



Delivering on our strategy and increasing performance

Orkla Investor Day
London, 11 September 2015



Welcome to Orkla's Investor Day

Agenda and speakers:

12:00	Delivering on our strategy and increasing performance Q&A	Peter A. Ruzicka, <i>President & CEO</i>
12:50	Improving operational efficiency across our supply chain Q&A	Johan Clarin, <i>EVP Operations and COO Orkla Foods</i>
13:20	Turnaround increasing performance Q&A	Ann-Beth Freuchen, <i>EVP & CEO Orkla Confectionery & Snacks</i>
13:50	Break	
14:20	Successful track record of growing through acquisitions Q&A	Stig E. Nilssen, <i>EVP & CEO Orkla Home & Personal</i>
14:50	A winning business model Q&A	Pål Eikeland, <i>EVP & CEO Orkla Food Ingredients</i>
15:20	Growing with local consumers and customers	Atle Vidar Nagel-Johansen, <i>EVP & CEO Orkla Foods</i>
15:50	Q&A and closing remarks	Peter A. Ruzicka, <i>President & CEO</i>
16:00	Drinks reception	

Today's speakers



Peter A. Ruzicka

President & CEO Orkla ASA

- Joined Orkla in 2014
- 25 years of experience from the retail sector
- MBA and degree in Business Economics



Stig E. Nilssen

EVP & CEO Orkla Home & Personal

- CEO of Axellus (now Orkla Health) since 2006
- Extensive experience from home and personal care and consumer health
- Major in Finance and International Marketing



Johan Clarin

EVP Operations and COO Orkla Foods

- Based in China for 7 years before joining Orkla in 2013
- Background from Sony Mobile Communications, most recently as head of manufacturing and logistics
- MSc Business Administration



Pål Eikeland

EVP & CEO Orkla Food Ingredients

- Joined Lilleborg in 1983
- Previously held leading positions in corporate purchasing and as director of Lilleborg Profesjonell
- Degree in Economics and business administration



Ann-Beth Freuchen

EVP & CEO Orkla Confectionery & Snacks

- Previously held position as CEO Orkla Confectionery & Snacks Norge
- Background as CEO of KiMs Norge, sales and marketing in Nidar and Lilleborg since 1996
- Master of Economics



Atle Vidar Nagel-Johansen

EVP & CEO Orkla Foods

- Joined Orkla in 1993
- Previous positions as CEO, marketing director and finance director in several Orkla Foods companies
- Degree in Business & Economics, certified financial analyst

Index

Presentations	Page
Delivering on our strategy and increasing performance	5
Improving operational efficiency across our supply chain	25
Orkla Confectionery & Snacks: Turnaround increasing performance	40
Orkla Home & Personal: Successful track record of growing through acquisitions	58
Orkla Food Ingredients: A winning business model	75
Orkla Foods: Growing with local consumers and customers	88



Delivering on our strategy and increasing performance

Peter A. Ruzicka, President & CEO



Delivering on our strategy and increasing performance



Keep the strategy on track



**Deliver organic growth at least in line
with market growth**



Target annual adj. EBIT growth of 6-9%¹ in BCG



Maintain a stable dividend of at least NOK 2.50 per share

¹Including add-ons, excluding currency effects and large acquisitions and divestments

Growing the leading Nordic branded consumer goods company

Increase presence
in existing markets

CEDERROTH

Laima


CONDITE

EISUNION

Enter new
categories

anamma

Bioquelle

 **HUSK**
PRODUCTS

CEDERROTH

Strengthen
position in new
channels


PROTEINFABRIKEN

CEDERROTH

Exit non-core

 GRÄNGES

Delecta







 Orkla

Improving operational efficiency is a key priority

One Orkla

Focused top line initiatives

- Fewer, bigger innovations
- Innovations launched across countries and business areas
- Stronger customer relationships

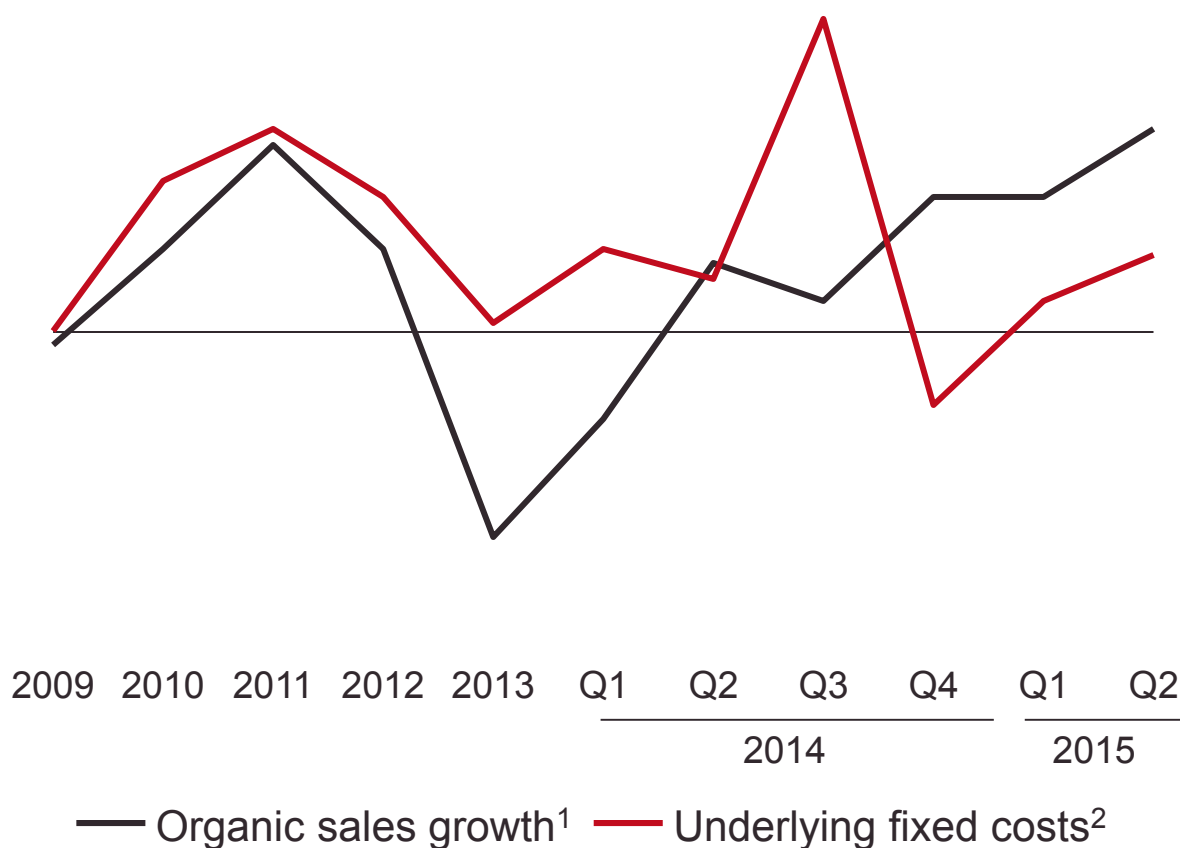
Cost reductions and efficient operations

- Centralised supply chain
- Company mergers
- Increased sales force effectiveness
- Rieber cost synergies higher than planned



Top line and cost initiatives showing results

ILLUSTRATIVE



YTD at end Q2 2015

Organic sales growth:
2.3%

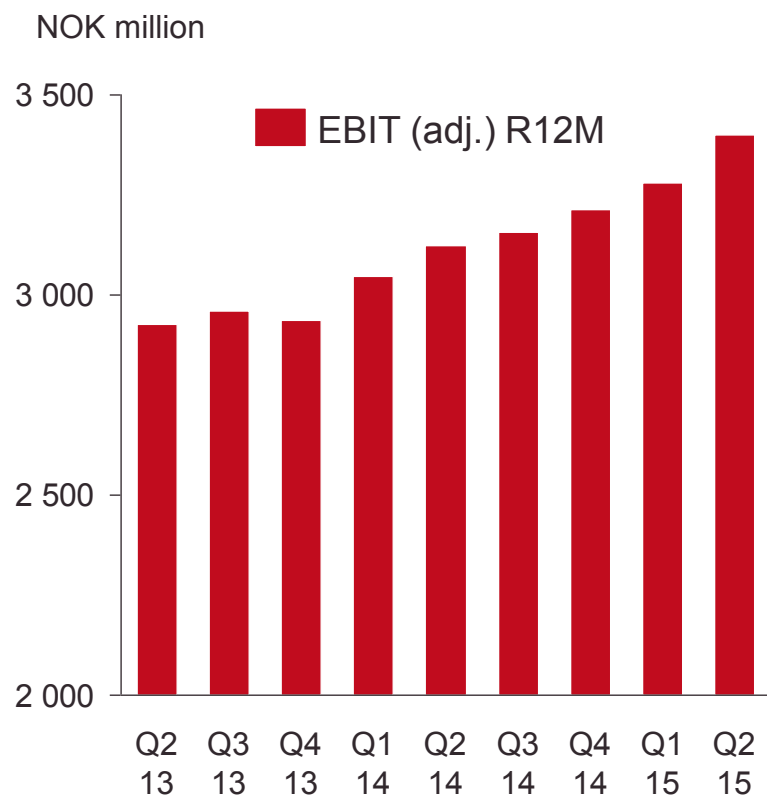
BCG EBIT (adj.) margin
increase from
10.4% to 10.9%

BCG EBIT (adj.) growth:
10.9%

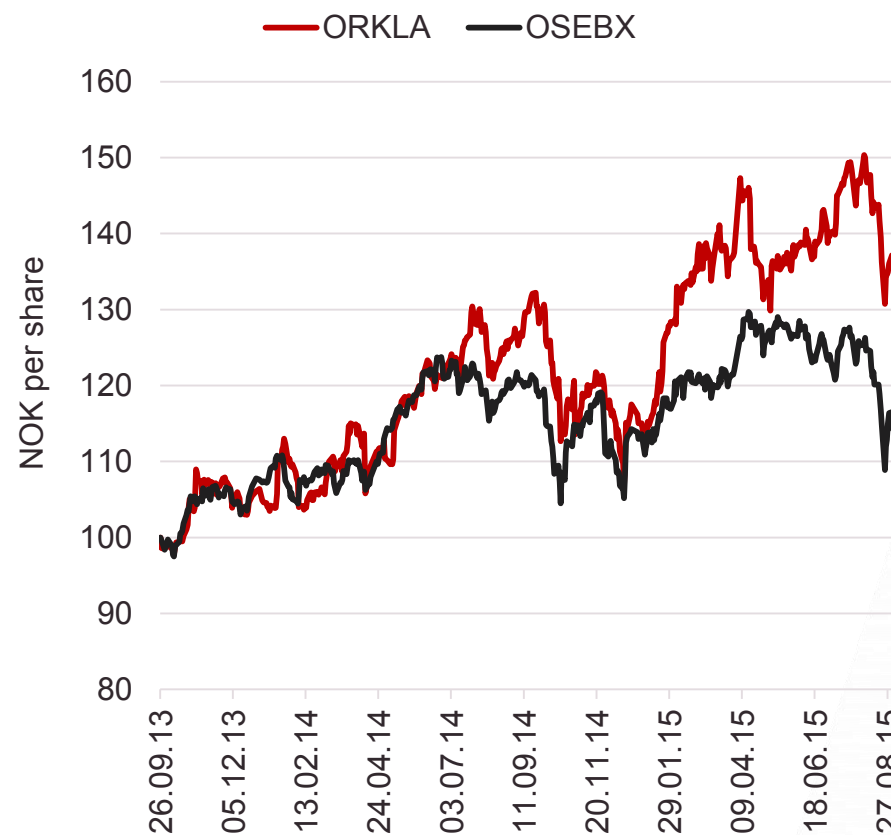
9 ¹Organic sales growth adjusted for Easter effects in the quarterly figures. ²Underlying fixed costs are growth in SG&A and fixed production / inventory costs, adjusted for M&A and currency translation effects.

Outperforming OSEBX since Investor Day 2013

EBIT (adj.) growth of 16 % last two years



Orkla share price performance - indexed against OSEBX

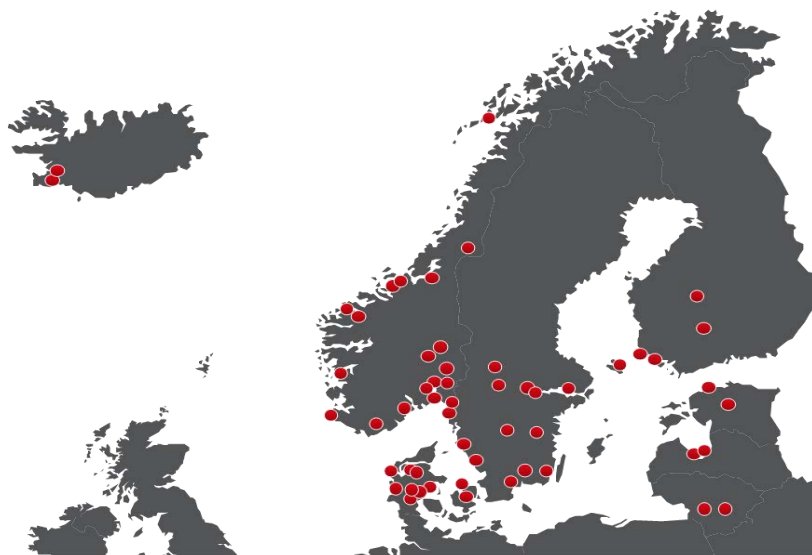


Delivering value through One Orkla



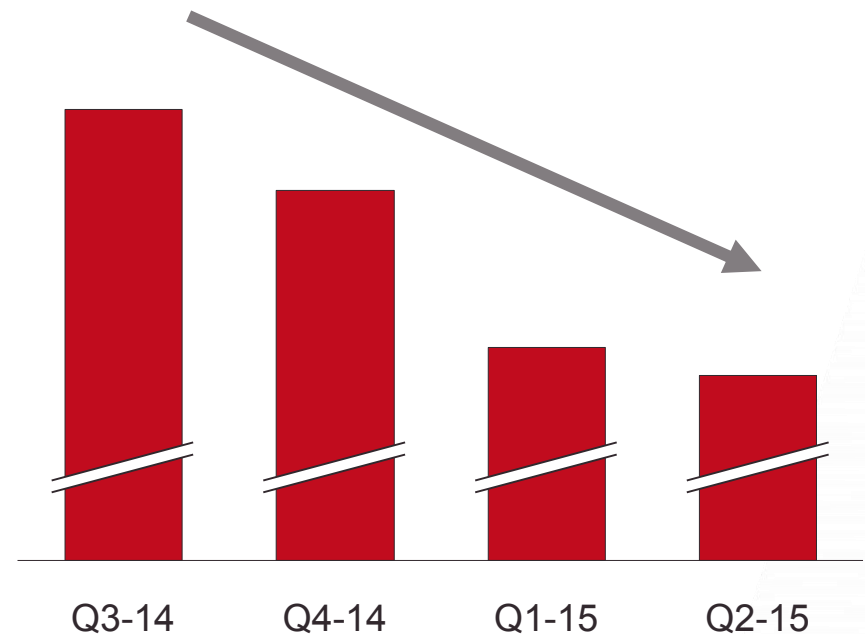
Increasing efficiency and lowering costs

One integrated supply chain



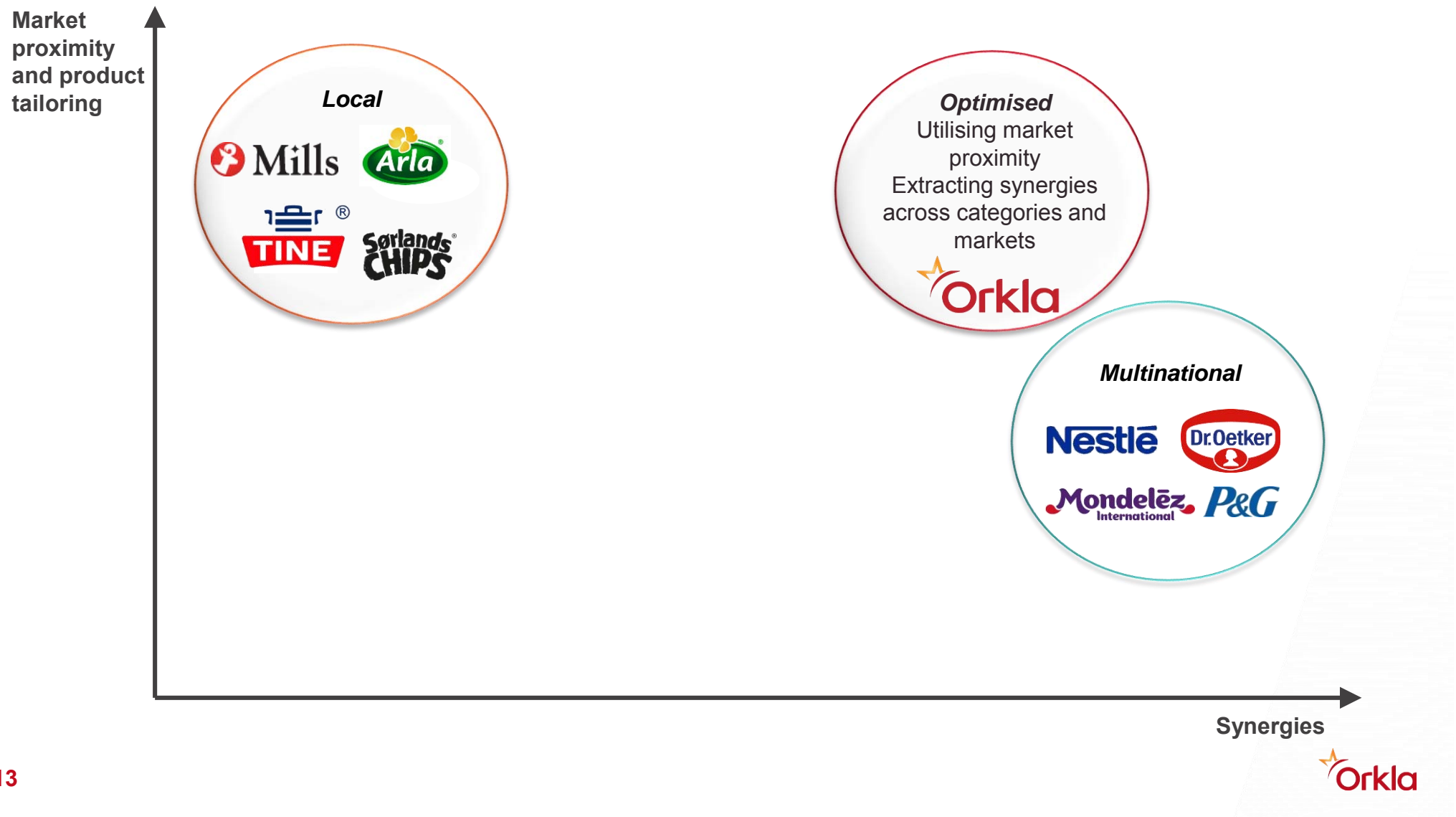
● BCG production sites

Continuous improvement throughout the value chain



R12M fixed costs¹ in % of revenues

Extracting synergies while maintaining our local insight



Broad portfolio of local brands occupying #1 and #2 positions



Superior insight into local consumer preferences

Build on strong, local brands



Detergents 
78%
Orkla market share

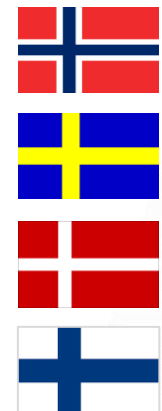


Ketchup 
57%
Orkla market share



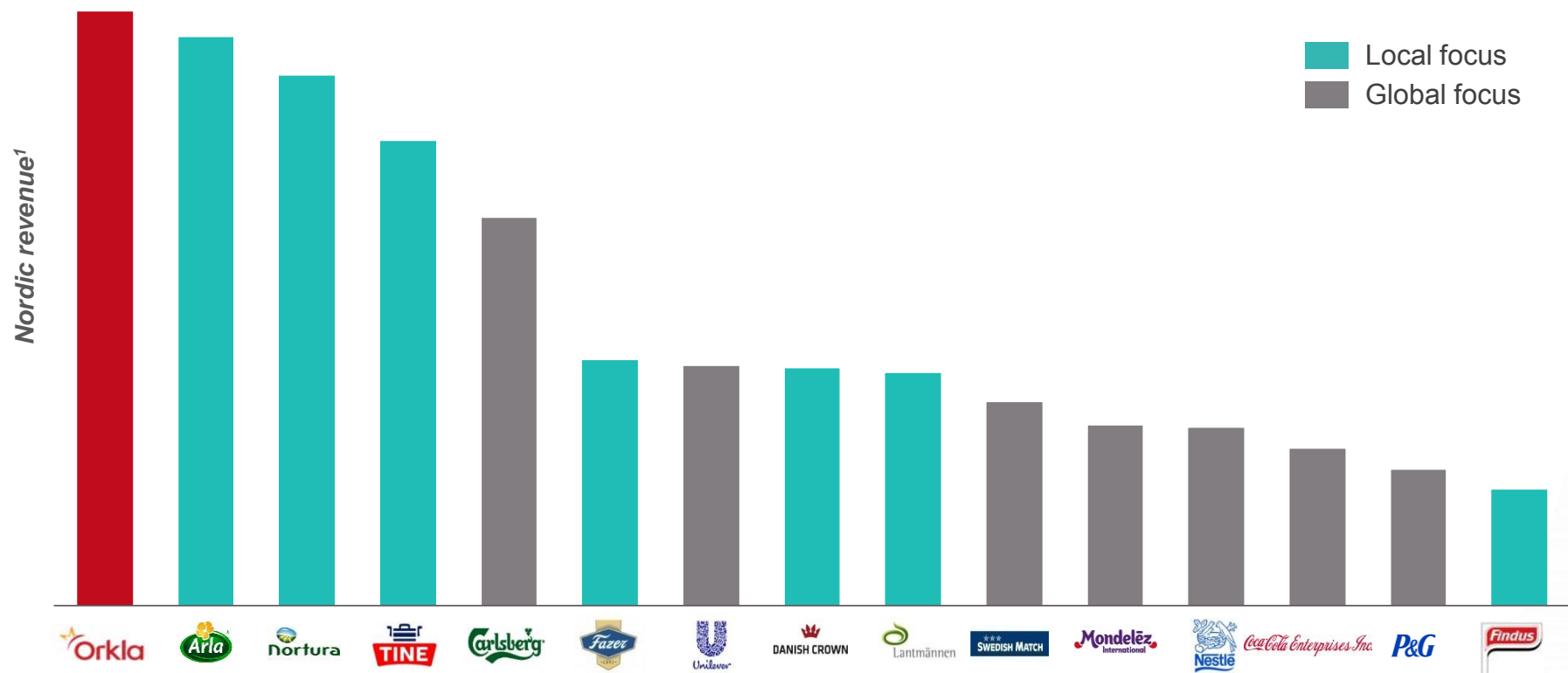
Chips 
38%
Orkla market share

Utilise technologies and successful innovations across markets



Build closer customer relationships

ILLUSTRATIVE



Sustainability is a core part of our strategic thinking



Nutrition & health:

Contribute to a healthy lifestyle



Food safety:

Ensure safe food throughout the supply chain



Responsible sourcing:

Develop sustainable supply chains

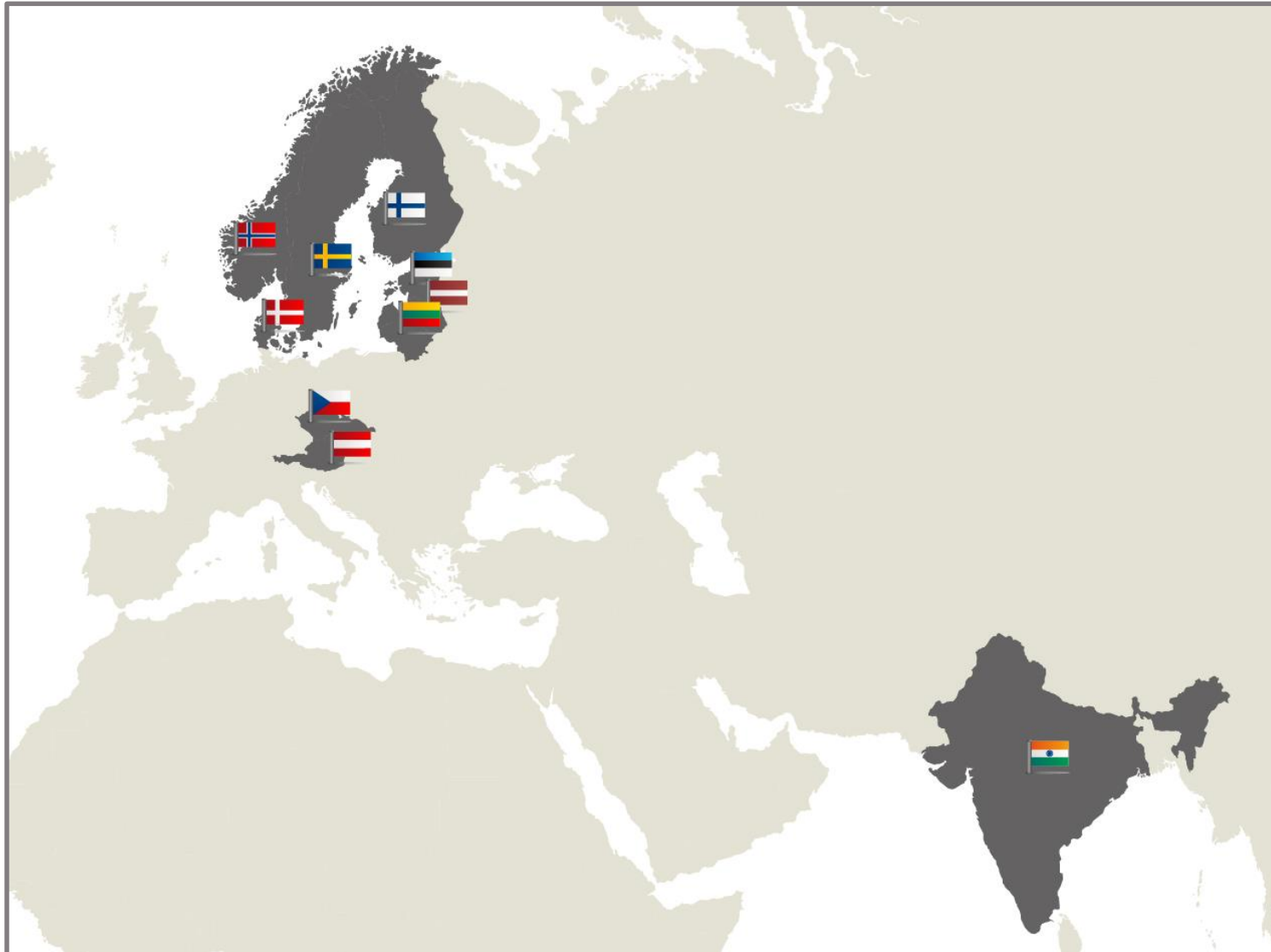


Environment:

Minimise our environmental footprint



Building on our strong market presence



Status of targets from Investor Day 2013

EBIT (adj.) margin	2016 Target From Inv. Day in 2013	Dilution effects ¹	Expected delivery adjusted for dilution effects ¹
Orkla Foods	15.0%	~1 pp.	2017
Orkla Confectionery & Snacks	16.5%	~1 pp.	2017
Orkla Home & Personal	17.5%	~2.5 pp.	2016
Orkla Food Ingredients ²	5.7%		2016

¹Diluted due to:

Orkla International reorganised in **Orkla Foods**

Acquisition of NP Foods in **Orkla Confectionery & Snacks**

Acquisition of Cederroth and new Unilever agreement in **Orkla Home & Personal**

Updated financial targets 2016 – 2018



Deliver organic growth at least in line
with market growth



Target annual adj. EBIT growth of 6-9%¹ in BCG

Optimising value in Orkla Investments

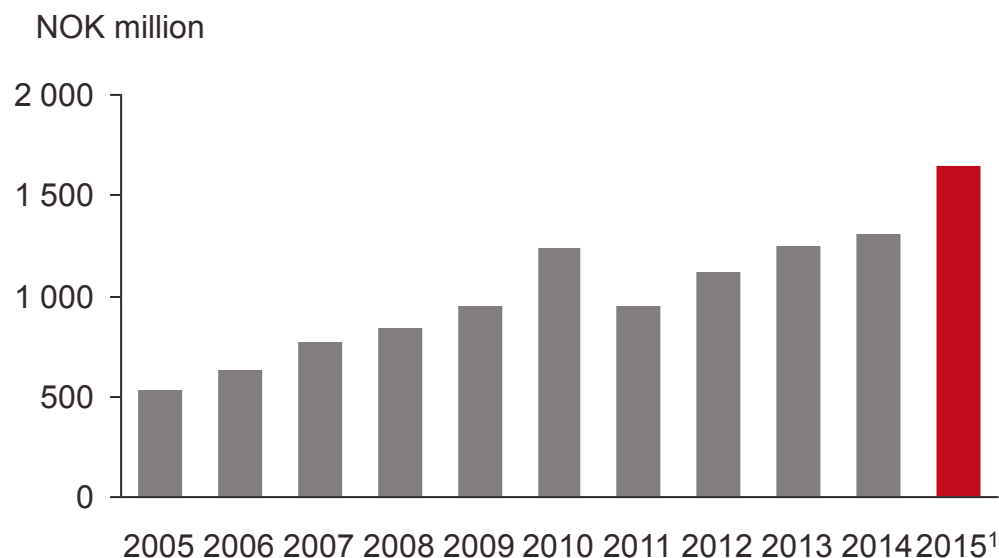


Financial investments

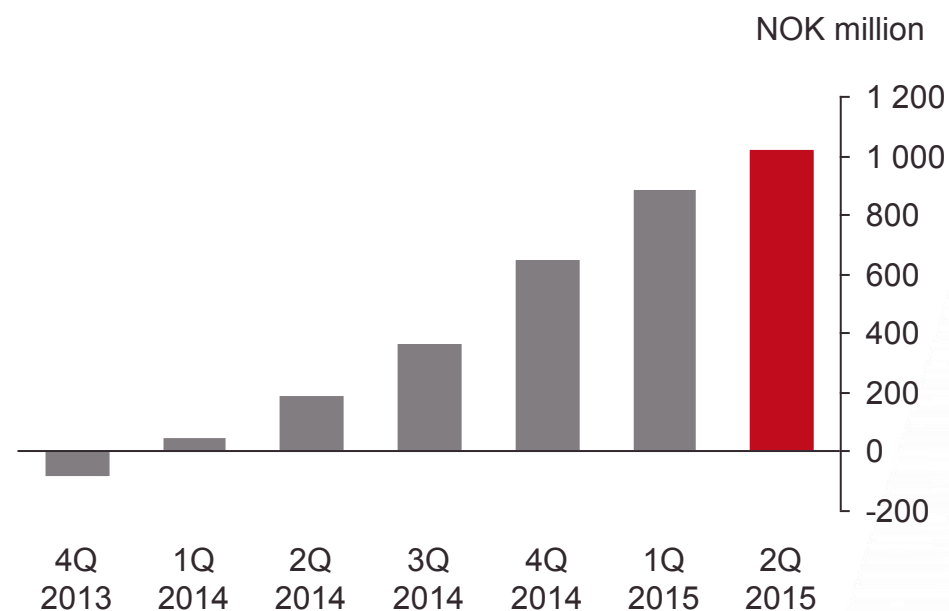


Solid bottom line growth in Sapa and Jotun

Operating profit - rolling 12 months



Underlying EBIT - rolling 12 months



22 ¹RTM as of April 2015. Jotun figures 2005-2010 have been restated after adoption of IFRS in 2011.

Maintaining balanced capital allocation

Stable dividend of at least NOK 2.50 per share

Sustaining an investment grade company

- $\text{NIBD} / \text{EBITDA} < 2.5 - 3.0$

Clear strategy for allocation of excess capital

- First priority is reallocating to Branded Consumer Goods for acquisitions, otherwise extraordinary dividend or share buy-backs will be considered

Delivering on our strategy and increasing performance



Keep the strategy on track



**Deliver organic growth at least in line
with market growth**



Target annual adj. EBIT growth of 6-9%¹ in BCG



Maintain a stable dividend of at least NOK 2.50 per share

¹Including add-ons, excluding currency effects and large acquisitions and divestments



Improving operational efficiency across our supply chain

Johan Clarin

EVP Operations and COO Orkla Foods

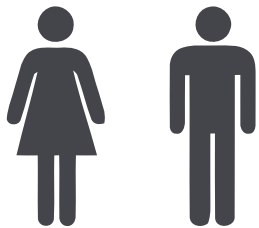
London, 11 September 2015



Orkla Supply Chain – a great opportunity

8
million

**CONSUMER UNITS
PRODUCED DAILY**



**SUPPLY CHAIN
EMPLOYEES**

5500



FACTORIES

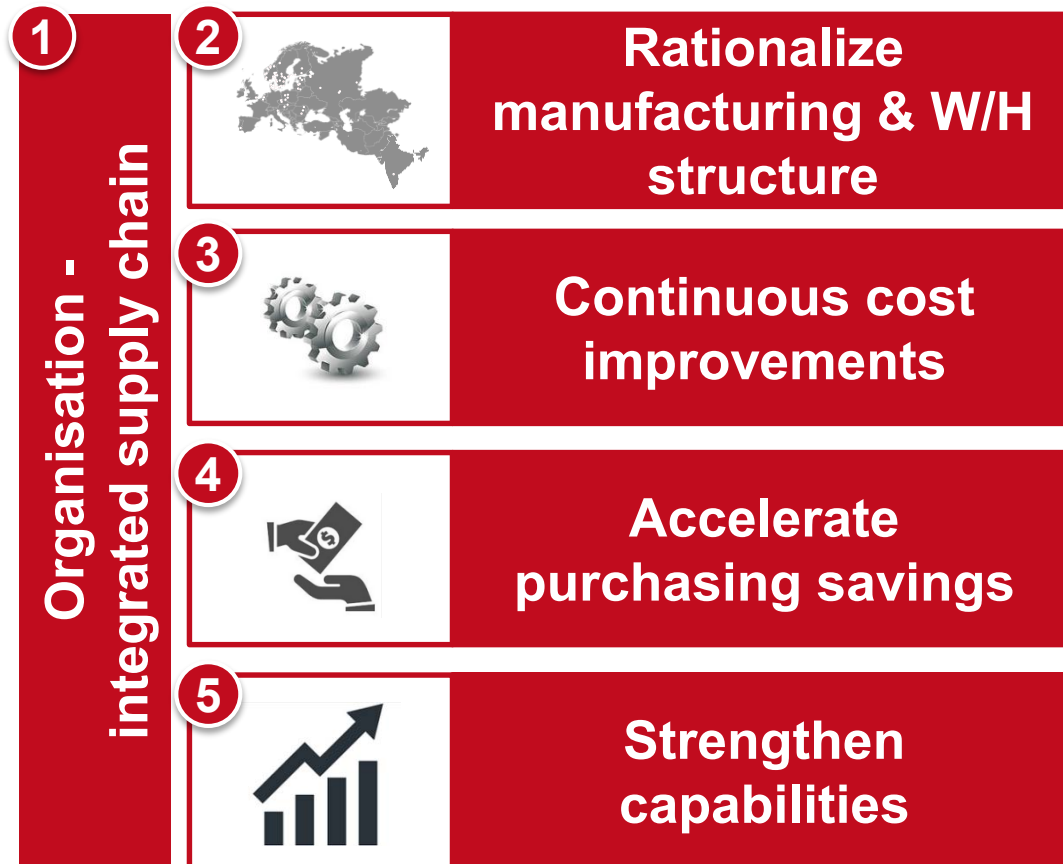
103



COST BASE (NOK BN)

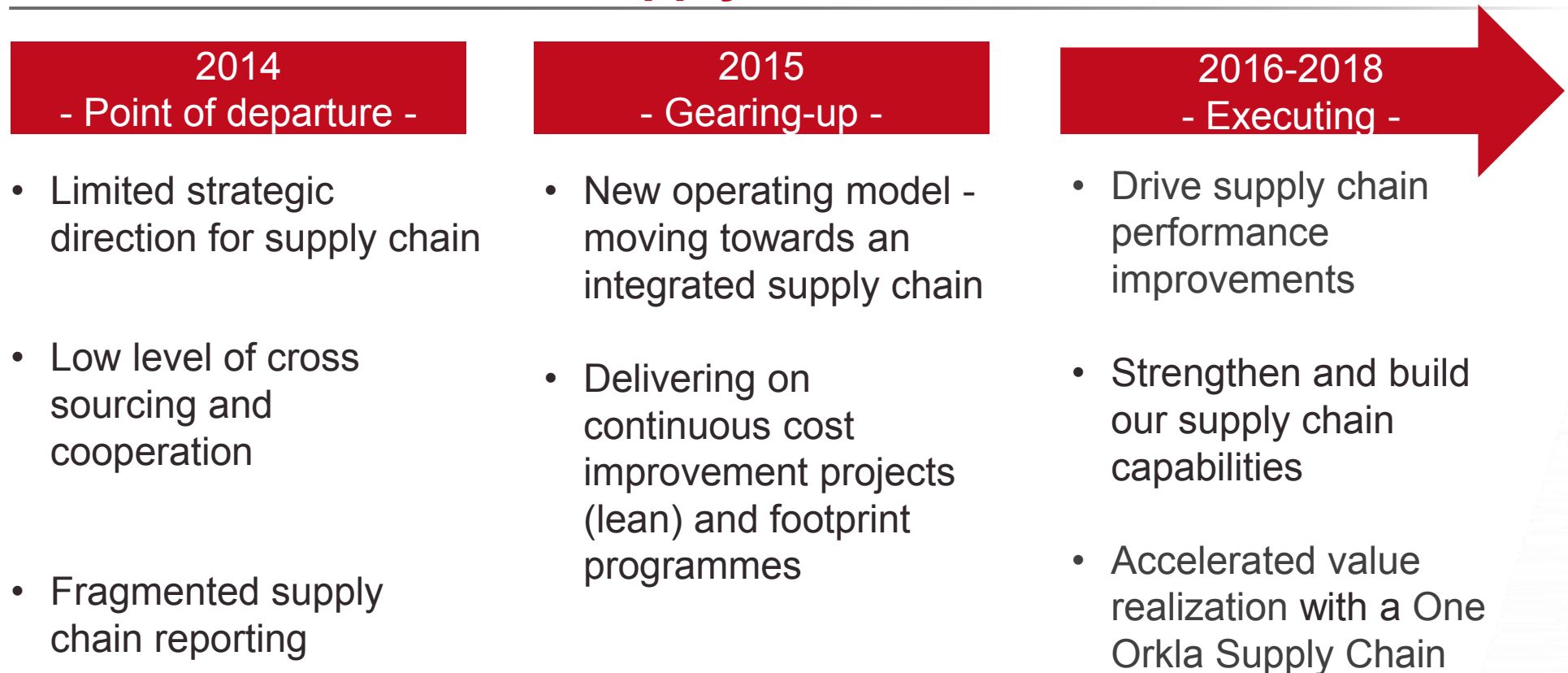
~24

Our priorities

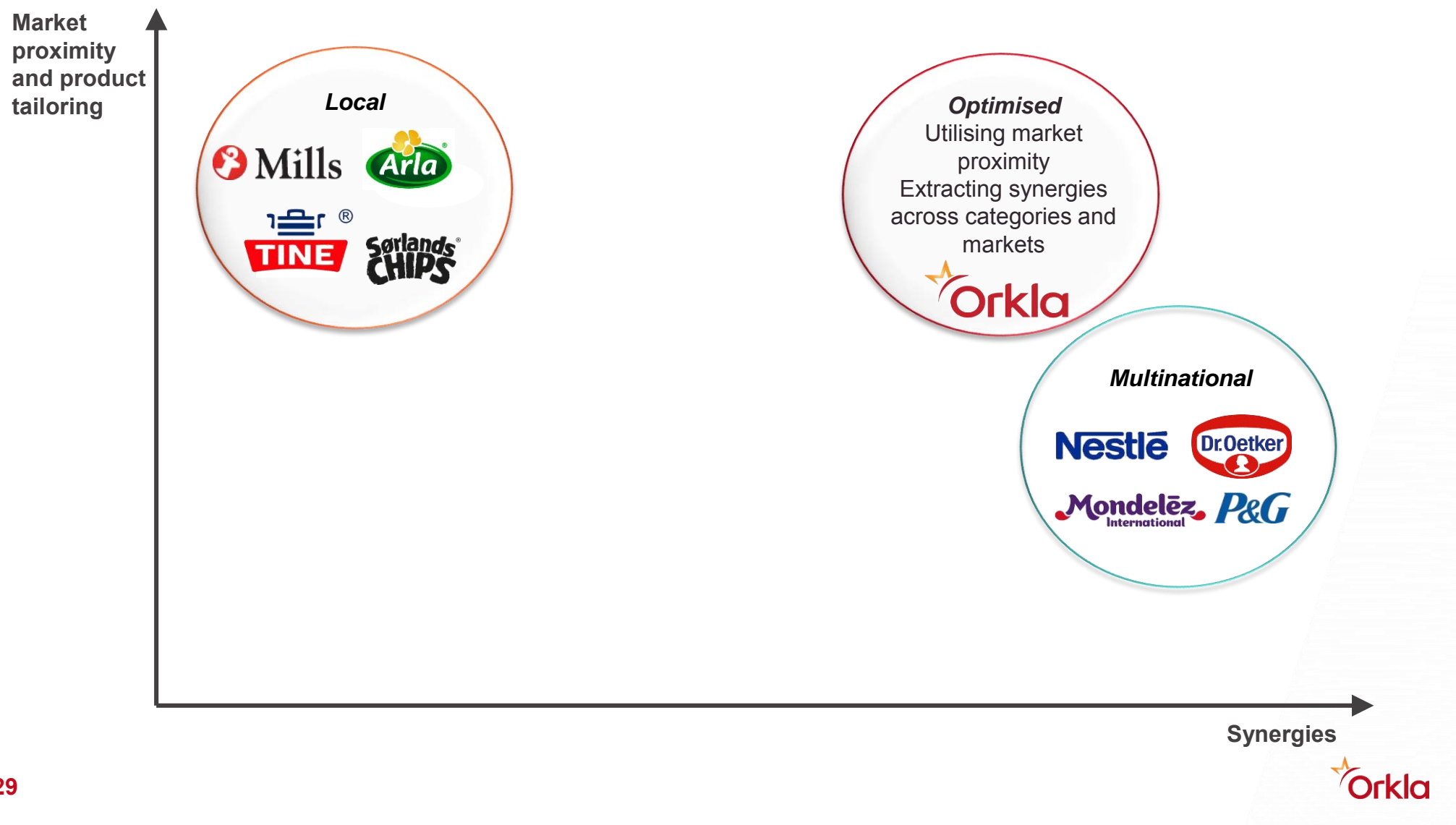


*Improve our
competitive position
through **increased
efficiency** and
lower costs*

In 2014 Orkla started a supply chain transformation

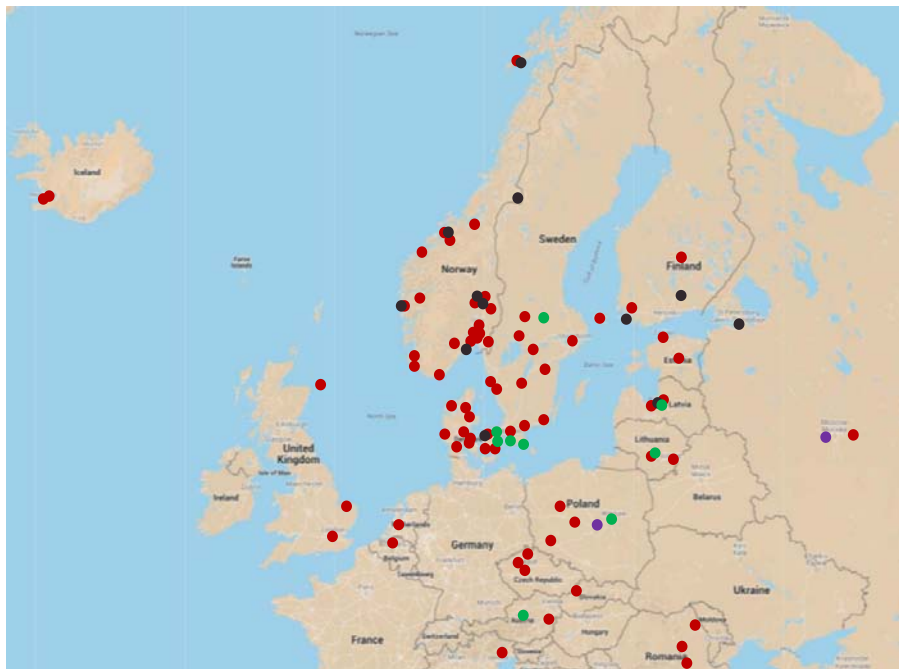


Our ambition is to combine our superior, local market insight with a higher pace and focus on extracting synergies



Orkla currently has a network of 103 factories

Factory footprint 2015



- Orkla plants since 2014
- Plants closed (5) or undergoing closure (7)
- 15 plants acquired
- 4 plants divested

Complexity has increased over time

- Acquisitions have added complexity
- Few structural changes made to enable operations across countries

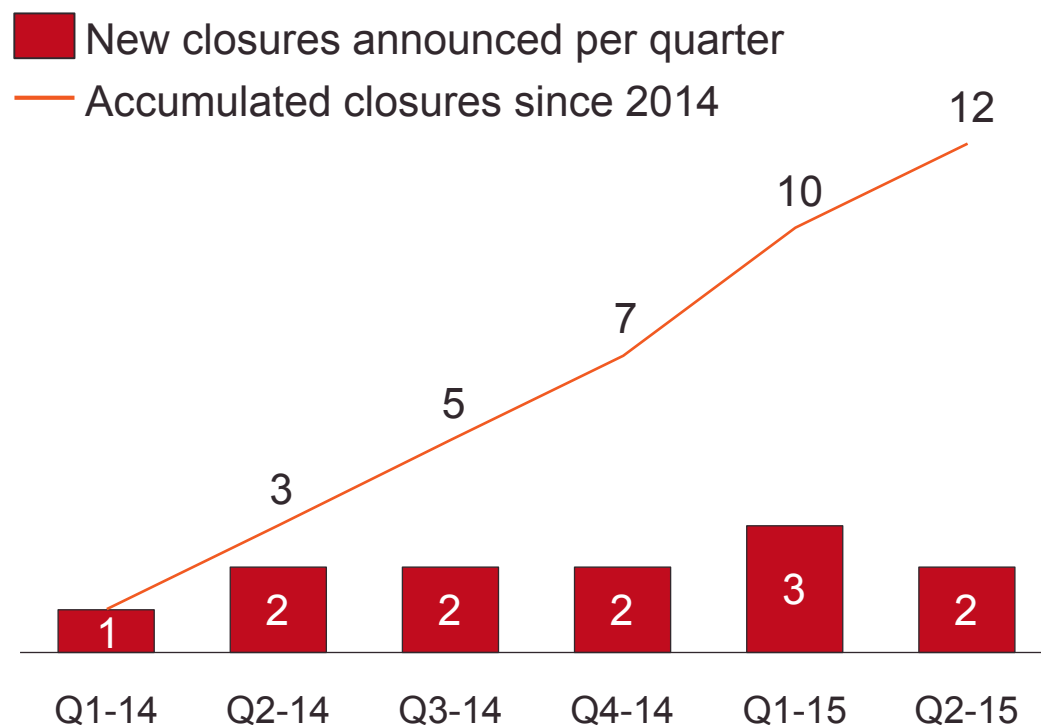


Our situation today

- Many small factories
- Several plants producing similar products
- Low level of cross country sourcing
- Underutilized production capacity
- Fragmented investments in new technology
- Significant cost differences between sites

We are rationalizing our production structure

Closures announced since 2014



Focus and scope will increase going forward

Rationalize production structure based on **One Orkla**:

- Category perspective (centres of excellence)
- Cross country sourcing
- Enable more efficient capital allocation

Consolidating herring production generated NOK ~15 million in EBIT improvement

PROJECT EXAMPLE: HERRING MANUFACTURING

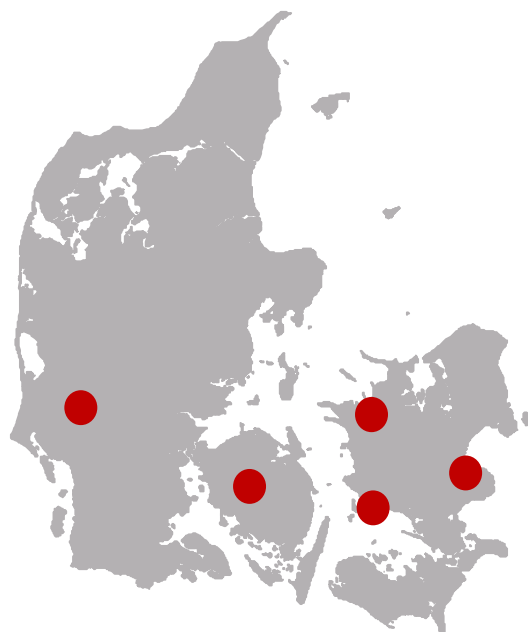


- Consolidated herring production and reduced the manufacturing footprint
- ~80% fixed cost reduction
- SKU optimization
- Increased EBIT by NOK ~15 million

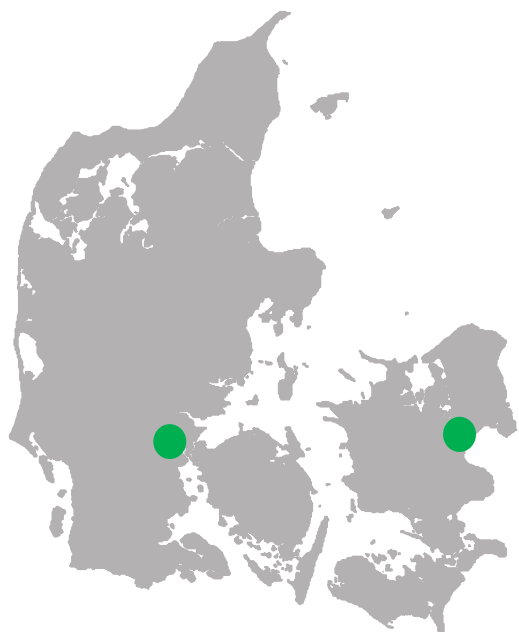
We are consolidating warehousing across business areas. In Denmark this yielded savings of NOK 17 million

PROJECT EXAMPLE: WAREHOUSING DENMARK

2014: 5 warehouses



2015: 2 warehouses



- We have consolidated the warehouse and distribution set-up across business areas in Denmark
- Estimated savings of NOK 17 million
- Similar projects initiated in Norway and Sweden

Increased pace of factory performance improvement projects since 2014

Focus: Increasing capabilities and reducing costs

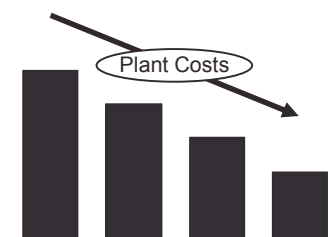
Local and central resources working together



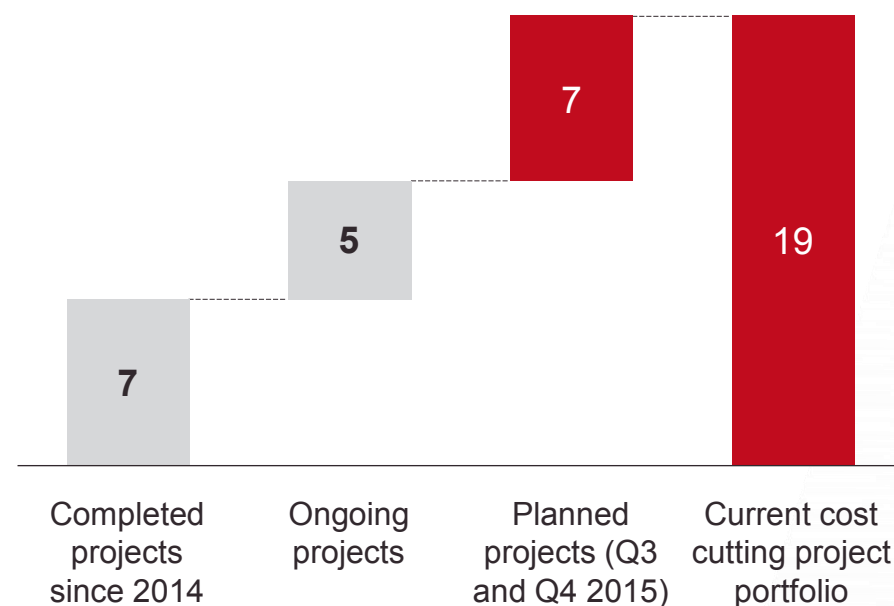
Standard tools and methodologies



Reduce costs and drive continuous improvements



Number of factory performance improvement projects



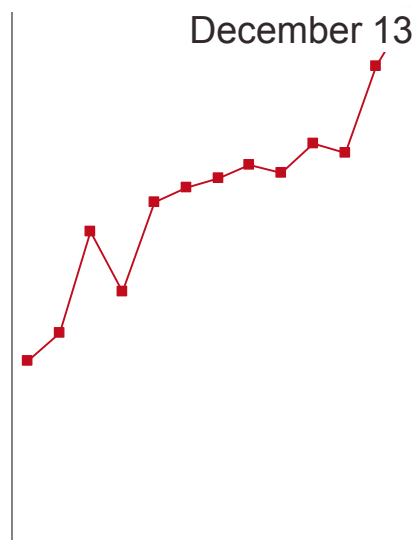
The focus and pace will increase going forward

Dedicated factory performance improvement projects deliver strong results

PROJECT EXAMPLE: TORO ARNA (Main category is dry products, e.g. soups)

Background: Declining productivity

—■ Conversion Cost/KG (RTM)



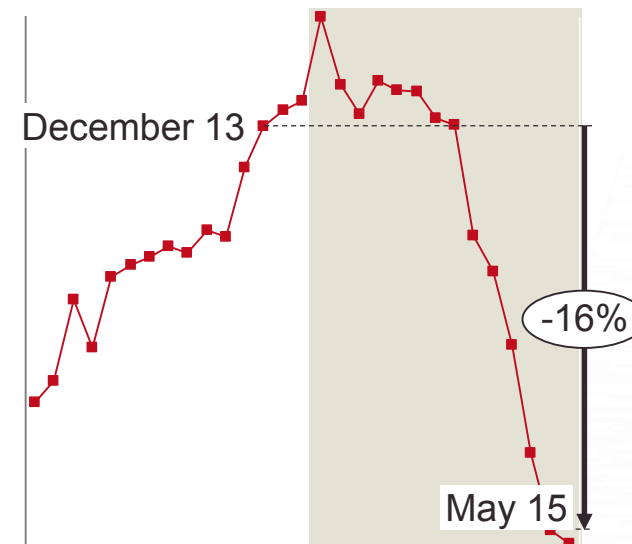
Actions

Turnaround with three main focus areas

- Top-down rebuild of organization and reporting lines
- Bottom-up adjustment of resources to demand
- Capability building to increase flexibility in workforce

16% reduction in conversion cost

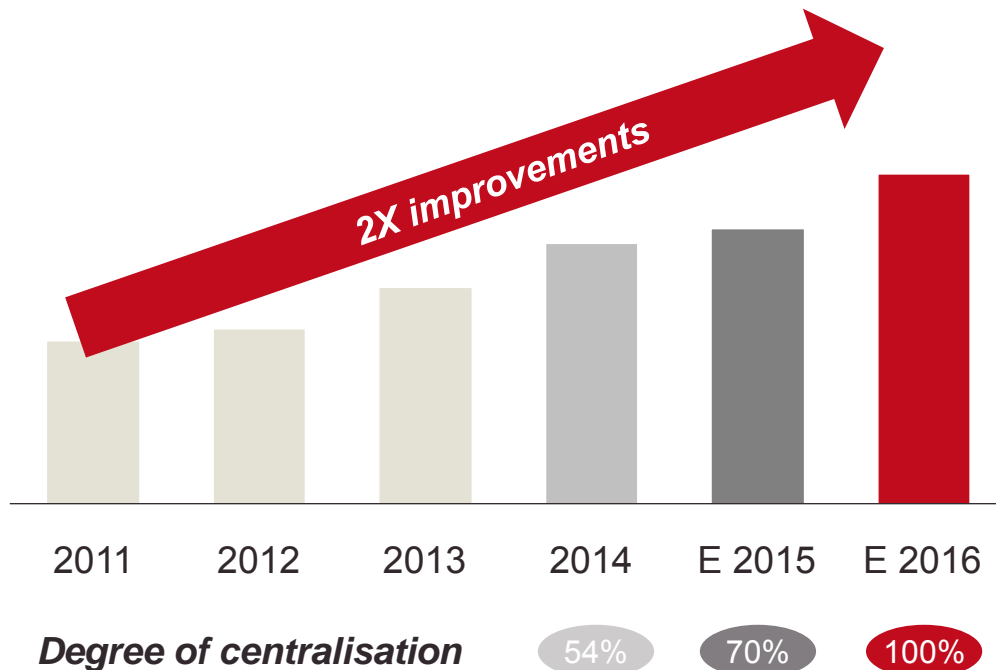
—■ Conversion Cost/KG (RTM)



NOK 60 million¹
Reduction of ~50 FTEs

We are on a journey towards a more centralised set-up for procurement

Cost improvements doubled since 2011



Role of Orkla Procurement

1. Provide a **strong category focus** and leverage scale
2. Ensure **best practice sourcing strategies**
3. Deliver improved results on **cost, price management and innovation**

Further centralization of procurement is based on successful consolidation of purchasing in many categories

(Annual Spend NOK '000)



Example – Corrugated Packaging

- Total annual spend: NOK 300 million
- Number of Orkla companies buying: 30
- Centralized procurement with Pan-European framework agreements including bonus and cost improvement schemes
- Main supplier covering 80% of Orkla portfolio
- Cost improvement: NOK 30 million in EBIT effect (2015/2016)

By building capabilities and tracking performance we deliver everyday improvements with long-lasting effects

Build capabilities

- Implement Orkla Production System and training programmes
 - Set baseline requirements
 - Standardise way of working
 - Create and share best practices
- Instill pro-active management with clear requirements and expectations

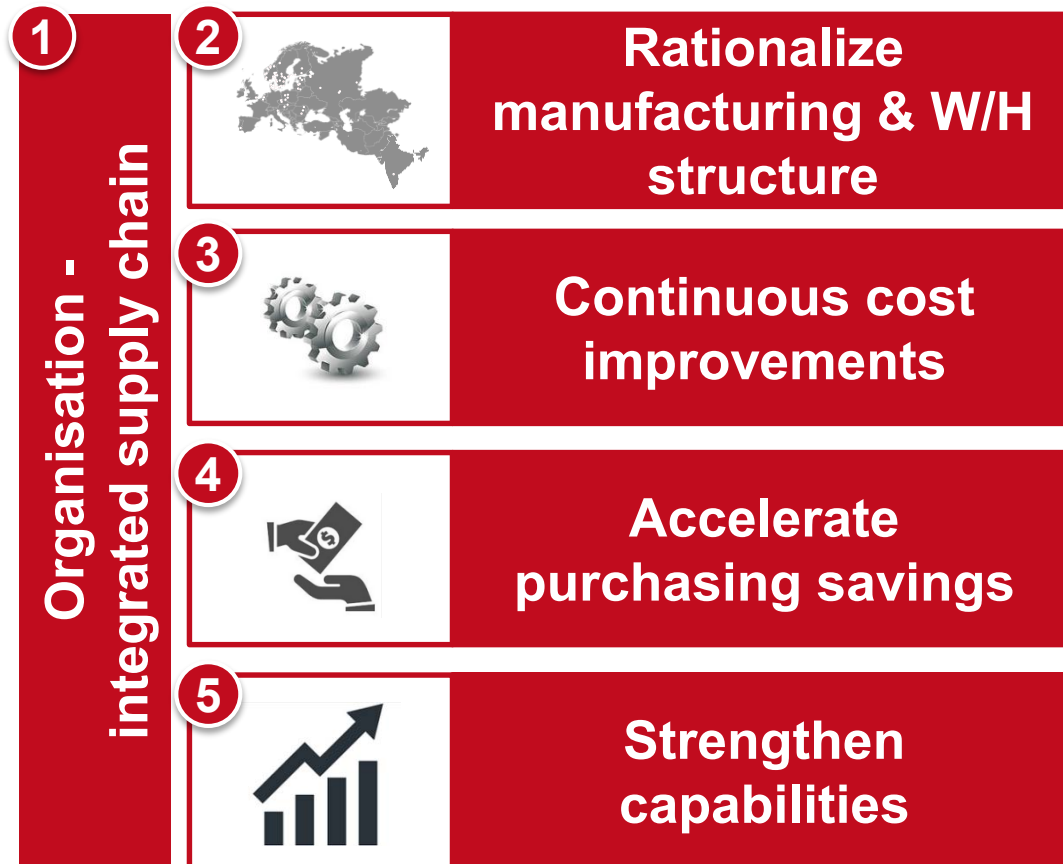


Harmonized tracking and measurement

- We are implementing
 - A shared set of KPIs for tracking performance and enabling internal benchmarking
 - One common tool to report, track and manage cost improvement initiatives
 - On-line shop floor control system to track and visualize real time line level performance



Our priorities going forward



*Improve our
competitive position
through **increased
efficiency** and
lower costs*



Turnaround increasing performance

Ann-Beth Freuchen
EVP & CEO Orkla Confectionery & Snacks
London, 11 September 2015



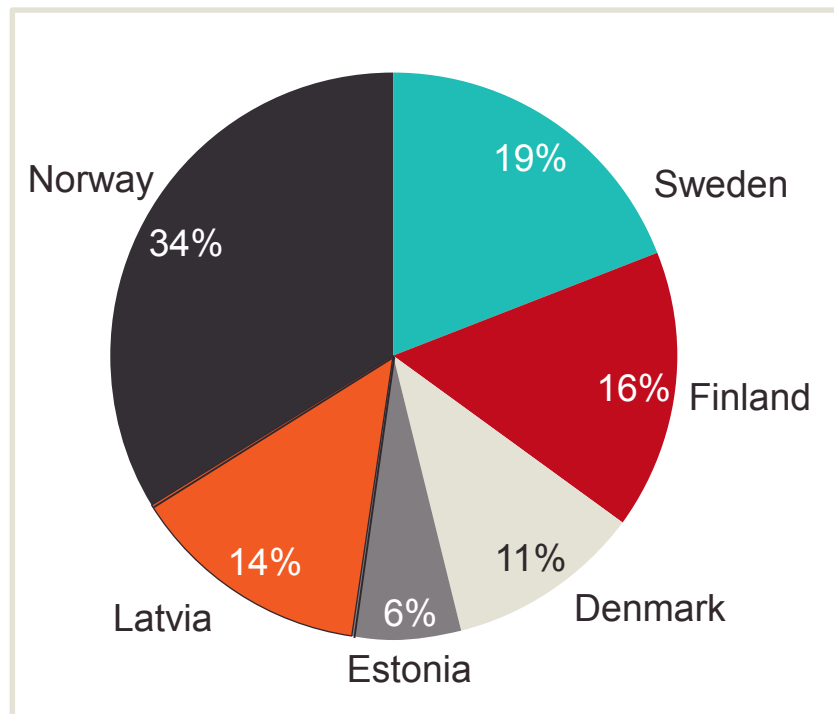
Strong market positions across the Nordics and Baltics

	 Norway	 Sweden	 Finland	 Denmark	 Latvia	 Estonia
 Snacks	#2 	#1 	#1 	#1 	#1 	#2 
 Confectionery	#2 		#4 		#1 	#1 
 Biscuits	#1 	#1 	#4 		#1 	#1 

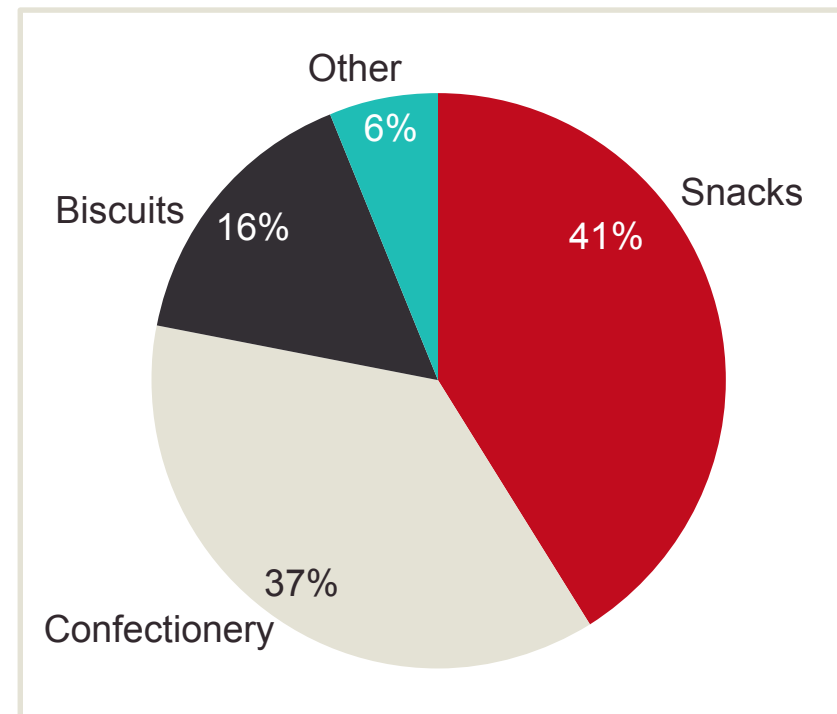
Norway is the largest market for OC&S

Total Orkla Confectionery & Snacks (OC&S) revenues: ~ NOK 5.5 billion¹

Revenue split by geography²



Revenue split by category



¹Estimate based on actual 2014 OC&S revenue plus NP Foods (Latvia) revenue for 2014. NP Foods was acquired in 2015 and included in OC&S reporting as of Q2 2015.

²OC&S has one operating company per country. In Latvia, OC&S is in the process of merging the existing operating company (Latfood) with newly acquired NP Foods. Revenue per operating company, as shown, will include some export sales.

Delivering on turnaround ambitions - particularly in Norway

2013 status

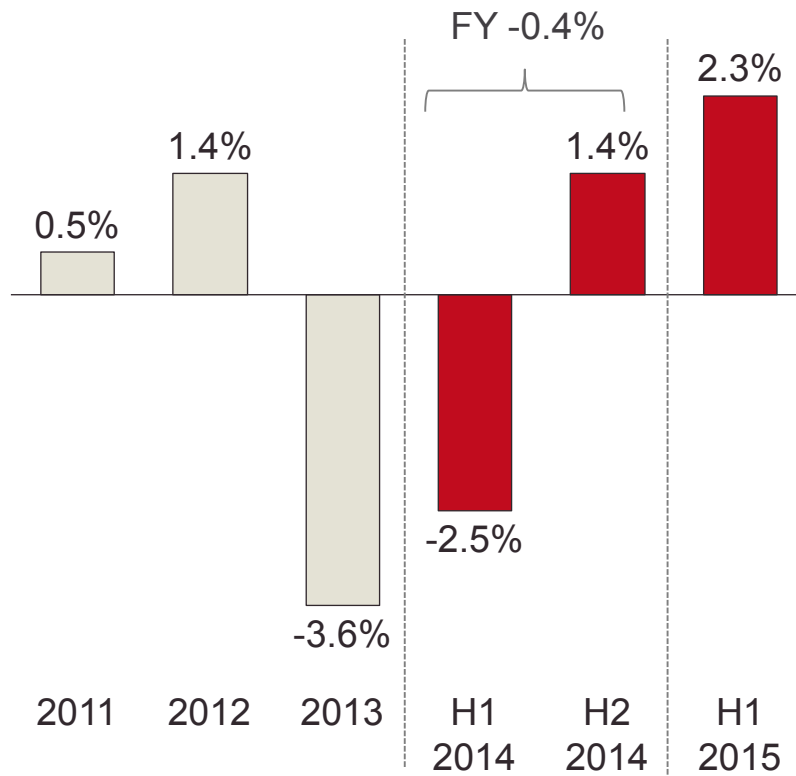
- Weakening results up to 2013
- Fundamentally stable markets and leading market positions
- Creation of bigger national units by merging our operating companies
- Potential to grow revenue by focusing on core and improving sales execution
- Cost cutting target of NOK 300 million over the 2014-2016 period
- Ambition to increase exposure to faster-growing Baltic markets

2015 status

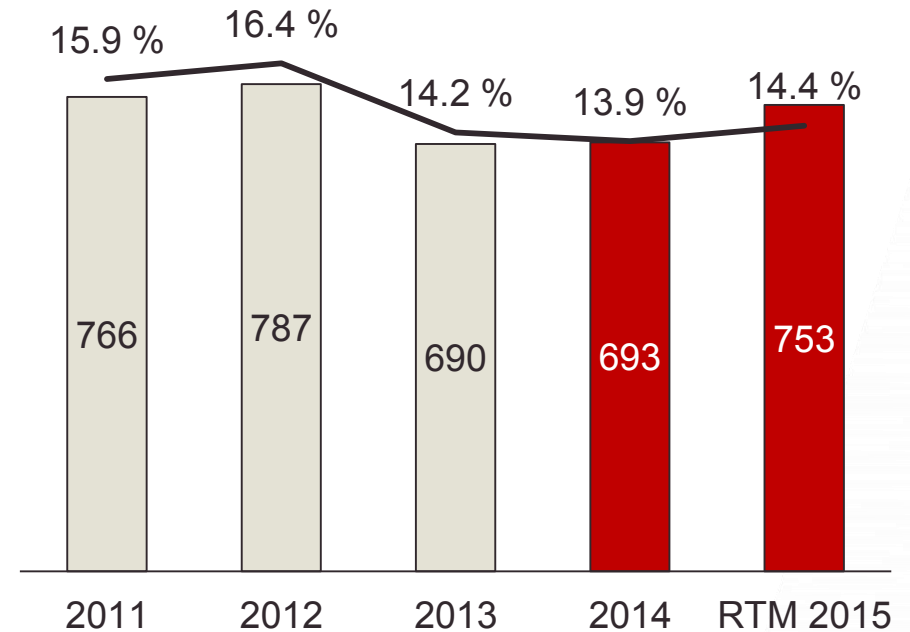
- Results improving from 2H 2014
- Attractive growth rates and strong market positions
- Integration completed in all markets
- Organic growth RTM by 2%
- Cost reduced by approx. 4% total OC&S
- Acquisition of business in Latvia in 2015

2014 marked the start of the turnaround

Annual organic sales growth¹ (%)



EBIT (adj.) (MNOK)
and EBIT (adj.) margin (%)



Sharp turnaround in OC&S' Norwegian business

Change in revenues¹ vs. previous year for OC&S Norway



Strong profit margins maintained throughout turnaround period

Three priorities guiding the turnaround in OC&S Norway

- 1 Rapid integration
- 2 Regain top-line growth
- 3 Deliver on cost savings



Three companies merged into one – agile approach to ensure rapid pace

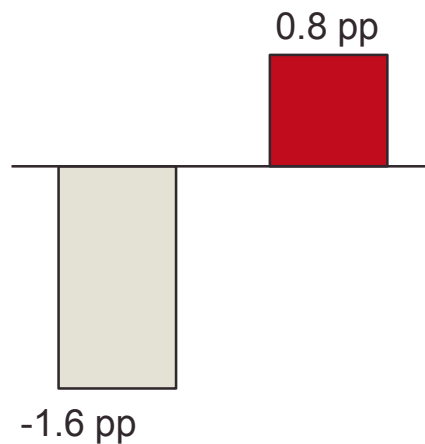


Regaining market shares in a very competitive market

RTM as of July 2014
RTM as of July 2015

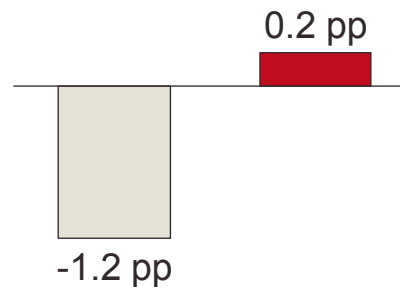
Development in OC&S market share

Snacks



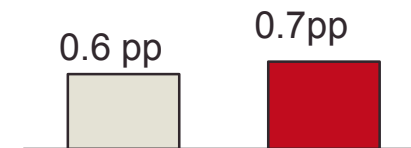
Market growth : **5.5%**

Confectionery



Market growth: **6.3%**

Biscuits



Market growth: **2.4%**

Stronger cooperation with Norway's largest retail chains

Approach



- Agreements in place to facilitate growth
- Set of initiatives to support cooperation, e.g.,
 - Category management
 - Customer involvement in innovation
- Example outcome from cooperation initiatives¹:
 - NorgesGruppen gaining relative share in our categories
 - OC&S gaining share in NorgesGruppen

Sales force restructuring to improve sales execution and efficiency

Sales-force costs



of store visits



Change programme

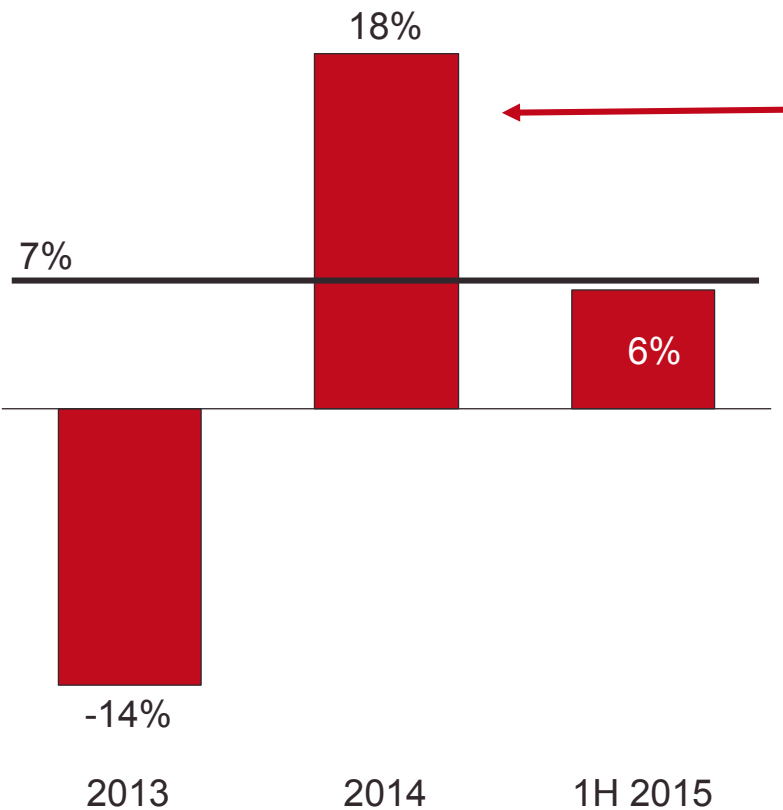
Combined sales force of
Nidar and Sætre/KiMs

- New structure
- New middle management
- Capabilities training
- New tools

Driving category and share growth in key chocolate segment

Annual growth in chocolate tablets

- OC&S growth p.a. large tablets
- Average market growth over period shown



2014 OC&S launches

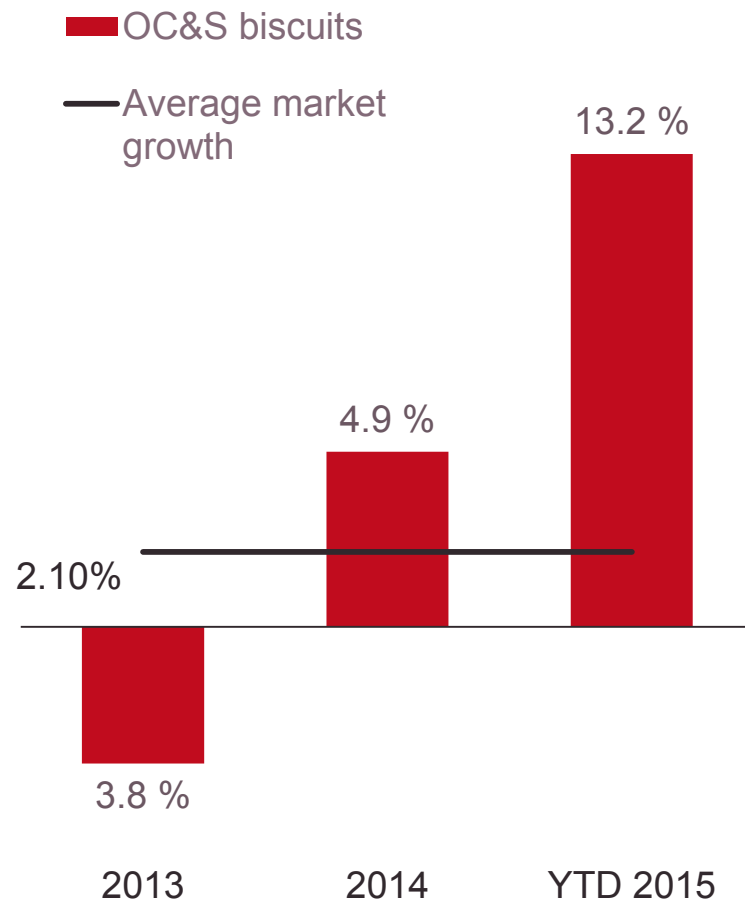


Comments

- Large tablets the largest chocolate segment in Norway
- OC&S leveraged strong brand positions to drive growth in tablet segment

Reigniting growth in biscuits

Annual growth in biscuits



Actions



- Increased product attractiveness by using chocolate brands across categories
- Winning back consumption frequency in families with stronger brand positions
- Increased focus on bestsellers

Leveraging innovations and campaigns across our markets

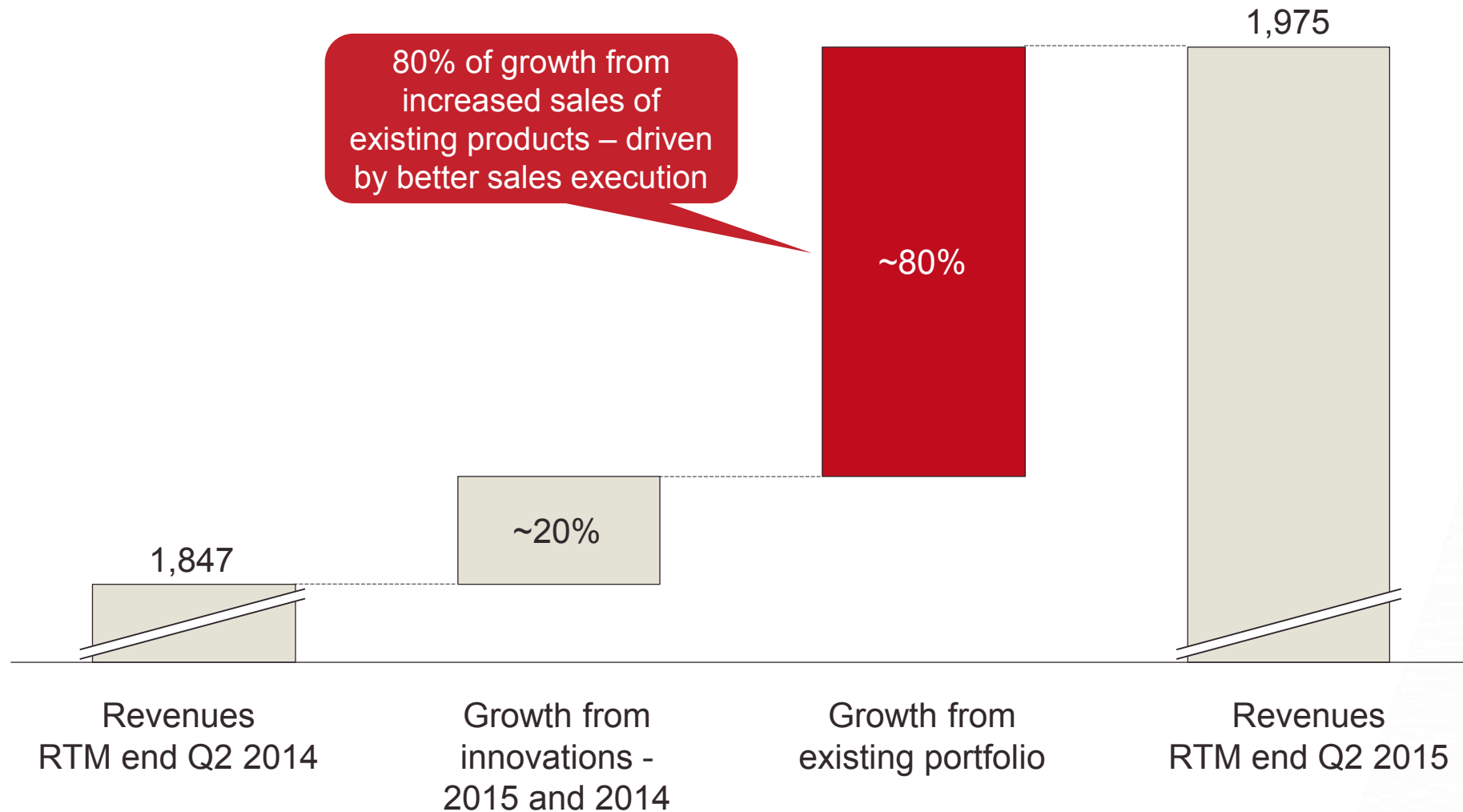
EXAMPLES



Improved sales of existing, core portfolio

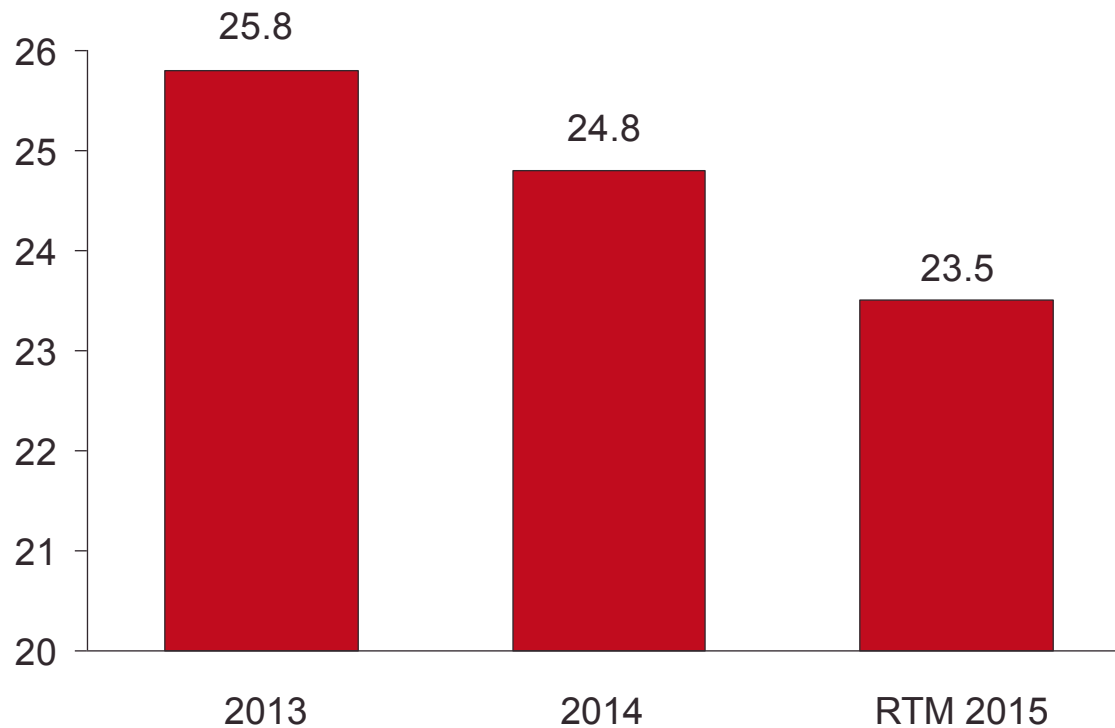
All figures in NOK million

ILLUSTRATIVE



Significant reduction in fixed costs since 2013

Changes in fixed costs / revenue (%)



Comments

- 4% reduction in fixed costs since 2013
- Cost improvements in:
 - Administrative and commercial functions
 - Supply chain
 - Sales force

Summary of the Norwegian case

Priorities	Actions
1. Rapid integration	<ul style="list-style-type: none">• Agile approach driving pace and organizational involvement
2. Regain top-line growth	<ul style="list-style-type: none">• Improved cooperation with customers• Innovation focus on core positions• Leveraging brands across categories• Step-change in sales execution
3. Deliver on cost savings	<ul style="list-style-type: none">• Fixed costs reduced by 4% since 2013

Future priorities and actions

- 1** Drive growth across all markets – regain share
 - Core focus in innovation
 - Closer collaboration with customers
 - Improved sales execution
- 2** Reduce costs
 - Deliver on supply chain streamlining
 - Realize remaining potential for organizational efficiency
- 3** Succeed in integrating the acquisition in Latvia



Successful track record of growing through acquisitions

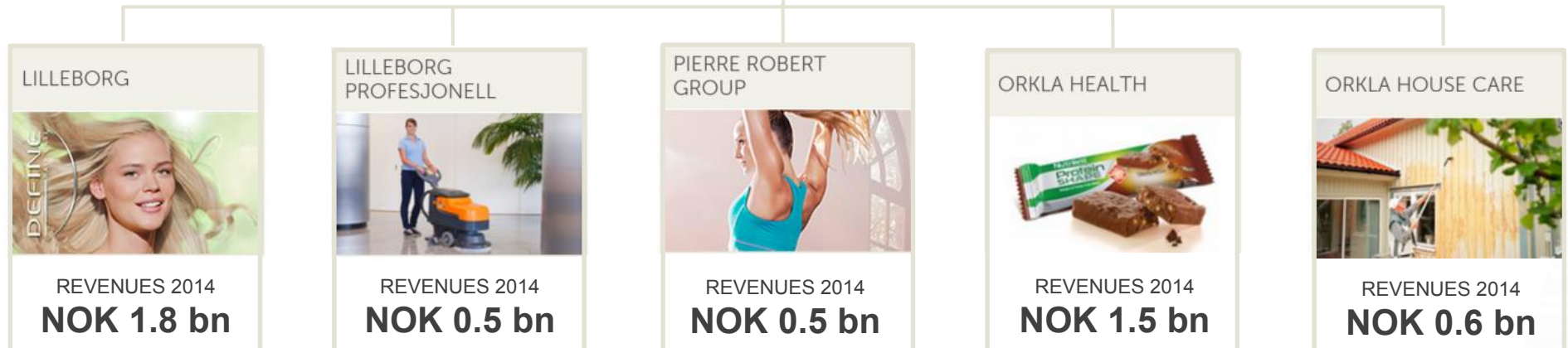
Stig Ebert Nilssen

EVP & CEO Orkla Home & Personal

London, 11 September 2015



New organization established in 2013 – five categories



- PERSONAL CARE
- HOME CARE



- PROFESSIONAL CLEANING



- TEXTILES



- DIETARY SUPPLEMENTS
- WEIGHT MANAGEMENT
- SPORT NUTRITION



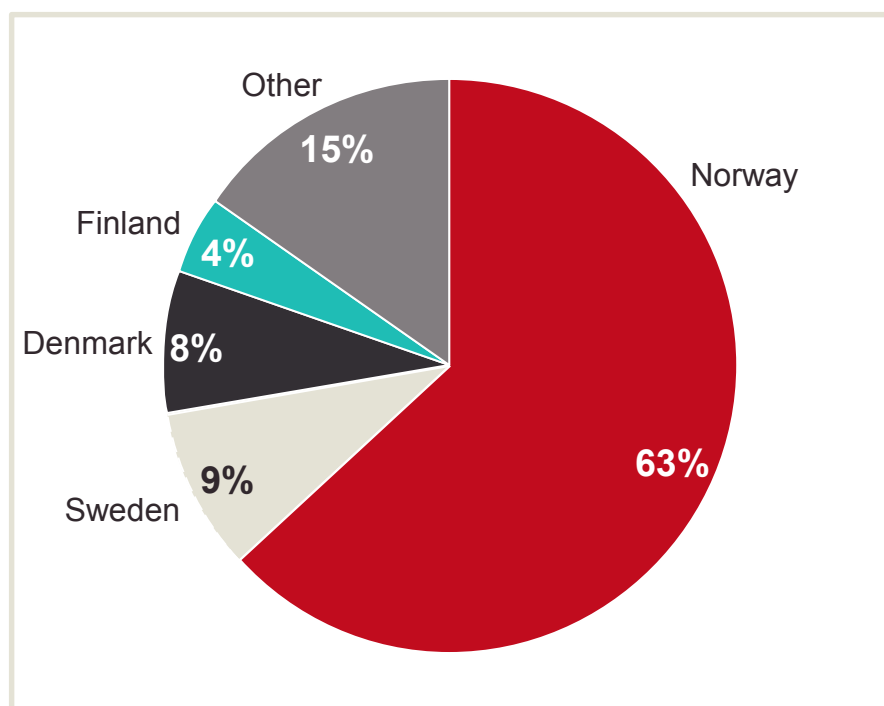
- PAINTING TOOLS



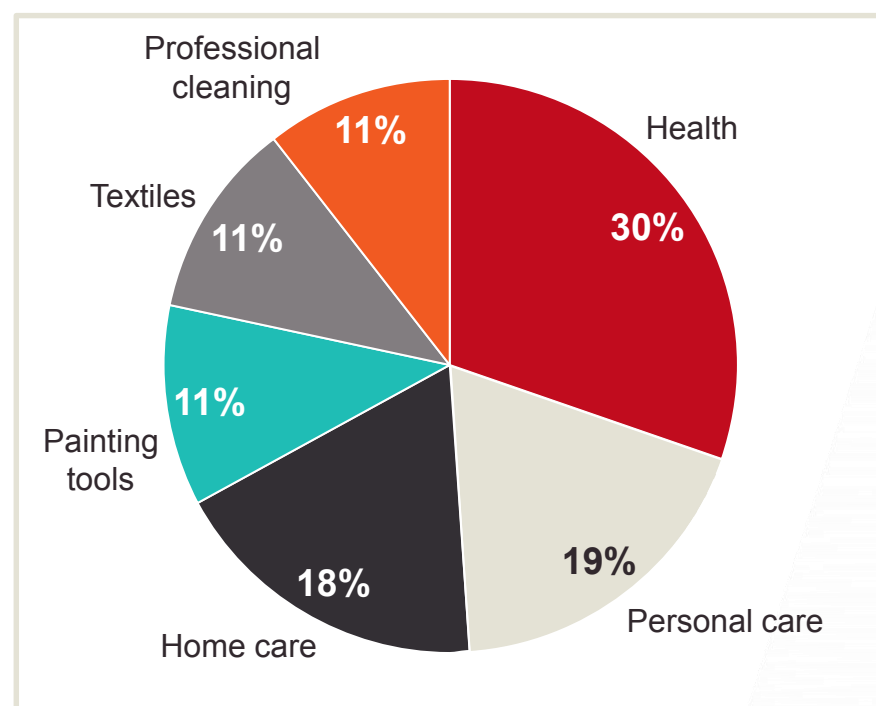
Orkla Home & Personal consists of large categories with a strong Nordic base

Reported revenues in 2014: NOK 5.0 billion

Revenues split by country

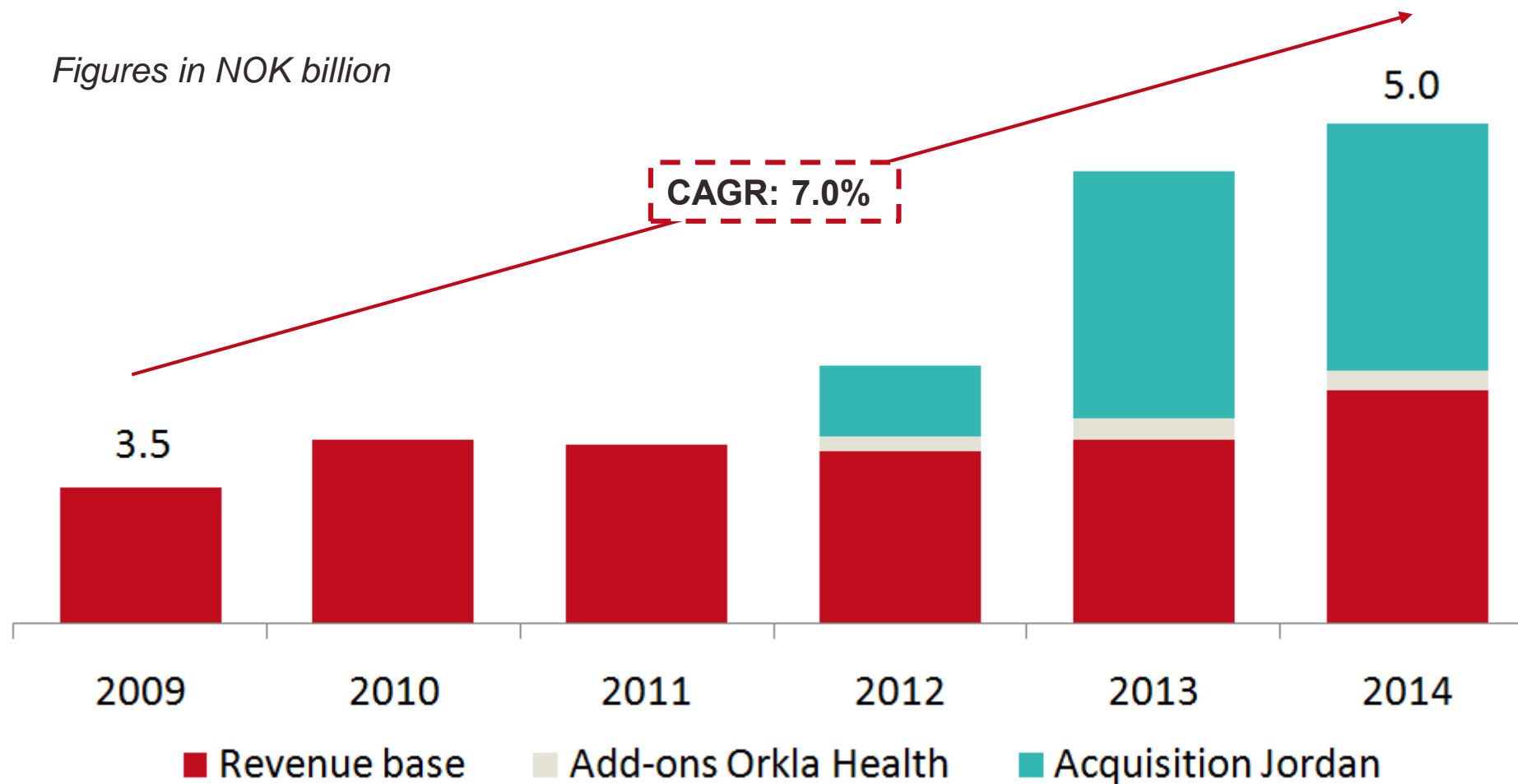


Revenues split by category






































Recent history shows ability to combine organic and structural growth

Figures in NOK billion



Orkla Home & Personal sees several growth opportunities combining new markets and new categories

Orkla Home & Personal presence pre Cederroth acquisition

Category					
Home care					
Personal care					
Health					
Textiles (grocery)					
Painting tools					
New (related) categories					

 Strong #1, clearly larger than #2

 Good #1 or #2, same size as #1 or #2

 In the market

 Not in the market

Orkla Home & Personals rationale for profitable acquisitions

- Balancing organic growth with structural growth
- Competitive M&A advantage from critical mass
- Strong market positions / brands – key success factor



Acquired growth in Orkla Health

Main rationale

- 1 Leverage economies of scale in existing markets and organizations
- 2 Increased presence in pharmacies
- 3 Increased presence in new categories
 - Gut health
 - Joint health



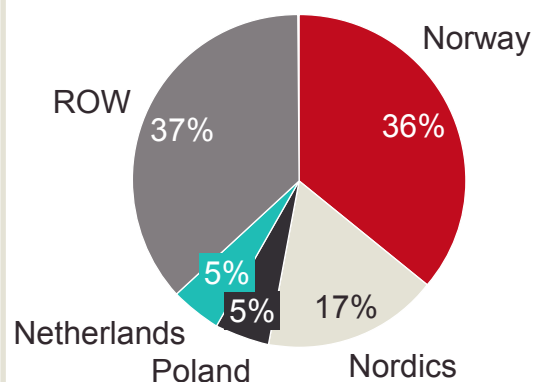
Acquiring Jordan in 2012



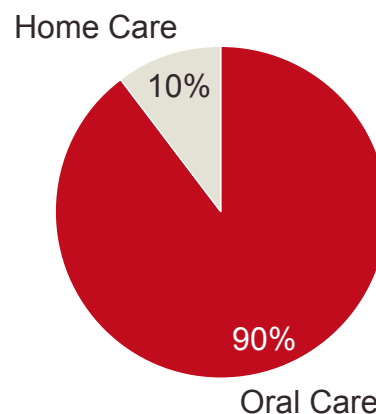
Increased presence outside Norway within home and personal care

- Complementary portfolio with Lilleborg in Norway
- International platform

Revenues 2012 by geography



Revenues 2012 by category



Product portfolio examples



Successful integration of Jordan in Lilleborg

1. Integration process according to plan
2. Lilleborg has gained useful experience from integrating Jordan that is helpful in Cederroth integration

Jordan*

HOME CARE SKUS
REDUCED BY

50%

*FURTHER REDUCTION IN PROGRESS

TOOTHBRUSH SKUS
REDUCED BY

26%*

*FURTHER REDUCTION IN PROGRESS

INTERNATIONAL SALES

CAGR \approx 13%

*Excl. Nordics **Since 2013

PURCHASING IMPROVEMENTS

10 MNOK

FTES REDUCED BY 30 PERSONS

TOTAL COST SYNERGIES

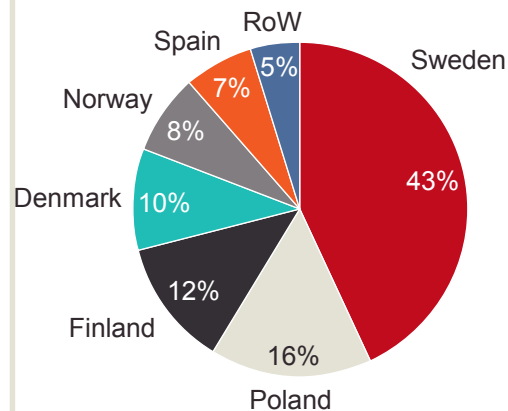
60 MNOK*

*INCL. 10 MNOK FROM CHANGE OF NORDIC DISTRIBUTOR

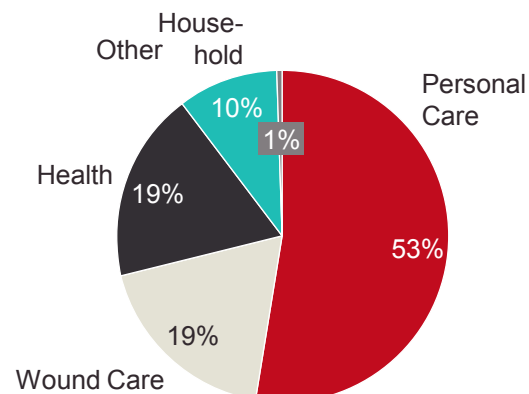
New growth with Cederroth 2016–2018

- Strengthening Nordic base
- Wound Care new category
- Growth possibilities in several channels
- Cederroth strong in Sweden & Lilleborg strong in Norway

**Revenues 2014
by geography**



**Revenues 2014
by category**

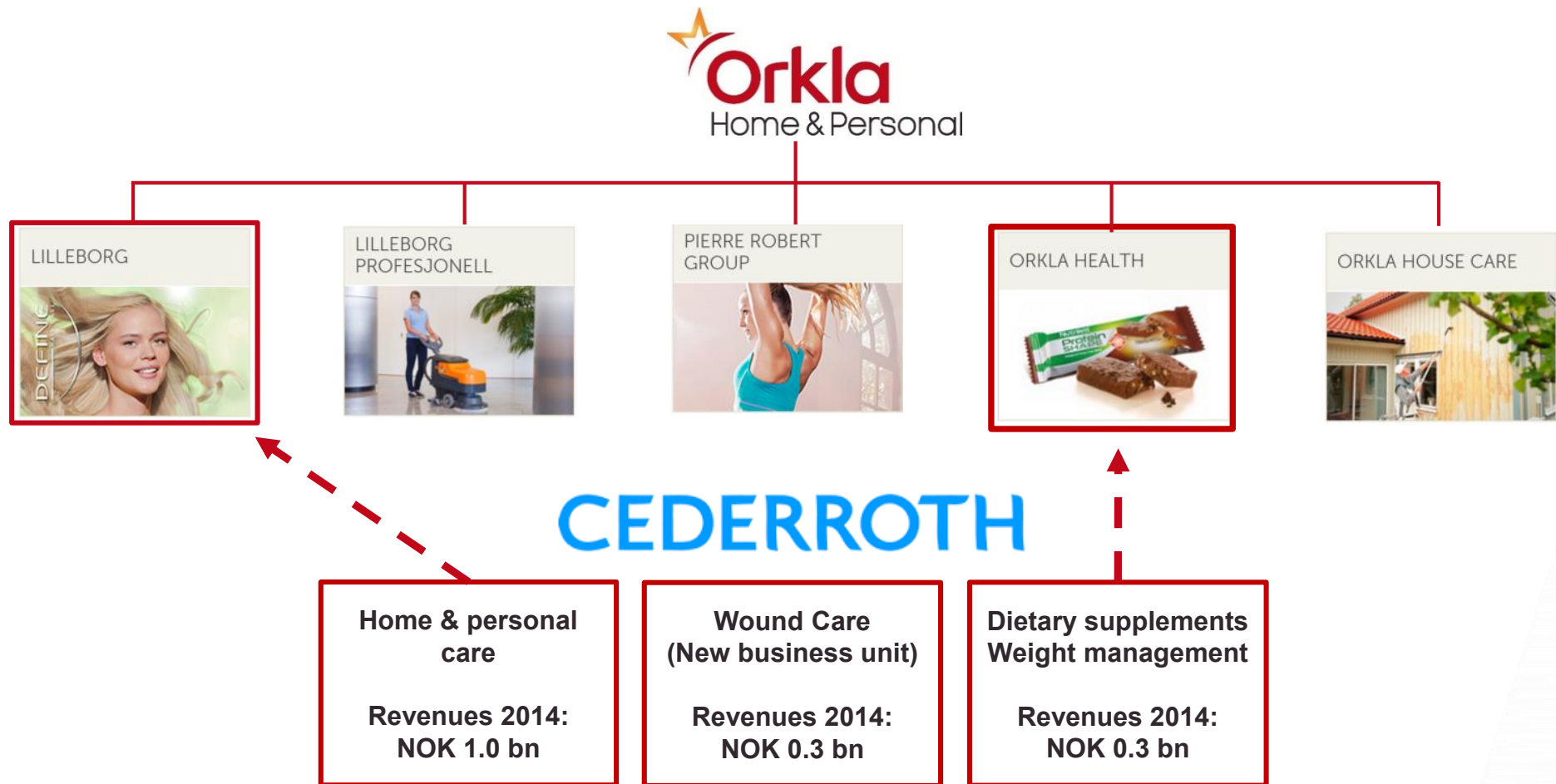


**Product portfolio
examples**



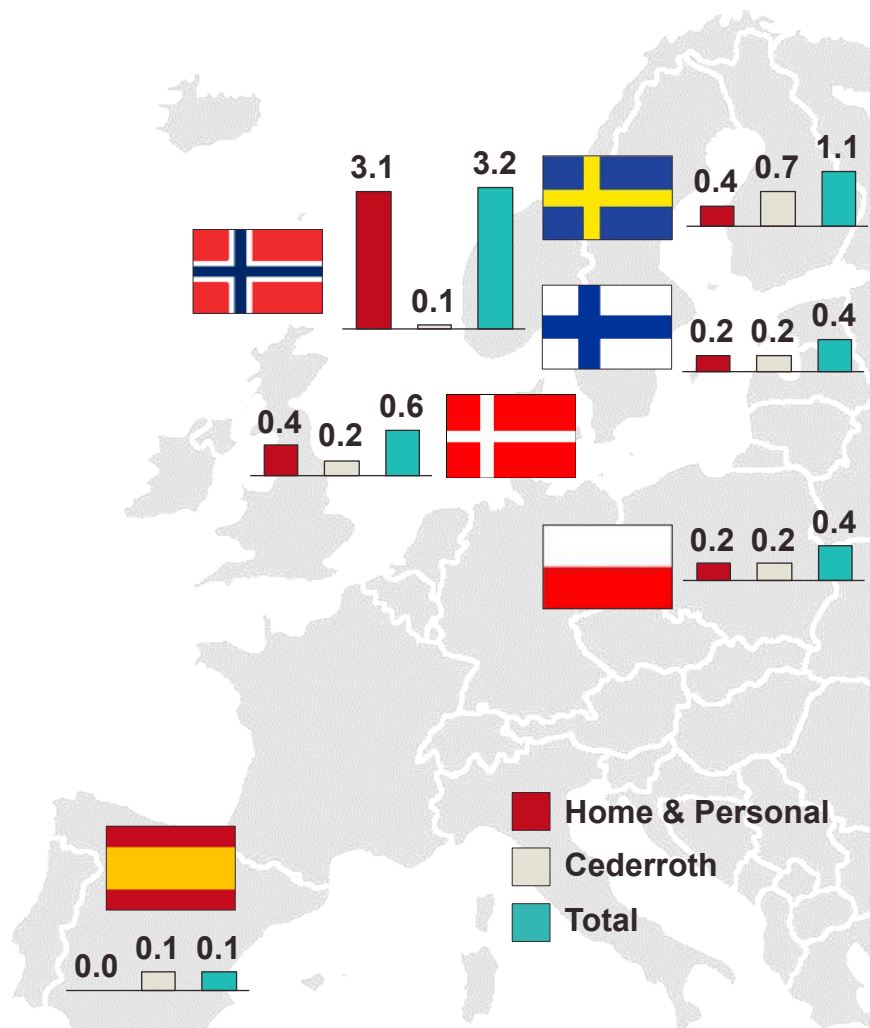
CEDERROTH

Integration of Cederroth in existing business units

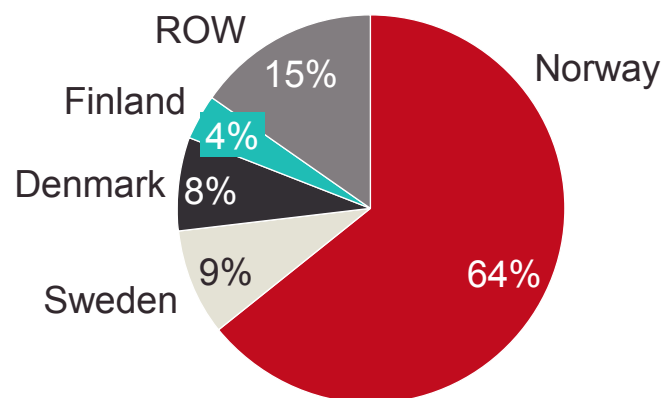


Integration of Cederroth will generate significant market positions and diversify geographic presence

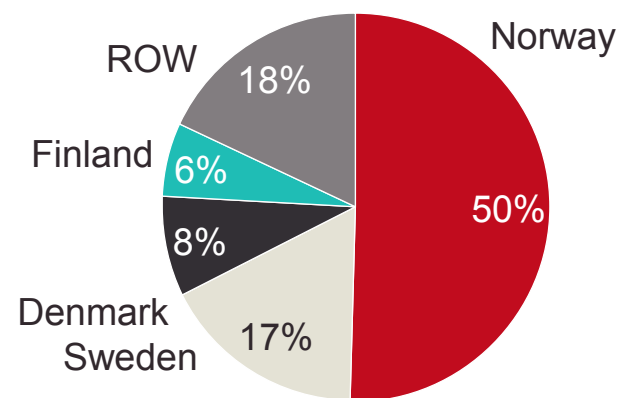
Geographic revenue split



Orkla Home & Personal revenue split before Cederroth



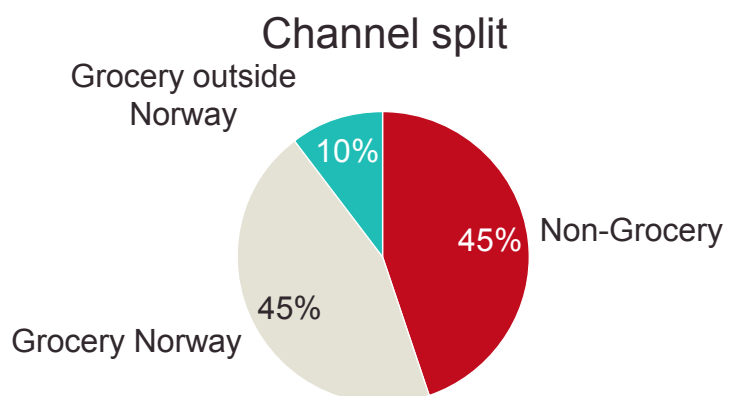
Orkla Home & Personal revenue split including Cederroth



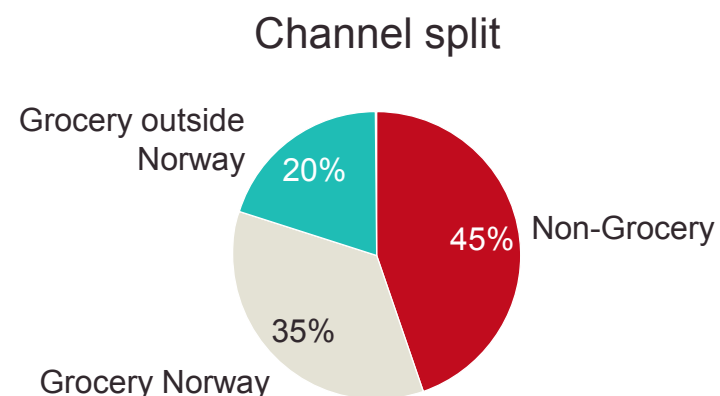
70 Note: Figures in NOK billion. OHP figures in 2014 adjusted for Jordan distribution in Nordics excl. Norway. Asan and Allévo included in Cederroth's figures.

Increased channel diversity

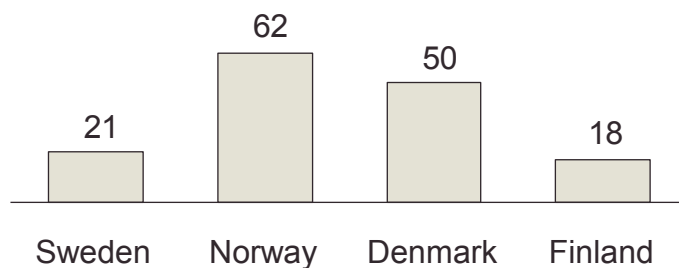
Orkla Home & Personal before



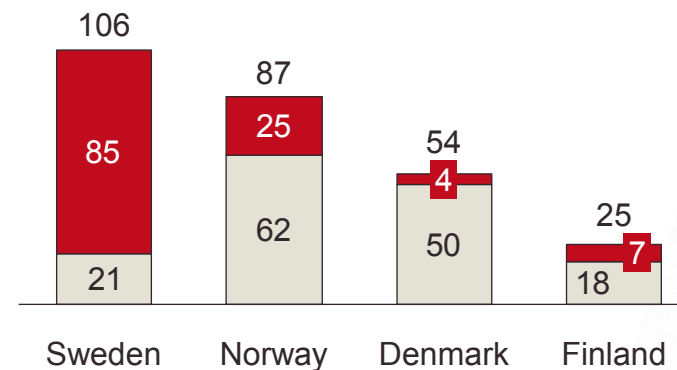
Orkla Home & Personal after



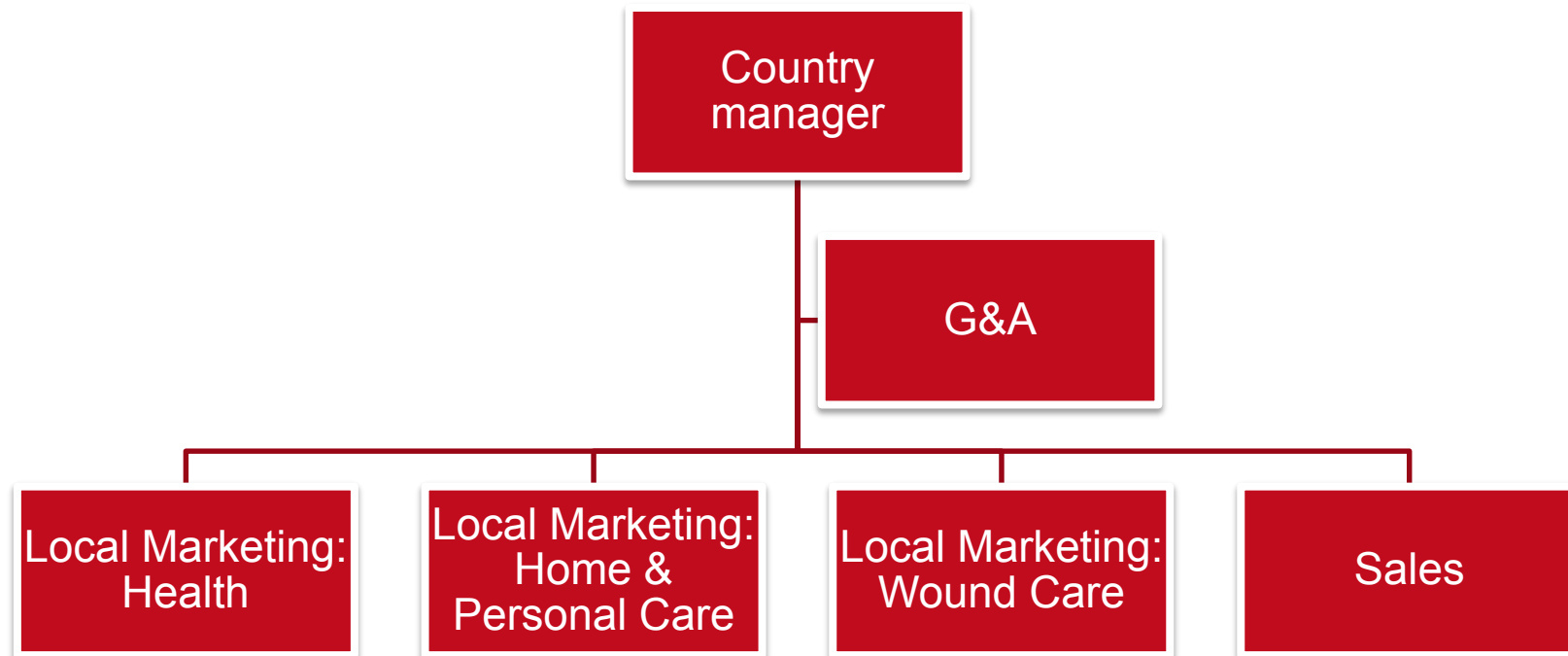
Pharmacy Sales (NOK million)



Pharmacy Sales (NOK million)



One common go-to-market organization



Strong local sales and go-to-market organizations, working closely with central marketing in Lilleborg and Orkla Health.

Synergy potential minimum NOK 70-80 million

Top-line synergies:

1. Critical mass in go-to-market capability
2. Innovation and product development
3. Access to new markets and channels

Cost synergies:

1. Procurement and supply chain improvements
2. More efficient organizational set-up



Successful track record of growing through acquisitions

1. Long experience with integrating acquisitions with complementary product portfolios
2. Several attractive growth opportunities in new markets and new categories
3. Acquisition of Cederroth in line with growth strategy
 - Strengthened existing category positions in the Nordics
 - Strong platform in Sweden
 - Growing in new channels and countries
 - Adding new category wound care

Solid base for
future growth
within a broad
range of
categories



A winning business model

Pål Eikeland

EVP & CEO Orkla Food Ingredients

London, 11 September 2015



More than just ingredients



Founded in
1999

45 companies in **22**
countries

Net sales of NOK
6.5
billion in 2014

Production, sale and distribution of ingredients and products to the European bakery market

Customers

- Artisan bakeries
- Industry and semi industry
- Retail

Categories

- Products and ingredients for the bakery and confectionery industry
- Own production and third-party sourcing

European market focus

- Market leader in the Nordics
- Growing positions in Europe

Artisan bakeries and industry are our main customer segments

% Share of revenue

Artisan bakeries



37%

Industry



30%

In store bakeries



5%

Ice cream shops



8%

Retailers



20%

Our bakery products



BREAD MIX



MARGARINE/OIL



SERVICE ARTICLES



DIVIDING OIL



COMMODITIES



YEAST



SOURDOUGH



IMPROVERS



Our confectionery products



CAKE MIXES



MARGARINE/OIL



SERVICE ARTICLES



CHOCOLATE



FROZEN CAKES



JAM



FILLINGS & CREAM



MARZIPAN



Our ice cream products



DECORATIONS AND INCLUSIONS



TOPPINGS



TOPPINGS



CONES



ACCESSORIES



WAFFLES



DECORATIONS AND ACCESSORIES



TOPPINGS AND ACCESSORIES



Nic
FOR YOUR ICE ONLY

CaterLink

Can|deco

Marcantonio
Sharing your passion
for everything
'Ice Cream'

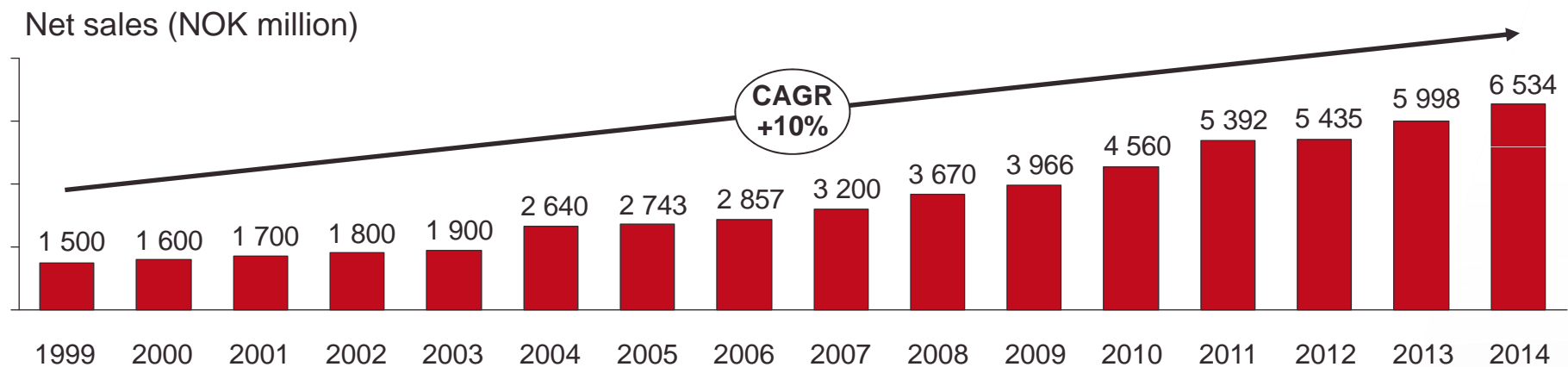
FRIMA
Dedicated Quality Cones

NIMATOPALABY

EISUNION

Idun
SUN ROASTED

We have moved from a Nordic focus to European position...



.. and delivered strong growth through a mix of acquisitions and organic growth

Net sales, NOK million —



Our competitive advantage – the game is played locally, but won as a team

Sales and distribution



- *Offering knowledge and concepts, not just products*
- *Access to own product expertise and development resources*

Category production



- *Close to the customer through our No 1 S&D companies*
- *Scale in our production units*

Flow of knowledge

Flow of products

Attract the best leaders

Create strong local leadership teams and winning culture

A system of 45 companies in 22 countries

Category companies



Develop and produce
world class
product assortment

Sales and distribution companies



Develop world
class sales

Independent companies with a strong culture and proud heritage



Kjarnavörur hf.



Lanordija
Part of the Orkla Group



Minordija
Part of the Orkla Group

EISUNION

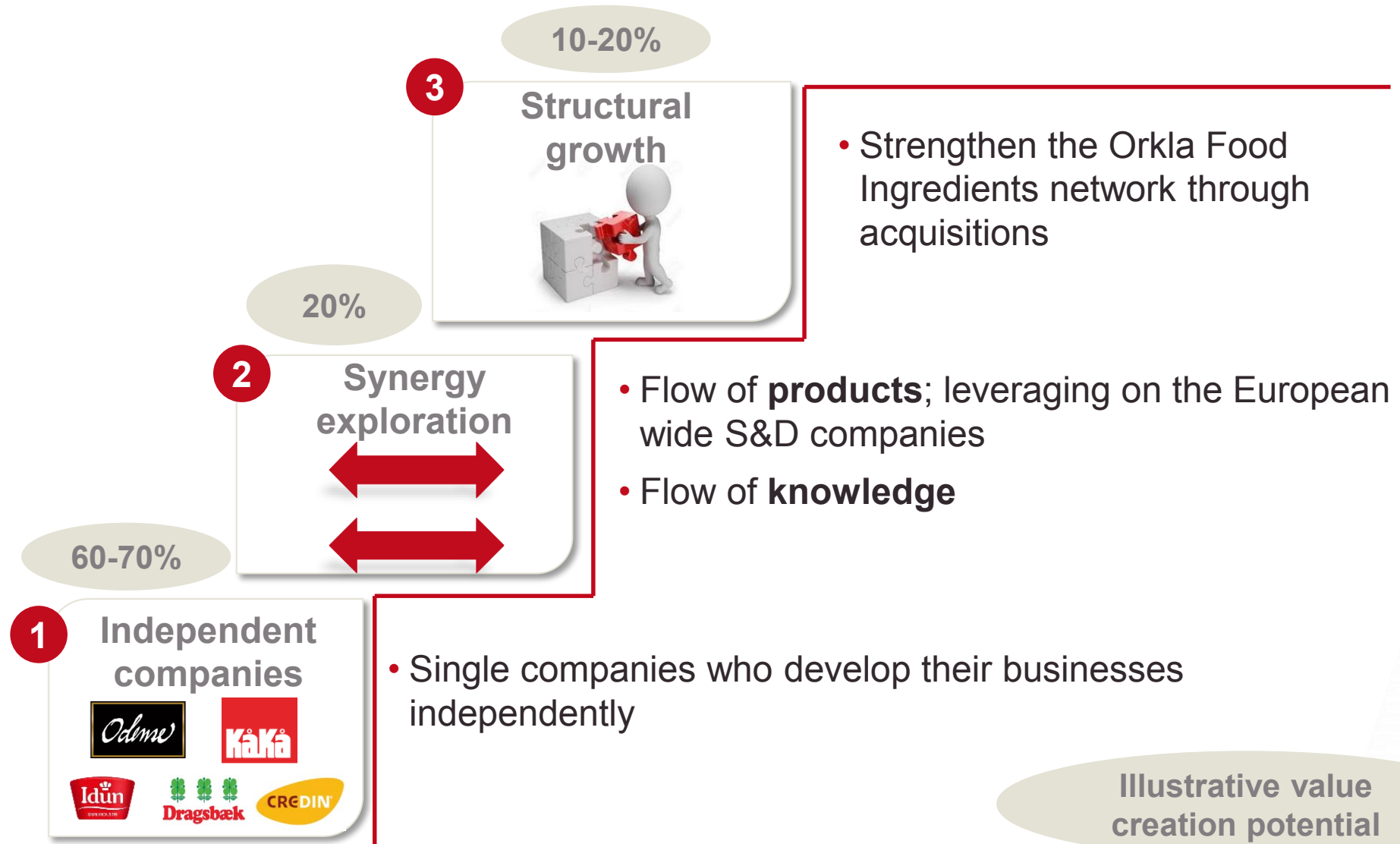
POZNAŃ ONION



PureOil
- for den gode smag...

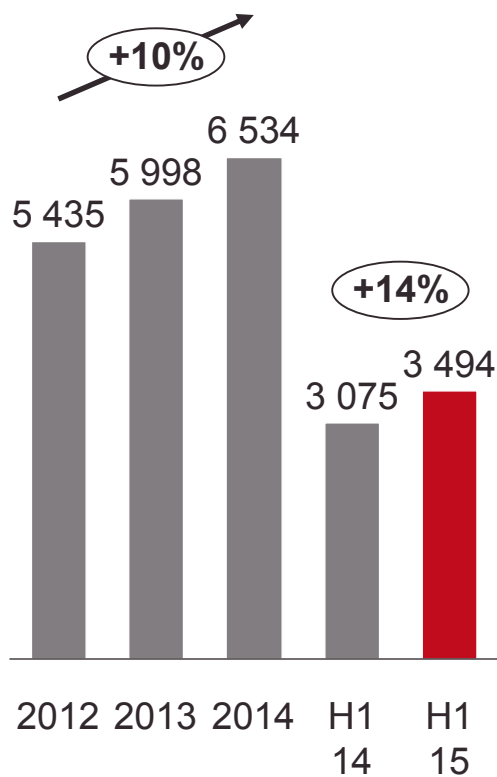


Creating value through independent companies, synergies and structural growth

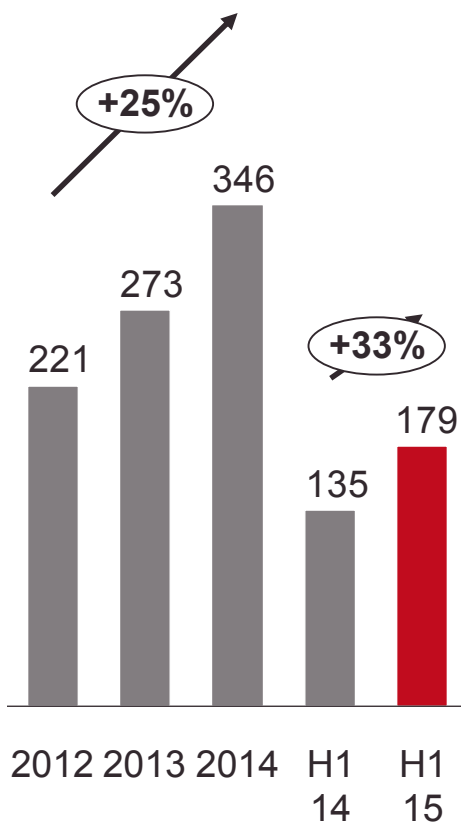


Strong financial performance since 2012

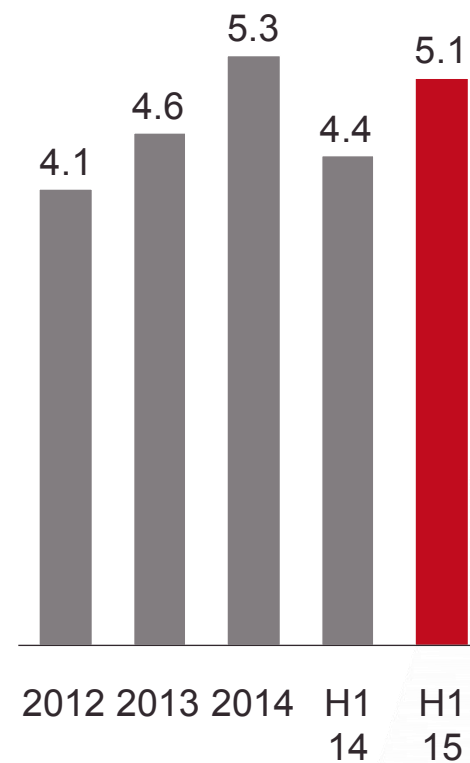
Operating Revenues
(MNOK)



EBIT (adj.) (MNOK)



EBIT (adj.) margin (%)



Winning with customers locally and internationally





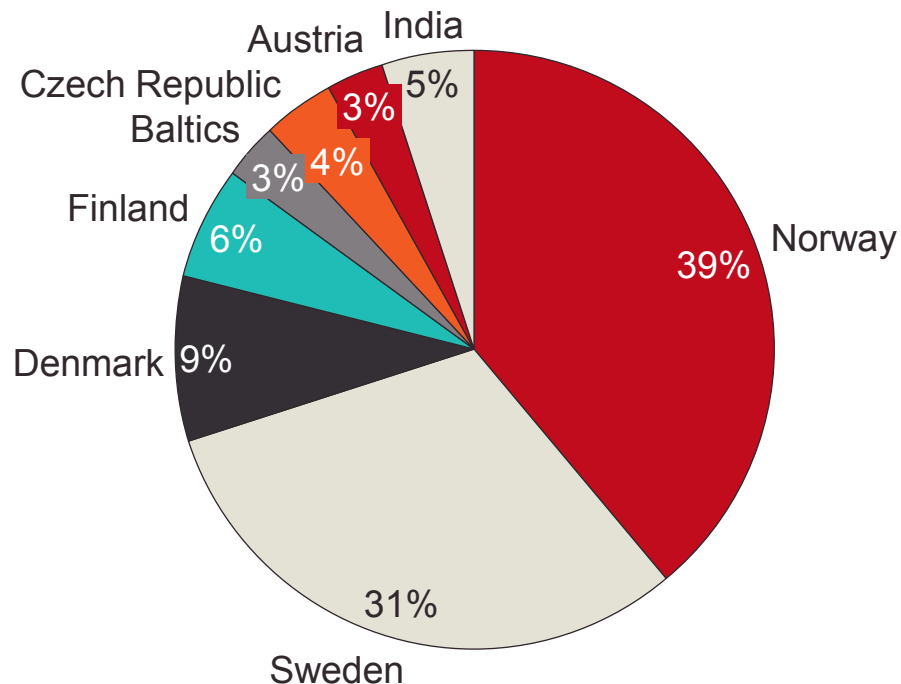
Growing with local consumers and customers

Atle Vidar Nagel-Johansen
EVP & CEO Orkla Foods
London, 11 September 2015

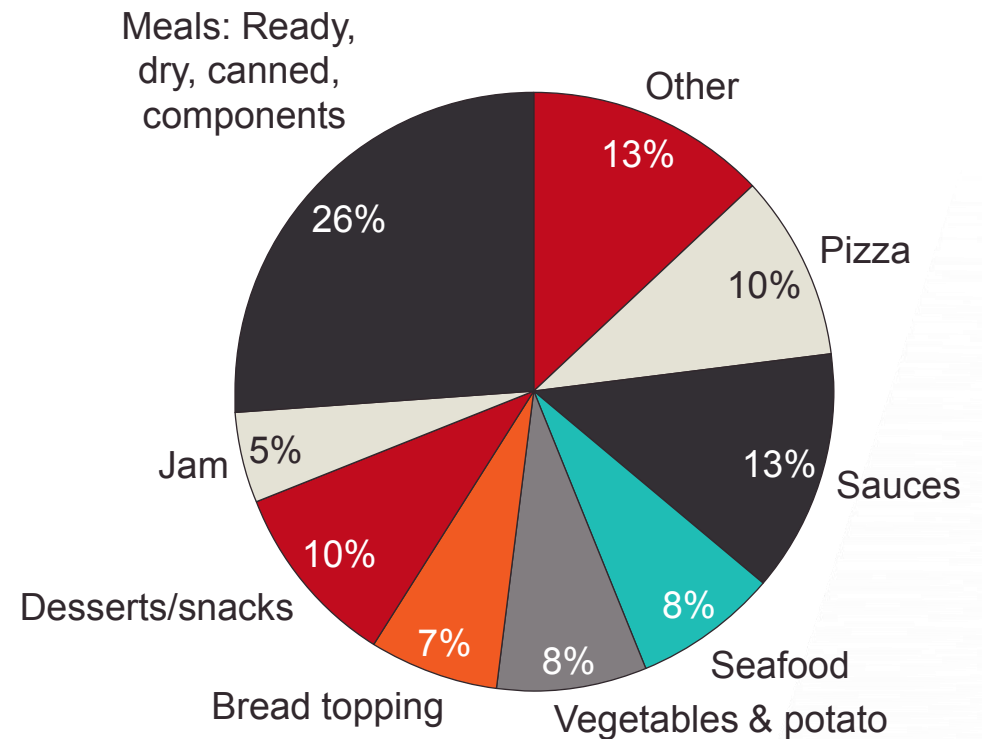


85% of revenues from the Nordics, unmatched positions in many categories

Sales split by geography



Sales split by category



Our value creation model is built on local brands, local insights and scale advantages

Local brands



Abba



Beauvais
Since 1850



Local insight

- Superior local consumer understanding
- Superior trade and category understanding

Scale advantages

- National cost advantages and competitive strength in sales and advertising
- Attracting the best people
- Extraction of synergies across BAs and markets

Structural initiatives 2013 - 2015

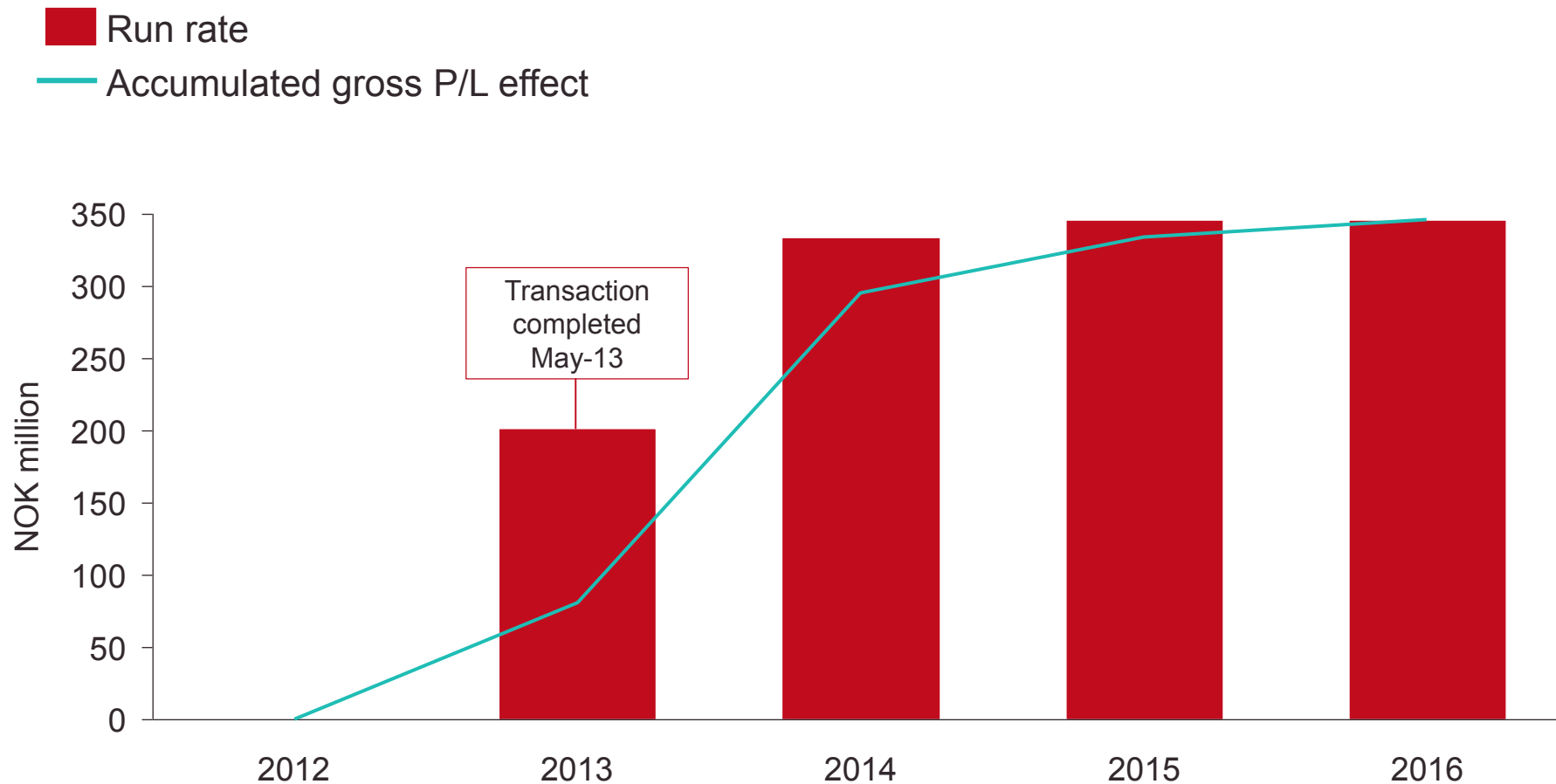
Acquisitions



Structural changes

- National food companies established in all markets
- Orkla Foods International's businesses in Austria, Czech Republic and India incorporated in Orkla Foods
- Divestment of Orkla Brands Russia (RUS) and Delecta (PL)

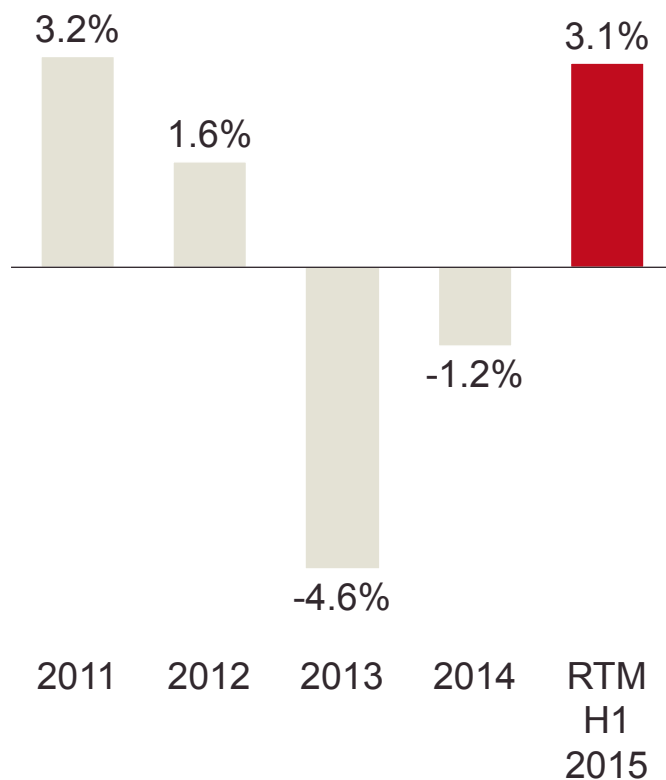
Successful integration and synergy effects from Rieber & Søn



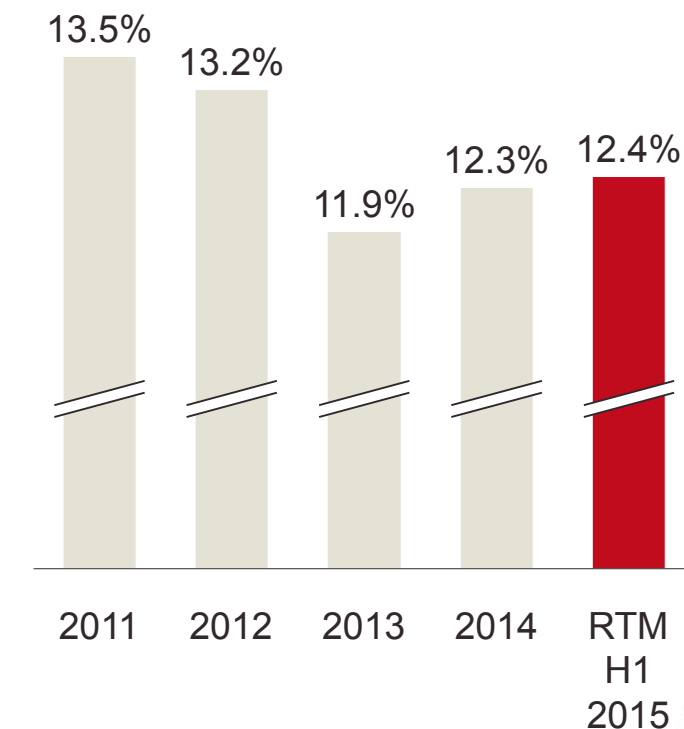
~NOK 350 million realized in gross synergies

Re-established organic growth and recovering margins since acquisition of Rieber & Søn

Organic sales growth¹



EBIT (adj.) margin²



¹Adjusted for currency effects and acquired & divested companies

⁹³ ²Divested business excluded for all years, i.e. Orkla Brands Russia, Bakers, Delecta

We pay close attention to local and global consumer trends

HEALTHY LIVING



CONVENIENCE



INDULGENCE



LOCALNESS



SOCIAL RESPONSIBILITY



4 4 MANDAG 28. NOVEMBER 2011 VG

Av KAROLINE H. FLÅM og JAN
BOTTEDAL (NNA 1992)

Nå klages hemmeligholdet inn for myndighetene.

Bakervet, Toro-power, taco-bæser, nugget, ferdig middag, smør, bakervarer – listen over produkter som inneholder palmelje er lang som et uår.

Men for forbrukere fløst er det umulig å vite om matvarene inneholder palmelje eller ikke – som oftest kamoufleres ingrediensen nemlig bak termene «vegetabilsk olje» eller «vegetabilsk fett».

Det til tross for at flere helseeksperter er enige om at den tykflytende palmeoljen er langt mer helsekanskelig enn annen vegetabilisk olje – den legger seg rundt hjertet og i blodårene.

— Hele 45 prosent av fett-
tetten i palmefettet er palmitin-
syre. Palmefettet er en av de
mest kolesterol-sinkende fett-
typer vi har, sier erfarings-
professor Christian Drevon ved
Universitetet i Oslo til VG.

Nå klagen flere matvare-
produsenter inn til Miljøkon-
sumnemnda, for ikke å opplyse
godt nok om den farsede stien.

Bakgrunnen er en kartleg-
ging som organisasjonen
Grønn Hverdag og Helsekon-
sument har gjennomført. De
har spurt 15 ulike matvare-
produsenter om deres bruk av
palmefett.

Men flere av selskapene har vært tilbakeholdne med svar. Hverken Maatuis, Nestlé eller General Mills har villit svare på hvor mye palmeolje deres produkter inneholder. Kims har like villit svare på noe som helst i undersøkelsen.

- Dette er helt uakseptabelt. Forbrukerne har krav på informasjon om matvarene de kjøper. Derfor beder vi om svar

- Producentene skjuler at malvarerne er skadelige for både miljø og helser når de bekræfter bekræftet vovestabilitet

olje, som folk oppfatter som noe sant, istedenfor «palmeolje», sier han.

Og så er det en professor Christian Drevon, som det lukter dårligt af. Det er en palmeolie-hemmelighed: - Dette er ikke bedt, og klart imod det som er ideen bak varedklarasjoner. Det bør helt klart være full åpenhet om ingredienser i matvarer, sier

[illegible]

**TVINGES
TIL MER
APNET**

**Klager matgigantene
inn for myndighetene**

**TVINGES
TIL MER
ÅPENHET**

I dag er ingen producenter pålagt at informere om mætnen deres indhold af palmeolie – men det skal det bli en slutt på.

hvis slags øje der ser snækket om, f. eks. om en der ser snækket om på mødet, ser som om de har Nils Ledrup i Maltissynet.

Men det vil ta lang tid før det nye medlemmet trer i kraft. Rundt i EU-området, og deriblandt også i Norge, vil det gå lang tid før Norge følger efter.

— Men om produktene vil bli gyldne i alle søst og øst etter dette, ligger, er en annen sak. Det er opp til dem om de ønsker å være forkant, sier Ledrup.

Orkla was an early responder to consumer demand for elimination of palm oil

HEALTHY LIVING

Our brand Nugatti was highlighted as a product containing the “dangerous fat”



HEALTHY LIVING

In less than a year we could present to the consumer a product free from palm oil

Slutt på palmeolje i Nugatti

MILJØ: En etter én fjerner norske leverandører palmeoljen fra sine produkter. Sist ute var Stubburet, som har kvittet seg med palmeoljen i Nugatti og Sjøkade. – Vi håper flere følger etter, sier Håkon Lindahl i Grønn Hverdag.

STOLTE: Falskhet! Stubburet og Sjøkade har fått en god omtale i media. Stubburet er stolte over å være den eneste produsenten av Nugatti og Sjøkade som har fjernet palmeoljen.

LENA S. HECHENDORF
Innholdsriktig og god.

Olje nappet
Stubburet er stolte over å være den eneste produsenten av Nugatti og Sjøkade som har fjernet palmeoljen.

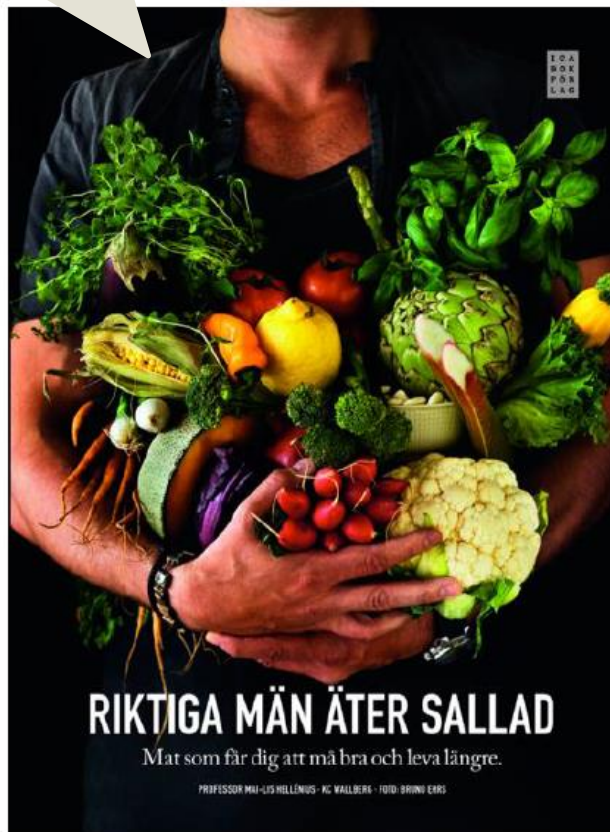
Flere er felle
Orkla er stolte over å være den eneste produsenten av Nugatti og Sjøkade som har fjernet palmeoljen.

Flere er felle
Orkla er stolte over å være den eneste produsenten av Nugatti og Sjøkade som har fjernet palmeoljen.

Meeting the growing vegetarian trend by acquiring Anamma

HEALTHY LIVING

“Real men eat salad”



Orkla Foods has acquired Anamma



Strong preference for local brands and products

LOCALNESS



Promoting local production and local ingredients

LOCALNESS



Meeting customers' need for exclusive products

GÅRDLYKKE – controlled brand in Coop Denmark

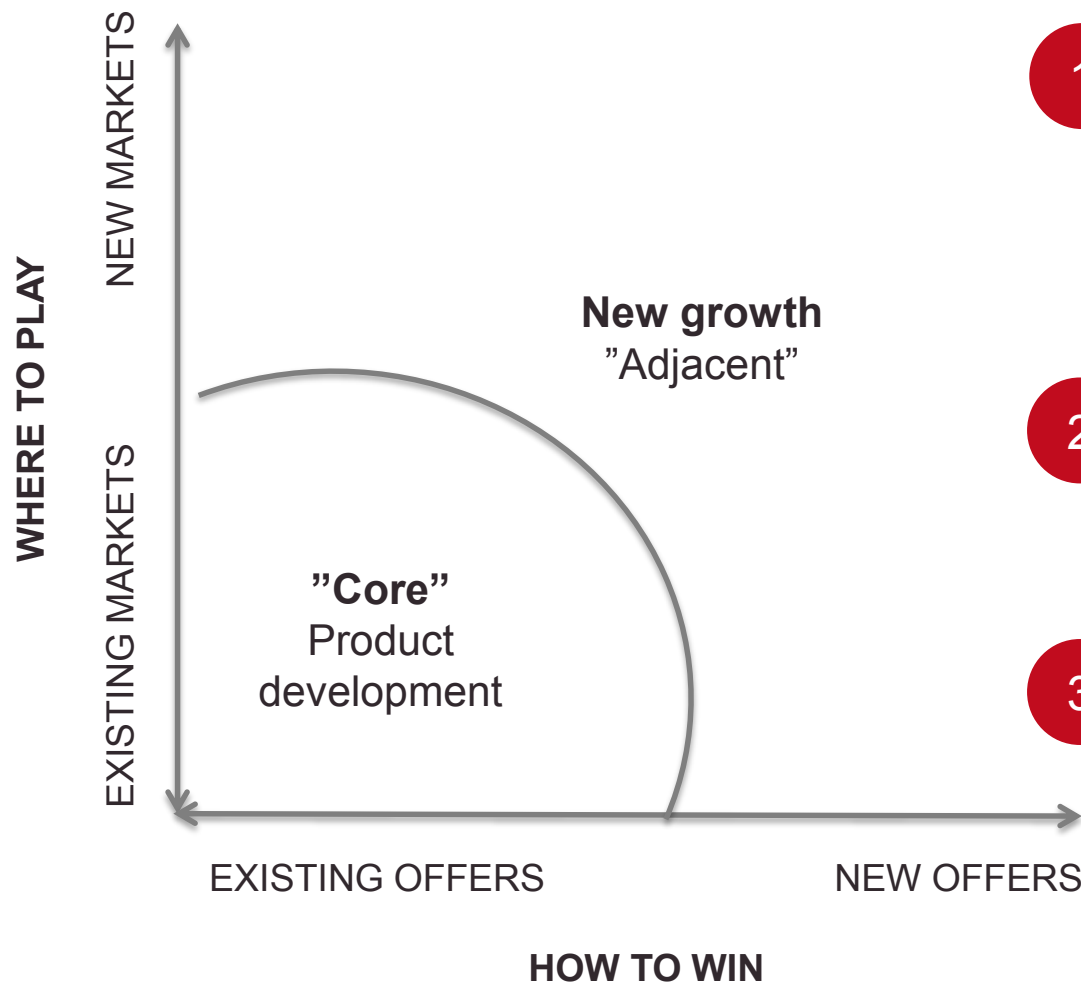


Mrs. Cheng only in Dansk Supermarket



A range of dry food products launched under Beauvais Brand – only in Coop Denmark

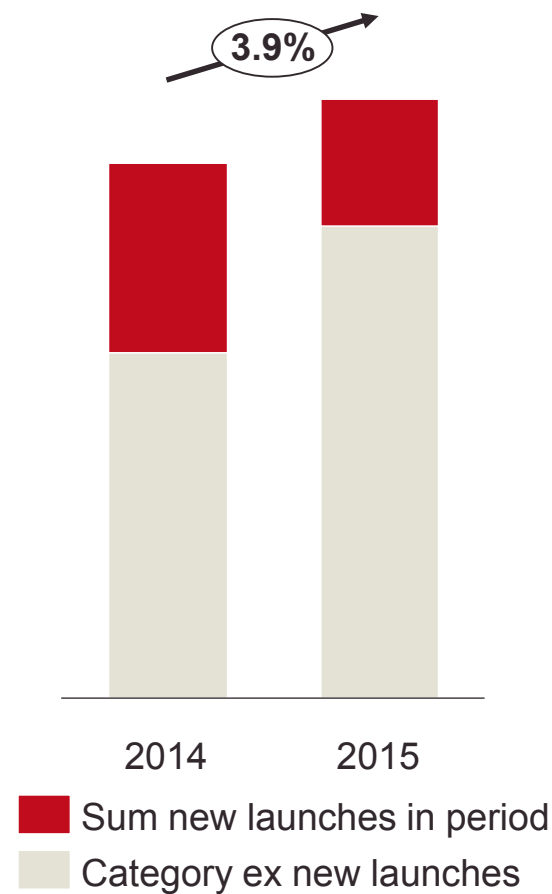
Key priorities for growth



- 1 Grow the core**
Stronger growth programs for our prioritized categories, brands & SKUs driving category growth and gaining market share
- 2 New Growth**
Initiate and launch successful concepts/ products outside or close to current categories
- 3 Further drive cross-country launches**

Innovation is a driver of growth in the pizza category

Frozen pizza growth in sales value¹



Orkla Foods has a strong innovation programme for 2015



Local products, active campaigning and packaging innovations generate profitable growth in Finland

BRANDING FINNISH ORIGIN



NEW PACKAGING

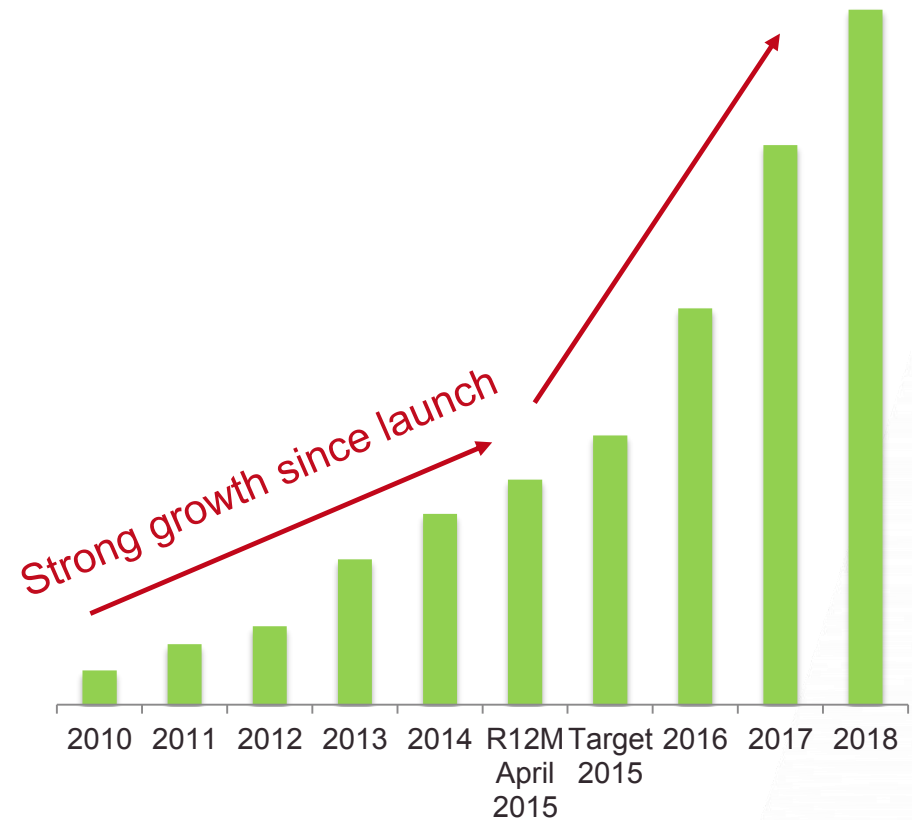


IN STORE ACTIVATION



6.3 % category growth – 19.9% growth for Felix Maku
“There are no such things as mature categories”

Continue to realize growth from the health trend in new categories



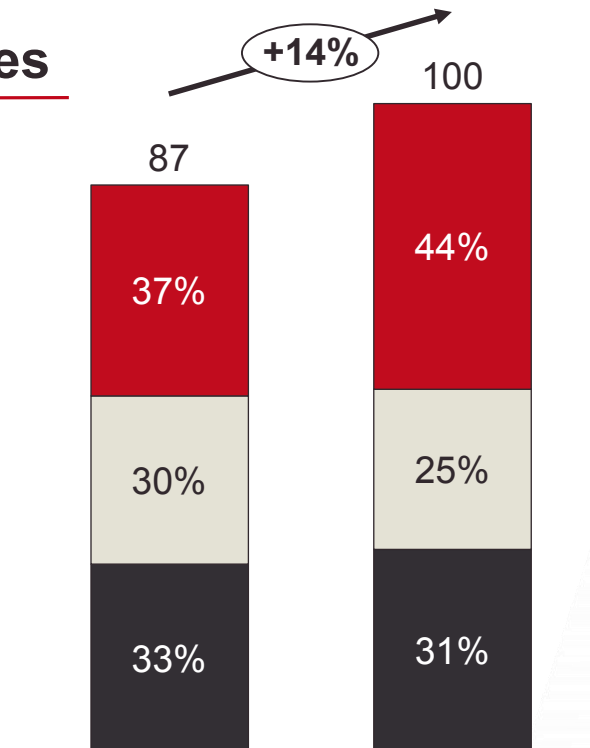
Continue to realize growth from the health trend in new categories

Introducing Pauluns Super porridge



Pastella Vegetable Pasta made from 40% vegetables

Driving category growth and winning market shares



YTD July 2014

YTD Jul 15

- Pastella +36%
- Private Label -5%
- Other +8%

Pastella Vegetable Pasta being launched in several markets



The primary Nordic go-to-market partner for PepsiCo

A portfolio of attractive brands...



... in the Nordic markets



Growing with local consumers and customers

1. Resuming **EBIT growth** and **improved margin** following the years of Rieber integration
2. Keeping ahead of competition through our **proximity to the market, customers and consumers**
3. The winning formula for **growth**
 - Growing the core product range
 - Launching new concepts
 - Driving cross-country launches



Closing remarks and Q&A

Peter A. Ruzicka, President & CEO



A young girl with dark hair in pigtails, wearing a light blue shirt, is lying on her stomach on a green lawn. She is smiling and holding a yellow tube of Stabbur cream in her right hand and a rectangular cracker with cream spread on it in her left hand. The background is a blurred green field with trees in the distance.

*Your friend in
everyday life*

Driving value creation through One Orkla



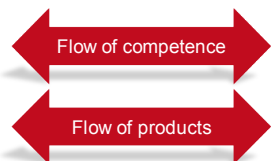
- Integrated supply chain increases cost cutting potential
- Ongoing review of manufacturing and warehousing structure



- Strong turnaround in Orkla Confectionery & Snacks Norway
- Potential in other markets

CEDERROTH
Jordan*

- Acquisitions give access to new channels, categories and markets
- Significant synergy potential



- Moving Orkla Food Ingredients from a Nordic to a European player



- Innovations based on Orkla's proximity to the market, retailer and consumer
- Faster growth by collaboration within the group and with our customers

Delivering on our strategy and increasing performance



Keep the strategy on track



**Deliver organic growth at least in line
with market growth**



Target annual adj. EBIT growth of 6-9%¹ in BCG



Maintain a stable dividend of at least NOK 2.50 per share

¹Including add-ons, excluding currency effects and large acquisitions and divestments

Contact us



Mattias Orrenius
SVP Investor Relations

Tel.: +47 983 66 334
Email: mattias.orrenius@orkla.no



Elise Andersen Heidenreich
Senior Communications & IR Advisor

Tel.: +47 951 41 147
Email: elise.andersen.heidenreich@orkla.no



Jens Bjørn Staff
Executive Vice President and Chief Financial Officer (CFO)

Tel.: + 47 22 54 40 00
Email: jens.staff@orkla.no

Disclaimer – important information

We have prepared this document solely for information purposes. You should not rely upon it or use it to form the definitive basis for any decision, contract, commitment or action whatsoever, with respect to any proposed transaction or otherwise.

Neither we nor any of our respective officers, employees or agents, make any representation or warranty, express or implied, in relation to the accuracy or completeness of the information contained in this document or any oral information provided in connection therewith, or any data it generates and accept no responsibility, obligation or liability (whether direct or indirect, in contract, tort or otherwise) in relation to any of such information. We and our affiliates and advisors and our and their respective officers, employees and agents expressly disclaim any and all liability which may be based on this document and any errors therein or omissions therefrom.

This document and the information contained herein do not constitute an offer to sell or the solicitation of an offer to buy any security, commodity or instrument or related derivative.

