

# PRESENTATION Q4 2015

Oslo, 16 February 2016 Charles Høstlund, CEO Ola Loe, CFO



### **AGENDA:**

- Highlights for the period
- Segment information
- Green licenses
- Group financials
- Markets
- Outlook





## Highlights in Q4 2015

- Operational EBIT of MNOK 91
- Improved production cost in Region Nord
  - Improved feed conversion ratio and biological performance
- Strong salmon market driven by good demand and low supply growth
  - High salmon price in the quarter
- The Board proposes a dividend of NOK 2,60 per share



## Highlights in Q4 2015

KEY FIGURES	Q4	Q4	FY	FY
(NOK '000)	2015	2014	2015	2014
Operating revenues	990 338	781 389	3 210 548	2 599 799
Operational EBITDA	105 778	71 077	255 591	199 475
Operational EBIT	90 850	59 035	201 894	158 064
Income from associates	12 515	5 462	22 754	27 136
EBIT	168 522	136 550	249 065	242 656
EBT	214 391	178 039	270 081	320 707
EPS (NOK) 1)	3,22	2,08	4,99	4,96
ROCE 2)	15,4 %	13,7 %	15,4 %	13,7 %
Op. cash flow	132 766	-40 019	340 196	95 455
Capital expenditure	51 541	125 972	122 750	266 712
Net interest-bearing debt	498 541	639 383	498 541	639 383
Equity ratio	41,3 %	39,0 %	41,3 %	39,0 %
Volume harvested (HOG)	8 251	5 421	27 903	22 356
Total operational EBIT per kg 3)	12,63	12,80	9,64	9,98
Volume sold - Sales	20 558	18 173	69 971	59 110

<sup>1)</sup> Earnings per share pre fair value adjustments

- Operational EBIT MNOK 91 in Q4 15
- Operational EBIT per kg NOK 12,63
- Average salmon price (NASDAQ) up NOK 5.84 per kg from Q4 last year
- Harvested volume up 52 % and sold volume up 13 % from Q4 last year
  - Record high sold volume in 2015
  - Gain on financial assets of MNOK 50
- Positive operational cash flow of MNOK 133
- NIBD down MNOK 58 in Q4 15

ROCE: Return on average capital employed based on 4-quarters rolling operational EBIT / average (NIBD + Equity - Financial assets)

<sup>3)</sup> EBIT pre fair value adjustments and non-recurring items







## **SEGMENT INFORMATION**



## Key segment information Q4 2015

SEGMENT SUMMARY	Q4 2	014		
(NOK '000)	Operational EBIT	Operational EBIT per kg	Operational EBIT	Operational EBIT per kg
Farming	96 727	11,72	66 226	12,22
Sales	7 462	0,90	5 094	0,94
Fixed price contracts	0	0,00	-1 928	-0,36
Sum segments	104 190	12,63	69 391	12,80
Volume harvested (tonnes)	8 251		5 421	

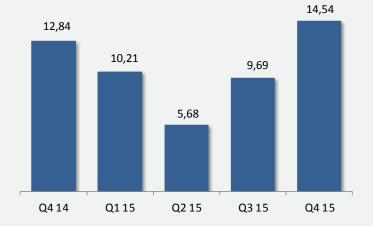


## Region North

KEY FIGURES (NOK '000)	Q4 2015	Q4 2014
Operating revenues	819 733	757 235
Operational EBIT *	98 948	67 574
Volume harvested (tonnes)	6 806	5 261
Total operational EBIT per kg	14,54	12,84

<sup>\*</sup> EBIT pre fair value adjustments and non-recurring items incl. allocated margin from sales

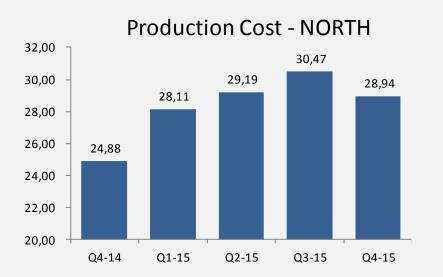
#### Operational EBIT pr kg farming

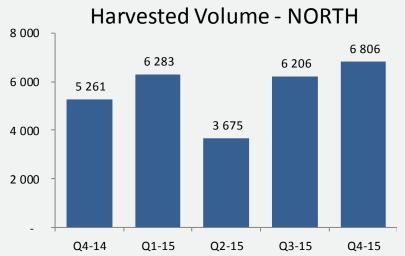


- Operational EBIT per kg farming NOK 14.54
  - Up NOK 1.70 from Q4 14 and up NOK 4.85 from Q3 15
  - Sales price FCA packing station up NOK 5.43 per kg from Q4 14 and up NOK 2.71 from Q3 15
  - Good quality on harvested fish



## Farming - Region North





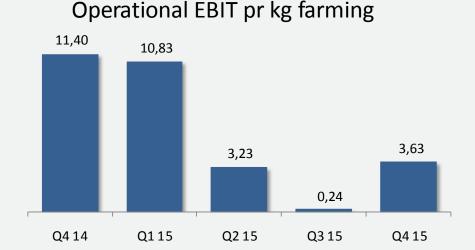
- Production cost of NOK 28.94 per kg
  - Production cost decreased by NOK 1.53 from Q3 15
  - Harvested from 2014 generation, with better performance and feed conversion ratio
- Volume up 29 % compared to Q4 14
- Operation
  - Region North achieved expected growth in the quarter
  - The overall fish health situation is good



## **Region South**

KEY FIGURES (NOK '000)	Q4 2015	Q4 2014
Operating revenues	173 903	22 929
Operational EBIT *	5 242	1 818
Volume harvested (tonnes)	1 445	159
Total operational EBIT per kg*	3,63	11,40

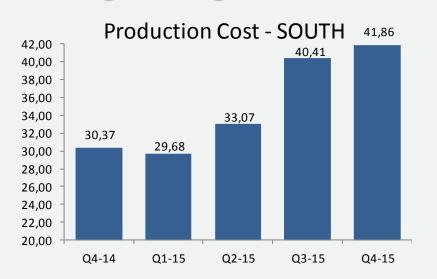
<sup>\*</sup> EBIT pre fair value adjustments and non-recurring items incl. allocated margin from sales

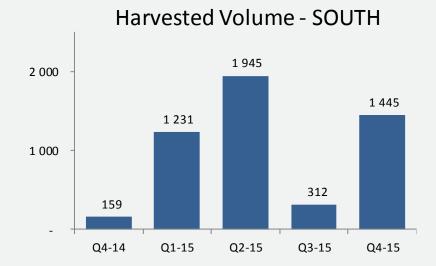


- Operational EBIT per kg farming NOK 3.63
  - Down NOK 7.77 from Q4 14 and up NOK 3.39 from Q3 15
  - Sales price FCA packing station up NOK 3.40 per kg from Q4 14 and up NOK 4.22 from Q3 15



## Farming - Region South





- Production cost of NOK 41.86 per kg
  - Production cost increased by NOK 1.45 from Q3 15
  - Almost all volume harvested at same site in Q3 and Q4
  - Fish disease PD and AGD in prior quarters at the harvested fish have resulted in bad biological performance and high cost
  - Expect gradual lower production cost the next quarters due to harvest at new sites and generations of fish
- Volume up 1 286 tonnes compared to Q4 14
- Operation
  - The overall fish health and sea lice situation is good for the fish we are producing now

## Associated companies

KEY FIGURES	Q4 2	2015	Q4 2014		
(NOK '000)	Farming companies	Other associated companies	Farming companies	Other associated companies	
Operating revenues	150 785	50 772	161 739	35 480	
Operational EBIT *	30 357	-2 440	28 752	1 780	
EBIT	43 471	-2 440	22 408	1 780	
Result after tax	36 210	-859	14 553	1 093	
Volume harvested (tonnes)	3 621		3 707		
Operational EBIT per kg *	8,38		7,76		
NRS' share of result after tax	12 727	-212	5 177	284	

<sup>\*</sup>EBIT pre fair value adjustments

- 3 fish-farming companies with 10 licenses
  - 2 harvesting companies and
  - 2 hatchery with a yearly capacity of total 8 million smolt
- Q4 15 EBIT per kg of NOK 8.38 for associated farming companies
- NRS share of result after tax of MNOK 12.5
  - Fair value adjustment after tax positive by MNOK 4.7









## Experiences with production of triploid salmon

- Smolts released during the summer and autumn 2014
  - Released a small number of smolts in Troms and Finnmark to increase the knowledge on production of triploid salmon
  - The smolts were released before the allocation of green licenses
- Results so far in the production of triploid fish
  - Growth
    - Better than diploid fish in fresh water
    - Better or equal to diploid fish through the whole production in the sea
  - Deformities
    - No spine deformities observed, but observed jaw deformities in Troms because of no available special feed during fresh water production in 2013
    - No elevated deformities observed in Finnmark, where special feed has been used in the whole production process
  - Not observed cataract of eye lens
  - Tolerates low oxygen values
  - Mortality
    - No difference in mortality in the sea
    - Higher mortality in the early phase in fresh water (start feeding)
    - No difference in the influence of stress



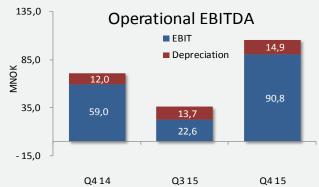


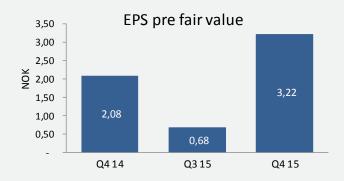
## **GROUP FINANCIALS**



## Key income statement items



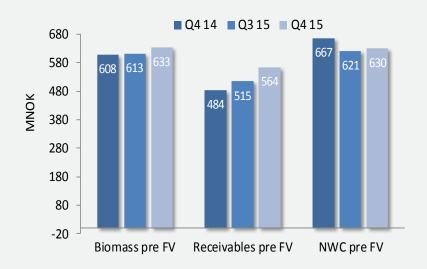


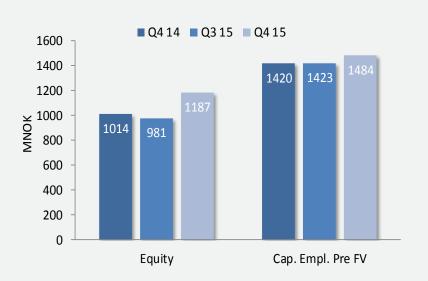


- Revenues up by MNOK 209 (27 %) from Q4 14
  - Average salmon price (NASDAQ) up 5.84 per kg
  - Sold volume up 13 %
- EBITDA of MNOK 105.8 (MNOK 71.1 in Q4 14)
  - Farming:
    - Sales price up NOK 5.67/kg
    - Production cost up NOK 6.16/kg
    - Harvested volume up 2 830 tonnes
  - Sales:
    - Margins sold volume up by NOK 0.19/kg
- Depreciation increased by MNOK 2.9 from Q4 14
- EPS pre FV up 1.14 per share from Q4 14

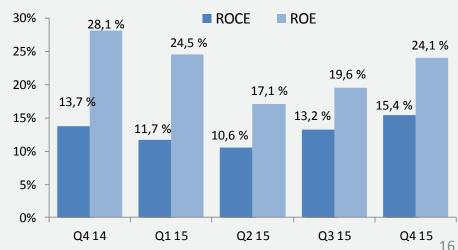


## Key balance sheet items





- Biomass pre FV up by MNOK 20 from Q3 15
  - Biomass up by 89 tonnes from Q3 15
  - Estimate growth of MNOK 230 for 2016
- Receivables pre FV up MNOK 49 from Q3 15
  - Higher sold volume and higher prices increased account receivables
  - Other receivables down
- Working capital pre FV up MNOK 9 from Q3 15
  - Accounts payable up by MNOK 69
  - Inventories of feed and frozen fish down by MNOK 8
  - Other current liabilities down by MNOK 16
- Equity up by MNOK 206 from Q3 15
  - Equity ratio 41.3 %
- Capital employed pre FV up by MNOK 61 from Q3 15
  - ROCE 15.4 %
  - ROE (after tax) 24.1 %

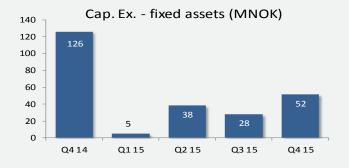




## Cash flow, Cap Ex and Net interest bearing debt



- Operational cash flow positive by MNOK 133
  - EBITDA MNOK 106
  - Cash settlement from forward contracts on Fish Pool of MNOK 38



- Capex of MNOK 52 in Q4 15
  - Estimated capex of MNOK 75 for 2016
  - Maintenance capex about MNOK 60 per year



- NIBD down by MNOK 60 from Q3 15
  - Realised gain on TRS-agreements of a total of MNOK 6
  - Unused credit facility of MNOK 400 at end of Q4 15
  - Bank deposit of MNOK 201, of which MNOK 69 are restricted deposits



### **Dividend and Tax**

- Dividend policy
  - The company aims to provide a dividend level that reflects the company's value creation in the form of dividends and increases in the company's share price
  - At least 60 % of the profit shall be distributed as dividends, provided that the company's equity ratio is above 40 % and that the company's own capital requirements have been satisfied
- Dividend proposal of NOK 2.60 per share
  - ~ 60 % of EPS pre FV adjusted for a normal tax
- Group tax losses carried forward at year end 2015 of MNOK 106



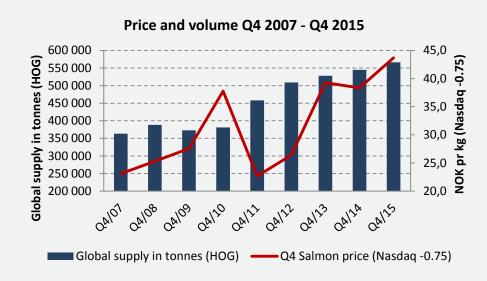






### Market outlook

- Global supply at all time high
- Salmon prices in NOK at "all-time high". Prices up 13 % in NOK and 5 % in EUR in Q4 15 vs Q4 14
- Low supply growth yr/yr in 2016
  - Norway: -2 % to -4 %
  - Global: -2 % to -4 %
- Strong underlying demand in most markets in Q4
- Weak NOK vs most currencies affects prices significantly

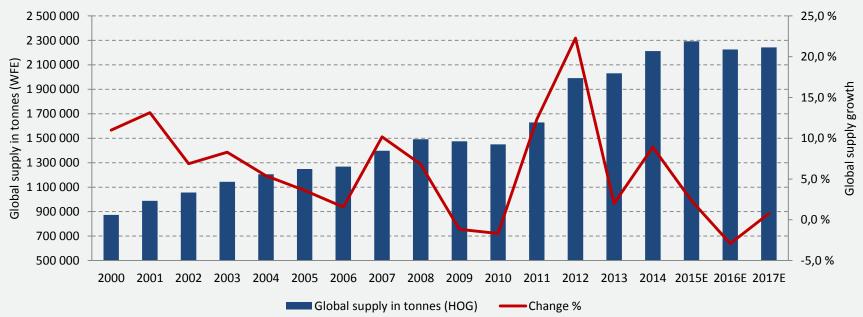




### Market outlook

- Expect a global supply decline of 2-4% in 2016 driven by lower volumes in Norway and Chile
- In the last 20 year's there have only been a global supply decline 2 times before (the ISA crisis in Chile in 2009/2010)
- With these supply expectations and with continued good demand, we expect high salmon prices in 2016.





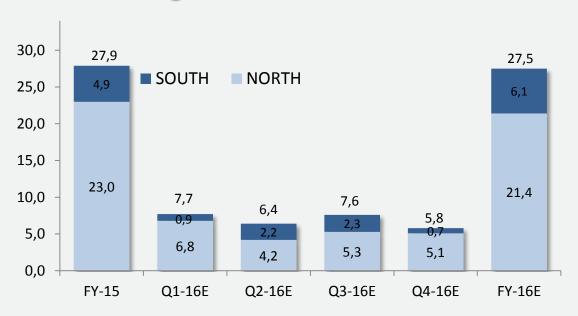




# OUTLOOK



## Harvesting estimates 2016

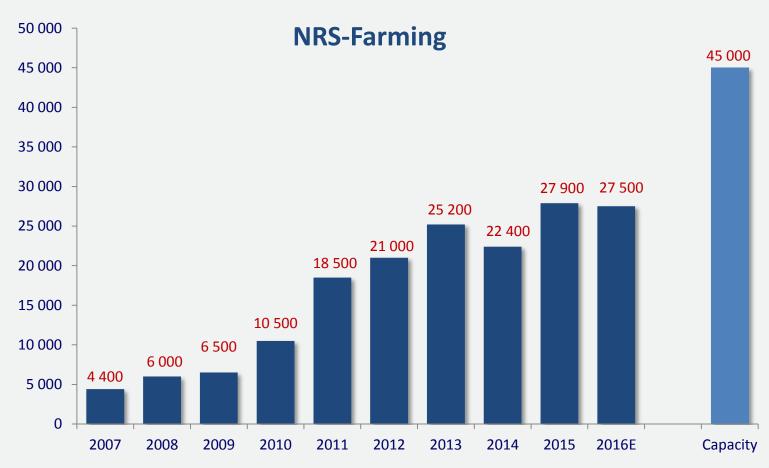




- Culled down ISA fish at 2 sites in Q3 15 have impacted volumes for 2015 and 2016
  - Increased average weight on harvestable fish and delayed harvesting in 2015
  - Planned harvest volume for Q4 16 reduced due to free MAB between 2 generations
- Harvest volume for 2015 of 27 900 tonnes (+ 25 % yr/yr)
- Estimate harvest volume for 2016 of 27 500 tonnes
  - Significant growth in biomass during 2016



## Organic growth potential for Norway Royal Salmon



#### NORWAY ROYAL SALMON

### Outlook

- Focus on reduction of production costs
  - Good experience with use of cleaner fish in Troms
    - Will also be used in Finnmark for 2016
  - New and bigger sites with an efficient operational structure
  - Expect lower production costs the next quarter
- Significant growth in biomass during 2016
- Expect low long-term global supply growth, which provide good price prospects
  - Fixed-price contracts of 3 000 tonnes for 2016
- Farming operations primarily located in Troms and Finnmark, where there are good conditions for the production of salmon



# Thank you for your attention



Norway Royal Salmon ASA NO 864 234 232 www.norwayroyalsalmon.com



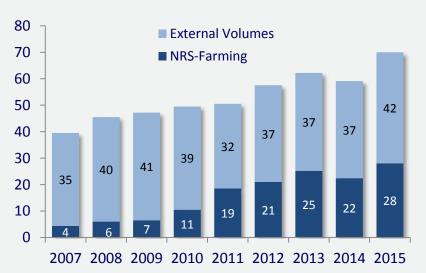


## **APPENDIX**



## Sales operation

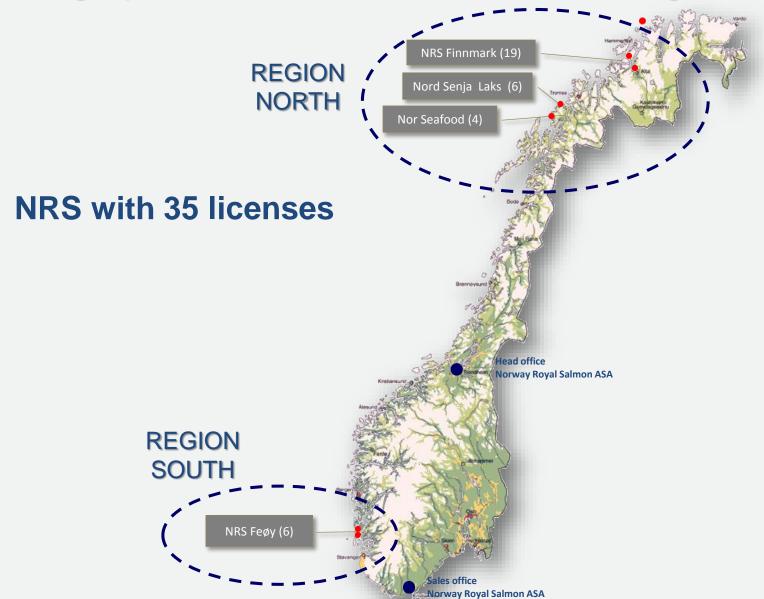




- Market knowledge, motivated employees, low historical losses and low capital cost makes this to an important business for NRS
- Access to volumes from own operations, associated companies, NRS members and independent salmon farmers.
- Global sales to 50 countries
- Track record for achieving attractive prices

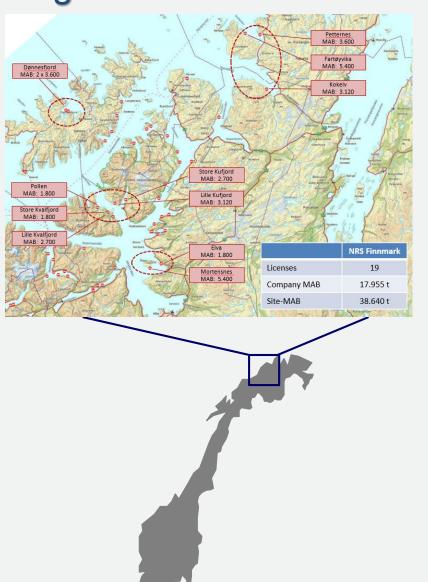


## Farming operations focused in attractive regions





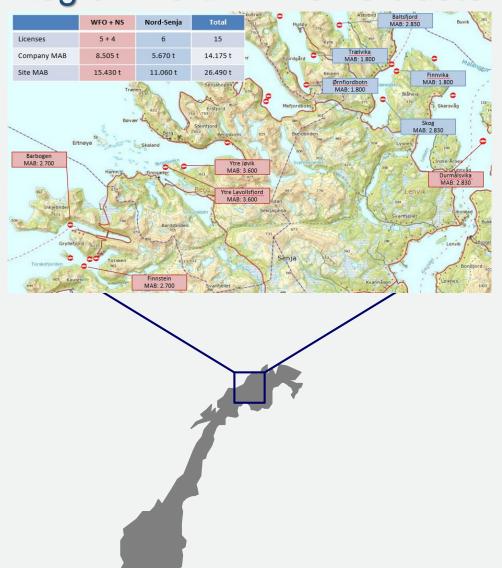
## Region North – NRS Finnmark



- Finnmark is an area prioritized by the authorities for growth in the past 3 allocations
- 19 licenses owned 100 % through NRS Finnmark
- Attractively located sites, history of good profitability
- Good biological conditions
  - Low biological risk
  - Relatively high water temperature in winter
  - Relatively low water temperature in summer
- Long term harvesting agreement
- Smolt production through Ranfjorden Fiskeprodukter and other partners
  - NRS own 37.75 % of Ranfjorden Fiskeprodukter
  - Capacity of 5.5 million smolt
  - Long term agreement with other smolt suppliers



## Region North – Troms cluster



- Troms is an area prioritized by the authorities for growth in the past 3 allocations
- 10 licenses majority owned in Troms
  - NRS owns 82.5 % of Nor Seafood AS (4 licenses)
  - NRS owns 66.7 % of Nord Senja Laks AS (5 licenses)
  - NRS owns 100 % of NRS Feøy AS (1 license)
  - Operated in co-operation with Wilsgård Fiskeoppdrett in a 15 licenses cluster
  - NRS owns 37.5 % of Wilsgård
- Attractive area with a history of good profitability
- Good conditions for salmon farming in the area
  - Low biological risk
  - Optimal sea temperatures during the summer
  - Good growth and no oxygen problems
  - Shorter production time than Finnmark
- Harvesting at Wilsgård
- Smolt production through Skardalen Settefisk
  - Smolt producer with capacity of 2.5 million smolt
  - Owned together with associated company Wilsgård Fiskeoppdrett (70 %, NRS subsidiaries 30 %)



## Region South



- Operates in the Haugesund area, both in Rogaland and Hordaland county
- Region South holds a total of 6 licenses
  - Owned 100 % through NRS Feøy AS
- One single MAB Zone
  - Enables smoother and better utilization of MAB
- Harvesting at Espevær Laks



# Group income statement

	Q4	Q4	FY	FY
(NOK '000)	2015	2014	2015	2014
Operating revenues	990 338	781 389	3 210 548	2 599 799
Cost of goods sold	823 296	645 493	2 707 071	2 175 278
Salaries	34 910	30 055	113 268	104 557
Depreciation	14 928	12 041	53 697	41 412
Other operating costs	26 355	34 764	134 618	120 488
Operational EBIT	90 850	59 035	201 894	158 064
Fair value adjustments	65 157	72 053	24 416	57 456
Income from associates	12 515	5 462	22 754	27 136
EBIT	168 522	136 550	249 065	242 656
Gain/loss on financial assets	50 252	48 334	45 200	100 262
Other net financial items	-4 382	-6 845	-24 184	-22 211
EBT	214 391	178 039	270 081	320 707
Tax	-18 853	-33 775	-32 498	-52 422
Net profit/loss	195 538	144 264	237 582	268 284
Profit attributable to:				
Parent company shareholders	184 806	140 788	229 633	254 348
Minority interests	10 732	3 477	7 950	13 936
Earnings per share (NOK)	4,25	3,24	5,28	5,85
Earnings per share - diluted	4,25	3,24	5,28	5,85

#### EXTENDED INCOME STATEMENT

	Q4	Q4	FY	FY
(NOK '000)	2015	2014	2015	2014
Net profit/loss	195 538	144 264	237 582	268 284
Items to be reclassified to profit or loss:				
Cash Flow hedges (net)	5 219	-20 011	-362	-18 306
Items not to be reclassified to profit or loss:				
Actuarial gains/(losses) on defined benefit plans (net)	4 749	-6 665	4 749	-6 665
Total comprehensive income	205 506	117 588	241 970	243 313
Total comprehensive income attributable to:				_
Parent company shareholders	194 774	114 111	234 020	229 377
Minority interests	10 732	3 477	7 950	13 936
Parent company shareholders				



Group balance sheet

(NOK '000)	31.12.2015	30.09.2015	31.12.2014
Intangible assets	648 887	648 887	648 887
Property, plant and equipment	357 948	321 425	289 052
Non-current financial assets	190 385	155 871	155 051
Non-current assets	1 197 221	1 126 182	1 092 990
Inventory and biological assets	870 559	805 349	848 944
Receivables	601 126	514 715	596 035
Bank deposits, cash	201 339	114 804	61 494
Current assets	1 673 024	1 434 868	1 506 472
TOTAL ASSETS	2 870 245	2 561 051	2 599 462
Share capital	43 502	43 502	43 539
Other equity	1 070 287	875 084	905 587
Non-controlling interests	72 730	61 998	64 781
Equity	1 186 519	980 583	1 013 907
Pensions	42.480	40.722	40.700
	12 480	18 733	18 733
Deferred tax	303 485	284 286	272 742
Provisions	315 965	303 019	291 476
Long-term interest-bearing debt	653 361	625 111	518 788
Short-term interest-bearing debt	46 519	48 269	182 089
Trade payables	530 430	461 337	426 331
• •	3 180	74	2 031
Tax payable Other current liabilities	134 271		
Other current liabilities	-	142 659	164 842 775 303
Current liabilities	714 400	652 338	775 293
TOTAL EQUITY AND LIABILITIES	2 870 245	2 561 051	2 599 462



# Group cash flow statement

	Q4	Q4	FY	FY	
(NOK '000)	2015	2014	2015	2014	
Operational EBIT	90 850	59 035	201 894	158 064	
Adjusted for:	00 000	55 555	20.00.	100 00 1	
Tax paid	0	-7 589	-2 031	-8 313	
Depreciation	14 928	12 041	53 697	41 412	
Gains (-)/ losses (+) on disposal of non-current assets	-2	252	-1	802	
Share based payment	430	552	-1 249	-1 137	
Pension costs with no cash effect	78	-716	78	-716	
Change in inventory / biomass	-12 477	-69 622	-24 423	-129 180	
Change in debtors and creditors	-24 282	-36 053	25 101	33 844	
Change in other current assets and other liabilities	63 241	2 080	87 130	680	
Net cash flow from operating activities	132 766	-40 019	340 196	95 455	
· · · · ·					
Cash flow from investing activities					
Proceeds from sale of property, plant and equipment	90	0	157	0	
Payments for purchase of PPE and licenses	-51 541	-35 972	-212 750	-176 712	
Proceeds from investments in non-current financial assets	5 555	0	127 999	14 722	
Payments for investments in non-current financial assets	-2 000	-500	-4 641	-500	
Change in loans to associates and others	-20 000	2	-18 200	127	
Net cash flow from investing activities	-67 896	-36 470	-107 435	-162 363	
Cash flow from financing activities					
Receipts from new long-term debt	43 107	116 784	185 259	474 722	
Long-term debt repayments	-12 808	-9 651	-43 681	-277 236	
Net change in overdraft	-3 799	-8 149	-142 576	-4 223	
Purchase and sale of treasury shares	0	0	-2 589	-252	
Interest paid	-4 834	-6 180	-23 976	-21 499	
Dividend payment	0	0	-65 353	-96 845	
Net cash flow from financing activities	21 666	92 804	-92 916	74 667	
Not increase (1)/decrease ( ) is each 2 each equivalent	96.505	16 245	120.045	7 700	
Net increase (+)/ decrease (-) in cash & cash equivalents	86 535 114 804	16 315	139 845	7 760 52 724	
Cash and cash equivalents - opening balance		45 179	61 494	53 734	
Cash and cash equivalents - closing balance	201 339	61 494	201 339	61 494	

# Statement of Equity

31.12.2015	Equity allo	cated to parent	Non-controlling	Total equity		
(NOK '000)	Share capital		Treasury Retained nare capital shares earnings Total			
Equity at 01.01.2015	43 572	-34	905 587	949 126	64 781	1 013 907
Total comprehensive income	0	0	234 020	234 020	7 950	241 970
Transactions with shareholders						
Dividend	0	0	-65 353	-65 353	0	-65 353
Share based payment	0	0	-1 249	-1 249	0	-1 249
Purchase/sale of treasury shares	0	-37	-2 552	-2 589	0	-2 589
Other changes	0	0	-165	-165	0	-165
Total transactions with shareholders	0	-37	-69 319	-69 356	0	-69 356
Equity at 31.12.2015	43 572	-71	1 070 288	1 113 791	72 731	1 186 519

24 42 204 4	Equity allo	cated to parent				
31.12.2014					Non-controlling	Total equity
		Treasury	Retained		interests	
(NOK '000)	Share capital	shares	earnings	Total		
Equity at 01.01.2014	43 572	-30	771 090	814 632	54 355	868 989
Total comprehensive income	0	0	229 377	229 377	13 936	243 313
Transactions with shareholders						
Dividend	0	0	-93 332	-93 332	0	-93 332
Share based payment	0	0	-1 137	-1 137	0	-1 137
Dividend to non-controlling interests	0	0	0	0	-3 511	-3 511
Purchase/sale of treasury shares	0	-4	-248	-252	0	-252
Other changes associated companies	0	0	-163	-163	0	-163
Total transactions with shareholders	0	-4	-94 880	-94 884	-3 511	-98 395
Equity at 31.12.2014	43 572	-34	905 587	949 126	64 781	1 013 907



# Quarterly historical information

QUARTERLY HISTORICAL INFORMATION	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
(NOK thousand, NOK per kg)	2015	2015	2015	2015	2014	2014	2014	2014	2013	2013	2013	2013
Volumes harvested (ktonnes, HOG)												
Region North	6 806	6 206	3 6 7 5	6 283	5 261	4 443	3 2 7 5	5 007	6 204	4 254	5 560	4 473
Region South	1445	312	1 945	1 231	159	1674	2 107	428	2 179	320	1269	932
Total	8 251	6519	5 620	7 5 1 4	5 421	6 118	5 382	5 435	8 383	4 574	6829	5 405
Operational EBIT												
Region North	98 948	60 163	20 882	64 117	67 574	26 273	25 194	86 642	78 796	51 219	66 219	44 097
Region South	5 242	76	6 282	13 334	1818	2 943	6714	5 987	21 316	2 0 2 4	10 532	5 923
Total	104 190	60 238	27 164	77 451	69 391	29 216	31 908	92 629	100 111	53 243	76 750	50 020
Operational EBIT per kg												
Region North	14,54	9,69	5,68	10,21	12,84	5,91	7,69	17,30	12,70	12,04	11,91	9,86
Region South	3,63	0,24	3,23	10,21	11,40	1.76	3.19	13,99	9.78	6,33	8,30	6,36
Total	12,63	9,24	4,83	10,31	12.80	4,78	5,93	17.04	11,94	11,64	11,24	9,26
		.,	,,20	,		.,	2,72	,	,	,_	,	.,
Volumes sold (ktonnes)	20 558	16 333	16 121	16 959	18 173	12 706	14 253	13 978	19858	13 341	15 368	13 574
NRS GROUP												
Operational EBITDA	105 778	36 328	31 946	81 540	71077	-4 138	36 231	96 306	100 323	57 054	79 720	52 633
Operational EBIT	90 850	22 649	19 080	69 316	59 035	-14 574	26 545	87 057	91366	48 404	71 450	44 781
Net interest bearing debt	498 541	558 576	625 244	586 614	639 383	556 716	450 210	367 359	453 883	443 876	478 414	603 883
<b>Equity ratio</b>	41,3%	38,3 %	38,5 %	41,3 %	39,0%	41,9%	42,8%	47,8 %	42,4%	39,5%	40,1%	38,1%



## Accumulated historical information

HISTORICAL INFORMATION	FY	FY	FY	FY
(NOK thousand, NOK per kg)	2015	2014	2013	2012
Volumes harvested (ktonnes, HOG)				
Region North	22 971	17 987	20 491	13 944
Region South	4 932	4 3 6 9	4700	7 2 1 8
Total	27 903	22 356	25 191	21 162
Operational EBIT				
Region North	244 110	205 683	240 330	35 195
Region South	24 933	17 461	39 795	12 354
Total	269 043	223 144	280 125	47 548
Operational EBIT per kg				
Region North	10,63	11,44	11,73	2,52
Region South	5,05	4,00	8,47	1,71
Total	9,64	9,98	11,12	2,25
Volumes sold (ktonnes)	69 971	59 110	62 141	57 673
NRS GROUP				
Operational EBITDA	255 591	199 475	289 729	60 785
Operational EBIT	201894	158 064	256 002	30 336
Net interest bearing debt	498 541	639 383	453 883	566 075
<b>Equity ratio</b>	41,3 %	39,0 %	42,4%	36,3%



# Financing

### Long term debt

(NOK '000)	31.12.2015
Long-term debt to financial institutions	500 000
Long-term finance lease	153 361
Total long-term interest bearing debt	653 361

### Short term debt

(NOK '000)	31.12.2015
Short-term debt to financial institutions	0
First year's instalment long-term debt	46 519
Total short-term interest bearing debt	46 519
Cash and cash equivalents	201 339
Net interest bearing debt	498 541