Annual Report
2024

Orkla

1 Introduction

Orkla at a glance

This is Orkla

Orkla ASA is a leading industrial investment company within brands and consumer-oriented businesses. We take a long-term and strategic approach to our investments, creating value by combining our brand expertise with an investment company mindset.

Together with our portfolio companies, their subsidiaries and other investments, Orkla ASA constitutes the Orkla Group, one of Norway's leading industrial groups with significant operations in the Nordics, Baltics, Central Europe and selected markets globally. The Group is among the largest suppliers of branded consumer goods and products to the grocery market in the Nordic region.

Long-term, sustainable value creation through active ownership of brands and consumer-oriented companies.

Portfolio companies
Independent portfolio companies with overall responsibility for performance and a clear mandate.

Orkla ASA
Leaner Orkla ASA with a focus on the ownership role, capital allocation, and sharing of best practices in selected areas through centres of excellence.

Business Service companies
The business service companies in the fields of IT, purchasing and financial services enhance important synergies.

Orkla's long history of adapting to change

1654
Start of operations at Løkken Mine in Trøndelag by the river Orkla.

1904
Creation of Orkla Grube-Aktiebolag, which took over the operation of Løkken Mine.

1904–1986
Orkla became a leading company in the production of pyrites and sulphur.

1986–2010
Orkla transitioned, becoming an industrial conglomerate. Consolidation of the Nordic brands industry by Orkla.

2011–2022
A leading consumer brands company. Investments in branded consumer goods and divestment of other businesses.

2023
Orkla established as an industrial investment company in brands and consumer-oriented companies.

Orkla at a glance

Average annual return on investment, incl. reinvested dividends, as at 31 December 2024

	Orkla	OSEBX
Last year	35.2%	9.1%
Last 3 years	10.1%	5.7%
Last 5 years	6.9%	8.7%
Last 10 years	11.8%	9.4%

Source: Nasdaq

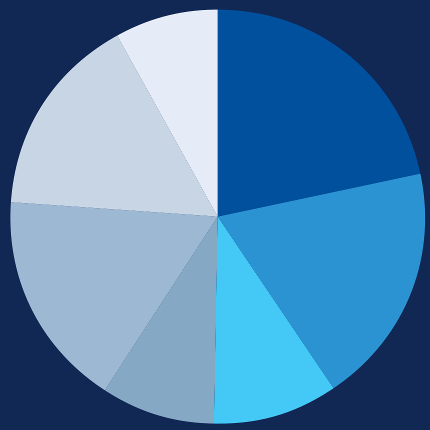
Portfolio companies

(by revenue 2024)

Jotun	34.2 BNOK (42.7% holding)
Orkla Foods[1]	20.6 BNOK
Orkla Food Ingredients	19.4 BNOK (59.4%% holding)
Orkla Snacks[2]	9.7 BNOK
Orkla Health	7.3 BNOK
Orkla India	3.1 BNOK
The European Pizza Company	3.0 BNOK
Orkla Home & Personal Care	2.7 BNOK
Orkla House Care	1.6 BNOK
Health and Sports Nutrition Group	1.3 BNOK
Pierre Robert Group[3]	0.5 BNOK

1 In February 2025 Orkla Foods Europe simplified its name to Orkla Foods.
2 On 1 January 2025 Orkla Confectionery & Snacks simplified its name to Orkla Snacks.
3 Orkla has sold 100% of the shares in Pierre Robert Group with effect from 13 March.

Sales revenues by geographical region for the consolidated portfolio companies*



- Norway 22%
- Sweden 19%
- Denmark 10%
- Finland 9%
- Western Europe 17%
- Central and Eastern Europe 16%
- Rest of world 8%

~60%

Nordic share of revenues

* As at 31 December 2024 Jotun is not included in the calculation of sales revenue because Orkla's ownership share is below 50%.

Number of employees

19 080*

* As at 31 December 2024, Jotun is not included in the employee count, as Orkla's ownership share is below 50%.

2024 Highlights

17 April

Execution of the partnership agreement with Rhône, strengthening the position of Orkla Food Ingredients.

12 June

As part of its strategy to reduce complexity in the portfolio, Orkla finalised the sale of Lilleborg.

Key figures

Revenue BNOK	Profit before tax BNOK	Earnings per share diluted NOK	Net cash flow: BNOK	Net interest-bearing liabilities/EBITDA
70.7	8.1	6.1	3.6	1.5
Share price[3] NOK	**Market value[3] BNOK**	**Return (TSR):**	**Dividend NOK per share[1]**	**Effective tax rate[2]**
98.3	98.2	35.2%	10	27.6%

Sustainability

Reduction in GHG emissions Scope 1 and 2 since 2016	Share of recyclable content in products packaging	Percentage of renewable sources in total energy consumption
64.2%	90.8%	52.8%
Gender balance[4] among shareholder elected board members	**Gender balance[4] in executive management teams**	**Companies with gender balance[4]**
10 out of 12	3 out of 12	9 out of 12

1 The Board of Directors proposes to pay a total dividend of NOK 10.00 per share for the 2024 financial year, comprising NOK 4.00 by way of ordinary dividend and NOK 6.00 additional to Orkla's ordinary dividend
2 Consolidated tax rate, adjusted for associated companies.
3 As at 31 December 2024
4 Gender balance is within a 40%-60% range.

Message from the CEO

We are now well into the strategy period 2024–2026, and are beginning to see good results. The underlying growth in the companies is robust, and significant value has been created throughout 2024. Going forward, we will continue to invest heavily in our brands to lay the foundation for future growth.

2024 was marked by significant economic and geopolitical uncertainty, which has had a major impact on both markets and consumers. As a leading industrial investment company within brands and consumer-oriented companies, we must adapt to and deal with this unpredictability – and have done so successfully in 2024. At a time of high living costs in society at large and strong inflation, we have maintained a good level of profitability. Our business model has proven to be robust, with consumers opting for our familiar and well-known brands.

At the Capital Markets Day in 2023, my most important message was to highlight three commitments for Orkla's way forward:

Drive organic value in existing portfolio

Reduce complexity in existing portfolio

Perform value-adding structural transactions

To sum up progress so far: We are on track. We are seeing increased organic growth and very good underlying work in the portfolio companies. Through the sale of Lilleborg and 40% of Orkla Food Ingredients, we have reduced our portfolio's complexity. In addition, we are working continuously to explore structural opportunities for several of our investments.

I have been clear that we will not make any new, major investments until we have proven that our new operating model is performing well and creating value, and and that we reduced the portfolio's complexity. In 2025, we have also announced the sale of our entire Hydro Power portfolio and Pierre Robert Group. I believe that we have now reached a point where we can start exploring new opportunities for future growth.

At Orkla, we have focused on sustainability for many years. Sustainability is an integral part of our company's business strategy. I believe that we can capitalise even more on the systematic and sound groundwork laid by Orkla and the portfolio companies in this area. To prepare Orkla's first Sustainability Statement under the new reporting requirements has been a significant effort. This annual report describes in detail how we work, the ambitions we have, the strategic importance of our sustainability work and the results we have achieved so far.

Our philosophy is that we can always do better. That is why we are investing heavily in upgrading the organisation's skills set. We are also searching out ways to become more efficient. One step in this direction has been the streamlining of our management and decision-making structure, as well as reviewing our costs. I believe we now have a very good and highly qualified team, with an efficient and well-adapted cost structure, ready to realise our long-term ambitions.

In conclusion, I would like to thank the entire organisation for fantastic work throughout 2024. I would also like to thank the employee representatives and the Board of Directors of Orkla ASA for their constructive and excellent cooperation.

We will continue to live up to our values of being brave, inspiring and trustworthy.

Nils K. Selte
President and CEO

Content

Definitions:
In the following report Orkla ASA refers to the parent company, formerly referred to as HQ. Orkla refers to the Group, including Orkla ASA, the portfolio companies and their subsidiaries, financial investments, business service companies, as well as the Group's interests in associated companies and jointly controlled entities.

2 Report of the Board of Directors

2.1 About the company

About Orkla ASA

Orkla is a leading industrial investment company that concentrates on brands and consumer-oriented companies. Independent portfolio companies ensure structural flexibility in order to boost long-term value creation.

Orkla ASA exercises active ownership and takes a long-term, industrial approach to its portfolio companies. Orkla invests in and owns companies in which it can contribute to further value creation through deep industry expertise, consumer insights and experience in building leading brands. Orkla ASA is listed on the Oslo Stock Exchange.

Orkla's values

Our core values are Brave, Inspiring and Trustworthy.

We believe that each employee's engagement, involvement and performance drive Orkla's growth and value creation. By encouraging our team to take initiative, learn and contribute to the company's progress, we create an environment in which both individuals and the company thrive. We invest in developing our people, who in turn continually develop Orkla.

Brave

– drives us forward and encourages us to take necessary risks.

Inspiring

– brings out the best in us, fostering engagement and commitment.

Trustworthy

– forms the foundation of our actions and relationships, built on trust.

Developing our employees to foster growth and value creation

We strive to create a sense of belonging and well-being within a professional environment, laying a solid foundation for both personal and professional development, and fostering a growth mindset.

Orkla is pursuing four initiatives to build a nurturing culture that promotes a growth-oriented mindset and value creation for all stakeholders.

Involvement and equal opportunities

We ensure that every employee's voice is heard and that everyone has access to growth and development opportunities.

Talent development

We prioritise continuous learning and provide support for professional growth, helping our employees reach their full potential.

Growth and value creation

We promote a culture in which actions and decisions are directed towards long-term value creation and sustainable growth.

Cooperation and efficiency

We foster an environment that encourages teamwork and optimises processes, ensuring seamless collaboration and productivity.

Orkla's corporate and governance structure effective from 1 November 2024

Supervisory bodies

- General Meeting
- Nomination Committee
- Audit Committee
- Board of Directors
- Compensation Committee

Management group

- President and CEO
  - EVP Investment Executive
  - EVP Investment Executive
  - EVP Investment Executive
  - EVP Investment Executive
  - EVP and CFO
  - EVP Legal and Compliance

Orkla ASA organisation

- SVP / Investment Professionals
- Centres of Excellence Sales, Marketing & Innovation, ESG & Sustainability
- Finance, Tax, Group Treasury, IR & Communication, Comp & Ben/HR
- Legal, Compliance, Risk Control & Inv, Cyber Security, Corporate Affairs

Portfolio companies*

Jotun[1]	34.2 BNOK
Orkla Foods	20.6 BNOK
Orkla Food Ingredients	19.4 BNOK
Orkla Snacks	9.7 BNOK
Orkla Health	7.3 BNOK
Orkla India	3.1 BNOK
The European Pizza Company	3.0 BNOK
Orkla Home & Personal Care	2.7 BNOK
Orkla House Care	1.6 BNOK
Health and Sports Nutrition Group	1.3 BNOK
Pierre Robert Group[2]	0.5 BNOK

* Sorted by turnover 2024

Financial Investments

- Orkla Hydro Power[3]
- Orkla Eiendom (real estate)

Business Service companies

- Orkla Procurement
- Orkla IT
- Orkla Financial Services

Corporate democracy forums/European Works Council

1 Jotun's operating revenue represents the company's full-year figure for 2024. Orkla has a 42.7% interest in Jotun.
2 Orkla has sold 100% of the shares in Pierre Robert Group, effective from 13 March.
3 Orkla has entered into agreements to sell its entire hydropower portfolio in two separate transactions. The transactions are expected to be completed by the end of the third quarter of 2025.

Jotun is one of the world's leading paints and coatings manufacturers and combines premium quality with constant innovation and creativity.

Financial KPIs	2024	2023
Operating revenues	34 206	31 861
Fixed rate growth	9%	12%
EBITA	6 769	6 430
EBITA margin (%)	20.0%	20.5%
Net profit	4 449	4 500
ROCE	33.6%	35%
Equity/assets ratio	62%	61%
NIBD	−1 481	−1 184
NIBD/EBITDA	−0.2	−0.2

ESG	2024	2023
Number of employees	10 606	10 349
Energy Intensity (1000 MWh/NOK billion)	3.5	3.6
Share of renewable energy	41%	21%
Reduction of GHG emissions since 2017 Scope 1 and 2	30%	21%
Rate of recordable accidents (LTIR)	1.7	1.1

CEO: Morten Fon

Strategy for 2025–2027

- Jotun's strategy is well established and built on three core pillars: Four Segments, Organic Growth and a Differentiated Approach. The company's continued strong growth confirms the robustness of its long-term strategy, supported by a stable ownership structure and strong company culture.
- Jotun aims to sustain high growth and profitability levels in line with or exceeding peers in the global paints and coatings industry. In addition, Jotun remains committed to developing more sustainable market solutions while ensuring compliance with regulations and statutory emissions and discharge requirements.
- Going forward, the company will continue to focus on strong, profitable growth in the segments. Decorative and Protective, maintaining its profitable global #1 position in the Marine and revitalising the Powder segment for future growth.

Highlights in 2024

- 2024 was a record year for Jotun, with all-time high revenue and operating profit.
- The revenue growth was driven by higher volume, with particularly strong growth in the Protective segment, and robust sales development in the Decorative, Marine and Powder segments.
- The company's gross margin continued to improve, supported by relatively stable raw material prices and positive mix effects.
- All-time high operating profit attributable to robust revenue growth and higher gross margin. However, growth was partially offset by an increase in operating costs, mainly impacted by high inflationary pressure in several markets.
- Jotun is well-positioned for future profitable growth and is maintaining its long-term growth and investment plan. Ongoing investments in 2024 included a new regional office and R&D centre in the Southeast Asia & Pacific region and new factory in Indonesia. In addition, a new factory in Egypt was completed during the year.

Ownership view

- Jotun is a long-term holding for Orkla which has generated significant returns and NOK 7 billion in dividends over the past five years.
- Orkla will continue to support Jotun's long-term strategy through active ownership and in cooperation with the family shareholders.
- Jotun is well-positioned to continue generating value through its strong brand and strong position in global markets. The company has an attractive geographical footprint, with >50% of sales occurring in high-growth markets.
- The company's robust corporate culture and experienced management team have helped the company to deliver good results over time.

Photo: Morten Rakke

ESG actions 2024

Prioritised company processes

→ Adaptation to CSRD reporting requirements
→ Climate Change Target Transition Plan
→ Energy saving and solar power installations

Gender diversity

Female	Male	
56%	44%	Board
0%	100%	Executive management
20%	80%	Company

GHG emissions

Scope 1 (tCO2e)
Direct emissions from own operations
0.8% (32 593)

Scope 2 (tCO2e)
Indirect emissions from own operations
1.2% (50 880)

Scope 3 (tCO2e)

Purchased goods and services: **Raw materials and packaging**	**Transportation and distribution**	**End-of-life treatment of sold products**	**Other**
63.7% (2 771 359)	**3.8%** (166 088)	**2%** (88 074)	**28.5%** (1 242 067)

98% (4 267 588)

Total emissions: 100% (4 351 061)

Orkla Foods

Orkla Foods supplies well-known local brands to consumers in the Nordics, the Baltics and Central Europe, and has market-leading positions in a number of attractive categories, including frozen pizza, condiments, bread toppings and ready-to-eat meals.

Financial KPIs	2024	2023
Operating revenues	20 594	20 319
Organic growth	1.9%	6.6%
EBIT (adj.)	2 532	2 259
Underlying EBIT (adj.) growth	14.4%	8.5%
EBIT (adj.) margin	12.3%	11.1%
ROCE	14.4%	12.4%
Cash conversion	124%	127%

ESG	2024
Number of employees	5 157
Rate of recordable work-related accidents (own workforce)	5.5
Percentage of employees paid below the applicable adequate wage benchmark	0.5%
Waste diverted from disposal	97%
Share of renewable energy (market-based)	47.5%

CEO: Aku Vikström

Strategy for 2024–2026

- Orkla Foods has communicated a number of financial targets towards 2026: EBIT (adj.) margin of 13–14%, cash conversion above 100%, a return on capital employed of over 15% and annual organic growth of 2–3%.
- Improved profitability, increased cash flow and organic growth are key priorities in Orkla Foods' strategy for the period to 2026.
- As at year-end 2024, Orkla Foods is on track to achieve its announced targets and goals for the period to 2026, thanks to strong margin growth and cash conversion.

Highlights in 2024

- Orkla Foods' operating revenues increased by 1.4%. Adjusted for structural changes and currency effects, organic growth amounted to 1.9%. After years with high price-driven growth, 2024 saw a more balanced development. The year's overall volume development was slightly negative, but improvements were seen during the year.
- The EBIT (adj.) trend was positive, with growth totalling 12.1%. Adjusted for structural changes and currency effects, the underlying growth in EBIT (adj.) amounted to 14.4%. Growth was driven by moderate sales growth, positive mix and product profitability and cost improvements. The company's EBIT (adj.) margin ended at 12.3% for 2024, up 1.2 percentage points compared to 2023. Improvement programmes related to procurement and supply chains increased product and category profitability during 2024, supporting the strong margin development throughout the year.
- Continued focus on optimising inventory and investment levels supported delivery of a strong cash flow from operations of NOK 3,148 million for the year, equal to a cash conversion rate of 124%.
- Return on capital employed ended at 14.4%, up from 12.4 % in 2023.
- Aku Vikström was appointed as the new CEO of Orkla Foods and officially took over in mid-October 2024.

Ownership view

- The market for local brands in the Nordics, the Baltics and Central Europe has proven to be stable and resilient, even in volatile times, delivering robust, sustainable underlying growth over time.
- Orkla Foods' leading positions in multiple local markets allow the company to meet local flavour and quality demands while leveraging economies of scale.
- Orkla Foods has taken several actions to deliver on the key strategic initiatives in the 2026 strategy, demonstrated by the delivery of robust improvements and financial results in 2024.
- The strategy for the period to 2026 envisages substantial value creation driven by concrete, ongoing improvements in category profitability, capital efficiency and profitable organic growth.

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Positive human rights impact plan
→ Strategic ESG targets towards 2030 developed

Gender diversity

	Female	Male
Board	57%	43%
Executive management	27%	73%
Company	48%	52%

GHG emissions

Scope 1 (tCO2e)	Direct emissions from own operations	2.9% (48 723)
Scope 2 (tCO2e)	Indirect emissions from own operations	0.02% (303)
Scope 3 (tCO2e)	Purchased goods and services: **Raw materials**	**77.6%** (1 307 720)
	Purchased goods and services: **Packaging**	**8.1%** (135 993)
	Transportation and distribution	**4.1%** (68 638)
	End-of-life treatment of sold products	**3.7%** (62 360)
	Other	**3.6%** (61 192)
	Scope 3 total	**97.1%** (1 635 902)

Total emissions: 100% (1 684 928)

Orkla Food Ingredients

Orkla Food Ingredients supplies ingredients to a wide range of customers in the bakery, ice cream and plant-based markets and has a leading position in Europe and a platform for growth in the USA.

Financial KPIs	2024	2023
Operating revenues	19 374	18 661
Organic growth	0.9%	8.7%
EBIT (adj.)	1 310	1 166
Underlying EBIT (adj.) growth	8.8%	6.9%
EBIT (adj.) margin	6.8%	6.2%
ROCE	11.4%	10.8%
Cash conversion	86%	106%

ESG	2024
Number of employees	4 007
Rate of recordable work-related accidents (own workforce)	6.9
Percentage of employees paid below the applicable adequate wage benchmark	5.5%
Waste diverted from disposal	95.9%
Share of renewable energy (market-based)	50.6%

CEO: Johan Clarin

Strategy for 2024–2026:
- Orkla Food Ingredients is building a leading European and American food ingredients company targeting a large, diverse and robust market.
- The aspiration is to be a leading of effective, sustainable solutions that help customers win.
- The focus is on strong local companies with growth potential while leveraging synergies across the company.
- Growth will be driven by locally tailored solutions and strengthening market positions.
- The goal for the period to 2026 is to increase operating margin by improving product range, sales, economies of scale, and collaboration.
- Both organic and structural growth will remain key priorities, as well as leveraging synergies.

Highlights in 2024
- In April 2024, Rhône acquired a 40% stake in Orkla Food Ingredients, strengthening its growth focus on volume, margins, capital efficiency, and structural expansion.
- A new Board of Directors was established with strong sectoral knowledge and expertise in strategy, management, operations and acquisitions.
- Strong organic growth in the bakery and plant-based segments; ice cream saw flat annual volumes but improved in the last two quarters.
- Underlying EBIT (adj.) grew 8.8%, mainly driven by the bakery segment, while, while plant-based remained stable and ice cream declined due to a challenging first half of the year.
- Cash conversion was 86%, slightly lower than last year due to non-recurring costs.
- ERP system rollout continued, with the system now covering 32% of operating revenues.
- Three acquisitions in 2024: Snackfood Oy, Kartonage AS (70%), and Freunde der Erfrischung GmbH. In addition, an agreement was signed to acquire Eurohansa Toruń.

Ownership view
- The ingredients market is large, diverse, and characterized by attractive underlying growth.
- Orkla Food Ingredients is a leading European supplier with a competitive advantage in a multilocal model that integrates production, sales, and distribution.
- The company has a strong track record of continuous growth, led by an experienced and motivated management team.
- A comprehensive business plan aims to drive value creation through organic and structural growth alongside enhanced profitability.
- The 2024 partnership with Rhône is focused on developing Orkla Food Ingredients into a market-leading ingredients business.

ESG actions 2024

Prioritised company processes
- → GHG emissions baseline and decarbonisation plan
- → Occupational health and safety tools and training
- → Community support for inclusion and education

Gender diversity

Female	Male	
25%	75%	Board
21%	79%	Executive management
38%	62%	Company

GHG emissions

Scope 1 (tCO2e)
Direct emissions from own operations
1.7% (26 078)

Scope 2 (tCO2e)
Indirect emissions from own operations
0.03% (486)

Scope 3 (tCO2e)

Purchased goods and services: **Raw materials**	Purchased goods and services: **Packaging**	**Transportation and distribution**	**End-of-life treatment of sold products**	**Other**
89.7% (1 358 740)	**2.3%** (35 285)	**1.6%** (24 229)	**1.3%** (19 185)	**3.3%** (50 331)

98.2% (1 487 770)

Total emissions: 100% (1 514 334)

Orkla Snacks

Orkla Snacks supplies well-known local confectionery, snacks and biscuit brands to consumers in the Nordic and Baltic countries.

Financial KPIs	2024	2023
Operating revenues	9 735	8 880
Organic growth	7.9%	9.2%
EBIT (adj.)	1 273	1 013
Underlying EBIT (adj.) growth	23.7%	-4.5%
EBIT (adj.) margin	13.1%	11.4%
ROCE	11.7%	9.9%
Cash conversion	112%	50%

ESG	2024
Number of employees	3 442
Rate of recordable work-related accidents (own workforce)	8.5
Percentage of employees paid below the applicable adequate wage benchmark	2.9%
Waste diverted from disposal	92%
Share of renewable energy (market-based)	50.9%

CEO: Ingvill T. Berg

Strategy for 2024–2026

- Win with prioritised brands: The potential of priority brands will be realised through clearer prioritisation of the portfolio. Investments in 40% of the brands will drive more than 80% of the company's growth.
- Free up funds for brand investments: The company will finance brand investments through an increased focus on cost optimisation across the value chain, as well as increasing system value through alignment and decomplexifying.
- Build critical capabilities and ensure implementation of new operating model: The company will build strong commercial capabilities to strengthen the physical and mental availability of its brands to consumers, as well as ensure effective implementation of the new operating model to strengthen the company's capacity to deliver increased value creation.

Highlights in 2024

- The company delivered top-line growth driven by both price and a positive volume trend across several markets, despite a challenging market development for chocolate due to high cocoa prices.
- Cash conversion exceeded the 2024 target, a significant improvement on 2023.
- In 2024, the company developed and launched a new operating model, an important step to support the implementation of the 2024–2026 strategy and enable further value creation.
- The new biscuit factory outside Riga in Latvia has delivered production figures and profit improvement according to plan.
- Bubs Godis AB continued its strong growth in 2024, consolidating its position as a key driver of future volume growth.

Ownership view

- The company is a leading player in confectionery, snacks and biscuits in the Nordics and Baltics, with attractive opportunities to strengthen its brands in certain markets where they are currently challenger brands and to expand into new markets.
- Over the next few years, in addition to generating growth, the company will focus on delivering on ambitious cost-reducing initiatives to improve margins, finance brand investments and ensure high cash conversion.
- The company will continue to work actively to reduce the impact of higher cocoa prices, including through the optimisation of brand investments, a cost focus and increasing raw material utilisation through product alignment.

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Diversity, Equity & Inclusion strategy
→ Increased recyclability of packaging

Gender diversity

	Female	Male
Board	33%	67%
Executive management	33%	67%
Company	53%	47%

GHG emissions

Scope 1 (tCO2e)
Direct emissions from own operations
4.4% (28 058)

Scope 2 (tCO2e)
Indirect emissions from own operations
0.1% (822)

Scope 3 (tCO2e)

Purchased goods and services: **Raw materials**	Purchased goods and services: **Packaging**	**Transportation and distribution**	**End-of-life treatment of sold products**	**Other**
77.5% (497 404)	**4.4%** (27 906)	**4.1%** (26 276)	**5.0%** (31 802)	**4.6%** (29 222)

95.5% (612 610)

Total emissions: 100% (641 490)

Orkla Health

Orkla Health is an international omni-channel supplier of branded consumer health products with a focus on European markets and an emphasis on food supplements, oral health, wound care, and functional personal care.

Financial KPIs	2024	2023
Operating revenues	7 343	6 364
Organic growth	8.4%	6.3%
EBIT (adj.)	942	851
Underlying EBIT (adj.) growth	7.8%	9.7%
EBIT (adj.) margin	12.8%	13.4%
ROCE	9.6%	9.0%
Cash conversion	99%	116%

ESG	2024
Number of employees	1 867
Rate of recordable work-related accidents (own workforce)	2.6
Percentage of employees paid below the applicable adequate wage benchmark	0%
Waste diverted from disposal	82.6%
Share of renewable energy (market-based)	79.9%

CEO: TBA

Strategy for 2024–2026

- Orkla Health has an expansive, profitable growth strategy, with a stated organic growth target of 7-9% and EBIT (adj.) margin of approximately 14% from the 2023 Capital Markets Day (CMD).
- Key priorities include:
  - Rejuvenate the company's strong position in the Nordics by means of more targeted prioritisations and focused channel initiatives.
  - Decomplexify and leverage synergies across the company to improve efficiency.
  - Invest in the company's growth engines by expanding its omni-channel position and building selected inter-national brands.
  - Using acquisitons selectively to support the strategic plan.

Highlights in 2024

- Delivered 8.4% organic top-line growth (5% volume), in line with CMD targets.
- Underlying growth in contribution margin and EBIT (adj.) of 10% and 8%, respectively, with a 1pp improvement in contribution ratio. EBIT (adj.) margin declined slightly due to investments in the organisation and international brands.
- Merged Lofoten Marine Oil and Vesterålen Marine Oil into Orkla Health Ocean with a new B2B sales model.
- Expanded Möller's Pharma VMS range in Norway and entered new markets with Jordan and Möller's brands.
- Successfully launched Salvequick Natural Healing with honey across home markets.
- Relaunched Livol (Denmark), Pharbio (Sweden), and Bodymax (Poland).
- Implemented a new organisational design in Q1 2024 to strengthen international and local brands.
- Appointed a new leadership team, including a CFO and Chief People Officer.

Ownership view

- Orkla Health is well-positioned for growth, leveraging trends in well-being, self-care, and preventive health care through strong local and international brands.
- The company has a clear plan to simplify operations and expand EBIT (adj.) margin by utilizing platform scale.
- With a strong cash flow, it self-funds investments in organisation, production, and brands to drive profitable growth.
- The focus remains on profitable organic growth, streamlining operations, and exploring structural opportunities to accelerate growth in 2025 and beyond.

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Positive human rights impact plan
→ Positive consumer health impact plan

Gender diversity

	Female	Male
Board	33%	67%
Executive management	67%	33%
Company	59%	41%

GHG emissions

Scope 1 (tCO2e)
Direct emissions from own operations
2.6% (2 111)

Scope 2 (tCO2e)
Indirect emissions from own operations
0.2% (160)

Scope 3 (tCO2e)
97.2% (79 256)

Purchased goods and services: **Raw materials**	Purchased goods and services: **Packaging**	**Transportation and distribution**	**End-of-life treatment of sold products**	**Other**
62.9% (51 252)	**10.1%** (8 252)	**8.9%** (7 250)	**4.8%** (3 893)	**10.6%** (8 609)

Total emissions: 100% (81 527)

Orkla
India

Orkla India offers customers across India a broad portfolio of food products, centred around spices and spice blends, through well-known local brands with strong roots in South India.

CEO: Sanjay Sharma

Strategy for 2024–2026

- The focus going forward will be to further strengthen Orkla India's market posi-tions within the core categories of spices and spice blends, while also introduc-ing innovations to strengthen Orkla India's strong positions in the breakfast, sweets, and ready-to-eat and ready-to-cook meal segments.
- The exports business will continue to build on the momentum from 2024, with particular focus on nine out of 42 export countries in total, through both the MTR and Eastern brands.
- The business aims to combine operational efficiency programmes to continue to improve margins, whilst commercially driving a steady shift in product mix to-wards more high-margin value-added product categories.
- Orkla India will seek value-creating investment opportunities, with disciplined and focused approach to both capital expenditure and mergers and acquisitions.

Highlights in 2024

- Organic revenues increased by 4.4%, primarily driven by positive volume growth in the International Business. Sales within India have been marked by a challenging market situation, particularly in rural areas and small towns, with high prices for basic goods placing pressure on demand.
- The price trend was negative for the year, due to decreasing raw material prices that were passed on to customers, while volume growth was positive in both domestic and exports markets.
- EBIT (adj.) margin ended at 14.9%, an increase of 1.8 percentage points from last year, due to higher contribution ratio combined with robust fixed costs control, partially offset by higher marketing costs. EBIT (adj.) also includes financial grants from the Indian Government. Excluding these, the EBIT (adj.) margin was 14.2%, an increase of 2.0 percentage points from last year.

Ownership view

- As a multi-category Indian food company, Orkla India has organic growth potential. The Indian food market, despite the recent slowdown, continues to exhibit strong market fundamentals, underpinned by a growing population, rising disposables incomes, and a resulting increase in demand for quality packaged foods.
- Orkla India is poised to benefit from applying robust brand building strategies, including selective innovation and adaption to the rapidly developing retail landscape, such as the rise of quick commerce.
- Orkla India's export business is well positioned and is set to build on the momentum, having consolidated its route-to-market strategy and modernised and expanded its offering.

* All financial and operational figures on this page are on a calendar year basis (i.e. CY 2024 and CY 2023). The information set out herein does not represent the audited financial information of Orkla India, as per the Indian Accounting Standards.

Financial KPIs	2024	2023
Operating revenues	3 106	2 947
Organic growth	4.4%	12.1%
EBIT (adj.)	463	386
Underlying EBIT (adj.) growth	19.3%	22.7%
EBIT (adj.) margin	14.9%	13.1%
ROCE	16.6%	13.7%
Cash conversion	120%	63%

THE EUROPEAN PIZZA COMPANY

The company has a portfolio of local, market-leading pizza chains that offer high-quality products tailored to local consumer preferences, and that benefit from international economies of scale.

Financial KPIs	2024	2023
Operating revenues	3 039	2 962
Organic growth	0.5%	8.3%
EBIT (adj.)	336	268
Underlying EBIT (adj.) growth	22.9%	-5.2%
EBIT (adj.) margin	11.1%	9.0%
ROCE	7.7%	6.6%
Cash conversion	131%	83%

ESG	2024
Number of employees	364
Rate of recordable work-related accidents (own workforce)	30.8
Percentage of employees paid below the applicable adequate wage benchmark	0%
Waste diverted from disposal	99.9%
Share of renewable energy (market-based)	66.9%

CEO: Tommi Tervanen

Strategy for 2024–2026

- As one of the largest players in the franchised pizza business in Europe, with a network of 817 restaurants in Finland, the Netherlands, Poland and Germany, The European Pizza Company is well-positioned to continue its growth journey in the attractive pizza market.
- The European Pizza Company's ambition is to become the leading European collection of sustainable and local pizza chains. Its long-term growth strategy is centred around three key pillars:
  - further capital-light expansion in existing operations
  - leveraging economies of scale to realise synergies through smarter cooperation
  - further expansion by means of a targeted structural growth agenda.

Highlights in 2024

- The European Pizza Company achieved underlying EBIT (adj.) growth of 23%, driven by effective cost control and price increases as well as the positive effects of restructuring in Germany.
- The company had an organic growth of 0.5%, partly impacted by somewhat weaker momentum in certain core markets and restructuring of the business in Germany.
- The company reported an underlying consumer sales growth of 2.7% (excluding the German business).
- The company has a dedicated management team in place, and is focused on driving forward its long-term growth strategy, not least through smarter cooperation to leverage synergies across the portfolio.
- The company took important steps to drive forward key aspects of its sustainability strategy, including net zero emissions, diversity and compliance, and expanded the team in charge of these efforts.
- The roll-out of a shared technology solution is part of the company's strategic alignment of systems.

Ownership view

- The European Pizza Company is well-positioned for continued growth in an attractive market and plays an important role in the Orkla portfolio's diversification through direct contact with consumers in the growing out-of-home segment.
- Orkla's ownership focus will be centred on strengthening and supporting the organisation to accelerate growth and leverage synergies and profitability while continuing to pursue structural opportunities where these are deemed attractive.

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Good Food Plan sustainability programme
→ Double Materiality Assessment

Gender diversity

Female	Male	
25%	75%	Board
20%	80%	Executive management
43%	57%	Company

GHG emissions

Scope 1 (tCO2e)
Direct emissions from own operations
0.1% (142)

Scope 2 (tCO2e)
Indirect emissions from own operations
0.004% (10)

Scope 3 (tCO2e)
Purchased goods and services:
Raw materials **39.5%** (101 601)
Franchises **60.3%** (154 980)
Other **0.08%** (197)
99.9% (256 778)

Total emissions: 100% (256 930)

Orkla
Home &
Personal Care

Orkla Home & Personal Care (OHPC) is a leading Nordic Home and Personal Care company with strong local brands and a local value chain, driven by people with a passion for building a better future.

Financial KPIs	2024	2023
Operating revenues	2 686	2 497
Organic growth	8.7%	8.8%
EBIT (adj.)	315	225
Underlying EBIT (adj.) growth	40.9%	35.5%
EBIT (adj.) margin	11.7%	9.0%
ROCE	22.0%	15.1%
Cash conversion	117%	128%

ESG	2024
Number of employees	393
Rate of recordable work-related accidents (own workforce)	3.4
Percentage of employees paid below the applicable adequate wage benchmark	0%
Waste diverted from disposal	99.2%
Share of renewable energy (market-based)	92.9%

CEO: Marcus Larsson

Strategy for 2024–2026

- The main focus at the beginning of the strategy period was to restore a healthy financial position and strengthen market positions. To achieve this, several strategic changes were implemented to build a more robust and profitable company, while also facilitating healthy growth in the years ahead.
- OHPC's goal for the period 2025–2026 is to generate long-term profitable growth through increasing market penetration and brand value by means of strategic investments. In addition, it will be important to expand the company's presence in new channels, achieve operational efficiency, and leverage the benefits of an efficient organisation. The company has already observed the positive impact of these measures in 2024.
- The company's competitive advantages lie in its strong local brands, market-leading sustainability work, local value chains and the ability to capitalise on synergies. These strengths will be crucial to achieving the strategic goals in the coming years.

Highlights in 2024

- Organic revenue growth was 8.7%, driven by volume growth in the Norwegian market and contract manufacturing.
- EBIT (adj.) showed underlying growth of 41%, from NOK 225 million in 2023 to NOK 315 million in 2024, driven by volume growth, higher contribution ratio and a reduction in the underlying cost of goods sold.
- To strengthen its positions, OHPC increased investments in brand building. This was reflected in increased advertising investments, up 35.9% from last year.
- Several initiatives were implemented to expand OHPC's presence in new channels and countries, as well as improve operational efficiency.
- Cash flow conversion was robust, at 117%.

Ownership view

- As a leading supplier of detergents, cleaning equipment and personal care products in the Nordic region and with strong positions in the Norwegian market, OHPC offers Orkla an attractive cash flow.
- Further growth in EBIT (adj.) margin and strong commercial execution remain focus areas in 2025.
- The long-term objective is to continue building a robust company and strengthen OHPC's positions in profitable growth categories.

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Diversity, Equity & Inclusion training
→ Positive human rights impact plan

Gender diversity

Female	Male	
56%	44%	Board
43%	57%	Executive management
44%	56%	Company

GHG emissions

Scope 1 (tCO2e)

Direct emissions from own operations

0.002% (3)

Scope 2 (tCO2e)

Indirect emissions from own operations

0.02% (40)

Scope 3 (tCO2e)

Purchased goods and services: **Raw materials**	Purchased goods and services: **Packaging**	**Transportation and distribution**	**End-of-life treatment of sold products**	**Other**
43.9% (88 818)	**7.3%** (14 821)	**7.2%** (14 595)	**5.4%** (10 968)	**36.2%** (73 303)

99.9% (202 505)

Total emissions: 100% (202 548)

Orkla
House Care

Orkla House Care is one of Europe's leading suppliers of paintbrushes, rollers and other painting project consumables, such as sanding equipment, tape, protective gear and cleaning products. The company's main markets are the Nordic countries, the UK and Benelux, although it also exports to over 50 additional countries.

Financial KPIs	2024	2023
Operating revenues	1 646	1 573
Organic growth	2.5%	2.7%
EBIT (adj.)	186	151
Underlying EBIT (adj.) growth	22.6%	40.3%
EBIT (adj.) margin	11.3%	9.6%
ROCE	12.2%	9.9%
Cash conversion	146%	147%

ESG	2024
Number of employees	641
Rate of recordable work-related accidents (own workforce)	2.4
Percentage of employees paid below the applicable adequate wage benchmark	0%
Waste diverted from disposal	84.6%
Share of renewable energy (market-based)	84%

CEO: Vicky Philemon

Strategy for 2024–2026

- Orkla House Care has embarked upon a transformation agenda to enhance its leadership position in its main markets.
- The company plans to introduce targeted product innovation, channel-focused category propositions, and simplified and optimised internal operations to improve the company's long term value creation potential.
- By leveraging its core assets and competences, as well as investing in new operational capabilities, Orkla House Care is building a more integrated and scalable business platform for the future.
- Additionally, this transformation is being enabled by the adoption of new systems, end-to-end business processes and expertise development.

Highlights in 2024

- Delivered sales and profitability growth despite challenging market conditions in the home markets due to general economic slowdown.
- Orkla House Care achieved 4.7% top-line growth through concrete, targeted business development across new and existing channels in the main markets. Distribution gains were made in all home markets, in line with activities from the category leadership strategic pillar.
- Growth in contribution margin and EBIT (adj.) of 9.1% and 22.8% respectively. Underlying contribution ratio improvement of approximately 3 percentage points, and an EBIT (adj.) margin improvement of 2 percentage points. New investments were made in alignment with the strategic intention of optimising product and category development opportunities.
- Supply chain performance was strong with measures for HSE and service levels on target. Continuous focus on capital efficiency supported further reduction in inventory levels which improved by approximately one percentage point (measured as a proportion of sales) compared with the preceding year.
- The organisation completed a number of ESG-related activities including full publication of its Due Diligence assessments and a data-driven review of the company's CO2 emissions to enable further development of its GHG reduction plans.
- Three new leadership team hires during 2024 to support value chain-led organisational design evolution and to strengthen future capabilities in key functional areas.

Ownership view

- Orkla House Care offers attractive long-term profitable growth opportunities with significant potential for expansion into new markets and end-user segments as well as product adjacencies.
- Orkla House Care, although exposed to the general construction industry, focuses on the relatively more robust RMI (repair, maintain and improve) segment and serves end-users with brand-loyal characteristics, including professional painters and DIYers.
- Key focus for 2025 is to strengthen the long-term profitable growth prospects by delivering on the transformation agenda: Leveraging today's core assets and competences to build an integrated and scalable business.

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Diversity, Equity & Inclusion strategy and policy
→ Published Due Dilligence Assessements and launched grievance mechanism

Gender diversity

	Female	Male
Board	50%	50%
Executive management	20%	80%
Company	49%	51%

GHG emissions

Scope 1 (tCO2e)

Direct emissions from own operations

0,3% (163)

Scope 2 (tCO2e)

Indirect emissions from own operations

0.1% (62)

Scope 3 (tCO2e)

Purchased goods and services: **Raw materials**	Purchased goods and services: **Packaging**	**Transportation and distribution**	**End-of-life treatment of sold products**	Other
77.5% (47 255)	**7.3%** (4 459)	**10.6%** (6 463)	**0.5%** (330)	**3.7%** (2 281)

99.6% (60 788)

Total emissions: 100% (61 013)

HSNG

Health and Sports Nutrition Group (HSNG) is the leading player in Nordic sports nutrition with market-leading D2C platforms and own brands across markets.

Financial KPIs	2024	2023
Operating revenues	1 258	1 233
Organic growth	3.8%	10.4%
EBIT (adj.)	33	36
Underlying EBIT (adj.) growth	-3.7%	402.6%
EBIT (adj.) margin	2.7%	2.9%
ROCE	4.9%	6.1%
Cash conversion	291%	-428%

ESG	2024
Number of employees	137
Rate of recordable work-related accidents (own workforce)	30.8
Percentage of employees paid below the applicable adequate wage benchmark	0%
Waste diverted from disposal	98.5%
Share of renewable energy (market-based)	86.9%

CEO: Johan Görgård

Strategy for 2024–2026

- As a leading company in the Nordic sports nutrition market, HSNG is strategically positioned for growth and significant improvements in EBIT (adj.) and cash flow. HSNG's core strategy is centred on three initiatives:
  - Distribution centre automation: Leveraging the new distribution centre to improve customer satisfaction and increase cost efficiency.
  - Increasing the gross margin: Expanding market share through strategic focus on own brands, thereby increasing efficiency in the value chain and profitability.
  - Strengthening the market position: Improving profitability and market share through a focus on highly profitable segments in performance-based marketing, attracting high-value customers, streamlining product bidding strategies through the use of data models, and reinforcing brand communication in CRM and social media. In addition, HSNG will reach out to younger target groups with tailored messages and channel strategies.

Highlights in 2024

- The company delivered an organic growth of approximately 4%, which is weaker than the previous year's growth. This decline was driven by lower consumer demand across markets. However, the development in the Norwegian grocery retail trade and for Bodystore was very positive.
- EBIT (adj.) was somewhat lower in 2024 than in 2023, in particular due to the higher level of campaign sales and increased raw material costs for protein powder. At the same time, the company increased its investments in both brand and performance-based marketing as a contribution to improved performance in the future.
- The targets for the warehouse in Eskilstuna powered by Autostore technology were achieved across all parameters in 2024, resulting in improved customer service, increased productivity and reduced operating costs.

Ownership view

- HSNG continues to maintain its position as a market leader in sports nutrition, and in 2024 focused on increased investments in brand and performance-based marketing to help deliver on the company's strategic goals.
- HSNG has made significant investments, building a robust foundation for profitability growth. The company plans to capitalise on these investments to generate growing, high cash flow going forward.
- Going forward, Orkla will actively consider strategic opportunities for HSNG.

Chained Nutrition · FITNESSMARKET · GYMGROSSISTEN · BODYSTORE · VITAPRANA · STAR NUTRITION

ESG actions 2024

Prioritised company processes

→ GHG emissions baseline and decarbonisation plan
→ Diversity, Equity & Inclusion strategy
→ Workplace integration in Eskilstuna

Gender diversity

	Female	Male
Board	40%	60%
Executive management	22%	78%
Company	54%	46%

GHG emissions

Scope 1 (tCO2e)
Direct emissions from own operations
0% (-)

Scope 2 (tCO2e)
Indirect emissions from own operations
0.03% (10)

Scope 3 (tCO2e)

Purchased goods and services: **Raw materials**	**89.1%** (34 003)
Purchased goods and services: **Packaging**	**3.5%** (1 326)
Transportation and distribution	**1.3%** (479)
End-of-life treatment of sold products	**5.0%** (1 920)
Other	**1.1%** (410)

99.07% (38 135)

Total emissions: 100% (38 148)

Pierre Robert Group (PRG) designs high-quality comfortable basic textiles for women and men, focusing on underwear such as underpants, socks and tights. The garments are tailored to Nordic needs and developed by the Scandinavian design team in Oslo. The products are distributed through grocery retail and online channels.

CEO: Maiken Skirstad Mo

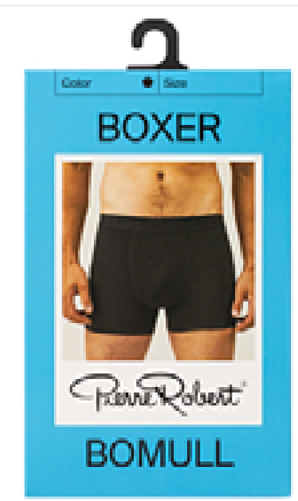
Strategy for 2024–2026

- On 13 February 2025, Orkla announced that it had entered into an agreement with Jotunfjell Partners to sell 100% of the shares in Pierre Robert Group.
- This is in line with Orkla's stated strategy of reducing portfolio complexity, as announced at the Capital Markets Day in 2023.
- For several years, PRG has experienced a weak development, and the situation is challenging, especially in Norway. The company has drawn up a plan to reposition itself in Norway, and Orkla believes that Jotunfjell Partners is the right owner to take PRG through this process and beyond.
- Orkla has sold 100% of the shares in Pierre Robert Group, effective from 13 March.

Highlights in 2024

- Organic revenue fell by 10.1%, entirely driven by a drop in volumes due to the challenging market situation and the loss of a major customer in Norway. Finland continued to perform well with an increase in operating revenue of 3.2% on the back of a generally positive market development and a strong focus on improving listings with key customers.
- The EBIT (adj) margin ended at -4.8%, as a result of the loss of a major customer, weak volume development in Norway and provisions for inventory losses. Finland had a positive development in the EBIT (adj.) margin, driven by increased coverage as a result of positive price effects, as well as good control of fixed costs.

Financial KPIs	2024	2023
Operating revenues	535	592
Organic growth	-10.1%	2.1%
EBIT (adj.)	-26	26
Underlying EBIT (adj.) growth	-200.8%	12.7%
EBIT (adj.) margin	-4.8%	4.4%
ROCE	-4.7%	4.0%
Cash conversion	-77%	558%



Financial Investments

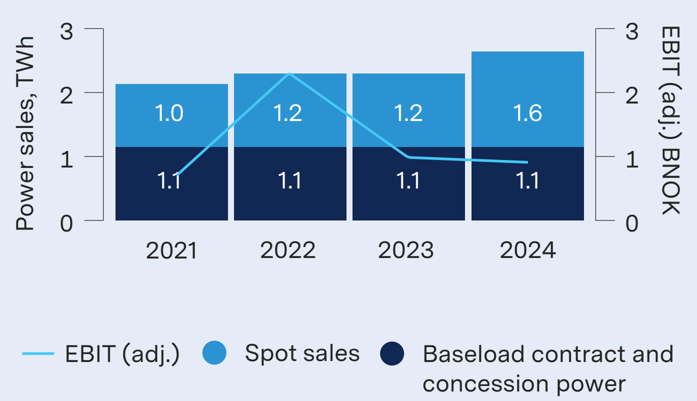
Hydro Power

Hydro Power's assets consist primarily of several leased hydropower plants in Sauda (85% ownership) and one wholly-owned and one partly-owned (50%) hydropower plant in Sarpsfossen.

Highlights in 2024

- There was a drop in power prices compared to the relatively high levels in 2023, as well as high price volatility. The price differences between price zones NO1 and NO2 continued in 2024, prevailing through a large part of the year. Power prices reached NOK 0.49/kWh in NO1 and NOK 0.58/kWh in NO2.
- The production volume was significantly higher than in 2023 and totaled 2,666 GWh, attributable to higher inflows, a long flooding season in eastern Norway (NO1) and higher-than-normal precipitation volumes in south-western Norway (NO2).
- EBIT (adj.) amounted to NOK 814 million. Despite a decline relative to 2023 due to falling prices, the increased volumes make the numbers for 2024 Orkla Energi's third-best result to date.
- Orkla announced the sale of its Hydro Power portfolio on 24 January 2025 with a total transaction value of NOK 6.1 billion on a cash and debt-free basis. The transactions are expected to be completed by the third quarter of 2025.

Power sales and EBIT (adj.), 2021–2024



Production

Total production (avg. 2014–2024)	2.5 TWh
=	
Perpetual assets	0.6 TWh
+	
Leased assets (expire 2030)*	1.9 TWh

* Represents 100% of production, of which Orkla owns 85%.

Power sales

Total power sales (avg. 2014–2024)	2.5 TWh
=	
Spot sales	1.4 TWh
+	
Fixed contracts*	1.1 TWh

* Saudefaldene pays for an annual lease volume to Statkraft of approximately 1 TWh and has corresponding delivery obligations.

Orkla Eiendom[1]

Orkla Eiendom[1] offers the portfolio companies and Orkla ASA specialised expertise and assistance in the real estate sector and has a portfolio of properties for lease and real estate development.

Highlights in 2024

- Orkla Eiendom's[1] revenues amounted to NOK 612 million, up from NOK 563 million in 2023. EBIT (adj.) increased from NOK 92 million to NOK 160 million. The main driver of the rise was completion of phase 4 of a development project in Oslo.
- The lease portfolio consists of seven properties, six located in Skøyen, Oslo, and one located in Kristiansund that was acquired in Q4 2024. The largest of these, Orkla House, is leased internally, while the other properties have external tenants. The vacancy rate stood at 7% at year-end, the same rate as the average vacancy for the area.
- The development portfolio consists of two projects in Norway (under construction) and two projects in Sweden (at the planning stage). The projects are largely progressing as planned, although sales are slightly lower than normal due to a generally weak market.

1 Orkla Real Estate




Lease portfolio

Market value December 2024*	2.3 BNOK
Total leasable area	47 000 m²
Gross lease income*	121 MNOK

* Market value is based on estimated normal vacancy and current market rates and yield levels. Approximately 32% of gross lease income is from external tenants and includes the full-year effect of a newly acquired company.

Development portfolio

Estimated value next 5 years*	>1 BNOK
Book value December 2024	0.4 BNOK
+	
Est. value increase next 5 years	>0.6 BNOK

* Increased values are based on estimated future sale values less estimated future development costs. The estimates are subject to market price developments and therefore uncertain.

Value proposition and investment mandate

Orkla's investment mandate

Orkla invests in brands and consumer-oriented companies that hold strong positions. Over time, it is Orkla's ambition to develop its international footprint.

Orkla invests in the existing portfolio companies, both organically and through mergers and acquisitions. The goal is increased growth and to capitalise on strategic opportunities.

Orkla builds on its experience of markets and categories that it knows well.

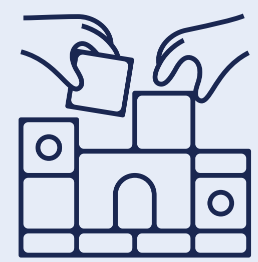
When attractive opportunities arise, Orkla considers investments outside the group's core areas, provided that they are compatible with Orkla's unique areas of expertise and investment strategy.

Industry-shaping

Orkla's goal is always to maximise value creation through structural opportunities, dynamic capital allocation and new growth opportunities.

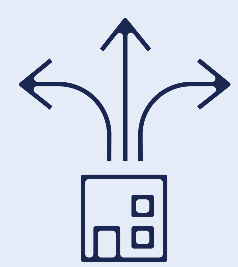
Combined expertise

Orkla combines ownership expertise, business services and deep brand, customer and consumer insights to achieve economies of scale and enhance performance.



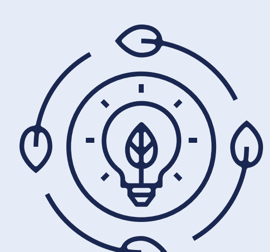
Active ownership

Orkla challenges its portfolio companies to deliver in excess of expectations, and enables their success with the necessary tools and systems. Orkla encourages enhanced entrepreneurship.



Flexible approach

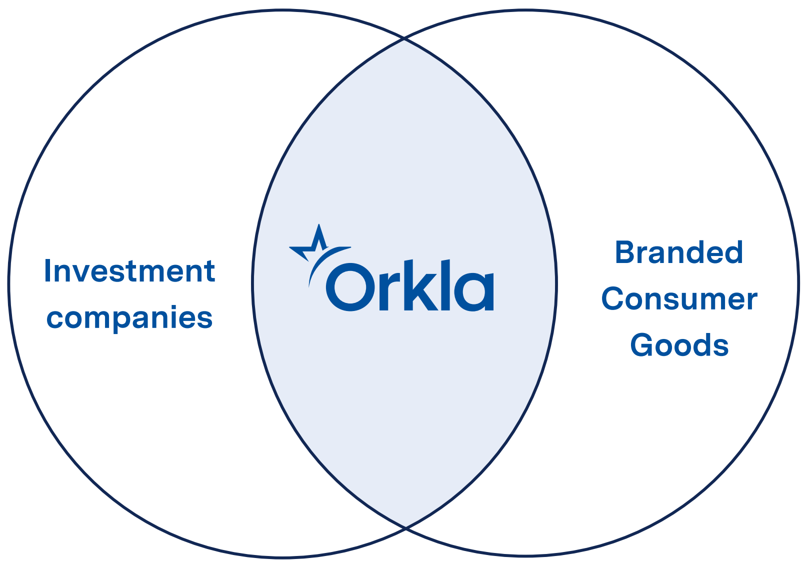
Orkla tailors the way it exercises ownership to maximise the value of its portfolio companies. Orkla's investment horizon and ownership structure are flexible.



Our sustainability promise

Orkla creates positive change by enabling a responsible transition to net zero emissions and facilitating sustainable production and consumption.

Orkla has a unique business model



- Orkla combines strong industry and brand expertise with an investment company mindset.
- As an active owner, Orkla has a long-term perspective and a flexible approach to ownership structures and time horizons, generating excellent opportunities for value creation.
- Over several decades, Orkla has developed in-depth experience of establishing and developing strong brands, and will continue to foster and refine this expertise in its unique business model.
- Innovation is an important tool for building strong brands and driving growth and is therefore a central part of the business model of Orkla's portfolio companies.
- At Orkla, innovation is approached through cross-functional collaboration. Consumer, customer, and market insights are combined with brand building, industrial competence, and commercial expertise to develop products and services that deliver value to consumers, customers, and Orkla's portfolio companies.

Full responsibility for performance in the portfolio companies

- Each portfolio company operates independently with full responsibility for its own business.
- The portfolio companies are given support and are subject to requirements through the portfolio companies' own boards.
- Tailored incentive schemes per portfolio company.
- Decision-making authority is located close to where value is created.

More structural opportunities and swifter decision-making

- Limited dependency between portfolio companies and Orkla ASA enables faster decision-making and flexibility.
- Willingness and ability to exploit various structural opportunities, e.g. mergers and acquisitions, joint ventures, partnerships and stock market listings.

Disciplined and efficient capital allocation process

- Capital discipline.
- Cash flow-focused financial follow-up.
- Transparency in respect of the portfolio companies' earnings and capital needs.

Empowering critical synergies and expertise

- Continuous leveraging of Orkla's economies of scale and consumer insights and solid industry and brand building competence, based on decades of experience as a branded consumer goods company.

Strategic priorities

These are Orkla ASA’s strategic priorities for the period 2024–2026:

Creating organic growth in our existing portfolio

- Increasing profitability and value creation in our portfolio companies.

Optimising and simplifying our portfolio

- Developing a more balanced, dynamic portfolio over time.
- Allocating capital to the areas with the highest value creation and greatest growth potential.

Pursuing structural opportunities when they arise

- Adopting a flexible approach to different forms of ownership, such as partnerships, stock market listings, joint ventures and divestments.
- Considering structural opportunities, new platform investments and relevant acquisitions.

Financial flexibility and rigorous capital allocation

Maintaining financial flexibility by means of a strong balance sheet that secures capacity to pay stable and increasing dividend, as well as keeping up comprehensive investment capacity.

Delivering on ESG targets

Integrating ESG into the business strategy is the key to long-term value creation.

Developing our people, culture and organisation

Investing in talent and developing our culture and work methods with an emphasis on increased value creation.

Orkla's goals for the period to 2026

Orkla's overarching goal is to create sustainable value for society and shareholders. Through active ownership Orkla ensures the long-term growth of shareholders' investments, outperforming relevant competing investment alternatives. This return is evident for shareholders in the form of the long-term price performance of the Orkla share in combination with paid dividends.

Our KPI

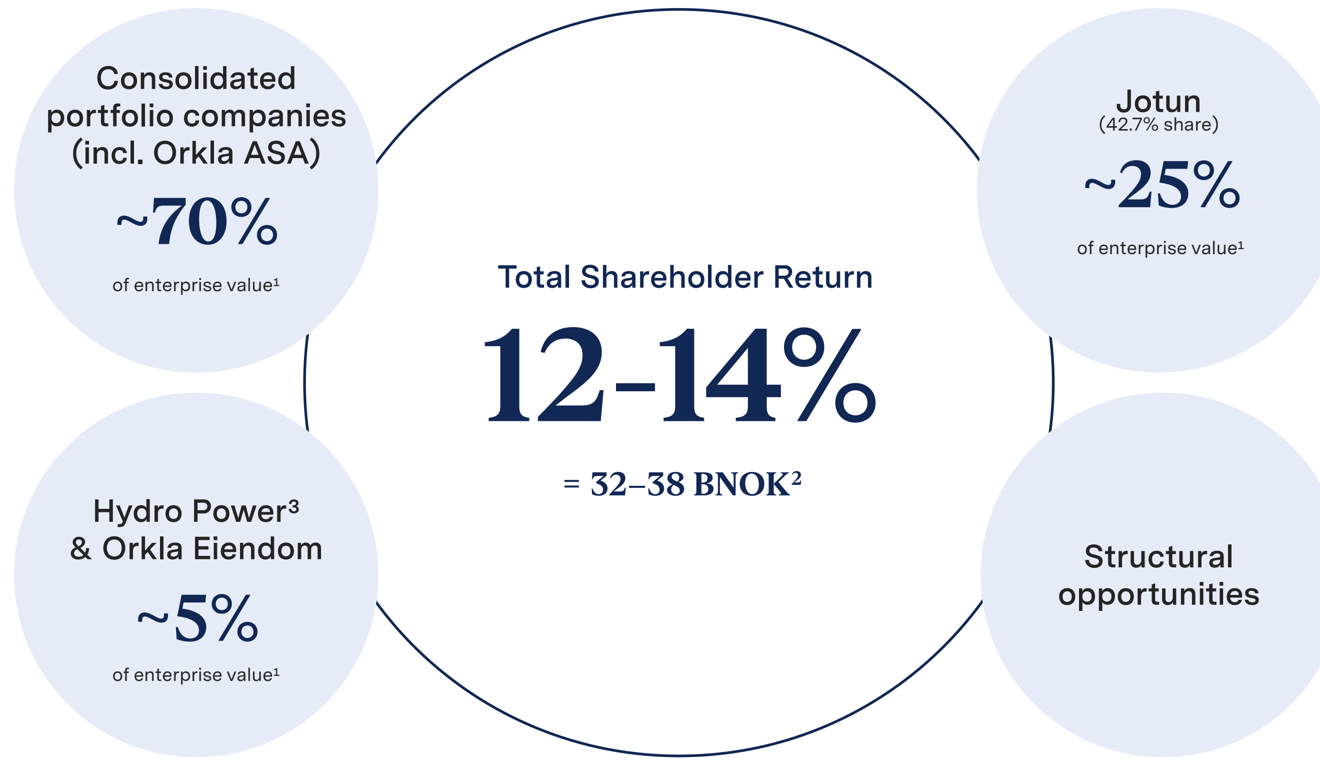
12-14%

Total Shareholder Return (TSR) 2024–2026

Total Shareholder Return as the ultimate KPI

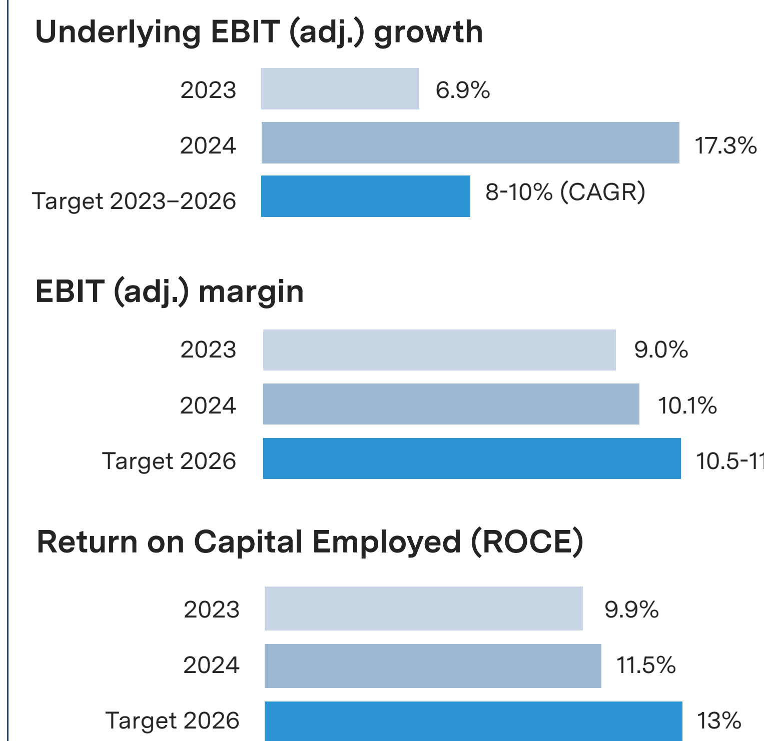
- Orkla's target is to deliver an annual TSR of 12–14% in the period 2024–2026.
- This target is based on a long-term mindset and decision-making horizon.

Financial goal



1 Based on an average of analysts' sum-of-the-parts valuations post-Q3 2023.
2 Based on market cap of Orkla as at 23 November 2023 (NOK 79.12 per share)
3 Orkla has entered into agreements to sell its entire hydropower portfolio in two separate transactions. The transactions are expected to be completed by the end of the third quarter of 2025.

Status as of 2024 on the portfolio companies' goals for 2024-2026 (consolidated)[4]



4 Consolidated portfolio companies including Orkla ASA and Business Service companies. Targets as communicated at the Capital Markets Day in November 2023.

ESG goals

Managing uncertainty

The Board of Directors of Orkla ASA is committed to ensuring systematic risk management in the group and considers this to be a prerequisite for long-term value creation for shareholders, Orkla's employees and society at large. Following the implementation of Orkla's new operating model, the group's risk reporting process was changed in 2023, and new guidelines were drawn up. This process has continued in 2024. Risk assessments are carried out for the individual companies and are presented to and considered by the respective board of directors at least once a year. The same risk assessment requirements apply both to material decisions and in daily operations.

The risk assessments prepared by the individual companies are consolidated to create an overall risk picture for Orkla, which also incorporates assessments made at Orkla ASA level. Orkla's overall risk picture is reviewed by Orkla's Management Team and discussed by the Board of Directors. The risk picture for Orkla in 2024 is roughly at the same level as in 2023, with only minor changes in characteristics and conditions.

In 2023 and 2024, interest rates and inflation have been high in several markets. Although interest rates and inflation declined in most markets during the second half of 2024, variations between the different markets continue and high interest rates and inflation have affected consumer purchasing behaviour. An important risk is the occurrence of a channel shift in the grocery trade towards clearer low-price ('hard discount') chains and retailers' own products ('private label'). At the same time, consumer preferences are changing in the direction of greater focus on, among other things, health, nutrition and sustainability. To strengthen their competitiveness, Orkla's companies are continuously working on cost improvement measures and brand-building, as well as innovations and new product launches.

Customer concentration is high in several of Orkla's major markets, and the proportion of retailers' own brands is on the rise in selected categories.
In order to maintain volume and ensure profitability and a good negotiation climate, close dialogue and close cooperation with customers on measures for profitable category growth are important.

Cyberattacks can render systems inaccessible, disrupt production processes and lead to the loss of sensitive information. Orkla relies on data and technology, and rising geopolitical tensions have resulted in an increase in the number of attacks. Although the number of blocking attacks observed has fallen, there is an increase in sophisticated cyberattacks in which hackers seek to steal data, including for financial gain. Some selected measures to strengthen cyber security include comprehensive training programmes, strengthening the portfolio companies' and Orkla ASA's IT functions, implementation of the most relevant security measures and close follow-up by the various company boards

Macroeconomic and geopolitical conditions have changed considerably in recent years, affecting interest rates, exchange rates and the global flow of goods. Prices and access to input goods for Orkla's products are a risk factor. Overall, raw material prices declined somewhat in 2024; however, they remain at high levels, with polarised developments across categories and companies.

Orkla's major environmental, social and governance ('ESG') risks are linked to climate change and changes in biodiversity and ecosystems, as well as to Orkla's ability to adapt its operations. Such changes can for instance affect availability and prices of critical commodities and other important resources in the value chain. Other factors associated with increasing risk are the growing emphasis on consumer health and increasingly stringent regulatory requirements. The introduction of new ESG regulations may occasion significant investments in support systems, elevated costs due to stricter requirements for commodity traceability measures, and higher production investments to support more sustainable production. In addition, stricter and increasingly complex regulatory conditions, particularly within the EEA, may make it more difficult to keep up date and ensure compliance with all relevant requirements. The most significant of Orkla's financial and impact risks related to ESG are described in greater detail in Chapter 2.3.

Market development and outlook

In several of Orkla's markets, macroeconomic conditions improved throughout 2024. Inflation has normalised in most markets, and several central banks have begun to reduce interest rates, including in the eurozone, the USA and several of the Nordic countries. At the same time, several of Orkla's companies continued to experience weakened consumer purchasing power and increased competition from retailers' own brands. For 2025, market expectations are that inflation will continue to normalise and that interest rates will decline further in several key markets; this could have a positive impact on consumer demand. However, the consequences of new trade conflicts and tariff walls are uncertain.

There was varying development in market prices for key raw materials and packaging in 2024. Market prices fell for several raw materials and input factors, including vegetable oil, additives, sugar and energy; on the other hand, there was a rise in market prices for other raw materials, such as cocoa, tomato products, fish oil and butter. The cost of freight, raw materials processing, and packaging was slightly lower in 2024 than in 2023, with the exception of sea freight, where costs increased as a result of tensions in the Red Sea. While Orkla's portfolio companies differ in their exposure in respect of raw materials and input factors, overall raw material costs for Orkla's consolidated portfolio companies were lower in 2024 than in 2023.

For 2025, the market expectations are continued polarised and volatile development as regards the market prices of raw materials. Somewhat lower market prices are expected for key commodities such as vegetables, additives and sugar, while prices for commodities such as cocoa, vegetable oil, dairy and fruit and berries are expected to be higher than in 2024. The portfolio companies have put in place mitigating measures and continuously assess these with a view to reducing the impact of the high prices of, among other things, cocoa. In 2024, market prices for cocoa products reached all-time highs, and there is high uncertainty regarding the price development in 2025.

Power prices in Norway were lower in 2024 than in 2023, resulting in a negative impact on Hydro Power's profits. However, lower power prices in Europe have had a positive effect on the portfolio companies' production costs. In 2025, power prices are expected to be lower than in 2024, especially in Norway.

Compared with 2023, the Norwegian krone depreciated against the Swedish krona, euro and US dollar in 2024. The weakening of the Norwegian krone resulted in positive currency effects in connection with the consolidation of Orkla's companies outside Norway. Conversely, the group's net interest-bearing liabilities, which are primarily held in foreign currencies, were negatively affected by the depreciation of the Norwegian krone.

1 'Companies' means all majority-owned portfolio companies, Business Service companies and Financial Investments companies.

Governing bodies and employee representatives

Orkla's Nomination Committe[1]

Orkla's Nomination Committee is elected by the General Meeting in accordance with Article 6 of the Articles of Association and consists of Anders Christian Stray Ryssdal (1 315) as Chairman and Nils-Henrik Pettersson (42 080), Kjetil Houg (0) and Rebekka Glasser Herlofsen (0) as members. The members of the Nomination Committee are elected for two years at a time.

Orkla's Board of Directors and Management

At Orkla ASA's Annual General Meeting on 18 April 2024, Stein Erik Hagen, Liselott Kilaas, Peter Agnefjäll, Christina Fagerberg, Rolv Erik Ryssdal and Caroline Hagen Kjos were re-elected as shareholder-elected members of the Board of Directors. Stein Erik Hagen was re-elected as Chairman of the Board. Bengt Arve Rem was elected as a new member of the board. All shareholder-elected board members were elected for a period of one year, i.e. until the Annual General Meeting in 2025.

Of the shareholder-elected members of Orkla ASA's Board of Directors, three are women and four are men. Both genders are represented among the employee-elected board members and their deputies. Orkla ASA thereby fulfils the requirement in section 6-11a of the Public Limited Liability Companies Act regarding representation of both genders on the Board of Directors.

Orkla has taken out a global Directors and Officers (D&O) liability insurance policy for members of the Board of Directors, CEOs and senior executives in Orkla ASA and its subsidiaries. The insurance covers the individuals' financial liability in connection with claims from third parties or relevant Orkla enterprises.

Orkla ASA is the parent company in the Orkla group and consists of an investment team and various corporate functions. The Investment Team performs investment activities and ownership tasks pertaining to Orkla's portfolio companies. In addition, three Centres of Excellence have been established in the Investment Team to support the portfolio companies in the areas of sales, marketing and innovation, and sustainability. The corporate functions provide central services for the parent company in the fields of finance, tax, IR and communications, HR, legal, compliance and corporate affairs.

There have been changes in Orkla's Management Team in 2024. Arve Regland assumed the position of Chief Financial Officer, succeeding Harald Ullevoldsæter, effective as of 1 June 2024. Atle Vidar Nagel Johansen, Christer Grönberg and Håkon Mageli stepped down from the Management Team from 1 November. Atle Vidar Nagel Johansen and Christer Grönberg will retire in 2025. Håkon Mageli will continue as EVP Corporate Affairs and Crisis Management, reporting to EVP Legal & Compliance. Orkla's Management Team now consists of seven people: four men and three women.

Auditor

Orkla has elected Ernst & Young AS as its auditor. The partner at Ernst & Young in charge of assisting Orkla is State Authorised Public Accountant Petter Larsen.

Corporate democracy at Orkla ASA

Active employee participation in the governing bodies, both at corporate level and in the individual portfolio companies, is an important element of decision-making processes at Orkla. The aim is to develop representational arrangements that adequately ensure broad-based involvement and genuine influence. Orkla's current corporate democracy system is set out in an agreement from 2023 between union representatives and the company's executive management.

On Orkla's Board of Directors the employees are represented by three of a total of ten board members. Orkla's Committee of Union Representatives covers employees of the Norwegian, Swedish and Danish companies. This arrangement ensures broad representation for Orkla employees across the portfolio companies and unions. In Norway, there are also separate committees of representatives for LO and salaried employee union members. The committees meet regularly with Orkla's executive management to discuss matters of corporate relevance.

A European Works Council (EWC) has been established at Orkla, and liaison committees have been established in portfolio companies.

In addition to the corporate arrangements described above, the employees are represented on the boards of directors of the portfolio companies in accordance with agreements and local legislation.

Corporate governance (Statement of Policy on Corporate Governance)

Orkla's governance systems are based on the principles set out in the Norwegian Code of Practice for Corporate Governance and are largely aligned with applicable international guidelines on good corporate governance. An overall statement of policy on corporate governance at Orkla may be found on page 165-170 of this Annual Report. The Statement of Policy will be considered at the 2025 Annual General Meeting.

1 Figures in parentheses indicate the number of shares owned as at 31 December 2024, including shares owned by related parties.

The Board of Directors



	Stein Erik Hagen (b. 1956)	Liselott Kilaas (b. 1959)	Peter Agnefjäll (b. 1971)
Position	Chairman of the Board Member of the Compensation Committee Elected to the board in 2004, Chair of the Board since 2006	Member of the Board Chair of the Compensation Committee Elected to the board in 2017	Member of the Board Chair of the Audit Committee (until 2 May 2024) Elected to the board in 2018
Nationality	Norwegian	Norwegian	Swedish
Education	Degree from the Retail Institute/the Norwegian School of Trade and Retail Management	M.Sc. in Mathematical Statistics, University of Oslo; Master of Business Administration, IMD Lausanne	M.Sc. in Business Administration, Linköping University
Experience and other positions	Mr Hagen has long experience in the retail, industrial and financial investment sectors and management. He established his first own business in 1976 and he and his children jointly own several family companies, including Canica AS. He is active in several of the family companies: Chair of the Board of Canica Invest AS, Tvist 1 Invest AS, Tvist 1 AS, Tvist 3 AS, Tvist 5 AS, Tvist 8 AS, Nærutvikling AS and Stein Erik Hagen AS, board member of Canica AS and Canica Eiendom AS and deputy board member of Jernia AS. In addition, Mr Hagen sits on the boards of the family's charitable foundations. Mr Hagen is also member of the board of the Prostate Cancer Foundation in the USA and chairs the Nomination Committee of Anora Group PLC.	Ms Kilaas has many years' experience from the health and care and medtech sectors, broad international experience in top executive positions, strategy, change management, general management, B2B, B2C and ESG, and experience from listed, private and P/E-owned companies. Ms Kilaas was CEO of Aleris Group from 2013 to 2017, previously serving as Managing Director of Aleris Norway and later Aleris Norway and Denmark. She is currently CEO of Evidia Group, board and Audit Committee member of Folketrygdfondet and Peab AB, and a board member of Avonova AB and Recover Nordic. In addition, she chairs Implantica and is on the Supervisory Board of IMD. Since 2010, Ms Kilaas has been part of EQT's industrial adviser network, being involved in several transactions and having roles in several of its portfolio companies.	Mr Agnefjäll has extensive international experience in retail, consumer goods, strategy, business development and general management. He was President and CEO of the IKEA Group (Ingka Holding B.V.) from 2013 to 2017, previously serving as Managing Director and Country Manager at IKEA Retail Sweden. He began his career as an IKEA trainee in 1995 and has since held multiple executive positions within the IKEA group. He is currently Chair of the Supervisory Board of Ahold Delhaize N.V. and a member of its Governance and Nomination Committee, and the Remuneration Committee. Mr Agnefjäll is also a member of the Council on Sustainable Transformation, a group of senior leaders from business, government, and academia focused on accelerating private sector sustainability efforts.
Board meetings attended	8/8	7/8	8/8
Independent of main shareholders	No	Yes	Yes
Independent of management	Yes	Yes	Yes
Shareholding [1]	250,386,411	21,400	20,000

1 Shares owned as at 31 December 2024 by the executive and related parties.

	Bengt Rem (b. 1961)	**Christina Fagerberg (b. 1973)**	**Rolv Erik Ryssdal (b. 1962)**	**Caroline Marie Hagen Kjos (b. 1984)**
Position	Member of the Board Chair of the Audit Committee (from 2 May 2024) Elected to the board in 2024	Member of the Board Member of the Audit Committee Elected to the board in 2022	Member of the Board Elected to the board in 2022	Member of the Board Elected to the board in 2023, Personal Deputy Member for Stein Erik Hagen since 2016
Nationality	Norwegian	Swedish	Norwegian	Norwegian
Education	M.Sc Business Administration and Finance from BI Norwegian Business School, Master's degree in Accounting and Auditing from the Norwegian School of Economics (NHH)	M.Sc. in Economics and Business, Stockholm School of Economics	Master of Business Administration, Insead; M.Sc. from BI Norwegian Business School	Bachelor of Business Administration, Parsons School of Design, New York
Experience and other positions	Mr Rem has extensive financial expertise, including experience in capital markets and transactions. He has broad management experience from roles as CEO and CFO of different investment and holding companies in Norway. Mr Rem is CEO of Kistefos AS. From 2009 until 2015 he was Deputy CEO at Arctic Securities, and then CEO at Arctic Partners; from 1995 until 2009 he held a variety of CFO and CEO roles in the Aker system. Mr Rem began his career as a public accountant at Arthur Andersen & Co. Mr Rem chairs the boards of Advanzia Bank S.A, Western Bulk Chartering AS and Viking Supply Ships AB (which are all majority-owned by Kistefos AS). Mr Rem is a member of the board of Oslo Airport City AS.	Ms Fagerberg has broad experience from investment/ private equity and transactions (M&A). She has worked at Goldman Sachs and IK Investment Partners (formerly Industri Kapital). In 2007 she founded her own private equity fund, Fagerberg & Dellby. Ms Fagerberg is on the board of the investment company Idun Industrier AB.	Mr Ryssdal has extensive experience of general management, growth companies and international expansion. Until August 2022, he was CEO of Adevinta, prior to which he was CEO of Schibsted from 2009 to 2018. Mr Ryssdal began his career at Schibsted in 1991 and served as CEO of Aftonbladet (1999–2005) and VG (2005–2008) before taking up the role of CEO at Schibsted. Mr Ryssdal chairs the boards of Spir Group ASA, Simployer Group AS and Ness, Risan & Partners AS.	Ms Hagen Kjos has broad experience and expertise in international relations and active ownership. She works as a ProjectManager at Canica Holding AG, Switzerland, where she shares responsibility for investments and strategy with the General Manager. She has previously worked as a ProjectManager in marketing and purchasing at JerniaGruppen. Ms Hagen Kjos is Chair of the Board of Directors of Canica AS and a board member at Canica AG and Canica International AG.
Board meetings attended	6/6 (from April)	8/8	7/8	8/8
Independent of main shareholders	Yes	Yes	Yes	No
Independent of management	Yes	Yes	Yes	Yes
Shareholding [2]	10,000	20,000	28,500	0[2]

2 Ms Hagen Kjos has a significant equity interest in the Canica companies, but does not have controlling influence in them.



	Terje Utstrand (b. 1964)	Roger Vangen (b. 1965)	Ingrid Sofie Nielsen (b. 1974)
Position	Member of the Board, employee representative Member of the Compensation Committee Elected to the Board in 2012	Member of the Board, employee representative Member of the Audit Committee Elected to the Board in 2016	Member of the Board, employee representative Elected to the Board in 2024
Nationality	Norwegian	Norwegian	Norwegian
Experience and other positions	Mr Utstrand has worked for Orkla Snacks, Nidar, since 1993, and has served as chief employee representative since 2010. Mr Utstrand is Chair of the Board for LO Union Members at Orkla, Orkla's Committee of Union Representatives and the European Works Council. Mr Utstrand has been a national NNN union representative at Orkla Snacks Norge AS since 1999. He has held various board positions within the group since 2004. Mr Utstrand has vocational training with trade certificates in the automative trade and as a technical operator in the food industry and has undertaken management studies at Oslo University College and technical school studies in HSE.	Mr Vangen has been employed at Orkla Foods for 39 years. He has been a local union representative since around 1990. He is currently employed at Orkla Foods Norge and is NNN union representative by Orkla Foods Norge, Stranda branch. Mr Vangen is also a member of the Committee of Representatives at Orkla Foods Norge, the Liaison Committee's Working Committee at Orkla Foods, the Board for LO Union Members at Orkla, Orkla's Committee of Union Representatives, the Working Committee of the Committee of Representatives and the European Works Council.	Ms Nielsen has worked for Orkla Foods since 1996. She is chief union representative for External Sales and Department Head for Negotia at Orkla Foods Norge. She chairs the Committee of Representatives for the salaried employees at Orkla. Ms Nielsen is also a member of Orkla Foods' Liaison Committee, Orkla's Committee of Union Representatives and its working committee, and the European Works Council. Ms Nielsen is the employee representative on the Board of Orkla Foods Norge AS.
Board meetings attended	8/8	7/8	6/6 (from April)
Independent of main shareholders	Yes	Yes	Yes
Independent of management	No	No	No
Shareholding[3]	11,174	11,828	1,820

3 Shares owned as at 31 December 2024 by the executive and related parties.

The Orkla Management Team

	Nils Selte (b. 1965)	Hege Holter Brekke (b. 1969)	Audun Stensvold (b. 1972)
Position	President and CEO	EVP and Investment Executive	EVP and Investment Executive
Nationality	Norwegian	Norwegian	Norwegian
Education	M.Sc. Business (siviløkonom), BI Norwegian Business School	M.Sc. Business (siviløkonom), BI Norwegian Business School	M.Sc. Business (siviløkonom), Norwegian School of Economics (NHH)
Experience and other positions	Mr Selte has been the President and CEO of Orkla since 11 April 2022. He came to Orkla from Canica AS, where he had been employed since 2001, serving first as CEO, as CFO from 2006 to 2014, and again as CEO until 2022. Prior to that, Mr Selte served as Group Treasurer at ICA Ahold AB (1999–2001) and CFO of Hakon Gruppen AS. From 1994 to 1996 he was Finance Director at Livi Norge AS and from 1991 to 1994 executive officer at the Office of the Auditor General of Norway. Until 2022, Mr Selte was a member of the Board of Directors of Orkla ASA, to which he was first elected in April 2014.	Ms Brekke has been a member of the Orkla Management Team as CEO of Orkla Care since January 2021. She came from the position of CEO of Orkla Health. From 2015 to 2018 Ms Brekke served as CEO of Pierre Robert Group, and before that as SVP of Marketing & Innovation at Orkla Foods. Ms Brekke began her career at Orkla in 1996 and held several senior management positions at Orkla ASA and Nidar until 2004. From 2004 to 2014, she held various senior executive positions outside Orkla. She was a member of the Management Team of Plantasjen ASA from 2004 to 2006 and was EVP for Markets at TINE and a member of TINE's Corporate Management from 2007 to 2014. Ms Brekke began her career as a strategy adviser at McKinsey & Company. She also has extensive experience of service on internal and external boards.	Mr Stensvold has been a member of the Orkla Management Team since November 2022. From 2018 to 2022, he was CEO of Vinestor AS. From 2006 to 2018, he held various positions at Aker ASA, where he worked with active ownership, transactions, stock market listings and accounting/finance, in addition to serving on the Boards of Directors of several listed and unlisted companies. For a period, he was also CFO and Investment Director at Converto, which managed a portfolio of companies wholly or partly owned by Aker. Mr Stensvold was previously also a member of the Strategy and Finance Group at Advokatfirmaet Selmer (2002–2006) and a financial analyst at Gjensidige NOR Equities (1998–2002).
Shareholding[1]	242,765	15,435	25,370

1 Shares owned as at 31 December 2024 by the executive and related parties.




	Maria Syse-Nybraaten (b. 1986)	Øyvind Torpp (b. 1975)	Arve Regland (b. 1972)	Camilla Tellefsdal Robstad (b. 1974)
Position	EVP and Investment Executive	EVP and Investment Executive	EVP Finance and CFO	EVP Legal & Compliance
Nationality	Norwegian	Norwegian	Norwegian	Norwegian
Education	M.Sc. Business (siviløkonom), Norwegian School of Economics (NHH)	M.Sc. (sivilingeniør), Norwegian University of Science and Technology (NTNU)	MBA, Norwegian School of Economics (NHH); M.Sc. Business (siviløkonom), BI Norwegian Business School	Master of Laws (LL.M.) (cand.jur), University of Oslo
Experience and other positions	Ms Syse-Nybraaten has been a member of the Orkla Management Team since 2022, first as CEO of Orkla Consumer & Financial Investments and subsequently as EVP for Investments at Orkla ASA. She came from the position of investment professional at Ferd Capital, where she had held various positions since 2013, including being responsible for health investments in the Nordics. She has broad experience of board work from a number of companies. She began her career as an analyst at SEB.	Mr Torpp has been a member of the Orkla Management Team since December 2022 and came from the position of Director at Canica. From 1999 to 2022, he worked for Boston Consulting Group (BCG), where he was a partner from 2008 and a senior partner from 2015. Mr Torpp headed up BCG Norge from 2014 to 2018, and served for many years as head of the Nordic and Norwegian consumer team. Mr Torpp has broad experience of supporting European consumer companies with emphasis on strategy development, transactions and major change processes.	Mr Regland has been a member of the Orkla Management Team since June 2024, coming from the investment company Melesio. From 2019 to 2023, he served as CFO of Fredensborg and its subsidiary Heimstaden. From 2014 to 2019, worked for Entra, first as CFO and then for four years as CEO. Mr Regland has also worked for ABG Sundal Collier and Arthur Andersen/Ernst & Young.	Ms Tellefsdal Robstad has been a member of the Orkla Management Team since December 2022. She joined Orkla as a lawyer in 2010, with responsibility for competition law. In 2018 she became Director of Legal Affairs, and from 2020 she was also given responsibility for Orkla's compliance function. She has served as Board Secretary since 2019. From 2000 to 2010 Ms Robstad worked as a lawyer for Kvale advokatfirma.
Shareholding[1]	7,370	100,000	100,000	11,557

The following people left Orkla ASA's management team in 2024:

- Christer Grönberg
- Atle Vidar Nagel Johansen
- Håkon Mageli
- Harald Ullevoldsæter

1 Shares owned as at 31 December 2024 by the executive and related parties.

2.2 Performance

This year's performance

Orkla grew its overall profit after tax by 18% in 2024. The improvement was mainly driven by reported EBIT (adj.) growth in eight of the ten consolidated portfolio companies. All of the portfolio companies with the exception of Pierre Robert Group reported organic revenue growth in 2024, and most portfolio companies achieved volume growth, except Orkla Foods and Pierre Robert Group.

At Orkla's Capital Markets Day in November 2023, financial targets for the years 2024 to 2026 were presented. Orkla's goal is to generate a total shareholder return of at least 12–14% annually in the period 2024–2026. Orkla's value creation depends on:

- the organic growth of the consolidated portfolio companies,
- continued favourable development of Jotun (in which Orkla has a 42.7% ownership interest),
- the development in the group's financial investments, and
- effective utilisation of structural opportunities.

The consolidated portfolio companies have individual financial targets. Collectively[1], these represent the following financial targets for the period 2024 to 2026:

- annual underlying growth of 8–10% in EBIT (adj.),
- an expansion in EBIT (adj.) margin of 1.5–2 percentage points, to 10.5–11%, and
- an increase from 10% to 13% in return on capital employed (ROCE).

In 2024, the consolidated portfolio companies including Orkla ASA made the following progress for each of the financial targets:

- underlying EBIT (adj.) growth of 17.3%,
- improvement in EBIT (adj.) margin of 1.1 percentage points to 10.1%, and
- a ROCE of 11.5% on a rolling 12-month basis.

Achieving the targets communicated at the Capital Markets Day is the basis for attaining Orkla's overall objective of generating a total shareholder return of 12–14% annually in the years 2024 to 2026. In 2024, Orkla generated a total shareholder return of 35.2%, and Orkla's portfolio companies have delivered results well in line with the targets.

In January 2025, Orkla entered into agreements to sell its entire hydropower portfolio in two separate transactions. Hafslund AS (90%) and Svartisen Holding AS (10%) are acquiring Sarpsfoss Limited. Å Energi is acquiring Orkla Energi AS and Trælandsfos Holding AS. The transactions value the portfolio at NOK 6.1 billion on a cash and debt-free basis, and Orkla's estimated accounting gain is approximately NOK 5 billion. The transactions are subject to approval from the relevant competition authorities and the Norwegian Ministry of Energy. The transactions are at the latest expected to close by the end of the third quarter of 2025.

In February 2025, Orkla entered into an agreement to sell 100% of the shares in Pierre Robert Group to Jotunfjell Partners AS. The transaction is effective from 13 March. The estimated accounting loss related to closing of the transaction is approximately NOK 40 million.

Financial performance

The group

In 2024 Orkla's operating revenues rose by 4.2% as a result of broad-based organic growth among all the consolidated portfolio companies, as well as positive currency translation effects. The organic growth of the portfolio companies was driven by higher sales volumes to customers and price increases to compensate for higher input costs. The group's overall revenue growth was somewhat weakened by the lower power prices achieved by Hydro Power.

The group's EBIT (adj.) in 2024 totalled NOK 7,956 million, up 15.0% compared to 2023. There was strong EBIT (adj.) growth in the consolidated portfolio companies. There was growth for Orkla Eiendom in 2024 related to apartment deliveries, but the operating profit of Financial Investments was somewhat weakened by Hydro Power's decline in profit due to lower power prices in 2024 than in 2023.
Most portfolio companies reported good underlying growth in EBIT (adj.). The year's profit performance was positively impacted by volume growth in several markets, price increases implemented in 2023 and 2024, as well as implemented cost programmes, including in Orkla Foods. At the same time, there was a broad-based, 12.2% increase in reported advertising costs for the consolidated portfolio companies in 2024.

The group's 'Other income and expenses' were slightly less negative in 2024 than 2023. 'Other expenses' mainly included costs related to restructuring projects and write-downs within the group, including the write-down of a shared ERP platform in Orkla ASA and brands and goodwill in Orkla Snacks, Orkla Food Ingredients and Pierre Robert Group. There were also costs linked to the acquisition and disposal of companies, including the sale of 40% of the shares in Orkla Food Ingredients to Rhône. 'Other income' primarily included the gain made on the sale of Lilleborg to Solenis. See Note 14 for more information on the group's 'Other income and expenses'.

Profit from associates and joint ventures mainly consists of Orkla's 42.7% ownership interest in Jotun. The investment is presented using the equity method. In 2024, Jotun delivered a contribution of NOK 1,860 million, corresponding to an increase of 0.4% compared to 2023 (NOK 1,853 million). The rise is attributable to top-line growth linked to increased sales volumes and prices, combined with improved gross margin due to stable raw material costs. Jotun's profit was weakened by a rise in costs associated with operations, sales and marketing, as well as higher one-off costs in 2024 compared with 2023, including in connection with the devaluation of the Egyptian pound.

Interest and financial items amounted to NOK −1,088 million in 2024, compared to NOK -1,104 million in the previous year. The average borrowing rate rose from 5.1% in 2023 to 5.5% in 2024. The interest-rate increase was offset by a decline in average gross interest-bearing liabilities (excluding lease liabilities), which fell from NOK 19.9 billion in 2023 to NOK 18.4 billion in 2024.

1 Consolidated portfolio companies including Orkla ASA and Business Service companies.

Condensed income statement

Amounts in NOK million	2024	2023
Operating revenues	70 656	67 797
EBIT (adj.)	**7 956**	**6 921**
Other income and expenses	(605)	(687)
Operating profit	**7 351**	**6 234**
Profit/loss from associates and joint ventures	1 865	1 836
Interest and financial items, net	(1 088)	(1 104)
Profit/loss before tax	**8 128**	**6 966**
Taxes	(1 729)	(1 545)
Profit/loss for the year	**6 399**	**5 421**

Specification of operating revenues and EBIT (adj.)[1]

	Operating revenues		EBIT (adj.)	
Amounts in NOK million	2024	2023	2024	2023
Orkla Foods	20 594	20 319	2 532	2 259
Orkla Snacks	9 735	8 880	1 273	1 013
Orkla Food Ingredients	19 374	18 661	1 310	1 166
Orkla Health	7 343	6 364	942	851
Orkla India	3 106	2 947	463	386
The European Pizza Company	3 039	2 962	336	268
Orkla Home & Personal Care	2 686	2 497	315	225
Orkla House Care	1 646	1 573	186	151
Health and Sports Nutrition Group	1 258	1 233	33	36
Pierre Robert Group[2]	535	592	(26)	26
Lilleborg[3]	249	574	26	51
Eliminations, consolidated portfolio companies	(797)	(686)	(9)	-
Consolidated portfolio companies[4]	**68 768**	**65 916**	**7 381**	**6 432**
Orkla ASA and Business Services/eliminations	36	8	(399)	(476)
Consolidated portfolio companies incl. Orkla ASA and Business Services	**68 804**	**65 924**	**6 982**	**5 956**
Hydro Power	1 402	1 476	814	873
Orkla Eiendom	612	563	160	92
Financial Investments	**2 014**	**2 039**	**974**	**965**
Eliminations	(162)	(166)	-	-
Orkla	**70 656**	**67 797**	**7 956**	**6 921**

1 The portfolio companies are sorted by holding mode, as presented at Orkla's Capital Markets Day in November 2023, and then based on EBIT (adj.) for 2024.
2 Orkla has sold 100% of the shares in Pierre Robert Group effective from 13 March.
3 Lilleborg was sold with accounting effect from 1 June 2024.
4 Jotun is included in the item 'Profit/loss from associates and joint ventures'.

Orkla is subject to ordinary corporation tax in the countries in which the group operates. The tax rate (adjusted for profits from associates) for the 2024 financial year was 27.6%, compared to 30.1% in 2023. The year-over-year change in the tax rate is primarily due to reduced resource rent tax related to Hydro Power and tax-free gains from the sale of Lilleborg. This was somewhat offset by deferred tax assets which cannot be recognised by Orkla Food Ingredients. See Note 16 for additional comments.

Profits/losses from entities outside Norway are translated into Norwegian kroner based on average monthly exchange rates. Due to depreciation of the Norwegian krone, the group had positive currency translation effects in 2024 of NOK 1,013 million on operating revenues and NOK 92 million on EBIT (adj.).

Earnings per share, diluted, in 2024 were NOK 6.06, compared to NOK 5.21 in 2023. Adjusted earnings per share, diluted, were NOK 6.44, compared to NOK 5.78 in 2023.

Orkla ASA and Business Service companies

EBIT (adj.) for Orkla ASA and the Business Service companies was NOK -399 million in 2024, compared to NOK -476 million in 2023. The improvement is primarily attributable to the new operating model with an adapted price model for Orkla IT in respect of invoicing the portfolio companies.

Orkla ASA reported a profit after tax of NOK 10,362 million in 2024, compared to NOK 25,563 million in 2023. The high profit in 2023 was linked to a realised gain on an internal sale of shares from Orkla ASA to the portfolio companies in connection with the transformation of Orkla and the establishment of the portfolio companies as legal entities. Total assets at year-end amounted to NOK 86,015 million, down from NOK 90,585 million in 2023, corresponding to a reduction of 5.0%. The equity ratio ended at 78.3%, compared to 69.4% in 2023.

Intangible assets

Orkla has identified three key intangible assets in particular on which the business is fundamentally reliant, and which are a source of value creation: brands, recipes and employee expertise.

As an industrial investment company focusing on brands and consumer-oriented companies, strong brands lie at the core of value creation in Orkla. By virtue of their ability to create and maintain demand and payment willingness, the brands form a solid base for continued commercial development and growth. The portfolio companies build and refine strong brands by always ensuring their relevance and attractiveness to consumers, that the brands are easily remembered by consumers when shopping, and that they are physically available to consumers when the need arises. Orkla and its portfolio companies invest considerably in market research, innovation, design, communication and customer collaboration. Strong brands contribute to stable and predictable revenues and greater revenue potential for Orkla's portfolio companies. It is only brands acquired by means of acquisitions that have book value, see Note 19.

The products from Orkla's portfolio companies are based on unique and carefully developed recipes. These recipes are fundamental to the quality of the products and – for food products – taste, which is crucial for consumer satisfaction and repeat purchases. The recipes are critical to value creation and competitive advantage and are important for meeting consumer needs and preferences.

Building strong and profitable brands requires considerable competence and expertise. Orkla has over the decades developed extensive industry and brand expertise, providing Orkla's portfolio companies with a competitive advantage. Orkla and its portfolio companies therefore invest considerably in further evolving and employing branding, innovation and sales practices. Employees' expertise and skills in commercial brand development are an essential asset for Orkla and its portfolio companies, ensuring continuous improvement and efficiency while also promoting innovation and development.

Sustainability Performance

Orkla has a strategy to integrate sustainability into all business areas, focusing on environmental transition and reducing greenhouse gas emissions, promoting social responsibility and good governance. The company has set a goal of net zero emissions by 2045 and is working to improve the health profile of its products and ensure responsible sourcing and marketing.

Environmental

- Greenhouse gas emissions: Orkla has reduced its Scope 1 and 2 emissions by 64.2% from 2016 levels. This has been achieved through energy efficiency and a transition to renewable energy. Renewable energy accounted for 54.3% of total energy consumption in 2024.
- Scope 3 emissions: Orkla has started the work on reducing Scope 3 emissions, which constitute a significant part of the company's total greenhouse gas emissions.. In 2024, Scope 3 emissions were 6,482 ktonnes CO_2e, a reduction of 3.5% from 2020 levels. Orkla is continuously working to improve data quality to achieve more accurate Scope 3 emissions calculations and gain insight into what levers are needed to achieve emissions reductions. This work will be strengthened and the climate transition plan will be finalised. An important part of this work is supplier engagement and to be a promoter of climate transition in the cultivation and processing of key raw materials.
- Supplier engagement: Orkla has engaged with suppliers to reduce emissions in the value chain, especially in raw material production. This includes collaboration on sustainable agricultural practices and the use of certified raw materials.
- Packaging innovation: The company has developed more sustainable packaging solutions to reduce environmental impact and increase recyclability. The share of recycled content in product packaging was 90.9% in 2024.
- Sustainable raw materials: The company has increased the use of certified raw materials, such as RSPO-certified palm oil, to ensure sustainable production and reduce the risk of deforestation.
- Water management: Orkla has implemented projects to reduce water consumption in production, with significant savings in several factories.

Social

- Responsible sourcing: Orkla has a comprehensive programme for responsible sourcing.
- Working conditions: Orkla has focused on ensuring fair wages and good working conditions for its employees. In 2024, 97.8% of employees received pay above the benchmark for adequate wages.
- Diversity and inclusion: The company has implemented measures to improve gender balance in management and promote an inclusive work culture.
- Health and safety: Orkla has implemented comprehensive health and safety systems, aiming for zero workplace injuries.
- Food safety: Orkla has a comprehensive programme for food safety which includes systematic audits of food production facilities, food storage and distribution facilities and suppliers.

Governance

- Anti-corruption: Orkla has strengthened its anti-corruption programme and conducted training to ensure all employees are aware of the company's ethical guidelines.
- Responsible marketing: The company is committed to responsible marketing, especially towards children, and has been active in self-regulatory initiatives.
- Supplier management: Orkla has implemented the Orkla Supplier Portal to assess and monitor supplier risk and ensure suppliers adhere to the company's ethical standards.

Metrics	2024
Environmental	
Reduction in GHG emissions Scope 1 and 2 since 2016	64.2%
Reduction in GHG emissions Scope 3 since 2020	3.5%
Percentage of renewable sources in total energy consumption	54.3%
Share of recyclable content in products packaging	90.9%
Share of biological materials used in products (including packaging) which is sustainable sourced	32.7%
Social	
Gender balance on boards[1]	7 out of 12
Gender balance in exectuive management teams	3 out of 12
Female senior executives - Chair's	2 out of 12
Female senior executives - CEOs	4 out of 12
Portfolio companies with overall gender balance	9 out of 12
Perentage of female employees	46%
Perentage of male employees	54%
Percentage of employees paid below the applicable adequate wage benchmark	2.2%
Governance	
Number of confirmed incidents of corruption and bribery	0
Percentage of employees in functions at risk covered by employee training programmes	68%

1 Gender balance is within a 40%-60% range.

Orkla continues to work on improving its sustainability results through targeted actions and collaboration with stakeholders to ensure a responsible and sustainable business.

Material sustainability actions

Orkla has implemented several actions to achieve its sustainability goals, including:

- Net Zero Transition Plan: Developing a comprehensive plan to achieve net zero emissions by 2045.
- Human Rights Impact Assessement: Developed playbook and performed training and awareness programmes with portfolio companies, managements and boards.
- Responsible procurement: Implementing the Orkla Supplier Portal to assess risk and ensure suppliers follow Orkla's ethical guidelines.
- Training and awareness: Conducting training programmes for employees on anti-corruption, culture of integrity and responsible marketing. The share of functions-at-risk covered by training programmes was 68% in 2024.
- Consolidation solution for sustainability reporting: Implemented software solution for consolitation of sustainability reporting across group.

Orkla plans to use 2025 to consult stakeholders to finalise sustainability targets and implementation plans for sustainability in all portfolio companies.

Financial overview and capital structure

Cash flow

The comments below are based on the cash flow statement as presented in Orkla's internal format and relate to the period 1 January to 31 December 2024. See page 190 for a cash flow statement in IFRS format.

Cash flow from operations from consolidated portfolio companies including Orkla ASA and Business Service companies was NOK 1.9 billion higher in 2024 than in 2023, primarily due to growth in EBIT (adj.) and lower net replacement investments. Focus on working capital among the portfolio companies brought an improvement in net working capital in 2024, linked especially to reduced inventory levels.

The reduction in net replacement investments is largely due to the high level of investment in 2023 in Orkla Snacks in connection with the new biscuit factory in Latvia. In 2024, net replacement investments included several factory and warehouse projects, as well as ERP projects and new long-term leases.

In Financial Investments, cash flow from operations was lower in 2024 than in 2023 due a reduction in the profits of Hydro Power resulting from lower power prices.

Taxes paid saw a year-over-year decrease, largely due to a decrease in the taxes payable by Hydro Power on its 2023 profits (paid in arrears the next year).

Dividends received were higher than in 2023, as a result of higher dividend received from Jotun. Financial costs also saw a year-over-year increase due to higher rates which was, in part, offset by lower debt levels.

Dividends paid and sale/buy-back of treasury shares rose by NOK 2.9 billion due to the payment of an additional dividend to shareholders totalling NOK 3 billion over and above the ordinary dividend of NOK 3 billion. In addition, a share buy-back programme for treasury shares was initiated as of 20 November 2024 (a total of NOK 145 million in 2024). The buy-back programme includes the purchase of a maximum of five million shares for a maximum of NOK 0.6 billion and will end no later than 1 April 2025.

Expansion investments by most portfolio companies were lower in 2024 than in 2023. Investments were made in increased production and warehouse capacity, as well as new production lines, primarily in Orkla Foods, Orkla Food Ingredients and Orkla Health.

Acquisitions of companies totalled NOK -583 million 2024, with the largest items being The European Pizza Company's acquisition of a minority shareholder in New York Pizza and Orkla Food Ingredients' acquisition of Freunde der Erfrischung GmbH. Sales of companies amounted to NOK 3.2 billion in 2024 and include NOK 2.5 billion from the sale of 40% of the shares in Orkla Food Ingredients and NOK 545 million from the sale of 100% of the shares in Lilleborg.

Net cash flow for the group amounted to NOK 3.6 billion. Negative currency translation effects due to the weaker Norwegian krone increased net interest-bearing liabilities by NOK 744 million. As at year-end 2024, net interest-bearing liabilities excluding lease liabilities totalled NOK 13,663 million. Including lease liabilities under IFRS 16, net interest-bearing liabilities totalled NOK 15,992 million.

Contracts and financial hedging instruments

Orkla has a number of purchasing contracts, typically with a term of three to twelve months. Contract lengths are adjusted in response to supplier market developments, and also take into account commitments in respect of customers. Financial hedging instruments are used in connection with currency and interest rate risk management, as well as certain incentive programmes and

Condensed cash flow, Orkla format

Amounts in NOK billion	2024	2023
Cash flow from consolidated portfolio companies incl. Orkla ASA and Business Services		
EBIT (adj.)	7.0	6.0
Depreciation	2.6	2.5
Changes in net working capital	0.7	0.8
Net replacement investments	(2.0)	(2.7)
Cash flow effect from 'other income and expenses' and pensions	(0.3)	(0.5)
Cash flow from operations, consolidated portfolio companies incl. Orkla ASA and Business Services	**7.9**	**6.1**
Cash flow from operations, Financial investments	**0.9**	**1.0**
Taxes paid	(1.2)	(2.0)
Dividends received, financial items and other payments	(0.1)	(0.6)
Cash flow before capital transactions	**7.5**	**4.4**
Dividends paid and purchase/sale of treasury shares	(6.0)	(3.1)
Expansion investments	(0.5)	(0.8)
Purchases of companies (enterprise value)	(0.6)	(0.9)
Sales of companies (enterprise value)	3.2	0.0
Net cash flow	**3.6**	**(0.4)**
Currency effects of net interest-bearing liabilities	(0.7)	(1.3)
Change in net interest-bearing liabilities	**2.9**	**(1.7)**
Net interest-bearing liabilities	**16.0**	**18.8**

pension plans. In Hydro Power, AS Saudefaldene has some long-term power contracts. Further details concerning power contracts may be found in Note 34.

Capital structure

The consolidated statement of financial position totalled NOK 90.0 billion at year-end, compared to NOK 86.6 billion at the end of 2023. Net interest-bearing liabilities as at 31 December 2024 totalled NOK 16.0 billion including lease liabilities, compared to NOK 18.8 billion as at 31 December 2023. This implies a net interest-bearing liabilities to EBITDA ratio of 1.5 for the past 12 months[3], which is consistent with Orkla's goal of keeping this key figure at around 2.5 over time. In January 2022, Orkla announced that Scope Ratings GmbH had awarded it a credit rating of A-, with a stable outlook. An updated analysis in January 2025 resulted in the same credit rating. Thanks to its cash reserves, credit lines and flexibility to support adopted business priorities, Orkla's financial position is robust. The average remaining term of interest-bearing liabilities and unutilised credit lines is 3.0 years.

Group equity totalled NOK 51.4 billion at the end of 2024, with an equity ratio of 57.1%, compared to 54.0% the previous year.

The Orkla share

At the end of 2024, there were 998,937,986 outstanding shares, and Orkla owned 2,492,984 treasury shares. The number of shareholders was 47,739, compared to 48,780 at the end of 2023. The proportion of shares held by foreign investors fell by 1.0 percentage points, to 48%. The Orkla share was priced at NOK 98.35 at the end of the last trading day in 2024. At year-end 2023, the share price was NOK 78.84. Including dividends, the total return on the Orkla share was 35.2% in 2024, while the return on the Oslo Stock Exchange Benchmark Index (OSEBX) was 9.1%. Orkla shares were traded on the Oslo Stock Exchange for a total of NOK 23.3 billion in 2024. See Chapter 5 for further information on shares and shareholders.

All Orkla shares carry equal rights and are freely negotiable. No special limitations on transactions have been laid down in Orkla's Articles of Association. Article 4 of the Articles of Association states that, 'the Board of Directors may entirely or partly refuse to approve the transfer of shares if the company pursuant to statute or to regulations laid down pursuant to statute is given the discretionary right to refuse such approval or to apply other restrictions on sales'. In this connection, it should be noted that the provisions of the Industrial Licensing Act requiring Board consent for acquisitions of shares representing more than 20% of all shares in the company are applicable due to Orkla's ownership interests in waterfalls until the sale of these have been completed. Transactions in the Orkla share are described in further detail on Orkla's website.

Accounting policies

The consolidated financial statements for 2024 have been prepared and presented in accordance with the International Financial Reporting Standards (IFRS), which have been approved by the EU. The financial statements for the parent company have been prepared in accordance with section 3-9 of the Norwegian Accounting Act (simplified IFRS). The explanations of accounting policies in Notes 1-4 and in relevant notes describe important matters relating to accounting treatment under IFRS. The consolidated financial statements have been prepared and presented on the basis of the going concern assumption. In accordance with section 2-2 of the Accounting Act, the Board of Directors confirms that application of the going-concern assumption is appropriate.

Allocation of comprehensive income for the year

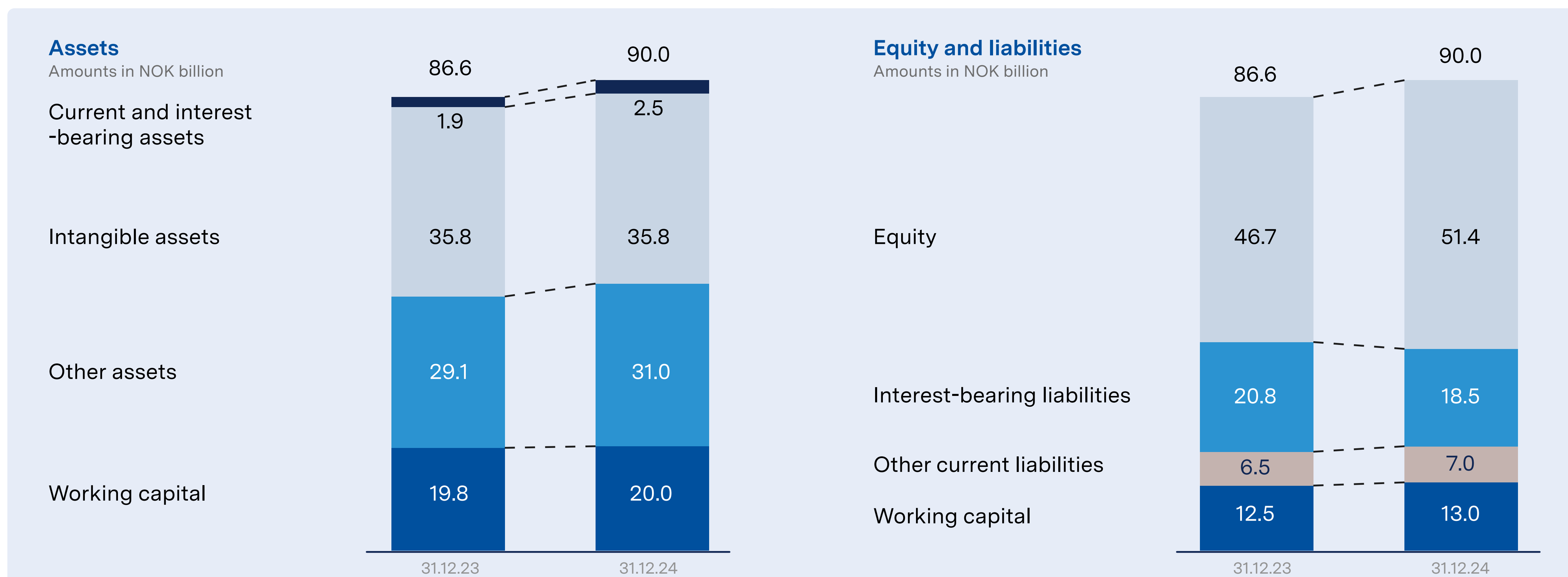
In 2024, Orkla ASA generated comprehensive income of NOK 10,361 million, compared to NOK 25,580 million in 2023. See the section above on Orkla ASA for further information on the change compared to 2023.

The Board proposes the following allocation:

Proposed dividend	NOK 9,989 million
Transferred to equity	NOK 372 million

As at 31 December 2024, Orkla ASA had total equity of NOK 67.3 billion, compared to NOK 62.9 billion at year-end 2023. The Board of Directors has determined that Orkla ASA had adequate equity and liquidity at the end of 2024. The Board of Directors proposes to pay a total dividend of NOK 10.00 per share for the 2024 financial year, comprising NOK 4.00 by way of ordinary dividend and NOK 6.00 additional to Orkla's ordinary dividend.

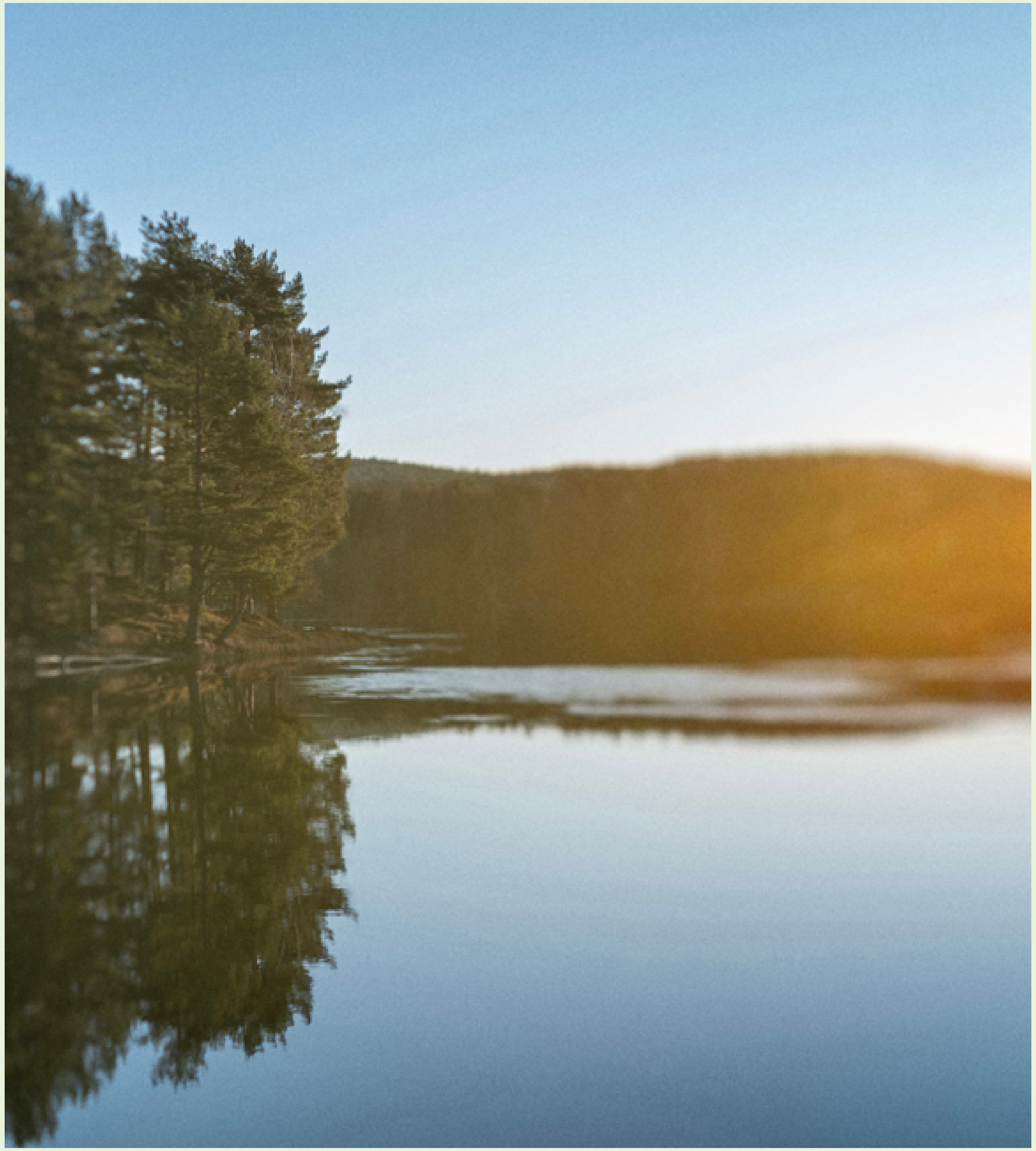
3 12-month rolling EBITDA including acquired companies.



2.3 Sustainability Statement

General information

Orkla's Sustainability Statement presents the Orkla Group's governance and performance related to material sustainability topics. Orkla's Sustainability Statement covers the period 1 January to the 31 December 2024.



Chapter navigation

Basis for preparation

ESRS 2 BP-1 General basis for preparation of sustainability statements

In preparing the Sustainability Statement for the financial year 2024, Orkla followed European Sustainability Reporting Standards (ESRS) 1 Chapter 7.6, which states that consolidated reporting should cover all subsidiaries in a way that allows for unbiased identification of material impacts, risks, and opportunities (ESRS 1 paragraph 102). This involved using a hybrid approach to materiality assessment, identifying common impacts at the group level (e.g. climate change, workforce issues) while also assessing specific impacts for individual subsidiaries.

The scope of Orkla's sustainability reporting has been determined in line with the Norwegian Accounting Act §2-3 and consolidation principles in ESRS 1. The sustainability statement is prepared on the same consolidated basis as the financial statements and includes all Portfolio companies, Financial Service Companies and Business Service Companies in Orkla's portfolio in 2024, in which Orkla had a controlling interest, referred to collectively as 'Portfolio companies' in the report. Orkla subsidiaries in which Orkla portfolio companies had a controlling interest in 2024 are referred to as 'Orkla companies'.

The Sustainability Statement covers Orkla's own operations and upstream and downstream value chains. Orkla's joint ventures and associated companies in which Orkla does not have operational control (e.g. Jotun) are excluded from the sustainability metrics reporting, except for reporting under ESRS E1 and Category 15 of the GHG Protocol, following EFRAG's Value Chain Implementation Guidance for reporting on associates with other business relationships, i.e. investees. Where relevant, these investees' emissions are included using the equity method.

Orkla has not omitted any specific information related to intellectual property, know-how, or the results of innovation as outlined in ESRS 1 section 7.7. Orkla has not omitted any disclosure of impending developments or matters in the course of negotiation.

In addition to this sustainability statement, the following reports can be found on Orkla's website, https://www.orkla.no:

- Orkla's statement pursuant to the Norwegian Transparency Act
- Orkla's statement pursuant to the Equality and Anti-Discrimination Act

ESRS 2 BP-2 Disclosures in relation to specific circumstances

Sources of estimation and outcome uncertainty
Orkla uses indirect sources and management's best estimates in preparing assessments and estimates in connection with reporting on some quantitative data requirements in this report. The methodology behind the estimates may differ for the different data points, and the details are disclosed in accounting principles in the metrics sections in relevant chapters. Other uncertainties in quantitative data relate to manual data collection and processing, as well as potential differences in the interpretation of Orkla's accounting principles and reporting standards by individual companies. Additional information is disclosed in accounting principles where relevant. All forward-looking information in the report is uncertain by nature. Orkla's overall risk assessment linked to sustainability reporting for 2024 is also described later in this chapter, in section ESRS 2 GOV-5.

Changes in preparation or presentation of sustainability information
The historical climate data presented in this report have been adjusted to meet the requirements of the CSRD. The methods for data collection and calculation are consistent with those used for the 2024 figures, ensuring direct comparability.

Incorporation of ESRS requirements by reference to other sections of the annual report
A description of Orkla's significant groups of products and services offered, markets and customer groups served (ref. ESRS DR SMB-1 AR 13) and key activities, resources, distribution channels and customer segments (ref. ESRS DR SMB-1 AR14) can be found in Chapter 2.1 where each portfolio company is presented.

Sustainability governance

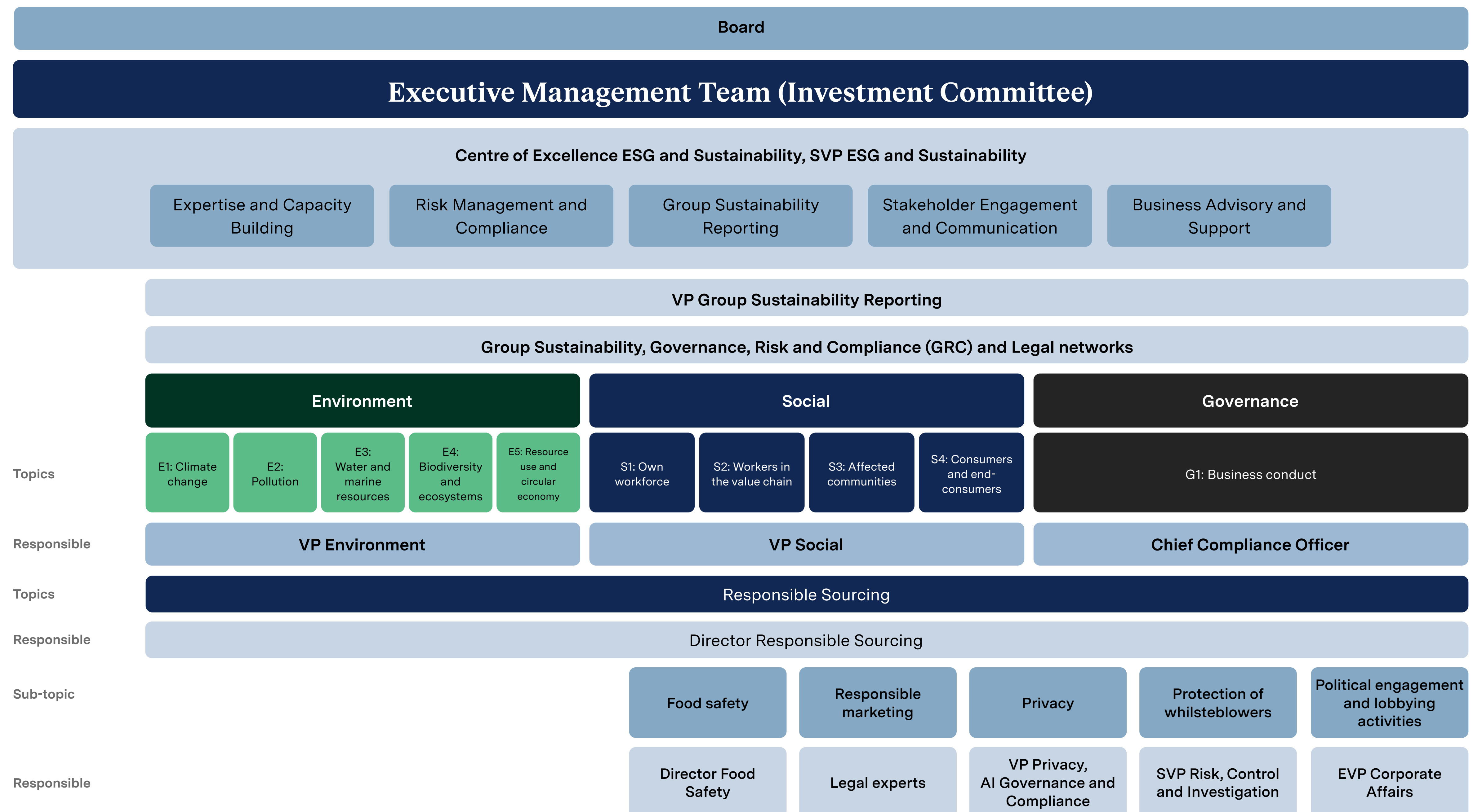
ESRS 2 GOV-1 The role of the administrative management and supervisory bodies

Orkla ASA's supervisory bodies include the General Meeting, the Nomination Committee, the Board of Directors (Orkla BoD), the Board Audit Committee (Orkla BAC) and the Board Remuneration Committee. The administrative body is the executive management team (the Investment Committee, Orkla IC). The administrative body consists of expert and support functions in relevant areas.

Orkla's portfolio companies follow the same governance structure as Orkla ASA, with some exceptions related to nomination committees, remuneration committees and board audit committees. All portfolio companies have boards of directors composed of members of Orkla IC and independent board members. All portfolio companies have a management body (an executive management team) and an administrative body comprising expert and support functions.

Orkla is committed to good corporate governance and board oversight of sustainability matters. Orkla BoD approves Orkla's double materiality assessment and related policies, targets and reporting. The Orkla BAC acts as a preparatory and advisory working committee for Orkla BoD and carries out management and supervisory tasks relating to sustainability reporting (including reporting processes), and monitors the company's internal control over sustainability reporting. The President and CEO of Orkla ASA is responsible for the management of material topics and the operationalisation of relevant policies, targets and action plans in companies under Orkla's operational control. Orkla ASA actively engages in corporate development and supports its portfolio companies in implementing sound corporate practices and governance through membership of the portfolio companies' boards of directors, remuneration and audit committees, the exercise of ownership rights at general meetings and regular dialogue with senior

Sustainability governance and resources in Orkla ASA



executives and administration. Regular engagement with companies may include investment reviews, ownership and resource network meetings and reviews in connection with quarterly and annual reporting. Orkla ASA strives to ensure that Orkla BoD and the boards of directors of the portfolio companies meet relevant independence requirements, have a diverse composition and have access to ESG-related expertise.

In 2024, Orkla completed the process of establishing the boards of directors of its new portfolio companies, which was initiated in 2023 as part of Orkla's transformation into an investment company. Members of Orkla IC were represented on all the boards of directors and participated actively in the boards' activities as part of ensuring implementation of Orkla ASA's ownership, requirements and expectations in its portfolio companies. By the end of 2024, however, Orkla ASA did not have a centralised overview of the compliance status of all its portfolio companies with regard to group policies and implementation of Orkla's ownership, requirements and expectations. The same applies for quarterly reporting on compliance. This is planned implemented in 2025.

Orkla ASA's governing documents uses at times the wording 'Orkla expects' for several policy requirements related to ESG also referred to throughout this document. These expectations are followed up as requirements in controlled companies.

Resources allocated to managing material sustainability matters

Orkla's resources allocated to the management of material sustainability matters include:

- **A Centre of Excellence for ESG and Sustainability** (Orkla CoE ESG) comprising **6.5** full-time equivalents (FTEs).
- **Orkla's procurement function** includes a team of 4 FTEs dedicated to responsible sourcing practices. In addition, category experts contribute to the work of following up on ESG.
- **A dedicated food safety team** comprising 5.3 FTEs.
- **The Legal & Compliance function** comprising:
  - **2 FTEs** focused on responsible marketing,
  - **2 FTEs** responsible for corporate affairs,
  - **1 FTE** responsible for risk management, investigation and whistleblowing,
  - **2 FTEs** concentrating on compliance and privacy
- **1-5 FTEs** in all portfolio companies dedicated to ESG management.

Significant data and software services include:

- **The Orkla Supplier Portal** - a digital resources portal for registration, risk assessment and approval of suppliers.
- **Sievo** – Procurement analysis software.
- **Moody's Compliance Catalyst and Compliance Monitoring** - Compliance risk database and platform for compliance management.
- **Sedex** - a not-for-profit organisation which offers a data platform, tools and training in assessment of suppliers' sustainability practices.
- **CEMAsys** - a system for registering, analysing and managing ESG data, and consultancy delivered by the company CEMAsys.
- **Tagetik CSRD** for CSRD data collection and consolidation. A data portal for registering, consolidating andr eproting ESG data in compliance with ESRS, delivered by Wolters Kluwer.
- Climate databases and emissions factors from **HowGood**[1], **EcoInvent**[2] and **RISE**[3].

The Orkla Code of Conduct describes the business ethics and personal responsibility requirements applicable to all employees and board members in the Orkla companies and constitutes Orkla's fundamental commitment to act in a sustainable, ethical, socially responsible manner, practice good corporate governance and comply with all applicable legal requirements.

The Code of Conduct is approved by the Orkla BoD annually. It is the responsibility of the Board of Directors and CEO of each Orkla company to ensure that the Code of Conduct is implemented and complied with in practice. The same applies to all internal policies and guidelines embodying the principles in the Code of Conduct.

The Code of Conduct expresses a commitment to support achievement of the United Nations Sustainable Development Goals and respect universal human rights, protect the environment and act with business integrity. In preparing the Code of Conduct and content, consideration was given to key stakeholders impacted by Orkla's business activities.

The Code of Conduct is translated into 24 languages and is published on Orkla's website. It is enforced through measures including annual training and awareness sessions.

The Orkla Sustainability Policy

Orkla's administrative, management and supervisory bodies issue mandates to and support Orkla companies to ensure sustainability governance, management of sustainability-related impacts, risks and opportunities, and sustainability reporting in line with the requirements of the Orkla Sustainability Policy.

The Orkla Sustainability Policy covers environmental, social and governance (ESG) impacts, risks and opportunities related to Orkla's operations and business decisions, as well as Orkla's role as an owner of companies. The objective of the policy is to communicate Orkla's sustainability ambitions and expectations throughout the group and to all of Orkla's investments, business partners and other stakeholders, and to secure common action on Orkla's sustainability ambitions.

The Orkla Sustainability Policy is based on the following frameworks:

- The UN Global Compact's Ten Principles and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labour Organization on Fundamental Principles and Rights at Work and the International Bill of Human Rights. Further, the Universal Declaration of Human Rights (1948), the two international covenants on civil and political rights (1966) and economic, social and cultural rights (1966), the UN Convention on the Rights of the Child and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- The OECD Guidelines for Multinational Enterprises.
- The EU Taxonomy Regulation and the EU Corporate Sustainability Reporting Directive 2022/2464.
- The EU Code of Conduct on Responsible Food Business and Marketing Practices.
- The Norwegian Transparency Act

The Orkla Sustainability Policy is reviewed by the Orkla BAC annually to capture changes in legal requirements, stakeholder expectations and Orkla's strategy for assessment of material sustainability-related impacts, risks and opportunities. The policy is approved by the Orkla BoD. The President and CEO of Orkla is responsible for the policy's operationalisation, monitoring and enforcement.

The Orkla CoE ESG has the following responsibilities related to the Orkla Sustainability Policy:

- to ensure that the policy is aligned with relevant external regulations and Orkla's business activities, and to initiate required updates,
- to engage with internal subject matter experts and other internal and external stakeholders in developing the policy, and to strive to ensure that the policy meets stakeholder needs and expectations,
- together with relevant compliance functions in Orkla ASA and the portfolio companies, to coordinate development of procedures and tools, training and support for compliance monitoring and internal controls linked to implementation of the policy,
- to participate in reporting to the Orkla IC, the Orkla BAC and the Orkla BoD on the status of compliance with the policy,
- when required, to support handling of whistleblowing cases and investigations linked to the topics covered by the policy.

In the development of the Orkla Sustainability Policy, consideration has been given to the interests and needs of relevant stakeholders (own employees, workers in the value chain, consumers and end-users, persons in affected communities, NGOs representing the interests of e.g. animals and the environment, investors and business partners). All stakeholders have access to the policy on Orkla's external website and can submit feedback or raise concerns linked to the policy through established channels, like Orkla's central whistleblowing mechanism.

1 HowGood – a commercial supplier of climate data and solutions, and support for sustainability activities.
2 EcoInvent – commercial supplier of environmental data.
3 RISE (Research Institute of Sweden) – Orkla uses RISE's climate data and tools to assess its climate footprint.

Human rights are a core part of the Orkla Sustainability Policy. Orkla companies are expected to respect and protect human rights and decent working conditions for all[4], and to comply with minimum social safeguards[5] and strive to identify, prevent and report actual and potential adverse human rights impacts. This includes the prevention of human trafficking, child labour, forced labour and modern slavery, and the protection of vulnerable individuals and groups such as migrant workers, others who may be negatively affected by the Orkla companies' activities and persons who raise concerns about how Orkla companies conduct their business.

Orkla companies are expected to recognise and respect freedom of expression, association and organisation, trade union rights, collective bargaining and privacy rights, and must strive to safeguard these rights. Orkla companies are expected to seek to ensure that they do not cause or contribute to adverse impacts when engaging in procurement, licensing, trade and use of technology or the development of products and services, including the collection and use of data.

Orkla companies are expected to promote decent working conditions, offer reasonable and lawful working hours, fair compensation and adequate wages, safeguard a good work-life balance, and provide holiday and leave periods which protect workers' rights, including the right of workers to family-related leave. Orkla companies are expected to promote equal opportunities, equal pay, a balance in gender representation at all levels, and increased diversity and inclusion throughout their value chain.

Orkla companies are expected to strive for an inclusive and open culture in which workers feel involved and are given the opportunity to develop. The group practises zero tolerance for harassment and discrimination based on racial or ethnic origin, colour, sexual orientation, gender identity, disabilities, age, religion, political opinion, national descent or social origin, as well as any other form of discrimination covered by EU regulations, national law or on any other basis.

Orkla companies are expected to work systematically to safeguard health, safety and psychological well-being, and to strive for zero injuriesto their workers and continuous improvement within these areas. Orkla companies are expected to establish an OHS management system based on recognised standards, including workplace accident prevention and systematic efforts to promote good worker health.

Orkla companies are expected to carry out due diligence in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including in the form of assessing and addressing actual and potential adverse impacts on human rights and decent working conditions. Orkla has prepared internal guidance materials on human rights due diligence covering due diligence steps and principles for assessment and prioritisation of impacts on its own workforce, workers in its value chain, affected communities, consumers and end-users.

Orkla companies are expected to establish effective mechanisms to allow stakeholders to raise concerns and needs, internal procedures to handle such concerns and needs in a diligent and effective manner, and mechanisms for providing remediation in cases where Orkla has caused or contributed to material negative impacts.

If any Orkla company causes, contributes to or is linked to actual or potential adverse human rights impacts on workers in its value chain, that Orkla company must take necessary steps to remedy actual adverse impacts and to end, prevent or mitigate potential adverse impacts.

Orkla's policies are aligned with the key principles of the UN Guiding Principles on Business and Human Rights. This is clearly stated in the Orkla Sustainability Policy, the Orkla Supplier Code of Conduct and the Orkla Business Partner Code of Conduct, signalling a clear commitment. In addition, the core principles of the UN Guiding Principles on Business and Human Rights are integrated into these policies, ownership requirements and expectations, supplier and business partner requirements and expectations, as well as relevant guiding materials and templates for e.g. human rights impact assessments and due diligence. Orkla's policies, requirements and guidance materials ensure that these principles are well integrated into Orkla's sourcing activities and supplier and business partner management.

Orkla ASA Board of Directors

In 2024, the Orkla BoD consisted of 10 members, six men and four women, including three employee representatives (see Chapter 2.1 for a presentation of the members of Orkla's BoD). Of the 10 members of the Orkla BoD, five were independent (50%). The Orkla BoD did not have any executive members in 2024.

	2024	2023
Board's gender diversity ratio	**0.75**	
Total members of board	**10**	**11**
Male	6	**6**
Female	4	5
Not disclosed	0	0
Other	0	0
Percentage of independent board members - Unitary board	**50%**	
Number of executive members	**0**	
Number of non-executive members	**10**	

In 2024, the Orkla BoD approved Orkla's updated double materiality assessment (DMA) and the Orkla Sustainability Policy and **a** supported set of draft sustainability targets for the period to 2030. These targets are meant to address Orkla's material sustainability impacts, risks and opportunities in light of Orkla's updated DMA and the ESRS MDR-T requirements applicable to sustainability targets. See Section ESRS 2 SBM-1 for more information about Orkla's draft and historic targets.

At the end of 2024, the Orkla BoD performed a self-assessment of its expertise and skills with respect to sustainability matters, structured according to individual ESRS sub-topics. The assessment was administered and calibrated by the Orkla CoE ESG. The results of the assessment showed that, in 2024, the Orkla BoD had sufficient expertise and skills in all material sustainability topics. The areas in which the Orkla BoD reported more advanced expertise and skills were Climate change (ESRS E1), Own workforce (ESRS S1) and Business conduct (ESRS G1), while topics like Water and marine resources (ESRS E3), Biodiversity and ecosystems (ESRS E4), and Affected communities (ESRS S3) were defined as areas for improvement. Employee representatives on the Orkla BoD contributed specific knowledge linked to their operational experience, while external members had broad exposure to sustainability topics through their involvement in various boards, or through formal training. The detailed results of the assessment will be presented and discussed with the Board's Nomination Committee, as well as used in the Orkla BoD's assessment and skills development sessions in 2025.

Orkla ASA management and administrative body

The Orkla IC is Orkla's executive management team, which in 2024 consisted of seven members (three women and four men). At the end of 2024, the Orkla IC performed a self-assessment of its expertise and skills with respect to sustainability matters, structured according to individual ESRS sub-topics. The assessment was administered and calibrated by the Orkla CoE ESG. The results of the assessment showed that, in 2024, the Orkla IC had sufficient expertise and skills in all material sustainability topics. The areas in which the Orkla IC reported more advanced expertise and skills were Climate change (ESRS E1), Own workforce (ESRS S1) and Business conduct (ESRS G1), while topics like Pollution (E2), Water and marine resources (ESRS E3) and Biodiversity and ecosystems (ESRS E4) were defined as areas for improvement. The detailed results of the assessment will be used to continue building the Orkla IC's expertise and skills in 2025.

4 Orkla defines human rights as the human rights enshrined in the Universal Declaration of Human Rights (1948), the two international covenants on civil and political rights (1966) and economic, social and cultural rights (1966) and the core conventions of the International Labour Organization (ILO).

5 Social minimum guarantees mean complying with the OECD's Guidelines for Multinational Enterprises and the UN Guiding Guiding Principles on Business and Human Rights, including the principles and rights enshrined in the eight fundamental conventions of the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and international human rights law. Furthermore, we recognise the UN Convention on the Rights of the Child and the UN Declaration on Rights of Indigenous Peoples (UNDRIP) and our responsibilities under these rules.

In addition to the Orkla BoD and Orkla IC, administrative body representatives working closely on sustainability-related matters in Orkla ASA and relevant Business Service companies performed a self-assessment of their expertise and skills with respect to sustainability matters, structured according to individual ESRS sub-topics. The results of this assessment indicate that the overall level of expertise and skills of this group is sufficient to continue supporting the Orkla BoD, Orkla IC and portfolio companies in their management of material sustainability impacts, risks and opportunities. In 2024, there were several subject matter experts in Orkla's administration who possess relevant skills and expertise covering most of ESRS sub-topics. The detailed results of the assessment will be used to continue building expertise and skills of relevant employees in 2025.

ESRS 2 GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

Orkla ASA has integrated ESG into the mandates of the Orkla BoD and Orkla BAC as well as into the annual activity plans for the Orkla BoD and Orkla BAC. The annual activity plans cover the following ESG agenda items:
- Annual Sustainability Statement
- Sustainability targets
- Transparency Act report
- Reporting on diversity, equity and inclusion
- Annual EHS report/status
- Double materiality assessment
- People, organisation and culture
- Human rights impact assessment
- Climate- and nature-related risk analysis
- Culture of integrity

In addition to these items, ESG is also integrated into the assessment of executive remuneration and incentive schemes, Orkla IC's performance evaluations, due diligence processes, transactions and investment decisions, Orkla BoD's evaluations, governance and compliance reporting, the annual review of governing documents, enterprise risk management and other activities relevant to the supervisory bodies throughout the year. For most of these agenda items, the Orkla BAC plays a supporting role with respect to the Orkla BoD, with a particular focus on risk assessment and internal controls linked to sustainability reporting. Moreover, Orkla has established a structure whereby the annual activity plans of all portfolio companies reflect the same ESG agenda items throughout the year, to ensure a consistent governance structure across the group.

Orkla ASA's Nomination Committee integrates ESG concerns into its board evaluation and expertise assessment. The Board Remuneration Committee integrates ESG concerns into the management incentive scheme, performance evaluation and remuneration recommendation. The General Meeting approves the Board of Directors' Report, including the ESG reporting in this report, the Sustainability Statement for the financial year 2024, and the executive remuneration guidelines, which include ESG elements. The administration prepares the ESG agenda items that need to be communicated to Orkla's management and supervisory bodies. The Orkla IC or its relevant members are always informed about ESG matters before they are presented to the supervisory bodies. The supervisory bodies are informed during their regular meetings, where relevant ESG agenda items are presented by the responsible Orkla IC member, with support from Orkla ASA's SVP ESG and Sustainability, the Chief Compliance Officer and/or other subject matter experts.

For a company like Orkla, addressing trade-offs and dilemmas related to ESG is a natural part of the business agenda. When managing ESG impacts, risks and opportunities in a comprehensive and complex value chain, the administrative, management and supervisory bodies must balance commercial and financial concerns with concern for impacted individuals and the environment.

In 2024, the Orkla BAC had ESG topics on its agenda at four out of five meetings. These topics included reviewing Orkla's 2023 Sustainability and Transparency Act reports, Orkla's double materiality assessment, the group's human rights impact assessment, the climate and nature-related risk analysis, updates on the implementation of the reporting process and system for CSRD reporting, and a walkthrough of the new requirements regarding limited assurance of sustainability reporting by an external auditor. In 2024, the Orkla BoD had ESG topics on the agenda at six out of eight meetings, with covered topics including approval of Orkla's 2023 Sustainability and Transparency Act reports, approval of Orkla's double materiality assessment, updates on individual sustainability projects (e.g. Future Sustainability Reporting, the Net Zero Transition Plan, implementation of the reporting system and process for CSRD reporting), and approval of draft sustainability targets for the period to 2030. Several training and skills development sessions were also held. The Orkla BoD also discussed the human rights impact assessment and climate

Integrating sustainability into the group's incentive schemes

ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes

Incentive schemes in Orkla ASA

Orkla's Guidelines for remuneration of senior executives define the framework for remuneration paid to employee elected members of the Orkla BoD, the President and CEO, and the Orkla IC. The guidelines, which were adopted at the Orkla ASA Annual General Meeting on 13 April 2023, clearly state that ESG shall be integrated into the annual bonus programme and the long-term incentive programme. The Board Remuneration Committee prepares remuneration-related matters and submits draft guidelines on the remuneration of senior executives to the Orkla BoD. The General Meeting approves the guidelines based on the Orkla BoD's recommendation.

Delivering on ESG targets' has been one of the five strategic priorities adopted by Orkla for the period 2024–2026, as presented at the 2023 Capital Markets Day (see Chapter 2.1).

These priorities have been incorporated into the Short-Term Incentive (STI) Programme for the Orkla IC, which has three components: financial targets (at least 50% of the total bonus outcome), ESG-related targets (at least 10% of the total bonus outcome), and individual targets. Although the specific performance criteria used in the STI Programme may vary from year to year depending on Orkla's priorities and business strategy, they support Orkla's goal of long-term value creation. The ESG targets referred to in the STI Programme are the historical targets that Orkla used until the end of 2024. In 2025, these targets will be aligned with Orkla's draft sustainability targets for the period to 2030, which were proposed by the Orkla BoD in December 2024 and will be finalised in 2025.

In 2024, the following ESG targets accounted for 10% of possible bonus outcome:
1. 64% reduction in greenhouse gas emissions from own operations (Scopes 1 and 2) in 2024, compared to the 2016 baseline. The target could account for 5% of a possible bonus outcome, with a potential discretionary adjustment by the Orkla BoD based on performance relative to the set target.
2. Implement a non-discriminatory equal pay policy to ensure fairness and support Orkla's commitment to diversity and inclusion, fostering a positive workplace culture. The target could account for 5% of a possible bonus outcome, with a potential discretionary adjustment by the Orkla BoD based on performance relative to the set target.

In addition to the STI Programme, Orkla operates an option programme to provide long-term incentives, called the Long-Term Incentive (LTI) Programme. Participation in the programme is based on nomination, except in the case of the President and CEO and members of the Orkla IC, who participate annually. The performance criteria for the award of options also include ESG-related targets.

The Orkla Remuneration Report for 2024 describes Orkla's management remuneration guidelines in detail, including the outcome of ESG-related performance evaluation forming the basis for variable remuneration.

Incentives schemes in Orkla portfolio companies

Under the Orkla Sustainability Policy, Orkla companies are expected to integrate ESG-related performance into executive remuneration schemes. In addition, Orkla

ASA has developed Remuneration guidelines for Orkla's portfolio companies and Business Service companies to provide a framework for remuneration in all majority-owned companies and to align such remuneration with Orkla ASA's expectations as an active owner. According to these remuneration guidelines, the CEO and other members of the management team of a portfolio or Business Service Company shall in general participate in a **short-term incentive (STI) scheme**. The performance targets used in the STI scheme should be a mix of financial, operational, ESG and individual performance measures. Financial performance measures should account for at least 50% of total performance, ESG-related measures should account for at least 10% of total performance, and individual performance measures shall not account for more than 30% of total performance.

Statement on due diligence

ESRS 2 GOV-4 Statement on due diligence

According to the Orkla Sustainability Policy, Orkla companies are expected to carry out due diligence addressing material sustainability matters in relation to business activities, transactions and relationships.

In 2024, the Orkla portfolio companies prepared human rights impact assessments and developed long-term plans for handling adverse human rights impacts. In addition, all Orkla companies subject to the Norwegian Transparency Act reported on their due diligence assessments, which were presented to and signed by the board of directors of each company. Table below provides an overview of where information about the various steps of the due diligence process can be found.

Core elements in Orkla's due diligence process

CORE ELEMENTS OF DUE DILIGENCE	REPORT SECTION
Embedding due diligence in governance, strategy and business model	General information, Section ESRS2 GOV-1 and GOV-4, Social information Section S1-1, S2-1, S3-1, S4-1, Environmental information, Section E1-1, SBM3-E1, E1-2, E2-1, E3-1, E4-1, E5-1
Engaging with affected stakeholders in all key steps of due diligence	General information, Sections SBM-2 Social information, Section S1-2, S2-2, S3-2, S4-2
Identifying and assessing adverse impacts	General information, Section ESRS2 IRO-1, E2,E3 and E4 IRO-1, G1 IRO-1 Social information, Section SBM3-S2, SBM3-S3, SBM3-S4
Taking actions to address adverse impacts	General information, Section 1.2.4 Social information, Section S1-4. S2-4, S3-4, S4-4, Section 3 Environmental information Section E1-3, E2-2, E3-2, E4-3, E5-2
Tracking the effectiveness of actions and communicating	General information, Section ESRS2 GOV-1, GOV-2

Orkla’s approach to sustainability due diligence

1

- Orkla's Sustainability Policy states that due diligence (DD) shall be an integrated part of sustainability governance and of impact, risk and opportunity management.
- All companies owned by Orkla are expected to carry out DD addressing material sustainability matters in relation to business activities, transactions, and relationships.

2

- Orkla's portfolio and business service companies prepare an annual human rights impact assessment which covers own workforce, workers in the value chain, local communities and consumers and end-users.
- Environmental impacts are identified and assessed through a climate and nature risk assessment.
- Orkla ASA and Orkla Procurement support the companies with guidance and tools.

3

- Orkla's portfolio and business service companies prepare a long-term human rights impact plan which is updated annually.
- Actions to cease, prevent or mitigate adverse environmental impacts are planned and carried out by the companies as part of their sustainability management system and long-term climate transition plans.

4

- Orkla's portfolio and business service companies are expected to monitor, evaluate and report on the progress of compliance and sustainability work to the BoD at least annually.

5

- Orkla reports publicly on the DD process, potential and actual adverse impacts, and actions taken through Orkla's annual report.
- Orkla prepares a separate report on Human Rights Due Diligence in line with the requirements of the Transparency Act, available through www.orkla.com

6

Provide for or cooperate in remediation when appropriate

- Orkla and the companies have whistle-blowing channels in line with the EU Whistle-blowing directive.
- Orkla requires suppliers and business partners to carry out DD and establish complaints mechanisms through Orkla's Supplier and Business Partner Code of Conduct.
- Raw material certification schemes used by Orkla include procedures for complaints handling and remediation.

Sustainability risk management

GOV-5 Risk management and internal controls over sustainability reporting

In 2024, a comprehensive project was launched to implement Tagetik CSRD, a platform for collecting and consolidating CSRD data, and to establish more robust internal control of sustainability reporting. The project was approved by the Orkla IC and supported by the Orkla BAC and the Orkla BoD.

While preparing the Sustainability Statement in compliance with CSRD requirements, Orkla performed a risk assessment of sustainability reporting across all the Orkla companies. Risks were evaluated on a 1–3 scale based on likelihood (given existing barriers in place) and severity (to what degree the error can affect the report's usefulness to the reader and comparability with other companies). Mitigating actions were eatablished for the risks assessed as '2' or '3' on at least one of the dimensions. The assessment and mitigating measures were presented to the Orkla BAC prior to the Orkla BoD's approval of the annual report.

In 2024, the following activities were performed to ensure accuracy and completeness of sustainability reporting:

- Implementation of a common reporting system: Tagetik CSRD was implemented as the common system for sustainability reporting. Output reports were created to assist Orkla ASA and its companies with the verification and reconciliation of inputs into the system. Training of all Tagetik users was undertaken in Q4, prior to the start of reporting.
- Training, awareness and stakeholder management: The group-wide network of sustainability experts held quarterly meetings on relevant topics, where sustainability reporting was a recurring topic in 2024. Webinars to provide a detailed walkthrough of each ESRS were arranged in Q2–Q3, and were made available to all companies in the ESG Portal on Orkla's intranet. In addition, regular Q&A sessions were conducted as of Q3 2024 and throughout the reporting process in Q1 2025, to provide the reporting companies with specific guidelines on reporting requirements and processes and to allow the companies' representatives to ask questions and clarify requirements and expectations related to the reporting process.
- Group-wide guidelines and definitions: A reporting guideline document was developed to provide common definitions of the datapoints the Orkla companies had to report on in the common consolidation system.
- External consultations and verification: Orkla's external auditor undertook pre-assurance of the reporting process for selected Orkla companies related to ESRS S1 Own workforce at the beginning of 2024, and provided Orkla with specific observations and recommendations related to this topic. In addition, external CSRD subject matter experts advised Orkla throughout the reporting period to ensure skills development and compliance with CSRD requirements in the reporting process implemented by Orkla.

The main risks associated with Orkla's 2024 sustainability reporting relate to the complexity of the reporting process, with over 200 companies being consolidated and represented in the report, the use of a brand new reporting and consolidation system implemented in Q4 2024 to facilitate reporting, and a complex and fragmented local system landscape across Orkla's portfolio, which has affected the quality of input data and complicated the quality assurance process. In particular, data quality has been identified as a high-risk area with respect to own workforce and climate-related datapoints, due to the use of estimates and potential errors from aggregating data from multiple systems and manual data collection processes.

Under the Orkla Sustainability Policy, all Orkla companies are required to establish internal procedures and systems for collecting, registering, reviewing, consolidating and reporting sustainability-related data points, to ensure data quality and to keep records on reported data and information. For 2024 reporting purposes, Orkla did not have an overview of the implementation status of relevant internal controls linked to sustainability reporting for all the portfolio companies. This has been defined as a focus area for Orkla ASA in 2025, and a dedicated ESG controller has been hired to lead the implementation of an internal control framework across the Orkla companies in 2025.

Orkla will continue its efforts to implement relevant risk assessments and internal controls linked to sustainability reporting going forward, based on the reporting experiences of the Orkla companies, feedback from the external auditor and dialogue with relevant peers and external stakeholders.

Orkla's sustainability ambition

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

Protecting the environment

We strive to minimise and prevent adverse effects on the environment, and take actions to ensure that nature is protected, preserved and restored.

Empowering people

We empower the people linked to our business to drive positive change. We build a culture of diversity and inclusion, and actively engage in the social challenges linked to our value chains.

Governance and ethics in business

We build a culture of integrity in everything we do, in every part of our organisation. We only acknowledge success achieved through high integrity standards.

Strategy and business model

ESRS 2 SBM-1 Strategy, business model and value chain

Orkla's business model and sustainability strategy
Orkla's business model and value chain, together with the ambitions adopted during Orkla's strategy development process, were key inputs in the double materiality process in 2024. Orkla ASA is an industrial investment company whose investments are held by 11 portfolio companies. The Orkla companies primarily operate in the branded goods segment, and the key markets are concentrated in the Nordics, Baltics, selected countries in Central Europe and India. For more information on Orkla's geographical presence, see the portfolio companies' 'one-pagers' in Chapter 2.1 and information on the number of employees per country in Section S1- 6.

Sustainable growth is a central aspect of Orkla's business strategy, and Orkla's overall ambition as an investment company is to create sustainable value through active ownership of brands and consumer companies. Sustainable value creation is one of the five main ambitions which make up Orkla's strategic foundation. Orkla's long-term sustainability ambition is to drive positive change by facilitating a responsible transition towards net zero emissions and sustainable production and consumption.

Orkla's sustainability ambition – an integral part of Orkla's overall strategy – was approved by the Orkla BoD in 2023 following a comprehensive strategy process focused on transforming Orkla into an industrial investment company. For more information about Orkla's value proposition and investment mandate, see Chapter 2.1.

Orkla's sustainability ambition comprises three pillars: *Protecting the environment, Empowering people and Governance and ethics in business.*

Following Orkla's transformation into an investment company, broader responsibility for concrete actions and specific targets was delegated to the individual portfolio companies. The overall ambitions and commitment to long-term targets were adopted and approved by the Orkla BoD with respect to all three pillars, with one example being science-based targets for reductions in greenhouse gas emissions to achieve net zero emissions by 2045. However, responsibility for translating the overall ambitions and goals into targets for the different portfolio companies and operationalising the targets through action plans has been delegated to the independent boards of directors of the portfolio companies. This has been formalised through the Orkla Sustainability Policy.

The introduction of the Corporate Sustainability Reporting Directive (CSRD) has presented some challenges with respect to the adopted approach to and process for target-setting. Setting measurable, outcome-oriented and time-bound sustainability targets in line with CSRD requirements for an investment company with significant ownership positions in diverse companies is challenging due to differences in impacts, risks and opportunities, maturity levels and current governance structures. In response, the Orkla BoD decided to use 2025 to consult with relevant internal and external stakeholders before finalising targets, defining relevant metrics to measure progress, and initiating target implementation plans across the portfolio companies. Orkla's sustainability targets for the period to 2030 are therefore expected to be approved towards the end of 2025, with progress reporting to the Orkla BoD starting in 2026. The proposed targets for each material topic are described in the respective chapters of the Sustainability Statement.

Orkla has historically measured progress on several sustainability targets. These include greenhouse gas emission reduction targets approved by the Science Based Targets initiative, a zero-deforestation target and other targets related to responsible sourcing. Moreover, the Orkla Sustainability Ambition includes group-wide goals. Several of the newly proposed draft sustainability targets for the period to 2030 are based on these historical targets and group-wide goals, and Orkla will continue to report its progress on these until new targets are in place.

Such progress reporting will be done in the Sustainability Statement in the case of targets and metrics aligned with CSRD requirements. In other instances, progress will be reported on Orkla's homepage. Some historical targets have also been and are currently being used in Orkla's executive incentive schemes.

Orkla's draft sustainability targets for the period to 2030 will be finalised in 2025. Orkla's product and service portfolio will be evaluated by reference to these draft targets during the course of the year, prior to final approval.
Challenges linked to critical solutions and ongoing projects are important inputs in the strategy process, with respect to both Orkla ASA and the different portfolio companies.

Orkla's value chain

The value chain forms the basis for the double materiality assessment.

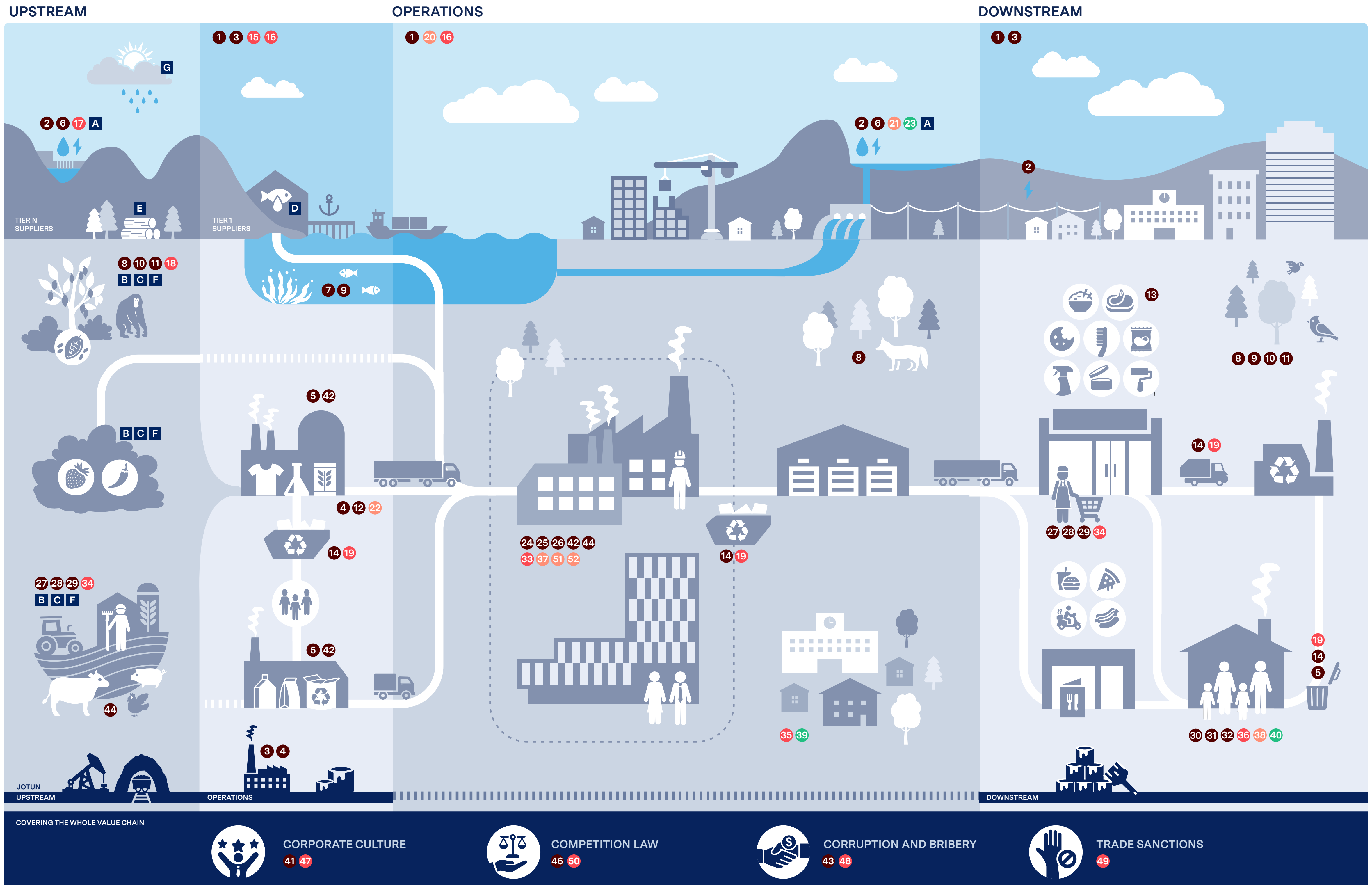
Orkla's portfolio companies have a global presence and a complex value chain entailing significant upstream, midstream and downstream activities. See the 'one-pagers' in Chapter 2.1 for a description of the portfolio companies' products, markets, strategic priorities and key performance indicators, including ESG.

The Orkla companies purchase raw materials and other production resources, as well as human and intellectual resources, both locally and centrally through Orkla Procurement. Given Orkla's focus on branded consumer goods, in particular food items, the majority of Orkla's production is dependent on agricultural raw materials and natural resources. Orkla has its own production, storage and distribution facilities in many countries across the globe. Orkla's main customers and business partners include wholesalers and retailers, as well as dealers and distributors, and its end-consumers include private consumers and businesses. Orkla engages with its internal and external stakeholders, including government representatives, interest and industry organisations, customers and end-consumers.

Orkla does not market any material products or services that are banned in any markets. Orkla is not active in fossil fuels, chemicals production, controversial weapons or cultivation and production of tobacco, and does not receive revenues from these sectors.
Given the complexity of Orkla's business model and value chain, a broad range of sustainability matters is deemed material, and Orkla is exposed to a significant number of impacts, risks and opportunities. Each portfolio company has established internal processes and resources to address material sustainability matters in its value chain and in relation to its specific products, markets and stakeholders.

Orkla has illustrated the main value-chain elements that are representative of the majority of its companies globally, not least to visually link Orkla's impacts and risks and opportunities (IROs) with the value chain. Orkla will improve this illustration and description of the value chain's many elements, as well as its overall description of the Orkla companies' inputs and approaches to gathering, developing and securing inputs, outputs and outcomes in line with CRSD requirements going forward. This complex task requires continuous improvement, development and maintenance in line with business development.

Orkla's Value Chain - highlighting where material Impacts, Risks, and Opportunities (IROs) occur across Orkla's full value chain. It also identifies key dependencies on natural resources and ecosystem services essential to Orkla business.



Environment

Negative impact
1 Climate change mitigation
2 Energy
3 Pollution of air, water and soil
4 Substances of concern
5 Microplastics
6 Water
7 Marine resources
8 Direct impact drivers of biodiversity loss
9 State of species
10 Extent and condition of ecosystems
11 Dependencies on ecosystem services
12 Resource inflows, including resource use
13 Resource outflows
14 Waste

Risk
15 Climate change mitigation
16 Climate change adaption
17 Water
18 Direct impact drivers of biodiversity loss
19 Waste

Opportunity
20 Climate change mitigation
21 Energy
22 Resource inflows, including resource use

Positive impact
23 Energy

Social

Negative impact
24 Working conditions
25 Equal treatment and opportunities for all
26 Other work-related rights (Privacy)
27 Working conditions in value chain
28 Equal treatment and opportunities for all in value chain
29 Other work-related rights in value chain
30 Personal safety of consumers and/or end-users
31 Social inclusion of consumers and/or end-users
32 Information-related impacts to end-users

Risk
33 Working conditions
34 Other work-related rights in value chain
35 Communities' economic, social and cultural rights
36 Information-related impacts to end-users

Opportunity
37 Working conditions
38 Personal safety of consumers and/or end-users

Positive impact
39 Communities' economic, social and cultural rights
40 Personal safety of consumers and/or end-users

Governance

Negative impact
41 Corporate culture
42 Management of relationships with suppliers
43 Corruption and bribery
44 Political engagement and lobbying activities
45 Animal welfare
46 Competition law

Risk
47 Corporate culture
48 Corruption and bribery
49 Trade sanctions
50 Competition law

Opportunity
51 Management of relationships with suppliers
52 Political engagement and lobbying activities

Negative Impact
Risk
Opportunity
Positive Impact
Dependencies

Dependencies

A Fresh water
B Soil fertility
C Agricultural materials
D Fisheries
E Forestry
F Pollination
G Climate stability

Engaging with stakeholders

SBM-2 Interests and views of stakeholders

Key stakeholders

The stakeholder groups with the highest potential of being directly or indirectly impacted by the Orkla companies' products and operations include consumers, employees, suppliers, workers in the value chain and local communities. At Orkla ASA level, Orkla's investment and ownership activities impact Orkla's investors and other finance sector stakeholders. The Norwegian government and national authorities in Orkla's countries of operation also have an interest in Orkla's strategy, impact management and compliance with regulatory requirements.

Orkla considers financial stakeholders to be the primary user of the Sustainability Statement as a source of input for investment decisions. Other potential users of the Sustainability Statement include public authorities, customers, suppliers and other business partners of the Orkla companies, civil society and media organisations.

Orkla engages in regular dialogue with these stakeholders at Orkla ASA or company level to respond to their interests and concerns, gather input and collaborate in areas of common interest. Stakeholder perspectives are taken into consideration in strategy processes, sustainability due diligence processes and regular business decisions. Orkla requires all its portfolio companies to ensure productive stakeholder dialogue and carefully consider the views of stakeholders in developing the sustainability agenda. The Orkla IC and the Orkla BoD are informed of the views and interests of impacted stakeholders through discussions and decision making regarding Orkla's double materiality assessment and Orkla's human rights impact assessment and plan.

Orkla considers stakeholder dialogue a management task, and responsibility for organising the Orkla companies' stakeholder engagement lies with the CEO of each portfolio or Business Service company. Orkla's President and CEO is responsible for stakeholder dialogue at Orkla ASA level, supported by the Investor Relations and Communications team, which manages dialogue with investors and analysts, the media and the general public, and the Corporate Affairs team, which manages dialogue with public authorities.

Orkla's stakeholder engagement process

Stakeholder group	Stakeholder engagement examples	Impact on strategy
Investors, community and financial stakeholders	• Regular dialogue through Orkla's Investor Relations team and the Orkla CoE ESG. • 2024 priority topics: climate transition, deforestation, living wage, gender balance	• Strengthening focus on climate, nature, diversity and ESG governance based on investor expectations. • Aligning strategy and reporting with market demands and regulations.
Employees	• Central corporate democracy programme involving the European Works Council and the Group Committee, based on regulatory requirements and agreements. • Consultation committees and participation bodies in most portfolio companies. • Regular employee surveys to identify potential improvements in working environment and management. • Town hall meetings, intranet and digital platforms for continuous dialogue and involvement. • Structured EHS dialogues and annual EHS week to raise awareness and address occupational health and safety issues in most portfolio companies.	• Enhancing workplace safety, management practices and fair working conditions through employee feedback. • Reinforcing diversity, inclusion and skills development through human rights impact assessments.
Consumers	• Consumer service functions to address questions and complaints, in many cases organised as a collaboration between different Orkla companies within a country. Issues raised by consumers in 2024 included ethical sourcing and production, health, environment, climate and human rights. • Consumer surveys to identify product-related needs and preferences. • Social media channels for ongoing consumer dialogue. • Monitoring consumer perceptions of ESG issues through desktop research and syndicated reports. • Annual Orkla Sustainable Life Barometer (OSLB) survey carried out across Nordic and Baltic markets to track sustainability concerns in the period 2018-2022.	• Guiding product innovation and brand strategies with consumer trend insights. • Prioritising issues like climate impact, packaging waste and health based on consumer concerns.
Suppliers and value chain workers	• Procurement teams requiring tier-1 suppliers to sign the Supplier Code of Conduct. • Ongoing dialogue with suppliers on sustainability topics through contracts, surveys and meetings. • Collaboration with certification organisations (RSPO , Rainforest Alliance) and membership groups (AIM Progress , SAI Platform , Ethical Trade Norway) to address environmental and human rights challenges	• Improving risk management with respect to deforestation, emissions, packaging waste and human rights through supplier collaboration. • Driving supplier relationships and climate adaptation strategies with engagement insights.
Local communities	• Local company procedures to respond to inquiries from individuals, organisations and businesses in local communities. • Company engagement with local supervisory authorities on food safety and other operational issues to gather guidance and address concerns. • Company collaboration with local communities through various initiatives aimed at creating positive social impact. • Company involvement in projects that support local development, employment and environmental sustainability.	• Informing investments and local initiatives with input from community dialogue. • Factoring employment and economic contributions into operational
Public authorities	• Providing input to consultation processes on important regulatory and policy issues. • Political engagement primarily through industry associations. • Participation in partnerships between authorities and the food industry, such as Orkla Foods' involvement in the Intention Agreement for Healthier Diets[1] and efforts to reduce food waste. • Active involvement in initiatives that support public health, sustainability and regulatory compliance.	• Shaping strategies on public health and waste reduction through regulatory engagement. • Adapting to EU ESG regulations with organisation-wide implementation efforts.
Civil society and organisations	• Orkla and several portfolio companies are engaging with special-interest organisations for issue-specific dialogue and input, e.g. linked to climate and nature, packaging waste, animal welfare, diversity and inclusion, and children's rights. • Several Orkla companies are participating in industry organisations, multi-stakeholder initiatives and producer responsibility groups, focusing on recycling, consumer health and sustainability. • Orkla and Orkla several companies are participating in initiatives like the UN Global Compact, Ethical Trade Norway, AIM Progress, SAI Platform, Sedex, and the Science Based Targets Network to promote learning and collaboration on sustainability issues. • Involvement of several portfolio companies in various organisations based in Brussels to influence sustainability efforts across Europe.	• Improving consumer health and sustainability strategies through insights from collaborative platforms. • Tackling deforestation, waste, and climate challenges with external partnership input.

1 The Intention Agreement for Healthier Diets is an agreement between the Norwegian health authorities and the food sector. The agreement contains specific targets for reduced intake of salt, added sugar and saturated fat, as well as targets for increased intake of fruit and berries, vegetables, coarse grain products, fish and seafood.

Material impacts, risks and opportunities managment

ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities

Orkla has conducted double materiality assessments (DMAs) for several years. The key focus for the 2024 assessment was to ensure alignment with CSRD requirements as the basis for reporting. The assessment is a key element of several risk assessments prepared throughout the year. In addition to the DMA, Orkla also conducted a human rights impact assessment and a climate and nature-related financial risk analysis. All these analyses inform the overall enterprise risk management assessment. In addition, the assessments continue to provide important input for framing Orkla's strategy and have been considered by the Orkla IC and the Orkla BoD.

Description of the process to identify and assess material impacts, risks and opportunities

Orkla conducted its materiality assessment in four phases, following ESRS 1 and EFRAG's implementation guidelines. The aim was to identify, assess, prioritise and monitor both potential and actual impacts on people and the environment, as well as risks and opportunities that may affect the company financially in the short (up to 12 months), medium (1–5 years) or long term (more than 5 years). The assessment was performed at group level, ensuring that all portfolio companies were covered in a way that allowed for unbiased identification of material impacts, risks and opportunities.

Stakeholder input to Orkla's double materiality assessment

As part of its 2024 DMA, Orkla collected views on what stakeholders see as material topics by consulting selected investors, suppliers and employees. Other sources of information used to assess potential stakeholder impacts and interests include:

- An overview of topics and issues addressed by consumers through the Norwegian Orkla companies' consumer service team.
- Overview of topics of concern to consumers in the Nordic and Baltic countries Through the Orkla Sustainable Life Barometer 2022, researched by Ipsos.
- Meetings and other dialogue with investors in 2023–2024 regarding Orkla's approach to selected ESG topics.
- Assessments of Orkla prepared by external analysts such as S&P Global, Sustainalytics, CDP, Global Child Forum and World Benchmarking Alliance.
- Science Based Targets Network's Materiality Screening Tool.
- Overview of EU regulatory initiatives of particular importance.

The materiality assessment is presented to and approved by the Orkla BoD, and relevant stakeholder input (see table 'Orkla's stakeholder engagement process for overview over relevant stakeholders') is indirectly addressed through the assessment of impacts, risks and opportunities.

Methodologies and assumptions applied

The main sources of input for the assessment are as follows:

- the DMA prepared in 2023;
- Orkla's climate risk assessment from 2023;
- a DMA prepared by the company Upright based on Orkla data and external scientific sources; and
- DMAs prepared by the Orkla portfolio companies.

The assessment of environmental impacts was prepared using the Materiality Screening Tool developed by the Science Based Targets Network (SBTN). The tool covers different environmental pressure areas across value chains and contains information about impact drivers for different sectors and raw materials. This information was used as a starting point for the assessment of Orkla's impacts related to climate, biodiversity and ecosystems, water and marine resources, and pollution, and was adjusted for Orkla-specific conditions through discussions with internal key persons and external consultants.

In 2023, Orkla prepared a climate risk assessment covering three scenarios, which remained a valuable source of information for Orkla's assessment of climate risk in the 2024 DMA. The climate risk assessment was prepared in accordance with the TCFD (Taskforce on Climate Financial Disclosure) climate risk framework and utilised the NGFS (Network for Greening the Financial System) climate scenarios database and the REMIND (Regional Model of Investment and Development) model.

The assessment of human rights impacts was prepared using the assessment criteria laid down in the UN Guiding Principles on Business and Human Rights, including assessment of severity (scale, scope, irremediability) and likelihood. The assessment of social impacts, risks and opportunities also encompassed risk assessments for own employees prepared by the Orkla companies in 2023, the results of existing supplier self-assessments and ethical audits, internal metrics on occupational health and safety, diversity, training, safe products and consumer health, Upright's assessment of social impacts, and assessments prepared by the portfolio companies.

Additionally, existing and future ESG legislation, ESG assessments of Orkla prepared by external analysts and internal risk-factor reporting by the Orkla companies have been taken into account in the context of financial risk assessment.

Overview of the process to identify, assess, prioritise and monitor impacts on people and the environment, risks and opportunities

The materiality assessment is based on the requirements set out in ESRS 1 and was prepared as a high-level assessment by a working group consisting of key persons from Orkla ASA and Orkla Procurement, with guidance being provided by external consultants. The process follows the principles as provided in EFRAGs implementation guidance for double materiality. The materiality assessment process included consultation with various stakeholders such as own employees, investors, suppliers and external experts to understand potential impacts on people and the environment.

Phase 1: Understand

In Phase 1, Orkla submitted data on its product portfolio, raw materials, geographical markets, revenue breakdown and other relevant aspects to Upright, which prepared a data-driven, science-based assessment of Orkla's impacts, risks and opportunities linked to the environmental, social and governance topics listed in ESRS. Upright's assessment covered all the Orkla portfolio and Business Service companies, as well as the entire value chain. Surveys to gather stakeholder views on the importance of the various ESRS topics were administered through the Upright platform and used as inputs to the impact assessment. The stakeholder groups prioritised for these surveys were own employees, investors and suppliers, as well as internal topic experts. Other sources of information about stakeholder perspectives were external ESG analyses of Orkla, consumer research and statistics from Orkla's Norwegian consumer service team.

Orkla's core team held meetings with Upright to understand the results of the data-driven assessment and to discuss limitations of the method. Orkla also gathered other types of input, which were used to supplement the Upright assessment, including previously prepared climate, water, human rights and compliance risk assessments. Orkla's value chain and key dependencies are illustrated in Section ESRS 2 SBM-1.

Phase 2: Identify

In Phase 2, a list of impacts, risks and opportunities was identified, covering Orkla's entire value chain. This phase involved collaborating with internal stakeholders to ensure the right granularity of impacts, risks, and opportunities (IROs). Orkla used the DMA from 2023 as a starting point and reviewed the IROs based on the Upright assessment and other information collected in Phase 1, including input from internal and external stakeholders. Dependencies on nature-based and human resources as well as on political framework conditions were given particular attention in the discussions. Additional focus was given to geographical areas and business relationships considered to be at risk, such as suppliers of raw materials.

Phase 3: Evaluate
In Phase 3, the identified IROs were evaluated and scored based on severity and likelihood, in accordance with CSRD methodology. This involved assessing the severity of negative impacts based on scale, scope and irremediability. In the case of potential human rights impacts, the severity of the impact has taken precedence over its likelihood. For actual positive impacts materiality is based on the scale and scope, and for potential positive impact, the scale, scope and likelihood. The materiality of risks and opportunities was evaluated based the actual or potential financial impact and the likelihood and occurrence and the potential magnitude of the financial effects. Stakeholder views were considered as a tool for prioritising impacts, risks and opportunities based on their relative magnitude and likelihood.

The scoring process used numerical scales from 1 to 5 for both severity and likelihood. The impact assessment took into account both the severity and the likelihood of ESG-related impacts already occurring or assessed as likely to occur. The assessment of financial materiality is based on approximate estimates of the potential financial impacts of key risk factors and commercial opportunities. The financial impacts associated with the various topics were classified as low, medium or high based on their estimated impact on Orkla's EBIT in the short, medium or long term. The assessment of financial estimates is aligned with Orkla's criteria for assessing other types of business risk.

Orkla has also assessed its key dependencies. Dependencies such as immaterial resources are described in Chapter 2.2 - Intangible assets and include brands, recipes, human capital and key business relationships. Other dependencies for Orkla include ecosystem services such as access to soil ecosystems, freshwater availability and pollination (see Section E2, E3 and E4 IRO-1 and SMB-3 E4).

Phase 4: Decide
In Phase 4, materiality was determined based on the combination of severity and likelihood, with specific thresholds established to identify material IROs. This phase involved reviewing and validating the final list of IROs, including by considering impacts which may arise as a result of business relationships and IROs with a low likelihood but high potential impact and/or financial consequences. The Orkla business model – featuring highly diverse and widespread, but in many cases limited and isolated, impact and risk – was also considered. This assessment resulted in the setting of lower thresholds for the materiality of stakeholder interests and for reporting concerns.

Using qualitative thresholds, Orkla determined which impacts and associated sustainability matters are material for reporting purposes. The strategic implications of the assessment were also discussed, and Orkla reviewed the targets established for material topics. Some of the targets were adjusted to better meet ESRS criteria, and draft strategic targets were formulated for the period to 2030. The Orkla BoD approved the draft targets and the decision to use 2025 for consultation with key stakeholders, to obtain their input on the targets prior to final approval.

Integration with Orkla's enterprise risk management
The double materiality assessment, human rights impact assessment, the climate and nature risk analysis are all topic specific in-depth analysis that inform Orkla's overall enterprise risk management. The financial thresholds and methodologies were aligned and any material financial risks and opportunities identified is included in the overall enterprise risk management process and reporting. This integration will be further developed in 2025 for even better alignment and coordination of the different processes.

Topic-specific materiality descriptions

E1 IRO-1 Identification and assessment of climate-related impacts, risks and opportunities

Orkla screens the activities of its portfolio companies to identify actual and potential greenhouse gas (GHG) emission sources. This involves surveying emissions from the group's own operations and throughout the value chain, with a particular focus on upstream activities, which account for 78% of emissions (particularly from raw materials). Orkla uses CEMAsys for climate accounting and data collection, and to gather emissions data from the portfolio companies. Orkla ASA provides the portfolio companies with assistance, training and guidelines to enhance their ability to screen activities and report GHG emissions effectively.

In 2024, the Decarbonisation Project included detailed mapping of Scopes 1, 2, and 3 emissions. This initiative identified key decarbonisation levers for reducing emissions. By evaluating inputs and implementing targeted strategies, Orkla is taking a structured approach to assessing its impact and achieving its decarbonisation goals. Workshops and guidelines have been prepared to enhance GHG accounting skills and build a thorough understanding of how to identify and map climate impacts.

Orkla identifies and assesses climate-related risks based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Relevant environmental impacts are assessed in two risk categories: transition risks associated with the transition to a low-emission economy and physical risks, such as the increased probability of extreme weather events in the future. The assessment uses relevant scenarios to illustrate how climate change may affect Orkla.

Physical climate risk
Orkla has identified climate-related hazards across its operations and value chain, based on high-emission scenarios. This includes temperature-related changes, wind and water-related events, and solid mass-related hazards. In the analysis, time horizons defined as short, medium, and long term were used and aligned with the expected lifetimes of assets, strategic planning and capital allocation plans. The extent to which Orkla's assets and activities are exposed and sensitive to these hazards was assessed using geospatial data. This included evaluating the likelihood, magnitude and duration of hazards specific to the group's locations and supply chains.

Transition climate risk
Orkla has identified transition events by reference to short, medium, and long-term horizons, based on scenarios aligned with limiting global warming to 1.5°C. This includes policy changes, technological advancements, market dynamics and reputational factors. The analysis involved screening assets and business activities to determine exposure to relevant events using insights from previous climate risk assessments and inputs concerning main cost and sales drivers.

Orkla has assessed the extent to which its assets and business activities are exposed and sensitive to identified transition events. The analysis was informed by the IEA Net Zero Emissions by 2050 Scenario and the Climate Excellence model.

The identification and assessment of transition events was informed by climate-related scenario analysis, consistent with the Paris Agreement. Sources include previous assessments, TCFD reports and CDP questionnaire responses were used to calculate the impact of transition events in a future 1.5°C scenario. Orkla has not identified assets and business activities that may be incompatible with a transition to a climate-neutral economy. The assessment in this regard included evaluating significant locked-in GHG emissions and assessing compatibility with Taxonomy-alignment requirements under Commission Delegated Regulation (EU) 2021/2139.

E2, E3 and E4 IRO-1 Identification and assessment of pollution-, water- and biodiversity-related-related impacts, risks and opportunities

To identify and assess actual and potential material impacts, risks and opportunities related to pollution, water and marine resources, biodiversity and ecosystems, Orkla has screened its site locations, business activities forming part of its own operations, and its upstream and downstream value chain using the Science Based Targets Network (SBTN) Materiality Screening Tool (MST), the SBTN High-Impact Commodity List, the Taskforce on Nature-related Financial Disclosures (TNFD) guidance, and a nature and climate risk assessment. Other sources include data on water withdrawal at Orkla sites as well as data on upstream water use in agriculture from the HowGood Latis Platform, in both cases focused on raw materials consumption in the production of Orkla products. Water risk has been analysed using the WWF Water Risk Filter and the WRI Aqueduct Water Risk Atlas tool. In addition, data on greenhouse gas emissions, freshwater use and land use in direct operations and the upstream value chain have been used as a factual base. Also, an initial scenario exercise was conducted for selected important agricultural commodities using two scenarios: a business-as-usual scenario and a scenario in which cultivation systems support and are supported by biodiversity. The MST provides insight into each environmental pressure area, in upstream and direct operations. The assessment of downstream impact employed value chain information and internal expertise. The MST includes the following pressure areas: land, water and sea use change, resource exploitation, climate change, pollution and invasive species. All results were reviewed and, in some cases, adjusted to take account of Orkla-specific conditions. The results related to pressure areas were linked to the ESRS topics to ensure alignment with the structure used in the DMA. Affected communities were not consulted during the materiality assessment.

Dependencies on biodiversity and ecosystems and their services have been identified using TNFD and a nature and climate risk assessment. Orkla's dependencies include soil ecosystems, freshwater availability and pollination in the upstream value chain, primarily in agriculture, from which Orkla sources much of its raw materials. Orkla does not own or operate agricultural land, forestry or fisheries, and therefore does not have such dependencies at its own site locations.

Transition-, physical and systemic risks, as well as opportunities related to biodiversity and ecosystems, have been identified and assessed in the nature and climate risk assessment. The assessment covers the whole value chain and uses the short-, medium and long-term time horizons for its climate scenarios: 2030, 2040 and 2050. The assessment is based on common assumptions included in biodiversity and ecosystem services such as conceptual and ethical foundations of the ecosystem service concept, assumptions on data collection, indication, mapping, and modelling, on socio-economic valuation and value aggregation. External stakeholders were not involved in the assessment. See also Section E1 IRO-1.
Orkla sites include production facilities for food and other products, warehousing and offices. These production facilities are often located in industrial areas and most location are medium-sized (5000m2 -50000m2). These facilities are in an indoor and controlled environment, handle mostly natural materials and consume moderates amounts of energy. Orkla does not conduct agricultural or forestry operations at their sites. On this basis Orkla has concluded that pollution, marine resources, biodiversity and ecosystems is not material for the company's own operations.

E5 IRO-1 Identification and assessment of circular economy-related impacts, risks and opportunities

Orkla screens its assets and activities to identify actual and potential impacts, risks and opportunities related to resource use and the circular economy. Orkla procurement screens raw materials to ensure sustainable resource use and minimize impacts using tools such as the Sedex Radar, List of goods produced by child labour and forced labour from the U.S Department of Labour, SAI Platforms Farm Sustainability Assessment (FSA), CDPs list of commodities and countries associated with deforestation and the SBTN high impact commodity list. Each material is assessed for environmental pressures like land use, water use, and pollution. Human rights risks, such as working conditions and child labor, are also evaluated to ensure ethical sourcing. The output of this assessment is used to identify impacts, risks and opportunities related to resource inflows. The procurement team is focused on surveying and gaining insights into the materials and products used. This involves assessing the quantity, sourcing locations, and environmental and social impacts of these resources.

Orkla also adopts a systematic approach to assessing the recyclability of packaging materials, taking into account the technical recyclability of materials, availability of relevant recycling infrastructure and whether the materials come from renewable sources. Consultations with external stakeholders have not been conducted for this years identification of circular economy-related impacts, risks and opportunities.

G1 IRO-1 Identification and assessment of business conduct-related impacts, risks and opportunities

To effectively identify and assess governance-related impacts, risks and opportunities, Orkla ensures thorough evaluation of all relevant factors by considering aspects such as regulatory compliance, ethical standards, stakeholder engagement, transparency and accountability. Orkla assesses governance risks specific to each geographical area where its companies operate, considering local regulatory environments, political stability and cultural factors. Different business activities carry distinct governance risks, and Orkla evaluates these based on the nature of the activity, such as manufacturing, distribution or procurement. Since it is a multi-sector organisation, Orkla considers sector-specific governance challenges, including compliance with industry standards and ethical business practices. Orkla analyses the structure of transactions, focusing on mergers, acquisitions and partnerships, to identify potential governance risks.

IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement

To determine which disclosure requirements were relevant to the identified impacts, risks and opportunities (IROs), Orkla began by reviewing the results of its double materiality assessment (DMA). Second, the disclosure requirements and data points from all the topical standards were reviewed to assess their relevance to Orkla's material IROs.

Content index of ESRS disclosure requirements

Content index of ESRS disclosure requirements

Content index of ESRS disclosure requirements

ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The double materiality assessment (DMA) prepared for Orkla as a group has confirmed the importance of all the main ESRS topics. A total of 18 environmental, 10 social and seven governance sub-topics across the 10 ESRS topic standards were deemed to be material.

Orkla's strategy and business model have a material environmental impact. Negative impacts include GHG emissions, energy consumption and waste generated from own operations and in the value chain, while indirect adverse impacts have been identified on biodiversity and ecosystems from the use of raw materials in food production. Orkla's dependence on agricultural, animal-based and marine raw materials constitutes a financial risk due to the potential for higher raw material costs and reduced access to certain raw materials. Costs related to the purchase of renewable energy certificates are also expected to rise in the years ahead, as are costs linked to the EU Deforestation Regulation and other upcoming environmental regulations and taxes. Plant-based food products represent a material opportunity, and a potential source of revenue growth in the short, medium and long term. The financial impact of environmental risks and opportunities are assessed as material from a short, medium and long-term perspective.

Orkla also has material social impacts and potential adverse human rights impacts on workers in its value chain, including serious human rights violations such as child labour and forced labour in certain value chains.

In total, Orkla has around 19,100 employees, and several workplace issues have been deemed material both from an impact and a financial perspective. Areas featuring potential adverse impact include occupational health and safety, adequate wages and equal opportunities. Orkla may also have a material impact on public health, with potential negative impact relating to sales of food products containing high levels of sugar, salt and saturated fats. At the same time, a significant proportion of food revenues come from products that contribute to a healthier diet and thus have a potential material positive impact. Stricter regulation of the marketing of sweets and snacks is considered a financially material risk in a five-year perspective. At the same time, there is potential to increase revenues through the development of healthier foods in the short, medium and long term.

Orkla's strategy and business model involves significant procurement activities related to obtaining inputs for the production of its branded consumer goods. With around 25,000 tier-1 suppliers and complex value chains globally, several governance issues have been deemed material both from an impact and a financial perspective. Potential negative impacts and financial risks concern possible breaches of responsible business conduct (such as corruption), and breaches of privacy and sanctions regulations where the financial impacts are assessed as material in the short and medium term. With own operations in more than 100 locations, Orkla also has positive economic ripple effects on local communities, as well as potential negative impacts such as smell, traffic, noise and emissions.

Orkla has classified the material topics as 'foundational' or 'strategic'. Foundational topics are topics which are fundamental to Orkla's values and approach to doing business. They require continuous efforts, but without a critical need for improvement and/or transformation in a short and medium-term perspective. Strategic topics are topics with a significant potential impact on Orkla's further development in terms of business opportunities and/or risks.

The foundational topics include:
- ESRS S1 – Working conditions, including occupational health and safety
- ESRS S1 – Equal treatment and opportunities for all
- ESRS S4 – Safe products
- ESRS G1 – Business conduct, political engagement, animal welfare

Orkla's strategy and business model is considered to be resilient as regards the group's capacity to manage impacts, risks and opportunities linked to the foundational topics.

Orkla defines the following topics as strategic:
- ESRS E1 - Climate change
- ESRS E4 – Biodiversity and ecosystems
- ESRS E5 – Resource use and circular economy
- ESRS S2 – Workers in the value chain
- ESRS S4 – Consumer health

Orkla's strategy and business model is also considered to be resilient as regards the group's capacity to manage impacts, risks and opportunities linked to the strategic topics. In particular due to Orkla's flexible operating model as an industrial investment company with holdings in portfolio companies giving exposure to a diversified portfolio of consumer goods and brands. Over time Orkla can use this flexibility as to how it develops portfolio holdings and how each portfolio company is developing its portfolio of consumers goods and brands.

Still, these topics are classified as strategic since they can potentially have a greater impact on business opportunities and risks, and dependent on societal change and associated with increased regulation. These topics can therefore also impact future strategy and business model.

Orkla addresses both foundational and strategic topics through policy commitments, draft targets, clear expectations towards the portfolio companies and systematic engagement with the companies through board participation and procedures for reporting and risk management. Guidance and support is provided by the Orkla CoE ESG, Orkla's legal, compliance and corporate affairs teams, and Orkla Procurement. Orkla's food safety standards apply to all companies producing or selling food products and are managed by a central food safety team within Orkla Procurement.

Table below shows Orkla's material sustainability impacts, risks and opportunities as identified through the DMA. As the tables illustrate, 10 out of 10 ESRS topics are deemed material to Orkla. Each of these 10 topics is detailed in the tables below, with highlighting of specific sub-topics.

The table below also indicates whether the identified impacts and risks occur within Orkla's own operations or in the group's value chain (upstream or downstream). Additionally, the tables specify whether impacts are positive or negative and whether they are actual or potential.

A brief description of each material impact and risk is also provided. The time horizons are defined as follows:
- Short-term: up to 12 months
- Medium-term: 2-5 years.
- Long-term: More than 5 years.

Further details on impacts, risks and opportunities can be found in the sections on 'Environment,' 'Social,' and 'Governance.'

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
E1 - Climate change		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Climate change mitigation							
GHG emissions: Scope 1 Direct greenhouse gas (GHG) emissions from sources that are owned or controlled by Orkla contributes to climate change.	Actual negative impact		x		x	x	x
GHG emissions: Scope 2 Indirect GHG emissions from the purchase of electricity, steam heat and/or cooling consumed by Orkla contributes to climate change.	Actual negative impact		x		x	x	x
GHG emissions: Scope 3 Indirect GHG emissions occurring in the upstream and downstream value chains of Orkla contributes to climate change.	Actual negative impact	x		x	x	x	x
Climate-related transition risk Orkla is exposed to transition risk due to the changing policy and legal situation, e.g. carbon prices and energy cost.	Risk	x				x	
Expansion and development of plant-based products Growth in the alternative protein, plant-based and low/lower-carbon product market is an opportunity for Orkla.	Opportunity		x			x	x
Climate change adaptation							
Climate-related physical risk Exposure to acute and chronic physical climate risks like extreme weather events, droughts, changing climate (e.g. rain patterns), water availability, temperature, etc. which can result in lack of availability and increased cost of raw materials.	Risk	x			x	x	x
Climate-related physical risk Exposure to interruption and/or increased costs for maintaining production of goods in own operations due to acute and chronic physical climate risks.	Risk		x		x	x	x
Energy							
Energy use Energy use in own operations and in the rest of the value chain for manufacturing, distributing and selling Orkla products.	Actual negative impact	x	x	x	x	x	x
Renewable energy production Production of renewable energy through hydropower reduces the use of fossil fuel in the energy mix.	Actual positive impact		x		x		
Energy efficiency Energy efficiency measures and a transition to low-carbon production facilities can reduce energy-related costs.	Opportunity		x		x	x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
E2 - Pollution		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Pollution of air, water and soil							
Pollution of air The processing and/or production of raw materials used can lead to air pollution.	Potential negative impact	x		x	x		
Pollution of water The processing and/or production of raw materials used can lead to water pollution.	Potential negative impact	x		x	x		
Pollution of soil The processing and/or production of some raw materials involves substances of concern with an inherent capacity to cause an adverse negative impact.	Potential negative impact	x		x	x		
Substances of concern							
Substances of concern The processing and/or production of some raw materials involves substances of concern such as chemicals, pesticides, fertilisers, etc.	Potential negative impact	x			x		
Substances of very high concern The processing and/or production of some raw materials involves substances of very high concern such as chemical substances as described in the Authorization or Restriction lists of REACH.	Potential negative impact	x			x		
Microplastics							
Impact from microplastics Plastic materials used in both the upstream and downstream value chains can lead to microplastic in products or in the air, water or soil of affected communities.	Potential negative impact	x		x	x	x	x
E3 - Water and marine resources							
Water							
Water consumption The production and/or processing of raw materials and own production consume water which can impact aquatic life and nearby terrestrial ecosystems.	Potential negative impact	x	x		x	x	
Water withdrawal The production and/or processing of raw materials and own production withdraw water which can impact aquatic life and nearby terrestrial ecosystems.	Potential negative impact	x	x		x	x	
Water discharges The production and/or processing of raw materials can impact freshwater systems due to discharges of wastewater.	Potential negative impact	x			x		
Water risk Water scarcity can affect the production and/or processing of raw materials.	Risk	x			x	x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
E3 - Water and marine resources, continued		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Marine resources							
Extraction and use of marine resources Extraction and use of marine-based raw materials can negatively affect marine resources and the environment due to e.g. noise pollution, habitat destruction and oil spills.	Potential negative impact	x			x	x	
E4 -Biodiversity and ecosystems							
Direct impact drivers of biodiversity loss							
Land-use change due to agricultural activities Production of raw materials uses land. The food industry and its land use and land conversion are a material driver of biodiversity loss.	Actual negative impact	x		x		x	
Direct exploitation through the extraction of materials The production of some raw materials can lead to deforestation, exploitation and farmland degradation or reduction.	Potential negative impact	x				x	
Pollution The production and/or processing of some raw materials can cause pollution that negatively impacts biodiversity, e.g. plastic pollution in the ocean, air, water and soil pollution.	Potential negative impact	x		x		x	
Physical biodiversity risks Exposure to acute and chronic biodiversity risks, such as biodiversity loss and the state of the species, ecosystem imbalance and unavailability of ecosystem services, can result in a lack of availability and increased cost of raw materials.	Risk	x			x		
Transition risk Orkla is exposed to transition risk due to changing legal requirements and market changes, which can lead to increased cost (e.g. EU Deforestation Regulation and certification of raw materials).	Risk	x			x	x	
State of species							
State of species Extraction and use of marine raw materials impacts the state of the species.	Potential negative impact	x		x		x	
Extent and condition of ecosystems							
Land degradation The production of some raw materials may include the use of fertilisers and pesticides which can contribute to land degradation, affecting soil health and biodiversity.	Potential negative impact	x		x		x	
Dependencies on ecosystem services							
Ecosystem services The production of some raw materials may include the use of pesticides and fertilisers which can affect ecosystem services, such as soil degradation and pollination.	Potential negative impact	x		x	x	x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
E5 - Resources use and circular economy		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Resource inflows, including resource use							
Resource inflows Orkla uses raw materials, including some virgin input materials and non-recyclable materials, in production, which can lead to resource scarcity and a linear economy.	Actual negative impact	x	x		x	x	x
Resource efficiency Improvements in resource use and efficiency of raw materials, energy and packaging can lead to reduced costs.	Opportunity	x	x			x	
Resource outflows related to products and services							
Resource outflows Product packaging leads to resource outflows, which are not recyclable or re-useable.	Actual negative impact			x	x		
Waste							
Waste Production sites generate waste which may have a negative environmental impact.	Actual negative impact		x		x	x	
Food waste The production and processing of raw materials and selling of food products can lead to food waste, which can have a negative environmental impact.	Potential negative impact	x		x	x	x	
Transitional risk Exposure to regulatory risks related to the circular economy, resource use, packaging and waste disposal standards can have financial implications.	Risk		x	x		x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S1 - Own workforce		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Working conditions							
Secure employment Organisational restructuring processes can lead to redundancies and loss of work for some employees.	Potential negative impact		x		x	x	
Occupational health and safety Manufacturing carries inherent occupational health and safety risks, including injuries from machinery, heights, slippery floors, chemicals, repetitive work and heavy loads.	Potential negative impact		x		x	x	
Working time and work-life balance Excessive working hours and shift production can impact wellbeing.	Potential negative impact		x			x	
Adequate wages Unintended inadequate wages for low-income workers.	Potential negative impact		x			x	
Collective bargaining and social dialogue, freedom of association, consultation and participation rights Orkla has operations in countries where these employee rights can be under pressure.	Potential negative impact		x			x	
Unwanted turnover If working terms and conditions are not considered fair and attractive, this can have negative consequences for worker retention.	Risk		x			x	
Sick leave Risk of costs linked to sick leave.	Risk		x			x	
Increased attractiveness as an employer Orkla is an attractive employer that offers fair, competitive and attractive working terms and conditions.	Opportunity		x			x	
Equal treatment and opportunities for all							
Diversity, equity and inclusion Unintended pay gaps, unconscious bias in hiring and promotions, and discrimination against migrant workers in certain countries can all have a negative impact.	Potential negative impact		x			x	
Training and skills development Unintended, inconsistent or insufficient employee training of e.g. factory workers with limited access to e-learning and localised training needs can have a negative impact.	Potential negative impact		x			x	
Other work-related rights							
Privacy Unintended data privacy breaches due to a large workforce and complex structure involving the handling of sensitive personal data, such as employee health data, can have a negative impact.	Potential negative impact		x		x	x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S2 - Workers in value chain		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Working conditions							
Occupational health and safety Inherent high health and safety risk for workers in agricultural production from exposure to pesticides, use of motorised machinery and sharp tools, and for workers in fisheries from safety hazards at sea.	Potential negative impact	x		x	x	x	
Adequate wages Unintended inadequate wages for low-income workers in the value chain in material sectors (agricultural) and sourcing regions.	Potential negative impact	x		x		x	
Collective bargaining, freedom of association and consultation and participation Orkla sources raw materials from countries where these employee rights can be under pressure.	Potential negative impact	x		x		x	
Secure employment Orkla sources from areas where non-compliant worker contracts and excessive temporary employment can potentially occur. Audits of tier-one suppliers occasionally reveal contract deviations, with higher risks in agriculture due to seasonal work and the use of recruitment agencies.	Potential negative impact	x		x		x	
Working hours Orkla sources from countries where the ILO convention on working hours has not been ratified, resulting in reduced protection against excessive working hours.	Potential negative impact	x		x		x	
Equal treatment and opportunities for all							
Equal treatment and opportunities for all Orkla sources raw materials from countries (China, Malaysia, Cambodia and India) where discrimination against minorities and migrant workers can occur. Additionally, women's rights are also under pressure in certain countries and gender discrimination can occur globally.	Potential negative impact	x		x		x	
Other work-related rights							
Child labour Orkla sources raw materials in locations where child labour can occur. The agricultural sector – particularly in regions featuring poverty, migration, lack of education and weak oversight – is at higher risk. Key supply chains involving child labour risks include cocoa, cane sugar, vanilla, tropical fruits, coconut, hazelnuts, psyllium, fish oil and carnauba wax.	Potential negative impact	x		x		x	
Forced labour Orkla sources raw materials in locations where forced labour can occur. The agricultural sector – particularly in regions featuring poverty, migration, the use of recruitment agencies, labour-intensive, seasonal and temporary work and a lack of education – is at higher risk. Key areas of risk include China (Xinjiang) and countries in the Middle East.	Potential negative impact	x		x		x	
Investments linked to new regulations Risk of increased costs due to new EU regulations, including the Sustainability Due Diligence Directive and the Forced Labour Regulation. These require enhanced traceability, documentation, certifications and improvement projects, particularly for high-risk raw materials like cocoa, hazelnuts and spices.	Risk	x		x			x

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S3 - Affected communities		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Communities' economic, social and cultural rights							
Economic ripple effects Orkla has a potential positive impact on the communities in which it operates by providing jobs, paying taxes and buying from local suppliers, and by contributing to local initiatives and charitable organisations.	Actual positive impact		x		x	x	x
Economic, social and cultural impacts Orkla can have a potential negative impact on the communities in which it operates through smell, noise, traffic and emissions.	Potential negative impact		x		x		
S4 - Consumers and end-users							
Personal safety of consumers and/or end-users							
Consumer health Unintended negative impact on diets from over-consumption of products containing high levels of salt, sugar and/or saturated fats, which can lead to obesity, diabetes and cardiovascular disease.	Potential negative impact			x	x	x	
Consumer health – children Unintended negative impact on children's health from over-consumption of products with a high sugar and salt content. Products in the snacks category are attractive to children.	Potential negative impact			x	x	x	
Consumer health Positive consumer health impact from healthy food products (fruit, vegetables, whole grains, cod liver oil, etc.)	Potential positive impact			x	x	x	
Allergic reactions Unintended negative impact from allergic reactions due to incorrect allergen labelling or cross-contamination, which can cause severe reactions and illness.	Potential negative impact			x	x	x	
Safe products – acrylamide in food products Unintended acrylamide in products can cause severe reactions and illness.	Potential negative impact			x	x		
Harmful ingredients in non-food products Unintended negative health impact from use of products that contains ingredients which can be harmful if used incorrectly.	Potential negative impact			x	x	x	
Opportunity for revenue increase due to positive consumer health products Health and nutrition products can increase revenues.	Opportunity			x		x	x
Risk of reduced sales or higher costs due to consumer health regulations Stricter regulations, including taxes, related to consumers and end-users can increase compliance costs.	Risk			x		x	x
Social inclusion of consumers and/or end-users							
Responsible marketing practices Unintended negative impact on consumers from marketing activities.	Potential negative impact			x		x	
Positive influence on consumer behaviour through labelling or guidance Positive impact on consumers through informative product labelling and clear user guidance.	Potential positive impact			x		x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S4 - Consumers and end-users, continued		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Information-related impacts							
Fines linked to breach of GDPR regulations (privacy) Potential risk of fines due to breaches of customer data protection rules.	Risk			x	x	x	
Incorrect product labelling Unintended incorrect allergen labelling can lead to adverse reactions and illness.	Potential negative impact			x	x		
Privacy for customers Unintended breaches of consumer data privacy laws can have a negative impact.	Potential negative impact			x	x	x	

Orkla's impacts, risks and opportunities

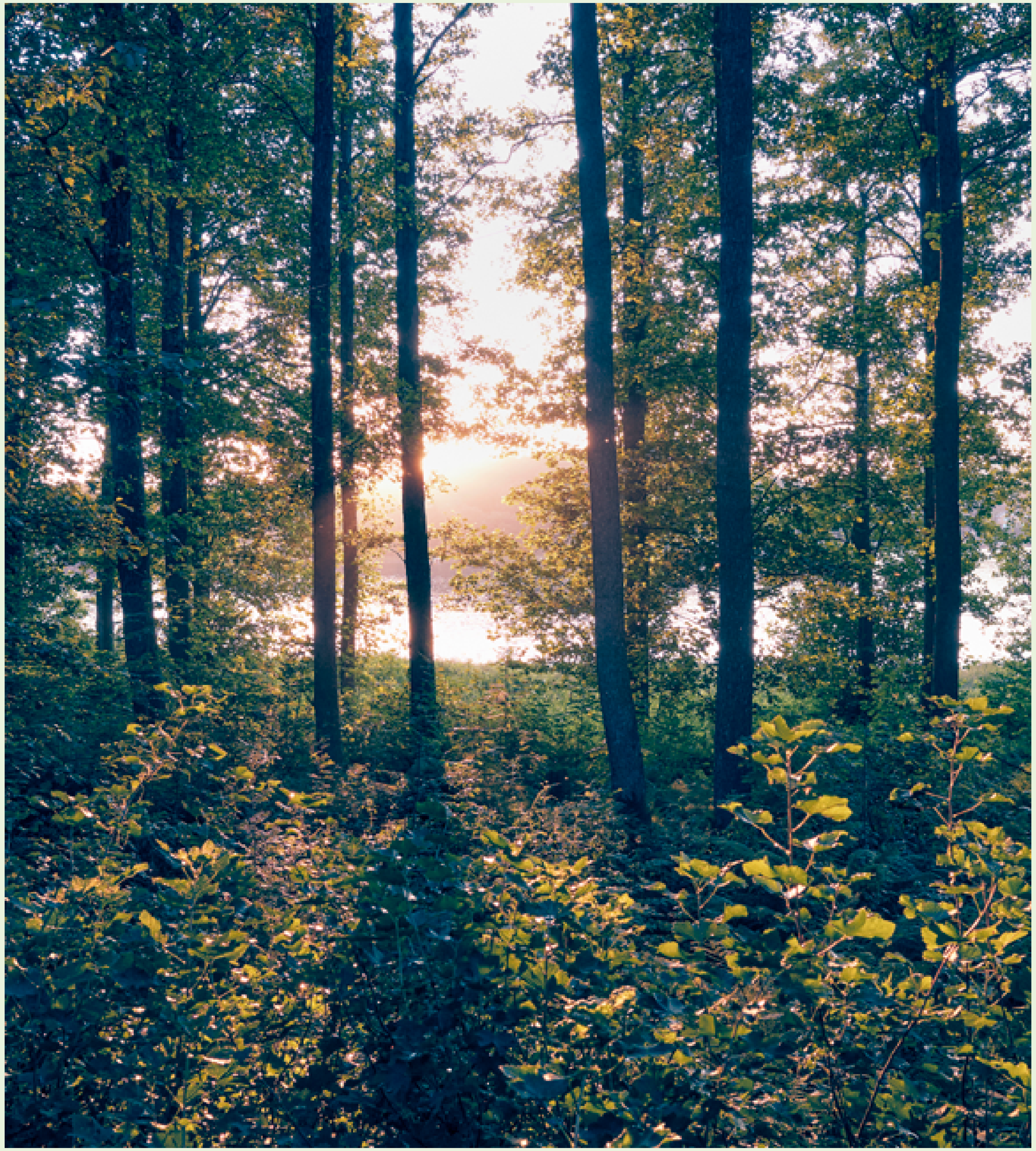
IRO		Location in value chain			Time horizon		
G1 - Business conduct		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Corporate culture							
Corporate culture Failure to implement and comply with ethical guidelines and other governing documents.	Potential negative impact	x	x	x	x	x	
Risk of weak ethical culture Failure to implement a strong ethical culture can contribute to financial and reputational losses in individual cases and generally weaker quality of decisions and operations.	Risk		x		x	x	
Management of relationships with suppliers, including payment practices							
Management of relationships with suppliers Unintended negative impact due to lack of responsible sourcing practices.	Potential negative impact	x	x		x	x	
Payment practices Unintended negative impact on suppliers' financial situation through procurement practices.	Potential negative impact	x			x		
Longer time of payment Optimal (longer) time of payment to suppliers, without compromising small and vulnerable suppliers, has a positive financial impact.	Opportunity		x		x		
Corruption and bribery							
Corruption in value chain Corruption and breach of procurement law as a result of a complex value chain, with suppliers in high-risk countries.	Potential negative impact	x	x	x	x	x	
Violation of law Corruption can pose a significant risk and can result in substantial financial losses, legal penalties and reputational damage, and can undermine investor confidence, disrupt business operations and lead to increased scrutiny from regulatory bodies.	Risk	x	x	x	x	x	
Political engagement and lobbying activities							
Political engagement and lobbying Unintended negative impacts from political engagement and lobbying activities.	Potential negative impact		x		x	x	
Influence on regulation Orkla can advocate for more balanced regulations that benefit businesses and the interests and concerns of humans, societies and the environment.	Opportunity		x			x	
Influence on subsidies Orkla can advocate for fair competition and e.g. compensation for increased costs when it is required to buy Norwegian raw materials.	Opportunity		x			x	

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
G1 - Business conduct, continued		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Animal welfare							
Animal welfare Unintended negative animal welfare impact due to poor animal welfare in the sourcing of animal-derived raw materials.	Potential negative impact	x			x	x	
Trade sanctions							
Legal violations Unintended violation of international sanctions can potentially lead to severe financial consequences.	Risk	x	x	x	x	x	
Competition law							
Legal violations Unintended violation of competition law, whether at national or EU level, can lead to significant direct and indirect financial consequences.	Risk		x		x	x	
Violation of market regulations Unintended negative impact on markets due to strong market position in several markets.	Potential negative impact	x	x	x	x		

Environmental information

A key pillar in Orkla's sustainability ambition is to protecting the environment and strive to minimise and prevent negative impacts, and take actions to ensure that nature is protected, preserved and restored.



Chapter navigation

EU Taxonomy disclosure

Statement on EU Taxonomy for sustainable economic activities

Orkla ASA (Orkla) reports on revenue (turnover), capital expenditure and operating expenses assessed to be Taxonomy-eligible and Taxonomy-aligned according to Regulation EU (2020/852) and its delegated acts.

Orkla has provided Taxonomy disclosures for the reporting period 1 January 2024 to 31 December 2024. Orkla has consolidated the reporting for its subsidiaries as at 31 December 2024 and included it in the Sustainability Statement. The subsidiaries are: Orkla Food Ingredients (OFI), Orkla Foods (OF), Orkla Hydro Power, Orkla House Care (OHC), Orkla Snacks (OS), Orkla Home and Personal Care (OHPC), Orkla Eiendom (Real Estate), Orkla India, Orkla Health, Pierre Robert Group, Health and Sports Nutrition Group (HSNG) and The European Pizza Company (TEPC).

Health and Sports Nutrition (HSNG) and The European Pizza Company TEPC) have been excluded from this report as they do not have any Taxonomy-eligible or -aligned activities due to the nature of their economic activities. The companies have therefore also been excluded from the Taxonomy numerator. Further, the Pierre Robert Group has been excluded from the numerator due to the immateriality of its financial KPIs relative to the Orkla Group as a whole.

Orkla sold Lilleborg in July 2024. Orkla has not requested information about Lilleborg's eligible and aligned activities and figures for 2024. Moreover, Lilleborg's financial KPIs related to Taxonomy activities were immaterial compared to Orkla ASA's total financial KPIs. As a result, Lilleborg has been excluded from the denominators and numerators of financial KPIs in this report.

The disclosures in this report cover all six environmental objectives of the EU Taxonomy and follow the disclosure requirements set out in the Taxonomy Disclosure Delegated Act[1] without exception.

Orkla's Taxonomy-eligible and -aligned activities

Orkla has assessed which of its activities fall within the scope of the Taxonomy and are therefore defined as Taxonomy-eligible.

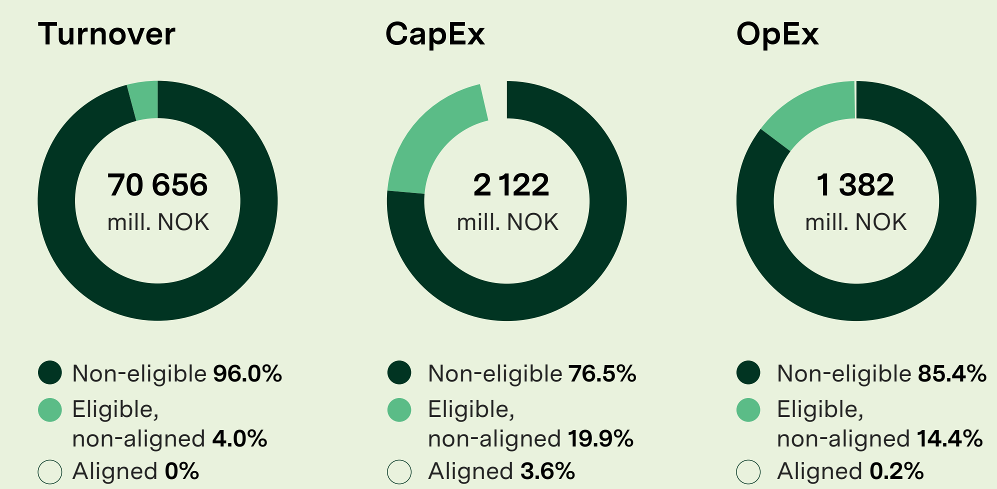
Orkla's economic activities consist mainly of the industrial production of food and other consumer goods. As activities within these sectors are not yet included in any of the Taxonomy's environmental objectives, Orkla's eligible activities in 2024 mainly relate to energy production from hydropower, real estate operations and – to some extent – the installation of individual energy efficiency measures and renewable energy solutions by its companies.

Below, Orkla presents the proportion of Orkla's net turnover, capital expenditure (CapEx) and operating expenses (OpEx) attributable to Taxonomy-eligible and Taxonomy-aligned economic activities covered by the six environmental objectives in the EU Taxonomy in the financial year 2024.

The figure below provides an overview of Orkla's economic activities subject to the Taxonomy. The share of Taxonomy-eligible and Taxonomy-aligned economic activities remains low, because industrial production of food and other consumer goods is not yet covered by the Taxonomy.

1 Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021 and Commission Delegated Regulation (EU) 2023/2486 of 27 June 2023, supplementing Regulation (EU) 2020/852 by specifying the content and presentation of information to be disclosed.

The figure below presents the proportion of Orkla's net turnover, capital expenditure (CapEx) and operating expenses (OpEx) attributable to Taxonomy-eligible and Taxonomy-aligned economic activities covered by the six environmental objectives in the EU Taxonomy in the financial year 2024.



EU Taxonomy: Orkla's eligible and aligned activities

Taxonomy sector	Taxonomy activity	Description h	Relevant portfolio companies	Relevant environmental objective
Construction and real estate activities	7.1 Construction of new buildings	This activity covers the construction of new buildings in in the financial year 2024. The activity is eligible as it is relevant to Orkla Home and Personal Care, Orkla Food Ingredients, Orkla Health and Orkla Foods. In 2024, Orkla Home and Personal Care built a new warehouse. Orkla Food Ingredients and Orkla Health constructed a new office building. Orkla Foods constructed a new building for indoor recycling. Lastly, Orkla Eiendom (Real Estate) constructed new homes for sale in 2024. None of the newly constructed buildings are Taxonomy-aligned, as the substantial contribution criteria related to life-cycle global warming potential has not been calculated for most buildings. Additionally, the do-no-significant-harm criteria related to circular economy and pollution prevention are not fulfilled due to difficulties with documentation-gathering.	OHPC, OFI, OH, OF, Orkla Eiendom	Climate change mitigation Circular economy
	7.7 Acquisition and ownership of buildings	Acquisition and ownership of buildings entail the leasing of buildings for use by Orkla in its business activities. The activity is eligible as Orkla Food Ingredients acquired one new building under a lease and Orkla House Care entered into six leases for new buildings. Additionally, Orkla Eiendom acquired eight new buildings through purchase and leasing agreements. Two of Orkla Eiendom's leased buildings are aligned, i.e. the properties at Kvernberget and Drammensveien 149, as they meet the relevant alignment criteria for buildings constructed before 2021.	OFI, OHC, Orkla Eiendom	Climate change mitigation
	7.6 Installation, maintenance and repair of renewable energy technologies	The activity is eligible as Orkla has performed maintenance and repair of heat pumps and cooling equipment. In addition, Orkla has installed new photovoltaic solar panels on multiple buildings. The activity is relevant to Orkla Food Ingredients, Orkla Health, Orkla India, Orkla House Care, Orkla Foods and Orkla Snacks. The installed photovoltaic systems are aligned, as they contribute substantially to climate change mitigation. The do-no-significant-harm criteria related to climate adaptation are fulfilled because a climate risk analysis has been conducted for the locations at which the technologies have been installed. Installed heat pumps have not been deemed to be Taxonomy-aligned due to difficulties with calculating the seasonal performance factor of these systems.	OFI, OH, OHC, OF, OS	Climate change mitigation
	7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	The activity is eligible as several portfolio companies have installed smart meters and control systems for active monitoring and optimisation of energy use in buildings. The activity is relevant to Orkla Food Ingredients, Orkla Health, Orkla Foods, Orkla Snacks, and Orkla Eiendom. All instruments for monitoring and optimising energy use installed in 2024 are Taxonomy-aligned, as the installed equipment contributes significantly to climate change mitigation and complies with the do-no-significant-harm criteria related to climate	OFI, OH, OF, OS, Orkla Eiendom	Climate change mitigation
	7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	In 2024, Orkla portfolio companies have installed multiple charging stations for electric vehicles at their locations, thereby fulfilling the criteria for climate change mitigation which makes this activity eligible. Orkla Snacks, Orkla Home and Personal Care, Orkla Food Ingredients, and Orkla Eiendom all installed charging stations for electric vehicles in 2024. All installations of charging stations are Taxonomy-aligned as the activity contributes significantly to climate change mitigation and a climate risk analysis has been conducted for the locations.	OS, OHPC, OFI, Orkla Eiendom	Climate change mitigation

EU Taxonomy: Orkla's eligible and aligned activities

Taxonomy sector	Taxonomy activity	Description h	Relevant portfolio companies	Relevant environmental objective
Construction and real estate activities	7.3 Installation, maintenance and repair of energy efficiency equipment	The portfolio companies work continuously to improve energy efficiency at their locations. In 2024, several companies in the portfolio installed more energy efficient LED lighting, improved heating and ventilation systems, and improved the insulation of buildings. As a result of measures taken to improve energy efficiency in 2024, the activity has been assessed as eligible. The activity is relevant to Orkla Home and Personal Care, Orkla Food Ingredients, Orkla Health, Orkla House Care, Orkla Foods and Orkla Snacks. Installed or maintained energy efficiency measures related to lighting (LED) in 2024 are Taxonomy-aligned. This applies to 13 installations by Orkla Foods, Orkla Health and Orkla Snacks. Other installed energy efficiency equipment was deemed non-aligned due to non-compliance with the do-no-significant-harm criteria related to pollution prevention. The reason for this was difficulties in obtaining documentation from suppliers.	OHPC, OFI, OH, OHC, OF, OS	Climate change mitigation
	7.2 Renovation of existing buildings	In 2024, several Orkla portfolio companies renovated factories and plants, making the activity eligible. The renovation measures included the replacement of floors and roofs, upgrades to warehouses and improved weather protection. This activity is relevant to Orkla Home and Personal Care, Orkla Food Ingredients, Orkla Health, Orkla House Care, Orkla Foods, Orkla Snacks and Orkla Eiendom. Most renovation projects executed in 2024 were not Taxonomy-aligned because they did not comply with the do-no-significant-harm criteria related to water, circular economy and pollution prevention. However, one project carried out by Orkla Foods in 2024 was deemed to be Taxonomy-aligned.	OHPC, OFI, OH, OHC, OF, OS, Orkla Eiendom	Climate change mitigation Circular economy
Energy	4.5 Electricity generation from hydropower	Orkla Hydro Power owns and operates eleven plants in Norway which produce electricity from hydropower, making the activity eligible. The plants are run-of-the-river, and therefore comply with the substantial contribution criteria related to climate change mitigation. However, the activity is non-aligned as the plants were built before implementation of current license (concession) schemes and are thus license-free.	Orkla Hydro Power	Climate change mitigation
	4.3 Electricity generation from wind power	In 2024, Orkla sold electricity generated by its windmills, making the activity eligible for this year's report. The activity entails the production of electricity from wind power, such as windmills. The three windmills are assessed to be Taxonomy-aligned as they comply with the do-no-significant-harm criteria related to water and circular economy.	Orkla	Climate change mitigation
	4.25 Production of heat/cool using waste heat	In 2024, several projects related to reuse of waste heat were carried out by Orkla Foods and Orkla Snacks. The activity is therefore eligible. Most of the projects are not Taxonomy-aligned as they do not comply with the do-no-significant-harm criteria related to circular economy and pollution prevention. Only one project in Orkla Foods, involving heat/cool production from waste heat, has been assessed as Taxonomy-aligned.	OF, OS	Climate change mitigation

EU Taxonomy: Orkla's eligible and aligned activities

Taxonomy sector	Taxonomy activity	Description h	Relevant portfolio companies	Relevant environmental objective
Transport	6.6 Freight transport services by road	Orkla Food Ingredients purchased and leased three new vehicles for freight transport of goods in 2024, making the activity eligible. None of Orkla Food Ingredients' purchased and leased vehicles for freight transport are Taxonomy-aligned, as they fail to fulfil the technical criteria as vehicles lack documentation needed to comply with do-no-significant-harm criteria.	OFI	Climate change mitigation
	6.5 Transport by motorbikes, passenger cars and light commercial vehicles	Several of Orkla's portfolio companies purchased or leased new company cars and vehicles in 2024, rendering the activity eligible. In total, 29 vehicles were purchased or leased for use in employee commuting and business travel. The majority of these vehicles were electrical cars. The activity is relevant to Orkla Food Ingredients, Orkla Health, Orkla House Care, Orkla Foods and Orkla Snacks. The majority of purchased or leased company cars are not Taxonomy-aligned because the vehicles fail to comply with the Taxonomy criteria related to circular economy and pollution prevention, due to lacking the necessary documentation from leasing companies and manufacturers	OFI, OH, OHC, OF, OS	Climate change mitigation
Services	5.5 Product-as-a-service and other circular use- and result- oriented service models	Orkla companies strive to develop circular business solutions. In 2024, Orkla Home and Personal Care continued work on its refill project, which aims to reduce waste by offering a refill service for the company's products. The activity is therefore eligible for 2024. The refill project has been deemed not to be Taxonomy-aligned as Orkla has been unable to gather the documentation needed to document compliance with the do-no-significant-harm criteria related to climate change mitigation and water. The activity is therefore assessed to not be Taxonomy-aligned. Gathering the necessary documentation is a priority with respect to future reporting.	OHPC	Circular economy
Manufacturing	1.1 Manufacture of active pharmaceutical ingredients (API) or drug substance	Orkla Health manufactures vitamins and other dietary supplements considered to be active pharmaceutical ingredients as defined in the EU Taxonomy, resulting in this being a Taxonomy-eligible activity in 2024. Due to the complexity and comprehensive alignment criteria, Orkla has been unable to gather the necessary documentation to fulfil the technical screening criteria. The activity is therefore not Taxonomy-aligned, as it does not comply with the DNSH- and substantial contribution criteria.	OH	Pollution prevention

Assessment of Taxonomy alignment

In 2024, Orkla's construction projects were not Taxonomy-aligned due to insufficient documentation on technical criteria such as air-tightness and global warming potential. Most acquired buildings also failed to align, except for Drammensveien 149 and Kvernberget, which met energy performance requirements for buildings built before 2021. Renewable energy technology projects – particularly photovoltaic systems –were aligned and contributed to climate change mitigation. Installations of energy management systems and electric vehicle charging stations were Taxonomy-aligned. However, energy efficiency measures beyond LED lighting lacked necessary documentation of compliance with the alignment criteria. Regarding renovation projects, only one executed by Orkla Foods was aligned, as it met the do-no-significant-harm (DNSH) criteria relating to water, circular economy and pollution prevention. Freight transport vehicles were non-aligned due to missing emissions documentation, while one electric vehicle met the DNSH criteria for circular economy and pollution prevention. Wind power projects were aligned, but hydropower was not due to licensing issues. Regarding the production of heat/cool from waste heat, one project aligned with circular economy and pollution prevention criteria. Orkla Home and Personal Care's refill project was eligible but non-aligned due to documentation challenges, and pharmaceutical manufacturing was eligible but non-aligned for similar reasons. Orkla aims to improve its documentation processes to enhance future Taxonomy alignment.

Avoiding double-counting by reference to environmental objectives
Orkla has conducted a climate risk and vulnerability assessment across all its group activities, concluding that climate change poses an immaterial risk to the activities covered by this report. As a result, no adaptation solutions have been deemed necessary, and Orkla has therefore only assessed alignment by reference to environmental objective 1 'Climate change mitigation'. None of Orkla's eligible activities are so-called 'enabling' activities by reference to environmental objective 2 'Climate change adaptation' in the Taxonomy. Hence, the revenue KPI is irrelevant for the purposes of this objective. In 2024, Orkla did not incur specific CapEx or OpEx to adapt or protect Orkla's Taxonomy activities against physical climate hazards. As a result, Orkla does not consider the activities eligible by reference to 'Climate change adaptation', and Orkla has therefore only assessed alignment by reference to environmental objective 1 'Climate change mitigation' for activities also covered by objective 2 'Climate change adaptation'. Consequently, there is no risk of double-counting in the allocation of KPIs to economic activities by reference to environmental objectives 1 and 2 in the Taxonomy. Two activities – 7.1 Construction of new buildings and 7.2 Renovation of buildings – are eligible by reference to environmental objective 4 'Circular economy', and thus have potential to be aligned. Orkla has assessed the alignment criteria related to circular economy but has been unable to conclude on alignment for these activities. In the standardized KPI tables, eligibility has only been counted once in relation to environmental objective 1, whereas Orkla has provided the eligibility ratio twice in the additional table provided for in the Taxonomy Disclosure Delegated Act.

Environmental objective 1 – Climate change mitigation

7.1 Construction of new buildings

Substantial contribution to climate change mitigation
Despite a focus on energy-efficient solutions in all new buildings, none of the buildings constructed in 2024 have been assessed as Taxonomy-aligned. Due to the complexity of the applicable criteria, the portfolio companies have been unable to gather the necessary documentation to verify technical criteria related to air-tightness, thermal integrity and life-cycle global warming potential (GWP). The buildings constructed in 2024 have therefore been deemed not to be Taxonomy-aligned. Gathering the necessary documentation is a priority for future reporting.

Do-no-significant-harm (DNSH): Climate adaptation
Orkla has also assessed activities in accordance with Appendix A of the EU Taxonomy. Since the DNSH criteria for the environmental objective of climate change adaptation are generic for all activities, Orkla has assessed whether the activities fulfil this criterion. In 2021, Orkla conducted a climate risk and vulnerability analysis in line with the recommendations of the Task Force on Climate Related Financial Disclosures (TCFD). The assessment was updated in 2024, and is described in Section E1-1. Risks were assessed in compliance with the ESRS E1 requirements and aligned with science and the latest IPPC (Intergovernmental Panel on Climate Change) report (AR5). A low-emissions scenario and a high-emissions scenario – SSP1-2.6 and SSP5-8.5 – from the IPPC were utilised. The conclusion of the climate and vulnerability analysis is that the economic impact is low in relation to the risks outlined in Appendix A of the EU Taxonomy (Generic criteria for application of the principle of doing no significant harm (DNSH criteria) to climate change adaptation), such as heat stress, water stress, sea level rise and drought. For the purposes of the 2024 assessment, therefore, Orkla has not found it necessary to survey relevant adaptation measures.

Do-no-significant-harm (DNSH): Water
Regarding buildings constructed in 2024, Orkla has been unable to verify the technical criteria related to water appliances and the impact of construction sites on water quality and reserves. The buildings have therefore been assessed as non-aligned with the do-no-significant-harm criteria.

Do-no-significant-harm (DNSH): Circular economy
Orkla and its subsidiaries have been unable to verify criteria regarding reuse, recycling and material recovery of non-hazardous construction and demolition waste. As a result, the activity does not align with the do-no-significant-harm criteria.

Do-no-significant-harm (DNSH): Pollution prevention
Orkla has been unable to verify the technical criteria related to pollution from building components and materials, and noise pollution. As a result, the activity does not align with the do-no-significant-harm criteria related to pollution prevention.

Do-no-significant-harm (DNSH): Biodiversity
Due to the complexity of the requirements, Orkla has been unable to assess whether construction sites are located on arable, crop, or greenfield land.

7.7 Acquisition and ownership of buildings

Substantial contribution to climate change mitigation
Orkla's non-aligned buildings built before 2021 and acquired in 2024 were deemed not to be Taxonomy-aligned because they exceed the technical criteria for primary energy demand. Non-aligned buildings built after 2021 do not comply with the technical requirements regarding air-tightness and thermal integrity and/or lack a calculated life-cycle global warming potential (GWP) for all stages in their life cycle. The properties at Drammensveien 149 and Kvernberget were deemed to be Taxonomy-aligned, as both buildings were built before 2021, have an Energy Performance Certificate Class A and are efficiently operated through energy performance monitoring and assessments.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria, as Orkla has carried out a climate risk assessment.

7.6 Installation, maintenance and repair of renewable energy technologies

Substantial contribution to climate change mitigation
Projects executed in 2024 related to this activity include the installation, maintenance and repair of photovoltaic systems, heat exchanger systems and heat pumps. All projects which include the installation, maintenance and repair of photovoltaic systems have been deemed to contribute substantially to climate change mitigation, as Orkla has been unable to assess the technical specifications for heat pump's seasonal performance factors.

Do no significant harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria, as a climate risk assessment has been carried out by Orkla.

7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling the energy performance of buildings

Substantial contribution to climate change mitigation
Measures taken in 2024 include the implementation of energy management systems, installation of lighting and temperature control systems, and renewal of gas and water measurement systems. All of these measures are listed in the substantial contribution criteria for this activity, and is therefore considered to fulfil the criteria.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria because Orkla has conducted a climate risk assessment.

7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings and parking spaces attached to buildings

Substantial contribution to climate change mitigation
The activity fulfils the substantial contribution criteria for climate change mitigation because it involves the installation, maintenance, and repair of charging stations for electric vehicles. This directly aligns with the EU Taxonomy criteria, which specifically includes these activities in buildings and parking spaces attached to buildings.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria because a climate risk assessment has been carried out by Orkla.

7.3 Installation, maintenance and repair of energy efficiency equipment

Substantial contribution to climate change mitigation
The measures include the installation of energy-efficient light sources, improvements in insulation and ventilation systems, and low water consumption systems. The components used are compliant with EU Directive 2010/31/EU (Energy Performance of Buildings Directive) and are classified as highly energy-efficient according to EU Regulation (EU) 2017/1369 on energy labelling. On this basis, Orkla considers this activity to fulfil the climate change mitigation criteria.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria, as Orkla has carried out a climate risk assessment.

Do-no-significant-harm (DNSH): Pollution prevention and control
Due to the complexity of the criteria in Appendix C of the EU Taxonomy, the portfolio companies have only been able to gather the documentation needed to verify the criteria applicable to installed energy efficient lighting. After consulting suppliers, installations of energy efficient lighting (LED) by Orkla Food Ingredients, Orkla Foods, Orkla Health and Orkla Snacks were assessed as Taxonomy-aligned. This includes one installation each by Orkla Food Ingredients, Orkla Health and Orkla Snacks, in addition to 10 installations of LED lighting by Orkla Foods. All other installations, maintenance and repair of energy efficiency equipment do not fulfil the do-no-significant-harm criteria related to pollution prevention and control.

7.2 Renovation of existing buildings

Substantial contribution to climate change mitigation
The renovations carried out in 2024 were compliant with the substantial contribution criteria related to the scope of renovation and cost-effective measures for enhanced energy performance.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria because a climate risk assessment has been carried out by Orkla.

Do-no-significant-harm (DNSH): Water
Due to difficulties in gathering necessary documentation on compliance with the criteria, only one renovation project conducted by Orkla Foods was assessed as aligned with do-no-significant-harm criteria. In the Orkla Foods renovation project, installed water appliances fulfilled water use specifications pursuant to the technical specifications in Appendix E of the EU Taxonomy.

Do-no-significant-harm (DNSH): Circular economy
The renovation carried out by Orkla Foods complied with the technical criteria, as 70% or more of non-hazardous construction and demolition waste was prepared for reuse, recycling and material recovery. In addition, the renovation project applied buildings design and construction techniques deemed to be supporting of circularity. As a result, the renovation by Orkla Foods was assessed to fulfil the criteria related to circular economy. However, all other renovation projects in 2024 were assessed as non-aligned, as they failed to comply with the technical criteria due to lacking the necessary documentation to meet the DNSH-criteria related to circular economy.

Do-no-significant-harm (DNSH): Pollution prevention
Building components and materials used during the renovation carried out by Orkla Foods were assessed to be in compliance with the criteria set out in Appendix C of the EU Taxonomy. Orkla therefore concluded that this project is in alignment with the do-no-significant-harm criteria related to pollution prevention, and thus Taxonomy-aligned. Unfortunately, all other renovation projects were assessed to be non-aligned as they lacked the required documentation to meet the DNSH-criteria.

6.6 Freight transport services by road

Substantial contribution to climate change mitigation
All vehicles purchased and leased by Orkla Food Ingredients in 2024 fell within the vehicle categories N1, N2 or N3. Further, none of these freight vehicles are dedicated to the transport of fossil fuels. However, it was concluded that the vehicles do not align with the substantial contribution criteria as they lacked the sufficient documentation to meet the technical screening criteria.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the do-no-significant-harm criteria, as a climate risk assessment has been carried out by Orkla.

Do-no-significant-harm (DNSH): Circular economy
Due to difficulties in acquiring sufficient documentation to verify the DNSH-criteria, the activity was concluded to not be in alignment with the do-no-significant-harm criteria related to circular economy.

Do-no-significant-harm (DNSH): Pollution prevention
As Orkla Food Ingredients has been unable to gather the necessary documentation from leasing companies and manufacturers to comply with the DNSH-criteria, the activity has been deemed not to be in alignment with the do-no-significant-harm criteria.

6.5 Transport by motorbikes, passenger cars and light commercial vehicles

Substantial contribution to climate change mitigation
Almost all vehicles leased and purchased in 2024 fulfil the substantial contribution criteria related to climate change mitigation, as they fall into vehicle categories M1 or N1 and meet the technical emissions requirements because they are electric vehicles.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the DNSH criteria because Orkla has conducted a climate risk assessment.

Do-no-significant-harm (DNSH): Circular economy
Due to difficulties with gathering the required documentation from leasing companies, only one electric vehicle owned by Orkla Food Ingredients was assessed as aligned with the do-no-significant-harm criteria related to circular economy. The vehicle owned by Orkla Food Ingredients – a Volvo C40 recharge (fully electric) vehicle – meets the requirements regarding reusability and recyclability by weight. Additionally, measures are in place to manage waste during the vehicle's use phase and end of life. This vehicle is therefore considered to be in alignment with the DNSH criteria.

Do-no-significant-harm (DNSH): Pollution prevention

The Volvo C40 recharge electric vehicle owned by Orkla Food Ingredients fulfils the technical requirements related to Euro 6 light-duty emission type approval, emission thresholds, external rolling noise and rolling resistance. As a result, the vehicle has been deemed Taxonomy-aligned because it complies with all relevant technical requirements.

4.5 Electricity generation from hydropower

Substantial contribution to climate change mitigation
Several of Orkla's hydropower plants are run-of-the-river, and are therefore compliant with the substantial contribution criteria related to climate change mitigation.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the DNSH criteria because a climate risk assessment has been carried out by Orkla.

Do-no-significant-harm (DNSH): Water and Biodiversity
Most of Orkla's hydropower plants were built before the implementation of current license (concession) schemes, and are thus license-free. Consequently, the power plants do not fulfil the Taxonomy's DNSH criteria with respect to environmental objectives 3 (water) and 6 (biodiversity), due to lack of preventive measures on ecological condition and environmental impact, this activity is therefore considered not to be Taxonomy-aligned.

4.3 Electricity generation from wind power

Substantial contribution to climate change mitigation
The windmills are operated by Orkla and generate electricity from wind power, and the activity is therefore aligned with the substantial contribution criteria related to climate change mitigation.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the DNSH criteria because a climate risk assessment has been carried out by Orkla.

Do-no-significant-harm (DNSH): Water
As the windmills operated by Orkla are not classified as offshore wind generation, the DNSH criteria related to water are not applicable to the activity.

Do-no-significant-harm (DNSH): Circular economy
The activity fulfils the technical criteria related to circular economy because equipment and components of high durability and recyclability have been used where feasible and available.

4.25 Production of heat/cool using waste heat

Substantial contribution to climate change mitigation
This activity in itself fulfils the criteria, as these projects produce heat/cool from waste heat.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the DNSH criteria, as Orkla has carried out a climate risk assessment.

Do-no-significant-harm (DNSH): Circular economy
One of the projects conducted by Orkla Foods fulfils the technical criteria related to circular economy, as equipment and components of high durability and recyclability have been used where feasible and available. Other projects carried out by Orkla Foods and Orkla Snacks have been deemed not to be in alignment with the criteria as they lacked the required documentation to verify compliance with the DNSH-criteria.

Do-no-significant-harm (DNSH): Pollution prevention
In the one project executed by Orkla Foods, equipment used during installation in accordance with eco-design and energy labelling requirements was compliant with top-class standards. However, difficulties with documentation-gathering again resulted in the projects not fulfilling the DNSH criteria related to pollution prevention.

Do-no-significant-harm (DNSH): Biodiversity
The project conducted by Orkla Foods and deemed to be in alignment with previous alignment criteria is also compliant with the criteria set out in Appendix D. This specific project has therefore been deemed Taxonomy-aligned. The remaining three projects have been deemed not to be in alignment with the EU Taxonomy, as they lacked the required documentation to verify compliance with the DNSH-criteria.

Environmental objective 4 – Transition to a circular economy

5.5 Product-as-a-service and other circular utilisation and result-oriented service models

Substantial contribution and do-no-significant-harm (DNSH)
Due to the comprehensive and complex nature of the technical alignment criteria, Orkla Home and Personal Care has been unable to gather the necessary documentation to meet the substantial contribution criteria. Therefore, the activity has been assessed as not Taxonomy-aligned for the purposes of this year's report. Orkla will work diligently to gather the information required to verify alignment in the future.

Other activities contributing to environmental objective 4
In addition to the above activities, Orkla has identified Taxonomy-eligible activities related to activities 3.1 Construction of new buildings and 3.2 Renovation of existing buildings. However, to avoid double counting of the associated KPIs, these activities have been described and included under environmental objective 1 – Climate change mitigation.

3.1 Construction of new buildings

Substantial contribution to circular economy
Due to the complexity and comprehensiveness of the criteria and difficulties in gathering the necessary documentation, Orkla has been unable to assess all substantial contribution criteria. As a result, the activity has been assessed as not being aligned with the substantial contribution criteria related to circular economy.

Do-no-significant-harm (DNSH): Climate mitigation
None of Orkla's buildings are dedicated to the extraction, storage, transport or manufacturing of fossil fuels, and therefore fulfil the DNSH criteria related to climate mitigation.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the DNSH criteria because Orkla has conducted a climate risk assessment.

Do-no-significant-harm (DNSH): Water
Due to the comprehensive criteria related to pollution prevention, Orkla has been unable to verify assess compliance with the DNSH criteria. Therefore, Orkla cannot has concluded that thewhether the activity does not fulfils the DNSH-criteria.

Do-no-significant-harm (DNSH): Pollution prevention
Due to the comprehensive criteria related to pollution prevention, Orkla has been unable to verify compliance with the DNSH criteria. Therefore, Orkla cannot conclude whether the activity fulfils the criteria.

Do-no-significant-harm (DNSH): Biodiversity
The activity is likely to comply with Appendix D in the annex of the EU Taxonomy and related do-no-significant-harm criteria related to biodiversity. Due to difficulties with gathering the necessary documentation, however, the activity has been deemed not to fulfil the criteria.

3.2 Renovation of existing buildings

Substantial contribution to circular economy
Due to the complexity and comprehensiveness of the criteria, Orkla has encountered difficulties in gathering the necessary documentation for all criteria. The activity has therefore been assessed as not being aligned with the substantial contribution criteria related to circular economy.

Do-no-significant-harm (DNSH): Climate mitigation
Orkla's renovated buildings are not dedicated to the extraction, storage, transport or manufacturing of fossil fuels, and therefore fulfil the DNSH criteria related to climate mitigation.

Do-no-significant-harm (DNSH): Climate adaptation
As stated above, the activity fulfils the DNSH criteria, as a climate risk assessment has been carried out by Orkla.

Do-no-significant-harm (DNSH): Water
Renovated buildings likely fulfil the criteria related to water, but the activity has been assessed as not fulfilling the criteria due to difficulties in gathering required documentation.

Do-no-significant-harm (DNSH): Pollution prevention
Orkla has assessed the activity as not fulfilling the DNSH criteria related to pollution prevention, as compliance with the technical criteria cannot be verified due to lacking the necessary documentation. The activity is therefore concluded not to be Taxonomy-aligned.

Environmental objective 5 – Pollution prevention and control

1.1 Manufacture of active pharmaceutical ingredients (API) or active substances

Substantial contribution and do-no-significant-harm
Given the comprehensive and intricate nature of the technical criteria related to manufacturing of active pharmaceutical ingredients and substances, Orkla Health has been unable to collect the required information to verify that the activity meets the substantial contribution and DNSH-criteria. The activity is therefore considered not to be Taxonomy-aligned in this year's report. Orkla is continuously working on establishing a standardised procedure for effectively gathering necessary documentation to facilitate assessment of relevant alignment criteria for its activities.

Minimum safeguards

The Taxonomy Regulation describes minimum safeguards in line with the principles defined in the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights (UNGP), the ILO Declaration on Fundamental Principles and Rights at Work, the ILO's eight fundamental conventions and the International Bill of Human Rights.

Human rights (including labour rights and consumer interests, as well as issues related to science, technology and innovation)
Orkla is committed to carrying out human rights due diligence in line with the requirements of the Transparency Act, the UNGP and the OECD Guidelines for Multinational Enterprises. Through the Orkla Sustainability Policy, Orkla requires all portfolio companies to carry out sustainability due diligence (including human rights).

Orkla prepares a human rights impact assessment and plan which are updated annually and discussed with the Orkla BoD. The assessment cover human rights impacts related to the group's own workers, workers in the value chain, affected communities, and consumers and end-users, while the plan focuses on preventing, mitigating and addressing all material impacts and driving positive change in identified strategic human rights challenges. The Orkla BoD also reviews and signs Orkla's annual reports in accordance with the Transparency Act.

The Orkla CoE ESG has prepared a playbook containing detailed guidance on how to carry out human rights due diligence, as well as templates for human rights impact assessment and a long-term impact plan. The documents are shared in workshops and webinars and through Orkla's internal ESG Portal, which is accessible to all Orkla companies.

The human rights impact assessment prepared by Orkla for 2024, and the assessments prepared by the Orkla companies for 2024, have not revealed breaches of labour law. No serious adverse human rights impacts have been documented, but the companies have identified several potential severe adverse human rights impacts, in particular related to workers in their value chains. Action plans to prevent the identified adverse impacts have been strengthened, both within the Orkla companies and at parent-company level.

Corruption
Orkla strictly prohibits bribery and corruption across all its companies, as outlined in its Code of Conduct and ownership requirements. Orkla has introduced a Code of Conduct, a Supplier Code of Conduct, a Business Partner Code of Conduct and the Orkla Sustainability Policy to prevent instances of corruption. To enforce its Codes of Conduct and ownership requirements, Orkla requires all subsidiaries to implement the Orkla Anti-Corruption Programme, which includes the following components:

- Risk assessment: Local anti-corruption programmes are built on a comprehensive analysis of corruption risk. Orkla provides a framework to assist its companies in this area. While individual companies are responsible for conducting the analyses, the Orkla compliance team offers guidance and support as needed.
- ABC manual: Orkla requires all subsidiaries to maintain anti-corruption manuals designed to ensure local relevance and ownership. These manuals must align with the guidelines issued by Orkla ASA.
- Business partner risk: Orkla companies must implement the Orkla Business Partner & Sanctions Programme, defining minimum measures to mitigate corruption and sanctions risk among third parties. Orkla adopts a zero-tolerance approach towards corruption involving suppliers, distributors and other third parties, as detailed in the ethical guidelines communicated through the Orkla Supplier Code of Conduct and the Orkla Business Partner Code of Conduct.
- Training: Orkla offers a mandatory e-learning course on anti-corruption, translated into 24 languages, with biennial retraining. Additionally, employees are selected, based on risk, to complete a specialised e-learning module in the Orkla Business Partner & Sanctions Programme. Digital classroom training is mandatory for high-risk roles, and tailored training is provided upon request by Orkla Legal & Compliance.
- M&A: Orkla conducts thorough investigations to assess corruption risk related to acquisitions and significant investments.
- Compliance network: Orkla requires each subsidiary to establish dedicated compliance roles to support management in implementing the anti-corruption programme.

Neither Orkla ASA nor any member of its senior management have been convicted of any corruption-related offences.

Tax
Orkla's new decentralised structure means that each portfolio company is responsible for monitoring tax governance and tax risk management and ensuring that these are compliant with the group's tax strategy document. Significant ongoing tax disputes should be reported internally in each portfolio company in accordance with established governance procedures, and to the group tax department, which maintains an overview of significant tax disputes involving the group.

There were no identified or reported prosecutions or convictions of Orkla companies in 2024. Only one court case concerning violation of tax laws is ongoing. This is a case in Hungary, where a former general manager of Hamé Hungary is on trial for VAT fraud. However, the company is not under prosecution. Orkla expects a sentence in the case in 2025.

Fair competition
Orkla practises zero tolerance for violations of competition law by its companies, as expressed in both its Code of Conduct and its ownership requirements. To support this policy, all Orkla companies are required to implement a competition law manual and train relevant personnel. Orkla conducts mandatory training for Orkla ASA employees, and the portfolio companies use the same materials to train relevant groups of employees. Further, Orkla provides tailored training and specific legal advice to portfolio companies on demand. Neither Orkla nor any member of senior management were convicted of violating competition laws in 2024.

KPIs and accounting principles

Turnover

Definition and allocation to economic activities
Turnover KPI is calculated as the proportion of net turnover derived from Taxonomy-eligible and Taxonomy-aligned activities (numerator), divided by total net turnover (denominator).

The numerator of the turnover KPI is defined as the net turnover from the following activities:
- Activity CCM 7.7 Acquisition and ownership of buildings generates net turnover from lease revenue.
- Activity CCM 4.5 Electricity generation from hydropower generates net turnover from customer contracts.
- Activity CCM 4.3 Electricity generation from wind power generates net turnover from customer contracts.
- Activity PPC 1.1 Manufacture of active pharmaceutical ingredients (API) or drug substances generates net turnover from customer contracts.

Turnover from these activities aligns with the revenue recognised pursuant to International Accounting Standard (IAS) 1, paragraph 82(a), and is tracked specifically by each portfolio company.

The denominator in the turnover KPI is based on Orkla's consolidated net turnover in accordance with paragraph 82(a) of IAS 1.

Reconciliation
Orkla's consolidated net turnover can be reconciled with the consolidated financial statements; see page 208, Note 7, in the 2024 financial statements for the geographical distribution of applied capital, investments and number of full-time equivalents.

Quantitative breakdown of the numerator and changes during the reporting period
The table below contains a quantitative overview of the numerator for the turnover KPI, broken down by revenue from contracts with customers and other companies, lease revenue, and other sources of income.

Quantitative breakdown of turnover alignment numerator

	Turnover (NOK 1 000)
Customer contracts	930
Lease revenue	3 047
Other revenue	0
Total	**3 977**

Changes since last year's report
The key driver of the change in turnover KPI from 2023 to 2024 is additional lease revenue from the acquisition and ownership of buildings, as Orkla Eiendom has received external revenue pursuant to leasing agreements. Further, the activity CCM 4.3 Electricity generation from wind power by Orkla is a new addition in the 2024 report and has resulted in higher turnover from customer contracts.

Taxonomy-aligned activities pursued for own internal consumption
None of Orkla's revenue-generating Taxonomy-aligned activities are consumed internally.

Adjusted KPI due to issuance of environmentally sustainable bonds
Orkla currently has two green bonds issued, although neither was used to finance Taxonomy-aligned activities in 2024.

Capital expenditure

Definition and allocation to economic activities
The CapEx KPI is calculated as the proportion of capital expenditure that is related to assets or developments associated with Taxonomy-eligible and Taxonomy-aligned activities (numerator), divided by Orkla's total capital expenditure (denominator).

Orkla's total CapEx consists of additions to tangible and intangible fixed assets during the financial year before depreciation, amortisation and any remeasurements – including those resulting from revaluations and impairments – and excluding changes in fair value. It includes acquisitions of tangible fixed assets (IAS 16), intangible fixed assets (IAS 38), right-of-use assets (IFRS 16) and investment properties (IAS 40). Additions resulting from business combinations are also included. Goodwill is not included in CapEx because it is not defined as an intangible asset in accordance with IAS 38.

The numerator consists of the following categories of Taxonomy-eligible and aligned CapEx:
a) CapEx related to assets or processes that are associated with Taxonomy-eligible and -aligned economic activities ('category (a)'):

Orkla considers that assets and processes are associated with Taxonomy-eligible and -aligned activities when they are essential components necessary to execute the economic activity. Orkla generally follows the generation of external revenues as a guiding principle to identify economic activities that are associated with CapEx under category (a). Thus, CapEx related to activities within Orkla that are exclusively supporting the turnover-generating activities CCM 4.3, CCM 4.5, CCM 7.7, CCM 7.1 and PPC 1.1 is allocated to these activities.

b) CapEx that is part of a plan to upgrade a Taxonomy-eligible economic activity to become Taxonomy-aligned or to expand a Taxonomy-aligned economic activity ('category (b)'):

Orkla does not currently have specific upgrade or expansion plans for any of Orkla's Taxonomy-eligible and -aligned activities, and Orkla's CapEx numerator therefore does not include such investment projects for the 2024 reporting period.

c) CapEx related to the purchase of output from Taxonomy-eligible and -aligned economic activities and individual measures enabling certain target activities to become low-carbon or to lead to GHG reductions ('category (c)'), provided that these measures are implemented and operational within 18 months.

Orkla has identified the following purchased outputs and individual measures that correspond to eligible and aligned economic activities and thus result in Taxonomy-eligible and aligned CapEx:

The CapEx numerator consists of registered additions in the consolidated financial statements based on the specific cost of these projects as reported by the different Portfolio companies.

Taxonomy activity	Type of category (c) CapEx
7.6 Installation, maintenance and repair of renewable energy technologies	Individual measure
7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Individual measure
7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	Individual measure
7.3 Installation, maintenance and repair of energy efficiency equipment	Individual measure
7.2 Renovation of existing buildings	Individual measure
4.25 Production of heat/cool using waste heat	Individual measure
6.6 Freight transport services by road	Purchase of output
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	Purchase of output

Reconciliation
The CapEx denominator is the total of the movement types listed in Note 7 in financial statements, which serves as the segment note for each portfolio company and details total CapEx for Orkla ASA. The 'Cash-flow' line and the lines 'Net replacement investments, consolidated portfolio companies incl. Head Office & Business Services companies' and Financial Investments can be added up to calculate the CapEx denominator for Orkla ASA.

Quantitative breakdown of the numerator and changes during the reporting period
The table below shows a quantitative breakdown of the numerator of the CapEx KPI at aggregated economic activity level.

Quantitative breakdown of capital expenditure alignment numerator

	Addition to property, plant and equipment (NOK 1 000)
Additions to property, plant and equipment	76 630
Internally generated or purchased intangibles	0
Right-of-use assets	0
Thereof acquired through business combinations	**0**
Total	**76 630**

Changes compared to last year's report
Due to clearer guidance on the eligibility of Taxonomy-defined activities and associated alignment criteria, activities CCM 5.5, CCM 5.3, CE 5.1 and CE 5.3 have been excluded from this year's reporting. Clearer guidance on the scope and relevance of activities has led Orkla to conclude that these activities are no longer eligible for Orkla. For example, activity 5.3 Construction, extension and operation of wastewater collection and treatment is defined as only being relevant for centralised wastewater systems at the municipal level. In other words, the activity is not relevant for business activities such as Orkla's.

Adjusted KPI due to issuance of environmentally sustainable bonds
Orkla currently has two green bonds issued, although neither was used to finance Taxonomy-aligned activities in 2024.

Operational expenditure

Definition and allocation to economic activities
The OpEx KPI is defined as taxonomy-eligible and aligned OpEx (numerator) divided by total OpEx as defined in the Taxonomy (denominator).

Total OpEx as defined in the Taxonomy (restrictive scope) consists of direct non-capitalised costs related to research and development, building renovation measures, short-term leases, maintenance and repair as well as any other direct expenses relating to the day-to-day servicing of fixed assets. Other indirect operating expenses such as selling expenses and general administrative expenses (SG&A costs), variable product costs (raw materials, inventory change, etc.) along with any depreciation, amortisation and impairments are not covered by the OpEx KPI in the Taxonomy.

In the following section, Orkla will describe more clearly what its OpEx KPI comprises. For instance:

- Total lease expenses included in other operating expenses. The volume of non-capitalised leases was determined in accordance with IFRS 16 and includes expenses for short-term leases and low-value leases (see page 250 of Orkla's financial statements).
- Maintenance and repair expenditures were determined based on the maintenance and repair costs allocated to Orkla's internal cost centres. The related cost items can be found in the line items maintenance and repair costs related to buildings and machines and operating expenses related to transport vehicles.

This means that other direct expenses relating to the day-to-day servicing of fixed assets and R&D costs are not included in Orkla's OpEx denominator since Orkla has not been able to apply adequate allocation keys at this stage. Further direct costs for training and other human resources adaptation needs are also excluded from the denominator.

The numerator consists of the following categories of Taxonomy-eligible and -aligned OpEx:

a) OpEx related to assets or processes that are associated with Taxonomy-eligible and -aligned economic activities (category (a)):

Orkla considers that assets and processes are associated with Taxonomy-eligible and -aligned activities where they are essential components necessary to executing the economic activity. Orkla generally follows the generation of external revenues as a guiding principle to identify economic activities that are associated with OpEx under category (a). Thus, OpEx related to activities that exclusively support Orkla's turnover-generating activities CCM 4.5, CCM 4.3, CCM 7.7, CE 5.5 and PPC 1.1 are allocated to these activities.

b) OpEx that is part of a CapEx plan to upgrade a Taxonomy-eligible economic activity to become Taxonomy-aligned or to expand a Taxonomy-aligned economic activity (category (b)):

Orkla currently has no specific upgrade or expansion plans for any of Orkla's Taxonomy-eligible and -aligned activities, and the OpEx numerator therefore does not include such investment projects in the 2024 reporting period.

c) OpEx related to the purchase of output from Taxonomy-eligible and -aligned economic activities and individual measures enabling certain target activities to become low-carbon or to lead to GHG reductions (category (c)), provided that these measures are implemented and operational within 18 months:
Orkla has identified the following purchased outputs and individual measures that correspond to eligible and aligned economic activities and thus result in Taxonomy-eligible and -aligned OpEx:

The OpEx numerator consists of non-capitalised costs in the consolidated financial statement based on the specific costs of these projects as reported by the different portfolio companies.

Taxonomy activity	Type of category (c) OpEx
7.7 Acquisition and ownership of buildings	Purchase of output
7.6 Installation, maintenance and repair of renewable energy technologies	Individual measure
7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Individual measure
7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	Individual measure
7.3 Installation, maintenance and repair of energy efficiency equipment	Individual measure
7.2 Renovation of existing buildings	Individual measure
6.6 Freight transport services by road	Purchase of output
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	Purchase of output

Quantitative breakdown of the numerator and changes during the reporting period

The table below shows a quantitative breakdown of the numerator for the OpEx KPI based on the definition of OpEx in the Taxonomy Regulation.

Quantitative breakdown of operating expenses aligned numerator

	Operating expenses (NOK 1 000)
Research and development costs	0
Building renovation measures	0
Non-capitalised leases	126
Maintenance and repair	2 040
Other direct costs servicing the assets	67
Total	**2 233**

Changes from last year's report

The OpEx denominator for 2024 is reduced compared to 2023 reported OpEx. Those line items related to office and operational equipment, fixtures and fittings, temporary staff, skills development costs, and IT operational costs have been excluded from this year's report due to clarifications in the EU Taxonomy's definition of what OpEx encompasses and to lack of adequate allocation keys on these cost lines for Orkla ASA. Therefore, the restated OpEx denominator for 2023 is provided in the templates in this report.

Adjusted KPI due to issuance of environmentally sustainable bonds

Orkla currently has two green bonds. However, neither has use of proceeds that finance Taxonomy-aligned activities in 2024.

Economic activities

Code*	Economic activities	Turnover		CapEx		OpEx	
		Absolute (NOK 1 000)	%	Absolute (NOK 1 000)	%	Absolute (NOK 1 000)	%
	Environmentally sustainable actvitities (Taxonomy-aligned)						
CCM	7.7 Acquisition and ownership of buildings	3 047	0	54 781	2.6	24	0
CCM	7.6 Installation, maintenance and repair of renewable energy technologies	0	0	7 691	0.4	2 083	0.2
CCM	7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	0	0	4 388	0.2	0	0
CCM	7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	0	0	1 425	0.1	0	0
CCM	7.3 Installation, maintenance and repair of energy efficiency equipment	0	0	7 267	0.3	0	0
CCM	7.2 Renovation of existing buildings	0	0	611	0	0	0
CCM	6.5 Transport by motorbikes, passenger cars and light commercial vehicles	0	0	0	0	126	0
CCM	4.3 Electricity generation from wind power	930	0	0	0	0	0
CCM	4.25 Production of heat/cool using waste heat	0	0	468	0	0	0
	Total taxonomy-aligned activities	**3 977**	**0**	**76 630**	**3.6**	**2 233**	**0.2**
	Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)						
CCM	7.7 Acquisition and ownership of buildings	34 564	0	1 186	0.1	23 680	7.1
CCM	7.6 Installation, maintenance and repair of renewable energy technologies	0	0	3 027	0.1	1 796	0.1
CCM	7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	0	0	0	0	0	0
CCM	7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	0	0	0	0	0	0
CCM	7.3 Installation, maintenance and repair of energy efficiency equipment	0	0	59 280	2.8	530	0
CCM	7.2 Renovation of existing buildings	0	0	48 195	2.3	6 388	0.5
CCM	7.1 Construction of new buildings	0	0	156 168	7.4	0	0
CCM	6.6 Freight transport services by road	0	0	21 833	1.0	2 232	0.2
CCM	6.5 Transport by motorbikes, passenger cars and light commercial vehicles	0	0	11 727	0.6	17 186	1.2
CCM	4.5 Electricity generation from hydropower	1 337 438	1.9	112 854	5.3	132 572	9.6
CCM	4.3 Electricity generation from wind power	0	0	0	0	0	0
CCM	4.25 Production of heat/cool using waste heat	0	0	7 195	0.3	0	0
CE	5.5 Product-as-a-service and other circular use- and result-oriented service models	0	0	0	0	15 000	1.1
PPC	1.1 Manufacture of active pharmaceutical ingredients (API) or drug substances	1 428 679	2.0	0	0	0	0
	Total Taxonomy-eligible activities	**2 800 681**	**4**	**421 464**	**19.9**	**199 386**	**14.4**
	Total Taxonomy non-eligible activities	**67 851 342**	**96**	**1 623 906**	**76.5**	**1 181 344**	**85.4**
	Total Taxonomy-eligible and non-eligible activities	**70 656 000**	**100**	**2 122 000**	**100**	**1 382 963**	**100**

KPI tables

The key performance indicators (KPIs) include revenue KPI, CapEx KPI and OpEx KPI. In presenting the KPIs in the Taxonomy, we have used the templates in Annex II to Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021 supplementing Regulation (EU) 2020/852 by specifying the content and presentation of the information to be disclosed.

Financial KPIs

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year N

Financial Year N	Year			Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of taxonomy-aligned (A.1) or -eligible (A.2) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		NOK 1 000	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Acquisition and ownership of buildings	CCM 7.7	54 781	2.58%	Y	N	N	N	N	N	N	Y	N	N	N	N	Y	0%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	7 691	0.36%	Y	N	N	N	N	N	N	Y	N	N	N	N	Y	2.2%	E	
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	4 388	0.21%	Y	N	N	N	N	N	N	Y	N	Y	Y	N	Y	0.1%	E	
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	1 424	0.07%	Y	N	N	N	N	N	N	Y	N	Y	Y	Y	Y	0.1%	E	
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	7 267	0.34%	Y	N	N	N	N	N	N	Y	N	Y	N	N	N	3.9%	E	
Renovation of existing buildings	CCM 7.2 / CE 3.2	611	0.03%	Y	N	N	N	N	N	N	Y	Y	Y	Y	Y	N	0%		T
Production of heat/cool using waste heat	CCM 4.25	467	0.02%	Y	N	N	N	N	N	N	Y	N	Y	Y	Y	Y	0%		
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**76 630**	**3.61%**	**3.61%**	**0%**	**0%**	**0%**	**0%**	**0%**	Y	Y	Y	Y	Y	Y	Y	6.3%		
Of which Enabling		20 771	0.98%	0.98%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	6.3%	E	
Of which Transitional		611	0.03%	0.03%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Acquisition and ownership of buildings	CCM 7.7	1 186	0.06%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.5%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	3 027	0.14%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	59 280	2.79%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Renovation of existing buildings	CCM 7.2 / CE 3.2	48 195	2.27%	EL	N/EL	N/EL	N/EL	EL	N/EL								0.5%		
Construction of new buildings	CCM 7.1 / CE 3.1	156 168	7.36%	EL	N/EL	N/EL	N/EL	EL	N/EL								18.8%		
Freight transport services by road	CCM 6.6	21 833	1.03%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	11 727	0.55%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.3%		
Electricity generation from hydropower	CE 4.5	112 854	5.32%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								5.0%		
Production of heat/cool using waste heat	CCM 4.25	7 195	0.34%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**421 464**	**19.86%**	19.86%	0%	0%	0%	0%	0%								29.5%		
A. CapEx of Taxonomy eligible activities (A.1+A.2)		**498 094**	**23.47%**	23.47%	0%	0%	0%	0%	0%								35.8%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		**1 623 906**	**76.53%**																
TOTAL		**2 122 000**	**100%**																

	Proportion of CapEx/Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	3.61%	23.47%
CCA	0%	0%
WTR	0%	0%
CE	0%	9.63%
PPC	0%	0%
BIO	0%	0%

Financial KPIs

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year N

Financial Year N	Year			Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of taxonomy-aligned (A.1.) or -eligible (A.2) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		NOK 1 000	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Acquisition and ownership of buildings	CCM 7.7	24	0%	Y	N	N	N	N	N	N	Y	N	N	N	N	Y	0%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	2 083	0.2%	Y	N	N	N	N	N	N	Y	N	N	N	N	Y	0.3%	E	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	126	0%	Y	N	N	N	N	N	N	Y	N	Y	Y	N	Y	0%		T
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**2 233**	**0.2%**	**%**	**%**	**%**	**%**	**%**	**%**	Y	Y	Y	Y	Y	Y	Y	0.3%		
Of which Enabling		2 083	0.2%	0.2%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0.3%	E	
Of which Transitional		126	0%	0%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Acquisition and ownership of buildings	CCM 7.7	23 680	1.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	1 796	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	530	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Renovation of existing buildings	CCM 7.2 / CE 3.2	6 388	0.5%	EL	N/EL	N/EL	N/EL	EL	N/EL								0.1%		
Freight transport services by road	6,6	2 232	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Transport by motorbikes, passenger cars and light commercial vehicles	6,5	17 186	1.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.3%		
Electricity generation from hydropower	4,5	132 572	9.6%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								9.0%		
Production-as-a-service and other circular use- and result-oriented service models	5,5	15 000	1.1%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								1.1%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**199 386**	**14.4%**	14.4%	0%	0%	0%	0%	0%								12.5%		
A. OpEx of Taxonomy eligible activities (A.1+A.2)		**201 619**	**14.6%**	0%	0%	0%	0%	0%	0%								12.9%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		**1 181 344**	**85.4%**																
TOTAL		**1 382 963**	**100%**																

	Proportion of CapEx/Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.2%	14.4%
CCA	0%	0%
WTR	0%	0%
CE	0%	0.5%
PPC	0%	0%
BIO	0%	0%

Financial KPIs

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year N

Financial Year N		Year		Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of taxonomy-aligned (A.1.) or -eligible (A.2) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		NOK 1 000	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Acquisition and ownership of buildings	CCM 7.7	3 047	0%	Y	N	N	N	N	N	N	Y	N	N	N	N	Y	0%		
Electricity generation from wind power	CCM 4.3	930	0%	Y	N	N	N	N	N	Y	Y	Y	N	Y	Y	Y	0%		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**3 977**	**0.01%**	**%**	**%**	**%**	**%**	**%**	**%**	Y	Y	Y	Y	Y	Y	Y	0%		
Of which Enabling		0	0%	%	%	%	%	%	%	Y	Y	Y	Y	Y	Y	Y	0%	E	
Of which Transitional		0	0%	%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Acquisition and ownership of buildings	CCM 7.7	37 611	0.05%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Electricity generation from hydropower	CCM 4.5	1 337 438	1.89%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.1%		
Manufacture of active pharmaceutical ingredients (API) or drug substances	PPC 1.1	1 428 679	2.02%	N/EL	N/EL	N/EL	EL	N/EL	N/EL								2.3%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**2 803 728**	**3.97%**	%	%	%	%	%	%								4.4%		
A. Turnover of Taxonomy eligible activities (A.1+A.2)		**2 807 705**	**3.97%**	%	%	%	%	%	%								4.4%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		**67 851 342**	**96.03%**																
TOTAL		**70 656 000**	**100%**																

	Proportion of turnover/Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.01%	3.97%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

ANNEX XII - Nuclear and fossil gas-related activities

Row	Nuclear energy-related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
	Fossil gas-related activities	
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

E1: Climate change

Governance

GOV-3 E1 Integration of sustainability-related performance in incentive schemes

Orkla's climate targets were included in Orkla's sustainability ambitions for the strategy period 2024–2026, and climate-related considerations are part of the remuneration of members of the administrative and management body. Members of Orkla BoD do not receive performance-based remuneration. Performance-based remuneration is assessed against the GHG emission reduction targets reported under sections E1-4 and E1-6. The GHG emission reduction target for Scopes 1 and 2 have been included in management remuneration and in performance and possible bonus outcome measured against the 2016 baseline. Climate-related considerations and the emission reduction targets can contribute to 5% of bonus outcome. The target set for 2024 was 64%, in line with meeting the targets of 65% in 2025 and 70% in 2030, measured against a 2016 baseline. See ESRS 2 GOV-3 and the Orkla Remuneration Report for more detailed information on integration of sustainability-related performance in incentive schemes and management remuneration and performance evaluation.

Strategy

E1-1 Transition plan for climate change mitigation

Orkla is developing its Net-Zero Transition Plan (NZTP) and has an ambition to finalise a fully ESRS- aligned plan during 2025. However, Orkla has worked systematically with climate change mitigation for several years and has recently received an updated approval of the climate change targets from the Science Based Targets Initiative (SBTi)[1].

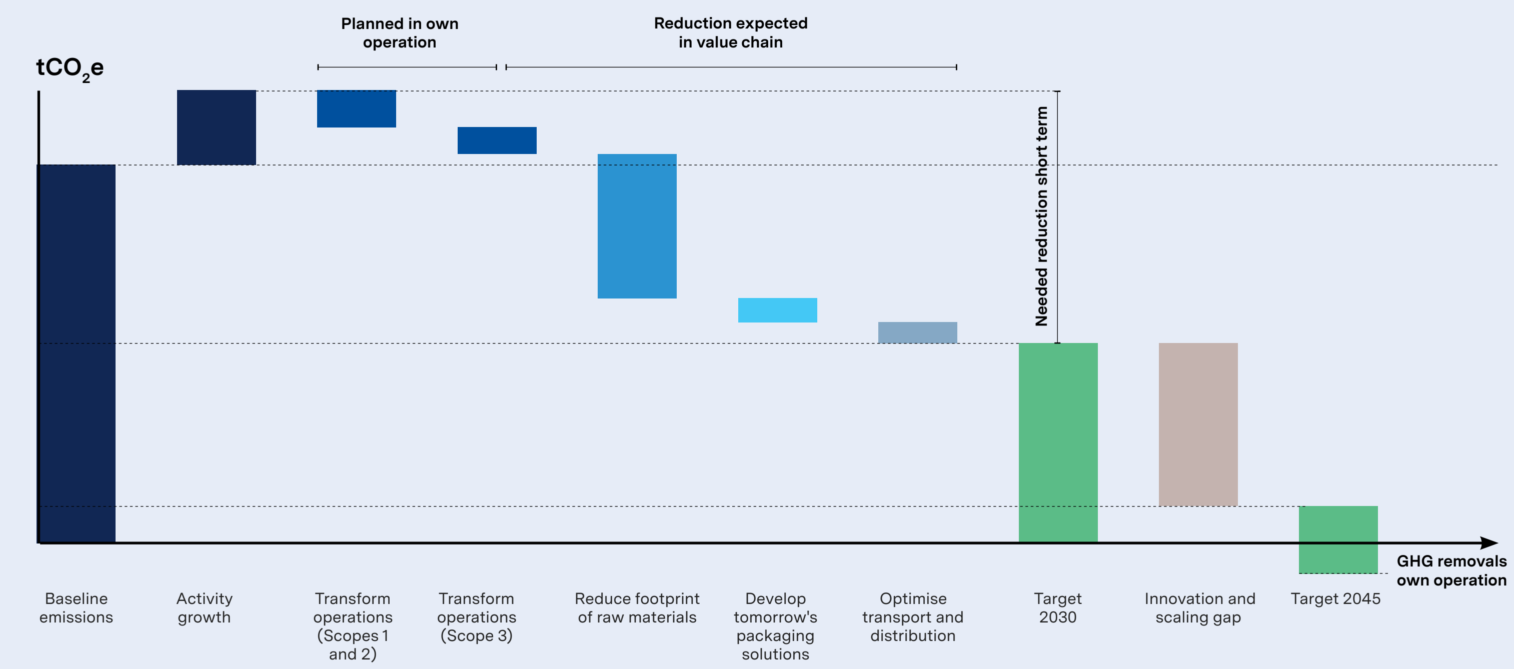
Orkla has clear ambitions on climate change mitigation which imply reducing greenhouse gas (GHG) emissions and ensuring that future mitigation efforts are compatible with the transition to a sustainable economy and with the limiting of global warming to 1.5 °C in line with the Paris Agreement throughout the company's value chain. Orkla recognises that the company's activities have an impact on climate. At the same time, Orkla have an opportunity to make changes that contributes to a positive impact. Climate change represents both a strategic risk and an opportunity for Orkla, and is therefore part of the Orkla strategy, potentially impacting decision-making, business development and future business models.

2024 was the starting point for establishing a group-wide transition plan to be developed in close collaboration with all the Orkla portfolio companies. The programme for Orkla's NZTP build on the Orkla Net-Zero Roadmap presented in 2023 that described the necessary milestones and timeline needed to achieve GHG emission reductions and reach the target of net zero emissions by 2045.

Orkla had its first climate targets approved by the SBTi in 2022 with a base year of 2016. Due to new requirement for setting science-based targets for companies with significant emissions from the forest, land and agriculture (FLAG) sectors, Orkla decided to revise some of its climate targets. During 2024, Orkla revised its science-based targets (SBTs) to meet the new requirements in the updated Corporate Net-Zero Standard. The standard ensures the targets are compatible with the limiting of global warming to 1.5°C, based on climate science. The calculation of the targets is based on IPCC AR5[2] and the GHG Protocol.[3]

Orkla's climate targets were re-evaluated and approved, including validation of remaining emissions. The net-zero targets for Scopes 1 and 2 approved in 2022 by the SBTi with a base year of 2016 remain unchanged, whereas updated targets for Scope 3 related to forest, land and agriculture (FLAG) were validated based on the SBTi FLAG Guidance[4] and approved by the SBTi in November 2024 with a base year of 2020. The reduction of GHG emissions has time horizons with targets in 2030 and is aiming for net zero in 2045. However, achieving a year-on-year reduction is the short-term target. The validated targets are presented in section E1-4 and the status in section E1-6.
Orkla has identified a first draft set of key decarbonisation levers to effectively address climate change and reduce carbon emissions. This has been done in close collaboration with the portfolio companies to ensure coverage of all relevant activities and emission sources. Orkla's footprint mainly stems from the upstream part of the value chain, and the largest part is related to production of raw materials for Orkla's production of brands and consumer goods. More than 80% of Orkla's emissions originate in the upstream part of Orkla's value chain.

Orkla's strategic levers aimed at reducing carbon emissions



The above figure outlines Orkla's strategic initiatives aimed at reducing carbon emissions. It highlights five primary levers with a focus on transforming operations, both within own operations, direct control (Scopes 1 and 2) and across upstream and downstream value chains (Scope 3). Key actions include expanding low-carbon energy use, securing renewable energy with Energy Attribute Certificates (EACs)29 or similar approved instruments, optimising production processes, and engaging suppliers to achieve emissions reductions. Additionally, emissions can be reduced by engaging in innovating packaging solutions and optimising transport logistics. The most important next step is to engage with suppliers of critical raw materials for

1 The Science-Based Targets Initiative (SBTi) helps companies set greenhouse gas reduction targets aligned with climate science and the Paris Agreement. It provides guidance and independent validation to ensure targets support limiting global warming to 1.5°C or well below 2°C.

2 Intergovernmental Panel on Climate Change Fifth Assessment Report (IPCCs AR5 WGIII, Chapter 6, Table 6.3, page 431).

3 The Greenhouse Gas (GHG) Protocol is the globally recognised standard for measuring and reporting emissions across direct (Scope 1), indirect energy (Scope 2), and value chain (Scope 3) sources. It ensures transparency, consistency, and credibility in corporate emissions reporting and is also the standard required under the EU Corporate Sustainability Reporting Directive.

4 SBTi FLAG (Forest. Land and Agriculture) Guidance is a framework for companies in land-intensive sectors to set science-based targets that include land-based emission reductions and removals to limit global warming to 1.5°C.

5 Energy Attribute Certificates (EACs) certify the use of renewable energy by tracking its origin. Common types include Guarantees of Origin (GO) in Europe, Renewable Energy Certificates (REC) in North America, and I-RECs globally. By purchasing EPCs, companies can claim renewable energy use, support green energy development, and contribute to a lower-carbon economy.

reduction of GHG emissions and to continue the innovation of products with a lower carbon footprint.
So far, the work has primarily concentrated on actions required to meet the 2030 targets, as illustrated in the figure above, which shows the allocation of planned work in relation to the levers. For more details, see Section E1-3 about actions taken in 2024 and planned actions going forward. As Orkla continues to develop the transition plan to comply with ESRS requirements and prepare for 2045, additional key actions will be identified and incorporated into the plan. This will also encompass necessary strategic changes in the product portfolio, product innovation, and the adoption of new technologies. It is anticipated that the identified levers will remain relevant, with a similar distribution of the required emission reductions.

The investments necessary to achieve the net zero trajectory and adapt to climate-related risks will be further assessed during 2025, however the needed investment meeting the 2030 target for Scopes 1 and 2 was estimated in 2023 to be in the range of NOK 250–350 million. The investments are related to energy efficiency actions, transition from fossil to renewable energy sources and the purchase of relevant EACs to secure renewable electricity. This figure has been estimated based on known investments cost reported from portfolio companies and consolidated at group level. In connection with the impairment tests, expected investments related to the net zero path and adaptation to climate-related risks estimated to a total of NOK 800 million for the years 2025 to 2029. This figure has been estimated through guided impairment tests performed by portfolio companies and consolidated at group level; see Note 3 in the financial statement.

As described in the Taxonomy report Orkla has limited eligible economic activities and thus limited relationship between actions taken or planned to key performance indicators required under the Taxonomy Regulation (EU) 2021/2178. However, certain of the planned actions for meeting the emissions reduction targets for Scope 1 and 2 will likely be eligible and Orkla will strive to meet the taxonomy alignment criteria for these investments.

Only minor potential locked-in GHG emissions have been identified for Orkla operations (Scopes 1 and 2) primarily associated with investments in fossil-fuel-based energy solutions, such as heat boilers. Orkla has not investigated the potential locked-in GHG emissions for Scope 3 nor the transition risks associated with these emission sources. These emissions may jeopardise the achievement of GHG emissions reduction targets and drive transition risk. However, given Orkla's business model, diverse and flexibility product portfolio and engagement with a range of suppliers of critical raw materials from different regions, the risk of future locked-in GHG emissions is partly mitigated. Moreover, Orkla does not meet any of the exclusion criteria of the EU Paris-aligned Benchmarks.

Orkla has established a solid foundation for the transition plan, but the plan is not final and therefore has not been submitted for formal approval to the management and supervisory bodies. The groundwork has been presented to the BoD for informational purposes, and Orkla is committed to further developing the plan to secure the necessary endorsements and resources for implementation. The ambition is for a fully developed transition plan to be finalised and presented during 2025.

SBM-3 – E1 Material impacts, risks and opportunities and their interaction with strategy and business model

Climate change is the greatest long-term threat to nature and humanity. Climate change represents both a strategic risk and an opportunity for Orkla, thereby exerting a major influence on Orkla's strategy and decision-making. Orkla's carbon footprint is primarily generated in the upstream value chain. More than half of all direct raw materials used by Orkla derive from agriculture. Orkla observes that physical risks, such as biodiversity loss, increased extreme weather and higher mean temperatures combined with overexploitation of land areas, increasingly affect crops. The use of energy in both Orkla's own operations and the value chain contributes to greenhouse gas (GHG) emissions. Orkla acknowledges that its activities have a substantial impact on the climate and shall strive to mitigating these effects.

Orkla's latest climate risk analysis from 2024 focused on identifying both physical and transition risks associated with climate change for own operations and the value chain. Nature-related risk was also considered in this analysis, which is discussed in more detail in Section SBM-3-E4.
For physical risks, the analysis looked at 15 of Orkla's operational sites (chosen based on size, vulnerability and past exposure), one critical supply chain hub and 11 critical raw materials (including two different sourcing locations/sites per raw material, chosen based on spend data and other strategic considerations). These sites were assessed against various climate and nature hazards as required by the CSRD.

For transition risks and opportunities, four categories of 'transition events' were analysed qualitatively: policy, market, technology and reputation. Several transition events were identified and prioritised within each category, and possible risks and opportunities relevant for Orkla arising from such events were then analysed. Scenario analysis was used for both physical and transition risk analysis.

For climate-related physical risks, a climate modelling tool was used, powered by climate risk data and scientific sources in line with the Intergovernmental Panel on Climate Change (IPCC).[1] Transition risks were mainly assessed against the International Energy Agency's (IEA's) Net Zero Emissions 2050 scenario. The analysis of transition risk incorporates the IEA's assumptions about macroeconomic trends, energy consumption and technology deployment to limit global warming to 1.5ºC. Time horizons (short, medium and long-term) are aligned with Orkla's business scenarios and greenhouse gas reduction targets, ensuring strategic insights into potential futures and as such informing both business and transition plan development.

The climate scenarios used are compatible with the climate-related assumptions made in financial statements and climate-related financial risk is not considered to have a significant impact on the lifetime of existing fixed assets that are entered in Orkla's balance sheet.

Orkla has not identified any risks that have been excluded given the scope of its climate risk assessment and double materiality assessment. That said Jotun, representing a significant financial exposure to Orkla, but not a controlling asset which is consolidated, has only been included on a high level. Therefore, risks related to Jotun is partly excluded from these assessments.

Results of the analysis and its implications for Orkla's resilience

The findings indicate that while operational sites demonstrate resilience, supply chains require targeted mitigation actions. The financial risk associated with climate and nature changes is considered high. More than half of all direct raw materials used by Orkla come from agriculture. Orkla observe that risks such as biodiversity loss, more frequent extreme weather events, and rising average temperatures, combined with excessive land use, are increasingly affecting crop yields. This may lead to higher raw material prices and the risk of not being able to secure necessary raw materials. In turn, this will impact product prices for consumers and could result in lower demand and revenue.

The 12 largest product groups purchased by Orkla are listed in Note 10 to the financial statements.. Total raw material costs account for 50% (51% in 2023) of total operating revenues for the consolidated portfolio companies, including Orkla ASA and Business Service companies. The five largest categories, excluding packaging, make up approximately 30% of total raw material costs. These include the following product groups: additives, vegetable oil and margarine, grain-based products, dairy products, and vegetables.

1 Scenarios included in the assessment are based on a low- and high-emissions scenario the IPCC's SSP1-2.6 and SSP5-8-8. The former is in line with average global warming staying below 2ºC in 2100, and the latter sees average warming reach 4ºC by 2100.

Extreme weather and weather conditions causing power outages, flooding, heat and drought can lead to production stoppages and lack of access to/increased prices for raw materials. Based on an evaluation of climate scenarios, Orkla currently expect a low risk of climate change-related incidents affecting Orkla's own operations.

The scenario analysis suggests that storm events and changing rainfall patterns are likely the most prevalent climate-related risks across all raw materials, sites and scenarios analysed. In the short term, however, transition risks and opportunities are more prominent than physical risks. These include changing energy costs and raw material prices.

The assessment provides an understanding of Orkla's inherent risks and opportunities, particularly for high-risk raw materials. Moving forward, further assessments of necessary mitigation and adaptation measures will be made to better inform and strengthen resilience. This will be done by combining existing insights with analyses of risks, opportunities and pre-existing mitigating measures within Orkla's portfolio companies. This will enable a targeted strategy for mitigating risks through Orkla'sprocurement activities and policies, hedging practices and insurance policies and portfolio composition. Orkla's is resilient due to its the ability to adjust and adapt its strategy and business model to climate change over the short-, medium- and long-term, including securing ongoing access to finance at an affordable cost of capital, the ability to redeploy, upgrade or decommission existing assets, shifting its investments, products and services portfolio and recipes. Orkla is committed to ensuring ongoing access to finance and the flexibility to adjust Orkla and its portfolio companies' portfolios of assets. This includes understanding the anticipated financial effects of climate risks and implementing targeted mitigation strategies to enhance the company's overall resilience.

Material impacts, risks and opportunities identified through the double materiality assessment is listed in the table below. The table indicates where the impacts, risks and opportunities originate from and the relevant time horizons. Time horizons used are defined under Section ESRS 2 SMB-3. The process for identifying these impacts, risks and opportunities and a complete list of these with brief descriptions are presented in Section ESRS 2 SBM-3.

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
E1 - Climate change		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Climate change mitigation							
GHG emissions: Scope 1	Actual negative impact		x		x	x	x
GHG emissions: Scope 2	Actual negative impact		x		x	x	x
GHG emissions: Scope 3	Actual negative impact	x		x	x	x	x
Climate-related transition	Risk	x				x	
Expansion and development of plant-based products	Opportunity		x			x	x
Climate change adaptation							
Climate-related physical risk	Risk	x			x	x	x
Climate-related physical risk	Risk		x		x	x	x
Energy							
Energy use	Actual negative impact	x	x	x	x	x	x
Renewable energy production	Actual positive impact		x		x		
Energy efficiency	Opportunity		x		x	x	

Impact, risk and opportunity management

E1-2 Policies related to climate change mitigation and adaptation

According to the Orkla Sustainability Policy (described in Section ESRS 2 GOV-1), Orkla companies are expected to strive to mitigate and adapt to climate change and manage climate-related impacts, risks and opportunities.

Orkla companies are expected to organise their business activities such that their associated emissions are in line with the UN Framework Convention on Climate Change (Paris Agreement) and the 1.5°C pathway. Orkla companies are expected to implement action plans and contribute to Orkla's ambition to reach net zero by 2045.

Orkla companies are expected to carry out climate risk and opportunity assessments on a regular basis and in the event of major/significant changes in business scope or operations. Orkla companies are expected to strive for energy efficiency and to use renewable energy in their operations and value chains.

Climate change mitigation and adaptation topics are also included in Orkla Supplier Code of Conduct (described in Section G1-1), and Orkla Business Partner Code of Conduct (described in Section G1-1). According to these policies, suppliers and business partners are highly encouraged to set science-based GHG emissions reduction targets on Scopes 1, 2 and 3, as well as to measure the carbon footprint of the products sold to Orkla. Additionally, suppliers and business partners must monitor, track, and document its emissions to air, water, and soil from its facilities, as well as the wastewater generated by its operations, to identify aspects that they can control and influence, fostering opportunities for improvement and setting targets to minimise emissions. All output must be monitored, tracked, and documented.

Mitigating actions towards climate risks

E1-3 Actions and resources in relation to climate change policies

According to the Orkla Sustainability Policy, Orkla companies are expected to take actions and allocate resources to address material impacts, risks and opportunities and achieve positive progress.

Orkla has dedicated resources allocated to manage material sustainability matters, as described in Section ESRS 2 GOV-1, including management of impacts, risks and opportunities related to climate change. In addition, Orkla's portfolio companies have dedicated resources on all factories engage in energy efficiency, process optimisation and the reduction of fossil sources. The work is typically organised in the engineering department, but also resources from operation and innovation will be involved in energy projects. The investments necessary to achieve the net zero trajectory and adapt to climate-related risks is described in Section E1-1.

Orkla has several material impacts, risks and opportunities related to climate change and have taken several actions to mitigate impacts, risks and to pursue opportunities. Actions related to climate change are described in the table: Actions to address material impacts, risks and opportunities.

Actions have been reported by all Orkla companies and selected by Portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported. Achieved and expected GHG-emission reduction is included for those actions where this data is available.

Actions related to climate change are described in Table 'Actions to adress material impacts, risks and opportunities'. Actions have been reported by all Orkla companies and selected by Portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported. Achieved and expected GHG-emission reduction is included for those actions where this data is available.

Actions to address material impacts, risks and opportunities for E1

Key action to address IROs	Decarbonisation Levers	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Net-Zero Transition Plan Programme	Action across All decarbonisation levers	Climate change mitigation	To ensure implementation of necessary actions to meet and manage impacts of the climate reduction targets in 2030 and further progress towards net zero in 2045, Orkla has established the Net-Zero Transition Plan (NZTP). This includes continuing efforts to reduce GHG emissions in Orkla's own operations while intensifying efforts to reduce emissions in the value chain (Scope 3). The specific actions required for the value chain will be further developed during 2025.	Orkla ASA and all portfolio companies	Ongoing development of the NZTP with a focus on Scope 3 actions to be finalised in 2025.
Decarbonisation project	Action across All decarbonisation levers	Climate change mitigation	As part of the NZTP programme, Orkla ASA conducted a decarbonisation project in 2024 across all portfolio companies to establish a basis for the transition plan. The project consisted of three phases: develop baseline emissions for Scopes 1, 2, and 3 per portfolio company ('Climate Accounting'), estimate growth towards 2030 based on planned volume growth, and identify potential projects and actions for decarbonisation. The aim of the project was also to have portfolio companies develop their own emission reduction plans and integrate them into their business plans to ensure that Orkla reaches the overall target of net zero emissions by 2045. The project also included relevant training and guidelines to create climate accounting in all portfolio companies.	Orkla ASA and all portfolio companies	Baseline emissions established, with training provided for climate accounting in 2024. Continuous improvement needed going forward to increase emissions accounting accuracy.
Climate-related financial risk and opportunity analysis	Action across all decarbonisation levers	Climate change mitigation	In 2024, Orkla updated the climate-related financial risk and opportunity analysis. The aim of the project was to build insights, awareness and understanding of how climate changes will likely affect Orkla under different future scenarios. The analysis also included a nature-related risk analysis to understand the connection between climate and nature-related risks, and how they can affect Orkla financially. The analysis was grounded in both a business and regulatory context, based on updated and new insight. The outcome of the project is crucial for working towards strategic resilience and providing relevant information for reporting. This project also included the development of guidelines to enable the portfolio companies to conduct their own climate and nature-related risk analyses going forward.	Orkla ASA and all portfolio companies	Enhanced understanding of climate and nature-related risks, with guidelines developed for ongoing risk analysis. An analysis for Orkla performed in 2024 with plans for individual portfolio analysis in 2025.
HowGood data platform	Action across all decarbonisation levers	Climate change mitigation	To support the update of Orkla's science-based targets and the validation process by SBTi related to FLAG emissions, a data platform provided by HowGood was adopted. The platform data are also integrated with an internal dashboard developed for calculating and monitoring GHG emissions from purchased goods and services, mainly raw materials and packaging. The HowGood platform provides access to data on GHG emission factors for a wide range of relevant raw materials, including FLAG emissions. By implementing this data system, Orkla enhanced the quality of GHG emission data and improved the system for evaluating Orkla's main climate impact related to raw materials used in the production of food and other products.	Orkla ASA and all portfolio companies	Improved GHG emission data quality and evaluation system through adoption of the HowGood platform in 2024.
HowGood supplier engagement module	Actions related to reduce footprint of raw materials	Climate change mitigation	The HowGood data platform also includes a Supplier Engagement module that connects with suppliers to emphasise the need to improve their production processes. Improved and updated emissions factors for their specific materials will be included in the HowGood database. This data can then be used by Orkla to evaluate their suppliers and ensure data quality in climate accounting.	Orkla ASA and all portfolio companies	Supplier engagement module acquired in 2024, and implementation will start in 2025. This will improve data quality and supplier evaluation going forward.
Consumer awareness campaigns	Actions related to transform operations (Scope 3)	Climate change mitigation	Several Orkla companies have initiatives for consumer education as a priority. Orkla Foods has, for example, promoted the use of adding plant-based options in the ready meal product instead of meat in their Toro brand in Norway, and Orkla Eesti has provided climate impact information on its website.	Orkla ASA and all portfolio companies	Consumer education and supplier engagement initiatives underway, focusing on Scope 3 emissions reduction.

Actions to address material impacts, risks and opportunities for E1

Key action to address IROs	Decarbonisation Levers	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Fossil-free operations	Actions related to transform operations (Scopes 1 and 2)	Emission reduction, Renewable Energy	To reduce emissions, Orkla must decarbonise own operations. This has been a prioritised task, and plans towards 2030 include additional initiatives for energy reduction and a shift from fossil to renewable energy in portfolio companies. Action taken to reduce Scope 2 emissions, introduced in 2017, is the purchase of renewable electricity through Energy Attribute Certificates (EACs). For 2024, Orkla accounted for its entire electricity consumption of renewable energy across Europe, USA, Malaysia, China, and for specific renewable energy measures in India. In 2024, Orkla companies made strides to further transform operations to reduce Scopes 1 and 2 emissions through renewable energy adoption and energy efficiency improvements. At several Orkla operations, installation of on-site solar panels has reduced the consumption of fossil energy. Orkla Foods installed solar panels in both the Czech Republic and Latvia, and plan to continue the transition from fossil fuels to renewables in 2025. Another example is the company Credin Portugal in Orkla Food Ingredients, which also implemented solar photovoltaic systems in 2024 to partially power its manufacturing operations and decrease reliance on grid electricity. Orkla Foods reduced its consumption of natural gas at several factories. In addition, several factories shifted from fossil fuel with high emissions to alternative lower emission energy sources and renewable sources. Some examples are the shift from fuel oil to LNG for boilers at the Orkla Foods factory Põltsamaa in Estonia, the shift from fuel oil to district heating at the Elverum factory in Norway, and the shift from LNG boilers to heat pumps at the Easyfood factory in Kolding, Denmark. In terms of energy efficiency, Orkla Foods Ingredients' Dragsbæk company in Denmark upgraded its production and office spaces with LED lighting. This initiative, which was implemented by many Orkla companies over the past year, is also planned for coming years. Other initiatives to improve energy efficiency include installing heat recovery systems in major factories in Orkla Snacks, upgrading ventilation systems, and controlling and optimising compressed air usage. The Orkla Health company NutraQ engaged suppliers for energy-efficient processes and switched to fish gelatine in one of its products to reduce GHG emissions.	Orkla Health, Orkla ASA, Orkla Food Ingredients, Orkla Snacks, Orkla Health, Orkla Foods	Using credible EACs ensures that Orkla has a transparent and credible single claim to renewable energy, enabling the company to identify and disclose the exact origin of its sourced electricity. In Orkla Health's Riemann factory in Denmark, installed solar panels and reduced natural gas consumption by 30% and decreased reliance on external energy.
Raw materials	Actions related to reduce footprint of raw materials	Scope 3 Emissions, Sustainable Sourcing	In 2024, Orkla Foods made strides in reducing Scope 3 emissions by focusing on raw materials, packaging, and consumer engagement. The company engaged with Norwegian suppliers of meat and dairy to address climate impacts, and collaborated with policymakers to promote methane-reducing feed additives. Orkla Foods Sweden played a pivotal role by encouraging the food service sector to adopt sustainable options, resulting in an increase in vegan mince products from 51% to 55%. Its efforts extended to workshops and campaigns, such as the Fast Fusion Climate Week, reaching 52 municipalities and serving over 200,000 low-carbon meals. Orkla Home and Personal Care has switched its largest raw material supplier from Germany to Norway, benefiting from the Norwegian electricity mix and shorter transportation distances. This change is expected to reduce the company's carbon footprint by 0.4–1.2%. The European Pizza Company has started to incorporate regenerative wheat into its pizza dough production process. This was achieved through partnering with regenerative agriculture suppliers. This initiative aims to improve soil health and reduce the carbon footprint of raw materials, enhancing supply chain sustainability and supporting biodiversity. Initially using a small proportion of regenerative wheat, TEPC plans to increase its usage to at least 80% in its pizza dough by the end of 2026.	Orkla Foods, Orkla Home and Personal Care, The European Pizza Company	Progress in reducing Scope 3 emissions through sustainable sourcing and consumer engagement.
Packaging	Actions related to develop tomorrow's packaging solutions	Packaging, GHG Emission reduction	Packaging plays a crucial role in protecting products, prolonging shelf life, facilitating easy use, and improving transportation. These functions significantly contribute to reducing GHG emissions. Orkla companies continue to develop improved packaging solutions. For instance, Orkla Home and Personal Care optimised the packaging for roll-on deodorants, reducing plastics consumption by 16% related to this products packaging and thereby lowering GHG emissions. Similarly, Orkla Wound Care transitioned from plastic to paper wrapping for Salve Children plaster and introduced recycled plastics in first aid stations, both of which resulted in reduced GHG emissions.	Orkla Home and Personal Care, Orkla Health	Ongoing development of improved packaging solutions with significant reductions in GHG emissions.
Optimising transportation	Actions related to optimising transport and distribution	Transport, Emission reduction	Several Orkla companies have focused on optimising transportation and logistics operations to reduce fuel consumption and emissions. The initiatives focus on optimising transport packaging and transportation routes, electrifying vehicle fleets, increase the use of other renewable fuels such as hydrotreated vegetable oil (HVO) fuels and biogas, and enhancing logistics efficiency across sales and distribution operations. Orkla Foods initiated a pilot project in the Czech Republic to shift the transportation of one of its main raw materials from trucks to rail, aiming to save 500 tCO2 annually. Health and Sport Nutrition Group has been optimising transport packaging to reduce the number of parcels for both upstream and downstream value chains through partnership with a new transport provider. The aim is to optimise last-mile deliveries. An Orkla Food Ingredients company in the Czech Republic improved logistics management by optimising delivery schedules and upgrading its truck fleet to low-emission trucks, as well as utilizing CO2 calculators for efficient route planning.	Orkla Foods, Health and Sport Nutrition Group, Orkla Food Ingredients	Ongoing optimisation of transport and logistics operations with significant emission reductions.

Metrics and targets

E1-4 Targets related to climate change mitigation and adaptation

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and **time-bound targets** for material impacts, risks and opportunities. Climate change mitigation and adaptation is a material matter for Orkla, and targets related to climate change have been part of Orkla's ESG targets historically and can also currently be viewed as existing targets.

In 2024, Orkla ASA's Board of Directors supported a set of draft sustainability targets towards 2030 (See Section ESRS 2 SBM-1), including the following proposed target for addressing the topic of climate change:

- Net zero by 2045 commitment:
- Scopes 1 and 2: -70% versus 2016
- Scope 3 FLAG: -30.3% versus 2020
- Scope 3 Energy & Industrial: -42% versus 2020

Orkla had its first science-based targets approved by the Science Based Targets Initiative (SBTi) in 2022.
These targets are aligned with the limiting of global warming to 1.5°C. The target covers all emissions where Orkla has operational control and upstream and downstream value chains, and all 15 categories of Scope 3 have been assessed.[1] The main GHG gases relevant for Orkla and considered in the assessment are carbon dioxide, methane and nitrous oxide. Orkla reports annually on its performance related to the targets.

During 2024, Orkla had its targets updated and again approved by the SBTi due to changes in requirements for companies with a significant part of emissions coming from the forest, land-use and agricultural (FLAG) sector. The updated approved targets from SBTi cover near-term targets for 2030 and net-zero targets by 2045, as well as FLAG emissions targets for Scope 3. The targets have been developed and validated based on the SBTi Criteria and Recommendations (Criteria version 5.2) and the SBTi FLAG Guidance.

The official and approved science-based targets as at 31 October 2024, given by SBTi, is split in approved near-term targets and net-zero science-based targets, as well as for FLAG and energy and industry (non-FLAG).

Overall net-zero target:
Orkla commits to reaching net-zero greenhouse gas emissions across the value chain by 2045.

Near-term target:
Energy & Industry: Orkla commits to reduce absolute Scopes 1 and 2 GHG emissions by 65% by 2025 and by 70% by 2030 from a 2016 base year. Orkla also commits to reduce absolute Scope 3 GHG emissions by 42% by 2030 from a 2020 base year. The target boundary includes land-related emissions and removals from bioenergy feedstocks.

FLAG: Orkla commits to reduce absolute Scope 3 FLAG GHG emissions by 30.3% by 2030 from a 2020 base year. Orkla ASA also commits to no deforestation across its primary deforestation-linked commodities, with a target date of 31 December 2025. The target includes FLAG emissions and removals.

Long-term target:
Energy & Industry: Orkla commits to reduce absolute Scopes 1 and 2 GHG emissions by 90% from a 2016 base year. Orkla also commits to reduce absolute Scope 3 GHG emissions by 90% from a 2020 base year. The target boundary includes land-related emissions and removals from bioenergy feedstocks.

FLAG: Orkla commits to reduce absolute Scope 3 FLAG GHG emissions by 72% by 2045 from a 2020 base year. The target includes FLAG emissions and removals.

Targets related to climate change

	Scopes 1 and 2		Scope 3
	Energy & industrial (Non-FLAG)	Energy & industrial (Non-FLAG)	FLAG
Base year	**2016**	**2020**	**2020**
2025	-65%	-	-
2030	-70%	-42%	-30.3%
2045	-90%	-90%	-72%
		Net zero	

Orkla follows SBTi requirement for revision and recalculation of baselines at least every five years. To accurately track progress towards the SBTs, Orkla adjusts the base year emissions inventory to account for significant changes if the changes drive an increase/decrease in emissions greater than 5%. Orkla may also choose to recalculate the baseline for changes less than 5%, especially when structural changes occur. For more information about the accounting principles, see Section E1-6.

In 2024, the base year values were updated as follows: Scope 1 at 149,325 tons CO2e[2], Scope 2 (market-based) at 172,148 tons CO2e and Scope 3 (location-based) at 91,358 tons CO2e. The adjustment is primarily due to minor revisions in emission factors and structural changes in Orkla companies. Scope 3 has had a significant adjustment due to new, improved emission factors for FLAG-related emissions on raw materials and allocated emissions from Jotun are adjusted to include Orkla's share of Jotun's Scope 3 emissions. The total Scope 3 emissions for base year is 6,716 ktons CO2e, with a split in FLAG 3,020 ktons CO2e and non-FLAG 3,696 ktons CO2e.

The tracking of the overall performance across Orkla's full value chain is connected to the validated targets, and Orkla follow the development based on percentage reduction of GHG emissions for Scopes 1 and 2 combined, and the combined reduction of Scope 3 categories. However, Orkla will also in Section E1-6 report the absolute figures for Scope 1 and Scope 2 (split market-based and location-based emissions) separately, as well as figures for each of the Scope 3 categories.

The new baseline values are not considered to result in the need to adjust targets, its achievement and presentation of progress over time. However, Orkla will investigates this further in 2025 and especially in the stakeholder engagement process for draft targets considering among others the significant new allocation of emissions from Orkla's investment in Jotun.

Orkla has identified a first set of key decarbonisation levers as presented in Section E1-1 Transition plan and started the work in collaboration with portfolio companies to determine and describe the quantitative contribution to achieving the GHG emission reduction targets. This work will continue and be included in the transition plan to be disclosed during 2025. While Orkla's climate targets are approved by SBTi and can be viewed as final targets, Orkla will still use 2025 as a consultation year with relevant stakeholders to finalise and anchor the targets, finalised the full transition plan, and to initiate target implementation plans in the Orkla portfolio companies.

1 All Orkla companies where Orkla has operational control. Jotun is included under Scope 3, Investments.
2 ton CO2e, ton carbon dioxide equivalent: the unit of measurement used to standardise the climate effect of various climate gases normalised to the equivalent amount of CO2

E1-5 Energy consumption and mix

Orkla does not have group-wide targets specifically related to energy, but Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities followed by necessary actions and resources to ensure reduction of energy consumptions and transition to renewable energy important to meet climate targets.

In addition to transitioning own operation towards renewable energy Orkla encourages energy efficiency improvements in accordance with the sustainability policy. The total energy consumption for Orkla's own operations in 2024 was around 1 GWh with a share of 52.8% from renewable sources. More than 90% of Orkla's electricity consumption was secured as renewable by a range of solutions, primarily GOs for operations in Europe and RECs for operations in other countries.

Orkla's energy consumption and mix

	2024	2023
Fossil sources	**465 956**	**516 058**
Fuel consumption from coal and coal products (MWh)	0	0
Fuel consumption from crude oil and petroleum products (MWh)	78 984	76 280
Fuel consumption from natural gas (MWh)	362 431	414 181
Fuel consumption from other fossil sources (MWh)	0	0
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (MWh)	24 541	25,596
Percentage of fossil sources in total energy consumption	46%	49%
Renewable sources	**554 314**	**544 787**
Fuel consumption for renewable sources including biomass (MWh)	84 018	65 628
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	466 435	478 339
Consumption of self-generated non-fuel renewable energy (MWh)	3 860	820
Percentage of renewable sources in total energy consumption	52.8%	51%
Total energy consumption related to own operations (MWh)	**1 020 270**	**1 060 845**

	2024	2023	% N/N-1
Energy intensity from activities in high climate impact sectors (total energy consumption per 1 million NOK of net revenue)	14	15	-6.7%

	2024	2023
Renewable energy production (MWh)	2 672 675	2 292 304

Accounting principles

Total energy consumption related to own operations: Energy consumption for own operations is measured as the consumption of power, heat, and fuel, monitored by building-specific meter readings or invoices. Renewable consumption is measured as the consumption from power purchasing agreement, certificates, and supplier information. The share of renewable sources in total energy consumption is calculated based on the percentage of the total renewable energy consumption relative to total energy consumption. All figures are based on activity data mainly documented by suppliers (invoices) or based on meter readings. The energy consumption forms the input to calculating GHG emissions related to Scopes 1 and 2. It covers energy consumption from fossil fuel sources, bio-fuel sources, electricity consumption and district heating used across Orkla companies.

Total energy consumption from fossil sources: Energy consumption from fossil fuel covers the use in stationary combustion mainly natural gas, but also other fossil petroleum-based sources. In addition, the use of fossil fuel for internal transportation and company cars are included.

Total energy consumption from renewable sources: Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (market-based): The calculation of Orkla's share of renewable energy in the consumption of purchased or acquired electricity based on market-based emission factors, being the most conservative and representative.

Percentage of renewable sources in total energy consumption: The indicator of renewable energy share includes how much of the total consumed energy comes from renewable energy sources.

Total energy consumption from nuclear sources: Orkla has no direct nuclear sources. The energy supply may consist of among other sources, nuclear, however Orkla is documenting renewable energy sources from hydropower, solar and wind energy by EACs.

The energy intensity from activities in high climate impact sector: All Orkla's activities are considered in the high climate-impact sector. The energy intensity is calculated as the total energy consumption divided by the revenue from the financial statement and reported as MWh/annual revenue in NOK million. The revenue figure used is the operating revenues in the income statement under the Chapter Financial Statements.

Total energy production from renewable sources: Renewable energy production refers to both the electricity produced by Orkla Hydropower, as well as self- generated electricity from solar panels and wind turbines used by Orkla directly or supplied to local grid.

GHG emissions

E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions

Orkla monitors specific climate-related metrics from Orkla companies, as well as for the value chain based on the targets presented in Section E1-4. Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities followed by necessary actions and resources to ensure progress towards target achievement. For climate change the portfolio companies follow the same targets as for Orkla ASA.

In 2024, Orkla's market-based Scopes 1 and 2 GHG emissions declined by 6.3% compared to 2023. Since its 2016 baseline, Orkla has achieved a 64.2% reduction, demonstrating steady progress toward its goal of cutting Scopes 1 and 2 emissions by 70% by 2030.

The total Scope 3 emissions for 2024 are 6,467 ktons CO2, reduced by 3.5% compared to the base year 2020 but at the same level as for 2023. For 2024 GHG emissions related to FLAG 2,636 ktons CO2e and non-FLAG 3,846 ktons CO2e.

The table below shows Orkla's GHG emissions, including base year value, comparative and reporting year, and 2024 reductions against the base year.

Orkla's GHG emissions

	Retrospective				Milestones and target years			
	Base year	Comparative	N	% N/N-1	2025	2030	2045	Annual% target / Base year
Scope 1 GHG emissions								
Gross Scope 1 GHG emissions (tCO2e)	149 325	114 487	108 116	-5.6%	-65%	-70%	-90%	-4.8%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	11%	11%	11%					
Scope 2 GHG emissions								
Gross location-based Scope 2 GHG emissions (tCO2e)	91 358	43 892	46 925	6.9%				
Gross market-based Scope 2 GHG emissions (tCO2e)	172 146	7 480	7 003	-6.4%	-65%	-70%	-90%	-4.8%
Significant scope 3 GHG emissions								
Total Gross indirect (Scope 3) GHG emissions (tCO2e)	6 699 034	6 353 590	6 467 449	1.8%				
1. Purchased goods and services	4 481 485	3 913 435	3 924 713	0.3%				
2. Capital goods	94 097	153 000	96 424	-36.9%				
3. Fuel- and energy-related activities	45 269	44 679	44 204	-1.1%				
4. Upstream transportation and distribution	50 081	47 667	48 879	2.5%				
5. Waste generated in operations	18 552	8 811	7 514	-14.7%				
6. Business travel	1 307	2 640	2 723	3.1%				
7. Employee commuting	6 633	8 737	8 878	1.6%				
8. Upstream leased assets	16 642	15 931	12 655	-20.6%				
9. Downstream transportation and distribution	109 569	105 091	107 234	2%				
10. Processing of sold products								
11. Use of sold products	83 185	73 839	72 852	-1.3%				
12. End-of-life treatment of sold products	147 878	128 629	132 841	3.3%				
13. Downstream leased assets								
14. Franchises	147 600	147 600	154 980	5%				
15. Investments	1 496 736	1 703 532	1 853 552	8.8%				
Total GHG emissions								
Total GHG emissions (location-based) (tCO2e)	6 939 717	6 511 970	6 622 490	1.7%				
Total GHG emissions (market-based) (tCO2e)	7 020 505	6 475 557	6 582 567	1.7%				

Orkla's GHG emissions

	2024
Percentage of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions	20.5%
Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions	67.4%
Percentage of contractual instruments, Scope 2 GHG emissions	87.9%
Percentage of market-based Scope 2 GHG emissions linked to purchased electricity bundled with instruments	0.0%

	2024	2023	% N/N-1
GHG emissions intensity, location-based (total GHG emissions per 1MNOK net revenue)	93.7	96.1	-2.5 %
GHG emissions intensity, market-based (total GHG emissions per 1 MNOK net revenue)	93.2	95.5	-2.4 %

Accounting principles
All entities where Orkla has operational control are included in Scopes 1, 2 and 3. Orkla bases its carbon accounting on the international standard Greenhouse Gas (GHG) Protocol methodology (GHG Protocol Corporate Standard) developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD, 2021). The accounting is also based on the Science Based Targets Initiative's (SBTi) principles, Corporate Net-Zero Standard and FLAG Guidance. To follow up on the progress towards emission reduction targets, GHG emissions (expressed as CO_2 equivalents, CO_2e) are reported. The reporting considers the following greenhouse gases, all converted into CO_2e: CO_2 (carbon dioxide), CH_4 (methane), N_2O (nitrous oxide), SF_6 (sulphur hexafluoride), HFCs (hydrofluorocarbons), PFCs (perfluorocarbons) and NF_3 (nitrogen trifluoride). Besides CO_2, the two major GHGs associated with Orkla's operation and value chain are methane and nitrous oxide. The emissions from cooling media are also included in the reported figures.

Orkla strives to utilise representative and updated emission factors in its climate accounting based on several external sources: the World Resource Institute (WRI/US), the International Energy Agency (IEA/OECD), the Department for Environment, Food & Rural Affairs (DEFRA), the EcoInvent LCI Database, the RISE Food Climate Database, and the HowGood Carbon Accounting system and databases.

There is inherent uncertainty in the emissions reported in all categories due both to a large degree of estimationand to the manual handling of the input data reported. The calculation of GHG emissions is to a large degree based on generic secondary emission factors and estimation and extrapolation of data. Orkla will continue to work on data quality and strive to continuously provide more accuracy in the data included in its climate accounting. Orkla will engage suppliers to obtain actual data and primary emission factors to increase the accuracy of the emissions reported. The proportion of the total emissions calculated using primary data will be calculated and presented for GHG emissions Scopes 1, 2 and 3 going forward.

Gross Scope 1 GHG emissions:
Scope 1 emissions encompass all direct GHG emissions from Orkla arising primarily from fuel combustion in boilers related to the consumption of natural gas, diesel, oil, biofuels and wood pellets, the use of refrigerates in operations, as well as fuel used for internal transportation and company vehicles. All consumed energy is monitored through direct measurements such as meter readings or supplier information (invoices) with minimal assumptions involved. The quantity of fuel consumed is multiplied by relevant emission factors (from DEFRA). Emissions data from internal transportation are calculated based on fuel multiplied by relevant emission factors.

Gross location- and market-based Scope 2 GHG emissions:
Scope 2 emissions include indirect GHG emissions related to the generation of electricity, district heating as well as heat and steam, purchased and consumed by Orkla. The consumed energy is monitored through direct measurements such as meter readings and supplier invoices with minimal assumptions involved.
In accordance with the GHG Protocol, Scope 2 emissions for electricity are calculated using both location-based and market-based emission factors. For location-based emissions, electricity and district heating consumption are multiplied by emission factors for the respective countries, and the latest 2024 version of the IEA country factors has been used. Market-based emissions are calculated using market-specific emission factors. Orkla purchases a mix of different contractual instruments to secure and document renewable energy such as GOs, RECs and power purchase agreements (PPAs).

Gross Scope 3 greenhouse gas emissions:
The Scope 3 inventory includes and accounts for all other indirect GHG emissions from Orkla's value chain and investments, and are reported based on the ESRS requirement and the GHG Protocol. Orkla has identified 13 out of the 15 defined categories as material. Category 10 'Processing of sold products' and category 13 'Downstream leased assets' are considered immaterial because Orkla has a limited number of intermediary products and assets leased to others who are not already included in Scopes 1 and 2.

The inventory is based on a combination of calculation methods appropriate for the different Scope 3 categories as well as activity data and available emission factors. Relevant supplier-specific emission factors are under development so only a minor part of the emissions is calculated based on primary data obtained from suppliers. Orkla's methodology aligns with the Scope 3 GHG Protocol standard and follow a combined approach, using activity-based, hybrid- and spend-based methods for the GHG emissions calculations.

Scope 3 calculation involves judgement and estimates to provide the necessary information. This includes the use of generic emissions factors. Most of the Scope 3 emissions are calculated using the spend-based method. When the quality and availability of data are lacking, consumption or activity data are estimated based on, for example, spend or size of production, as well as on obtaining data from representative samples and extrapolating the results to the whole.

Category 1 Purchased goods and services: Emissions related to raw materials, packaging and other goods and services used in Orkla operations. The emissions are calculated based on multiplying activity data (volume of materials) or spend data for other materials with relevant GHG emission factors. Emission factors are made available from the HowGood system and database. Where available, material volumes are multiplied by Life Cycle Assessment (LCA) emission factors. If not available, spend amounts are used and multiplied by similar (EEIO) emission factors for spending on products, and further extrapolated to cover the complete dataset.

Category 2 Capital goods: Emissions related to indirect investment spend from external suppliers, mainly production utilities, equipment and constructions. Indirect spend is converted into GHG emissions via the average spend-based method, multiplied with relevant (average-based) emission factors.

Category 3 Fuel- and energy-related activities: Emissions related to the upstream GHG emissions from fuels, heating, and electricity. The emissions are calculated using actual fuel and energy consumption based on invoices or meter readings, multiplied by relevant emission factors for transmission and distribution losses from IEA and DEFRA.

Category 4 Upstream transportation and distribution: Upstream transportation and distribution include GHG emissions related to all purchased transport and distribution services conducted by third-party logistics providers and purchased by Orkla. The emissions are calculated using primary data obtained directly from the largest logistics suppliers or estimations based on generic emission factors for fuel/transport and distance travelled. Where data are unavailable, emissions are calculated based on financial spend, multiplied by relevant spend-based emissions or extrapolated to cover the complete dataset. All emissions related to this category are converted and calculated as well-to-wheel GHG emissions.

Category 5 Waste generated in operation: Emissions are calculated by using actual waste data on invoices from waste management facilities or suppliers, multiplied by relevant GHG emission factors for handling the waste categories.

Category 6 Business travel: Business travel includes GHG emissions from the transportation of employees across Orkla companies for business-related travel activities. Data are collected from travel agency systems or other external business travel management systems. The inventory is based on a hybrid of activity and spend data, primary air travel data available, multiplied with relevant GHG emission factors, and extrapolated to cover the complete dataset.

Category 7 Employee commuting: Transportation of employees between their homes and worksites. Emissions are calculated based on estimates of average distance travelled and travel type (e.g. car, train, bus) multiplied with relevant emission factors and the number of employees.

Category 8 Upstream leased assets: Emissions from leased assets are calculated based on energy consumption multiplied with relevant emission factor. Most of the leased assets are managed by Orkla, and their emissions are included in Scope 1 and Scope 2.

Category 9 Downstream transportation and distribution: The emissions from downstream transportation and distribution are calculated based on volumes of products, estimated distances transported, and relevant emission factors for transport.

Category 11 Use of sold products: Emissions from the use of sold products are only relevant for a small portion of Orkla's products. The emissions are calculated by multiplying the applicable GHG emission factors by the number of products sold, while also considering product-specific design, functionality and typical usage patterns based on data.

Category 12 End-of-life treatment: Emissions related to waste disposal and treatment of sold products, which for Orkla is product packaging. The emissions are calculated by multiplying the applicable GHG emission factors by the volume of the different packaging materials.

Category 14 Franchises: Emissions from the operations of franchise restaurants in The European Pizza Company are due primarily to energy consumption, raw material usage, packaging and transportation. These emissions are estimated based on data from selected restaurants, including kWh per square metre, raw material consumption, packaging and transportation, which are then multiplied by the total number of restaurants and the corresponding emission factors.

Category 15 Investments: Emissions from Orkla's investment outside operational control, the most material being Jotun. The inclusion of Scopes 1, 2 and 3 emissions from these investments is done using the equity method.

Total GHG emissions (location-based) (tCO2e) and total GHG emissions (market-based) (tCO2e): The total GHG emissions (location-based) and (market-based) is based on the sum of Scopes 1 and 2 (respectively, location- and market-based) and three all categories.

Percentage of contractual instruments: The percentage of contractual instruments for Orkla's Scope 2 emissions includes how much of the total consumed energy comes from electricity generated through Guarantee of Origin (GO) certificates, which according to the GHG Protocol are considered the same as Renewable Energy Certificates (RECS). Orkla covers more than 90% of its electricity consumption through EACs.

GHG emissions intensity, (location-based) and (market-based) (total GHG emissions per net revenue): Orkla's GHG emissions intensity is based on Total GHG emissions (location-based) and (market-based) expressed in tons CO2e per million NOK net revenue derived from Orkla's financial statements.

Significant changes in definition: There has been a change in definition related to Scope 3 Category 15 Investments. Due to CSRD requirements this category has been revised to also include the Scope 3 of the investments, whereas the prior definition only included Scope 1 and 2. This is a significant change and affect total Scope 3 emissions for Orkla and explain why year-to-year reported GHG emissions is not comparable. For this report however, the relevant baseline and comparable figures have been updated and is therefore comparable.

E2: Pollution

Pollution-related impacts, risks and opportunities

SMB-3 E2 Material impacts, risks and opportunities and their interaction with strategy and business model

Orkla has identified several potential material impacts related to pollution in the upstream and downstream value chain. Orkla's value chain involve the production of raw materials and packaging. The assessment indicates that the impact of pollution to air, water and soil is material due to the cultivation, harvest, processing and transportation of raw materials. The use of fertilisers and pesticides is normal in the production of agricultural raw materials, and the use of other chemical substances in the production (in particular related to Jotun) inherently increases the likelihood of encountering negative impacts related to substances of concern. Plastic products and packaging play a crucial role in various Orkla's upstream and downstream value chains, and the risk of impact from microplastics is therefore material.

Material impacts, risks and opportunities identified through the double materiality assessment is listed in the table below. The table indicates where the impacts, risks and opportunities originate from and the relevant time horizons. The process for identifying these impacts, risks and opportunities and a complete list of them with brief descriptions are presented in Section ESRS 2 SBM-3.

E2: Pollution

IRO		Location in value chain			Time horizon		
E2 - Pollution		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Pollution of air, water and soil							
Pollution of air	Potential negative impact	x		x	x		
Pollution of water	Potential negative impact	x		x	x		
Pollution of soil	Potential negative impact	x		x	x		
Substances of concern							
Substances of concern	Potential negative impact	x			x		
Substances of very high concern	Potential negative impact	x			x		
Microplastics							
Impact from microplastics	Potential negative impact	x		x	x	x	x

Impact, risk and opportunity management

E2-1 Policies related to pollution

According to the Orkla Sustainability Policy (described in Section ESRS 2 GOV-1), Orkla companies are expected to manage their material impacts, risks and opportunities related to pollution of air, water and soil in their upstream and downstream value chains, including prevention, control and remediation.

Orkla companies are expected to ensure strict control of emissions and use of hazardous substances along their value chains, and to work with their business partners to substitute and minimise the use of substances of concern, and to phase out substances of very high concern, in particular for non-essential societal use and in consumer products. Orkla's policies related to pollution do not specifically address microplastics.

Pollution prevention is also included in the Orkla Supplier Code of Conduct (described in Section G1-1) and the Orkla Business Partner Code of Conduct (described in Section G1-1). According to these policies, suppliers and other business partners must identify, label and manage chemicals, waste and other materials posing a hazard to humans or the environment to ensure their safe handling, movement, storage, use, recycling or reuse and disposal. Suppliers sourcing agricultural commodities must perform and promote a reduced use of chemicals and fertilisers across their supply chain and in their dealings with farmers. Additionally, other suppliers and business partners must monitor, track and document their emissions to air, water and soil from their facilities, as well as the wastewater generated by their operations, to identify aspects that they can control and influence, fostering opportunities for improvement and setting targets to minimise emissions. All output must be monitored, tracked and documented. Suppliers and other business partners must take appropriate steps and set targets to preserve soil quality and minimise their impacts on soil as far as possible. Suppliers sourcing agricultural commodities must perform and promote good farming/agricultural practices across their supply chain and in their dealings with farmers.

E2-2 Actions and resources related to pollution

According to the Orkla Sustainability Policy, Orkla companies are expected to take actions and allocate resources to address material impacts, risks and opportunities and achieve positive progress.

Orkla has dedicated resources allocated to manage material sustainability matters, as described in Section ESRS GOV-1, including management of impacts, risks and opportunities related to pollution.

Orkla has material impacts related to pollution in its upstream and downstream value chain and has taken actions to mitigate impacts. Actions taken are described in the table Actions to address material impacts, risks and opportunities' for E2. Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. There is a risk of relevant actions having been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Actions to address material impacts, risks and opportunities for E2

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Supplier Code of Conduct (SCoC) and Pollution Control	Pollution of air, pollution of water, pollution of soil	One important measure to ensure environmental actions in the value chain is that Orkla Supplier Code of Conduct emphasizing pollution prevention introduced by Orkla Procurement. As an example of further implementation of this, Orkla Home & Personal Care reinforced its company-specific SCoC in 2024 by including requirements for their suppliers to monitor, track and document emissions to air, water and soil, as well as wastewater, to identify and improve emission controls. Orkla Snacks collaborated with partners to ensure that wastewater treatment met quality standards.	Orkla Procurement, Orkla Home & Personal Care, Orkla Snacks	Orkla Procurement and other portfolio companies will continue to follow up compliance with the SCoC in 2025.
Raw material logistics and product disposal	Pollution of air, pollution of water	Orkla Food Ingredients established new raw material silos to reduce truck deliveries, lowering air pollution from freight transportation. Orkla House Care educated end-users on proper product disposal to mitigate water pollution and collaborated with suppliers to address upstream water pollution risks.	Orkla Food Ingredients, Orkla House Care	Ongoing monitoring ensures transportation efficiency and pollution reduction. Product disposal education continues with ongoing monitoring.
Substitution of harmful substances	Impacts form microplastics, substances of concern, substances of very high concern	Orkla Home & Personal Care started substituting non-biodegradable polymers with biodegradable materials, targeting a phase-out of the main offenders during 2025.	Orkla Home & Personal Care.	Projects initiated with phased implementation planned for 2025. Focus on reducing microplastics and harmful substances.
Environmental impact and IT evaluations	Pollution of water, substances of concern	Orkla Hydropower collaborated with three other companies to investigate pollution from an old wood processing factory, focusing on water in Fedafjord, Norway. Orkla IT evaluated partners such as Telenor and Cognizant to assess environmental impact, implementing sustainability requirements to reduce the lifecycle impact of IT products.	Orkla Hydropower, Orkla IT	Ongoing initiatives to mitigate pollution risks and improve sustainability practices.

Metrics and targets

E2-3 Targets related to pollution

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024 Orkla ASA's Board of Directors supported a set of draft sustainability targets towards 2030 (see Section ESRS 2 GOV-1). However, no specific targets have been proposed for the topic of pollution. This may change, since Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

E3: Water and marine resources

Water and marine resources-related impacts, risks and opportunities

SBM-3 E3 Material impacts, risks and opportunities and their interaction with strategy and business model

With a broad portfolio of companies and products, Orkla is dependent on access to sufficient high-quality freshwater. Water is used for many purposes in Orkla's portfolio companies' value chains and is particularly important for irrigation of agricultural crops and for processing of raw materials used for Orkla products. Water is also used directly as an input in many Orkla products and for important cleaning procedures in production processes. Marine resources such as fish, fish oil, roe and shellfish are key raw materials for several Orkla companies.

For Orkla, water availability is assessed as the most prominent nature-related physical risk for raw materials. The main potential water-related transition risk identified is the potential revisions to the Water Framework Directive or other regulations, which may influence compliance requirements for suppliers and in turn increase market pressures on Orkla.

Material impacts, risks and opportunities identified through the double materiality assessment are listed in the table below. The table indicates where the impacts, risks and opportunities originate and the relevant time horizons. The process for identifying these impacts, risks and opportunities and a complete list of them with brief descriptions are presented in Section ESRS 2 SBM-3.

E3 - Water and marine resources

IRO		Location in value chain			Time horizon		
		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Water							
Water consumption	Potential negative impact	x	x		x	x	
Water withdrawal	Potential negative impact	x	x		x	x	
Water discharges	Potential negative impact	x			x		
Water risk	Risk	x			x	x	
Marine resources							
Extraction and use of marine resources	Potential negative impact	x			x	x	

Impact, risk and opportunity management

E3-1 Policies related to water and marine resources

According to the Orkla Sustainability Policy (described in described in Section ESRS 2 GOV-1), Orkla companies are expected to strive to protect, preserve and restore water and marine resources in their own operations and throughout their value chain, manage related impacts, risks and opportunities, ensure responsible use and sourcing of water and marine resources, ensure that sufficient water treatment is in place, prevent and abate any water pollution resulting from their activities, strive to ensure that product and service design addresses water-related issues and the preservation of marine resources, and commit to reduce material water consumption in areas at water risk in their own operations and in the upstream and downstream value chain.

Water and marine resources is also included in the Orkla Supplier Code of Conduct (described in Section G1-1), and Orkla Business Partner Code of Conduct (described in Section G1-1). According to these policies, suppliers and business partners must take appropriate steps and set targets to minimise the consumption of natural resources such as materials, water, as well as put in place saving strategies for these resources. Performance must be monitored, tracked and documented. Additionally, suppliers and business partners must monitor, track and document their emissions to water and soil from their facilities, as well as the wastewater generated by their operations, to identify aspects that they can control and influence, fostering opportunities for improvement and setting targets to minimise emissions. All output must be monitored, tracked and documented. Suppliers and business partners must take appropriate steps and set targets to preserve soil quality and minimise their impacts on soil as far as possible. Suppliers sourcing agricultural commodities must perform and promote good farming/agricultural practices across their supply chain and in their dealings with farmers.

Orkla policies related to water and marine resources do not specifically address oceans and seas. This will be considered for inclusion in the next revision.

E3-2 Actions and resources related to water and marine resources

According to the Orkla Sustainability Policy, Orkla companies are expected to take actions and allocate resources to address material impacts, risks and opportunities and achieve positive progress.

Orkla has dedicated resources allocated to manage material sustainability matters, as described in Section ESRS 2 GOV-1, including management of impacts, risks and opportunities related to water and marine resources.

Orkla has material impacts related to water and marine resources in own operations and upstream value chain, and risk in upstream value chain. Orkla has taken actions to mitigate impacts and risk, and these are described in the table Actions to address material impacts, risks and opportunities' for E3.

Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Actions to address material impacts, risks and opportunities for E3.

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Water consumption and efficiency projects	Water consumption	Orkla Food Ingredients initiated a project in Romania to reduce water consumption by 70% at autoclaves, aiming for completion in 2025, saving about 17,000 m³ annually. Orkla Foods implemented water reduction projects in Sweden, Estonia and the Czech Republic, with a total yearly reduction estimated at 48,000 m³. Planned for 2025 are initiatives in Latvia to reduce water for cleaning, with an estimated yearly reduction of 15,000 m³, and training programmes for operators in the Czech Republic.	Orkla Food Ingredients, Orkla Foods	Significant water savings achieved, with ongoing projects and further reductions planned for 2025.
Habitat impact and agricultural water use	Water withdrawal, water consumption	Orkla Hydro Power conducted a project related to the Storelva river involving inspections and action plans to ensure control on the habitat for fish near the hydropower plant.	Orkla Hydro Power, Orkla ASA	Ongoing habitat impact mitigation with inspections and action plans will continue to mitigate negative impact. Data access will improve future assessments, insights and awareness of potential impacts.
Sustainable seafood sourcing and advocacy	Extraction and use of marine resources	Orkla companies work with certification schemes such as the Marine Stewardship Council (MSC) and Friend of the Sea to help ensure that the sourcing of fish and other seafood is sustainable. All fish oil sourced by Orkla Health Group is certified by Friend of the Sea. In The European Pizza Company (TEPC), Kotipizza sources MSC-certified seafood resulting in the majority of TEPC's seafood sourcing being certified. In Orkla Foods, cod roe used in Sweden regained MSC certification in 2024. Through the Swedish fishery sector organisation, Orkla Foods Sweden and Orkla Foods Norway in 2024 continued their engagement in the North Atlantic Pelagic Advocacy group (NAPA) Mackerel and Atlanto-Scandian Herring Fishery Improvement Project,with the objective to have a signed coastal agreement for mackerel and Atlanto-Scandian herring with sustainable quota allocations. Orkla Foods Sweden also engaged with the Science Based Targets Network Ocean Hub and carried out a pilot of the target setting guidance.	Orkla Health, The European Pizza Company, Orkla ASA, Orkla Foods	Ongoing certification efforts, with MSC certification regained and advocacy for sustainable quotas. Planned policy updates and expansion of certified sourcing in 2025.

Metrics and targets

E3-3 Targets related to water and marine resources

According to the Orkla Sustainability Policy, Orkla companies are expected set sound and time-bound targets for material impacts, risks and opportunities.

In 2024 Orkla ASA's Board of Directors supported a set of draft sustainability targets towards 2030 (See Section ESRS 2 SBM-1), however, no specific targets have been proposed for the topic of water and marine resources. This may change, since Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and initiate target implementation plans in all portfolio companies.

E3-4 Water consumption

	2024
Total water consumption (m3)	**1 575 515**
Areas at water risk	88 062
Areas of high water stress	0
Other areas at water risk	88 062
All other areas	1 487 453
Water intensity ratio (m3) (water consumption per 1mil revenue)	**22.3**
Total water discharges (m3)	**4 889 527**
Total water withdrawals (m3)	**6 741 889**
Total water recycled and reused (m3)	**276 847**

Accounting principles
Total water consumption is calculated as the balance between total water withdrawal and total water discharge. For water consumption in areas at water risk, Orkla utilises the Aqueduct Water Risk Atlas tool from the World Resources Institute (WRI) to determine areas at water risk, including areas of high-water stress. Regions where the percentage of total water withdrawn is above 40% were used as the criterion. Water consumption for specific Orkla sites in Lithuania, Portugal, Romania, UK and USA are consequently reported for this metric. The water intensity ratio is based on water consumption expressed in cubic metres (m3) per million NOK net revenue derived from Orkla financial statements. Total water discharges are determined through direct measurements such as meter readings, estimates based on regular measurements or estimates based on consumptions. For minor sites where discharge data are not available, it has been assumed that water discharge equals water withdrawal. Total water withdrawals are determined through direct measurements such as meter readings and supplier invoices with minimal assumptions involved and includes water withdrawals from municipal or other water utilities, as well as ground water from local wells. Total water recycled and reused is the volume of water in Orkla facilities that has been used more than once at the production site before being discharged. The water is either reused in production after on-site treatment or recycled for irrigation and sanitary purposes. The volume is mainly from direct measurement such as meter readings, but minor volumes are estimates based on regular measurements. There is inherent uncertainty in all data reported related to water, due to some degree of estimation and to the manual handling of input data reported. The data are relevant to measure performance and effectiveness related to actions reducing negative impact and mitigating risks on topics within water and marine resources topics.

E4: Biodiversity and ecosystems

Strategy

SBM-3 E4 Material impacts, risks and opportunities and their interaction with strategy and business model

Biodiversity and ecosystems are critical to produce raw materials on which Orkla is dependent for food and other products. This means that biodiversity loss and ecosystem deterioration represent a fundamental business risk. Biodiversity and ecosystems represent both a strategic risk and an opportunity for Orkla, thereby influencing Orkla's strategy and decision-making.

Upstream and downstream impacts have been assessed as material for Orkla in 2024. Orkla's main impacts, dependencies and opportunities are related to the upstream value chain, in particular to primary production in agriculture, from which a large share of raw materials is sourced. According to reports from the UN Environment Programme, among others, the global food system is the primary driver of biodiversity loss, with agriculture alone being the identified threat to 24,000 of the 28,000 (86%) species at risk of extinction.

Material impacts, risks and opportunities identified through the double materiality assessment are listed in the table following. The table indicates where the impacts, risks and opportunities originate and the relevant time horizons. The process for identifying these impacts, risks and opportunities and a complete list of them with brief descriptions are presented in Section ESRS 2 SBM-3 IRO-1 and E4 IRO-1.

E4 -Biodiversity and ecosystems

IRO		Location in value chain			Time horizon		
		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Direct impact drivers of biodiversity loss							
Land-use change due to agricultural activities	Actual negative impact	x		x		x	
Direct exploitation from the extraction of materials	Potential negative impact	x				x	
Pollution	Potential negative impact	x		x		x	
Physical biodiversity risks	Risk	x			x		
Transition risk	Risk	x			x	x	
Impacts on the state of species							
State of species	Potential negative impact	x		x		x	
Extent and condition of ecosystems							
Land degradation	Potential negative impact	x		x		x	
Extent and condition of ecosystems							
Ecosystem services	Potential negative impact	x		x	x	x	

Dependencies

Orkla's business model and strategy are dependent on the agricultural cultivation of raw material that uses significant areas of land and fresh water to grow. While the business model and strategy are dependent on this, they are equally dependent on a nature in balance that can produce ecosystem services necessary for life on the planet, such as rainfall, temperatures and a climate suitable for the growing of crops, pollination and a rich biodiversity.

According to the TNFD assessment on dependencies, Orkla relies on natural resources and ecosystem services across its value chain, making it vulnerable to risks from biodiversity loss, climate change, and resource scarcity.

Key Dependencies:

- Raw materials: Orkla depends on agriculture (wheat, soy, palm oil, cocoa, vegetables), fisheries, and forestry for packaging and products.
- Water & Soil Health: Freshwater, soil fertility, and nutrient cycling are critical for food production and sustainable sourcing.
- Pollination & Climate Stability: Many ingredients require natural pollination, and stable climates are essential for consistent supply chains.

Managing these dependencies reduces supply chain risks, improves sustainability performance, and enhances long-term business resilience.

Nature-related financial risks

Water availability is assessed as the most prominent nature-related physical risk for raw materials, but also other risks such as soil conditions, land use change, diseases and pollination are a high risk affecting certain raw materials. Several of these risks can also unfold as systemic were the degradation or collapse of one ecosystem service triggers the degradation and collapse of others and as such have a cascading effect.

The main potential transition risks identified are:

1. New nature-related regulations such as the EU Deforestation Regulation (EUDR) and frameworks such as the EU Biodiversity Strategy could lead to increased sourcing costs as Orkla seeks alternatives or certified products. Additionally, increased operational costs due to mandates and regulations on deforestation and sustainable sourcing are particularly affecting cocoa, wood and palm oil.
2. Transitioning to deforestation-free supply chains could lead to supply shortages or delays, and potentially increase costs.
3. Potential revisions to the Water Framework Directive may also influence compliance requirements for suppliers, which in turn may increase market pressures on Orkla.

To build resilience to these risks, Orkla works with sustainability certifications for high-risk raw materials, sets environmental requirements for suppliers, and adopts procurement strategies that allow flexibility to change sourcing locations for raw materials.

Orkla is committed to ensuring that land, fresh water, ocean, air and biodiversity are protected and restored. Orkla's strategy focuses both on avoiding and reducing negative pressures on nature and on contributing to increasing biodiversity by ecosystem restoration and regeneration, working with partners in the value chain. As biodiversity and ecosystems are assessed to represent a high risk and key dependencies for Orkla, mitigating measure are already in place on key raw materials. Still more insight, awareness and measures are needed, and this will be an important focus area for Orkla going forward.

Orkla sites include production facilities for food and other products, warehousing and offices. Orkla does not conduct agricultural or forestry operations at their sites. Orkla has sites located near biodiversity-sensitive areas but has not identified any material negative impacts with regard to deterioration of natural habitats or habitats of species, land degradation, desertification, soil sealing nor threatened species at own site locations.

Material impacts, risks and opportunities identified through the double materiality assessment are listed in the table above. The table indicates where the impacts, risks and opportunities originate and the relevant time horizons. The process for identifying these impacts, risks and opportunities and a complete list of them with brief descriptions are presented in Section ESRS 2 SBM-3 IRO-1 and E4 IRO-1.

Impact, risk and opportunity management

E4-2 Policies related to biodiversity and ecosystems

According to the Orkla Sustainability Policy (described in Section ESRS 2 GOV-1), Orkla companies are committed to reducing pressure on nature, biodiversity and ecosystems on land, in fresh waters, and in oceans and seas, particularly in or near biodiversity-sensitive areas and potentially impacted endangered species. Orkla companies are expected to contribute to increased biodiversity by restoring and regenerating nature in cooperation with suppliers and other business partners. Orkla companies are expected to implement targets and action plans to end deforestation and conversion of natural ecosystems linked to their activities.

Orkla companies are expected to support traceability of their products, components and raw materials with material actual or potential impacts on biodiversity and ecosystems in their value chains.

To operationalise the requirements and expectations in the Orkla Sustainability Policy, Orkla will update its existing governing documents with more comprehensive and detailed requirements for addressing impacts such as land-use change, freshwater-use change, and sea-use change, direct exploitation, invasive alien species, pollution, no deforestation and no conversion. The work with updating governing documents will be finalised in 2025.

Biodiversity is also included in the Orkla Supplier Code of Conduct (described in Section G1-1), and the Orkla Business Partner Code of Conduct (described in Section G1-1). According to these policies, suppliers and other business partners must take appropriate steps to ensure that biodiversity is preserved throughout their operations and their entire supply chains. Additionally, suppliers and business partners are strongly encouraged to set science-based greenhouse gas emission reduction targets on Scopes 1, 2 and 3 as well as to measure the carbon footprint of the products sold to Orkla. Suppliers and business partners must take appropriate steps and set targets to preserve soil quality and minimise their impacts on soil as far as possible. Suppliers sourcing agricultural commodities must perform and promote good farming/agricultural practices across their supply chain and in their dealings with farmers.

Orkla's policies related to biodiversity and ecosystem services is intended to ensure Orkla mitigate and manage identified impacts, risks and opportunities and for more resilience. By addressing key areas such as biodiversity, deforestation, soil quality, social consequences of biodiversity such as land rights and marginalised populations, and emissions to air, water and soil in its supplier and business partner policies and requirement Orkla strives to ensure these policies are enforced in its value chain. This is further acted upon through different actions such as buying certified raw materials, performing audits and site visits among others.

E4-3 Actions and resources related to biodiversity and ecosystems

According to the Orkla Sustainability Policy, Orkla companies are expected to take actions and allocate resources to address material impacts, risks and opportunities and achieve positive progress.

Orkla has dedicated resources allocated to manage material sustainability matters, as described in Section ESRS 2 GOV-1, including management of impacts, risks and opportunities related to biodiversity and ecosystems.

Orkla has material impacts related to biodiversity and ecosystems in its upstream and downstream value chain, and has taken actions to mitigate impacts. Actions taken are described in the table 'Actions to address material impacts, risks and opportunities' for E4. Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Actions to address material impacts, risks and opportunities for E4

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Strategy and capability development	All	In 2024, Orkla carried out a collaboration project within the BIOPATH research programme (www.mistrabiopath.se) with participation from Orkla Foods, Orkla Snacks, Orkla Procurement, Lund University and the University of Gothenburg. In the project, the TNFD Locate, Evaluate, Assess, and Prepare (LEAP) process was trialled, focusing on upstream impacts, dependencies, risks and opportunities related to raw materials used for production of Orkla products. Various tools to assess impact and risk were tested and evaluated, including the SBTN High Impact Commodity List, the WWF Risk Filter Suite and the Integrated Biodiversity Assessment Tool (IBAT). The WWF risk filters were applied to all Orkla site locations and tested on a selection of raw material sourcing locations. A tool training session and other activities to enhance skills in Orkla were conducted. Building on these activities, Orkla carried out a readiness assessment for setting science-based nature-related targets according to the SBTN guidance. The assessment considered readiness for Orkla as well as the portfolio company levels through collaboration with Orkla Foods. This work informed the update of targets for the Orkla No Deforestation and Conversion Policy. Work on setting new nature-related targets will continue in 2025.	Orkla ASA, Orkla Foods, Orkla Snacks, Orkla Procurement	Skills increased through tool training and assessments, with ongoing work to set new nature-related targets in 2025.
No deforestation and sustainable sourcing	Land-use change due to agricultural activities, Land degradation, Direct exploitation from the extraction of materials	Most of the raw materials used for Orkla products come from countries where the risk of deforestation is low, with the exception of e.g. cocoa and palm oil. To reduce the risk of contributing to deforestation, companies purchase high-risk raw materials covered by third-party certification schemes such as Rainforest Alliance (RA) and Round Table on Sustainable Palm Oil (RSPO). In 2024, as part of the preparation for the EU Deforestation Regulation (EUDR), Orkla companies mapped all products containing ingredients covered by EUDR and performed risk assessments.	Orkla Home and Personal Care, Orkla Snacks, Orkla Health	Ongoing mapping and risk assessments for EUDR compliance, with positive impacts in Indonesia and further investigations planned for 2025.
Biodiversity in agriculture and regenerative practices	Land-use change due to agricultural activities, Land degradation, State of species, Physical biodiversity risks	In 2024 Orkla Foods and Orkla Snacks continued their work with the Farm Sustainability Assessment (FSA) system to secure FSA Silver level certification for their suppliers of i.a. rice, sugar, cocoa, hazelnuts and potatoes. In Sweden, Orkla Snacks and Orkla Foods sponsored a collaboration project led by Hushållningssällskapet, an organisation providing agricultural knowledge and support. The project encourages farmers to plant flowering field edges by providing seed mixes free of charge, where the field edges provide feed and shelter for insects and birds. In Denmark and the Czech Republic, Orkla Food Ingredients implemented ESG management systems to monitor biodiversity and ecosystem-related risks in the value chain. This work has resulted in increased monitoring of biodiversity risks in the value chain and improved supplier accountability and ecosystem impact management. In 2024, Orkla Snacks continued their participation in Hela Sverige Blommar (All Sweden is blooming), a project in support of pollinators in the agricultural landscape around Kristianstad. In The European Pizza Company, sourcing of wheat for pizza dough, the highest-selling product by weight, from regenerative agriculture has started. Regenerative agricultural practices have the potential to increase biodiversity as well as to reduce climate impact.	Orkla Snacks, Orkla Foods, Orkla Food Ingredients, The European Pizza Company	Strengthened biodiversity risk monitoring and supplier accountability, with ongoing regenerative agriculture initiatives.
More sustainable diets	Land-use change due to agricultural activities	Plant-based food generally has significantly less impact on the drivers of biodiversity loss such as land use, resource use and greenhouse gas emissions compared with meat and dairy products. Within Orkla Foods, development and marketing of products based on vegetables and pulses is an important strategy. In Sweden, action was taken to influence customers in the food service sector to purchase more sustainable options such as mince made from peas and other pulses and recipes mixing half-and-half of plant-based/vegetarian ingredients and meat. Workshops were arranged with restaurants, hotel chains and food service companies to show how these minces can be prepared to achieve a good taste and price, and have led to an uptick in both minces and prepared products in the private as well as public sectors. In Norway, the Toro brand nudges consumers to substitute meat with vegetarian options.	Orkla Foods	Increased adoption of plant-based ingredients in the Swedish food service sector, and consumer nudges in Norway for vegetarian options.

Metrics and targets

E4-4 Targets related to biodiversity and ecosystems

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024, Orkla ASA's Board of Directors supported a set of draft sustainability targets towards 2030 (See Section ESRS 2 SBM-1), including the following proposed targets for addressing the topics of biodiversity and ecosystems:

- 100% deforestation-free sourcing of beef, palm oil, soy, cocoa, and timber and wood fibre by the end of 2025.
- 100% high-risk raw materials to be deforestation- and conversion-free.

The cut-off date for deforestation in supply chains is no later than 31 December 2025.

Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

E5: Resource use and circular economy

Resource use and circular economy-related impacts, risks and opportunities

SBM-3 E5 Material impacts, risks and opportunities and their interaction with strategy and business model

E5 - Resources use and circular economy

IRO		Location in value chain			Time horizon		
		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Resource inflows, including resource use							
Resource inflows	Actual negative impact	x	x		x	x	x
Resource efficiency	Opportunity	x	x			x	
Resource outflows related to products and services							
Resource outflows	Actual negative impact			x	x		
Waste							
Waste	Actual negative impact		x		x	x	
Food waste	Potential negative impact	x		x	x	x	
Transitional risk	Risk		x	x		x	

Circularity is a defining dimension for Orkla's business model, intertwined with the company's commitment to sustainability and resource efficiency. As a leading supplier of consumer goods, Orkla recognises the significant impact of resource inflows, such as the use of virgin materials and cultivation of agricultural, raw materials have on the environment.

Orkla's resource inflows are diverse, reflecting the company's wide range of consumer products, from food to personal care and household items. These inflows are primarily categorised into raw materials and packaging, as well as materials and consumables for manufacturing operations.

For food products, this includes agricultural commodities such as grains, oils and dairy, while non-food products may include chemicals, fragrances and other specialised ingredients. Packaging materials are also a significant component, designed to maintain product integrity and appeal. Orkla is committed to sourcing sustainable materials and increasing the use of recycled content in its packaging to reduce environmental impact.

By prioritising circularity, Orkla aim to reduce these impacts and enhance the sustainability of the company's products. Efficient resource use, particularly in raw materials and packaging, is essential for minimising waste and addressing the environmental footprint of Orkla's operations. Additionally, managing resource outflows, including packaging and food waste, are vital for maintaining regulatory compliance and meeting consumer expectations.

Material impacts, risks and opportunities identified through the double materiality assessment are listed in the table above. The table indicates where the impacts, risks and opportunities originate and the relevant time horizons. The process for identifying these impacts, risks and opportunities and a complete list of them with brief descriptions are presented in Section ESRS 2 SBM-3.

E5-1 Policies related to resource use and circular economy

According to the Orkla Sustainability Policy described in Section ESRS 2 GOV-1), Orkla companies are expected to manage their material impacts, risks and opportunities related to resource use and circular economy across their operations and value chains. Through the Orkla Sustainability Policy, Orkla sets several requirements for portfolio companies within material topics and more specifically outlines the requirements related to resource use and circular economy:

- Orkla companies are expected to manage their material impacts, risks and opportunities related to resource use and circular economy in own operations and in their upstream and downstream value chains.
- Orkla companies are expected to aim for all packaging to be recyclable and to strive to reduce the use of virgin resources and increase the use of reused, recycled or renewable resources in products and packaging.
- Orkla companies are expected to strive for sustainable sourcing and the use of renewable resources, and to ensure that sustainability certifications or other mitigating actions are in place for raw materials with high risk of negative impact.

The Orkla Supplier Code of Conduct (described in Section G1-1) also states the requirements set for suppliers. Regarding resource efficiency, suppliers must take appropriate steps and set targets to minimise the consumption of natural resources such as materials, energy and water, as well as put in place saving strategies for these resources. Performance must be monitored, tracked and documented. For waste management, suppliers must implement a systematic approach to identify, manage, reduce and responsibly dispose of or recycle solid waste.

E5-2 Actions and resources related to resource use and circular economy

According to the Orkla Sustainability Policy, Orkla companies are expected to take actions and allocate resources to address material impacts, risks and opportunities and achieve positive progress.

Orkla has dedicated resources allocated to manage material sustainability matters, as described in Section ESRS 2 GOV-1, including management of impacts, risks and opportunities related to resources use and circular economy.

Orkla has material impacts, risks and opportunities related to resource use and circular economy in own operations, upstream and downstream value chain. Orkla has taken actions to mitigate impacts and risks and take advantage of identified opportunities, as described in the table 'Actions to address material impacts, risks and opportunities' for E5. Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Metrics and targets

E5-3 Targets related to resource use and circular economy

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024 Orkla ASA's Board of Directors supported a set of draft sustainability targets towards 2030 (See Section ESRS 2 SBM-1), including the following proposed target for addressing the topic of resource inflow and circular economy:
- 100% of packaging to be recyclable
- 100% of high-risk raw materials certified or with actions

Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

E5-4 Resource inflows, including resource use

Orklas overall total weight of products and materials largely contains biological materials such as food related raw materials and goods. Orkla ensures the sustainable sourcing of raw materials by adhering to recognized certification schemes. For arable crops, Orkla require a minimum of FSA Silver or equivalent certifications. For other high-risk raw materials, Orkla apply relevant third-party verified standards or other actions.
A relatively low percentage of Orkla's total product weight is derived from waste or recycled materials. This is primarily because over 84% of Orkla's products consist of biological materials, such as food items, which in most cases cannot be sourced from waste or recycled content. The remaining weight largely consists of packaging, which is where most of Orkla's use of waste or recycled materials is concentrated.

E5-4 Resource inflows

	Tonnes	Share of total weight (%)
Overall total weight of products and materials used during the reporting period (Raw materials, traded goods, packaging)	1 186 649	
Overall total weight of biological materials used during the reporting period	999 499	84.2%
Overall total weight of biological materials used to manufacture the undertaking's products and services (including packaging) that is sustainably sourced	326 709	32.7%
Weight of products and materials based on waste or recycled materials	98 022	8.3%

Accounting principles
Resource inflow includes all goods purchased from external suppliers that fall within the GHG Scope 3 boundaries for Category 1 Purchased goods and services. The materials used are assumed to be equivalent to those purchased, since they are acquired for planned production. These materials include both raw materials and packaging. There is inherent uncertainty in all data reported, due both to some degree of estimation and to the manual handling of input data reported. Please also see the description of uncertainties in Section E1-6. The data are relevant to measure performance and effectiveness related to actions reducing negative impact and mitigating risks on resource inflows.

E5-5 Resource outflows related to products and services

Orkla's production process encompasses a wide range of products and materials across its portfolio companies. Key areas include food and beverage products such as ready meals, condiments, frozen pizzas, bread toppings, vegetables, seafood, bakery items, desserts, snacks, and jams. Additionally, the portfolio includes nutritional supplements like protein blends and dietary capsules, as well as spices, breakfast mixes, and confectionery.

In the non-food segment, Orkla produces painting tools and accessories, along with home and personal care products. Packaging materials used across these products include glass, paper, plastics, metals, and flexible films, reflecting the diverse nature of Orkla's operations.

Orkla manages a diverse range of waste streams with a focus on effective processing methods. Organic waste, a significant component, is handled through anaerobic digestion, composting, conversion to animal feed, incineration, recycling, and other treatments. Alongside this, we recycle substantial amounts of metals, glass, paper, and plastics, ensuring efficient resource recovery. Hazardous waste, including batteries and electronic waste, is managed through recycling and incineration with energy recovery. Additionally, industrial inert waste is primarily directed to landfill, while residual waste is addressed through both landfill and incineration, reflecting the varied nature of materials in Orkla's operations.

E5-5 Resource outflows

	2024
The rates of recyclable content in products packaging	90.85%
Weight of recyclable content in products packaging (metric ton)	150 271

E5-5 Resource outflows

	2024	2023
Waste diverted from disposal (metric ton)	**93 315**	**96 443**
Hazardous (metric ton)	312	243
Preparation for reuse (metric ton)	0	0
Recycling (metric ton)	17	19
Other recovery operations (metric ton)	295	224
Non-hazardous (metric ton)	93 003	96 201
Preparation for reuse (metric ton)	0	0
Recycling (metric ton)	11 662	9 855
Other recovery operations (metric ton)	81 341	86 346
Waste directed to disposal	**4 628**	5 432
Hazardous (metric ton)	0,02	0,01
Incineration (metric ton)	0	0
Landfill (metric ton)	0,02	0,01
Other disposal operations (metric ton)	0	0
Non-hazardous (metric ton)	4 628	5 432
Incineration (metric ton)	0	0
Landfill (metric ton)	4 628	5 432
Other disposal operations (metric ton)	0	0
Non-recycled waste (metric ton)	86 264	92 002
Percentage of non-recycled waste	88.1%	90%
Total waste generated (metric ton)	**97 943**	**101 876**
Total amount of hazardous waste (metric ton)	**312**	**243**

Accounting principles
Waste is categorised into two main types – hazardous waste and non-hazardous waste – focusing on waste directed and diverted from disposal, including materials sent for recovery and recycling. **Total amount of waste** is the total of all material discarded, excluding internally recycled materials. Waste data are based primarily on information from waste management handlers, through invoices and gate weightings. Where waste data are unavailable, estimates are based on volumes, measurements or other available information. There is inherent uncertainty in all data reported related to waste, due both to a large degree of estimation and to the manual handling of input data reported. The data are relevant to measure performance and effectiveness related to actions reducing negative impact and mitigating risks on resource inflows.

Actions to address material impacts, risks and opportunities for E5

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Waste management and reduction initiatives	Waste	Orkla companies are committed to reducing the environmental impact of their products and processes. Waste generation in own operations and the downstream value chain are relevant for all Orkla companies. They address this issue by analysing waste, training employees, replacing equipment, improving waste handling methods, joining forces with local players, donating surplus food and renewing waste management systems. Orkla companies have implemented targeted waste management initiatives to minimise operational waste and enhance recycling efforts. The aim is to improve waste segregation practices, increase recycling rates, and reduce landfill contributions. Additionally, focus is placed on monitoring and managing obsolete goods to enhance resource efficiency. An example from Health and Sports Nutrition Group is minimising waste from its own production, particularly addressing food waste from unsold products nearing best-before dates. To tackle this, they implemented routines to discount these products one to three months before their expiration. If products remain unsold, they are offered to employees rather than being discarded. Looking ahead, the plan is to explore opportunities to donate products that are past their best-before dates but are still safe for consumption. Efforts to donate and sell edible food at a discount have been crucial in minimising food loss in many Orkla companies. An initiative towards consumers was introduced by Orkla Foods in Norway with the launch of a campaign to encourage consumers to use food leftovers in their cooking. To further enhance waste reduction, Orkla Foods has drafted new KPIs and targets for reducing residual waste and food loss, set to be implemented in 2025.	Health and Sports Nutrition Group, Orkla Foods	Ongoing waste management initiatives with new KPIs and targets set for 2025. Enhanced recycling and food donation efforts continue.
Circular packaging solutions	Resource outflows	Orkla seeks to prevent plastic pollution and achieve efficient use of resources by contributing to circular value chains for packaging materials. Packaging has an important function in terms of protecting products, prolonging shelf life, and facilitating easy use. As part of the efforts to reduce waste throughout the value chain, companies have developed circular solutions for their customers. Orkla Foods has introduced measures to reduce resource use through packaging innovation and design changes. In Sweden, they have reduced the amount of glass in jars and implemented recycled aluminium in tubes for spreads. In Norway, a new packaging solution for ready-to-eat soups has led to an annual reduction of 280 pallets in distribution and 8.8 tons of plastic packaging. In the Czech Republic, flip-top lids on chilled paté bowls were replaced with aluminium lids, saving an estimated 10.7 tons of plastic annually. In Austria, the packaging for muesli was changed from bag-in-box to pouch, saving 60 tons of cardboard boxes in 2024.	Orkla Foods	Reductions in packaging materials achieved, with ongoing innovations in circular packaging solutions for further improvements.
Resource recovery and recycling	Resource inflows Resource outflows	The Orkla Snacks Filipstad factory in Sweden invested in new equipment to enabling the concentration and of potato starch from cleaning water, which is further sold for energy production. In many factories the leftover materials from production are sold as valuable animal feed. Orkla Wound Care, part of Orkla Health, has begun replacing virgin fossil plastics in first aid stations and dispensers with recycled plastics, a process that started in 2024 and that will continue into 2025, involving a total of a 30-ton reduction in plastics. In Orkla Health, the development of new toothbrushes continues, and in 2024 an increased amount of post-consumer recycled polypropylene was used in the product, with the ultimate goal of achieving 100% recycled material. Additionally, the development of thinner and lighter packaging has resulted in a 50% reduction in carton and PET plastic usage.	Orkla Snacks, Orkla Health	Action taken for resource recovery and recycling results in reduced use of plastic, increased use of recycled materials. and reduced overall use of packaging materials.

Social information

A key pillar in Orkla's sustainability ambition is to empower the people linked to Orkla's business to drive positive change. Orkla build a culture of diveristy & inclusion, and actievly engage in the social challenges linked to the company's value chain.

Chapter navigation

S1: Own workforce

Strategy

SBM-3 S1 Material impacts, risks and opportunities and their interaction with strategy and business model

Orkla has a total workforce of around 19,100 employees[1] and 4,000 non-employees[2], spread across 38 countries. Most portfolio companies have own production sites, and a significant share of Orkla's employees work within production, maintenance and logistics. Other important functions within the companies include marketing, product development, sales, sustainability, business development, finance, IT, HR and communication. Orkla is dependent on attracting, developing and retaining the right workforce to be able to succeed with its strategy to improve long-term value creation and have identified material impacts, risks and opportunities related to its own workforce. All members of Orkla's own workforce who could be materially impacted by Orkla are included in the scope of this chapter. Orkla has not identified any employees or non-employees with particular characteristics, working in particular contexts or involved in particular activities, that may be at greater risk of harm.

Material impacts, risks and opportunities (IROs) are listed in the table below and are considered relevant for all members of Orkla's own workforce, without being specific to any particular groups of people. A complete list of Orkla IROs on all topics and brief descriptions are presented in Section ESRS 2 SBM-3.

The process for identifying impacts, risks and opportunities is described in section ESRS2 IRO-1. In this process, Orkla has assessed significant risks and opportunities arising from impacts and dependencies related to its own workforce. In general, the potential negative impacts on its own workforce are assessed as neither widespread nor systematic.

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S1 - Own workforce		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Working conditions							
Secure employment	Potential negative impact		x		x	x	
Occupational health and safety	Potential negative impact		x		x	x	
Working time and work-life balance	Potential negative impact		x			x	
Adequate wages	Potential negative impact		x			x	
Collective bargaining and social dialogue, freedom of association, consultation and participation rights	Potential negative impact		x			x	
Unwanted turnover	Risk		x			x	
Sick-leave	Risk		x			x	
Increased attractiveness as employer	Opportunity		x			x	
Equal treatment and opportunities for all							
Diversity, equity and inclusion	Potential negative impact		x			x	
Training and skills development	Potential negative impact		x			x	
Other work-related rights							
Privacy	Potential negative impact		x		x	x	

Impact, risk and opportunity management

S1-1 Policies related to own workforce

Orkla's policies related to own workforce and human rights are included in the Orkla Code of Conduct and the Orkla Sustainability Policy described in Section ESRS 2 GOV-1. These policies address how Orkla manages its material impacts, risks and opportunities related to its own workforce. These policies apply to all employees, not just specific groups. The policies outline Orkla's commitments to its own workforce and include processes and mechanisms to ensure compliance with key international frameworks, such as the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. With a workforce of around 23,100 in 38 countries, Orkla's policies related to its own workforce and human rights must cover all relevant rights included in the abovementioned key international frameworks, regardless of whether or not these rights are considered material impacts, risks and opportunities to Orkla. These rights are considered global universal human and labour rights for all workers. regardless of business activity.

Orkla policies include a clear commitment to respect the human and labour rights of the members of its own workforce, to engage the people, perform impact assessments and due diligence, take necessary steps to remedy actual adverse impacts, and cease, prevent or mitigate potential adverse impacts. The policies explicitly address critical issues such as forced labour, human trafficking and child labour, while also including a strong focus on workplace safety, accident prevention, and the requirement for a structured management system to uphold these standards.

1 Includes permanent, and temporary and non-guaranteed hours employees as of 31 December 2024.
2 Includes self-employed persons (independent contractors) and persons employed by agencies for temporary staffing as at of as of 31 December 2024.

A key aspect of Orkla's human rights commitment is the elimination of discrimination and harassment, as well as the promotion of equal opportunities, diversity, and inclusion. The Orkla Sustainability Policy clearly states that no form of harassment or discrimination based on race, ethnicity, colour, sexual orientation, gender identity, disability, age, religion, political opinion, national or social origin or any other factor protected by EU regulations or national law shall be tolerated. In addition, the policy includes commitment to strive to foster an inclusive and open workplace culture where employees feel valued, have opportunities for development, and where vulnerable groups, such as migrant workers, are protected. According to the Orkla Sustainability Policy, Orkla companies are expected to work systematically to safeguard health, safety, and psychological well-being, and to strive for zero harm to their workers and continuous improvement within these areas. Orkla companies are expected to establish an Occupational Health and Safety (OHS) management system based on recognised standards, which includes workplace accident prevention and systematic efforts to promote good worker health. Orkla companies are expected to engage with their workforce through regular manager and worker dialogue, formal channels for consultation, such as the Global Works Council, and regular engagement surveys.

Orkla policies are implemented through different measure to ensure that discrimination is prevented, mitigated and acted upon once detected, as well as to advance diversity and inclusion in general. This is done through training and awareness, active monitoring and reporting on diversity, pay and pay gaps across positions, and gender pay gaps, among others.

To ensure robust procedures for data privacy, Orkla ASA has established a policy and guidelines for personal data processing, which apply to all Orkla companies within the EEA. The Orkla Privacy Policy defines roles and responsibilities, and sets out a number of mandatory requirements for Orkla companies, including, but not limited to, a requirement to establish and maintain an inventory of all personal data processing activities pursuant to Article 30 of the EU General Data Protection Regulation (GDPR), to log and mitigate GDPR risks, to ensure that there is a legal basis for the processing, to enter into data processing agreements with all data processors, to give the data subjects mandatory information about the data processing, to properly process data subject requests, and to manage a formalised process relating to privacy breaches, including notification to supervisory authorities where required. Accountability for GDPR compliance lies with each legal entity's board of directors. Responsibility for day-to-day guidance and support lies with each company's GDPR Coordinator; day-to-day GDPR operational responsibility for GDPR compliance lies with each named process owner for the processing activities they own; and overall guidance and support for Orkla companies' efforts towards reaching GDPR compliance is provided by Orkla ASA.

S1-2 Processes for engaging with own workforce and workers' representatives about impacts

Orkla is committed to cooperation between the shareholder's representatives, the management and employee representatives. The active participation of employees in governing bodies is an important element in Orkla's decision-making processes. Orkla seeks to involve employees and employee representatives in the annual human rights impact assessments. In 2024, Orkla's chief trade representative was consulted as part of the process and provided input to the assessment and action plan. As part of their board assignment workers representatives is actively involved is the assessment, control and approval of sustainability related matters, including related to the human rights of own workers.

Orkla companies are expected to establish formal channels for consultation with employee-elected representatives. There are variations across portfolio companies and operational units when it comes to the structure of the consultation channels and topics covered, but the channels are generally used for regular updates on business performance and to discuss work-related issues.

Orkla encourages portfolio companies to engage with employee-elected representatives and other relevant stakeholders as part of the annual due diligence process to obtain a good understanding of their interests and views. Orkla companies regularly carry out employee surveys to monitor employee engagement and identify workplace-related issues of concern. These surveys and the process for performance review and development are used as channels to obtain insight into the perspectives of employees who may be particularly vulnerable to impacts, such as single parents or persons with disabilities.

The Executive Vice President Legal & Compliance in Orkla ASA has operational responsibility for ensuring that Orkla has adequate processes for engaging with its own workers and workers' representatives about relevant impacts and for assessing effectiveness of this engagement. This role also holds responsibility for the agreement between Orkla and employee organisations and for management of Orkla's liaison committees and works council. The current agreement was signed in 2023 and is valid for two years, with a possibility for renegotiation or prolongation for an additional two years. For more information on social dialogue in Orkla, see Section S1-8.

To ensure good dialogue between Orkla's management and employees, it is common for Orkla companies to have a working environment committee with representation from management, employee-elected employees and the occupational health service team. The committee is a formal channel for discussing all issues related to the workplace.

S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns

According to the Orkla Sustainability Policy, Orkla companies are expected to carry out due diligence in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including assessing and addressing actual and potential adverse impacts on human rights and decent working conditions for the people of its workforce (see Section ESRS 2, GOV-1).

If any Orkla company causes, contributes to or is linked to actual or potential adverse human rights impacts on the people of its workforce, the company shall take necessary steps to remedy actual adverse impacts and to cease, prevent or mitigate potential adverse impacts.

Any observed or suspected breaches of the Orkla Code of Conduct or the Orkla Sustainability Policy should be reported at the lowest possible level in the organisation or via Orkla's central or local whistleblowing mechanisms, as described in Section G1-3.

S1-4 Taking action on material impacts on own workforce, and approaches to managing risks and pursuing opportunities related to own workforce, and effectiveness of those actions

According to the Orkla Sustainability Policy, Orkla companies are expected to ensure sustainability impact, risk and opportunity management by taking actions and allocating resources to ensure progress.

Orkla's key focus as an owner is to ensure robust governance procedures and to facilitate the work in the portfolio companies through guidance and support, and in 2024, Orkla ASA prepared an action plan for the strategy period 2024–2026.

The portfolio companies also continued their work to review and strengthen their policies, procedures and action plans for managing material impacts, risks and opportunities linked to own employees. Most of the portfolio companies have prepared long-term plans for preventing adverse human rights impacts and creating positive impacts for own employees. Actual cases of adverse impacts get high priority with regard to short-term actions both in Orkla ASA and at portfolio company level.

Orkla has not uncovered or received reports that the company's own practices are causing or contributing to material negative impacts on own workforce in 2024. This is among others due to good corporate values, governance and management over many years. In addition, to Orkla

companies' are subject to strict labour laws and regulations in their countries of operation and due to a significant share of Orkla's employees being part of trade unions or labour organisations and having access to channels for raising concerns.
Based on the assessment of impacts, risks and opportunities, Orkla has defined five core topics for the work on own workforce: Working conditions; occupational health and safety; diversity, equity and inclusion; skills development and data privacy. Several initiatives are taken by Orkla ASA and the portfolio companies within these areas. Examples of important actions taken in 2024 and plans for 2025 are listed in the table 'Actions to address material impacts, risks and opportunities' for S1.

Orkla ASA and the portfolio companies have dedicated resources to handle processes and actions related to ESG topics, as described in Section ESRS2 GOV-1. In addition, the human resources teams within the portfolio companies and their subsidiaries play an important role, since management of impacts, risks and opportunities linked to own employees is an integrated part of human resources management.

The actions in 2024 were largely carried out by the organisation, but some additional financial resources were used to implement system improvement and training programmes.

Actions have been reported by all Orkla companies and selected by the portfolio companies and Orkla ASA based on their scope and expected impact on Orkla's material IROs. Actions are reported as best as possible, and relevant actions may have been filtered out and not included from the report. Similarly, relevant actions may have been overlooked and therefore not identified or reported.

Metrics and targets

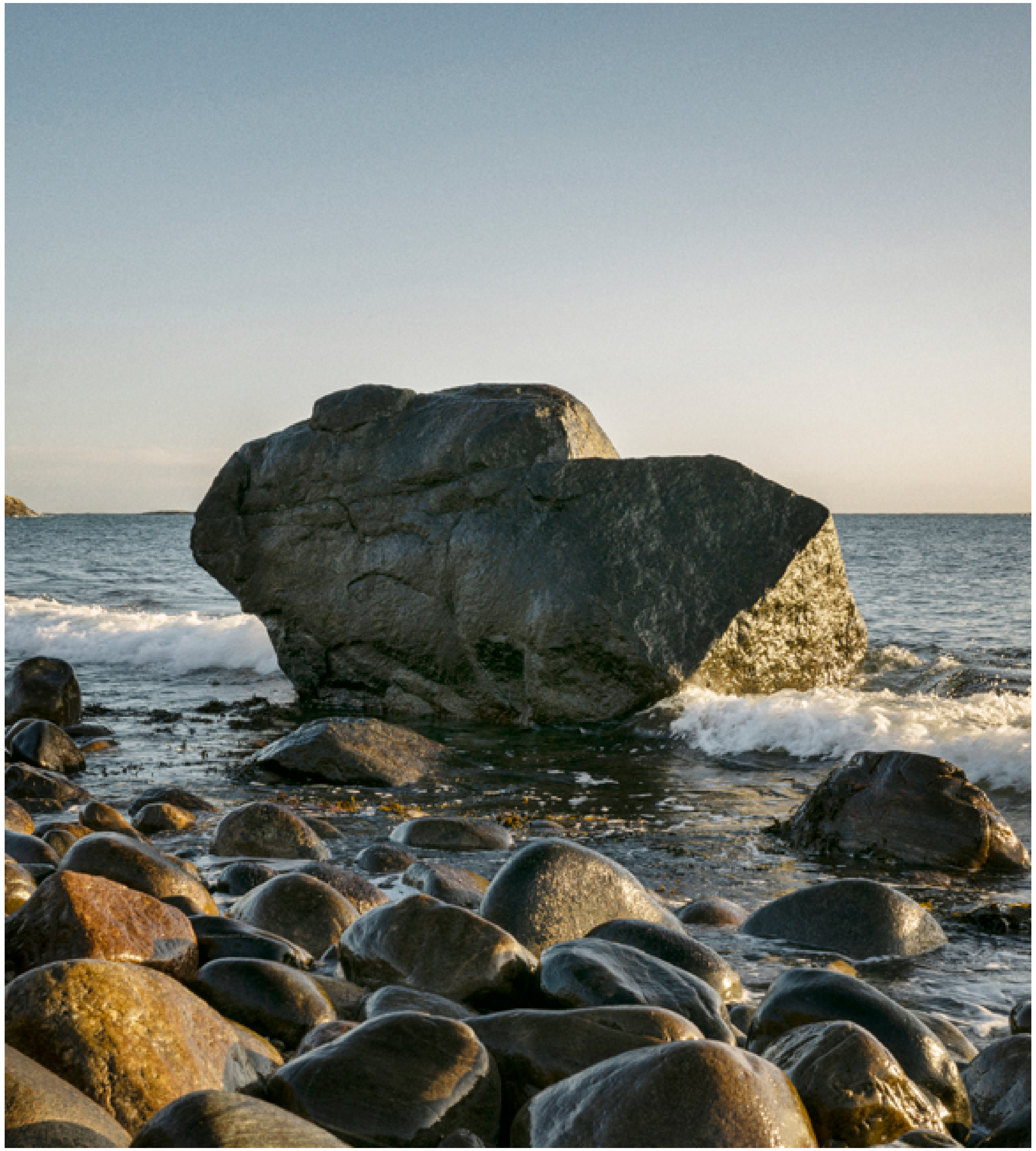
S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportuniti-es

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024 Orkla ASA's Board of Directors approved a set of draft sustainability targets for the period to 2030 (see Section ESRS 2 SBM-1), including the following proposed targets to address the topic of Orkla's own workforce:

- Pay adequate wages to 100% of employees by 2026.
- Have a steady low rate or yearly (continuous) reduction in injuries and work-related ill health.
- No serious injuries.
- Have gender-balanced Boards of directors, management teams and overall work force, where no gender is overrepresented (>60%).

Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.



Actions to address material impacts, risks and opportunities for S1

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Human rights policy	All	In 2024, Orkla's human rights policy and requirements for the portfolio companies were reviewed as part of the update of the Orkla Sustainability Policy. The purpose of the update was to ensure good management of material impacts, risks and opportunities and legal compliance.	All portfolio companies	The policy update has been successful in ensuring alignment with regulatory development and will be updated annually. In 2025, Orkla ASA will engage in dialogue with the portfolio companies and external stakeholders to hear their views on the policy and use the input to update the sustainability policy and targets.
Human rights due diligence guidance	All	In 2023–2024, Orkla ASA prepared a human rights due diligence playbook, including templates and guidance material, to support the companies. In 2024, the material was shared with Orkla's sustainability network, including around 30 members from the portfolio companies. Orkla ASA also supported 10 companies in preparing impact assessments and long-term plans through facilitation of workshop processes. In 2025, Orkla ASA will continue to support and guide the portfolio companies in preparing human rights impact assessments and plans.	All portfolio companies	The guidance material and workshop processes have contributed to skills development among the portfolio companies and to more formalised processes for human rights risk assessments and plans. Orkla monitors progress of the human rights' due diligence work through board reviews and annual reporting.
Actions to improve working terms and conditions	All IROs related to Working conditions	In 2024, the portfolio companies engaged in a wide range of actions to ensure fair working terms and good working conditions. Examples include regular employee surveys, active worker participation through liaison committees, performance and development reviews and annual adjustment of compensation.	All portfolio companies	The actions taken in 2024 have been important in upholding fair working terms and improvements in important areas such as adequate wages and employee engagement. The effectiveness of actions is evaluated by the portfolio companies and progress tracked by Orkla through annual reporting.
Job architecture framework	All IROs related to Working conditions,	In 2024, Orkla Foods and Orkla Snacks started the development of a job architecture framework to support programmes for compensation management, talent management, and career development. The framework will be implemented in 2025.	Orkla Foods, Orkla Snacks	The project will lead to improved management of jobs, roles, skills, pay, careers, and talent across the organisation and is progressing according to plan. Orkla track progress of the companies' DE&I activities through board reviews and internal procedures for annual reporting
Equal pay and pay transparency	All IROs related to Working conditions, Diversity, equity and inclusion	In 2024, Orkla Foods and Orkla Snacks defined a common project to integrate pay equity and pay transparency into company policies, culture, and ways of working and to establish aligned processes and reporting across the companies, supported by digital solutions to enhance efficiency and accuracy. Solution design is planned for 2025 and companywide implementation in 2026.	Orkla Foods, Orkla Snacks	The initiative will promote fairness and transparency in compensation across the organisation and is progressing according to plan. Orkla tracks progress of DE&I activities through board reviews and internal procedures for annual reporting.
Employee survey (WeConnect)	All	In 2024, Orkla Foods and Orkla Snacks designed a process and implemented a system for regular employee engagement surveys and prepared for implementation in 2024/2025. Several of the other portfolio companies already have similar systems and processes in place.	Orkla Foods, Orkla Snacks	The surveys are seen as giving valuable insights into employee sentiment, allowing data-driven decisions to improve the work environment. The effectiveness of systems is evaluated by the portfolio companies
Good Food Plan	All	The European Pizza Company (TEPC) launched its Good Food Plan in 2024, a shared sustainability programme for all its companies. The plan sets requirements and targets on what kind of actions should be taken to improve the well-being and inclusion of own workforce, including measures such as pay parity, internal whistleblowing mechanisms, support structures for feedback, training and professional development and gender balance.	The European Pizza Company	The Good Food Plan provides a common direction for the company's ESG work with clear expectations. TEPC will follow up implementation of the Good Food Plan in 2025. Orkla tracks progress through the internal procedures for annual reporting
WageIndicator	Adequate wages	In 2024, Orkla entered into an agreement with the academic not-for-profit organisation WageIndicator. WageIndicator provides Orkla with quarterly updated estimates of living wages and cost of living in the countries and regions where the Orkla companies operate. The data were used by the portfolio companies in 2024 to compare wages paid to own employees with regional benchmark data for adequate wages. In 2025, the data will be used by the portfolio companies to prepare a plan for meeting adequate wages for own employees and to build a better understanding of living wage risks in the supply chain.	All portfolio companies	The collaboration with WageIndicator has ensured up-to-date and reliable benchmark data and been a valuable support in Orkla's efforts to provide adequate wages. Orkla will regularly evaluate the effects of the collaboration.
Adequate wage assessment	Adequate wages	In 2024, all portfolio companies prepared a wage assessment with the purpose of identifying improvement areas and preparing for the ESRS reporting. The assessment showed that all employees are paid wages above the legal minimum wage. Several of the portfolio companies implemented additional pay adjustments to compensate for employees' increased living costs. In 2025, the portfolio companies will prepare a plan for ensuring adequate wages for all employees.	All portfolio companies	The assessments provided valuable input to Orkla's work and enabled robust reporting on adequate wages. Orkla tracks progress of the portfolio companies' work on adequate wages through the internal procedures for annual reporting.

Actions to address material impacts, risks and opportunities for S1

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
OHS systems and tools	Occupational health and safety	Several portfolio companies introduced OHS system improvements and tools in 2024. Examples include Orkla Foods, which introduced a new OHS reporting system to improve risk understanding and assess the effectiveness of risk mitigation efforts. The system was implemented in Norway, Denmark and the Czech Republic in 2024 and will be implemented in Latvia, Austria and Finland in 2025. In 2024, Orkla Food Ingredients designed tools to support its work to create a safer and healthier work environment. A Health & Safety Handbook was developed, describing best practice ways of working. The handbook was translated into relevant local languages and distributed globally. All employees are required to be familiar with the handbook, and it is now a mandatory part of onboarding for new employees.	Orkla Foods, Orkla Food Ingrediens	The system improvements and tools implemented in 2024 have enabled increased understanding of OHS risks and of best practice. The effectiveness of systems and tools is evaluated by each portfolio company. Orkla monitors progress on work-related accidents and sick leave through regular internal reporting on KPI's, board reviews and annual progress reporting
EHS Week	Occupational health and safety	Orkla Foods, Orkla Snacks and Orkla Home and Personal Care organised an EHS Week in 2024, involving employees across their various locations. The three portfolio companies organise EHS weeks every year as an important contribution to the ambition of developing a strong health and safety culture and achieving the vision of zero injuries.	Orkla Foods, Orkla Snacks, Orkla Home and Personal Care	The EHS week contributed to increased awareness of workplace safety and how to prevent ill-health. The effects of the EHS weeks are evaluated by the portfolio companies for continuous improvement.
OHS training	Occupational health and safety	OHS training is a fundamental part of systematic OHS work and includes raising awareness of risk issues linked to workplace health and safety and sharing best practice. Such training is regularly carried out by portfolio companies. In 2024, several portfolio companies organised training with a particular focus on reducing stress-related sick leave and enhancing mental well-being. Orkla Food Ingredients carried out mental health awareness campaigns and Orkla Home and Personal Care implemented a Feelgood app for all employees at the Falun site, providing insight into the reasons for sick leave. portfolio companies will continue with systematic OHS training for their workforce in 2025.	All portfolio companies	The training is assessed as important and effective in raising risk awareness and finding relevant improvement actions. The effectiveness of training is evaluated by each portfolio company. Orkla tracks progress of the OHS work through board reviews and the internal procedures for annual reporting.
Performance and development reviews	Training and skills development	In 2024, all the portfolio companies continued their programmes for regular performance and development reviews.	All portfolio companies	Progress is evaluated by the portfolio companies and monitored by Orkla through annual reporting.
Learning management system	Training and skills development	In 2024, Orkla Foods and Orkla Snacks started a project to improve and further develop the learning management system. The project will continue until 2026, covering employees in both production sites and corporate offices.	Orkla Foods Orkla Snacks	The project will provide improved system support for all training and skills development activities, in particular for workers in production sites and warehouses. The effectiveness of the systems is evaluated by each portfolio company
Training programmes	Training and skills development	Several of the portfolio companies renewed and strengthened their training programmes in 2024. Orkla Foods and Orkla Snacks restructured Orkla's management training programme to better suit their specific needs for value creation and other strategic objectives. In addition, Orkla Snacks carried out change management training for all HR directors to enable them to support management teams and engage employees during the organisational restructuring of Orkla Snacks in 2024. Orkla Home and Personal Care implemented a management training programme and initiated a digital training programme for production workers. To enable the training, all employees in the production units were given access to the company's digital learning platform, including set-up of IT infrastructure and training and assistance in using the systems. In 2025, Orkla Home and Personal Care will develop a new and improved digital system for reporting and monitoring training activities to ensure that all employees have the training they need. In 2024, Orkla Food Ingredients appointed a learning and development manager to lead training and development initiatives across all entities. Leadership training across the Group was relaunched aimed at nurturing young talent. Orkla Food Ingredients plans to launch several programmes in 2025 to secure proper workforce upskilling and enhance career development opportunities.	Orkla Snacks, Orkla Foods, Orkla Home and Personal Care, Orkla Food Ingredients	The new and improved training programmes contribute to developing skills of strategic importance. The effectiveness of the programmes is evaluated by each portfolio company. Orkla tracks progress through the internal procedures for annual reporting

Actions to address material impacts, risks and opportunities for S1

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
DE&I awareness training	Diversity, equity and inclusion	In 2024, Orkla ASA carried out training on strategic Diversity, Equity & Inclusion (DE&I) management for Orkla ICand members of Orkla's investment team. Orkla ASA also engaged in dialogue with selected business partners to draw more attention to gender balance and diversity management more broadly. In 2025, Orkla will carry out awareness training in strategic DE&I management for members of portfolio company boards and management teams. In 2024, the portfolio companies organised training and other initiatives to build internal awareness of DE&I and support the local companies in implementing their plans. The scope of these activities is all employees, with a particular focus on managers in leadership roles.	Orkla Foods Orkla Snacks Orkla Home and Personal Care Orkla House Care Orkla Food Ingredients	DE&I awareness training is expected to result in improved inclusion, diversity awareness and equitable practices for recruitment and career advancement. The initiatives are also expected to lead to a more diverse workforce, improved employee satisfaction and stronger retention rates. The effectiveness of the training programmes is evaluated by each portfolio company. Orkla tracks progress through the internal procedures for annual reporting and follows up through board engagement.
Data privacy compliance	Privacy	In 2024 Orkla portfolio companies carried out a review of their records of processing activities, and more than 80% of Orkla's approximately 1,900 records were updated in 2024. In addition, the companies identified key privacy operational risks, logged these in a database, categorised them and defined recommended mitigating activities. Orkla also rolled out an Intra-Group Data Processing Agreement, governing personal data transfers between Orkla companies. Orkla ASA provided guidance to the Orkla companies' GDPR coordinators through webinars, guidance documents and other material. In 2025, Orkla will establish a model for annual reassessments of the records of processing activities and update the privacy notice for Orkla employees.	All portfolio companies	The activities are seen as important for ensuring continuous compliance with regulatory requirements, and Orkla will continue to support ongoing privacy risk mitigation activities. Orkla monitors progress through the compliance network, procedures for annual reporting and board engagement.

S1-6 Characteristics of the undertaking's employees

	2024
Percentage of employee turnover	**17.2%**
Number of employees who have left undertaking	**3 284**
Voluntary	2 209
Due to dismissal	858
Due to retirement	196
Due to death	21

Number of employees by gender (head count)	2024
Male	10 372
Female	8 697
Other	0
Not disclosed	11
Total	**19 080**

	2024
Number of employees by employment type (head count)	**19 080**
Full-time	**17 866**
Male	9 890
Female	7 975
Other	0
Not disclosed	1
Part-time	**1 214**
Male	483
Female	721
Other	0
Not disclosed	10

	Female	Male	Other	Not reported	Total
Number of employees (head count)	8 697	10 372	0	11	19 080
Number of permanent employees (head count)	8 000	9 618	0	1	17 619
Number of temporary employees (head count)	525	518	0	0	1 043
Number of non-guaranteed hours employees (head count)	172	236	0	10	418
Number of full-time employees (head count)	7 975	9 890	0	1	17 866
Number of part-time employees (head count)	721	483	0	10	1 214

Accounting principles
Employees include all persons employed by the companies in both full-time and part-time positions, permanent and temporary, as well as non-guaranteed hourly workers. Whether or not a person is an employee, including the type of contract, follows national legislation. The data are retrieved from the companies' human resources systems and there may be some errors due to manual data handling. Particular uncertainty is attached to the number of temporary workers, because the procedures for registering and reporting these data have not yet been fully implemented across the companies. The data are reported by the portfolio companies and reviewed before being consolidated at group level.

The data include characteristics related to gender, age, type of contract, location, wages, and training records. The tables above show the total number of employees and non-employees at the end of the reporting period. Redundant employees are recognised until the expiry of their period of notice. The characteristics registered for employees and non-employees are relevant for measuring performance and effectiveness related to actions reducing negative impact and mitigating risks on topics within secure employment, working time and work-life balance, unwanted turnover, diversity, and training and skills inclusion.

S1-6 Characteristics of the Undertaking's Employees

	2024
Number of employees by region and country (number of people)	**19 080**
Nordics	**8 550**
Sweden	2 930
Denmark	1 845
Finland	779
Iceland	131
Norway	2 865
Baltics	2 151
Estonia	782
Latvia	1 235
Lithuania	134
Rest of Europe	**4 944**
Austria	169
Belgium	23
Czech Republic	1 572
France	10
Germany	106
Greece	98
Hungary	177
Italy	9
Netherlands	433
Poland	666
Portugal	93
Romania	400
Slovakia	207
Spain	125
Switzerland	40
Great Britain	728
Guernsey	88
Switzerland	3 285
Great Britain	398
Guernsey	18
Asia	**3 285**
Malaysia	398
United Arab Emirates	18
China	216
India	2 653.00
Others	**150**
USA	150

S1-7 Characteristics of non-employees in the undertaking's own workforce

	2024
Number of non-employees in own workforce	**4 028**
Self-employed people	159
People provided by undertakings primarily engaged in employment activities	3 824
Other	45

Accounting principles
Non-employees include all persons engaged through independent contractors, consultancies or temporary employment agencies to perform work for the companies as part of the workforce, including services such as cleaning or warehouse operations and to replace employees who are temporarily absent due to illness, social leave or vacation. The data on non-employees are partly based on estimates and are associated with a degree of uncertainty because the procedures for collecting the data from business partners have not yet been fully implemented across the companies.

S1-8 Collective bargaining coverage and social dialogue

	2024
Number of total employees covered by collective bargaining agreements	10 864
Percentage of total employees covered by collective bargaining agreements	56.9%

	Collective bargaining agreements		Social dialogue
Coverage rate	Employees – EEA (for countries with >50 empl. representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 empl. representing >10% total empl)	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl)
0-19%			
20-39%		India	Sweden
40-59%			
60-79%	Norway		Norway
80-100%	Sweden		

Accounting principles
Orkla companies follow negotiated national tariff agreements in countries where such agreements exist. In countries without national or sector-specific collective agreements, wages are determined by means of negotiation with local unionised workers or by using benchmarking tools. In some cases, such agreements give rights to all employees working at the same company or production location, not only those who are formally part of the agreement. The collective bargaining coverage is calculated on the basis of Orkla's total number of employees. This is based on reporting from the legal entities within Orkla's portfolio companies; there is a level of uncertainty associated with the data due to the lack of exact data in some entities. Companies lacking a precise overview of all the collective agreements that apply to their employees, including agreements which regulate terms of employment other than wages, have been report the number of employees who receive tariff or collectively negotiated wages. Collective bargaining coverage and social dialogue information is relevant to measure performance and effectiveness related to actions reducing negative impact and mitigating risks within working conditions and equal treatment and opportunities for all.

S1-9 Diversity

Gender	2024 Number	Percentage
Gender distribution of top management level		
Male	99	63.9%
Female	56	36.1%
Other	0	0.0%
Not disclosed	0	0.0%
Total	**155**	**100%**

Age group	2024 Number	Percentage
Distribution of employees by age group (head count)		
< 30	2 595	13.6%
30–50	9 896	51.9%
> 50	6 589	34.5%
Total	**19 080**	**100%**

Accounting principles
Orkla works towards the goal of an even gender balance at all levels. The data are collected and consolidated as described in section S1-6, where any uncertainties associated with the figures are also disclosed. **Top management** is defined as all members of Orkla IC and the management teams of all portfolio companies. The data are relevant for measuring performance and effectiveness related to actions to reduce negative impacts and mitigate risks related to diversity, equity and inclusion.

S1-10 Adequate Wages

Percentage of employees paid below the applicable adequate wage benchmark	2024
Total	**2.2%**
Czech Republic	1.8%
Great Britain	29.8%
India	2.8%
Latvia	8.0%
Netherlands	0.7%
Other countries	0.0%

Accounting principles
When assessing adequate wages, Orkla uses benchmark data provided by WageIndicator. WageIndicator is a recognised academic organisation which provides regional data on living costs and living wages in more than 200 countries. The calculation of adequate wages considers the cost of living for a typical family and country-specific information about fertility rate, earners per family and tax per worker for a typical family with two children and two working parents. For cases where the lowest living wage estimate is lower than the legal minimum wage, Orkla uses a higher living wage estimate. For companies in the Great Britain, Orkla uses the living wage estimates provided by Living Wage Foundation[1] as a benchmark for adequate wages. Information on actual wages is gathered and consolidated as described in section S1-6, where any uncertainties in the numbers are disclosed. Keeping track of minimum adequate wages is relevant to measure performance and effectiveness related to actions to reduce negative impact and mitigate risks in respect of working conditions.

1 Living Wage Foundation is a UK not-for-profit organisation that analyses living wages in the UK and offers guidance to companies.

S1-13 Training and Skills Development

	2024
Percentage of employees that participated in regular performance and career development reviews	
Male	60.2%
Female	61.7%
Other	0.0%
Not disclosed	0.0%
Average number of training hours per person for employees	
Male	11
Female	12
Other	0
Not disclosed	0

Accounting principles
Orkla is committed to employee development and to offering employees an attractive workplace. The data on training and skills development are collected and consolidated as described in Section S1-6. The figures for performance and development reviews and training are estimates associated with a degree of uncertainty due to incompleteness and weaknesses in data registration. In 2025, Orkla will engage with the portfolio companies to further improve data quality. This information is relevant to measure performance and effectiveness related to actions to reduce negative impact and mitigate risks on topics within equal treatment and opportunities for all.

S1-14 Occupational Health and Safety

	2024
Number of recordable work-related accidents for own workforce	**189**
Rate of recordable work-related accidents for own workforce	5.3
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	0
Percentage of people in its own workforce who are covered by health and safety management system	90.9%

Accounting principles
These metrics include other persons working on the companies' sites, such as tech maintenance workers, third party catering, security workers, in addition to own employees as defined in Sections S1-6 and S1-7. The figures are associated with a level of uncertainty due to some differences in the interpretation of the reporting requirements across the companies. The data are relevant for measuring performance and effectiveness related to actions to reduce negative impact and mitigate risks on topics within occupational health and safety.

	2024
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking's sites	0
Number of cases of recordable work-related ill health of employees	188
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to employees	5 234

Accounting principles
These metrics include only own employees. The figures are associated with a level of uncertainty due to some differences in the interpretation of the reporting requirements across the companies. The data are relevant for measuring performance and effectiveness related to actions to reduce negative impact and mitigate risks on topics within occupational health and safety.

S1-15 Work-life balance

Orkla offers reasonable and lawful working hours and aspires to safeguard a good work-life balance with particular attention to the needs of parents when it comes to taking care of their children. Working hours shall not be excessive and employees shall have the right to take family-related leave. The extent to which employees are entitled to and make use of family-related leave varies across the companies.

	2024
Percentage of employees entitled to take family-related leave	82.8%

	Percentage of entitled employees that took family-related leave	Number of entitled employees that took family-related leave
Gender		
Male	4.8%	752
Female	5.9%	925
Other	0.0%	0
Not disclosed	0.0%	0
Total	10.6%	1 677

Accounting principles
Employees are counted as ‘entitled to take family-related leave’ only in cases when they are entitled to all forms of family-related leave, in line with ESRS AR 96, DR S1-15. The data are collected and consolidated as described in section S1-6, where uncertainties in the numbers are also disclosed. The data are relevant to measure performance and effectiveness related to actions reducing negative impact and mitigating risks on topics within working conditions and equal treatment.

S1-16 Remuneration

	2024
Gender pay gap	14.1%

	2024
Annual total remuneration ratio	48

Accounting principles
The table includes employees and non-employees as defined in sections S1-6 and S1-7. The pay gap is calculated on the basis of individual gender pay gaps within Orkla’s portfolio companies. **Pay** is defined as the ordinary basic or minimum wage or salary and any other remuneration, whether in cash or kind, in respect of the employee's employment. **Pay level** is defined as gross annual pay and the corresponding gross hourly pay. For each legal entity, data on the total number of working hours per individual are manually collected. Hourly wages are calculated by dividing pay level by total number of working hours. The difference of average pay levels between female and male employees has been calculated and expressed as a percentage of the average pay level of male employees for each legal entity in local currency. As the collected data have been handled manually, there is an inherent uncertainty in the data. Orkla has estimated the median annual remuneration based on the average hourly wage in each legal entity and Orkla will seek to further improve reporting procedures in 2025. The salaries are reviewed yearly. Employees that have been employed for 12 months on that date of the salary review are included in the calculation. The data on pay gap and total remuneration are relevant to measure performance and effectiveness on actions related to reducing negative impact and mitigating risks on topics within equal treatment and opportunities for all.

S1-17 Incidents, complaints and severe human rights impacts

Orkla has taken action to address the adverse impacts which were identified in the human rights impact assessment in 2024; Orkla considers that there have not been any severe human rights issues or incidents connected to Orkla's own workforce in 2024 that constitute cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises.

Based on reporting from the Orkla companies and complaints received via Orkla's whistleblowing mechanisms, there have been four incidents of perceived discrimination or harassment in the workplace in 2024. The cases have been handled internally in line with Orkla's procedures for handling reported concerns. There were no legal cases or fines linked to discrimination or harassment in 2024.

Two complaints were filed with the OECD National Contact Point (NCP) in Poland in 2024 concerning two smaller subsidiaries of Orkla Food Ingredients. One employee filed a complaint about perceived bullying. Following a hearing, the NCP concluded that the case did not constitute bullying, but was a labour dispute. The company handled the case in line with internal procedures and followed up the matter by organising training on bullying and harassment for all employees. The other complaint filed by an employee concerned a potential breach of data privacy. The NCP was of the view that this was a low-severity data breach. The company reported the case to the National Data Protection Authority and implemented relevant improvements to internal procedures.

In total, 93 complaints were reported to Orkla through the mechanisms established for Orkla's own workforce to raise concerns at Orkla ASA and at company level. These were handled in line with Orkla's procedures for handling whistleblowing reports.

	2024
Number of incidents of discrimination	4
Number of complaints filed through channels for people in own workforce to raise concerns	93
Amount of fines, penalties, and compensation for damages as result of incidents of discrimination, including harassment and complaints filed	0
Number of severe human rights issues and incidents connected to own workforce	0
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	2
Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0
Amount of material fines, penalties and compensation for severe human rights issues and incidents connected to own workforce	0

Accounting principles
The data include cases filed by both employees and non-employees as defined in sections S1-6 and S1-7. The information is collected by means of reporting from each legal entity in Orkla and is based on actual cases reported through formal whistleblowing mechanisms. As the collected data have been handled manually, there is an inherent uncertainty associated with it. The data on incidents, complaints and severe human rights impacts are relevant to measure performance and effectiveness on actions related to reducing negative impacts and mitigating risks on topics within working conditions, equal treatment and opportunities for all, and privacy.

S2: Workers in the value chain

Strategy

SBM-3 S2 Material impacts, risks and opportunities and their interaction with strategy and business model

Orkla’s business model involves producing, distributing, marketing and selling consumer goods and ingredients. To enable this, Orkla relies on comprehensive and complex sourcing activities of products and raw materials. In total, Orkla has more than 25,000 tier-1 suppliers and a large number of workers globally are linked to Orkla’s operations throughout the upstream supply chain. This presents a risk of contributing to adverse impacts on tier-1 suppliers’ employees as well as for workers employed by sub-suppliers and working in raw material production.

The types of value chain workers subject to material impacts include workers working for entities in Orkla’s upstream value chain, e.g. those involved in cultivating and harvesting commodities; in refining, manufacturing, or other forms of processing, and workers working for entities in the undertaking’s upstream and downstream value chain, e.g. those involved in the activities of logistics or distribution providers, franchisees, and retailers. Workers in the value chain also include certain workers who within the prior categories are particularly vulnerable to negative impacts, such as migrant workers, farmers, women and young workers. A significant part of Orkla’s raw materials comes from agriculture, a sector which has a higher risk of negative impacts due to seasonal work, intensity of labour, manual human work and use of temporary workers. Orkla sources most of its commodities in Europe where there is a lower risk of negative impact. In addition, Orkla sources commodities from high-risk geographies such as China and the Xinjiang Region, India, Africa and other parts of Asia and South America where there is a higher risk of negative impact, as local regulations offer less protection of human and labour rights, and as they tend to be low-income jurisdictions and/or frequently rely on the use of migrant workers from low-income jurisdictions. Orkla sources commodities and additives, such as cocoa, spices, cane sugar, coconut oil, palm oil and rice, where child labour is a risk due to factors such as poverty. In addition, raw materials and ingredients such as cane sugar, cocoa, marine products, palm oil, and tomato paste are associated with a higher risk for forced labour. Orkla works systematically with its insights into high-risk production regions and raw material categories to mitigate its impacts and risks linked to workers in the value chain.

As part of the human rights impact assessment and double materiality assessment prepared in 2024, Orkla has assessed the severity and likelihood of human rights impacts on workers in Orkla’s value chains and the degree to which these impacts are dependent upon Orkla’s strategy and business model. Furthermore, Orkla’s strategy and business model rely on value chain workers. The primary data source for assessing impacts, risks and opportunities for workers in the value chain are supplier audits and country and sector-specific risk reports from external subject matter experts such as Sedex, Ethical Trade Norway, SAI Platform and certification bodies.

Material actual and potential impacts and material risks and opportunities identified through the double materiality process are listed in the table shown below. A complete list of all Orkla’s identified impacts, risks and opportunities (IROs), including brief descriptions, is presented in ESRS 2 SBM-3. The table indicates where the IROs originate from. The process for identifying the IROs is described in section ESRS 2 IRO-1. In this process, Orkla has assessed any material risks and opportunities that arise from impacts and dependencies on workers in the value chain. In general, the potential negative impacts identified for workers in the value chain are not assessed to be widespread or systematic.

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S2-Workers in Value chain		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Working conditions							
Occupational health and safety	Potential negative impact	x		x	x	x	
Adequate wages	Potential negative impact	x		x		x	
Collective bargaining, freedom of association and consultation and participation	Potential negative impact	x		x		x	
Secure employment	Potential negative impact	x		x		x	
Working Hours	Potential negative impact	x		x		x	
Equal treatment and opportunities for all							
Equal treatment and opportunities for all	Potential negative impact	x		x		x	
Other work-related rights							
Child labour	Potential negative impact	x		x		x	
Forced labour	Potential negative impact	x		x		x	
Investments linked to new regulation	Risk	x		x			x

Impact, risk and opportunity management

S2-1 Policies related to value chain workers

Orkla's policies for managing impacts, risks and opportunities related to workers in the value chain and human rights are included in the Orkla Code of Conduct described in Section ESRS 2 GOV-1, the Orkla Sustainability Policy described in Section ESRS 2 GOV-1, and the Orkla Supplier/Business Partner Code of Conduct described in Section G1-1. These policies cover all workers in the value chain, including at-risk persons and vulnerable groups, such as children and migrant workers. The documents outline commitments relevant to workers in the value chain and include processes and mechanisms to ensure compliance with key international frameworks such as among others, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. These policies include a clear commitment to respecting human and labour rights, to engage and take necessary steps to remedy actual adverse impacts, and to cease, prevent or mitigate potential adverse impacts. The policies explicitly address critical issues such as forced labour, human trafficking and child labour, and is based on the UN's Guiding Principles on Business and Human Rights.

According to Orkla's Sustainability Policy, Orkla's suppliers and business partners are expected to work systematically to ensure decent working conditions, fair compensation, lawful working hours, work-life balance and protection for family-related leave, health safeguards, safety and psychological well-being, and to strive for zero harm to their workers and continuous improvement within these areas. They are expected to establish an Occupational Health and Safety management system based on recognised standards, which includes workplace accident prevention and systematic efforts to promote good worker health. They are also expected to engage with their workforce through regular manager and worker dialogue, formal channels for consultation, and regular engagement surveys.

Orkla policies are enforced by the portfolio companies, their subsidiaries and Orkla Procurement through supplier dialogue and guidance, impact assessments, supplier and business partner risk assessments, qualifications, screening, monitoring, self-assessment, on-site visits and external audits. The Orkla Code of Conduct for Suppliers is translated into nine languages and is also enforced through a formal sign-off by suppliers.

Orkla`s portfolio companies are also expected to initiate, monitor and follow up the implementation of a Code of Conduct that is aligned with the Orkla Supplier Code of Conduct and/or Business Partner Code of Conduct and to ensure that the rights of workers in their value chains are included in the scope of business partner selection processes and business partner audits performed by the Orkla companies.

Orkla is committed to protecting people, animals and nature throughout its supply chain and strives to ensure verified sustainable production of high-risk raw materials. All 'first-tier' new suppliers added to the Orkla Supplier Portal undergo a desktop sustainability risk assessment based on Sedex[1] risk data. Suppliers defined as high-risk are asked to join Sedex and carry out a self-assessment. Based on the results of this due diligence process, high-risk suppliers may be subject to a SMETA[2] 4-pillar or a similar on-site audit with focus on several ESG-topics, in particular human rights.

In addition, Orkla companies are required to assess the risk of negative impacts beyond 'tier one', in particular linked to the production of raw materials. The assessment is based on both social and environmental considerations. The companies are instructed to ensure that high-risk raw materials as a minimum meet SAI Platform FSA[3] Silver level or relevant third-party standard or programme. High-risk raw materials in central categories are defined by Orkla Procurement, while high-risk raw materials in local categories are defined by the portfolio companies. Orkla Procurement supports various Orkla companies in assessing relevant supply chain risks and implementing risk mitigating actions.

S2-2 Processes for engaging with value chain workers about impacts

Orkla is committed to ensuring an open dialogue with stakeholders about potential impacts from business operations and to diligently consider the views of key stakeholders in developing the sustainability agenda. To obtain information about potential negative impacts on workers in the value chain, Orkla companies rely on self-assessments and information provided by suppliers and business partners as part of the process of entering a business relationship. Orkla companies carry out risk-screening of new suppliers, risk-based ethical audits carried out by an accredited third party, and on-site visits performed by Orkla's own personnel. The purpose includes monitoring compliance with the Orkla Supplier Code of Conduct requirements. Direct dialogue with workers is normally included in both on-site visits and third-party ethical supplier audits.

SVP for ESG & Sustainability at Orkla ASA is responsible for developing clear ownership expectations and requirements for how to handle impacts on workers in the value chain and for monitoring compliance. This includes collecting reports on the companies' engagement with workers in the value chain, directly or through relevant proxies, and to ensure that the results are considered when developing Orkla's stakeholder engagement approach. Each portfolio company has a responsibility to ensure that such engagement actually occurs.

The effectiveness of engagement with workers in the value chain is not systematically evaluated, and Orkla ASA plans to review the effectiveness and potentially strengthen the procedures for stakeholder engagement in 2025–2026.

S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns

According to the Orkla Sustainability Policy, Orkla's portfolio companies are expected to carry out due diligence in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including assessing and addressing actual and potential adverse impacts on human rights and decent working conditions for its workers in the value chain (see Section ESRS 2 GOV-1). Orkla expects all portfolio companies to establish effective mechanisms for stakeholders to raise concerns, internal procedures for handling these in a diligent and effective manner and to provide remediation in cases where the company has caused or contributed to material negative impacts.

Any breaches of the Orkla Sustainability Policy with regards to workers in the value chain may be reported by any internal or external stakeholders via Orkla's central whistleblowing mechanism (see Section G1-3).

According to the Orkla Supplier Code of Conduct, Orkla suppliers are required to establish grievance mechanisms for own workers and make the same requirement of their sub-suppliers. Some of the certification organisations with which the Orkla companies collaborate have established complaints and remediation mechanisms with presence in high-risk supply chains such as palm oil (Roundtable on Sustainable Palm Oil) and cocoa (Rainforest Alliance). These third-party organisations offer a valuable supplement to the Orkla companies' own complaints handling mechanisms.

In cases where the Orkla companies identify adverse impacts on workers' rights through supplier audits, the supplier is required to prepare and sign a corrective action plan to stop and remediate actual negative impacts. In cases where adverse impacts are identified further back in the supply chain, Orkla companies manage the dialogue with affected stakeholders through their suppliers. In

1 Sedex is a global supply chain assessment platform.
2 SMETA stands for Sedex Members Ethical Trade Audit with focus on social topics and is performed by Sedex on site.
3 Farm Sustainability Assessment (FSA) is a framework for sustainable agricultural production, developed by SAI Platform with specific criteria for managing relevant ESG issues.

such cases, Orkla expects its companies to contact the relevant suppliers and contribute to handling the relevant issues in line with established principles for human rights due diligence. Orkla companies may also contribute to remediation through collaboration with certification organisations and participation in multi-stakeholder projects.

Orkla does not have a systematic approach to assessing whether value chain workers are aware of and trust the grievance mechanisms established by Orkla companies or their suppliers and business partners. Stakeholder engagement is identified as an improvement area that will be improved in 2025–2026.

S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action

According to the Orkla Sustainability Policy, Orkla companies are expected to ensure sustainability impact, risk and opportunity management by taking actions, allocating resources and achieving positive progress.

Orkla has allocated specific resources to managing material sustainability matters, as described in Section ESRS2 GOV-1, including management of impacts, risks and opportunities related to workers in the value chain. In addition to the dedicated resources allocated to responsible sourcing, there are more than 200 FTEs working with procurement in Orkla – managing risks and following up on procurement and supplies.

Orkla has material impacts and risks related to workers in the value chain both upstream and downstream and has taken actions to mitigate impacts and risks in 2024. The portfolio companies follow the due diligence principles, prioritising actions based on an assessment of severity and likelihood of adverse impacts. Orkla considers that there have not been any severe human rights issues or incidents connected to value chain workers in 2024 that constitute cases of non-respect of the UN Guiding Principles and OECD Guidelines for Multinational Enterprises.

Actions taken in 2024 are described in the table 'Actions to address material impacts, risks and opportunities' for S2. Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Metrics and targets

S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024, Orkla ASA's Board of Directors upported a set of draft sustainability targets for the period to 2030 (see Section ESRS 2 SBM-1), including the following proposed target for addressing the topic of workers in the value chain:

- By 2030 100% of high-risk suppliers[1] have implemented measures for adequate wages and against child and forced labour.

Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

1 By 'high-risk suppliers' Orkla means suppliers which are assessed as having a high potential likelihood of causing or contributing to adverse human rights impacts. The risk assessment is based on general information about geographic and sector-specific human rights risks.

Actions to address material impacts, risks and opportunities in S2

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Human rights impact assessments	All material impacts, risks and opportunities for workers in the value chain	In 2024, Orkla companies prepared human rights impact assessments to manage potential and actual adverse impact for workers in the value chain. Orkla ASA developed dedicated resources to guide and follow up on the human rights due diligence processes and actions taken by the portfolio companies. In addition, Orkla Procurement allocated resources to support both Orkla ASA and the portfolio companies on handling human rights impacts, risks and opportunities.	All portfolio companies, Orkla Procurement, Orkla ASA	The human rights due diligence work has built expertise among the portfolio companies and improved the companies' risk assessments and awareness. portfolio companies' human rights impact assessments, plans and reporting on progress and compliance are collected and assessed by Orkla ASA and used in Orkla's overall assessment, risk management and reporting.
Positive Human Rights Impact Plans	Child Labour, Forced labour, Adequate Wages	In 2024, the majority of portfolio companies developed long-term plans to prevent adverse human rights impacts and create positive outcomes related to among others the prevention of child and forced labour and providing adequate (living) wages, in line with Orkla's human rights action plan towards 2030. Guidance materials on child labour and living wages were developed, and learning was facilitated through internal networks and workshops. In 2025, Orkla ASA will organise further sessions for awareness-raising and guidance and develop concrete actions that will create positive outcomes such as preventing or reducing child labour and forced labour and securing living wages for workers in Orkla's value chain.	All portfolio companies	The processes have built expertise among the portfolio companies and improved the companies' long-term plans. The plans are collected and assessed by Orkla ASA and used in Orkla's overall planning and reporting. Orkla will report on the progress and effectiveness of the plan and actions going forward.
Orkla Supplier Portal	All IROs related to management of relationships with suppliers	In 2024 Orkla continued its efforts to onboard its suppliers into the Orkla Supplier Portal, a common system allowing Orkla companies to conduct risk assessment of their suppliers, manage supplier relations and ensure that the suppliers formally accept Orkla Supplier Code of Conduct, which outlines Orkla's expectations of suppliers within the areas of labour standards, health and safety, environment, and business ethics.	All Orkla companies	Having a common system for supplier on-boarding, risk management and monitoring of compliance is important for effective implementation of Orkla's commitments and to take advantage of synergies across the Orkla group. The outcome is effective management of impacts and risks related to suppliers. By the end of 2024, 79% of procurement spend was associated with suppliers registered in the Supplier Portal.
Responsible Sourcing	All	In 2024 Orkla continued its efforts within responsible sourcing. involves strict contract standards, risk assessment of suppliers and supply chains, In 2024, actions were taken across all portfolio companies towards further implementation of relevant processes within contract management, supplier and supply chains risk assessments on-site visits, external ethical audits, supplier engagement and third-party certifications. Orkla Procurement continued its support of the Orkla companies by providing systems, expertise, tools and project support. Orkla Procurement collaborates with several national and international organisation s such as AIM-Progress, Sedex and Ethical Trade Norway to ensure a high level of expertise and drive change at scale.	All portfolio companies, Orkla Procurement	Orkla ASA reports annually on risk issues and progress of the human rights' due diligence processes in line with the requirements of the Norwegian Transparency Act. A separate report will be published by June 30 2025. Annual progress reviews are also made to the Boards of Directors at Orkla ASA and portfolio company level.

Actions to address material impacts, risks and opportunities in S2

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Improved impact assessment of sub-suppliers	All	In 2024, Orkla Procurement developed guidance and tools for assessing the risk of adverse human rights and environmental impacts in the production of raw materials. The purpose was to improve the portfolio companies' understanding of risk issues linked to raw material production and increase their expertise in assessing and managing these risks. Orkla Procurement shared information about the recommended risk assessment procedure, tools available and relevant certifications and programmes to mitigate identified risks in a webinar for approximately 100 participants. The updated risk assessment and tools have also been used as part of the portfolio companies' human rights impact assessments in 2024. In 2025, Orkla Procurement will further improve the company's tools for risk assessment of raw material supply chains, including raw material origin mapping and guidelines for composite products and non-food materials. Orkla Procurement also plans to prepare an initial assessment of living wages in various supply chains.	Orkla Procurement	The tools and guidance material have been successful in raising awareness and expertise and resulted in the majority of Orkla companies completing human rights impact assessment with insights into risks related to workers in value chains and in the processing of raw materials. Impact assessment and mitigating actions are reviewed annually by the Orkla and portfolio company boards.
Certification of raw materials	All IROs related to workers in the value chain and IROs related to Climate change, Pollution, Biodiversity and ecosystems and Resource use and circular economy.	In 2024 Orkla portfolio companies continued their efforts to increase their purchase of certified raw materials as a means of managing human rights and other relevant risks linked to raw material production. The focus of certification was on agricultural raw materials which are assessed to have a high risk of child labour, forced labour, safety hazards and other severe negative human rights impacts. This work will continue in 2025.	All portfolio companies	The progress is evaluated by Orkla ASA and the portfolio companies as part of the annual board review of human rights impacts assessment and plan.
Certification of palm oil derivatives and the Kaleka Mosaik Initiative	All IROs related to workers in the value chain and IROs related to Climate change, Pollution, Biodiversity and ecosystems and Resource use and circular economy.	In 2024 Orkla Home and Personal Care (OHPC) continued its purchase of RSPO-certified palm-based derivatives (Mass Balance level) to ensure that the production of these raw materials meets criteria for responsible agriculture. In addition, the company has for many years been actively engaged in Action for Sustainable Derivatives (ASD), a collaborative initiative managed and facilitated by BSR and Transitions, two organisations with experience and expertise in supply chain sustainability and business collaborations. In 2024, OHPC was engaged in the Kaleka Mosaik Initiative, organised through the ASD. The project aims to drive sustainable production and enhance economic and social opportunities for local communities in key palm oil production regions and focuses on protecting and restoring landscapes, supporting smallholder farmers, and promoting sustainable agricultural practices. The initiative plans to scale up current projects and support new initiatives focused on labour and land use rights. Further plans include protecting human rights and improving the livelihoods for smallholder farmers through RSPO credits for smallholder credits and strengthening community protection of labour and land use rights.	OHPC	Through its involvement with ASD, OHPC has supported direct intervention projects that bypass the traditional value chain to focus on monitoring and improvements at the plantation level. The initiative has been important for increasing the availability and uptake of certified palm-based derivatives. The progress is evaluated by OHPC as part of the annual board review of human rights impacts assessment and plan.
Partnership with Ethical Trade Norway	All IROs related to workers in the value chain and material impacts, risks and IROs related to Climate change, Pollution, Biodiversity and ecosystems and Resource use and circular economy.	In 2024, Orkla Snacks continued its participation in a multi-stakeholder partnership led by Ethical Trade Norway to mitigate environmental and social risks linked to the processing of cashew nuts in Vietnam. From 2018 to 2021 the project focused on addressing the sustainability risks that were identified in a baseline study in 2018. This included training provided to both farmers and processors on good agricultural practices and labour standards. In the second phase, from 2022 to 2024, the project has focused on scaling up the training of farmers in good agricultural practices, environmental stewardship and labour standards; exploring sustainable supply chain linkages, and training and supporting cashew processors and their subcontractors on labour standards and social dialogue.	Orkla Snacks	The project has resulted in improved agricultural and labour standards in the cashew nuts industry in Vietnam. Orkla Snacks will assess further participation in the project in 2025.

S3: Affected communities

Strategy

SBM-3 S3 Material impacts, risks and opportunities and their interaction with strategy and business model

Orkla's own operations affect more than 100 local communities worldwide. Through its human rights impact assessment, double materiality assessment and the climate and nature-related risk analysis, Orkla has evaluated activities in the value chain that may affect communities, and assessed material impacts, risks and opportunities.

The types of affected communities include the people of specific communities living or working around Orkla's operating sites, factories, facilities and other physical operations. Orkla has not identified any communities that are particularly vulnerable to negative impacts within the prior categories.

For all the affected communities mentioned above, positive impacts include economic ripple effects through job creation, paying taxes and local sourcing.

No material actual negative impacts have been identified, but potential negative impacts linked to noise, odours, traffic or discharges and emissions from own operations have been identified.

A complete list of all Orkla's identified IROs with a brief description and the process for identifying these are presented in Section ESRS 2 SBM-3.

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S3- Affected Communities		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Communities' economic, social and cultural rights							
Economic ripple effects	Actual positive impact		X		x	x	x
Economic, social and cultural impacts	Potential negative impact		X		x		

Impact, risk and opportunity management

S3-1 Policies related to affected communities

Orkla's policies are included in the Orkla Sustainability Policy (described in Section ESRS 2 GOV-1), and in the Orkla Supplier Code of Conduct and the Orkla Business Partner Code of Conduct (described in Section G1-1). They outline commitments relevant to the people of affected communities and include processes and mechanisms to ensure compliance with key international frameworks such as the UN Guiding Principles on Business and Human Rights, the International Bill of Rights, the Universal Declaration of Human Rights, as well as the UN Declaration on the Rights of Indigenous Peoples, the International Labour Organisation's Convention concerning Indigenous and Tribal Peoples (ILO No. 169) and the ILO core conventions. As Orkla's business model includes comprehensive global activities and could potentially affect many communities, global policies related to the people of affected communities and human rights must cover all relevant rights included in the above-mentioned key international frameworks regardless of whether these rights are considered linked to material impacts, risks and opportunities for Orkla. The rights covered in these instruments are considered universal human and labour rights for all people regardless of whether a business's activities affect communities.

Orkla's policies include a clear commitment to respect human and labour rights of the people of affected communities, to engage with these people and to take necessary steps to remedy adverse impacts or cease, prevent or mitigate potential adverse impacts on people of affected communities.

Orkla's human rights requirements are aligned with the UN Guiding Principles on Business and Human Rights. This is clearly stated in the Orkla Sustainability Policy, the Orkla Supplier Code of Conduct and the Orkla Business Partner Code of Conduct, signalling a clear commitment. In addition, those core principles of these instruments are integrated into Orkla's policies, ownership requirements and expectations, supplier and business partner requirements and expectations, as well as relevant guiding materials and templates for e.g. human rights impact assessments and due diligence. Orkla's policies, requirements and guiding material ensure that these principles are integrated into Orkla activities and engagement with people of affected communities.

Orkla companies are expected to seek to create positive economic ripple effects in communities affected by Orkla's business through job creation, paying taxes, local sourcing, and by contributing to local initiatives and charitable organisations. Orkla companies are expected to engage with affected communities and strive to meet their concerns and needs in relation to the companies' impacts. The companies are expected to respect the human rights of communities and endeavour to obtain the free, prior, and informed consent of indigenous communities and interact with indigenous communities in a way that respects their history, culture, and customs.

No cases of non-respect of the UN Guiding Principles on Business and Human Rights, the International Bill of Rights, the Universal Declaration of Human Rights, or the UN Declaration on the Rights of Indigenous Peoples, the International Labour Organisation's Convention concerning Indigenous and Tribal Peoples (ILO No. 169) or the ILO core conventions that involve affected communities have been reported.

S3-2 Processes for engaging with affected communities about impacts

Orkla is committed to an open dialogue with stakeholders, including local communities, about potential impacts from products, services and business operations and to consider the views of key stakeholders in developing the sustainability agenda, including double materiality assessment and sustainability targets. In most companies, the dialogue with stakeholders in local communities is initiated by the communities' representatives and carried out by the local management. In companies that have communication teams, these teams assist in the dialogue. Local stakeholders normally approach the relevant company directly, but requests to initiate a dialogue may also come through the companies' consumer service or whistleblowing mechanisms. Orkla has not assessed the effectiveness of engagement with affected communities.

Orkla and the companies have not engaged directly with local community representatives as part of the double materiality assessment and have not implemented a general process to engage with affected communities in 2024. Stakeholder engagement, including with affected communities, has been identified as an improvement area for 2025–2026. SVP ESG and Sustainability in Orkla ASA has been delegated the responsibility for ensuring appropriate and effective stakeholder engagement.

S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns

According to the Orkla Sustainability Policy (see Section ESRS 2 GOV-1), Orkla companies are expected to carry out due diligence in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including assessing and addressing actual and potential adverse impacts on human rights for relevant affected communities. Orkla companies are expected to establish effective mechanisms for stakeholders to raise concerns and needs, have internal procedures to handle these concerns and needs in a diligent and effective manner, and to provide remediation in cases where Orkla has caused or contributed to material negative impacts.

Orkla provides information about how external stakeholders may communicate their concerns on the company's website. Representatives of local communities may raise their concerns with Orkla's Consumer Service. Observed or suspected breaches of the Orkla Code of Conduct or the Orkla Sustainability Policy may be reported via Orkla's central or local whistleblowing mechanisms. For more information on Orkla's whistleblowing policy and procedures, see Sections G1-1 and G1-4.

The responsibility for identifying, preventing and mitigating adverse impacts on local communities lies with the management teams of Orkla companies. If cases of severe actual adverse impacts are detected, these are reported to Orkla ASA. In such cases, Orkla ASA engages in dialogue with the relevant company to provide support and ensure that relevant actions are taken.

If any Orkla company causes, contributes to or is linked to actual or potential adverse human rights impacts on people in the affected communities, this company is expected to take the necessary steps to remedy actual adverse impacts and to cease, prevent or mitigate potential adverse impact. If these adverse impacts are identified within the companies' supply chains, the companies manage the dialogue with affected stakeholders through their suppliers. In such cases, Orkla expects the companies to contact the relevant suppliers and contribute to handling the relevant issues in line with established principles for human rights due diligence.

Critical events are reported to the relevant company management and Orkla in line with Orkla's contingency plan and management procedure.

Orkla does not have a systematic approach to assess whether local communities are aware of and trust the grievance mechanisms established by Orkla, nor to assess the effectiveness of these channels. Orkla does not require the availability of such channels in its Supplier and Business Partner Code of Conduct, but plans to implement this requirement in its next revision.

S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions

According to the Orkla Sustainability Policy, Orkla companies are expected to ensure sustainability impact, risk and opportunity management by taking actions, allocating resources and achieving positive progress.

Orkla has allocated specific resources to managing material sustainability matters, as described in Section ESRS 2 GOV-1, including the management of impacts, risks and opportunities related to community engagement. In addition, the portfolio companies' communication teams and local managements play an important role, since stakeholder dialogue and community engagement are integrated parts of their responsibilities. The actions in 2024 have required financial resources in terms of support for external partners, product donations and use of human resources.

Orkla's own operations have material impacts on affected communities. The portfolio companies and their subsidiaries create positive economic ripple effects for local communities through factors such as employment and procurement for local suppliers. In addition, the companies create positive impacts on local communities by supporting a variety of organisations and projects within their local communities or countries. The engagement activities vary from charity donations to participation in projects focused on solving challenges linked to the companies' value chains, such as reduction of food waste, packaging recycling and promotion of a healthy lifestyle.

Orkla has not identified actual cases in 2024 where Orkla's operations have caused, contributed to, or been linked to cases of non-respect of the UN Guiding Principles on Business and Human Rights or OECD Guidelines for Multinational Enterprises that have involved affected communities.

Mitigating actions to address negative impacts and actions to create positive impacts on local communities are described in the table 'Actions to address material impacts, risks and opportunities' for S3. Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Metrics and targets

S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024, Orkla ASA's Board of Directors supported a set of draft sustainability targets for the period to 2030 (see Section ESRS 2 SBM-1); however, no specific targets addressing affected communities have been proposed. This may change, as Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

Actions to address material impacts, risks and opportunities for S3

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Capital investments to mitigate adverse impacts	Economic, social and cultural impacts	In 2024, several Orkla companies completed investments aimed at mitigation of adverse impacts. For example, Orkla Foods decided to invest in a new chimney for one of their production sites due to complaints from neighbours about odours from red cabbage production. In 2024, one of Orkla Food Ingredients' companies in Denmark built a corridor from their production site to the warehouse to avoid using trucks for internal transportation. The company also limited transportation of finished goods to weekdays and daytime. These actions have largely eliminated traffic noise with negative impact on the neighbourhood in the evenings and nighttime.	Orkla Foods production site in Skælskør, Denmark; Orkla Food Ingredients subsidiary in Vejen, Denmark	Orkla companies will monitor and evaluate long-term effects of these investments.
Change in warehouse	Economic, social and cultural impacts	In 2024, one of Orkla Food Ingredients' companies in Hungary downsized their premises and outsourced warehousing to an external provider to reduce local traffic congestion, traffic-related safety risks and noise levels around the site.	Orkla Food Ingredients' subsidiary in Budapest, Hungary	The action is assessed to be effective in reducing traffic risk and noise. Orkla Food Ingredients will monitor and evaluate long-term effects.
Local employment initiatives	Economic ripple effects	In 2024 several Orkla companies engaged in activities to provide work experience, training and inclusion of young people or other persons without employment. Orkla Foods and Orkla Home and Personal Care offered apprenticeships, internships and work placements on several sites in collaboration with external partners. Orkla Snacks used local hiring practices and vocational training programmes. The companies plan to continue these activities in 2025.	Orkla Foods (Norway and Latvia), Orkla Home and Personal Care (Falun, Sweden), Orkla Snacks	The activities are assessed as having positive effects in terms of providing work experience and positive experiences. The portfolio companies will continue to monitor and evaluate the effects.
Social inclusion	Economic ripple effects	In 2024, Health and Sports Nutrition Group (HSNG) took several actions to contribute to social inclusion of young people in Eskilstuna where the company's warehouse is located. HSNG collaborates with the organisation Samhall about workplace inclusion of persons who require special support, and with Idrott utan gränser, an organisation that engages children and teenagers in sports activities. The activities will continue in 2025.	HSNG, Eskilstuna in Sweden	The activities are assessed as having positive effects in terms of providing work experience and positive experiences for the persons involved. HSNG will continue to monitor and evaluate the effects.
Support for education	Economic ripple effects	In 2024, several of the companies within Orkla Food Ingredients (OFI) took action to provide employment opportunities, support local schools as well as sports and education initiatives. The actions include engagement with vocational schools and support for educational programmes, such as financial support for educational centres. The actions are directed at local communities and local educational institutions and students and will continue in 2025.	Orkla Food Ingredients, various sites	The activities are assessed as having positive effects for the involved persons by giving increased opportunities for education and training to young people and supporting the development of skilled labour. OFI will continue to monitor and evaluate the effects.

Actions to address material impacts, risks and opportunities for S3

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Food donations	Economic ripple effects	In 2024 several of the companies within Orkla Foods donated surplus food to food banks which distributed the products to persons in need. In Norway the collaboration with Matsentralen continued. In Sweden, Orkla Foods donated food to Stadsmissionen in Stockholm, Scania, Närke, Sörmland, and Gothenburg, as well as to Räddningsmissionen in Gothenburg. In Denmark, food was donated to Fødevarebanken and its network of social organisations and to various charitable local organisations in the Kolding area. In the Czech Republic, Orkla Foods continued its cooperation with food banks and other institutions, such as local fire brigades and the Red Cross.	Orkla Foods (Norway, Sweden, Denmark, Czech Republic)	The food donations are assessed as having a positive impact on vulnerable groups of the population, such as low-income households. The total value of the donated products is estimated to be around 10 MNOK. Orkla Foods will continue to monitor and evaluate the effect of the donations.
Initiatives for children and vulnerable groups	Economic ripple effects	Several of the companies within Orkla Snacks supported initiatives for children and vulnerable groups in 2024. In Sweden, Orkla Snacks was the main sponsor of the organisation Maskrosbarn (Dandelion children) which supports children and young adults with parents with addiction problems or a mental illness or who expose their children to violence. In Estonia, Orkla Snacks provided financial support and products for the race Heategevuslik teatejooks to benefit youngsters with mobility difficulties, encourage young people to be physically active and encourage people to donate money for disabled children. More than 14,000 schoolchildren participated in the event. The company also made a donation to the organisation 'Bullying-free School' to support an initiative to create an online course for parents on how to prevent bullying. In Latvia, Orkla Snacks continued the Laima Charity House project supporting children from different social groups – children from large families, foster families, low-income families, and children with disabilities, and implemented in close cooperation with regional social services.	Orkla Snacks (Sweden, Estonia, Latvia)	The initiatives are assessed as having a positive impact on vulnerable groups of people. Orkla Snacks' financial support to Maskrosbarn over ten years has contributed to a support chat, online counsellors and youth centres in three locations. Orkla Snacks' charity project in Latvia is helping approximately 1200 children. Orkla Snacks will continue to monitor and evaluate the effects.
Collaboration with local farmers	Economic ripple effects	In 2024 Orkla companies continued their long-term collaboration with local farmers. Several companies have long-term sourcing contracts with local farms to source locally produced quality raw materials and contribute to sustainable agricultural practices and economic security for farmers. Both Orkla Foods And Orkla Snacks have had long-term collaboration with local farmers. By working closely with local farmers and producers, the companies ensure that the raw materials meet high quality standards while supporting sustainable agricultural practices and local economies. Both companies will continue to partner with local farmers also in the coming years.	Orkla Foods, Orkla Snacks	The collaborations are considered to contribute to local employment in rural areas and to preserve Swedish primary production. The portfolio companies will monitor and evaluate the effects.
Health campaigns	Economic, social and cultural impacts	In 2024 several of the companies within Orkla Foods supported local organisations and initiatives seeking to promote a healthy lifestyle through financial donations or in-kind support. An example of activities in 2024 is the long-term collaboration with Sveikatiada, a healthy lifestyle education programme for children at educational institutions in Lithuania. This is a joint initiative between state institutions, companies and the non-governmental sector, and the only programme in the Baltic countries aimed at creating a culture based on healthy nutrition, physical activity, and sustainability skills among educational institutions. The programme has been running for 15 years with Orkla Foods as a partner from the start.	Orkla Foods	In the school year 2023–2024, 1433 children were associated with the educational institutions involved in 'Sveikatiada' activities for which Orkla Foods is one of several sponsors. Orkla Foods will continue to monitor and evaluate the effects of this and other similar initiatives.
Health campaigns	Economic, social and cultural impacts	Several of the companies within Orkla Snacks support events and projects linked to sports and mental health. In 2024, Orkla Snacks provided financial support and products to the Estonian Athletics Federation's youth athletic competition series TV10 Olümpiastarti, involving around 60 schools and 300–400 children. Financial support and products was also provided for the racing event Heategevuslik teatejooks to benefit youngsters with mobility difficulties, encourage young people to be physically active and encourage people to donate money for disabled children. More than 14,000 schoolchildren participated in the event.	Orkla Snacks (Sweden, Estonia)	Orkla Snacks' financial support for Maskrosbarn for ten years has contributed to a support chat, online counsellors and youth centres in three locations. The other initiatives are also assessed as having a positive impact on the children involved. Orkla Snacks will continue to monitor and evaluate the effects of such initiatives.

S4: Consumers and end-users

Strategy

SBM-3 S4 Material impacts, risks and opportunities and their interaction with strategy and business model

Orkla companies produce and sell products aimed at consumers, either finished goods distributed through grocery and other retailers, or ingredients sold to bakeries, restaurants and other professional food producers. In total, the Orkla companies reach several hundred million consumers and end-users in more than 30 countries around the world. This includes consumers of all ages and household types.

The majority of Orkla's products are sold in grocery stores; the main consumer groups are therefore the people doing grocery shopping in grocery stores. This is a diverse group, with a majority of women aged 30 to 50 doing the grocery shopping for family households.

Many of Orkla's food products are part of regular meals, such as breakfast, lunch and dinner and eaten frequently by large numbers of people. Orkla's broad presence involves a significant opportunity to positively influence consumer health, but also some potential negative impacts. Orkla has a wide range of market-leading consumer products that affect individual consumers. Orkla companies collaborate on procurement and supply, and sometimes on production. Any potential negative impacts may therefore be both wide-reaching and system-wide, reaching millions of people in several countries, involving food, snacks and product safety issues.

The ability to understand and meet consumer preferences and needs is critical for the portfolio companies' success, and consumer research is an important part of the portfolio companies' business strategy. Across geographies, Orkla has for many years observed a significant consumer interest in the health, environmental and social impacts of food and other consumer products. Insight into these consumer concerns has been important input to the companies' brand and product development strategies over the last decade.

As part of the human rights impact assessment and double materiality assessment prepared in 2024, Orkla has assessed actual and potential impacts, risks, opportunities and dependencies on consumers and end-users, and where they originate from. Material impacts, risks and opportunities are listed in the table below. The process for identifying Orkla's impacts, risks and opportunities and a complete list of these with a brief description is presented in Sections ESRS 2 SBM-3 and ESRS 2 IRO-1. In the process of identifying IROs Orkla has assessed material risks and opportunities that arise from impacts and dependencies on consumers and end-users.

Due to Orkla's high share of snacks products and because children do not yet have a fully developed critical sense, making them more easily influenced by marketing, Orkla views children as a particularly vulnerable group. Orkla has developed understanding of this through its companies' long history of market research, dialogue with the authorities, and consumer contact. Orkla's potential negative impact on children's health has therefore been identified as a particular impact in Orkla's double materiality assessment.

Orkla's impacts, risks and opportunities

IRO		Location in value chain			Time horizon		
S4-Consumers and end-users		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Personal safety of consumers and/or end-users							
Consumer health	Potential negative impact			x	x	x	
Consumer health – children	Potential negative impact			x	x	x	
Consumer health	Potential positive impact			x	x	x	
Allergic reactions	Potential negative impact			x	x	x	
Safe products – acrylamide in food products	Potential negative impact			x	x		
Harmful ingredients in non-food products	Potential negative impact			x	x	x	
Opportunity revenue increase due to positive consumer health products	Opportunity			x		x	x
Risk of reduced sales or higher cost due to consumer health regulations	Risk			x		x	x
Social inclusion of consumers and/or end-users							
Responsible marketing practices	Potential negative impact			x		x	
Positive influence on consumer behaviour through labelling or guidance	Potential positive impact			x		x	
Information-related impacts for consumers and/or end-users							
Fines linked to breach of GDPR regulation (privacy)	Risk			x	x	x	
Incorrect product labelling	Potential negative impact			x	x		
Privacy for customers	Potential negative impact			x	x	x	

Impact, risk and opportunity management

S4-1 Policies related to consumers and end-users

Orkla's policies related to consumers, end-users and human rights are included in the Orkla Sustainability Policy described in Section ESRS 2 GOV-1. This policy addresses how Orkla manages its material impacts, risks and opportunities related to consumers and end-users. The policy covers all consumers and end-users, including at-risk persons and vulnerable groups of people such as children. It outlines commitments relevant to consumers and end-users and includes processes and mechanisms to ensure compliance with key international frameworks such as, among others, the UN Guiding Principles on Business and Human Rights, the International Bill of Rights and the Universal Declaration of Human Rights. As Orkla's business model includes products and marketing which reach millions of consumers and end-users globally, policies related to consumers, end-users and human rights must cover all relevant rights included in the above mentioned key international frameworks, regardless of whether these rights are considered material impacts, risks and opportunities for Orkla or not. The rights covered in these instruments are considered universal human and labour rights pertaining to all people regardless of whether a business's activities affect consumers and end-users.

Orkla's policies include a clear commitment to respect the human rights of consumers and end-users, to engage with them and to take necessary steps to remedy actual adverse impacts or cease, prevent or mitigate potential adverse impacts on consumers and end-users.

Orkla's human rights requirements are aligned with the UN Guiding Principles on Business and Human Rights. This is clearly stated in the Orkla Sustainability Policy and the Orkla Business Partner Code of Conduct, signalling a clear commitment. The core principles of these instruments are integrated into Orkla's policies, ownership requirements and expectations, business partners' requirements and expectations, as well as in relevant guiding materials and templates e.g. for human rights impact assessments and due diligence requirements. In this way, the UNGP are integrated into Orkla activities and engagement with consumers and end-users.

Orkla companies are expected to manage material impacts of their products and services on consumers and end-users. The companies are expected to respect the human rights of consumers and end-users, engage with consumers and end-users, and strive to meet their concerns and needs in product development, innovation and design, marketing and product labelling.

Consumer health

Orkla aims to challenge and inspire the portfolio companies to explore opportunities for growth from products and services contributing positively to consumer health. Orkla's portfolio companies are expected to work systematically to improve their products' health profiles, with particular attention to products intended for children, and to promote healthier products and government-endorsed product labelling.

Safe products

Orkla has taken an uncompromising stance on the safety of its products, and Orkla's portfolio companies are expected to work systematically to control and improve product safety. The companies are expected to be committed to continuously improving the safety and quality culture within the company and have quality systems to ensure that Orkla-produced and distributed products are safe and meet all legal requirements.

Orkla companies producing and selling food and drinks are expected to implement food safety and quality standards, aligned with Orkla's policy on Food Safety & Quality, the Orkla Food Safety Standard (OFSS)[1] and/or Orkla Food Safety Standard Storage & Distribution (OFSS S&D) and the Food Safety requirements within the Orkla Supplier Portal (OFSS for Suppliers)

To ensure compliance with OFSS and OFSS S&D, the companies are expected to have a continuous improvement approach, uphold the required standards, and share relevant information with Orkla's liability and recall insurance team. Orkla follows up on the companies through audits performed by the corporate Food Safety Team.

Responsible marketing

Orkla's portfolio companies are expected to strive to ensure responsible marketing, consistent with applicable legislation and that marketing that includes claims related to sustainability, health, quality, and similar themes builds on objective and verifiable facts. Orkla's portfolio companies are expected to strive to protect children and other vulnerable groups from marketing activities which may have unintended, negative impacts. The portfolio companies are expected to actively engage with peers to promote responsible marketing practices and support relevant international or national self-regulation initiatives.

Consumer privacy

portfolio companies are expected to respect the privacy of all individuals and to process personal data honestly, ethically, and in compliance with applicable laws. Furthermore, portfolio companies are expected to be transparent about their processing activities, to provide relevant individuals with required information, and to meet accountability requirements and document their compliance efforts. Orkla has established policies and guidelines for personal data processing, which apply to all Orkla companies within the EEA. For information about the policy and how data privacy is governed in Orkla, see Section S1-1.

Orkla has not identified actual cases in 2024 where Orkla's operations have caused, contributed to or been linked to non-respect of the UN Guiding Principles on Business and Human Rights or OECD Guidelines for Multinational Enterprises that involve consumers and end-users.

SVP ESG and Sustainability in Orkla ASA has been delegated responsibility for ensuring implementation of these policies related to consumers and end-users.

S4-2 Processes for engaging with consumers and end-users about impacts

Orkla companies producing consumer products and services engage regularly with consumers through various channels, including consumer research and consumer service. Orkla has several local consumer service teams which respond to questions and concerns from consumers on an ongoing basis. The teams prepare statistics and overviews of inquiries received from consumers which are shared with the Orkla companies.

Orkla companies receive information about consumers' needs and interests through consumer surveys, consumer service teams and social media. The key focus for such research is to understand product-related user needs and test new marketing concepts; in addition, there are regular surveys on sustainability-related topics. All portfolio companies which sell products directly to consumers have established consumer service channels. The Norwegian companies collaborate on a joint consumer service function, while other companies organise their consumer services locally, tailored to local languages and consumer concerns.

Orkla also receives information about potential impacts and input for improvements through dialogue with organisations and external experts. In 2024, Orkla has been involved in discussions with the not-for-profit organisation Global Child Forum to get a better understanding of children's rights in relation to marketing and potential negative influence from products and marketing practices. Moreover, Orkla has had discussions with key investors on sustainable food systems, with food additives and ultra-processed food as important topics.

SVP ESG & Sustainability in Orkla ASA is responsible for ensuring that engagement with consumers and other stakeholders about human rights impacts linked to consumers takes place and that the results inform Orkla's stakeholder engagement approach. The effectiveness

1 The Orkla Food Safety Standard and the Orkla Food Safety Standard Storage & Distribution are comprehensive standards for food safety management for companies producing and/or distributing food products. They have been developed by Orkla based on the internationally recognised BRCGS standards.

of engagement with consumers and end-users is not systematically evaluated, and Orkla plans to review and strengthen its process for consumer engagement in 2025–2026.

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

According to the Orkla Sustainability Policy, Orkla companies are expected to carry out due diligence in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including assessing and addressing actual and potential adverse impacts on human rights of consumers and end-users (see Section ESRS 2 GOV-1).

Orkla expects all portfolio companies to establish effective mechanisms for consumers and other external stakeholders to raise concerns, internal procedures for handling these in a diligent and effective manner and to provide remediation in cases where the company has caused or contributed to material negative impacts.

If any Orkla Company causes, contributes to or is linked to actual or potential adverse human rights impacts on consumers and end-users, the Orkla company shall take necessary steps to remedy actual adverse impacts, cease, prevent, or mitigate potential adverse impact.

Through Orkla's website, consumers are encouraged to communicate potential concerns or requests for information to Orkla's consumer service team. The team handles such inquiries in collaboration with relevant internal functions at Orkla companies. The team regularly evaluates how the service may be improved with regards to service quality and efficiency. In addition, Orkla has a central whistleblowing mechanism which consumers and other stakeholders can use to raise complaints. This mechanism supplements local mechanisms established by the companies. For more information on Orkla's whistleblowing policy and procedures, see Sections G1-1 and G1-4. Orkla does not have a systematic approach to assess whether consumers and end-users are aware of and trust the grievance mechanisms established by Orkla companies or their business partners.

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

According to the Orkla Sustainability Policy, Orkla companies are expected to ensure sustainability impact, risk and opportunity management by taking actions, allocating resources and achieving positive progress.

Orkla has allocated specific resources to managing material sustainability matters, as described in Section ESRS 2 GOV-1, including the management of impacts, risks and opportunities related to consumers and end-users. In addition, the product development, marketing and quality teams play an important role, since food and product safety, claims regulation, development of healthier foods and responsible marketing are integrated parts of the responsibilities of these functions. The actions taken in 2024 have required financial resources for product development projects and safety improvements, and human resources for all topics generally.

Orkla has material impacts, risks and opportunities related to consumers and end-users, as described in SBM3-S4.

Mitigating actions to address negative impacts and risks and actions to create positive impacts on consumers and end-users are described in the table 'Actions to address material impacts, risks and opportunities' for S4.

Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Metrics and targets

S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024, Orkla ASA's Board of Directors supported a set of draft sustainability targets for the period to 2030 (Section ESRS 2 SBM-1), including the following proposed target for addressing the topic of consumers and end-users:

- All food-producing companies to create positive health impact for consumers by 2030
- 100% of food-producing factories at green level by 2026[1]
- 100% of storage and distribution companies to be at green level by 2030
- All food-producing companies to have 100% food and packaging materials from OFSS-approved suppliers by 2026.

Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

1 Refers to audits performed by Orkla's central food safety team against the Orkla Food Safety Standard (OFSS) and Orkla Food Safety Standard for storage and distribution companies. All clauses in the standards are assessed and scored from 1 to 5 points. Four points are given when the site complies with the OFSS requirements. To qualify for green level, a total score of at least 80% is required and the number of minor non-conformities must be 10 or less. No major or critical non-conformities are accepted.

Actions to address material impacts, risks and opportunities for S4

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Positive Health Impact Plans	Consumer health	In 2024, Orkla ASA developed guidance material to support its portfolio companies, which produce and sell food products, to prepare long-term plans for managing any potential negative impacts on consumer health and contributing to positive impacts. Several of the portfolio companies started this work in 2024, and Orkla ASA will follow them up in 2025 to ensure that all the food-producing portfolio companies prepare plans that contribute to positive health outcomes for consumers by 2026.	portfolio companies producing and selling food	Orkla will monitor and report progress on plans and potential positive health outcome of plans towards 2030.
The Letter of Intent for a Healthier Diet	Consumer health, Consumer health – children, Revenue increase due to positive consumer health products	In 2024 Orkla continued its participation in 'The Letter of Intent for Facilitating a Healthier Diet', a collaboration between Norwegian health authorities and the food industry with the aim to reduce the intake of salt, added sugar and saturated fat and increase the intake of fruits and berries, vegetables, whole grain products, and seafood. Orkla's continuous contribution included making healthier choices more available to consumers through product development, reformulating existing products, adjusting portion and packaging sizes, and marketing healthier alternatives. In 2024 many Orkla companies took actions to address consumer health, with the following examples: In Sweden, Orkla Foods reduced the content of salt in 26 products, contributing to an annual salt reduction of 8.8 tonnes. The company also launched two new meatball alternatives where 50% of the meat is replaced by either vegetarian pea protein or vegetables. In the Czech Republic, Orkla Foods relaunched three ketchup products, reducing salt content. In Estonia, Orkla Foods reduced the amount of red meat in the company's ready-meal products by 46%, corresponding to approximately 23 tonnes of red meat on a yearly basis. In Austria, Orkla Foods launched a vegan goulash soup under the Felix brand with 7.7% less salt. The company also launched plant-based meat alternatives based on peas, beans and sunflower granules for the foodservice market under the Vitality brand. Two new granola products were launched for the retail market under the Knusperli brand containing 50% less sugars and high shares of wholegrain. In Norway, Orkla Foods has removed the stabiliser carrageenan from the portfolio. In 2024, Orkla Snacks launched chips products in Latvia with 30% less salt compared to the market average. The company also developed chips products with less salt than the market average and a new crispbread product with high seeds content, for launch in 2025. In Denmark, Orkla Snacks has developed several new products under the Greens'n'More brand containing a high proportion of vegetables and fibre, and no additives. In the Netherlands, Sonneveld developed and implemented alternative salt formulations which will reduce sodium by 43% by 2025. Credin Sweden introduced whole-grain and keyhole-certified bread products to promote healthier dietary choices. OFI Cesko (The Czech Republic) launched Provito bread mix, a high-fibre bread with added legumes, seeds, sprouted grains, and wholegrain flours. Kanakis (Greece) introduced several recipes for bread with functional benefits and high nutritional value. Orkla Foods, Orkla Snacks and Orkla Food Ingredients plan to continue their efforts to contribute to reduced consumption of salt and sugar and provide healthier product options. In 2025, the portfolio companies will prepare targets and plans for this work towards 2030. Orkla Snacks plans to further improve the methods used for accurate tracking of levels of salt, sugar, and fat in products.	Orkla Food Ingredients, Orkla Foods and Orkla Snacks	Many of Orkla's products are brands which are consumed regularly by a large portion of consumers. Improving the nutrition in these products and marketing healthier alternatives can contribute to better nutrition for consumers. Product development activities are evaluated by the portfolio companies as part of the innovation process and the combined effects are evaluated as part of board reviews of the progress and annual reporting to Orkla ASA.

Actions to address material impacts, risks and opportunities for S4

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Food safety audits	Safe products, Allergic reactions, Acrylamide in food products, Incorrect product labelling	In 2024 Orkla continued its food safety efforts. Orkla has comprehensive and well-established food safety standards which are implemented in all companies which produce and/or distribute food products. Orkla's central food safety team, placed in Orkla Procurement, organises training and food safety audits of own sites and of suppliers with the purpose of ensuring adherence to the Orkla Food Safety Standard (OFSS) and building expertise in detecting, preventing and handling food safety risks. In 2024, 62 audits were carried out against the OFSS and the Orkla food safety standard for sales and distribution companies. In 2024, Orkla Foods Safety team carried out 25 training courses with varying scope. In total, 450 persons have participated in one or more trainings for a total of around 5000 hours. In addition, Orkla Food Safety team followed up on companies and factories not performing on green level in OFSS audits and contributed to the integration of newly acquired companies. Introductory meetings were held with new companies, gap analyses performed, and training provided. The trainings have covered the OFSS standard, approval of suppliers against the Orkla standards in Orkla's Supplier Portal, root-cause analyses, hazard analysis and critical control point (HACCP), allergens, internal audits, prevention of food fraud and document management systems. The team has also provided support to portfolio companies in the handling of contingency cases.	Portfolio companies producing and selling non-food products	The product safety work is performed in a systematic and proactive way which reduces the safety risk for consumers to low levels. The work is evaluated by the portfolio companies and progress monitored by Orkla through board reviews and annual reporting. The results of actions are evaluated by the portfolio companies and the progress monitored through board reviews and annual reporting to Orkla ASA.
Safe products	Harmful ingredients in non-foods	In 2024 portfolio companies producing non-food products continued their well-established efforts to ensure product safety, including risk assessment of new products, risk-based safety tests and quality review of product labelling. The companies in Orkla Home and Personal Care and Orkla House Care worked proactively to monitor regulatory changes and emerging safety risks and substitute potentially harmful ingredients with better alternatives. The work to ensure safe products will continue along the same lines in 2025. Orkla House Care, which produces painting tools and other products that are used by both professionals and consumers, recognises the importance of durable quality and ergonomic product design to prevent adverse impacts on end-users from use of such tools in repetitive motions. In 2024 Orkla House Care used ergonomics as a key aspect of product development and development of task-specific products that enable users to fulfil specific tasks in an efficient and ergonomic manner. In addition, Orkla House Care formalised the internal processes for product safety contingency through adjustments to the organisational set up and review of relevant roles and responsibilities in the organisation. In 2025, the portfolio company plans to increase the capacity of the central quality team to support product safety improvements across the operational units.	Portfolio companies which produce or sell non-foods	Product safety work is carried out in a systematic and proactive manner, which reduces the safety risk for consumers to a low level. The work is evaluated by the portfolio companies, and progress is monitored by Orkla through board reviews and annual reporting. The results of the measures are evaluated by the portfolio companies, and progress is monitored through board reviews and annual reporting to Orkla ASA.

Actions to address material impacts, risks and opportunities for S4

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Contingency management	Acrylamide in food products, Incorrect product labelling, Harmful ingredients in non-food products	Orkla takes a broad approach to preventing and handling incidents which may harm the health of consumers and end-users of products and has a Group contingency plan which applies to all Orkla companies. In 2024, Orkla companies reported no emergency cases involving a serious health hazard. Five incidents which led to a product recall from the market were reported. This included recall of Lecora ready meals in Sweden due to microbiological contamination, three cases of undeclared allergens (chocolate from Noi Sirius in Iceland, Panda Toffee in Finland and Toro Dark Broth in Norway), and Mr. Lee noodles in Norway due to a rancid off-taste. All cases were identified at an early stage and handled according to Orkla's contingency plan. No cases of consumer illness have been reported in relation to the contingency cases in 2024.	All portfolio companies, Orkla Procurement (Food Safety team)	The group-wide procedures for contingency management are assessed as effective in early detection of errors which may represent potential safety hazards to consumers and manage these in a fast and efficient way thereby reducing the safety risk. Contingency cases are evaluated by the relevant portfolio company with support from the central food safety team.
Responsible marketing training	Responsible marketing practices	Orkla's legal department provides guidance on marketing regulation to the companies through common training activities and company-specific dialogue. In 2024, the team carried out training sessions for around 240 persons across the group. The topics covered the general aspects of responsible marketing, like avoiding the use of offensive methods, discrimination, and misleading advertising; regulations on sustainability claims; and regulations on marketing of food products towards children. The purpose was to raise awareness of coming marketing regulations and reduce the risk of regulatory breaches. In 2025, Orkla's legal department will offer similar training sessions with the aim of covering marketing personnel in all the portfolio companies.	All portfolio companies, Orkla ASA	Orkla ASA assesses that the training has been successful in terms of building knowledge in the participating companies and contributing to the continued low number of alleged cases of regulatory breaches.
MFU	Responsible marketing practices	Matvarebransjens Faglige Utvalg (MFU) is a Norwegian self-regulatory body established by the organisations ANFO, NHO and Virke in 2013, related to the marketing of food products aimed at children. The MFU committee handles complaints about marketing based on guidelines for the marketing of food and beverages targeted at children. Orkla supports these guidelines and has been actively involved in the committee's work since its establishment. Orkla's aim is to contribute to good, consistent marketing practices that promote the sale of healthy products and prevent marketing directed at children. In 2024, Orkla was represented in MFU's bodies through the chairmanship and as a member of the committee.	Orkla's Norwegian companies	Orkla's long-term engagement in MFU has contributed to establishing common practices among Norwegian consumer companies on responsible marketing, with a particular focus on marketing towards children. Orkla's engagement in MFU is regularly evaluated by Orkla ASA.

Actions to address material impacts, risks and opportunities for S4

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Product information and guidance	Consumer health, Incorrect product labelling, Positive influence on consumer behaviour through labelling and guidance	To ensure compliance with relevant regulations and prevent negative impact on consumer safety and health due to incorrect or insufficient labelling, Orkla companies have procedures for quality control of product content, labelling and information. Several of the Orkla Foods companies carried out initiatives in 2024 to raise awareness on health issues and guide and inspire consumers to make healthier product choices: In 2024 Orkla Foods Sweden carried out a marketing campaign for FUN Light Vitamin Boost, dilutable with added vitamins and no sugar, which highlighted the nutritional benefits of these products . The company also carried out a marketing campaign for the Pauluns and Havrefras brands to encourage consumers to buy healthier breakfast options. These campaigns will continue in 2025. In the Czech Republic, Orkla Foods carried out a communication campaign promoting their fish spreads. In Lithuania, Orkla Foods has cooperated with the organization Gyvi Gali since 2021, encouraging plant-based consumption. During 2024, recipes with the company's products were posted on the Gyvi Gali website, and product information was included in Gyvi Gali newsletters and in social media.	Orkla Foods	Orkla Foods's communication campaigns is considered important for encouraging consumers to make healthier food choices and strengthen the brands. The effects of labelling and marketing activities are evaluated by the portfolio companies.
Guidance of professional customers	Positive influence on consumer behaviour through labelling and guidance	Orkla Food Ingredients provides tools, resources, and infrastructure to support bakers and other professional customers in preparing recipes, product labelling and communication towards end-users. Examples of actions in 2024 include: CBP (Denmark) continued developing the company's digital customer portal 'Premium Pro' to support customers within the food service and catering sector in proper handling, application, and optimisation of products used in their operations through guidance and easily available product information Dragsbæk (Denmark) continued running Plantebranchen, Europe's largest association for plant-based foods, to promote plant-based alternatives and ensure the dissemination of healthy options. The initiative intends to foster collaboration within the industry to advance sustainable, healthy, and innovative plant-based products and raise consumer awareness about the benefits of plant-based diets Coda (Greece) carried out campaigns towards professional customers to increase awareness of low-sugar and low-fat food options, emphasising the health benefits of these alternatives.	Orkla Food Ingredients	The work to guide and support professional customers is seen as successful in building capabilities for customers to meet regulatory requirements and consumer needs. Also, it contributes to strengthening the companies' customers relationship. The effects of guidance initiatives are evaluated by Orkla Food Ingredients.
Data privacy	Privacy for customers	In 2024, Orkla has carried out several activities to reduce the risk of data privacy breaches, further strengthen internal processes and support the companies. Among others, Orkla has updated the master privacy notice for consumers and third parties. For more information about actions in 2024 and planned for 2025, see the section on Governance information.	All portfolio companies, Orkla ASA	The risk of breaches of data privacy regulation is significantly reduced through well-established processes for ensuring compliance across Orkla with the EU General Data Protection Regulation and national regulations.

Governance information

A key pillar in Orkla's Sustainability Ambition is governance and ethics in business and to build a culture of integrity in everything the company does, in every part of its organisation. Orkla only acknowledges success achieved through high integrity standards.

Chapter navigation

G1: Business conduct

Governance

GOV-1 The roles of the administrative, supervisory and management bodies

Orkla is committed to doing business responsibly, employing ethical and sound business practices and complying with all applicable laws and regulations. The business conduct expected of all Orkla companies is described in the Orkla Sustainability Policy (see Section ESRS 2 GOV-1), approved by the Board of Directors of Orkla ASA. The Boards of Orkla portfolio companies are required to assess and approve materiality of business conduct matters to their companies and to approve relevant targets and policies. The CEOs of the respective Orkla companies are responsible for management of material business conduct topics and for operationalisation of the relevant policies, targets, and action plans.

Orkla's central compliance function (represented in Orkla's executive management team by EVP Legal & Compliance) helps to coordinate and prioritise compliance work in the various Orkla companies, with focus on Code of Conduct, anti-corruption, trade sanctions and personal data. The compliance function performs various reporting activities, such as preparing annual compliance reports for Orkla's Investment Committee (Orkla IC), Orkla's Board Audit Committee (Orkla BAC), and Orkla's Board of Directors (Orkla BoD), which include updates on compliance risks, mitigation measures, and the status of compliance programmes.

Orkla's Centre of Excellence for ESG & Sustainability (CoE ESG) coordinates Orkla's double materiality assessment, which includes business conduct matters. In addition, CoE ESG is responsible for the Orkla Sustainability Policy, participates in developing procedures and tools for compliance monitoring and internal controls linked to business conduct, participates in reporting to Orkla IC, Orkla BAC, and Orkla BoD on the status of compliance with the business conduct-related policies, and, when required, supports handling of whistleblowing cases and investigations linked to the business conduct topics.
At the end of 2024, Orkla BoD, Orkla IC and members of staff and functions working closely with sustainability matters in Orkla ASA and relevant Business Service Companies performed a self-assessment of their expertise and skills with regards to sustainability matters for each ESRS sub-topic. The assessment was administered and calibrated by Orkla CoE ESG. With regards to business conduct, the results of the assessment show that this is the topic that Orkla's administrative, management and supervisory bodies have the most expertise and skills to manage, in particular the sub-topics of *corporate culture* and *protection of whistleblowers*. The sub-topic of *animal welfare* was assessed as the area with the highest need for further skills development. The detailed results of this assessment will be used in 2025 to develop and implement skills development and formal learning activities for Orkla's administrative, management and supervisory bodies.

Impacts risks and opportunities

SBM-3- G1 Material impacts, risks and opportunities and their interaction with strategy and business model

Corporate culture:
- **Impact:** Potential negative impact due to any failure to implement and comply with ethical guidelines and other governing documents. Orkla has a high number of employees, a large market share, many legal entities and a broad geographic footprint; our business conduct impacts on common business practice.
- **Risk:** Through its diverse portfolio of small, medium-sized and large companies, Orkla operates in many countries and has close to 19,100 employees representing diverse backgrounds and cultures. The Orkla companies operate in markets that may differ in their legal frameworks and business practices. This creates a risk of individual employees or companies failing to comply with the Orkla Code of Conduct and becoming involved in unethical business behaviour. A weak ethical culture can lead to financial and reputational loss in individual cases and a generally weaker quality of decisions and operations. The financial impact could include direct costs such as fines, legal fees and settlements, as well as indirect costs such as loss of customer trust, reduced employee morale and increased turnover. In addition, a weak ethical culture can result in reputational damage, reduced investor confidence and increased regulatory scrutiny, all of which can disrupt business operations and lead to long-term financial instability.

Corruption and bribery:
- **Impact:** Potential negative impact linked to corruption as Orkla operates a complex value chain involving numerous suppliers across various countries, including some that are classified as high-risk for corruption. This complexity and geographical diversity inherently increases the risk of corruption incidents and is therefore considered a material risk for Orkla. The negative impacts of corruption for societies include: undermining economic growth, deepening inequality, and weakening institutions. Corruption in Orkla's value chain could lead to inefficient resource allocation, increased costs for businesses and consumers, and loss of public trust.
- **Risk:** Any corruption case would pose a significant risk and could result in substantial financial losses, legal penalties, and reputational damage. Corruption can undermine investor confidence, disrupt business operations, and lead to increased scrutiny from regulatory bodies. A suspected case of corruption would result in high costs in connection with internal and external investigations and could disrupt business operations. If such a risk were to materialise, the financial impact could take the form of increased direct costs, such as fines and legal fees, and indirect costs, such as lost business opportunities, increased operating expenses and breach of financing and insurance agreements. It is possible to calculate the size of potential fines on the basis of Orkla's turnover. A fine's amount would depend on the quality of Orkla's compliance procedures. Orkla is also exposed to corruption risk related to a broad geographical presence of its business partners. For Orkla, corruption and bribery not only pose compliance and financial risks but also affect long-term value creation and stakeholder trust.

Management of relationships with suppliers:
- **Impact:** Orkla has more than 25,000 direct suppliers, including many SMEs, and could exert a potentially negative impact on suppliers' operations and liquidity through Orkla sourcing procedures and payment terms.
- **Opportunity:** Optimal (longer) terms of payment to suppliers, without compromising small and vulnerable suppliers, may constitute an opportunity for a positive financial impact, as small fluctuations in payment terms for individual suppliers can result in significant savings for Orkla as a whole.

Political engagement and lobbying:
- **Impact:** Orkla is actively engaged in political processes to drive positive, science-based change for people and environment and in the interest of businesses and fair markets. There is, however, a risk that political engagement and lobbying activities can occasionally lead to potential negative impacts on humans and the environment and/or even exert unethical or illegal influence on political decisions.
- **Opportunities:** By engaging with policymakers and industry groups, Orkla can advocate for more balanced regulations that consider the negative economic implications for businesses and that limit the effects of stricter regulations that can have negative financial consequences (e.g. the proposed ban on price discrimination in Norway, regulating acrylamide, marketing regulations on unhealthy food, tax on confectionery products etc.). In addition, Orkla's engagement may create an opportunity for a compensation for increased costs of Raw materials resulting from stricter regulations.

Trade sanctions:
- **Risk:** Violation of international sanctions poses a significant risk to Orkla, potentially leading to severe financial consequences. This risk includes engaging in prohibited transactions, dealing with sanctioned entities, or failing to comply with international trade restrictions. Financial consequences could include significant fines, legal penalties and freezing of assets. In addition, Orkla

could face indirect costs such as loss of market access, reputational damage and increased regulatory scrutiny. Such violations could disrupt business operations, reduce investor confidence and bring about long-term financial instability, and lead to breaches of financing and insurance terms.

Competition law compliance:

- **Impact:** Potential unethical or illegal impact on markets and ultimately consumers as a result of the company's position and actions. Orkla is a major player in many markets and can have a substantial impact in competition with smaller enterprises.
- **Risk:** Violation of competition law, whether at national or EU level, could lead to significant direct and indirect financial consequences. Direct consequences include high fines and claims for damages, and indirect consequences include disruption to business relationships and reputational damage, in turn leading to lower sales and reduced investor confidence and consumer trust. Due to Orkla's size, business areas, market positions and global presence, Orkla has a reasonably high inherent risk of competition law violations.

Animal welfare:

- **Impact:** Orkla companies produce a wide range of products that include ingredients or components that derive from animals, such as dairy ingredients, beef and pork meat, poultry, egg and wool. Orkla could contribute to poor animal welfare through a lack of focus and efforts in procurement of animal-derived Raw materials. Orkla sources a broad range of animal-derived Raw materials from different countries including some where there is a risk of poor animal welfare.

Material impacts, risks and opportunities identified through the double materiality assessment are listed in the table below. A complete list of all Orkla's identified IROs with a brief description is presented in Section ESRS 2 SBM-3. The table indicates where the impacts, risks and opportunities originate from. No specific type of affected communities is identified. The process for identifying these impacts, risks and opportunities is described in Section ESRS 2 IRO-1.

G1-1 Business conduct policies and corporate culture

Orkla Sustainability Policy (described in Section ESRS 2 GOV-1) addresses the following business conduct topics: Code of Conduct, anti-corruption, whistleblowing, trade sanctions, privacy, competition law compliance, taxes, political engagement and lobbying activities, management of relationship with suppliers, and animal welfare. According to the Orkla Sustainability Policy, Orkla companies have a responsibility to adopt adequate procedures to ensure compliance with relevant sanction provisions. According to the Orkla Sustainability Policy, Orkla companies are expected to implement an effective and risk-based competition law compliance programme and to report on implementation status to the portfolio companies' Boards of directors. Orkla ASA assists its companies in competition law compliance by offering training sessions, e-learning courses and legal advice.

Table X: G1- Business Conduct

IRO		Location in value chain			Time horizon		
G1- Business Conduct		Upstream	Own Operation	Down-stream	Short-term	Medium-term	Long-term
Corporate culture							
Corporate culture	Potential negative impact	x	x	x	x	x	
Risk of weak ethical culture	Risk		x		x	x	
Management of relationships with suppliers, including payment practices							
Management of relationships with suppliers	Potential negative impact	x	x		x	x	
Payment practices	Potential negative impact	x			x		
Longer terms of payment	Opportunity		x		x		
Corruption and bribery							
Corruption in value chain	Potential negative impact	x	x	x	x	x	
Violation of law	Risk	x	x	x	x	x	
Political engagement and lobbying activities							
Political engagement and lobbying	Potential negative impact		x		x	x	
Influence on regulations	Opportunity		x			x	
Influence on subsidies	Opportunity		x			x	
Animal welfare							
Animal Welfare	Potential negative impact	x			x	x	
Trade Sanctions							
Violation of law	Risk	x	x	x	x	x	
Competition law							
Violation of law	Risk		x		x	x	
Market regulation violation	Potential negative impact	x	x	x	x		

Business conduct policies

Material topic / Policy	Orkla Sustainability Policy	Orkla Code of Conduct (*)	Orkla Anti-Corruption Programme (*)	Orkla Business Partner & Sanctions Programme (*)	Orkla Supplier/ Business Partner Code of Conduct (*)	Orkla Whistle-blowing Policy	Orkla Animal Welfare Policy
Corporate culture	X	X	X	X	X	X	X
Corruption and bribery	X	X	X	X	X	X	
Management of relationships with suppliers	X	X	X	X	X	X	
Political engagement and lobbying	X	X				X	
Trade sanctions	X	X		X	X	X	
Competition law compliance	X	X			X	X	
Animal welfare	X				X	X	X

(*) Policies consistent with United Nations Convention against Corruption

Orkla Code of Conduct (described in Section ESRS 2 GOV-1) describes the requirements to business ethics and personal responsibility applicable to all employees and board members in Orkla companies and constitutes Orkla's fundamental commitment to act in a sustainable, ethical, and socially responsible manner; practice good corporate governance, and comply with all applicable legal requirements.

Orkla Supplier/Business Partner Code of Conduct outlines a minimum standard of conduct that Orkla expects of its suppliers and other business partners within the topics of human rights, labour standards, health and safety, the environment, business integrity and ethics, and management practices.

Orkla Anti-Corruption Programme states Orkla's zero tolerance for corruption and bribery and provides detailed guidance on measures for prevention and detection of bribery and corruption, as well as for adequate response in the event of any misconduct. All Orkla companies are required to implement an effective anti-corruption programme on the basis of the requirements set out in this document. This document is based on anti-corruption legislation in Norway and Sweden, benchmarked against the UK Bribery Act, the U.S. Department of Justice's paper on Evaluation of Corporate Compliance Programme and the World Bank Group Integrity Compliance Guidelines, and is consistent with the United Nations Convention against Corruption. The document is owned by Orkla ASA's EVP for Legal & Compliance and is available to all companies through Orkla's intranet portal. Orkla's Chief Compliance Officer follows up and assists with implementation of this programme in all relevant companies.

Orkla Business Partner & Sanctions Programme provides detailed guidance on measures to prevent and detect any cases of misconduct by Orkla's business partners, such as suppliers, distributors and agents, as well as customers, based on their risk assessment. The focus of this programme is compliance with trade sanctions and Orkla's anti-corruption policy. This policy is consistent with the United Nations Convention against Corruption. The scope of this document is limited to all companies under Orkla ASA's operational control (at least 50% of the company's shares or votes). The policy is owned by Orkla ASA's EVP for Legal & Compliance and is available to all companies through Orkla's intranet portal. Orkla's Chief Compliance Officer follows up and assists with implementation of this programme in all relevant companies. Orkla's Business Partner & Sanctions Programme defines minimum requirements which the companies must meet to prevent sanction breaches.

Orkla Whistleblowing Policy states that Orkla encourages reporting on actual and potential breaches of laws and regulations, the Orkla Code of Conduct, and ethical norms that are broadly accepted in society. The policy sets out requirements relating to the submission, receipt and handling of whistleblowing reports and in line with the EU's Whistleblower Directive prohibits any retaliation against whistleblowers. These requirements apply to all Orkla companies. Both internal and external stakeholders are encouraged to follow the procedures for whistleblowing set out in this policy. This policy is based on the Ten Principles of the UN Global Compact, the EU Whistleblower Directive and the Norwegian Working Environment Act. The policy is owned by Orkla ASA's EVP for Legal & Compliance and is available to all companies through Orkla's intranet portal. Orkla's SVP for Risk and Investigations follows up and assists with implementation of this policy in all relevant Orkla companies.

Orkla Animal Welfare Policy states Orkla's commitment to safeguarding animal welfare in its value chain and establishes requirements to Orkla companies to uphold responsible animal welfare practices based on the five freedoms, aligned with the World Organisation for Animal Health (WOAH) Terrestrial Code, and tailored to the specific focus areas of relevant species, and to look for areas where they can influence positive change and engage with suppliers and other stakeholders to support and promote good animal welfare standards. This policy defines Orkla's owner requirements and expectations to all Orkla companies where this topic is material. The scope of the policy encompasses all land animals, excluding game and marine species, delivered to Orkla companies. The policy is owned by Orkla ASA's EVP for Centres of Excellence and is available to all companies through Orkla's intranet portal and to all external stakeholders on Orkla's external webpage. Orkla's Centre of Excellence for ESG & Sustainability follow up and assists with implementation of this policy in all relevant companies.

Corporate culture

Maintaining high levels of integrity is fundamental in all aspects of Orkla's business. The Orkla Code of Conduct serves as the principal policy outlining the company's commitment to sustainable, ethical, and socially responsible practices. The Board of Directors and the CEO of each Orkla company are responsible for ensuring the practical implementation and compliance with this Code of Conduct.

Building a strong culture of integrity within the organisation involves key activities such as training and awareness-raising. Orkla companies are expected to ensure that functions at risk have appropriate awareness and receive regular risk-based and targeted training on the material business conduct topics.

'Culture of integrity' has been incorporated into Orkla's overarching Sustainability Ambition, highlighting its significance within the broader corporate strategy (see Section ESRS 2 SBM-1). It has also been incorporated into the annual meeting agenda for Orkla IC and Orkla BoD, including relevant training sessions.

In 2024, Orkla completed the process of establishing the boards of directors of its new portfolio companies, which was initiated in 2023 as part of Orkla's transformation into an investment company. Members of Orkla IC were represented on all the boards of directors and participated actively in the boards' activities as part of ensuring implementation of Orkla ASA's ownership expectations in its portfolio companies, including business conduct and building a 'culture of integrity'. By the end of 2024, however, Orkla ASA did not have a centralised overview of the compliance status of all its portfolio companies with regard to group policies and ownership expectations, nor have completed any evaluation of the corporate culture across all Orkla companies. This work is planned for 2025.

Training and awareness

All employees in commercial and staff functions are defined as employees in functions at risk of corruption and bribery. According to the Orkla Sustainability Policy, Orkla companies are expected to ensure that at-risk functions have appropriate awareness and receive regular risk-based and targeted training on the material business conduct topics. In addition, Orkla's Anti-Corruption Programme includes training (repeated training sessions, tailored to each function, in local language, both as e-learning and live sessions) as part of the measures that the companies are required to implement to prevent bribery and corruption.

Through Orkla Sustainability Policy, Orkla mandates its companies to create annual training plans, track completion rates, and report yearly to their Board of Directors and Orkla ASA. Orkla has developed and implemented the following e-learning courses related to business conduct: Orkla Code of Conduct, Anti-Corruption, Competition Law, Privacy and Whistleblowing. The courses are available to all employees on Orkla's intranet. In addition, Orkla has developed an e-learning course for Orkla Business Partner & Sanctions Programme, which Orkla's portfolio companies have started to roll out to relevant employees in 2024. Orkla's portfolio companies are required to implement training linked to business conduct in their organisations, either by using Orkla's courses or developing their own training activities, and to register and document employee participation in the training activities.

	2024
Percentage of employees in functions-at-risk covered by training programmes	**68.44%**
Number of employees in functions-at-risk covered by training programmes	5,581
Number of employees in functions-at-risk	8,154

Accounting principles
Employees in functions-at-risk are defined as top management and employees in staff and commercial functions. The information is collected through reporting from each legal entity in Orkla. As the collected data have been handled manually, there is an inherent uncertainty in the data. The metric is relevant to measure performance and effectiveness on actions related to reducing negative impacts and mitigating risks on topics within business conduct.

G1-2 Management of relationships with suppliers

According to the Orkla Sustainability Policy, Orkla companies are expected to be responsible and fair business partners for their suppliers and in their procurement practices. Orkla companies are expected to pay their invoices in a timely manner and be diligent in setting payments terms when dealing with SMEs. Each Orkla company establishes its own payment terms. Orkla adheres to relevant trade legislation such as EU Directive on Unfair Trading Practices in setting maximum payment terms on certain articles.

In order to manage material sustainability matters related to their supply chains, all Orkla companies are expected to initiate, monitor and follow up implementation of Orkla Supplier Code of Conduct and/or Business Partner Code of Conduct, to actively engage with their suppliers to ensure commitment to and compliance with these documents, and to ensure that Orkla's requirements linked to business conduct are included in the scope of supplier selection process and supplier audits performed by Orkla companies.

G1-3 Prevention and detection of corruption and bribery

Orkla prohibits bribery and corruption in all forms and has clear expectations of the board members and the CEOs of both Orkla ASA, portfolio companies and Business Service Companies to ensure implementation of an anti-corruption programme in their respective companies, actively endorse anti-corruption and anti-bribery efforts and implement a systematic approach to prevention and detection of corruption and bribery.

Administration of the anti-corruption compliance function in Orkla ASA is delegated to EVP Legal & Compliance. Orkla's central compliance function, led by Orkla's Chief Compliance Officer, helps to coordinate and prioritise compliance work in the group, focusing on anti-corruption activities, trade sanctions and personal data. portfolio and Business Service Companies are required to assign a dedicated person and point of contact to coordinate the implementation of Orkla's Anti-Corruption Programme within their company. These local compliance coordinators or local compliance officers have direct access to the companies' management and Board of Directors and are mandated to bring to their attention any issues or concerns related to corruption or the anti-corruption programme.

Policies relevant to prevention and detection of corruption or bribery are communicated by Orkla's central compliance function to Orkla companies through Orkla's intranet portal, training programmes, during meetings with board members and CEOs of the relevant companies, and via the Orkla Compliance Network.

Orkla's mandatory e-learning course on Anti-Corruption, available in 24 languages, must be retaken every two years by all employees in commercial and staff roles. Additionally, Orkla ASA's central compliance function provides digital classroom training upon request. An e-learning module for the Orkla Business Partner & Sanctions Programme targets management and employees in purchasing, sales, compliance, and finance. Customised training sessions are also available on demand. In addition, Orkla's portfolio companies are required to develop their own annual training plans and report on training status to their respective Boards of Directors.

Orkla IC is part of the training plan for Orkla ASA employees. Orkla BoDs have annual trainings tailored to their role as board members and are required to participate in the anti-corruption e-learning training every second year.

Whistleblowing
Orkla encourages reporting on breaches, or possible breaches, of laws and regulations, the Orkla Code of Conduct, and ethical norms that are broadly accepted in society, and is committed to investigating business conduct incidents promptly and objectively. The whistleblowing case management procedure is applicable for identifying and addressing allegations or incidents of corruption or bribery when such cases are reported via the whistleblowing mechanism.

Orkla has a central whistleblowing mechanism which all Orkla companies and all internal and external stakeholders can use to report such suspected or actual breaches. This mechanism supplements any local mechanisms established by the companies pursuant to local legal requirements. Orkla's central whistleblowing mechanism is available 24/7, allows for reporting orally or in written in all relevant languages and ensures whistleblower anonymity, also in case of oral reporting. Orkla ASA's Risk, Control and Investigation function is mandated with the role as case recipient and manager of all cases reported via the central whistleblowing mechanism. This function was established on 1 November 2024 and assumed responsibility for Orkla's central whistleblowing programme from Orkla ASA Internal Audit.

Managing whistleblowing cases reported through the companies' local whistleblowing mechanisms is organised by each company according to the procedures in local whistleblowing policies and in line with Orkla's Whistleblowing Policy. This policy states that all Orkla companies and their executives are responsible for ensuring that the following requirements are complied with:
- Reports are received by an impartial person/department competent for case handling;

- Acknowledgement of receipt of a whistleblowing report is provided within no more than seven days;
- Timely and proper inquiries and actions are initiated;
- Feedback on progress on case handling is given when relevant and at the latest within three months of acknowledgement of receipt;
- A safe work environment for all parties involved is ensured;
- The person reporting the matter is protected against retaliation;
- Confidentiality of the reporting person's identity and any third party mentioned in the report is secured;
- Cases are handled reliably for the person making the report, other implicated individuals and the business;
- Cases are documented in accordance with applicable rules for privacy and information security;
- Records of reports are kept no longer than necessary and proportionate in specific cases;
- Communication and information on whistleblowing procedures and reporting is provided to relevant internal and external parties.

Investigation of cases reported via both Orkla's central and local whistleblowing mechanisms is handled by internal report recipients and managers on various levels in the line organisation, who are not independent from the line management. If the result of an investigation of a case reported via Orkla's central whistleblowing mechanism verifies an instance of bribery or corruption, a summary of the case, including any findings identified and mitigating actions, will be promptly reported to the Orkla ASA executive management team (IC) and the Board of Directors of Orkla ASA.

A reporting person is protected against retaliation if they had reasonable grounds for believing that the information provided was correct at the time of reporting, raise reasonable doubt or suspicion, and concern breaches, or suspicion of breaches, of laws, regulations, the Orkla Code of Conduct or ethical norms widely accepted in society, in a work-related context. This is ensured by adhering to the relevant requirements for whistleblowing management, as outlined above.

Taking action on material impacts linked to business conduct, and approaches to managing material risks and pursuing material opportunities related to business conduct, and effectiveness of those actions

According to the Orkla Sustainability Policy, Orkla companies are expected to take actions and allocate resources to address material impacts, risks and opportunities and achieve positive progress.

Orkla has allocated specific resources to managing material sustainability matters, as described in Section ESRS 2 GOV-1, including the matters of business conduct and corporate culture, management of relationship with suppliers, prevention and detection of corruption and bribery and political influence and lobbying activities. In addition, Orkla's legal team has dedicated resources and experts working on business conduct, corporate culture and competition law and Orkla also has more than 200 FTEs globally engaged in sourcing and management of supplier relationships.

Actions taken to manage impacts, and opportunities related to business conduct are described in the table 'Actions to address material impacts, risks and opportunities' for G1..

Actions have been reported by all Orkla companies and selected by portfolio companies and Orkla ASA based on their scope and expected effect on Orkla's material IROs. Actions are reported in a best effort and relevant actions might have been filtered out and not included in the report. Equally, relevant actions might not have been identified and reported.

Metrics and targets

According to the Orkla Sustainability Policy, Orkla companies are expected to set sound and time-bound targets for material impacts, risks and opportunities.

In 2024 Orkla ASA's Board of Directors supported a set of draft sustainability targets for the period to 2030 (see Section ESRS 2 SBM-1), including the following proposed target for addressing the topic of business conduct:

- Have appropriate oversight of integrity and compliance risks
- Have compliance programmes that are appropriately designed, implemented and enforced, including clearly defined roles and responsibilities, with functions adequately resourced.
- Have proactive actions in place to promote a culture of integrity.

Orkla will use 2025 as a consultation year with the relevant stakeholders to finalise the targets, define relevant metrics to measure progress, and to initiate target implementation plans in all portfolio companies.

G1-4 Incidents of corruption or bribery

In 2024 Orkla had one confirmed incident, in which an employee was dismissed due to a bribery attempt. The case was registered by an Orkla company in 2023, when a supplier reported that one of the company's employees from the procurement team solicited bribes from this supplier in exchange for purchase approvals. The investigation was concluded in 2024 and resulted in the dismissal of the employee in question. No actual case of bribery was confirmed during the investigation.

G1-4 Incidents of corruption or bribery

	2024
Number of convictions for violation of anti-corruption and anti-bribery laws	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0
Number of confirmed incidents of corruption or bribery	0
Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents	1
Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery	0

Accounting principles
The information is collected through reporting from each legal entity in Orkla and is based on actual cases of bribery or corruption confirmed by internal or external investigations. As the collected data have been handled manually, there is an inherent uncertainty in the data. The data on actual convictions and fines related to anti-corruption and bribery is relevant to measure performance and effectiveness on actions related to reducing negative impacts and mitigating risks on topics within business conduct.

G1-5 Political influence and lobbying activities

Political initiatives and regulations can have significant consequences for the operations of Orkla companies. Framework conditions are important prerequisites for businesses in building strong, sustainable businesses and making a positive contribution to local communities. In Norway and other markets where Orkla has a strong position, Orkla's engagement can help influence regulatory frameworks.

Orkla and its companies engage in dialogue with politicians and public officials both directly and through relevant industry organisations and collaborative efforts. Orkla's central Corporate Affairs function (represented in Orkla's executive management team by EVP Legal & Compliance) is responsible for oversight of Orkla's political influence and lobbying activities. No members of the administrative, management and supervisory bodies of Orkla are known to have held any position in public administration in the two years preceding their appointment. Orkla is a member of the EU Transparency Register, registration number 934459594278-19.

Orkla's interaction with authorities is based on the fundamental principles of transparency, honesty, accessibility, consistency and long-term commitment. These principles are key to building trust on the part of authorities and securing constructive dialogue. Orkla is dependent on the trust of consumers, customers, business partners, investors, and local communities, and does not want anyone to question our business integrity. To maintain a professional and trustworthy business relationship with important stakeholders, regardless of their political position, and to reduce the risk of becoming exposed to inappropriate influence, the Orkla Code of Conduct requires that Orkla companies do not provide any political contributions in any country, although they may engage in dialogue with local authorities on issues important to their operations.

G1-5 Political influence and lobbying activities

	2024
Financial political contributions made (NOK)	**0**
In-kind political contributions made (NOK)	**0**

Accounting principles
The data covers financial or in-kind support provided directly to political parties, their elected representatives, or persons seeking political office. The information is collected by each legal entity in Orkla manually or through the respective entities' the accounting department. As the collected data have been handled manually, there is an inherent uncertainty in the data. The data are relevant to measure performance

G1-6 Payment practices

	2024
Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated	47
Number of outstanding legal proceedings for late payments	0

Accounting principles
The data for calculation of average number of days to pay invoices is collected by Orkla Procurement through Orkla's central procurement system SMART. Information on outstanding legal proceedings for late payments is reported by each portfolio company based on actual cases with legal implications. As the collected data have been handled manually, there is an inherent uncertainty in the data. The data are relevant to measure performance and effectiveness on actions related to reducing negative impacts and mitigating risks on topics within business conduct.

Actions to address material impacts, risks and opportunities for G1

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Culture of integrity	Corporate culture	In 2024 Orkla organised training and awareness sessions on 'Culture of integrity' with the well-recognised external speaker Michela Ahlberg in Orkla Foods, Orkla Snacks, Orkla Foods Ingredients and Orkla Home & Personal Care, as well as relevant subject matter expert groups, e.g. the Orkla Sustainability Network and Orkla Procurement Forum. The purpose of these sessions was to underline the importance of proactively working with building the 'culture of integrity'. To emphasise the importance of 'Culture of integrity', in 2024 Orkla incorporated this topic into its Sustainability Ambition. In addition, several 'culture of integrity'-related topics were incorporated into the annual activity plan for the BoDs in Orkla ASA and the portfolio companies to ensure the Boards' ownership and awareness. In 2024 Orkla initiated a significant update of its Code of Conduct e-learning programme, which is mandatory for all Orkla employees. The new e-learning programme is scheduled for targeted implementation during the second quarter of 2025 and will substitute the electronic sign-off of the Orkla Code of Conduct which was in use in 2024.	All portfolio companies	These activities represent important initiatives to operationalise Orkla's commitment to ethical conduct and to develop and promote its 'culture of integrity' across the whole Orkla Ggroup.
Actions for animal welfare	Animal welfare	Orkla updated its governing documents and policies to address animal welfare, the Orkla Sustainability Policy and the Orkla Animal Welfare Policy. Orkla companies sourced cage-free eggs in 2024.	Orkla Foods, Orkla Food Ingredients, Orkla Snacks and Orkla Health.	Governing documents with clear commitments and expectations are necessary for effective implementation and progress. Sourcing cage-free eggs improves hens' animal welfare. Orkla reports cage-free sourcing progress on its homepage.
Actions to prevent and mitigate risk of corruption and bribery	All IROs related to corruption and bribery	In 2024 Orkla continued to prioritise activities to mitigate its risks and impacts linked to corruption and bribery by further strengthening the Orkla Anti-Corruption Programme across all Orkla companies. An important contribution to this in 2024 was to continue the implementation of Orkla Business Partner & Sanctions Programme, the purpose of which is to reduce the risk of an Orkla company being involved in corruption through third parties by implementing selected mitigation measures (e.g. IDD, screening and contract management). Orkla Business Partner & Sanctions Programme is mandatory for all Orkla companies.	All portfolio companies	Due to the number of companies in scope, in combination with the number of business partners that the programme is meant to cover, the implementation phase is expected to take several years. During 2025, Orkla will start monitoring the implementation status, with regular reporting to the management and the BoDs of the portfolio companies and Orkla ASA.

Actions to address material impacts, risks and opportunities for G1

Key action to address IROs	Addressed IROs	Description of actions and resources	Scope of action	Progress and effectiveness
Actions related to Orkla's political influence and lobbying activities	All IROs related to political influence and lobbying activities	In 2024 Orkla engaged in or continued its engagement from previous years in lobbying activities related to the following topics, which may have a significant financial impact for the coming five-year period: Orkla opposed the proposed ban on the marketing of unhealthy foods and beverages to children and young people under the age of 18, proposed by the Norwegian Parliament. Orkla's position is that the proposed age limit is so high that such a ban would have a broad impact on a significant part of Orkla's product portfolio and would in practice entail the prohibition of all marketing of products in scope. This would have significant negative financial consequences for some of the Orkla companies. Orkla recognises overweight and obesity among children and young people as a major societal problem and has therefore been actively involved in the Norwegian Minister of Health's business group, which aims to facilitate collaboration on the promotion of healthier dietary habits. Orkla believes that its companies' best contribution would be by continuing to develop products containing less saturated fat, sugar and salt, by providing good information on products and by marketing products in a responsible manner. Orkla opposed the proposal of The European Commission to change the rules regulating the acrylamide content of foodstuffs by adjusting reference values and introducing maximum content levels. Orkla considers the current requirements to reduce acrylamide content to ALARA levels to be as low as reasonably achievable and sufficient to ensure a high level of consumer safety. Strengthening the requirements even further would, in Orkla's view, impose a disproportionate burden on the food industry, especially in the Nordic countries. In addition, introduction of maximum values could lead to increased recall of individual batches of safe foodstuff, due to natural variation of acrylamide contents in the ingredients, thus contributing to increased food waste. Orkla companies have significantly reduced average acrylamide content over the past 10 years and consider that consumers' consumption of acrylamide could be better decreased by focusing on lowering the acrylamide content of entire product categories, rather than that of individual products. Orkla argued for increased regulation and introduction of measures to promote greater competition and competition on equal terms in the Norwegian grocery retail market. The Norwegian grocery retail market is highly concentrated, with traditional grocery sales flowing through a mere three grocery chains. The market has become increasingly consolidated, and there has been a strong political interest in addressing the situation. Orkla sees increased competition as a positive development for both producers and consumers.	All portfolio companies	Active engagement for terms and regulations that are responsible, fair and that promotes a level playing field is an important role for businesses in a democratic society.

Oslo, 18 March 2025
The Board of Directors of Orkla ASA

Stein Erik Hagen
Chairman of the Board

Liselott Kilaas

Peter Agnefjäll

Bengt Rem

Christina Fagerberg

Rolv Erik Ryssdal

Caroline Marie Hagen Kjos

Terje Utstrand

Roger Vangen

Ingrid Sofie Nielsen

Nils K. Selte
President & CEO

(This translation of the Board of Directors' report from Norwegian has been made for information purposes only.)

Appendix

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816 (27), Annex II		Material
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				Material
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (28) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 (29), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	Material

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2		
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		Material
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				Material
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				Material
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				Material
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		Material
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		Material
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		ORKLA will not report on this in 2024 as it is a phase-in requirements
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			ORKLA will not report on this in 2024 as it is a phase-in requirements
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			ORKLA will not report on this in 2024 as it is a phase-in requirements
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		ORKLA will not report on this in 2024 as it is a phase-in requirements
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				Material
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Material

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Material
ESRS E3-4 Total water consumption in m 3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Material
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				Material
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Material
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Material
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				Material
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				Material
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				Material
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Material

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				Material
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				Material
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				Material
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				Material
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				Material
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		Material
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				Material

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				Material
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				Material
ESRS S2-1Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		Material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				Material
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Material
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				Material
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				Material

IRO-2- 56 ESRS datapoint from other EU regulatory bodies

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Materiality for Orkla
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				Material
ESRS G1-1 Protection of whistle- blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				Material
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		Material
ESRS G1-4 Standards of anti- corruption and anti- bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				Material

3 Corporate Governance and remuneration

Corporate governance

Orkla's principles for good corporate governance aim to lay the foundation for long-term value creation, to the benefit of the company's shareholders, employees and society at large.

Openness, transparency, accountability and equal treatment underpin confidence in the company, both internally and externally, and constitute key elements in efforts to foster a sound corporate business culture.

1. Statement of policy on corporate governance
Orkla is required to report on corporate governance under section 2-9 of the Norwegian Accounting Act (published on www.lovdata.no), the issuer rules for companies listed on the Oslo Stock Exchange (published on www.euronext.com) and the Norwegian Code of Practice for Corporate Governance issued by the Norwegian Corporate Governance Board (NUES) (published on www.nues.no). This statement of policy will be an item of business at Orkla's Annual General Meeting on 24 April 2025. The company's auditor has assessed whether the information provided in this statement with regard to section 2-9 of the Accounting Act is consistent with the information provided in the annual financial statements. The auditor's statement can be found on page 286-288.

Orkla's Board of Directors actively adheres to good corporate governance standards and will ensure that Orkla complies with the requirements of section 2-9 of the Accounting Act and the NUES Code of Practice at all times. Good governance is an integral part of the decision-making process in matters dealt with by the Board. The Board assesses and discusses the principles regularly, and has also considered this statement at a Board meeting.

Orkla is an industrial investment company with ownership interests in independent portfolio companies. The Board of Directors has established governance principles with clear owner requirements and expectations for Orkla companies, and central corporate processes have been adapted to the governance model.

The statement of policy is structured in the same way as the NUES Code of Practice, covers each point in the Code and describes how Orkla complies with Code requirements.

2. Activities
Orkla's objectives, as defined in its Articles of Association, are as follows:

'The company's activities consist of owning, operating, investing and trading in industry, real estate, commerce and consumer-related activities, services, securities and any other activity connected with the aforementioned activities. The activities are conducted by the company itself or by its subsidiaries, and by investing in or in collaboration with other enterprises, in both cases in Norway and/or abroad.'

In accordance with the objects clause, Orkla owns businesses in several areas. The core business is brands and consumer-oriented companies, but Orkla also has activities in the energy, real estate and financial investment sectors.

Orkla's vision as an investment company is to create sustainable value through active ownership in brands and consumer companies. Orkla's core values are 'brave', 'trustworthy' and 'inspiring'.

The Board has defined clear goals and strategic ambitions for Orkla. These are set out in greater detail in the Board of Directors' report. Strategies, goals and plans have been developed for each portfolio company. Goals, strategies and risk profiles are evaluated annually.

Orkla wants to build operations that are competitive and profitable in the long term through sound management of sustainability-related risks and through actively exploring business opportunities for Orkla in connection with meeting society's future needs. Orkla's sustainability ambitions and goals comprise three main pillars: protecting the environment, empowering people, and governance and ethics in business. Sustainability issues must be an integral part of all decision-making processes. The topics considered to be material for Orkla, the company's sustainability goals and Orkla's approach to this work are described in greater detail in the Sustainability Statement.

Orkla seeks to be a good place to work and to have a culture characterised by respect and inclusion. To achieve this, the company works actively to promote diversity, equality and inclusion. Orkla has adopted goals relating to gender balance, equal pay for equal work and increased diversity in Orkla ASA and its businesses. The Sustainability Statement contains further discussion of these goals and how Orkla is working to achieve desired results.

The Nomination Committee must base its recommendation to the General Meeting regarding the election of members to the Board of Directors on the company's expertise and diversity needs; see section 4.3 of the Nomination Committee instructions.

3. Equity and dividends
The Board of Directors ensures that Orkla has a capital structure adapted to its goals, strategy and risk profile, and evaluates this structure annually. As at 31 December 2024, Orkla's equity totalled NOK 51.4 billion. A dividend of NOK 6.00 per share was paid out for the 2023 financial year, including NOK 3.00 additional to the company's ordinary dividend.

Over time, Orkla shareholders shall receive a competitive return on their investment through a combination of dividends and an increase in the value of their shares. At the Capital Markets Day in November 2023, the Orkla Management Team announced an annual total shareholder target return of 12%–14%. Orkla has pursued a consistent shareholder and dividend policy for many years, which was most recently confirmed on the Capital Markets Day. Dividends should be stable and rise gradually, and should normally constitute 50%–70% of earnings per share. The Board of Directors has proposed a dividend of NOK 10 per share for the 2024 financial year, including NOK 6 in addition to the company's ordinary dividend. The dividend will be paid out on 6 May 2025 to shareholders of record of the date of the Annual General Meeting.

Authorisations empowering the Board of Directors to undertake share buybacks are limited to specific purposes and are valid until the next General Meeting. The General Meeting is given the opportunity to vote on every purpose covered by the authorisation.

At the Annual General Meeting in 2024, the Board of Directors was granted authorisation to buy back up to 100,000,000 Orkla shares so that the company can acquire and hold up to 10% of its share capital. It is a requirement that shares acquired under this authorisation must be cancelled or used in connection with employee incentive programmes. As at 31 December 2024, Orkla had bought back 1,440,000 of its own shares under the current authorisation for the purpose of implementing employee incentive programme. Orkla's holding of treasury shares totalled 2,492,984 as at 31 December 2024. In the period from 31 December 2024 to 12 March 2025 the company has bought back an additional 3,560,000 shares.

Questions concerning increases in share capital must be submitted to the General Meeting for decision.

4. Equal treatment of shareholders
Orkla has one class of share and each share entitles the holder to one vote. Each share has a nominal value of NOK 1.25. Further information on voting rights at General Meetings is provided in section 6, General Meetings.

The company's policy is to not dilute the shareholdings of existing shareholders. In accordance with this policy, there have not been any real share capital increases in the company in recent years. Should the Board of Directors wish to propose to the General Meeting that a departure be made from the pre-emptive right of existing shareholders in the event of a capital increase, such a proposal will be justified by the common interests of the company and the shareholders, and the grounds for the proposal will be presented in the notice of the General Meeting.

The company's transactions in its own shares are effected on the market at market price, in accordance with good stock exchange practice in Norway. There are otherwise no provisions in Orkla's Articles of Association that regulate the buyback or issue of shares.

5. Freely negotiable shares
All Orkla shares carry equal rights and are freely negotiable. No special limitations on transactions have been laid down in Orkla's Articles of Association. Article 4 of the Articles of Association states that, 'the Board of Directors may entirely or partly refuse to approve the transfer of shares if the company, pursuant to statute or to regulations laid down pursuant to statute, is given the discretionary right to refuse such approval or to apply other restrictions on sales'. In this connection, it should be noted that the provisions of the Industrial Licensing Act requiring Board consent for acquisitions of shares representing more than 20% of all shares in the company are applicable due to Orkla's ownership interests in waterfalls. Transactions in the Orkla share are described in greater detail on Orkla's website.

6. General Meetings
Orkla seeks to ensure that as many shareholders as possible are able to exercise their rights by participating in General Meetings, and that the General Meeting is an effective meeting place for shareholders and the Board of Directors. Orkla conducts the General Meeting digitally.

Orkla holds its Annual General Meeting before the end of May each year. Information on shareholders' right to submit items of business for consideration at the General Meeting is posted on the company's website. Notices of General Meetings and related documents are made available on the website no later than 21 days prior to the date of the meeting. The final date for giving notice of attendance is up to two business days prior to the General Meeting (date of notice of attendance). The right to attend and vote at the General Meeting may only be exercised for shares entered in the shareholder register no later than on the fifth business day prior to the General Meeting (record date). Shareholders are given the opportunity to vote on the election of each individual candidate for a position on the Nomination Committee and on the Board of Directors. The auditor and members of the Board of Directors and Nomination Committee are present at General Meetings.

Shareholders who are unable to attend the General Meeting may vote by proxy. Orkla will appoint the Board Chair or the chair of the General Meeting to vote as the proxy for absent shareholders, but shareholders are also free to choose an alternative proxy. The proxy form is designed in such a way that voting instructions can be given for each item of business that is to be considered. Shareholders who were unable to attend the Annual General Meeting in 2024 could, in addition to voting by proxy, cast a direct advance vote through Orkla's website or VPS Investor Services. The Board of Directors has decided that shareholders may also cast such direct advance votes in 2025. Both the notice of the General Meeting and the website provide further information on the use of proxies, advance voting and shareholders' right to submit items of business for consideration at the General Meeting.

Documents concerning items of business to be considered at the General Meeting are made available on the company's website. A shareholder may nonetheless ask to be sent documents pertaining to items of business to be considered at the General Meeting, and shareholders are informed of this right in the notice of the General Meeting.

The General Meeting is led by an independent chairperson proposed by the Board of Directors and approved by the General Meeting; this person will normally be the Chair of the Nomination Committee.

While members of the Board of Directors are present at General Meetings, it is not normally the case that the entire Board attends. To date, no items of business at General Meetings have rendered this necessary. The Board Chair, the President and CEO, and representatives from the Orkla Management Team are present to reply to any questions that may be raised.

7. The Nomination Committee
Under the Articles of Association, Orkla has a Nomination Committee whose members are elected by the General Meeting. The instructions for the Nomination Committee have been adopted by the General Meeting and can be found on Orkla's website. The Nomination Committee consists of two to five members, who are elected for a term of up to two years. The General Meeting elects the Chair and members of the Nomination Committee and determines their remuneration. The Committee is tasked with submitting the following reasoned recommendations.

- Recommendation to the General Meeting:
  - election of shareholder-elected members and deputy members to the company's Board of Directors
  - election of members and the Chair of the Nomination Committee
  - remuneration of the Board of Directors and the Nomination Committee

- Recommendation to the body that elects the Chair of the Board of Directors:
  - election of the Chair of the Board of Directors (for this purpose, the Nomination Committee is supplemented by a representative appointed by the employee representatives on the Board)

The instructions for the Nomination Committee contain further guidelines on the preparation and implementation of elections to the Nomination Committee and the Board of Directors, eligibility criteria, general requirements regarding recommendations, and the number of Committee members and their term of service, as well as detailed procedural rules for the Committee's work. Information on the composition of the Nomination Committee, which members are up for election and how input and proposals may be submitted to the Committee is posted on Orkla's website.

The composition of the Nomination Committee is intended to ensure that the interests of all shareholders are served, and meets the requirements of the NUES Code of Practice regarding the Committee's independence of company management and the Board of Directors. No Nomination Committee members sit on the Board of Directors of Orkla ASA. Neither the President and CEO nor other senior executives are members of the Committee. On page 32, information is provided about the composition of the Nomination Committee and the number of Orkla ASA shares owned by Committee members as at 31 December 2024.

8. The Board of Directors, composition and independence
The General Meeting elects shareholder-elected members to the Board. The composition of the Board of Directors is intended to serve the interests of all shareholders and to meet the company's need for expertise, capacity and diversity. The Board's composition satisfies the requirements of the NUES Code of Practice as regards Board members' independence of company management, main shareholders and material business relationships.

Two of the Board members are defined as non-independent of the company's main shareholders. All of the shareholder-elected Board members are defined as independent of company management and material business relationships. There are few instances in which Board members are disqualified from considering Board matters. Representatives of executive management do not serve on the Board of Directors.

Under Article 5 of Orkla's Articles of Association, the Chair and the other shareholder-elected members of the Board may be elected for a term of up to two years. However, it is long-standing practice that shareholder-elected Board members only serve for a one-year term, on the grounds that an annual assessment of the Board's overall composition will ensure greater flexibility. There are no other provisions in the Articles of Association governing the appointment and replacement of Board members.

Part of the fee paid to the shareholder-elected Board members must be used to purchase Orkla shares. The purpose of this arrangement is to strengthen the shared financial interests of shareholders and Board members. Additional information about Board members can be found on page 33-35.

Under Norwegian law and in accordance with Orkla's current system of corporate democracy, Orkla's employees in Norway have the right to elect up to three members of the Board of Directors of Orkla ASA. The composition of the company's governing bodies is described on page 32.

9. The work of the Board of Directors
The tasks of the Board of Directors are laid down in the Rules of Procedure for the Board of Directors, which govern the Board's responsibilities and duties and the administrative procedures of the Board, including which matters are subject to Board consideration and rules for convening and holding meetings. The Board's Rules of Procedure also contain rules regarding the CEO's duty to inform the Board and to ensure that Board decisions are implemented. There are also provisions intended to ensure that company employees and other involved parties are adequately informed of Board decisions, and that the guidelines on preparing matters for Board consideration are followed. Other instructions to the Board and clarification of its duties, authorisations and responsibilities vis-à-vis executive management are provided through routine communication. The Rules of Procedure for the Board of Directors can be found on Orkla's website.
The Rules of Procedure further establish that no Board member may participate in the consideration of or any decision on a matter which is of such importance to himself or herself or to any related party that the member must be considered to have an obvious personal or financial interest in the matter. It is incumbent upon each Board member to consider on an ongoing basis whether there are matters which, from an objective point of view, are likely to undermine general confidence in that Board member's independence and impartiality, or which could give rise to conflicts of interest in connection with the Board of Directors' consideration of those matters. Such matters must be reported to the Board Chair. According to the Orkla Code of Conduct, employees must inform their superior on their own initiative if they may need to recuse themselves or may experience a conflict of interest in connection with a matter, and must not participate in the consideration of such matters.

To avoid any harm to Orkla's reputation, the Board considers it important to pursue a policy of transparency and caution in connection with investments that could be perceived as involving undesirably close ties or an undesirably close relationship between the company and a Board member, senior executive or related party thereof. The Rules of Procedure for the Board of Directors therefore contain procedural rules for such transactions. According to the Rules of Procedure, the Board Chair must be informed of such transactions and must decide what further action is to be taken. If the matter concerns the Board Chair, the Chair of the Board's Compensation Committee shall decide what action is to be taken. Transactions between related parties are discussed in more detail in Note 36 to the consolidated financial statements. In the case of non-material transactions between the company and a shareholder, a shareholder's parent company, a Board member, a senior executive or a related party thereof, the Board of Directors will ensure that a valuation is obtained from an independent third party.

The Board adopts an annual meeting and activity plan that covers strategic planning, business issues and oversight activities. In 2024, eight meetings were held in accordance with the Board's activity plan. The Board also dealt with one matter in writing. A total of 81 matters were dealt with by the Board. The content of the Board's work is discussed in further detail in the Board of Directors' report.
Board matters are prepared by the President and CEO and the Board Secretary in consultation with the Board Chair. The Board of Directors has established two permanent Board Committees, which are discussed further below. These committees do not make decisions, but supervise the work of company management on behalf of the Board and prepare matters for Board consideration within their specialised areas. In this preparatory process, the committees may draw on company resources, and seek advice and recommendations from sources outside the company.

The Compensation Committee
The Compensation Committee is chaired by Liselott Kilaas, and the other members are Stein Erik Hagen and Terje Utstrand. The SVP HR & Compensation acts as the committee's secretary. The composition of the committee meets the requirements of the NUES Code of Practice as regards independence, and all three committee members are considered to be independent of senior executives. The mandate of the committee is set out in the Rules of Procedure for the Board of Directors and in brief is as follows:

- prepare for consideration matters relating to the salary and terms of employment of the President and CEO to enable the entire Board, once a year, to participate in an evaluation of the President and CEO and in decisions concerning the latter's terms of employment
- prepare for consideration matters of principle relating to levels of pay, bonus systems, pension conditions, employment contracts and the like for senior Orkla executives
- prepare the annual evaluation of the Board of Directors

The committee is also mandated to consider guidelines on compensation for employees of Orkla's portfolio companies and external members of the boards of the portfolio companies.

The Audit Committee
The Audit Committee is chaired by Bengt Rem, and the other members are Christina Fagerberg and Roger Vangen. The SVP Risk, Control & Investigations acts as secretary to the Audit Committee. The composition of the committee meets the requirements of the NUES Code of Practice as regards independence and expertise. The Nomination Committee's recommendation of candidates for election to the Board includes information on which Board members fulfil necessary independence and competence requirements to sit on the Audit Committee. The committee's mandate is set out in the Board's Rules of Procedure and in brief is as follows:

- verify that internal and external accounting and sustainability reporting processes are organised appropriately and carried out efficiently, and are of high professional quality
- keep under review the effectiveness and relevance of the company's risk management systems
- monitor and assess the quality of the statutory audit of the consolidated financial statements and the certification of mandatory sustainability reporting
- help to ensure the independence of the external auditor and ensure compliance with applicable rules and guidelines relating to the provision of additional services by the auditor to Orkla or the group companies
- initiate investigations, if necessary, and propose measures relating to the above points
- conduct an annual review of and, if necessary, update its mandate and submit its recommendations concerning the mandate to the Board of Directors

Evaluation of the Board of Directors
Every year, the Board of Directors evaluates its own activities and competence and discusses possible improvements in the organisation and conduct of Board work, both at individual level and as a group, in light of the goals set for the work. The result is made available to the Nomination Committee. At regular intervals, an external partner is used to carry out the Board evaluation.

10. Risk management and internal control
A prerequisite for Orkla's system of decentralised responsibility is that all parts of the group operate in accordance with the overall strategy, owner requirements and expectations set out in Orkla's governing documents.

The executive management of each company is responsible for its own risk management and internal control, with a view to ensuring:

- achievement of value-creation targets and strategic objectives
- goal-oriented, safe, high-quality and cost-effective operations
- reliable financial and sustainability reporting
- compliance with applicable legislation and regulations
- operation in accordance with Orkla's governing documents, including ethical and social responsibility standards

Risk management by the Orkla companies is monitored by means of active ownership. Orkla's Investment Executives are represented on the boards of the portfolio companies, and monitor the companies' activities through their board participation and ongoing dialogue with CEOs and board chairs. The risk profiles of all operating companies and Orkla ASA as the group parent are updated annually and are monitored by the respective boards.

Orkla has a dedicated compliance function. The function's staff have a special responsibility for monitoring compliance within the fields of personal data protection, anti-corruption and business ethics, and sanctions. The Orkla Centre of Excellence ESG & Sustainability supports the Orkla companies in their implementation of robust sustainability management, including monitoring of climate and environmental efforts, social conditions (including human rights) and responsible business practices.

Risk management at Orkla
Orkla's risk management is intended to ensure that all risk of significance to Orkla's value creation is identified, analysed and effectively managed by the portfolio companies and specialist functions. This includes continuous monitoring of key risk indicators to allow – where necessary – reassessment of Orkla's risk level and associated risk-mitigation measures. A further task is to ensure that Orkla's risk management complies with relevant regulatory requirements and fulfils reasonable expectations of Orkla's stakeholders. Designated risk management experts prepare detailed risk assessments for defined specialised fields, and support the portfolio companies with selected risk-mitigation measures. Sustainability-related risk assessments incorporate the principle of double materiality.

In 2024, the Central Finance staff have been responsible for presenting Orkla's consolidated risk profile to the Orkla Management Team and the Board of Directors, based on risk assessments prepared by the individual group companies and assessments by central specialist functions.

The internal audit function has been dissolved and a new Risk, Control & Investigation function has been established
Orkla's internal audit function was dissolved with effect from 1 November 2024 and replaced with a new Risk, Control & Investigation function. The new function will provide the Board of Directors with information on the status of the company's risk management and internal control systems.

The responsibilities of the new function include:

- develop and implement a risk management and internal control framework for Orkla ASA, and give guidance to majority-stake companies on best practice in the area of risk management and internal control
- carry out and report regularly on risk assessments prepared for Orkla ASA
- maintain Orkla's whistleblowing channel, ensure professional, confidential handling and investigation of matters reported via the channel and, when requested, provide support for the handling of locally reported whistleblowing cases
- monitor the external auditor to ensure compliance with the engagement agreement and worldwide agreement
- monitor the use of external suppliers of internal audit services requested by the Board of Directors
- serve as secretariat for the Board of Directors' Audit Committee
- quality assure and approve CEO-related costs on behalf of the Board Chair

The financial reporting process
Orkla prepares and presents its consolidated financial statements in accordance with current International Financial Reporting Standards (IFRS). Orkla's governing documents contain requirements and procedures for the preparation and presentation of both interim reports and year-end reports. In addition, a set of Orkla accounting standards has been drawn up which sets out the company's 10 main financial reporting principles. Financial information is reported through Orkla's common reporting system, Tagetik. Every month, all the companies report figures in Tagetik, based on data from their own Enterprise Resource Planning (ERP) systems. Tagetik features a general chart of accounts and integrated control systems in the form of data check accounts and check reports designed to ensure information consistency. In the year-end reporting process, reports are expanded to meet various requirements for supplementary information. Financial data are consolidated and checked at several levels within the company structure.

11. Remuneration of the Board of Directors
Information on all remuneration received by members of the Board of Directors is disclosed in the chapter on salary and other remuneration paid to senior Orkla ASA executives in 2024. The chapter also confirms that Board remuneration is not linked to Orkla's performance, and that no options have been issued to Board members.

12. Salary and other remuneration paid to senior executives
The Board of Directors draws up guidelines on the salaries and other remuneration of senior executives, which are approved by the General Meeting. These guidelines can be found in a separate document on Orkla's website.
The remuneration of senior executives and Orkla's compensation and benefits policy, including the scope and design of bonus and share price-linked programmes, are intended to support the company's business strategy, long-term interests and financial capacity. A ceiling has been set on performance-linked remuneration. The Board of Directors' annual executive remuneration report is included in this Annual Report and is made available to shareholders in a separate document enclosed with the notice of the Annual General Meeting.

13. Information and communication
Orkla aims to ensure that its financial and sustainability reports inspire investor confidence. Orkla's accounting procedures are highly transparent, and since 2005 Orkla has prepared and presented its financial statements in accordance with the International Financial Reporting Standards (IFRS). Sustainability statements are prepared in accordance with the European Sustainability Reporting Standards (ESRS). The Board of Directors' Audit Committee monitors company reporting on behalf of the Board.

Orkla strives to communicate actively and openly with the market. The annual and quarterly reports contain extensive information on the various aspects of Orkla's activities. Quarterly presentations are webcast live and are available in the 'Investor' section of Orkla's website, along with the annual and quarterly reports. In 2024, Orkla's Annual General Meeting was held as a digital meeting and webcast live on the company's website, with simultaneous interpretation into English.

Moreover, Orkla holds a Capital Markets Day at regular intervals, most recently on 29 November 2023. The Capital Markets Day provides the market with an in-depth review of Orkla's strategic direction and operational development. Presentations given at the Capital Markets Day are made available on Orkla's website.

All shareholders and other financial market stakeholders are treated equally when it comes to access to financial information. Orkla's Investor Relations Department maintains regular contact with company shareholders, potential investors, analysts and the financial markets in general, and the Board is updated on these activities regularly. The financial calendar for 2025 is available on Orkla's website.

14. Takeovers
The Board of Directors will not seek to hinder or obstruct any takeover bid for the company's operations or shares. In the event of such a bid as discussed in section 14 of the NUES Code of Practice, the Board of Directors will, in addition to complying with relevant legislation and regulations, seek to comply with the recommendations in

the Code of Practice. This includes obtaining a valuation from an independent expert. On the basis of this valuation, the Board will either recommend that shareholders accept the bid or advise them against doing so.

There are no other written guidelines on the procedures to be followed in the event of a takeover bid. Orkla has not found it appropriate to draw up any explicit guiding principles for its actions in the event of a takeover bid, other than those described above. The Board of Directors otherwise concurs with what is stated in the Code of Practice regarding this issue.

15. Auditor

The Board of Directors has decided that the external auditor shall report regularly to the Board. Every year, the external auditor presents to the Audit Committee an assessment of risk, internal control and the quality of Orkla's financial and sustainability reporting, as well as an audit plan for the following year. The external auditor also participates in the Board's consideration of the annual financial statements.

The Board of Directors ensures that relevant matters can be discussed with the external auditor without company management being present. The external auditor and the President and CEO are invited to all meetings of the Board's Audit Committee. Orkla has adopted guidelines on the ability of executive management to use the external auditor for non-audit services. Responsibility for detailed monitoring of such use has been delegated to the secretary of the Audit Committee.

The secretary of the Audit Committee approves all material assignments in advance and receives an annual overview from the external auditor showing all non-audit services delivered to Orkla, and comments specifically on these services in an annual report to the Audit Committee and the Board of Directors. Information on the company's use and remuneration of the external auditor is provided in Note 2 to the financial statements of Orkla ASA. The General Meeting is provided with a statement detailing the total remuneration paid to the external auditor by the group, broken down into statutory audit tasks and other services required by law. Moreover, the external auditor confirms his/her independence in connection with his/her participation in the Audit Committee and the Board of Directors' consideration of the annual financial statements.

Salary and other remuneration of senior executives

Orkla's report on salary and other remuneration of senior executives in 2024 has been prepared in accordance with section 6–16b of the Public Limited Liabilities Companies Act. The report makes transparent and detailed disclosures on the salary and other remuneration paid to and earned by members of the Orkla Board of Directors, the President and CEO, and members of the Orkla Management Team in 2024.

Chapter Navigation

Orkla's guidelines on salary and remuneration of senior executives define the framework for remuneration paid to members of the Board of Directors, the President and CEO, and Orkla's Management Team. The remuneration guidelines for senior executives were adopted by the Orkla ASA General Meeting on 13 April 2023, and apply to remuneration agreed after the 2023 Annual General Meeting as well as subsequent changes to agreed remuneration. Remuneration agreed before the Annual General Meeting in 2023 is governed by the previously adopted guidelines for executive remuneration. The guidelines for remuneration of senior executives can be read in full on Orkla's website.

2024 Highlights

Strategic measures and operational improvements
Orkla ASA implemented extensive measures in 2024 to strengthen its position as an industrial investment company. This involved both strategic adjustments and operational improvements aimed at enhancing competitiveness and driving long-term value creation.

The company continued its efforts with portfolio companies to ensure increased value creation through ambitious strategic plans. These plans included initiatives to improve efficiency, foster innovation, and enhance sustainability. Through a combination of cost optimisation and targeted investments, Orkla ASA laid the foundation for further growth and development in the years ahead. Strong governance, continuous improvement, and market adaptation have been key elements of the company's strategy.

Financial results 2024
Orkla increased its operating revenue by 4.2% compared to the previous year, driven by organic growth in the consolidated portfolio companies and positive currency translation effects. The portfolio companies' organic growth was fueled by higher sales volumes and price increases to offset rising input costs. Lower electricity prices for Hydro Power had a negative impact on overall revenue development.

Profit before tax amounted to NOK 8,128 million, an increase of 16.7% from 2023. The Group's EBIT (adj.) rose by 15.0% compared to 2023. This growth was primarily due to strong underlying EBIT (adj.) growth in the consolidated portfolio companies.

Jotun, in which Orkla holds a 42.7% ownership stake, contributed NOK 1,860 million in earnings in 2024, representing a 0.4% increase from 2023. This is reported as part of the results from associated companies and joint ventures.

Interest and financial expenses were slightly lower due to a reduction in average gross interest-bearing debt compared to 2023, partially offset by a higher average borrowing rate.

In 2024, Orkla delivered a total annual shareholder return of 35.2%

Remuneration of and changes in the Management Team
Orkla's President and CEO received an annual salary adjustment of 5.0% in 2024. The overall salary framework for other Orkla ASA employees was 5.5%. For other members of the Management Team, the salary framework was 5.0%, with the exception of three members who, in addition to 5%, received an additional salary increase of 5% and 2% respectively. This was done to adjust salary levels in line with market conditions for similar positions. The weighted average salary adjustment for the Management Team was thus 7.4%. The annual bonus outcome for 2024 amounted to 55.1% of the fixed salary for the President and CEO and the Management Team. The value of share options awarded in 2024 corresponded to 25% of base salary, while the value of performance shares awarded in the same year amounted to 37.5% of the base salary for all members of the Management Team.

To strengthen active ownership and cost-effective operations, Orkla ASA implemented changes in the Management Team from 1 November 2024. The changes involve a leaner management structure, internal reorganisations and lower running costs. As part of the adjustments, Atle Vidar Nagel Johansen, Christer Grönberg and Håkon Mageli left the Management Team. Mr Nagel

Johansen and Mr Grönberg will retire in 2025, while Mr Mageli continues as EVP Corporate Affairs and Crisis Management.

Advisory vote on the report on salary and remuneration of senior executives in 2023
The remuneration report for 2023 was submitted to Orkla ASA's Annual General Meeting (advisory vote) in April 2024. Of the votes cast, 75.4% approved the executive remuneration report, while 23.8% opposed it, with 0.8% abstentions.

Following the Annual General Meeting, Orkla ASA has had conversations with several major shareholders and proxy advisory firms in order to understand the reason for the opposing votes and consider implementing any measures. Based on these conversations, it is Orkla's understanding that some of the criticism concerns the option programme and the fact that the exercise price is adjusted for dividends paid. This will be addressed in a separate section of the report.

To receive input on the reward of senior executives, Orkla ASA will continue its close dialogue with its shareholders and other stakeholders. The aim of Orkla ASA's executive remuneration policy is to offer competitive remuneration, including incentive schemes that help foster long-term results for Orkla in line with shareholder interests and to retain capable executives in the company.

The Compensation Committee's work in 2024

The Compensation Committee has three members elected by and from among the members of the Board of Directors. The Board appoints the committee chair. In 2024, the Compensation Committee was chaired by Liselott Kilaas. The other members of the Committee were Stein Erik Hagen and Terje Utstrand (employee-elected). Further information on the Committee's members is provided on pages 33 and 35 of the annual report. The Compensation Committee met seven times in 2024.

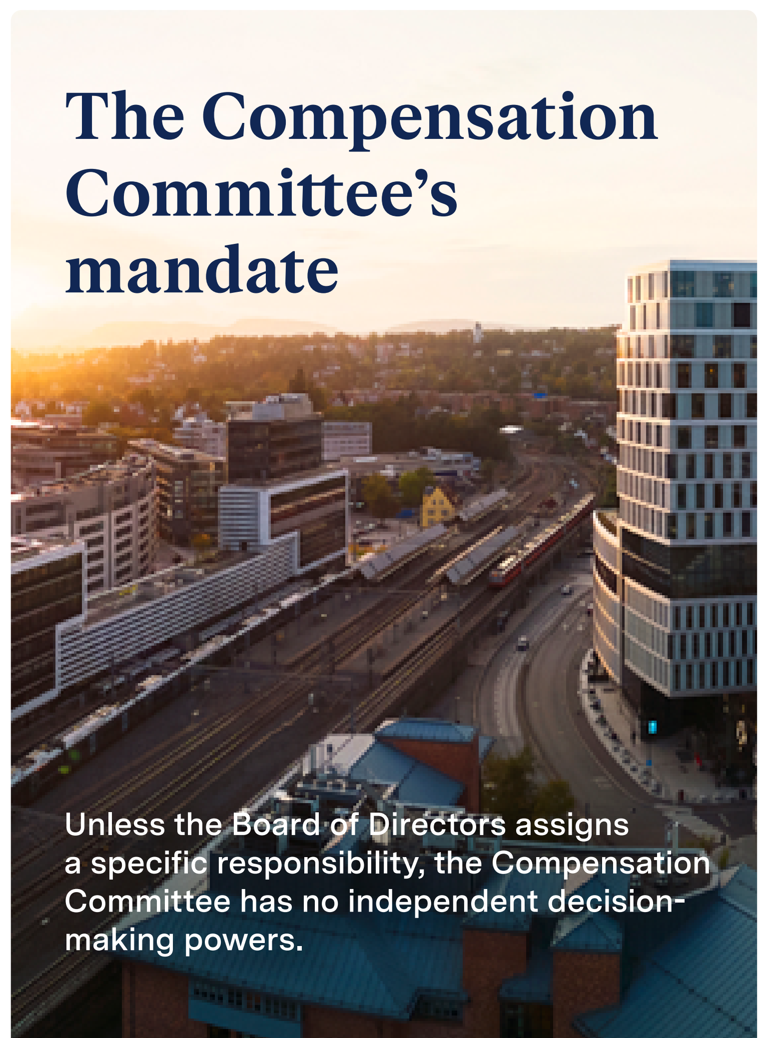
Activities in 2024
During 2024, the Compensation Committee has had a number of important tasks and responsibilities. The Committee was in charge of presenting matters relating to the President and CEO's remuneration for board consideration and approval. In addition, the Committee has advised the President and CEO on remuneration of the other members of the Management Team and acted as his sparring partner.

Throughout the year, the Committee has worked to define targets for Orkla ASA's short-term and long-term incentive programmes. The main objective of this work has been to ensure that the incentive programmes support Orkla ASA's overarching goals and strategies, and that they are in line with the guidelines for executive remuneration adopted by the Annual General Meeting.

The Compensation Committee has also played a key role in following up the executive remuneration report and contributed to the discussion on how Orkla ASA can best ensure that shareholders and other stakeholders understand Orkla ASA's executive remuneration policy and programmes. In communicating on these topics, the Committee has given importance to ensuring transparent and accessible communication.

Furthermore, the Compensation Committee has actively engaged in efforts to promote pay equity within the company. The committee has requested regular updates on initiatives that enhance fairness and equality in compensation practices.

The Compensation Committee's mandate



Unless the Board of Directors assigns a specific responsibility, the Compensation Committee has no independent decision-making powers.

The Committee's mandate includes:

- **Assessing the President and CEO's performance and proposing a remuneration package to the Board of Directors based on this assessment**
- **Recommending guidelines on the remuneration of senior executives**
- **Preparing compensation matters for submission to the Board of Directors**
- **Preparing the executive remuneration report for submission to the Board of Directors**
- **Responsible for the annual Board of Directors evaluation processes**

Remuneration of the Board of Directors

The members of the Board of Directors receive a fixed annual fee for their work on behalf of the Board. Additional compensation is paid for participation in the Board's Audit and Compensation Committees. Shareholder-elected board members residing outside Norway receive an additional NOK 24,200 per board meeting they attend in person, by way of travel allowance. Every year, the Nomination Committee proposes the fee to be paid to members of the Board of Directors; this proposal is then considered by the Annual General Meeting.

Unless special circumstances dictate otherwise, Orkla ASA adjusts the fees paid to Board members annually in accordance with general wage growth. The Nomination Committee proposed to increase the fees by 10% for 2024 to reflect the general salary increase since the most recent adjustment in 2022. The Annual General Meeting approved the proposal of the Nomination Committee.

Board fees

Amounts in NOK 1 000

Function	Year	Board of Directors	Audit Committee	Compensation Committee
Chair	2024	1 067	231	184
	2023	970	210	167
Shareholder-elected members	2024	693	154	135
	2023	630	140	123
Employee-elected members	2024	534	154	135
	2023	485	140	123

Compensation to employee-elected Board representatives

Amounts in NOK 1 000

		Salary and holiday pay	Board fee	Benefits in kind	Pension costs	Total remuneration
Terje Utstrand	2024	760	651	11	39	1 461
	2023	721	608	10	38	1 378
Roger Vangen	2024	673	627	10	33	1 343
	2023	596	485	10	32	1 123
Ingrid Sofie Nielsen[1]	2024	727	375	157	39	1 298
	2023					

1 Ingrid Sofie Nielsen joined as employee-elected board member as per 18 April 2024, replacing Sverre Josvanger and Karin Hansson.

Compensation paid to board members

Amounts in NOK 1 000

	Year	Board fees	Audit Committee fees	Compensation Committee fees	Total fees	Number of Orkla shares[2]
Stein Erik Hagen	2024	1 038		132	1 170	250 386 411
	2023	970		123	1 093	250 386 411
Liselott Kilaas	2024	674		179	853	21 400
	2023	630		167	797	19 100
Peter Agnefjäll	2024	674	71		745	20 000
	2023	630	210		840	20 000
Christina Fagerberg	2024	674	150		824	20 000
	2023	630	140		770	20 000
Rolv Erik Ryssdal	2024	674			674	28 500
	2023	630			630	16 000
Caroline Marie Hagen Kjos	2024	674			674	
	2023	420			420	
Bengt Arve Rem[1]	2024	488	161		649	10 000
	2023					
Terje Utstrand	2024	519		132	651	11 174
	2023	485		123	608	11 174
Roger Vangen	2024	519	108		627	11 828
	2023	485			485	11 443
Ingrid Sofie Nielsen[1]	2024	375			375	1 820
	2023					

1 Bengt Arve Rem and Ingrid Sofie Nielsen joined as shareholder-elected and employee-elected board members, respectively, in April 2024.
2 All figures reflect total holdings including related parties.

Principles governing salary and remuneration paid to senior executives

Orkla ASA's guidelines on salary and other remuneration paid to senior executives are designed to ensure that the company is able to attract and retain managers with relevant experience, a high level of expertise and good leadership qualities. Orkla ASA must be able to offer competitive terms on a par with market conditions.

The remuneration offered senior executives must include both fixed elements such as base salary and benefits-in-kind and variable elements such as an annual bonus and long-term incentives. In addition, pension and insurance schemes are offered. The President and CEO and the members of the Management Team are covered by the same compensation schemes unless otherwise specified.

Base salary
The base salary of senior executives must be competitive. The salary must reflect the criteria of the position with regard to qualifications, responsibilities and complexity, as well as the extent to which the employee contributes to achieving Orkla's overarching business objectives. In assessing positions, Orkla ASA uses internationally recognised job evaluation systems, and a salary range of +/− 20% relative to the market median is employed. Employees' individual performance must also be reflected in the base salary, which must consequently be set on an individual, differentiated basis. The base salary level is evaluated regularly, normally every year.

Benefits in kind
Senior executives at Orkla ASA are offered benefits-in-kind in line with market practice. This includes a fixed car allowance, mobile telephone, internet, newspapers, etc.

Variable remuneration
Orkla ASA offers its senior executives short-term and long-term incentive programmes. The purposes behind these programmes include clarifying Orkla ASA's shared goals and ambitions, and rewarding performance which contributes to goal achievement. A further aim is that the programmes should safeguard shareholder interests by defining performance criteria which are consistent with long-term value creation and sustainability.

Pension scheme
Orkla's senior executives participate in the same pension schemes as other employees in Orkla ASA. Orkla ASA has a defined contribution pension plan with contribution rates of 5% for salaries up to 7.1 G and 23.1% for salaries between 7.1 G and 12 G. Additionally, a defined contribution pension scheme is offered for salaries exceeding 12 G, with a contribution rate of 23.1%.

Termination
There shall be a mutual six-month notice period for senior executives. If a senior executive is dismissed or resigns at Orkla's request, severance pay/post-employment salary may be paid in an amount corresponding to no more than one year's base salary.

1 G = grunnbeløp (the Norwegian National Insurance's basic amount)

Overview of remuneration elements

Base salary

Attract and retain managers with relevant experience, high levels of expertise and leadership qualities.

The base salary shall be competitive and on a par with the salary level for comparable positions.

STI

Motivate and reward achievement of short-term goals which underpin long-term value creation and sustainability.

Annual bonus capped at 60% of base salary. The programme must be linked to one or more pre-determined and measurable criteria. The targets used must be clearly linked to Orkla's business strategy, long-term interests and sustained growth.

LTI

Orkla's LTI programme rewards long-term value creation and sustainability, to ensure that the management's goals are aligned with shareholder interests. The programme also helps retain key staff, as payments are made after three years at the earliest.

Under the LTI scheme, share options and performance shares are awarded with a three-year vesting period, and the award per year may not exceed 75% of the annual salary.

Pension scheme

Help ensure financial security for senior executives and other employees upon reaching retirement age.

Orkla's senior executives participate in a defined contribution pension scheme with contribution rates of 5% for salaries up to 7.1 G and 23.1% for salaries above 7.1 G.

Remuneration of the Orkla Management Team

In 2024, the President and CEO received a total compensation of NOK 25.8 million. Fixed remuneration accounted for 56% of this compensation, while variable remuneration accounted for 44%.

Members of the Management Team received a total compensation of NOK 48.7 million in 2024. On average, fixed remuneration accounted for 58%, while variable remuneration constituted 42% of the total compensation.

				Fixed remuneration elements		Variable remuneration elements				Fixed vs. variable remuneration	
Amounts in NOK 1 000	Year	Period 1.1–31.12	Annual salary as at 31.12	Salary and holiday pay	Benefits-in-kind	Annual bonus earned (STI)	Value of awarded options (LTI)	Pension costs	Total compensation	Fixed	Variable
Nils K. Selte President and CEO	2024		12 600	12 690	295	6 943	3 150	2 767	25 846	56%	44%
	2023		12 000	11 792	239	7 200	3 600	2 641	25 472	53%	47%
Arve Regland EVP Finance and CFO	2024	8.4-31.12	4 400	3 214	173	2 424		592	6 404	58%	42%
Hege Holter Brekke EVP for Investments	2024		3 695	3 851	237	2 036	924	717	7 765	58%	42%
	2023		3 519	3 927	239	2 157	1 056	690	8 069	56%	44%
Audun Stensvold EVP for Investments	2024		3 590	3 623	237	1 978	898	677	7 413	57%	43%
	2023		3 264	3 146	238	1 658	979	609	6 630	56%	44%
Maria Syse-Nybraaten EVP for Investments	2024		3 592	3 911	237	1 979	898	675	7 700	59%	41%
	2023		3 266	3 533	239	1 659	980	607	7 018	59%	41%
Øyvind Torpp EVP for Investments	2024		6 395	6 515	237	3 523	1 599	1 324	13 198	57%	43%
	2023		6 090	5 976	238	3 094	1 827	1 262	12 397	56%	44%
Camilla Tellefsdal Robstad EVP Legal & Compliance	2024		2 996	3 088	260	1 651	749	553	6 300	58%	42%
	2023		2 800	2 854	257	1 716	840	519	6 186	55%	45%

STI 2024

Senior executives at Orkla ASA participate in an annual Short-Term Incentive (STI) programme. The STI programme consists of three components: financial targets, ESG-related targets, and individual targets. Overall, financial performance criteria must account for at least 50% of the total bonus outcome. Although the specific performance criteria used in the STI programme may vary from year to year depending on Orkla ASA's priorities and business strategy, they support Orkla ASA's goal of long-term value creation.

Definition of performance criteria and targets
The process of setting performance criteria for the year ahead begins after the company's annual strategy process, to ensure that prioritised goals are reflected in the bonus programme. Proposed performance criteria are considered at several Compensation Committee and Board meetings before a final decision is made. To ensure that the ambitions are high enough and that the targets are challenging, the specific target figures for each criterion are set at the start of the current performance period, after the previous year's results have been finalised.

The STI programme is capped at 60% of annual salary as at 31 December in the year of accrual. Full target achievement is only realised if the results are significantly above expectations. A good performance (target) shall equate to a bonus payment of 30% of annual salary.

STI 2024 – performance criteria
In the 2024 STI plan, financial targets accounted for 65% and ESG-related targets for 10%, and these were shared across the entire Management Team. Individual targets had a weighting of 25%. The Orkla Board of Directors approves the individual targets for the President and CEO, while the President and CEO approves the individual targets for the other members of the Management Team.
The President and CEO's individual targets for 2024 involved increasing organic growth and value creation in the existing portfolio, streamlining portfolio structure and facilitating potential value-enhancing structural transactions. In addition, the President and CEO's targets included simplifying the decision-making structure and organisation of Orkla ASA.

The Management Team's individual targets for 2024 were focused on value creation and growth in the portfolio companies through follow-up of established 'full potential plans'. In addition, the targets included ensuring the establishment of well-functioning Boards of Directors and good models for cooperation between Orkla ASA as owner, the portfolio companies' Boards of Directors and their management teams. Several of the targets also included implementing structural changes in the portfolio and further developing Orkla ASA as an investment company.

STI 2024 - performance criteria and link to strategic priorities

Performance criteria	Orkla's strategic priorities				
	Drive organic value in existing portfolio	Optimisation of existing portfolio	Financial flexibility and disciplined capital allocation	Delivery on ESG goals	Development of people, culture and organisation
Internal rate of return on the change in Net Asset Value (NAV)	★	★			
Current capital improvement			★		
Return on the Orkla share	★	★	★		
Reduction of greenhouse gas emissions				★	
Equal pay				★	★

Financial and ESG-related performance in 2024
Orkla delivered a strong financial performance in 2024, which is also reflected in the bonus payouts. The President and CEO and the Management Team were measured against the following three financial parameters:
* Internal rate of return on the change in Net Asset Value (NAV)
* Current capital improvement
* Return on Orkla's share price

For the financial bonus elements, the total achievement was 36.6%, which was 17.1 percentage points above target. Full payout was achieved for both the internal rate of return on the change in NAV and return on Orkla's share price. Additionally, the company delivered current capital improvements, which resulted in a bonus outcome exceeding the target level and further increasing the total bonus payout.

In 2024, the STI plan included two ESG-related targets: reduction of greenhouse gas emissions from own operations and implementation of a non-discriminatory equal pay policy.

The company has an overall goal of reducing greenhouse gas emissions from its own operations by 70% by 2030. In the 2024 STI plan, the target for greenhouse gas reduction was set at 64%. The consolidated Scope 1 and 2 emissions for 2024 showed a 64.1% reduction compared to the 2016 baseline, exceeding the target. This resulted in a bonus payout of 2% of a maximum of 3% of fixed salary.

The equal pay policy aims to promote fairness and support the company's commitment to diversity and inclusion. For the equal pay target, Orkla has developed guiding documents that clearly commit and expect all Orkla companies to work towards equal opportunities and equal pay throughout the value chain. These expectations will be systematically followed up going forward. The company met the expectations for this target, achieving a bonus payout of 1.5% of a maximum of 3% of fixed salary.

The total achievement across financial and ESG-related targets amounted to 40.1% of a maximum of 45% of base salary.

STI results 2024

Performance criteria	Definition	Outcome	Below threshold	Threshold	Between threshold and target	'Target' (50% of max.)	Between 'target' and max.	Max	Achieved bonus as % of salary	Max bonus as % of salary
Internal rate of return on the change in Net Asset Value (NAV)	The Net Asset Value (NAV) of a company is the total value of the company minus net interest-bearing debt. The calculation of the internal rate of return on the change in Net Asset Value (NAV) for Orkla in 2024 determines the internal rate of return on the change in NAV for the sum of all Orkla companies from the end of 2023 to the end of 2024, added the net cash flow generated in 2024 before dividends paid to Orkla's shareholders.	Orkla's strong financial results in 2024 resulted in an internal rate of return on the change in Net Asset Value (NAV) exceeding the level required for the maximum bonus payout.							12%	12%
Current capital improvement	Improvement in current capital is defined as the change in the rolling 12-month average current capital as a percentage of operating revenue for the last 12 months (the bonus year), compared to the level of the same key figure for the previous 12 months.	Clear improvements in current capital binding were achieved throughout 2024 compared to the previous year, resulting in a bonus outcome of 9.6%.							9.6%	12%
Return on Orkla's share	Calculated as the internal rate of return (IRR) on the change in value of Orkla's share, from the average daily share price in December 2023 to the average daily share price in December 2024, including dividends paid in 2024.	The return on Orkla's share, as defined in this bonus element, amounted to 35%, exceeding the level required for the maximum bonus payout.							15%	15%
Reduction of greenhouse gas emissions from own operations	64% reduction in greenhouse gas emissions from own operations.	The consolidated greenhouse gas emissions for Scope 1 and 2 in 2024 resulted in a 64.1% reduction compared to the 2016 baseline. This exceeds the target of 64%, and Orkla is on track to reach its mid-term goal of a 65% reduction by 2025 and 70% by 2030.							2%	3%
Equal pay	Implementation of a non-discriminatory equal pay policy that promotes fairness and supports our commitment to diversity and inclusion.	Orkla has developed governing documents with a clear commitment to and expectation that all Orkla companies work towards equal opportunities and equal pay throughout the value chain. These expectations will be systematically followed up going forward.							1.5%	3%
Total goal achievement									**40.1%**	**45%**

Individual Results of the President and CEO and the Management Team – 2024

The Board assessed the President and CEO's overall performance on individual targets at 15%, which corresponds to maximum achievement. The Board's justification was that the President and CEO exceeded expectations on individual goals. Under the President and CEO's leadership, Orkla has delivered strong value creation in 2024. In addition, the company has executed structural transactions and streamlined its portfolio in line with the communicated strategy. Changes have also been made to the Orkla ASA organization to ensure a more agile and efficient structure.

Similar to the President and CEO, all members of the Management Team achieved full payout on their individual targets. Together with the President and CEO, the Management Team has delivered exceptional results in 2024. They have also actively followed up on portfolio companies, ensuring compliance with "Full Potential Plans". Furthermore, well-functioning boards have been established for all portfolio companies, along with strong collaboration models.

The total achievement for the President and CEO and the Management Team, including financial and ESG-related targets, amounted to 55.1% of a maximum of 60% of fixed salary.

LTI 2024

To promote long-term value creation, strengthen shareholder-management interaction and ensure that Orkla ASA retains skilled managers, the company offers senior executives a long-term incentive programme.
From 2024, the LTI programme was expanded to include a performance share programme in addition to the existing share option programme. If long-term targets have been achieved, employees are awarded performance shares after three years. The total annual options and performance shares award is limited to 75% of base salary, divided equally (with a maximum of 37.5% per programme).

Orkla ASA's share option programme
Participation in the option programme is based on annual nomination, with the exception of the President and CEO and the Management Team, who participate every year. Options are awarded the year after nomination and consist of a fixed percentage (equivalent to 20% of base salary) and a variable percentage (up to 17.5% of base salary). The variable percentage is determined based on the Board of Director's evaluation of Orkla ASA's performance in respect of pre-determined performance criteria for the preceding year.

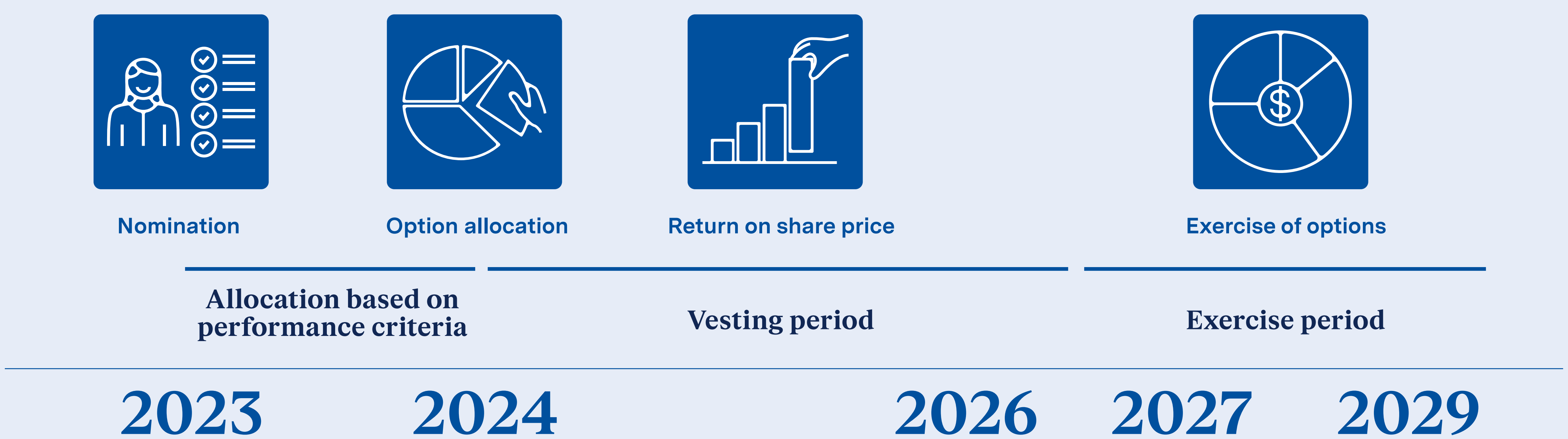
These criteria shall include one or more targets for at least one of the following areas: profitable organic growth; long-term value creation; establishment of a cost-effective organisation and realisation of synergies; establishing, following up and updating the Group and capital allocation strategies, and ESG targets focused on Orkla's sustainability goals. The total value of participants' options may thus fluctuate between 20% and 37.5% of base salary, depending on the extent that targets have been attained. The option value is calculated using the Black-Scholes model.

Participants may exercise their options no earlier than three years and no later than five years after the date they were awarded. After five years the options expire. The exercise price is set at market price on the date of award, with an annual adjustment of 3% throughout the vesting period. To ensure that the company's dividend policy does not reduce the value of options for employees, the exercise price is adjusted for dividends paid during the option period (see more information on this below).

Gains on options awarded in a given year may not exceed four times the options' value on the date of their award, as calculated using the Black-Scholes model. For instance, if a participant is awarded options with a calculated option value equal to 30% of base salary, the gain is capped at four times this value, i.e. 120% of the base salary at the time of award.

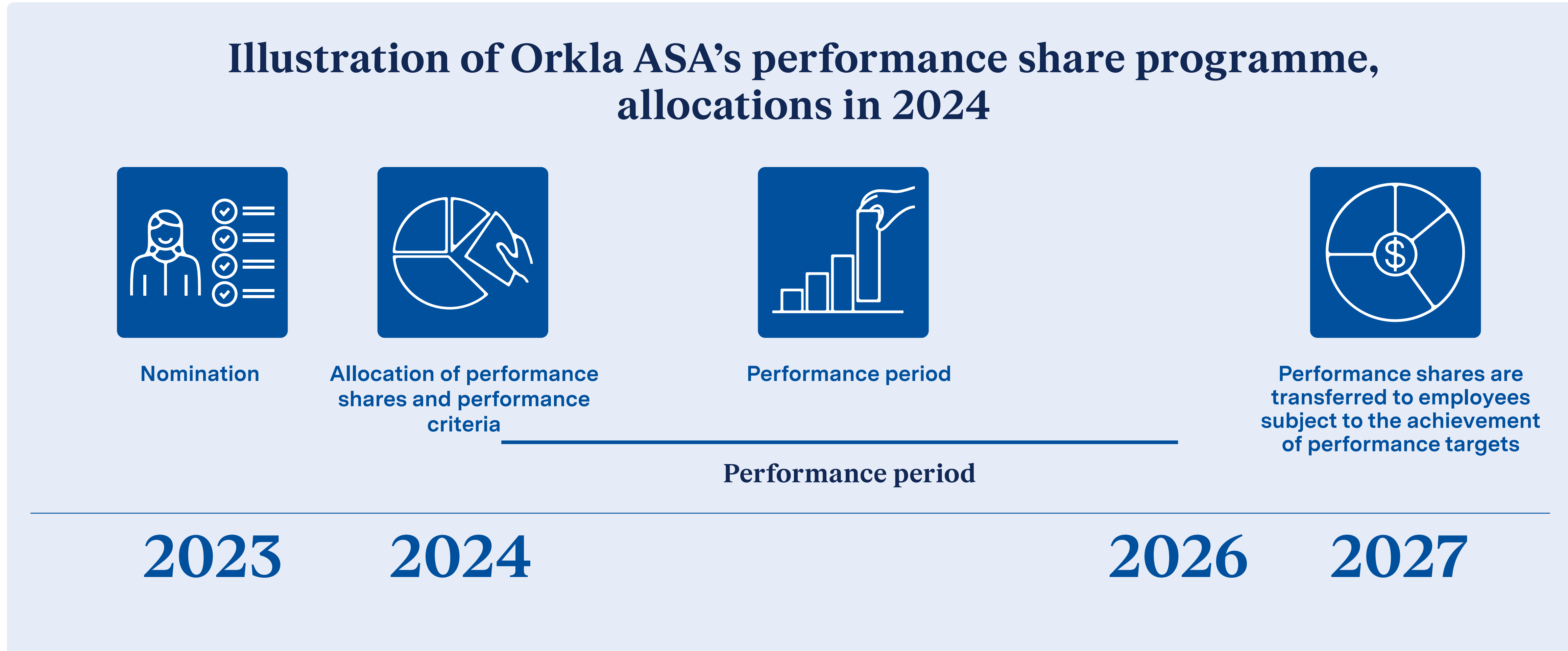
Over time, the President and CEO and the Management Team are expected to own shares in Orkla equivalent to at least one annual base salary. Until they reach this target, 50% of their net annual gains from the option programme will be used to purchase shares in the company.

Illustration of Orkla ASA's option programme, allocations in 2024



Adjustment of exercise price for dividends

The exercise price is adjusted to neutralise the effect of dividends, so as to maintain the value of the options. Without this adjustment, the payment of dividend would reduce the value of options; this could incentivise management to discourage dividend payments. Despite the fact that some proxy advisory firms recommend voting against such adjustments, Orkla ASA considers this a necessary and correct practice to avoid conflicts of interest between management and shareholders.



The performance share programme

Participation in the performance share programme is based on annual nomination, with the exception of the President and CEO and members of the Management Team, who participate every year. Performance shares are awarded annually and they are transferred to the employees after three years, based on the company's achievement of targets as per pre-defined performance criteria. The number of performance shares awarded is set at 37.5% of the participant's annual base salary at the time of award, divided by the share price on the first trading day on the Oslo Stock Exchange after Orkla ASA's Annual General Meeting.

How many of the awarded shares are in fact transferred after three years depends on target achievement. If 100% of targets are reached, all the awarded performance shares are transferred. In the event of partial target achievement, a proportionate percentage is transferred; if performance is below a set threshold value, no shares will be transferred.

The performance criteria include one or more targets in the areas of profitable organic growth; long-term value creation; establishment of a cost-effective organisation and realisation of synergies; establishing, following up and updating Group and capital allocation strategies, and ESG targets that focus on Orkla's sustainability goals. By linking awards to these targets, the Group ensures that senior executives are rewarded for results that strengthen long-term shareholder value. For each year's award, gains are capped at twice the value of the shares at the time of award.

The award of options in 2024

The award of options in 2024 was based in part on a fixed annual award (20% of base salary) and in part on a discretionary assessment of common performance targets for the year 2023 determined by the Board of Directors (maximum 17.5% of base salary). The targets were linked to the implementation of the new organisational model for Orkla ASA, the operationalisation of portfolio companies, the establishment of business service companies for the delivery of joint purchasing services, IT services, financial services and other services across the portfolio companies, and ensuring a total shareholder return of 12-14% as communicated on the capital market day in 2023. The Board's overall evaluation of target achievement was that Orkla ASA had delivered on the expectations, resulting in an award of 5% of a total of 17.5% discretionary awards, in addition to the award of 20% of base salary. The total awarded value of options in 2024 was thus 25% of the base salary.

The award of performance shares in 2024

In 2024, performance shares corresponding to 37.5% of base salary were awarded. These will be transferred to the employees in line with the achievement of predefined performance criteria. The same performance criteria are applicable to all participants in the scheme.

The number of shares transferred to the employees after the performance period depends on Orkla's performance in regard of the following two performance targets measured in the period 2024 to 2026:

- The internal rate of return on the change in net asset value for the sum of Orkla's businesses over the three-year period 2024-26 plus the annual generated net cash flow before dividends paid to Orkla's shareholders. The starting point for calculating value-adjusted equity is the end of 2023, i.e. at the beginning of the three-year period in question (weighted 90 per cent).
- Progress on the ESG targets communicated at the capital market day in 2023 (weighted 10%).

After the end of the performance period, i.e. in 2027, Orkla ASA will provide an account of the actual achievement of targets and the number of shares that were transferred based on the achievement of targets in the executive remuneration report.

Right to claim repayment of variable remuneration
Under its executive remuneration guidelines, Orkla ASA can and will claim repayment of variable remuneration which has been incorrectly awarded. The company's repayment claim endures even if the recipient has left the company. There were no grounds for claiming repayment of previously paid variable remuneration in 2024.

Allocation of share options in 2024

Amounts in NOK 1 000	Allocation	Salary	Allocation value	Value per share option	Number of allocated options	Allocation date	Earliest exercise date	Expiry date	Option exercise price
Nils K. Selte	25%	12 600	3 150	12,61	249 861	19/04/2024	19/04/2027	19/04/2029	kr 78,57
Hege Holter Brekke	25%	3 695	924	12,61	73 271	19/04/2024	19/04/2027	19/04/2029	kr 78,57
Audun Stensvold	25%	3 590	898	12,61	71 198	19/04/2024	19/04/2027	19/04/2029	kr 78,57
Maria Syse-Nybraaten	25%	3 592	898	12,61	71 231	19/04/2024	19/04/2027	19/04/2029	kr 78,57
Øyvind Torpp	25%	6 395	1 599	12,61	126 804	19/04/2024	19/04/2027	19/04/2029	kr 78,57
Camilla Tellefsdal Robstad	25%	2 996	749	12,61	59 411	19/04/2024	19/04/2027	19/04/2029	kr 78,57

Allocation of performance shares in 2024

Amounts in NOK 1 000	Allocation	Salary	Allocation value	Value per performance share	Number of allocated performance shares	Allocation date	Performance period
Nils K. Selte	37,5%	12 600	4 725	71,90	65 716	19/04/2024	01.01.2024 - 31.12.2026
Hege Holter Brekke	37,5%	3 695	1 386	71,90	19 271	19/04/2024	01.01.2024 - 31.12.2026
Audun Stensvold	37,5%	3 590	1 346	71,90	18 726	19/04/2024	01.01.2024 - 31.12.2026
Maria Syse-Nybraaten	37,5%	3 592	1 347	71,90	18 734	19/04/2024	01.01.2024 - 31.12.2026
Øyvind Torpp	37,5%	6 395	2 398	71,90	33 351	19/04/2024	01.01.2024 - 31.12.2026
Camilla Tellefsdal Robstad	37,5%	2 996	1 124	71,90	15 625	19/04/2024	01.01.2024 - 31.12.2026

Option holdings

	Number of options at beginning of year	Number of exercisable options as at 1 January 2024	Number of options allocated in 2024	Number of exercisible options as at 31 December 2024	Number of allocated options as at 31 December 2024
Nils K. Selte	258 133	-	249 861		507 994
Hege Holter Brekke	196 887	-	73 271	66 793	270 158
Audun Stensvold	70 212	-	71 198		141 410
Maria Syse-Nybraaten	70 244	-	71 231		141 475
Øyvind Torpp	131 002	-	126 804		257 806
Camilla Tellefsdal Robstad	123 517	20 363	59 411	48 437	182 928

Management Team shareholdings

Names	Shareholding as at 31 December 2023	Purchases in 2024	Sales in 2024	Shareholding as at 31 December 2024
Nils K. Selte	212 765	30 000		240 765[2]
Arve Regland	-	100 000		100 000
Hege Holter Brekke	15 435			15 435
Audun Stensvold	25 370			25 370
Maria Syse-Nybraaten	7 370			7 370
Øyvind Torpp	37 070	62 930		100 000
Camilla Tellefsdal Robstad	11 557			11 557

1 All figures reflect total holdings including related parties.
2 The difference in shareholdings as at 31 December 2024 is due to changes in related parties.

President and CEO remuneration

Evaluation of salary level

The salary levels of the President and CEO and senior executives are evaluated annually by reference to relevant comparable companies from the general Norwegian industrial sector and Nordic investment companies.

In 2024, the President and CEO's salary was compared to the following companies[1]

- Equinor ASA, DNB ASA, Storebrand ASA, Norsk Hydro ASA, Telenor ASA, Yara International ASA, Vår Energi ASA and Statkraft AS (general Norwegian industrial sector)
- Aker ASA, Ferd, Investor AB, Industrivärden AB, Latour AB and Kinnevik AB (Nordic investment companies).

The results of the comparison are as follows for the President and CEO's remuneration package:

Benchmark	Assessment of total remuneration received by the President and CEO
General Norwegian industrial sector	Above median
Nordic investment companies	Below median

1 The benchmark was conducted with support from an independent third-party concultancy firm.

Annual changes, last five financial years

The tables below show annual changes in the remuneration received by members of the Management Team, Orkla's performance and the average remuneration paid to other employees in the last five financial years. The next page shows annual changes in the remuneration received by former members of the Management Team.

Management team

Amounts in NOK 1 000

		2024			2023			2022			2020					
Name	Position	Total remuner-ation[1]	Annual change [2]	Variable share	Total remuner-ation	Annual change	Variable share	Total remuner-ation	Annual change	Variable share	Total remuner-ation	Annual change	Variable share	Total remuner-ation	Annual change	Variable share
Nils K. Selte	President & CEO	25 846	1%	44%	25 472	90%	47%	10 041		0%						
Arve Regland	EVP Finance & CFO	6 404		42%												
Hege Holter Brekke	EVP & Investment Executive	7 766	-4%	42%	8 069	44%	44%	5 612	1%	21%	5 551	-	30%			
Audun Stensvold	EVP & Investment Executive	7 413	12%	43%	6 630	62%	44%	682		10%						
Maria Syse-Nybraaten	EVP & Investment Executive	7 700	10%	41%	7 018	15%	41%	1 521		19%						
Øyvind Torpp	EVP & Investment Executive	13 199	6%	43%	12 397	34%	44%	1 547		19%						
Camilla Tellefsdal Robstad	EVP Legal & Compliance	6 300	2%	42%	6 186	72%	45%	3 604		21%						

Financial results

Amounts in NOK 1 000

	2024	2023	2022	2021	2020
Organic growth[3]	3.5%	8.1%	9.6%	4.3%	1.6%
EBIT (adj.)	7 956	6 921	7 411	6 145	5 492
Total shareholder return (TSR)	35.2%	15.7%	-16.5%	5.0%	0.5%
Profit per share	6.06	5.21	5.04	4.82	4.37
Annual change in profit per share	16.3%	3.4%	4.6%	10.5%	13.8%

Remuneration paid to Orkla group employees

Amounts in NOK 1 000

	2024	2023	2022	2021	2020
Average number of full-time employees throughout the year	18 349	19 476	20 098	20 074	17 656
Average payroll costs	658	583	486	454	508
Annual change in average remuneration paid to Orkla group employees	12.9%	20.1%	6.9%	−10.6%	9.2%

1 Total remuneration = total paid salary and holiday pay, pension accruals for the year, accruals for the STI programme for the year, allocations for the LTI programme for the year, and benefits in kind. The figures stated are for the actual period employed in Orkla.
2 The annual change is calculated using recalculated figures for the full year if the person was only employed by Orkla for part of the year.
3 Organic growth is calculated for the consolidated portfolio companies

Former members

Amounts in NOK 1 000

Name	Position	Period	2024			2022			2021			2021			2020		
			Total remuner-ation[1]	Annual change [2]	Variable sharel	Total remuner-ation	Annual change	Variable share	Total remuner-ation	Annual change	Variable share	Total remuner-ation	Annual change	Variable share	Total remuner-ation	Annual change	Variable share
Christer Grönberg	EVP Human Resources	1.10.2018-1.11.2024	6 791	Cumulative payment 2024		7 606	31%	46%	5 798	-14%	20%	6 743	-2%	31%	6 859	5%	38%
Atle Vidar Nagel-Johansen	EVP & Investment Executive	1.6.2012-1.11.2024	12 070	Cumulative payment 2024		14 140	51%	47%	9 376	11%	18%	8 468	-13%	31%	9 742	16%	43%
Harald Ullevoldsæter	EVP Finance & CFO	1.3.2020-1.6.2024	6 635	Cumulative payment 2024		7 666	37%	45%	5 582	-10%	22%	6 209	0%	34%	6 194	-	41%
Håkon Mageli	EVP Comm. & Corporate Affairs	11.4.2022-1.11.2024	5 622	Cumulative payment 2024		6 465	29%	42%	4 998		21%						
Jaan Ivar Semlitsch	President & CEO	15.8.2019 - 10.04.2022				7 031	Final payment		21 303	Cumulative payment 2022		15 910	-5%	34%	16 721	11%	40%
Kenneth Haavet	EVP Cons. & Fin.Inv.	1.2.2020 - 16.2.2022				973	Final payment		3 404	Cumulative payment 2022		6 402	-1%	40%	5 905		43%
Sverre Prytz	EVP Strategy & M & A	1.12.2019 - 31.10.2022				2 740	Final payment		4 812	Cumulative payment 2022		5 862	-5%	34%	6 128	27%	39%
Ingvill T. Berg	EVP Orkla Conf. & Snacks	14.1.2021 - 10.4.2022							4 731	Cumulative payment 2022		5 570	-	34%			
Johan Clarin	EVP Orkla Food Ingredients	1.9.2013 - 10.4.2022							6 263	Cumulative payment 2022		7 144	8%	31%	6 593	-3%	31%
Terje Andersen	Acting CEO	7.5.2019 - 1.2.2020													6 916	Final payment	
Ann-Beth Freuchen	EVP Orkla Foods N&B / Conf.& S.	1.7.2015 - 14.1.2021										10 458	Final payment		8 083	14%	40%
Jeanette Hauan Fladby	EVP Orkla Confectionery & Snacks	1.10.2018 - 14.1.2021										7 597	Final payment		5 892	-5%	31%
Jens Staff	CFO	1.6.2014 - 29.2.2020													4 419	Final payment	
Peter A. Ruzicka	President & CEO	1.2.2014 - 7.5.2019													6 871	Final payment	
Johan Wilhelmsson	EVP Orkla Foods International	1.10.2018 - 14.1.2021													7 405	28%	44%

1 Total remuneration= total paid salary and holiday pay, pension accruals for the year, accruals for the STI programme for the year, allocations for the LTI programme for the year, and benefits in kind. Quoted figures are for the actual period employed in Orkla.

2 The annual change is calculated using recalculated figures for the full year if the person was only employed by Orkla for part of the year.

Deviations from the guidelines

As part of the transformation of Orkla's operating model and the streamlining of the organisational model, changes were made to Orkla ASA's Management Team in 2024. As a result of these changes, an agreement was entered into whereby Christer Grönberg, who was EVP HR at the time and who retired with effect from 1 January 2025 after more than 26 years with Orkla, was allowed to retain his unexercised options after retirement. This entails a deviation from the provision that unexercised options lapse on retirement.

Independant Auditor’s Assurance Report

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INDEPENDENT AUDITOR’S ASSURANCE REPORT ON REMUNERATION REPORT

To the General Meeting of Orkla ASA

Opinion

We have performed an assurance engagement to obtain reasonable assurance that Orkla ASA’s report on salary and other remuneration to directors (the remuneration report) for the financial year ended 31 December 2024 has been prepared in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

In our opinion, the remuneration report has been prepared, in all material respects, in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

Board of directors’ responsibilities

The board of directors is responsible for the preparation of the remuneration report and that it contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and for such internal control as the board of directors determines is necessary for the preparation of a remuneration report that is free from material misstatements, whether due to fraud or error.

Our independence and quality control

We are independent of the company in accordance with the requirements of the relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. The firm applies International Standard on Quality Management, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor’s responsibilities

Our responsibility is to express an opinion on whether the remuneration report contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and that the information in the remuneration report is free from material misstatements. We conducted our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – “Assurance engagements other than audits or reviews of historical financial information”.

We obtained an understanding of the remuneration policy approved by the general meeting. Our procedures included obtaining an understanding of the internal control relevant to the preparation of the remuneration report in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control. Further we performed procedures to ensure completeness and accuracy of the information provided in the remuneration report, including whether it contains the information required by the law and accompanying regulation. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 18 March 2025
ERNST & YOUNG AS

Petter Larsen
State Authorised Public Accountant (Norway)

(This translation from Norwegian has been made for information purposes only)

A member firm of Ernst & Young Global Limited

4 Financial Statements

Financial Statements Orkla group

Income statement, earnings per share and statement of comprehensive income

Income statement

Amounts in NOK million	Note	2024	2023
Sales revenues	7, 9	69 960	67 215
Other operating revenues	7, 9	696	582
Operating revenues	7, 9	**70 656**	**67 797**
Cost of materials	10	(35 167)	(34 798)
Payroll expenses	11, 12	(12 077)	(11 363)
Other operating expenses	13	(12 668)	(12 058)
Depreciation	7, 19, 20, 21	(2 788)	(2 657)
Operating profit before other income and expenses (EBIT adj.)	7	**7 956**	**6 921**
Other income	7, 14	517	105
Other expenses	7, 14	(1 122)	(792)
Operating profit	7	**7 351**	**6 234**
Profit/loss from associates and joint ventures	6	1 865	1 836
Interest income	15	134	86
Interest costs	15, 21	(1 092)	(1 036)
Other financial income	15	9	8
Other financial costs	15	(139)	(162)
Profit/loss before taxes		**8 128**	**6 966**
Taxes	16	(1 729)	(1 545)
Profit/loss for the year		**6 399**	**5 421**
Profit/loss attributable to non-controlling interests	33	342	225
Profit/loss attributable to owners of the parent		6 057	5 196

Earnings per share

Amounts in NOK million	Note	2024	2023
Earnings per share	17	6.07	5.21
Earnings per share, diluted	17	6.06	5.21

Statement of comprehensive income

Amounts in NOK million	Note	2024	2023
Profit/loss for the year		**6 399**	**5 421**
Other items in comprehensive income[1]			
Actuarial gains and losses pensions	12, 16	2	(119)
Changes in fair value shares	22	(32)	(48)
Items charged to equity in associates and joint ventures		0	(11)
Items not to be reclassified to profit/loss in subsequent periods		**(30)**	**(178)**
Change in hedging reserve	16, 31	44	(9)
Items charged to equity in associates and joint ventures	6	516	123
Translation effects		1 556	1 877
Hedging of net investment in foreign operations	31	(190)	(426)
Items after tax to be reclassified to profit/loss in subsequent periods		**1 926**	**1 565**
Total other items in comprehensive income		**1 896**	**1 387**
Comprehensive income		**8 295**	**6 808**
Comprehensive income attributable to non-controlling interests	33	873	297
Comprehensive income attributable to owners of the parent		7 422	6 511

1 Other items in comprehensive income are after tax.

Statement of financial position

Assets

Amounts in NOK million	Note	2024	2023
Property, plant and equipment	7, 20, 21	21 123	20 700
Intangible assets	7, 19	36 294	35 764
Deferred tax assets	16	134	58
Investments in associates and joint ventures	6	9 254	7 776
Other financial assets	22	730	700
Total non-current assets		**67 535**	**64 998**
Inventories	23	10 072	10 135
Trade receivables	24	8 809	8 661
Other receivables and financial assets	24	1 907	1 807
Cash and cash equivalents	25	1 643	991
Total current assets		**22 431**	**21 594**
Total assets		**89 966**	**86 592**

Equity and liabilities

Amounts in NOK million	Note	2024	2023
Paid-in equity	32	1 970	1 969
Retained earnings		46 074	43 298
Non-controlling interests	33	3 328	1 481
Total equity		**51 372**	**46 748**
Interest-bearing liabilities	21, 28, 29	17 084	17 459
Deferred tax	16	2 615	2 482
Provisions and other liabilities	26	2 859	2 854
Total non-current liabilities		**22 558**	**22 795**
Interest-bearing liabilities	21, 28, 29	1 452	3 315
Income tax payable	16	1 396	993
Trade payables	27	8 985	8 573
Other liabilities	27	4 203	4 168
Total current liabilities		**16 036**	**17 049**
Total equity and liabilities		**89 966**	**86 592**

Statement of cash flows

Amounts in NOK million	Note	2024	2023
Profit before taxes		8 128	6 966
Depreciation and write-downs	19, 20, 21	3 565	2 986
Changes in net working capital, etc.		64	674
Profit/loss from associates and joint ventures	6	(1 865)	(1 836)
Dividends received from associates and joint ventures	6	950	365
Net interest costs	15	958	950
Interest received		105	82
Interest paid		(1 130)	(999)
Financial items without cash flow effect	15	116	93
Taxes paid	16	(1 241)	(2 032)
Cash flow from operating activities		**9 650**	**7 249**
Sale of property, plant and equipment	20	53	168
Investments in property, plant and equipment and intangible assets	8, 19, 20	(2 034)	(2 921)
Sold companies	5, 6	3 045	37
Acquired companies	5, 6	(441)	(814)
Other capital transactions		(27)	(34)
Cash flow from investing activities		**596**	**(3 564)**

Amounts in NOK million	Note	2024	2023
Dividends paid		(6 094)	(3 175)
Sale of treasury shares		200	42
Purchase of treasury shares		(145)	0
Paid to shareholders	32	**(6 039)**	**(3 133)**
Proceeds from borrowings	28, 29	5 020	3 306
Repayments of borrowings	28, 29	(6 646)	(855)
Repayments of lease liabilities	21	(757)	(678)
Net change in current liabilities	28	(1 301)	(2 456)
Net change in interest-bearing receivables	28	73	(518)
Cash flow from financing activities excluding payments to shareholders	7, 28, 29	**(3 611)**	**(1 201)**
Cash flow from financing activities		**(9 650)**	**(4 334)**
Change in cash and cash equivalents		**596**	**(649)**
Currency effect on cash and cash equivalents		56	138
Cash and cash equivalents 1 January		991	1 502
Cash and cash equivalents 31 December	25	1 643	991

Statement of changes in equity

Amounts in NOK million	Share capital	Treasury shares	Premium fund	Total paid-in equity	Hedging reserve[1]	Items charged to equity in AC and JV[2]	Net translation effects	Other retained equity	**Total group**	Non-controlling interests	**Total equity**
Equity 1 January 2023	**1 252**	**(5)**	**721**	**1 968**	**(14)**	**402**	**2 346**	**36 984**	**41 686**	**1470**	**43 156**
Profit/loss for the year	-	-	-	**0**	-	-	-	5 196	**5 196**	225	**5 421**
Items in comprehensive income	-	-	-	**0**	(9)	112	1 379	(167)	**1 315**	72	**1 387**
Group comprehensive income	-	-	-	**0**	(9)	112	1 379	5 029	**6 511**	297	**6 808**
Dividends paid	-	-	-	**0**	-	-	-	(2 989)	**(2 989)**	(186)	**(3 175)**
Net purchase/sale of treasury shares	-	1	-	**1**	-	-	-	42	**42**	-	**42**
Share-based payment (see Note 11)	-	-	-	**0**	-	-	-	45	**45**	-	**45**
Change in non-controlling interests (see Note 33)	-	-	-	**0**	-	-	-	(28)	**(28)**	(100)	**(128)**
Equity 31 December 2023	**1 252**	**(4)**	**721**	**1 969**	**(23)**	**514**	**3 725**	**39 082**	**45 267**	**1 481**	**46 748**
Profit/loss for the year	-	-	-	**0**	-	-	-	6 057	**6 057**	342	**6 399**
Items in comprehensive income	-	-	-	**0**	44	516	837	(32)	**1 365**	531	**1 896**
Group comprehensive income	**-**	**-**	**-**	**0**	**44**	**516**	**837**	**6 025**	**7 422**	**873**	**8 295**
Dividends paid	-	-	-	**0**	-	-	-	(5 985)	**(5 985)**	(109)	**(6 094)**
Net purchase/sale of treasury shares	-	1	-	**0**	-	-	-	54	**55**		**55**
Share-based payment (see Note 11)	-	-	-	**0**	-	-	-	13	**13**		**13**
Change in non-controlling interests (see Note 33)	-	-	-	**0**	-	-	-	1 272	**1 272**	1 083	**2 355**
Equity 31 December 2024	**1 252**	**(3)**	**721**	**1 970**	**21**	**1 030**	**4 562**	**40 461**	**48 044**	**3 328**	**51 372**

1 See Note 31 for hedging reserves before tax.
2 Items charged to equity in associates (AC) and joint ventures (JV).

Oslo, 18 March 2025
The Board of Directors of Orkla ASA

Stein Erik Hagen
Chairman of the Board

Liselott Kilaas

Peter Agnefjäll

Bengt Rem

Christina Fagerberg

Rolv Erik Ryssda

Caroline Marie Hagen Kjos

Terje Utstrand

Roger Vangen

Ingrid Sofie Nielsen

Nils K. Selte
President & CEO

Notes Orkla group

Note 1 General information

General

The consolidated financial statements for Orkla ASA, including notes, for the year 2024 were approved by the Board of Directors of Orkla ASA on 18 March 2025. Orkla ASA is a public limited liability company and its offices are located at Drammensveien 149, Oslo (Norway). Orkla ASA's organisation number is NO 910 747 711. The company's shares are traded on the Oslo Stock Exchange.

Orkla is an industrial investment company, and operates primarily in the sectors of brands and consumer-oriented products. Orkla owns 11 portfolio companies in addition to Financial Investments and Orkla ASA including Business Service companies. Orkla's portfolio companies and other reporting segments are described in Note 7.

The financial statements have been prepared and presented in compliance with applicable International Financial Reporting Standards (IFRS), as adopted by the EU.

Information on accounting policies and estimate uncertainty is largely incorporated into the individual notes. The financial statements only provide information on accounting policies deemed to be material for assessing Orkla's consolidated financial statements. Estimate uncertainty will vary, and the areas in which estimates will be most significant will be specified both in Note 4 and in the relevant notes. The exercise of judgement is commented on in Note 4.

In 2024, new disclosure requirements for supply chain financing (amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures) came into force. The changes entail additional disclosure requirements to enable users of financial statements to understand the impact of financing arrangements and financing agreements on suppliers. The Orkla group has established supply chain financing programmes for key suppliers to a limited extent. This is disclosed in Note 27 Current liabilities.

The group has otherwise made no changes in presentation or accounting policies nor applied any new standards that materially affect its financial reporting or comparisons with previous periods. For information regarding future changes in accounting standards, see Note 4.

Alternative performance measures (APM)

Orkla uses EBIT (adj.) in both the income statement and in its presentation of segment results. EBIT (adj.) is defined as 'Operating profit or loss before other income and expenses'. 'Other income' and 'Other expenses' are items that require special explanation, and their reliability as measures of the group's ongoing profitability is limited. Items presented on these two financial statement lines are disclosed in Note 14.

Earnings per share (adj.) show earnings per share adjusted for 'Other income' and 'Other expenses' after estimated tax. Where gains or losses linked to sale/purchase of associates and joint ventures or major profit or loss effects related to abnormal tax conditions are reported, adjustments will also be made for them. Earnings per share (adj.) are presented and discussed in Note 17.

With regard to investment decisions, the group differentiates between 'Replacement investments' and 'Expansion investments'. These terms are used in Note 7 Segments.

Net interest-bearing liabilities are the group's primary management parameter for financing and capital allocation. This parameter is used actively in the group's financial risk management strategy; see Notes 28 and 29. For information on changes in liabilities from financing activities, see Note 28. The Orkla-format cash flow statement shows the change in net interest-bearing liabilities at group level, and is presented in Note 7 on segment reporting.

There are also some Alternative Performance Measures (APMs) that are not used in the financial statements, but are used in other parts of Orkla's Annual Report. This applies to the terms 'Organic growth', 'Underlying change in EBIT (adj.)' and 'Underlying change in EBIT (adj.) margin'. These APMs are used to explain developments in operating revenues and EBIT (adj.). In addition, 'Return on Capital Employed (ROCE)' and 'Cash conversion' are calculated for the portfolio companies.

The definitions of the various APMs may be found on page 293.

Sales and purchases of companies

Companies were purchased for a total of NOK 583 million on a debt-free basis in 2024. The biggest acquisitions were a buy-out of non-controlling interests totalling 6.25% of New York Pizza (The European Pizza Company) and the purchase of 100% of the shares in the German company Freunde der Erfrischung GmbH (Orkla Food Ingredients).

In April 2024, Orkla entered into a partnership agreement with investment funds associated with Rhône Capital (Rhône), under which Rhône acquired 40% of the shares in Orkla Food Ingredients AS (OFI). OFI is consolidated line-by-line, and Rhône's stake is presented as a non-controlling ownership interest in Orkla's consolidated financial statements.

In June 2024, Orkla sold 100% of the shares in Lilleborg AS to Solenis. Lilleborg was presented as a separate segment in Orkla. Since Lilleborg accounted for just 0.9% of both Orkla's operating revenues and EBIT (adj.) in 2023, the sale is not presented as 'Discontinued operations' in Orkla's consolidated financial statements.

Acquisitions and disposals of companies are presented in Note 5.

Events after the balance-sheet date
On 24 January 2025, Orkla entered into agreements to sell its entire hydropower portfolio in two separate transactions. The transactions value the total portfolio at NOK 6.1 billion on a cash and debt-free basis. Orkla's estimated accounting gain on these transactions is approximately NOK 5 billion. The hydropower portfolio is owned through three separate holding companies, and constitutes the Hydro Power segment in Orkla's financial statements. Due to great uncertainty on the balance-sheet date as to whether a sale would be completed, the hydropower portfolio is not presented as either 'Held for sale' or 'Discontinued operations' in the financial statements for 2024. Supplementary information on the operation being sold is provided in Note 38.

In February 2025, Orkla entered into an agreement to sell 100% of the shares in the Pierre Robert Group, see Note 38.

Other matters
The Norwegian krone weakened against EUR, SEK and DKK in 2024. This resulted in a net amount of NOK 837 million in positive translation differences against equity.

Note 2 Presentation and basis for preparing the consolidated financial statements

General
All amounts are in NOK million unless otherwise stated. Figures in parentheses are expenses or disbursements (cash flow). The functional currency of the parent company (Orkla ASA) is NOK, and the group's reporting currency is NOK.

The financial statements are prepared on the basis of the going-concern assumption. In general, the latter can be justified by Orkla's financial strength with an equity ratio of 57.1% as at 31 December 2024 and financial reserves that more than cover the group's liabilities in the next 12 months; see Note 29.

Material information related to accounting policies
As stated in Note 1, material accounting policies are disclosed in the relevant notes. This has been done to give financial statement users as clear an overview as possible when they consult the various notes.

The financial statements
The complete set of financial statements consists of an income statement, a statement of comprehensive income, a statement of financial position, a statement of cash flows and a statement of changes in equity. The financial statements present one comparative year. The income statement presents the group's profit or loss for the year, and Orkla has chosen to present the group's expenses based on classification by type.

The statement of financial position begins with non-current assets and ends with cash and cash equivalents in the assets section. Interest-bearing receivables other than cash and cash equivalents are not presented on separate lines, based on materiality considerations. Interest-bearing items are disclosed in notes. In the equity and liabilities sections, a distinction is made between equity, interest-bearing and non-interest-bearing non-current and current items.

The statement of cash flows is structured using the indirect method, and explains changes in 'Cash and cash equivalents' in the reporting period. The reconciliation of changes in interest-bearing items with the group's cash flow statement is shown in Note 28. Changes in current liabilities are presented net as these are short-term loan facilities that are easily tradable, have a high nominal value and a maturity of three months or less. This is also consistent with the way financing activities are managed. Similarly, interest-bearing receivables are also presented net because they consist mainly of financial positions that are easily tradable, have a high nominal value and have a short maturity.

Orkla also presents an Orkla-format cash flow statement in the Report of the Board of Directors and in Note 7. The bottom line of the statement shows the change in net interest-bearing liabilities, which is a key figure for the group.

Consolidation of companies in the group
The consolidated financial statements show the overall financial results and the overall financial position when the parent company Orkla ASA and companies in which the group has sole control (subsidiaries) are presented as a single economic entity. As at 31 December 2024, no companies were consolidated in the group based on the rules regarding de facto control.

Profit or loss from associates and joint ventures is presented on an ongoing basis as part of the group's profit or loss, and is accounted for using the equity method. Profit or loss from associates and joint ventures is included in profit or loss before tax, but is not included in the group's operating profit or loss as these companies are treated as an investment. Both these categories are disclosed in Note 6.

Small ownership interests in other companies are disclosed in Note 22. These financial investments are capitalised at fair value, and both changes in value and any gains or losses are recognised as 'Other items in comprehensive income'.

If a material part of the group's operations is divested, an agreement is made to divest it, or if the group loses its controlling interest/significant influence, these operations are presented as 'Discontinued operations' on a separate line in the income statement and the statement of financial position. Orkla defines a ‘material part’ as an material individual segment or geographical area. In the event of an announced sale and a high probability of completion of the sale, assets or asset groups will be presented as 'held for sale'. Assets classified as 'held for sale' are presented separately from other assets in the statement of financial position and are not depreciated from the classification date.

As at 31 December 2024, Orkla had no operations presented as ‘Discontinued operations’ or assets ‘Held for sale’; see also Note 38 ‘Events after the balance-sheet date’.

Policies for translating foreign currency
When preparing the financial statements of the individual companies in Orkla, transactions in foreign currencies are recognised at the exchange rate on the date of the transaction. Financial receivables and liabilities in foreign currencies are measured at the exchange rate on the balance-sheet date, and any gain/loss is reported in the income statement as a financial item. Other monetary items (e.g. trade receivables and trade payables) in a foreign currency are presented at the exchange rate on the balance-sheet date, and any gain/loss is reported in the income statement as an operating item.

When preparing the consolidated financial statements for Orkla, revenues and expenses in subsidiaries with a different functional currency than the parent company are translated monthly from the functional currency to the presentation currency (NOK) at the average exchange rate for the month. Statement of financial position items in subsidiaries with a different functional currency are translated at the exchange rate on the balance-sheet date. Translation differences are recognised as ‘Other items in comprehensive income’. When a business is sold, the accumulated translation amount, which was previously recognised in comprehensive income, is reclassified and included as part of the gain/loss calculation.

Translation differences related to borrowing and lending in other functional currencies, identified as net investment, are also recognised as ‘Other items in comprehensive income’. This is shown as a separate item.

All exchange rates have been obtained from Norges Bank.

Main exchange rates on consolidation against NOK

Average of monthly exchange rates

	2024	2023
EUR	11.62	11.42
SEK	1.02	1.00
DKK	1.56	1.53

Closing rate 31 December

	2024	2023
EUR	11.79	11.24
SEK	1.03	1.01
DKK	1.58	1.51

Note 3
Financial assessments related to climate and nature risk

Orkla’s ambitions
Sustainable growth is a key component of Orkla’s business strategy, and Orkla’s overarching ambition as an investment company is to create sustainable value through active ownership of brands and consumer goods companies. Sustainable value creation is one of the five main pillars in Orkla’s statement of strategic values. Orkla’s long-term sustainability ambition is to generate positive change by facilitating a responsible transition to net zero emissions and sustainable production and consumption.

Materiality assessment
In 2024, Orkla carried out a materiality assessment of material topics in its sustainability work based on the principle of double materiality. The materiality assessment has provided important input for the shaping of Orkla’s strategy for the coming years, and has been considered by Orkla’s Management Team and Board of Directors.

The materiality assessment examines both the impact and the financial effect of the different topics. In the impact assessment, account is taken of the degree of severity and the scope of impact, as well as the likelihood of the impact taking place. The assessment of financial materiality is based on rough estimates of potential financial effects of important risk factors and commercial opportunities. Each of the financial effects related to each topic is classified as low, medium or high, based on the estimated impact on Orkla’s operating profit or loss in a five-year perspective. High financial effect is defined as a potential effect of around NOK 1 billion on operating profit/loss in a five-year period.

Climate and nature changes are deemed to have a potentially high financial effect on the materiality assessment. Climate and nature changes represent both a strategic risk and an opportunity for Orkla, and thus exert considerable influence on Orkla’s strategies and decisions. Orkla's climate and nature risk analysis from 2024 has focused on identifying risks related to climate change and nature risk for the company's own operations and value chain. Scenario analyses have also been used in risk analysis.

Elaboration of financial risks related to climate and nature changes
Physical climate and nature risk
The financial risk associated with climate and nature change is considered high. More than half of all direct raw materials used by Orkla derive from agriculture. It is clear that risks such as loss of biodiversity, more frequent extreme weather events and higher mean temperatures, combined with excessive utilisation of land areas, are increasingly affecting crops. This could lead to higher raw material prices and the risk of being unable to obtain necessary raw materials. This will in turn affect the prices of products sold to consumers, and could result in lower demand and turnover.

To address these challenges, Orkla will increase its knowledge of how new production systems that are more resistant to climate and nature change can be developed in collaboration with relevant partners. The Orkla companies engage with the value chain and work closely with suppliers to diversify their purchases and use third-party certifications to ensure sustainable production of raw materials. Orkla has many years' experience in global commodity procurement, and seeks to have flexible product portfolios and recipes. This makes it possible for Orkla to switch raw material suppliers and origins if necessary. Consideration is constantly given to whether risk reduction measures are needed. This underlines the need to understand the expected financial effects of climate and nature risk so that targeted risk-reducing strategies can be implemented to make Orkla more resilient to climate and nature change.

The 12 largest product categories sourced by Orkla are disclosed in Note 10. Total costs of goods account for 50% (51% in 2023) of total operating revenues for the consolidated portfolio companies including Orkla ASA and the business service companies. The five largest categories apart from packaging account for approximately 30% of total costs of goods. This concerns the following product categories: additives, vegetable oil and margarine, grain-based products, dairy products and vegetables.

Extreme weather and weather conditions that cause power outages and floods can lead to production stoppages. Based on the evaluation of climate scenarios, Orkla anticipates a low risk of events caused by climate change related to Orkla's own operations. Where relevant, the companies have put in place systems for dealing with extreme weather and other natural impacts.

Transition risk
Other material risks for Orkla include transition risk and the potential financial impact of a substantial increase in carbon pricing and other taxes. The group expects the reduction in greenhouse gas emissions from own operations to mitigate this risk in both the short and the long term. Further improvement initiatives and investments are needed. Orkla has dedicated resources allocated to manage material sustainability matters, as described in section ESRS 2 GOV-1 of Orkla's sustainability statement, including management of impacts, risks and opportunities related to climate change. In addition, Orkla's portfolio companies have dedicated resources at all factories engaging in energy efficiency, process optimisation and the reduction of fossil sources. The work is typically organised in the engineering departments, but operation and innovation also participate in energy projects.

The investments necessary to achieve the net zero trajectory and adapt to climate-related risks will be further assessed during 2025; however, the needed investment meeting the 2030 target for Scopes 1 and 2 has been estimated to be in the range of NOK 250-350 million. The investments are related to energy efficiency actions, transition from fossil to renewable energy sources and the purchase of relevant EACs to secure renewable electricity. In connection with the impairment tests, expected investments related to the net zero transition trajectory and adaptation to climate-related risks totalling NOK 800 million for the years 2025 to 2029 were included. This is not considered to have a material impact on the useful life of existing property, plant and equipment that have been capitalised.

Total energy costs associated with production and heating amounted to NOK 1,063 million in 2024 (NOK 1,139 million in 2023) for the Orkla group; see Note 13. Energy costs are a volatile cost element for all the consolidated portfolio companies. Energy costs are also affected by political framework conditions.

More information on the processes for assessing climate and nature-related financial risk can be found under 'General information – material impacts, risks and opportunities management and management of climate and nature-related financial risk' can be found in Orkla's reporting on climate and nature-related management, under Environmental information – E1 Climate change and E4 Biodiversity.

E Estimate uncertainty

In the financial statements, best estimates have been used for factors that could be impacted by climate and nature risk. Orkla is particularly exposed to raw material price increases. Orkla's portfolio companies use many different types of raw materials in production, and an anticipated change in future raw material prices has been utilised in estimates for each individual raw material. Thus no extreme price increases have been taken into account in the estimates.

Continuous assessments are carried out of Orkla factories located in areas exposed to the risk of flooding, earthquakes and other natural disasters. However, such risk is considered to be so low that it has not been taken into account in the estimates.

It is particularly important to assess the impact of climate change in connection with impairment assessments. In connection with the impairment tests carried out in the group, assessments have been made of the impact of and sensitivity to climate risk in each individual portfolio company. Climate-related risk is commented on for the different portfolio companies in the tables in Note 18, where key assumptions underpinning the impairment tests are disclosed. Areas that are particularly exposed to impairment will also be particularly exposed to increases in raw material prices; see the section on Sensitivity in Note 18.

Note 4
Use of estimates and assumptions in preparing the consolidated financial statements

Areas of greatest estimate uncertainty
Management has applied estimates and assumptions in preparing the consolidated financial statements. This applies to assets, liabilities, revenues, expenses and supplementary information related to contingent liabilities.

Fair value assessments are affected by estimates of required rates of return. The required rate of return is determined using the capital asset pricing model, and is impacted by estimates of risk-free interest and risk premium.

Most items in the statement of financial position will be subject to some estimate uncertainty. This uncertainty is disclosed in the respective notes. Some areas are substantially affected by estimate uncertainty. The areas in which estimates will have the greatest significance are shown in the table below.

Non-current assets
The areas featuring the greatest risk of material changes are capitalised goodwill and trademarks with an indefinite useful life. This is because the amounts involved are substantial and because the value of the asset is based on recognition policies from purchase price allocations which may subsequently be affected by a change in value. Proprietary trademarks are not capitalised, and consequently do not entail any risk in relation to the statement of financial position.

Write-downs totalling NOK 778 million were taken in the Orkla group in 2024; see the disclosures made in Note 18. The situation will be monitored closely with regard to possible further indications of a need for write-downs for some of the group's businesses.

Global challenges posed by climate change and resource scarcity affect Orkla's operations in the form of the risk of changes in raw material availability, raw material costs and political framework conditions. Financial effects related to climate risk are disclosed in greater detail in Note 3.

The valuation and estimated useful life of property, plant and equipment are based on forward-looking information and will always involve a degree of uncertainty. The various production sites are routinely assessed based on a going-concern approach, unless otherwise planned or decided.

Several of the group's lease agreements include renewal options. This applies particularly to leases of restaurant premises, offices and warehouse premises. Only options whose exercise is reasonably certain are recognised in the lease liability. Further information on the valuation of renewal options is disclosed in Note 21.

Assessments regarding the valuation of long-term assets are disclosed in Note 18.

Discounts
Discounts amount to a substantial total for the consolidated portfolio companies. Such discounts do not appear directly in the financial statements. It is net turnover after discounts that is presented as the group's operating revenues.

The majority of discounts are netted in relevant invoices. Provisions are made for the share of discounts that are not netted directly in an invoice. Discounts for which provisions are made are reported as a current liability, and amounted to NOK 1.9 billion as at 31 December 2024 (NOK 1.8 billion as at 31 December 2023). Discounts for which provisions are made are related to contractual arrangements that are largely based on agreements with chains and reported sales. The discount structure is complex, and discounts are calculated on the basis of various discount matrices and agreements. Provisions are made for discounts at their anticipated value, and this entails an inherent risk of estimate variance. Discounts for which provisions are made are mainly annual discounts that will be paid out in the following year. There have been no material variances between provisions for and actually reported discounts in the past few years.

Other matters
Other estimates and assumptions are disclosed in various notes, and any information that is not logically included in other notes is presented in Note 37.

Looking ahead
Changes in framework conditions
Future events and changes in local or global operating parameters may make it necessary to revise estimates and assumptions.

Amounts in NOK million Accounting item	Note	Estimate/assumptions	Book value
Goodwill	18, 19	Net present value future cash flows/NSV[1]	27 038
Trademarks with indefinite life	18, 19	Net present value future cash flows/NSV[1]	8 159
Property, plant and equipment	18, 20	Net present value future cash flows/NSV[1]	19 000
Leases	21	Lease period, renewal options and net present value future cash flows	2 123
Discounts, reduction in prices of seasonal goods, etc.	9, 27	Estimated need for provision in line with agreements	1 905

1 NSV: Net Sales Value.

Orkla's partnership agreements with customers are mainly entered into for limited periods of time, as is the case for the rest of the industry. The parameters for the partnership are thus normally renegotiated at regular intervals. These negotiations can result in changes in both the conditions and positions covered by the individual partnership agreement. The Orkla companies normally enter into agreements with individual customers.

Changes in accounting standards
Orkla's consolidated financial statements will be affected by changes in the IFRS Accounting Standard. IFRS 18 'Presentation and Disclosure in Financial Statements' is a new accounting standard for presentation of financial statements which will apply as of the 2027 financial year. Its purpose is to increase comparability between companies and improve communication in financial statements. The new standard introduces new categories and sub-totals in the income statement, the concept of MPMs (management-defined performance measures) and more specific requirements for grouping and specification of information. While it is clear that this will affect the presentation of Orkla's consolidated financial statements, the group has not yet completed its impact assessment.

At the time the Annual Financial Statements for 2024 were prepared and presented, there were no changes in standards (other than IFRS 18) or the interpretations of standards, or in issued but not yet effective standards, which are expected to have a material impact on the group's financial statements.

Exercise of judgement
The preparation and presentation of financial statements requires management to make decisions based on the knowledge and judgement that exist on the closing date. This can apply to estimates and assumptions regarding financial statement items or other matters that could also materially affect the valuation of the company. Material changes in value from 31 December until such time as the Board of Directors approves the annual financial statements will be reflected in either the financial statements or in notes.

The financial statements may also be affected by the choice of presentation form, accounting policies and the exercise of judgement. This applies to items with limited reliability as measures of the group's current earnings. Such items are presented as 'Other income' and 'Other expenses' in the income statement. The items are included in the group's operating profit or loss, but not in EBIT (adj.).

Assessments regarding the recognition of leases may also entail exercise of judgement. This applies, for instance, when assessing whether renewal options should be recognised and whether a distinction should be made between leases and service agreements; see further information in Note 21.

Note 5 Disposals and acquisitions of companies

P Accounting policies

Disposals of companies
When a business where Orkla has control is divested, the calculated gain/loss before tax is presented as 'Other income' or 'Other expenses'. Incurred sale expenses reduce the gain/increase the loss. Accumulated translation differences and any hedging reserves linked to the divested business will be recognised in the income statement as part of the gain/loss, with a corresponding offsetting entry recognised as 'Other items' in comprehensive income.

For a more detailed explanation of the principle governing the classification of assets 'Held for sale' and 'Discontinued operations', see Note 2.

Business combinations
Business combinations are accounted for using the acquisition method. If there are non-controlling interests in the acquired company, these will receive their share of allocated assets and liabilities, except for goodwill. Transactions with the non-controlling interests will be recognised in equity. M&A costs and subsequent integration costs are recognised as 'Other expenses'.

E Estimate uncertainty

In company acquisitions, the assets taken over are valued at fair value at the time of purchase. The various assets are valued on the basis of different models, and goodwill is the residual in this type of purchase price allocation. Errors in estimates and assumptions can lead to an error in the split of the value between the various assets, but the sum total of the excess value will always be consistent with the purchase price paid.

Disposals of companies
Agreement with Rhône
Orkla has entered into a partnership agreement with investment funds affiliated with Rhône Capital ('Rhône') under which Rhône has acquired 40% of the shares in Orkla Food Ingredients AS (OFI). The transaction was completed on 17 April 2024. Rhône is a leading private equity firm that invests in companies with a transatlantic presence. The purchase price paid for 40% of the shares in OFI amounts to EUR 213.5 million (approximately NOK 2.5 billion), comprising EUR 188.0 million (approximately NOK 2.2 billion) in cash payments and EUR 25.5 million (approximately NOK 0.3 billion) in the form of interest-bearing seller's credit. After completion, OFI had net interest-bearing debt of approximately NOK 6.8 billion, which includes a subordinated loan from Orkla ASA totalling approximately NOK 1.0 billion. OFI's external loans are without recourse to Orkla ASA or other companies in the group; see also Note 29. Rhône has an option, exercisable until 31 March 2027, to acquire an additional 9% of OFI's equity at

the same price per share as in the transaction completed on 17 April 2024. The agreement between Rhône and Orkla contains customary provisions governing the partnership.

An investment programme for OFI's management was implemented in June 2024. Following introduction of the programme, Orkla owns 59.4% of OFI and Rhône 39.6%.

The total sale proceeds generated by the sale of 40.6% of OFI amount to NOK 2,527 million.

The partnership agreement with Rhône does not affect the control assessment, and OFI continues to be consolidated line by line in Orkla's consolidated financial statements. The ownership interests of Rhône and OFI management are presented as non-controlling interests in Orkla. The non-controlling ownership interests' share of profit after tax, their share of comprehensive income and their share of equity are recognised on separate lines in Orkla's financial statements. The sale of the shares in OFI has been recognised as an equity transaction. The transaction has accounting effect from 17 April 2024.

Other disposals

Orkla sold 100% of the shares in Lilleborg AS to Solenis in 2024. Lilleborg supplies professional cleaning solutions and is the market leader in the Norwegian B2B market. Lilleborg has been an exclusive distributor for Diversey – a Solenis company – in the Norwegian market since 2004, and additionally markets a broad portfolio of products and services. Solenis is a leading global manufacturer of speciality chemicals for water-intensive industries. Orkla's gain on the sale is presented as 'Other income' (see Note 14). The transaction has accounting effect from 1 June 2024.

At the time of the sale, Lilleborg had recognised assets of NOK 286 million and recognised liabilities of NOK 213 million.

In May 2024, Orkla Foods sold Blombergs Gløgg, including recipes and intangible assets, to Anora Group. The operating revenues related to this brand totalled approximately NOK 12 million in 2023. Orkla's gain on the sale is presented as 'Other income' (see Note 14).

Orkla Foods has also sold two businesses in the Czech Republic as part of a restructuring project implemented by Orkla Foods Česko a Slovensko; see Note 14

Acquisitions of companies

In the third quarter of 2024, The European Pizza Company (TEPC) acquired an additional 6.25% of the Dutch company New York Pizza. TEPC acquired a 75% stake in this company in 2021.

In July 2024, Orkla Food Ingredients signed and implemented an agreement to acquire 100% of the shares in Freunde der Erfrischung GmbH (FDE). FDE supplies sugar-free slush syrups, slush machines and other products, such as disposables and spare parts, to customers in the entertainment and quick service industry. The company had 18 employees at the time of the acquisition.

Orkla Food Ingredients has acquired 70% of the shares in Kartonage AS, a well-established supplier of cardboard packaging and service solutions. At the time of the acquisition, Kartonage had 13 employees. Orkla Food Ingredients has an option to acquire the remaining 30% of the company. Orkla Foods Ingredients has also acquired a residual stake from non-controlling interests in the Dutch company Quatro Enzyme Solutions, and now owns 100% of the company.

In the course of 2024, Orkla Foods paid outstanding purchase sums linked to the acquisitions of Easyfood (acquired in 2019) and Khell Food (acquired in 2023). Orkla Foods also acquired a residual 20% stake in Seagood Fort Deli (Finland), and now owns 100% of the company.

In connection with Orkla's sale of Finansgruppen Eiendom AS in 2015, the group granted the purchaser a seller's credit. In 2024, by way of settlement of the seller's credit, Orkla acquired properties with a total value of NOK 119 million on a debt-free basis, of which NOK 38 million comprised associated companies; see Note 6. The acquired property companies own several office premises and residential properties in Kristiansund, as well as one office property in Sandnessjøen.

Other matters related to purchase price allocations

Capitalised goodwill related to acquisitions comprises synergies, assets related to employees, other intangible assets that do not qualify for separate capitalisation, future excess earnings and the fact that deferred tax in accordance with IFRS is not discounted.

The purchase price allocations for companies acquired in 2024 had not been completed as at 31 December 2024, due to uncertainty attached to certain valuation factors. There are no material variable payments for any of the acquisitions completed in 2024 except as disclosed in the note. Goodwill related to acquisitions in 2024 is not tax deductible.

The purchase price allocations for all companies acquired in 2023 were completed in 2024. No material changes were made in the purchase price allocations.

Operating revenues and EBIT (adj.) for the largest acquisitions, before and after the acquisition, are presented in the table on the next page.

Acquisition costs totalling NOK 148 million were recognised in 2024 (NOK 162 million in 2023). The acquisition costs are presented as 'Other costs'; see Note 14.

Acquired companies

Amounts in NOK million	Acquisition			Allocation of excess and deficit values					Operating revenues		EBIT (adj.)[1]	
	Date of control	Interest after acquisition	Acquisition cost	Trademarks	Property, plant and equipmen	Other	Deferred tax	Goodwill	After acquisition date	Before acquisition date	After acquisition date	Before acquisition date
2024												
Freunde der Erfrischung (Orkla Food Ingredients)	July	100%	86	-	-	-	-	68	26	35	6	7
Companies acquired from FG Eiendom (Orkla Eiendom)	November	100%	63	-	13	-	-		1	3	0	2
Kartonage (Orkla Food Ingredients)	May	70%	49	-	-	-	-	13	17	12	2	0
Buy-out non-controlling interests New York Pizza (The European Pizza Company)	-	81%	163	-	-	-	-	-	-	-	-	-
Buy-out non-controlling interests Seagood Fort Deli (Orkla Foods)		100%	30	-	-	-	-	-	-	-	-	-
Buy-out non-controlling interests Quatro Enzyme Solutions (Orkla Food Ingredients)	-	100%	25	-	-	-	-	-	-	-	-	-
Remaining purchase price Easyfood (Orkla Foods)	-	-	52	-	-	-	-	-	-	-	-	-
Other acquisitions	-	-	73	0	0	0	0	37				
Acquisitions at enterprise value			**541**	**0**	**13**	**0**	**0**	**118**				
Purchase of associates			42									
Purchase of other shares			0									
Acquisitions in segments, enterprise value (see Note 7)			**583**									
Interest-bearing liabilities acquisitions			(142)									
Cash flow effect acquisitions[2]			**441**									
2023												
Bubs Godis, Orkla Confectionery & Snacks	February	100%	595	130	-	1	(27)	288	326	26	41	3
Khell Food, Orkla Foods Europe	March	100%	165	-	-	(1)	-	133	140	19	14	(2)
Remaining purchase price Cake Dekor, Orkla Food Ingredients			55	-	-	-	-	-				
Other acquisitions			84	0	0	0	0	22				
Acquisitions at enterprise value			**899**	**130**	**0**	**0**	**(27)**	**443**				
Purchase of associates			50									
Purchase of other shares			0									
Acquisitions in segments, enterprise value (see Note 7)			**949**									
Interest-bearing liabilities acquisitions			(135)									
Cash flow effect acquisitions[2]			**814**									

1 Profit/loss before tax of companies acquired in 2024 (amount recognised in Orkla shown in parentheses): Freunde der Erfrischung NOK 13 million (NOK 6 million); Kartonage NOK 1 million (NOK 1 million) and properties purchases from FG Eiendom NOK 0 million (NOK 0 million).
2 Equivalent to compensation for equity adjusted for cash and cash equivalents. Cash and cash equivalents in acquisitions totalled NOK 17 million in 2024 (NOK 29 million in 2023). All acquisitions were settled by cash consideration.

Acquired companies statement of financial position - fair value

Amounts in NOK million	2024 Total Fair value	2024 Freunde der Erfrischung Fair value	2024 Other acquisitions Fair value	2023 Total Fair value
Property, plant and equipment	87	2	85	224
Intangible assets	1	0	1	137
Deferred tax assets	1	0	1	0
Other non-current assets	3	0	3	25
Inventories	44	18	26	36
Receivables	12	3	9	51
Shares in other companies	2	0	2	0
Assets	**150**	**23**	**127**	**473**
Provisions	(7)	0	(7)	(35)
Non-current liabilities, non-interest-bearing	47	0	47	70
Current liabilities, non-interest-bearing	7	(5)	12	(87)
Non-controlling interests	226	0	226	35
Net assets	**423**	**18**	**405**	**456**
Goodwill	118	68	50	443
Acquisition cost at enterprise value	**541**	**86**	**455**	**899**

Note 6 Investments accounted for using the equity method

Accounting policies

The equity method
Associates and joint ventures are accounted for using the equity method, and the group's share of the companies' profit/loss after tax and non-controlling interests is presented after Orkla's operating profit/loss. If the value of the share is written down, the write-down is presented on the same line. Figures for associates and joint ventures which do not report in accordance with IFRS are restated prior to inclusion in the consolidated financial statements.

Associates and joint ventures

Amounts in NOK million	Jotun	Other	Total
Book value 1 January 2023	**6 032**	**122**	**6 154**
Additions/disposals	27	6	33
Share of profit/loss	1 853	(17)	1 836
Dividends	(365)	0	(365)
Translation differences	0	6	6
Items charged to equity	112	0	112
Book value 31 December 2023	**7 659**	**117**	**7 776**
Additions/disposals		42	42
Share of profit/loss	1 860	5	1 865
Dividends	(948)	(2)	(950)
Translation differences	0	5	5
Items charged to equity	516	0	516
Book value 31 December 2024	**9 087**	**167**	**9 254**
Ownership interest	42.7%[1]		

1 The group has 38.6% of the voting rights in Jotun.

Associates and joint ventures
Orkla's 42.7% interest in Jotun is presented as an associate; see separate section in this note. Orkla also has some smaller associates and joint ventures.

Orkla has no contingent liabilities, either on its own or jointly with other investors, in associates or joint ventures.

No write-downs were made of any associates or joint ventures in 2024. In 2023, write-downs totalling NOK 20 million were made of the Portuguese company Asteriscos e Reticências S.A. and the Norwegian company Arctic Seaweed AS. Arctic Seaweed AS was reclassified as a financial investment in 2023 in response to the dilution of Orkla's ownership interest.

Jotun
Jotun is one of the world's leading manufacturers of paints and powder coatings, with 67 subsidiaries and 40 manufacturing facilities worldwide. Jotun also has sales offices, dealers and distributors in more than 100 countries. The Jotun group currently has more than 10,600 employees, and is organised into four segments covering five regions. Its head office is located in Sandefjord, Norway.

Jotun's carrying value using the equity method is NOK 9,087 million. Orkla's ownership interest (42.7%) serves as the basis for recognition using the equity method, while Orkla has 38.6% of the voting rights. Orkla owns 42,469 A shares and 103,446 B shares in the company. An A share carries 10 times as many votes as a B share.

Jotun is a family-controlled group, and Orkla has been an active minority shareholder in Jotun for more than 50 years. The value of Orkla's interest in Jotun must be evaluated accordingly. An internal valuation of Jotun substantiates that there is considerable excess value in Orkla's investment in Jotun relative to the investment's carrying value.

Income statement and statement of financial position Jotun (100% figures)

Amounts in NOK million	2024	2023
Operating revenues	34 206	31 861
Operating profit/loss	6 766	6 430
Profit/loss after tax and non-controlling interests	**4 358**	**4 342**
Other comprehensive income after non-controlling interests	**5 619**	**4 634**
Non-current assets	13 914	12 507
Current assets	20 990	17 574
Total assets	**34 904**	**30 082**
Non-current liabilities	3 521	2 770
Current liabilities	9 723	8 986
Total liabilities	**13 243**	**11 756**

Reconcilation of equity Jotun against Orkla's share

Amounts in NOK million	2024	2023
Equity in Jotun	21 660	18 325
Non-controlling interests	372	433
Owners of the parent's equity	21 288	17 892
Orkla's share of equity (42.7%)	9 087	7 659
Orkla's share of profit/loss after tax and non-controlling interests (42.7%)	1 860	1 853

Note 7 Segments

Accounting policies

All Orkla's portfolio companies constitute separate reporting segments. Orkla ASA, including the Business Service companies, and Hydro Power and Orkla Eiendom (real estate) in Financial Investments are also separate reporting segments. Figures are reported to Orkla's Management Team (chief operating decision maker) on the basis of these reporting segments.

Sale revenues are broken down by geographical market based on the customer's location. The accounting policies on which segment reporting is based are the same as for the rest of the consolidated financial statements.

Transactions between different segments are priced on market terms. Orkla ASA provides services to the companies in the Orkla group and charges them for these services based on the aforementioned policies.

Portfolio companies

Jotun (42.7% ownership interest) is an associate of Orkla. The share of profit/loss and capitalised value of associates are not presented in the segment note. Jotun is presented in Note 6 Investments accounted for using the equity method.

Orkla Foods supplies well-known local branded products to consumers in the Nordics, Baltics and Central Europe. The portfolio company holds leading market positions in a number of categories, including frozen pizza, ketchup, soups, sauces, bread toppings and ready-to-eat meals. A steadily growing percentage of turnover derives from vegetable-based and more sustainable products. Orkla Foods primarily sells its products through the grocery retail trade, but also holds strong positions in the food service, convenience store and petrol station sectors. Norway and Sweden are Orkla Foods' two largest markets.

Orkla Snacks holds strong number one and number two positions in the snacks, confectionery and biscuits categories, marketing well-known local brands and tastes in the Nordic and Baltic regions. Norway is its largest individual market, and the grocery sector its main sales channel.

Orkla Food Ingredients supplies ingredients to a broad range of customers in the bakery, ice cream and plant-based markets, and has a leading position in Europe and a platform for growth in the USA. The company's own manufactured products account for around 63% of sales. Important sales channels include industrial manufacturers that chiefly manufacture and supply products to the grocery channel, the Out of Home channel, for example through artisanal bakeries and ice cream kiosks, and direct sales to consumers. The biggest product categories are margarine and butter blends, bread and cake improvers and mixes, yeast, marzipan and ice cream ingredients.

Orkla Health is a leading branded products company with strong local brands in the dietary supplements, oral care, wound care and functional personal care categories. Its home markets are the Nordic region, the Baltics, the UK, Poland and Spain. The company also exports a substantial and growing percentage of its products outside its home markets through its extensive distributor network. Through NutraQ and Healthspan, Orkla Health sells dietary supplement products directly to consumers in the Nordic region, in the UK and in European countries including the Netherlands, the Czech Republic, Slovakia and Italy.

Orkla India offers customers across India a broad portfolio of food products, centred around spices and spice blends, through well-known local brands with strong roots in South India.

The European Pizza Company consists mainly of franchise pizza outlets in European countries. Kotipizza has sales outlets in Finland, New York Pizza in the Netherlands and Germany, and Da Grasso in Poland. The franchise outlets purchase raw materials through local and integrated wholesale companies and the dough factory Euro Pizza Product B.V. in the Netherlands, which is owned by The European Pizza Company.

Orkla Home & Personal Care is the Nordic region's leading supplier of cleaning and personal care products for the consumer market, and has strong local brands and a local value chain. Norway is clearly the largest market, with the company holding leading positions in the laundry detergent, cleaning and personal care segments in that country. In Sweden and Finland, the company is positioned as a challenger, operating under an agency agreement with Orkla Care Sweden in the Swedish market and a distributor agreement with Orkla Care Finland in the Finnish market. In addition, contract manufacturing accounts for a substantial share of the business, with Orkla Home & Personal Care mainly producing soap (Tork) on behalf of Essity, cleaning products on behalf of Solenis and some products for Orkla Health.

Orkla House Care supplies painting tools and accessories to both do-it-yourselfers and professional painters. While its primary markets are Scandinavia, Benelux and the UK, its products are also exported to more than 50 other countries. The core products, which include paintbrushes and rolls, are mainly manufactured by its own factories in Sweden, the UK and China. Orkla House Care markets innovative painting products and solutions with the goal of being the leading supplier in Europe.

Health and Sports Nutrition Group (HSNG) is a leading player in the Nordic sports nutrition sector, and operates in Sweden, Norway, Finland and Denmark. HSNG sells through the websites Gymgrossisten, Fitnesstukku, Proteinfabrikken, Bodystore, Bodyman (all B2C e-commerce platforms), the B2B distribution brand Fitness Market, and leading grocery chains in Sweden, Norway and Finland. Sales comprise a mixture of external brands and own brands.

Pierre Robert Group (PRG) sells basic textiles and woollen garments in Norway, Finland and Sweden. The brand portfolio consists of strong local brands with leading positions in the Norwegian and Finnish grocery sectors. Pierre Robert Group also has its own online store. In February 2025, Orkla entered into an agreement to sell the entire Pierre Robert Group; see Note 38.

Lilleborg is a leading supplier of effective and sustainable hygiene and cleaning solutions to professional and industrial customers in Norway. Lilleborg was sold in 2024; see Note 5 and Note 14.

The parent company Orkla ASA and Business Service companies

Orkla ASA is the parent company in the Orkla group. In organisational terms, it consists of corporate functions that undertake ownership-related tasks and provide defined types of expert support to the portfolio companies. The Investment team performs investment activities and ownership tasks pertaining to Orkla's portfolio companies. The other functions deliver central ownership-related services to the parent company in the fields of finance, communications, HR, legal, compliance, risk, cybersecurity, official dialogue and crisis management. In addition, three Centres of Excellence have been established to support the portfolio companies in the areas of sales, marketing and innovation, and sustainability.

Orkla ASA also owns three Business Service companies that deliver IT, procurement and financial services to the portfolio companies. The Business Service companies have been organised as centralised units to secure cost effectiveness and synergies between the portfolio companies.

Financial Investments

Orkla has investments outside the portfolio companies, which are organised under Financial Investments. These investments comprise Hydro Power and Orkla Eiendom, which are consolidated into Orkla's consolidated financial statements.

Hydro Power consists of wholly-owned power plants in Sarpsfoss and leased power plants through Orkla's 85% interest in AS Saudefaldene. The power operations in Sauda are regulated by a lease with Statkraft that runs until 31 December 2030. The energy operations produce and supply electricity to the Nordic power market, with mean annual production (2015–2024) totalling 2.5 TWh, of which around 1 TWh is a fixed delivery commitment with a net-zero profit effect; see Note 34. On 24 January 2025, Orkla entered into agreements to sell its entire hydropower portfolio in two separate transactions; see Note 38.

Orkla Eiendom (real estate) concentrates on investment in and development and sales of properties, primarily related to Orkla's activities. It also operates several commercial properties at Skøyen, Oslo, including the group's headquarters.

Further information on the breakdown of segments

Orkla is an industrial investment company whose scope of business is brands and consumer-oriented companies. Orkla reports in accordance with its corporate structure, which comprises 11 portfolio companies, Financial Investments and Orkla ASA, including Business Service companies. Ten of the portfolio companies have been consolidated line-for-line into the consolidated financial statements, while the final portfolio company, Jotun, is accounted for using the equity method (see Note 6).

Income statement items in the segment information

The segment information tables show sale revenues broken down by geographical market, based on customer location. The products and services from which revenues derive are disclosed at the start of this note. See Note 9 for further information on revenue recognition.

Operating profit/loss in the segment information equates to operating profit/loss in the consolidated income statement. Operating costs in the segment presentation equate to the sum total of costs of goods sold, payroll costs and other operating costs.

The Orkla group has a centralised finance function, and the group's external loan agreements are entered into at central level for all Orkla subsidiaries other than subsidiaries forming part of the portfolio company Orkla Food Ingredients. The capital needs of all subsidiaries not forming part of Orkla Food Ingredients are covered through internal loans and equity. Financial items linked to these subsidiaries are therefore presented for the group as a whole. The same applies to tax costs. The breakdown of non-controlling interests' share of the profit/loss for the period is presented in Note 33.

The complete income statement for Orkla Food Ingredients is presented at the end of this note.

Statement of financial position items in the segment information

Statement of financial position items covered by Orkla's definition of capital employed are broken down by segment in this note. Capital employed represents net capitalised working capital in the different segments. This is an important metric for Orkla as regards the breakdown of capital between the different segments. Orkla monitors its return on capital employed (ROCE) closely, and has presented the ROCE of each portfolio company at the beginning of this Annual Report; see also the definition of this key figure in the chapter 'Alternative Performance Measures'. Net working capital is closely monitored to reduce the funds tied up in capital in the portfolio companies. Net working capital is defined in the table below.

Specification of net working capital for consolidated portfolio companies incl. Orkla ASA and Business Service companies

Amounts in NOK million	2024	2023
Trade receivables	8 793	8 650
Other current receivables	988	864
Inventories	9 738	9 802
Trade payables	(8 948)	(8 507)
Value added tax, employee withholding taxes etc.	(1 125)	(1 221)
Other current liabilities	(2 748)	(2 577)
Net working capital	**6 698**	**7 011**

Presentation of cash flow statement items in the segment information

At group level, the bottom line of the Orkla-format statement of cash flows shows the change in net interest-bearing liabilities, which is a key figure for the group and is used directly in segment management. The presentation of segment information related to cash flow therefore refers to the Orkla-format statement of cash flows.

Cash flow from operations is an important management parameter for Orkla, and is broken down by segment in this note. The cash flow statement in the Orkla format shows the group's overall financial capacity, generated by the group's operations, to cover the group's financial items and tax payments. Cash flow from operations is split into 'Cash flow from operations consolidated portfolio companies incl. Orkla ASA and Business Service companies' and 'Cash flow from operations Financial Investments', where the latter is aggregated on one line.

The final part of the cash flow statement shows self-determined measures such as dividend distributions, trading in the Orkla share and implemented expansion measures in the form of direct expansion investments and acquisitions and disposals of companies. Direct expansion investments are defined as investments in new geographical markets, investments in new categories and investments representing substantial increases in capacity; see the chapter on 'Alternative Performance Measures' (APM). The cash flow statement is based on an average monthly exchange rate, while the change in net interest-bearing liabilities is an absolute figure measured calculated using the closing rate. The difference is explained by the currency translation effect related to net interest-bearing liabilities.

The Orkla-format statement of cash flows is shown after the segment information in this note.

Segments 2024

Amounts in NOK million	Orkla Foods	Orkla Snacks	Orkla Food Ingredients	Orkla Health	Orkla India	The European Pizza Company	Orkla Home & Personal Care	Orkla House Care	Health and Sports Nutrition Group	Pierre Robert Group	Lilleborg	Orkla ASA[1]	Eliminations	**Consolidated Portfolio Companies incl. Orkla ASA**	Hydro Power	Orkla Eiendom	Eliminations	**Orkla**
Revenues/profit/loss																		
Norway	5 564	2 617	1 664	1 162	0	4	1 428	421	391	334	244	1	0	**13 830**	1 362	0	0	**15 192**
Sweden	5 684	2 171	2 599	790	0	160	774	177	578	38	0	0	0	**12 971**	0	0	0	**12 971**
Denmark	1 971	1 009	2 844	940	0	0	17	105	76	0	0	0	0	**6 962**	0	0	0	**6 962**
Finland	1 626	1 473	565	910	0	1 416	0	33	135	162	0	0	0	**6 320**	0	0	0	**6 320**
The Baltics	721	1 371	670	125	0	0	0	18	0	0	0	0	0	**2 905**	0	0	0	**2 905**
Rest of Europe	4 680	995	9 422	2 684	17	1 456	189	868	0	1	0	0	0	**20 312**	0	0	0	**20 312**
Rest of the world	109	61	1 379	657	3 036	0	38	18	0	0	0	0	0	**5 298**	0	0	0	**5 298**
External sales revenues	**20 355**	**9 697**	**19 143**	**7 268**	**3 053**	**3 036**	**2 446**	**1 640**	**1 180**	**535**	**244**	**1**	**0**	**68 598**	**1 362**	**0**	**0**	**69 960**
Other operating revenues	29	24	20	3	53	1	3	6	25	0	0	22	0	**186**	40	470	0	**696**
Intercompany sales	210	14	211	72	0	2	237	0	53	0	5	1 164	(1 948)	**20**	0	142	(162)	**0**
Operating revenues	**20 594**	**9 735**	**19 374**	**7 343**	**3 106**	**3 039**	**2 686**	**1 646**	**1 258**	**535**	**249**	**1 187**	**(1 948)**	**68 804**	**1 402**	**612**	**(162)**	**70 656**
Operating expenses	(17 245)	(7 988)	(17 531)	(6 212)	(2 578)	(2 431)	(2 280)	(1 405)	(1 189)	(550)	(215)	(1 519)	1 939	**(59 204)**	(453)	(417)	162	**(59 912)**
Depreciation	(817)	(474)	(533)	(189)	(65)	(272)	(91)	(55)	(36)	(11)	(8)	(67)	0	**(2 618)**	(135)	(35)	0	**(2 788)**
EBIT (adj.)	**2 532**	**1 273**	**1 310**	**942**	**463**	**336**	**315**	**186**	**33**	**(26)**	**26**	**(399)**	**(9)**	**6 982**	**814**	**160**	**0**	**7 956**
Other income and expenses	(10)	(324)	(137)	(12)	(8)	(6)	(2)	(6)	10	(127)	0	17	0	**(605)**	0	0	0	**(605)**
Operating profit/loss	**2 522**	**949**	**1 173**	**930**	**455**	**330**	**313**	**180**	**43**	**(153)**	**26**	**(382)**	**(9)**	**6 377**	**814**	**160**	**0**	**7 351**
Cash flow																		
Cash flow from operations	3 148	1 428	1 125	936	557	440	367	272	96	20	24	(469)	0	**7 944**	744	170	0	**8 858**
Of this net replacement investments	(791)	(272)	(506)	(130)	(27)	(129)	(43)	(34)	(11)	(1)	(11)	(33)	0	**(1 988)**	(113)	(21)	0	**(2 122)**
Expansion investments	(54)	(44)	(274)	(103)	0	(25)	0	(2)	0	0	0	0	0	**(502)**	0	0	0	**(502)**
Total investments	(845)	(316)	(780)	(233)	(27)	(154)	(43)	(36)	(11)	(1)	(11)	(33)	0	**(2 490)**	(113)	(21)	0	**(2 624)**
Capital employed																		
Net working capital	2 015	562	2 397	1 227	177	122	106	145	67	75	0	(185)	(10)	**6 698**	64	235	0	**6 997**
Intangible assets	9 372	6 113	4 897	7 636	2 339	3 737	975	723	440	0	0	44	0	**36 276**	18	0	0	**36 294**
Property, plant and equipment	5 512	4 325	4 058	1 044	549	754	592	280	183	6	0	258	0	**17 561**	1 902	1 660	0	**21 123**
Pension liabilities, net	(795)	(200)	(195)	(19)	(20)	0	(270)	(2)	0	(5)	0	(681)	0	**(2 187)**	(13)	(2)	0	**(2 202)**
Deferred tax, excess values	(409)	(441)	(9)	(256)	(208)	(175)	(11)	(43)	(26)	0	0	0	0	**(1 578)**	0	(3)	0	**(1 581)**
Capital employed	**15 695**	**10 359**	**11 148**	**9 632**	**2 837**	**4 438**	**1 392**	**1 103**	**664**	**76**	**0**	**(564)**	**(10)**	**56 770**	**1 971**	**1 890**	**0**	**60 631**
Key Figures																		
Operating margin EBIT (adj.)	12.3%	13.1%	6.8%	12.8%	14.9%	11.1%	11.7%	11.3%	2.7%	-4.8%	10.6%			**10.1%**	58.1%			**11.3%**

1 Including Business Service companies.

Segments 2023

Amounts in NOK million	Orkla Foods	Orkla Snacks	Orkla Food Ingredients	Orkla Health	Orkla India	The European Pizza Company	Orkla Home & Personal Care	Orkla House Care	Health and Sports Nutrition Group	Pierre Robert Group	Lilleborg	Orkla ASA[1]	Eliminations	Consolidated Portfolio Companies incl. Orkla ASA	Hydro Power	Orkla Eiendom	Eliminations	Orkla
Revenues/profit/loss																		
Norway	5 395	2 342	1 633	1 118	0	3	1 235	408	383	405	561	3	0	**13 486**	1 440	0	0	**14 926**
Sweden	5 468	1 898	2 568	678	0	1	690	168	624	30	0	0	0	**12 125**	0	0	0	**12 125**
Denmark	1 914	941	2 776	863	0	0	16	93	73	0	1	0	0	**6 677**	0	0	0	**6 677**
Finland	1 638	1 398	573	694	0	1 559	191	37	128	156	0	0	0	**6 374**	0	0	0	**6 374**
The Baltics	724	1 302	626	111	0	1	0	19	0	0	0	0	0	**2 783**	0	0	0	**2 783**
Rest of Europe	4828	915	8968	2261	11	1395	151	821	0	1	0	0	0	**19 351**	0	0	0	**19 351**
Rest of the world	122	52	1 273	582	2 884	1	43	21	0	0	1	0	0	**4 979**	0	0	0	**4 979**
External sales revenues	**20 089**	**8 848**	**18 417**	**6 307**	**2 895**	**2 960**	**2 326**	**1 567**	**1 208**	**592**	**563**	**3**	**0**	**65 775**	**1 440**	**0**	**0**	**67 215**
Other operating revenues	16	21	16	1	52	2	4	6	17	0	0	4	0	**139**	36	407	0	**582**
Intercompany sales	214	11	228	56	0	0	167	0	8	0	11	891	(1 576)	**10**	0	156	(166)	**0**
Operating revenues	**20 319**	**8 880**	**18 661**	**6 364**	**2 947**	**2 962**	**2 497**	**1 573**	**1 233**	**592**	**574**	**898**	**(1 576)**	**65 924**	**1 476**	**563**	**(166)**	**67 797**
Operating expenses	(17 245)	(7 471)	(17 009)	(5 354)	(2 494)	(2 429)	(2 163)	(1 362)	(1 172)	(553)	(507)	(1 294)	1 576	**(57 477)**	(478)	(430)	166	**(58 219)**
Depreciation	(815)	(396)	(486)	(159)	(67)	(265)	(109)	(60)	(25)	(13)	(16)	(80)	0	**(2 491)**	(125)	(41)	0	**(2 657)**
EBIT (adj.)	**2 259**	**1 013**	**1 166**	**851**	**386**	**268**	**225**	**151**	**36**	**26**	**51**	**(476)**	**0**	**5 956**	**873**	**92**	**0**	**6 921**
Other income and expenses	(309)	(41)	(41)	(11)	(10)	(89)	(12)	(2)	(35)	(4)	0	(131)	0	**(685)**	0	(2)	0	**(687)**
Operating profit/loss	**1 950**	**972**	**1 125**	**840**	**376**	**179**	**213**	**149**	**1**	**22**	**51**	**(607)**	**0**	**5 271**	**873**	**90**	**0**	**6 234**
Cash flow																	0	
Cash flow from operations	2 861	509	1 240	986	245	222	288	222	(154)	145	30	(520)	0	**6 074**	837	170	0	**7 081**
Of this net replacement investments	(597)	(743)	(483)	(186)	(49)	(297)	(4)	(77)	(158)	(8)	(30)	(26)	0	**(2 658)**	(140)	(14)	0	**(2 812)**
Expansion investments	(182)	(134)	(220)	(116)	(30)	(66)	(19)	0	0	0	0	0	0	**(767)**	0	0	0	**(767)**
Total investments	(779)	(877)	(703)	(302)	(79)	(363)	(23)	(77)	(158)	(8)	(30)	(26)	0	**(3 425)**	(140)	(14)	0	**(3 579)**
Capital employed																	0	
Net working capital	2 622	528	2 105	1 110	211	77	127	162	106	117	(12)	(142)	0	**7 011**	(18)	228	0	**7 221**
Intangible assets	9 258	6 183	4 447	7 489	2 157	3 564	965	717	442	125	18	381	0	**35 746**	18	0	0	**35 764**
Property, plant and equipment	5 520	4 272	3 624	939	583	833	633	272	195	9	66	218	0	**17 164**	1 924	1 612	0	**20 700**
Pension liabilities, net	(762)	(192)	(185)	(14)	(12)	0	(265)	(2)	0	(5)	(4)	(623)	0	**(2 064)**	(14)	(3)	0	**(2 081)**
Deferred tax, excess values	(405)	(463)	(8)	(249)	(230)	(166)	(11)	(43)	(26)	0	0	0	0	**(1 601)**	0	0	0	**(1 601)**
Capital employed	**16 233**	**10 328**	**9 983**	**9 275**	**2 709**	**4 308**	**1 449**	**1 106**	**717**	**246**	**68**	**(166)**	**0**	**56 256**	**1 910**	**1 837**	**0**	**60 003**
Key Figures																		
Operating margin EBIT (adj.)	11.1%	11.4%	6.2%	13.4%	13.1%	9.0%	9.0%	9.6%	2.9%	4.4%	8.8%			**9.0%**	59.1%			**10.2%**

1 Including Business Service companies.

Orkla-format statement of cash flows

Amounts in NOK million	2024	2023
Cash flow from consolidated portfolio companies incl. Orkla ASA[1]		
EBIT (adj.)	6 982	5 956
Depreciation	2 618	2 491
Changes in net working capital	674	766
Net replacement investments	(1 988)	(2 658)
Cash effect from other income and expenses and pensions	(342)	(481)
Cash flow from operations, consolidated portfolio companies incl. Orkla ASA[1]	**7 944**	**6 074**
Cash flow from operations, Financial Investments	**914**	**1 007**
Taxes paid	(1 241)	(2 032)
Dividends received, financial items and other payments	(116)	(646)
Cash flow before capital transactions	**7 501**	**4 403**
Dividends paid and purchase/sale of treasury shares	(6 039)	(3 133)
Expansion investments	(502)	(767)
Purchase of companies (enterprise value)	(583)	(949)
Sale of companies (enterprise value)	3 222	37
Net cash flow	**3 599**	**(409)**
Currency effects of net interest-bearing liabilities	(744)	(1 250)
Change in net interest-bearing liabilities	**2 855**	**(1 659)**
Net interest-bearing liabilities	**15 992**	**18 847**

1 Including Business Service companies.

Reconciliation operating activities IFRS cash flow against cash flow Orkla-format

Amounts in NOK million	2024	2023
Cash flow from operating activities IFRS cash flow	9 650	7 249
Items not incl. in operating activities:		
Net replacement expenditures consolidated portfolio companies incl. Headquarters & Business Services	(1 988)	(2 658)
Net replacement expenditures Financial Investments	(134)	(154)
Other payments	(27)	(34)
Cash flow before capital transactions in cash flow Orkla-format	7 501	4 403

Reconciliation cash and cash equivalents against net interest-bearing liabilities in Orkla-format

Amounts in NOK million	2024	2023
Change cash and cash equivalents IFRS cash flow	596	(649)
Change net interest-bearing liabilities IFRS cash flow	3 611	1 201
Net interest-bearing liabilities in acquired/sold companies	35	(135)
Interest-bearing liabilities new leases	(643)	(826)
Total currency effect net interest-bearing liabilities	(744)	(1 250)
Change net interest-bearing liabilities Orkla-format	2 855	(1 659)

Presentation of Orkla Food Ingredients

In 2024, Orkla entered into a partnership agreement with investment funds affiliated with Rhône Capital (‘Rhône’) under which Rhône acquired 40% of the shares in Orkla Food Ingredients AS (OFI); see Note 5. As part of the transaction, OFI entered into external loan agreements. OFI’s net interest-bearing liabilities totalled NOK 6,957 million as at 31 December 2024, including a subordinated loan from Orkla ASA totalling NOK 1,132 million. OFI’s external loans are without recourse to Orkla ASA or other companies in the group; see further information in Note 28 and Note 29.

Due to the changes in OFI’s ownership and financing arrangements, a summary income statement for OFI is shown below. The profit/loss figures for 2023 relate to the period before the transaction with Rhône was entered into, and interest expenses are thus not fully comparable.

Accounting figures for Orkla Food Ingredients

Amounts in NOK million	2024	2023
Operating revenues	**19 374**	**18 661**
Operating expenses	(17 531)	(17 009)
Depreciation	(533)	(486)
Operating profit before other income and expenses (EBIT adj.)	**1 310**	**1 166**
Other income and expenses	(137)	(41)
Operating profit	**1 173**	**1 125**
Interest income	20	26
Interest costs	(474)	(347)
Other financial income	0	2
Other financial costs	(39)	(20)
Profit/loss before taxes	**680**	**786**
Taxes	(301)	(174)
Profit/loss for the year	**379**	**612**
Profit/loss attributable to non-controlling interests[1]	128	133
Profit/loss attributable to owners of the parent	251	479
Net interest-bearing debt	**6 957**	**6 471**

1 Only including non-controlling interests in OFI’s subsidiary.

Note 8 Geographical breakdown of capital employed, investments and number of man-years

Capital employed, investments and number of man-years are broken down by geographical markets based on company location.

Capital employed represents each company's net capitalised working capital, and is defined in the segment note as the net of segment assets and segment liabilities. Goodwill, intangible assets and property, plant and equipment constitute a large share of capital employed.

Investments are the total of replacement investments and expansion investments in owned and leased property, plant and equipment.

The number of man-years is the number of employees adjusted for fractional posts in the current reporting period.

See Note 7 for segment information.

	Capital employed		Investments[1]		Number of man-years	
Amounts in NOK million	2024	2023	2024	2023	2024	2023
Norway	17 397	18 062	778	1 037	2 721	2 798
Sweden	9 411	9 554	457	583	2 953	2 928
Denmark	7 926	7 327	414	460	1 636	1 609
Finland	5 166	5 032	192	328	739	703
The Baltics	3 718	3 704	134	478	1 636	1 675
Rest of Europe	11 694	11 427	652	723	5 170	5 419
Rest of the world	5 319	4 897	45	122	3 418	3 683
Total	**60 631**	**60 003**	**2 672**	**3 731**	**18 273**	**18 815**

Link between segments and 'Investments':		
Net replacement investments, from segments (see Note 7)	2 122	2 812
Sale of property, plant and equipment (see cash flow statement)	53	168
Expansion investments (see Note 7)	502	767
Changes in accounts payable investments	(5)	(16)
Total	**2 672**	**3 731**

1 Does not apply to property, plant and equipment acquired through purchases of companies.

Note 9
Revenue recognition

Accounting policies

Sale revenues from consolidated portfolio companies are presented after deducting discounts, value added tax and other public charges and taxes such as the confectionery tax. The group sells goods and services in many different markets. Products and markets are disclosed for each segment in Note 7.

Sale revenues from Hydro Power consist of sales of electrical power that are recognised as income upon delivery.

Lease revenues in Orkla Eiendom (real estate) are recognised as income when earned during the lease period. Orkla Eiendom also has some development projects related to housing construction and development. Profit/loss related to these housing projects is not recognised as income until a housing unit is delivered. Incurred project expenses are recognised as inventory during the development and construction period.

Estimate uncertainty

Estimate uncertainty regarding sales revenue reductions in the consolidated portfolio companies is disclosed in Note 4.

Breakdown of external operating revenues

Amounts in NOK million	2024	2023
Orkla Foods	20 384	20 105
Orkla Snacks	9 721	8 869
Orkla Food Ingredients	19 163	18 433
Orkla Health	7 271	6 308
Orkla India	3 106	2 947
The European Pizza Company	3 037	2 962
Orkla Home & Personal Care	2 449	2 330
Orkla House Care	1 646	1 573
Health and Sports Nutrition Group	1 205	1 225
Pierre Robert Group	535	592
Lilleborg	244	563
Consolidated portfolio companies	**68 761**	**65 907**
Orkla ASA & Business Services	23	7
Consolidated portfolio companies incl. Orkla ASA	**68 784**	**65 914**
Hydro Power	1 402	1 476
Orkla Eiendom	470	407
Financial Investments	**1 872**	**1 883**
Total external operating revenues	**70 656**	**67 797**

Further information on products and markets for the various segments in Orkla is provided in the description of each segment in Note 7. A further breakdown of sale revenues by geographical areas is also provided in the same note.

Operating revenues consolidated portfolio companies
A sale is chiefly defined as an isolated delivery obligation that has been fulfilled and is recognised as income when the goods are transferred to the counterparty. Orkla's consolidated portfolio companies primarily sell branded consumer goods and consumer-oriented products. Sales are recognised as income either when the goods leave the group's factory premises or when they arrive at the customer's property. Sales that are not recognised as income on a specific date are deemed immaterial for the group. There are no material return agreements or guarantees related to revenues in Orkla's consolidated portfolio companies.

Sales are recognised as income at the expected value of the consideration after deducting benefits to customers, including estimated bonus payments, discounts and reductions in the price of seasonal goods. As at 31 December 2024, a provision of NOK 1.9 billion (NOK 1.8 billion in 2023) had been made for total discounts, presented under 'Trade payables' in the statement of financial position; see Note 27. These are mainly yearly discounts which are paid out in the following year. Further information on estimate uncertainty related to discounts and bonuses is provided in Note 4.

The group otherwise has no material capitalised delivery obligations related to sale revenues.

Orkla's consolidated portfolio companies have low losses on trade receivables relative to total capitalised trade receivables; see Note 24.

Operating revenues Financial Investments
In Hydro Power, external sales of electrical power are recognised as income based on the price agreed with the customer upon delivery. Electrical power is mainly sold by the Saudefaldene and Sarpsfoss plants.

Operating revenues from Orkla Eiendom (real estate) consist mainly of rental revenues and the sale of housing units developed and built by Orkla Eiendom. The development projects relate primarily to Sandakerveien 56 in Oslo and a development project in Larvik.

Note 10 Cost of materials

Accounting policies

The cost of materials is incurred as goods are sold according to the price-related 'first in, first out' inventory method. Changes in stocks of internally manufactured finished goods will have a virtually neutral impact on profit/loss based on the full-cost pricing method.

The cost of materials is primarily estimated and recognised using standard cost systems. Goods in inventories are counted at least once a year. Due to materiality considerations, the change in stocks of internally manufactured finished goods is presented on the line for cost of materials.

In 2024, the largest product groups were as follows (figures in parentheses show the corresponding ranking in 2023):

1. (1.) Packaging
2. (2.) Additives
3. (4.) Vegetable oils and margarine
4. (3.) Grain-based products
5. (5.) Dairy products
6. (6.) Vegetables
7. (7.) Animal meat
8. (10.) Cocoa and chocolate
9. (8.) Sugar
10. (9.) Fruit and berries
11. (-) Nuts
12. (11.) Marine products

Note 11 Payroll expenses

Accounting policies

Payroll expenses comprise all types of remuneration to personnel employed by the group, and are expensed when earned. Ordinary pay can be both fixed pay and hourly wages, and is earned and paid periodically. Holiday pay is earned on the basis of ordinary pay, and is normally paid in the holiday months of the following year. Any bonuses are earned and calculated on the basis of various performance targets, and are expensed over the accrual period. The employer's national insurance contribution is calculated and expensed for all payroll-related expenses, and is normally paid in arrears every other month. Pensions are earned in accordance with special rules; see Note 12. Other payroll expenses mainly consist of the remuneration of the Board of Directors, which is earned on an ongoing basis in accordance with special agreements approved by the General Meeting.

Amounts in NOK million	2024	2023
Salaries	(9 813)	(9 235)
Employer's national insurance contributions	(1 550)	(1 454)
Pension costs[1]	(663)	(607)
Other remuneration etc.	(51)	(67)
Payroll expenses	**(12 077)**	**(11 363)**
Average number of man-years	**18 349**	**19 476**

1 Pension costs are disclosed in further detail in Note 12.

Remuneration of the executive management

Remuneration of the Orkla Management Team during the year:

2024

Amounts in NOK 1 000	Paid salary and holiday pay	Benefits-in-kind	Total paid salary, holiday pay and benefits-in-kind	Accrued bonus	Value options awarded (LTI)	Accrued pension costs	Total accrued and allocated
Remuneration to President and CEO	12 690	295	12 985	6 943	3 150	2 767	12 860
Remuneration to other members in Orkla's Managements Team	24 202	1 381	25 583	13 591	5 068	4 538	23 197
Remuneration Orkla's Managements Team	**36 892**	**1 676**	**38 568**	**20 534**	**8 218**	**7 305**	**36 057**

2023

Amounts in NOK 1 000	Paid salary and holiday pay	Benefits-in-kind	Total paid salary, holiday pay and benefits-in-kind	Accrued bonus	Value options awarded (LTI)	Accrued pension costs	Total accrued and allocated
Remuneration to President and CEO	11 792	239	12 031	7 200	3 600	2 641	13 441
Remuneration to other members in Orkla’s Managements Team	35 929	2 117	38 046	20 109	10 349	7 674	38 132
Remuneration Orkla’s Managements Team	**47 721**	**2 356**	**50 077**	**27 309**	**13 949**	**10 315**	**51 573**

Orkla’s Management Team held a total of 1,501,771 share options in Orkla ASA as at 31 December 2024. In addition, 171,423 performance shares were awarded to Orkla’s Management Team. Information on these programmes is provided in the section ‘Share-based incentive programmes’ in this note.

In 2024, NOK 31.1 million was paid out in total remuneration to former members of Orkla’s Management Team. These former members are still working in Orkla or have retired. In 2023, a total of NOK 10.7 million was paid out to former members of the Management Team, including NOK 7.0 million paid to former President and CEO Jaan Ivar Semlitsch.

In 2024, total board fees of NOK 7.2 million were paid (NOK 5.6 million in 2023).

No loans were granted or collateral provided to senior executives or members of Orkla’s Board of Directors.

Further information on the remuneration of senior executives and members of the Board of Directors is provided under ‘Salary and Other Remuneration of Senior Executives’ on page 171 of this Annual Report.

Share-based incentive programmes

Accounting policies

Orkla has a long-term incentive programme (LTI programme) based on share options. Options allocated to senior executives are valued on the basis of the option's fair value on the allocation date. The option value is calculated using the Black-Scholes model. The cost of the option is reported on an accrual basis over the period in which an employee earns the right to exercise the options. Option costs are reported as payroll expenses and offset in equity. A provision is made for employer's social security contributions payable on share options, based on the accrued number of options and the difference between the issue price and the market price of the share at year-end.

When employees leave, their options are terminated and the associated expense recognition is stopped. If options granted to employees are cancelled and compensation is paid, the remaining estimated cost according to the Black-Scholes model is expensed immediately. The compensation amount is recognised against equity. If the compensation deviates from the fair value of the option on the cancellation date, the difference is recognised in profit or loss.

Orkla ASA and the Business Service companies also have a scheme in place for the award of performance shares (see description in this note). Awards of performance shares are recognised according to the same principles as the option scheme described above. Since allocated performance shares are not linked to a redemption price, the value of an allocated performance share is the share price on the allocation date. The value of the expected number of transferred shares after the vesting period is expensed over the vesting period.

Share option programme

Orkla has a long-term incentive programme (LTI programme) based on share options. Options are allocated under this programme once a year, and the first allocation was made in 2021. As of 2024, new options will only be allocated to senior employees of Orkla ASA and the Business Service companies.

The section on 'Salary and Other Remuneration of Senior Executives' on page 171 provides further information on allocation criteria and allocations to senior executives. The yearly allocation is based on the share price on the day after the Annual General Meeting. Of the total options allocated up to and including 2023, 20% may be exercised after one year (tranche 1), another 20% after two years (tranche 2) and the remaining 60% after three years (tranche 3). In the case of Orkla's Management Team and allocations made from 2024 onwards, however, no options may be exercised until three years after they were allocated (as in the case of tranche 3). The last date on which they may be exercised is five years after the allocation date. The exercise price is set as the market price on the allocation date plus 3% per year in the vesting period. The exercise price is adjusted for dividends. In the event of an employee's resignation, all unexercised options expire.

In 2024, 2,059,644 options were cancelled, with employees receiving compensation corresponding to fair value on the cancellation date. Remaining outstanding expenses linked to these options were immediately expensed, and amounted to NOK 8 million. The cancellations were primarily occasioned by changes in the LTI scheme for employees of Orkla Food Ingredients (OFI) due to the sale of 40% of OFI to Rhône; see Note 5. The option costs related to this transaction have been recognised on an accelerated basis in 'Other expenses'.

Change in options outstanding

	2024 Number	2023 Number
Options outstanding 1 January	11 089 614	6 478 811
Allocations	2 149 574	5 200 572
Options exercised[1]	(2 710 943)	(61 912)
Terminations	(2 576 440)	(527 857)
Options outstanding 31 December	**7 951 805**	**11 089 614**
Of which options exercisable 31 December	1 109 011	1 570 453

1 The weighted average share price in connection with the exercise of options was NOK 73.84 in 2023 (NOK 74.44 in 2023).

Options outstanding and associated exercise prices:

			2024		2023	
Allo-cated	Expiry date	Tranche	Number of options	Exercise price	Number of options	Exercise price
2021	16.04.26	1	101 613	72.52	574 306	78.52
2021	16.04.26	2	108 609	75.06	574 306	81.06
2021	16.04.26	3	539 412	77.67	2 161 893	83.67
2022	21.04.27	1	89 753	68.44	421 841	74.44
2022	21.04.27	2	101 809	70.76	473 994	76.76
2022	21.04.27	3	1 311 352	73.15	1 789 405	79.15
2023	13.04.28	1	167 815	69.33	818 739	75.33
2023	13.04.28	2	601 362	71.59	818 739	77.59
2023	13.04.28	3	2 780 506	73.92	3 456 391	79.92
2024	19.04.29	3	2 149 574	78.57		
Total			**7 951 805**		**11 089 614**	

The exercise price on the exercise date must be adjusted for dividends paid out up to the exercise date. The weighted average expected remaining term for exercise of options outstanding as at 31 December 2024 is 2.1 years (2.1 years in 2023).

Calculation of option value

Option value is calculated as at the allocation date using the Black-Scholes model. The table below shows the assumptions on which the calculation is based. The volatility assumption is based on historical volatility of the Orkla share.

	2024	2023
Risk-free interest rate (%)	3.83	3.05
Volatility (%)	18.45	18.40
Exercise price at allocation (NOK)	78.57	73.14

Performance shares
Orkla ASA operates a performance share scheme under which senior executives are awarded shares if pre-defined, long-term, ambitious performance criteria are achieved. Performance is measured over a period of at least three years, and the members of the scheme receive their awarded number of shares after the end of the vesting period. Performance shares are allocated once a year, and the first allocation was made in 2024 with a vesting period of 2024–2026. On the allocation date, participating senior executives are awarded performance shares corresponding to 37.5% of annual salary. Individual share allocations are calculated based on the closing price the day after the Annual General Meeting in the year of allocation. This allocation can thus be regarded as a ‘reservation’ of the maximum number of shares a given individual may receive at the end of the vesting period. The actual number of shares transferred to (received by) an individual at the end of the vesting period depends on goal achievement during the period.

The section ‘Salary and Other Remuneration of Senior Executives’ on page 171 contains further information on the scheme and the criteria governing the allocation of performance shares.

In 2024, 483,581 performance shares were allocated, with each share being valued at NOK 78.57. Expected goal achievement has been estimated, and the total amount expensed for the scheme amounts to NOK 4 million.

Effect of share-based payments in the financial statements

Amounts in NOK millions	2024	2023
Vesting of options	40	45
Accelerated cost cancelled options	8	0
Employer's social security contributions recognised in the income statement	19	1
Costs share-based payment in the income statement	**67**	**46**
Vesting of options incl. cancelled options	48	45
Paid compensation booked against equity	(35)	0
Share-based payment booked against equity	**13**	**45**
Debt (employer's social security contributions)	**20**	**1**

Note 12 Pension

Accounting policies

Pension costs are calculated in accordance with IAS 19 and are presented as 'Payroll costs' in the income statement. The pension costs related to defined-contribution plans are equal to the contributions made to employees' pension savings in the reporting period, while pension costs linked to defined-benefit plans are expensed over the period during which an employee earns the right to receive pension benefits.

Changes in liabilities linked to defined-benefit plans occasioned by changes in pension plans are reported in their entirety in the income statement when such changes give rise to an immediate paid-up policy entitlement.

The discount effect of pension liabilities and the expected return on pension assets are presented net under 'Other financial costs' in the income statement.

Variances from estimates are recognised in comprehensive income in the period in which they occur.

Estimate uncertainty

Defined-benefit plans are calculated on the basis of a set of selected financial and actuarial assumptions. Changes in parameters such as discount rates, future salary adjustment, etc. could have substantial impacts on the estimated pension liabilities. Similarly, changes in adopted assumptions relating to the return on pension assets could affect the size of pension assets. The group will not be materially affected by a reasonable expected change in key assumptions. Changes in these parameters are generally reported in comprehensive income. Orkla has adopted parameters in line with recommendations in each country.

Defined-contribution plans

Most of the employees in the Orkla group are covered by pension plans classified as defined-contribution plans. Defined-contribution plans also comprise pension plans that are common to several companies and where the pension premium is determined independently of the demographic profile in the individual companies (multi-employer plans).

The contribution rates for Orkla's companies in Norway are aligned with the contribution rate limits set out in regulations applicable to private company pension plans.

Defined-benefit plans

The group has some pension plans which are classified as fund-based defined-benefit plans and some defined-benefit plans which are financed from operations. The group's defined-benefit plans are largely run in Sweden and Norway. These countries account for approximately 57% and 40%, respectively, of the group's net carried pension liabilities.

Sweden

The pension plans in Sweden are 'net plans' that do not link the group's liabilities to changes in Swedish social security. The plans are largely determined by collective agreements. They are not funded, but provisions are made in the companies' statement of financial position. To secure accrued pension rights, companies have taken out credit insurance with the insurance company PRI Pensjonsgaranti, which records and calculates the companies' pension liabilities. The collective agreements provide that all employees born in 1979 or later must be covered by a defined-contribution plan, meaning that the number of defined-benefit plans will gradually decline. The group also has some pension plans, primarily for senior executives, which are financed through endowment insurance policies. The gross amount of these plans is reported in the financial statements.

Account has been taken of payroll tax on the pension liabilities in Sweden.

Norway

Net pension liabilities in Norway consist primarily of unfunded pension plans and early retirement schemes for former key personnel, as well as carried liabilities related to contribution-based plans for employees with salaries higher than 12 times the average basic amount (G) under the Norwegian National Insurance Scheme.

The pension plan for employees in Norway with salaries over 12G is a contribution-based plan, but is treated as a defined-benefit plan in accordance with IFRS. The actual deposits and interest accrued in the plan are reported as at 31 December.

The AFP contractual pension scheme is a multi-employer defined-benefit plan, but is recognised as a defined-contribution plan pursuant to guidelines issued by the Ministry of Finance. Companies that participate in the AFP scheme are jointly liable for two-thirds of the payable pension. The majority of Orkla companies in Norway participate in the AFP scheme. In 2024, the AFP premium was 2.7% of total paid salaries between 1G and 7.1G.

Assumptions relating to defined-benefit plans

The discount rate in Norway is fixed on the basis of Norwegian covered bonds (OMF). The Norwegian Accounting Standards Board considers the OMF market to be sufficiently deep to be used when computing the discount rate. Orkla has chosen a discount rate based on the average life of the pensions in each company and in each pension plan. In cases where the life exceeds 15 years, the OMF yield curve has been extrapolated on the basis of the swap rate.

The discount rate is adjusted to the interest rate level in each country, as close to 31 December 2024 as practically possible. In Norway, the discount rate varies between 4.3% (<10 years) and 4.2% (>10 years), depending on the life of the individual pension plan.

The discount rate in Sweden is based on Swedish mortgage-backed bonds, and was increased slightly to 3.5% for 2024, up from 3.25% in 2023. In light of the higher interest rate, the estimate of expected inflation was also raised, from 1.6% to 1.8%, and the salary growth estimate was increased from 2.3% to 2.5%. While these changes will reduce liabilities in isolation, they will have a slight negative net effect on comprehensive income when combined with experience-based changes.

Parameters such as salary growth, increase in the basic amount (G) and inflation are determined in accordance with recommendations in the various countries.

The mortality estimate is based on the most up-to-date mortality tables available for the different countries. This means the K2013 table in Norway, the DUS23 table in Sweden, the BVG 2020 in Switzerland and the CMI_2022 table in the UK. Actuarial gains/losses deviations are recognised in comprehensive income and primarily relate to changes in economic assumptions.

Sensitivity assessments
Sensitivity assessments have been carried out for the calculations relating to Norway and Sweden, mainly based on the same data, population and methodology used to calculate the total accrued pension liabilities in Norway and Sweden.

In Norway's case, an increase of 0.5%-points in the discount rate results in a 3.2% reduction in accrued liabilities, while a reduction of 0.5%-points in the discount rate results in an increase of 3.4% in accrued liabilities.

In the case of Sweden, an increase of 0.5%-points in the discount rate results in a reduction of 7.0% in accrued liabilities, whereas a reduction of 0.5%-points in the discount rate results in an increase of 7.8% in accrued liabilities.

Pension plan assets
Pension agreements and pension plan assets are now largely located in Switzerland. The pension plan assets are mainly invested in real estate and shares, and some in bonds (see details in the separate table provided in this note). The estimated return will vary depending on the composition of the different asset classes. Contributions of pension plan assets in 2025 are expected to total NOK 16.8 million.

Assumptions defined benefit plans

	Norge		Sverige	
	2024	2023	2024	2023
Discount rate	4.2-4.3%	3.4-3.8%	3.5%	3.25%
Future salary adjustment	3.25%	3.75%	2.5%	2.30%
G-multiplier[1]	3.25%	3.75%	2.5%	2.30%
Adjustment of benefits	1.9%	2.4%	1.8%	1.60%
Personnel turnover	0-5%	0-5%	3.00%	3.00%
Expected average remaining vesting period (years)	11.6	11.8	8.5%	10.6

1 1G was as at 31 December 2024 NOK 124.028.

Breakdown of net pension costs

Amounts in NOK million	2024	2023
Contribution plans	(605)	(569)
Current service cost (incl. national insurance contributions)	(54)	(36)
Curtailments and settlements pension plans[1]	(4)	(2)
Pension costs defined as payroll expenses	(663)	(607)
Interest on pension obligations[2]	(125)	(121)
Expected return on pension plan assets	17	22
Pension costs defined as financial costs	(108)	(99)
Net pension costs	**(771)**	**(706)**

Breakdown of net pension obligations as at 31 December

Amounts in NOK million	2024	2023
Gross pension obligations funded pension plans	(276)	(567)
Pension plan assets (fair value)	276	567
Net funded pension liabilities	0	0
Present value of unfunded pension obligations	(2 202)	(2 081)
Capitalised net pension obligations	(2 202)	(2 081)
Capitalised pension obligations	(2 254)	(2 124)
Capitalised plan assets	52	43

Breakdown of gross pension obligations during the year

Amounts in NOK million	2024	2023
Gross pension obligations 1 January	(2 648)	(2 269)
Current service cost (incl. national insurance contributions)	(54)	(36)
Interest on pension obligations	(125)	(121)
Actuarial gains and losses reported in statement of comprehensive income	(26)	(171)
Acquired/sold companies	(5)	0
Curtailments and settlements pension plans[1]	295	(75)
Benefits paid during the year	145	139
Currency translation effects	(60)	(115)
Gross pension obligations 31 December	(2 478)	(2 648)

1 Primarily concerns winding-up of the pension plan in the company LG Harris.

Change in pension assets during the year

Amounts in NOK million	2024	2023
Pension plan assets (fair value) 1 January	567	437
Expected return on pension plan assets	17	22
Actuarial gains and losses reported in statement of comprehensive income	32	37
Curtailments and settlements pension plans[1]	(300)	56
Contributions and benefits paid during the year	(74)	(12)
Currency translation effects	37	55
Effect of asset ceiling	(3)	(28)
Pension plan assets (fair value) 31 December	276	567

1 Primarily concerns winding-up of the pension plan in the company LG Harris.

Breakdown of pension plan assets (fair value) as at 31 December

	2024	2023
Cash, cash equivalents and money market investments	4%	7%
Bonds	18%	57%
Shares	35%	16%
Real estate	43%	20%
Total pension plan assets	100%	100%

Overview of net pension obligations and actuarial gains and losses in the last four years

Amounts in NOK million	2024	2023	2022	2021
Gross pension obligations	(2 478)	(2 648)	(2 269)	(3 024)
Pension plan assets	276	567	437	616
Net pension obligations	(2 202)	(2 081)	(1 832)	(2 408)
Actuarial gains and losses in gross pension obligations	(26)	(171)	605	85
Actuarial gains and losses in pension plan assets	32	37	(125)	(13)

Note 13
Other operating expenses

The main items in ‘Other operating expenses’ are broken down below.

Amounts in NOK million	2024	2023
External freight costs	(1 916)	(1 854)
Energy costs (production and heating)	(1 063)	(1 139)
Water consumption and waste management	(223)	(206)
Advertising	(3 160)	(2 811)
Repair and maintenance costs	(935)	(871)
Consultants, legal advisers, temporary staff etc.	(894)	(786)
Operating expenses vehicles	(243)	(249)
Short-term and variable lease expenses	(205)	(184)
Other	(4 029)	(3 958)
Total other operating expenses	**(12 668)**	**(12 058)**

Expenses reported in ‘Other’ include costs related to IT, insurance, travel, courses and conferences.

Accounting policies

Other operating expenses are recognised as and when they are incurred and comprise cost types that are not classified on the lines for cost of materials, payroll expenses or depreciation and write-downs.

Note 14 Other income and expenses

Accounting policies

'Other income' and 'Other expenses' are presented after group profit/loss EBIT (adj.), broken down by segment, and include items such as M&A costs (acquisition costs), restructuring and integration costs, any major gains on or write-downs of both tangible and intangible assets, and other items that only have limited reliability as explanations of ongoing profitability.

M&A costs are costs relating to the acquisition of companies that cannot be capitalised together with the shares. This applies to both completed and uncompleted acquisitions. Accrued expenses arising from the sale of companies are also presented on this line, until the sale is finally completed. At that time, the sale costs are included in the profit/loss calculation and are presented together with the latter.

Other income

Amounts in NOK million	2024	2023
Gain on sale	506	60
Insurance settlement	-	18
Refund of indirect taxes previous periods	11	3
Settlement related to an acquisition	-	24
Total other income	**517**	**105**

Other expenses

Amounts in NOK million	2024	2023
M&A and integration costs	(150)	(182)
Final settlement employment relationships, etc.	(96)	(98)
Loss on sale	(9)	0
Write-down property, plant and equipment and intangible assets	(778)	(329)
Other restructuring costs and other items	(89)	(183)
Total other expenses	**(1 122)**	**(792)**
Total other income and expenses	**(605)**	**(687)**
Of this: Write-down property, plant and equipment	(2)	(194)
Write-down intangible assets	(776)	(135)

Items classified as other income and expenses belong to the following lines in the income statement:

Amounts in NOK million	2024	2023
Sales revenues	11	2
Other operating revenues	506	103
Payroll expenses	(96)	(98)
Other operating expenses	(248)	(365)
Depreciation and write-downs	(778)	(329)
Total other income and expenses	**(605)**	**(687)**

Major items in other income and expenses

Amounts in NOK million	2024	2023
Gain on sale Lilleborg	476	-
Write-down common ERP-template	(299)	-
Write-down goodwill and trademarks Orkla Snacks Latvia	(295)	-
Write-down intangible assets Pierre Robert Group	(121)	-
Write-down goodwill Eisunion	(49)	-
Costs incl. cancellation option programme related to sale of 40% of Orkla Food Ingredients (excl. M&A-costs)	(49)	-
Write-down property, plant and equipment in Orkla Foods Česko a Slovensko	-	(188)
Restructuring project in Orkla Foods Česko a Slovensko	(33)	(45)
Write-down of goodwill and intangible assets related to pizza chains in Germany	(6)	(96)
Acquisition costs (M&A)	(148)	(162)
Sale of the business in Russia	6	33
Improvement projects related to a new biscuit- and chocolate factory in Latvia	-	(39)
Move of the distribution centre in HSNG	(1)	(34)

Other income
Orkla sold 100% of the shares in Lilleborg AS to Solenis in 2024; see Note 5. Orkla's gain on the sale is presented as 'Other income', and totalled NOK 476 million.

Also in 2024, Orkla Foods sold Blombergs Gløgg – including recipes and intangible assets – to Anora Group, making a gain of NOK 16 million. Orkla Foods also sold a business in the Czech Republic, making a gain of NOK 7 million. This sale is part of a restructuring project implemented by Orkla Foods Česko a Slovensko.

Health and Sports Nutrition (HSNG) recognised a reimbursement of indirect taxes relating to previous tax years, totalling NOK 11 million, as income in 2024.

In 2023, Orkla completed a sale of shares in the Russian business Hamé Foods ZAO, which resulted in the recognition of NOK 33 million in income. The income recognition related chiefly to the reversal of a provision made in 2022 in connection the decision to end Orkla's ownership of the company. In addition, two factory buildings owned by Orkla Foods Česko a Slovensko were sold in 2023. These sales generated a net gain of NOK 25 million.

In 2023, an insurance settlement of NOK 18 million related to a recall of NutraQ products in 2021 was recognised as income. Additionally, a NOK 24 million payment made under a settlement agreement related to the purchase of Hamé in 2016 was recognised as income.

Write-downs
Write-downs totalling NOK 778 million were made in 2024.

Orkla Snacks Latvia has delivered a weaker-than-anticipated profit performance since the company was acquired, and goodwill and trademarks in Orkla Snacks Latvia were therefore written down by NOK 295 million based on impairment testing in the third quarter of 2024. Goodwill in Eisunion (Orkla Food Ingredients) was written down by NOK 49 million in the same quarter. This company has also delivered weaker-than-anticipated earnings development since acquisition.

Orkla also wrote down its common ERP platform in 2024. The platform was established through an ERP programme in the period 2018–2021, with plans for gradual rollout to operational units in the former business areas Orkla Foods, Orkla Confectionery & Snacks and Orkla Care. Over the past two years, Orkla has been transformed into an industrial investment company, a process which has entailed major changes to Orkla's operating model. Under the new operating model, the portfolio companies have greater independence and autonomy, including in the selection of IT solutions. This development has reduced the need for a common ERP solution across the portfolio companies, and thus also significantly reduced the value of Orkla's common ERP platform. For this reason, the common ERP platform was written down by NOK 299 million. The book value of the platform has been reduced from NOK 357 million to NOK 58 million.

The portfolio company Pierre Robert Group experienced a sharp decline in profits in 2024. In response, Orkla prepared a new valuation of the company in the fourth quarter of 2024. Based on the updated valuation, the company's intangible assets were written down by a total of NOK 121 million. The write-down related to capitalised IT solutions (NOK 56 million), goodwill (NOK 45 million) and trademarks (NOK 20 million).

A NOK 6 million write-down of intangible assets was made in relation to discontinued pizza restaurants in Germany. This decision formed part of the restructuring process carried out in 2023; see description below of write-downs made in 2023. A minor trademark owned by Orkla Health was also written down by NOK 6 million.

Write-downs in 2023 totalled NOK 329 million. The largest of these concerned property, plant and equipment in Orkla Foods Česko a Slovensko (OF CaS), which implemented a major manufacturing restructuring process. In addition, OF CaS wrote down a brand which was discontinued after completion of the restructuring process by NOK 36 million.

The German pizza chains in New York Pizza have not delivered a satisfactory performance since acquisition, and were therefore the subject of a NOK 62 million goodwill write-down in 2023. In addition, a restructuring was carried out which entailed the closure of unprofitable pizza restaurants. This decision entailed a NOK 34 million write-down of the intangible assets of the wound-up pizza restaurants in Germany.

Write-downs in 2024 and 2023 are presented by segment in Note 18.

Other expenses
NOK 194 million was expensed in connection with restructuring projects and other projects in the group in 2024. The largest restructuring projects were the restructuring and revision of Orkla Foods Česko a Slovensko's manufacturing structure, a reorganisation of resources in the portfolio company Orkla Snacks, shutting down a manufacturing facility in Nic UK and the restructuring of Orkla ASA headquarters. An additional NOK 49 million was expensed in relation to the process of entering into a partnership agreement for Orkla Food Ingredients.

Costs related to 'Acquisition and integration' of companies amounted to NOK 150 million in 2024 (NOK 182 million in 2023).

A significant proportion of these costs relate to the process of entering into a partnership agreement for Orkla Food Ingredients in both 2024 and 2023 (see Note 5).

NOK 183 million was expensed in connection with restructuring projects and other projects in 2023. The largest restructuring projects were carried out in Orkla Foods Česko a Slovensko, Orkla Foods Sverige, Orkla Foods Norge, Orkla Home & Personal Care and Orkla Wound Care. Costs were also incurred related to the split-up of Orkla Health and Orkla Home & Personal Care, the relocation of the distribution centre in HSNG and the closure of the Naturli café in Oslo.

Other projects presented as 'Other income and expenses' in 2023 concerned expenses related to the closure of a biscuit factory in Sweden (Orkla Snacks) and expenses incurred in an Orkla ASA project to establish a new business model featuring a clearer ownership role at parent-company (ASA) level and more autonomous portfolio companies.

Note 15 Interest and other financial items

Accounting policies

Interest income and interest costs on loans and receivables are calculated using the effective interest method. Interest related to leases is reported as interest costs, while commitment fees and costs related to borrowings are reported as 'Other financial costs'. The financial element of pension costs is included in 'Other financial costs' and disclosed in Note 12. Borrowing costs related to real estate under construction are recognised in the statement of financial position together with the asset. Foreign currency gains or losses arising from operating assets and liabilities, and the hedging of such, are reported as operating revenues or operating costs. Other foreign currency gains or losses are reported net as financial income and financial costs. Foreign currency gains or losses linked to net investments in foreign entities are disclosed in Note 31

Interest income and interest costs

Amounts in NOK million	2024	2023
Interest income	**134**	**86**
Interest costs	(1 038)	(1 007)
Capitalised interest costs	16	29
Interest costs excl. leases	**(1 022)**	**(978)**
Interest costs, leases (see Note 21)	(70)	(58)
Total interest costs	**(1 092)**	**(1 036)**
Net interest	(958)	(950)

Financial income and financial costs

Amounts in NOK million	2024	2023
Net foreign currency gains	0	4
Other financial income	9	4
Total other financial income	**9**	**8**
Interest pensions incl. hedging[1]	(78)	(72)
Other financial costs[2]	(61)	(90)
Total other financial costs	**(139)**	**(162)**
Total other financial items	**(130)**	**(154)**

1 Includes hedging of the pension plan for employees with salaries over 12G.

2 Financial costs in 2023 included a write-down of a convertible loan linked to an investment in Orkla's venture portfolio (NOK 26 million) and a discount effect related to a convertible loan in Orkla Eiendom (real estate) (NOK 19 million).

Reconciliation against cash flow for financial income and financial costs

Amounts in NOK million	2024	2023
Items without cash flow effect:		
Interest pensions excl. hedging	108	99
Change in fair value recognised as financial income/financial costs	8	(6)
Total items without cash flow effect for financial income and financial costs; see cash flow statement	**116**	**93**

Note 16
Taxes

Accounting policies

Deferred tax liabilities and assets are calculated in accordance with IAS 12. Deferred tax assets relating to unused tax losses and other deductible temporary differences are recognised to the extent that it is probable that they can be applied against future taxable income.

Deferred tax liabilities related to tax on stipulated benefits, withholding tax and other tax on dividends are recognised in connection with retained earnings in associates. In addition, a provision is made for deferred tax on retained earnings in foreign subsidiaries where corporate tax is only payable on distributions, when a dividend is expected to be paid in the foreseeable future.

Deferred tax liabilities and assets are reported net if netting is permitted under local tax rules and the group intends to utilise the opportunities to consolidate its tax positions by means of group contributions or other tax consolidation.

Estimate uncertainty

The analysis and assessment of the recognition of uncertain deferred tax assets, such as loss carry-forwards and other deductible temporary differences, are based on the business's strategy and plans, including estimated future profits and tax-increasing temporary differences. These assessments are also affected by uncertainty related to economic assumptions, as well as new tax rules and their interpretation.

Orkla's group companies are seldom involved in legal proceedings, disputes and claims related to their tax positions. A provision for tax is recognised when a negative outcome cannot be ruled out and a reliable estimate can be made.

Tax expense

Amounts in NOK million	2024	2023
Profit/loss before taxes	8 128	6 966
Current tax expense	(1 724)	(1 282)
Change in deferred taxes	(5)	(263)
Total tax expense	**(1 729)**	**(1 545)**
Tax as % of 'Profit/loss before taxes'	21.3%	22.2%
Tax as % of 'Profit/loss before taxes' adjusted for associates	27.6%	30.1%

Orkla's effective tax expense adjusted for associates was reduced by 2.5 %-points, from 30.1% in 2023 to 27.6% in 2024. The lower tax rate in 2024 is due to a decrease in resource rent tax for the Hydro Power operations and the sale of the shares in Lilleborg without tax effect. Disregarding these two items, the tax rate increased by 0.7 %-points for the year. This is primarily due to the exclusion of deferred tax assets on loss carry-forwards and interest, primarily in Orkla Food Ingredients in Norway.

OECD and G20 Pillar 2 project

The Pillar 2 legislation has been implemented (or largely implemented) in most jurisdictions in which the Orkla group has operations. The legislation indicates a minimum tax rate of 15% and is effective as of the 2024 financial year. The group is in the target group for implementation of the legislation, and has calculated the group's potential exposure to income tax under Pillar 2 in 2024. Orkla has also prepared provisional calculations showing that the temporary safe harbour rules may be applied for virtually all Orkla jurisdictions (i.e. by using the qualifying country-by-country reporting).

Reconciliation of the group's tax rate

The table below reconciles reported tax expenses with tax expenses based on the Norwegian tax rate of 22%. The main tax components are specified.

Amounts in NOK million	2024	2023
Norwegian tax rate on profit before taxes	(1 788)	(1 533)
Associates and joint ventures	410	404
Deferred tax on undistributed earnings in associates	(12)	(12)
Foreign operations with tax rates other than the Norwegian tax rate	40	27
Tax legislation amendments	0	(14)
Non-taxable gain on sale Lilleborg	105	0
Winding-up Fruta Podivin/Orkla Russia	3	7
Windfall tax	0	(14)
Write-down goodwill Latvia	(21)	0
Write-down goodwill Eisunion	(15)	0
Taxable dividend Estonia and Latvia	(33)	(55)
Non-deductible transactions costs	(33)	(27)
Other non-deductible expenses/non-taxable income	(9)	(27)
Recognised deferred tax assets this year, previously unrecognised	35	69
Unrecognised deferred tax assets	(151)	(65)
Correction previous years' taxes	(15)	(35)
Resource rent tax	(235)	(260)
Other taxes payable	(10)	(10)
The group's total tax expense	**(1 729)**	**(1 545)**

Orkla's tax bases in the Nordic countries and India are substantial. Ordinary tax rates for companies domiciled in Norway and Denmark were 22%, Sweden 20.6%, Finland 20% and India 25.2% in 2024.

Orkla's operations in countries with tax rates other than 22% contributed to a net reduction in total tax expenses. In 2024, the effect of this contribution was a net reduction of NOK 40 million in total tax expenses, with the Swedish and Finnish subsidiaries accounting for NOK 21 million and NOK 13 million.

Profit from associates is recognised on an after-tax basis and thus does not generally impact the group's tax expense. However, a provision of NOK 67 million has been made for tax on retained earnings in associates, NOK 12 million of which was recognised in the income statement in 2024.

Received taxable dividends from subsidiaries in the Baltics resulted in NOK 33 million in corporation income tax. The magnitude of this satisfies the requirement of at least 15% tax rate also in these countries.

In 2024, Orkla incurred substantial acquisition and restructuring costs, the majority of which where not tax-deductible.

The change in unrecognised deferred tax assets totalling NOK 151 million is mainly due to unrecognised deferred tax assets on losses carried forward and interest in Orkla Food Ingredients in Norway and the USA. Recognition of previous years' unrecognised deferred tax assets totalling NOK 35 million primarily concerns the recognition of losses carried forward by Orkla House Care UK and NutraQ Nederland.

The group operates in the hydro power industry, which is subject to a special tax regime in Norway. In 2024, resource rent tax totalled NOK 235 million, meaning that the group's resource rent tax accounted for 3.8 %-points of the effective tax rate adjusted for associates of 27.6%.

Based on an assessment of the group's overall tax exposure, provisions were recognised in the statement of financial position in line with expected risk in deferred tax liabilities.

Deferred tax on temporary differences

Amounts in NOK million	2024	2023
Hedging reserve in equity	6	(3)
Intangible assets	1 792	1 623
Property, plant and equipment	647	594
Net pension liabilities	(250)	(224)
Accrual funds, gain and loss tax deferral	290	352
Leases	(45)	(45)
Other non-current items	181	243
Total non-current items	**2 621**	**2 540**
Provisions and other current items	(76)	(34)
Interests carried forward	(90)	(54)
Tax losses carried forward	(275)	(222)
Net deferred tax liabilities	**2 180**	**2 230**
Deferred tax hydropower tax regime[1]	16	15
Deferred tax assets, not recognised	285	179
Net deferred tax liabilities	**2 481**	**2 424**
Change in deferred tax liabilities	(57)	(269)
Change in deferred tax hedging reserve taken to comprehensive income	11	(1)
Change in deferred tax actuarial gains and losses pensions taken to comprehensive income	2	(31)
Acquisition/sale of companies, reclassification etc.	92	158
Hedging of net investments in foreign operations	(53)	(120)
Change in deferred tax in the income statement	**(5)**	**(263)**

1 Deferred tax liabilities and assets related to power taxes have been recognised gross for each power plant.

Net deferred tax presented in the statement of financial position

Amounts in NOK million	2024	2023
Deferred tax liabilities	2 615	2 482
Deferred tax assets	134	58
Net deferred tax liabilities	**2 481**	**2 424**

Losses carried forward by expiry date

Losses carried forward totalling NOK 1,113 million constitute a deferred tax asset of NOK 278 million, of which NOK 91 million has been recognised. Unrecognised losses carried forward amount to NOK 792 million. A total of NOK 622 million of these losses have no expiry date, NOK 24 million expire from 2031 onwards, NOK 114 million expire in the period 2027–2030 and NOK 32 million expire in the period 2025–2027. In addition, Orkla Food Ingredients has carried forward non-deductible interests of NOK 362 million, of which NOK 220 million in Norwegian companies, NOK 123 million in the USA and smaller totals in the Great Britain and the Netherlands.

Amounts in NOK million	2024	2023
2024		21
2025	32	0
2026	0	0
2027	0	2
2028	0	15
2029	114	38
2030	81	12
2031 or later	5	5
Without expiry date	881	801
Total tax losses carried forward	**1 113**	**894**

Tax-deductible temporary differences with corresponding deferred tax assets

Amounts in NOK million	Deductible temporary differences	Recognised deferred tax assets	Unrecognised deferred tax assets	Total deferred tax assets
Tax losses carried forward:				
Norway	212	0	47	47
USA	156	44	0	44
Spain	213	10	43	53
Netherlands	136	26	15	41
The Czech Republic	101	0	21	21
Great Britain	72	0	18	18
The Nordic countries excl. Norway	42	2	6	8
Germany	42	0	12	12
Singapore	36	0	6	6
Poland	34	0	7	7
Others	69	9	12	21
Total tax losses carried forward	**1 113**	**91**	**187**	**278**
Other tax-deductible temporary differences	2 018	376	98	474
Total tax-deductible temporary differences	**3 131**	**467**	**285**	**752**
Netted deferred tax	(1 514)	(333)	0	(333)
Net tax-deductible temporary differences	**1 617**	**134**	**285**	**419**

Deferred tax assets are only recognised in the statement of financial position if it is probable that there will be sufficient future taxable profit for the tax asset to be used, either because the entity has recently reported a profit or because assets with excess value have been identified. If it is unlikely that future profits will be sufficient to absorb the tax-reducing temporary differences, deferred tax assets are not recognised.

Except with respect to Orkla Food Ingredients, the Norwegian, Swedish and Finnish tax groups have utilised all available tax losses carried forward and were liable to tax in 2024. The two tax groups in the Great Britain (Orkla Food Ingredients and other Orkla companies) also utilised all their tax losses in 2024. However Orkla Food Ingredients had insufficient taxable income to deduct all interests costs, and therefore interests expenses of NOK 10 million where carried forward.

Breakdown by country of tax payable recognised in the income statement

Through its presence in many countries, Orkla contributes to society by paying a variety of direct and indirect taxes, including corporation tax. Orkla's corporate tax strategy sets out important tax policies to which all the companies in the group must adhere. These policies are based on the desire for transparency, compliance with regulatory frameworks and robust risk management.
Orkla companies shall pay tax in accordance with the laws and regulations in the countries in which they operate.

The table below presents the current tax expense (payable corporation tax) in the income statement for Orkla's main geographical areas:

Amounts in NOK million	2024	2023
Norway	696	437
Sweden	203	167
Denmark	216	179
Finland and Iceland	256	154
Rest of world	353	345
Current tax expense recognised in the income statement	**1 724**	**1 282**

Note 17
Earnings per share

Accounting policies

Earnings per share show the profit/loss for the year after non-controlling interests per share, and are calculated by dividing the profit/loss for the year after non-controlling interests by the average number of externally owned shares during the reporting period.

Earnings per share (adj.) show the profit/loss for the year after non-controlling interests per share adjusted for 'Other income' and 'Other expenses' after estimated tax for these two financial statement items. If gains or losses related to sale/purchase of associates and joint ventures or major profit or loss effects linked to abnormal tax conditions are reported, adjustments are be made for them.

Orkla has a share option programme for senior executives that could have a minor dilutive effect on other shareholders. 'Earnings per share' and 'Earnings per share (adj.)' are therefore presented both with and without a dilutive effect. Any dilutive effect will be calculated as the difference between the number of shares that can be acquired by exercising outstanding options and the number of shares that could have been acquired at fair value for the consideration paid for shares that can be acquired based on outstanding options. Fair value is calculated on the basis of the average trading price of the Orkla share for the period in question.

Amounts in NOK million	2024	2023
Profit/loss attributable to owners of the parent	6 057	5 196
Adjustments in earnings per share (adj.) attributable to owners of the parent:		
Other income and expenses after tax	385	573
Adjusted profit/loss attributable to owners of the parent	**6 442**	**5 769**
Average externally owned shares (1,000 shares)	**998 576**	**997 449**
Dilutive effect share options	1 146	42
Dilutive effect perfomance shares	290	-
Average externally owned shares diluted (1,000 shares)	**1 000 012**	**997 491**
Earnings per share (NOK)	6.07	5.21
Earnings per share, diluted (NOK)	6.06	5.21
Earnings per share (adj.) (NOK)	6.45	5.78
Earnings per share (adj.), diluted (NOK)	6.44	5.78

Adjustments in earnings per share (adj.)
Earnings per share (adj.) are adjusted for 'Other income' and 'Other expenses' after estimated tax related to these two financial statement items. Items included in 'Other income' and 'Other expenses' are disclosed in Note 14. The effective tax rate on these financial statement items combined is normally lower than the group's tax rate because write-downs of goodwill and expensed M&A expenses are not deductible. However, in 2024, the effective tax rate was higher than the group's tax rate because 'Other income' was significantly impacted by non-taxable earnings, particularly the gain made on the sale of Lilleborg.

No adjustments were made for items presented under Orkla's operating profit in 2024 or 2023.

Dilutive effect
There was an estimated dilutive effect related to the share-based programmes as at 31 December in both 2024 and 2023.

Note 18
Impairment assessments

Accounting policies

Orkla's portfolio companies carry out annual impairment tests in the third quarter, examining goodwill and intangible assets with an indefinite useful life that are not depreciated on a regular basis. If there are special indications of a reduction in value, impairment testing is carried out more frequently.

Orkla uses assets' estimated value in use as recoverable amounts in write-down assessments. Value in use is calculated by identifying and discounting cash flows related to the assets. Future cash flow is based on specified assumptions (see separate tables in this note) and plans adopted by the cash-generating units. If the discounted value of future cash flows is lower than the capitalised value, the assets are written down to the recoverable amount. If a reasonably possible change in a material assumption could give rise to a write-down or a further write-down, a further sensitivity analysis is carried out to check the calculation.

Trademarks with an indefinite useful life are tested for impairment by discounting estimates of the future sale value of each trademark and comparing them with the trademark's carrying value. This process is based on a model whereby the trademark's discounted value is calculated on the basis of a percentage rate that indicates the strength of the trademark. This strength was assumed at the time of acquisition and is generally maintained in the impairment testing.

Impairment testing and write-downs

Routine monitoring of non-current assets
The Orkla group has material non-current assets in the form of both tangible (property, plant and equipment) and intangible assets. An explanation of the details of and changes in these assets is presented in Notes 19, 20 and 21. The group also has other non-current assets that mainly consist of investments in companies recognised using the equity method. These are disclosed in Note 6 and are not covered in the description below.

Capitalised assets are routinely monitored and, if there are indications that the value of an asset is no longer recoverable, an impairment test is immediately carried out to determine whether the asset can still justify its carrying value. If new estimates conclude that such value is no longer recoverable, the asset is written down to the recoverable amount, i.e. the greater of net sale value and value in use (discounted cash flow).

Write-downs
Write-downs are broken down as follows between Orkla's segments:

Amounts in NOK million	2024	2023
Orkla Foods	-	(232)
Orkla Snacks	(295)	-
Orkla Food Ingredients	(51)	-
Orkla Health	(6)	-
The European Pizza Company	(6)	(97)
Pierre Robert Group	(121)	-
Orkla ASA	(299)	-
Total write-downs	**(778)**	**(329)**

Consolidated portfolio companies including Orkla ASA
In line with its adopted policies, the group carried out impairment tests for all intangible assets with an indefinite useful life and for all goodwill prior to the presentation of financial statements for the third quarter.

Write-downs totalling NOK 778 million were made in 2024.

During impairment testing in the third quarter of 2024, goodwill and trademarks in Orkla Snacks Latvia were written down by NOK 295 million. In addition, goodwill in Eisunion (Orkla Food Ingredients) was written down by NOK 49 million.

In the fourth quarter of 2024, a new and updated impairment test was performed for the Pierre Robert Group in response to a negative profit trend in the portfolio company. The company had negative EBIT (adj.) of NOK 14 million in the fourth quarter. This resulted in impairment of intangible assets totalling NOK 121 million, divided between capitalised IT solutions (NOK 56 million), goodwill (NOK 45 million) and a trademark (NOK 20 million). See also Note 38 'Events after the balance-sheet date'.

An impairment loss of NOK 299 million was recognised on Orkla's common ERP platform in 2024. The carrying value of the platform was reduced from NOK 357 million to NOK 58 million.

In addition, intangible assets of NOK 6 million were written down in relation to wound-up pizza restaurants in Germany, and Orkla Health wrote down a minor trademark by NOK 6 million.

Write-downs totalling NOK 329 million were made in 2023. The largest write-down related to property, plant and equipment in Orkla Foods Česko a Slovensko (OF CaS), which implemented a major manufacturing restructuring process. OF CaS also wrote down a trademark retained after the restructuring process by NOK 36 million.

In 2023, goodwill write-downs of NOK 62 million were taken in respect of the German operations of The European Pizza Company. In addition, intangible assets of NOK 34 million were written down in connection with wound-up pizza restaurants in Germany.

The write-downs are presented on the financial statement line 'Other expenses' in the income statement. Further information on write-downs made in 2024 and 2023 is disclosed in Note 14.

There were no other indications of any impairment in the value of the group's assets as at 31 December 2024; see also the section on 'Sensitivity' in this note.

Other activities
An updated valuation was also prepared of Orkla's power plants; see further Note 38 'Events after the balance-sheet date'.

Other assessments
No other deficit values related to property, plant or equipment or intangible assets were identified in the group.

Distribution of goodwill and trademarks

Amounts in NOK million	Goodwill 2024	Goodwill 2023	Trademarks (non depreciable) 2024	Trademarks (non depreciable) 2023
Orkla Foods	6 784	6 702	2 367	2 341
Orkla Snacks	3 719	3 699	2 279	2 377
Orkla Food Ingredients	4 643	4 250	5	5
Orkla Health	5 970	5 843	1 540	1 508
Orkla India	1 439	1 327	881	813
The European Pizza Company	2 854	2 716	805	766
Orkla Home & Personal Care	838	825	69	68
Orkla House Care	554	539	90	90
Health and Sports Nutrition Group	299	294	123	122
Pierre Robert Group	0	44	0	19
Lilleborg	0	18	0	0
Total consolidated portfolio companies	**27 100**	**26 258**	**8 159**	**8 108**
Orkla ASA and Business Services/Eliminations	(62)	(62)	0	0
Consolidated portfolio companies incl. Orkla ASA and Business Services	**27 038**	**26 196**	**8 159**	**8 108**
Financial Investments	0	0	0	0
Orkla	**27 038**	**26 196**	**8 159**	**8 108**

Cash-generating units
A cash-generating unit (CGU) is the lowest level at which independent cash flows can be measured. An overview of book goodwill and trademarks related to the largest CGUs in each segment is presented in separate tables in this note.

Orkla's segments are disclosed in Note 7.

Assumptions
Future cash flows are estimated on the basis of a number of assumptions. This applies both to factors such as assumptions concerning economic trends and factors such as assumptions concerning the estimated useful life of important trademarks. Future cash flows are estimated on the basis of the budget for the coming year and the following four forecast years. As from year six, a terminal value is calculated. The main factors on which the impairment tests are based are summarised by segment in a separate table in this note. The CGUs operate in different markets, and the table is intended to provide an overview of primary drivers.

Discount rate
The applied discount rate is based on the group's cost of capital, which was estimated to be 6.8% after tax in both 2024 and 2023, based on a weighted average of required rates of return for the group's equity and debt (WACC). The group's WACC before tax is 8.7%.

The required rate of return on the group's equity is estimated using the capital asset pricing model (CAPM). The required rate of return on debt is estimated based on a long-term risk-free interest rate plus a credit margin derived from Orkla's marginal long-term borrowing rate. External information sources are used to calculate the cost of equity and the cost of debt. The discount rate is adjusted for the country risk and level of inflation applicable to the particular value being calculated.

Sensitivity
General
Key assumptions for assessing the future performance of the group's consolidated portfolio companies are disclosed in the tables on the following pages. The most important assumption in assessing the value of the portfolio companies is deemed to be

future EBIT (adj.) performance. EBIT (adj.) is defined in Note 1. Several factors affect EBIT (adj.) performance, and important factors are presented in the tables on the following pages. Growth in terminal value and WACC used are also regarded as important assumptions. These assumptions were applied during impairment testing in the third quarter. A new impairment test was carried out for the Pierre Robert Group in the fourth quarter for which the assumptions in the table were used.

For most trademark and goodwill items in the group, the estimated value arrived at by means of impairment testing is clearly higher than their book value. However, some cash-generating units are considered to be more sensitive than others to changes in the most important assumptions. This is the case for Orkla Snacks Latvia, Eisunion, Nic UK, the German pizza chains in New York Pizza and the Pierre Robert Group. These CGUs' sensitivity in connection with impairment testing is explained in greater detail in the paragraphs below.

Orkla Snacks Latvia

Orkla Snacks Latvia has delivered a weaker-than-anticipated performance since its acquisition, and goodwill and trademarks were written down by a total of NOK 295 million in 2024. The company's future profit performance will be closely monitored by reference to the assumptions applied during impairment testing in the third quarter of 2024. Based on this test, a decline in expected growth in terminal value from 1.5% to 0.5% would result in a further write-down of approximately NOK 100 million, while a 1.0 %-point increase in WACC before tax would result in an write-down of approximately NOK 140 million. A 1.0%-point decrease in EBIT (adj.) margin during the forecast period and in terminal value would result in a further write-down of approximately NOK 130 million.

Eisunion

Orkla Food Ingredients acquired the company Eisunion in 2015. The company has delivered weaker-than-anticipated results since acquisition. To defend Eisunion's book value, the company had to demonstrate strong future profit growth. However, the company's profit growth was weak in 2024, and based on an assessment of future expected cash flows, the company's entire goodwill was written down by NOK 49 million in 2024. Based on the impairment test carried out in the third quarter of 2024, a change in key assumptions would trigger a write-down of the other assets. Both a reduction in anticipated growth in terminal value from 1.5% to 0.5% and a 1.0%-point increase in WACC before tax would result in a write-down of NOK 10 million to NOK 20 million. However, a 1.0%-point decrease in EBIT (adj.) margin during the forecast period and in terminal value would result in a write-down of up to NOK 50 million.

Nic UK

The performance of Nic UK was hit hard by the Covid-19 pandemic. Several customers shut down operations for a period of time, resulting in a significant decline in EBIT (adj.) for Nic UK. The company was also impacted by financial turmoil in the Great Britain, including the effects of Brexit and a general decline in purchasing power. Measures have been initiated to improve the performance of the business, but the effects have not yet fully materialised. However, strong growth in Nic UK's results is expected going forward. The valuation generated during impairment testing showed excess value of NOK 43 million relative to fair value. Future developments will be closely monitored as regards the profit development forecast during impairment testing. Based on the impairment test carried out in the third quarter of 2024, a 1.0%-point increase in WACC before tax would result in a write-down of approximately NOK 20 million, while a 1.0%-point decrease in EBIT (adj.) margin during the forecast period and in terminal value would result in a write-down of around NOK 30 million. However, a reduction in anticipated growth in terminal value from 1.5% to 0.5% would not result in any write-downs based on the impairment test done in the third quarter of 2024.

Pizza operations in Germany

The German pizza chains Stückwerk, Flying Pizza and Pizza Planet were purchased immediately after the acquisition of New York Pizza in 2021. These pizza chains have not delivered a satisfactory profit development, and in 2023 a restructuring was implemented which involved the closure of unprofitable pizza restaurants. Additional closures of unprofitable restaurants followed in 2024. Goodwill related to the German operations was written down by NOK 62 million in 2023. The impairment test conducted in the third quarter of 2024 justified the German pizza chains' book values, but without excess value. Book goodwill amounted to NOK 140 million as at 31 December 2024. Future performance will be closely monitored in relation to anticipated profit performance. Based on the test carried out in the third quarter of 2024, a drop in terminal value from 2.5% to 1.5% would result in a write-down totalling approximately NOK 20 million, while a 1.0%-point increase in WACC before tax would result in a write-down of just under NOK 30 million. A 1.0%-point decrease in EBIT (adj.) margin during the forecast period and in terminal value would result in a write-down of around NOK 10 million.

Pierre Robert Group

The portfolio company Pierre Robert Group experienced a sharp drop in profits in 2024, resulting in a NOK 121 million write-down of all the company's intangible assets in the fourth quarter of 2024. The remaining book value of net assets in Pierre Robert Group totalled NOK 76 million, and mainly comprised inventories and other working capital. These items are assessed on an ongoing basis at the end of each period, see also Note 38 'Events after the balance sheet date'.

Other items
As regards the other CGUs, changes in assumptions equivalent to those described above will not result in material write-downs.

Goodwill and trademark items for Orkla's portfolio companies are shown in the tables on the following pages.

Risk of future changes in operating parameters
General
Financial assessments and estimated uncertainty related to climate and nature risk are disclosed in Note 3. Expected developments related to climate and nature risk are therefore elements taken into consideration both when assessing indicators of a need for a write-down and when testing for impairment. Climate and nature risk for the various consolidated portfolio companies is disclosed in the tables on the following pages. The tables show the specific risks related to each portfolio company.

As at the end of 2024, no material climate risk had been identified in the year's tests that resulted in write-downs due to climate-related impacts. However, there is uncertainty in this connection, and the assessments may change in future. Nor have any 'stranded assets' been identified that would result in a change in anticipated useful life and residual value.

Sensitivity analyses
The financial risk associated with climate and nature risk change is considered to be high, see Note 3. Orkla's greatest climate and nature-related risks include potential increases in raw material prices and challenges in obtaining necessary raw materials. These risks could affect product prices for consumers, which in turn could result in reduced demand and sales.
In connection with the impairment testing that was conducted, sensitivity analyses were performed to assess how Orkla's businesses would be affected by significant changes in the prices of certain raw materials. The impairment tests are based on a best estimate of anticipated raw material price development. In these sensitivity analyses, scenarios were examined which feature worst-case price development for certain key raw materials. These scenarios therefore only form one of many scenarios included in a best-estimate assessment. Each cash flow-generating unit has made its own assumptions in these analyses, for example regarding which raw materials will be affected, further investment needs, the scope for finding substitutes, etc.

While it is difficult to estimate the outcome of these scenarios, the conducted analyses indicate that such a price development would entail a write-down for units that are sensitive to changes in key assumptions (see the section on 'Sensitivity'). In addition, such a development would result in write-downs for certain other units. This applies primarily to certain recently-acquired companies, as these will have lower excess value relative to fair value. However, these calculations are subject to a high level of uncertainty.

Key assumptions for estimating future performance

Orkla Foods (OF)

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
Units in segment	OF Norway	3 545	3 545	1 260	1 260
	OF Sweden	1 632	1 603	427	421
	OF Denmark	495	472	67	67
	OF Finland	196	186	2	2
	OF Baltics	67	64	54	51
	OF Central Europe	849	832	557	540
	Total	**6 784**	**6 702**	**2 367**	**2 341**

		2024	2023
	Total capital employed 31 December	15 695	16 233
	EBIT (adj.)	2 532	2 259

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: meat, eggs, vegetables, dairy products, fish, spices and other additives, fruits and berries, and glass, cardboard, plastic and metal packaging.
Production sites	Production is carried out in the Nordics, Baltics, Austria, Czech Republic and Hungary.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by innovations, productivity, retail chain price negotiations, energy and raw material prices. A more normalised commodity price development is expected ahead, in line with general inflation, with some risk of negative currency effects. There is higher-than-normal uncertainty as to energy and prices due to unstable markets in the ongoing war in Ukraine.
Customisation and ability to develop products in collaboration with customers	Keeps ongoing track of consumer trends and works continuously to seek growth and development in existing and new segments.
Economic conditions and market outlook	Markets and turnover are expected to remain relatively normal – the business is generally little affected by market trends, but during periods of major price changes volume may be affected somewhat.
Climate and nature risk	As a food-producing company, the business's factor inputs are highly exposed to agriculture. Rising temperatures and more extreme weather phenomena may affect the availability of different raw materials because farming and harvests will increasingly be affected by weather and climate. This trend is monitored closely both locally and centrally. To address these challenges, there is focus on learning more about how to develop and drive procurement from production systems that are more resilient to climate change. OF's procurement departments collaborate closely with suppliers to ensure that the latter have robust sustainability strategies. OF also seeks to diversify its sources and uses third-party certifications to secure sustainably produced raw materials that promote better farming practices. The business's ability to source resources globally is an important mitigating factor, and efforts are made to develop flexible recipes that can be used if necessary. This makes it possible to vary suppliers and product origins depending on the climate situation. In impairment tests, expected changes in future raw material prices were used and known current factors have been taken into account.
Terminal value	Growth 1.5% for all cash-generating units.
WACC	OF Norway 8.7%, OF Sweden 8.6%, OF Denmark 8.7%, OF Finland 8.8%, OF Baltics 8.8%–9.3%, OF Central Europe 8.7%–9.1%
Factors that affect the discount rate	Operations mainly in the Nordic and Baltic markets, as well as in Austria, Czech Republic, Slovakia and Hungary. Industry risk is regarded as low and budgets are made in local currencies.

Key assumptions for estimating future performance

Orkla Snacks (OS)

Amounts in NOK million	Units	Goodwill 2024	Goodwill 2023	Trademarks 2024	Trademarks 2023
Units in segment	Orkla Snacks Norway	534	534	201	201
	Orkla Snacks Sweden	1 196	1 177	539	531
	Orkla Snacks Denmark	705	671	481	459
	Orkla Snacks Finland	698	664	863	822
	Orkla Snacks Iceland	129	118	71	64
	Orkla Snacks Latvia	457	535	59	238
	Orkla Snacks Estonia	0	0	65	62
	Total	**3 719**	**3 699**	**2 279**	**2 377**

		2024	2023
	Total capital employed 31 December	10 359	10 328
	EBIT (adj.)	1 273	1 013

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: sugar, potatoes, nuts, cocoa, flour, vegetable oil, spices, milk powder and packaging.
Production sites	Production primarily takes place in the Nordics and Baltics.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by innovations, productivity, retail chain price negotiations and raw material prices. Climate change and unstable geopolitical conditions could have a large impact on raw material prices and availability. In 2024, cocoa prices rose significantly and a rise in cocoa purchase prices is expected in 2025 compared with 2024. Orkla Snacks is carefully monitoring raw material price trends with a view to implementing measures to safeguard profitability.
Customisation and ability to develop products in collaboration with customers	Orkla Snacks tracks consumer trends – growth is expected in existing segments.
Economic conditions and market outlook	Markets and turnover are expected to remain normal – Orkla Snacks is generally little affected by market trends.
Climate and nature risk	As a producer of snacks, confectionery and biscuits, Orkla Snacks has high consumption of raw materials such as sugar, potatoes, nuts, cocoa, flour and vegetable oils. In the short term, extreme weather can have a substantial impact on raw material prices and availability, but the impact of extreme weather on production capacity is regarded as low and is dealt with by an emergency contingency plan for each factory. Global climate change can also affect raw material prices in the long run. At present, climate risk is not considered to entail a material financial risk for the Orkla Snacks businesses. Potential climate risks are continuously monitored at both central and local level to ensure proactive management and rapid response to any new challenges.
Terminal value	Growth 1.5% for all cash-generating units.
WACC	Orkla Snacks Norway 8.7%, Orkla Snacks Sweden 8.6%, Orkla Snacks Denmark 8.7%, Orkla Snacks Finland 8.8%, Orkla Snacks Iceland 9.9%, Orkla Snacks Latvia 9.3%, Orkla Snacks Estonia 9.3%
Factors that affect the discount rate	Operates mainly in the Nordic and Baltic markets; low industry risk; budgets are in local currency.

Key assumptions for estimating future performance

Orkla Food Ingredients (OFI)

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
Units in segment	Bakery Nordics	972	933	-	-
	Bakery Europe (excl. Nordics)	547	521	-	-
	Sweet Ingredients	2 870	2 558	-	-
	Plant-based	254	238	5	5
	Total	**4 643**	**4 250**	**5**	**5**

		2024	2023
	Total capital employed 31 December	11 148	9 983
	EBIT (adj.)	1 310	1 166

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: vegetable oil, dairy products, molasses, sugar, cocoa/chocolate, eggs and flour.
Production sites	Own production mainly in the Nordic region, but also in the Netherlands, Poland, the UK, Romania, Portugal and at some small manufacturing units in Central and Eastern Europe. OFI also has a manufacturing company in the USA.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by the companies' competitiveness in product and service delivery. Competitiveness is enhanced by the ability to develop high-utility products. OFI seeks to offset changes in raw material costs in customer markets, but gross profit can be affected on a short-term basis by large fluctuations in raw materials. In recent years, there has been great volatility for several of OFI's important commodities such as chocolate, sugar and vegetable oils, and volatility and more uncertainty continue to be expected in the commodity market.
Customisation and ability to develop products in collaboration with customers	OFI follows consumer trends and works closely with its customers, who are manufacturers and suppliers of bakery and ice cream products, as well as of plant-based products. Several of the products in OFI are produced in close collaboration with our customers to ensure good quality for the consumer. It is also important to ensure that products are delivered that are adapted to changes in consumer trends. In recent years, OFI has, among other things, increased its focus on sustainability, and has an increasing proportion of, for example, plant-based products in its portfolio. There is rising demand for 'free of' products, and OFI has increased its focus on e.g. gluten-free products.
Economic conditions and market outlook	OFI was affected by the Covid-19 pandemic in 2020–2021 and early 2022, but has had normal activity in 2023 and 2024. The 2022–2024 period was marked by high inflation, which affected commodity prices, and hence also selling prices. This entails uncertainty regarding demand in the short term due to the uncertain economic situation in many of our markets as a result of high inflation and reduced consumer purchasing power. Among other things, some of our sales to, for example, artisanal bakeries and ice cream kiosks could be impacted in the short term. Demand is generally expected to be reliable going forward as OFI's products are 'basic goods' within bakery and ice cream ingredients and plant-based products.
Climate and nature risk	Risks related to climate change may have an impact on OFI as a food business operator. Estimated temperature increases, changes in rainfall patterns, or other extreme weather conditions could negatively impact crops and access to raw materials, in turn affecting food prices. As a global supplier of food ingredients with a high consumption of raw materials such as grains, sugars, and oils, OFI monitors potential risks and seeks to reduce risks by having a broad and diversified group of suppliers. Despite risk mitigation measures, unforeseen global or local supply chain could can impact OFI's ability to supply its customers, something that could result in lost sales and profits. If this were to occur, it would probably affect the entire food industry and not be limited to OFI.
Terminal value	Growth 1.5% for all cash-generating units.
WACC	Bakery Nordics 9.1%-9.3%, Bakery Europe 9.7%-11.7%, Sweet Ingredients 9.1%-10.3%, Plant based 9.2%
Factors that affect the discount rate	Operates in 23 countries, primarily in Europe. Also has operations in the USA; moderate industry risk; budgets in local currency. External loan agreement after 40% sale of the business to Rhone Capital.

Key assumptions for estimating future performance

Orkla Health (OH)

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
Units in segment	OH Group	2 021	1 968	707	701
	Healthspan	603	548	218	198
	NutraQ	2 692	2 693	400	400
	Riemann	353	336	94	90
	Orkla Wound Care	301	298	121	119
	Total	**5 970**	**5 843**	**1 540**	**1 508**
			2024		2023
	Total capital employed 31 December		9 632		9 275
	EBIT (adj.)		942		851

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: crude oil, chemicals, fish oil, milk protein, vitamins, plastic packaging, plastic components, cardboard and paper-based packaging and tensides.
Production sites	The portfolio company has its own production of dietary supplements, oral care products, sunscreens and anti-perspirants in Norway and Denmark. It also has own production of oral care products in Malaysia. Wound care products are manufactured in Spain and Norway. Trade goods are primarily purchased from Europe and Asia.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by innovations, productivity, retail chain price negotiations, raw material prices and inflation. Increases in raw material prices, especially fish oil prices, and inflation are expected at the start of 2025.
Customisation and ability to develop products in collaboration with customers	Orkla Health tracks consumer trends and growth is expected in existing segments. Rapid development is taking place, particularly in the market for dietary supplements, and Orkla Health is continuously developing products with a view to meeting consumers' current and future needs, as well as adapting its product portfolio both locally and globally.
Economic conditions and market outlook	Orkla Health is generally relatively little affected by changes in the economic situation, but is liable to be affected by major fluctuations. The war in Ukraine has caused disruptions in the value chain, including higher energy and freight costs. The short-term negative implications are uncertain, but are expected to level off in the long term.
Climate and nature risk	Global climate change in the medium to long term may result in reduced availability of key raw materials such as fish oil, Omega-3 and cotton, operational disruptions, as well as increased transport costs and/or taxes on greenhouse gas emissions. The risk is reduced through Orkla's long-term and systematic climate work, including efforts to reduce emissions, mapping of alternative suppliers, increased presence and investments upstream in the value chain, and continuous monitoring of potential climate-related risks to ensure proactive management and rapid response. In the impairment tests, expected commodity price changes in the future have been used, and known short-term conditions have been taken into account.
Terminal value	Growth 1.5% for all cash-generating units.
WACC	OH Group 8.7%, Healthspan 9.5%, NutraQ 8.7%, Riemann 8.7%, Orkla Wound Care 8.6%
Factors that affect the discount rate	Operates mainly in the Nordic markets and the UK, the Baltics, Poland and Spain; low industry risk, budgets in local currency.

Key assumptions for estimating future performance

Orkla India

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
	Orkla India	**1 439**	**1327**	**881**	**813**

		2024	2023
	Total capital employed 31 December	2 837	2 709
	EBIT (adj.)	463	386

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Orkla India's raw materials include among others spices, various flours, vegetable oils, paper, plastic and metal.
Production sites	Orkla India has nine factories in India, in addition to using third-party production.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is mainly affected by raw material prices, and selling price, including promotions and productivity. Orkla India tracks consumer trends and continuously seeks growth and development.
Customisation and ability to develop products in collaboration with customers	Orkla India tracks consumer trends and continuously seeks growth and development.
Economic conditions and market outlook	As a multi-category Indian food company, Orkla India has organic growth potential. The Indian food market, despite the recent slowdown, continues to exhibit strong market fundamentals, underpinned by a growing population, rising disposables incomes, and a resulting increase in demand for quality packaged foods.
Climate and nature risk	Climate risk can impact the business, in the same way as all other packaged food companies. Increasing frequency of erratic monsoons, rising temperatures, and extreme weather events pose significant risks to agricultural output, potentially leading to food inflation and declining demand.
Terminal value	Growth 5.5%[1]
WACC	12.7%
Factors that affect the discount rate	Operates mainly in India and exports to 42 countries. Industry risk is considered low to medium, and budgets are in local currency.

1 Estimated value in use of Orkla India would also have shown good excess value in relation to book value with a growth rate in terminal value equivalent to other cash-generating units in Orkla (1.5% and 2.5%)

Key assumptions for estimating future performance

The European Pizza Company (TEPC)

Amounts in NOK million	Units	Goodwill 2024	Goodwill 2023	Trademarks 2024	Trademarks 2023
Units in segment	Kotipizza	1 402	1 335	504	480
	New York Pizza	1 245	1 187	245	234
	Da Grasso	207	194	56	52
	Total	**2 854**	**2 716**	**805**	**766**
			2024		2023
	Total capital employed 31 December		4 438		4 308
	EBIT (adj.)		336		268

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: cheese, flour, tomatoes, meat (ham, salami, pepperoni and chicken).
Production sites	New York Pizza produces pizza dough in the Netherlands for its own operations and external customers. Kotipizza, New York Pizza and Da Grasso are mainly pizza concept franchisors and wholesalers for the network of franchisees and some external customers.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is primarily affected by sales from restaurants, raw material and consumer prices, and innovation and operational efficiency.
Customisation and ability to develop products in collaboration with customers	Product development is managed locally in all markets so as to be certain to meet local tastes and trends. Existing pizza segments are expected to grow.
Economic conditions and market outlook	The pizza industry is a fairly resilient category and TEPC is relatively unaffected by economic trends. Having said that, negative consumer confidence and lower purchasing power, may lead to a slowdown in demand and a trend of downtrading by consumers.
Climate and nature risk	TEPC is relatively unaffected by economic trends due to the resilience of the pizza segment; however, throughout 2024 high inflation and reduced purchasing power have lowered demand somewhat in most markets. The companies are working actively to adapt prices and products to local market conditions, and foresee better sales trends for 2025.
Terminal value	Growth 2.5% for all cash-generating units.
WACC	Kotipizza 8.8%, New York Pizza 9.2%, Da Grasso 10.4%.
Factors that affect the discount rate	Operates mainly in Finland, the Netherlands, Germany and Poland; moderate industry risk; budgets in local currency.

Key assumptions for estimating future performance

Orkla Home & Personal Care (OHPC)

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
	Orkla Home & Personal Care	**838**	**825**	**69**	**68**

		2024	2023
	Total capital employed 31 December	1 392	1 449
	EBIT (adj.)	315	225

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: chemicals, tensides, plastic packaging, plastic components, cardboard and paper-based packaging.
Production sites	Own production is carried out in the Nordic region. OHPC has own production in Norway (Ski) and Sweden (Falun). In addition, OHPC purchases goods for resale primarily from Europe.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by innovations, productivity, retail chain price negotiations, raw material prices and inflation. Stable growth in raw material prices is expected at start of 2025, with somewhat negative currency effects.
Customisation and ability to develop products in collaboration with customers	OHPC tracks consumer trends – growth is mainly expected in existing segments as well as some growth from innovations in new product segments.
Economic conditions and market outlook	OHPC is generally relatively little affected by economic trends, but will be impacted by major fluctuations. In Europe war has contributed to value chain disruption, including increased energy and freight costs. The short-term negative implications are uncertain, but are expected to level off in the long term.
Climate and nature risk	Climate change can affect OHPC in a number of areas: Operations and infrastructure; availability of raw materials; strict regulatory and operational frameworks that affect OHPC's operations and required investment levels. It could also affect the consumer market and OHPC's technology needs as consumers increasingly demand information about the climate impact of individual products or raw materials.
Terminal value	Growth 1.5%
WACC	8.7%
Factors that affect the discount rate	Operates mainly in the Nordic markets; low industry risk; budgets in local currency.

Key assumptions for estimating future performance

Orkla House Care (OHC)

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
Units in segment	Orkla House Care Norge	234	233	90	90
	Orkla House Care Benelux	318	304	-	-
	Orkla House Care UK	2	2	-	-
	Total	**554**	**539**	**90**	**90**
			2024		2023
	Total capital employed 31 December		1 103		1 106
	EBIT (adj.)		186		151

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: plastic packaging, plastic components, cardboard and paper-based packaging.
Production sites	Primarily own production in the Scandinavia, the UK and China for OHC.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by innovations, productivity, retail chain price negotiations and raw material prices. OHC has seen significant inflation in both raw material prices and energy costs that is compensated for through price increases.
Customisation and ability to develop products in collaboration with customers	OHC tracks consumer trends – growth is expected in existing segments.
Economic conditions and market outlook	OHC sells in several markets which largely limits the impact of economic trends. However, high interest rates and anticipated lower purchasing power in most markets are expected to reduce demand for several companies in the short term.
Climate and nature risk	Climate risk is generally considered to be moderate-to-low in the short term in the business. In the medium-to-long term, significant climate changes such as drought could result in reduced availability of certain raw materials such as wood, and as a result potentially higher material costs. As a risk-mitigating measure, OHC uses several different raw material suppliers. At present, climate risk in itself is not considered to entail a material financial risk for OHC, but resultant changes in statutory requirements, market demands and customer demands entail a certain risk. In impairment tests, expected changes in raw material prices were used and account was taken of known current factors.
Terminal value	Growth 1.5% for all cash-generating units.
WACC	OHC Norway 8.7%, OHC Benelux 9.2%, OHC UK 9.3%
Factors that affect the discount rate	Operates primarily in the Scandinavian markets and the UK and Benelux; low industry risk, budgets in local currency.

Key assumptions for estimating future performance

Health and Sports Nutrition Group (HSNG)

Amounts in NOK million	Units	Goodwill 2024	Goodwill 2023	Trademarks 2024	Trademarks 2023
	Health and Sports Nutrition Group	**299**	**294**	**123**	**122**
			2024		2023
	Total capital employed 31 December		664		717
	EBIT (adj.)		33		36

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: milk protein, vitamins, plastic packaging, plastic components, cardboard and paper-based packaging.
Production sites	HSNG's own production is in Sweden and HSNG's goods for resale are primarily from Europe.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by innovations, productivity, retail chain price negotiations, raw material prices and inflation. Higher raw material prices and inflation are expected at the start of 2025.
Customisation and ability to develop products in collaboration with customers	HSNG tracks consumer trends – growth and innovation is expected in existing segments.
Economic conditions and market outlook	HSNG is generally relatively little affected by economic trends, but will be impacted by major fluctuations. The turbulence in the world has contributed to value chain disruptions, including higher energy and freight costs. The negative short-term implications are uncertain, but are expected to level off in the long term. Overall, HSNG can be affected by general trends in fitness and health, including consumer trends and consumer views on various dietary supplements and products. However, HSNG generally operates in a market that is expected to continue to grow in the coming years and HSNG is well positioned to continue to benefit from this.
Climate and nature risk	HSNG is exposed to climate risk as it can give rise to supplier challenges and changes in consumer trends. Extreme weather can lead to supply chain problems due to higher operating costs or can hamper HSNG's ability to serve its customers. However, the risk is not considered to be higher for HSNG than for other comparable companies. HSNG sells goods to the Nordic countries, and climate-related risks, such as water scarcity or extreme weather conditions, are considered to be moderate. In the sports nutrition category, whey is one of HSNG's biggest factor inputs. Whey is purchased from well-known suppliers mainly located in the Nordic region. Due to HSNG's market position, it is considered that raw material shortage should not have a greater impact on HSNG than on other local competitors. HSNG focuses on understanding consumer trends and seeking to provide more sustainable products. The company also works to reduce its environmental impact by using more sustainable packaging material and greener transport to customers. In impairment tests, expected changes in raw material prices were used, and account was taken of known current factors.
Terminal value	Growth 1.5%
WACC	8.6%
Factors that affect the discount rate	Operates in the Nordic markets; low industry risk, budgets in local currency.

Key assumptions for estimating future performance

Pierre Robert Group (PRG)

		Goodwill		Trademarks	
Amounts in NOK million	Units	2024	2023	2024	2023
Units in segment	**Pierre Robert Group**	**0**	**44**	**0**	**19**

		2024	2023
	Total capital employed 31 December	76	246
	EBIT (adj.)	(26)	26

Factors that affect EBIT (adj.):	
Raw material price estimates are based on the market situation at time of calculation	Key raw materials: cotton, polyamide, wool and cardboard.
Production sites	Mainly in Italy and China. PRG does not produce its own goods.
Gross profit is based on past performance, adjusted for future expectations	Gross profit is affected by currency rates, raw material prices, freight rates, retail chain price negotiations and innovations, as well as the company's competitiveness. The aim is to compensate for increases in variable costs through price increases. There is a risk associated with a few large customers accounting for a large proportion of turnover.
Customisation and ability to develop products in collaboration with customers	PRG tracks consumer trends – moderate growth is expected in existing segments.
Economic conditions and market outlook	PRG is relatively little affected by economic trends, but the company is experiencing somewhat lower demand in the short term due to inflation and higher interest rates.
Climate and nature risk	Extreme weather can reduce availability of raw materials. This can give rise to delays or higher prices, make it necessary to develop products using other materials or to make other changes in the portfolio, as well as using alternative suppliers. All these factors will put pressure on margins. Textile industry players face increasingly stringent requirements aimed at reducing their climate footprint. PRG has worked systematically to promote sustainability for many years, and costs associated with sustainability requirements are taken into account in the forecasts.
Terminal value	Growth 1.5% for all cash-generating units.
WACC	8.7%
Factors that affect the discount rate	Operates in Norway, Finland and Sweden. Stabile markets. Budgets in local currency.

Note 19
Intangible assets

Accounting policies

Intangible assets are capitalised at cost price minus accumulated depreciation and write-downs. Intangible assets with a limited useful life are depreciated on a straight-line basis over their useful life.

Intangible assets acquired through acquisitions are capitalised. Long-established trademarks with a sound development as at the acquisition date have an indefinite useful life and are not depreciated. Other identified trademarks are depreciated over their anticipated useful life, which is normally 5–10 years.

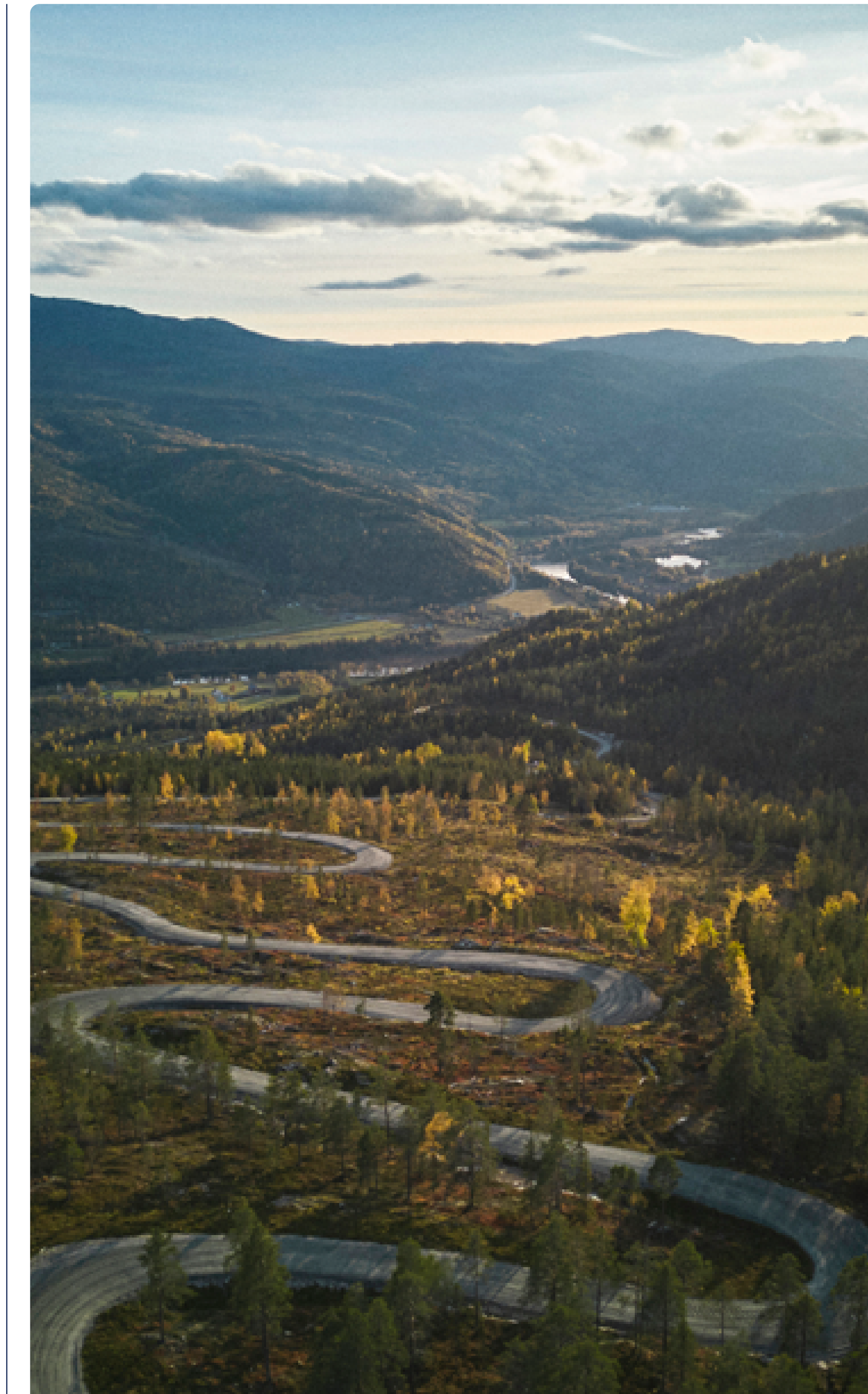
Goodwill is the residual value consisting of the difference between the purchase price and the capitalised value of an acquired company. Capitalised goodwill in Orkla derives solely from acquisitions; see Note 18.

Expenditure on research is always expensed directly, while development-related expenditure may be recognised in the statement of financial position. However, considerable uncertainty attaches to the entire decision-making process, and the fact that only a small proportion of all development projects culminate in commercial products essentially means that no projects end up capitalised.

Orkla expensed NOK 415 million in research and development expenses in 2024 (NOK 367 million in 2023). These costs comprise internal and external product development costs. Sustainability is an important element of product development. Research and development costs include measures to reduce salt, sugar and saturated fat levels in foods, develop healthy products, develop new packaging solutions based on renewable and recycled materials, and utilise new raw materials that promote sustainable consumption.

Estimate uncertainty

Considerable estimate uncertainty attaches to the value of intangible assets. These have no direct 'cost price', and their value is essentially determined by the group's own valuations. In addition, they are mainly capitalised in connection with the group's acquisition of new businesses. Goodwill must be regarded as a residual value in each acquisition. The total of all excess value including goodwill connected to acquisitions must thus generally be regarded as the market value (fair value) of the total net assets, and the breakdown of different types of assets (liabilities) follows from that value; see Note 18.



Intangible assets

Amounts in NOK million	Trademarks, not depreciable	Trademarks, depreciable	Other intangible assets	IT	Goodwill	Total
Book value 1 January 2023	**7 686**	**9**	**222**	**1 014**	**24 693**	**33 624**
Investments	-	-	43	96	0	139
Reclassifications/transferred assets under construction[1]	-	-	-	327	-	327
Acquisitions of companies[2]	130	-	6	1	443	580
Depreciation	-	(1)	(33)	(222)	-	(256)
Write-downs	(36)	-	(35)	(2)	(62)	(135)
Translation differences	328	-	18	17	1 122	1 485
Book value 31 December 2023	**8 108**	**8**	**221**	**1 231**	**26 196**	**35 764**
Investments	-	-	6	158	-	164
Reclassifications/transferred assets under construction[1]	-	-	23	13	-	36
Acquisitions of companies[2]	-	-	-	1	118	119
Sold companies	(3)	-	(1)	(2)	(18)	(24)
Depreciation	-	(2)	(31)	(199)	-	(232)
Write-downs	(216)	-	(6)	(355)	(199)	(776)
Translation differences	270	2	12	18	941	1 243
Book value 31 December 2024	**8 159**	**8**	**224**	**865**	**27 038**	**36 294**
Initial cost 1 January 2024	8 594	218	1 298	2 810	29 030	41 950
Accumulated depreciation and write-downs	(486)	(210)	(1 077)	(1 579)	(2 834)	(6 186)
Book value 1 January 2024	**8 108**	**8**	**221**	**1 231**	**26 196**	**35 764**
Initial cost 31 December 2024	8 858	227	1 223	2 480	30 179	42 967
Accumulated depreciation and write-downs	(699)	(219)	(999)	(1 615)	(3 141)	(6 673)
Book value 31 December 2024	**8 159**	**8**	**224**	**865**	**27 038**	**36 294**
Depreciation	-	10–20%	10–20%	10–33%	-	-

1 Net reclassifications relate to figures transferred from Note 20 and concern the transfer of assets under construction.

2 See Note 5 for information about intangible assets in acquired companies.

Note 20
Property, plant and equipment

See Note 35 for information on pledged assets and mortgages related to the group's property, plant and equipment.

Accounting policies

Property, plant and equipment are recognised at acquisition cost minus any accumulated depreciation and write-downs.

Property, plant and equipment are depreciated on a straight-line basis over their useful life, and the estimated useful life of the various categories of non-current assets is presented in the table in this note.

When analysing fair value in connection with an acquisition, excess/deficit value is allocated to the assets concerned, so that these are capitalised at the group's acquisition cost. Financing expenses related to the production of the group's own property, plant and equipment are capitalised, see Note 15.

Estimate uncertainty

The valuation and estimated useful life of property, plant and equipment are based on forward-looking information and will always involve a degree of uncertainty. In many cases, it is also difficult to estimate the residual value. The various production sites are routinely assessed based on a going-concern approach. If it is decided that certain production facilities will be closed or reorganised, new valuations have to be prepared of the relevant means of production.

Routine assessments are also made of whether climate risk may impact the useful life of the group's property, plant and equipment. As at 31 December 2024, it was concluded that climate risk will not have a material impact on the useful life of the group's property, plant or equipment. See also comments regarding climate risk for each portfolio company in Note 18.

Property, plant and equipment

Amounts in NOK million	Land, buildings and other property	Machinery and plants	Assets under construction	Fixtures, fittings, vehicles, IT equipment etc.	Total
Book value 1 January 2023	**8 207**	**5 967**	**2 262**	**923**	**17 359**
Investments	297	511	1 830	128	2 766
Disposals/scrapping	(72)	(40)	-	(15)	(127)
Acquisitions of companies	60	90	1	4	155
Sale of companies	(7)	(21)	20	-	(8)
Transferred assets under construction/reclassifications[1]	379	1 702	(2 517)	109	(327)
Write-downs	(126)	(68)	-	-	(194)
Depreciation	(413)	(1 083)	(10)	(265)	(1 771)
Translation differences	276	254	139	47	716
Book value 31 December 2023	**8 601**	**7 312**	**1 725**	**931**	**18 569**
Investments	212	623	866	164	1 865
Disposals/scrapping	(12)	(32)	-	(6)	(50)
Acquisitions of companies	52	-	-	3	55
Sale of companies	(43)	(34)	(6)	(7)	(90)
Transferred assets under construction/reclassifications[1]	506	349	(1 161)	270	(36)
Write-downs	-	-	-	(2)	(2)
Depreciation	(424)	(1 158)	(1)	(288)	(1 871)
Translation differences	234	261	38	27	560
Book value 31 December 2024	**9 126**	**7 321**	**1 461**	**1 092**	**19 000**
Initial cost 1 January 2024	15 126	21 330	1 739	3 324	41 519
Accumulated depreciation and write-downs	(6 525)	(14 018)	(14)	(2 393)	(22 950)
Book value 1 January 2024	**8 601**	**7 312**	**1 725**	**931**	**18 569**
Initial cost 31 December 2024	16 113	21 809	1 471	3 563	42 956
Accumulated depreciation and write-downs	(6 987)	(14 488)	(10)	(2 471)	(23 956)
Book value 31 December 2024	**9 126**	**7 321**	**1 461**	**1 092**	**19 000**
Linear depreciation	2-4%	5-15%	-	15-25% IT-equipment: 16–33%	

1 NOK 36 million (NOK 327 million in 2023) has been transferred to intangible assets in Note 19.

Note 21
Leases

Accounting policies

Upon entering into a contract, an assessment is undertaken of whether an agreement provides for a lease arrangement entitling the Orkla group to control the use of an identified asset. When a lease is identified as containing such provisions, assets and associated liabilities are recognised at the start of the lease, i.e. on the date on which the underlying asset becomes available to Orkla.

Upon entering into a contract, lease liabilities are measured at the present value of all future lease payments and are included in interest-bearing liabilities in the statement of financial position. The interest effect of such discounting is presented on the financial statement line 'Interest expense'.

Lease costs related to short-term leases with a duration of 12 months or less, and low-value leases, are not capitalised and are instead recognised directly in the income statement as other operating expenses.

Orkla's leases
The companies in the Orkla group largely own their own means of production and production premises. The group's leases mainly comprise leases of restaurants (Kotipizza and New York Pizza), offices, warehouse premises and vehicles such as cars and forklifts. Leases are capitalised under 'Property, plant and equipment' in the statement of financial position.

Additionally, Orkla's leases with Statkraft, whereby AS Saudefaldene has use of all power stations until 2030, are deemed to fall within the scope of IFRS 16. These leases account for approximately NOK 216 million of recognised right-of-use assets in the group as at 31 December 2024 (NOK 205 million in 2023). Orkla has a right to terminate the leases with Statkraft at any time subject to three to four years' notice, and renewal of the leases is considered annually. Between three and four years' rent is capitalised at all times. These leases are presented in the table as 'Machinery and plants'. See also Note 38 on 'Events after the balance-sheet date'.

Key considerations
Several of the group's leases include extension options. This applies particularly to leases for restaurant premises, offices and warehouse premises. Only options that are reasonably certain to be exercised are recognised as lease liabilities. Lease options in long-term contracts, mainly ones exceeding five years in length, are not taken into account as there are constant changes in the group and it is therefore difficult to predict the likelihood of future extensions.

As regards leases of restaurant premises for the pizza operations of Kotipizza and New York Pizza, a decision is made no later than one year before lease expiry as to whether a business will continue to operate in the relevant retail location. The European Pizza Company's pizza operations encompass a total of 810 retail locations, and the associated capitalised amount is NOK 678 million (NOK 732 million in 2023). See also the assessment of the accounting effect of option period-recognition in the section on 'Estimate uncertainty'.

Leases that fall within the definition of 'low-value assets' are not capitalised. This primarily applies to office equipment leases. Lease expenses linked to short-term leases where the non-cancellable lease period is less than 12 months are also recognised directly in the income statement, provided that the company does not expect to use the asset beyond this period.

The Orkla group has chosen to utilise the scope offered by the standard for not applying IFRS 16 to intangible assets. In the case of Saudefaldene, this applies to waterfall rights that represent a right to use the power of the water in the Saudavassdraget river system. The liability arising from this right of use has not been recognised and thus not been capitalised.

A review of various leases has been carried out, and the distinction between them and service agreements has been assessed. This applies, for instance, to agreements with carriers (transport agreements). The majority of the group's transport agreements are of such a type that no specific asset can be identified, or are of a short-term nature that falls outside the standard's definition of a lease.

Several of the group's leases include other services and components, such as shared costs, fuel and taxes. Non-lease components are treated separately from the lease and are recognised as operating expenses in the consolidated financial statements.

No write-downs were made of lease agreements in 2024 or 2023.

Discount rate
When a lease's implicit interest rate is not available, the lessee's marginal borrowing rate is used as a basis. For most Orkla subsidiaries, this is the internal borrowing rate in Orkla ASA. Orkla's internal borrowing rate is fixed at the floating market interest rate plus a risk premium (company and country risk). This is considered to be a good estimate of an arm's-length interest rate. The weighted discount rate for Orkla's lease liabilities was 3.1% in 2024 (2.7% in 2023).

Estimate uncertainty

Recognition of leases is based on a present value calculation in which assumptions regarding discount interest rates, lease payments, lease term and exercise of options are assessed and taken into account. Changes in one or more of these assumptions will impact on the estimated effects of the leases for the group. If account is taken of an extra option period for the restaurant premises of Orkla's pizza businesses, the capitalised value would increase by approximately NOK 980 million.

Whether an agreement is deemed to be a lease or a service agreement is also of significance.

Undiscounted lease liabilities and maturity of cash outflows as at 31 December 2024

Amounts in NOK million	Offices and restaurants	Production sites and other property	Machinery and plants	Vehicles etc.	Total
Less than 1 year	408	73	108	128	717
1–2 years	318	69	106	91	584
2–3 years	253	65	105	52	475
3–4 years	182	53	104	21	360
4–5 years	108	34	3	5	150
5–10 years	129	68	0	2	199
More than 10 years	10	36	0	0	46
Total undiscounted lease liabilities as at 31 December 2024	**1 408**	**398**	**426**	**299**	**2 531**

Undiscounted lease liabilities and maturity of cash outflows as at 31 December 2023

Amounts in NOK million	Offices and restaurants	Production sites and other property	Machinery and plants	Vehicles etc.	Total
Less than 1 year	389	64	102	113	668
1–2 years	340	63	99	75	577
2–3 years	245	57	97	42	441
3–4 years	194	55	97	16	362
4–5 years	138	46	0	3	187
5–10 years	162	66	0	1	229
More than 10 years	13	39	0	0	52
Total undiscounted lease liabilities as at 31 December 2023	**1 481**	**390**	**395**	**250**	**2 516**

Capitalised right-of-use assets

Amounts in NOK million	Offices and restaurants	Production sites and other property	Machinery and plants	Vehicles etc.	Total
Book value 1 January 2023	**1 023**	**351**	**219**	**186**	**1 779**
Investments	417	162	93	154	826
Sale of companies	0	(5)	0	0	(5)
Acquisition of companies	3	65	0	1	69
Depreciation	(341)	(84)	(83)	(122)	(630)
Translation differences	71	8	2	11	92
Book value 31 December 2023	**1 173**	**497**	**231**	**230**	**2 131**
Investments	262	81	123	177	643
Sale of leased assets	(7)	-	-	(1)	(8)
Acquisition of companies	1	28	2	1	32
Sale of companies	(53)	-	-	(8)	(61)
Depreciation	(355)	(100)	(95)	(135)	(685)
Translation differences	51	11	0	9	71
Book value 31 December 2024	**1 072**	**517**	**261**	**273**	**2 123**
Initial cost 1 January 2024	3 262	1 135	677	1 121	6 195
Accumulated depreciation and write-downs	(2 089)	(638)	(446)	(891)	(4 064)
Book value 1 January 2024	**1 173**	**497**	**231**	**230**	**2 131**
Initial cost 31 December 2024	3 516	1 255	802	1 300	6 873
Accumulated depreciation and write-downs	(2 444)	(738)	(541)	(1 027)	(4 750)
Book value 31 December 2024	**1 072**	**517**	**261**	**273**	**2 123**

Movement in interest-bearing lease liabilities

Amounts in NOK million	2024	2023
Total lease liabilities 1 January	2 331	1 971
New/changed lease liabilities recognised in the period	643	816
Lease liabilities acquired companies	32	73
Sold companies	(64)	-
Lease payments	(757)	(678)
Interest expense on lease liabilities	70	58
Translation differences	74	91
Total lease liabilities 31 December	**2 329**	**2 331**
Current lease liabilities	576	535
Non-current lease liabilities	1 753	1 796
Net cash flow from lease liabilities	757	678

Current leases and low-value leases

Amounts in NOK million	2024	2023
Lease payments – short-term and low value leases	(151)	(119)
Variable lease payments	(53)	(65)
Total lease expenses (other operating expenses)	**(204)**	**(184)**

Total payments in Orkla’s cash flow consist of lease payments linked to capitalised leases totalling NOK 757 million and expensed leases totalling NOK 204 million. These figures are shown in the tables above.

Rental agreements
The group also rents out real estate under operating leases. Rental revenues in 2024 totalled NOK 24 million (NOK 21 million in 2023). Total rental revenue is expected to amount to approximately NOK 31 million per year in the next few years.

Note 22
Other financial assets (non-current)

Accounting policies

Shares and financial investments are investments of a financial nature and are recognised at fair value with both changes in fair value and gains/losses recognised as other items in the comprehensive income statement. Dividends received are recognised in ordinary profit/loss when they are not to be regarded as a form of repayment of capital by the company.

Receivables are recognised at amortised cost.

Derivatives are described in Note 31. Pension assets are described in Note 12.

Amounts in NOK million	2024	2023
Share investments	212	221
Derivatives non-interest-bearing	2	22
Receivables interest-bearing	423	380
Receivables non-interest-bearing	41	34
Pension plan assets	52	43
Total other financial assets (non-current)	**730**	**700**

In 2024, share investments were written down by NOK 32 million in the comprehensive income statement. The largest individual item was a NOK 17 million write-down of the group's shareholding in the company Arctic Seaweed AS. In addition, shares were written down in comprehensive income by NOK 15 million related to Orkla's venture portfolio. There were no tax effects related to these items.

Note 23
Inventories

Accounting policies

Inventories of purchased goods in the Orkla group are valued at cost approximately according to the FIFO principle, while internally manufactured finished goods and work in progress are valued at production cost. Deductions are made for obsolescence. Real estate under development is valued at total cost incurred.

Estimate uncertainty

Inventories consist of a great many individual lines of goods in the form of both raw materials and finished goods. The goods are counted and valued at the group's acquisition cost, and account is taken of obsolescence. The group has a large number of units in stock at all times, but there is not deemed to be any material uncertainty regarding either the quantity or quality of the group's inventories. The risk associated with inventories is also low because much of the inventories comprise consumer goods. These are goods which by their nature have a high turnover rate.

An assessment has been carried out of net realisable value less sale costs. This resulted in a total write-down of inventories as at 31 December 2024 of NOK 160 million (NOK 124 million in 2023). Inventories valued at net realisable value totalled NOK 141 million as at 31 December 2024 (NOK 90 million in 2023).

Development property
Real estate holdings under development are included in the group's inventories (see 'Inventories' table). These properties are mainly housing projects under development/construction, and primarily consist of the projects at Sandakerveien 56 in Oslo and a development project in Larvik.

Inventories

Amounts in NOK million	2024	2023
Raw materials	3 252	3 507
Work in progress	333	396
Finished goods and merchandise	6 147	5 899
Total inventories consolidated portfolio companies	**9 732**	**9 802**
Development property	334	333
Inventories other businesses	6	-
Total inventories	**10 072**	**10 135**

Breakdown of inventories relating to consolidated portfolio companies

Amounts in NOK million	2024	2023
Orkla Foods	3 269	3 694
Orkla Snacks	1 158	1 040
Orkla Food Ingredients	2 450	2 246
Orkla Health	1 444	1 284
Orkla India	301	335
The European Pizza Company	122	118
Orkla Home & Personal Care	365	351
Orkla House Care	324	311
Health and Sports Nutrition Group	166	205
Pierre Robert Group	143	170
Lilleborg	-	48
Eliminations internal gain inventories	(10)	-
Total consolidated portfolio companies	**9 732**	**9 802**

Note 24
Receivables and financial assets (current)

Accounting policies

Accounts receivable and other trade receivables are receivables linked directly to the operating cycle. Accounts receivable are in principle recognised and presented at the original invoice amount and are valued at amortised cost using the effective interest rate method. The interest rate element is disregarded if it is immaterial, which is the case for the vast majority of the group's accounts receivable.

Provisions are made for anticipated losses on receivables based on relevant information available at the time of reporting. Anticipated losses on receivables are low relative to the Orkla group's total book receivables.

The principle for assessment of derivatives is disclosed in Note 31.

Estimate uncertainty

Credit risk linked to accounts receivable is assessed as relatively low. Bad-debt provisions are made to provide reasonable cover for uncertain receivables. See also the breakdown of accounts receivable by due date in this note and the disclosure of credit risk in Note 30.

Accounts receivable and other trade receivables

Amounts in NOK million	2024	2023
Accounts receivable (A - B)	8 522	8 398
Other trade receivables	285	262
Non-interest-bearing derivatives	2	1
Total trade receivables	**8 809**	**8 661**

Breakdown of accounts receivable by due date

Amounts in NOK million	2024	2023
Accounts receivable not due	7 373	6 985
Overdue receivables 1–30 days	714	925
Overdue receivables 31–60 days	298	328
Overdue receivables 61–90 days	70	73
Overdue receivables over 90 days	274	268
Accounts receivable nominal amount 31 December (A)	**8 729**	**8 579**

Change in provisions for bad debts

Amounts in NOK million	2024	2023
Provisions for bad debts 1 January	181	150
Bad debts recognised as expense	58	69
Provisions in acquired companies	4	2
Final bad debts	(38)	(49)
Translation differences	2	9
Provisions for bad debts 31 December (B)	**207**	**181**

Receivables and financial assets (current)

Amounts in NOK million	2024	2023
Non-interest-bearing derivatives	34	8
Interest-bearing derivatives	-	332
Interest-bearing receivables	478	224
Other current receivables	462	429
Total financial receivables and investments	**974**	**993**
Advance payment to suppliers/accrued revenue	736	541
Tax receivables	197	273
Total current receivables and financial investments	**1 907**	**1 807**

Note 25
Cash and cash equivalents

Accounting policies

Cash and cash equivalents consist of cash, bank deposits and current investments for the purpose of meeting short-term payment obligations and with maturity of three months or less and with an immaterial risk of a change in value. Contractual mandatory deposits in blocked bank accounts are included as restricted assets if the deposits are made as part of the group's operating activities and therefore deemed to be held for the purpose of meeting short-term payment obligations, and if the deposits may be withdrawn from the blocked account without incurring unnecessary expense.

Specification of cash and cash equivalents

Amounts in NOK million	2024	2023
Cash at bank and in hand[1]	875	458
Current deposits	579	321
Restricted deposits	189	212
Total cash and cash equivalents	**1 643**	**991**

1 Of bank deposits as at 31 December 2024, a total of NOK 316 million (NOK 266 million in 2023) comprised bank deposits of Orkla companies with non-controlling interests and of Orkla Insurance Company DAC. The group has limited access to these assets.

Restricted assets consist of security deposits for power sales, margin deposits for share derivatives, and deposits to meet statutory solvency requirements applicable to Orkla Insurance Company DAC.

Note 26
Provisions and other non-current liabilities

Accounting policies

Provisions are calculated on the basis of the best estimate of anticipated expenses. If the effect is material, anticipated future cash flows are discounted using a pre-tax interest rate that reflects the risk specific to the provision.

Contingent liabilities and contingent assets that are not capitalised pursuant to IAS 37 are disclosed in a note. See Note 37 for further information.

Derivatives are disclosed in Note 31. Pension liabilities are disclosed in Note 12.

Provisions and other non-current liabilities

Amounts in NOK million	2024	2023
Pension liabilities	2 254	2 124
Derivatives[1]	-	12
Non-current liabilities	148	225
Provisions for obligations	457	493
Total provisions and other non-current liabilities	**2 859**	**2 854**

1 Cash flow hedges: made to secure future interest payments and anticipated purchases of gas (not included in the statement of financial position).

Other non-current liabilities mainly comprise liabilities linked to signed agreements to acquire additional shares in companies.

Changes in provisions for obligations during the year:

Amounts in NOK million	Consolidated portfolio companies	Other business	Total
Provisions 1 January 2023	**110**	**390**	**500**
New provisions	63	10	73
Reversed provisions	(9)	-	(9)
Provisions utilised	(68)	(13)	(81)
Translation differences	7	3	10
Provisions 31 December 2023	**103**	**390**	**493**
New provisions	9	1	10
Reversed provisions	(5)	(12)	(17)
Provisions utilised	(6)	(22)	(28)
Reclassified to short-term	(2)	-	(2)
Translation differences	4	(3)	1
Provisions 31 December 2024	**103**	**354**	**457**

Estimate uncertainty

It is in the nature of a provision that it involves some degree of uncertainty. A provision is made and calculated based on assumptions at the time the provision is made, and is routinely updated as and when new information becomes available. It is particularly difficult to estimate the provision for indemnities issued to Norsk Hydro, as it is hard to estimate whether claims will arise and the amount of any such claims. The estimate is therefore based on considerable use of judgement. Provisions for exposures in Orkla Insurance Company are calculated by actuaries applying experience-based assumptions.

Consolidated portfolio companies
Provisions for liabilities of the consolidated portfolio companies mainly consist of liabilities linked to restructurings and minor personnel-related provisions.

Other businesses
As regards 'Other business', provisions for liabilities concern estimated liabilities related to guarantees and indemnities issued by Orkla to Norsk Hydro in connection with the sale of Sapa, compensation for land owners and demolition costs linked to Sauda, and provisions related to other discontinued operations. In addition, Orkla has insured some of its exposures through a captive insurance company, Orkla Insurance Company DAC. Orkla has made provisions for these exposures. The residual provision in respect of indemnities issued to Norsk Hydro totals NOK 286 million; see also the disclosure in Note 4. See further the information provided about the Denofa do Brasil case in Note 37.

Provisions with a maturity of less than 12 months are presented as 'Other liabilities' (current).

Note 27 Current liabilities

Estimate uncertainty

All types of accruals/provisions are subject to some estimate uncertainty. Accruals/provisions are calculated on the basis of assumptions at the time the provision is made. Estimate uncertainty associated with discounts, etc. is discussed in Note 4.

Accounts payable and other trade payables

Amounts in NOK million	2024	2023
Accounts payable	6 738	6 474
Other trade payables[1]	2 247	2 099
Total trade payables	**8 985**	**8 573**

1 Includes recognised discounts totalling NOK 1,905 million as at 31 December 2024 (NOK 1,819 million in 2023); see Note 4.

Other liabilities (current)

Amounts in NOK million	2024	2023
Non-interest-bearing derivatives	19	42
Non-interest-bearing current liabilities	187	205
Total financial liabilities non-interest-bearing	**206**	**247**
Unpaid government charges and special taxes	1 177	1 258
Accrued salaries and holiday pay	1 544	1 358
Other accrued costs	1 276	1 305
Total other liabilities (current)	**4 203**	**4 168**

Supply chain financing

The group has established a limited number of supply chain financing programmes for key suppliers. The programmes allow suppliers to opt (for a fee) to receive early settlement of their invoices from banks based on Orkla's approval of issued invoices. In such cases, Orkla settles the invoices with the bank when they fall due. Orkla is not party to the suppliers' agreements with the banks, and provides no security. The table below shows accounts payable which are included in these programmes and which are reported as part of the group's trade payables above:

Amounts in NOK million	2024	2023
Carrying amount of trade payables that are part of supply chain financing programmes	357	269
Of which suppliers have received payment	**239**	**256**

Note 28 Capital management and funding

Capital management
Orkla is an industrial investment company, which requires an active and disciplined approach to capital management and allocation. Orkla's capital management is designed to ensure that the group has sufficient financial flexibility, short-term and long-term. One main objective is to maintain a financial structure that, through capital adequacy and cash flow, ensures strong, long-term creditworthiness, as well as a competitive return for shareholders through a combination of dividends and an increase in the share price. In 2023 Orkla announced a targeted yearly Total Shareholder Return of 12–14% for the period 2024-2026.

Capital usage and allocation are subject to formalised authorisation limits, and decision processes at group level and portfolio company level, respectively. Overall investment capacity for the group is evaluated continuously, based on cash flow and the targeted debt level. External borrowing is mainly centralised at Orkla ASA, and capital needs in fully owned subsidiaries are normally covered by internal loans from Orkla ASA, or equity. The capital structure of portfolio companies and their subsidiaries is adapted to commercial as well as legal and tax considerations. The short-term liquidity need of the companies is managed at group level through cash pools. Internal loans to partly owned subsidiaries can be provided subject to a separate evaluation, pro-rata jointly with other owners, or external funding is established. In 2023, the portfolio company Orkla Food Ingredients AS (OFI) established an external long-term credit facility of NOK 6.4 billion, and internal loans from Orkla ASA were repaid at closing of the transaction where 40% of the shares in OFI were sold to Rhône Capital in 2024.

Orkla targets to maintain an Investment Grade credit quality, and a level of net interest-bearing debt not exceeding 2.5 times EBITDA. Orkla has a credit rating from Scope Ratings GmbH with a long-term issuer rating of A-, and stable outlook, that was established in January 2022 and was confirmed most recently in January 2025. The same rating has been assigned for Orkla's bonds (Senior unsecured debt).

There were no fundamental changes to Orkla's priorities for capital allocation during 2024. In 2023, Orkla announced specific required rates of return on equity for acquisitions/sale of businesses and investments for expansion (> 15% post tax). Orkla also established a framework for strategic priorities and capital allocation going forward in 2023, where the portfolio companies are divided into the categories: 'Grow and Build', 'Anchor' and 'Transform or exit'. The framework provides guidance for allocating capital to the portfolio companies within each category, which reflect current priorities, including growth ambitions, for the respective portfolio company. Specific and differentiated targets for financial development for the period 2024-2026 have also been defined for the portfolio companies.

The group's interest-bearing liabilities and equity consist of:

Amounts in NOK million	2024	2023
Non-current interest-bearing liabilities	(15 331)	(15 663)
Current interest-bearing liabilities	(876)	(2 780)
Non-current interest-bearing receivables	423	380
Current interest-bearing receivables	478	556
Cash and cash equivalents	1 643	991
Net interest-bearing liabilities, excl. leases	**(13 663)**	**(16 516)**
Lease liabilities	(2 329)	(2 331)
Net interest-bearing liabilities	**(15 992)**	**(18 847)**
Group equity[1]	51 372	46 748
Net gearing (net interest-bearing liabilities/ equity)	0.31	0.40

1 The group's equity also includes the value of cash flow hedges taken to comprehensive income.

Orkla's net interest-bearing liabilities were reduced by NOK 2.9 billion in 2024. Disposals of companies net of acquisitions reduced the liabilities by NOK 2.6 billion. A dividend of NOK 6.0 billion was paid, which included an additional dividend of NOK 3.0 billion. Translation of debt denominated in foreign currencies increased the debt by NOK 0.7 billion.

As an industrial group, Orkla is not subject to any external capital requirements. The subsidiary Orkla Insurance Company DAC (Ireland) is subject to solvency requirements under applicable laws and regulations in Ireland. These requirements were met in 2024.

Funding
The primary objective of Orkla's treasury policy is to ensure that the group has sufficient financial flexibility in the short and long term to achieve its strategic and operational objectives.

Orkla's policy with regard to its funding activity is to maintain unutilised, long-term, committed credit facilities which together with available liquid deposits are sufficient to cover loans that fall due and known capital needs over the next 12 months, as well as a strategic reserve. This means that Orkla's loans are normally refinanced one year before maturity and that short-term interest-bearing debt is at all times covered by unutilised long-term credit facilities. Commercial paper and money markets are used as a source of liquidity when conditions in these markets are competitive, as an alternative to drawing on committed longterm credit facilities. As at 31 December 2024 NOK 1,043 million was drawn on these credit facilities (NOK 4,014 million as at 31 December 2023).

Orkla's main funding sources are bilateral loans from Orkla's relationship banks and loans in the Norwegian bond market. Orkla ASA Group Treasury also continuously evaluates other funding sources. In 2021, Orkla established a green bond framework, and bonds with a face value of NOK 1,500 million are issued under this framework.

In 2024 Orkla ASA repaid loans and cancelled credit facilities totalling NOK 4.5 billion. No new loans were established during 2024. The remaining time to maturity of NOK 2.4 billion of the bilateral long-term credit facilities has been extended by one year.

In connection with entering into the agreement for the sale of 40% of OFI it was decided that the company will have its own external funding, and the company has entered into a long term credit facility without recourse to Orkla ASA, totalling NOK 6.4 billion maturing in 2028, of which NOK 1.3 billion was unutilised on the statement of financial position date. The loan agreement contains compliance requirements with the financial key figures debt ratio (debt/EBITDA) and interest cover ratio (EBITDA/interest costs). OFI met all the requirements in 2024, and there are no indications that these will not be met going forward.

Other than OFI's loans, the group has no loan agreements with financial covenants. Orkla ASA's loan agreements include some limitations on disposals of businesses, on creation of security interest on assets, and on borrowing at subsidiary level, as well as cross default clauses. Bonds issued in the Norwegian bond market are listed on the Oslo Stock Exchange.

The table below shows the composition and development of net interest-bearing liabilities (see also Note 7) which is an important key performance indicator for funding and capital allocation. A reconciliation of these items against the group's cash flow statement is also disclosed.

2024 Amounts in NOK million	Interest-bearing receivables	Interest-bearing liabilities	Net interest-bearing liabilities
Balance 1 January 2024	1 927	(20 774)	(18 847)
Balance 31 December 2024	2 544	(18 536)	(15 992)
Change net interest-bearing liabilities	**(617)**	**(2 238)**	**(2 855)**
Of this change cash and cash equivalents	652	-	652
Change net interest-bearing liabilities excluding cash and cash equivalents	**35**	**(2 238)**	**(2 203)**
Items without cash effect:			
Interest-bearing items from acquired and sold companies	-	35	35
Interest-bearing liabilities new leases	-	(643)	(643)
Currency effects interest-bearing items	38	(838)	(800)
Net cash flow from financing activities in cash flow statement	**73**[1]	**(3 684)**	**(3 611)**

2023 Amounts in NOK million	Interest-bearing receivables	Interest-bearing liabilities	Net interest-bearing liabilities
Balance 1 January 2023	1 914	(19 102)	(17 188)
Balance 31 December 2023	1 927	(20 774)	(18 847)
Change net interest-bearing liabilities	**(13)**	**1 672**	**1 659**
Of this change cash and cash equivalents	(511)	-	(511)
Change net interest-bearing liabilities excluding cash and cash equivalents	**(524)**	**1 672**	**1 148**
Items without cash effect:			
Interest-bearing items from acquired and sold companies	-	(135)	(135)
Interest-bearing liabilities new leases	-	(826)	(826)
Currency effects interest-bearing items	6	(1 394)	(1 388)
Net cash flow from financing activities in cash flow statement	**(518)**[1]	**(683)**	**(1 201)**

1 Of which interest-being derivatives amount to NOK 0 million (NOK -322 million as of 31 December 2023), see Note 31.

Note 29 Interest-bearing liabilities

Amounts in NOK million	Book value 2024	Book value 2023	Fair value[1] 2024	Fair value[1] 2023	Currency	Notional in ccy[2]	Coupon[3]	Term
Non-current interest-bearing liabilities								
Bonds								
ORK 80 (10694680)	-	884	-	885				
ORK 84 (11774391)	951	942	962	951	NOK	1 000	Fixed, 2.35%	2016/2026
ORK 87 (11095499)	1 497	1 495	1 504	1 493	NOK	1 500	Nibor +0.62%	2021/2027
ORK 85 (11013708)	1 000	1 000	1 001	991	NOK	1 500	Nibor +0.62%	2021/2028
ORK 88 (11095507)	1 323	1 338	1 353	1 356	NOK	1 500	Fixed, 2.20%	2021/2029
ORK 86 (11013716)	432	445	437	442	NOK	1 500	Fixed, 2.4425%	2021/2031
ORK 89 (12862772)	500	500	505	502	NOK	1 500	Nibor +0.95%	2023/2028
ORK 90 (12862780)	960	993	983	1 007	NOK	1 500	Fixed, 4.405%	2023/2030
Total bonds	**6 663**	**7 597**	**6 745**	**7 627**				
Of this current liabilities	-	(884)		(885)				
Bank loans[4]	8 334	8 636	8 334	8 636				
Other loans	1	28	1	28				
Lease liabilities	1 753	1 796	1 753	1 796				
Interest-bearing derivatives	333	286	333	286				
Total non-current interest-bearing liabilities	**17 084**	**17 459**	**17 166**	**17 488**				
Current interest-bearing liabilities								
Bonds, maturity < 1 year	-	884	-	885				
Bank loans, overdrafts	821	896	821	896				
Commercial paper	-	1 000	-	1 000				
Other loans	13	-	13	-				
Lease liabilities	576	535	576	535				
Interest-bearing derivatives	42	-	42	-				
Total current interest-bearing liabilities	**1 452**	**3 315**	**1 452**	**3 316**				
Total interest-bearing liabilities	**18 536**	**20 774**	**18 618**	**20 804**				

1 The fair value of exchange-traded bonds is calculated on the basis of official tax values, whereas book values are used for other loans.

2 Of the notional amount the group holds some of its own bonds, which have been deducted in the recognised values.

3 The coupon rate is not an expression of the group's actual interest cost, as various interest rate swaps have been entered into. Note 30 discloses further details of interest rate level, interest rate risk and a breakdown of the liabilities portfolio by currency.

4. Of which loans in Orkla Food Ingredients AS in the amount of NOK 5,105 milion in 2024 (NOK 0 in 2023).

P Accounting policies

Loans and receivables are carried at amortised cost. Thus, changes in fair value resulting from changes in market interest rates during the interest rate period are not reported in the income statement, except for loans which are hedged objects in fair value hedges of interest rate risk; see Note 31. Bonds issued by Orkla, held on own books, are carried at amortised cost and recognised as reduced debt.

Maturity profile interest-bearing liabilities and unutilised credit facilities

	Interest-bearing liabilities		Unutilised credit facilities	
Amounts in NOK million	2024	2023	2024	2023
Maturity < 1 year	1 452	3 315	-	-
Maturity 1–3 years	4 753	5 849	7 373	4 585
Maturity 3–5 years[1]	10 544	6 470	870	1 453
Maturity > 5 years	1 787	5 140	-	-
	18 536	20 774	8 243	6 038

1 Of which NOK 5,105 million in interest-bearing liabilities as bank loans in Orkla Food Ingredients AS. Unutilised credit facilities for Orkla Food Ingredients AS are not included in the table.

Orkla ASA's unutilised credit facilities are multi-currency loan agreements with floating interest rates and flexible amounts and tenors for drawdown. The facility credit limits are denominated in NOK, EUR, SEK and DKK.

As at 31 December 2024 the average remaining time to maturity of the group's combined interest-bearing liabilities (excluding lease liabilities) and unutilised credit facilities was 3.0 years, compared with 3.3 years as at 31 December 2023.

The group also holds cash pools and bank accounts with short-term credit lines. Unutilised credit lines on these accounts are not included in the table.

Note 30 Financial risk

This note discloses the group's financial risks, and the management of these risks. Market risk related to financial instruments (currency risk, interest rate risk, and price risk for input factors and sold products), liquidity risk and credit risk is described specifically. In addition to loans and receivables, the financial instruments consist of derivatives used for hedging market risk. Derivatives and hedging relationships are described in more detail in Note 31.

(I) Organisation of financial risk management

Orkla operates internationally and is exposed to currency risk, interest rate risk, commodity price risk, liquidity risk and credit risk. Orkla uses derivatives and other financial instruments in order to reduce these risks in accordance with the group's treasury policy. The responsibility for managing financial risk in Orkla is divided between the companies, which manage risk related to business processes, and group level, which is responsible for centralised activities such as funding, interest rate risk management and currency risk management.

Centralised risk management

Orkla has a centralised Group Treasury. Its most important tasks are to ensure the group's financial flexibility in the short and long term, and to monitor and manage financial risk in cooperation with individual companies. The guidelines for the Group Treasury are laid down in the group's treasury policy. The Orkla Management Team monitors financial risk by means of regular reporting. The Group Treasury acts as an internal bank for the group and is responsible for, and executes, all major external funding and hedging transactions related to currency and interest rate hedging. Each year the Board of Directors grants authorisation for establishing loans and entering into master agreements for derivatives. Debt and treasury positions are managed in a non-speculative manner, so that all transactions in financial instruments are matched to an underlying business requirement.

Financial risks within each business area

The most important risk factors, and the management thereof, are described below. In this context, financial risk is defined as risk related to financial instruments. These may be either instruments hedging underlying risks, or viewed as a source of risk in themselves. Market risk that is not hedged with financial instruments is also discussed in this section.

Portfolio companies

The companies are primarily located in the Nordic and Baltic countries, Central/Eastern Europe and India. Production and sales mainly take place in local markets. A significant part of the input factors and some finished goods are imported.

The primary sources of financial risk within this business area are price risk on agricultural products and ingredients in food production, energy price risk, and currency risk on imported goods. Price risk on raw materials is normally dealt with in commercial contracts. The most significant currency risk results from purchasing in EUR by the Norwegian and the Swedish entities. Contracts and committed transactions are hedged with currency forward contracts against the entities' own functional currency. Currency risk related to expected, non-contractual cash flows is hedged to a limited extent. Hedges have also been entered into for gas price risk.

Hydro Power

Hydro Power is a significant producer of hydroelectric power (see Note 34). A substantial part of the production is sold under longterm contracts, whereas the remainder is sold in the spot market. Where contractual commitments exceed available power from own production, this is covered through purchases in the power market. In January 2025, Orkla entered into agreements to sell its entire Hydro Power portfolio. The transactions are pending regulatory approvals.

(II) Categories of financial risk

Currency risk

As NOK is the presentation currency for the group, Orkla is exposed to currency translation risk on net investments in foreign entities. Orkla maintains, as far as possible, a distribution of its interest-bearing liabilities across currencies which corresponds to the relative enterprise value distribution across the foreign subsidiaries' home currencies. This ensures approximately the same hedging level in all currencies, where interest-bearing liabilities hedge the currency risk in enterprise value. The currency distribution of interest-bearing liabilities is shown in Table 2b.

In the financial statements, translation risk on net investments in foreign entities is reduced by the net interest-bearing liabilities in the same currency. These liabilities consist of hedges of internal loans from Orkla ASA to subsidiaries in their home currency, plus hedges of net investments according to IFRS 9. Orkla primarily uses loans and currency forward contracts to hedge internal loans and net investments in foreign subsidiaries.

At the operational level, transaction risk is hedged against each entity's functional currency to a limited extent. Orkla applies hedge accounting for most hedges of future transactions, mainly cash flow hedges. The different types of hedges are described in more detail in Note 31.

The group's aggregated outstanding currency hedges of future transactions as at 31 December 2023 are shown in Table 1.

Table 1

Outstanding foreign exchange contracts[1] linked to hedging of future revenues and costs

Hedged amount in million currency

Purchase currency	Amount in currency	Sale currency	Amount in currency	Maturity
EUR	10	NOK	121	2025
EUR	5	GBP	5	2025
EUR	3	SEK	37	2025
USD	5	DKK	35	2025
USD	3	EUR	3	2025
SEK	24	NOK	25	2025

1 In currency pairs where the net total of hedges is over NOK 20 million.

Interest rate risk

Orkla's interest rate risk is mainly related to the group's debt portfolio. This risk is managed at group level. The group's policy is that interest costs should mainly follow the general trend in the money market. The targeted maximum net debt level of 2.5 times EBITDA limits the interest rate risk for the group. Hedging of interest rate risk may be established if the debt substantially exceeds the maximum targeted debt level, or the group's interest rate risk has increased due to other extraordinary factors.

The interest risk profile of the debt portfolio is determined by the selection of interest periods for the group's loans and the use of currency and interest rate derivatives. As at 31 December 2024 all of the group's interest-bearing liabilities (excluding lease liabilities) were at floating interest rates (also as of 31 December 2023) , and the average time to the next interest rate adjustment was 0.1 years (0.1 years as at 31 December 2023). The interest rate exposure on interest-bearing liabilities broken down by currency and financial instruments is shown in Table 2a and 2b.

Liquidity risk

Liquidity risk is the risk that Orkla is not able to meet its payment obligations. The management of liquidity risk has high priority as a means of meeting the objective of financial flexibility.

Orkla's policy for funding activities, described in Note 28, implies that short-term interest-bearing liabilities and known capital expenditures are funded by undrawn long-term credit facilities at least one year prior to maturity. The cash flow from operations, which among other factors is affected by changes in working capital, is managed operationally by the business areas, and is largely stable with the largest net inflow during the fourth quarter. Orkla monitors liquidity flows, short- and long-term, primarily through reporting. Interest-bearing liabilities are managed together with interest-bearing receivables at group level.

A smaller part of accounts payable is included in supply chain financing programmes with banks, described in Note 27. This implies that the accounts payable are settled with banks, and Orkla's payment terms remain as negotiated with vendors. Supply chain financing is therefore not considered to impact the liquidity risk.

Due to the measures mentioned, the group has limited liquidity risk. In order to further reduce refinancing risk, Orkla seeks to ensure that the maturities of loans and credit facilities are well distributed.

Table 3 shows the maturity profile for the group's contractual financial liabilities, including liabilities which are not recognised in the financial position. The amounts represent undiscounted future cash flows, and may therefore deviate from recognised figures. Derivatives are presented as split between those with gross settlement (currency derivatives), and those with net settlement (interest rate derivatives). The table also includes derivatives recognised as assets on the balance sheet date, as derivatives may include both positive and negative cash flows, and the fair value fluctuates over time. Forward interest rate curves are applied to estimate future interest payments related to instruments with floating interest rates. Similarly, forward prices are used to determine the future settlement amounts for currency derivatives.

Table 2a

Interest-bearing liabilities by instrument and interest risk profile

	2024	2024 Next interest rate adjustment						2023	2023 Next interest rate adjustment					
Amounts in NOK million	2024	0–3 months	3–6 months	6–12 months	1–3 years	3–5 years	> 5 years	2023	0–3 months	3–6 months	6–12 months	1–3 years	3–5 years	> 5 years
Bonds	**6 663**	2 997	-	-	952	1 323	1 391	**7 597**	3 884	-	-	942	-	2 771
Bank loans	**8 602**	7 891	711	-	-	-	-	**9 055**	8 985	70	-	-	-	-
Commercial paper	**-**	-	-	-	-	-	-	**1 000**	1 000	-	-	-	-	-
Overdrafts	**553**	553	-	-	-	-	-	**477**	477	-	-	-	-	-
Other loans	**14**	13	1	-	-	-	-	**28**	-	27	-	-	-	1
Interest rate swaps (fair value hedge)	**333**	3 999	-	-	(952)	(1 323)	(1 391)	**283**	4 001	-	-	(942)	-	(2 776)
Interest rate derivatives (other)	**-**	-	-	-	-	-	-	**3**	-	-	3	-	-	-
Currency derivatives	**42**	38	3	1	-	-	-	**-**	1	(2)	(1)	2	-	-
Lease liabilities	**2 329**	576	91	-	983	471	208	**2 331**	535	89	-	948	509	250
Interest-bearing liabilities	**18 536**	**16 067**	**806**	**1**	**983**	**471**	**208**	**20 774**	**18 883**	**184**	**2**	**950**	**509**	**246**

Table 2b

Interest-bearing liabilities by instrument and currency

	2024							2023						
Amounts in NOK million	2024	NOK	SEK	EUR	USD	DKK	Other	2023	NOK	SEK	EUR	USD	DKK	Other
Bonds	**6 663**	6 663	-	-	-	-	-	**7 597**	7 597	-	-	-	-	-
Bank loans	**8 602**	1 439	2 163	3 562	624	22	792	**9 055**	360	3 244	5 272	-	25	156
Commercial paper	**-**	-	-	-	-	-	-	**1 000**	1 000	-	-	-	-	-
Overdrafts	**553**	(10)	17	272	28	201	45	**477**	(35)	14	531	38	(129)	58
Other loans	**14**	-	3	-	-	11	-	**28**	27	-	-	-	1	-
Currency derivatives	**333**	333	-	-	-	-	-	**286**	286	-	-	-	-	-
Interest rate derivatives	**42**	(6 150)	1 466	415	52	2 701	1 558	**-**	(7 609)	1 448	628	627	2 398	2 508
Lease liabilities	**2 329**	756	299	896	2	133	243	**2 331**	770	278	961	1	111	210
Interest-bearing liabilities	**18 536**	**3 031**	**3 948**	**5 145**	**706**	**3 068**	**2 638**	**20 774**	**2 396**	**4 984**	**7 392**	**666**	**2 406**	**2 930**
Interest level borrowing rate	**4.9%**	**6.2%**	**4.0%**	**4.0%**	**7.0%**	**4.0%**	**6.9%**	**5.3%**	**6.6%**	**5.1%**	**4.7%**	**6.2%**	**4.3%**	**6.8%**

For currency derivatives and multi-currency overdraft facilities the asset and liability components are shown separately per currency. also including those that are recognised assets (negative numbers in parentheses).

Table 3

Maturity profile financial liabilities

	2024						2023					
Amounts in NOK million	Book value	Contractual cash flow	< 1 year	1–3 years	3–5 years	> 5 years	Book value	Contractual cash flow	< 1 year	1–3 years	3–5 years	> 5 years
Interest-bearing loans	15 832	16 169	834	3 682	10 075	1 578	18 443	18 732	2 781	4 873	5 965	5 113
Lease liabilities	2 329	2 531	717	1 059	510	245	2 331	2 516	668	1 018	549	281
Interest payments	122	2 644	746	1 231	599	68	118	2 503	793	1 047	463	200
Accounts payable and other current financial liabilities	9 050	9 050	9 050	-	-	-	8 660	8 660	8 660	-	-	-
Subscribed, uncalled partnership capital	-	-	-	-	-	-	-	4	4	-	-	-
Net settled derivatives[1]	321	-	-	-	-	-	308	-	-	-	-	-
Inflow	-	(850)	(224)	(348)	(221)	(57)	-	(1 080)	(288)	(375)	(260)	(157)
Outflow	-	1 135	330	481	283	41	-	1 372	456	481	310	125
Gross settled derivatives[1]	36	-	-	-	-	-	(329)	-	-	-	-	-
Inflow	-	(9 330)	(9 330)	-	-	-	-	(11 952)	(11 952)	-	-	-
Outflow	-	9 367	9 367	-	-	-	-	11 622	11 622	-	-	-
Total	**27 690**	**30 716**	**11 490**	**6 105**	**11 246**	**1 875**	**29 531**	**32 377**	**12 744**	**7 044**	**7 027**	**5 562**

1 Including derivatives recognised as assets (negative figures in parentheses).

The financial liabilities are serviced by cash flows from operations, liquid assets and interest-bearing receivables, and, when necessary, drawdowns on unutilised credit facilities. Unutilised committed credit facilities, the maturity profile of which is shown in Note 29, totalled NOK 8.2 billion at 31 December 2024 (NOK 6.0 billion at 31 December 2023).

Credit risk

The management of credit risk related to accounts receivable and other operating receivables is handled as part of the business risk, and is continuously monitored by the operating entities. The Nordic grocery trade markets are characterised by relatively few, but large, participants, resulting in a certain concentration of the credit risk exposure towards individual counterparties. Receivables on each of the four largest customers account for 5-10% of total accounts receivable. When selling in countries with high political risk, trade finance products are used to a certain extent to reduce the credit risk. The current credit risk level is considered acceptable. Provisions have been made for losses on accounts receivable, and the recognised amount represents the fair value as of the statement of financial position date. The provisions and the age distribution of accounts receivable that are overdue are shown in Note 24.

Orkla's credit risk related to financial instruments is managed by Group Treasury. Risk arises from financial hedging transactions, money market deposits, and bank accounts. Firstly, Orkla seeks to minimise the liquid assets deposited outside the group. Secondly, relationship banks that provide long-term funding are the targeted counterparties for bank accounts and financial hedging transactions according to policy. Further, limits and requirements related to the banks' credit ratings apply to deposits of excess liquidity. The exposure is continuously monitored by Group Treasury, and is considered to be low. Orkla ASA has International Swap Dealers Association (ISDA) agreements with its counterparties for derivative interest rate and currency transactions, which provide for netting of settlement risk.

Maximum credit risk

The maximum credit risk exposure for the group related to financial instruments corresponds to total gross receivables. In the hypothetical, unlikely event that no receivables are recovered, this amounts to:

Table 4

Amounts in NOK million	2024	2023
Cash and cash equivalents	1 643	991
Accounts receivable and other trade receivables	8 807	8 660
Other current receivables	940	653
Non-current receivables	464	414
Derivatives	38	363
Total	**11 892**	**11 081**

Commodity price risk

The group is exposed to price risks in respect of a number of raw materials, in particular agricultural products. However, the prices of sold products are also affected by raw material prices, and it is generally Orkla's policy to reduce the price risk through commercial contracts.

Orkla is also exposed to price risk on purchase of energy (gas and electric power). As at 31 December 2024 hedges of 3,091 Mt propane (3,950 Mt in 2023), and natural gas corresponding to 124 GWh (61 GWh in 2023) for the years 2025-2028, had been entered into with a total contractual value of NOK 85 million (NOK 92 million in 2023).

Sensitivity analysis

The financial instruments of the group are exposed to different types of market risk which can affect the income statement or equity. Financial instruments, in particular derivatives, are applied as a means of hedging both financial and operational exposure. In Table 5, Orkla presents a partial analysis of the sensitivity of financial instruments, where the isolated effect of each type of risk on the income statement and equity is estimated. This is done on the basis of a selected hypothetical change in market prices/rates on the statement of financial position as at 31 December 2024. In accordance with IFRS, the analysis covers only financial instruments and is not meant to give a complete overview of the group's market risk, for instance:

- For currency hedges of contracts entered into, changes in the fair value of the hedging instrument will affect the income statement, while changes in the fair value of the underlying hedged contract offset by the hedging instrument will not be shown as it is not a financial instrument.
- If one of the parameters changes, the analysis will not take account of any correlation with other parameters.
- Financial instruments denominated in the entities' functional currencies do not constitute any currency risk and are therefore not included in this analysis. Nor is the currency exposure on translation of such financial instruments to the group's presentation currency included.

Generally, the effect on the income statement and equity of financial instruments in Table 5 is expected to offset the effects of the hedged items where financial instruments are part of a hedging relationship.

Sensitivity financial instruments pre tax

Accounting effects of changes in market risk are classified to income statement and comprehensive income in the table according to where the effect of the changes in fair value is recognised initially. Effects recognised in the income statement will also affect equity beyond the figures presented in the table.

Table 5

	2023: Accounting effect on				2022: Accounting effect on			
	Income statement of:		Comprehensive income of:		Income statement of:		Comprehensive income of:	
Amounts in NOK million	Increase[1]	Decrease	Increase[1]	Decrease	Increase[1]	Decrease	Increase[1]	Decrease
Financial instruments in hedging relationships								
Interest rate risk: 100 basis points parallel shift in interest curves all currencies	(123)	123	-	-	(152)	152	-	-
Currency risk: 10% change in FX-rate EUR	8	(8)	(238)	238	3	(3)	(456)	456
Currency risk: 10% change in FX-rate SEK	-	-	(85)	85	-	-	(115)	115
Share price risk: 10% change in share price	30	(30)	-	-	26	(26)	-	-
Gas price risk: 30% change in gas price	-	-	26	(26)	-	-	28	(28)

1 Currency risk: Strengthening of EUR and SEK against NOK.

Note 31
Derivatives and hedging relationships

Accounting policies

Derivatives are valued at fair value at the statement of financial position date and reported as receivables or liabilities. Gains and losses due to realisation or changes in fair value are reported in the income statement in cases where the derivative is not part of a hedging relationship that meets the criteria for hedge accounting. Embedded derivatives in contracts are identified and valued separately. Orkla currently has no embedded derivatives. Purchases and sales of derivatives are recognised at trade date. Derivatives are classified in the statement of financial position as 'non-interest-bearing' receivables or liabilities as the main rule. Classification as 'interest-bearing' is used where the hedged object itself is classified as an interest-bearing item, as well as for net investment hedges.

Measurement of financial instruments. The group uses the following hierarchy when determining and disclosing the fair value of financial instruments:

Level 1: Quoted, unadjusted prices in active markets for identical assets and liabilities
Level 2: Other techniques for which all inputs with significant effect on the recorded fair value, are observable, either directly or indirectly
Level 3: Other techniques based on inputs with significant effect on the recorded fair value that are not based on observable market data

As far as possible, the group seeks to apply the IFRS rules for hedge accounting. The table below shows the fair value of all outstanding derivative financial instruments grouped according to treatment in the financial statements and hedged risk. The maturity profile for hedging instruments is shown in Note 30.

Derivatives in the statement of financial position and hedging purpose

Amounts in NOK million			2024	2023	Nominal value[3] 2024	Nominal value[3] 2023	Purpose of hedging	Hedge accounting	Classification
Assets	Non-current	n.i.b.[1]	2	-	35	-	Forward contracts hedging future gas price exposure	Cash flow hedge	Fair value through comprehensive income
Assets	Non-current	n.i.b.	29	22	2 658	7 327	Interest rate swaps floating to fixed, hedging future interest payments	Cash flow hedge	Fair value through comprehensive income
Assets	Current	i.b. [2]	7	73	2 060	2 708	Currency forwards hedging net investments in foreign subsidiaries	Net investment hedge	Fair value through comprehensive income
Assets	Current	i.b.	-	259	-	9 246	Currency forwards hedging loans/deposits	-	Fair value through profit and loss
Assets	Current	n.i.b.	-	6	-	258	Total return swap hedging share exposure in pension obligations/LTI	-	Fair value through profit and loss
Assets	Current	n.i.b.	1	2	-	-	Currency forwards hedging monetary items in statement of financial position	-	Fair value through profit and loss
Assets	Current	n.i.b.	5	0	-	-	Currency forwards hedging future transactions	Cash flow hedge	Fair value through comprehensive income
Liabilities	Non-current	i.b.	0	0	1 500	1 500	Interest rate swaps floating to fixed, hedging future interest payments	-	Fair value through profit and loss
Liabilities	Non-current	i.b.	(333)	(287)	4 000	4 885	Interest rate swaps fixed to floating againts fair value changes in the hedged loans	Fair value hedge	Fair value through profit and loss
Liabilities	Non-current	n.i.b.	-	(12)	-	27	Forward contracts hedging future gas price exposure	Cash flow hedge	Fair value through comprehensive income
Liabilities	Current	i.b.	(49)	-	7 992	-	Currency forwards hedging loans/deposits	-	Fair value through profit and loss
Liabilities	Current	n.i.b.	(9)	(36)	50	65	Forward contracts hedging future gas price exposure	Cash flow hedge	Fair value through comprehensive income
Liabilities	Current	n.i.b.	(9)	-	297	-	Total return swap hedging share exposure in pension obligations	-	Fair value through profit and loss
Liabilities	Current	n.i.b.	-	(3)	-	-	Currency forwards hedging monetary items in statement of financial position	-	Fair value through profit and loss
Liabilities	Current	n.i.b.	(1)	(3)	-	-	Currency forwards hedging future transactions	Cash flow hedge	Fair value through comprehensive income
Total derivatives			**(357)**	**21**					

1 n.i.b. = non-interest-bearing asset/liability.
2 i.b. = interest-bearing asset/liability.
3 The nominal value is calculated as the sum of the absolute value of individual transactions.

Calculation of fair value:

- Currency forward contracts and currency swaps are measured at fair value using the observed forward exchange rate for contracts with a corresponding term to maturity at the statement of financial position date.
- Interest rate swaps are measured at fair value using the present value of future cash flows calculated from observed market interest rates and exchange rates at the statement of financial position date including accrued interest.
- Total return swaps are measured at fair value based on observed prices for the underlying shares/mutual funds at the statement of financial position date.
- Forward contracts on propane and natural gas are measured at fair value based on observed market prices for contracts with a corresponding term to maturity at the statement of financial position date.

All derivatives are carried at fair value in the statement of financial position and considered to be at level 2 in the hierarchy for measurement of financial instruments.

The derivative financial instruments are designated in hedging relationships as follows:

Cash flow hedges

- Orkla maintains interest rate swaps for hedging of future interest payments on liabilities that qualify for hedge accounting. These are swaps where Orkla pays a fixed interest rate and receives a floating rate.
- In hedges of currency risk on highly probable future cash flows, currency forward contracts are designated as hedging instruments.
- Total return swap on the Orkla share is designated as hedging instrument for the LTI incentive programme with return linked to the Orkla share price.
- Cash-settled forward contracts on propane and natural gas are designated as hedging instruments for highly probable expected consumption of propane and natural gas.

No effects from hedging inefficiency have been recorded in the income statement during 2024 or 2023. All expected cash flows hedged in 2024 still qualify for hedge accounting.

Changes in the equity hedging reserve

Amounts in NOK million	2024	2023
Opening balance hedging reserve before tax	(28)	(17)
Reclassified to profit/loss – operating revenues	-	-
Reclassified to profit/loss – operating costs	(2)	(2)
Reclassified to profit/loss – net financial items	5	36
Reclassified to statement of financial position	48	10
Fair value change during the year	4	(55)
Closing balance hedging reserve before tax	**27**	**(28)**
Deferred tax hedging reserve	(6)	5
Closing balance hedging reserve after tax	**21**	**(23)**

The change in the equity hedging reserve before tax in 2024 was NOK 55 million (NOK -11 million in 2023), and after tax, recognised in other comprehensive income, was NOK 44 million in 2024 (NOK -9 million in 2023).

A positive hedging reserve means a positive recognition in the income statement in the future.

Accumulated hedging gains/losses from cash flow hedges recognised in the equity hedging reserve as at 31 December 2024 are expected to be recycled to the income statement as follows (before tax):

2025: NOK 4 million
After 2025: NOK 23 million

Hedges of net investments in foreign entities

When hedging the currency risk on foreign net investments, loans or currency derivatives are applied. In 2024 NOK -190 million was recorded in other comprehensive income after tax from net investment hedges (NOK -426 million in 2023).

No effects were recorded in the income statement related to hedging of net investments that were divested in 2024 or in 2023.

Fair value hedges

Interest rate derivatives designated as hedges of fixed interest rate loans (fixed-to-floating interest rate swaps) are accounted for as fair value hedges. In 2024, NOK 50 million was recognised as costs in the income statement related to fair value changes in the interest rate swaps, and NOK 50 million was recognised as income related to fair value changes in the hedged loans.

Derivatives not included in IFRS hedging relationships

There are also derivatives not included in hedging relationships according to IFRS for the following reasons:

- Derivatives are not designated as formal hedging relationships when changes in the fair value of hedging instruments and hedgedobjects are naturally offset in the income statement, for examplecurrency risk on loans and other monetary items, and a total return swap for hedging of pension liabilities linked to the price development in the stock market.
- Meeting strict IFRS hedge accounting criteria is not always possible or practical. Some of the currency hedges, and interest rate swaps where the hedge has been closed out, fall into this category.

Note 32
Share capital

The 20 largest shareholders as at 31 December 2024[1]

	Shareholders		Number of shares	% of capital[2]
1	Canica AS		200 236 000	19.99%
2	Folketrygdfondet		81 403 744	8.13%
3	Canica Investor AS		50 050 000	5.00%
4	State Street Bank and Trust Comp	Nominee	45 405 739	4.53%
5	JPMorgan Chase Bank. N.A.. London	Nominee	39 126 178	3.91%
6	RBC Investor Services Trust	Nominee	19 958 991	1.99%
7	State Street Bank and Trust Comp	Nominee	17 394 764	1.74%
8	JPMorgan Chase Bank. N.A.. London	Nominee	16 886 226	1.69%
9	State Street Bank and Trust Comp	Nominee	13 970 359	1.40%
10	State Street Bank and Trust Comp	Nominee	10 177 177	1.02%
11	Verdipapirfondet Klp Aksjenorge In		9 724 817	0.97%
12	State Street Bank and Trust Comp	Nominee	8 605 429	0.86%
13	The Bank of New York Mellon	Nominee	8 051 948	0.80%
14	VPF DNB Am Norske Aksjer		7 401 942	0.74%
15	Verdipapirfondet Storebrand Indeks		7 282 261	0.73%
16	Euroclear Bank S.A./N.V.	Nominee	6 978 398	0.70%
17	Verdipapirfondet DNB Norge Indeks		6 715 295	0.67%
18	State Street Bank and Trust Comp	Nominee	5 803 798	0.58%
19	Pareto Aksje Norge Verdipapirfond		5 692 197	0.57%
20	Verdipapirfond Odin Norge		5 675 902	0.57%
	Total shares		**566 541 165**	**56.57%**

1 The list of shareholders is based on the register of members maintained by the Norwegian central securities depository (VPS) as per year-end. For an overview of grouped shareholders and nominee shareholders, see 'Share information' on page 311.

2 Of total shares issued.

Changes in share capital

Date/year	Number of shares	Nominal value (NOK)	Type of change	Amounts (NOK million)	Share capital (NOK million)
31.12.2015	1 018 930 970	1.25			1 273.7
31.12.2016	1 018 930 970	1.25			1 273.7
31.12.2017	1 018 930 970	1.25			1 273.7
31.12.2018	1 018 930 970	1.25			1 273.7
2019	1 001 430 970	1.25	amortisation	(21.9)	1 251.8
31.12.2019	1 001 430 970	1.25			1 251.8
31.12.2020	1 001 430 970	1.25			1 251.8
31.12.2021	1 001 430 970	1.25			1 251.8
31.12.2022	1 001 430 970	1.25			1 251.8
31.12.2023	1 001 430 970	1.25			1 251.8
31.12.2024	1 001 430 970	1.25			1 251.8

Treasury shares as at 31 December 2024

	Nominal value (NOK)	Number of shares	Fair value (NOK million)
Shares owned by Orkla ASA	3 116 230	2 492 984	245

Accounting policies

Treasury shares have been deducted from group equity at cost. The nominal value of the shares has been deducted from paid-in equity.

Treasury shares

The following changes took place in Orkla's holding of treasury shares in 2024:

	2024	2023
Treasury shares as at 1 January	3 763 927	4 286 980
Options exercised	(2 710 943)	(61 912)
External purchases of treasury shares	1 440 000	-
Orkla employee share purchase programme	-	(461 141)
Treasury shares as at 31 December	**2 492 984**	**3 763 927**

Options

Orkla has long-term incentive programmes (LTI programmes) based on share options and perfomance shares; see Note 11.

See the 'Corporate governance' section on page 166 for a description of authorisations granted by the General Meeting with respect to share capital..

Dividends

The Board of Directors has proposed a total dividend of NOK 10.00 per share for the financial year 2024, comprising an ordinary dividend of NOK 4.00 per share and a supplementary dividend of NOK 6.00 per share linked to Orkla's sale of Hydro Power. Dividends paid out for the financial year 2024 will total NOK 9,989 million.

Under Norwegian law, the equity of Orkla ASA will, if relevant, constitute the legal limit on dividend distributions by the Orkla group. Dividends may be distributed as long as the company has adequate equity and liquidity.

Note 33 Non-controlling interests

In 2024, Orkla entered into a partnership agreement with investment funds affiliated with Rhône Capital ('Rhône') under which Rhône acquired 40% of the shares in Orkla Food Ingredients AS (OFI); see Note 5. An investment programme for OFI's management was implemented in June 2024. Following introduction of the programme, Orkla owns 59.4% of OFI and Rhône 39.6%. The ownership interests of Rhône and OFI management are presented as non-controlling interests in Orkla. The sale of the shares in OFI has been recognised as an equity transaction. The transaction has accounting effect from 17 April 2024.

OFI has several subsidiaries with non-controlling interests, the most material of which are related to the US company Denali Ingredients (84% interest) and the Dragsbæk group in Denmark (67% interest). In the Dragsbæk group, there are also non-controlling interests in underlying subsidiaries. There are also some external ownership interests, primarily in Kanakis Group (Greece), Condite (Finland) and Hadecoup (Belgium).

Orkla India purchased 67.8% of the Indian company Eastern Condiments in 2021. In 2023, a merger was implemented between MTR Foods and Eastern Condiments. This merger was already planned at the time Eastern Condiments was acquired. Following the merger, the share of non-controlling interests in Orkla India is 9.9%.

Non-controlling interests in The European Pizza Company consist of the New York Pizza chain (81% interest) and Da Grasso pizza chain (74% interest).

The non-controlling interests in Hydro Power consist of a 15% interest in AS Saudefaldene, which is owned by Sunnhordaland Kraftlag. See also Note 38.

Amounts in NOK million	2024	2023
Non-controlling interests' share of:		
Operating profit	767	305
Profit/loss before taxes	552	301
Taxes	(210)	(76)
Changes in non-controlling interests:		
Non-controlling interests 1 January	1 481	1 470
Non-controlling interests' share of profit/loss	342	225
Acquisitions and capital increases in companies with non-controlling interests	20	0
Sale of shares in Orkla Food Ingredients, see Note 5	1 109	(5)
Purchase of shares from minority shareholders	(46)	(89)
Merger in Orkla India	0	0
Capital decrease in companies with non-controlling interest	0	(5)
Hedging reserve taken to equity in companies with non-controlling interest	2	(1)
Dividends to non-controlling interests	(109)	(186)
Translation differences	529	72
Non-controlling interests 31 December	**3 328**	**1 481**

Amounts in NOK million	2024	2023
Breakdown of non-controlling interests' share of profit/loss:		
Orkla Foods	0	2
Orkla Food Ingredients	207	133
Orkla India	38	28
The European Pizza Company	29	6
Hydro Power	47	43
Orkla Eiendom	21	13
Total non-controlling interests' share of profit/loss	**342**	**225**

Breakdown of non-controlling interests:		
Orkla Foods	0	1
Orkla Food Ingredients	2 476	736
Orkla India	359	295
The European Pizza Company	186	179
Hydro Power	277	259
Orkla Eiendom	30	11
Total non-controlling interests	**3 328**	**1 481**

Accounting principles

Orkla has companies with non-controlling interests which are consolidated on a 100% basis but are reported on separate lines in the income statement, the comprehensive income statement and the statement of financial position.

If there are non-controlling interests in acquired companies, the non-controlling interests receive their share of allocated assets and liabilities, except for goodwill, which is only calculated on the group's share.

Note 34 Power and power contracts

The group both owns and leases power plants, all located in Norway. The table below shows power plants, annual production, ownership status and key terms and conditions. On 24 January 2025, Orkla entered into agreements to sell its entire hydropower portfolio in two separate transactions; see Note 38.

Plant, type, locations/contract	Actual median annual production/contract volume	Ownership, status and remaining utilisation period/contract duration	Key financial items and conditions
Power plants			
Saudefaldene[2] Storlivatn power plant Svartkulp power plant Dalvatn power plant Sønnå Høy power plant Sønnå Lav power plant Storli mini power plant Kleiva small power plant Hydropower reservoir, Sauda, Rogaland	1 870 GWh	Operation started 1970 Operation started November 2001 Operation started Desember 2006 Operation started August 2008 Operation started Oktober 2008 Operation started Februar 2009 Operation started November 2009 Under lease agreements with Statkraft, AS Saudefaldene[1] operates all plants until 31 December 2030.	AS Saudefaldene[1] has an annual concession power commitment of 134.7 GWh. In addition, the company has an annual delivery commitment to Eramet of 436 GWh which, following the termination of the contract with Eramet, is sold to Statkraft on the same terms. An agreement has been entered into with Elkem ASA for the delivery of 501 GWh/year until 31 December 2030 to comply with the condition regarding use of power in Elkem's industrial operations. The terms are equivalent to the terms in the lease agreement with Statkraft. On handover to Statkraft, all the plants must be in well maintained condition. Statkraft SF shall pay AS Saudefaldene[1] the residual tax value as of 1 January 2031 of the expansions carried out by AS Saudefaldene[1].
Borregaard power plant[2] Hydropower run-of-river, Sarpsfossen in Glomma, Sarpsborg, Østfold	273 GWh	100% ownership, infinite licence period.	
Sarp power plant[2] Hydropower run-of-river, Sarpsfossen in Glomma, Sarpsborg, Østfold	238 GWh	50% ownership, infinite licence period. The remaining interest owned by Hafslund E-CO Vannkraft AS (45%) and Svartisen Holding (5%).	Hafslund E-CO Vannkraft AS has operational responsibility.
Trælandsfos power plant[2] Hydropower run-of-river, Kvinesdal, Agder	30 GWh	100% ownership, infinite licence period.	
Mossefossen power plant[2] Hydropower run-of-river, Moss, Østfold	12 GWh	100% ownership, partly infinite licence period.	
Power contracts			
SiraKvina replacement power Kvinesdal, Agder	35 GWh	Infinite.	Replacement for lost production in Trælandsfos.

1 Orkla owns 85% of AS Saudefaldene.
2 Actual median annual production (2015–2024) at current capacities.

Note 35
Pledges and guarantees

Accounting policies

Pledges and guarantees show the book value of group assets which are accessible to pledgees in the event of a bankruptcy or liquidation. The group's most important loan agreements are based on a negative pledge, and the group therefore has limited ability to pledge assets to secure liabilities.

Amounts in NOK million	2024	2023
Liabilities secured by pledges	175	198

Pledged assets

Amounts in NOK million	2024	2023
Machinery, vehicles etc.	133	131
Buildings and plants	339	302
Inventories	62	61
Accounts receivables	47	62
Other assets	46	1
Total book value	**627**	**557**

'Liabilities secured by pledges' and 'Pledged assets' mainly concern security for loans in partly-owned companies or companies in countries with non-convertible currencies.

Guarantees

Amounts in NOK million	2024	2023
Subscribed, uncalled limited partnership capital	0	4
Other guarantee commitments	32	163
Total guarantee commitments	**32**	**167**

Note 36
Related parties

Accounting policies

All intra-group receivables/payables and transactions, including unrealised profit/loss items linked to intra-group transactions, have been eliminated. Transactions are based on the arm's-length principle.

Orkla ASA is a parent company with direct and indirect control of around 280 companies in various parts of the world. Directly-owned subsidiaries are presented in Note 9 to Orkla ASA's financial statements, while other important companies are presented in the Group Directory (see final pages of the Annual Report). Orkla ASA's internal relationships with these companies is shown on separate lines in the company's financial statements (see the financial statements for Orkla ASA).

Orkla has ownership interests in associates and joint ventures, which are accounted for using the equity method. There were no special material transactions between associates and joint ventures and the group in 2024 or 2023.

Internal trading within the group is carried out in accordance with special agreements and at arms-length. Joint expenses in Orkla ASA are distributed among the group companies in accordance with distribution formulas, depending on the different expense types. For further information on intra-group transactions, see Note 7.

Chairman of the Board of Directors Stein Erik Hagen and related parties owned 250,386,411 shares in Orkla (equivalent to 25.003% of shares issued) through the Canica system as at 31 December 2024. The Orkla group makes sales to companies in the Canica system. These sales occurred on market terms and totalled approximately NOK 20 million.

Other than as disclosed in this note, there were no material transactions involving related parties.

Note 37
Contingent liabilities and other matters

Non-Annex 1 raw material price compensation agreement (RÅK). Through the EEA Agreement, Norway has regulated trade in processed agricultural products. The agreement ensures free movement of goods, but customs duties and compensation are used to even out any differences between the raw material prices paid by Norwegian manufacturers who use Norwegian raw materials and the prices paid by foreign manufacturers who use raw materials from the EU. Approximately 86% of Orkla's sales of food products in Norway are exposed to competition from imports, most of which are processed agricultural products (non-Annex 1 products).

Tariff protection. While non-Annex 1 products are subject to tariffs laid down in the EEA Agreement, other 'Norwegian' agricultural products are subject to tariff protection pursuant to the WTO Agreement. In other words, Norway is free to choose between applying Norwegian krone tariffs or percentage tariffs. The norm has been for krone tariffs to be used, but there is now growing political pressure to switch to percentage tariffs, which often provide significantly stronger protection. In December 2023, the Storting (Norwegian parliament) approved a switch to percentage tariffs for certain vegetables and potatoes/potato products.

Denofa do Brasil. A subsidiary of one of Orkla's foreign subsidiaries, Denofa do Brasil Ltda ('DdB'), is involved in several lawsuits, two of which are material. One concerns the denial of exemption from value added tax on exports of soybeans to Norway in the years up to 2004. The tax authorities maintain that the company failed to substantiate that all the soybean shipments were actually exported to Norway, and are claiming payment of value added tax. DdB documented the exports by means of independent expert reports and claimed annulment of the value added tax claim. DdB succeeded with its claim at first and second instance, and is currently awaiting a hearing on the tax authorities' appeal. The second lawsuit concerns a claim by the estate in bankruptcy of a corrupt local bank, Banco Santos, that went bankrupt in 2005. The claim is based on DdB's lending of securities related to entitlement to soybean crops and soybean exports in 2004 – transactions in which DdB was swindled. The Sao Paulo Supreme Court has allowed a 'special appeal' by DdB and has stated that the decision of the lower court (State Court) has several deficiencies and that not all relevant aspects of the case have been considered. The case has been returned for re-hearing by the lower court, which recently ruled in DdB's favour. The opposing party has submitted a 'special appeal' to the Sao Paolo Supreme Court, and the parties are waiting to see whether the appeal will be admitted for hearing. DdB's Brazilian lawyers believe that the company has a good chance of winning both cases. DdB only has limited funds to pay the claims if one of the opposing parties wins. Orkla has made a provision in the consolidated financial statements equivalent to the assets in Brazil, and is not prepared to inject new capital into DdB to cover potential claims if the company should lose one of the cases. No ongoing profit or loss from the companies is recognised in Orkla's consolidated financial statements.

Contracts. The group is constantly party to contracts relating to purchases of goods and services, as well as distribution agreements. Examples include purchase agreements for potatoes, vegetables and fish. These contracts are considered part of the group's ordinary operating activities, and are therefore not specified or noted in any other way. The contracts are deemed to be strictly commercial purchase contracts with no embedded derivatives.

Dragsbæk. Orkla Food Ingredients (OFI) has a shareholder agreement with its partner in Dragsbæk which imposes an obligation on OFI to purchase the remaining shares at the partner's request. Orkla acquired 50% of the company for approx. NOK 45 million in 1989 and has subsequently purchased an additional 17%. Any purchase of the remaining shares will be priced on the basis of the original price adjusted for inflation and earnings in the preceding three years. The earnings adjustment is limited to +/-25%.

Acquisition agreements. The purchase agreements related to Eastern Condiments, New York Pizza and Da Grasso contain agreements which permit Orkla to acquire full ownership of the businesses in the longer term.

Note 38 Events after the balance sheet date

Sale of Hydro Power

On 24 January 2025, Orkla entered into agreements to sell its entire hydropower portfolio in two separate transactions. The transactions value the total portfolio at NOK 6.1 billion on a cash- and debt-free basis. Orkla's estimated accounting gain on these transactions is approximately NOK 5 billion.

The hydropower portfolio is owned through 100% ownership of three separate holding companies: Sarpsfoss Limited, Orkla Energi AS (85% owner of AS Saudefaldene) and Trælandsfos Holding AS. Hafslund AS (90%) and Svartisen Holding AS (10%) will purchase Sarpsfoss Limited. The underlying assets consist of hydroelectric power production in Sarpefossen and Mossefossen with a combined average annual production of 536 GWh. Å Energi will acquire Orkla Energi AS and Trælandsfos Holding AS. The power operations in Sauda are regulated by a lease agreement with Statkraft that runs until 31 December 2030. After expiry of this lease, the assets will be handed over to Statkraft in exchange for contractually agreed compensation. The assets have an average annual production of 1,860 GWh, of which 1,072 GWh are the subject of fixed delivery obligations. The Trælandsfos assets have an average annual production of 61 GWh. See also further information about Orkla's power operations in Note 34.

The transactions are subject to approval by relevant competition authorities and the Norwegian Ministry of Energy. They are expected to complete by the end of the third quarter of 2025.

Due to great uncertainty on the balance sheet date as to whether a sale would be completed, the hydropower portfolio is not presented as 'Discontinued operations' in the financial statements for 2024. Hydro Power will be presented as 'Discontinued operations' as of the first quarter of 2025.

A sale agreement has been entered into for the entire Hydro Power accounting segment; see Note 7 Segments. See also Note 34 for an overview of Orkla's power production and power contracts.

The following page shows figures related to the income statement, statement of financial position and cash flow for Hydro Power. Hydro Power has few transactions with other companies in the Orkla group, other than its NOK 1,696 million deposit in Orkla's internal bank. Hydro Power's net interest-bearing liabilities total NOK 1,404 million.

Income statement Hydro Power

Amounts in NOK million	2024	2023
Operating revenues	1 402	1 476
Payroll expenses	(58)	(55)
Operating expenses	(395)	(423)
Depreciation	(135)	(125)
EBIT (adj.)	**814**	**873**
Other income and expenses	0	0
Operating profit (EBIT)	**814**	**873**
Interest income	89	90
Interest expenses	(53)	(32)
Other financial items, net	0	1
Profit/loss before taxes	**850**	**932**
Taxes	(425)	(393)
Profit/loss for the period	**425**	**539**
Profit/loss attributable to non-controlling interests	47	43
Profit/loss attributable to owners of the parent	378	496

Statement of financial position Hydro Power

Amounts in NOK million	2024	2023
Property, plant and equipment	1 902	1 924
Intangible assets	18	18
Deferred tax assets	33	35
Non-current assets	**1 953**	**1 977**
Trade receivables	17	13
Other receivables and financial assets	135	211
Cash and cash equivalents	1 757	1 817
Current assets	**1 909**	**2 041**
Total assets	**3 862**	**4 018**
Paid-in and retained equity	2 072	1 878
Non-controlling interests	277	259
Equity	**2 349**	**2 137**
Non-current interest-bearing liabilities	352	517
Deferred tax	7	5
Provisions and other non-current liabilities	40	50
Non-current liabilities	**399**	**572**
Income tax payable	992	832
Trade payables	29	37
Other current liabilities	93	440
Current liabilities	**1 114**	**1 309**
Total equity and liabilities	**3 862**	**4 018**

Figures from the statement of cash flows Hydro Power

Amounts in NOK million	2024	2023
Cash flow from operating activities	665	148
Cash flow from investing activities	(135)	(140)
Cash flow from financing activities	(590)	(988)
Change in cash and caash equivalents	**(60)**	**(980)**

Sale of Pierre Robert Group

In February 2025, Orkla entered into an agreement to sell 100% of the shares in the Pierre Robert Group to Jotunfjell Partners AS. The transaction is effective from 13 March. The estimated loss linked to completion of the transaction is approximately NOK 40 million.

Other matters

No other events have taken place after the balance sheet date that would have had a material effect on the financial statements or any assessments carried out.

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Income statement

Amounts in NOK million	Note	2024	2023
Operating revenues		5	7
Operating revenues group	1	287	387
Total operating revenues		**292**	**394**
Payroll expenses	2	(368)	(376)
Other operating expenses		(484)	(570)
Depreciation and write-downs	5,6	(342)	(73)
Operating loss		**(902)**	**(625)**
Dividends and contributions from group		9 501	4 237
Net gain on sale of subsidiaries	7	2 074	22 786
Interest income/costs from group	8	598	857
Other financial costs	9	(1 035)	(1 579)
Profit before tax		**10 236**	**25 676**
Taxes	10	126	(113)
Profit after tax		**10 362**	**25 563**

Statement of comprehensive income

Amounts in NOK million	Note	2024	2023
Profit after tax		10 362	25 563
Change in hedging reserve after tax		5	28
Change in actuarial gains and losses pensions		(6)	(11)
Comprehensive income		**10 361**	**25 580**
Proposed dividend (not provided for)		(9 989)	(5 986)

Statement of financial position - Assets

Amounts in NOK million	Note	2024	2023
Intangible assets	6	3	385
Deferred tax asset	10	247	96
Property, plant and equipment	5	214	226
Shares in subsidiaries	7	65 516	66 631
Loans to group companies, interest-bearing		18 617	20 996
Other financial assets		286	22
Non-current assets		**84 883**	**88 356**
Receivables external		61	397
Receivables group, non-interest-bearing		17	28
Receivables group contribution		625	1 725
Cash and cash equivalents		429	79
Current assets		**1 132**	**2 229**
Total assets		**86 015**	**90 585**

Statement of financial position - Equity and liabilities

Amounts in NOK million	Note	2024	2023
Paid-in equity		1 970	1 969
Retained earnings		65 346	60 903
Equity		**67 316**	**62 872**
Pension liabilities	2	661	607
Non-current interest-bearing liabilities		10 084	15 480
Non-current liabilities		**10 745**	**16 087**
Liabilities to group, interest-bearing		7 353	9 012
Liabilities to group, non-interest-bearing		24	9
Tax payable	10	22	1
Other current liabilities		555	2 604
Current liabilities		**7 954**	**11 626**
Equity and liabilities		**86 015**	**90 585**

Statement of cash flows

Amounts in NOK million	2024	2023
Profit/loss before tax	10 236	25 676
Depreciation and write-downs	342	73
Write-down of shares	76	1
Changes in net working capital etc.	77	(50)
Dividends in kind recognised in income without cash flow effect	0	(285)
Sale of subsidaries transferred to investing activities	(2 074)	(22 786)
Provided for not received Group contribution	(625)	(1 725)
Transfer of profit items to other activities	227	947
Taxes paid	(3)	(84)
Cash flow from operating activities	**8 256**	**1 767**
Net sale of investments	52	117
Sold companies	3 080	56 002
Investments in subsidiaries/partly owned companies	0	(55 870)
Received Group contribution etc.	1 738	1 251
Cash flow from investing activities	**4 870**	**1 500**
Dividends paid	(5 985)	(2 989)
Net sale/purchase of treasury shares	55	42
Net paid to shareholders	**(5 930)**	**(2 947)**
Proceeds from borrowings	0	3 304
Repayments of borrowings	(6 606)	(847)
Repayments of lease liabilities	0	(31)
Termination of leasing agreements	0	329
Net change in liabilities	(2 945)	(4 321)
Net change in interest-bearing receivables	2 705	1 250
Net cash flow from/(used in) financing activities	**(6 846)**	**(316)**
Cash flow from financing activities	**(12 776)**	**(3 263)**
Change in cash and cash equivalents	**350**	**4**

Amounts in NOK million	2024	2023
Cash and cash equivalents 1 January	79	75
Cash and cash equivalents 31 December	429	79
Change in cash and cash equivalents	350	4

Statement of changes in equity

Amounts in NOK million	Share capital	Treasury shares	Premium fund	**Total paid-in equity**	Retained earnings	**Total Orkla ASA**
Equity 1 January 2023	1 252	(5)	721	**1 968**	38 226	**40 194**
Comprehensive income Orkla ASA	-	-	-	**0**	25 580	**25 580**
Dividends paid	-	-	-	**0**	(2 989)	**(2 989)**
Net purchase/sale of treasury shares	-	1	-	**1**	41	**42**
Share based payment	-	-	-	**0**	45	**45**
Equity 31 December 2023	1 252	(4)	721	**1 969**	60 903	**62 872**
Comprehensive income Orkla ASA	-	-	-	**0**	10 361	**10 361**
Dividends paid	-	-	-	**0**	(5 985)	**(5 985)**
Net purchase/sale of treasury shares	-	1	-	**1**	54	**55**
Share based payment	-	-	-	**0**	13	**13**
Equity 31 December 2024	1 252	(3)	721	**1 970**	65 346	**67 316**

Note 1
Accounting policies

The financial statements of the parent company Orkla ASA cover all activities at group level and thus the ‘ownership level’ above the operational businesses in the portfolio companies.

Besides the executive management team, Orkla ASA comprises an investment team and corporate functions at Orkla Headquarters. The investment team undertakes investment activities and ownership tasks for Orkla’s portfolio companies. In addition, three Centres of Excellence have been established to support the portfolio companies in the areas of sales, marketing and innovation, and sustainability.

The corporate functions perform key services for the parent company in the areas of Finance (including communications), HR, Legal, Compliance & Corporate Affairs. In addition to exercising parent company functions, some of the departments also carry out services for the portfolio companies and charge them for these services. The revenues from these activities are presented in the line item ‘Operating revenues group’.

Orkla owns eleven portfolio companies in addition to its Financial Investments companies and three Business Service companies. In 2024, Orkla entered into a partnership agreement with an investment fund associated with Rhône Capital (Rhône), under which Rhône acquired 40% of the shares in Orkla Food Ingredients AS. In addition, 100% of the shares in Lilleborg AS were sold to Solenis.

The Group Treasury functions as an internal bank and is responsible for the group’s external funding, management of the group’s liquid assets and overall management of the group’s currency and interest rate risks. Interest from the group’s internal bank and dividends and contributions to the group from investments in subsidiaries are presented as financial items and specified in the income statement.

The financial statements for Orkla ASA have been prepared and presented in accordance with simplified IFRS pursuant to section 3-9 of the Norwegian Accounting Act. Contributions to the group have been accounted for according to good accounting practice as an exception to IFRS. Provisions are made for these contributions in the year they arise. The explanations of the group’s accounting policies also apply to Orkla ASA, and the notes to the consolidated financial statements will in some cases also cover Orkla ASA. Ownership interests in subsidiaries are presented at cost.

The Board of Directors has concluded that Orkla ASA, after the proposed dividend of NOK 10.00 per share, had adequate equity and liquidity at the end of 2024.

Note 2
Payroll and pensions

Amounts in NOK million	2024	2023
Wages	(276)	(284)
National insurance contributions	(43)	(51)
Remuneration of the Board and other pay-related costs	(12)	(7)
Pension costs	(37)	(34)
Payroll expenses	**(368)**	**(376)**
Average number of employees	80	159

Breakdown of net pension costs

The assumptions on which the calculation of pension costs has been based are disclosed in Note 12 to the consolidated financial statements.

Amounts in NOK million	2024	2023
Current service cost (incl. national insurance contribution)	(24)	(21)
Costs contribution plans	(13)	(13)
Pensions classified as operating costs	**(37)**	**(34)**
Pensions classified as financial items	(51)	(41)
Net pension costs	**(88)**	**(75)**

Breakdown of net pension liabilities as at 31 December

Amounts in NOK million	2024	2023
Present value of pension obligations	(661)	(607)
Pension plan assets	0	0
Capitalised net pension liabilities	**(661)**	**(607)**

The remaining net pension liabilities as at 31 December 2024 mainly consist of unfunded pension plans for former key personnel and unfunded early retirement plans covered through ongoing operations, as well as recognised liabilities linked to contribution-based plans for employees who earn more than twelve times the Norwegian National Insurance Scheme's basic amount (12G). For other employees, the company primarily operates defined-contribution pension plans.

The company has a pension plan that meets the requirements of the Act relating to mandatory occupational pension schemes.

Fees to group external auditor

Amounts in NOK million (excl. VAT)	2024	2023
Parent company		
Statutory audit	3.9	4.4
Other attest services	1.3	1.3
Tax consultancy services	0	0.6
Other non-audit services	0.3	0.6
Group		
Statutory audit	59.7	49.0
Other attest services	2	2.9
Tax consultancy services	1.3	1.5
Other non-audit services	0.7	0.7
Total fees to EY	**63.7**	**54.1**
Statutory audit fee to other auditors	8.2	4.4

Remuneration of the executive management

Remuneration of the Orkla Management Team during the year:

2024

Amounts in NOK 1 000	Paid salary and holiday pay	Benefits-in-kind	Total paid salary, holiday pay and benefits-in-kind	Accrued bonus	Value options awarded (LTI)	Accrued pension costs	Total accrued and allocated
Remuneration to President and CEO	12 690	295	12 985	6 943	3 150	2 767	12 860
Remuneration to other members in Orkla's Managements Team	24 202	1 381	25 583	13 591	5 068	4 538	23 197
Remuneration Orkla's Managements Team	**36 892**	**1 676**	**38 568**	**20 534**	**8 218**	**7 305**	**36 057**

2023

Amounts in NOK 1 000	Paid salary and holiday pay	Benefits-in-kind	Total paid salary, holiday pay and benefits-in-kind	Accrued bonus	Value options awarded (LTI)	Accrued pension costs	Total accrued and allocated
Remuneration to President and CEO	11 792	239	12 031	7 200	3 600	2 641	13 441
Remuneration to other members in Orkla's Managements Team	35 929	2 117	38 046	20 109	10 349	7 674	38 132
Remuneration Orkla's Managements Team	**47 721**	**2 356**	**50 077**	**27 309**	**13 949**	**10 315**	**51 573**

Orkla's Management Team held a total of 1,501,771 share options in Orkla ASA as at 31 December 2024. In addition, 171,423 performance shares were awarded to Orkla's Management Team. Information on these programmes is provided in the section 'Share-based incentive programmes' in this note.

In 2024, NOK 31.1 million was paid out in total remuneration to former members of Orkla's Management Team. In 2023, a total of NOK 10.7 million was paid out to former members of the Management Team, including NOK 7.0 million paid to former President and CEO Jaan Ivar Semlitsch.

In 2024, total board fees of NOK 7.2 million were paid (NOK 5.6 million in 2023).

No loans were granted or collateral provided to senior executives or members of Orkla's Board of Directors.

Further information on the remuneration of senior executives and members of the Board of Directors is provided under 'Salary and Other Remuneration of Senior Executives' on page 171 of this annual report.

Share-based incentive programmes

Orkla's share-based incentive programmes are described in Note 11 to the consolidated financial statements.

Share-based incentive programmes for employees outside Orkla ASA are invoiced to the relevant company.

Note 3
Guarantees and assets pledged

Amounts in NOK million	2024	2023
Guarantees to subsidiaries	287	297
Other guarantee liabilities	14	20

Note 4
Loans to employees

Other financial assets include loans to employees.

Amounts in NOK million	2024	2023
Loans to employees	0	1

Note 5
Property, plant and equipment

Owned property, plant and equipment

Amounts in NOK million	Land, buildings and other property	Machinery, fixtures and fittings etc.	Assets under construction	Total
Book value 1 January 2023	**92**	**109**	**123**	**324**
Investments	2	6	19	27
Reclassifications[1]	-	20	(24)	(4)
Sold assets	(1)	(9)	(89)	(99)
Depreciation	(2)	(18)	-	(20)
Write-downs	-	(2)	-	(2)
Book value 31 December 2023	**91**	**106**	**29**	**226**
Investments	0	2	7	9
Reclassifications[1]	26	2	(28)	0
Write-downs	(3)	(18)	0	(21)
Book value 31 December 2024	**114**	**92**	**8**	**214**
Initial cost 1 January 2024	116	190	29	335
Accumulated depreciation and write-downs	(25)	(84)	-	(109)
Book value 1 January 2024	**91**	**106**	**29**	**226**
Initial cost 31 December 2024	142	192	8	342
Accumulated depreciation and write-downs	(28)	(100)	0	(128)
Book value 31 December 2024	**114**	**92**	**8**	**214**

1 Net reclassifications are related to the transfer from Note 6.

Note 6
Intangible assets

Amounts in NOK million	IT	Total
Book value 1 January 2023	**459**	**459**
Reclassifications property, plant and equipment[1]	4	4
Sold assets	(41)	(41)
Depreciation/Amortisation	(37)	(37)
Book value 31 December 2023	**385**	**385**
Sold assets[2]	(61)	(61)
Depreciation/Amortisation	(22)	(22)
Write-down[2]	(299)	(299)
Book value 31 December 2024	**3**	**3**
Initial cost 1 January 2024	521	521
Accumulated depreciation and write-downs	(136)	(136)
Book value 1 January 2024	**385**	**385**
Initial cost 31 December 2024	63	63
Accumulated depreciation and write-downs	(60)	(60)
Book value 31 December 2024	**3**	**3**

1 Net reclassifications relate to the transfer from Note 5.

2 Joint ERP system written down by NOK 299 million in 2024. The residual value of NOK 58 million relates to a process library which has been sold to Orkla IT

Note 7
Interest income and expenses group

Amounts in NOK million	2024	2023
Interest income group	967	1 152
Interest costs group	(369)	(295)
Net interest income group	**598**	**857**

Note 8
Other financial items

Amounts in NOK million	2024	2023
Foreign exchange gain/loss	(221)	(590)
Other financial income	52	32
Interest costs external	(614)	(753)
Other financial costs	(176)	(268)
Write-down of Group company[1]	(76)	0
Total other financial items	**(1 035)**	**(1 579)**

1 Pierre Robert Group AS; see Note 18 to the consolidated financial statements.

Note 9
Shares in subsidiaries, directly owned

Amounts in NOK million	Share of ownership	Book value 2024	Book value 2023
Orkla Foods AS	100%	23 843	23 843
Orkla Snacks AS[1]	100%	19 348	19 348
Orkla Health Holding AS	100%	10 081	10 081
The European Pizza Company B.V.	100%	3 454	3 454
Orkla Energi AS	100%	1 765	1 765
Orkla Food Ingredients AS	59.4%	1 464	2 466
Orkla Asia Holding AS	100%	1 410	1 410
Orkla House Care Norge AS	100%	897	897
Orkla Eiendom AS	100%	589	589
Orkla Home & Personal Care AS	100%	478	478
Health and Sports Nutrition HSNG AB	100%	463	463
Viking Askim AS	100%	400	400
Paint Holding AS	100%	305	305
Gøteborg Kex AB	100%	285	285
Sarpsfoss Limited			
Ordinary shares	100%	274	253
Preference shares	99.9%	0	43

Amounts in NOK million	Share of ownership	Book value 2024	Book value 2023
Sandakerveien 56 AS	80%	165	165
Pierre Robert Group AS[2]	100%	76	152
Orkla Insurance Company DAC	100%	65	65
Trælandsfos Holding AS	100%	36	36
Orkla IT AS	100%	34	34
Ale Fastighetsbolag AB[3]	100%	28	28
Øraveien Industripark AS	100%	15	15
Orkla Financial Services AS	100%	15	15
Orkla Investeringer AS	100%	10	10
Sandakerveien 56 Næring AS	80%	8	8
Nödinge AB	100%	7	7
Orkla China CO.,LTD	100%	1	1
Lilleborg AS	0%	0	12
Cederroth Intressenter AB	0%	0	3
Total		**65 516**	**66 631**

1 Formerly Orkla Confectionery & Snacks AS.
2 Formerly Textile Holding AS; merged with Pierre Robert Group AS in 2024.
3 Formerly Lilleborg AB.

The table shows only directly owned subsidiaries. The group comprises a total of around 280 companies.
The most important indirectly-owned subsidiaries are shown in the Group Directory at the end of the annual report.

Note 10
Taxes

Tax expense

Amounts in NOK million	2024	2023
Profit before tax	**10 236**	**25 676**
Change in temporary differences	683	(505)
Of which change in temporary differences previous years	(48)	(2)
Of which change in Group contribution previous year	28	0
Correction for change in temporary differences taken to comprehensive income	(1)	21
Total change in temporary differences	**662**	**(486)**
Non-deductible expenses	128	136
Arbitration settlement Hame Hungary	0	(25)
Gain and loss on shares	(2 074)	(22 786)
Impairment of shares in subsidiaries	76	2
Dividends from subsidiaries	(8 905)	(2 511)
Options, long term bonus arrangements	(22)	0
Total permanent differences	**(10 797)**	**(25 184)**
Total taxable income	**101**	**6**
Calculated current tax expense	(22)	(1)
Withholding tax foreign dividends	(1)	(2)
Correction in provisions for previous years' taxes	(1)	(4)
Total current tax expense	**(24)**	**(7)**
Change in deferred tax liabilities	150	(106)
Total tax expense	**126**	**(113)**

Deferred tax liabilities

Amounts in NOK million	2024	2023
Financial derivatives	24	393
Hedging reserve in equity	29	22
Property, plant and equipment	8	0
Intangible assets	0	(264)
Other long term liabilities	(1 113)	(571)
Leases	(1)	0
Other current liabilities	(68)	(18)
Basis deferred tax	**(1 121)**	**(438)**
Deferred tax asset	(247)	96
Change in deferred tax	**151**	**(111)**
Change in deferred tax taken to comprehensive income	**(1)**	**5**
Change in deferred tax in the income statement	**150**	**(106)**

Reconciliation of total tax expense

Amounts in NOK million	2024	2023
22% of profit before taxes	(2 252)	(5 649)
Tax free dividends, share gains, share losses and write-downs of shares	456	5 013
Dividends from subsidiaries	1 959	552
Effect of write-downs	(17)	0
Arbitration settlement Hame Hungary, tax-free	0	6
Effect of options, long term bonus arrangements	5	(1)
Non-deductible expenses	(29)	(30)
Withholding tax	(1)	(2)
Correction previous years' taxes	5	(3)
Total tax expense for Orkla ASA	**126**	**(113)**

Note 11
Financial risk

The risk associated with financial instruments in Orkla ASA relates to the following activities:

The group's internal bank
Orkla ASA's Group Treasury manages interest rate and currency risk for the group. The Group Treasury acts as the group's internal bank and as a rule executes all external funding and hedging transactions in interest rate and currency derivatives. The subsidiaries mitigate their currency risk by entering into internal currency hedging contracts with the internal bank, which in turn hedges this risk through external hedging positions. In addition, the internal bank holds debt in foreign currencies to hedge currency risk on internal loans, book equity and goodwill. In 2024, NOK -222 million was recognised in the income statement in connection with these hedges (NOK -595 million in 2023). The internal bank does not actively take on currency risk. Internal loans and deposits are at floating interest rates, and no intra-group interest rate hedging contracts are made. Further details of the management of interest rate and currency risk for group-external items are disclosed in Note 30 to the consolidated financial statements.

Derivatives and hedge accounting
Currency forward contracts. The internal bank's internal and external currency forward contracts and cross-currency swaps are recognised at fair value in the statement of financial position, with changes in fair value being recognised through profit and loss. Foreign currency effects related to internal and external loans are also accounted for through profit and loss.

Interest rate swaps. External funding for the group is mainly originated through Orkla ASA. Loans issued at fixed interest rates are normally swapped to floating interest rates through interest rate swaps. These swaps are accounted for as hedges with fair value changes recognised through profit and loss. As at 31 December 2024, the fair value of these interest rate swaps was NOK -333 million (NOK -283 million in 2023). During the year, NOK 50 million was recognised as gain in the income statement related to changes in the fair value of the hedged loans.

When Orkla hedges future interest payments, interest rate swaps are used, whereby Orkla receives floating interest rates and pays fixed interest rates. These interest rate swaps are accounted for as cash flow hedges with changes in fair value recognised through comprehensive income. As at 31 December 2024, the fair value of these swaps amounted to NOK 29 million (NOK 22 million in 2023).

Equity hedging reserve. Change in the equity hedging reserve:

Amounts in NOK million	2024	2023
Opening balance hedging reserve before tax	22	(14)
Reclassified to profit/loss – operating revenues	0	0
Reclassified to profit/loss – net financial items	4	36
Fair value change during the year	2	0
Closing balance hedging reserve before tax	**28**	**22**
Deferred tax hedging reserve	(6)	(5)
Closing balance hedging reserve after tax	**22**	**17**

The hedging reserve is expected to be reclassified to the income statement as follows (before tax):

2025: NOK 6 million
After 2025: NOK 22 million

Note 12
Other matters

PAYE tax guarantee and guarantee for pension liabilities
Orkla ASA has a bank guarantee on behalf of its Norwegian subsidiaries to cover Pay-As-You-Earn (PAYE) tax payable by employees and pension liabilities for employees who earn more than 12G. The company has NOK 63 million in restricted assets such as margin deposits under derivative contracts.

Matters disclosed in the notes to the consolidated financial statements
Share-based payment – Note 11
Events after the balance-sheet date – Note 38

Shareholders in Orkla ASA
A list of the largest shareholders in Orkla ASA is presented in Note 32.

Declaration from the Board of Directors of Orkla ASA

We confirm that the financial statements for the period 1 January up to and including 31 December 2024 have, to the best of our knowledge, been prepared in accordance with applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and profit or loss of the company and the group as a whole, and that the Board of Directors' report includes a fair review of the development and performance of the business and the position of the company and the group as a whole, together with a description of the principal risks and uncertainties they face.

Oslo, 18 March 2025
The Board of Directors of Orkla ASA

(This translation from Norwegian of the Declaration of the Board of Directors has been made for information purposes only.)

Stein Erik Hagen
Chairman of the Board

Liselott Kilaas

Peter Agnefjäll

Bengt Rem

Christina Fagerberg

Rolv Erik Ryssda

Caroline Marie Hagen Kjos

Terje Utstrand

Roger Vangen

Ingrid Sofie Niel-sen

Nils K. Selte
President & CEO

Independant Auditor's Report

Statsautoriserte revisorer
Ernst & Young AS

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Medlemmer av Den norske Revisorforening

To the General Meeting in Orkla ASA

INDEPENDENT AUDITOR'S REPORT

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Orkla ASA (the Company) which comprise:

- The financial statements of the company, which comprise the balance sheet as at 31 December 2024, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and
- The financial statements of the group, which comprise the balance sheet as at 31 December 2024, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion:

- the financial statements comply with applicable statutory requirements,
- the financial statements give a true and fair view of the financial position of the company as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU, and
- the consolidated financial statements give a true and fair view of the financial position of the group as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU.

Our opinion is consistent with our additional report to the audit committee.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Company and the Group in accordance with the requirements of the relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

To the best of our knowledge and belief, no prohibited non-audit services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided.

We have been the auditor of the Company since 1986 and were reelected by the general meeting of the shareholders in 2003.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for 2024. These matters were addressed in the context of our audit of the

financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition – accrued discount liabilities

Basis for the key audit matter	*Our audit response*
Revenue from contract with customers is recognised when the significant risk and rewards of ownership of the goods have been transferred to the buyer. Further, revenue is measured at fair value of the expected consideration to be received from sales. Discounts and other benefits earned by customers represents a variable consideration and is included in the fair value. Due to the multitude and variety of agreements and contractual terms, the determination of discounts recognized on sales made during the year is considered complex and requires management judgement. Revenue recognition including discounts and other benefits earned is therefore a key audit matter.	Our audit procedures included identifying, understanding, evaluating and testing management procedures and controls for determining the reduction in revenues by discounts as well as compliance of policies with applicable accounting standards. Further, we identified and assessed the effectiveness of the Group's internal controls. Our audit included analytical procedures and detailed testing that discounts are recognised in the correct period. We tested the accuracy and completeness of the accrued discount liability and the underlying calculation. These procedures included testing of the basis for calculating discounts and other benefits against actual sales and agreed terms. Also, we have tested the accuracy of historical accrued discount liabilities and evaluated the disclosures provided by management in the consolidated financial statements to applicable accounting standards. We refer to the Group's disclosures in notes 4 and 9 in respect of revenue recognition and related contract liabilities of discounts and other benefits.

Other information

The Board of Directors and CEO (management) are responsible for the information in the Board of Directors' report and the other information presented with the financial statements. The other information comprises annual report, except the financial statements and the associated auditor's report.. Our opinion on the financial statements does not cover the information in the Board of Directors' report and the other information presented with the financial statements.

In connection with our audit of the financial statements, our responsibility is to read the information in the Board of Directors' report and for the other information presented with the financial statements. The purpose is to consider if there is material inconsistency between the information in the Board of Directors' report and the other information presented with the financial statements and the financial statements or our knowledge obtained in the audit, or otherwise the information in the Board of Directors' report and for the other information presented with the financial statements otherwise appears to be materially misstated. We are required to report that fact if there is a material misstatement in the Board of Directors' report and the other information presented with the financial statements. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

Our statement that the Board of Directors' report contains the information required by applicable law does not cover the sustainability report, for which a separate assurance report is issued.

Responsibilities of management for the financial statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or the Group, or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company and the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the board of directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirement

Report on compliance with regulation on European Single Electronic Format (ESEF)

Opinion

As part of the audit of the financial statements of Orkla ASA we have performed an assurance engagement to obtain reasonable assurance about whether the financial statements included in the annual report, with the file name Orklaasa-2024-12- 31-0-no.zip , have been prepared, in all material respects, in compliance with the requirements of the Commission Delegated Regulation (EU) 2019/815 on the European Single Electronic Format (ESEF Regulation) and regulation pursuant to Section 5-5 of the Norwegian Securities Trading Act, which includes requirements related to the preparation of the annual report in XHTML format and iXBRL tagging of the consolidated financial statements.

In our opinion, the financial statements, included in the annual report, have been prepared, in all material respects, in compliance with the ESEF Regulation.

Management's responsibilities

Management is responsible for the preparation of the annual report in compliance with the ESEF Regulation. This responsibility comprises an adequate process and such internal control as management determines is necessary.

Auditor's responsibilities

Our responsibility, based on audit evidence obtained, is to express an opinion on whether, in all material respects, the financial statements included in the annual report have been prepared in accordance with the ESEF Regulation. We conduct our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information". The standard requires us to plan and perform procedures to obtain reasonable assurance about whether the financial statements included in the annual report have been prepared in accordance with the ESEF Regulation.

As part of our work, we perform procedures to obtain an understanding of the company's processes for preparing the financial statements in accordance with the ESEF Regulation. We test whether the financial statements are presented in XHTML-format. We evaluate the completeness and accuracy of the iXBRL tagging of the consolidated financial statements and assess management's use of judgement. Our procedures include reconciliation of the iXBRL tagged data with the audited financial statements in human-readable format. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 18 March 2025
ERNST & YOUNG AS

Petter Frode Larsen
State Authorised Public Accountant (Norway)

(This translation from Norwegian has been prepared for information purposes only.)

Independant Sustainability Auditor's Report

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Medlemmer av Den norske Revisorforening

To the General Meeting of Orkla ASA

INDEPENDENT SUSTAINABILITY AUDITOR'S LIMITED ASSURANCE REPORT

Limited assurance conclusion

We have conducted a limited assurance engagement on the consolidated sustainability statement of Orkla ASA (the "Group"), included in section 2.3 Sustainability Statement of the Board of Directors' report (the "Sustainability Statement"), as at 31 December 2024 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Statement is not prepared, in all material respects, in accordance with the Norwegian Accounting Act section 2-3, including:

- compliance with the European Sustainability Reporting Standards (ESRS), including that the process carried out by the Group to identify the information reported (the "Process") is in accordance with the description set out in the subsection "Material impacts, risks and opportunities management" and "Topic-specific materiality descriptions", and
- compliance of the disclosures in subsection "EU Taxonomy disclosure" and "Assessment of Taxonomy alignment" within the section "Environmental Information" in the Sustainability Statement, with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ISAE 3000 (Revised), issued by the International Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the Sustainability auditor's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements as required by relevant laws and regulations in Norway and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management (ISQM 1), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other matter

The comparative information included in the Sustainability Statement was not subject to an assurance engagement. Our conclusion is not modified in respect of this matter.

Responsibilities for the Sustainability Statement

The Board of Directors and the CEO (management) are responsible for designing and implementing a process to identify the information reported in the Sustainability Statement in accordance with the ESRS and for disclosing this Process in the subsections "Material impacts, risks and opportunities management" and "Topic-specific materiality descriptions" in the Sustainability Statement. This responsibility includes:

- understanding the context in which the Group's activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions that are reasonable in the circumstances.

Management is further responsible for the preparation of the Sustainability Statement, in accordance with the Norwegian Accounting Act section 2-3, including:

- compliance with the ESRS;
- preparing the disclosures in subsection "EU Taxonomy disclosure" and "Assessment of Taxonomy alignment" within the section "Environmental Information" in the Sustainability Statement, in compliance with the Taxonomy Regulation;
- designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the Sustainability Statement that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the Sustainability Statement

In reporting forward-looking information in accordance with ESRS, management is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Sustainability auditor's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Statement as a whole.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) we exercise professional judgement and maintain professional scepticism throughout the engagement.

Our responsibilities in respect of the Sustainability Statement, in relation to the Process, include:

- Obtaining an understanding of the Process, but not for the purpose of providing a conclusion on the effectiveness of the Process, including the outcome of the Process;

- Considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- Designing and performing procedures to evaluate whether the Process is consistent with the Group's description of its Process set out in the subsections "Material impacts, risks and opportunities management" and "Topic-specific materiality descriptions".

Our other responsibilities in respect of the Sustainability Statement include:

- Identifying where material misstatements are likely to arise, whether due to fraud or error; and
- Designing and performing procedures responsive to where material misstatements are likely to arise in the Sustainability Statement. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Statement. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the Sustainability Statement, whether due to fraud or error.

In conducting our limited assurance engagement, with respect to the Process, we:

- Obtained an understanding of the Process by:
  - performing inquiries to understand the sources of the information used by management (e.g., stakeholder engagement); and
  - reviewing the Group's internal documentation of its Process; and
- Evaluated whether the evidence obtained from our procedures with respect to the Process implemented by the company was consistent with the description of the Process set out in the subsections "Material impacts, risks and opportunities management" and "Topic-specific materiality descriptions".

In conducting our limited assurance engagement, with respect to the consolidated Sustainability Statement, we:

- Obtained an understanding of the Group's reporting processes relevant to the preparation of its Sustainability Statement by
  - obtaining an understanding of the Group's control environment, processes, control activities and information systems relevant to the preparation of the consolidated Sustainability Statement, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control; and
  - obtaining an understanding of the Group's risk assessment process.
- Evaluated whether the information identified by the Process is included in the Sustainability Statement;
- Evaluated whether the structure and the presentation of the Sustainability Statement is in accordance with the ESRS;
- Performed inquires of relevant personnel and analytical procedures on selected information in the Sustainability Statement;

- Performed substantive assurance procedures on selected information in the Sustainability Statement
- Where applicable, compared disclosures in the Sustainability Statement with the corresponding disclosures in the financial statements and other sections of the Board of Directors' report;
- Evaluated the methods, assumptions and data for developing estimates and forward-looking information;
- Obtained an understanding of the Group's process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Sustainability Statement;
- Evaluated whether information about the identified taxonomy-eligible and taxonomy-aligned economic activities is included in the Sustainability Statement; and
- Performed inquiries of relevant personnel, analytical procedures *and* substantive procedures on selected taxonomy disclosures included in the Sustainability Statement.

Oslo, 18 March
Ernst & Young AS

Petter Frode Larsen
State Authorised Public Accountant (Norway) – Sustainability Auditor

(This translation from Norwegian has been prepared for information purposes only)

Historical key figures

Historical key figures are presented for each of the last four years (2020–2023) as they were presented in the respective annual reports. Subsequent accounting restatements (due, for instance, to changes in accounting policies, recognition as ‘Discontinued operations’, etc.) are thus not reflected in the presented figures. This is because Orkla wishes to show the group as it was reported in the years in question, so as to illustrate the actual level of activity in the years concerned.

	Definition		2024	2023	2022	2021	2020
Income statement							
Operating revenues		(mill. NOK)	70 656	67 797	58 391	50 441	47 137
EBIT (adj.)*		(mill. NOK)	7 956	6 921	7 411	6 145	5 492
Other income and expenses		(mill. NOK)	(605)	(687)	(514)	(415)	(930)
Operating profit		(mill. NOK)	7 351	6 234	6 897	5 730	4 562
EBIT (adj.)-margin*	1	(%)	11.3	10.2	12.7	12.2	11.7
Profit/loss from associates and joint ventures		(mill. NOK)	1 865	1 836	861	855	1 000
Ordinary profit/loss before taxes		(mill. NOK)	8 128	6 966	7 345	6 366	5 348
Gains/profit/loss discontinued operations		(mill. NOK)	0	0	0	0	0
Profit/loss for the year		(mill. NOK)	6 399	5 421	5 268	4 898	4 422
Cash flow							
Net cash flow		(mill. NOK)	3 599	(409)	(4 053)	(6 971)	756
Capital as at 31 December							
Book value of total assets		(mill. NOK)	89 966	86 592	80 671	70 564	63 007
Market capitalisation	2	(mill. NOK)	98 246	78 656	70 737	88 058	87 081
Equity ratio	3	(%)	57.1	54.0	53.5	55.8	59.8
Net interest-bearing liabilities	4	(mill. NOK)	15 992	18 847	17 188	12 758	6 380
Net gearing	5		0.31	0.40	0.40	0.32	0.17

* EBIT (adj.) = Operating profit/loss before other income and expenses.

	Definition		2024	2023	2022	2021	2020
Interest coverage ratio	6		9.5	8.3	21.8	39.3	44.8
Average annual borrowing rate		(%)	5.5	5.1	2.4	1.5	1.8
Share of floating interest-bearing liabilities	7	(%)	100	100	100	96	57
Average time to maturity liabilities	8	(year)	3.0	3.3	3.6	3.5	3.2
Shares							
Average number of externally owned shares, diluted		(x 1 000)	998 576	997 449	996 876	997 105	1 000 461
Average number of externally owned shares		(x 1 000)	1 000 012	997 491	996 880	997 105	1 000 461
Share-related key figures							
Share price at 31 December		(NOK)	98.35	78.84	70.94	88.36	87.00
Earnings per share, diluted	9	(NOK)	6.06	5.21	5.04	4.82	4.37
Ordinary dividend per share (proposed for 2024)		(NOK)	4.00[12]	3.00	3.00	3.00	2.75
Payout ratio	10	(%)	49.5	57.6	59.5	62.2	62.9
Price/earnings ratio	11		16.2	15.1	14.1	18.3	19.9
Personnel							
Number of employees			19 080	19 671	20 471	21 423	18 110
Number of man-years			18 273	18 815	19 596	20 839	17 388

1 EBIT (adj.)*/ Operating revenues.
2 Market capitalisation is calculated on the basis of number of shares outstanding x Share price at year-end.
3 Book equity/Total assets.
4 Total interest-bearing liabilities - Interest-bearing receivables and cash and cash equivalents (cash, bank deposits, etc.).
5 Net interest-bearing liabilities/Equity.
6 (Profit before tax + Net interest expenses)/(Net interest expenses).
7 Liabilities with remaining period of fixed interest of less than one year.
8 Average time to maturity for interest-bearing liabilities and unutilised committed credit facilities.
9 Profit/loss for the year after non-controlling interests/Average number of shares outstanding, diluted.
10 Ordinary dividend per share/Earnings per share, diluted.
11 Share price/Earnings per share, diluted
12 The Board of Directors proposes a total dividend of NOK 10.00 per share for the financial year 2024, of which NOK 6.00 per share is additional to the company’s ordinary dividend.

Alternative performance measures (APM)

Contribution margin ratio

Contribution margin ratio is calculated by dividing the contribution margin by operating revenues. Operating revenues minus variable operating expenses constitute the contribution margin. Variable operating expenses are reported on the financial statement line ‘Operating expenses’ and consist of expenses directly related to sales volume. Variable expenses include costs related to input factors such as raw materials and packaging, and variable production costs such as electricity linked to production and variable pay. They also include ingoing and outgoing freight costs directly related to sales volume. Costs associated with finished goods purchased for resale are included as part of variable operating expenses. Production costs that are relatively constant over time and do not vary according to production volume are not included in the computation of contribution margin; such costs include warehouse costs, pay for factory administration and management staff, and depreciation of production equipment.

Contribution margin is a key internal financial figure that shows how profitable each portfolio company’s product mix is and hence illustrates the company’s ability to cover fixed expenses. Contribution margin is an important financial figure with regard to product innovation and product portfolio optimisation.

A reconciliation of the Orkla group’s contribution margin is presented in the table below:

	1.1.–31.12.	
Amounts in NOK million	2024	2023
Total operating revenues	70 656	67 797
Variable operating expenses	(41 879)	(41 207)
Contribution margin	**28 777**	**26 590**
Contribution ratio	4.7%	39.2%

Organic growth

Organic growth shows like-for-like turnover growth for the group’s business portfolio, and is defined as the group’s reported change in operating revenues adjusted for the effects of purchases and sales of companies, the renewal and lapse of material distribution agreements, and currency effects. Intra-group transfers of companies and changes in distribution agreements between portfolio companies are also taken into account. In calculating organic growth, acquired companies are excluded 12 months after the transaction date. Sold companies are excluded pro forma 12 months prior to the transaction date. Currency effects are neutralised by translating the current year’s turnover using the previous year’s exchange rates.

Organic growth is included in segment information and used to identify and analyse turnover growth in the consolidated portfolio companies. Organic growth provides an important picture of the portfolio companies’ capacity related to innovation, product development, correct pricing and brand-building.

Segment information for each consolidated portfolio company shows how large a proportion of organic growth is linked to price effects and how large a proportion is linked to volume/mix effects. Price effects are defined as net changes in prices charged to customers, i.e. changes in customer prices adjusted for factors such as discounts, campaigns and price reductions. The price effects are calculated based on the assumption of unchanged volume. Volume/mix effects are calculated as a residual, and comprise organic growth minus price effects. Volume/mix effects consist of changes in sales volume and/or changes in the product mix sold.

Reconciliation of organic growth is shown in a separate table on page 296.

EBIT (adj.)

EBIT (adj.) shows the group’s current operating profit before items that require special explanation, and is defined as reported ‘Operating profit before other income and expenses’. Items included in ‘Other income’ and ‘Other expenses’ (OIE) are disclosed in Note 14. These include M&A costs, restructuring/integration expenses, any major gains and write-downs on both tangible and intangible assets, and other items with limited reliability as measures of the group’s current profitability. EBIT (adj.) margin and growth are derived figures calculated in relation to operating revenues.

EBIT (adj.) is one of the group’s most important financial figures, both internally and externally. The figure is used to identify and analyse the group’s profitability from normal operations and operating activities. Adjustment for items in OIE with limited reliability as measures of the group’s current operating profit/loss increases the comparability of profitability over time.

EBIT (adj.) is presented on a separate line in the group’s income statement and in segment reporting; see Note 7.

Change in underlying EBIT (adj.)

Change in underlying EBIT (adj.) shows like-for-like EBIT (adj.) growth for the group’s business portfolio, and is defined as the group’s reported change in EBIT (adj.) adjusted for effects of purchases and sales of companies, the renewal and lapse of material distribution agreements, and currency effects. Transfers of companies within the group and changes in distribution agreements between portfolio companies are also taken into account. In calculating the change in underlying EBIT (adj.), acquired companies are included pro forma 12 months before the transaction date. Sold companies are excluded pro forma 12 months prior to the transaction date. Currency effects are neutralised by calculating the current year’s EBIT (adj.) using the preceding year’s currency exchange rates. Where underlying profit growth is mentioned in the report, it refers to underlying EBIT (adj.) growth. Underlying EBIT (adj.) margin and change therein are derived figures calculated in relation to operating revenues.

Underlying EBIT (adj.) growth is used for internal management purposes, including for identifying and analysing underlying profitability growth in the existing business portfolio, and provides a picture of the portfolio companies' ability to improve profitability in the existing business. The measure is important because it shows the change in profitability on a comparable structure over time.

The reconciliation of change in underlying EBIT (adj.) for the consolidated portfolio companies is shown on separate tables on page 297 and 298.

Return on Capital Employed (ROCE)
ROCE is calculated by dividing 12-month rolling EBITA (adj.) by the average capital employed in the consolidated portfolio companies.

EBITA (adj.) consists of EBIT (adj.) plus depreciation and write-downs of intangible assets. In the calculation, 12-month rolling EBITA (adj.) is used. Since depreciation and write-downs of intangible assets are not included in EBITA (adj.), they are also excluded from the capital base. Thus the historical cost of intangible assets is used in capital employed (see next paragraph).

Capital employed represents working capital in the consolidated portfolio companies, and consists of:

- Net working capital
  - Net working capital consists of the statement of financial position items 'Trade receivables', 'Trade payables' and 'Inventories'. It also includes public charges payable and some minor operational receivables and payables from 'Other receivables and financial assets' and 'Other current liabilities'..
- Fixed assets
- Intangible assets at historical cost
  - Consists of the statement of financial position line 'Intangible assets' plus accumulated depreciation and write-downs.
- Net pension liabilities
  - Pension assets are included in the statement of financial position line 'Associates, joint ventures and other financial assets', while pension liabilities are included in 'Provisions and other non-current liabilities'
- Deferred tax on excess value
  - This item is included in deferred tax which is part of the statement of financial position line 'Provisions and other non-current liabilities'.

Average capital employed is at all times an average of the closing balance for the five last reported quarters.

A reconciliation of rolling EBITA (adj.) and average capital employed, broken down by consolidated portfolio company, is presented from page 299 onwards.

ROCE shows the return that the Orkla group receives on the capital invested in the various consolidated portfolio companies. This is an important metric for assessing whether the portfolio companies' return exceeds the group's weighted average cost of capital (WACC), and for comparing the return on the current portfolio with alternative returns.

Adjustments in earnings per share (adj.)
Earnings per share (adj.) are adjusted for 'Other income' and 'Other expenses' after estimated tax related to these two financial statement items. Items included in 'Other income' and 'Other expenses' are disclosed in Note 14. The effective tax rate on these financial statement items combined is normally lower than the group's tax rate because write-downs of goodwill and expensed M&A expenses are not deductible. However, in 2024, the effective tax rate was higher than the group's tax rate because 'Other income' was significantly impacted by non-taxable earnings, particularly the gain made on the sale of Lilleborg.

If gains or losses related to sale/purchase of associates and joint ventures or major profit or loss effects related to abnormal tax conditions are reported, adjustments will also be made for them. No such adjustments were made in 2024 or 2023.

Orkla has an option programme for senior executives (see Note 11). This programme could have a dilutive effect for other shareholders, and for that reason dilutive figures are presented for earnings per share and earnings per share (adj.).

The calculation of earnings per share (adj.) is shown in Note 17.

Net replacement and expansion investments
When making investment decisions, the group distinguishes between replacement and expansion investments. Expansion investments are the part of total reported investments deemed to be investments in either new geographical markets or new categories, or investments which represent significant increases in capacity. Net replacement investments include new leases, and are reduced by the value of sold fixed assets at sale value.

The purpose of this distinction is to show how large a proportion of the investments (replacement) primarily concerns maintenance of existing operations and how large a proportion of the investments (expansion) comprises investments which must be expected to generate increased contributions to profit in future, above and beyond expected normal operations. Net replacement and expansion investments are presented in the Orkla-format cash flow statement; see the Report of the Board of Directors and Note 7.

Cash conversion

Cash conversion is calculated as cash flow from operating activities as a percentage of EBIT (adj.). Cash flow from operating activities is defined and presented in the Orkla-format cash flow statement in Note 7 to the annual financial statements and in the Report of the Board of Directors. An overview of cash flow from operating activities and EBIT (adj.) for each of the consolidated portfolio companies is provided in Note 7.

Cash conversion is an important key figure for Orkla, as it shows how much of EBIT (adj.) has been converted into net interest-bearing liabilities and thus into funds available to the group. Net interest-bearing liabilities are the group's most important management parameter for financing and capital allocation (see separate paragraph).

Net interest-bearing liabilities

Net interest-bearing liabilities are the sum of the group's interest-bearing liabilities and interest-bearing receivables. Interest-bearing liabilities include bonded loans, bank loans, other loans, lease liabilities and interest-bearing derivatives. Interest-bearing receivables include cash and cash equivalents, interest-bearing derivatives and other interest-bearing receivables.

Net interest-bearing liabilities are the group's primary management parameter for financing and capital allocation, and are used actively in the group's financial risk management strategy. The Orkla-format cash flow statement therefore shows the change in net interest-bearing liabilities at group level; see the Report of the Board of Directors and Note 7.

Net interest-bearing liabilities are reconciled in Note 28 and Note 29.

Structure (acquisitions and disposals)

Structural growth includes adjustments for the divestment of Lilleborg, and the acquisition of the businesses Bubs Godis, Freunde der Erfrischung, Khell-Food, Norstamp, Kartonage, and SnackFood. Adjustments were also made for the divestment of Fruta Podivín, the Blomberg's brand, and the loss of distribution agreements with Tropicana and Alpro in Orkla Foods. Following the transition to a new operating model, the split-up of the former Orkla Care business area has entailed the transfer of the dental health business and adjustments for changes in distribution and production agreements between portfolio companies.

In 2023, adjustments were also made for the acquisitions of Denali Ingredients, Da Grasso, Lofoten Marine Oils, Healthspan and Hadecoup. Adjustments have been made for the loss of a distribution agreement with PepsiCo, the discontinuation of tea distribution in Orkla India, the winding-up of Hamé Foods in Russia, and sale of the convenience business in Orkla Latvija and the Struer brand.

Organic growth by portfolio company

	1.1.–31.12.2024				1.10.–31.12.2024			
Sales revenues change %	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods	1.9	0.7	-1.2	1.4	1.1	0.1	-1.2	0.0
Orkla Snacks	7.9	1.4	0.3	9.6	6.2	0.7	0.0	6.9
Orkla Food Ingredients	0.9	2.3	0.6	3.8	4.0	1.4	0.6	6.0
Orkla Health	8.4	2.3	4.7	15.4	6.2	1.6	3.5	11.3
Orkla India	4.4	1.0	0.0	5.4	-3.6	1.9	0.0	-1.7
The European Pizza Company	0.5	2.1	0.0	2.6	0.2	1.1	0.0	1.3
Orkla Home & Personal Care	8.7	0.9	-2.0	7.6	9.5	0.4	-3.0	6.9
Orkla House Care	2.5	2.2	0.0	4.7	7.9	2.2	0.0	10.1
Health and Sports Nutrition Group	3.8	2.1	-3.9	2.1	9.1	0.7	-2.0	7.8
Pierre Robert Group	-10.1	0.5	0.0	-9.7	-19.3	0.2	0.0	-19.1
Lilleborg[1]	6.9	0.0	-63.4	-56.5	-	-	-	-
Consolidated portfolio companies	**3.5**	**1.5**	**-0.7**	**4.3**	**3.3**	**0.9**	**-1.2**	**3.0**

	1.1.–31.12.2023				1.10.–31.12.2023			
Sales revenues change %	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods	6.6	7.8	-0.5	14.0	5.1	7.5	-0.8	11.8
Orkla Snacks	9.2	8.0	0.0	17.2	8.1	8.3	0.2	16.6
Orkla Food Ingredients	8.7	12.3	6.1	27.1	1.1	11.0	2.3	14.4
Orkla Health	6.3	9.0	3.1	18.4	5.8	9.1	2.1	17.0
Orkla India	12.1	5.1	-1.3	15.9	12.4	5.5	-0.3	17.6
The European Pizza Company	8.3	15.4	7.0	30.7	2.1	13.7	6.7	22.5
Orkla Home & Personal Care	8.8	2.7	2.5	14.0	11.5	3.3	3.3	18.1
Orkla House Care	2.7	7.8	0.0	10.5	3.2	8.9	0.0	12.1
Health and Sports Nutrition Group	10.4	4.8	-3.2	12.0	1.2	6.5	-4.4	3.3
Pierre Robert Group	2.1	3.0	0.0	5.1	-8.7	2.8	0.0	-5.9
Lilleborg	15.4	0.0	0.0	15.4	20.5	0.0	0.0	20.5
Consolidated portfolio companies	**8.1**	**9.0**	**1.9**	**19.0**	**5.3**	**8.6**	**0.7**	**14.6**

1 Lilleborg was sold in May 2024, so only the figures up to 31 May 2024 are presented. Differences may arise due to rounding.

Underlying EBIT (adj.) changes by portfolio company

	1.1.–31.12.2024				1.10.–31.12.2024			
EBIT (adj.) change %	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods	14.4	0.8	-3.1	12.1	10.4	0.1	-3.3	7.2
Orkla Snacks	23.7	1.3	0.5	25.6	20.7	0.9	-0.1	21.5
Orkla Food Ingredients	8.8	2.6	1.0	12.3	17.8	1.7	1.2	20.7
Orkla Health	7.8	2.0	0.9	10.7	-24.3	2.1	1.9	-20.3
Orkla India	19.3	0.7	0.0	20.0	7.3	2.7	-0.1	9.9
The European Pizza Company	22.9	2.8	0.0	25.7	-4.8	1.3	-0.1	-3.6
Orkla Home & Personal Care	40.9	1.8	-2.9	39.8	85.7	1.3	-28.9	58.1
Orkla House Care	22.6	-1.1	1.3	22.8	143.8	-60.3	-35.5	47.9
Health and Sports Nutrition Group	-3.7	2.6	-5.1	-6.2	36.3	1.3	2.9	40.5
Pierre Robert Group	-200.8	1.6	0.0	-199.2	-225.1	0.4	0.0	-224.7
Lilleborg[1]	92.6	0.0	-140.4	-47.8	-	-	-	-
Consolidated portfolio companies	**14.8**	**1.4**	**-1.4**	**14.8**	**10.4**	**0.7**	**-2.5**	**8.4**
Orkla ASA & Business Services	16.1	-0.1	0.1	16.2	21.2	-0.2	0.4	21.3
Consolidated portfolio companies incl. Orkla ASA & Business Services	**17.3**	**1.6**	**-1.7**	**17.2**	**13.4**	**0.8**	**-3.2**	**11.0**

	1.1.–31.12.2023				1.10.–31.12.2023			
EBIT (adj.) change %	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods	8.5	7.2	-1.2	14.5	6.0	6.8	-1.9	10.9
Orkla Snacks	-4.5	6.3	0.7	2.5	-6.9	6.8	1.2	1.1
Orkla Food Ingredients	6.9	15.8	13.9	36.6	10.3	14.9	6.1	31.3
Orkla Health	9.7	8.8	-2.9	15.6	-6.8	8.2	-2.9	-1.4
Orkla India	22.7	5.1	-0.5	27.4	22.5	5.3	0.0	27.7
The European Pizza Company	-5.2	14.3	11.4	20.6	10.8	15.9	13.9	40.6
Orkla Home & Personal Care	35.5	2.3	10.6	48.3	64.8	-3.1	48.5	110.2
Orkla House Care	40.3	5.0	3.2	48.4	134.3	13.8	-29.6	118.5
Health and Sports Nutrition Group	402.6	10.8	-136.1	277.4	39.4	5.5	-11.4	33.5
Pierre Robert Group	12.7	6.5	0.0	19.2	-8.1	5.5	0.0	-2.6
Lilleborg	-8.7	0.0	0.0	-8.7	51.1	0.0	0.0	51.1
Consolidated portfolio companies	**7.9**	**8.5**	**2.2**	**18.7**	**7.7**	**8.0**	**1.0**	**17.0**
Orkla ASA & Business Services	-21.5	0.0	0.0	-21.5	-16.0	0.1	-0.2	-16.0
Consolidated portfolio companies incl. Orkla ASA & Business Services	**6.9**	**9.2**	**2.4**	**18.5**	**6.9**	**8.8**	**1.2**	**17.1**

1 Lilleborg was sold in May 2024, so only the figures up to 31 May 2024 are presented. Differences may arise due to rounding.

EBIT (adj.) margin growth by portfolio company

EBIT (adj.) margin growth Change in percentage points	1.1.–31.12.2024 Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)	1.10.–31.12.2024 Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)
Orkla Foods	1.4	-0.2	1.2	12.3	1.0	-0.2	0.8	12.4
Orkla Snacks	1.7	0.0	1.7	13.1	1.8	0.0	1.8	15.1
Orkla Food Ingredients	0.5	0.0	0.5	6.8	0.7	0.0	0.8	6.2
Orkla Health	-0.1	-0.5	-0.5	12.8	-1.9	0.0	-1.9	4.9
Orkla India	1.9	-0.1	1.8	14.9	1.3	0.1	1.4	13.3
The European Pizza Company	2.0	0.0	2.0	11.1	-0.5	0.0	-0.5	9.2
Orkla Home & Personal Care	2.7	0.0	2.7	11.7	3.6	-0.2	3.3	8.8
Orkla House Care	1.9	-0.2	1.7	11.3	1.9	-1.3	0.6	2.4
Health and Sports Nutrition Group	-0.2	0.0	-0.2	2.7	0.6	0.1	0.7	2.9
Pierre Robert Group	-9.3	0.1	-9.2	-4.8	-16.1	0.1	-16.0	-9.7
Lilleborg[1]	4.7	-2.9	1.8	10.6	-	-	-	-
Consolidated portfolio companies	**1.1**	**-0.1**	**1.0**	**10.7**	**0.6**	**-0.1**	**0.5**	**9.7**
Orkla ASA & Business Services	19.4	0.0	19.4	-33.6	21.1	0.1	21.2	-36.5
Consolidated portfolio companies incl. Orkla ASA & Business Services	**1.2**	**-0.1**	**1.1**	**10.1**	**0.8**	**-0.1**	**0.7**	**9.1**

EBIT (adj.) margin growth Change in percentage points	1.1.–31.12.2023 Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)	1.10.–31.12.2023 Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)
Orkla Foods	0.2	-0.1	0.0	11.1	0.1	-0.2	-0.1	11.5
Orkla Snacks	-1.8	0.1	-1.6	11.4	-2.1	0.1	-2.0	13.3
Orkla Food Ingredients	-0.1	0.5	0.4	6.2	0.5	0.2	0.7	5.5
Orkla Health	0.4	-0.8	-0.3	13.4	-0.9	-0.4	-1.3	6.8
Orkla India	1.1	0.0	1.2	13.1	1.0	0.0	0.9	11.9
The European Pizza Company	-1.2	0.5	-0.8	9.0	0.8	0.5	1.2	9.6
Orkla Home & Personal Care	1.8	0.3	2.1	9.0	1.8	0.3	2.1	5.9
Orkla House Care	2.7	-0.2	2.5	9.6	13.4	-1.0	12.4	1.8
Health and Sports Nutrition Group	2.3	-0.3	2.0	2.9	0.6	-0.1	0.5	2.2
Pierre Robert Group	0.4	0.1	0.5	4.4	0.0	0.2	0.2	6.3
Lilleborg	-2.3	0.0	-2.3	8.8	2.4	0.0	2.4	12.0
Consolidated portfolio companies	**0.0**	**0.0**	**0.0**	**9.8**	**0.2**	**-0.1**	**0.2**	**9.2**
Orkla ASA & Business Services	-2.3	0.2	-2.1	-53.0	2.5	0.1	2.6	-57.6
Consolidated portfolio companies incl. Orkla ASA & Business Services	**-0.1**	**0.1**	**0.0**	**9.0**	**0.1**	**0.0**	**0.2**	**8.4**

1 Lilleborg was sold in May 2024, so only the figures up to 31 May 2024 are presented. Differences may arise due to rounding.

Orkla Foods

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**14.4%**	**12.4%**
EBIT (adj.) R12M	2 532	2 259
Amortisation and write-downs intangibles R12M	1	1
EBITA (adj.) R12M	**2 533**	**2 260**
Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	2 426	3 100
Total fixed assets (tangible)	5 494	5 607
Total intangible assets	9 317	9 219
Accumulated depreciation and write-downs intangible assets	1 499	1 417
Net pension liabilities	(781)	(692)
Deferred tax, excess values	(407)	(404)
Total average capital employed	**17 547**	**18 246**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Average capital employed:	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	2 015	2 319	2 505	2 668	2 622	2 990	3 382	3 437	3 070
Total fixed assets (tangible)	5 512	5 529	5 383	5 525	5 520	5 641	5 762	5 709	5 399
Total intangible assets	9 372	9 382	9 246	9 326	9 258	9 173	9 371	9 385	8 906
Accumulated depreciation and write-downs intangible assets	1 492	1 544	1 490	1 512	1 458	1 422	1 421	1 426	1 356
Net pension liabilities	(795)	(806)	(771)	(771)	(762)	(687)	(691)	(695)	(627)
Deferred tax, excess values	(409)	(409)	(405)	(407)	(405)	(396)	(412)	(410)	(396)
Total average capital employed	**17 188**	**17 559**	**17 448**	**17 852**	**17 691**	**18 143**	**18 833**	**18 854**	**17 708**

Orkla Snacks

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**11.7%**	**9.9%**
EBIT (adj.) R12M	1 273	1 013
Amortisation and write-downs intangibles R12M	1	1
EBITA (adj.) R12M	**1 273**	**1 014**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	647	511
Total fixed assets (tangible)	4 309	4 152
Total intangible assets	6 180	5 992
Accumulated depreciation and write-downs intangible assets	382	246
Net pension liabilities	(202)	(184)
Deferred tax, excess values	(457)	(448)
Total average capital employed	**10 858**	**10 269**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Average capital employed:	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	562	778	654	714	528	864	362	445	355
Total fixed assets (tangible)	4 325	4 332	4 272	4 344	4 272	4 238	4 542	4 174	3 534
Total intangible assets	6 113	6 079	6 191	6 333	6 183	6 034	6 205	6 167	5 372
Accumulated depreciation and write-downs intangible assets	562	563	260	264	261	253	258	239	218
Net pension liabilities	(200)	(212)	(203)	(203)	(192)	(189)	(188)	(189)	(161)
Deferred tax, excess values	(441)	(442)	(466)	(475)	(463)	(449)	(463)	(456)	(410)
Total average capital employed	**10 921**	**11 098**	**10 707**	**10 977**	**10 589**	**10 751**	**10 718**	**10 381**	**8 908**

Differences may arise due to rounding.

Orkla Food Ingredients

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**11.4%**	**10.8%**
EBIT (adj.) R12M	1 310	1 166
Amortisation and write-downs intangibles R12M	1	1
EBITA (adj.) R12M	**1 311**	**1 167**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	2 314	2 256
Total fixed assets (tangible)	3 837	3 458
Total intangible assets	4 667	4 456
Accumulated depreciation and write-downs intangible assets	886	842
Net pension liabilities	(191)	(163)
Deferred tax, excess values	(8)	(8)
Total average capital employed	**11 505**	**10 842**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	2 397	2 446	2 282	2 338	2 105	2 286	2 436	2 428	2 024
Total fixed assets (tangible)	4 058	3 896	3 826	3 780	3 624	3 471	3 580	3 440	3 177
Total intangible assets	4 897	4 748	4 614	4 631	4 447	4 506	4 632	4 498	4 196
Accumulated depreciation and write-downs intangible assets	914	933	856	876	849	847	881	860	771
Net pension liabilities	(195)	(198)	(190)	(188)	(185)	(170)	(169)	(164)	(127)
Deferred tax, excess values	(9)	(7)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
Total capital employed	**12 063**	**11 817**	**11 381**	**11 430**	**10 833**	**10 933**	**11 352**	**11 056**	**10 033**

Differences may arise due to rounding.

Orkla Health

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**9.6%**	**9.0%**
EBIT (adj.) R12M	942	851
Amortisation and write-downs intangibles R12M	6	6
EBITA (adj.) R12M	**948**	**857**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	1 303	1 235
Total fixed assets (tangible)	989	878
Total intangible assets	7 578	7 439
Accumulated depreciation and write-downs intangible assets	293	240
Net pension liabilities	(16)	(12)
Deferred tax, excess values	(253)	(248)
Total average capital employed	**9 894**	**9 532**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	1 227	1 399	1 388	1 393	1 110	1 227	1 283	1 313	1 241
Total fixed assets (tangible)	1 044	1 015	979	970	939	882	886	880	804
Total intangible assets	7 636	7 635	7 532	7 596	7 489	7 461	7 583	7 453	7 211
Accumulated depreciation and write-downs intangible assets	300	305	287	292	281	268	225	220	205
Net pension liabilities	(19)	(17)	(16)	(15)	(14)	(12)	(11)	(11)	(9)
Deferred tax, excess values	(256)	(256)	(252)	(254)	(249)	(249)	(253)	(250)	(241)
Total capital employed	**9 931**	**10 081**	**9 918**	**9 981**	**9 556**	**9 578**	**9 713**	**9 604**	**9 210**

Figures may not add up due to rounding.

Orkla India

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**16.6%**	**13.7%**
EBIT (adj.) R12M	463	386
Amortisation and write-downs intangibles R12M	0	0
EBITA (adj.) R12M	**463**	**386**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	205	220
Total fixed assets (tangible)	578	613
Total intangible assets	2 249	2 208
Accumulated depreciation and write-downs intangible assets	7	7
Net pension liabilities	(15)	(2)
Deferred tax, excess values	(233)	(232)
Total average capital employed	**2 791**	**2 813**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	177	218	241	176	211	286	357	174	75
Total fixed assets (tangible)	549	566	586	606	583	631	654	633	562
Total intangible assets	2 339	2 211	2 253	2 288	2 157	2 246	2 304	2 239	2 095
Accumulated depreciation and write-downs intangible assets	7	7	7	9	7	7	7	7	6
Net pension liabilities	(20)	(15)	(16)	(13)	(12)	0	0	0	0
Deferred tax, excess values	(208)	(239)	(242)	(245)	(230)	(436)	(242)	(235)	(220)
Total capital employed	**2 844**	**2 749**	**2 828**	**2 821**	**2 714**	**2 734**	**3 081**	**2 818**	**2 518**

Figures may not add up due to rounding.

The European Pizza Company

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**7.7%**	**6.6%**
EBIT (adj.) R12M	336	268
Amortisation and write-downs intangibles R12M	23	27
EBITA (adj.) R12M	**360**	**294**
Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	120	70
Total fixed assets (tangible)	801	786
Total intangible assets	3 668	3 612
Accumulated depreciation and write-downs intangible assets	242	143
Net pension liabilities	0	0
Deferred tax, excess values	(171)	(166)
Total average capital employed	**4 660**	**4 445**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	122	136	147	115	77	78	82	61	51
Total fixed assets (tangible)	754	791	786	842	833	774	826	795	700
Total intangible assets	3 737	3 721	3 612	3 704	3 564	3 607	3 801	3 691	3 396
Accumulated depreciation and write-downs intangible assets	246	241	223	223	280	144	107	97	88
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(175)	(174)	(169)	(173)	(166)	(166)	(173)	(168)	(155)
Total capital employed	**4 685**	**4 715**	**4 599**	**4 711**	**4 587**	**4 437**	**4 644**	**4 477**	**4 080**

Figures may not add up due to rounding.

Orkla Home & Personal Care

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**22.0%**	**15.1%**
EBIT (adj.) R12M	315	225
Amortisation and write-downs intangibles R12M	0	0
EBITA (adj.) R12M	**315**	**225**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	132	129
Total fixed assets (tangible)	608	729
Total intangible assets	970	885
Accumulated depreciation and write-downs intangible assets	0	0
Net pension liabilities	(266)	(239)
Deferred tax, excess values	(11)	(11)
Total average capital employed	**1 434**	**1 495**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	106	140	174	116	127	83	181	174	83
Total fixed assets (tangible)	592	603	590	620	633	714	732	802	764
Total intangible assets	975	987	954	968	965	861	874	891	835
Accumulated depreciation and write-downs intangible assets	0	1	1	1	1	0	0	0	0
Net pension liabilities	(270)	(269)	(261)	(264)	(265)	(230)	(234)	(239)	(225)
Deferred tax, excess values	(11)	(11)	(11)	(11)	(11)	(10)	(11)	(11)	(10)
Total capital employed	**1 392**	**1 451**	**1 447**	**1 428**	**1 450**	**1 417**	**1 543**	**1 617**	**1 447**

Differences may arise due to rounding.

Orkla House Care

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**12.2%**	**9.9%**
EBIT (adj.) R12M	186	151
Amortisation and write-downs intangibles R12M	0	0
EBITA (adj.) R12M	**186**	**151**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	200	248
Total fixed assets (tangible)	273	341
Total intangible assets	722	646
Accumulated depreciation and write-downs intangible assets	372	347
Net pension liabilities	(2)	(2)
Deferred tax, excess values	(43)	(43)
Total average capital employed	**1 522**	**1 537**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Beløp i mill. NOK	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	145	101	301	289	162	185	329	335	229
Total fixed assets (tangible)	280	275	267	273	272	369	373	362	328
Total intangible assets	723	724	717	727	717	629	642	633	609
Accumulated depreciation and write-downs intangible assets	388	384	368	373	349	351	366	348	318
Net pension liabilities	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Deferred tax, excess values	(43)	(43)	(43)	(43)	(43)	(43)	(44)	(44)	(42)
Total capital employed	**1 491**	**1 440**	**1 608**	**1 617**	**1 455**	**1 490**	**1 664**	**1 633**	**1 441**

Differences may arise due to rounding.

Health and Sports Nutrition Group

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**4.9%**	**6.1%**
EBIT (adj.) R12M	33	36
Amortisation and write-downs intangibles R12M	1	0
EBITA (adj.) R12M	**34**	**36**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	92	61
Total fixed assets (tangible)	188	118
Total intangible assets	442	434
Accumulated depreciation and write-downs intangible assets	1	0
Net pension liabilities	0	0
Deferred tax, excess values	(26)	(25)
Total average capital employed	**697**	**588**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	67	104	110	74	106	56	68	6	69
Total fixed assets (tangible)	183	189	185	189	195	177	93	79	47
Total intangible assets	440	447	436	444	442	430	434	445	417
Accumulated depreciation and write-downs intangible assets	1	1	1	0	0	0	0	0	0
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(26)	(26)	(26)	(26)	(26)	(25)	(25)	(26)	(24)
Total capital employed	**665**	**715**	**706**	**681**	**717**	**638**	**570**	**505**	**508**

Differences may arise due to rounding.

Pierre Robert Group

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**(4.7%)**	**4.0%**
EBIT (adj.) R12M	(26)	26
Amortisation and write-downs intangibles R12M	0	0
EBITA (adj.) R12M	**(26)**	**26**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	112	204
Total fixed assets (tangible)	8	7
Total intangible assets	99	129
Accumulated depreciation and write-downs intangible assets	327	311
Net pension liabilities	(5)	(5)
Deferred tax, excess values	0	0
Total average capital employed	**541**	**647**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	75	163	114	91	117	227	214	229	232
Total fixed assets (tangible)	6	8	8	8	9	5	5	14	5
Total intangible assets	0	121	122	125	125	127	132	132	130
Accumulated depreciation and write-downs intangible assets	317	317	313	316	311	312	317	313	303
Net pension liabilities	(5)	(5)	(5)	(5)	(5)	(5)	(4)	(4)	(4)
Deferred tax, excess values	0	0	0	0	0	0	0	0	0
Total capital employed	**454**	**605**	**552**	**536**	**557**	**666**	**663**	**683**	**666**

Differences may arise due to rounding.

Total portfolio companies incl. Orkla ASA & Business Services

Calculation of ROCE (return on capital employed)

Amounts in NOK million	31.12.2024	31.12.2023
ROCE (R12M[1])	**11.5%**	**9.9%**
EBIT (adj.) R12M	6 983	5 960
Amortisation and write-downs intangibles R12M	33	35
EBITA (adj.) R12M	**7 016**	**5 995**

Average capital employed:	31.12.2024[2]	31.12.2023[3]
Net working capital	7 397	7 917
Total fixed assets (tangible)	17 342	16 980
Total intangible assets	36 138	35 440
Accumulated depreciation and write-downs intangible assets	4 117	3 667
Net pension liabilities	(2 141)	(1 921)
Deferred tax, excess values	(1 610)	(1 585)
Total average capital employed	**61 243**	**60 497**

1 R12M = Figures for the past 12 months.
2 Average of statement of financial position figures in columns A, B, C, D and E.
3 Average of statement of financial position figures in columns E, F, G ,H and I.

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.12.2024	30.9.2024	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022
Net working capital	6 698	7 718	7 754	7 805	7 011	8 113	8 630	8 497	7 334
Total fixed assets (tangible)	17 561	17 420	17 102	17 452	17 164	17 189	17 742	17 182	15 610
Total intangible assets	36 276	36 106	36 035	36 527	35 746	35 487	36 397	35 962	33 606
Accumulated depreciation and write-downs intangible assets	4 386	4 392	3 714	3 973	3 934	3 713	3 691	3 620	3 375
Net pension liabilities	(2 187)	(2 205)	(2 131)	(2 119)	(2 064)	(1 894)	(1 906)	(1 923)	(1 818)
Deferred tax, excess values	(1 578)	(1 608)	(1 620)	(1 642)	(1 601)	(1 581)	(1 630)	(1 607)	(1 506)
Total capital employed	**61 156**	**61 823**	**60 854**	**61 997**	**60 190**	**61 028**	**62 925**	**61 731**	**56 601**

Differences may arise due to rounding.

5 Key information

Share information

Orkla has a clear ambition to create long-term shareholder value, with returns higher than for relevant comparable investment alternatives. Shareholder return is measured by the long-term performance of the Orkla share, as well as the dividend paid out by the company.

NOK 98.2 billion[1]

Market value at the end of 2024

Market value and trading volume

The Orkla share is listed on the Oslo Stock Exchange under the ticker code ORK. All shares have equal rights and are freely transferable. In terms of market capitalisation, Orkla was the 9th largest company on the Oslo Stock Exchange as at 31 December 2024. At the end of 2024, its market capitalisation was NOK 98.2 billion[1], an increase of NOK 19.6 billion from the end of 2023. In 2024, a total of NOK 3.0 billion was paid out in ordinary dividends. The average daily volume of Orkla shares traded on the Oslo Stock Exchange was 1.1 million, equivalent to 0.11% of the total number of Orkla shares issued. The Orkla share can also be traded through Orkla's Level-1 ADR programme in the USA. More information on the ADR programme can be found on Orkla's website, under 'Investor'.

Return

The table to the right shows the average annual return (including reinvested dividends) on the Orkla share compared with the Oslo Stock Exchange Benchmark Index (OSEBX).

Dividend policy

A combination of dividends and an increase in the share price will, over time, ensure that Orkla shareholders receive a competitive return on their investment. Orkla has maintained a steady, stable increase in the dividends paid out over time. The goal going forward is to increase the dividend per share, normally within the range 50%–70% of earnings per share. The Board of Directors proposed a dividend of NOK 10.0 per share, of which NOK 6.0 is in addition to the company's ordinary dividend, to be paid out for the 2024 financial year. The dividend will be paid out on 6 May 2025 to shareholders of record on the date of the Annual General Meeting.

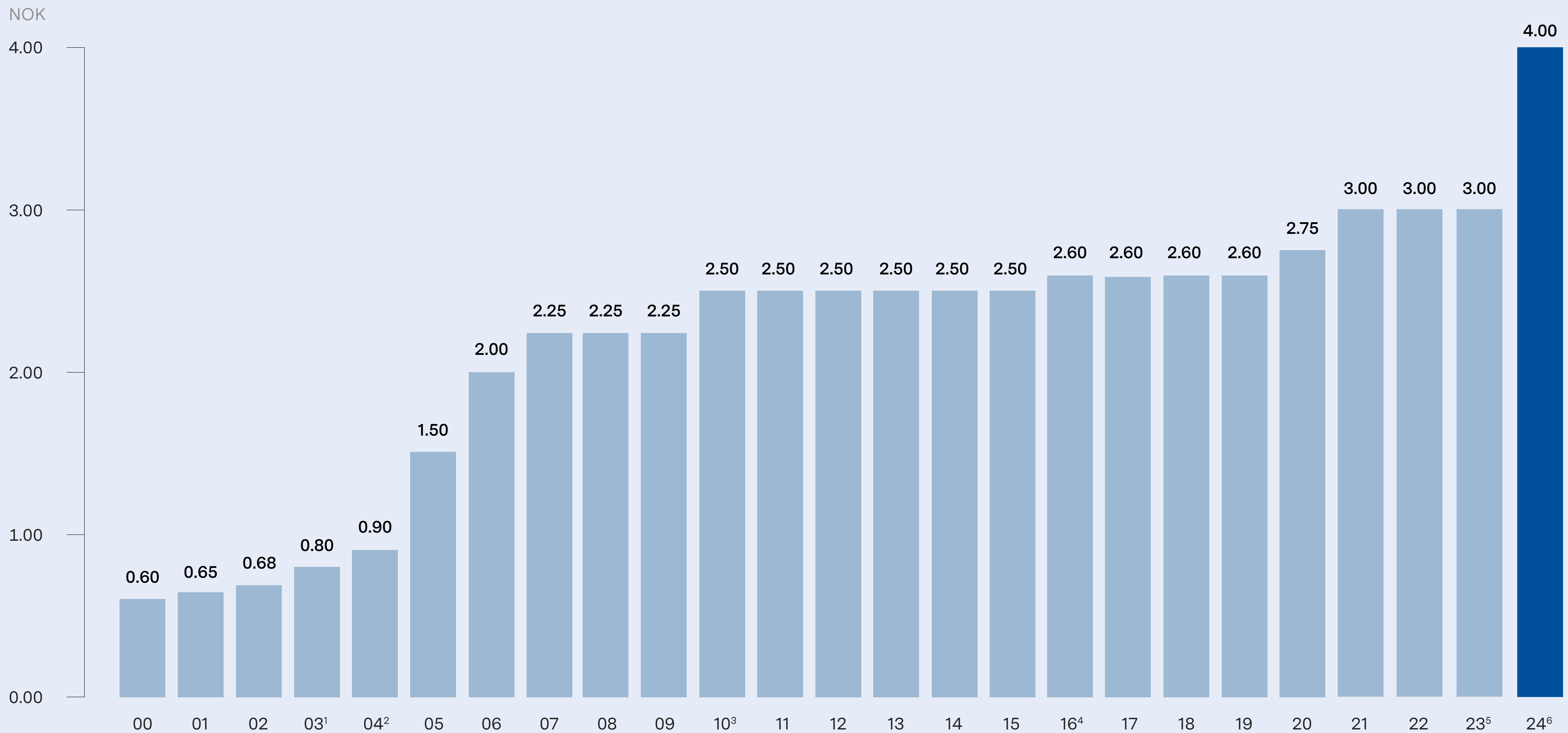
Annual average return on investment, including reinvested dividends, as at 31 December 2024

Date	Orkla	OSEBX
Last year	35.2%	9.1%
Last 3 years	10.1%	5.7%
Last 5 years	6.9%	8.7%
Last 10 years	11.8%	9.4%

Source: Factset

1 Excluding treasury shares

Ordinary dividend per share



1 Additional dividend of 5.00 NOK per share
2 Additional dividend of 1.00 NOK per share
3 Additional dividend of 5.00 NOK per share
4 Additional dividend of 5.00 NOK per share
5 Additional dividend of 3.00 NOK per share
6 Proposed ordinary dividend of 4.00 NOK per share and additional dividend of 6.00 NOK per share.

Buyback of own shares

Orkla supplements the dividend by buying back a moderate number of its own shares. At the Annual General Meeting in 2024, the Board of Directors was granted authorisation to buy back up to 100,000,000 Orkla shares. The authorisation was granted for a limited period of time and must be exercised no later than by the 2025 Annual General Meeting. As at 31 December 2024, Orkla had purchased 1,560,000 treasury shares under the authorisation as a part of the ongoing share buyback programme, for the purpose of acquiring shares for use in connection with Orkla's long-term employee incentive programme (subject to a maximum of 5,000,000 shares). Shares acquired by the Board under the authorisation must be cancelled or used in connection with employee incentive programmes, including the group's employee share purchase programme. As at 31 December 2024, Orkla owned 2,612,984 treasury shares.

Voting rights

Orkla has one class of share, and each share carries one vote. The nominal value of the share is NOK 1.25. Only those who are shareholders five business days before the general meeting (the record date) have the right to attend and vote at the general meeting, cf. the Norwegian Public Limited Liability Companies Act § 5-2. Read more about Orkla's voting rights and the Annual General Meeting on Orkla's website, under 'Investor'.

Shareholders by geographical region[1]

Land	Fordeling
Norway	52%
United States	18%
United Kingdom	8%
Other	22%

1 As at 31 December 2024
Source: VPS

Financial calendar 2025

Dato	Hva skjer?
24 April	Annual General Meeting
25 April	Share traded ex-dividend[1]
6 May	Dividend payment
9 May	1st quarter report
14 July	2nd quarter report
29 October	3rd quarter report

1 Subject to approval of the proposed dividend at the Annual General Meeting.

The 20 largest shareholders as at 31 December 2024

Shareholders	Number of shares	% of capital[2]
Canica[1]	250 386 000	25.07%
Folketrygdfondet	81 403 744	8.15%
Mawer Investment Management Ltd.	49 491 192	4.95%
First Eagle Investment Management, L.L.C.	41 883 841	4.19%
The Vanguard Group, Inc.	31 147 919	3.12%
BlackRock Institutional Trust Company, N.A.	23 449 750	2.35%
Nordea Funds Oy	23 369 027	2.34%
DNB Asset Management AS	20 714 932	2.07%
KLP Fondsforvaltning AS	20 711 944	2.07%
Storebrand Kapitalforvaltning AS	18 673 970	1.87%
State Street Global Advisors (US)	10 681 391	1.07%
Alfred Berg Kapitalforvaltning AS	10 376 272	1.04%
BlackRock Advisors (UK) Limited	9 531 815	0.95%
Geode Capital Management, L.L.C.	8 990 232	0.90%
Legal & General Investment Management Ltd.	8 234 262	0.82%
Amundi Asset Management, SAS	8 076 027	0.81%
LSV Asset Management	7 931 772	0.79%
Pareto Asset Management AS	7 795 697	0.78%
Deka Investment GmbH	7 211 401	0.72%
BlackRock Investment Management (UK) Ltd.	6 923 370	0.69%
Total shares	**646 984 558**	**64.77%**

Source: The list of shareholders has been supplied by Nasdaq.
1 Canica: Canica AS, Canica Investor AS, Tvist 5 AS, Stein Erik Hagen AS and shares owned by Stein Erik Hagen privately.
2 Of total shares issued

Key figures for the Orkla share

	2024	2023	2022	2021	2020	2019	2018	2017
Share price, high (NOK)	106.40	83.86	88.58	91.60	97.14	91.98	87.30	87.30
Share price, low (NOK)	71.35	67.66	67.06	76.00	75.00	64.16	64.60	73.40
Share price, closing 31 Dec. (NOK)	98.35	78.84	70.94	88.36	87.00	88.96	68.04	87.05
Diluted earnings per share (NOK)	6.06	5.21	5.04	4.82	4.37	3.84	3.24	8.43
Ordinary dividend per share (NOK)	4.00[1]	3.00	3.00	3.00	2.75	2.60	2.60	2.60
Total dividend per share (NOK)	10.00*	6.00	3.00	3.00	2.75	2.60	2.60	2.60
Percentage of foreign shareholders	48%	49%	49%	47%	51%	54%	51%	53%
Number of shares issued as at 31 Dec.	1 001 430 970	1 001 430 970	1 001 430 970	1 001 430 970	1 001 430 970	1 001 430 970	1 018 930 970	1 018 930 970
Number of shares outstanding as at 31 Dec.	998 817 986	997 667 043	997 143 990	996 578 096	1 000 929 170	1 000 305 788	999 520 711	1 018 754 037

1 Proposed dividend. Orkla's Board of Directors proposes a total dividend of NOK 10.00 per share for the fiscal year 2024, of which NOK 6.00 is in addition to the company's ordinary dividend.

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Additional information for valuation purposes

One possible model for valuing Orkla is based on distinguishing between the portfolio companies, where the value lies in future earnings from continued business operations, and other group assets with identifiable market values where earnings are not part of Orkla's operating profit from the consolidated portfolio companies.

Power production:

Hydro Power (2024)

2.5 TWh

* On 24 January 2025, Orkla announced that the company has entered into agreements to sell its entire hydro power portfolio in two separate transactions. The transactions value the portfolio at NOK 6.1 billion on a cash and debt-free basis. The transactions are subject to approval by the relevant competition authorities and the Norwegian Ministry of Energy. The transactions are expected to close by the end of the third quarter of 2025.

Consolidated operations

Hydro Power*

The power operations are fully consolidated into Orkla's income statement and are reported as Hydro Power. The power operations primarily consist of two assets: a reservoir power plant in Sauda (85% ownership) and a run-of-the-river plant in Sarpsfossen.

The Sauda hydropower operations (called Saudefaldene) are regulated by a private-law lease agreement with Statkraft. The lease agreement runs until 31 December 2030, after which the power plants will be returned to Statkraft in return for financial compensation equivalent to the estimated residual tax value of the newly constructed power plants (approx. NOK 1.1 billion).

Saudefaldene has an average annual production (2015–2024) of 1,870 GWh. It leases approximately 1 TWh per year from Statkraft and has corresponding delivery commitments. The net effect of this arrangement is zero. The remaining power is sold on the spot market. Payroll expenses and other operating costs amounted to NOK 148 million in 2024. Major maintenance investments are generally recognised as operating expenses in the financial statements. Saudefaldene receives an annual amount from Statkraft in compensation for major maintenance investments. The total operating and maintenance cost net refund from Statkraft was NOK 90 million in 2024, and NOK 89 million in 2023. Depreciation totalled NOK 47 million in 2024.

The Sarpsfossen power operations are based on power rights that are not subject to reversion, and average annual production (2015–2024) totals 589 GWh. The power is sold on the spot market. Payroll expenses and other operating costs totalled NOK 80 million in 2024. Depreciation amounted to NOK 10 million in 2024. Capitalised investments in upgrades and capacity expansions amounted to NOK 10 million in 2024.

In 2024, the average effective tax rate for the combined power operations was 50%.

Orkla Eiendom

Orkla Eiendom assists and advises the group on real estate-related matters, and is responsible for the administration, development and sale of property not utilised by Orkla's portfolio companies.

Orkla Eiendom also has a portfolio of rental properties and development projects. The rental properties total approximately 40.000m² and are attractively located at Skøyen, Oslo. Approximately 13.000m² of these spaces are leased to external lessees. The remainder is leased to Orkla's portfolio companies and Orkla ASA and its central administrative functions.

The development projects include residential development projects at Torshov, Oslo (called Torshovhøyden), and in Larvik (called Denja Hage), as well as the redevelopment of Orkla's former biscuit factory in Kungälv, Sweden (called Kexstaden).

As at 31 December 2024, the market value of Orkla's real estate rental portfolio was calculated as NOK 2.3 billion based on estimated market returns. Orkla's headquarter is the group's largest individual asset. The development portfolio had a book value of NOK 0.4 billion, based primarily on historical cost values for the relevant plots of land. Current development projects entail a need for investment during the construction period, and gains will only be realised once properties are completed and ownership is transferred.

Based on the current portfolio of development projects, Orkla Eiendom expects to release approximately NOK 1.0 billion in capital over the next five years.

Read more at www.orklaeiendom.no/english

6 Group Directory

Group Directory

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portfolio companies

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- Orkla Foods Norge AS, Elverum div., Norway
- Orkla Foods Norge AS, Toro Arna div., Norway
- Orkla Foods Norge AS, Stabburet Fredrikstad - Råbekken div., Norway
- Orkla Foods Norge AS, Sem div., Norway
- Orkla Foods Norge AS, Sløgstad div., Stranda, Norway
- Orkla Foods Norge AS, Svemorka div., Stranda, Norway
- Orkla Foods Norge AS, Sunda div., Oslo, Norway
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- Orkla Foods Norge AS, Voss div., Norway

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- Orkla Foods Sverige AB, Tollarp, Sweden
- Orkla Foods Sverige AB, Vansbro, Sweden
- Orkla Foods Sverige AB, Örebro, Sweden
- Orkla Foods Sverige AB, Kungshamn, Sweden
- Lecora AB, Vadstena, Sweden
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- Orkla Foods Česko a Slovensko a.s., Varnsdorf, Czech Republic
- Orkla Foods Česko a Slovensko a.s., Kunovice, Czech Republic
- Orkla Foods Česko a Slovensko a.s., Prague, Czech Republic
- Orkla Foods Česko a Slovensko a.s., Stare Město, Czech Republic

- Orkla Foods Slovensko s.r.o., Bratislava, Slovakia
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- BAPA s.r.o., Letohrad, Czech Republic
- BAPA s.r.o., Hněvotín, Czech Republic
- BAPA s.r.o., Staré Město, Czech Republic
- BAPA s.r.o., Dolní Dobrouč, Czech Republic
- Slovacka Fruta, a.s., Kunovice, Czech Republic
- Orkla Foods Fresh Slovensko s.r.o., Bratislava, Slovakia
- HAME HUNGARIA Kft., Komárom, Hungary
- HAME HUNGARIA Kft., Budapest, Hungary

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- Idun Industri AS, Hvam and Rakkestad, Norway
- Bako AS, Frogner, Norway
- My Bakery AS, Hvam, Norway
- Arne B. Corneliussen AS, Oslo, Norway
- Norstamp AS, Stokke, Norway
- Kartonage AS, Heimdal, Norway

OV Group

- Orchard Valley Foods Sweden AB, Malmö, Sweden
- Orchard Valley Foods UK, Tenbury Wells, Leominster, St. Ives, Harrogate, England, U. K.
- Orchard Valley Foods GmbH, Mainz, Germany
- Hans Kaspar AG, Zufikon, Switzerland
- Cake Décor Ltd, Glasgow, Scotland, U. K.
- For All Baking Ltd, Glasgow, Scotland, U. K.

NIC Group

- Nic Sverige, Dala-Järna, Sweden
- Nic Danmark, Århus, Denmark
- Nic UK, Omagh, Cornwall and Barking, U.K.
- Eisunion, Nürnberg, Gießen, Altlußheim, Hannover, Chemnitz and Taufkirchen, Germany
- Freunde der Erfrischung GmbH, Bremen, Germany
- Nic Nederland B.V., Waddinxveen, The Netherlands
- Win Equipment, Bunschoten, The Netherlands
- Laan Heiloo B.V., Heiloo, The Netherlands
- Vaffelbagaren, Kristianstad, Sweden
- Hadecoup, Herk-de-Stad, Belgium
- Nic Finland, Turku, Finland
- SnackFood Oy, Vantaa, Finland

Denali Ingredients

- Denali Ingredients LLC, New Berlin, USA

Odense Group

- Frödinge, Vimmerby, Sweden
- Odense Marcipan A/S, Odense, Hobro, Hedehusene, Denmark

Credin Group

- Credin A/S, Juelsminde, Denmark
- Credin Sverige AB, Stenkullen, Sweden
- Credin Polska, Sobotka, Poland
- Credin Portugal, Freixeira, Portugal
- Credin Productos Alimenticios, Barcelona, Spain
- CBP A/S, Vejle, Denmark

Dragsbæk Group

- Dragsbæk A/S, Thisted, Denmark
- Kjarnavörur hf, Reykjavik, Iceland
- Innbak hf, Reykjavik, Iceland
- UAB Vilniaus Margarino Gamykla (VMG), Vilnius, Lithuania
- KT Food, Randers, Denmark
- Gæðabakstur, Reykjavik, Iceland
- Blume Food I/S, Randers, Denmark
- NATURLI' Foods, Vejen, Denmark
- PureOil I/S, Thisted, Denmark
- Grønvang Food ApS, Vejen, Denmark
- Isbud, Reykjavik, Iceland
- Scandinavian Retail Food A/S, Randers, Denmark
- Nonni Litli ehf, Reykjavik, Iceland
- Ismejeriet Thy, Thisted, Denmark
- Ejendomsselskabet M&P Nielsen I/S, Thisted, Denmark
- Grønvang Estate I/S, Thisted, Denmark

KÅKÅ Group

- KåKå AB, Lomma, Örebro, Sollentuna and Gothenburg, Sweden
- Jästbolaget AB, Sollentuna, Sweden
- Werners Gourmetservice, Skara, Sweden
- Tredo AB, Södertälje, Sweden

OFI NEE

- Condite Oy, Naantali, Finland
- Minordija, Kaunas, Lithuania
- LaNordija, Spilve, Latvia
- Vilmix, Viljandi, Estonia
- PGD, Warsaw, Szczecin, Gdańsk, Łomża, Kolbuszowa, Kielce, Skalmierzyce and Wrocław, Poland
- Ambasador, Piaseczno, Gdańsk, Bydgoszcz, Lublin and Orzysz, Poland

OFI CSE
- Ekvia, Nitra, Slovakia
- Belusa Foods, Beluša, Slovakia
- Orkla Food Ingredients Česko, Prague and Středokluky, Czech Republic
- Kanakis, Acharnai, Attica, Greece
- Orkla Foods Romania, Covasna, Iași and Bucharest, Romania
- Sonneveld Kft, Ócsa, Hungary

Sonneveld Group
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- Sonneveld Ltd., Thirsk, England, UK
- Sonneveld NV/SA, Brussels, Belgium
- Sonneveld France SARL, Cergy, France
- Vamo BV, Duiven, The Netherlands
- Quattro Enzyme Solutions BV, Papendrecht, The Netherlands
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- Tumkur, Karnataka, India
- Guntur, Andhra Pradesh, India
- Kothamangalam, Kerala, India
- Adimali, Unit I, Kerala, India
- Adimali, Unit II, Kerala, India
- Vannapuram, Kerala, India
- Kota, Rajasthan, India

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Verkkosaarenkatu 5, 00580 Helsinki, Finland

Da Grasso Sp. z o.o.
Green Horizon, Pomorska 106A, 91-402, Łódź, Poland

Orkla Home & Personal Care

Orkla Home & Personal Care AS
P.O. Box 673 Skøyen, 0214 Oslo, Norway
Tel.: +47 22 54 40 00
- Orkla Home & Personal Care, Ski div., Norway

Orkla Care AB
Box 1336, SE-171 26 Solna, Sweden
Tel.: +46 (0) 10 142 40 00 / www.orkla.se
- Orkla Care AB, Falun div., Sweden

Orkla House Care
www.orklahousecare.com

Orkla House Care Norge AS
P.O. Box 423 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 19

Orkla House Care AB
Box 133, SE-564 23 Bankeryd, Sweden
Tel.: +46 36 37 63 00 / www.anza.se

Orkla House Care Danmark A/S
Delta Park 45, 3. sal, 2665 Vallensbæk Strand, Denmark
Tel.: +45 47 33 74 00

Orkla House Care Benelux Holding B.V.
Rietgorsweg 1, 3356 LJ, Papendrecht, The Netherlands

Orkla House Care Benelux N.V.
Koranelhoeve 25, 2160 Wommelgem, Belgium

Orkla House Care Benelux B.V.
Rietgorsweg 1, 3356 LJ Papendrecht, The Netherlands

LG Harris & Co Ltd.
Stoke Prior, Bromsgrove, B60 4AE, U.K.
Tel.: +44 1527 575441 / www.harrisbrushes.com

Harris Decorating Tools (Zhaoqing) Ltd.
West Off of G321 National-Highway Fangzhi-Road, Mugang Town, Zhaoqing City, Guangdong Province, PRC, China

Health and Sports Nutrition Group

Health & Sports Nutrition Group HSNG AB
Street address: Svetsarvägen 15, 171 41 Solna, Sweden
Postal address: P.O. Box 1196, 171 23 Solna, Sweden
www.gymgrossisten.com
www.bodystore.com
www.fitnessmarket.com
www.bodyman.dk
- Trollhättan, Sweden
- Eskilstuna, Sweden
- Proteinfabrikken AS, Oslo, Norway / www.proteinfabrikken.no
- Proteinfabrikken Sverige AB, Sweden
- VM International AB, Sweden

Pierre Robert Group*

Pierre Robert Group AS
Drammensveien 149A, 0277 Oslo, Norway
Tel.: +47 22 54 40 00 / www.pierrerobertgroup.no

Pierre Robert Oy
Äyritie 16, 01510 Vantaa, Finland

Orkla Trading AS
Drammensveien 149A, 0277 Oslo, Norway

Iddeveien 42 AS
Drammensveien 149A, 0277 Oslo, Norway

* Orkla has sold 100% of the shares in Pierre Robert Group effective from 13 March.

Financial Investments

Orkla Eiendom AS
Street address: Drammensveien 149, 0277 Oslo, Norway
Postal address: P.O. Box 423 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 00 / www.orklaeiendom.no

Orkla Energi AS*
Street address: Drammensveien 149, 0277 Oslo, Norway
Postal address: P. O. Box 423 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 00

Aktieselskapet Saudefaldene*
Vangnes 19, 4200 Sauda, Norway
Tel.: +47 52 78 80 00

Sarpsfoss Limited*
Borregaardsveien 24, P.O. Box 162, 1701 Sarpsborg, Norway
Tel.: +47 22 54 40 00
- Mossefossen ANS, Moss, Norway

Trælandsfos AS*
Trælandsveien 129, 4480 Kvinesdal, Norway
c/o Orkla Energi AS, P.O. Box 423 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 00

* Orkla has entered into agreements to sell its entire hydro power portfolio in two separate transactions. The transactions are expected to close by the end of the third quarter of 2025.

Business Service Companies

Orkla Financial Services AS
Street address: Drammensveien 149, 0277 Oslo, Norway
Postal address: P.O. Box 423 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 00
- Orkla Financial Services AS, Malmö div., Sweden
- Orkla Accounting Centre Estonia OÜ, Tallinn, Estonia

Orkla IT AS
Street address: Drammensveien 149, 0277 Oslo, Norway
Postal address: P.O. Box 383 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 09 62 00

Orkla Procurement AS
Street address: Drammensveien 149, 0277 Oslo, Norway
Postal address: P.O. Box 423 Skøyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 00
- Malmö, Sweden
- Stockholm, Sweden

- Vejle, Denmark
- Prague, Czech Republic
- Tallinn, Estonia
- Gothenburg, Sweden
- Copenhagen, Denmark
- Shanghai, ChinaVienna, Austria
- Papendrecht, The Netherlands

Other Businesses

Orkla Insurance Company DAC
Elm Park, Merrion Road, Dublin 4, Ireland
Tel.: +353 1 661 6211

Orkla Investeringer AS
P.O. Box 423 Skøzyen, 0213 Oslo, Norway
Tel.: +47 22 54 40 00