

Mowi ASA

Full Rating Report

LONG-TERM RATING

BBB+

OUTLOOK

Stable

SHORT-TERM RATING

N2

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RATING RATIONALE

Our 'BBB+' long-term issuer rating on Norway-based salmon farmer Mowi ASA is underpinned by the company's strong profitability and cash flow, as well as moderate financial leverage. It also reflects the company's strong market position as the world's largest salmon farmer and the only one with operations in all major global salmon farming regions. This may prove to be an advantage in an environment with increased protective tariffs. The rating also takes into account Mowi's fully vertically integrated operations, which help offset the impact of volatility in product and raw-material prices.

The rating is constrained by the seafood sector's historical earnings volatility due to unstable prices resulting from variable supply. It is also constrained by biological challenges, with the industry particularly affected by higher costs for sea lice treatment, which we expect will lead the sector to invest in new farming technology. These factors have also contributed to volatile EBITDA margins for Mowi in the past. In addition, the sector faces political risk due to its profitability and perceived environmental impact. This was exemplified by the Norwegian government's introduction of a 'resource rent' tax on aquaculture in 2023 and the proposed ban on open-net pen salmon farming in British Columbia.

STABLE OUTLOOK

The outlook is stable, reflecting our view that low salmon supply growth will support global prices over the next three years. We expect an annual average salmon price of around NOK 94 per kg (Oslo) during this period, albeit with strong seasonality. In addition, we believe that Mowi will keep adverse biological issues under control and that the recent cost inflation is slowing. We also believe that the company will maintain a moderate debt level.

POTENTIAL POSITIVE RATING DRIVERS

- Commitment to a moderate financial risk profile, for example NCR-adjusted funds from operations (FFO) to net debt above 60% and EBITDA to net interest above 20x; and
- More stable supply, leading to reduced price uncertainty and improved margin stability.

POTENTIAL NEGATIVE RATING DRIVERS

- Higher financial leverage, leading to net NCR-adjusted FFO to net debt below 30% and EBITDA to net interest below 10x over a protracted period.
- Lower demand for Atlantic salmon.
- Persistent increase in biological issues such as disease and sea lice.

Figure 1. Key credit metrics, 2021–2027e

EURm	2021	2022	2023	2024	2025e	2026e	2027e
Revenues	4,202	4,941	5,506	5,604	6,024	6,687	6,954
EBITDA	967	1,400	1,366	1,247	1,500	1,739	1,808
EBITDA margin (%)	23.0	28.3	24.8	22.2	24.9	26.0	26.0
FFO	813	953	794	946	1,161	1,268	1,320
Net debt	1,716	2,244	2,299	2,418	2,756	2,492	2,339
Total assets	6,260	7,531	8,239	8,554	9,181	9,666	9,812
Net debt/EBITDA (x)	1.8	1.6	1.7	1.9	1.8	1.4	1.3
EBITDA/net interest (x)	16.5	27.7	12.1	8.7	11.0	13.3	14.4
FFO/net debt (%)	47.4	42.5	34.5	39.1	42.1	50.9	56.5
FOCF/net debt (%)	30.4	5.6	9.7	21.8	29.1	30.0	32.8

Source: company and NCR. e=estimate. FFO=funds from operations. FOCF=free operating cash flow. All metrics adjusted in line with NCR methodology.

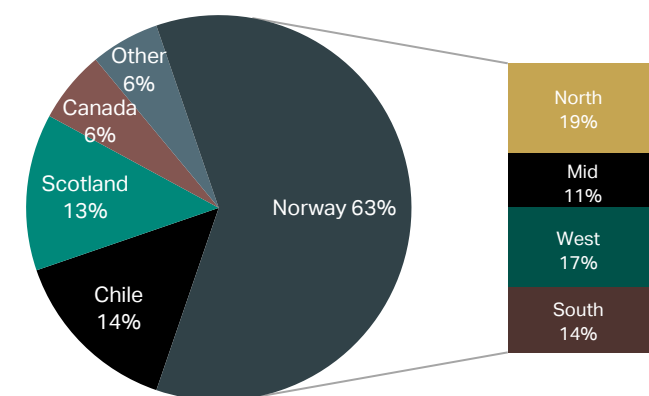
ISSUER PROFILE

Mowi is the world's largest salmon farmer with operations in all major global salmon farming regions and a worldwide sales reach. The company established its first stocking of salmon in 1964, making it an industry pioneer. In 2006, three large independent salmon farmers (Pan Fish, Marine Harvest (Mowi) and Fjord Seafood) merged to establish the Marine Harvest Group, which changed its name back to Mowi in 2018.

Salmon farming is the main contributor to the company's bottom line. Mowi is the largest salmon farmer in Norway and the UK and No. 2 in Canada. It is No. 4 in Chile, which remains the company's second-largest region of operation. The company has sales and marketing operations (including secondary processing) worldwide. Mowi is also a major salmon feed producer, but this activity primarily serves its own farming operations in Europe.

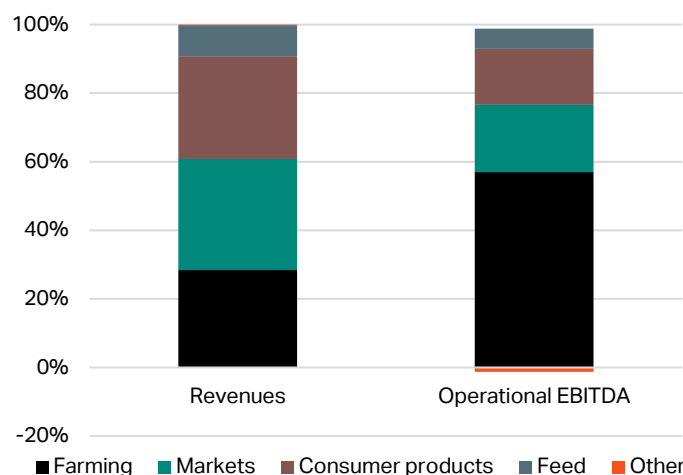
Mowi is listed on the Oslo Stock Exchange and its largest shareholder is John Fredriksen via Geveran Trading Co. Ltd. (14.4%). Other shareholders are mainly institutional.

Figure 2. Mowi distribution of harvesting by region, 2024



Source: company.

Figure 3. Mowi revenue and operational EBITDA* by segment**, 2024



Source: company. *Excluding fair value biomass adjustments. **Excluding eliminations.

BUSINESS RISK ASSESSMENT

Business risk

We view the company's size and geographically diverse farming operations as positive, although they include a presence in less well-performing regions. In addition, its fully vertically integrated operations reduce volatility in earnings due to the lower impact from variability in product and raw-material prices. The market for salmon is characterised by increasing demand and limited, albeit volatile, supply growth. Historically, this has led to volatile but generally strong margins in the sector.

Historical price volatility, strong outlook

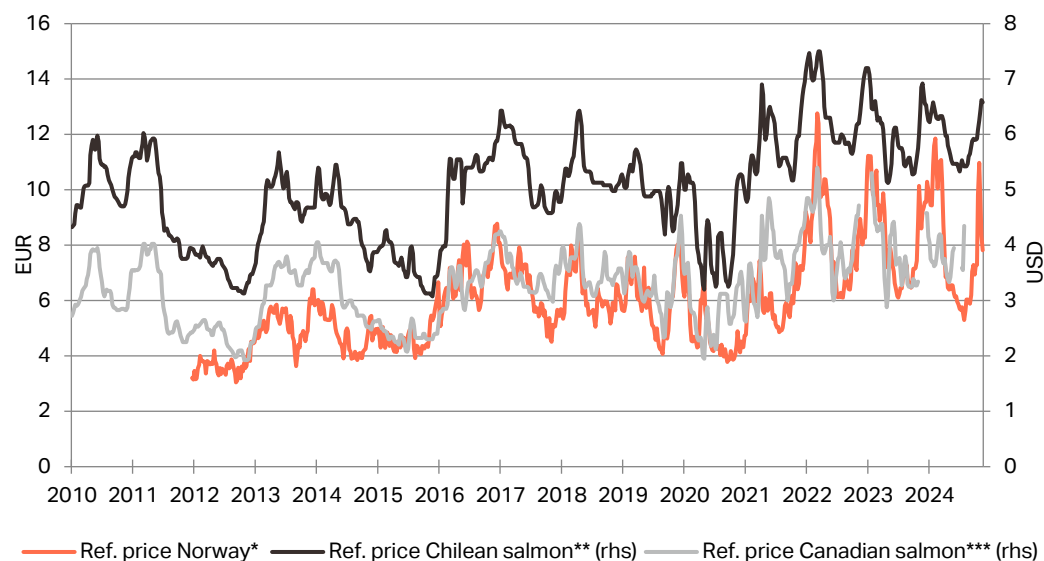
Operating environment

We expect Norwegian farmed salmon prices to remain strong for the next three years, mainly as a result of low supply growth, although any appreciation of the Norwegian krone could weaken producers' revenues. Historically, prices have proven resilient to adverse economic conditions (with the notable exception of the COVID-19 pandemic). Our regression model predicts a salmon price of NOK 99 per kg through 2027, given supply growth of 3.6%–4.8% over the same period (see Relevant research). However, in our forecast we assume a flat development of annual average salmon prices between 2024 and 2027 due to the risk of increased import tariffs weakening demand and the relationship between supply and salmon prices becoming weaker over time.

We note that political risk has increased since the installation of the new US administration due to threats of increased import tariffs. The global nature of the salmon market means that tariffs could lead to rerouting of trade flows, with exporters redirecting their products to alternative markets and US importers seeking other suppliers (at this point, Chilean salmon farmers appear unlikely to be affected by US tariffs). With significant production in all major salmon farming regions, Mowi is

uniquely able to move its exports from the US market to regions which are not affected by increased tariffs.

Figure 4. Global salmon prices, 2010–Q1 2025



Source: Mowi. *NASDAQ superior Oslo, GWT/kg. **Urner Barry D-trim 3-4 lbs FOB Miami- ***Urner Barry superior GWE 10-12 lbs FOB Seattle.

Mowi has the option to offset the negative effect of Norway's resource rent tax on aquaculture (see Relevant research) by investing more in growth in other regions. The acquisition of a majority stake in Icelandic salmon farmer Arctic Fish Holding AS in 2022 has given Mowi a platform from which to expand in Iceland. Stronger regulations and supervision in Chile have had a favourable effect on the biological performance (in terms of survival rate and costs) of its salmon farming industry. Cost levels Canada and the UK, however, are still higher than Norway, mainly due to more challenging biological issues. Canada also presents significant political risk; a decision to ban open-net pen salmon farming in British Columbia from 2029 has yet to be made into law. Nevertheless, Mowi sees growth opportunities in Nova Scotia on Canada's Atlantic coast.

Mowi is the only fully integrated salmon farmer, from feed to processing and sales. The company has a global branding strategy and generates higher margins than its peers on processed products. Over time, this can stabilise prices and reduce volatility in margins.

New farming technology is under development with the aim of reducing the impact of biological issues on costs and salmon supply. We believe it is still too early to tell which of these new methods, including closed pens, land-based farming and ocean farming, will succeed. Mowi and other major salmon farmers have concentrated their efforts on sea-based farming technologies. However, they are using recirculating aquaculture systems (RAS) technology to produce large smolt, which are more resilient to sea lice, and this technology can also facilitate land-based fish farming. We believe that the major players will adopt and dominate any new technology that threatens to disrupt the market.

Global market leader

Mowi controlled 20% of the harvested-salmon market in 2024, up from 19% in 2023. The Canadian and UK salmon farming industries are consolidated, and Mowi accounts for 29% and 39% of harvesting in these countries, respectively. The Chilean and Norwegian farming industries are more fragmented and Mowi accounts for 12% and 22% of harvesting in these countries, respectively. In February 2025, Mowi increased its ownership of Nova Sea AS from 49% to 95% (approval pending). Nova Sea is Norway's sixth largest salmon farmer with 3% of Norwegian harvesting in 2024. We believe Mowi will expand organically at least in line with the market over the next few years through better utilisation of licences, the acquisition of new licences and through growth in the UK and Canada.

We believe that substitution risk is low over the next 5–10 years, even though variations in wild catch could weaken salmon prices in the US. When we refer to the salmon market, we specifically mean the market for Atlantic salmon, which accounts for about 90% of total production of large salmonids (70%

Market position

including wild catch). Salmon is a growing niche in the market for fish and other proteins. Fish accounts for 7% of all sources of protein for human consumption and salmon accounts for 1.5% of total fish consumption. Salmon has health benefits, particularly compared with other animal proteins, and also has a better environmental profile (see Environmental, Social and Governance Factors).

Figure 5. Mowi's regional distribution of harvesting, 2018–2025e

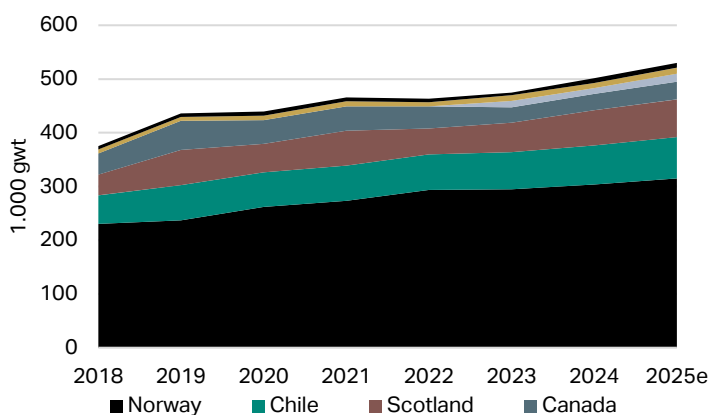


Figure 6. Largest salmon farmers globally, 2023

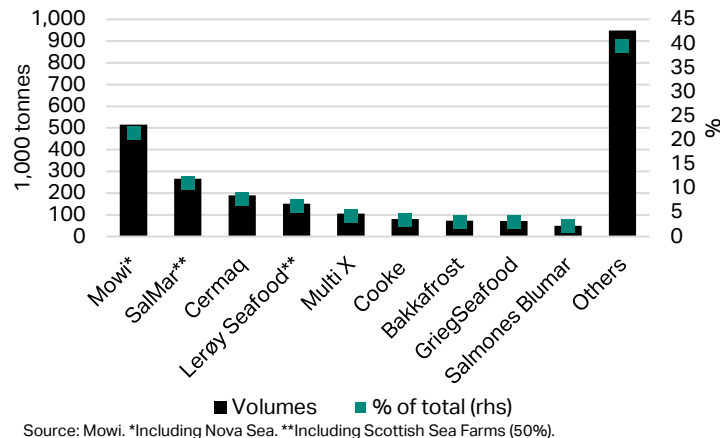


Figure 7. Largest salmon farmers in Norway, 2023

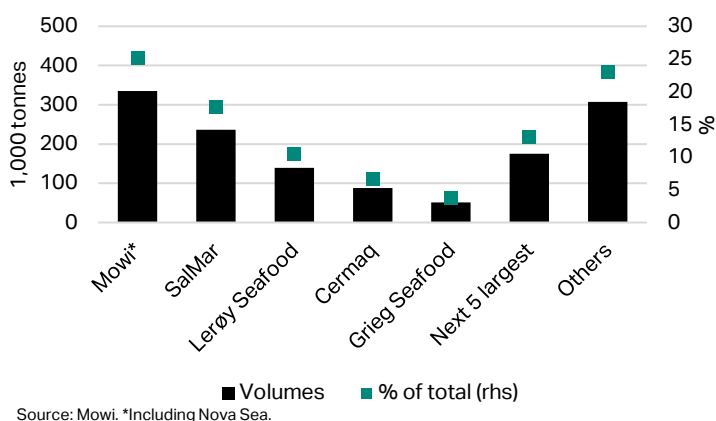


Figure 8. Largest salmon farmers in Chile, 2023

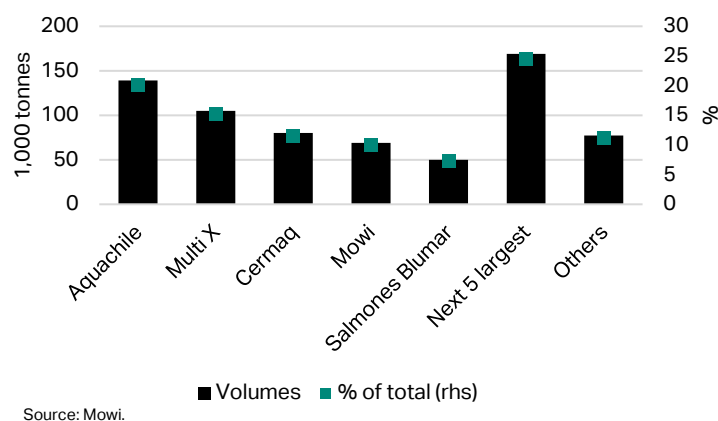


Figure 9. Largest salmon farmers in UK, 2023

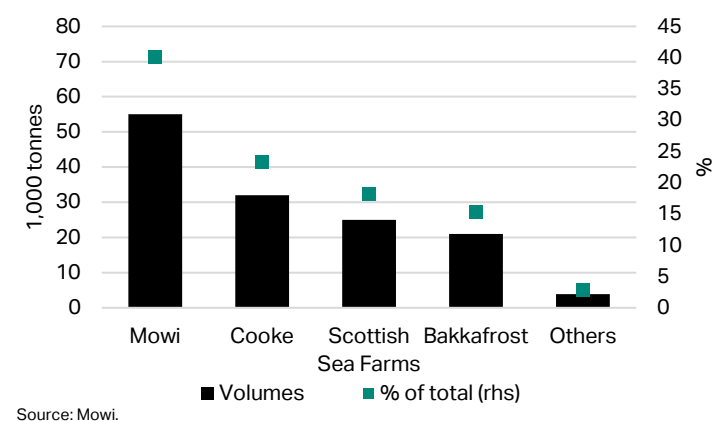
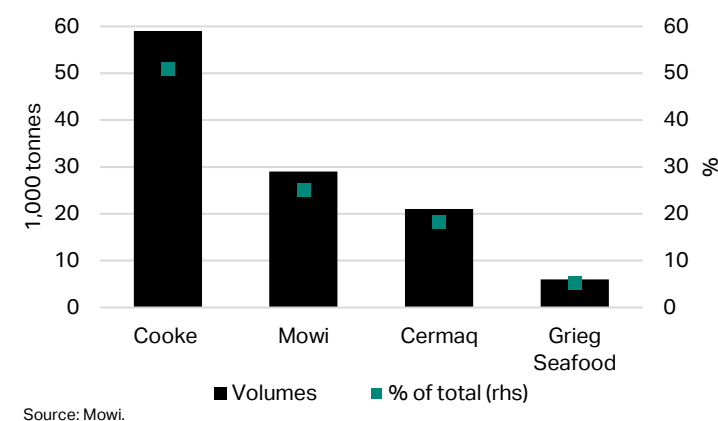


Figure 10. Largest salmon farmers in Canada, 2023



We believe that biomass restrictions imposed by licences and the large investment needed to scale up production represent major barriers to entry to salmon farming. We expect increased investment to satisfy legal requirements and improve salmon welfare (addressing the problem of sea lice, in particular) will trigger further consolidation in the sector as farmers seek synergies to offset rising costs. The Norwegian government is restrictive in permitting increased production, which makes

growth through acquisitions a more attractive option. We believe Mowi is well placed to participate in any consolidation of the industry, as proven by the Nova Sea takeover.

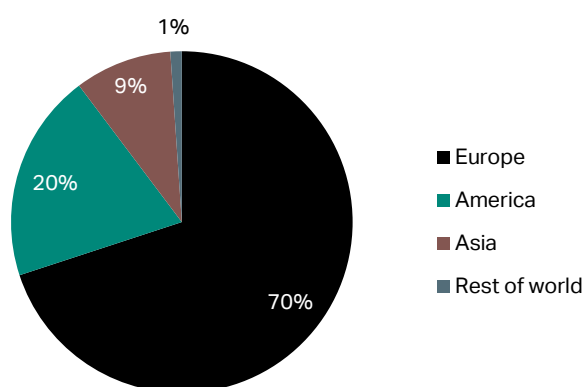
Fully integrated into the Atlantic salmon market

As well as being the largest salmon farming company, Mowi is also a major European food producer. It is fully vertically integrated, which offers some protection against salmon price and feed price volatility. Moreover, its large sales organisation has created a highly diverse customer base, both in the retail and hospitality markets. Mowi has greater geographic diversity than its peers, particularly in its farming operations. This is especially important, since biological issues can affect entire regions.

Mowi concentrates largely on farming, processing and selling Atlantic salmon. Although it manufactures a wide range of products based on this raw material, its product diversity is limited.

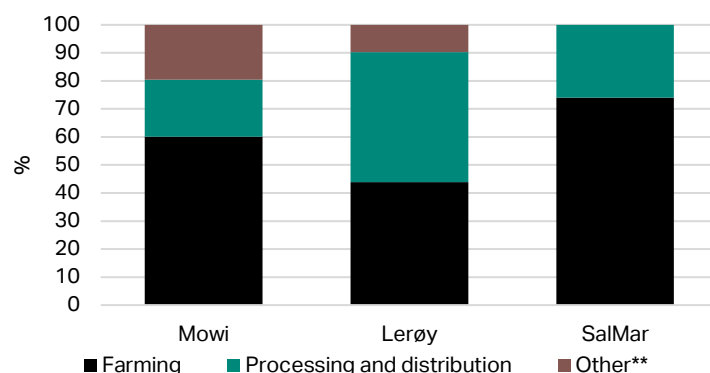
Size and diversification

Figure 11. Mowi revenues by geographic market, 2024



Source: company.

Figure 12. Large European salmon farmers, breakdown of revenues*, 2024



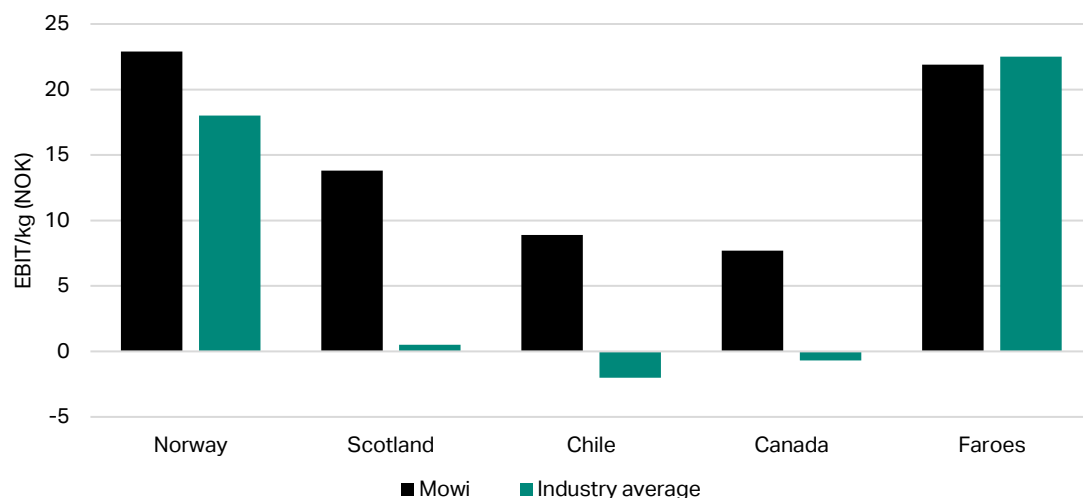
Source: NCR and company. *Eliminations subtracted from processing and distribution revenues. **Other: Mowi: Feed, Lerøy: Wildcatch.

Lower cost increases than industry average in recent years

Mowi's EBITDA margins have shown a flat, albeit volatile, trend over the past 10 years. Comparison of operating margins among industry peers is skewed by differences in business mix and regional exposure, as well as currency effects. Mowi's diversity has had a negative effect on its margins in comparison with salmon farmers with a greater focus on harvesting and exposure to more productive salmon farming regions. In addition, its exposure to regions with greater biological challenges than Norway is also a risk factor.

Operating efficiency

Figure 13. Average EBIT per kg Mowi vs industry (2019-2024)



Source: company data.

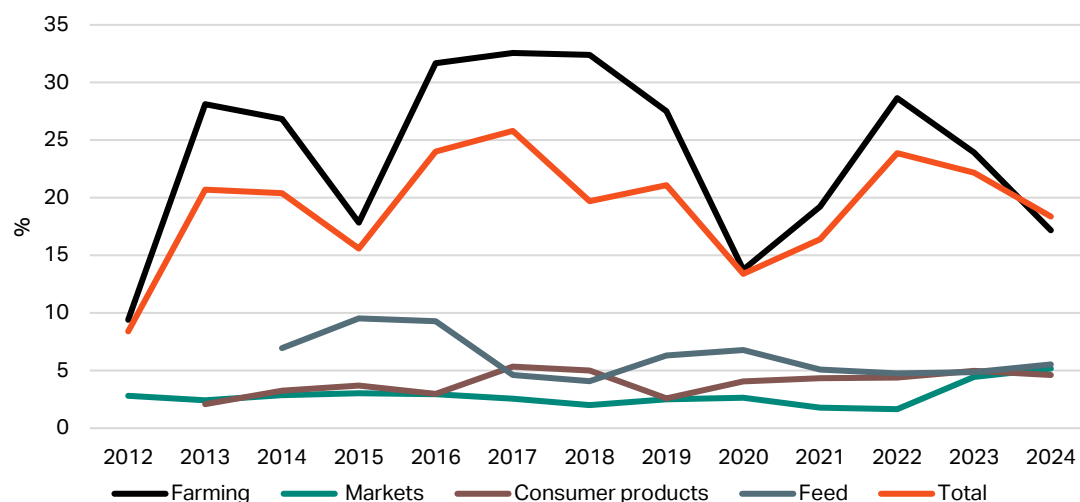
However, the company's relative position has improved in recent years. On average, Mowi has had the best (Scotland, Chile, Canada, Iceland and Ireland) or second-best (Norway, Faroe Islands) performance in all farming regions over the past six years, when adjusted for currency effects. The

company's Consumer Products division (processing, sales and marketing) has had a combined average EBITDA margin of 3.6% over the past 10 years, which is higher than that of its closest peers over the same period.

Mowi has a strong focus on operating expenses, and underlying cost pressure in the salmon farming operations has historically been offset by cost-cutting initiatives. Cost inflation in the salmon farming industry is lower than that of other animal protein producers due to lower feed conversion ratios and lower energy consumption. Feed accounts for 40% of operating costs, which have increased significantly in recent years. However, prices for feed ingredients (fishmeal, fish oil, vegetable meal and vegetable oil) have decreased by about 30% since 2023 and we expect this to contribute to lower operating costs in 2025 and 2026. Fish health and biology (diseases, environmental issues) are also cost drivers. The biological situation in Norway and Scotland has, however, improved significantly through 2024 and into 2025.

Over the longer term, we believe that the company's Mowi 4.0/Smart Farming initiative could improve cost efficiency using artificial intelligence, automation and robots in farming and processing operations.

Figure 14. Mowi EBITDA margins, 2012–2024



Source: company.

FINANCIAL RISK ASSESSMENT

Financial risk assessment

Our financial risk assessment reflects Mowi's strong balance sheet and cash generation. However, we view the company's risk appetite as somewhat greater than warranted by its current financial ratios. Mowi has a history of volatile credit metrics, largely due to price fluctuations but also due to the volatile cost base of its farming operations.

Ratio analysis

Strong credit metrics despite challenging year

Mowi has moderate financial leverage in line with other major operators in the industry. This is despite significant investment in freshwater and seawater facilities, as well as processing factories, in recent years. However, the resource rent tax has resulted in reduced capital spending and may be delaying the implementation of new technology in the industry. Since the tax applies only to profit from sea phase operations, Mowi has calculated an effective resource rent tax rate of somewhat below 10% across the value chain in Norway. Given the company's strong cash flows and our expectation of a 50% dividend pay-out ratio, we believe credit metrics will improve moderately through 2026.

Since the resource rent tax is based on EBITDA levels, we attribute more weight to credit metrics based on FFO, which will be weakened by the increased tax level.

Figure 15. Mowi peer group adjusted credit metrics, 2024

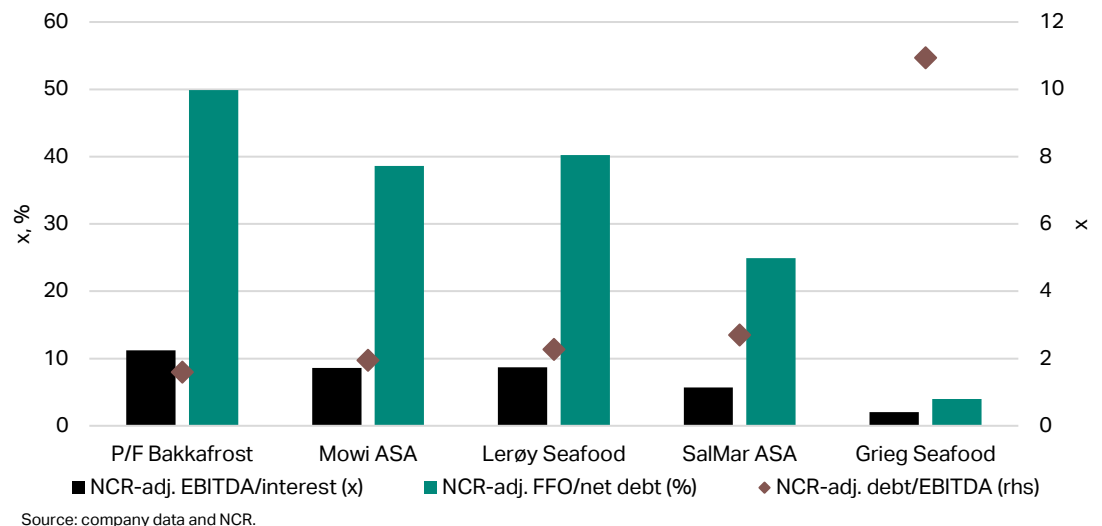


Figure 16. Key base-case forecast assumptions and credit metrics, 2025e–2027e

NOKm	2025e	2026e	2027e
Revenue growth (%)	8.0	11.0	4.0
EBITDA margin (%)	24.9	26.0	26.0
Capital spending	310	400	420
Dividend payment	355	415	432
Net debt/EBITDA (x)	1.8	1.4	1.3
EBITDA/net interest (x)	11.0	13.3	14.4
FFO/net debt (%)	42.1	50.9	56.5
FOCF/net debt (%)	29.1	30.0	32.8

Source: NCR. e–estimate. All metrics adjusted in line with NCR methodology.

Figure 17. NCR-adj. FFO and FFO to net debt, 2021–2027e

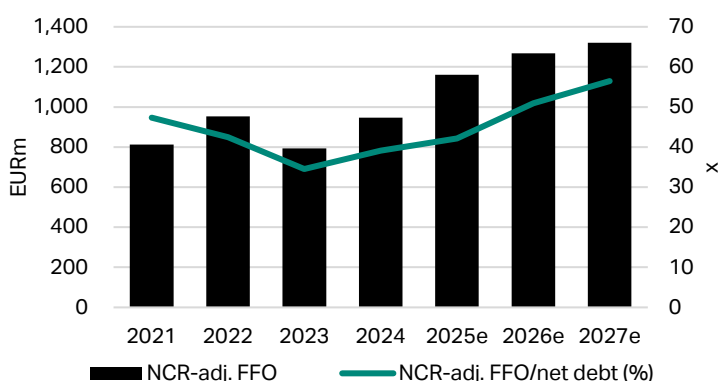
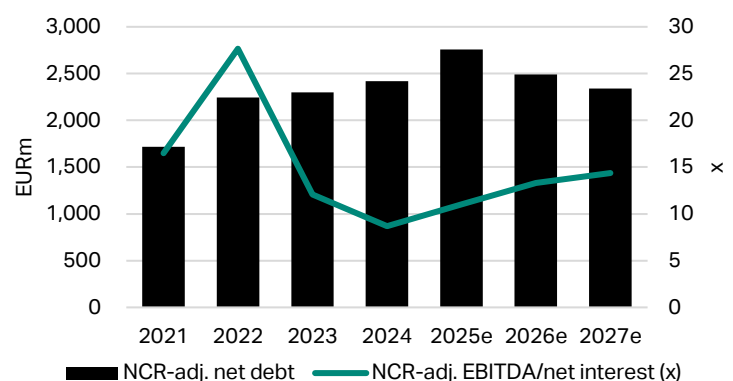


Figure 18. NCR-adj. EBITDA and EBITDA to net interest, 2021–2027e



Price and cost volatility impacts credit metrics

Mowi targets net interest-bearing debt of EUR 1.7bn (excluding leases). Although this is a long-term target, it is calibrated to the company's current activity level (EBITDA). On the basis of Mowi's own calculations, the company had net interest-bearing debt of EUR 1.9bn at 31 Dec. 2024. Mowi has signalled that this target will be increased after completing the acquisition of Nova Sea.

Mowi has historically generated strong cash flow and we believe that its owners are focused on dividends. Historically, this has meant dividend pay-outs close to or higher than net profit. Since 2020, the company's dividend policy has stated that the ordinary dividend should be at least 50% of earnings, while excess capital is to be paid out as an extraordinary dividend. Mowi has the option of using share

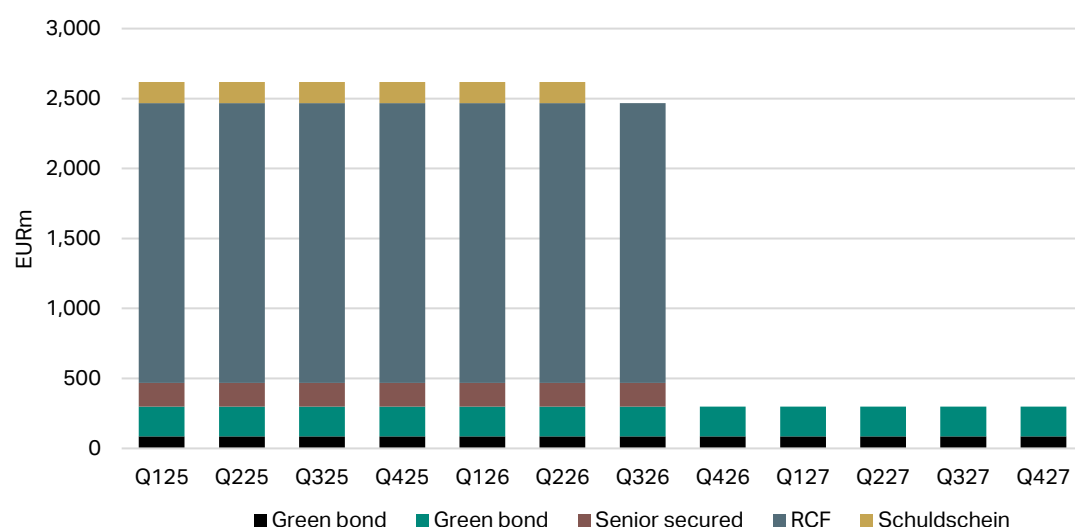
Risk appetite

buybacks to supplement dividends. However, it is our understanding that share buybacks are mainly undertaken in connection with employee incentive programmes.

Mowi will pay NOK 7.4bn (70% cash) for 49% of the shares in Nova Sea, which will bring its ownership up to 95%, and will make a NOK 800m cash bid for the remaining 5%. We expect Mowi will participate in further consolidation of the sector, which could weigh on the company's financial leverage. Mowi has also recently announced a strategic review of its Feed division, which may be sold. This division reported an EBITDA of EUR 68m and EBIT of EUR 47m in 2024. If the division is sold, we expect it to lead to at least a EUR 150-200m reduction in the net interest bearing debt (NIBD) target.

Mowi has strong relationships with major Nordic and European banks. The company is primarily financed by a EUR 2.0bn sustainability-linked revolving credit facility (RCF), maturing in September 2026, with EUR 630m undrawn at 31 Dec. 2024. The revolving facility's principal financial covenant stipulates an equity ratio of at least 35% (excluding leases). Mowi is also financed by euro-denominated unsecured loans via a Schuldschein loan (EUR 150m) and bond markets (EUR 298m). Arctic Fish has obtained a EUR 120m term loan and a EUR 50m RCF, of which EUR 32.5m is undrawn at 31 Dec. 2024.

Figure 19. Mowi committed available financing lines and maturities



Source: company.

The European Commission has accused Mowi and five other Norwegian salmon farmers of exchanging sensitive information to reduce market uncertainty about spot sales. The companies deny any wrongdoing. An investigation is ongoing and an appeal could take a further five years. A penalty of up to 10% of revenue is possible, but may be significantly lower on the basis of comparable cases. We have not factored any negative outcome into our financial analysis due to the uncertainty and long timeframe and believe that the risk is sufficiently accounted for in our assessment of risk appetite.

ADJUSTMENT FACTORS

Adjustment factors

Adjustment factors are assessed as neutral and have no effect on our standalone credit assessment.

Liquidity

Liquidity

Our 12-month liquidity analysis is based on a stressed scenario in which the company cannot access the capital markets or extend bank loans, and therefore has to rely on internal or committed external funding sources to cover its liquidity needs. We typically expect a company with an investment grade rating ('BBB-' or above) to cover its liquidity needs, with limited need for external funding over the coming 12 months.

We assess Mowi's liquidity position as strong. The company has a strong cash position and we forecast cash flow will outweigh its committed financial obligations by 3.3x over the next 12 months. Mowi has strong and long-term relationships with highly creditworthy banks which, in our opinion, mitigates the current refinancing risk. We therefore expect the company to be able to fund the acquisition of Nova Sea, where the cash element is EUR 515m.

Figure 20. Liquidity analysis (stressed scenario) 31 Dec. 2024–31 Dec. 2025

Liquidity, next 12 months	Amount EURm
Cash and cash equivalents (100%)	277
Adjusted FFO (75%)	870
Unutilised credit facilities	630
Total sources	1,777
Committed capital spending	-65
Bond maturity	-200
Lease instalments	-222
Working capital	-50
Total uses	-537
Sources/uses (x)	3.3
Sources-uses (EURm)	1,240

Source: company and NCR.

Environmental, social and governance factors

ESG factors

We believe Mowi's environmental, social and governance (ESG) efforts are supportive of its overall competitive position. The main ESG issues that could affect our credit rating on Mowi are factors that could contribute to loss of revenue, increased operational costs, increased capital spending, loss of value of assets, decreased access to funding or loss of operating rights. In this context, the main ESG risks are fish health and emissions, and their potential impact on the social perception of fish farming and fish as a sustainable source of protein.

Fisheries and fish farming are not yet incorporated into the EU Taxonomy because improvements in these industries are not seen as vital in achieving the EU's emissions targets. In our view, ongoing efforts to include the industry in the EU Taxonomy are likely to succeed, given its potential for classification as a mitigant of climate change. The carbon footprint of farmed salmon is at 5.1 kg carbon equivalent per kilo of edible product compared with 8.4 kg, 12.2 kg and 39.0 kg carbon equivalent per kg of edible product of chicken, pork and beef, respectively.

The farming and wild catch industries generate environmentally damaging emissions, especially through food sourcing and energy use, and interfere with natural ecosystems. Farming also creates fish health problems. Mowi operates close to other farming operators in some of its regions, raising the risk of sea lice and disease and increasing the difficulty of treatment due to different approaches and standards among companies. In our view, the company could be negatively affected by factors outside its control. RAS technology for large smolt production could be used in land-based salmon farming if it reduces emissions and harm to ecosystems. In addition, RAS could improve fish welfare.

Some 95% of Mowi's committed financing is designated green or sustainable and the company is targeting 100% by 2026. The Collier FAIRR Protein Producer Index has rated Mowi as the most sustainable animal protein producer amongst the largest 60 animal protein producers in the world for six consecutive years. We expect Mowi to announce new ESG targets in its 2024 annual report.

Figure 21. Mowi ESG considerations

Issue	Risks	Mitigating efforts	2023/2024 outcomes*
Fish health	Loss of revenue through early harvesting, fish mortality or escapes. Increased costs due to lice treatment. Reduced revenue potential due to lower volume growth. Diseases could affect consumer perception of salmon as a healthy source of protein.	Targets survival rate above 99.5% by 2025. Targets 0% of sites above national sea lice limit. Targets 100% vaccination against treatable disease Targets minimum 50% of stock with real time welfare monitoring by end-2025.	Average monthly salmon survival rate improved from 99.2% in 2023 (actual figure not available). 2% of sites above national sea lice limit (2023). Sea lice treatment losses decreased by 11% in 2023.
Local pollution	Negative impact on environment could result in shutdowns of farming regions, restrictions on open cages, higher costs and required investment.	A wide range of efforts to prevent escapes. Targets 10% reduction in freshwater use at processing plants located in areas with medium water scarcity risk between 2018 and 2026. Farming operations are certified to standards including criteria to minimise environmental impact and preserve biodiversity.	12 (4) escape incidents, of which two were significant. 78,000 (3,497) escaped salmon in 2024. 94% (95%) of waste volumes are recycled (not sent to landfill) in 2023. 94% (92%) of marine sites with minimum seabed impact in 2023. 100% of harvested volumes are certified sustainable.
Green-house gas emissions	Any increase in related regulation and taxation could reduce operating efficiency and access to funding. Regulatory requirements could significantly increase capital spending.	Mowi has a target of reducing absolute scope 1 and 2 emissions by 51% by 2030. Climate targets are aligned with the 1.5° C target.	5% reduction in Scope 1 and 2 emissions from 2023 to 2024. Most sea sites in Europe connected to land power.
Sustainable feed	Use of both unsustainable plant-based ingredients and marine products could attract regulatory scrutiny and negatively affect consumer perceptions.	A sustainable feed policy is in place, with prioritisation of using only raw materials that are sustainably certified.	100% of marine raw materials are certified by the Marine Stewardship Council or the MarinTrust, or are part of fisheries improvement projects aimed at achieving certification.

Source: company. *2024 Annual report with updated KPIs is not published at the time of writing.

OWNERSHIP ANALYSIS

Ownership

Mowi's largest shareholder, Geveran Trading Co. Ltd., is controlled by shipping magnate John Fredriksen. His daughter, Kathrine Fredriksen, is a Mowi board member. Most of the other shareholders are institutional investors. The company's shares are listed on the Oslo Stock Exchange. The company has only one class of share, with each carrying a single vote. We expect Mowi to maintain good access to the equity market in normal circumstances.

Figure 22. Mowi ownership structure, 14 Feb. 2025

Owner	Share of votes and capital
Geveran Trading	14.4%
Folketrygdfondet	9.4%
BlackRock	5.3%
The Vanguard Group	3.4%
DNB Asset Management	3.3%
Other	64.2%
Total	100.0%

Source: company.

ISSUE RATINGS

Mowi is primarily financed by secured bank debt. The company's gross secured debt to EBITDA was 1.4x as of 31 Dec. 2024, and we expect it to fall below that level during our forecast period through 2027. We typically rate unsecured debt instruments in line with the issuer rating if gross secured debt to EBITDA is below 2.0x. Accordingly, we rate the company's long-term senior unsecured obligations 'BBB+', at the same level as the issuer rating, reflecting the flat debtor hierarchy.

SHORT-TERM RATING

The 'N2' short-term rating reflects Mowi's liquidity profile relative to the 'BBB+' long-term issuer rating. The company's committed funding sources to uses stood at 3.3x according to our liquidity analysis, which we regard as indicative of a strong liquidity profile for the long-term issuer rating.

METHODOLOGIES USED

- (i) [Corporate Rating Methodology](#), 8 May 2023.
- (ii) [Rating Principles](#), 14 Feb. 2024.
- (iii) [Group and Government Support Rating Methodology](#), 14 Feb. 2024.

RELEVANT RESEARCH

- (i) [Norwegian farmed salmon prices likely to remain buoyant](#), 7 Feb. 2025.
- (ii) [Norway salmon farms face sharp tax hike](#), 29 Mar. 2023.

Figure 23. NCR's adjustments to Mowi's credit metrics, 2021-2027e

EURm	2021	2022	2023	2024	2025e	2026e	2027e
EBITDA	934	1,386	1,371	1,232	1,488	1,739	1,808
Non-recurring expenses	23	14	5	20			
Share of profit in JVs	-98	-59	-28	-30			
Dividends from JVs	108	59	19	24	12		
NCR-adj. EBITDA	967	1,400	1,366	1,247	1,500	1,739	1,808
Net interest	-43	-38	-99	-118	-110	-105	-100
Financial costs from leasing	-16	-13	-14	-26	-26	-26	-26
NCR-adj. net interest	-59	-51	-113	-144	-136	-131	-126
NCR-adj. EBITDA	967	1,400	1,366	1,247	1,500	1,739	1,808
NCR-adj. net interest	-59	-51	-113	-144	-136	-131	-126
Current taxes	-95	-396	-459	-157	-203	-340	-362
NCR-adj. FFO	813	953	794	946	1,161	1,268	1,320
NCR-adj. FFO	813	953	794	946	1,161	1,268	1,320
Changes in working capital	-26	-491	-174	-44	-50	-120	-133
Capital expenditures	-245	-335	-396	-374	-310	-400	-420
NCR-adj. FOCF	521	126	224	528	802	748	768
Cash and cash equivalents	95	171	288	277	115	280	332
Adjustment restricted cash	-7	-8	-14	-14	-14	-14	-14
NCR-adj. cash and equivalents	88	163	274	263	102	266	319
Gross debt	1,359	1,937	2,093	2,157	2,257	2,157	2,057
Leasing liabilities	518	463	474	518	595	595	595
Retirement benefit obligations	8	7	6	6	5	5	5
Other debt adjustments	-81						
NCR-adj. total debt	1,804	2,407	2,573	2,681	2,858	2,758	2,657
NCR-adj. cash and equivalents	-88	-163	-274	-263	-102	-266	-319
NCR-adj. net debt	1,716	2,244	2,299	2,418	2,756	2,492	2,339

Source: company and NCR. e=estimate.

Figure 24. Mowi key financial data, 2021–2024

EURm	FY	FY	FY	FY
Period-end	31 Dec. 2021	31 Dec. 2022	31 Dec. 2023	31 Dec. 2024
INCOME STATEMENT				
Revenue	4,202.2	4,940.8	5,505.7	5,603.8
EBITDA	933.6	1,386.1	1,370.9	1,232.1
EBIT	602.2	1,053.7	981.0	758.7
Net interest expense	-43.0	-37.9	-92.3	-118.0
Pre-tax profit	593.4	1,000.8	898.7	631.8
Net profit	488.0	785.3	439.5	474.9
BALANCE SHEET				
Property, plant and equipment	1,504.0	1,711.0	1,883.9	1,983.5
Intangible assets and goodwill	1,267.5	1,595.4	1,614.5	1,631.9
Other non-current assets	770.7	736.2	761.1	827.1
Total non-current assets	3,542.2	4,042.6	4,259.5	4,442.5
Cash and equivalents	94.9	170.9	288.4	290.2
Other current assets	2,622.4	3,317.8	3,691.2	3,821.8
Total assets	6,259.5	7,531.3	8,239.1	8,554.5
Total equity	3,131.4	3,687.1	3,754.7	4,005.6
Gross debt	1,358.9	1,937.4	2,093.1	2,157.3
Other liabilities	1,769.2	1,906.8	2,289.3	2,391.6
Total equity and other liabilities	6,259.5	7,531.3	8,137.1	8,554.5
CASH FLOW STATEMENT				
Pre-tax profit	593.4	1,000.8	898.7	631.8
Cash flow before changes in working capital	859.5	1,136.2	1,165.7	960.8
Changes in working capital	-26.4	-491.4	-173.5	-44.2
Operating cash flow	833.1	644.8	992.2	916.6
Capital expenditure	-244.7	-335.2	-396.3	-374.2
Other investing activities	111.0	-134.2	-17.3	42.1
Cash from investing activities	-133.7	-469.4	-413.6	-332.1
Dividends	-226.8	-380.6	-326.1	-293.5
Share repurchases	-	-	-	-
Other financing activities	-479.8	280.6	-132.1	-304.8
Cash from financing activities	-706.6	-100.0	-458.2	-598.3
Cash and equivalents beginning of year	100.3	94.9	170.9	288.4
Cash flow for year	-5.4	75.9	117.7	-11.6
Cash and equivalents at end of year	94.9	170.9	288.4	290.2

Source: company. FY–full year.

Figure 25. Mowi rating scorecard

Subfactors	Impact	Score
Operating environment	20.0%	bb
Market position	10.0%	bbb+
Size and diversification	10.0%	a
Operating efficiency	10.0%	bbb+
Business risk assessment	50.0%	bbb
Ratio analysis		a
Risk appetite		bbb
Financial risk assessment	50.0%	bbb+
Indicative credit assessment		bbb+
Liquidity		Adequate
ESG		Adequate
Peer calibration		Neutral
Stand-alone credit assessment		bbb+
Support analysis		Neutral
Issuer rating		BBB+
Outlook		Stable
Short-term rating		N2

Figure 26. Capital structure ratings

Seniority	Rating
Senior unsecured	BBB+

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