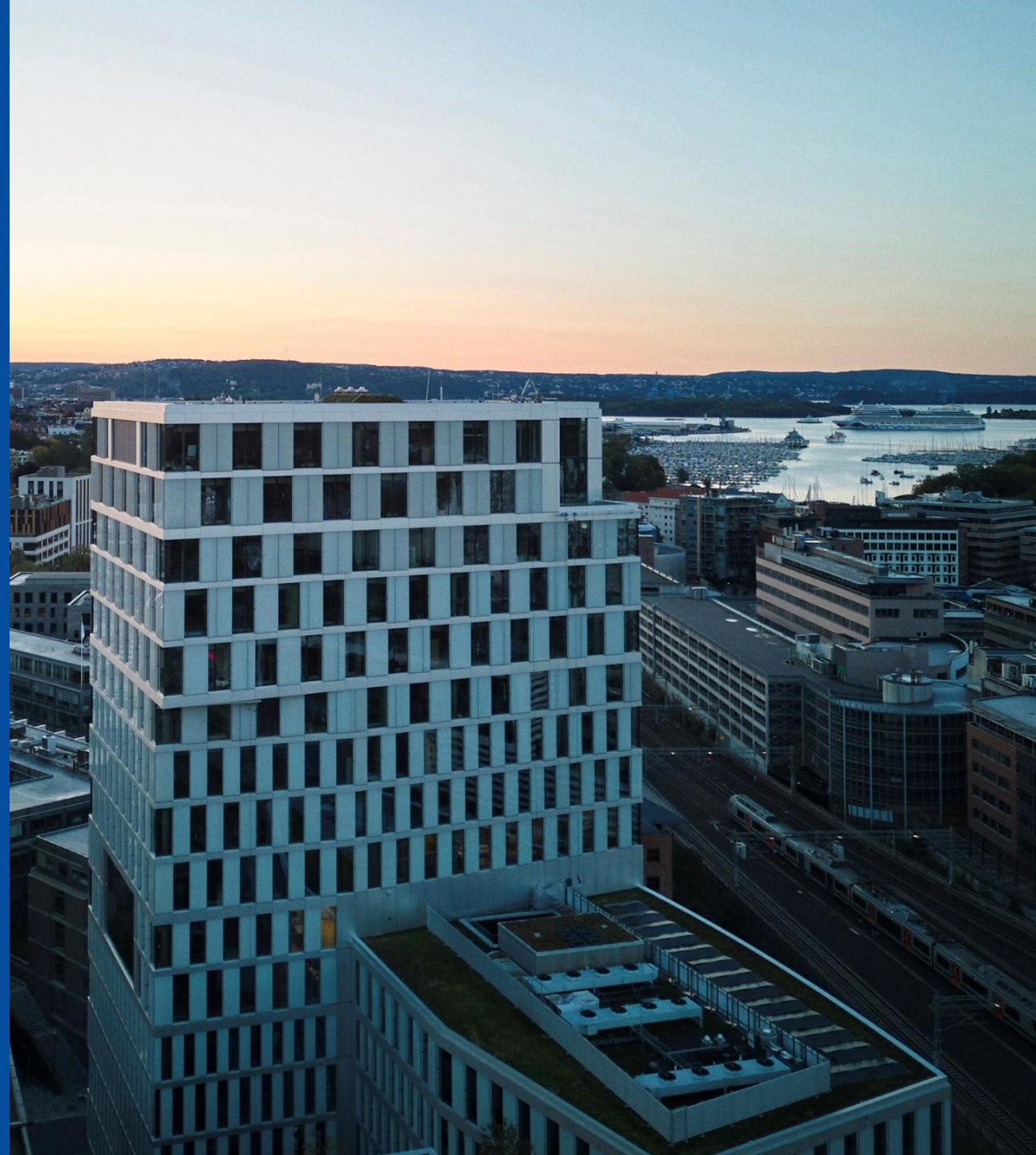




Capital Markets Day

29 November 2023



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Agenda

Local time in London (UTC)

11:00

Registration and lunch

12:00

Welcome & Strategy

Nils K. Selte, President and CEO

Active ownership

Øyvind Torpp, EVP and Investment Executive

Financial framework

Harald Ullevoldsæter, EVP Finance and CFO

Q&A

Nils K. Selte, Øyvind Torpp, Harald Ullevoldsæter

Coffee break

13:30

Orkla Foods Europe

Atle Vidar Nagel Johansen, CEO Orkla Foods Europe

Orkla Confectionery & Snacks

Ingvill Tarberg Berg, CEO Confectionery & Snacks

Jotun

Morten Fon, President and CEO Jotun

Q&A and coffee break



Agenda

Local time in London (UTC)

Nils K. Selte, Øyvind Torpp, Harald Ullevoldsæter

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Q&A and coffee break

~14:50

Orkla India

Sanjay Sharma, CEO Orkla India

Orkla Health

Isabelle Ducellier, CEO Orkla Health

Orkla Food Ingredients

Johan Clarin, CEO Orkla Food Ingredients

Final Q&A-session

All

Concluding remarks

Nils K. Selte, President and CEO

Nils K. Selte

President and CEO





Welcome & Strategy

Nils K. Selte
President and CEO





Orkla

Transforming into an industrial investment company

**What do we mean
by an industrial investment
company?**



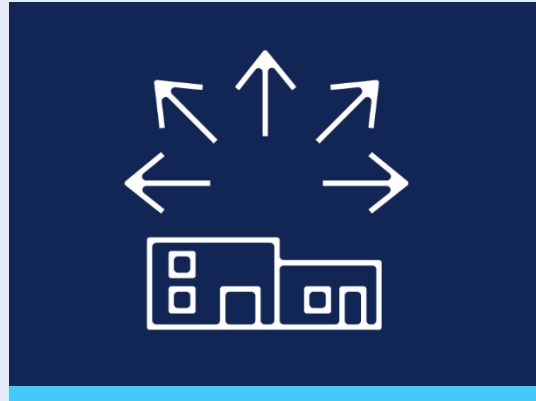




How we will increase value creation



Full accountability for performance in Portfolio Companies



Create more **structural optionality** and ability to act fast on opportunities



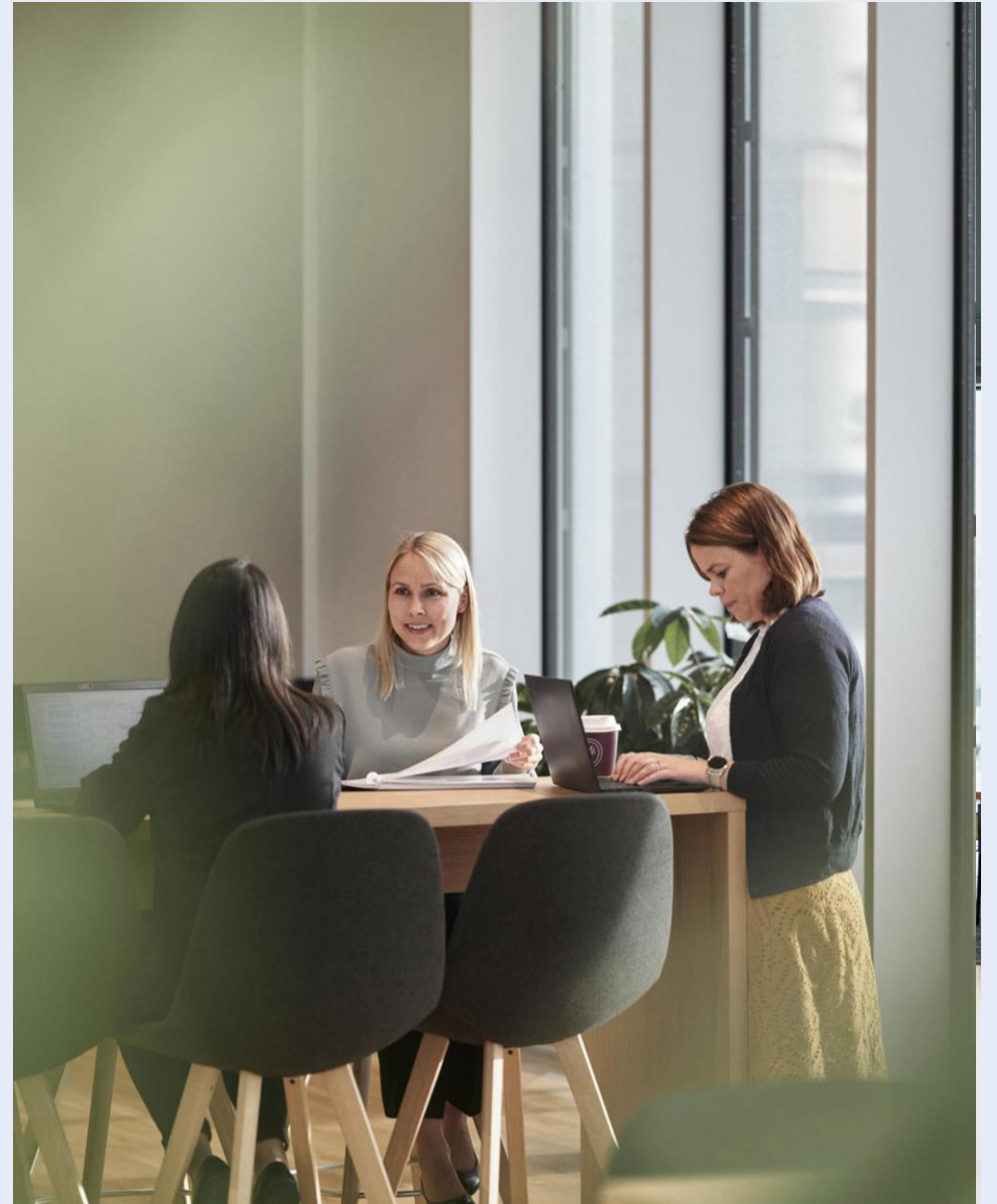
Implement a more disciplined and **effective capital allocation** process



Strengthen **critical synergies** and capabilities

What we have accomplished so far

- 1 Implemented a **new operating model**
- 2 Finalised **Full Potential Plans**
- 3 Established **Portfolio Company boards**
- 4 Acted on **structural opportunities**
- 5 Made sure that the **right people are in the right place**
- 6 **Navigated the company** through a challenging time



**The
hard
work
starts
now**



Our ultimate KPI

Total Shareholder Return (TSR)

Our ultimate KPI

12-14%

Total Shareholder Return (TSR)
per annum 2024-2026

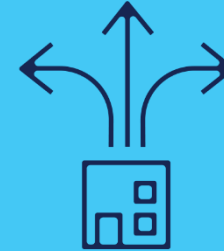
Strategic priorities in the short-term



Drive organic value in
existing portfolio



Optimise and simplify
the overall portfolio



Pursue structural
opportunities

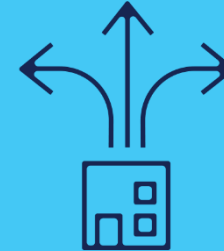
Strategic priorities in the short-term



Drive organic value in
existing portfolio



Optimise and simplify
the overall portfolio



Pursue structural
opportunities

Financial flexibility and disciplined capital allocation

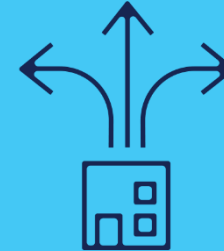
Strategic priorities in the short-term



Drive organic value in
existing portfolio



Optimise and simplify
the overall portfolio



Pursue structural
opportunities

Financial flexibility and disciplined capital allocation

Delivering on ESG targets

Strategic priorities in the short-term



Optimise and simplify
the overall portfolio

Today

12 Portfolio Companies

Varying in size

Today

12 Portfolio Companies

Varying in size

Next ~3 years

~ 7-9 Portfolio Companies

More similar and larger in size



**Grow
and build**

Anchor

**Transform
or exit**

**Grow
and build**

Anchor

**Transform
or exit**

Grow and build

Orkla Food Ingredients

Orkla Health

Orkla India

The European Pizza
Company

Anchor

Transform
or exit

Grow and build

Orkla Food Ingredients

Orkla Health

Orkla India

The European Pizza
Company

Anchor

Transform or exit

Grow and build

Orkla Food Ingredients
Orkla Health
Orkla India
The European Pizza
Company

Anchor

Jotun (42.7% interest)
Orkla Foods Europe
Orkla Confectionery &
Snacks

Transform or exit

Grow and build

Orkla Food Ingredients
Orkla Health
Orkla India
The European Pizza
Company

Anchor

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Transform or exit

Orkla Home & Personal
Care
Orkla House Care
Health and Sports
Nutrition Group
Pierre Robert Group
Lilleborg

Grow and build

Orkla Food Ingredients

Orkla Health

Orkla India

The European Pizza
Company

Anchor

Jotun (42.7% interest)

Orkla Foods Europe

Orkla Confectionery &
Snacks

Transform or exit

Orkla Home & Personal
Care

Orkla House Care

Health and Sports
Nutrition Group

Pierre Robert Group

Lilleborg

An aerial photograph of a vast, dense forest. A winding river flows through the center of the landscape, reflecting the sky and the surrounding greenery. The forest is composed of various types of trees, with some showing early autumn colors. The overall scene is peaceful and natural.

**We create positive change by enabling a
responsible transition towards net zero and
sustainable production and consumption**



We create positive change by enabling a responsible transition towards net zero and sustainable production and consumption

Protecting the
environment

Empowering
people

Governance
and ethics in
business



Protecting the
environment

Empowering
people

Governance
and ethics in
business

ESG targets

1

Scope 1 & 2 GHG reduction of
70% by 2030

Target for Scope 3 GHG
reduction by 2030 under
revision

2

All food companies to create
positive health impacts
towards 2030

3

Balance in gender
representation in management
teams by 2026

An aerial photograph of a winding asphalt road that snakes through a dense forest. The trees are mostly green, but many have turned a vibrant yellow, suggesting an autumn setting. In the background, rolling hills and mountains are visible under a sky with scattered clouds and a bright sun low on the horizon, creating a warm, golden light. The overall scene is peaceful and scenic.

Key priorities

An aerial photograph of a winding road through a forested valley. The road is light-colored and curves through a landscape of green and yellow trees. In the background, there are rolling hills and mountains under a sky with scattered clouds. The sun is low on the horizon, creating a warm, golden light. The text "Drive organic value in existing portfolio" is overlaid in the center of the image.

Drive organic value in existing portfolio

An aerial photograph of a winding asphalt road that snakes through a dense forest. The trees are mostly green, but some have turned yellow and orange, suggesting an autumn setting. The road curves through the valley floor, with steep, forested hillsides on either side. In the far distance, more mountain ranges are visible under a sky with scattered clouds and a bright sun low on the horizon, creating a warm, golden light. The overall scene is serene and expansive.

Drive organic value in existing portfolio

Reduce the complexity of existing portfolio

An aerial photograph of a winding road through a forested valley. The road is light-colored and curves through a dense forest of green and yellow trees. In the background, there are rolling hills and mountains under a sky with scattered clouds and a bright sun setting on the right side.

Drive organic value in existing portfolio

Reduce the complexity of existing portfolio

Perform value-adding structural transactions

Target

12-14%

Total Shareholder Return (TSR)
per annum 2024-2026

Øyvind Torpp

EVP and Investment Executive





Active ownership

Øyvind Torpp
EVP and Investment Executive





**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**

**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**

Company boards

**We carry out active
ownership through
the Portfolio
Company boards**





**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**



**Company
boards**

**Full Potential
Plans**



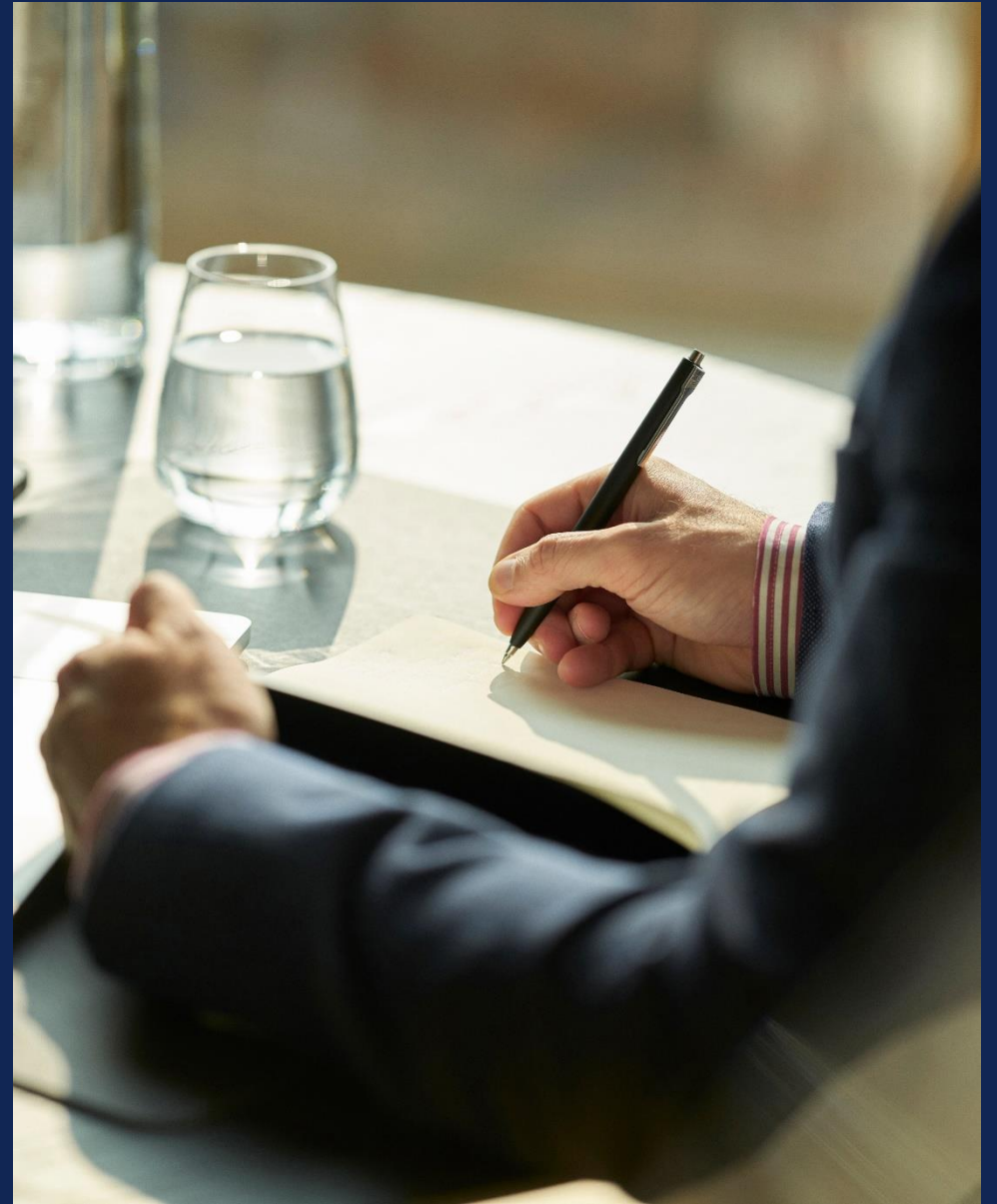
**Incentive
programmes**

**Expertise and
synergies**

Full Potential Plans

Developed to outline the
**full organic
potential**

of each Portfolio Company





**Company
boards**

**Full Potential
Plans**



**Incentive
programmes**

**Expertise and
synergies**



**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**



Incentive programmes

Implementing new incentive programmes



**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**

A cyclist wearing a blue jersey and a white helmet is riding a road bike on a gravel path that stretches into the distance. The path is flanked by tall grass and wildflowers. In the background, there are rolling hills, a line of trees, and a red barn. The sky is overcast.

**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**



Expertise and synergies

Centres of Excellence & Business Service Companies



Orkla



**Company
boards**

**Full Potential
Plans**

**Incentive
programmes**

**Expertise and
synergies**

Harald Ullevoldsæter

EVP Finance and CFO





Financial framework

Harald Ullevoldsæter
EVP Finance and CFO



Three integrated topics

- 1 Financial targets 2024-2026
- 2 Capital allocation priorities
- 3 Financial policy



1

FINANCIAL FRAMEWORK

Financial targets 2024-2026

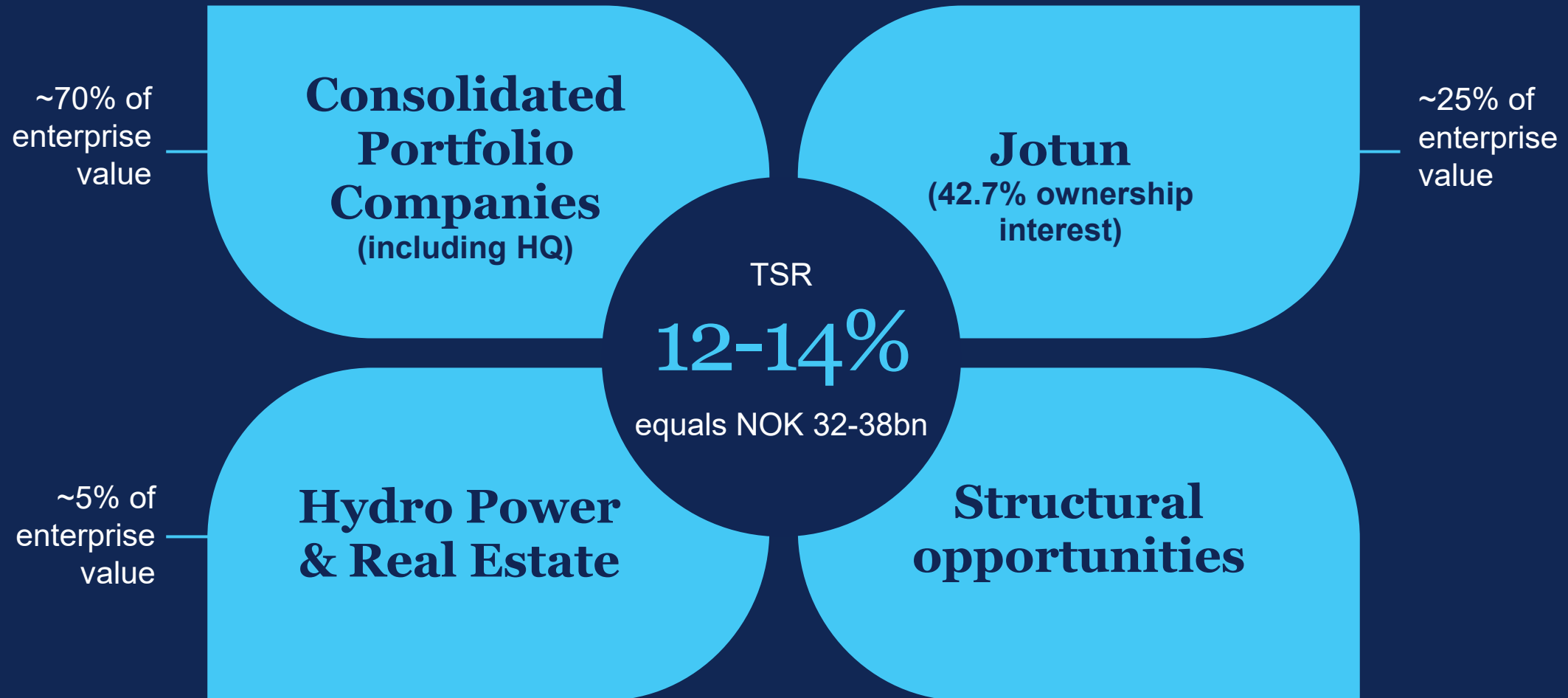


Target

12-14%

Total Shareholder Return (TSR)
per annum 2024-2026

Target



Consolidated Portfolio Companies – targets for 2026

Grow and build

Orkla Food Ingredients

- Revenue CAGR: 5%
 - EBIT CAGR: 12%
 - ROCE: +2%-p
-

Orkla Health

- Revenue CAGR: 7-9%
 - EBIT margin: 14%
-

Orkla India

- Revenue CAGR: 12%
 - EBIT CAGR: 20%
 - Cash conversion: >100% p.a.
 - Current capital reduction: 4-5%-p
-

The European Pizza Company

- Consumer sales CAGR: >5%
- EBIT: EUR 35-40mn by year-end 2026

Anchor

Orkla Foods Europe

- Revenue CAGR: 2-3%
 - EBIT margin: 13-14% in 2026
 - Cash conversion: >100% p.a.
 - ROCE: >15%; +3%-p
-

Orkla Confectionery & Snacks

- Volume-mix CAGR: >2%
- EBIT margin: >15% within 2026
- Cash conversion: ~100% p.a.
- ROCE: 13% within 2026

Transform or exit

Orkla Home & Personal Care

- EBIT CAGR: >10%
 - Cash conversion: >100% p.a.
-

Orkla House Care

- EBIT margin: +5%-p
-

Health and Sports Nutrition Group

- Revenue CAGR: 5%
 - EBIT margin: 5% in 2026
 - Cash conversion: 100% p.a.
-

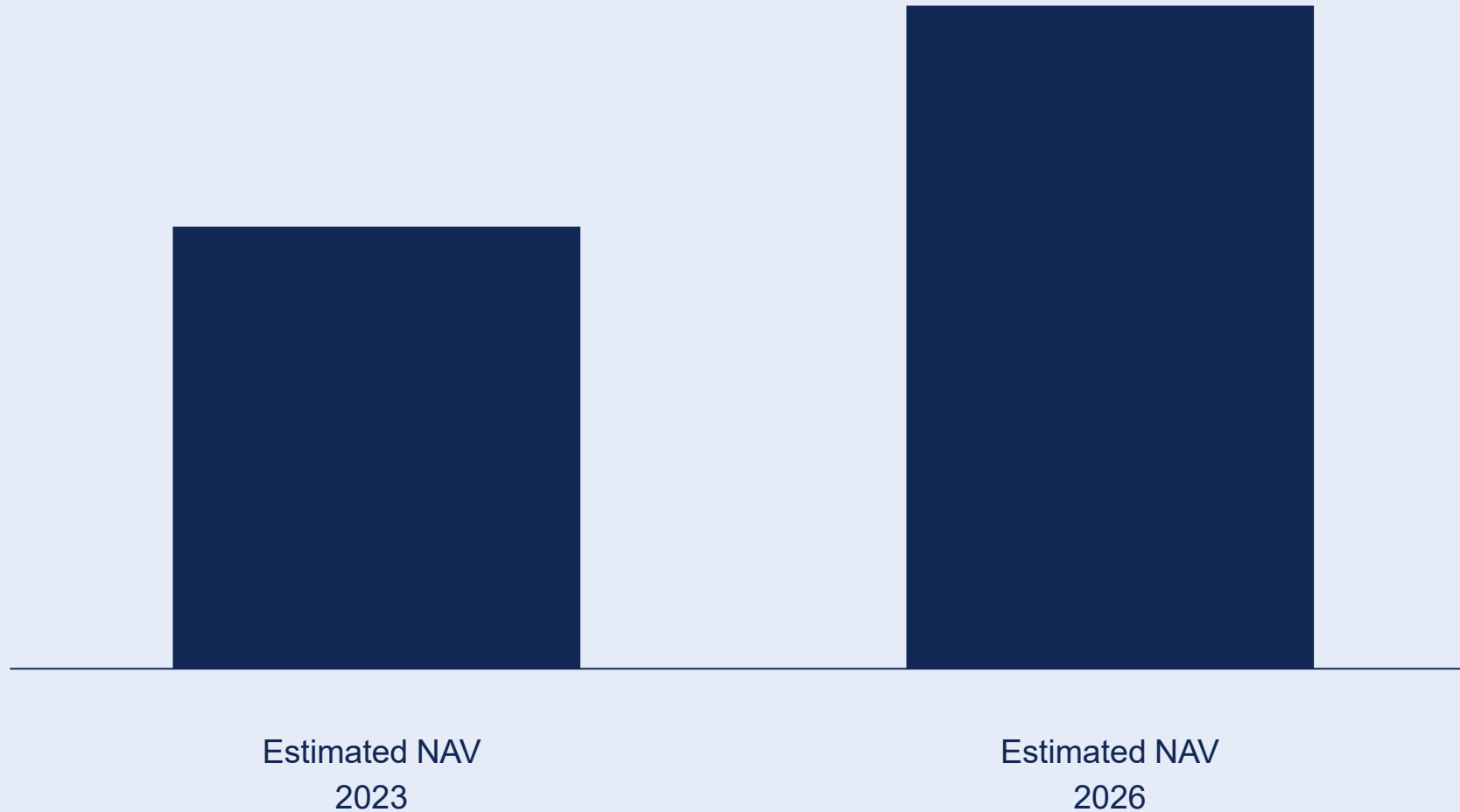
Pierre Robert Group

- NOK >100mn accumulated net cash generation 2024-2026
-

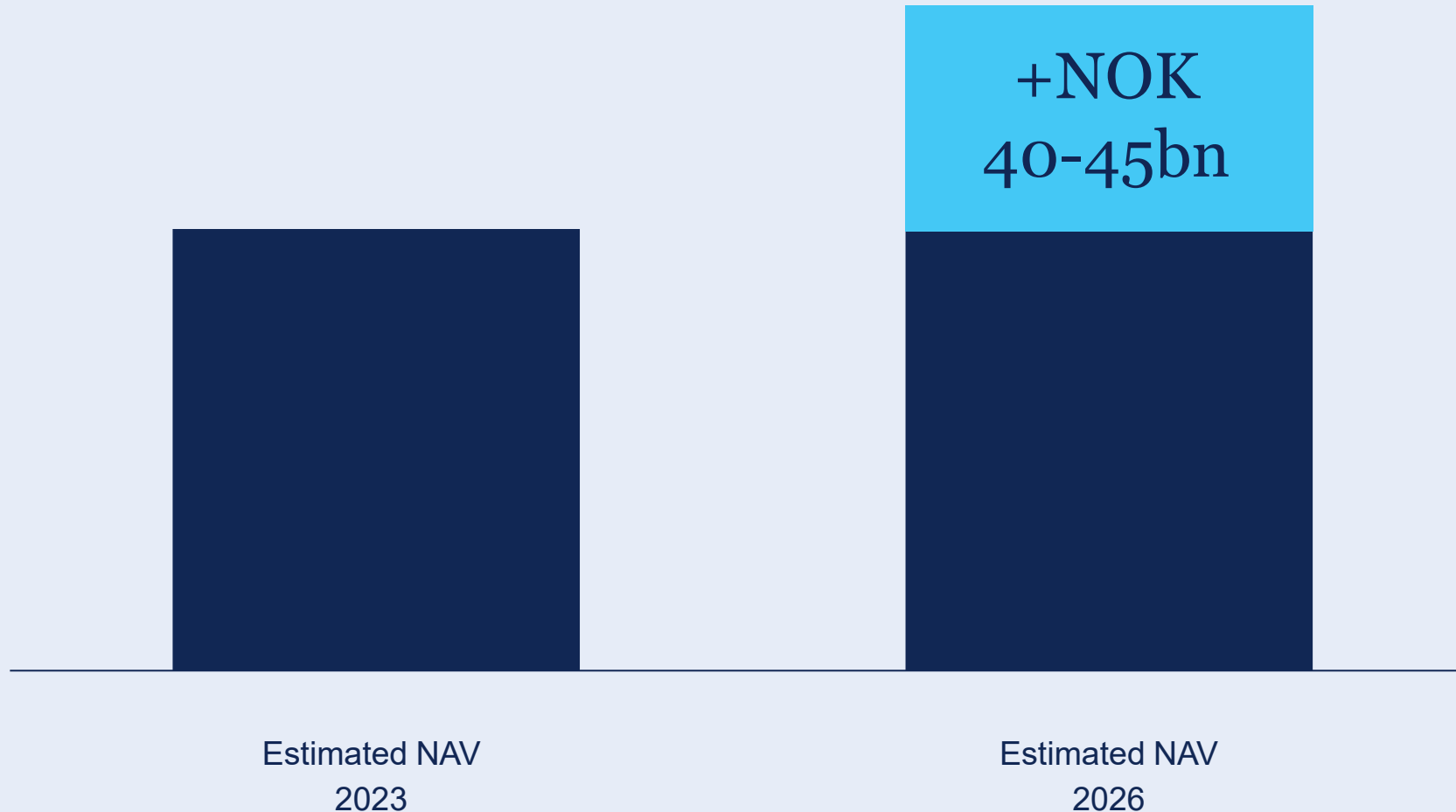
Lilleborg

- Revenue CAGR: 3-5%
- EBIT CAGR: 10-12%
- Cash conversion: >90% p.a.

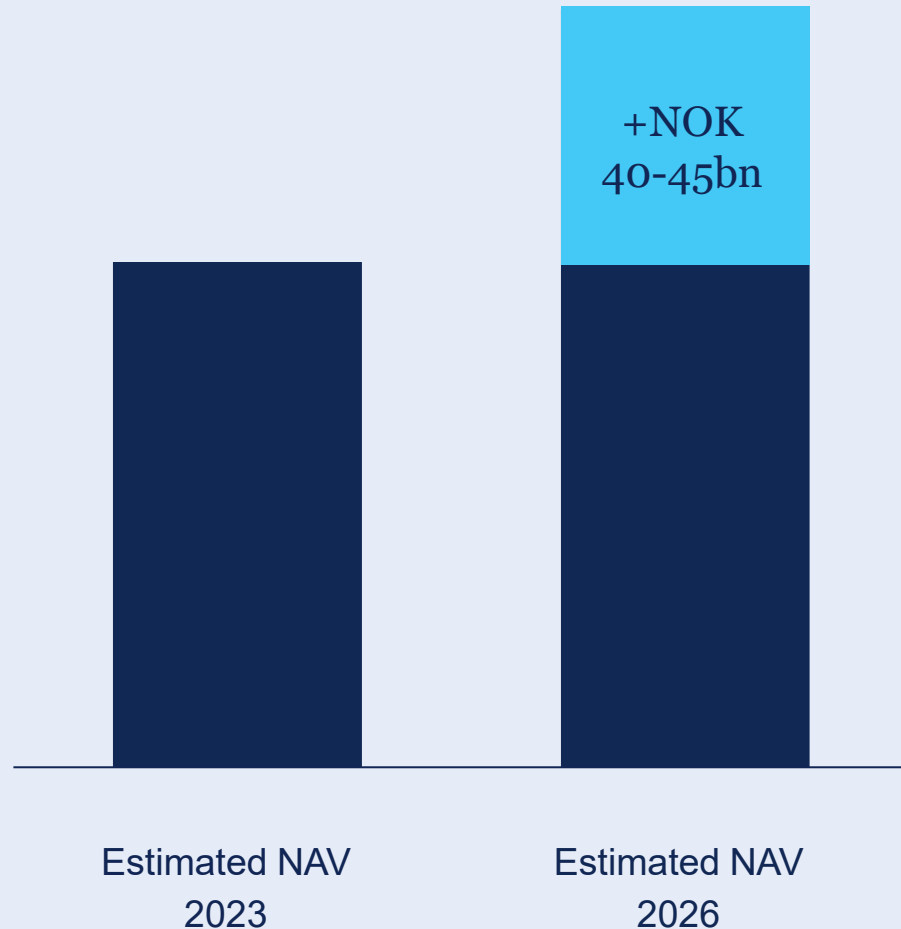
Change in NAV of consolidated Portfolio Companies (incl. HQ)



Change in NAV of consolidated Portfolio Companies (incl. HQ)



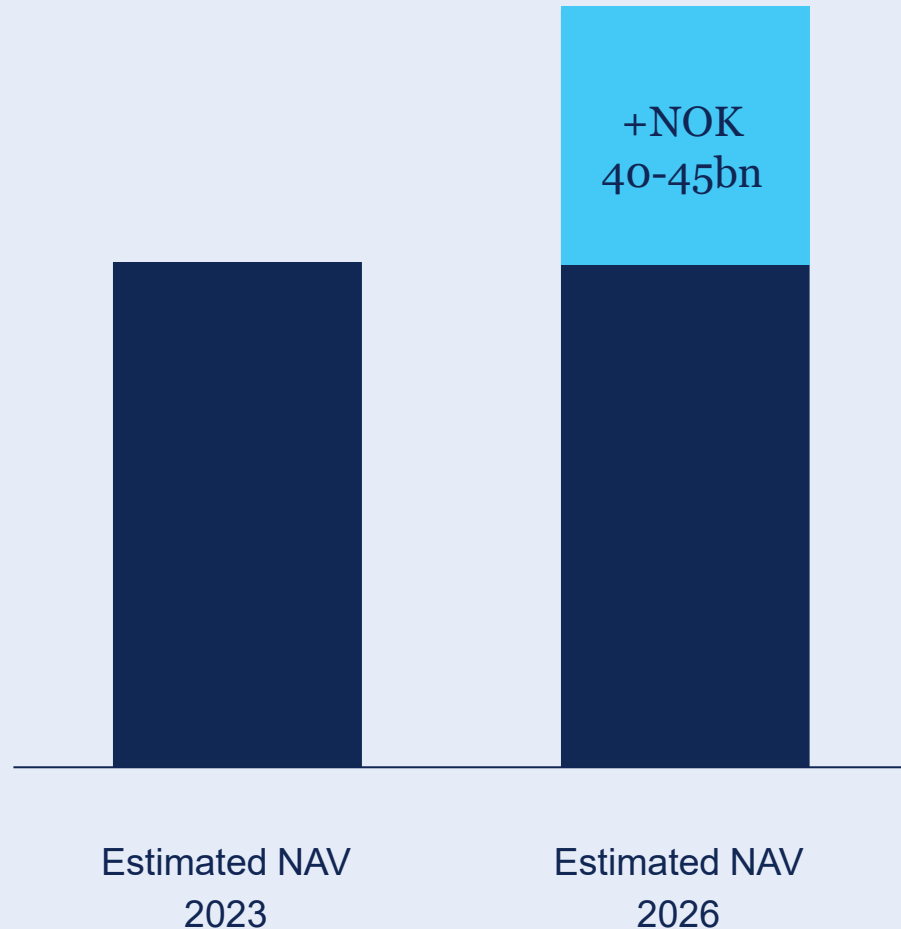
Change in NAV of consolidated Portfolio Companies (incl. HQ)



Portfolio Company targets (consolidated)

Underlying EBIT (adj.) CAGR 2023-2026	8-10%
Margin expansion 2023-2026	1.5-2.0%-p.
ROCE improvement 2023-2026	10% to 13%

Change in NAV of consolidated Portfolio Companies (incl. HQ)



Methodology

2023

Estimated enterprise value (EV) of Portfolio Companies

2026

Estimated enterprise value (EV) of Portfolio Companies

+ Net cash flow to equity 2024-2026

+ Change in minority interest

Jotun's targets

42.7% ownership interest

Dimension	Target
Sales growth	>8%
EBITA/Sales	>12%
Equity ratio	>50%
ROCE	>25%
Liquidity	>5%



Financial assets

HYDRO POWER

1.4 TWh

Annual sales volume in
the spot market

REAL ESTATE

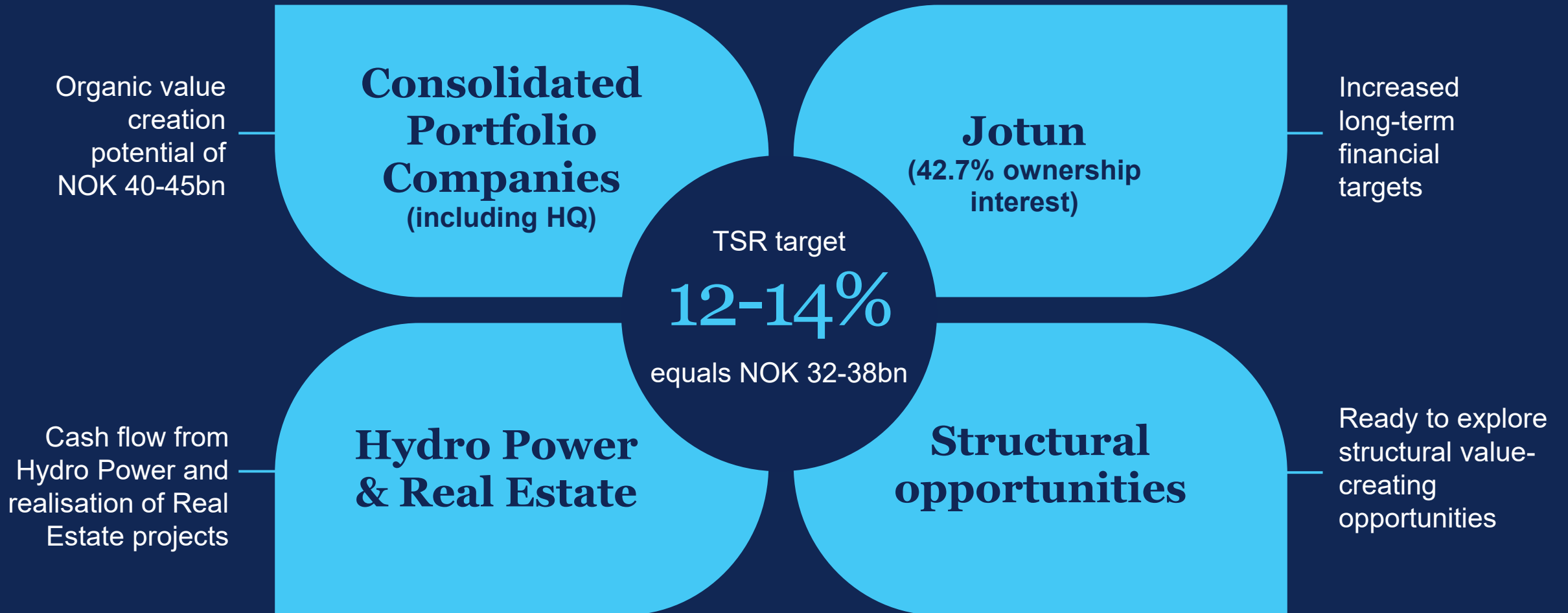
Market value portfolio

NOK 2.3bn

Book value projects

NOK 0.3bn

We are ready to deliver on all building blocks





2

FINANCIAL FRAMEWORK

Capital allocation priorities





**Priorities for capital
allocation are unchanged**

Priorities for capital allocation are unchanged

Maintain a stable
and increasing
dividend

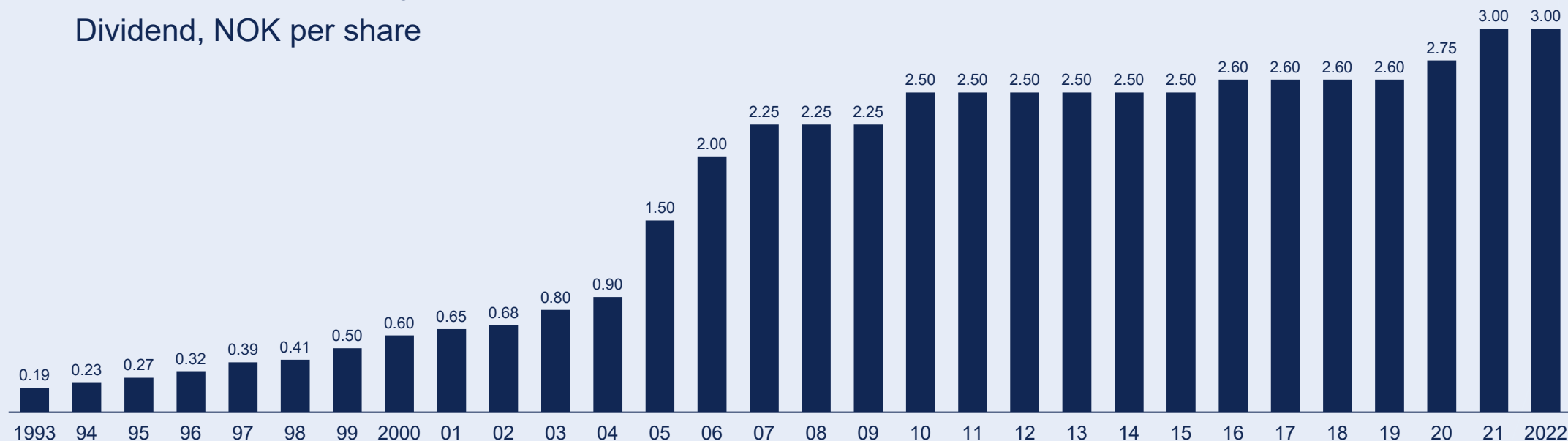
**Value accretive
acquisitions &
divestments** plus
organic investments
to increase value
creation in Orkla

Return excess capital
to shareholders
through extraordinary
dividends or share
buybacks

Pay a stable and increasing dividend

Historical dividend payments

Dividend, NOK per share



Additional dividend per share: NOK 5 in 2003, NOK 1 in 2004, NOK 5 in 2010 and NOK 5 in 2016

Value accretive M&A

Prioritise Portfolio Companies within
“Grow and build”

Select divestments

Required equity return

>15%
after-tax

Organic investments

CapEx and other investments

Return on investments

>15%
after-tax

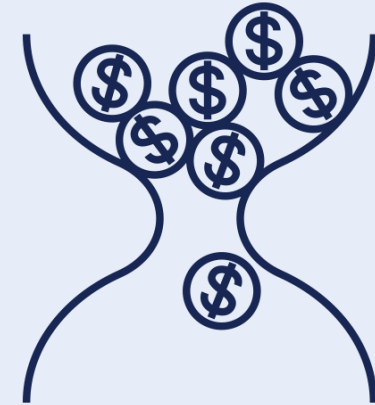
Internal competition for capital



3-year plan for each Portfolio Company with focus on value creation



Consolidate plans and take a broader view of the portfolio



Capital allocation priorities and guidelines

Return excess capital to shareholders by


Extraordinary
dividends

Return excess capital to shareholders by

Extraordinary
dividends

or

Share
buybacks



Maintain a stable
and increasing
dividend

**Value accretive
acquisitions &
divestments** plus
organic investments
to increase value
creation in Orkla

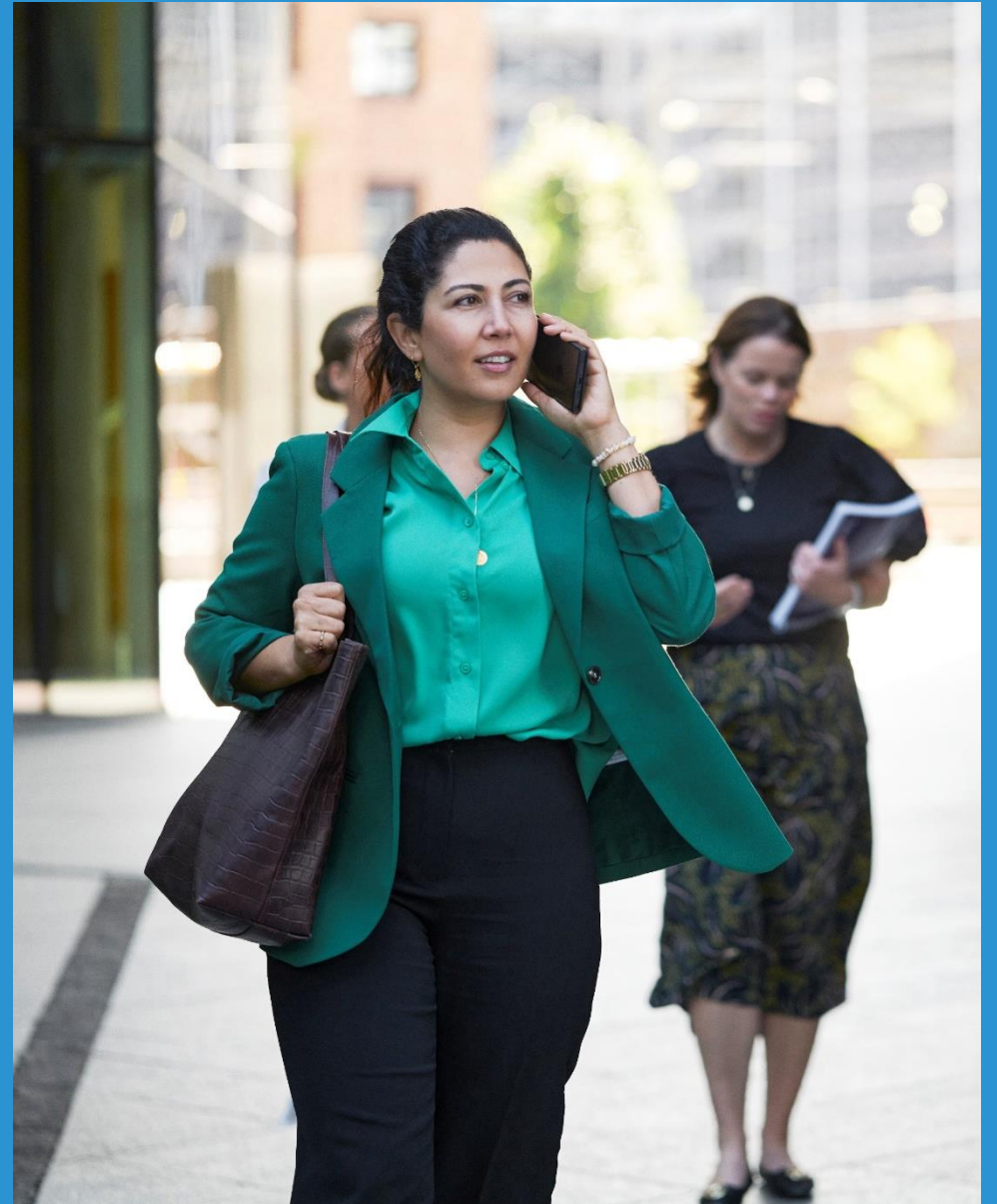
Return excess capital
to shareholders
through extraordinary
dividends or share
buybacks



3

FINANCIAL FRAMEWORK

Financial policy



FINANCIAL POLICY

Investment
grade credit
quality

NET DEBT TO EBITDA

2.5x

Net debt to
EBITDA

CFO PERSPECTIVES

Why will value creation increase?

CFO PERSPECTIVES

CFO PERSPECTIVES



Disciplined capital
allocation

CFO PERSPECTIVES



Disciplined capital
allocation



Increased transparency
and accountability

CFO PERSPECTIVES



Disciplined capital
allocation



Increased transparency
and accountability



Strengthened
governance

Q&A

Next speakers



Atle Vidar Nagel Johansen
CEO, Orkla Foods Europe



Ingvill Tarberg Berg
CEO, Orkla Confectionery & Snacks



Morten Fon
President and CEO, Jotun



Orkla Capital Markets Day 2023

Orkla Foods Europe

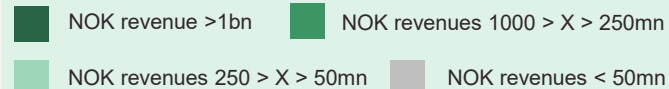
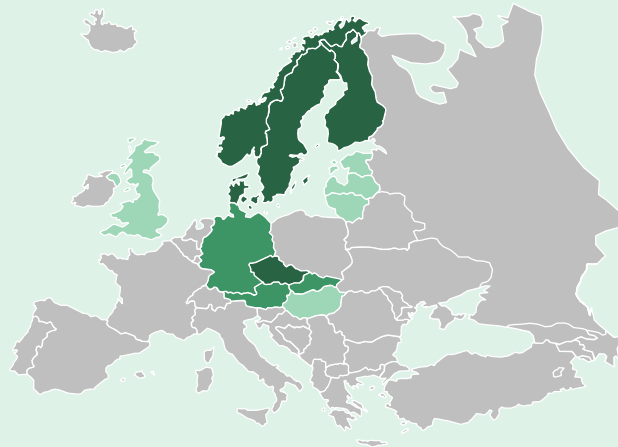
Realizing the margin potential

Introduction to Orkla Foods Europe

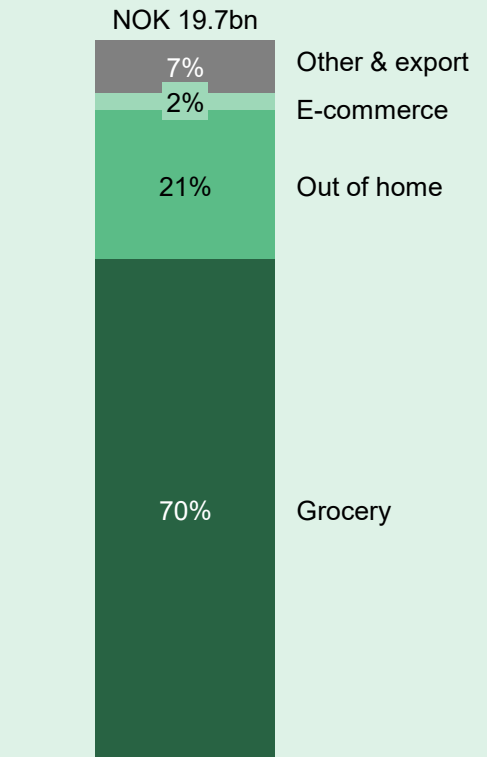
Key figures (R12M Q3-2023)



Geographical presence¹

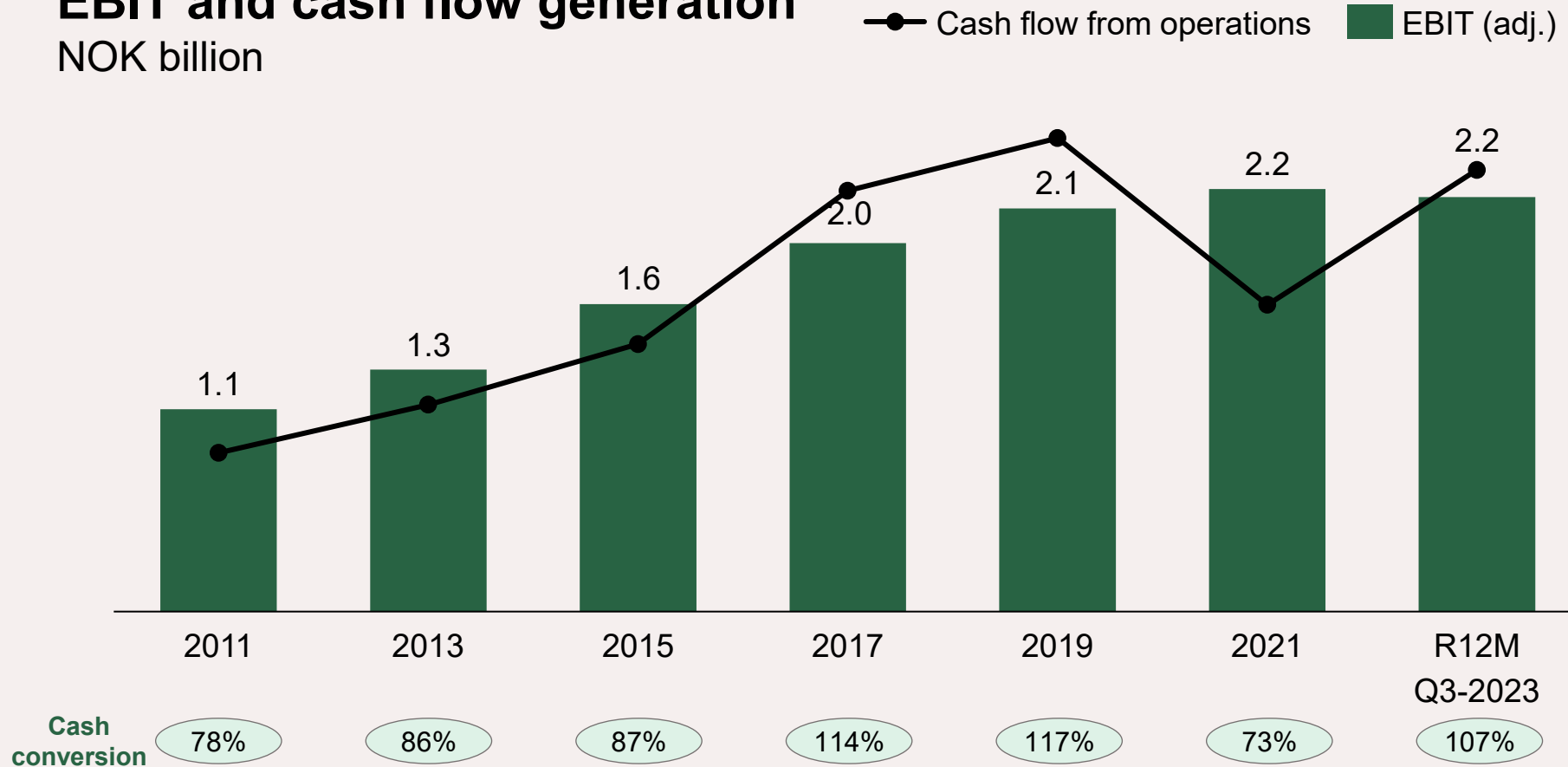


Channel exposure (R12M Q3-2023)



Orkla Foods Europe has been generating significant shareholder value over time

EBIT and cash flow generation NOK billion



Total generation

NOK 20bn+

*Cash flow generated
since 2011*

NOK 23bn+

*EBIT generated
since 2011*

Majority of volume decline driven by reduced overall consumption in retail

Orkla Foods Europe volume/mix development

Volume decline
(R12M, Q3-2023)

-6.7%

Reduced inventory levels among retailers have a negative effect during the period

Drivers of Orkla Foods Europe volume/mix

Other

11%

Loss to private label

24%

Market/category decline

65%

Decomposition of volume loss

Actions to increase volume

Increase advertising and campaign spend and activities

Campaign efficiency

Secure re-listings

Product adjustments (price/pack)

Orkla Foods Europe's competitive advantage

Key competitive advantages



Brands

Strong local brands with long heritage and pricing ability/consumer preference



Categories

Market leading supplier across many resilient and attractive categories



Differentiated business model

Business model supporting regional scale and consumer-first mentality, with strong track record of profit generation

1. Strong local brands with consumer preference

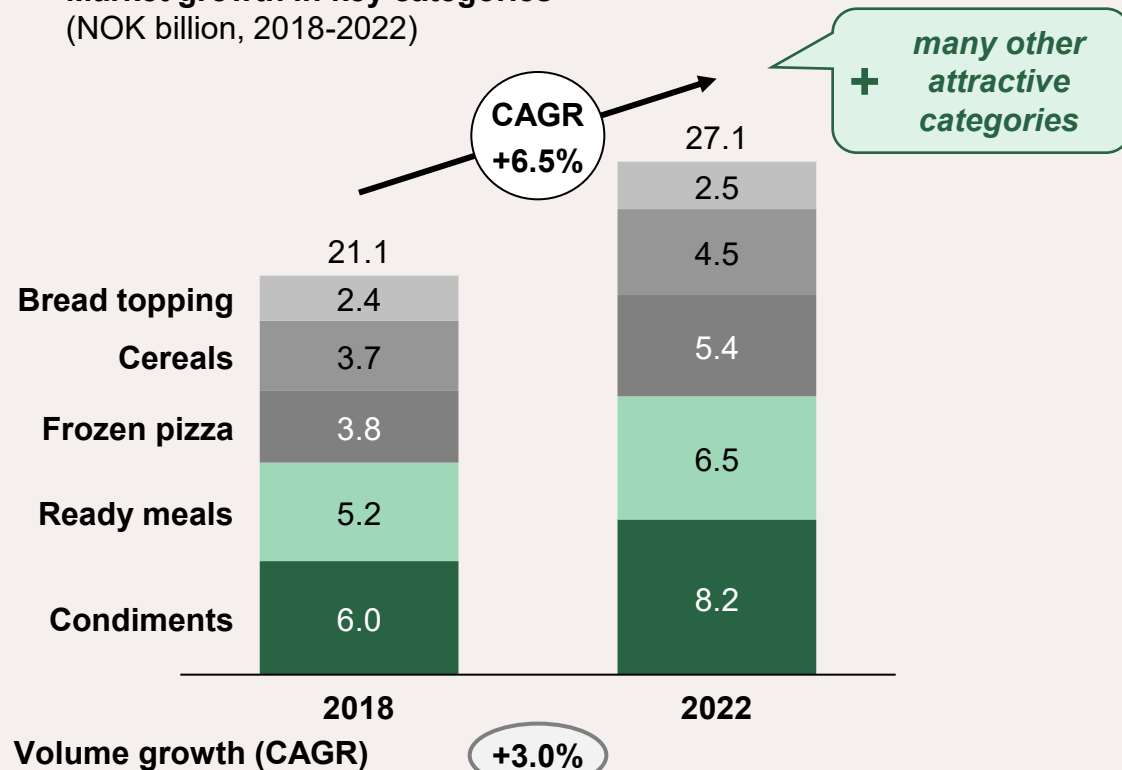
Norway	Sweden	Finland	Denmark	Czech Republic
#1 Ambient ready meals 	#1 Frozen ready meals 	#1 Ketchup 	#1 Jam & marmalade 	#1 Dehydrated ready meals 
#1 Frozen pizza 	#1 Ketchup 	#1 Preserved vegetables 	#1 Ketchup  	#1 Spices 
#1 Ketchup 	#1 Meat replacement 	#1 Granola & Müsli 	#1 Preserved vegetables 	#1 Durable patés and spreads 
#1 Dilutables 	#1 Cereals 	#1 Dilutables 	#1 Frozen meat replacement 	#1 Jam & marmalade 
#1 Baking mixes 	#1 Dilutables 	#1 Frozen potatoes 		#1 Preserved vegetables  

More than 80% of revenues from #1 and #2 positions – Among the largest retail supplier in all markets

2. Market leading supplier across many resilient and attractive categories

Key categories displays strong underlying growth over the past years

Market growth in key categories¹
(NOK billion, 2018-2022)



Largest and strongest position in the key categories where we decide to play

	Relative market share (2022)	
	Times larger than closest competition	Times larger than private label
Bread topping	5.4	4.9
Ready meals	3.0	2.7
Condiments	2.3	2.0
Pizza	1.6	4.8
Cereals	1.4	0.8
Key categories account for 60% of sales and contribution margin		

3. Differentiated business model

Business model principles and resulting impact

Closer to consumers compared to global players

Strong local presence driving superior local consumer and customer understanding with flexibility to adapt to local needs and preferences

Regional scale compared to local competitors

Commercial and operational scale at regional and local levels compared to global, local and private label competition



Attractive margins with further improvement potential

Targets for EBIT growth, cash conversion and revenue growth towards 2026

Financial targets from Q3-2023 ¹ to 2026	EBIT (adj.) margin 13-14% in 2026
	Cash conversion > 100% p.a. ROCE >15%; +3%-p
	Yearly organic revenue growth of 2-3% - positive volume/mix growth
Target to 2030	Reduce GHG emission ² Scope 1 & 2 by 70% in 2030

Focus on margin expansion through defined initiatives across the value chain

Simplify, harmonize and optimize our core business



Procurement program

Established and initiated program to handle expected upcoming raw material cost decreases, and other high-value cost-takeouts

Initiated



Operational efficiency

Accelerated supply chain simplification and optimization project across production facilities

Initiated



Organizational development

Realize cost savings from implemented organizational projects in Norway, Sweden and Czech Republic. Continue to identify and act on organizational improvements

Completed and benefits being realized



Net revenue management

Intensified focus on net revenue management, to optimize pricing and assortment selection across categories and markets

Initiated

Improve cash conversion through capital efficiency programs

Steady cash generation through improved capital efficiency



Net working capital

Initiated net working capital program, targeted at improving inventory and supplier terms across Orkla Foods Europe

Initiated



CapEx allocation

Increased focus on return from CapEx and prioritization of investments

Initiated

Growth through focus on attractive categories and fast-growing channels

Focus on strong core and fast-growing channels

FELIX

TORO

GRANDIOSA

Hamé

Vilana

Focus on selected categories and brands

Focus on five selected categories; ready meals, pizza, condiments, bread toppings and cereals, and support corresponding top brands across markets

Investing >25% additionally on promotions and advertising towards 2026



Strong growth in Out-of-Home

Strengthen and utilizing our portfolio and brands to grow in key Out-of-Home channels such as hotels, restaurants, catering and convenience



Perfect sales execution

Initiated project to improve in-store performance, working closely with customers to improve consumer experience and availability

Key take-aways



Margin expansion through cost reductions and net revenue management



Strong cash conversion through moderate CapEx and reduced current capital



Building our core business through strengthened commercial efforts



Orkla Capital Markets Day 2023

Orkla Confectionery & Snacks

Maximizing core portfolio potential

Our aspiration

The #1 snacking choice for the Nordic/Baltic consumers

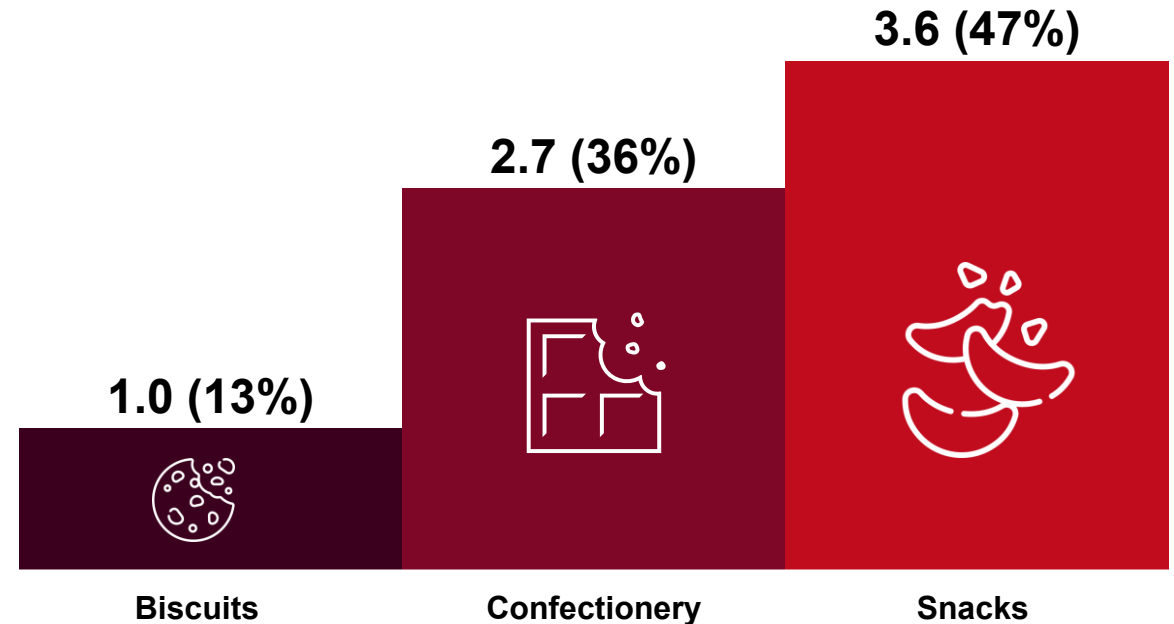
Winning together with
local, sustainable brands
and passionate people



The leading Nordic and Baltic snacking player



Categories – Operating Revenue (2022)



Orkla Confectionery & Snacks was established in 2013, but our history dates back to 1806



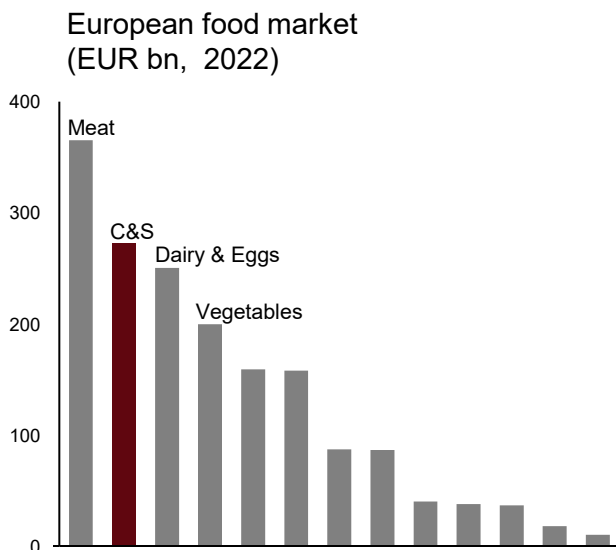
The portfolio holds iconic hero brands within the snacking categories across the Nordics and Baltics

							
Snacks 	 #2	 #1	 #1	 #1	 #3	 #1	
Confectionery 	 #2	 #7	 #4	 >#10	 #1	 #1	 #1
Biscuits 	 #1	 #1	 #3		 #1	 #1	

The confectionery and snacks categories are attractive for Orkla and the retailers

Our categories are **large**..

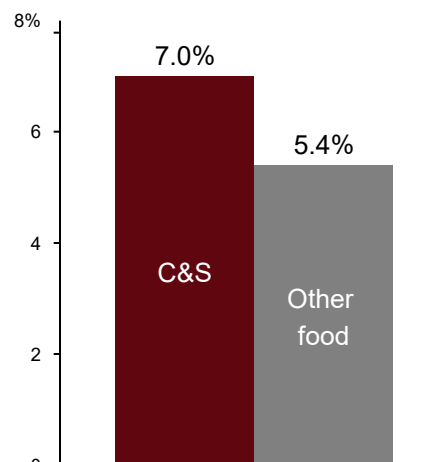
Confectionery & Snacks (C&S) is ~15% of European food market



.. and **growing**..

CAGR above European food market

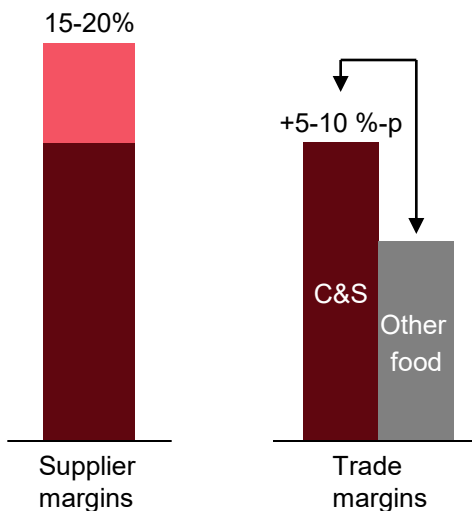
CAGR European food market (% , 2018-'22)



..with **good margins**..

For both supplier and trade

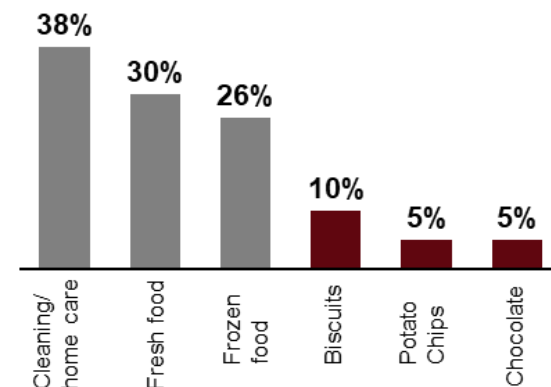
Indicative supplier and trade margins (2022)¹



..and **high brand loyalty**

Low willingness from consumers to compromise on their favorite brands

Norwegian private label share²:



Orkla Confectionery & Snacks offers unique and structural competitive advantages



Strong #1 and #2 brands

Leading heritage brands with deep roots in their relative market; providing high awareness, penetration and relative market shares.



Local size

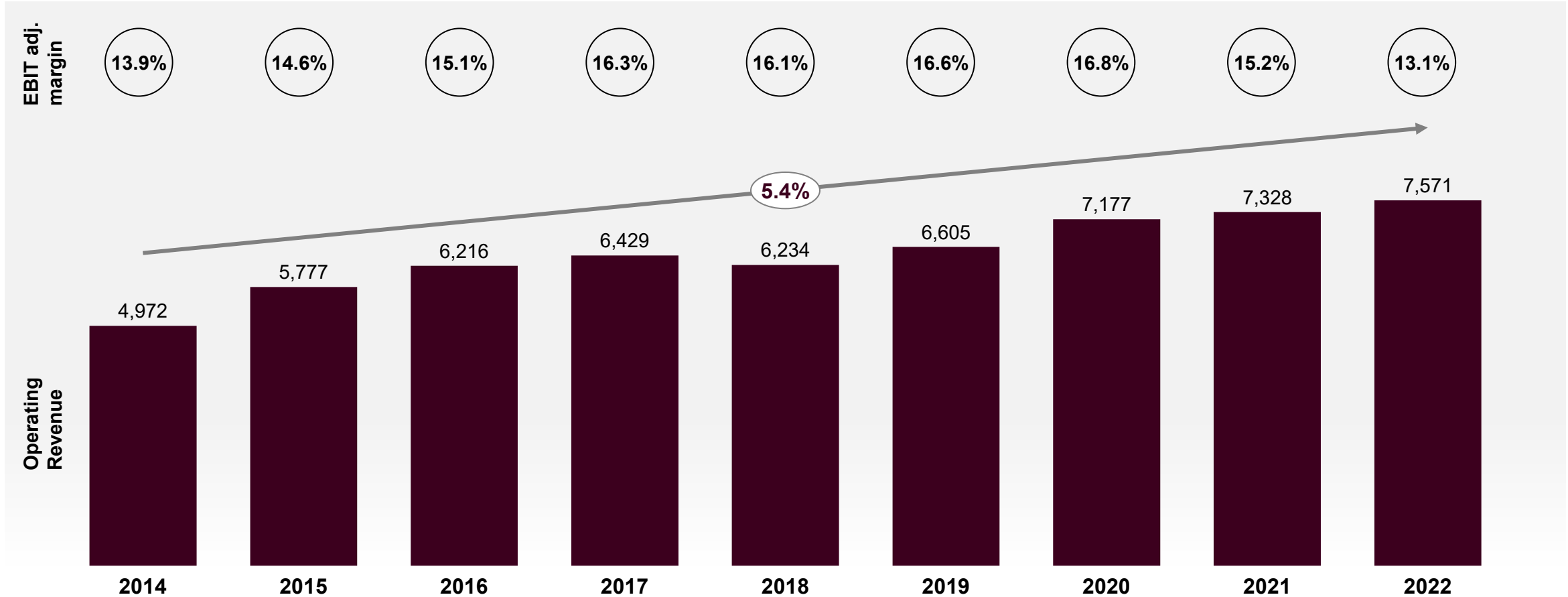
Unmatched local strength with unique consumer insights and complete value chains. Strong customer relations based on history, size and importance.



Employer attractiveness

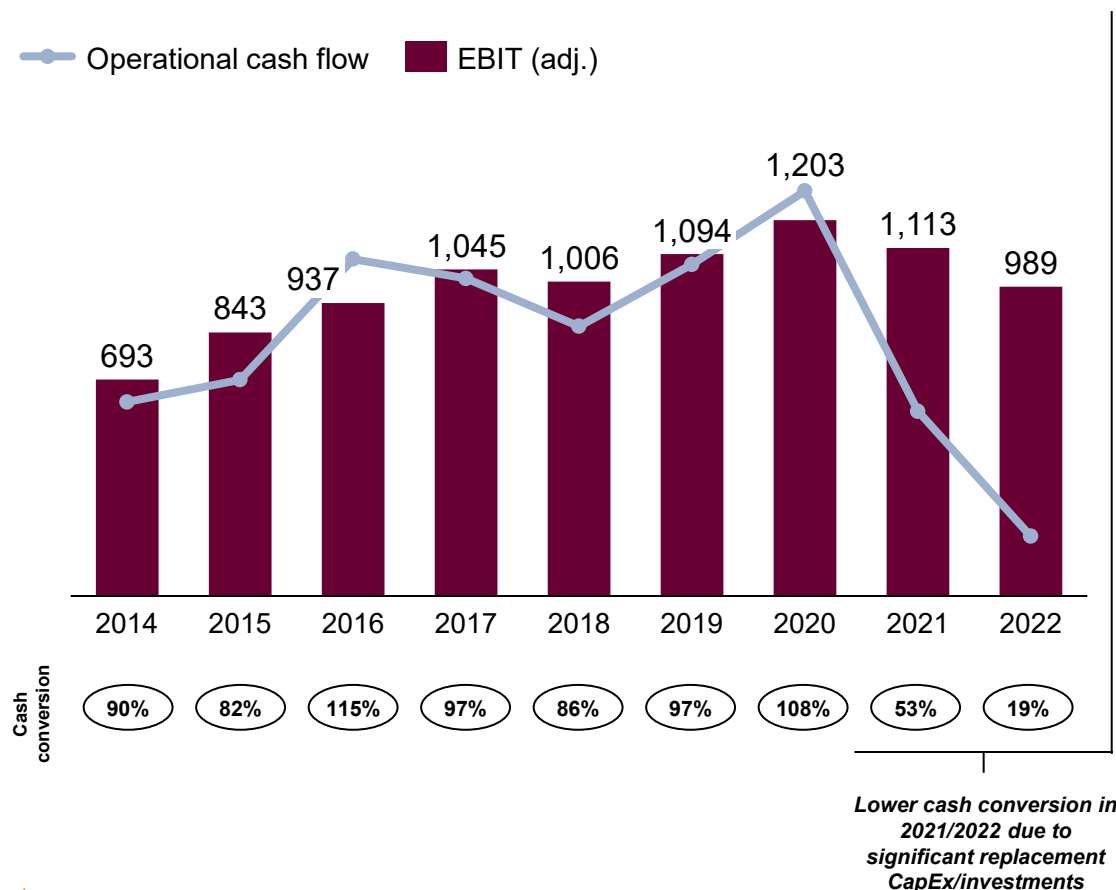
Strong talent base and ability to attract and retain talent across markets – providing a platform of local ownership and regional mobility opportunities.

Strong financial results over many years – inflationary environment challenging the last years



Solid cash generation over time, with significant growth investments done – reducing future investment needs

EBIT and cash flow generation



Examples of recent replacement CapEx



New smaller chocolate factory outside of Riga
Opened 2021



New warehouse in Trondheim
Opened 2022



New large biscuit factory outside of Riga
Opened 2023

...and capacity investments



New chocolate production line in Nidar factory
Opened 2023

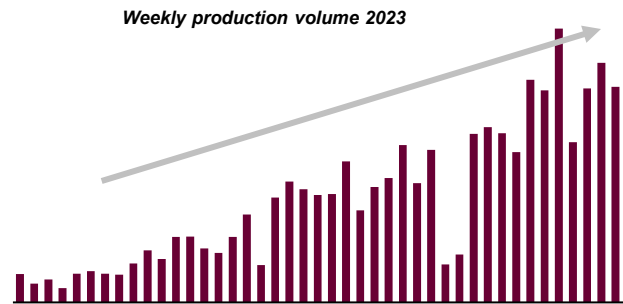
The external macro turmoil in recent years has increased ramp-up time and cost of our new biscuit factory

Ramp-up challenges



- Instability in global supply chains delayed project
- More compressed time plan and longer ramp-up time than expected has led to out-of-stock and higher costs

Factory status November 2023



- Significant uplift in production volumes last 3 months, stock building has started
- Biscuit quality very good
- Cost level above plan, cost actions in progress

Financial impact



- Financial impact FY 2023 ~NOK 150 million, significant part to be regained through 2024
- Original business case, including significant positive cash flow in Orkla Real Estate from sale of land plot, still viable

We have built a strong Full Potential Plan focusing on 3 key strategic priorities to release our potential



1

Win with heroes

Unlock the growth potential in our hero brands by much sharper portfolio prioritization. Increase and focus investments in 40% of brand positions to drive >80% of the growth.



2

Fuel our heroes through cost efficiency

Finance brand investments through more aggressive end-to-end cost optimization programs. Increased system value through harmonization and complexity reduction.



3

Step-change in critical capabilities and enablers

Build next-level key commercial capabilities to drive physical and mental availability. Review operating model for optimized execution throughout our value chain.

The growth journey has already started!

1

Win with heroes

Example initiatives: Grow selected hero brands



Smash! with strong growth journey and adoption – with strong potential to leverage as a growth platform



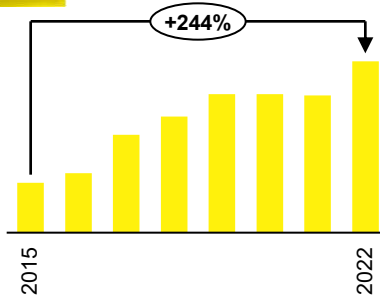
Stratos has seen significant uplift in growth after increased prioritization and focus



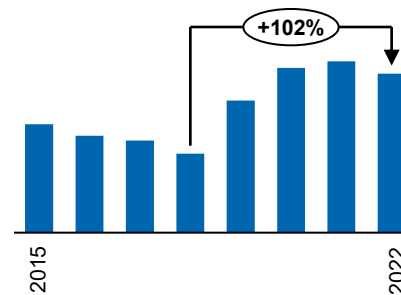
Acquisition growth engine Bubs has products loved by younger consumers – with great potential cross-market



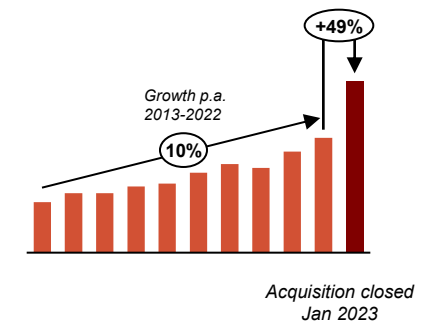
Smash! volume development



Stratos volume development



Bubs operating revenue growth¹

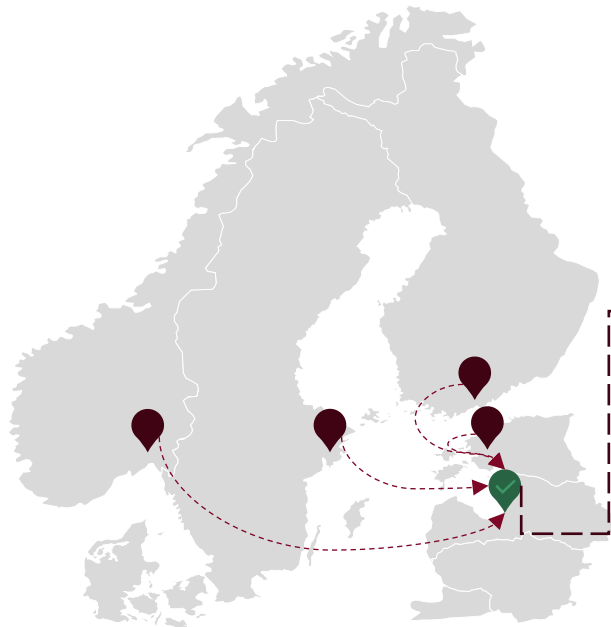


Our new biscuit factory exemplifies how we can combine cost and commercial synergies

2

Fuel our hero positions

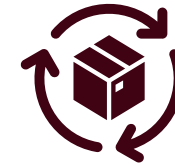
Example initiative: Orkla Biscuit Production



Consolidate production for all biscuit markets to new factory built outside of Riga



The most advanced biscuit production plant in Northern Europe



Capacity and technology to drive innovation at scale – enabling commercial synergies.



Significant cost synergies with joint factory for all biscuit markets, moving from 21 production lines to 13.



Strong uplift in sustainability, targeting 50% waste reduction and 25% decrease in energy consumption.

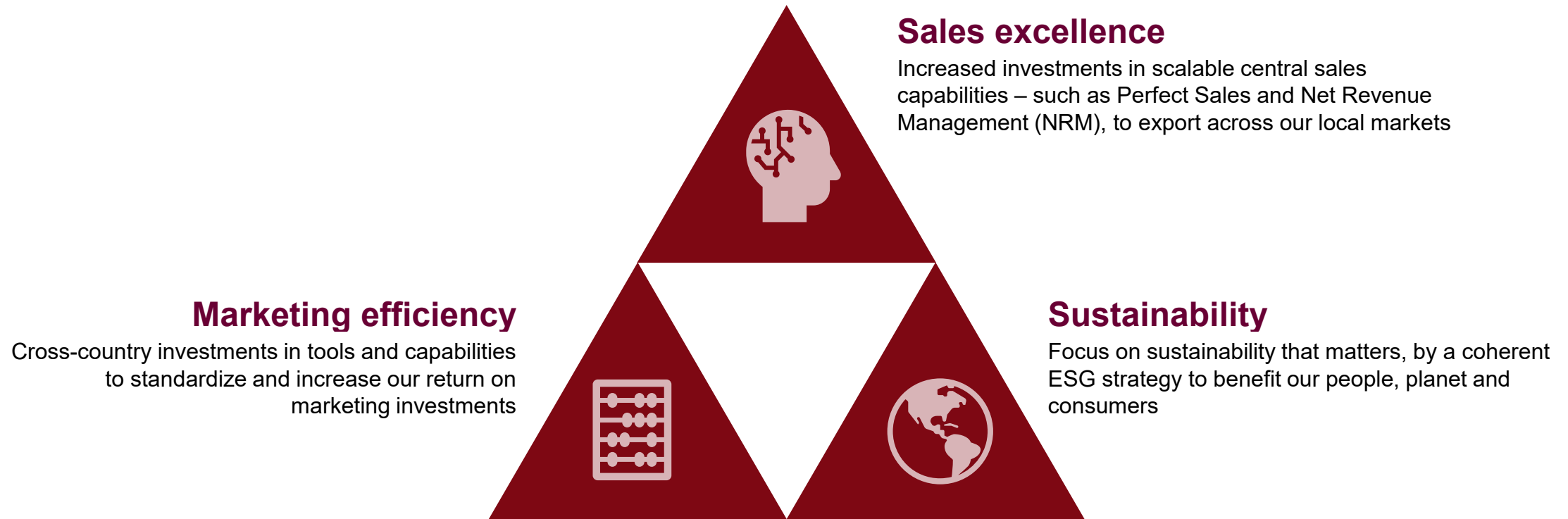


We will drive central initiatives and investments in critical capabilities across our geographies

3

Step-change in capabilities/enablers

Example initiative: Cross-country capability lift



Our strategy comes with significant improvements to ensure increased value creation

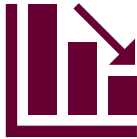


**Razor-sharp
portfolio
priorities**

Innovation focused broad portfolios
with limited central governance



Strict portfolio prioritization system to channel resources to
core positions.
>80% of growth expected from 40% of portfolio



**Substantial
cost
reductions**

Country led cost reduction initiatives **with country-specific lens**



Cross-market cost programs to enable
harmonization and simplification



**Step change
in brand and
capability
investments**

Widely spread brand investments and local capability building



Focused brand investments on hero brands – programs to
build commercial capabilities across markets



**Redefined
operating
model**

Localized model with **limited incentivization** or structures for
collaboration



Optimized model to maintain local advantages while enabling
system value and **accelerating strategy implementation**

**Increased accountability, ownership and discipline through
new governance structure**

Margin expansion through volume growth is the foundation for our value creation towards 2026

>15%

**EBIT (adj.) margin
within 2026**

> 2%

**Annual volume-/mix
p.a. growth**

13%

**Return on Capital
Employed within 2026**

~100%

**Cash
conversion p.a.**



Jotun Protects Property



Morten Fon, CEO

Jotun Group

Orkla Capital Markets Day

November 29, 2023



Jotun Protects Property



It starts with corporate culture...

...in Jotun we call it "The Penguin Spirit"



Loyalty



Care



Respect



Boldness

01

Jotun at a glance

Global footprint and diversified business portfolio



Decorative



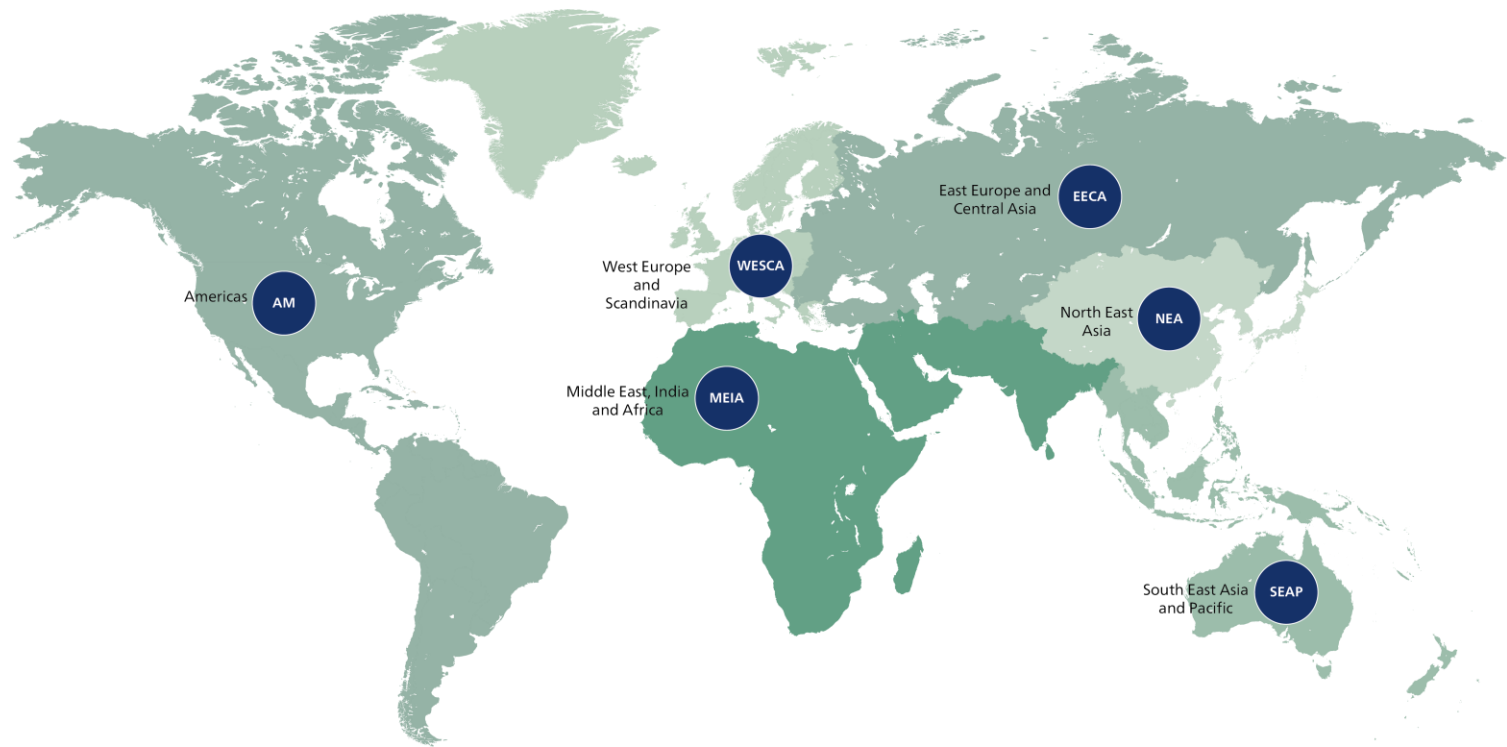
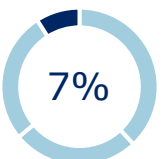
Protective



Marine



Powder



42
billion NOK
sales income



+100
countries



40
factories



10 300
people



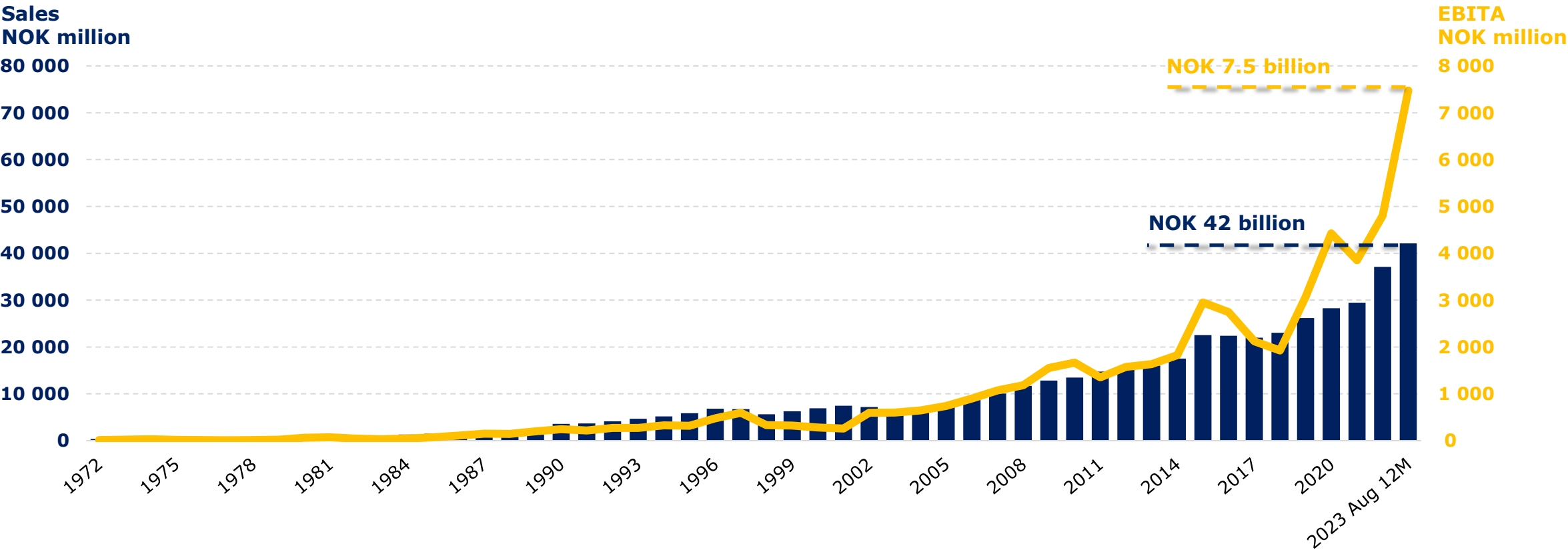
1 097
million litres of paint sold

Jotun 100%, Aug 2023 12 months rolling, % of sales by segment



Continuous growth and profitability on 100% basis

... 2023 will be a record year



02

Business update

Jotun development

....is based on our long term strategy

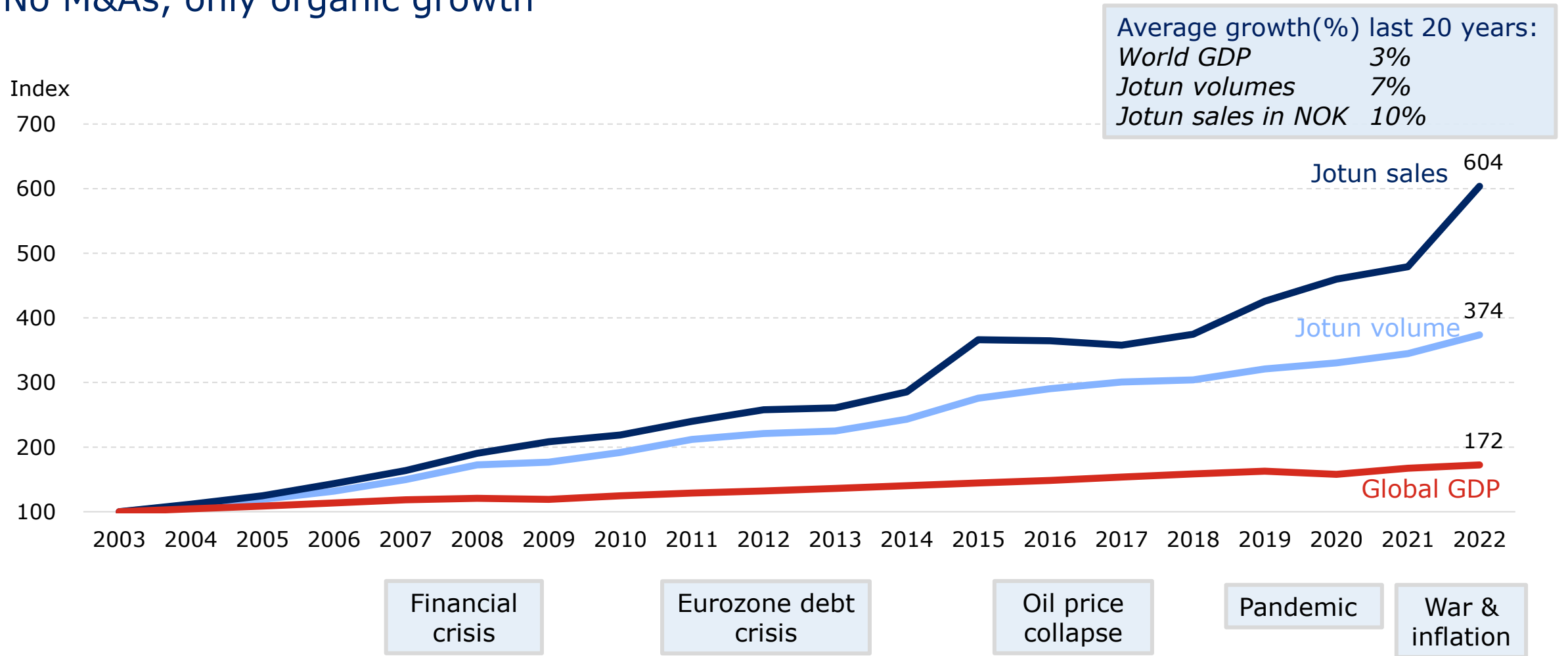
- 4 Segments
- Organic growth
- Differentiated approach



Jotun Protects Property

Jotun growing faster than world GDP

No M&As, only organic growth

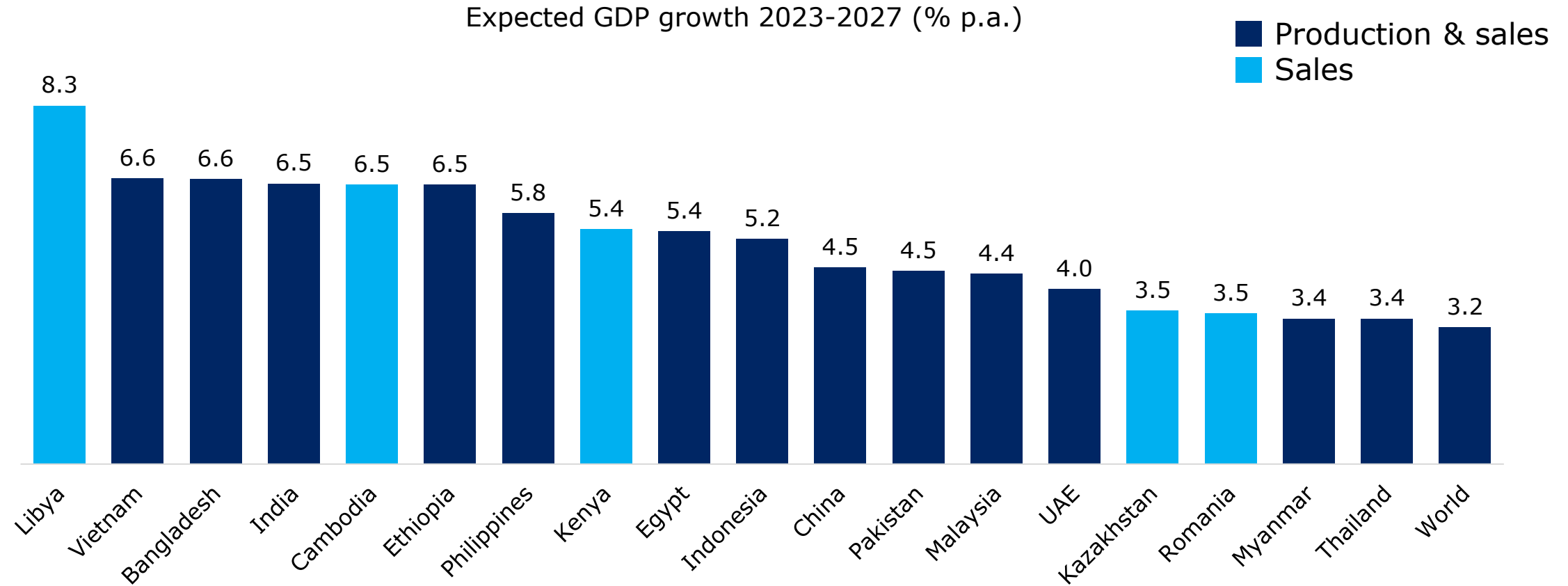


Jotun 100%, 2003 = 100. Source: The World Bank



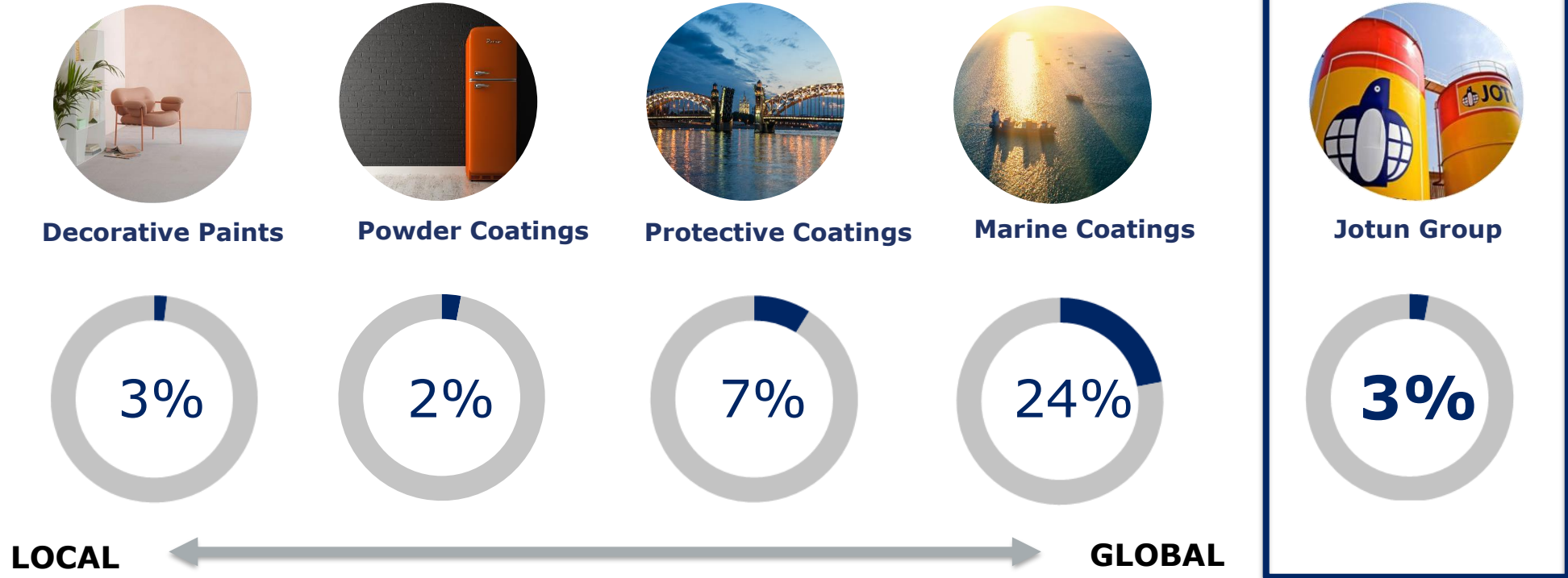
Well-positioned in emerging markets

52% of revenues from countries with growth rate greater than World growth



High potential for further growth

Global market shares – per segment



One global parent brand with sub-brands

Strong and clear communication across segments



The Three Step Model, our holistic approach to sustainability

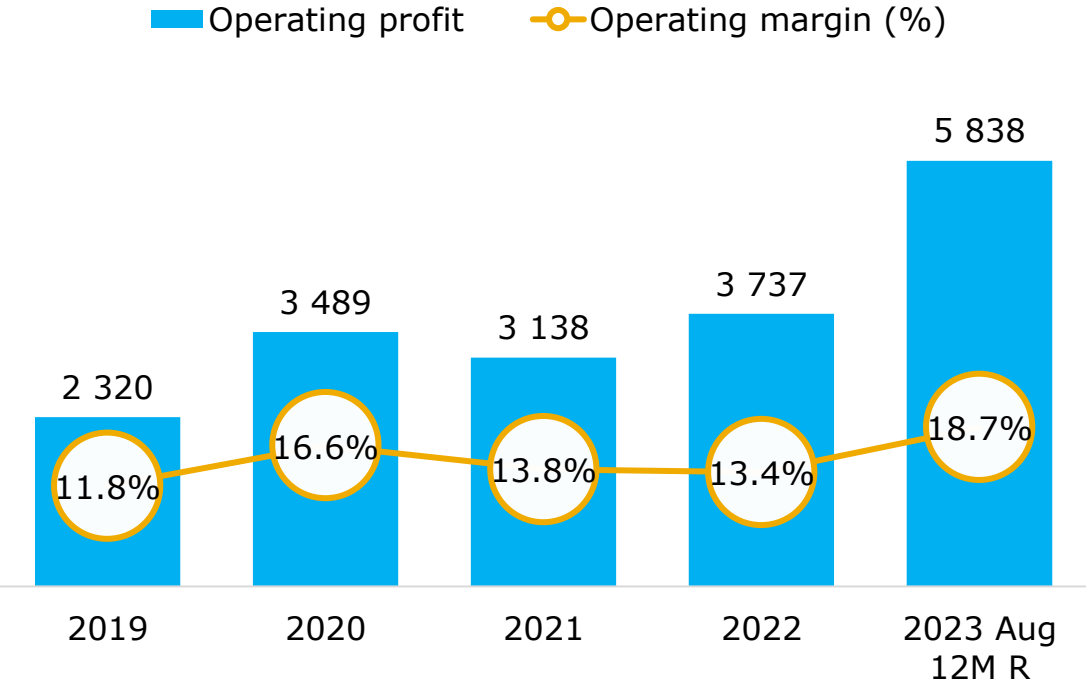
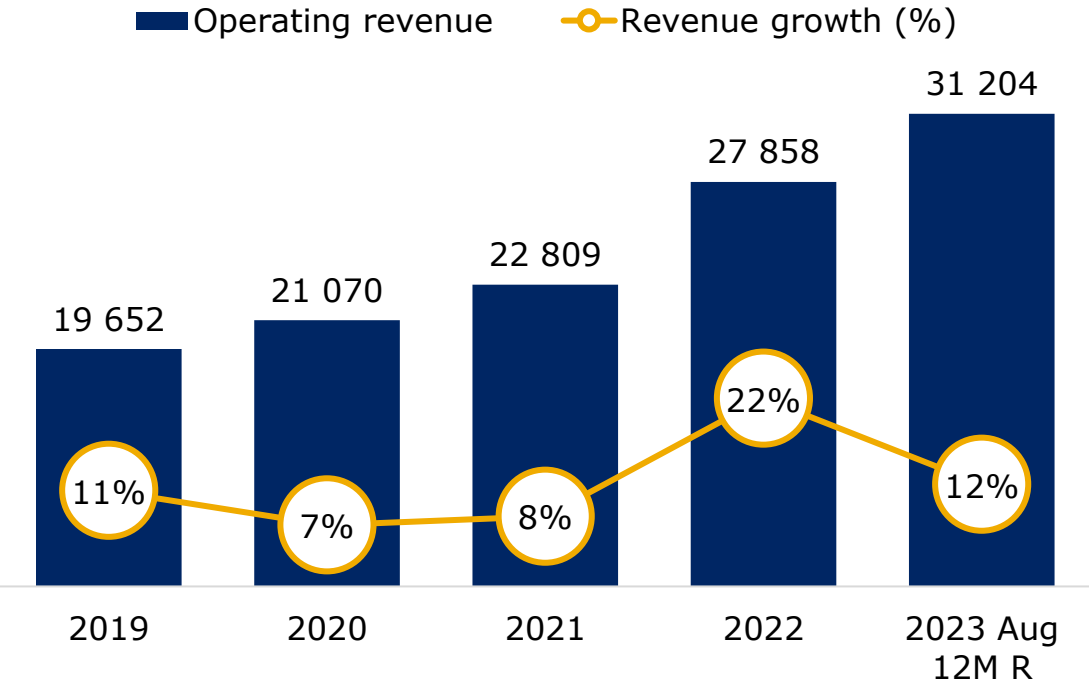


03

Financial status



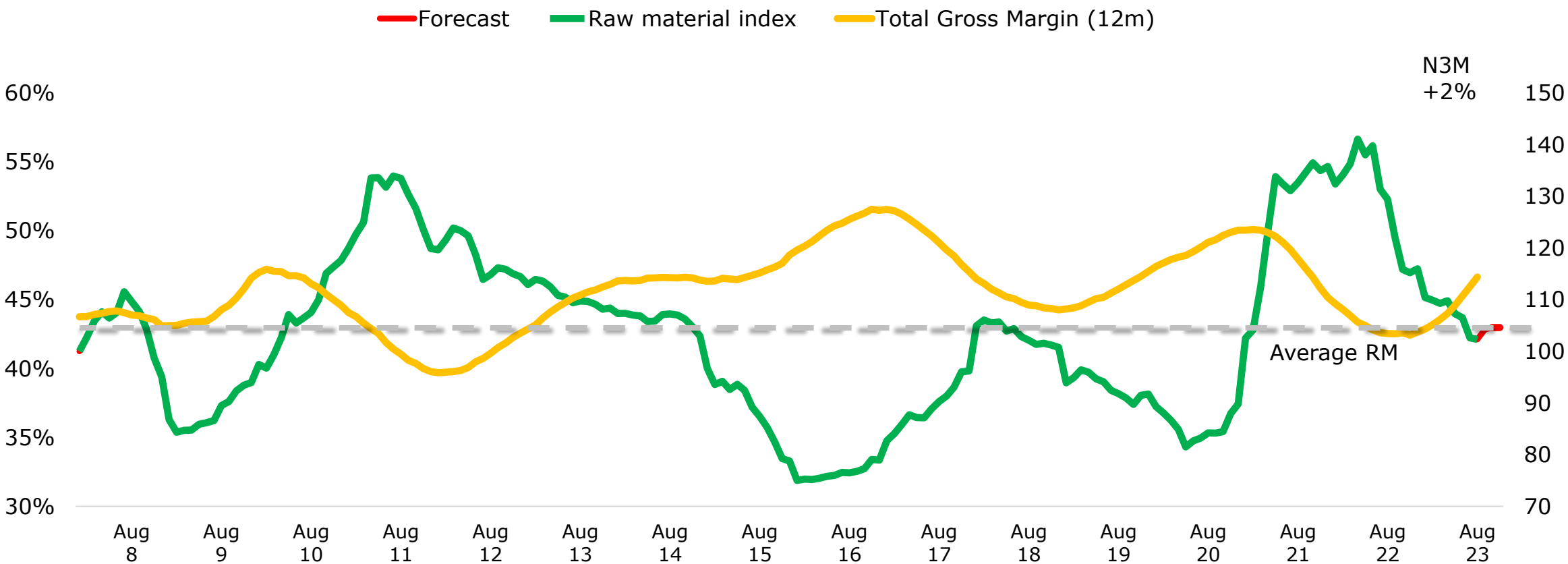
Revenue and profit has reached a new level



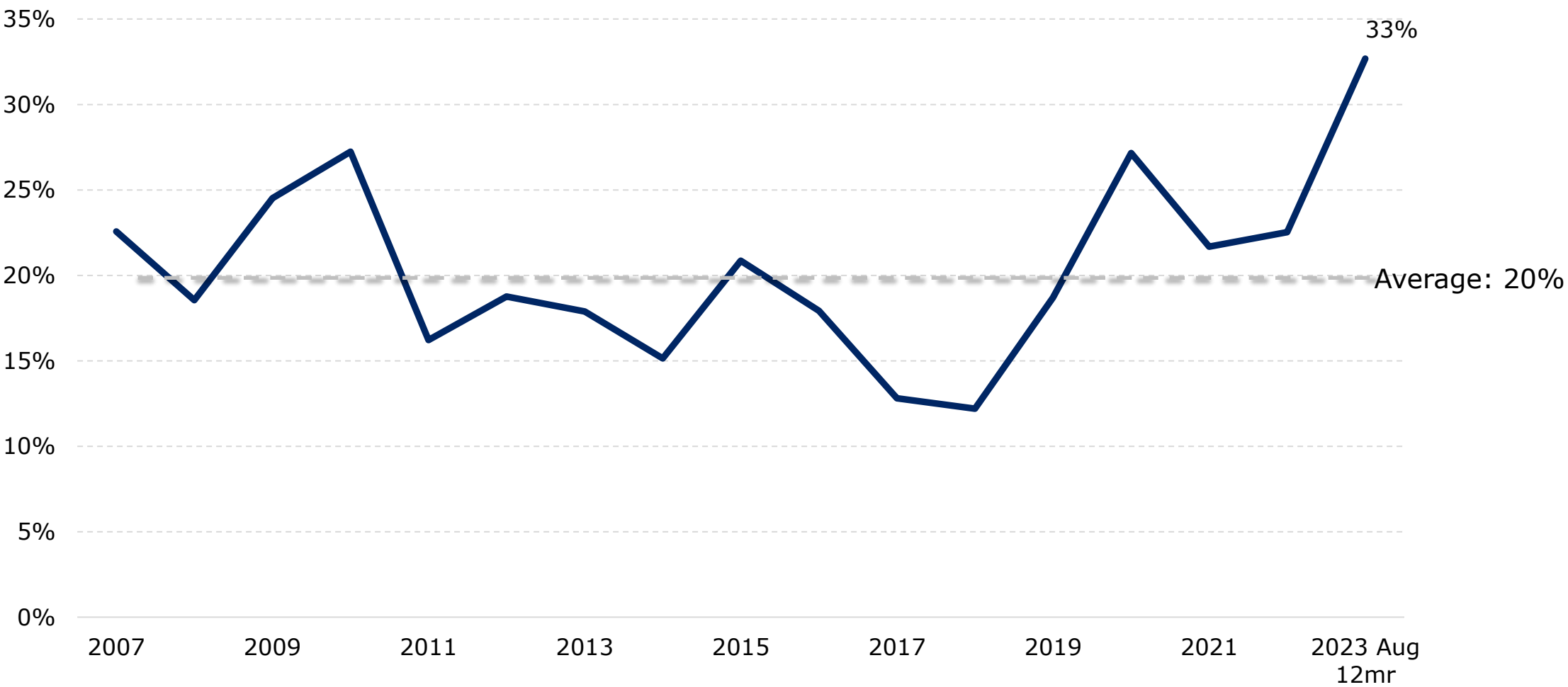
Revenue has increased by 59% since 2019

Profit almost tripled over the past four years

Lower raw material prices driving GM recovery

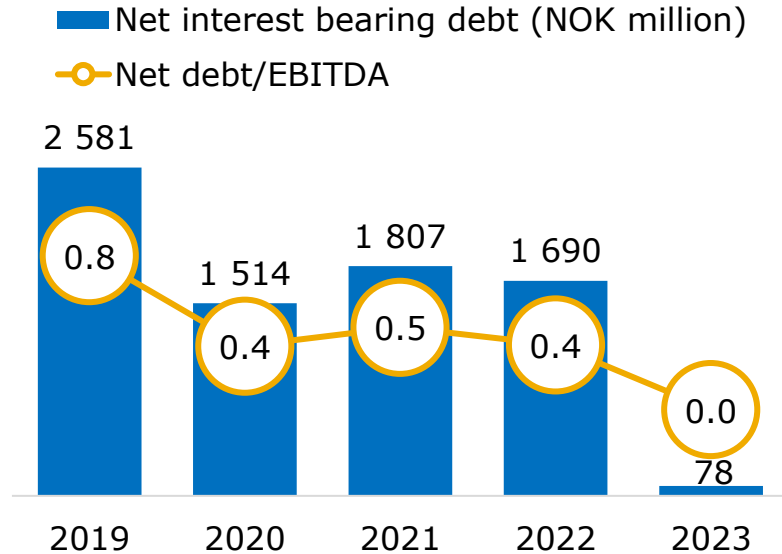


Strong Return on Capital Employed development

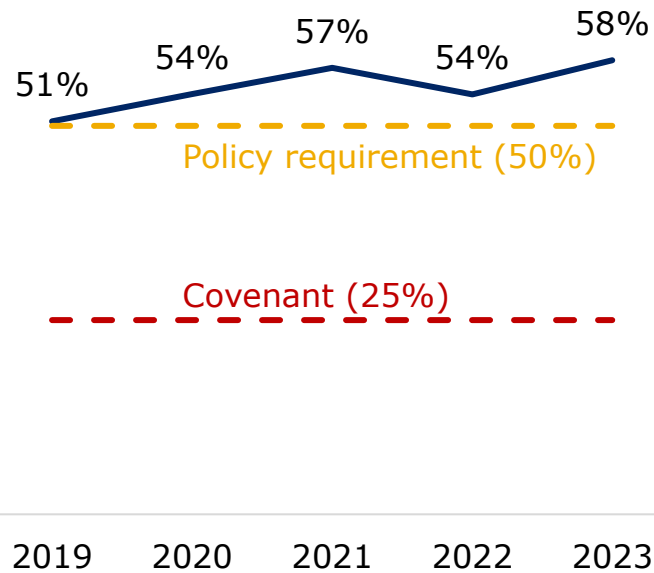


Strong financial position

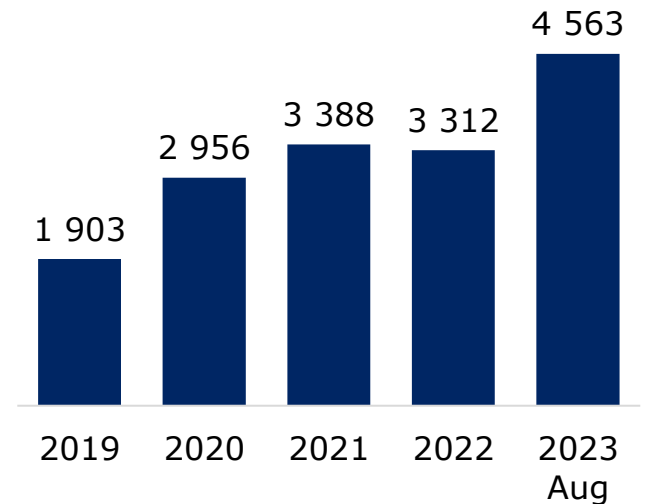
Low net debt



Strong equity ratio



Strong cash position



- Jotun holds a BBB+ rating from Nordic Credit Rating

04

Summary

- Proven and successful business model
- Sales and profit reached a new level
- Well positioned for continued organic growth
- Strong financial position



Jotun Protects Property

Q&A

Next speakers



Sanjay Sharma
CEO, Orkla India



Isabelle Ducellier
CEO, Orkla Health



Johan Clarin
CEO, Orkla Food Ingredients



Orkla India | Value creating growth engine

November 2023
Orkla Capital Markets Day

Attractively positioned to grow faster



Market

India is the world's fastest growing large economy

Track record

Orkla India has delivered sustained profitable growth and built attractive market positions

Value creation

Execution excellence to drive further value creation

Rapidly growing large economy with a long growth runway

Secular growth driving consumption...

Robust growth

6.7%

Expected GDP CAGR FY23-27

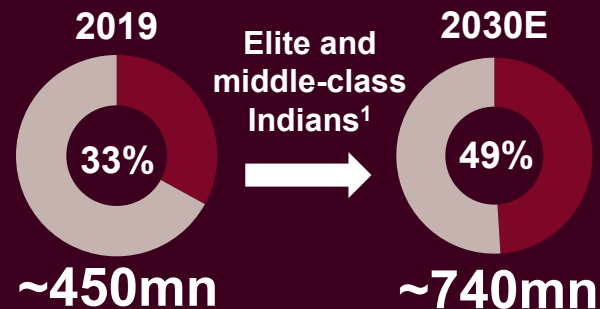
Consumption expenditure

2030

2.6x

vs. 2020

...and rising affluence...



... aiding packaged foods rapid growth

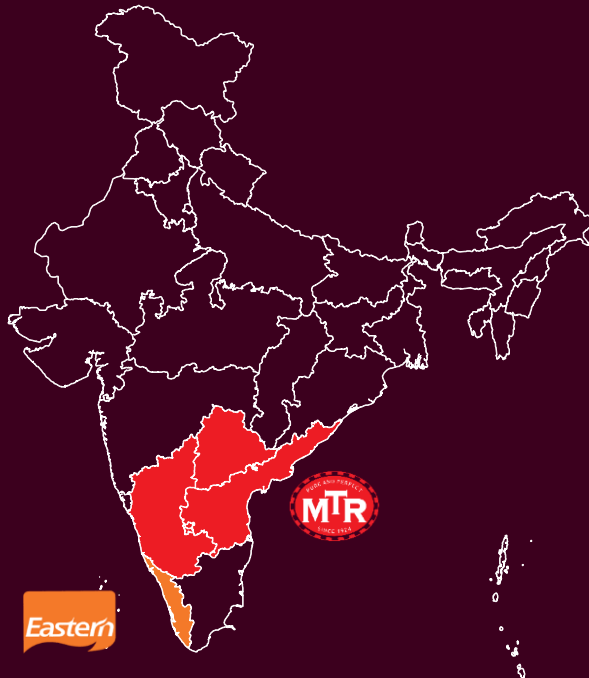
- 1 Young population with limited cooking knowledge
- 2 Low penetration of packaged foods
- 3 Increasing proportion of working women

Source: Public reports and subscribed databases

Note: FY ending Mar; 1) Annual Gross Household Income – Middle class: NOK 65k-260k, Elite: NOK >260k

Competitive advantage based on superior local market positions

Orkla India's home markets



Strongly rooted local brands

Resilient leadership positions

Diverse portfolios across meal occasions



100-year heritage

Credibility and understanding of local food

Repository of > 3,000 recipes



Cost-efficient value chain

Local sourcing and local distribution

90% sales demand digitally captured



Superior distribution

~2x the distribution of the nearest competitor

Dynamic heritage brands with stand-out market leading positions

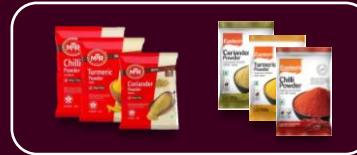
Two iconic brands

In attractive local markets

Blended spices



Pure spices



Breakfast mixes



Sweet mixes



Karnataka

64mn
Inhabitants



#1 2.9x
2nd position

#1 2.6x
2nd position

#1 7.9x
2nd position

#1 7.5x
2nd position



Founded: 1924
Acquired: 2007

Kerala

35mn
Inhabitants



#1 3.9x
2nd position

#1 4.0x
2nd position

No material
position

#2 0.9x
1st position



Founded: 1989
Acquired: 2021

Andhra Pradesh
& Telangana

90mn
Inhabitants



#1 1.0x
2nd position

No material
position

#1 2.5x
2nd position

#1 8.6x
2nd position

International
Business^{1,2}

32mn
Indian diaspora



#1 4.5x
2nd position

#4 0.5x
1st position

#2 0.9x
1st position³

Source: Public reports and subscribed databases

Note: Market share by value; 1) Positions based on exports from India of branded players; 2) Represents 18% of revenue; 3) Position across breakfast and sweet mixes

Demonstrated consistent financial performance year on year

Revenue (NOKmn) ¹	EBIT (NOKmn) ¹	Cash conversion ²	Current capital ³
2022	2022		
~ 2,500	~ 300	>100%	Negative
2.8x	7.6x	long-term average (2013-2022) for MTR	(2013-2022) for MTR
MTR organic growth CAGR: 12%	MTR organic growth CAGR: 25%		
vs. 2013	vs. 2013		

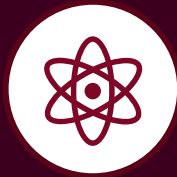
Note: 1) Includes effect of Eastern acquisition w.e.f 2021; 2) Cash conversion is defined as operating cash flow divided by EBIT; 3) Current capital defined as Inventories + Receivables – Payables as a % of revenue

Financial targets imply strong future value creation



Note: 1) Cash conversion is defined as operating cash flow divided by EBIT; 2) Current capital defined as Inventories + Receivables – Payables as a % of revenue

Distinct levers to drive future topline growth



Grow the core

Scale up **pure spices** by doubling distribution

Extend **consumer offering** in blended spices and expand breakfast and sweets portfolio

Strengthen **presence in** modern trade, e-commerce and rural markets



International business

Develop **consumer first innovations** in exports

Accelerate growth of **Arabic masala range** in Middle East

Grow **breakfast offerings** via renovation and innovation

Eastern journey mirroring MTR's value creation trajectory

Consistently improving financial metrics

R12M¹ vs 2021

Revenue²

+34%

*Revenue
growth*

EBIT-margin

~2%-p

*Margin
improvement*

Current capital

~7%-p

*Reduction
(% of revenue)*

Where are we heading?

- ▶ Synergise distribution between MTR and Eastern networks
- ▶ Expand food portfolio through breakfast and sweets platform
- ▶ Advertising & promotions spend in 2026 to be 2.5x 2022 spends

Note: Calculated at constant currency rate; Current capital = Inventories + receivables – payables; 1) Ending Sep'23; 2) Includes PLI incentive of NOK 2.1mn in Jul'23

Margin expansion to be driven by front and back-end efficiencies



Sales efficiency

Increase salience of blended spices



Supply chain efficiency

Reduce manufacturing footprint and consolidate procurement

Optimise trade promotions and terms

Digitalisation within manufacturing to enhance productivity and reduce costs

Digital transformation

Continuing to grow through prudent use of capital



Fixed capital efficiency



Rationalising manufacturing footprint

Outsourcing of lower-value-added categories



Current capital efficiency



Harmonisation of supplier terms

Supplier financing arrangements to reduce inventory days

Embedded sustainability in business and company culture



- 100% renewable electricity by 2030
- 100% recyclable packaging by 2030
- Water positive by 2030
- Net zero by 2045

~10mn meals to nourish school children by 2030



Long-term value creating growth driver



Market

India is the world's fastest growing large economy

Track record

Orkla India has delivered sustained profitable growth and built attractive market positions

Value creation

Execution excellence to drive further value creation

Strong leadership supported by quality talent

Suniana Calapa

Director – Finance & IT

Joined: 2023

Ex – Metro & JP Morgan



Ankur Bhaumik

Director – Operations

Joined: 2009

Ex – Reliance retail & Dabur



Milan Chattaraj

Director – HR & Admin

Joined: 2020

Ex – Times group & Reliance



Ganesh Shenoy

Sr. Advisor & Ex-CFO

Joined: 2003

Ex – Unilever and L&T



Sanjay Sharma

CEO

Joined: 2009

Ex – Dabur & Colgate



Sunay Bhasin

CEO – MTR

Joined: 2016

Ex – Britannia & Yum



Murali Subramaniam

CEO – Eastern

Joined: 2023

Ex – Vodafone Idea



Ashvin Subramanyam

CEO – Int. Business

Joined: 2023

Ex – Dole and Mondelez



Niklas Stoltz

Director – Integration & Sustainability

Joined: 1999

Ex – Orkla House Care





Orkla Health

Scalable platform in
Consumer Health

Orkla Capital Markets Day
2023



Orkla Health is set up as a new company focusing on consumer health

2005

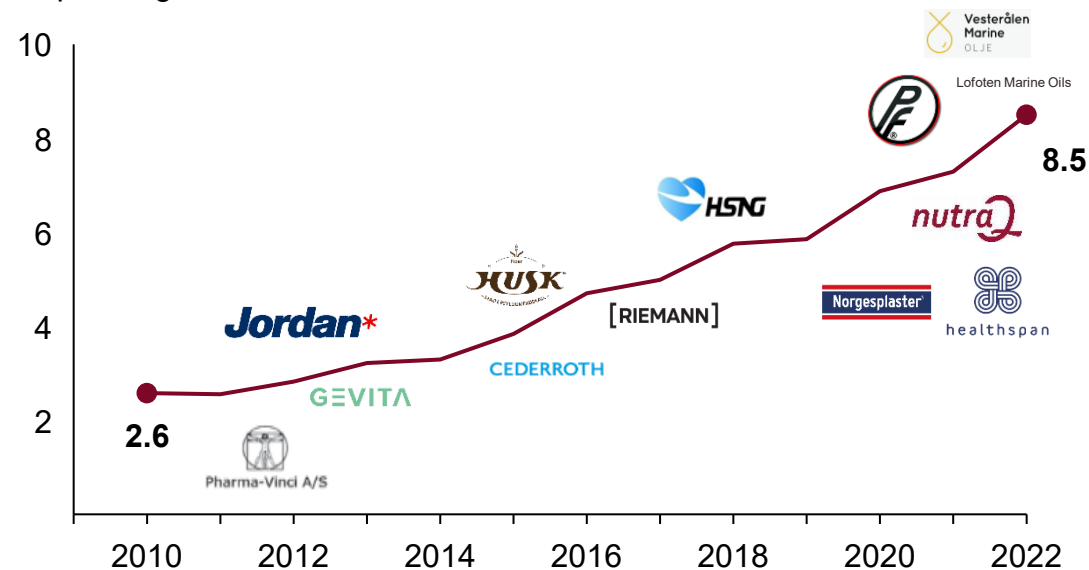
2022

March 2023

Today

Building 'Orkla Care' through a structural journey

Operating revenues, NOK billion



Carve-out into three Portfolio Companies



Focused company



Orkla Health at a glance

We are a leading Consumer Health platform

~6bn

Operating revenues, NOK

~80

Brands

~1,800

Employees

11

Inhouse factories

Operating in relevant Consumer Health categories

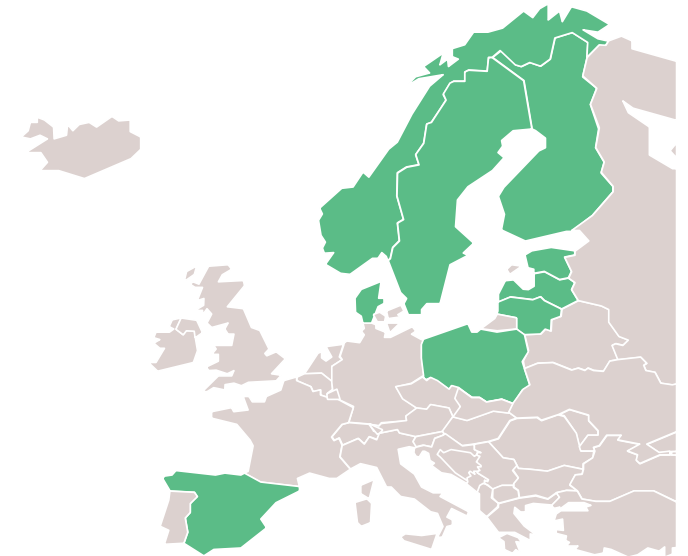
Food supplements
~65% of revenues

Oral care
~15% of revenues

Wound care
~15% of revenues

Functional Personal Care
~5% of revenues

Strong Go-to-Market organisation in selected markets



... with presence in more than **80 countries** through distributors



Global market

- **Large** market at NOK ~5,700bn
- **Fast** growing at ~5% p.a. historically (2017-22) and expected to grow at 6-7% p.a. 2022-27

European market

- **Large** market at NOK ~1,000bn
- **Fast** growing at ~4% p.a. historically (2017-22) and expected to grow at ~5% p.a. 2022-27
- Health **e-commerce** expected to grow at ~9% p.a. 2022-27

Trends

- **Resilient macro trends** with healthy ageing, prevention ahead of treatment
- **Demographics**: 1 in 6 people in the world will be aged 60 years or over by 2030

Orkla Health has a portfolio of preferred brands

BRANDS WITH GLOBAL POTENTIAL



Jordan
12% of revenues



Möller's
10% of revenues



Oslo Skin Lab
5% of revenues



Cederroth
5% of revenues

LARGEST LOCAL BRANDS



33% of revenues



Food supplements

#1

Norway
Denmark
Finland



Omega-3

#1

Norway
Denmark
Finland
Sweden
Greece
Romania
Turkey
The Baltics



Oral Care

#1

Norway



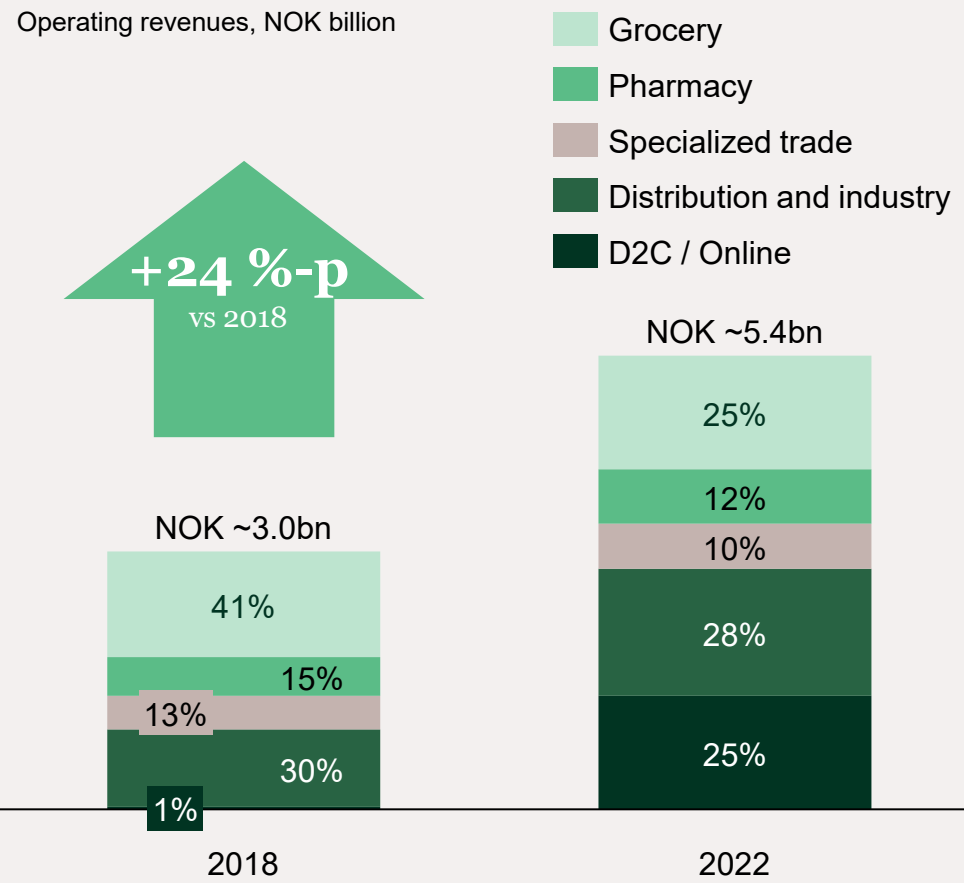
Wound Care

#1

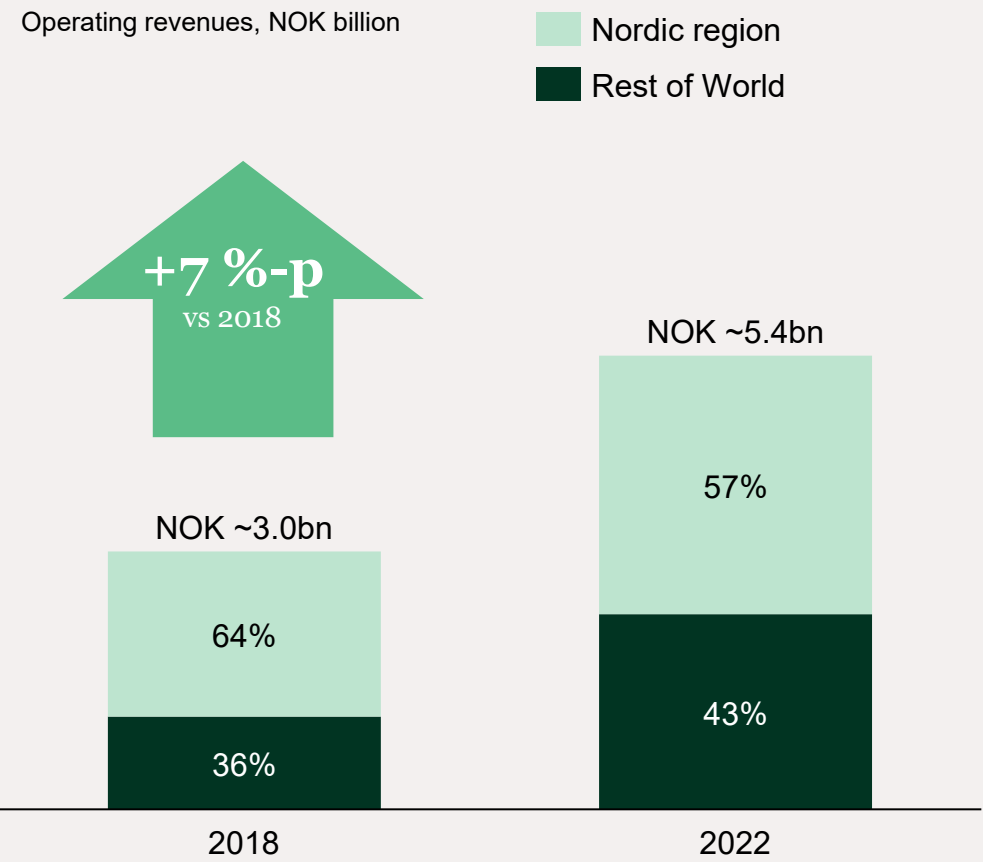
Norway
Denmark
Finland
Sweden
Spain
Hungary
Serbia

From leading in Nordic grocery to...

...increased exposure towards online channels

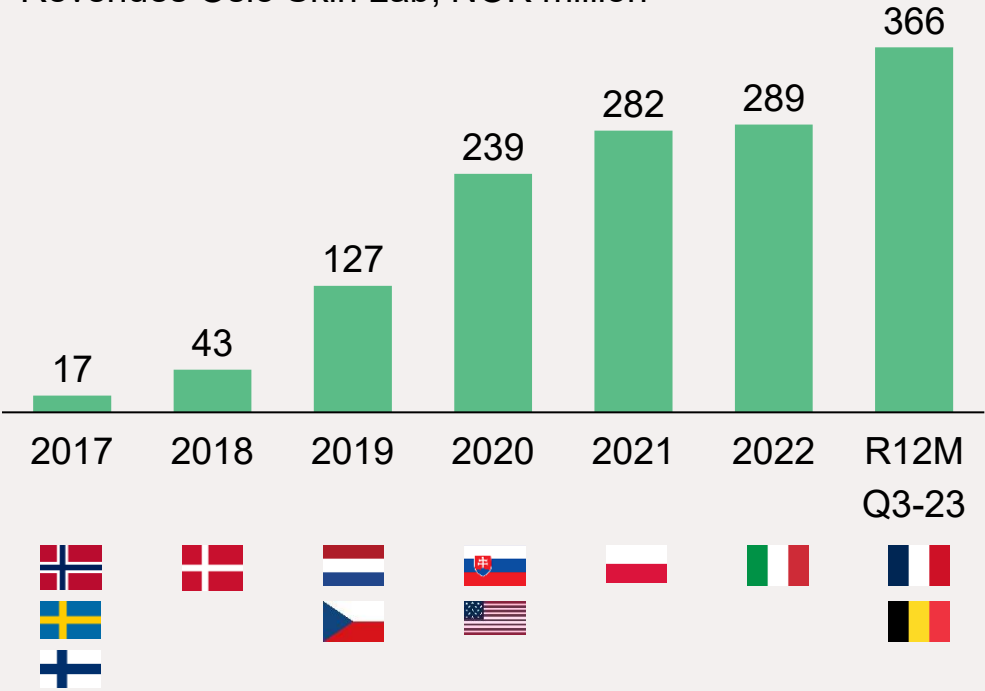


...increased exposure outside Nordics



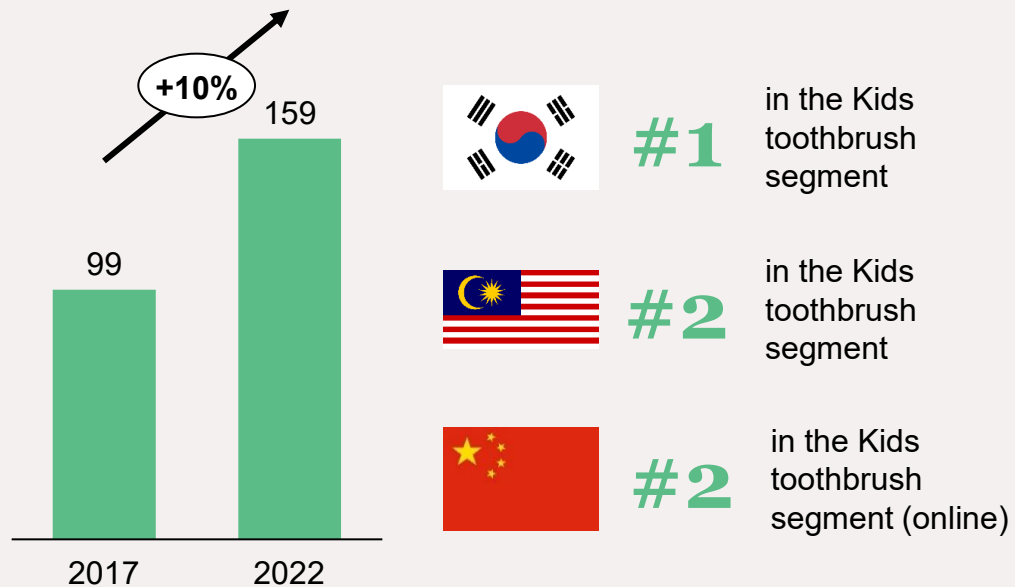
Entered 1-2 new countries per year

Revenues Oslo Skin Lab, NOK million



Reached leadership positions in Kids toothbrush

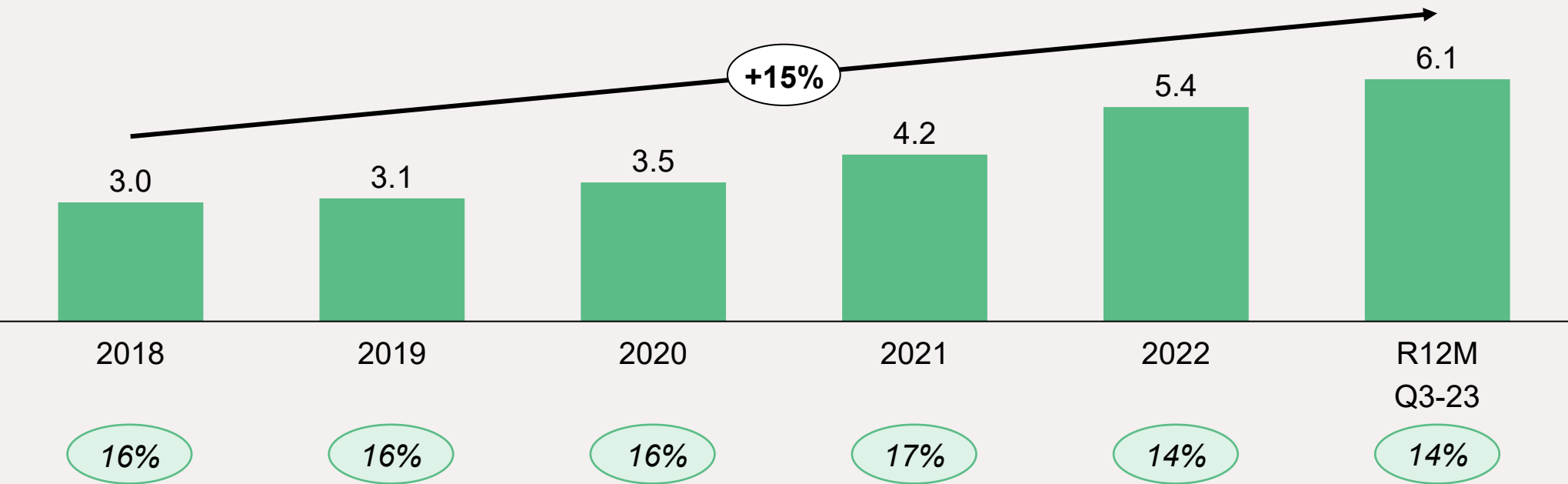
Revenues Jordan Asia, NOK million



History of structural growth with the ambition to further accelerate organic growth

Key financials

Operating revenues, organic and structural growth, NOK billion
EBIT (adj.) margin





Our ambition is to become a
leading consumer health player
– serving consumers across
relevant channels and geographies

Strategic priorities 2024-2026

Strong cash generating foundation

Rejuvenate our strong positions in the Nordic grocery through sharper prioritisation



1/3 of revenue uplift 2024-2026

Decomplexify and leverage scale

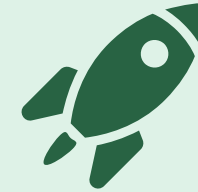
Decomplexify and leverage synergies within the company to improve efficiency



Fuel our growth ambitions

Two growth engines

- **Expand multi-channel positions** and build omni-channel platform
- Build **global brands**



2/3 of revenue uplift 2024-2026

Strategic M&A to deliver on the plan

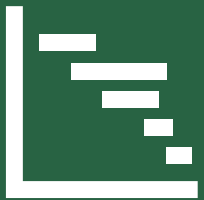
Rejuvenate
our strong
positions in
the Nordic
grocery
through
sharper
prioritisation



Immediate priorities

- 1** Establish a more **focused portfolio** to reduce cost and complexity
- 2** **Increase and prioritise A&P investments** into fewer brands where it matters the most
- 3** Continue to invest in **consumer-driven innovation**, but with clearer priorities to deliver results
- 4** **Build strong partnership** with key retailers to drive profitable category growth

**Decomplexify
and leverage
synergies
within the
company to
improve
efficiency**



**Leveraging
scale back-end**

**Leveraging
capabilities**

**Leveraging Go-
to-Market
strengths**

Example of priorities:

Insourcing of
production for NutraQ
and Healthspan

Leverage digital
capabilities across
company

Deliver Orkla Health's
full portfolio through
our own Go-to-market

Expand multi-channel positions in D2C and pharmacy and build omni-channel platform



Multi-channel

Expand leadership across channels by strengthening pharmacy position and continue to grow D2C



Omni-channel

Develop data-driven omni-channel play for prioritised brands:



Build global brands through a broader international route to market



Prioritised brands



Jordan*



Prioritised geographies

Europe, Asia

Europe, Asia

Western Europe

Europe

Our ambition towards 2026

7-9%

High single digit revenue growth* towards 2026, majority driven by volume growth

~14%

Maintain EBIT (adj.) margin at 14% in 2026, with longer term ambition of margins above 16%

-100%

Reduction in GHG emissions** scope 1&2 by 2030

* Excluding FX and structural effects

** GHG emissions reduction measured against 2016 emissions. Scope 3 targets being defined



The journey has just started

Solid foundation – Fast-growing global health market – Clear strategic direction



November 2023

Orkla Capital Markets Day

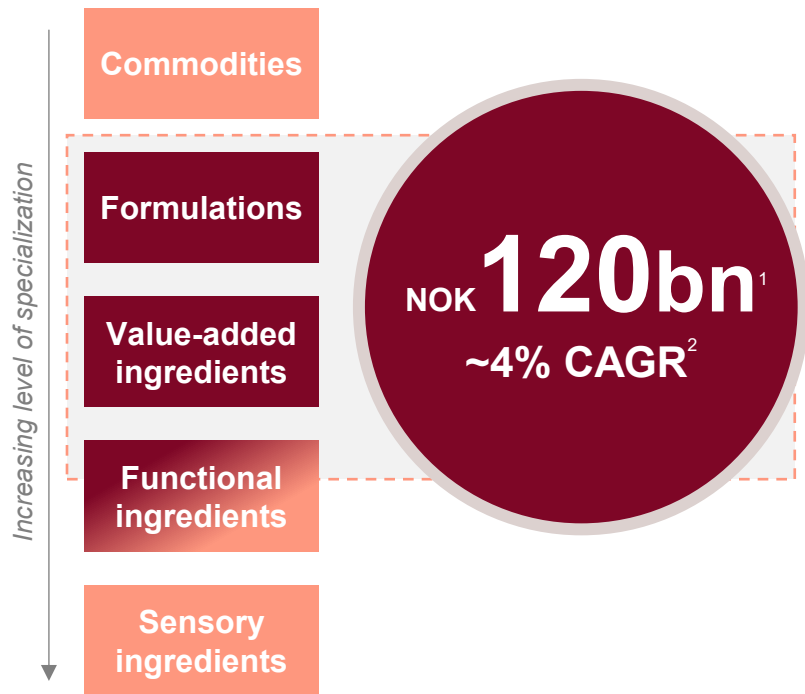
Orkla Food Ingredients

Building a leading European and US food ingredients company



Large and resilient addressable market of NOK 120bn, with strong growth potential and favourable drivers

Orkla Food Ingredients' current market



...with long-term attractive growth drivers

- **Resilient** ingredient markets, with high purchase frequency
- **Local consumer preferences** leading to differentiated category offerings and value propositions
- **Premiumization, convenience, indulgence, health** and numerous other **consumer trends** driving increased category value

Opportunity to extract value from complexity

Orkla Food Ingredients delivers tasty and sustainable solutions enabling customers to win



European leading supplier of bakery & pastry ingredients

Example category expertise (not exhaustive)



Cake mixes



Bread mix



Improvers



Frozen cakes



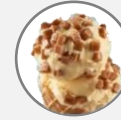
Yeast



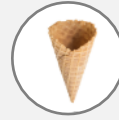
Marzipan



Leading supplier of ice cream ingredients & accessories, inclusions, and decorations



Sprinkles & inclusions



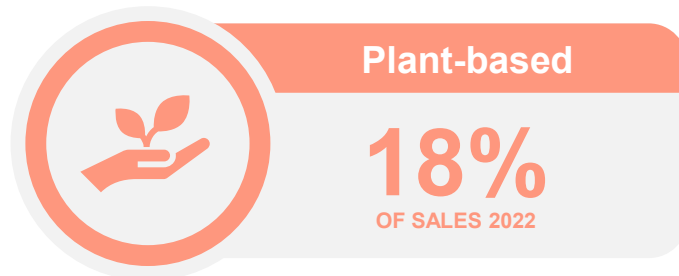
Cones & wafers



Sauces and variegates



Gelato Ingredients



Local leader and producer of sustainable, nutritional, and tasty plant-based food



Margarine



Spreads

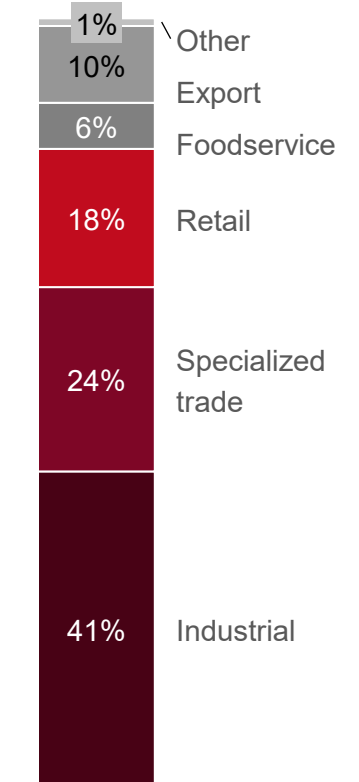


Drinks



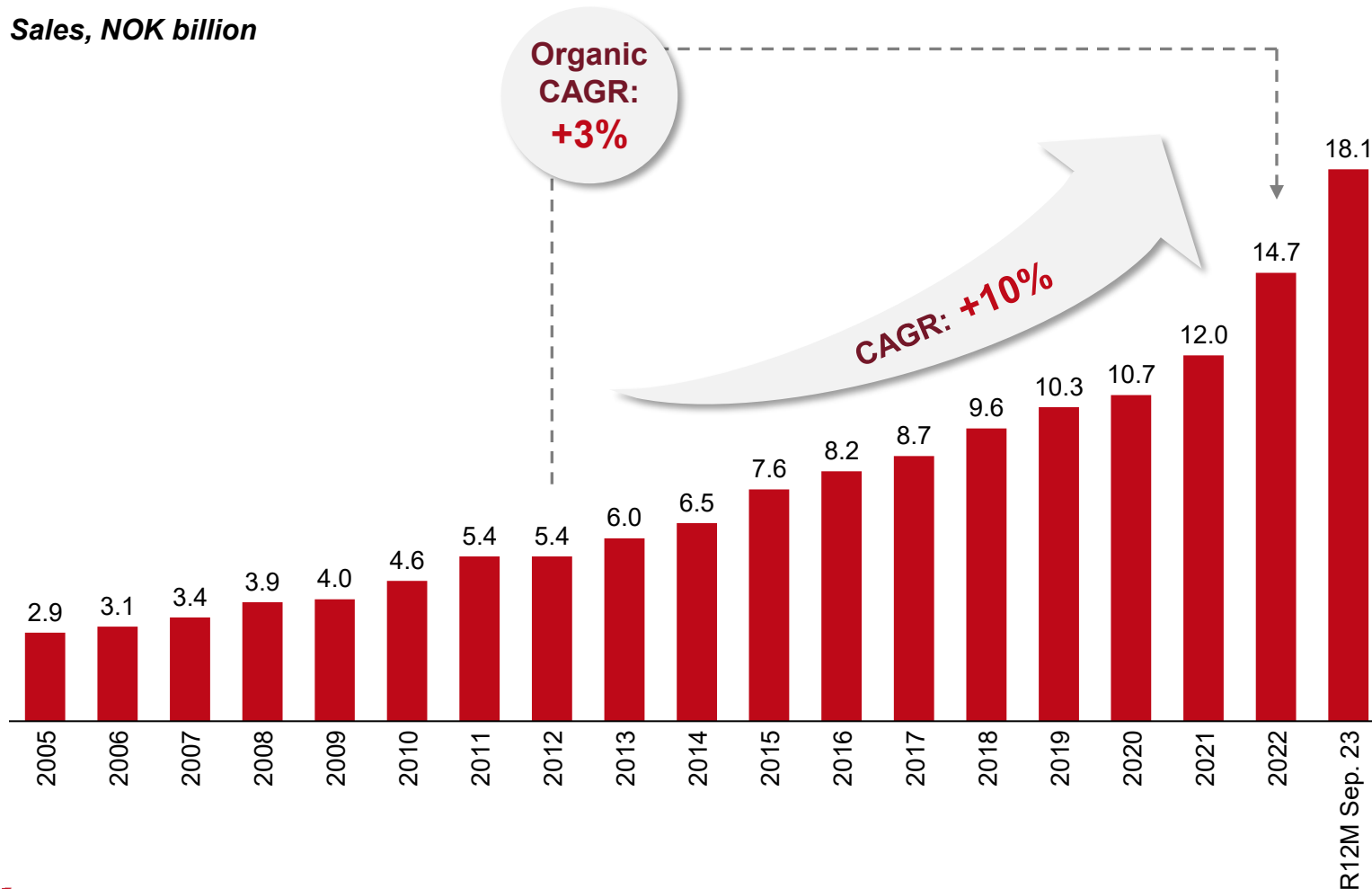
Vegan ice cream

Sales channel split



Decades of growth have transformed Orkla Food Ingredients from a small local player to a European leader

Sales, NOK billion



2012-2022 development

2.7x

Topline increased

3.9x

EBIT (adj.) increased

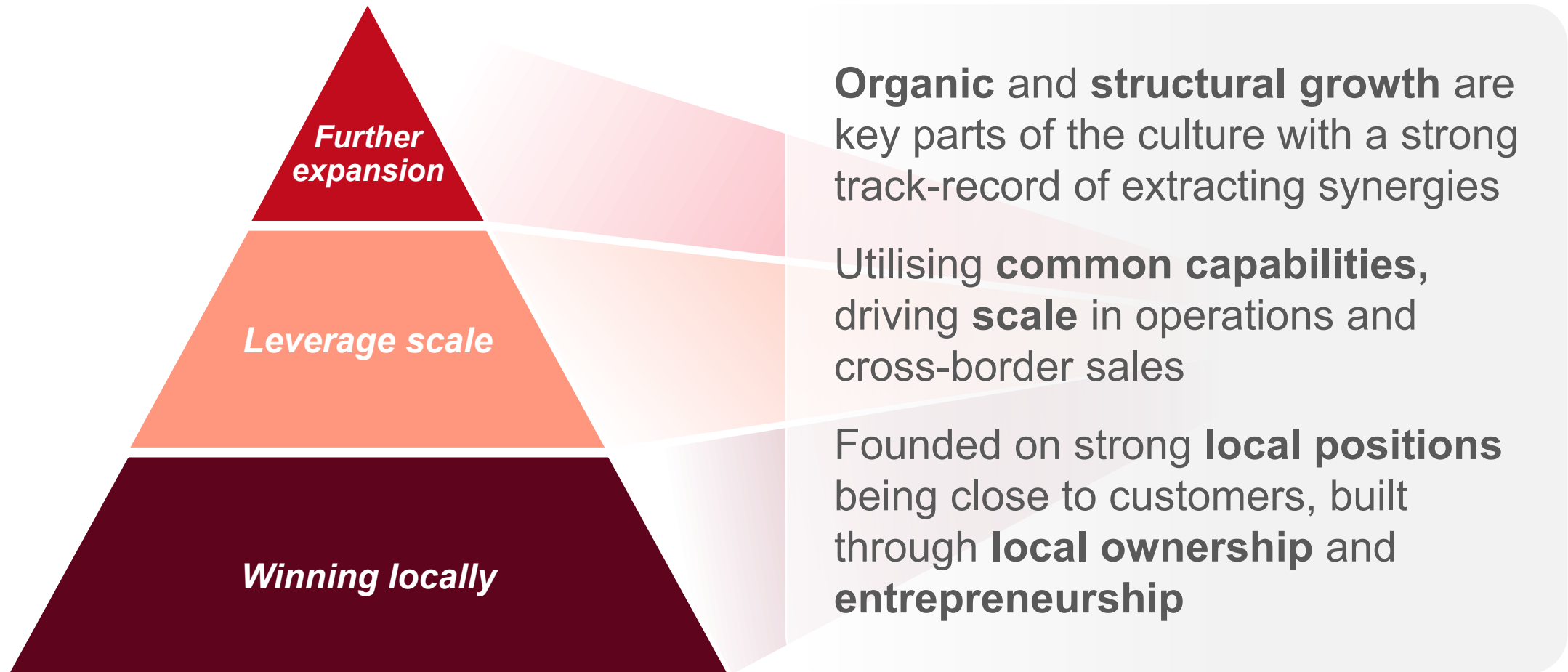
1.7%-p

EBIT margin increase

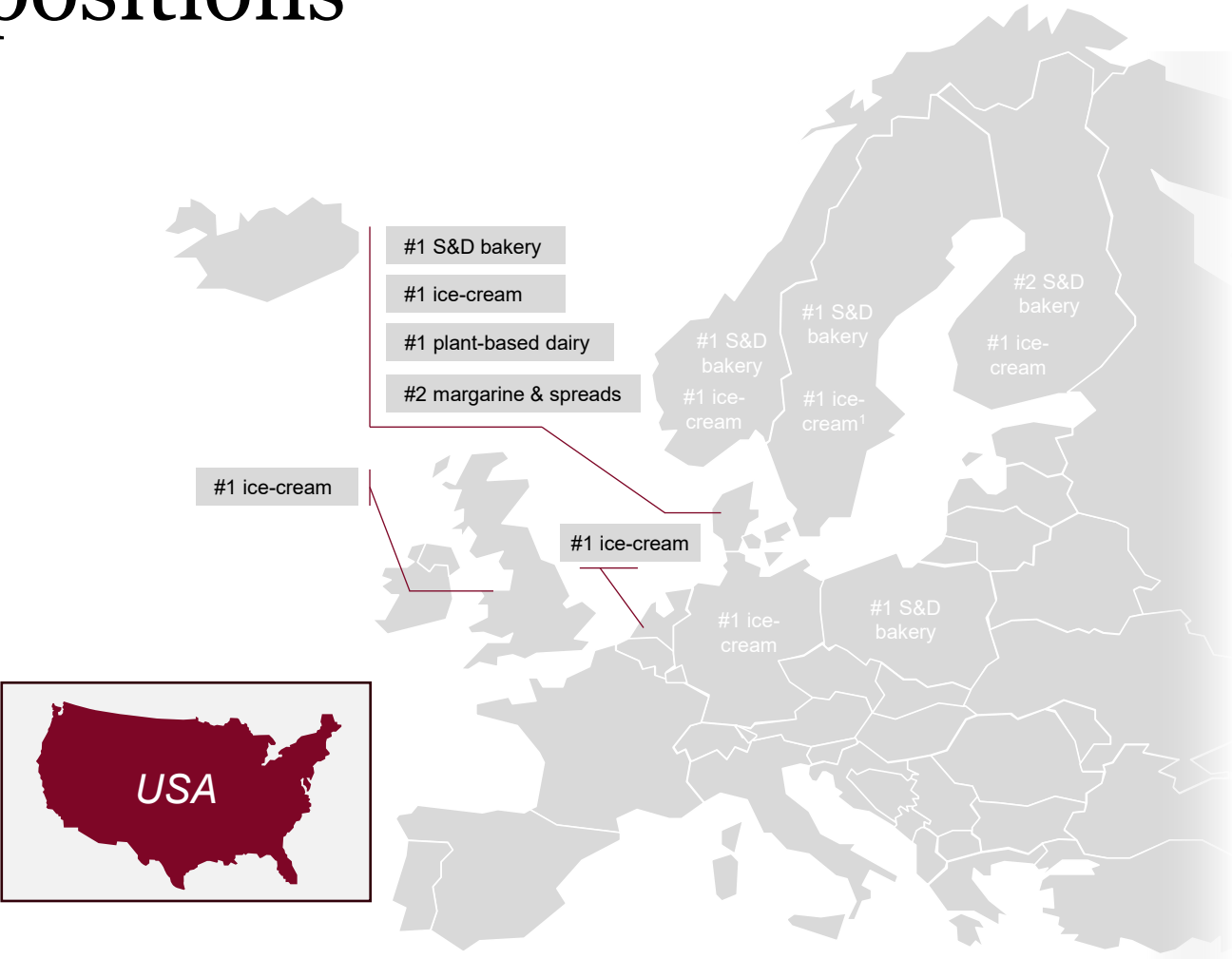
1.5%-p

ROCE increase

Orkla Food Ingredients competitive edge is captured in our multi-local-model



Orkla Food Ingredients is built on strong national positions

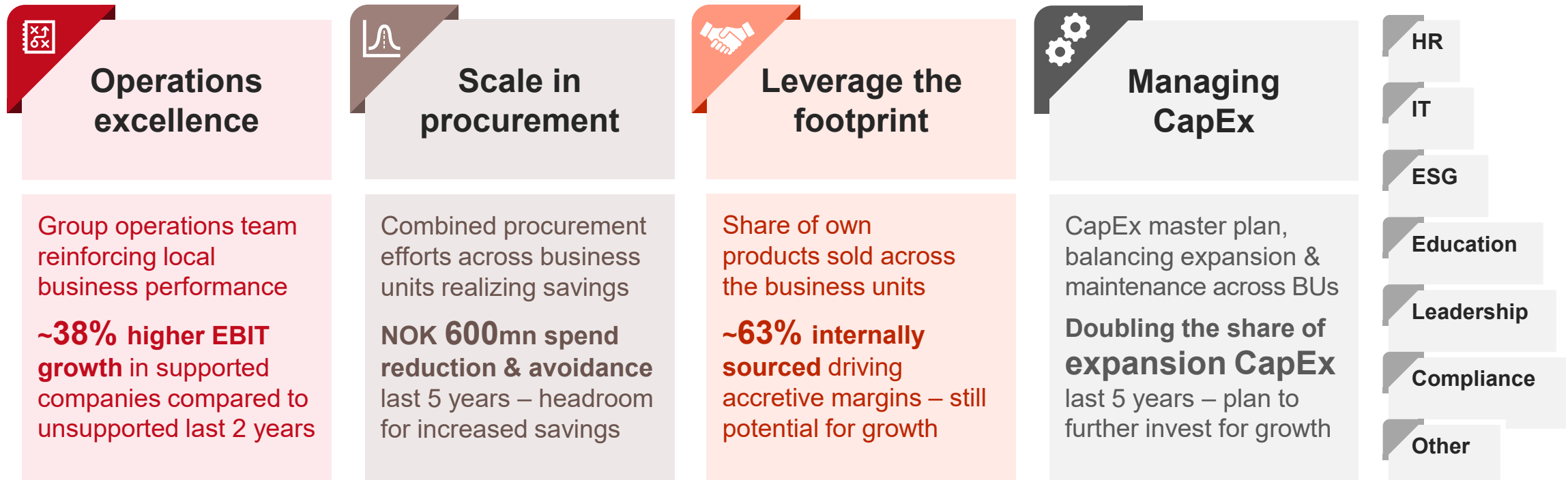


		Bakery ingredients	Sweet ingredients	Plant-based
	DK	★	★	★
	NO	★	★	★
	SE	★	★	★
	LT	★		★
	CZ	★		
	NL	★	★	
	PL	★		
	PT	★		
	LV	★		
	EE	★		
	FI	★	★	
	ES	★		
	RO	★		★
	SK	★		
	GR	★		
	BE	★	★	
	FR	★		
	HU	★		
	UK	★	★	★
	CH		★	
	DE		★	
	US		★	
	IS	★		★

Solid foundation built; common capabilities created last three years to accelerate scale benefits



Key synergy areas



Structural growth is a key part of the expansion strategy, with 50+ businesses acquired since 1999

- M&A focus on **broadening geographical presence** in attractive markets and **strengthening category positions**
- Acquisitions have driven **topline synergies** and **leveraged scale** on cost base
- Orkla Food Ingredients is a solid **platform for further acquisitions** and consolidation of a still fragmented industry

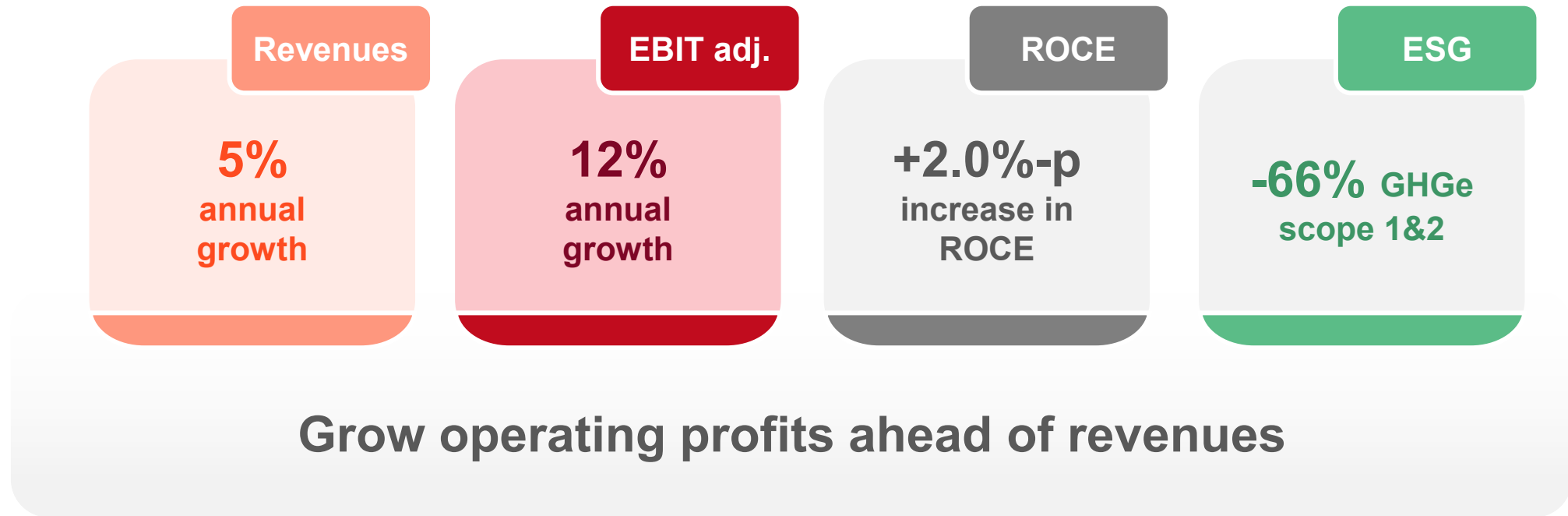


Denali is a **natural step into the US** ingredients market;

- Strong growth outlook, and a fragmented market
- Serve customers with presence in both US and EU
- Leverage innovation and cross-selling of products

Driving scale towards 2026

Significant EBIT growth and increased returns



Notes

Targets include minor bolt-on acquisitions, which represents ~1-2% of revenue growth and ~2-3% of EBIT (adj.) growth

Organic sales growth ~3-4%, of which ~50% from price and ~50% from vol/mix

R12M Q3'22 revenues NOK 18,062mn, EBIT adj. NOK 1,104mn and ROCE 10.7%

GHG emissions reduction measured against 2016 emissions. Scope 3 targets being defined

Increased focus on scalability going forward delivering an uplift in EBIT margin

Scale priorities

**Grow
operating
profits
ahead of
revenues**

Operations: cost reduction projects initiated and identified across conversion, distribution and SG&A. Systemize improvements within OFI operations system

50% 120% 1200%

Procurement: step-change in centralized procurement efforts and closer collaboration across business units, combine and optimize spend while reducing complexity

Optimize the footprint: higher share of own products sold in an optimized footprint, driving both factory utilization and higher margins captured throughout the value chain

Grow operating profits ahead of revenues

Unite ERP platform: improve operational performance and transparency, and enable digitalization. 25% of sales on Unite platform in 2022, planned roll-out to 60% in 2026



***Building a leading European and
US food ingredients company
in a partnership between Orkla and Rhône***

Q&A



Concluding remarks

Nils K. Selte
President and CEO





Performance culture

MY **3** COMMITMENTS

**Drive organic value
in existing
portfolio**

**Reduce the
complexity of
existing portfolio**

**Perform value-
adding structural
transactions**

Our target

12-14%

Total Shareholder Return (TSR)
per annum 2024-2026

