





PRESENTATION Q4 2012

Oslo, 19 February 2013 John Binde, CEO Ola Loe, CFO



AGENDA:

- Highlights for the period
- Segment information
- Group financials
- Outlook





Highlights in Q4 2012:

- Significant improvement of the salmon market
 - Record high volume and increasing prices during the quarter
 - Decreasing supply growth expected going forward
 - Contract prices for salmon for 2013 and 2014 are higher than NOK 30 per kg
- Historically low share of contracts for 2013 (13 %)
- Granted one MAB zone for the entire operation in Region South resulting in better outlook for more efficient operations
- Government has decided to issue 45 new licenses in Norway in 2013
 - Once again, Troms and Finnmark are prioritised as the most important growth region
- Estimated harvesting volume for 2013 is raised to 30 000 tons (+ 42 %)
 - Good growth in the quarter
 - Normal sea temperatures at the beginning of 2013
 - Achieved full utilization of the MAB during the quarter



Highlights in Q4 2012

1/21/ 22/12/2				
KEY FIGURES	Q4	Q4	2012	2011
(NOK '000)	2012	2011	2012	2011
0	E 42, 002	440 460	1 744 266	4 704 000
Operating revenues	543 003		1 744 266	
Operational EBITDA	16 568	3 875	60 785	73 300
One matic mal EDIT 1)	0.404	2 550	20.226	47 257
Operational EBIT 1)	8 484	-3 559	30 336	47 257
EBIT	6 774	13 043	69 844	-25 870
Income from associates	2 973	-3 295	10 464	-1 689
EBT	-1 945	17 611	40 748	-17 166
EPS (NOK) 2)	-0,01	0,04	-0,12	1,25
ROACE 3)			2,1 %	5,1 %
Op. cash flow	-6 558	13 107	-2 828	-25 781
Capital expenditure	8 295	17 444	34 747	94 403
Net interest-bearing debt			566 075	531 734
Equity ratio			36,3 %	36,3 %
Volume harvested (HOG)	7 337	8 091	21 162	18 781
Operational EBIT per kg ⁴⁾	1,80	0,27	2,25	3,45
-of which sales	0,35	1,09	1,01	1,26
Volume sold	18 115	15 797	57 673	50 428

¹⁾ EBIT pre fair value adjustments and non-recurring items

- Expectation of higher prices in Q1 13 resulted in postponed harvesting in Q4 12
 - Harvested volume 9 % down from Q4 11
- Lower production cost compared with Q3 12
- Challenging quarter for the Sales operations with low margins
 - However, volume growth of 16 % yr/yr
- Operational EBIT MNOK 8.5 in Q4 12
 - Operational EBIT per kg NOK 1.80
- Seasonal working capital build up has increased NIBD by MNOK 24 from Q3 12

²⁾ Earnings per share pre fair value adjustments

³⁾ROACE: Return on average capital employed based on 12-months rolling EBIT aligned for fair value adjustments / average (NIBD + Equity - Financial assets)

⁴⁾ EBIT pre fair value adjustments and non-recurring items for segments incl margin from sales



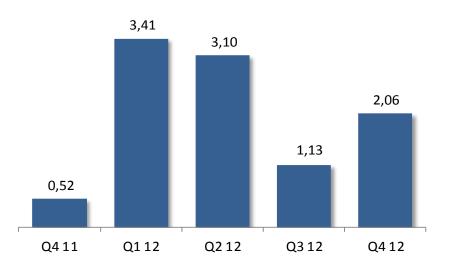


Region North

KEY FIGURES (NOK '000)	Q4 2012	Q4 2011	2012
Operating revenues	325 354	285 522	1 150 766
Operational EBIT *	9 039	2 749	35 195
Volume harvested (tons)	4 397	5 324	13 944
Operational EBIT per kg * - of which sales	2,06 0,35	0,52 1,09	2,52 0,98

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

EBIT pr kg*



Operational EBIT per kg NOK 2.06

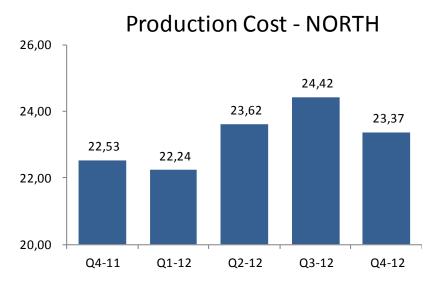
- Margin from sales down by NOK 0.74 per kg compared with Q4 11
- 27 % contract sales has reduced operational EBIT per kg with 0.18 in Q4 12

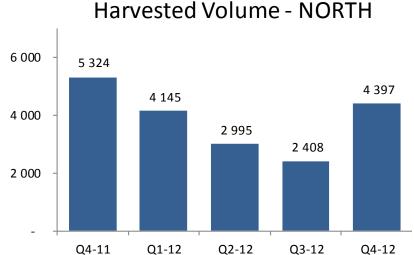
Operation

- Biological status is good
- Good growth in Q4 and normal sea temperatures at the beginning of 2013
- Smolts released this year have performed well, with low mortality

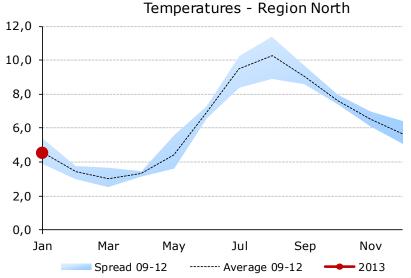


Farming – Region North





- Production cost of NOK 23.37 per kgDown by NOK 1.05 per kg since Q3 12
- Volume reduction of 17 % compared to Q4 11

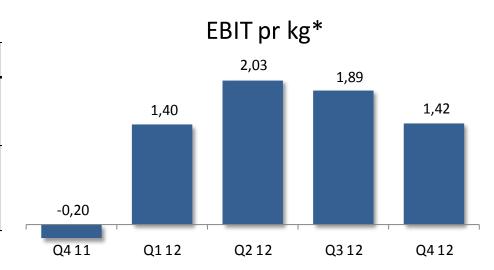




Region South

KEY FIGURES (NOK '000)	Q4 2012	Q4 2011	2012
Operating revenues	217 455	154 401	592 501
Operational EBIT *	4 184	-551	12 353
Volume harvested (tons)	2 940	2 767	7 218
Operational EBIT per kg * - of which sales	1,42 0,35	-0,20 1,09	1,71 1,07

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



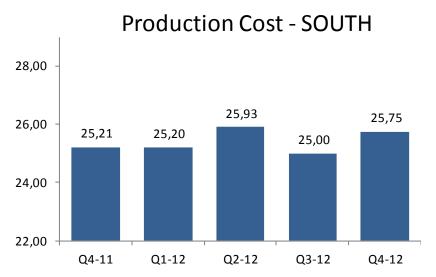
EBIT per kg NOK 1.42

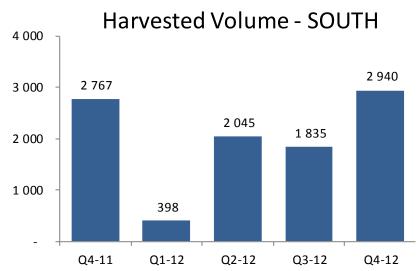
Operation

- Normal growth in Q4 and sea temperatures below normal at the beginning of 2013
- Smolt release autumn 2012 have performed well



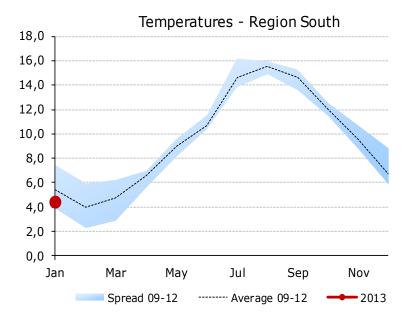
Farming – Region South







- Volume increase of 6 % compared to Q4 11
- Granted one MAB zone for the entire operation in Region South resulting in better outlook for more efficient operations





Associated companies

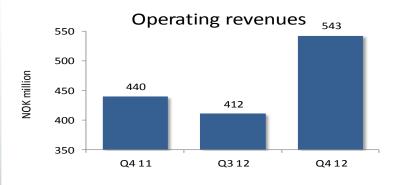
KEY FIGURES	Q4 2	.012	YTD 2	2012
(NOK '000)	Farming companies	Other associated companies	Farming companies	Other associated companies
Operating revenues	82 123	26 038	241 044	144 837
Operational EBIT	4 923	-3 704	26 599	2 872
EBIT	10 150	-3 704	32 807	2 872
Result after tax	11 101	-2 994	29 494	342
Volume harvested (tons) Operational EBIT per kg	1 645 2,99		7 137 3,73	
NRS' share of result after tax	3 931	-959	10 418	48

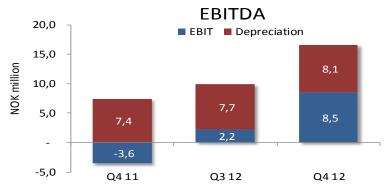
- 3 fish-farming companies with 8 licenses, 2 harvesting companies and2 hatchery with a yearly capacity of total 8 million smolt
- Q4 12 EBIT per kg of NOK 2.99 for associated farming companies
- NRS share of result after tax
 - MNOK 10,5 YTD
 - MNOK 3,0 in Q4 12

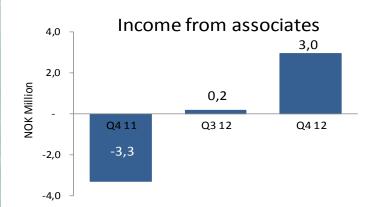




Key income statement items



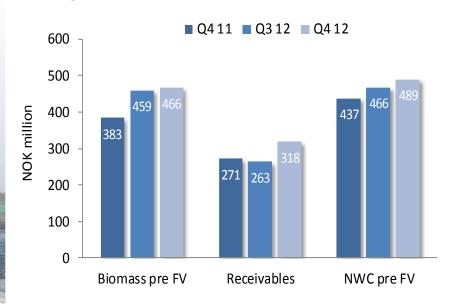


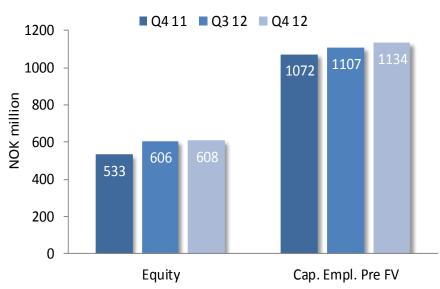


- Revenues up MNOK 103 (23.4 %) from Q4 11
 - Higher salmon prices
 - Higher sold volumes
- EBITDA of MNOK 16.6 (3.9 in Q4 11)
 - Farming:
 - Sales price up NOK 3.15/kg
 - Production cost up NOK 0.89/kg
 - Harvested volume down 754 tons
 - Sales:
 - Traded volume up 2 318 tons
 - Margins down NOK 0.42/kg
- Depreciation marginally increased
- Income from associated companies up MNOK 6.3 from Q4 11



Key balance sheet items

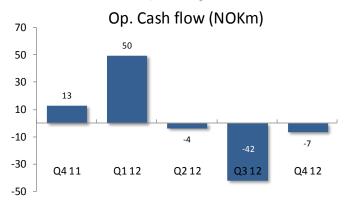




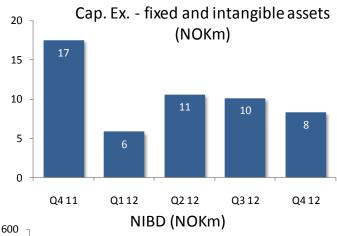
- Biomass pre FV up by MNOK 7 from Q3 12
 - Achieved full utilization of the MAB during the quarter
 - No significant increase in biomass pre
 FV going forward
- Receivables up by MNOK 55 from Q3 12
 - Seasonal growth
- Working capital pre FV up by MNOK 23 from Q3 12
- Equity up by MNOK 2 from Q3 12
 - Equity ratio 36.3%
- Capital employed pre FV up by MNOK 27
 - ROACE 2.1 %



Cash flow, Cap Ex and Net interest bearing debt



- Operational cash flow negative by MNOK 7
 - Negatively impacted by increased net working capital



NIBD (NOKm) 550 532 450 Q4 11 Q1 12 Q2 12 Q3 12 Q4 12

Capex of MNOK 8 in Q4 12

- MNOK 35 in 2012
- Estimated Capex in 2013 MNOK 45

NIBD up by MNOK 24 from Q3 12

- Seasonal growth in receivables
- No significant increase in biomass pre FV going forward



Financing

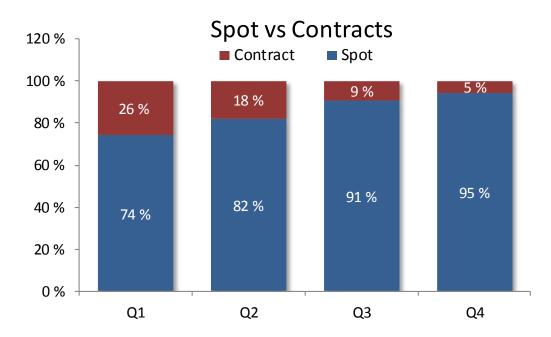
- Good financial flexibility
- MNOK 457 in NIBD to the bank of a total facility of MNOK 613
- Bank covenants
 - Equity ratio of minimum 30 % in whole of 2012
 - 35 % from 2013
 - NIBD/EBITDA of maximum 6.5
 - Exempt from this covenant in 2012 and the first half of 2013
 - Covenant of maximum 6.5 will apply again from Q3 2013.
 - Will be gradually reduced from Q4 2013
- Group tax losses carried forward year end 2012 MNOK 385
- No dividend based on 2012 results, but good future potential
 - Policy: Dividends should amount to 30 40 % of consolidated net profit,
 provided that the company's own capital requirements have been satisfied.





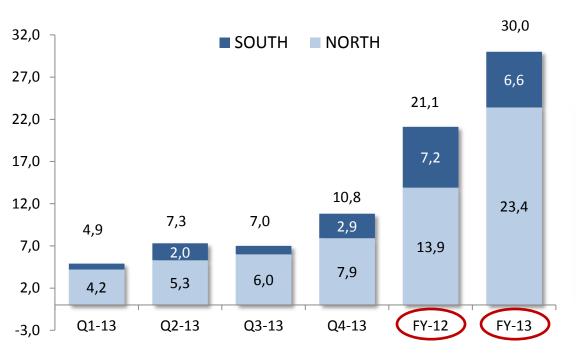
Outlook - Farming

- Estimated harvested volumes:
 - 2013: 30 000 tons (+ 42 % yr/yr)
 - 2013 estimates increased by 1 000 tons from Q3 12 presentation due to:
 - Expect higher sales prices in Q1 2013 has led to delayed harvesting in Q4 12
 - Good growth in Q4 12 has continued in the beginning of 2013
 - Sea temperatures are at a normal level at the beginning of 2013 at NRS sites
- Historically low share of contracts at 13 % for 2013
 - Fixed-price contracts 2013 at NOK 30 per kg





Harvesting estimates 2013 (tons HOG)



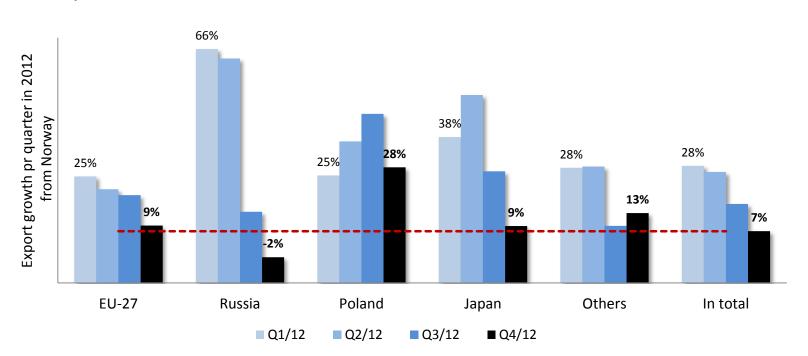


- Significant volume increase of 42 % in 2013
- Decrease in volume from Region South in 2013, but expect an increase in 2014



General Market Outlook

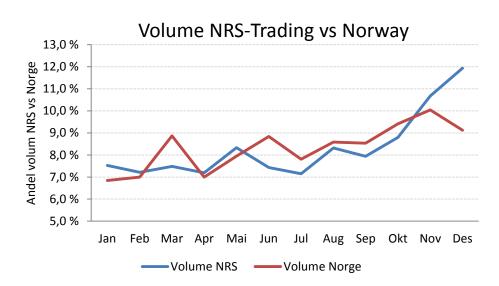
- Gradually lower supply growth from Norway during the year. 7% yr/yr growth in Q4.
- Good demand in general from most markets NRS deals with.
- Poland has increased its market share significantly during 2012 and especially during Q4 with a growth of 28% yr/yr.
- Russia saw a decline in import volumes from Norway in Q4 due to more challenging substitutes and higher prices during Q4.
- Demand from Asia, represented here by Japan, were strong in 2012, especially for fresh products.

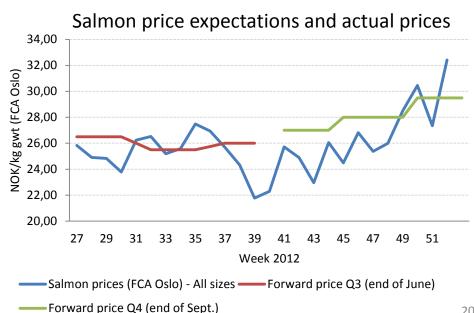




Challenging Q4 market for sales

- NRS had a significantly higher volume growth than Norway in general in Q4 and especially during November/December.
- Price expectations during the quarter were higher than the actual prices, hence purchase prices were also a bit high in the quarter.
- The combination was weak trading margin for sales.







Dynamics of the market segments

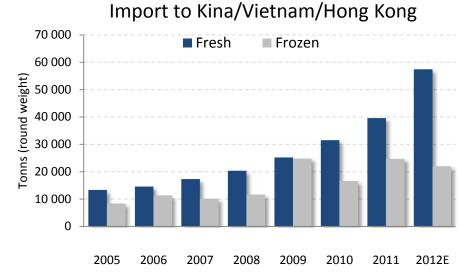
Market share	2010	2011	2012	Q4/11	Q4/12
Western Europe	64 %	57 %	49 %	54 %	50 %
Eastern Europe & Russia	22 %	26 %	32 %	29 %	34 %
Asia & Middle East	9 %	12 %	16 %	12 %	14 %
Norway	6%	6%	3 %	5 %	3 %
TOTAL	100 %	100 %	100 %	100 %	100 %

- Demand from Eastern Europe and Asia has significantly outpaced demand growth from Western-Europe the last years.
- NRS has a higher relative share to the Eastern-European and Asian markets than other exporters.
- Less than 50 % of our volume is now exported to the Western European markets.



Significant demand growth for Fresh products in Asia

- Exponential growth in Asia and especially in the Kina/Hong Kong/Vietnam area for fresh volumes. This development continued in 2012.
- NRS has grown more than industry average in this region and has a higher share than our relative position in Norway.
- NRS is optimistic about the development in this region going forward.











Group income statement

	Q4	Q4	FY	FY
(NOK '000)	2012	2011	2012	2011
(Helt 600)				
Operating revenues	543 003	440 463	1 744 266	1 734 022
Cost of goods sold	484 823	400 876	1 540 290	1 549 263
Salaries	19 840	18 528	71 764	60 595
Depreciation	8 084	7 434	30 449	26 043
Other operating costs	21 773	17 184	71 428	50 865
Operational EBIT	8 484	-3 559	30 336	47 257
Non-recurring items	0	- 5 559	-9 919	-2 500
Fair value adjustments	-1 710	16 602	49 428	-70 627
EBIT	6 774	13 043	69 844	-25 870
Gain on realisation of financial assets	0	17 704	0	41 430
Income from associates	2 973	-3 295	10 464	-1 689
Other net financial items	-11 692	-9 840	-39 560	-31 038
EBT	-1 945	17 611	40 748	-17 166
Tax	931	-582	-9 130	15 548
Net profit/loss	-1 014	17 029	31 618	-1 618
Profit attributable to:				
Parent company shareholders	-1 355	16 656	28 191	2 140
Minority interests	341	373	3 428	-3 759
Earnings per share (NOK)	-0,03	0,46	0,66	0,06
Earnings per share - diluted	-0,03	0,46	0,66	0,06



Group balance sheet

(NOK '000)	31.12.2012	30.09.2012	31.12.2011
Intangible assets	502 887	502 887	502 887
Property, plant and equipment	178 899	181 077	177 311
Non-current financial assets	118 867	112 334	
Non-current assets	800 654	796 298	103 238 783 436
		770 270	700 .00
Inventory and biological assets	546 556	541 043	406 730
Receivables	318 463	263 246	270 922
Bank deposits, cash	9 854	13 769	6 205
Current assets	874 873	818 059	683 857
TOTAL ASSETS	1 675 526	1 614 356	1 467 292
TOTAL ASSETS	1 073 320	1 014 330	1 407 232
Share capital	43 573		38 144
Other equity	523 213	521 677	457 289
Non-controlling interests	40 984	40 316	37 229
Equity	607 769	605 566	532 662
Pensions	9 040	8 480	8 480
_Deferred tax	161 981	163 448	153 784
Provisions	171 021	171 928	162 265
Long-term interest-bearing debt	328 292	337 415	320 884
Short-term interest-bearing debt	247 637	218 634	217 054
Trade payables	292 655	251 924	219 868
Tax payable	780	0	0
Other current liabilities	27 371	28 889	14 558
Current liabilities	568 444	499 446	451 480
TOTAL EQUITY AND LIABILITIES	1 675 526	1 614 356	1 467 292



Group cash flow statement

	04	04	FY	FY
(NOK '000)	2012	2011	2012	2011
(NOK 000)	2012	2011	2012	2011
Operational EBIT	8 484	-3 559	20 416	44 757
Adjusted for:				
Tax paid	0	-3 031	0	-3 031
Depreciation/amortisation	8 084	7 434	30 449	26 043
Gains (-)/ losses (+) on disposal of non-current assets	-20	-25	-341	-1 845
Share based payment	104	158	484	616
Pension costs with no cash effect	559	761	559	761
Change in inventory / biomass	-6 781	34 501	-85 255	-75 378
Change in debtors and creditors	-47 990	-26 230	12 665	-8 459
Change in other current assets and other liabilities	31 002	3 098	18 194	-9 245
Net cash flow from operating activities	-6 558	13 107	-2 828	-25 781
Cash flow from investing activities				
Proceeds from sale of property, plant and equipment	2 408	59	3 050	2 213
Payments for purchase of property, plant and equipment and intangible assets	-8 295	-17 444	-34 747	-94 403
Payments in connection with other transactions	0	0	0	-300
Proceeds from investments in non-current financial assets	0	24 081	50	37 799
Payments for investments in non-current financial assets	-1 013	0	-4 416	-1 903
Change in loans to associates and others	-7	992	-907	-8
Net cash flow from investing activities	-6 907	7 688	-36 970	-56 602
Cash flow from financing activities				
Receipts from new long-term debt	3 947	13 370	48 231	67 392
Long-term debt repayments	-9 238	-5 783	-29 331	-20 859
Net change in overdraft	25 170	-15 808	19 090	60 664
Net payments from share issue	0	0	30 499	40 112
Purchase and sale of treasury shares	0	0	11 740	143
Interest paid	-9 281	-8 962	-36 781	-28 025
Dividend payment	0	2	0	-35 586
Net cash flow from financing activities	10 598	-17 181	43 448	83 841
Net increase (+)/ decrease (-) in cash & cash equivalents	-2 866	3 614	3 649	1 458
Cash and cash equivalents - opening balance	12 721	2 592	6 205	4 748
Cash and cash equivalents - closing balance	9 854	6 205	9 854	6 205



Statement of Equity

31.12.2012	Equity	allocated to	Non-				
(NOK '000)	Share capital	Treasury shares	•		Total	controlling interests	Total equity
Equity at 01.01.2012	39 611	-1 467	54 936	402 352	495 433	37 229	532 662
Total comprehensive income	0	0	0	30 763	30 763	3 427	34 190
Transactions with shareholders							
Share issue	3 961	0	27 728	0	31 689	0	31 689
Net share issue transaction costs	0	0	-635	-223	-858	0	-858
Share based payment	0	0	0	484	484	0	484
Change in non-controlling interests	0	0	0	-327	-327	327	0
Purchase/sale of treasury shares	0	1 467	0	10 273	11 740	0	11 740
Other changes in associates	0	0	0	-2 141	-2 141	0	-2 141
Total transactions with shareholders	3 961	1 467	27 093	8 066	40 587	327	40 915
Equity at 31.12.2012	43 573	0	82 029	441 181	566 784	40 984	607 769

31.12.2011	Equity	allocated to	Non-				
(NOK '000)	Share Share Treasury premium Retained capital shares fund earnings Total		Total	controlling interests	Total equity		
Equity at 01.01.2011	37 229	-9	15 526	485 188	537 934	41 862	579 796
Total comprehensive income	0	0	0	-20 992	-20 992	-3 759	-24 750
Transactions with shareholders							
Share issue	2 382	0	43 730	0	46 112	0	46 112
Net share issue transaction costs	0	0	-4 320	0	-4 320	0	-4 320
Share based payment	0	0	0	616	616	0	616
Dividend	0	0	0	-34 713	-34 713	-875	-35 588
Purchase/sale of treasury shares	0	-1 458	0	-27 747	-29 206	0	-29 206
Total transactions with shareholders	2 382	-1 458	39 410	-61 844	-21 511	-875	-22 386
Equity at 31.12.2011	39 611	-1 467	54 935	402 352	495 432	37 229	532 662



Quarterly historical information

QUARTERLY HISTORICAL INFORMATION	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3
(NOK thousand, NOK per kg)	2012	2012	2012	2012	2011	2011	2011	2011	2010	2010
Volumes harvested (ktonnes, HOG)										
• • • • • • • • • • • • • • • • • • • •	4 397	2 408	2 995	4 145	5 324	3 746	2 766	1 035	794	913
Region North				-						
Region South	2 940	1 835	2 045	398	2 767	2 558	585	0	1 352	954
Total	7 337	4 243	5 039	4 543	8 091	6 304	3 351	1 035	2 146	1 867
Operational EBIT										
•	0.030	2.710	9 297	14 140	2.740	10 503	24 000	14 593	9 862	10 413
Region North	9 039	2 719		14 140	2 749	10 582	34 898			19 413
Region South	4 184	3 461	4 150	559	-551	1 371	1 103	9	19 395	9 457
Total	13 223	6 180	13 447	14 699	2 198	11 953	36 001	14 602	29 257	27 247
Operational EBIT per kg										
Region North	2,06	1,13	3,10	3,41	0,52	2,82	12,62	14,10	12,42	19,49
Region South	1,42	1,89	2,03	1,40	-0,20	0,54	1,89	0,00	14,35	9,91
Total	1,80	1,46	2,67	3,24	0,27	1,90	10,74	14,11	7,65	14,59
Volumes sold (ktonnes)	18 115	13 498	13 243	12 817	15 797	13 862	11 244	9 525	13 221	11 858
NRS GROUP										
NRS GROUP										
Operational EBITDA	16 568	9 898	16 644	17 675	3 875	16 175	37 699	15 551	29 768	29 214
Operational EBIT	8 484	2 186	9 271	10 395	-3 559	9 143	31 648	10 025	25 839	23 781
Net interest bearing debt	566 075	542 281	477 659	455 859	531 734	543 565	480 674	418 186	425 992	360 892
Equity ratio	36,3 %	37,5 %	40,4 %	41,1 %	36,3 %	34,4 %	36,3 %	42,3 %	39,6 %	39,9 %



Accumulated historical information

HISTORICAL INFORMATION	FY	FY	FY
(NOK thousand, NOK per kg)	2012	2011	2010
Volumes harvested (ktennes HOC)			
Volumes harvested (ktonnes, HOG)	12.044	12.071	C 001
Region North	13 944	12 871	6 001
Region South	7 218	5 910	4 677
Total	21 162	18 781	10 678
Output land FREE			
Operational EBIT	25.405	62,022	06.622
Region North	35 195	62 822	86 623
Region South	12 354	1 934	63 677
Total	47 548	64 756	150 300
Operational EBIT per kg			
Region North	2,52	4,88	14,43
Region South	1,71	0,33	13,61
Total	2,25	3,45	14,08
Volumes sold (ktonnes)	57 673	50 428	49 584
NRS GROUP			
NKS GROUP			
Operational EBITDA	60 785	73 300	154 196
Operational EBIT	30 336	47 257	137 259
Net interest bearing debt	566 075	531 734	425 992
-			
Equity ratio	36,3 %	36,3 %	39,6 %



Financing



Long term debt

(NOK '000)	31.12.2012
Long-term debt to financial institutions	243 892
Long-term finance lease	82 203
Other long-term interest bearing debt	2 197
Total long-term interest bearing debt	328 292



Short term debt

(NOK '000)	31.12.2012
Short-term debt to financial institutions	212 192
First year's instalment long-term debt	35 445
Total short-term interest bearing debt	247 637
Cash and cash equivalents	9 854
Net interest bearing debt	566 075

Total NIBD to bank	457 000
Total bank facility	612 500