

NORGESGRUPPEN ASA

Fresh coffee from green roasting

NorgesGruppen's strong business risk profile is supported by its leading position as a vertically integrated wholesale and retail company with diverse chain brands covering different segments of the concentrated Norwegian grocery market. 2020 benefited from one-off effects from the Covid-19 pandemic due to fewer restaurant visits and reduced travel-induced retail trade leakage. We do not expect an announced possible fine to constitute a significant threat to NorgesGruppen's solid credit quality.

The biggest news is the announcement of a possible fine from Norwegian competition authorities (15 December) to all of the three largest participants in the Norwegian grocery market. We believe this process will take a long time, and that any result will be appealed. In the end, we believe the proposed fines would have to be significantly reduced from the indicated NOK8.8bn for NorgesGruppen (NG), NOK7.4bn for Rema and NOK4.8bn for Coop.

Worldwide, food prices increased by 16% in 2020, according to the UN World Food Programme, in line with other commodity prices. Unsurprisingly, NG's revenues rose by 12% in 2020 compared to 2019.

Going green. NG has reduced food waste by 38% in 2020 compared to 2015, and 12% of NG's energy consumption is now produced 'in-house' and from renewables (up from 4.5% in 2018). Green initiatives in 2020 include a new coffee roasting factory and the new autonomous electric cargo freight line across the Oslo fjord from the main logistics site in Vestby, southeast of Oslo. NG aims to be climate-neutral by 2030.

The announced senior unsecured green bond issue will be used to refinance an existing bond issue.

Balance sheet effects from IFRS16 as of 2019. Total assets and total interest-bearing debt (TIBD) have increased by more than NOK19bn due to lease liabilities being recognised on the balance sheet. Historical key ratios have been adjusted accordingly.

Key financial figures - NorgesGruppen ASA (Consolidated figures EOY, in NOKm)

	2014	2015	2016	2017	2018	2019	2020
Total revenues	71,391	76,224	80,162	85,632	87,813	90,326	101,385
EBITDA	4,357	4,729	4,846	5,238	4,992	7,546	9,726
TIBD	8,460	8,203	7,200	6,041	6,315	26,173	24,565
Cash & cash equivalents	400	505	707	1,090	1,778	1,631	2,524
Total assets	33,515	35,104	36,382	37,678	39,171	59,960	62,949
EBITDA margin (adj.) (%)	6.1	6.2	6.0	6.1	5.7	8.4	9.6
TIBD/EBITDA (adj.) (x)	3.7	3.5	3.3	2.8	4.2	3.5	2.6
TIBD/capital (adj.) (%)	55.1	52.9	49.1	44.7	51.4	55.1	51.3

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

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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)	22,041
Enterprise value (NOKm)	
Bond debt outstanding (NOKm)	3,350

MANAGEMENT

CEO	Runar Hollevik
CFO	Mette Lier
CoB	Knut Hartvig Johannson

RISK ASSESSMENT 1-6 Risk Country Very low 1 Industry Intermediate 3 Country & Industry Intermediate 3 Competitive position Strong 2 Business risk Strong 2 Financial Intermediate 3

Source: DNB Markets (assessment)

Note: Unless otherwise stated, the security prices in this note are the last closing price.

This report has been commissioned and paid for by the company in conjunction with the issue, and is deemed to constitute an acceptable minor non-monetary benefit as defined in MiFID II.

DNB Markets is acting as Lead Manager in the contemplated green bond issue by NorgesGruppen ASA.

ANALYST

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Please see the last pages for important information.

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 Asko (Joh. Johannson) and several grocery retailers. The company is still majority owned (c74%) by the founding family (fourth and fifth generation).

The Norwegian grocery market is a +NOK200bn market as of end-2020, according to retail research company Nielsen. NG is the largest participant with a 44.1% market share, according to Nielsen, while Coop had 29.3% and Rema has 23.2% in 2020.

Credit considerations

Low downside risk in our view

Given our assessment indicating a 'strong' business risk profile and an 'intermediate' financial risk profile, we believe that NorgesGruppen will remain a solid investment grade issuer with a significant margin in the years to come.

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. This has created high entry barriers through significant economies of scale, use of private labels, and high focus on the discount segment. The use of private labels has increased, which raises the chains' bargaining power further.
- **High trade tariffs.** High tariffs on many foreign food items in Norway are favouring domestic over foreign retailers.
- Dominant market position. NorgesGruppen is no.1 within grocery retail (44%) 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 (Asko/Storcash), convenience (MIX, Tiger, Deli de Luca), restaurants (Jafs, Kaffebrenneriet, Big Horn Steak House Norge) 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.
- 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 at 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 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 with carve-out.

Source: DNB Markets

Proposed fines not a near-term risk

Norwegian competition authorities announced possible fines to all of the three largest participants in the Norwegian grocery market on 15 December. We believe this process will take a long time, and that any result will be appealed. In the end, we believe the proposed fines would have to be significantly reduced from the indicated NOK8.8bn for NG, NOK 7.4bn for Rema and NOK4.8bn for Coop – as they may drive NG's two smaller competitors out of business if enforced. NG, on the other hand, would be resilient enough in our view to weather even such a high fine. In fact, NG is the only group that would be able to afford such a material fine, as the fine would demolish 'only' about one third of the equity including one extra year of

earnings (2019 figures), while the equities of Rema 1000 and Coop would be almost depleted (see table below). Note that we find it highly unlikely that the competition authorities would want to kill off the two smallest of the three competitors in the concentrated Norwegian grocery market.

Figure 1: The proposed fine would hit competitors much harder than NorgesGruppen, due to NG's strong equity

The Norwegian Competition Authority may vipe out the Equity of Rema 1000 and almost Coop Norge								
NOK billlion (consolidated figures)	NorgesGruppen ASA	Coop Norge SA	Rema 1000 AS					
Proposed fine	8.8	4.8	7.4					
Revenues 2019	90.3	50.0	56.2					
Fine in % of revenues	10 %	10 %	13 %					
Profit after tax 2019	2.43	0.40	1.03					
Fine in % of profit	362 %	1200 %	718 %					
Assets 2019	60.0		35.8					
Fine in % of assets	15 %		21 %					
Equity 2019	21.6	6.0	7.3					
Fine in % of equity	41 %	80 %	102 %					
Fine in % of equity and 1 year profit	37 %	75 %	89 %					

A series of significant efforts to reduce waste and carbon footprint have resulted in 38% lower food waste in 2020 compared to 2015, and 12% of NG's energy consumption is now produced 'in-house' by NG and from renewables (up from 4.5% in 2018). Green initiatives in 2020 include the new coffee roasting factory (with all energy consumption coming from renewable sources) and the new autonomous, electric cargo freight line across the Oslo fjord from the main logistics site in Vestby, southeast of Oslo. NG aims to be climate-neutral by 2030.

As an example of NG assuming greater responsibility, the upscale chain brand, Meny, paid NOK10m to small-scale producers in 2020 to help them get through the Covid-19 crisis.

Disruptions in the Norwegian grocery market are met through adaption of NG's offerings including online shopping options in many parts of the country.

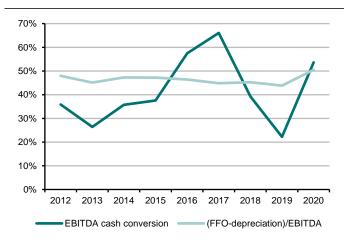
Customer behaviour is driven mainly by store locations. Still, the quality of the offerings and prices also matter. NG's low-price chain, KIWI, has been the outperformer in increased market share in recent years, together with Coop's Extra chain. Overall, NG has been the, relative success, at the expense of Rema and Coop. NG's loyalty programme, Trumf, is probably the second-most attractive loyalty programme after Coop's membership programme - Coop being a member-owned cooperative. NG returned NOK1.45bn (c1.4% of total revenues) in bonus to its Trumf members in 2020.

Cash flow conversion is adequate, in our view. See charts below highlighting the fact that even after investments, the cash flow has been sufficient, at least in the good years, to put the financial risk profile in the 'intermediate' category, which is one step above the 'significant' category (grey area below, right).

Source: Companies* (historical figures, DNB Markets (calculations)

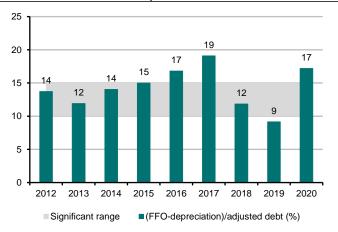
* For Coop, the figures are collected from an article on the topic in Finansavisen 15 December 2020. The article includes comments from competition specialist Odd Gisholt, associate dean for retail management at BI Norwegian Business School.

Figure 2: Cash flow conversion – using actual capex and depreciation as a proxy, respectively



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

Figure 3: Even after deducting depreciation as a proxy for maintenance capex, the FFO/debt is commensurate with an intermediate financial risk profile



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

Capital structure

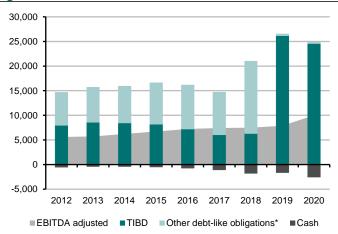
Debt portfolio

Traditional on-balance sheet interest-bearing debt constitutes a minor part of the book interest-bearing debt as of end-2019 and end-2020. Senior unsecured bond debt including short-term maturities constituted NOK3.35bn by end-2020.

Total assets and total interest-bearing debt (TIBD) have increased by more than NOK19bn due to lease liabilities being recognised on the balance sheet following the implementation of IFRS16 from 1 January 2019*. Historical key ratios have been adjusted accordingly. See chart below, where we show our estimates of the off-balance sheet lease liabilities pre-IFRS16 (light-green columns), while book TIBD increases from 2019 (dark green columns).

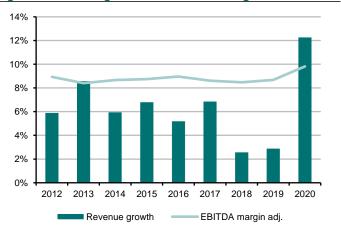
Liquidity is strong with more than NOK2bn in cash in addition to unutilised long-term credit facilities in excess of NOK3bn.

Figure 4: Debt* and EBITDA trends



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

Figure 5: Revenue growth and EBITDA-margin



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

^{*} Lease obligations pre IFRS16 + Pensions

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

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Profit & Loss	2013	2014	2015	2016	2017	2018	2019	2020
Total operating revenues	67,396	71,391	76,224	80,162	85,632	87,813	90,326	101,385
Total operating costs	-63,497	-67,034	-71,495	-75,316	-80,393	-82,821	-82,780	-91,659
EBITDA	3,899	4,357	4,729	4,846	5,238	4,992	7,546	9,726
Depreciation & amortisation	-1,430	-1,570	-1,664	-1,752	-1,928	-2,151	-3,754	-4,245
EBIT	2,469	2,788	3,065	3,094	3,310	2,840	3,792	5,481
Income from associates	362	266	289	245	-69	300	472	284
Sale of assets								
One-offs, write-downs, impairments	-195	-109	-184	-73	-188	0	0	0
Net interest	-256	-241	-164	-137	-125	-89	-1,151	-1,162
Net other financials	25	-87	-5	36	-149	6	-74	-20
Pre-tax profit	2,405	2,616	3,001	3,164	2,778	3,057	3,039	4,583
Tax	-612	-686	-640	-699	-688	-647	-614	-1,057
Net profit	1,793	1,930	2,361	2,465	2,090	2,410	2,426	3,526
Balance sheet	2013	2014	2015	2016	2017	2018	2019	2020
Tangible fixed assets	12,669	13,756	14,587	15,778	16,102	16,872	18,642	19,455
Investments in associates	2,556	2,600	2,966	2,851	3,042	3,436	3,593	4,020
Intangible assets	4,813	4,760	4,905	4,895	4,832	4,873	5,338	5,007
Other non-current assets	1,131	1,500	1,678	1,515	1,215	1,578	19,383	20,242
Cash & cash equivalents	403	400	505	707	1,090	1,778	1,631	2,524
Other current assets	9,342	10,499	10,463	10,636	11,397	10,634	11,373	11,702
Total assets	30,914	33,515	35,104	36,382	37,678	39,171	59,960	62,949
Interest-bearing long-term debt	4,929	5,622	6,206	6,025	4,661	4,333	21,784	21,660
Other non-current liabilities	1,356	1,585	1,430	1,495	1,516	1,526	1,337	1,652
Interest-bearing short-term debt	3,644	2,837	1,997	1,175	1,380	1,981	4,389	2,904
Other current liabilities	9,529	10,463	10,651	10,959	11,986	11,489	10,841	12,999
Total liabilities	19,459	20,508	20,284	19,654	19,543	19,329	38,351	39,215
Equity	11,455	13,007	14,820	16,728	18,135	19,843	21,610	23,735
Total equity and liabilities	30,914	33,515	35,104	36,382	37,678	39,171	59,961	62,950
Net interest-bearing debt	8,171	8,060	7,698	6,492	4,952	4,536	24,542	22,041
Total interest-bearing debt	8,573	8,460	8,203	7,200	6,041	6,315	26,173	24,565
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Cash flow	2013	2014	2015	2016	2017	2018	2019	2020
EBITDA	3,866	4,278	4,585	4,844	5,034	4,966	7,546	9,726
Dividends from associates	143	206	196	279	266	256	291	226
Net cash tax	-555	-546	-590	-677	-684	-707	-647	-682
Net cash interest	-256	-241	-164	-137	-125	-89	-1,151	-1,162
Funds from operations (FFO)	3,198	3,696	4,028	4,309	4,492	4,425	6,039	8,108
Changes in working capital	-346	-448	-363	291	690	-176	-1,101	-502
Other cash flow from operations								
Cash flow from operations (CFO)	2,852	3,248	3,665	4,600	5,182	4,249	4,938	7,606
Investments	-3,473	-3,131	-4,115	-3,281	-3,534	-4,050	-4,668	-3,682
Divestments	617	385	1,259	389	840	371	321	254
Other cash flow investments	-410	-237	-356	222	187	41	0	0
Free operating cash flow (FOCF)	-415	265	452	1,931	2,675	610	590	4,178
Debt instalments	0	0	0	0	0	0	0	. 0
Debt principal	-634	-2,154	-5,319	-7,306	-6,585	-4,280	-8,590	-6,693
Dividends	-537	-299	-540	-612	-704	-653	-672	-791
Funding surplus	-1,585	-2,188	-5,407	-5,987	-4,614	-4,323	-8,671	-3,306
New debt	1,454	2,185	5,512	6,190	4,996	5,023	8,140	3,926
New equity	0	0	0	0	0	0	0	0
Other cash from financing	0	0	0	0	0	-11	0	0
Net cash flow	-131	-3	105	202	382	689	-531	620
Other adjustments	0	0	0	0	0	0	383	274
Change in cash	-131	-3	105	202	382	689	-148	894

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

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

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
FFO/TIBD (%)			20.4	23.2	24.2	26.7	30.6	21.1	22.8	32.5
TIBD/EBITDA (x)			4.0	3.7	3.5	3.3	2.8	4.2	3.5	2.6
NIBD/EBITDA (x)			3.9	3.6	3.4	3.2	2.6	3.8	3.3	2.3
EBITDA/interest (x)			15.3	18.1	28.9	35.3	41.8	56.0	6.6	8.4
CFO/TIBD (%)			18.2	20.4	22.1	28.5	35.3	20.3	18.6	30.5
FOCF/TIBD (%)			-2.6	1.7	2.7	12.0	18.2	2.9	2.2	16.7
DCF/TIBD (%)			-6.1	-0.2	-0.5	8.2	13.4	-0.2	-0.3	13.6
TIBD/capital (adj.) (%)	nm	nm	57.8	55.1	52.9	49.1	44.7	51.4	55.1	51.3

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

Profitability (adjusted) - NorgesGruppen ASA (EOY)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
EBITDA margin (%)			5.8	6.1	6.2	6.0	6.1	5.7	8.4	9.6
EBIT margin (%)			3.7	3.9	4.0	3.9	3.9	3.2	4.2	5.4
Profit margin (%)			2.7	2.7	3.1	3.1	2.4	2.7	2.7	3.5
EBIT/assets (%)			6.5	6.8	7.0	6.8	7.1	5.3	6.3	8.7

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

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