facility is performing well and will ensure the supply of smolts from spring this year
- Arctic Offshore Farming is ready for receiving fish, but releasing fish is postponed to August 2022
- NRS achieved the following three ESG ratings from the CDP for 2021; score A- and one of the leading companies for both supplier engagement and handling deforestation risks in our supply chain and score B for handling climate change

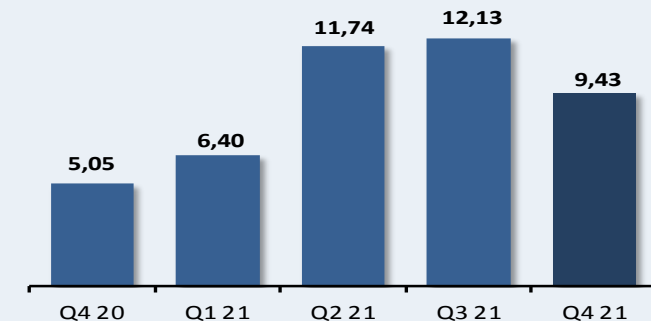
Operational EBIT (MNOK)



Harvested volume (HOG)



Operational EBIT/kg (NOK)



Segment information



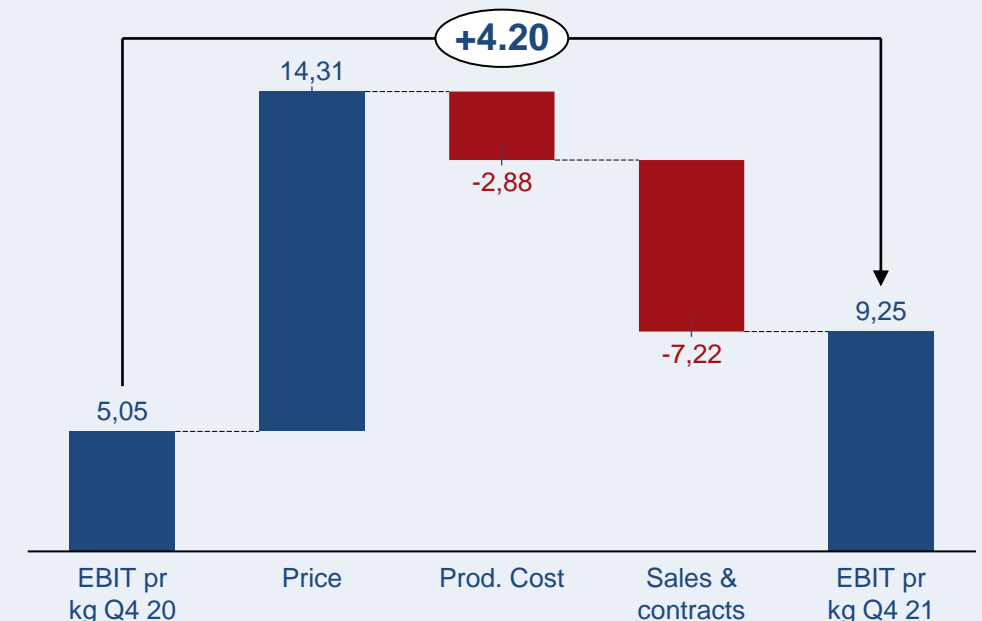
Farming Norway



- Operational EBIT per kg of NOK 9.25
 - Up NOK 4.20 from Q4 20, but down NOK 3.44 from Q3 21
- Sales price FCA packing station of NOK 55.92
 - Up NOK 14.31 per kg from Q4 20 and up NOK 3.32 from Q3 21
 - The size of the harvested fish contributed positively to the price achievement, while the timing of harvest during the quarter and the quality of the fish had negative impact
- Harvested volume 10 319, up by 3 171 tonnes compared to Q4 20
- Number of smolt released to sea for 2021 is only 8.0 million and estimate 13.0 million for 2022, an increase of 63 %
- Estimated harvest volume is 35 000 tonnes gutted weight for 2022 and 50 000 tonnes for 2023, an increase of 43 %

KEY FIGURES (NOK '000)	Q4 2021	Q4 2020	FY 2021	FY 2020
Operating revenues	1 494 405	1 144 439	5 172 881	5 108 577
Operational EBIT *	95 439	36 074	374 781	302 479
Volume harvested (tonnes)	10 319	7 148	38 161	30 509
Operational EBIT per kg	9,25	5,05	9,82	9,91

* EBIT pre fair value adjustments and non-recurring items incl. allocated margin from sales

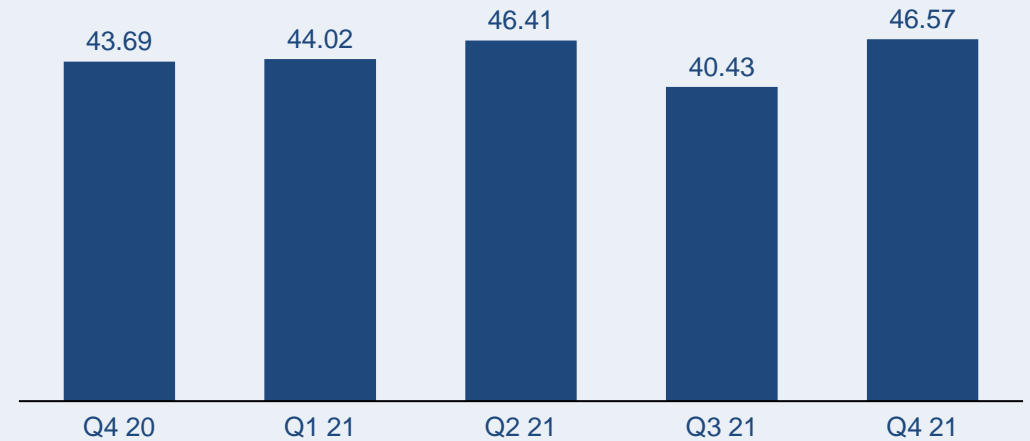


Farming Norway

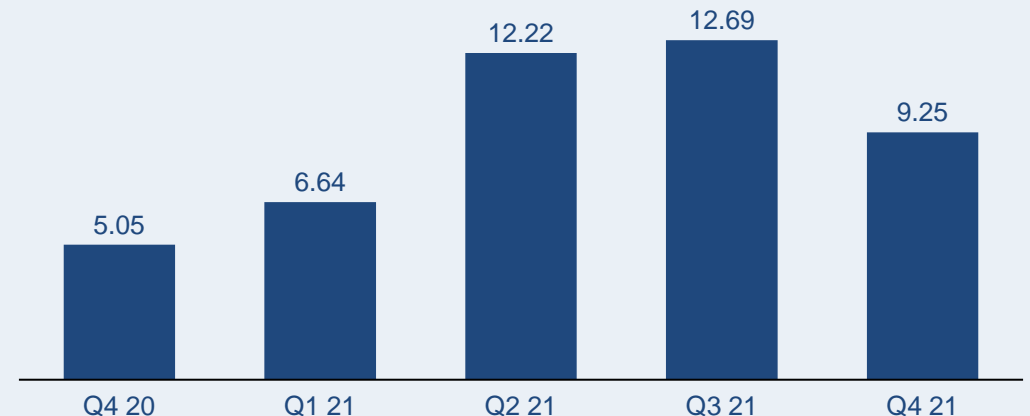


- Production cost of NOK 46.57 up NOK 6.14 from Q3 21
 - The increase in the production cost is due to harvesting from ISA-sites with high harvesting- and wellboat costs. At the end of the quarter, there were no more fish in areas with ISA restrictions
 - The production costs are expected to slightly decrease in Q1 22
- Operation
 - In the latter part of the quarter, a development of winter wounds on large fish occurred. This has affected the price achievement in the quarter and a higher impact is expected in the next quarter
 - Due to a significant drop in sea temperatures and harsh weather conditions, moving of the fish into the Arctic Offshore Farming cages was postponed. The next generation smolt suitable for release into the offshore cages will be ready from our smolt facility in August 2022 and are expected to be harvested in Q4 23/Q1 24

Production Cost



EBIT per kg



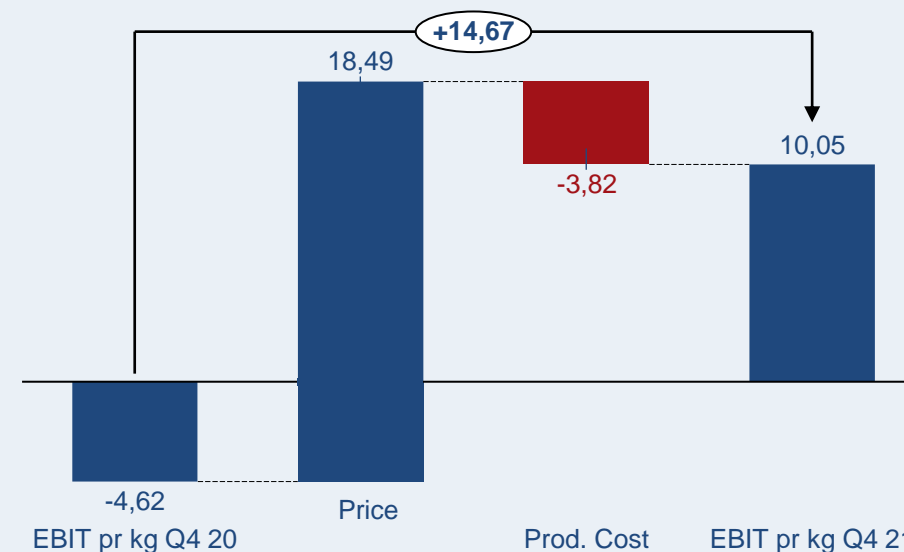
Farming Iceland



- Operational EBIT per kg of NOK 10.05
 - Up NOK 14.67 from Q4 20 but down NOK 0.50 from Q3 21
- Sales price FCA packing station NOK 56.58
 - Up NOK 18.49 per kg from Q4 20 and up NOK 1.53 from Q3 21
 - A gain on open fixed-price contracts compared to the level of Fish Pool prices of NOK 1.2 million was recognised in the quarter
 - The quality of the fish is very good in Iceland and the size of the harvested fish contributed positively to the price achievement. Improvement of the discount compares to Nasdaq
- Harvested volume down 50 tonnes compared to Q4 20
- Expect to be granted licenses for 8 800 tonnes of MAB in Q2 22

KEY FIGURES (NOK '000)	Q4 2021	Q4 2020	FY 2021	FY 2020
Operating revenues	166 253	113 814	595 895	339 374
Operational EBIT *	29 525	-13 800	99 526	4 800
Volume harvested (tonnes)	2 938	2 988	11 479	7 443
Operational EBIT per kg	10,05	-4,62	8,67	0,64

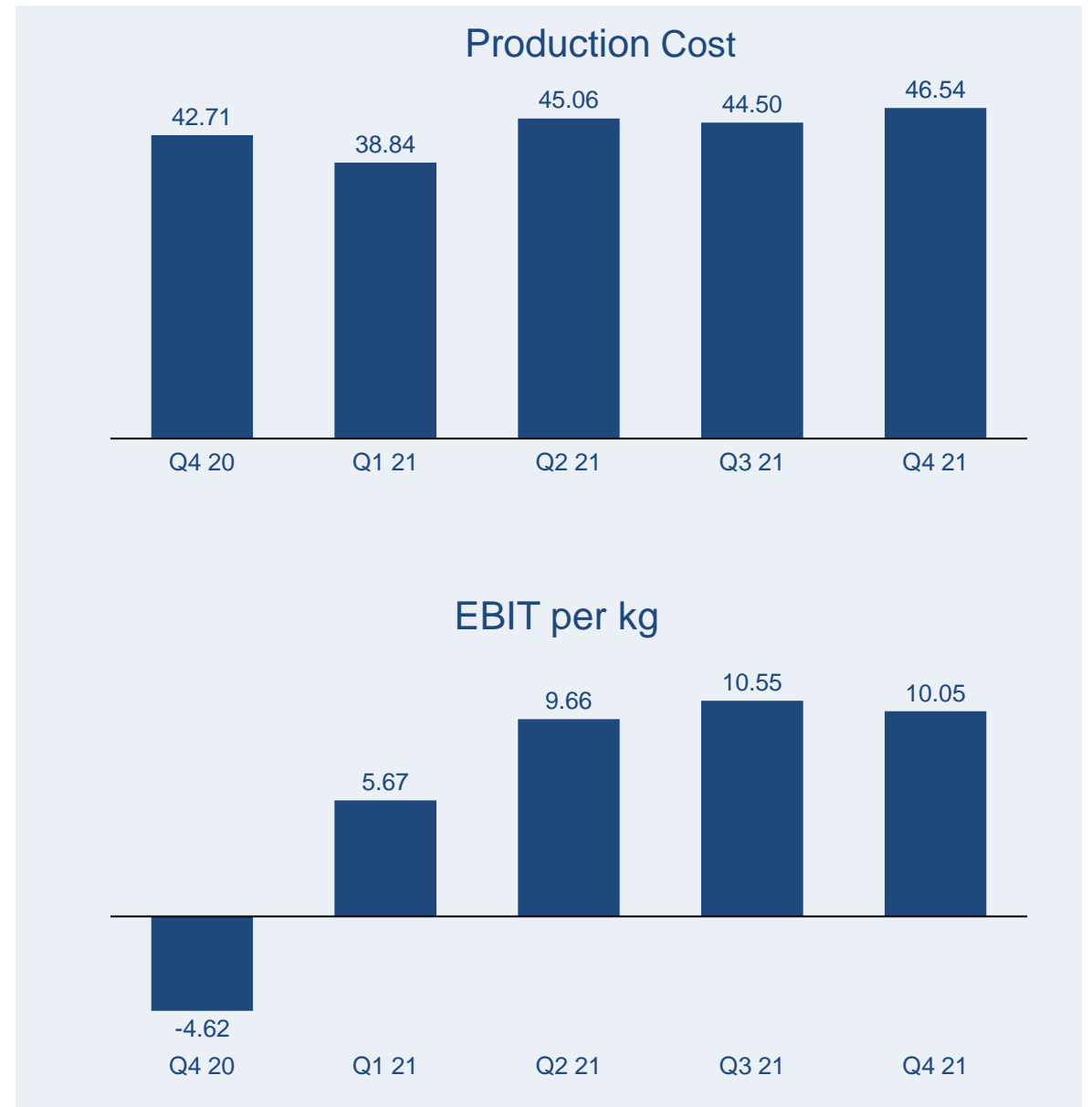
* EBIT pre fair value adjustments and non-recurring items



Farming Iceland



- Production cost of NOK 46.54, up NOK 2.04 from Q3 21
 - Production costs increased due to temporary higher wellboat costs
 - The harvesting costs are still high, but the company is currently planning to invest in a new harvesting plant in 2022
 - The production cost for Q1 22 is expected to increase due to the biological incident in Dyrafjordur
- Operation
 - Number of smolt released to sea for 2021 is 2.7 million and estimate 3.6 million for 2022
 - Estimated harvest volume is 10 100 tonnes gutted weight for 2022 and 13 000 tonnes for 2023, an increase of 29 %



Farming Iceland – Dyrafjordur incident



- Severe biological issues in two of our sites in Dyrafjordur, in Q1 2022
 - The current assessment of mortality is about 3.0 thousand tonnes LW of large size fish that was ready for the market
- These biological issues and mortalities are thought to have been caused by the following:
 - The highest mortality is related to cages with the highest average weight. Examination on fish shows mortality related to circulation problems, suboptimal gill conditions and Heart and Skeletal Muscle Inflammation (HSMI). HSMI are characterized as endemic in Iceland
 - Limitations on the harvesting capacity has increased the loss for the company, both as a preventive measurement and to reduce the loss when the situation occurred
 - The situation is now considered to be stable. All efforts were made to handle this efficiently and minimize losses, which include speeding up harvesting in these two sites
 - Further examinations and analysis are ongoing to secure a sufficient evaluation and conclusions, including implementation of relevant measurement to avoid similar incidents in the future
- Consequences
 - Estimated mortality 3.0 thousand tonnes LW
 - Estimated non-recurring cost of MNOK 106 in Q1 2022
 - Harvesting estimate for 2022 reduced from 13 000 tonnes to 10 100 tonnes GW

NRS' sustainability focus



Sustainable aquaculture

- NRS believes that sustainable production of salmon is very important for our long-term financial value creation
- NRS is one of the leading ASC certified salmon companies in the world. All our active sites are ASC certified, both in Norway and Iceland
- 89 % of the feed barges in Norway has installed batteries and are operating on a hybrid solution. In 2022 we are starting to connect our feed barges with electricity from the onshore power grid. We expect a significant reduction in carbon emissions and at the same time a more cost- efficient power supply

Green financing

- MNOK 1 200 of the Group's total credit facilities of MNOK 2 800 is loan with sustainability KPI's

Environmental rating

- CDP working to influence companies and authorities to measure environmental impact and manage climate risk and rate companies from A to F, where A is best
- In 2021 we participated in CDP's annual disclosure and scoring process for environmental transparency for the third time. We are pleased to see that CDP has rated NRS as one of the leading companies, with score A- for **handling deforestation risks in our supply chain** and score A- in its **Supplier Engagement Rating (SER)**. The SER provides a rating for how effectively companies are engaging their suppliers on climate change. For handling climate change the score was B



ASC certified as
responsibly farmed.



Associated companies

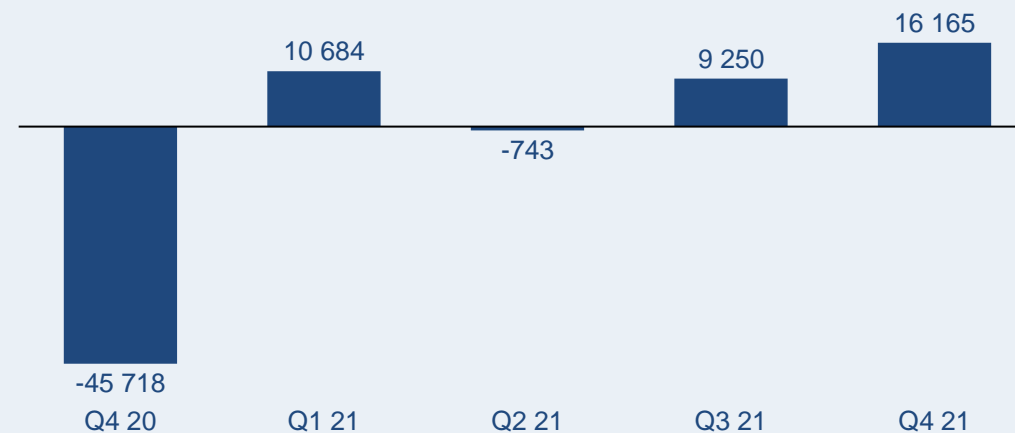


(NOK 1000)	Q4 2021	Q4 2020
Operational EBIT	6 601	452
Fair value adjustment	32 070	-61 335
EBIT	38 671	-60 883
Volume harvested (tonnes)	2 120	7 792
Operational EBIT per kg *	4,81	2,27
NRS' share of result after tax	16 165	-45 718
NRS' share of harvested (tonnes)	771	3 241

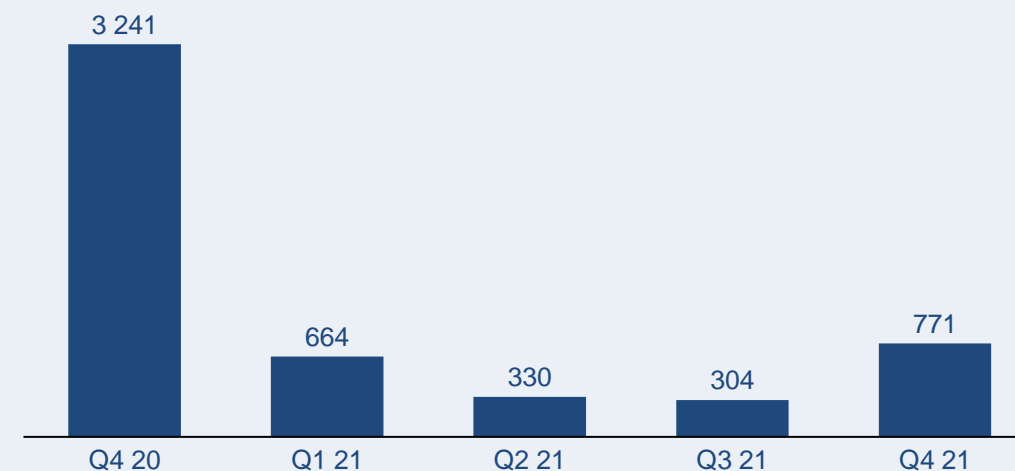
*EBIT pre fair value adjustments

- NRS' share of result after tax of MNOK 16.2 (MNOK -45.7)
 - EBIT per kg of NOK 4.81 from farming companies
- Shares in NRS owned by associated companies at the end of Q4 21
 - NRS' share of fair value MNOK 57.5
 - Not recognised in the group accounts

NRS' share of result after tax



NRS' share of harvested volume



Group financials

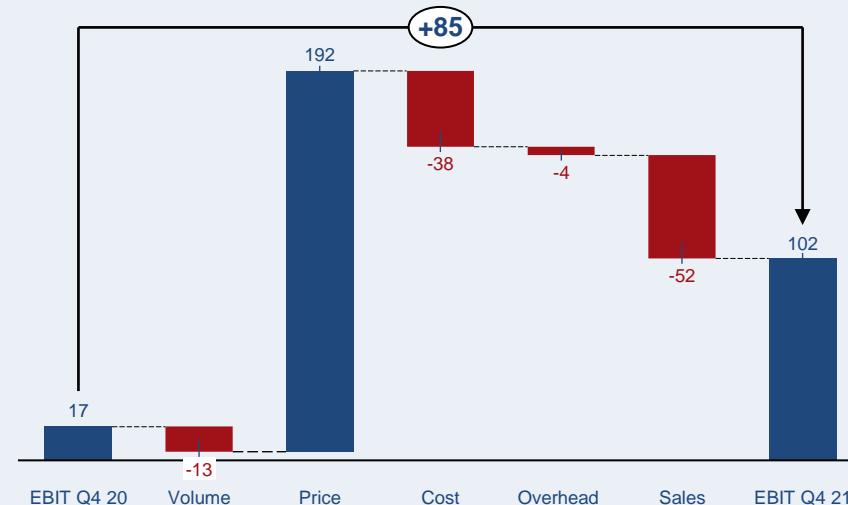


Profit and Loss



- Operational EBIT of MNOK 102
- Operational EBIT per kg of NOK 9.43 (Farming+Sales)
- Achieved sales price increased by NOK 14.45 per kg compared to Q4 20
- Increased production costs compared to Q4 20
- Gain on fixed price contracts of MNOK 2 in Q4 21 compared with MNOK 50 in Q4 20
- Overhead costs for the quarter amounted to NOK 23 million. This includes start-up costs of Arctic Offshore Farming
- Harvested volume of 13 257 tonnes, up 86 % and sold volume of 26 809, up 15 % compared to Q4 20
- Negative fair value adjustment of MNOK 110

KEY FIGURES (NOK '000)	Q4 2021	Q4 2020	FY 2021	FY 2020
Operating revenues	1 495 545	1 154 189	5 800 895	5 118 867
Operational EBITDA	141 540	43 482	494 157	346 999
Operational EBIT	101 630	16 997	344 260	246 252
Fair value adjustments	-110 344	-231 665	111 668	-136 657
Production tax	-4 916	0	-19 106	0
Income from associates	16 165	-45 719	35 356	-1 985
EBIT	2 536	-260 387	472 178	107 609
Net financial items	-13 268	-11 550	263 068	-34 639
EBT	-10 731	-271 937	735 245	72 970
EPS (NOK) –pre FV adj.	1,96	-0,60	12,43	4,27
Volume harvested (GWT)	13 257	7 148	49 640	30 509
Operational EBIT per kg	9,43	5,05	9,55	9,91

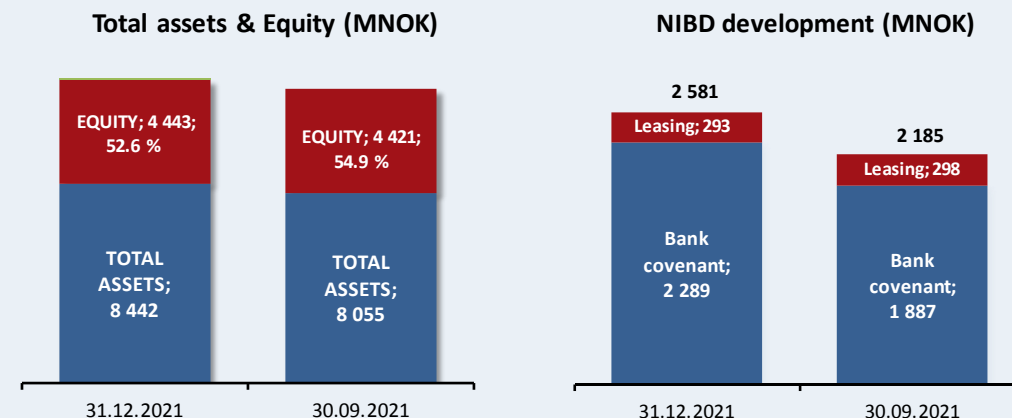


Financial position



- Solid financial position
 - Equity up MNOK 22 from Q3 21, equals a ratio of 53 %
- Biomass in sea pre FV up by MNOK 31 from Q3 21
 - Biomass down by 270 tonnes (-1 %) from Q3 21
 - Biomass up by 6 407 tonnes (21 %) from Q4 20
- High capex in the quarter, but the investment projects in Norway are almost finish. Capex in Iceland is mainly related to extension of the smolt facility
- Account receivables increased due to higher volume sold in the end of the quarter compared to Q3 21

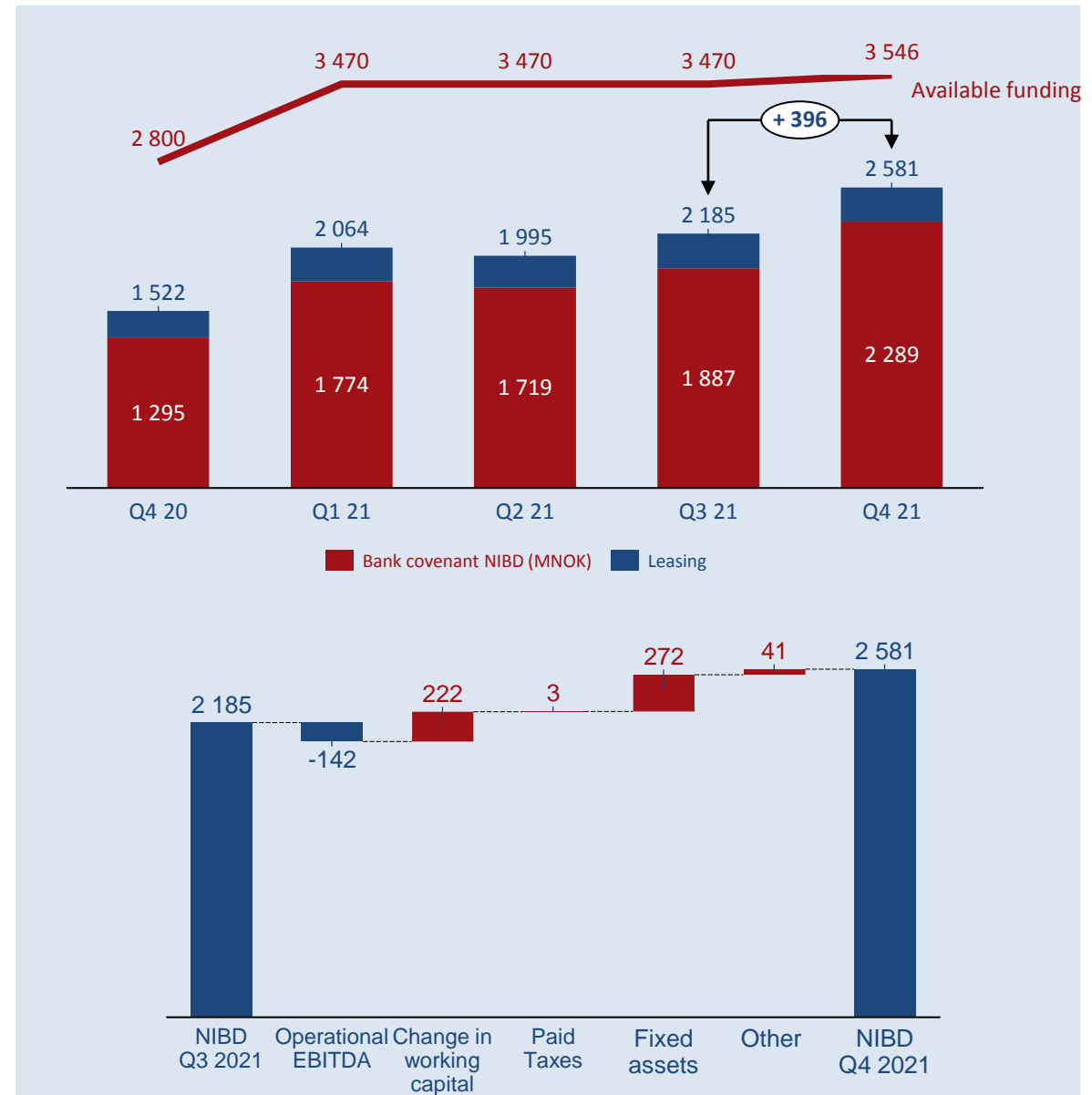
KEY FIGURES (NOK '000)	31.12.2021	30.09.2021	Change QoQ	31.12.2020
Intangible assets	1 673 199	1 650 942	22 257	948 616
Property, plant and equipment	3 872 863	3 621 206	251 657	2 351 759
Non-current financial assets	434 139	406 234	27 905	772 759
Non-current assets	5 980 201	5 678 382	301 820	4 073 134
Inventory and biological assets	1 925 085	1 951 024	-25 940	1 386 281
Receivables	471 760	344 773	126 987	316 541
Bank deposits	65 188	80 365	-15 177	38 753
Current assets	2 462 033	2 376 163	85 870	1 741 575
TOTAL ASSETS	8 442 234	8 054 545	387 689	5 814 710
Equity	4 443 350	4 421 251	22 099	3 130 692
Interest-bearing debt	2 646 628	2 265 291	381 337	1 605 334
Trade payables	660 870	632 848	28 022	617 937
Other current and non-current liabilities	691 386	735 155	-43 769	460 747
TOTAL EQUITY AND LIABILITIES	8 442 234	8 054 545	387 689	5 814 710



Cash Flow and NIBD development



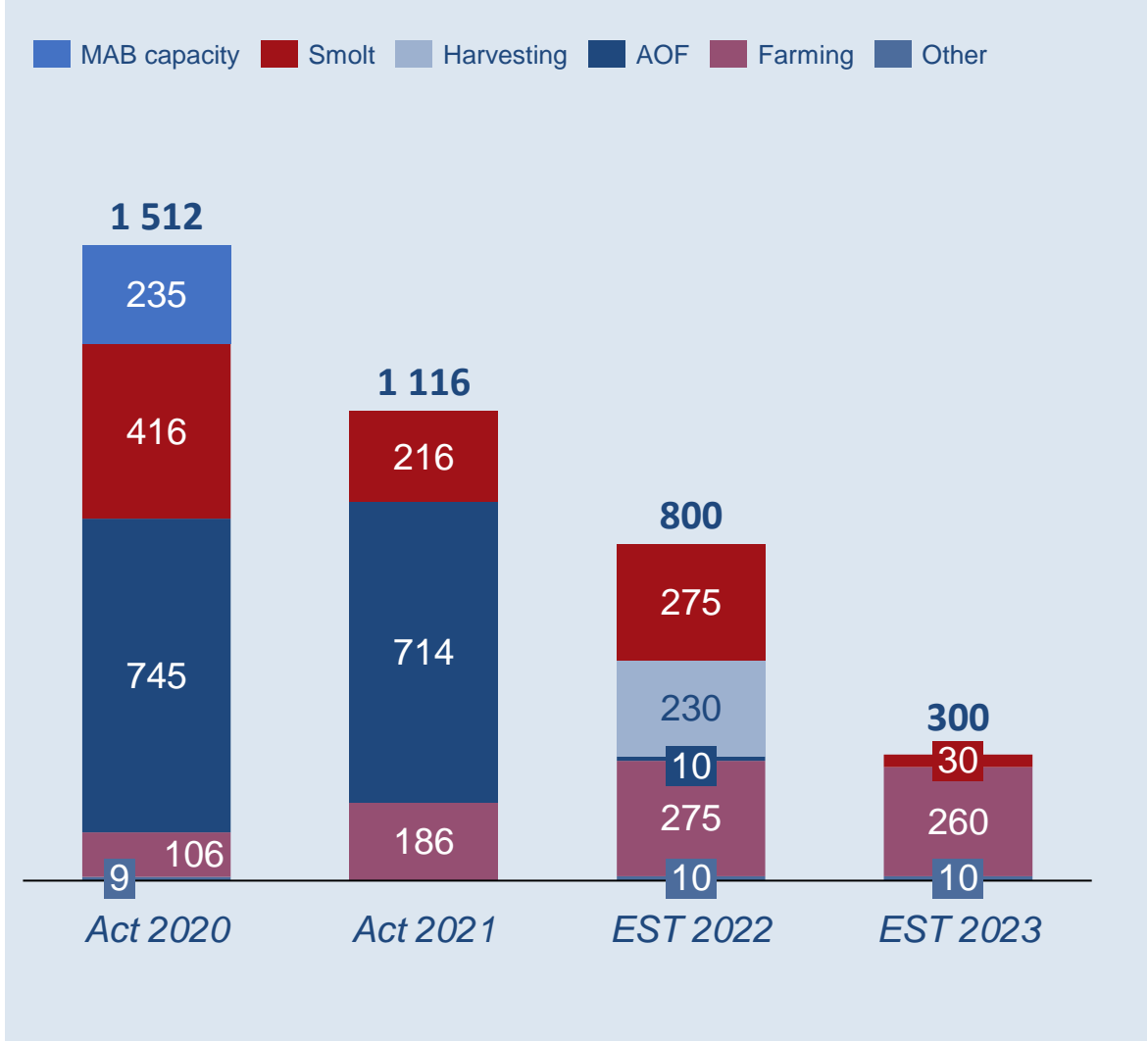
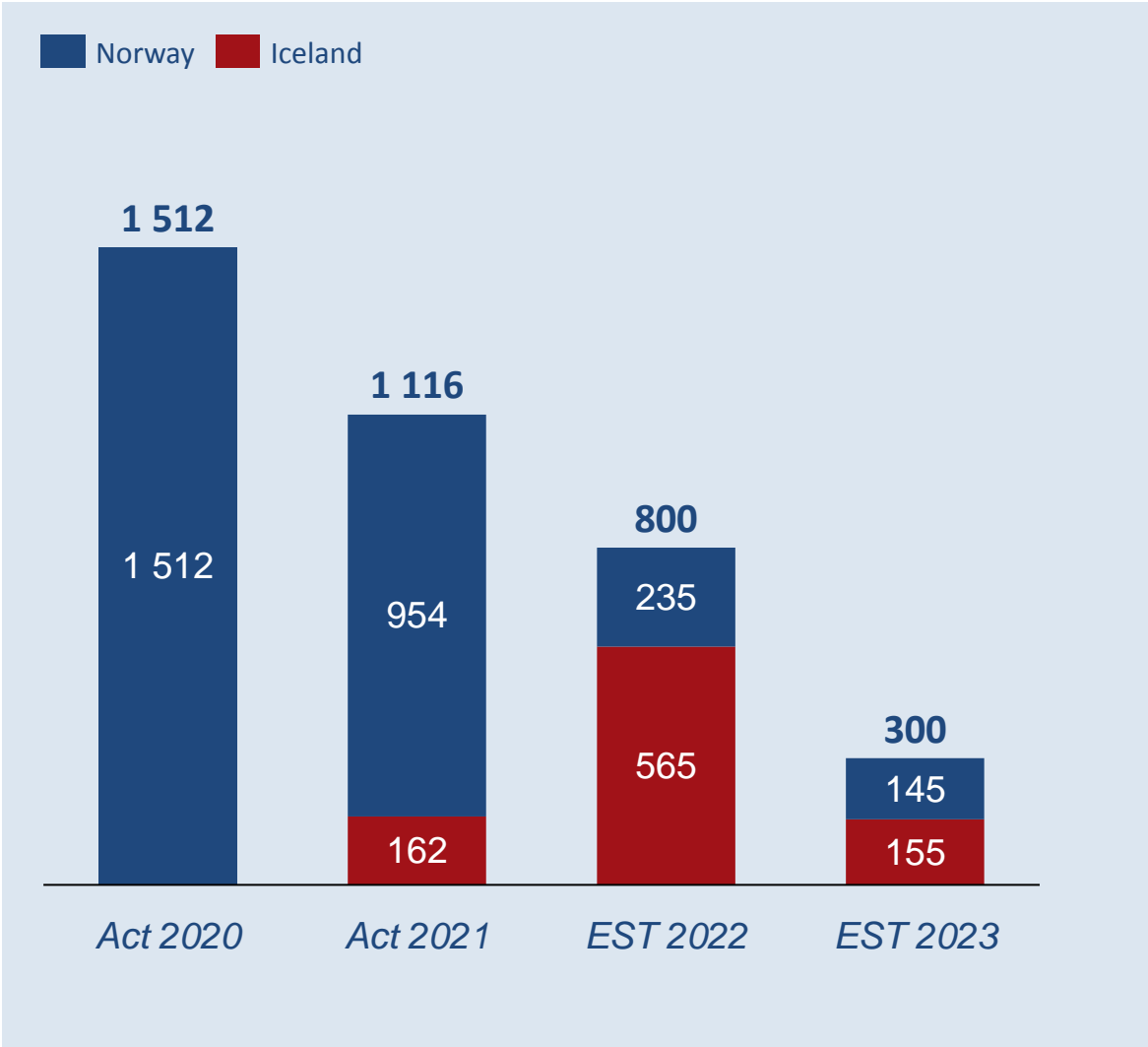
- NIBD up with MNOK 396 to MNOK 2 581 in Q4 21
 - NIBD according to covenant (excl IFRS 16) of MNOK 2 289
- Unused credit facility to banks of MNOK 1 192 and bank deposit of MNOK 65
- Increased working capital items in the quarter are driven by
 - Biomass pre FV and inventory up by MNOK 70
 - Increased account receivables of MNOK 141



NRS invests in future sustainable growth



- Investments specified to segments
- Investments specified to value chain



Market



Market outlook



Harvest volumes

- Harvest volumes up 4 % in Q4 21 compared with Q4 20
- Harvest volumes from Norway and Chile were higher than previously expected

Market

- Prices up 38.5 % in NOK and 49.5 % in EUR in Q4 21 compared with Q4 20
- Consumption of salmon in the world markets increased by 3 % in Q4 21 compared with Q4 20
- Sold volumes lower than harvested indicating build-up of frozen inventory in the quarter
- Volumes from Norway to EU increased by 6 %, to Asia by 16 %, to Eastern Europe by 17 % and to North America by 21 %

Harvest volumes	Q4/21	Q4/20	chg.
Norway	445 400	405 300	10 %
Chile	201 900	217 800	-7 %
UK	39 500	45 200	-13 %
Canada	31 700	34 000	-7 %
Faroe Island	33 800	22 800	48 %
Iceland	11 300	10 600	7 %
Other	45 300	41 050	10 %
	808 900	776 750	4 %

Markets	Q4/21	Q4/20	chg.
EU (+UK)	358 900	346 300	4 %
North America	154 300	147 800	4 %
Eastern Europe	48 600	51 700	-6 %
Asia	89 900	81 100	11 %
Other	125 800	130 800	-4 %
	777 500	757 700	3 %

wfe tonnes

Source: Kontali Analyse

Global harvest volumes in 2022



- At end of Q4 21 the biomass in Norway is estimated to be 3 % down and for Chile 6 % down compared with Q4 20
- Expect 9 % negative growth in Q1 22, down 3 % from Q3 21 reporting
- Expect 5 % negative growth in Q2 22
- Expect no growth in global harvest volumes in 2022, down 5 % from Q3 21 reporting
- Negative growth in global harvest volume for Q1 and Q2 2022 provides a basis for optimism about the salmon price

Harvest volumes	Q1/22E	Q1/21	chg.
Norway	345 900	354 600	-2 %
Chile	162 800	202 400	-20 %
UK	41 300	47 900	-14 %
Canada	29 600	32 100	-8 %
Faroe Island	18 200	22 500	-19 %
Iceland	11 600	12 700	-9 %
Other	33 100	33 200	0 %
	642 500	705 400	-9 %

Harvest volumes	Q2/22E	Q2/21	chg.
Norway	310 600	319 400	-3 %
Chile	146 800	150 300	-2 %
UK	50 100	58 800	-15 %
Canada	33 300	41 100	-19 %
Faroe Island	20 400	25 500	-20 %
Iceland	10 100	8 600	17 %
Other	35 300	33 500	5 %
	606 600	637 200	-5 %

Harvest volumes	2022E	2021E	chg.
Norway	1 540 600	1 532 100	1 %
Chile	716 900	720 400	0 %
UK	200 400	198 900	1 %
Canada	128 500	138 800	-7 %
Faroe Island	97 800	105 500	-7 %
Iceland	48 000	41 500	16 %
Other	160 000	155 700	3 %
	2 892 200	2 892 900	0 %

wfe tonnes

Source: Kontali Analyse

Improvement potential



NRS Norway is a fully integrated salmon farmer from smolt to market



Smolt & post-smolt



- Newly built in-house smolt facility with a production capacity of 3 400 tonnes (e.g., 15 mill smolt a 225 gram)
 - Self sufficient with smolt (need ~13.5 mill for 55k tonnes)
 - First smolt to be delivered in spring 2022
- 50% ownership in the big smolt producer Nordnorsk Smolt AS
 - Production capacity of 600 tonnes (e.g., 2.4 mill smolt a 250g)

Grow-out



- 36 085 tonnes MAB in Norway + demonstration facility license of 780 tonnes MAB
- 9 partly owned licenses through associated companies in Norway
 - 37.5 % ownership in Wilsgård Fiskeoppdrett AS (5 780 tonnes MAB)
 - 33.5 % ownership Hellesund Fiskeoppdrett AS (2 412 tonnes MAB)

Processing



- 100 % secured harvesting capacity by long-term agreements with 3 harvesting facilities

Sales & marketing

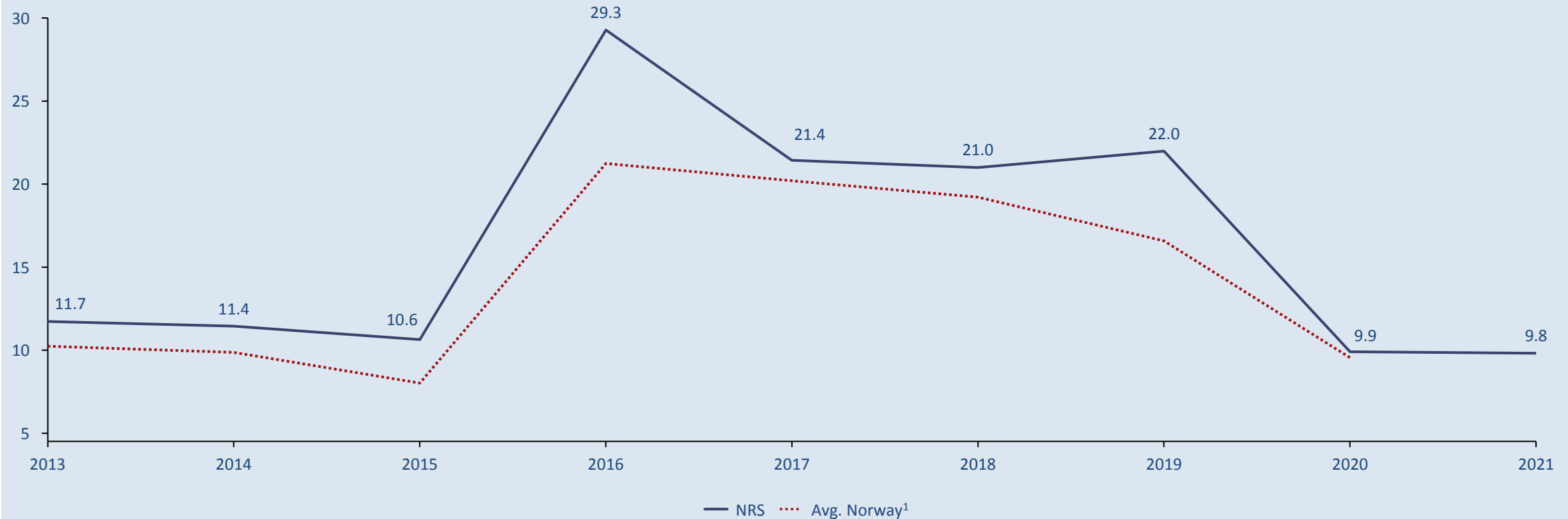


- Sales from in-house salmon farming, associated companies and external farmers
- Sale of fresh and frozen salmon and trout
- Sold 84 891 tonnes in 2021

NRS has outperformed the general market consistently over the years – still unreleased potential



EBIT/kg (NOK) :
NRS vs. Average Norwegian farmers



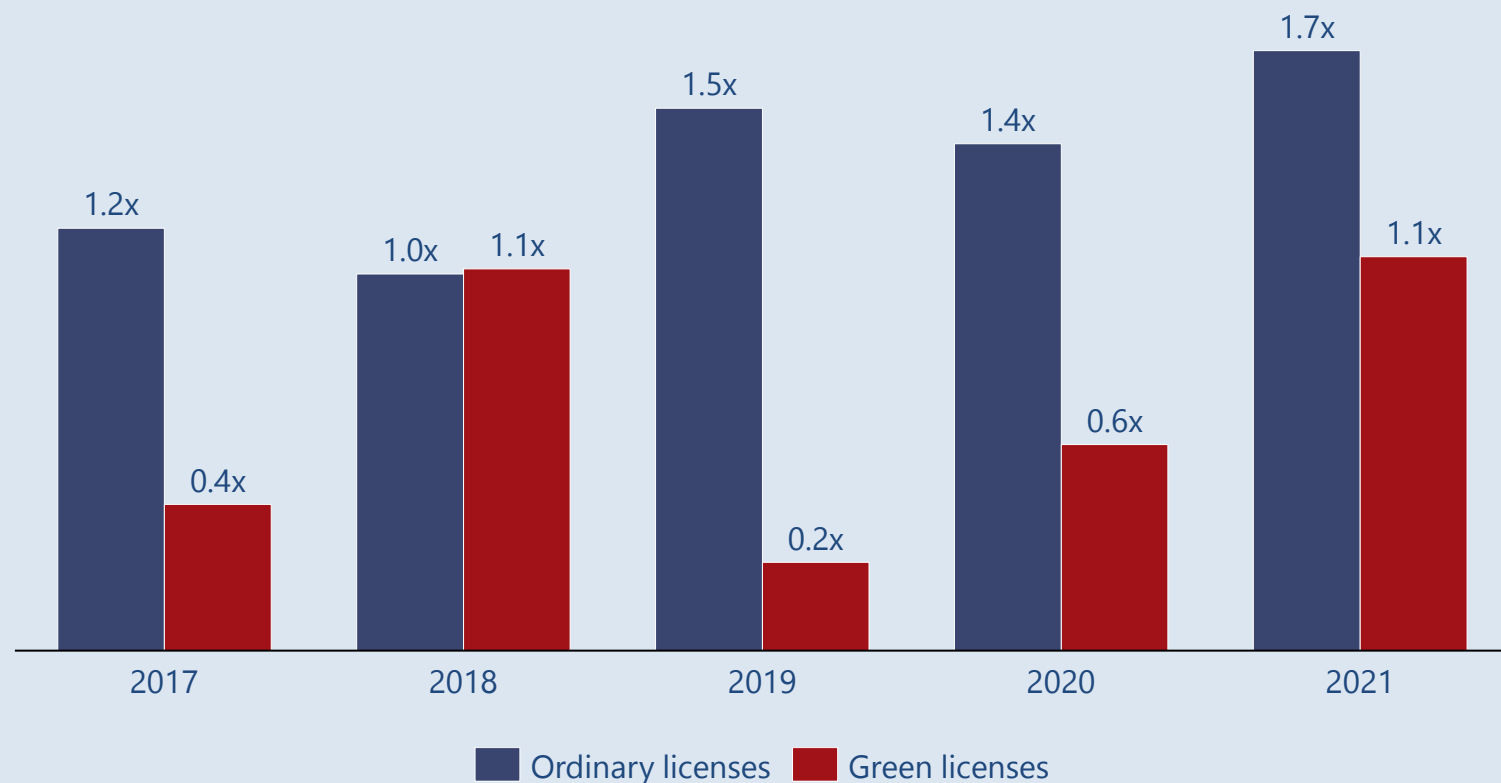
Source: Company information, Fiskeridirektoratet, Kontali

1. Source: Fiskeridirektoratet (Lønnsomhetsundersøkelse)

Low utilization on green licenses has hampered performance



NRS MAB utilization: Ordinary (diploid) vs. Green (triploid) licenses

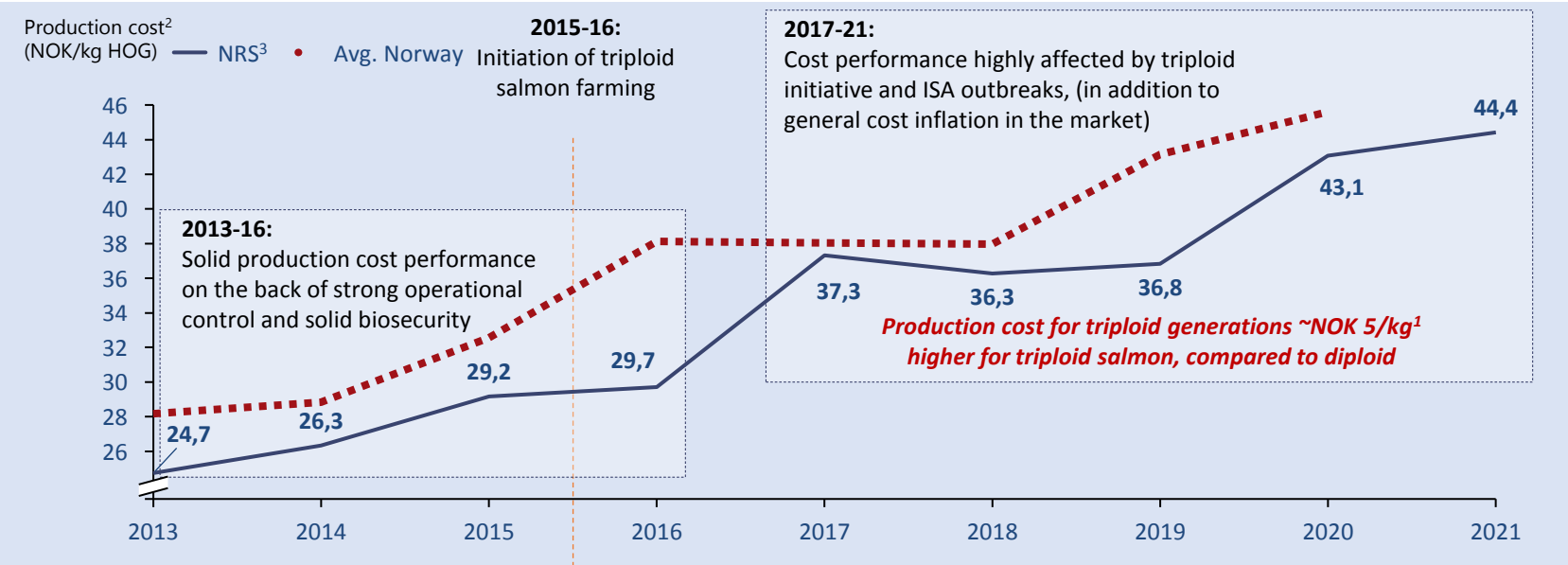


- The use of triploid salmon was stipulated in 18 green licenses held by NRS
- Ministry of Trade, Industry and Fisheries has accepted that diploid salmon can be used on green licenses, which will increase efficiency of green licenses
- The Norwegian Food Safety Authority has decided that no new triploid smolt will be released after the spring of 2022
 - Due to health concerns, as triploid salmon appears to be more vulnerable to diseases
- NRS will gradually reduce production of triploid salmon
 - Diploid salmon will account for approx. 95 % of smolt put to sea in 2022
 - Expect gradually increased production and lower production costs
 - Expect improvement in biological performance in terms of lower risk associated with diseases and lower mortality

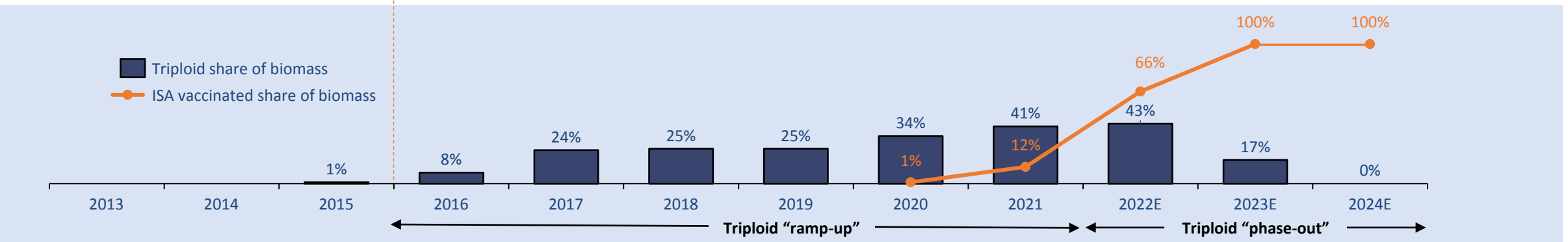
NRS will phase out triploid salmon from 2023 – positive impact on production cost expected



NRS with competitive production cost in period up until increased share of triploid fish



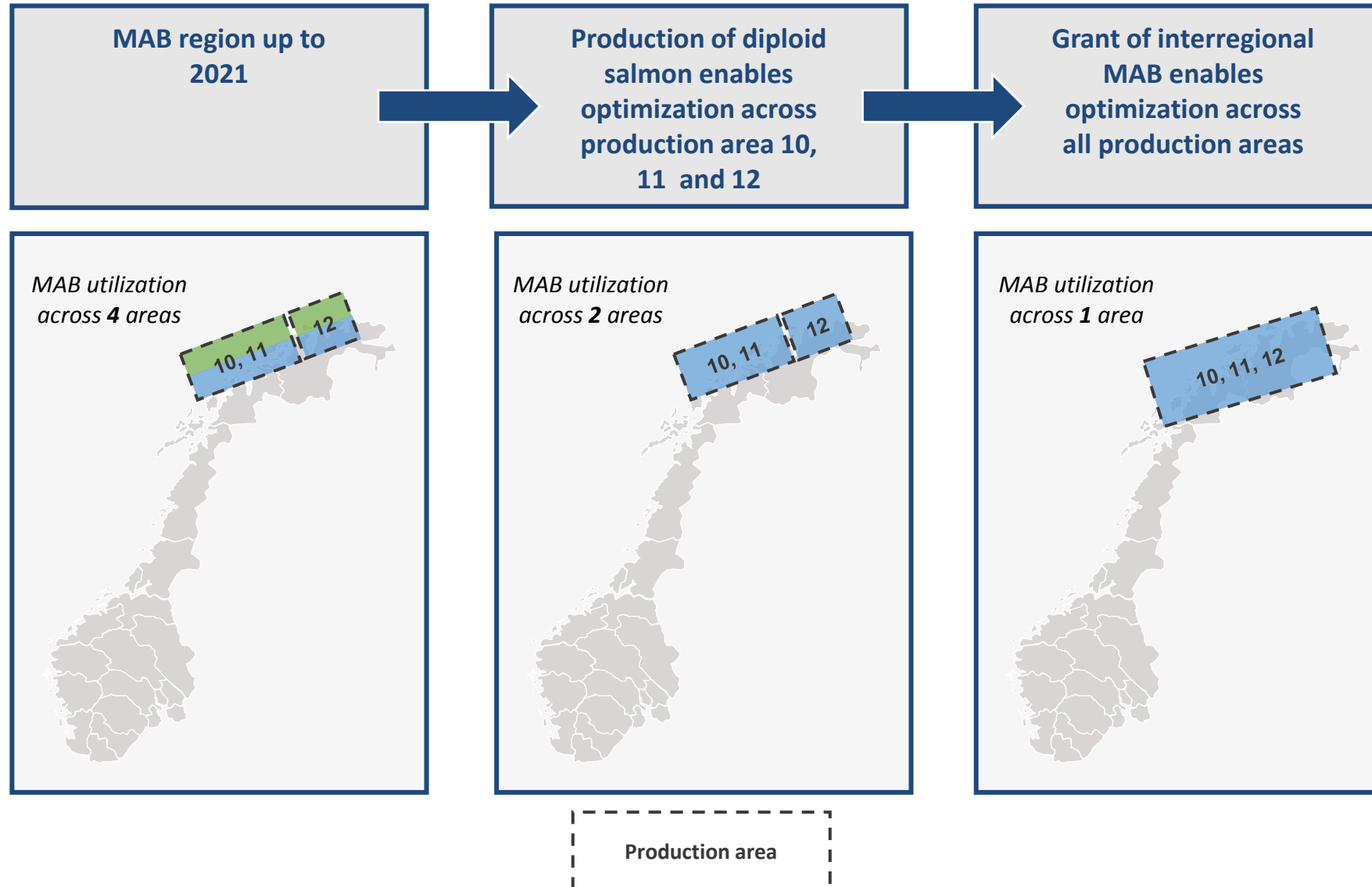
- NRS has historically delivered a solid cost performance
- However, the ramp-up of triploid salmon farming, ISA outbreaks and winter wounds on triploid salmon has hampered performance in later years
- Substantial measures has been taken to improve performance going forward
 - Decided to phase out triploid farming and last triploid salmon to be harvested in August 2023
 - ISA vaccination of ~66 % and 100 % of biomass by 2022 of 2023, respectively



Source: Company information, Fiskeridirektoratet, Kontali

1. Management estimate, 2. EBIT cost 3. Production cost for NRS excluding non-recurring costs

By establishing one unit across production areas, NRS enables higher MAB utilization and more streamlined production planning



- NRS operates 3 production areas in Troms and Finnmark: 10, 11 and 12
- Organic growth and optimized production through better utilization of MAB
 - Due to ban of triploid salmon production, synergies can be achieved from not having two separate production regimes
 - Farming Norway is granted an interregional MAB between all 3 production areas

State of the art smolt facility with yearly production capacity of 3 400 tonnes smolt



- Strategically important for NRS
 - The smolt facility will ensure the supply of smolts and contribute to increase the biological safety, quality and size of our smolt
 - Will improve timing of smolt release, utilization of MAB and reduce production costs
- Strategically located in short distance to NRS farming sites
- Among the world's largest and most modern smolt facilities
 - Production capacity of 3 400 tonnes
 - License to produce up to 10 million post-smolt yearly with size up to 400 grams – however, currently limited to 2 400 tonnes
- Started production in May 2021 and will deliver big size smolt in the spring of 2022
- The production has performed well so far



Arctic Offshore Farming



- Arctic Offshore Farming - the offshore technology for the future aquaculture industry
- NRS has been granted development licenses of 5 990 tonnes in MAB
- Arctic Offshore Farming technology will open new and exposed farming areas along the Norwegian outer coastline, and contribute to reduce the industry's environmental footprint
- The production will take place at Fellesholmen, which per date is the most exposed farming location in Norway
- Arctic Offshore Farming is ready for receiving fish
- The first fish are expected to be released at the site in August and to be harvested in Q4 23/Q1 24
- NRS will be a pioneer in offshore farming



Arctic Fish will be a fully integrated salmon farmer from smolt to market owned 51.3 % by NRS



Smolt & post-smolt



- RAS smolt facility in Nordurbotn (Tálknafjörður)
- Recirculated and cleansed water with good standards ensure low mortality
- Produced a total of 3.5 million smolt and 0.4 million fry for internal and external sale in 2020
- Hatching/start feeding capacity of 10-12 million per year
- Total smolt capacity of 3.5 million smolt (150 grams)
- Expansion to 5 million smolt (200 grams) from 2023/2024

Grow-out



- Strategically placement in different fjords to be able to alternate the production to minimize biological risk
- Area based "All-in, all out" has a proven a documented track record
- Existing licenses for 17 800 tonnes salmon MAB, and 5 300 tonnes MAB trout licenses
- Pending applications for additional 8 800 tonnes MAB
- Harvest volume for 2021: 11 500 GWT
- Total production capacity: 30 000 GWT

Processing



- 100 % secured harvesting capacity by long-term agreements with a harvesting facility
- Has started the establishment of a processing facility which is estimated to be completed by the end of 2022

Sales & marketing

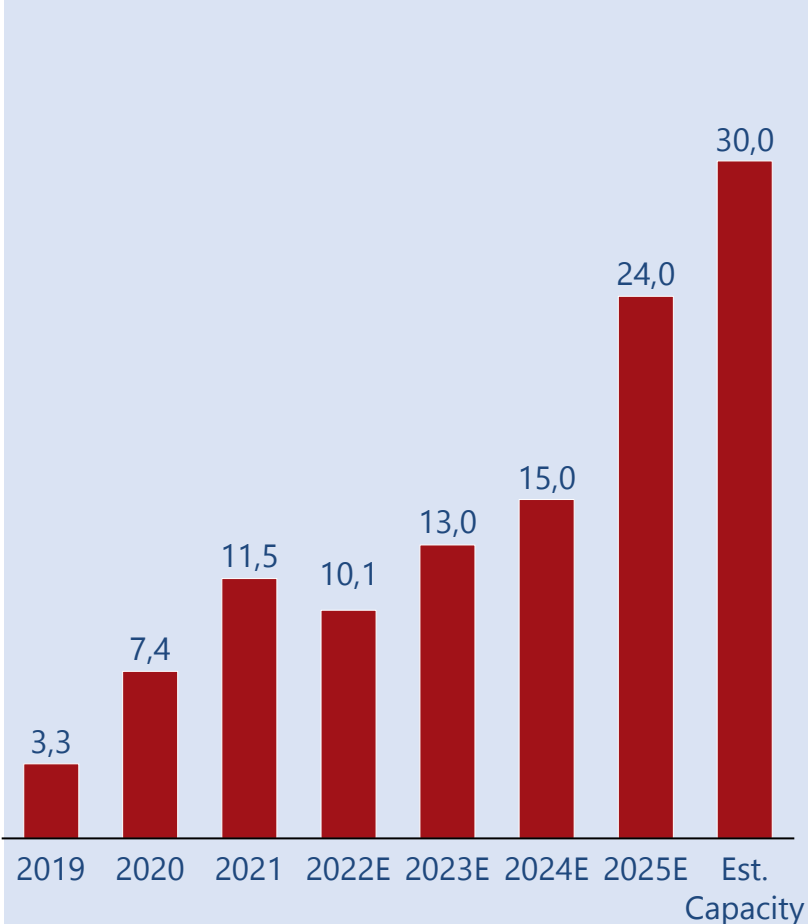


- Future sales and marketing strategies are based on Icelandic identity and branding to achieve price premium

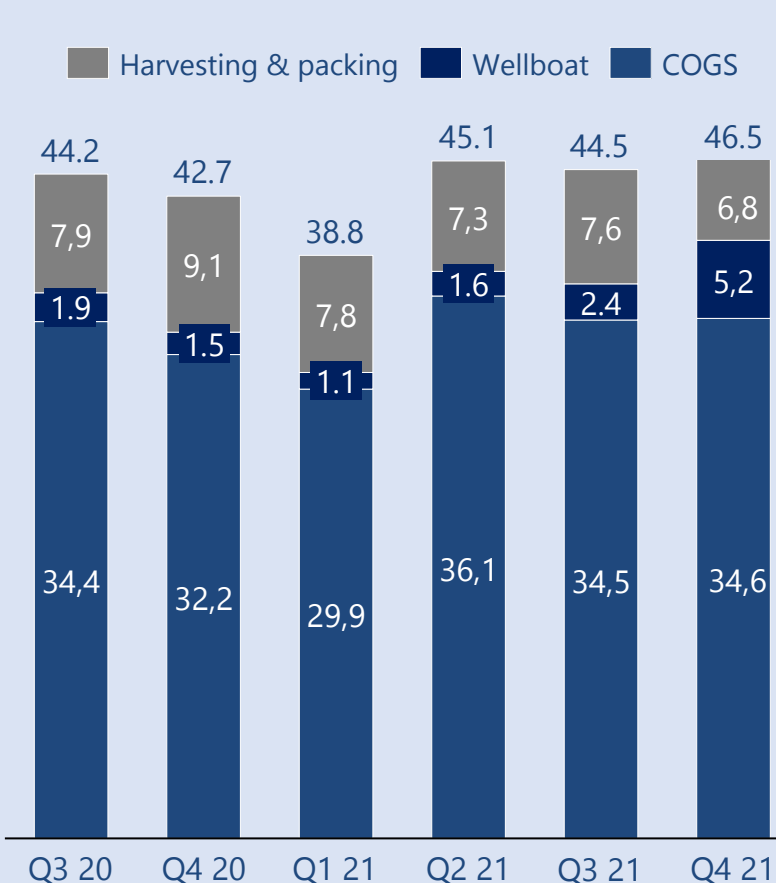
Arctic Fish with strong growth outlook – consistently delivering solid cost performance



Harvest volumes (kt, HOG)

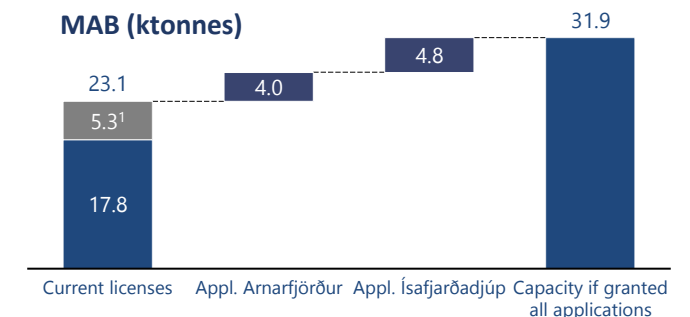


Production cost development (NOK/kg)



- Harvest volumes expected to increase significantly going forward
 - MAB of 23 100t¹ with current licenses in the Western fjords of Iceland, and additional 8 800t applied for
 - 4 000 tonnes licenses in Arnarfjörður already advertised and at the final stages of approval
- Solid cost performance, supporting NRS' view of the long-term potential in Arctic Fish
- Further potential for improvements in smolt size, operational efficiency, harvesting and wellboat costs

MAB (ktonnes)



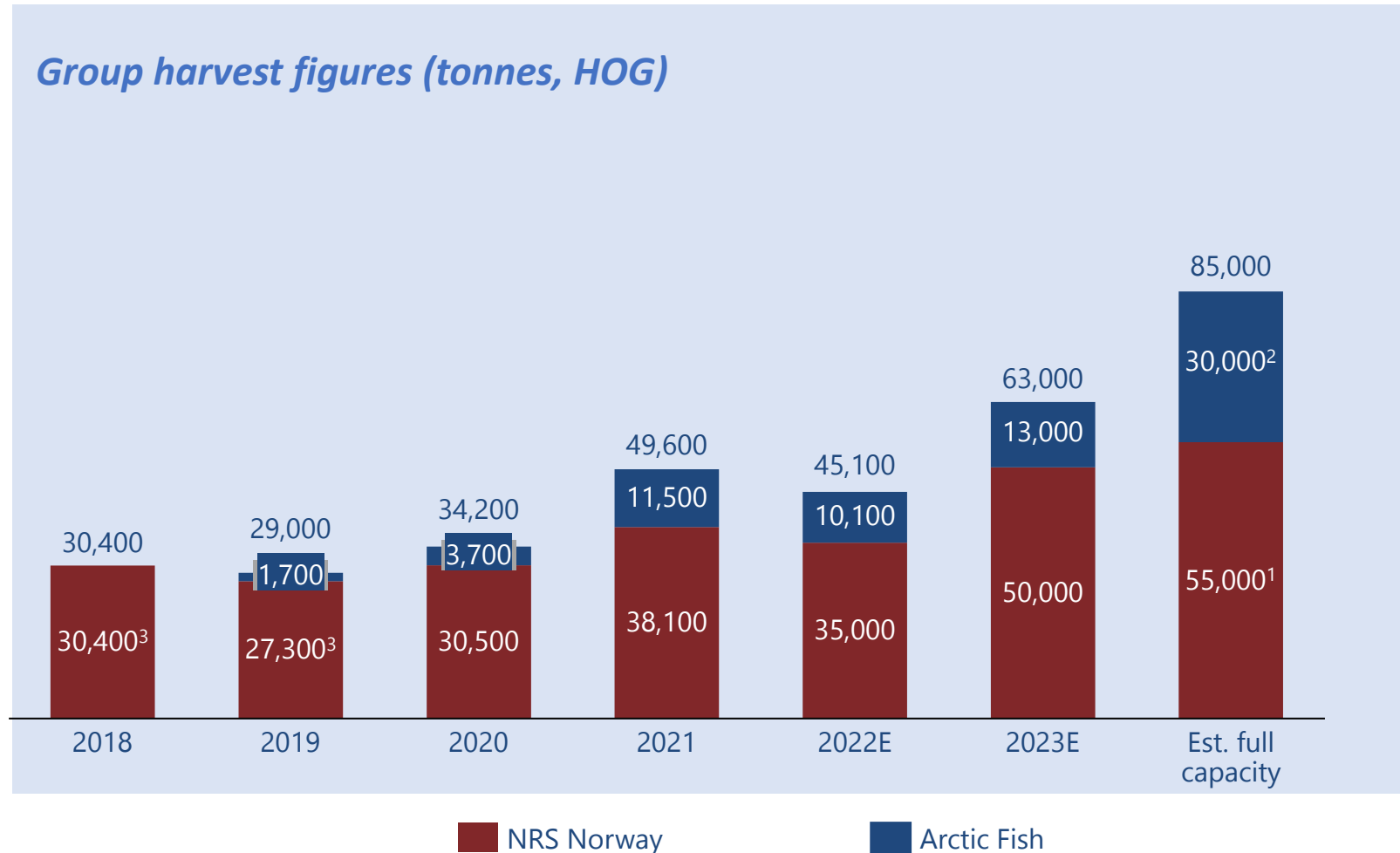
Source: Company information

1. 5 300t MAB for Trout farming that is in the process of being converted to salmon

Significant growth potential



Group harvest figures (tonnes, HOG)



- NRS Norway harvest volumes expected to grow substantially from 2022 to 2023 due to:
 - Normalization of MAB utilization as NRS phase out triploid salmon within end of 2023
 - Granting of an interregional MAB between all of NRS' 3 production areas, enhancing the potential for good MAB utilization
 - Robust and secure smolt supply from new facility and newly secured smolt contract
- Arctic Fish (51% owned by NRS) has a potential on current licenses of ~18 000 tonnes harvest of salmon, increasing to 30 000 tonnes if all applications for licenses are granted

1: Assumes conversion of development licenses to ordinary licenses

2: Assumes granting of licenses. Full potential with current granted salmon licenses is ~18,000t HOG

3: Excluding volumes from Region South (divested in 2019)

Outlook & Summary



Harvesting estimates for 2022 and 2023

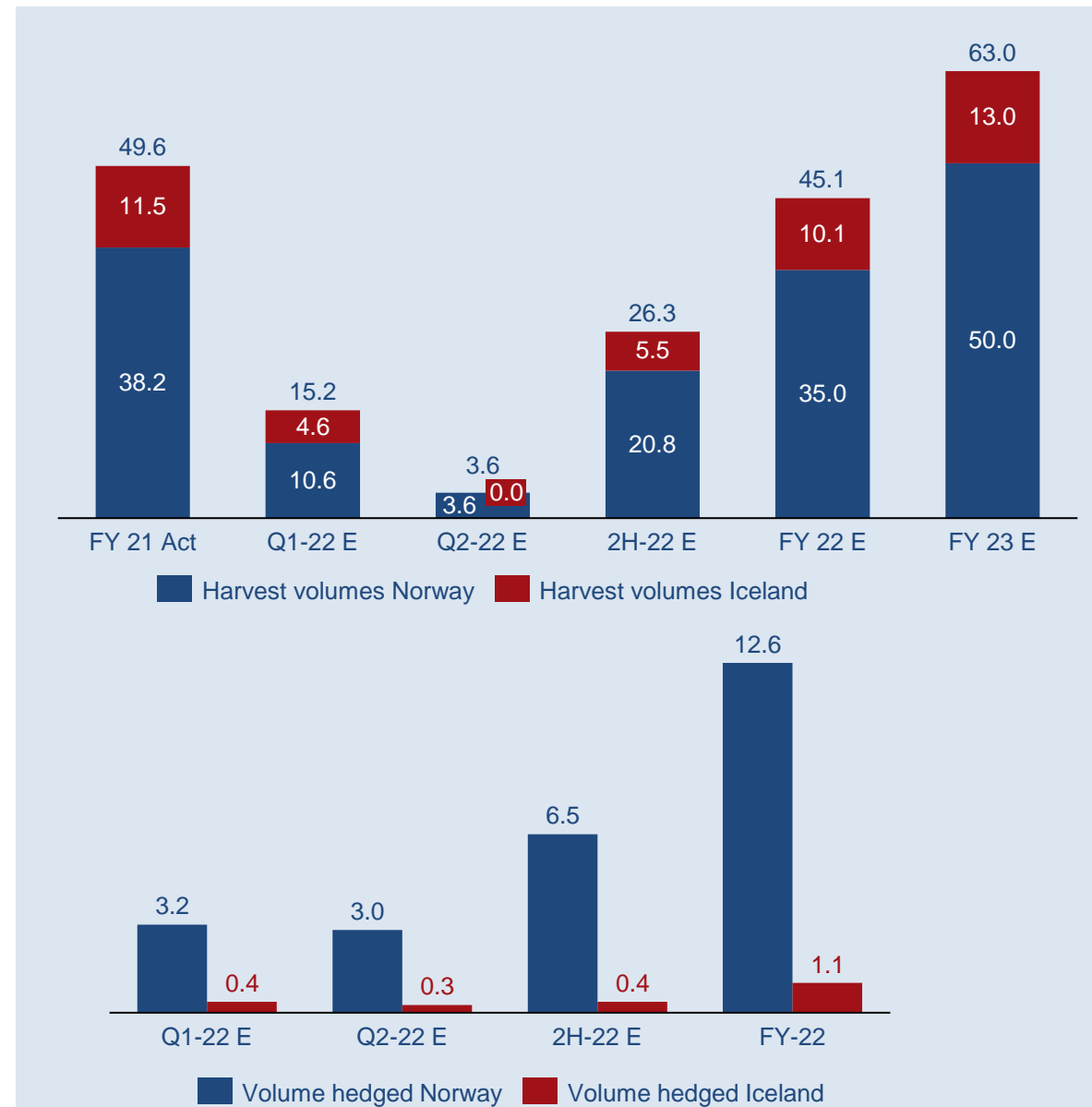


Harvest volumes

- Q4 21: 13 257 tonnes (+86% YoY)
 - Up with 1 657 compared to estimated in Q3 21 report
- FY harvest volume of 45 100 tonnes for 2022
 - Norway: down 3 500 tonnes from Q3 21 report due to harvested more than planned in Q4 21 and to further accelerated harvesting in 2022 as a result of the development of winter wounds
 - Iceland: down 2 900 tonnes from Q3 report due to the incident in Dyrafjordur
- Estimated harvest volume of 63 000 tonnes for 2023, a significant growth of 40 %

Volume hedged

- 36 % of Norwegian volume for 2022 is hedged
- 11 % of Iceland volume for 2022 is hedged



Summary



- Demand for salmon is strong and negative growth in global harvest volume for the next two quarters provides a positive view on the salmon price
- Expects a slightly decrease in production costs for Farming Norway and an increase for Farming Iceland for Q1 22
- Estimated number of smolt release for 2022 is 16.6 million smolt (10.7 million in 2021) of which 1.0 million triploid fish
- Estimated harvest volume of 45 100 tonnes for 2022 and 63 000 tonnes for 2023
- New smolt facility in Norway is expected to be complete in Q1 22. The production in the new smolt facility has performed well so fare
- Arctic Offshore Farming is ready for receiving fish, but the big size smolt will not be ready before August 2022
- Organic growth throughout utilization of MAB, new smolt facility, Arctic Offshore Farming and Arctic Fish
- Production of fish delivered from the new smolt plant and phasing out triploid fish in the next few years are expected to lead to a decrease in the production costs during the next years



THANK YOU FOR YOUR ATTENTION !

www.norwayroyalsalmon.no

Upcoming events:

Q1 2022	25 May 2022
AGM	02 June 2022
Q2 2022	31 August 2022
Q3 2022	16 November 2022

Appendix: Segment information

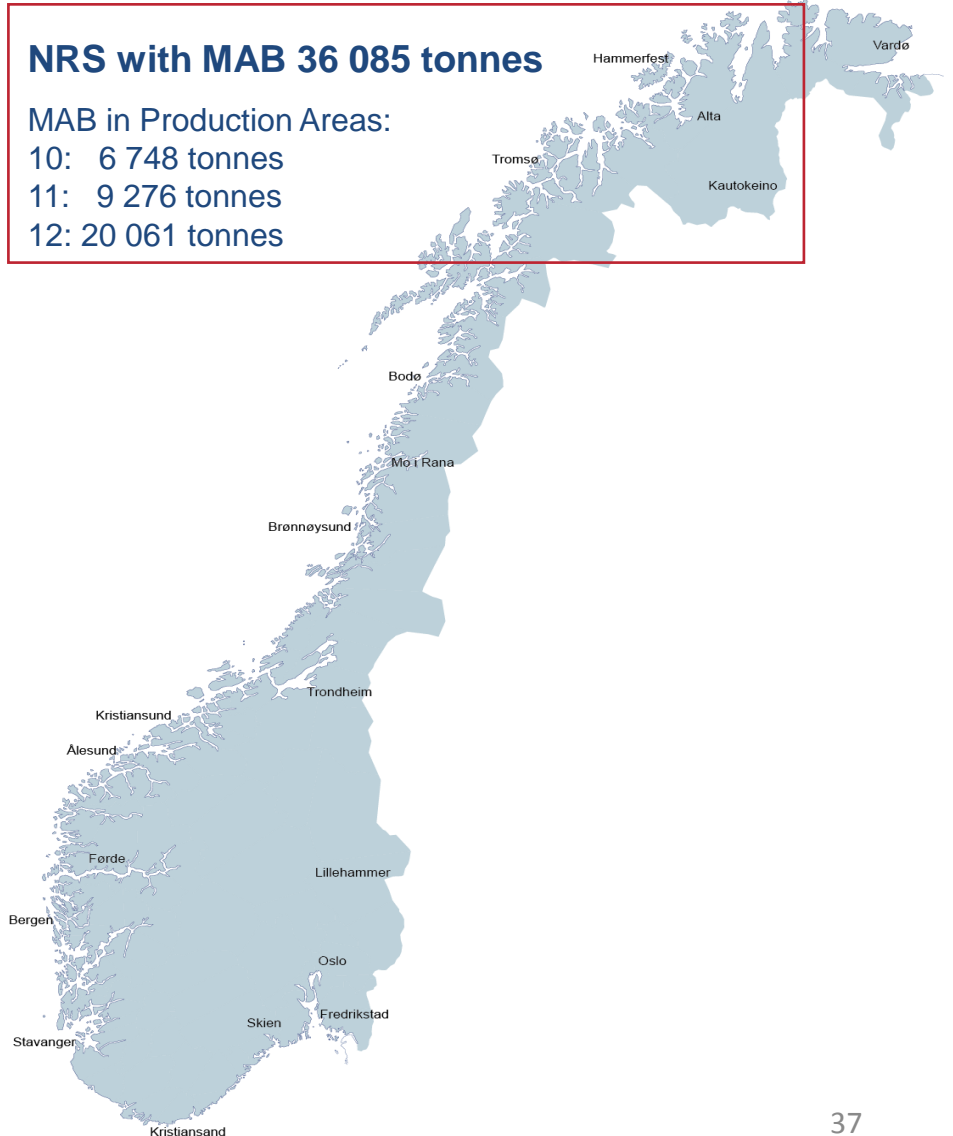


Farming Norway



“Northern Norway is the world's best arena for developing a sustainable aquaculture industry”

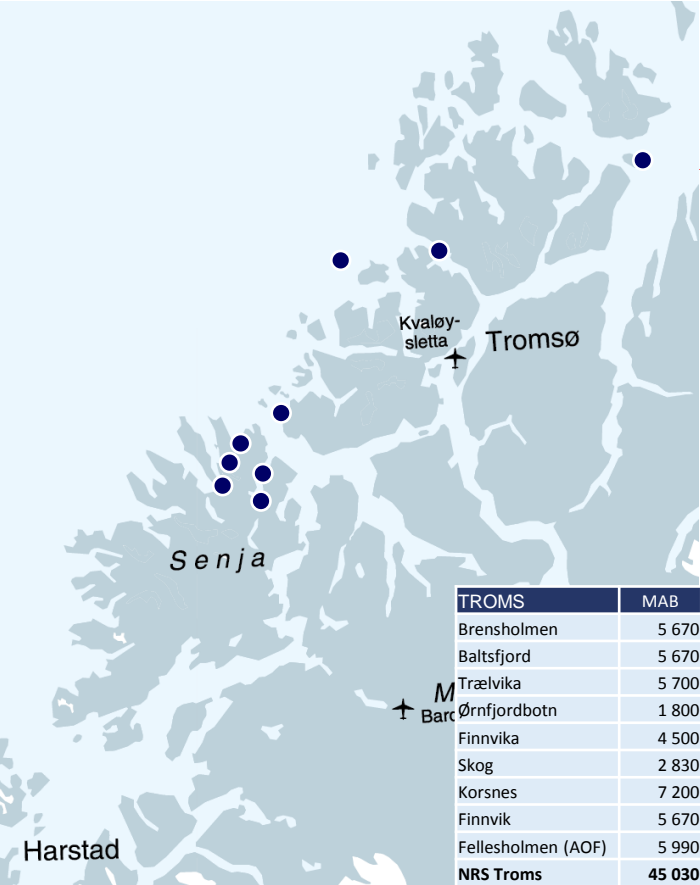
- Farming Norway only farm salmon in Troms and Finnmark
- Continued large organic growth potential
 - 50 000 tonnes of annual harvest volume as target from owned licenses today
- Good environmental conditions for salmon farming in the Region
 - Both for traditional farming and offshore farming
- Substantial investments for organic growth through hatchery and offshore farming
- Expects Farming Norway to have low production costs
- Farming Norway allowed to produce diploid salmon on green licenses after an agreement with Ministry of Trade and Industry
- Farming Norway is granted an interregional MAB between all 3 production areas, which give potential for good MAB utilization



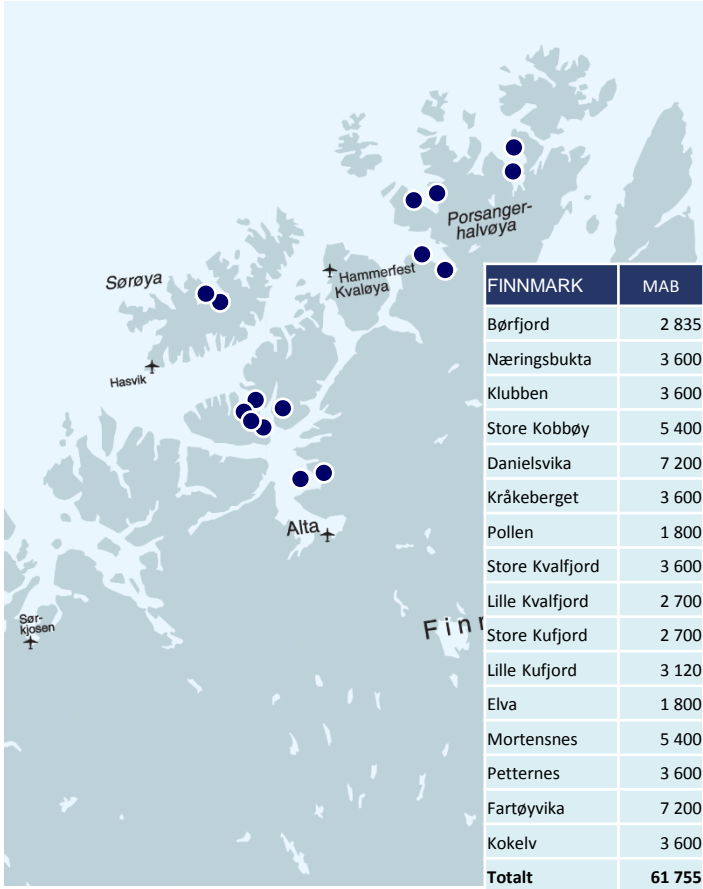
Farming Norway – site map



Troms: MAB of 16 024 tonnes

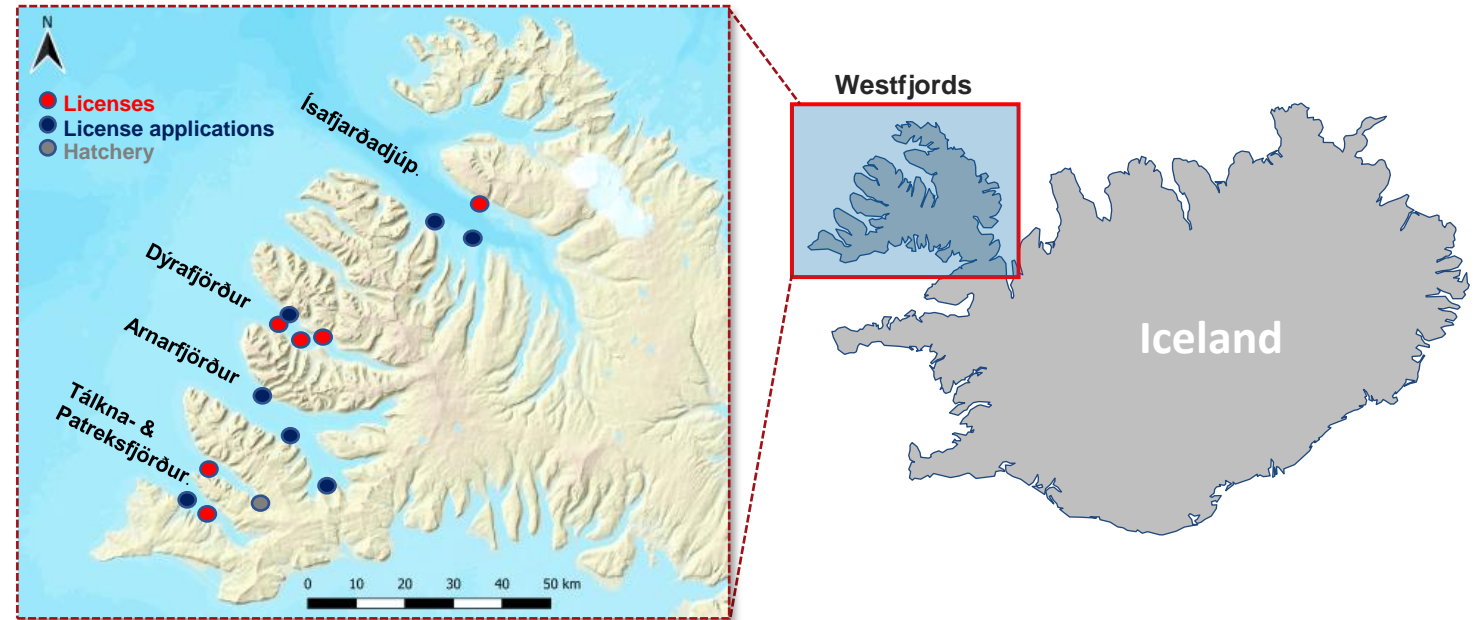


Finnmark: MAB of 20 061 tonnes



Arctic Fish – overview

- NRS has a 51.3% ownership in Arctic Fish
- State-of-the art hatchery with proximity to the farming sites
 - With current capacity of 3.5 million smolt yearly
 - Extension project to 5 million smolt of 200 grams yearly started
- Operation in Westfjords with good farming conditions and big potential for growth



Appendix: Group financials



Group income statement



CONSOLIDATED INCOME STATEMENT

(NOK '000)	Q4 2021	Q4 2020	FY 2021	FY 2020
Operating revenues	1 495 545	1 154 189	5 800 895	5 118 867
Cost of goods sold	1 189 444	1 003 899	4 683 289	4 393 881
Salaries	62 484	48 444	242 616	166 995
Depreciation	39 909	26 485	149 897	100 747
Other operating costs	102 076	58 363	380 833	210 992
Operational EBIT	101 630	16 997	344 260	246 252
Fair value adjustments	-110 344	-231 665	111 668	-136 657
Production fees	-4 916	0	-19 106	0
Income from associates	16 165	-45 719	35 356	-1 985
EBIT	2 536	-260 387	472 178	107 609
Gain/loss on financial assets	0	0	307 528	-8 165
Other net financial items	-13 268	-11 550	-44 460	-26 474
Earnings before tax (EBT)	-10 731	-271 937	735 245	72 970
Taxes	37 397	62 148	-41 836	1 717
Net profit	26 666	-209 789	693 410	74 687
Profit attributable to:				
Parent company shareholders	2 239	-203 972	617 362	80 113
Minority interests	24 427	-5 817	76 047	-5 426
Earnings per share (NOK)	0,05	-4,74	14,30	1,86
Earnings per share - diluted	0,05	-4,74	14,30	1,86

COMPREHENSIVE INCOME STATEMENT

(NOK '000)	Q4 2021	Q4 2020	FY 2021	FY 2020
Net profit	26 666	-209 789	693 410	74 687
Items to be reclassified to profit or loss:				
Translation differences and OCI posts from associated companies	0	-14 788	-17 486	14 436
Cash Flow hedges (net of tax)	-913	29 950	-13 276	15 098
Items not to be reclassified to profit or loss:		0		
Actuarial gains on defined benefit plans (net of tax)	-1 462	4 018	-1 462	4 018
Total comprehensive income	24 291	-190 610	661 186	108 239
Total comprehensive income attributable to:				
Parent company shareholders	-136	-184 793	585 139	113 666
Non-controlling interests	24 427	-5 817	76 047	-5 426

Statement of Financial Position



STATEMENT OF FINANCIAL POSITION

(NOK '000)	31.12.2021	30.09.2021	31.12.2020
Intangible assets	1 673 199	1 650 942	948 616
Property, plant and equipment	3 872 863	3 621 206	2 351 759
Non-current financial assets	434 139	406 234	772 759
Non-current assets	5 980 201	5 678 382	4 073 134
Inventory and biological assets	1 925 085	1 951 024	1 386 281
Receivables	471 760	344 773	316 541
Bank deposits	65 188	80 365	38 753
Current assets	2 462 033	2 376 163	1 741 575
TOTAL ASSETS	8 442 234	8 054 545	5 814 710
Share capital	43 375	43 375	42 919
Other equity	3 629 466	3 631 794	3 048 177
Non-controlling interests	770 509	746 082	39 596
Equity	4 443 350	4 421 251	3 130 692
Pensions	24 817	23 703	23 703
Deferred tax	555 392	574 120	365 569
Provisions	580 209	597 823	389 272
Long-term interest-bearing debt	2 264 895	1 910 733	1 378 514
Short-term interest-bearing debt	381 733	354 558	226 819
Trade payables	660 870	632 848	617 937
Tax payable	140	0	3 752
Other current liabilities	111 038	137 332	67 723
Current liabilities	1 153 780	1 124 738	916 231
TOTAL EQUITY AND LIABILITIES	8 442 234	8 054 545	5 814 710

Group cash flow statement



Statement of cash flow

	Q4	Q4	FY	FY
(NOK '000)	2021	2020	2021	2020
Operational EBIT	101 630	16 997	344 260	246 252
Adjusted for:				
Taxes paid	-2 803	0	-36 659	-38 379
Depreciation	39 910	26 485	149 897	100 747
Share based payment	-184	858	776	3 100
Pension costs with no cash effect	0	0	0	1 216
Change in inventories/biological assets	-70 393	-109 778	33 994	-183 548
Change in account receivables and accounts payables	-90 786	39 066	-238 796	245 005
Change in other current assets and liabilities	-60 880	-77 621	21 040	10 154
Net cash flow from operating activities	-83 506	-103 993	274 512	384 548
Cash flow from investing activities				
Payments for purchase of fixed assets and licenses (MAB)	-272 015	-365 715	-1 003 710	-1 416 544
Investment in associated company	-12 500	0	-12 500	0
Proceeds from realisation of current financial assets (TRS)	0	0	0	44 689
Proceeds from investments in non-current financial assets	0	8 844	35 172	17 625
Proceeds from sale of non-current financial assets	0	0	147 768	2 644
Net of cash acquired from Arctic Fish	0	0	79 171	0
Change in loans to associates and others	0	6 366	45 000	-98 935
Net cash flow from investing activities	-284 515	-350 505	-709 099	-1 450 521
Cash flow from financing activities				
Receipts from new non-current debt	350 000	600 000	650 000	1 200 000
Non-current debt repayment	-35 294	0	-62 849	0
Installments on right to use liabilities	-15 317	-14 016	-57 931	-53 489
Interest payments for right to use liabilities	-4 612	-1 205	-11 504	-6 788
Net change in bank overdraft	77 466	-105 309	-89 903	178 308
Total proceeds from transactions with treasury shares	0	0	-1 042	-239 308
Share issue	0	0	144 130	0
Net interest payments	-19 398	-10 299	-66 958	-20 139
Dividend payment	0	0	-42 922	-106 173
Net cash flow from financing activities	352 845	469 171	461 022	952 411
Net increase in bank deposits	-15 177	14 673	26 435	-113 563
Bank deposits - opening balance	80 365	24 080	38 753	152 317
Bank deposits - closing balance	65 188	38 753	65 188	38 753

Statement of Equity



STATEMENT OF EQUITY

31.12.2021	Equity allocated to parent company shareholders				Non-controlling interests	
(NOK '000)	Share capital	Treasury shares	Retained earnings	Total		Total equity
Equity at 01.01.2021	43 572	-653	3 048 177	3 091 095	39 596	3 130 692
Total comprehensive income	0	0	585 139	585 139	76 047	661 186
Transactions with shareholders						
Dividend	0	453	-43 374	-42 921	0	-42 921
Share based payment	0	0	776	776	0	776
Net purchase and sale of treasury shares	0	3	-1 045	-1 042	0	-1 042
Non-controlling interests at acquisition	0	0	0	0	500 000	500 000
Share issue	0	0	-10 711	-10 711	154 865	144 154
Equity transactions associated companies	0	0	50 505	50 505	0	50 505
Total transactions with shareholders	0	456	-3 849	-3 394	654 865	651 472
Equity at 31.12.2021	43 572	-197	3 629 467	3 672 841	770 509	4 443 350

31.12.2020	Equity allocated to parent company shareholders				Non-controlling interests	
(NOK '000)	Share capital	Treasury shares	Retained earnings	Total		Total equity
Equity at 01.01.2020	43 572	-141	3 267 658	3 311 089	45 949	3 357 038
Total comprehensive income	0	0	113 666	113 666	-5 425	108 240
Transactions with shareholders						
Dividend	0	449	-106 173	-105 724	-927	-106 651
Share based payment	0	0	3 100	3 100	0	3 100
Other equity transactions in the group	0	0	9 234	9 234	0	9 234
Net purchase and sale of treasury shares	0	-962	-239 308	-240 270	0	-240 270
Total transactions with shareholders	0	-513	-333 147	-333 660	-927	-334 587
Equity at 31.12.2020	43 572	-653	3 048 177	3 091 095	39 596	3 130 692

Quarterly historical information



QUARTERLY HISTORICAL INFO (NOK thousand, NOK per kg)	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020	Q3 2020	Q2 2020	Q1 2020	Q4 2019 ¹	Q3 2019 ¹	Q2 2019 ¹	Q1 2019 ¹	Q4 2018 ¹	Q3 2018 ¹	Q2 2018 ¹	Q1 2018 ¹	Q4 2017	Q3 2017	Q2 2017	Q1 2017
Volumes harvested (ktonnes, HOG)																				
Farming Norway	10 319	8 340	7 879	11 623	7 148	10 058	7 894	5 409	9 070	7 513	5 830	8 096	13 783	2 478	8 773	10 935	9 052	10 454	5 231	7 181
Farming Iceland	2 938	2 925	1 824	3 793																
Total	13 257	11 265	9 703	15 416	7 148	10 058	7 894	5 409	9 070	7 513	5 830	8 096	13 783	2 478	8 773	10 935	9 052	10 454	5 231	7 181
Operational EBIT																				
Farming Norway	95 439	105 837	96 303	77 201	36 074	42 302	134 684	89 420	151 554	135 002	139 659	181 509	244 344	54 779	213 976	205 375	140 411	201 644	157 838	205 375
Farming Iceland	29 526	30 859	17 621	21 521																
Total	124 965	136 696	113 924	98 722	36 074	42 302	134 684	89 420	151 554	135 002	139 659	181 509	244 344	54 779	213 976	205 375	140 411	201 644	157 838	205 375
Operational EBIT per kg																				
Farming Norway	9,25	12,69	12,22	6,64	5,05	4,21	17,06	16,53	16,71	17,97	23,95	25,51	20,20	22,10	24,39	18,78	15,51	19,29	29,68	27,28
Farming Iceland	10,05	10,55	9,66	5,67																
Total	9,43	12,13	11,74	6,40	5,05	4,21	17,06	16,53	16,71	17,97	23,95	22,42	17,73	22,10	24,39	18,78	15,51	19,29	30,17	28,60
Volumes sold (ktonnes)	23 871	23 092	20 599	25 256	23 244	27 110	20 650	17 900	24 726	24 736	17 579	22 838	27 785	14 945	17 150	22 540	22 471	22 296	17 318	15 714
NRS GROUP																				
Operational EBITDA	141 540	126 194	129 817	96 607	43 482	60 344	145 081	98 092	158 983	153 351	140 112	188 451	255 865	58 265	202 969	213 925	119 104	213 137	155 231	222 451
Operational EBIT	101 630	88 696	93 995	59 938	16 997	34 799	119 665	74 791	136 358	131 436	115 812	164 318	232 436	35 459	181 087	192 744	94 636	192 425	135 566	205 234
NIBD according to bank covenant	2 288 586	1 886 665	1 718 932	1 773 948	1 521 580	704 700	374 902	26 725	-215 787	674 677	402 623	33 770	167 741	233 974	150 719	193 585	366 241	257 583	346 008	179 933
Equity ratio	52,6 %	54,9 %	54,9 %	53,0 %	53,8 %	58,0 %	62,3 %	71,5 %	71,7 %	50,3 %	53,2 %	59,6 %	56,7 %	54,5 %	52,1 %	55,0 %	48,0 %	47,4 %	45,4 %	53,3 %

¹⁾ The NRS Group historical figures for 2018 and 2019 includes the earlier discontinued Region South and will vary from the reported figures 2018 and 2019

Accumulated historical information



HISTORICAL INFORMATION (NOK thousand, NOK per kg)	FY 2021	FY 2020	FY ¹⁾ 2019	FY ¹⁾ 2018	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012	FY 2011
Volumes harvested (ktonnes, HOG)											
Farming Norway	38 161	30 509	30 509	35 970	31 918	26 819	27 903	22 356	25 191	21 162	18 781
Farming Iceland	11 479										
Total	49 640	30 509	30 509	35 970	31 918	26 819	27 903	22 357	25 191	21 162	18 781
Operational EBIT											
Farming Norway	374 781	302 479	607 724	718 473	705 268	725 759	269 043	223 144	280 125	47 548	64 756
Farming Iceland	99 527										
Total	474 308	302 479	607 724	718 473	705 268	725 759	269 043	223 144	280 125	47 548	64 756
Operational EBIT per kg											
Farming Norway	9,82	9,91	19,92	19,97	22,10	27,06	9,64	9,98	11,12	2,25	3,45
Farming Iceland	8,67										
Total	9,55	9,91	19,92	19,97	22,10	27,06	9,64	9,98	11,12	2,25	3,45
Volumes sold (ktonnes)	92 818	88 904	89 879	82 420	77 799	66 808	69 971	59 110	62 141	57 673	50 428
NRS GROUP											
Operational EBITDA	494 157	346 999	640 897	731 024	709 923	701 676	255 591	199 475	289 729	60 785	73 300
Operational EBIT	344 260	246 252	547 925	641 726	627 861	640 613	201 894	158 064	256 002	30 336	47 257
NIBD according to bank covenant	2 288 586	1 521 580	-215 787	167 741	366 241	80 743	298 662	481 125	453 883	566 075	531 734
Equity ratio	52,6 %	53,8 %	71,7 %	56,7 %	48,0 %	55,1 %	41,3 %	39,0 %	42,4 %	36,3 %	36,3 %

¹⁾ The NRS Group historical figures for 2018 and 2019 includes the earlier discontinued Region South and will vary from the reported figures 2018 and 2019

Financing



Long term debt

(NOK '000)	31.12.2021	30.09.2021	31.12.2020
Long-term debt to financial institutions	2 027 745	1 701 720	1 200 000
Long-term finance lease	237 150	209 012	178 514
Long-term receivables	0	0	-45 000
Total long-term interest bearing debt	2 264 895	1 910 733	1 333 514

Short term debt

(NOK '000)	31.12.2021	30.09.2021	31.12.2020
Short-term debt to financial institutions	184 853	265 310	178 307
First year's instalment long-term debt	196 880	89 248	48 512
Total short-term interest bearing debt	381 733	354 558	226 819
Cash and cash equivalents ¹⁾	-65 188	-80 365	-38 753
Net interest bearing debt	2 581 439	2 184 925	1 521 580

Unused credit Facility

(NOK '000)	31.12.2021	30.09.2021	31.12.2020
Unused long-term credit facility	747 217	1 101 658	1 000 000
Unused short-term credit facility	445 147	346 690	421 693
Total unused credit facility	1 192 364	1 448 348	1 421 693

NIBD normalization

NIBD (NOK '000)	31.12.2021	30.09.2021	31.12.2020
Long-term debt to financial institutions	2 027 745	1 701 720	1 200 000
Total leasing liabilities	292 854	298 260	227 026
Short-term debt to financial institutions	326 029	265 310	178 307
Cash and loans to associates	-65 188	-80 365	-83 753
NIBD	2 581 439	2 184 925	1 521 580
Lease liabilities (IFRS 16 effects)	292 854	298 260	227 026
NIBD according to bank covenant	2 288 586	1 886 665	1 294 554

Group credit facilities from banks of MNOK 3 452



- Revolving credit facility of MNOK 1 000
 - Duration: Expires 17 March 2025
- Term loan with sustainability KPI's of MNOK 1 200
 - The instalment profile is over 8.5 years, first instalment paid Q4 21
 - Duration: Expires 31 December 2025
- Overdraft facility of MNOK 600
 - Duration: 1 year with annual renewal
- Covenants
 - Equity ratio at least 30 % adjusted for IFRS 16 impacts
 - Drawn amount of the overdraft facility of MNOK 600 shall not exceed 75 per cent of the carrying value of inventory and accounts receivables
- Arctic Fish Group has an independent financing with total credit facilities of MNOK 781 with own covenants

Shareholders



NOTES TO THE FINANCIAL STATEMENTS

NOTE 9: Shareholders

Ownership structure – the 20 largest shareholders as at 31.12.2021:

Shareholder	Antall	Eierandel
NTS ASA	29 688 820	68,14 %
BROWN BROTHERS HARRIMAN & CO.	1 169 013	2,68 %
HELLESUND FISKEOPPDRETT AS	1 051 076	2,41 %
HAVBRUKSINVEST AS	700 775	1,61 %
THE NORTHERN TRUST COMP, LONDON BR	632 514	1,45 %
STATE STREET BANK AND TRUST COMP	624 192	1,43 %
MORGAN STANLEY & CO. INT. PLC.	615 914	1,41 %
RBC INVESTOR SERVICES TRUST	573 575	1,32 %
BNP PARIBAS SECURITIES SERVICES	457 856	1,05 %
JPMORGAN CHASE BANK, N.A., LONDON	388 466	0,89 %
THE BANK OF NEW YORK MELLON	363 087	0,83 %
JPMORGAN CHASE BANK, N.A., LONDON	266 980	0,61 %
THE BANK OF NEW YORK MELLON	218 631	0,50 %
J.P. MORGAN BANK LUXEMBOURG S.A.	215 934	0,50 %
EUROCLEAR BANK S.A./N.V.	208 990	0,48 %
NORWAY ROYAL SALMON ASA	197 495	0,45 %
FORTE NORGE	190 000	0,44 %
RBC INVESTOR SERVICES TRUST	186 895	0,43 %
NYHAMN AS	171 000	0,39 %
STATE STREET BANK AND TRUST COMP	140 108	0,32 %
Total 20 largest shareholders	38 061 321	87,35 %
Total other shareholders	5 510 870	12,65 %
Total no. of shares	43 572 191	100,00 %
 NORWAY ROYAL SALMON ASA (Treasury shares)	 197 495	 0,45 %
Total no. of outstanding shares	43 374 696	



COMMITTED
BY NAME

