

NORGESGRUPPEN ASA

The Norwegian grocery champion

Our credit risk assessment for NorgesGruppen is unchanged from our last update and following a change of analyst. We expect that the issuer's debt service ability will remain solid due to its undisputed number one market position in Norway, one of the most consolidated grocery retail markets in the Western hemisphere. We believe that NorgesGruppen will remain an investment grade issuer even in a situation where our 'stressed' scenario materialises. The key risk factor to our base case is potential new regulation imposed by the Norwegian government, in our view.

Norway's grocery retail market is highly consolidated. Three companies are sharing the Norwegian grocery market, which amounts to around NOK171bn in total annual net sales, excluding online/home delivery and convenience stores (Nielsen, 2017). NorgesGruppen's market share was 43% excluding Bunnpris (3.8%) in 2017, while Coop's and Reitangruppen's market shares were 30% and 23%, respectively. The consolidated market structure has created high entry barriers through significant economies of scale, use of private labels and high focus on the discount segment, which accounted for 66% of the Norwegian retail market in 2017, according to Nielsen.

Operating margins in Norway are above most other grocery retail markets. The consolidated market structure in Norway is evident in the higher operating margins for Norwegian companies relative to global peers. This is also seen in other consolidated markets, such as Sweden and Finland. NorgesGruppen's and Reitangruppen's adjusted EBITDA margins in 2017 were 8.1% and 9%, respectively, compared to 5–6% for global peers operating in less consolidated markets.

Regulation poses the greatest risk to NorgesGruppen in our view. We believe stricter market regulation, or other measures imposed by the Norwegian government to increase competition in the Norwegian grocery market, poses the greatest risk to NorgesGruppen. Potential negative effects in the short term could be lower margins due to potentially less attractive discounts from suppliers.

The relative credit value is in line with our fundamental view. The indicated credit spread levels for the bonds are broadly in line with our view of the issuer's fundamental credit risk.

ISSUER RATING

Moody's	Not rated
S&P	Not rated
Fitch	Not rated

BLOOMBERG IDENTIFIERS

Equity ticker	
Bond ticker	NORGRU Corp

CAPITAL STRUCTURE

Market cap. (NOKm)	
NIBD (NOKm) est.	4,422
Enterprise value (NOKm)	
Bond debt outstanding (NOKm)	2,950

MANAGEMENT

CEO	Runar Hollevik
CFO	Mette Lier

RISK ASSESSMENT (1-6)

Country	Very low (1)
Industry	Intermediate (3)
Country & Industry	Intermediate (3)
Competitive position	Strong (2)
Business risk	Strong (2)
Financial risk	Intermediate (3)

Key financial figures - NorgesGruppen ASA (EOY in NOKm)

	2014	2015	2016	2017	2018e	2019e	2020e
Total revenues	71,391	76,224	80,162	85,632	87,689	91,064	93,696
EBITDA	4,357	4,729	4,846	5,238	5,119	5,457	5,611
TIBD	8,460	8,203	7,200	6,041	5,088	5,088	5,088
Cash & cash equivalents	400	505	707	1,090	690	902	968
Total assets	33,515	35,104	36,382	37,678	38,331	40,543	42,259
EBITDA margin (adj.) (%)	8.6	8.6	8.7	8.7	5.8	6.0	6.0
TIBD/EBITDA (adj.) (x)	2.8	2.7	2.5	2.2	1.0	0.9	0.9
TIBD/total (adj.) (%)	56.9	54.9	51.4	47.1	20.4	19.0	17.9

Source: Company (historical figures), DNB Markets (estimates)

ANALYSTS

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Investment case

Figure 1: Outstanding bonds: NorgesGruppen AS (Bloomberg: NORGRU Corp)

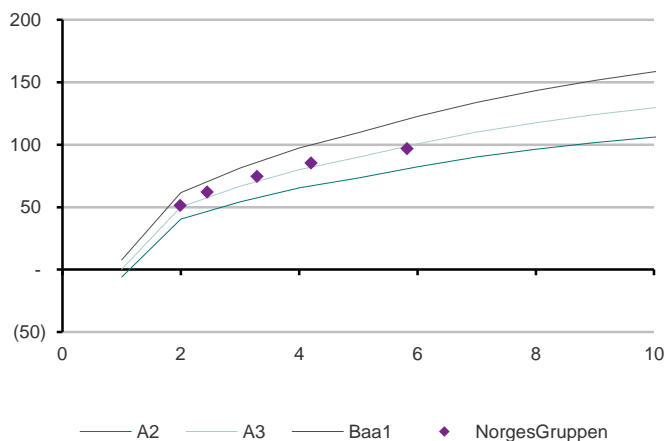
Ticker	Description	Currency	Amount (m)	Tenor (yrs)	Balloon (m)	Issued	Maturity	Coupon	Price (mid)	Z-sprd (bp)
NORG65	7-year Fixed	NOK	500	1.0	500	Dec-12	Dec-19	4.4%	102.7	31
NORG79	7-year Fixed	NOK	650	2.0	650	Nov-13	Nov-20	3.8%	103.3	51
NORG84	7-year FRN	NOK	700	2.4	700	Apr-14	May-21	N+79 bps	100.4	56
NORG110	6-year FRN	NOK	500	3.3	500	Feb-16	Mar-22	N+150 bps	102.4	68
NORG111	6-year FRN	NOK	300	4.2	300	Mar-17	Feb-23	N+75 bps	99.5	79
NORG92	10-year Fixed	NOK	300	5.8	300	Sep-14	Sep-24	3.3%	101.7	97

Source: Stamdata, Bloomberg (29 November 2018)

Relative credit value in line with our fundamental view

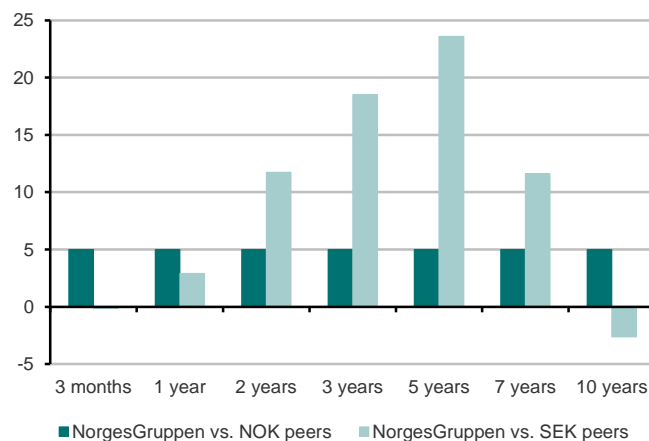
The indicated credit spread levels for the bonds are broadly in line with our view of the issuer's fundamental credit risk profile both relative to NOK peers and USD credit spreads.

Figure 2: NorgesGruppen bonds* versus Moody's MIR curves over 3-month NIBOR (mid-spreads in bps)



Source: Bloomberg (29 November 2018), Moody's MIR (28 November 2018)

Figure 3: Credit weekly spreads – NorgesGruppen versus Nordic peers* (mid-spreads over 3-month NIBOR in bps)



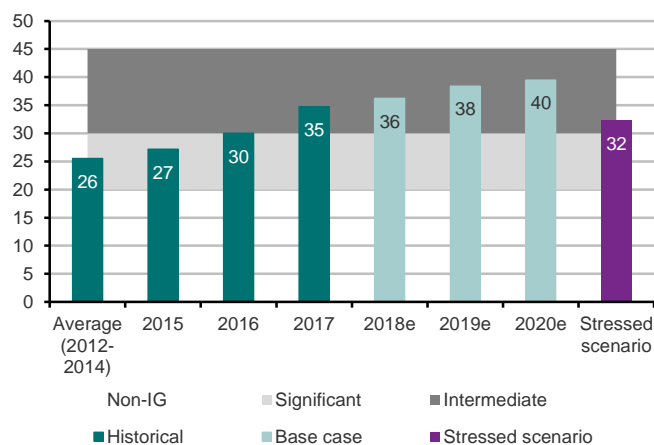
Source: DNB Markets (Weekly Credit Report 28 November 2018), Bloomberg (SEK/NOK conversion, 28 November 2013)

Note: * NOK peers: Orkla, Tine / SEK peers: Ica Gruppen, Electrolux

Credit metrics have developed favourably since 2013

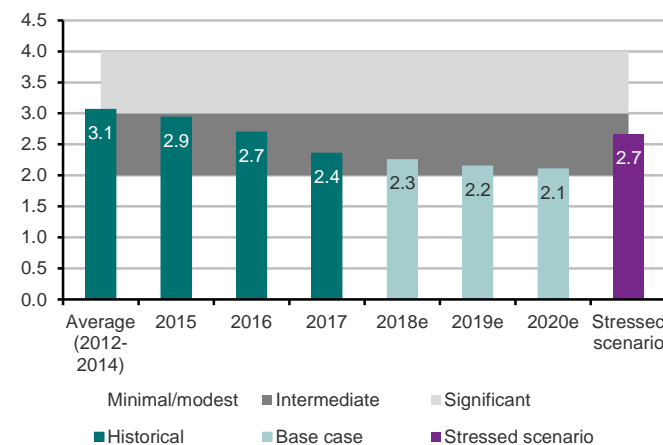
We expect the core credit metrics to remain within the 'intermediate' financial risk assessment range in 2018–2020 (as they have since 2016).

Figure 4: Adjusted FFO/debt (%)



Source: Company (historical figures), DNB Markets (estimates and further calculations), Standard & Poor's (Corporate Credit Methodology)

Figure 5: Adjusted debt/EBITDA (x)



Source: Company (historical figures), DNB Markets (estimates and further calculations), Standard & Poor's (Corporate Credit Methodology)

Summary of key credit considerations

Low downside risk in our view

Given our 'strong' business risk and 'intermediate' financial risk, we believe that NorgesGruppen will remain an investment grade issuer with a solid margin even if our 'stressed' scenario materialises (see Figure 4 and Figure 5 above).

Key risk factors to our base case

- The business risk could be changed from 'strong' to 'satisfactory' in the event of stricter market regulation, or other measures imposed by the Norwegian government to increase competition in the grocery market.
- If FFO/debt drops and stays below 30%, we would consider changing the financial risk from 'intermediate' to 'significant'.

Source: DNB Markets, Standard & Poor's (Corporate Credit Methodology)

DNB Markets base case

- The 'strong' business risk is based on the oligopoly-like grocery market structure in Norway and NorgesGruppen's undisputed number one position, both within retail and wholesale in Norway.
- The 'intermediate' financial risk is based on a FFO/debt that stays above 30% (35% in 2017).

Source: DNB Markets, Standard & Poor's (Corporate Credit Methodology)

Upside potential to our base case

- We believe that the probability of the business risk changing from 'strong' to 'excellent' is minimal, unless the company is transformed into a global market leader.
- If FFO/debt stabilised above 45%, we would consider changing the financial risk from 'Intermediate' to 'modest'.

Source: DNB Markets, Standard & Poor's (Corporate Credit Methodology)

The Norwegian grocery champion

NorgesGruppen is a privately owned grocery retail company with its roots dating back to 1866 when the wholesale company Joh. Johannson was established. NorgesGruppen was established in 1994 as a joint venture between Askø (Joh. Johannson) and several grocery retailers. The company is still majority owned (~74%) by the founding family (4th and 5th gen.).

Key strengths

- **Non-cyclical industry characteristics.** Grocery retail is associated with low risk relative to other industries as it represents a high share of non-discretionary spending.
- **The Norwegian grocery market is consolidated.** The low number of grocery retailers in Norway (three) has tilted the power between suppliers and retailers in the favour of the latter ones. This has created high entry barriers through significant economies of scale, use of private labels and high focus on the discount segment, which accounted for 66% of the Norwegian retail market in 2017, according to Nielsen.
- **High trade tariffs.** High tariffs on many foreign food items in Norway are favouring domestic over foreign retailers.
- **Dominant market position.** NorgesGruppen is number one within grocery retail (43%) and wholesale (36%) in Norway by a solid margin. It has a vast store, logistics and distribution network all over the country.
- **Broad market presence, including online.** Discount (Kiwi), local stores (Joker), supermarkets (Spar/Eurospar/Meny/Jacobs/CC), hypermarket (Eurocash), wholesale (Askø/Storcash), convenience (MIX, Tiger, Deli de Luca), restaurants (Jafs, Kaffebrenneriet) and brands (Unil/Bakehuset/Matbørsen/Joh. Johannson Kaffe). NorgesGruppen offers online orders and home delivery through its supermarket chains Meny and Spar in addition to Joker.

Source: DNB Markets

Key weaknesses

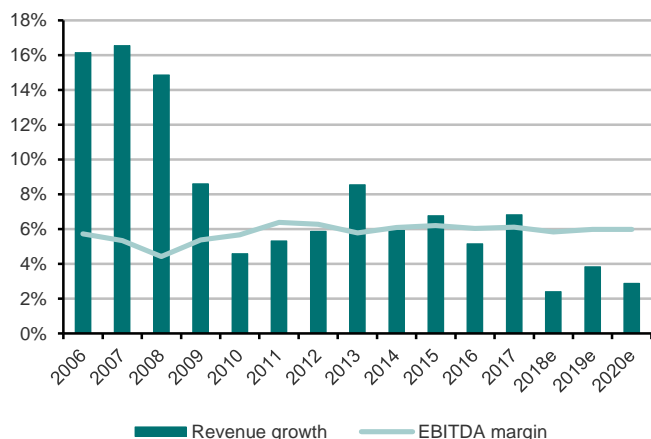
- **Regulatory risk.** Stricter market regulation, or other measures imposed by the Norwegian government to increase competition in the Norwegian grocery market.
- **Potentially changing retail landscape to e-commerce.** However, we consider this risk lower for grocery retail, in particular in Norway with its high share of discount stores.
- **Limited geographical diversification.** Almost all of NorgesGruppen's revenues are generated in Norway. It has some presence in Sweden (Eurocash Food, 49% JV with Axfood), Denmark (Dagrofa, 49% ownership) and Greenland (Pisiffik), but this is insignificant relative to total revenues.
- **High price competition and operational gearing.** Grocery retail generally is characterised by intense price competition, and Norway is no exception. However, operating margins in Norway are in the high end of the global average for grocery retailers.
- **Limited organic growth possibilities in Norway.** Growth through acquisitions within its core market is probably the most likely source of future growth (restaurants, other retail related retail such as pharmacies etc.).
- **Limited investor protection in bond loan agreements.** The bond loan agreements contain limited investor protection besides change of control and negative pledge.

Source: DNB Markets

Underlying assumptions for credit metrics

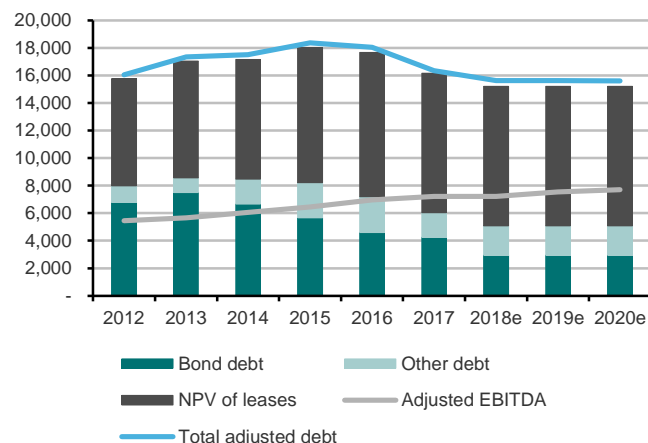
We forecast a 2017–2020e EBITDA CAGR of 2.3%, while our 'stressed' scenario assumes annual revenue growth and an unadjusted EBITDA margin of -1% (relative to 2017) and 5%, respectively, over a 2-year period. The unadjusted EBITDA margin was 6.1% in 2017. We do not forecast any significant changes to the gross interest-bearing debt level relative to end-June 2018.

Figure 6: Revenue growth and EBITDA margin



Source: Company (historical figures), DNB Markets (estimates)

Figure 7: Group consolidated debt and EBITDA (NOKm)



Source: Company (historical figures), DNB Markets (estimates)

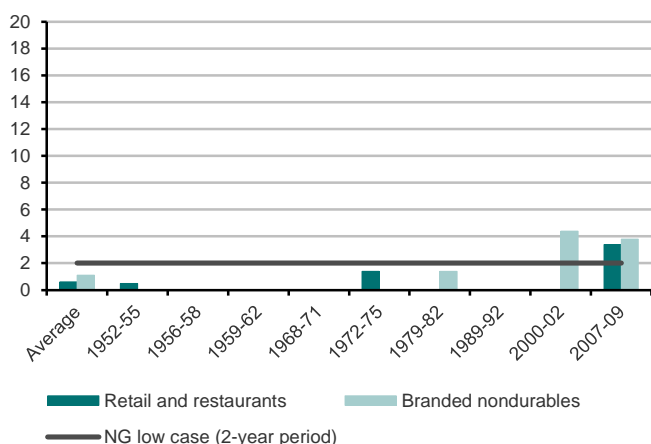
Key risk factors to our base case

Due to relatively low industry risk associated with grocery retail, we believe that the most prominent risk factor relates to the potential for stricter market regulation, or other measures imposed by the Norwegian government to boost competition in the Norwegian grocery market.

NorgesGruppen low-case assumptions in a broader industry context

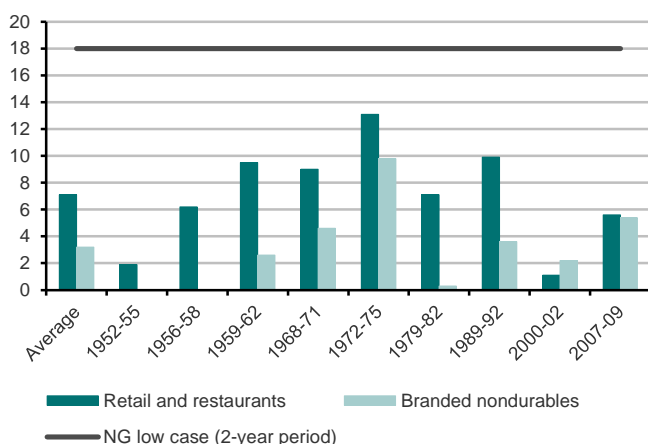
The figures below illustrate our 'stressed' scenario for NorgesGruppen compared with the average revenue growth rates and EBITDA margins for the grocery retail and restaurant industry and the branded nondurables industry globally during previous recessions.

Figure 8: Revenue peak-to-trough (PTT) decline rates during previous recessions (industry average, % decline)



Source: Standard & Poor's (Industry Risk, 2013), DNB Markets (estimates)

Figure 9: EBITDA peak-to-trough (PTT) margin contraction during previous recessions (industry average, % decline)



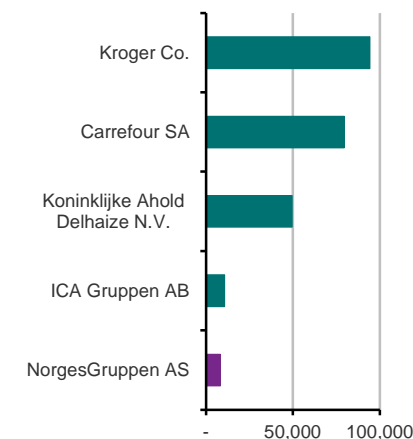
Source: Standard & Poor's (Industry Risk, 2013), DNB Markets (estimates)

Peer group grocery retailers

We have selected a few market leaders in their respective markets as peers. We have also included a large US grocer, since the US market is more mature in terms of digitalisation and e-commerce (Amazon/WholeFoods) in addition to facing fierce price competition from discounters such as Walmart. ICA and NorgesGruppen stand out as the two companies with the strongest market positions in their respective home markets.

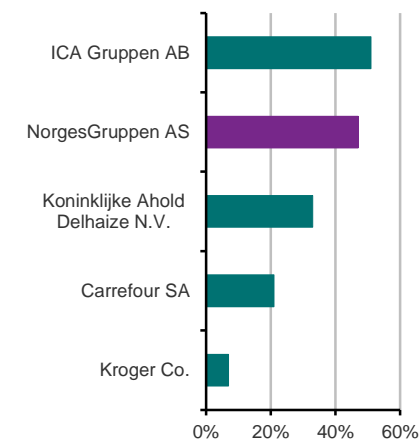
NorgesGruppen and ICA stand out as the two companies with the strongest market positions in their respective home markets

Figure 10: Turnover (EURm, 2017)



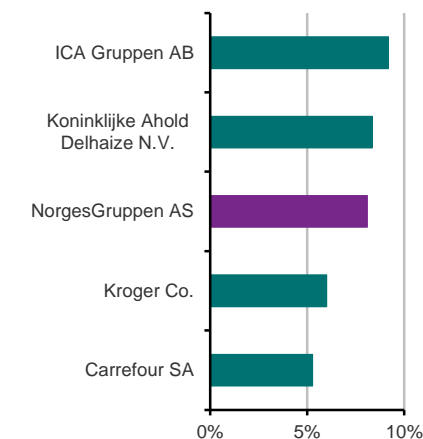
Source: Companies (annual reports)

Figure 11: Market share* (2017)



Source: HUI Research, AC Nielsen, Kantar Worldpanel
Note: *Home market share

Figure 12: EBITDA margins* (2017)



Source: Companies (annual reports), Standard & Poor's
Note: *Adjusted

Figure 13: Peers (adjusted 2017 figures in EURm)

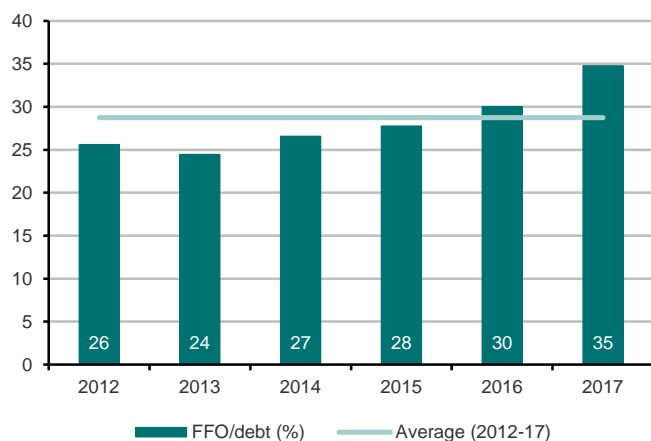
	ICA Gruppen AB	NorgesGruppen AS	Koninklijke Ahold Delhaize N.V.	Carrefour SA	Kroger Co.
Country	Sweden	Norway	Netherlands	France	United states
Home market position	Number 1 (51%)	Number 1 (43%)	Number 1 (33%)	Number 1 (21%)	Number 1 (7%)
Largest markets	Sweden, Baltics	Norway	Europe, US (East C.)	C. Europe, LatAm, China	US (national)
Stock exchange	Nasdaq Stockholm	Not listed	EN Amsterdam	EN Paris	New York
Issuer ratings	Not rated	Not rated	BBB/Baa1	BBB+/Neg, Baa1	BBB, Baa1
Competitive position	Strong (2)	Strong (2)	Satisfactory (3)	Strong (2)	Strong (2)
Financial risk	Intermediate (3)	Intermediate (3)	Intermediate (3)	Intermediate (3)	Significant (4)
Modifiers	None	None	None	None	None
Functional currency	SEK	NOK	EUR	EUR	USD
Exchange rate	9.84	9.60	1.00	1.00	1.22
Revenues	10,821	8,347	49,695	79,591	94,361
EBITDA	994	700	4,162	4,208	5,674
Debt	2,267	1,848	11,014	8,510	18,811
EBITDA margin	9.2%	8.1%	8.4%	5.3%	6.0%
Return on capital	10.3%	13.2%	7.4%	8.3%	12.7%
Debt/EBITDA (%)	2.3	2.4	2.6	2.0	3.3
FFO/debt (%)	35	35	30	39	23
FOCF/debt (%)	13	24	18	10	5
Debt/capital	41%	46%	40%	43%	75%

Source: Bloomberg (exchange rates), Companies (annual reports), Standard & Poor's/Moody's (credit ratings), DNB Markets (estimates)

Appendices

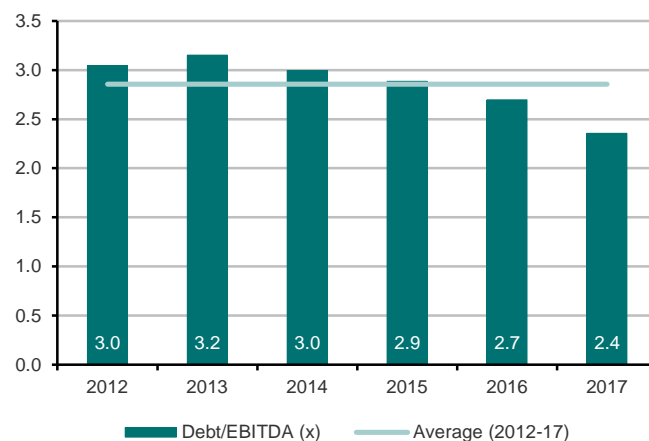
Historical credit ratios

Figure 14: Adjusted funds from operations to debt (%)



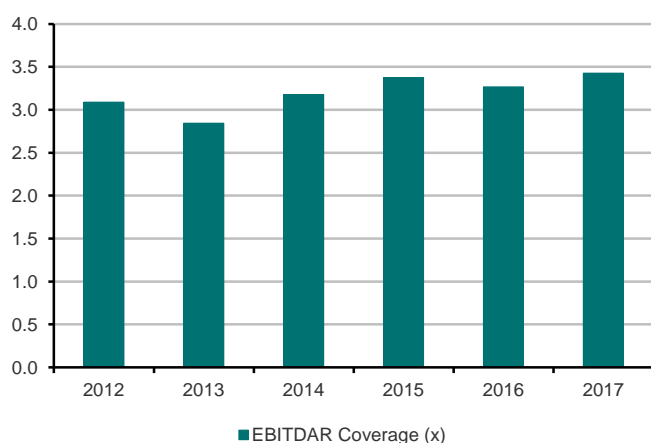
Source: Company (annual reports), DNB Markets (estimates)

Figure 15: Adjusted debt to EBITDA (x)



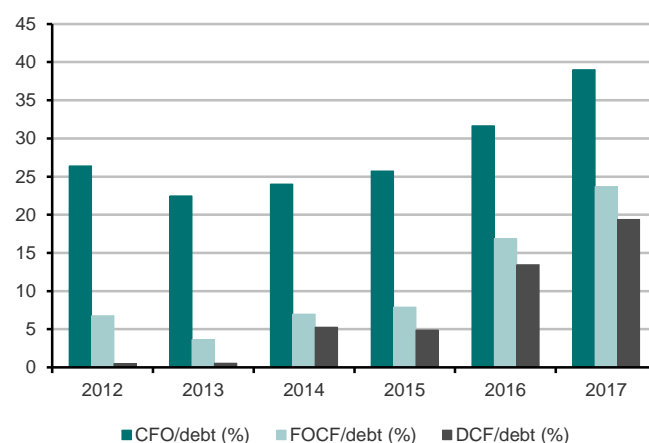
Source: Company (annual reports), DNB Markets (estimates)

Figure 16: Supplementary coverage ratios (x)



Source: Company (annual reports), DNB Markets (estimates)

Figure 17: Supplementary payback ratios (%)



Source: Company (annual reports), DNB Markets (estimates)

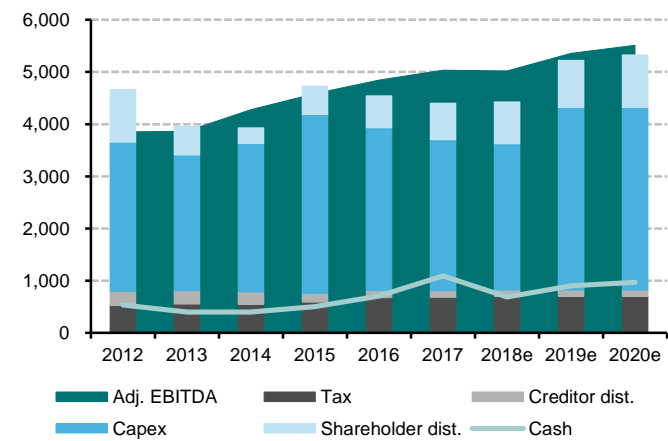
Figure 18: Historical cash flow/leverage ratios (standard volatility)

	- Core ratios -			- Supplementary coverage ratios -		- Supplementary payback ratios -		
	FFO/debt (%)	Debt/EBITDA (x)	EBITDAR cov. (x)	EBITDA/interest (x)	CFO/debt (%)	FOCF/debt (%)	DCF/debt (%)	
Minimal	60+	<1.5	>8	>15	>50	>40	>25	
Modest	45-60	1.5-2	5-8	10-15	35-50	25-40	15-25	
Intermediate	30-45	2-3	3-5	6-10	25-35	15-25	10-15	
Significant	20-30	3-4	2.5-3	3-6	15-25	10-15	5-10	
Aggressive	12-20	4-5	2.25-2.5	2-3	10-15	5-10	2-5	
Highly leveraged	<12	>5	<2.2	<2	<10	<5	<2	
NorgesGruppen (2017)	34.8	2.4	3.4	38.6	39.0	23.7	19.4	
Score	Intermediate	Intermediate	Intermediate	Minimal	Modest	Intermediate	Modest	
NorgesGruppen (2016)	30.0	2.7	3.3	32.6	31.7	16.9	13.5	
Score	Intermediate	Intermediate	Intermediate	Minimal	Intermediate	Intermediate	Intermediate	
NorgesGruppen (2012-17)	25.6	2.9	3.2	22.8	28.2	11.0	7.3	
Score	Significant	Intermediate	Intermediate	Minimal	Intermediate	Significant	Significant	

Source: Company (annual reports), Standard & Poor's (Corporate Credit Methodology, 2013), DNB Markets (estimates)

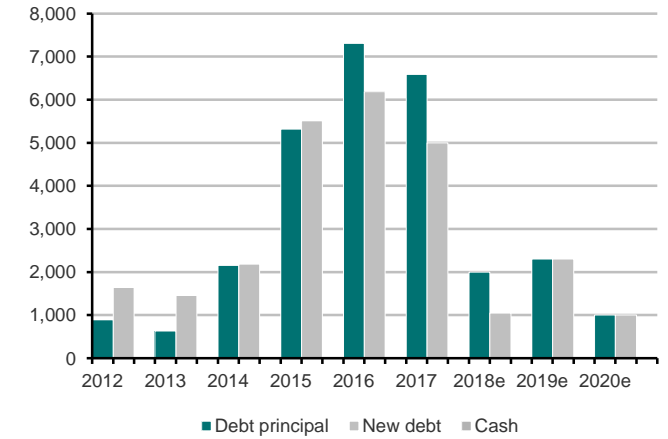
Debt service and liquidity

Figure 19: Debt service ability (NOKm)



Source: Company (historical figures), DNB Markets (estimates)

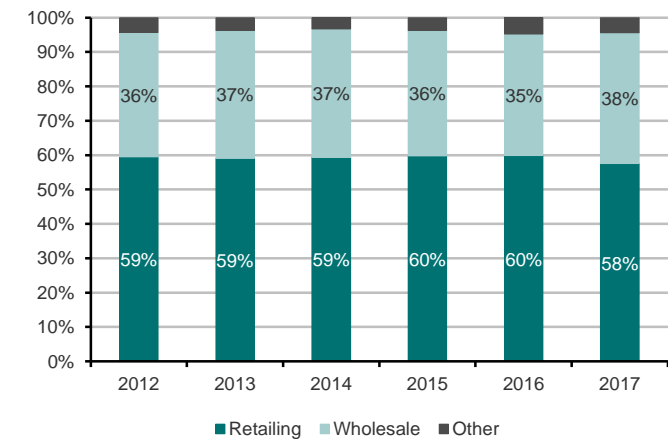
Figure 20: Liquidity sources and uses (NOKm)



Source: Company (historical figures), DNB Markets (estimates)

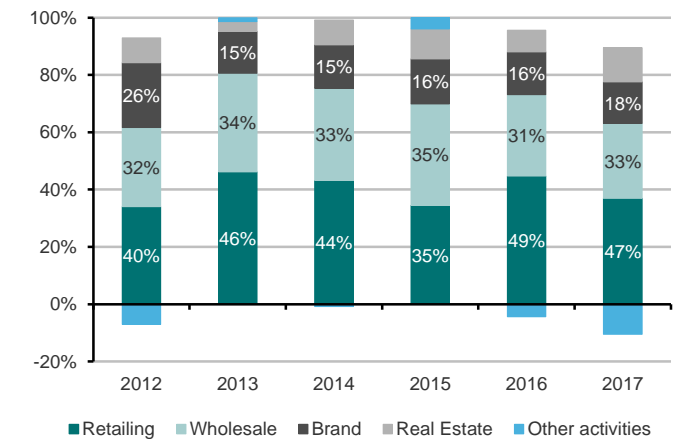
Segment revenues

Figure 21: Revenues by category



Source: Company (annual reports)

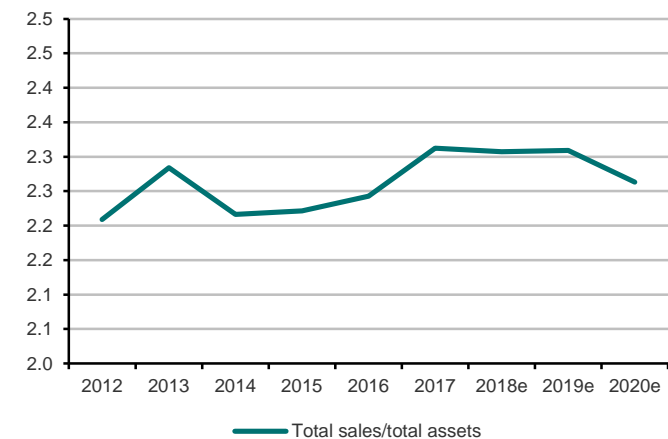
Figure 22: EBIT by category



Source: Company (annual reports)

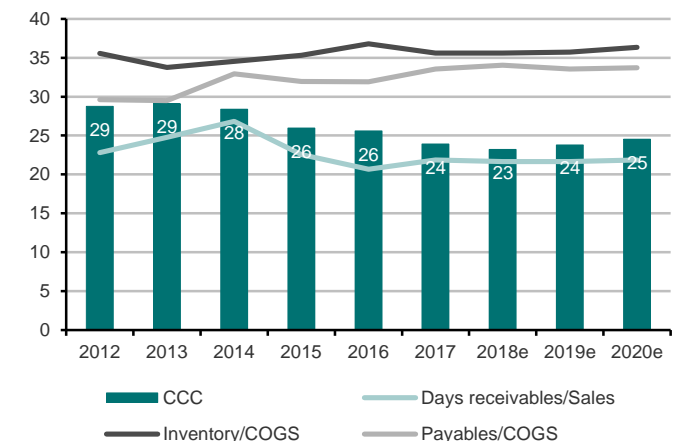
Capital efficiency

Figure 23: Asset turnover (x)



Source: Company (annual reports), DNB Markets (calculations)

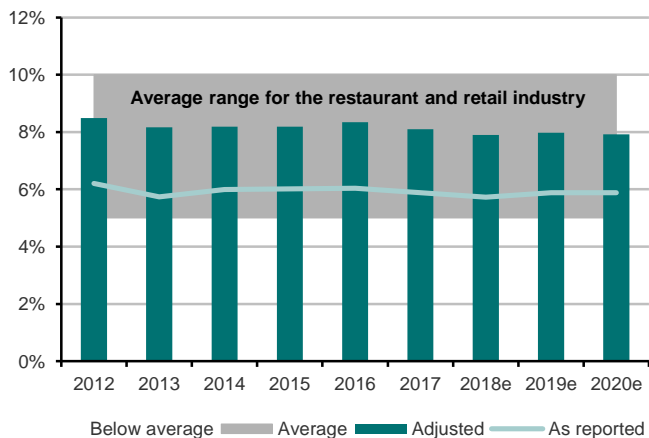
Figure 24: Cash conversion cycle, CCC (number of days)



Source: Company (annual reports), DNB Markets (estimates)

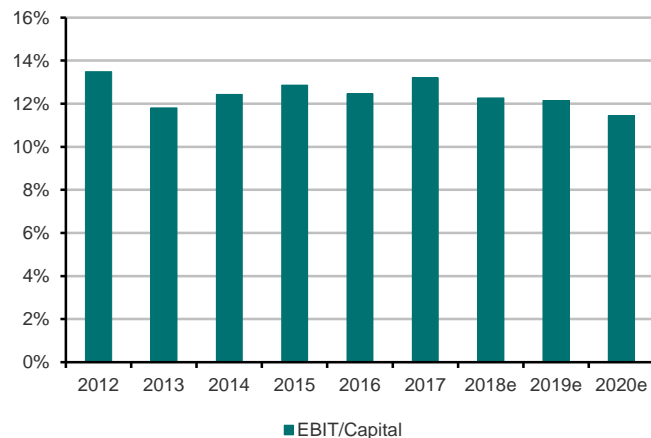
Profitability

Figure 25: Adj. EBITDA margin



Source: Company (annual reports), Standard & Poor's (industry average), DNB Markets (further calculations)

Figure 26: Adj. return on capital



Source: Company (annual reports), DNB Markets (further calculations)

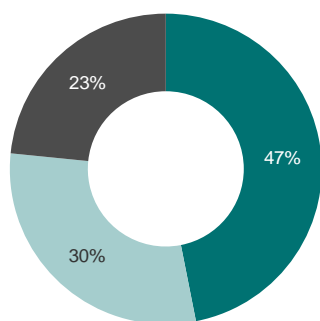
Competitive position assessment

Figure 27: Competitive position assessment (service and product focus)

	Weight	Score	Assessment	Scale
Competitive advantage	45%	2	Strong/adequate	1 to 5
Scale, scope and diversity	30%	2	Strong/adequate	1 to 5
Operating efficiency	25%	2	Adequate	1 to 5
Weighted preliminary score	100%	2	>1.5 up to 2.25 = 2	
Preliminary competitive position		2	Strong	1 to 6
Level of profitability assessment (EBITDA margin)		Average		
Volatility of profitability assessment (EBITDA margin)		3		1 to 6
Profitability assessment (level and volatility)		3		1 to 6
Final competitive position		2	Strong	1 to 6

Source: Standard & Poor's (Corporate Credit Methodology, Key Credit Factors for the Branded Nondurables Industry), DNB Markets (estimates)

Figure 28: Grocery retail market shares* – Norway **

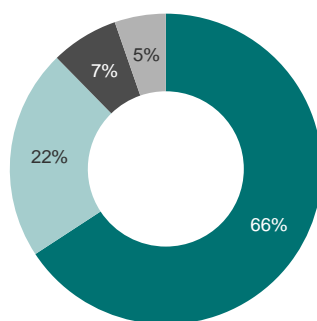


■ Norgesgruppen ■ Coop ■ Rema 1000

Source: Nielsen (2017)

*NorgesGruppen's market share includes Bunnpris (3.8%).
**Share of net turnover excluding convenience, petrol stations and online

Figure 29: Grocery retail store concepts – Norway **

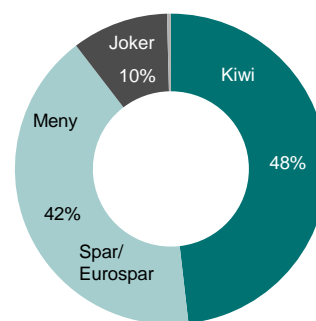


■ Discount ■ Supermarket ■ Local ■ Hypermkt.

Source: Nielsen (2017)

**Share of net turnover excluding convenience, petrol stations and online

Figure 30: Grocery retail store concepts – NorgesGruppen **

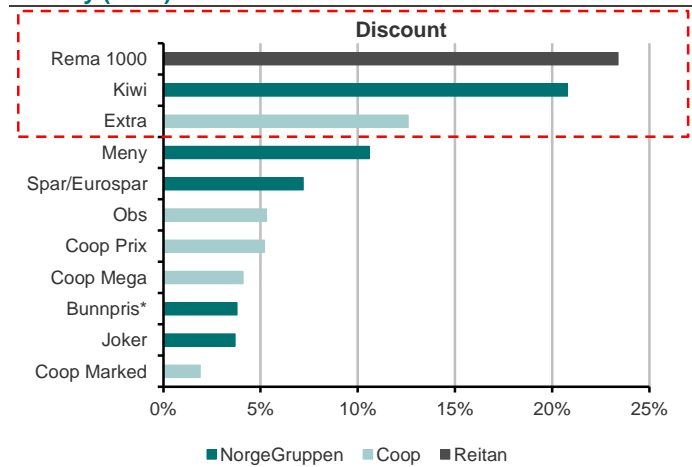


■ Discount ■ Supermarket ■ Local ■ Other

Source: Nielsen (2017)

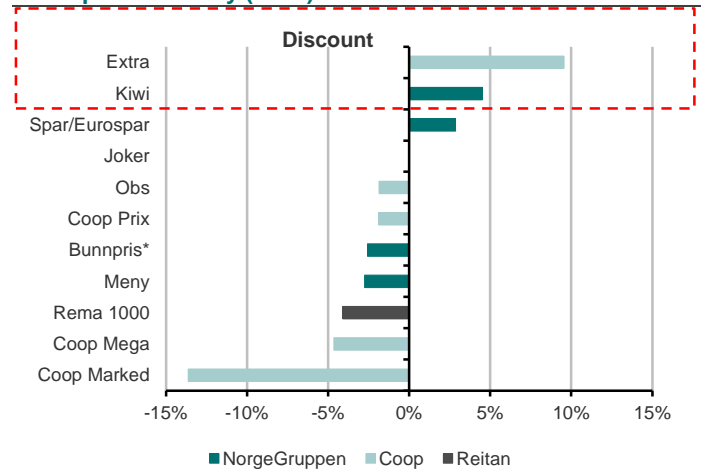
**Share of net turnover excluding convenience, petrol stations and online

Figure 31: Market share - 10 largest retail concepts in Norway (2017)



Source: Nielsen

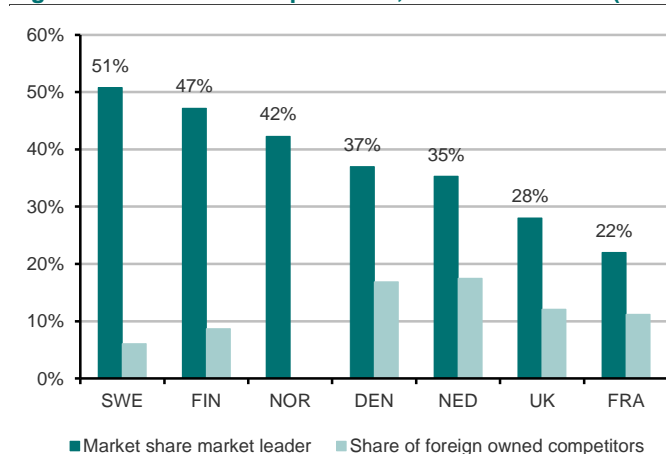
Figure 32: YoY change market share - 10 largest retail concepts in Norway (2017)



Source: Nielsen

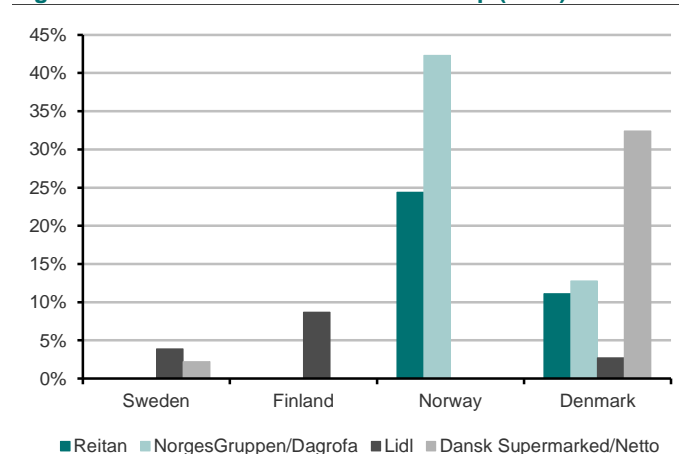
Other grocery retail markets

Figure 33: Home market positions, selected markets (2016)



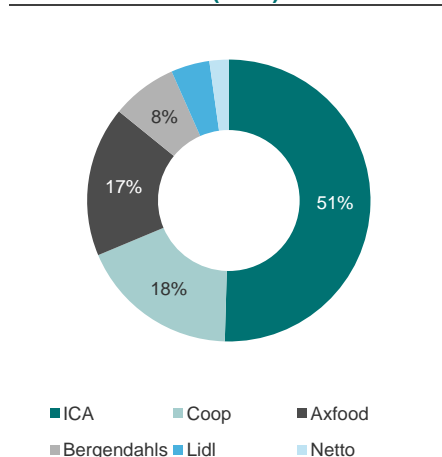
Source: HUI Research, Nielsen, Kantar Worldpanel

Figure 34: Nordic cross-border ownership (2016)



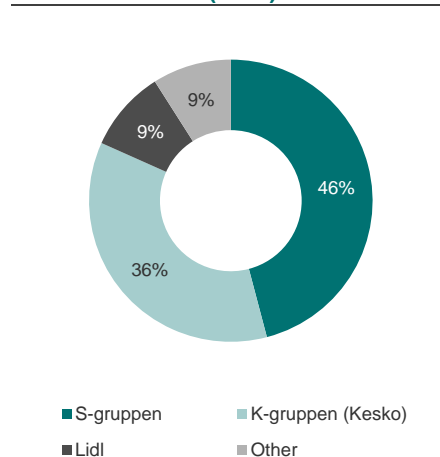
Source: HUI Research, Nielsen

Figure 35: Grocery retail market shares – Sweden (2017)



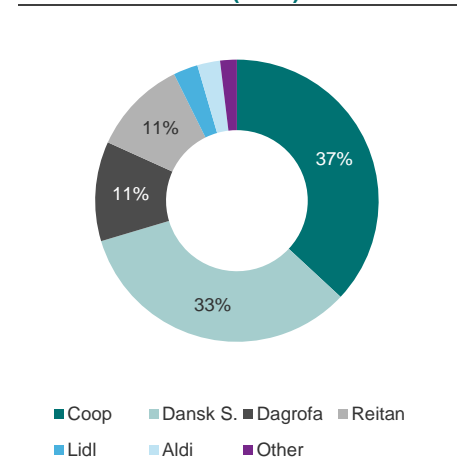
Source: HUI Research

Figure 36: Grocery retail market shares – Finland (2017)



Source: HUI Research

Figure 37: Grocery retail market shares – Denmark (2017)



Source: HUI Research

Summary of financial accounts - NorgesGruppen ASA (EOY in NOKm)

Profit & Loss	2012	2013	2014	2015	2016	2017	2018e	2019e	2020e
Total operating revenues	62,083	67,396	71,391	76,224	80,162	85,632	87,689	91,064	93,696
Total operating costs	-58,187	-63,497	-67,034	-71,495	-75,316	-80,393	-82,570	-85,607	-88,085
EBITDA	3,896	3,899	4,357	4,729	4,846	5,238	5,119	5,457	5,611
Depreciation & amortisation	-1,331	-1,430	-1,570	-1,664	-1,752	-1,928	-1,950	-2,100	-2,250
EBIT	2,565	2,469	2,788	3,065	3,094	3,310	3,169	3,357	3,361
Income from associates	372	362	266	289	245	-69	0	0	0
Sale of assets	0	0	0	0	0	0	0	0	0
One-offs, write-downs, impairments	-365	-195	-109	-184	-73	-188	0	0	0
Net interest	-270	-256	-241	-164	-137	-125	-150	-150	-150
Net other financials	-34	25	-87	-5	36	-149	0	0	0
Pre-tax profit	2,268	2,405	2,616	3,001	3,164	2,778	3,019	3,207	3,211
Tax	-614	-612	-686	-640	-699	-688	-700	-700	-700
Net profit	1,654	1,793	1,930	2,361	2,465	2,090	2,319	2,507	2,511
Balance sheet	2012	2013	2014	2015	2016	2017	2018e	2019e	2020e
Tangible fixed assets	11,790	12,669	13,756	14,587	15,778	16,102	16,952	18,352	19,602
Investments in associates	1,947	2,556	2,600	2,966	2,851	3,042	3,042	3,042	3,042
Intangible assets	4,885	4,813	4,760	4,905	4,895	4,832	4,832	4,832	4,832
Other non-current assets	663	1,131	1,500	1,678	1,515	1,215	1,215	1,215	1,215
Cash & cash equivalents	534	403	400	505	707	1,090	690	902	968
Other current assets	8,285	9,342	10,499	10,463	10,636	11,397	11,600	12,200	12,600
Total assets	28,105	30,914	33,515	35,104	36,382	37,678	38,331	40,543	42,259
Interest-bearing long-term debt	4,344	4,929	5,622	6,206	6,025	4,661	5,008	5,008	5,008
Other non-current liabilities	1,319	1,356	1,585	1,430	1,495	1,516	1,516	1,516	1,516
Interest-bearing short-term debt	3,626	3,644	2,837	1,997	1,175	1,380	80	80	80
Other current liabilities	8,595	9,529	10,463	10,651	10,959	11,986	11,892	12,292	12,292
Total liabilities	17,885	19,459	20,508	20,284	19,654	19,543	18,496	18,896	18,896
Equity	10,220	11,455	13,007	14,820	16,728	18,135	19,836	21,647	23,363
Total equity and liabilities	28,105	30,914	33,515	35,104	36,382	37,678	38,331	40,543	42,259
Net interest-bearing debt	7,437	8,171	8,060	7,698	6,492	4,952	4,398	4,187	4,121
Total interest-bearing debt	7,971	8,573	8,460	8,203	7,200	6,041	5,088	5,088	5,088
Cash flow	2012	2013	2014	2015	2016	2017	2018e	2019e	2020e
EBITDA	3,896	3,899	4,357	4,729	4,846	5,238	5,119	5,457	5,611
Dividends from associates	191	143	206	196	279	266	280	280	280
Net cash tax	-531	-555	-546	-590	-677	-684	-700	-700	-700
Net cash interest	-270	-256	-241	-164	-137	-125	-125	-125	-125
Funds from operations (FFO)	3,286	3,231	3,776	4,171	4,311	4,696	4,574	4,912	5,066
Changes in working capital	121	-346	-448	-363	291	690	-321	-200	-400
Other cash flow from operations	-45	-33	-80	-144	-2	-204	-100	-100	-100
Cash flow from operations (CFO)	3,361	2,852	3,248	3,665	4,600	5,182	4,153	4,612	4,566
Investments	-2,853	-2,598	-2,844	-3,435	-3,117	-2,892	-2,800	-3,500	-3,500
Divestments	415	243	165	1,106	251	753	0	0	0
Other cash flow investments	-709	-912	-304	-883	197	-369	0	0	0
Free operating cash flow (FOCF)	214	-415	265	452	1,931	2,675	1,353	1,112	1,066
Debt instalments	0	0	0	0	0	0	0	0	0
Debt principal	-895	-634	-2,154	-5,319	-7,306	-6,585	-2,000	-2,300	-1,000
Dividends	-1,007	-537	-299	-540	-612	-704	-800	-900	-1,000
Funding surplus	-1,688	-1,585	-2,188	-5,407	-5,987	-4,614	-1,447	-2,088	-934
New debt	1,639	1,454	2,185	5,512	6,190	4,996	1,047	2,300	1,000
New equity	0	0	0	0	0	0	0	0	0
Other cash from financing	0	0	0	0	0	0	0	0	0
Net cash flow	-49	-131	-3	105	202	382	-400	212	66
Other adjustments	0	0	0	0	0	0	0	0	0
Change in cash	-49	-131	-3	105	202	382	-400	212	66

Source: Company (historical figures), DNB Markets (estimates)

Key credit metrics (adjusted) - NorgesGruppen ASA (EOY)

	2011	2012	2013	2014	2015	2016	2017	2018e	2019e	2020e
FFO/TIBD (%)			24.1	28.1	28.5	29.9	35.9	89.9	96.5	99.6
TIBD/EBITDA (x)			3.0	2.8	2.7	2.5	2.2	1.0	0.9	0.9
NIBD/EBITDA (x)			2.9	2.7	2.7	2.4	2.0	0.9	0.8	0.7
EBITDA/interest (x)			7.1	7.4	8.5	8.5	8.6	41.0	43.7	44.9
CFO/TIBD (%)			21.9	25.0	25.7	31.5	38.9	81.6	90.6	89.7
FOCF/TIBD (%)			2.7	7.6	7.8	16.4	23.4	26.6	21.8	21.0
DCF/TIBD (%)			-0.5	5.9	4.8	13.0	19.1	10.9	4.2	1.3
TIBD/total capital (%)			59.8	56.9	54.9	51.4	47.1	20.4	19.0	17.9

Source: Company (historical figures), DNB Markets (estimates)

Profitability (adjusted) - NorgesGruppen ASA (EOY)

	2011	2012	2013	2014	2015	2016	2017	2018e	2019e	2020e
EBITDA margin (%)			8.4	8.6	8.6	8.7	8.7	5.8	6.0	6.0
EBIT margin (%)			4.5	4.7	4.8	4.7	4.7	3.6	3.7	3.6
Profit margin (%)		2.7	2.7	2.7	3.1	3.1	2.4	2.6	2.8	2.7
EBIT/assets (%)			7.7	8.0	8.2	8.1	8.5	8.3	8.3	8.0

Source: Company (historical figures), DNB Markets (estimates)

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