



Presentation material Portfolio Companies not presenting, collated

Orkla Capital Markets Day

29 November 2023



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Portfolio Company Presentation Material



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THE EUROPEAN PIZZA COMPANY

EXPANDING EXISTING BUSINESS WHILE HARNESSING PORTFOLIO SYNERGIES

ORKLA CAPITAL MARKETS DAY 2023

THE EUROPEAN PIZZA COMPANY

ASPIRATION

The European Pizza Company aspires to be the leading European collection of sustainable local pizza brands



OUR COLLECTION

4
markets

823
restaurants

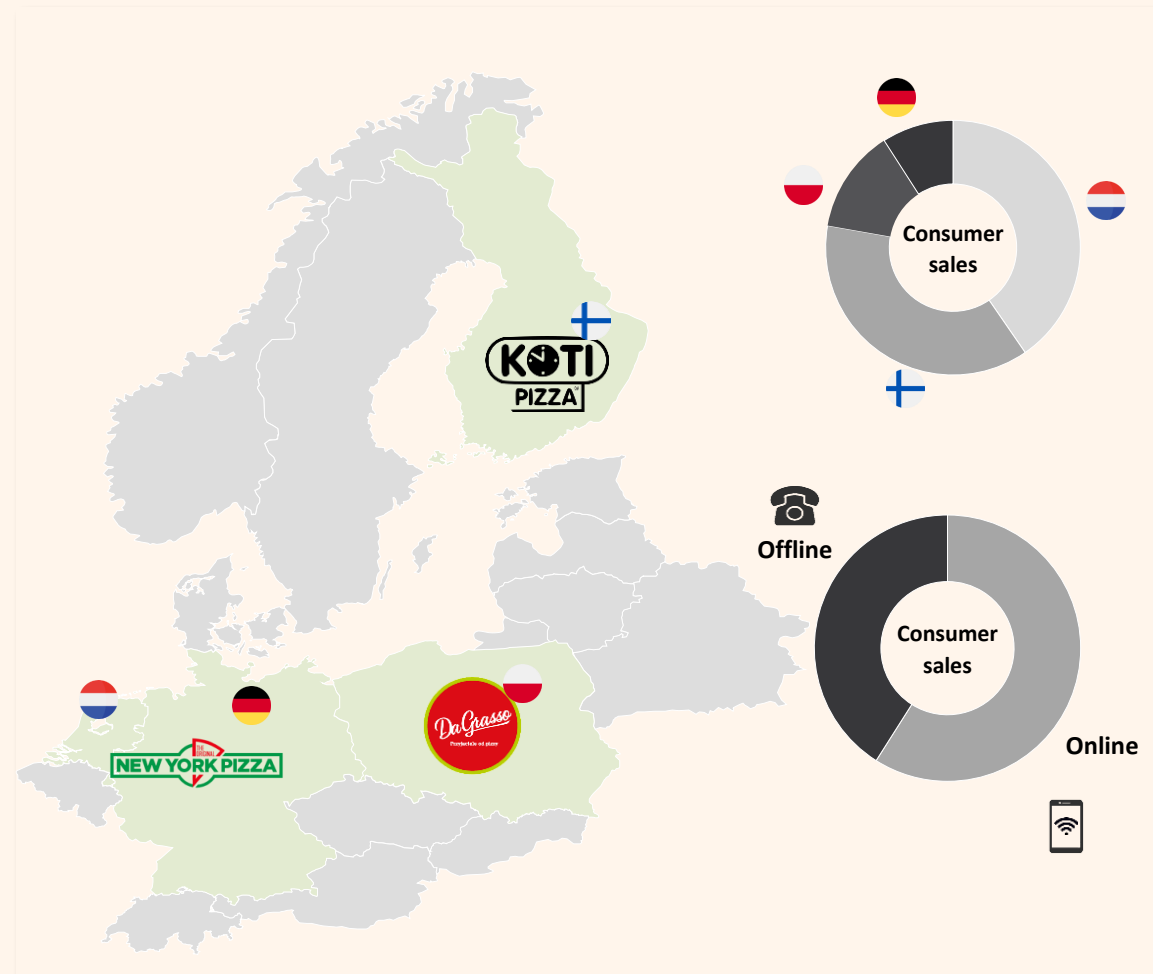
EUR 419mn
consumer sales

EUR 22mn
EBIT (adj.)

Note: Figures per Q3 / LTM Q3 2023

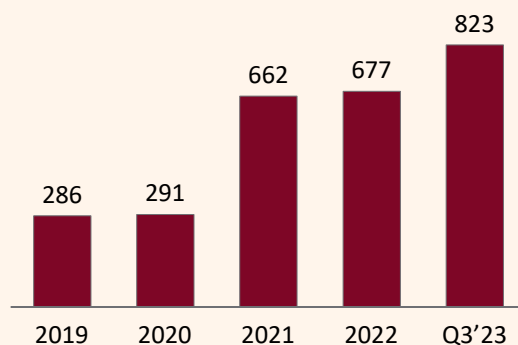
THE EUROPEAN PIZZA COMPANY

OUR PRESENCE

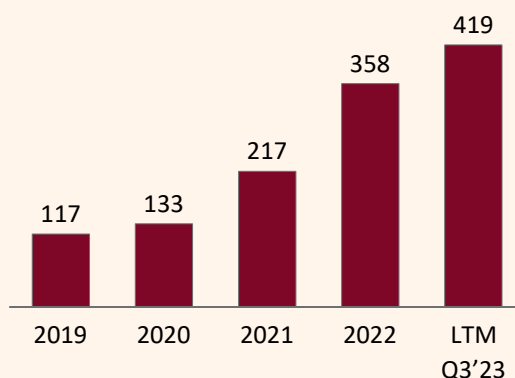


STRONG HISTORICAL GROWTH

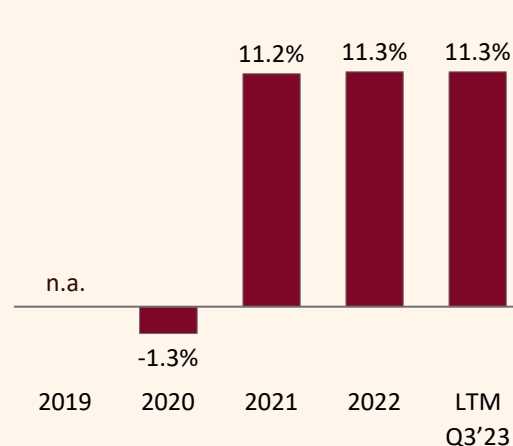
Number of restaurants (#)



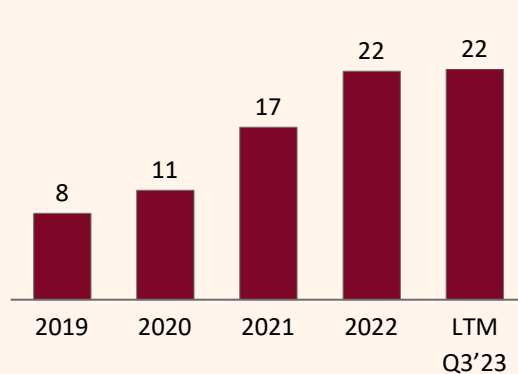
Consumer sales (EUR million)



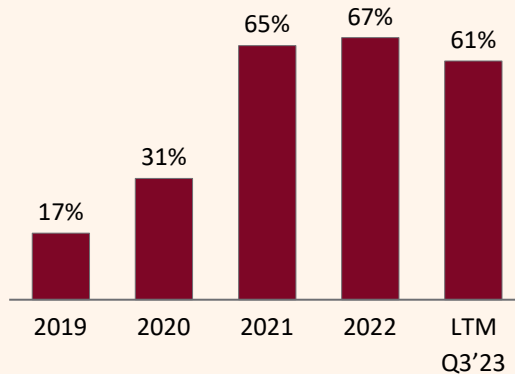
Organic revenue growth (%)



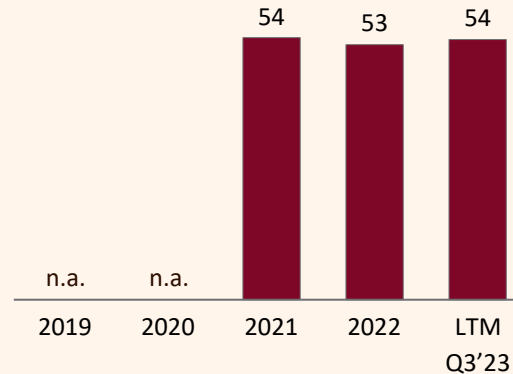
EBIT adj. (EUR million)



Online sales as % of total¹⁾



Net Promotor Score²⁾



Note: Reported figures unless otherwise specified

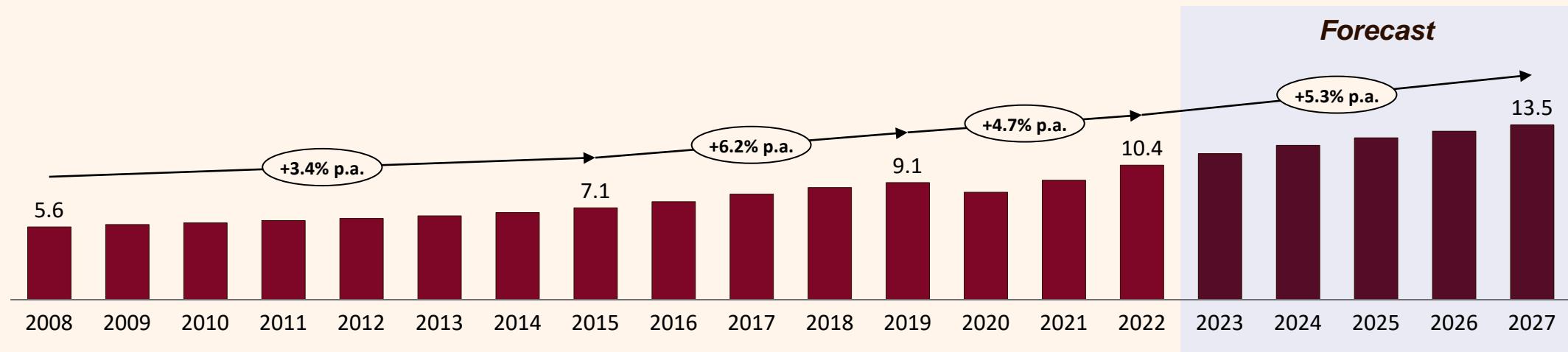
¹⁾ Pro-forma numbers; i) 2021 as if NYP were owned for the full year 2021, ii) LTM Q3'23 numbers including Da Grasso for the full period

²⁾ Arithmetic average of Kotipizza and NYP Netherlands for the full periods



The European Pizza Company is positioned to continue the growth journey in an attractive market

Development in total addressable¹⁾ European Limited-Service Restaurants (LSR) pizza markets (EUR billion)





- Strong historical growth of above 6% per annum 2015-2019 with solid growth expected to continue in coming years
- Limited-Service Restaurants has proved resilient through economic crisis compared to other restaurant markets and segments
 - Pizza category with strong performance during Covid-period, with take-away and delivery being the key drivers

Source: Euromonitor, Consumer Foodservice 2023; Historic fixed 2022 Exchange Rates, Forecast Fixed 2022 Exchange rates

¹⁾ Addressable market: Andorra, Austria, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Iceland, Ireland, Italy (only including chained players), Latvia, Lithuania, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom.

The European Pizza Company has grown continuously since the market entry in 2019, supported by an active M&A strategy

Companies acquired

#	Consolidation date	Company	Geography	Strategy
1	Q1 2019			Market leader entry
2	Q3 2021			Market leader entry
3	Q3/Q4 2021 ¹⁾			Buy-and-convert
4	Q1 2023			Market leader entry

M&A strategy

1 2 4

Market leader entry

- Acquisition of market leading local brands, holding #1 or strong #2 market positions
- Well-developed and proven franchise concept with healthy unit economics and uniform brand perception
- Multi-channel availability

Leading local brands



3

Buy-and-convert

- Buy-and-convert strategy in Germany based on acquisition of smaller independent chains to be converted into New York Pizza brand and concept
- Proven to be even more challenging than expected, partly due to lower-than-expected robustness across network
- Ongoing **restructuring process** to ensure a more robust platform and streamlined organization

Conversion to a new and locally unknown brand



1) Stückwerk was consolidated into Orkla's financial statement as of 1 September 2021, while Flying Pizza and Pizza Planet were consolidated as of 1 October 2021.

Together with the franchisees, we adapt to local demands and continuously develop the local brands



Entrepreneurship

Franchisees thrive with strong support, driving personal dreams and the brand forward



Local ambassador

Franchisees personify the local brands in the markets and provide insights on local tastes



Consistency

Franchisees are provided with the right tools to consistently deliver on the brand promise



Growth engine

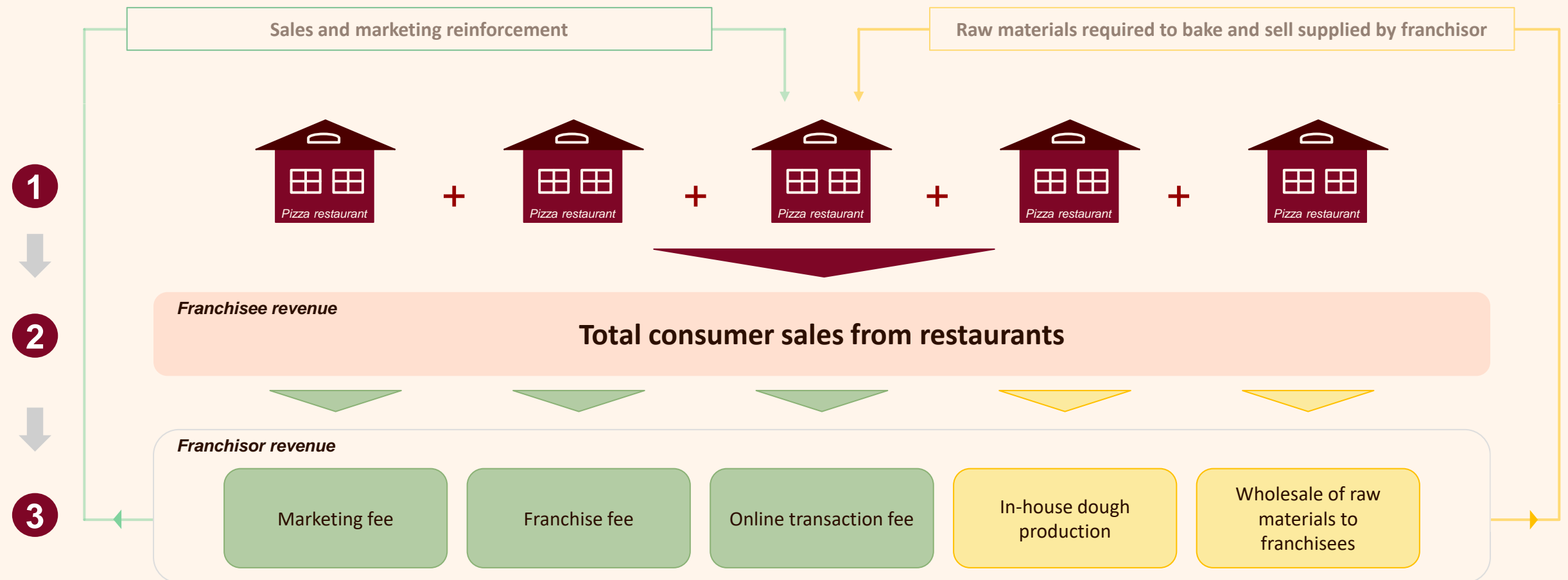
Partnering with franchisees allows for fuelled growth for both the franchisee and the Group



Shared success

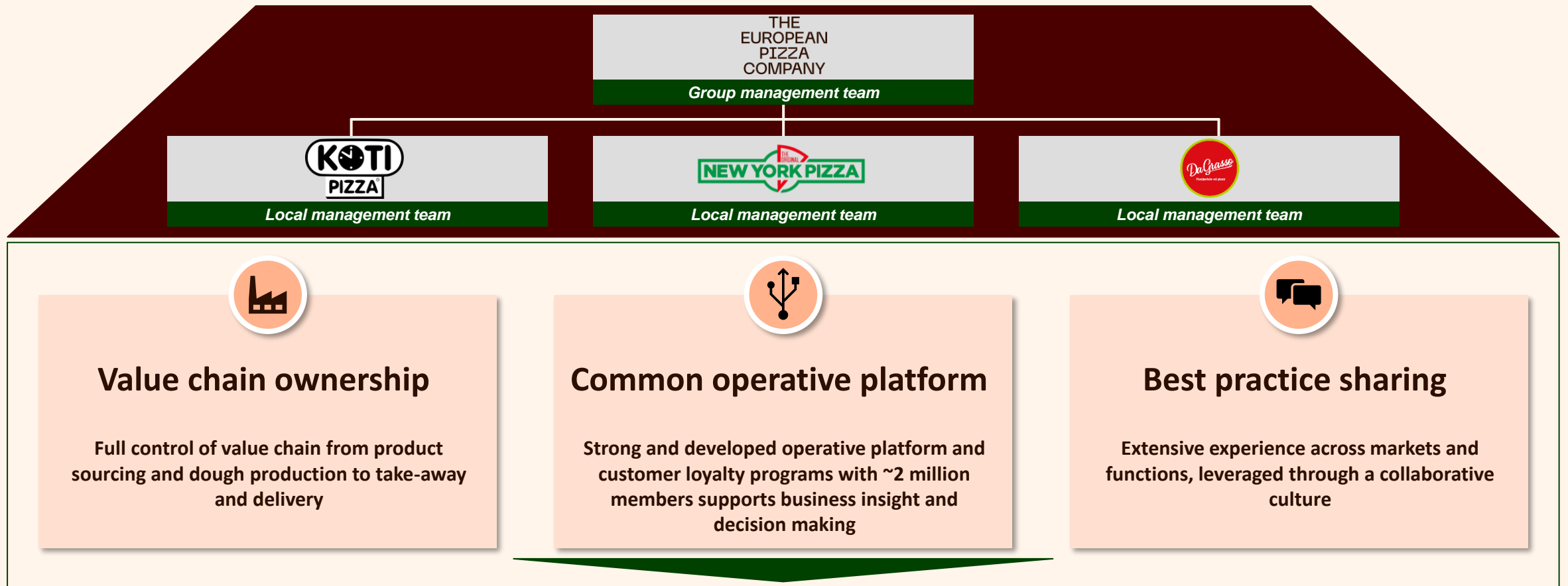
Shared risk and reward creating a resilient brand environment

Capital-light and scalable franchise model based on aligned incentives, with consumer sales being the most important value driver



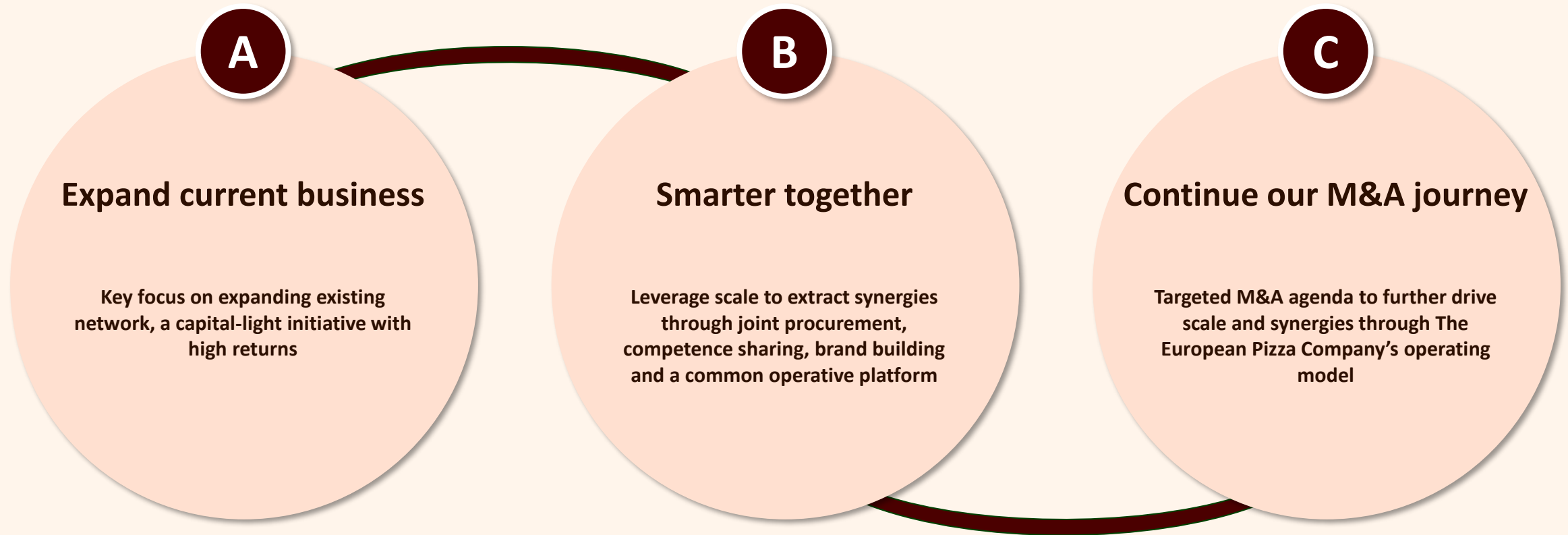
Note: Simplification of franchise model for illustrative purposes only

The European Pizza Company has the tools to be the preferred home for local pizza brands and their franchisees



Collaboration and joint initiatives across markets and functions with increased focus and support following establishment of dedicated Group management team from January 2023

Becoming the leading European collection of sustainable local pizza brands through three growth pillars



Investment highlights



Resilient EUR +10 billion European total addressable¹⁾ market with attractive growth expectations



Established local sustainable franchised pizza brands with leading domestic positions and strong management teams



Strong financial track record driven by organic network expansion and positive same-store sales in core markets, fuelled by sizeable marketing funds and continuous concept development



Consistent service and product quality through complete value chain and best-in-class technology driving value for customers, franchisees and The European Pizza Company



Scalable and predictable franchisee-driven business model requiring limited investments yielding strong profitability and cash conversion



Attractive home providing the tools and common operative platform for new and existing brands and franchisees to succeed

Source: Euromonitor, Consumer Foodservice 2023

¹⁾ See page 4 for definition of addressable market and data specifications

FINANCIAL TARGETS 2024-2026



> 5% consumer sales growth
p.a. 2024-2026



EBIT (adj.) of EUR 35-40mn
by year-end 2026



THE EUROPEAN PIZZA COMPANY





Turnaround for sustainable profitable growth

Orkla Capital Markets Day 2023



Home &
Personal Care

We are a leading Nordic Home and Personal Care company with strong local brands and local value chain, powered by people with drive and passion for a better future

NORDIC

Our key markets are Norway, Sweden and Finland. Stable and profitable markets

STRONG LOCAL BRANDS

1 and 2 positions in Norway and challenger positions in Sweden and Finland

LOCAL VALUE CHAIN

Local product development and production enables speed, transparency and ability to grow

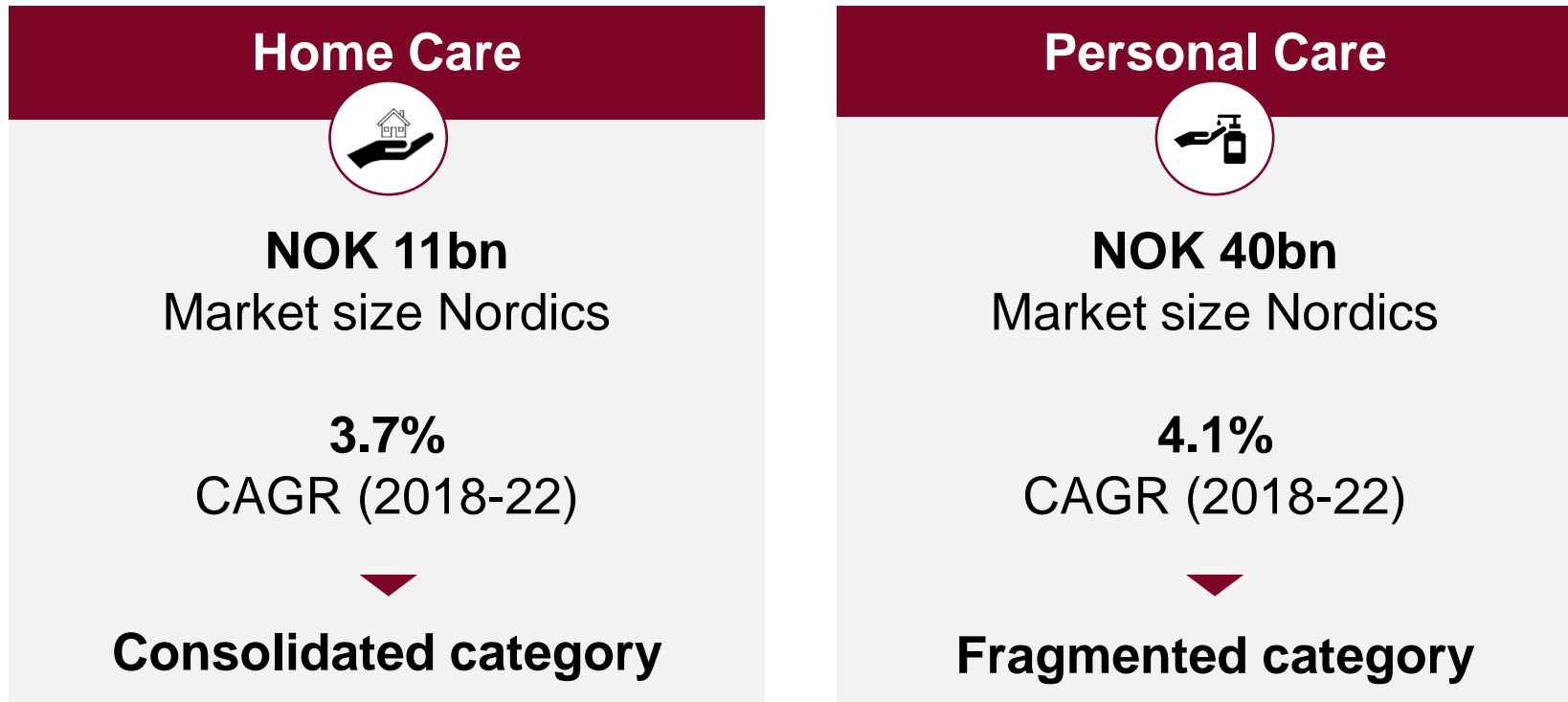
POWERED BY PEOPLE

With an entrepreneurial mindset and strong execution-oriented culture

BETTER FUTURE

Leverage world class ESG, regulatory and safety capabilities to lower footprint

Orkla Home & Personal Care is located in stable and predictable categories



Underlying trends supporting growth

Portfolio of Nordic heritage brands with winning positions, outperforming international competition in the Norwegian General Food Trade

Strong local brands with best selling positions in many segments in Norwegian General Food Trade, and well-established challenger brands in Sweden and Finland

- Developed and curated on deep local consumer insights
- Leveraging Nordic associations, e.g., Define
- Strong relations to trade
- Outperforming international competition in many segments and categories in the Norwegian General Food Trade

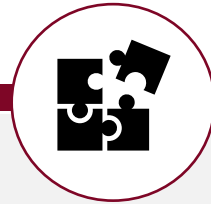


Leveraging a strong competitive edge on sustainability across the value chain, offering desirable and more sustainable solutions to consumers

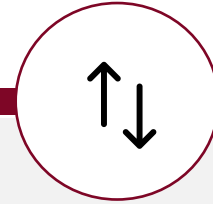


Strong **competency**, and **experience** across value chain, where sustainability is deeply ingrained in organizational culture and DNA.

Access to attract and retain best in class talent.



New and breakthrough innovations with consumer desirable solutions providing a triple win for the consumer/customer, Orkla Home & Personal Care and a reduced environmental impact. e.g., cartons, recycled materials, refill solutions, etc.



Deep knowledge of European **regulations and compliance** with local impact.

Competency is acknowledged in industry (cross functional).

First in the Nordics with cartons
Orkla Home & Personal Care is at the forefront of more sustainable packaging with carton: Available across markets and categories.



Local value chain with a regional scale enables speed, flexibility and greater traceability while reducing risks of potential adverse macro-economic effects

Factories positioned in core markets

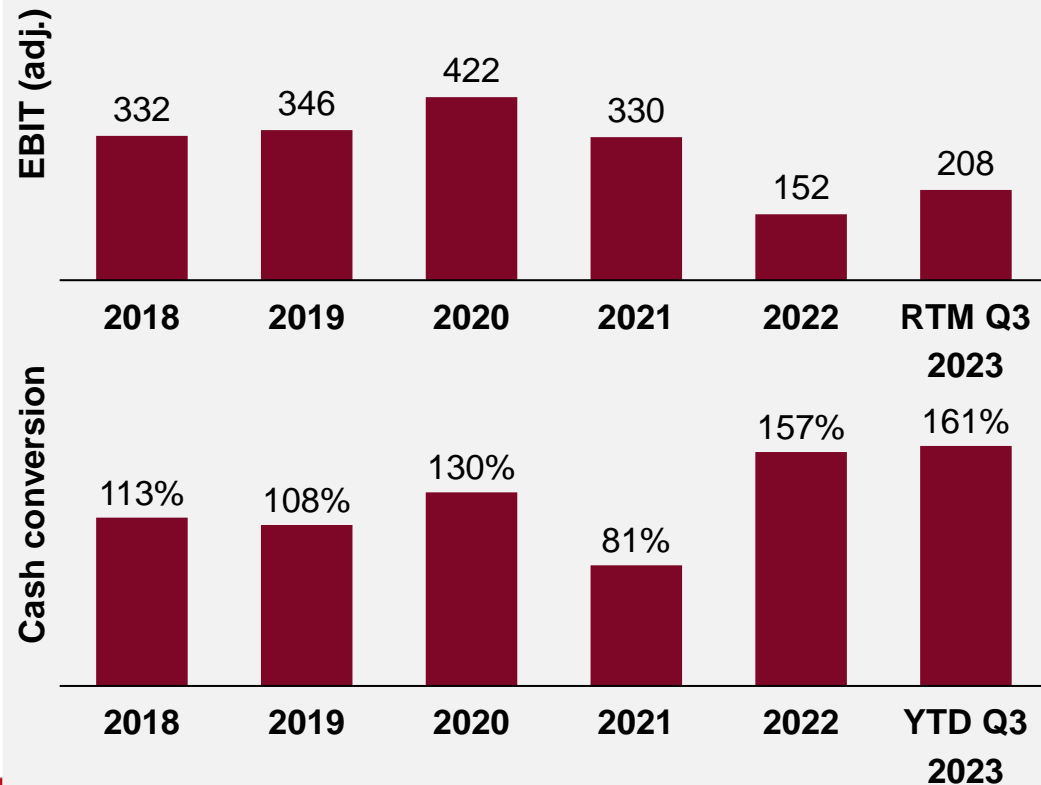


Regional scale in value chain

- Orkla Home & Personal Care **is the largest producer** in the Nordics with proximity to their home markets. Highly favorable position with upcoming EU regulations
- Portfolio is managed with a lean, flexible and responsive supply chain with a continuous focus on **automation and digitalization**
- **Excellent service level** in most markets with a high grade of **operational excellence**
- Local and global **regulatory strength** with strong knowledge-sharing and collaboration
- Able to **respond quickly** to new opportunities and rapid changes in market conditions due to local R&D and production

Stable track-record over time, and despite a tough 2022, Orkla Home & Personal Care is regaining financial health

EBIT (adj.) & cash development



Major changes over time

- Orkla Home & Personal Care experienced solid EBIT development ahead of and throughout Covid. **Historically a strong cash generator**
- Profitability heavily challenged post-covid & Ukraine war due to increases in input cost, supply chain disruptions and bounce back on volume
- Despite profitability changes in '22 underlying fixed cost base is under control, margins expected to improve with positive COGS development and continued work with net revenue management
- PortCo cash flow increase from Covid up until '20. Decrease in '21 – '22 from significant CapEx investments
- Regain strong financial health with an EBIT CAGR above 10% in '23 – '26, with >100% cash conversion

Orkla Home & Personal Care has strong growth ambitions with key strategic pillars enabling the journey

Orkla Home & Personal Care has accelerated the transformation journey through completing a restructuring of the Norwegian and Swedish organization



Key strategic growth pillars to deliver on Orkla Home & Personal Care growth ambitions with focus, precision and speed

Grow Core Business

Norway

Continue to build strong brands in General Food Trade to grow Home Care and Personal Care. Utilize brand strength to expand to new channels. Invest and build fewer hero-brands across segments and needs. Unleash innovation and ESG power across the entire portfolio

Increase competitiveness

Increase productivity along the entire value chain, while improving the capital productivity and increase local responsiveness

Sweden and Finland

Ensure continued profitable growth in Sweden and Finland. Grow Personal Care and Sustainable Home Care with innovations and synergies from lead market, Norway

Contract manufacturing

Gain scale advantages in value chain and utilize factory potential with existing set-up through localness, regulatory and ESG capabilities

Future Core

Invest in future core

Leverage Orkla Home & Personal Care's ESG strength and invest in new circular business model. Step change growth from new Personal Care positions and expansion into new channels

Efficient organization

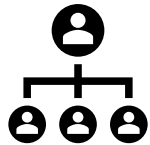
Efficient organization

Invest in people and technology to build future capabilities and enhance efficiency.

Strengthen entrepreneurial mindset and the execution-oriented culture to drive our strategic agenda.

Foster cross functional collaboration to execute on strategic pillars

New organizational set-up fit to execute on strategic priorities



Orkla Home & Personal Care has **restructured** to implement an **organizational set-up** fit for purpose. Processes and resource allocation strongly reflects set priorities.



Crystal **clear prioritizations**, and **focus** is set within the organization, closely followed up by project owners to ensure speed, quality and execution power.



A strong **entrepreneurial mindset** fostering an **execution-oriented culture** ensuring the teams are empowered, aligned and with clear accountability.

Orkla Home & Personal Care is powered by people with drive and passion for a better future.

Orkla Home & Personal Care is to regain strong financial health with an EBIT CAGR above 10% and with a >100% cash conversion, 2023 - 2026

A clearer, future journey supported by a strong plan

With three superior competitive advantages



Norway



Increase competitiveness



Sweden & Finland



Contract manufacturing



Invest in future core



Efficient organization

Strong local brands



Leverage Sustainability



Strong competency and experience



New and breakthrough innovations



Deep knowledge of European regulations and compliance

Local value chain with regional scale



Largest producer in the Nordics



High degree of automatization and digitalization



Enables speed, flexibility and greater traceability



Orkla Capital Markets Day 2023

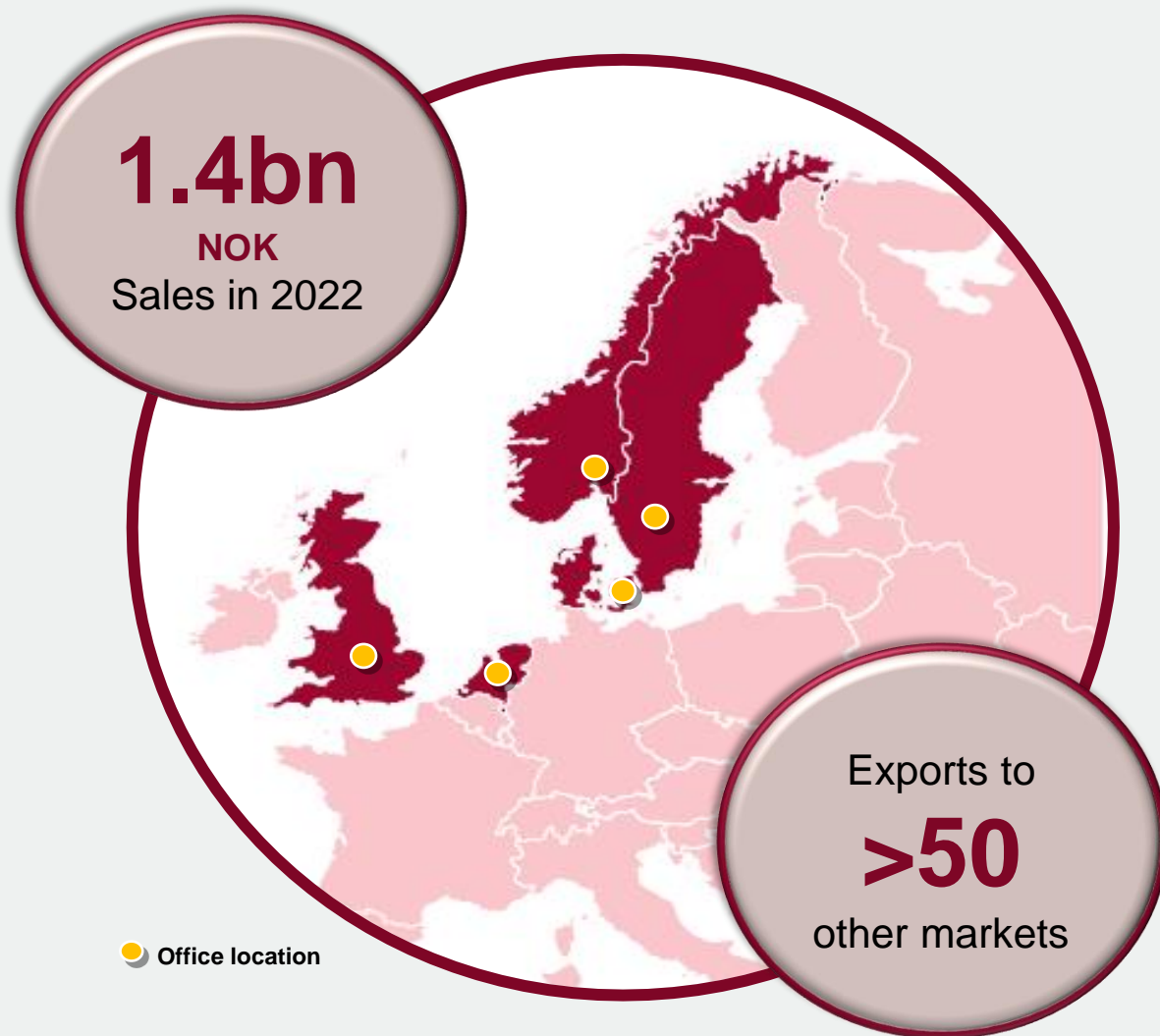
Transforming for long-term value creation

Strictly Private & Confidential



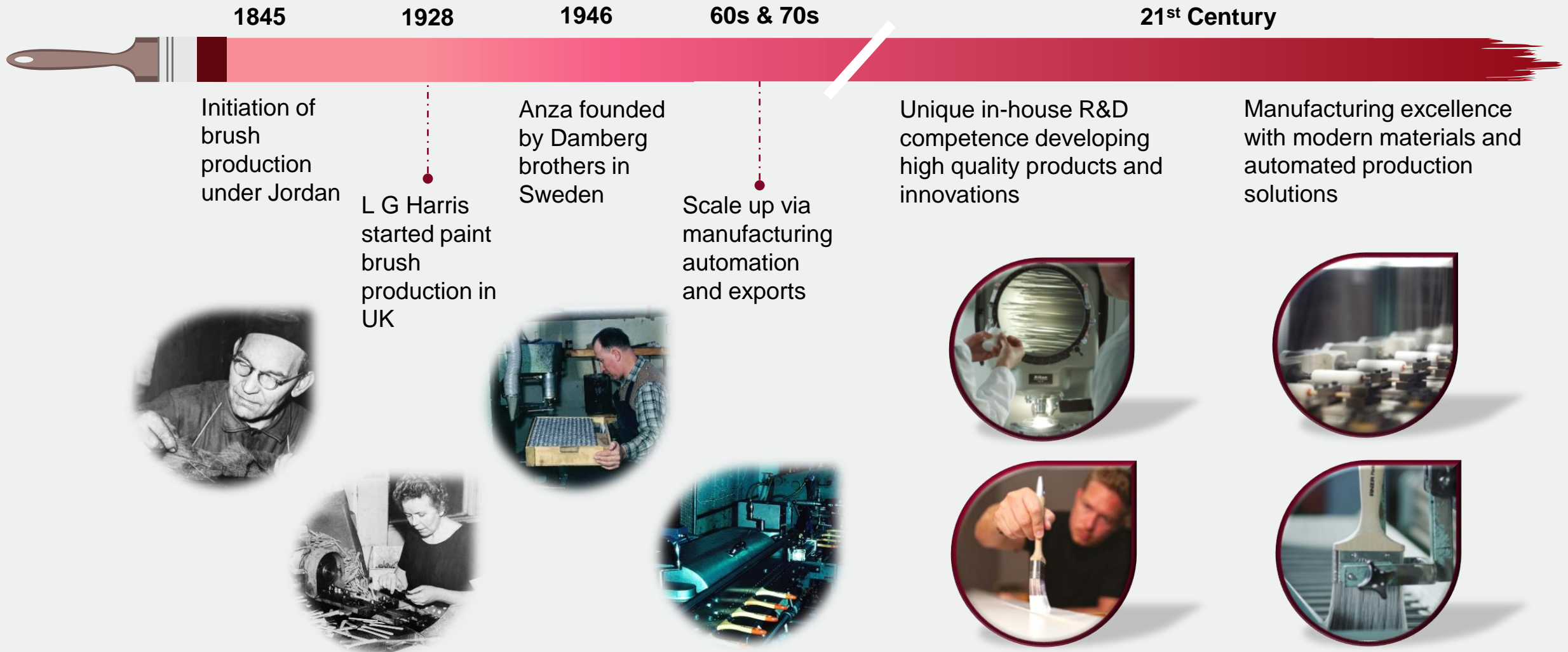
*Orkla House Care is **the leading designer, manufacturer and marketer of painting tools and accessories** in Northern Europe with **strong heritage brands** which deliver on our **target users' needs** with **innovative and sustainable products and solutions***

Today, Orkla House Care has brand leadership in the Nordics, Benelux and UK, and an increasing presence in over 50 international markets



	DIY	PRO
	Jordan* 	Jordan* HÅNDVERK 
	ANZA 	ANZA PRO 
	ANZA 	spekter 
 	SAM 	ANZA PRO 
	Harris 	HAMILTON FOR THOSE WHO KNOW 

Leadership comes from over 150 years of experience in designing, manufacturing and supplying superior painting tool products



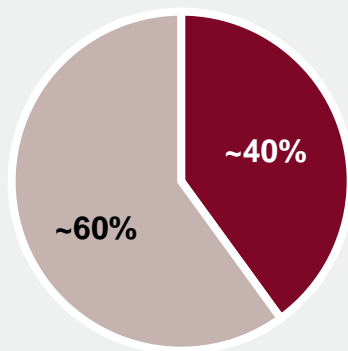
The business operates in a global landscape, where Painting Tools play a crucial role in the application of surface coatings

Large global market for paint and coatings

EUR ~150bn

market (FY2022)

Industry end-use demand split



- Decorative paints
- Industrial related paint/coatings¹⁾

Painting Tools & Accessories are a critical part of the application solution

EUR ~9bn

market (FY2022)

Market size split

EUR
~3.5
bn



EUR
~3.2
bn



EUR
~1.6
bn



EUR
~0.9
bn



Demand drivers and where used are common across all markets



Why: every painting project needs a tool to apply the coating



Where: Interior & Exterior repair, maintain and improvement tasks



Where: residential and commercial construction

Orkla House Care creates value for sellers and has a robust base of users and segments despite economic headwinds

Branded tools build margin for paint sellers ...



A basket with paint alone is not very profitable for the seller



Branded tools deliver higher value for sellers in all channels

... Who service end-users with brand loyal characteristics....

Illustrative basis

OHC End User Split



Pro painter

(paints for a living);
remains very brand loyal in
all economic climates



DIYers

trust in brands and selects
from good, better, best
according to spend capacity

... Allowing Orkla House Care to focus on the more robust industry segments

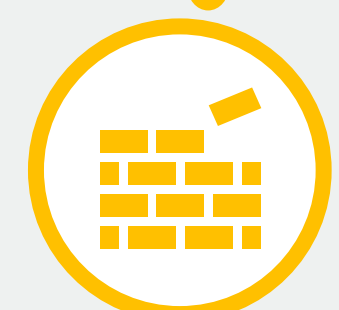
Illustrative basis

OHC Industry Segment Split



Repair, maintain & improve

a robust sector due to
its blended coverage

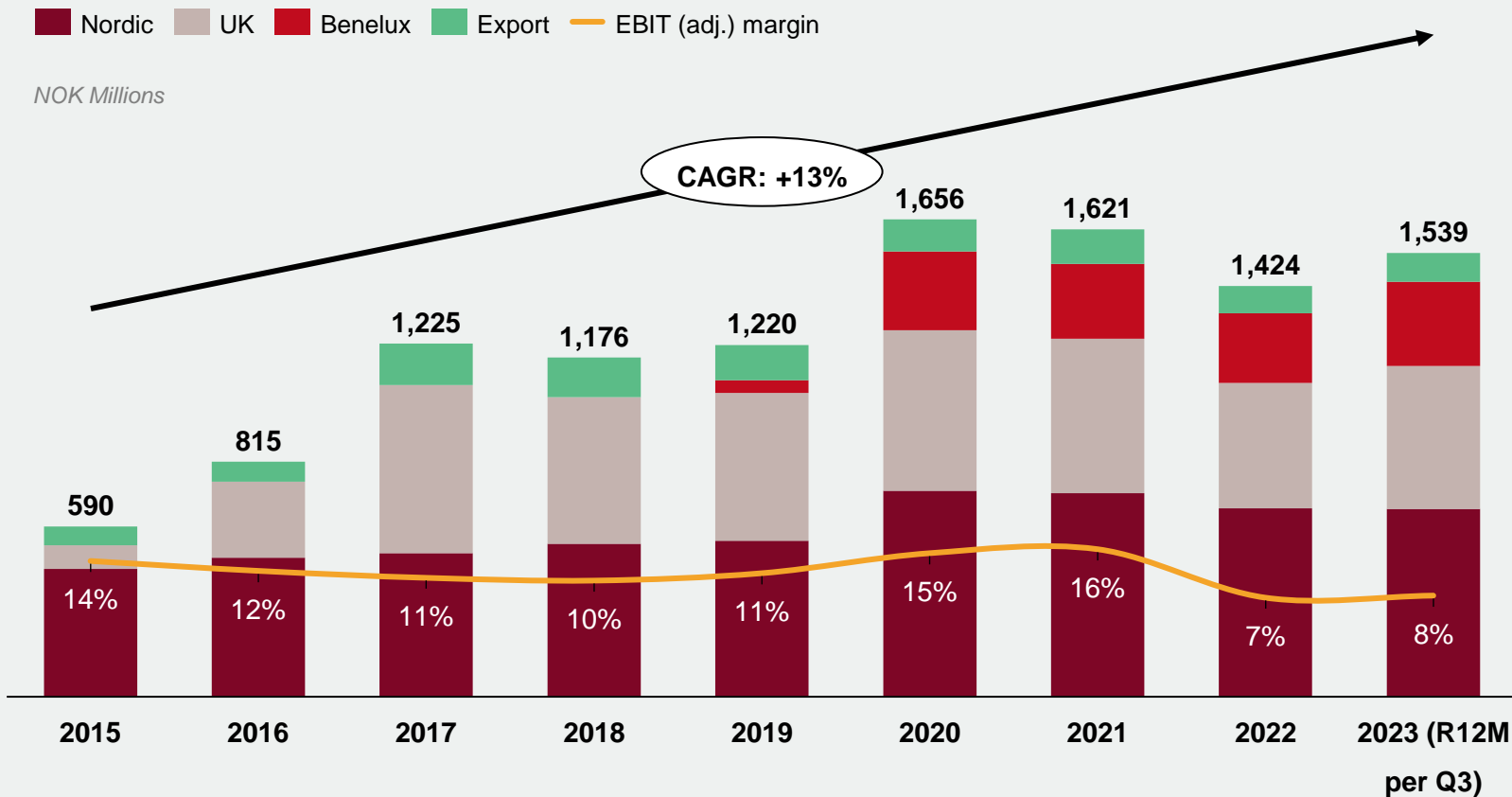


New build construction

highly impacted by
macro dynamics

Financially, Orkla House Care has recorded a history of robust topline performance and delivered consistent EBIT rates pre-Covid

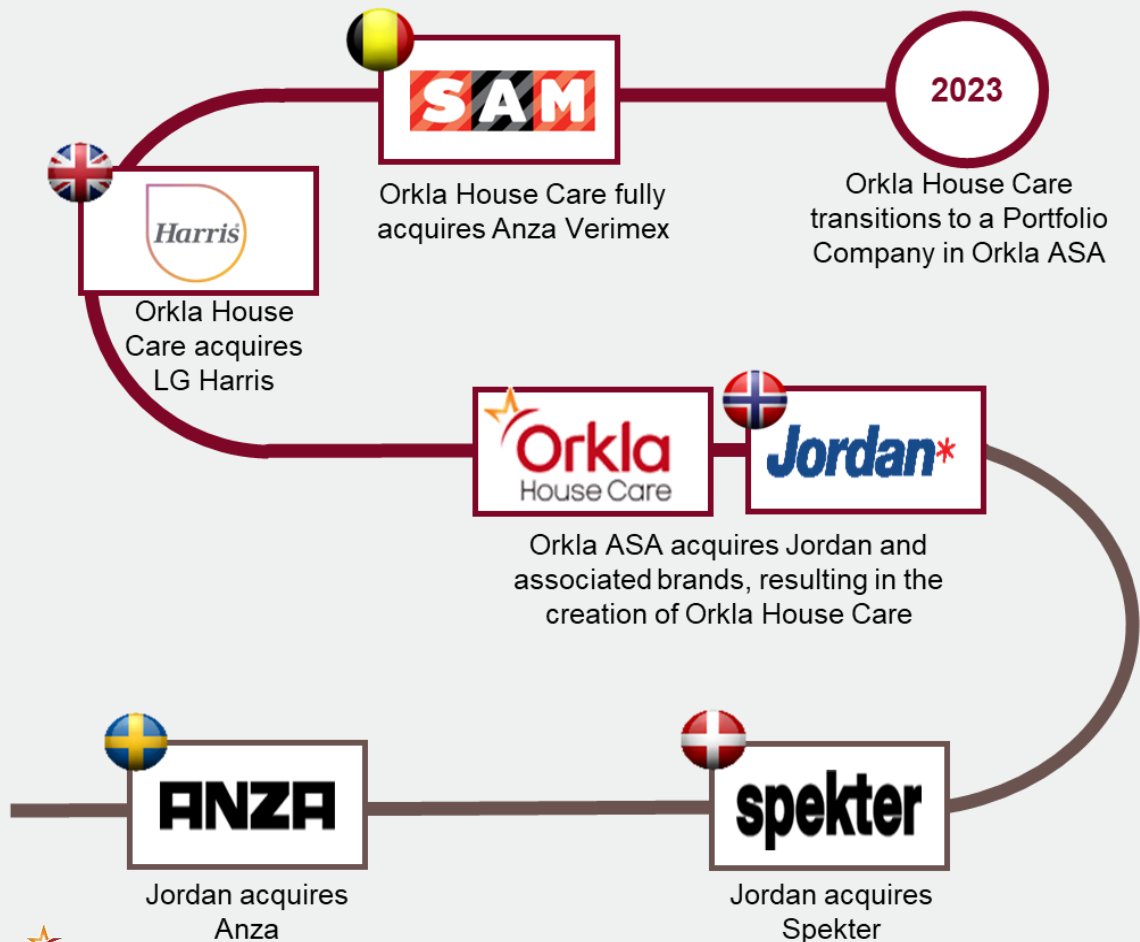
Operating revenue and EBIT (adj.) margin development (reported Group figures)



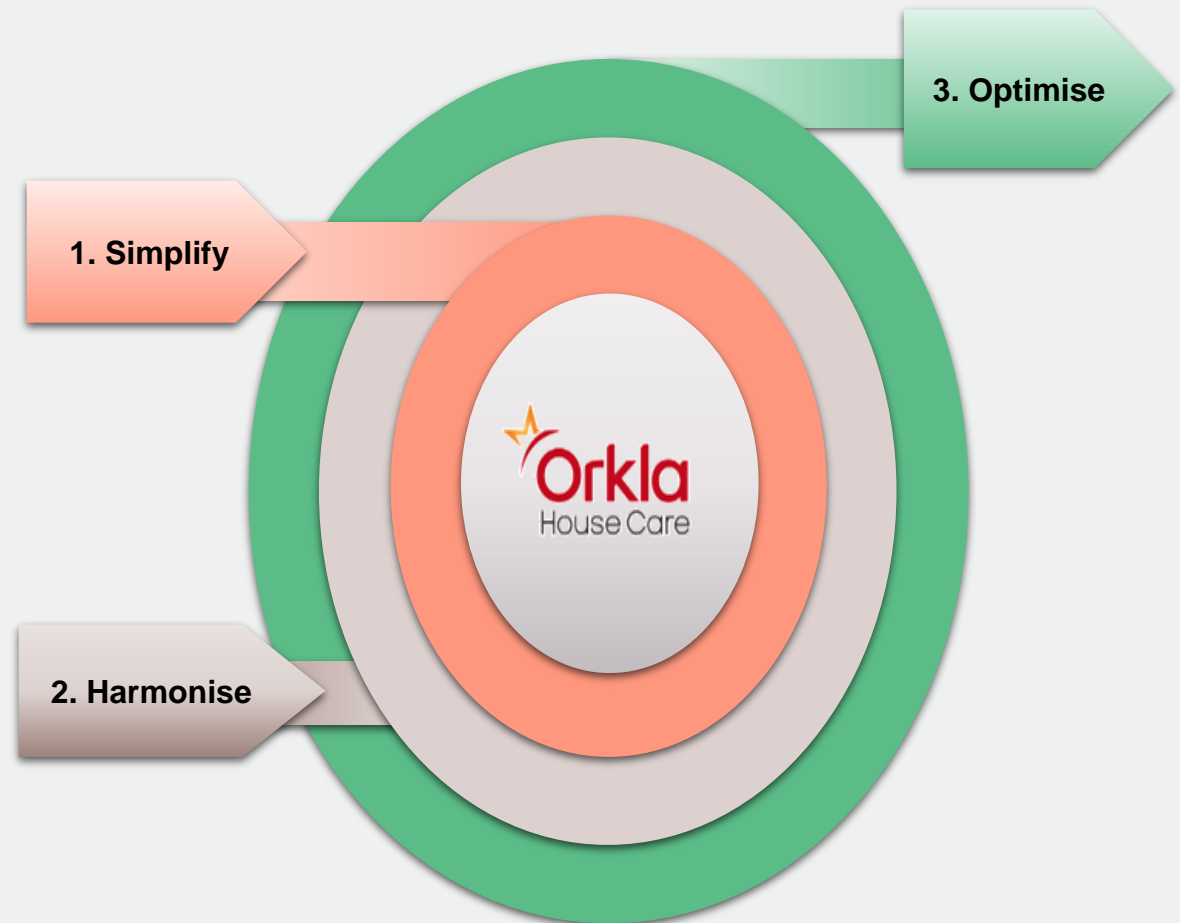
- Acquisitions and strong revenue management have grown topline
- Pass through to EBIT rate has been constrained by high blend of fixed vs variable costs
- Covid home improvement boom demonstrated the benefit of volume as key leverage driver
- Significant write-off taken in 2022, impacted EBIT (adj.) margin by 160Bps
- Although not under-performing, OHC needs to address its approach to value development

Orkla House Care is now at the start of a new era, with a bold and transformative ambition to optimise its positioning

OHC has acquired leading brands in attractive markets and focused on maintaining them....



.....but will now focus on leveraging its core assets and competences to build an more integrated and scalable business



The overarching goal during the strategy period is to build an integrated platform, enabling scale in activities and long-term value creation...

Activities in the transformation journey:

Category Development

Building data led offering in core channels to increase Orkla House Care presence

Targeted New Product Dev.

Focused launches within brushes, rollers and kits

Complexity Reduction

Range and material simplification across all brands and categories

Build New Capability

Invest in targeted needs and skills development in value creation areas

Refresh Operating Model

One Orkla House Care with supporting systems, processes and tools to deliver agenda

By end 2026; an integrated platform



Will enable Orkla House Care to deliver on:

Increased New Product Vitality

Growing value through new products and life cycle management

Geographical Expansion

Leveraging operating blueprint and assets where Orkla House Care brands can develop and build scale

Optimised Supply Chain

Relevant footprint with efficient cost base to meet future demand profile

Refreshed M&A Agenda

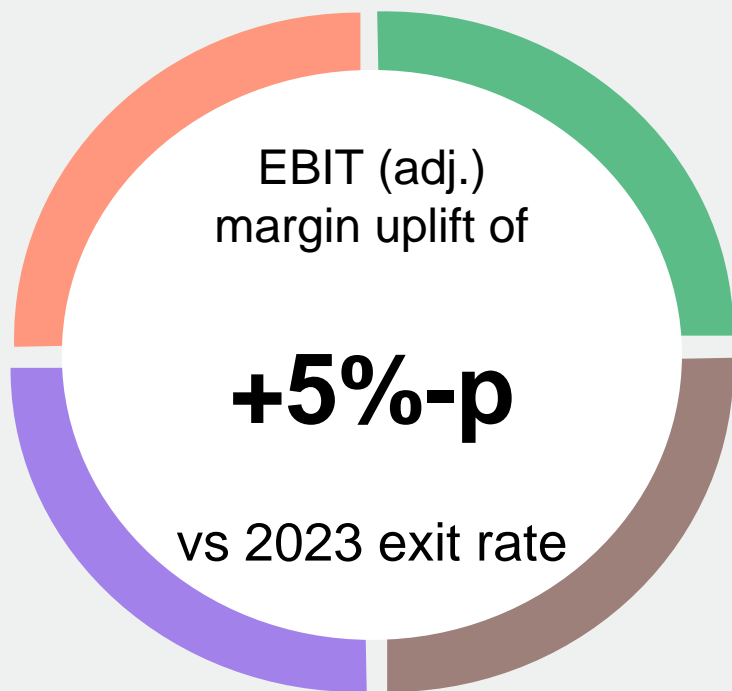
Targeted opportunities to develop scale, competence and reach

Continuous Improvement

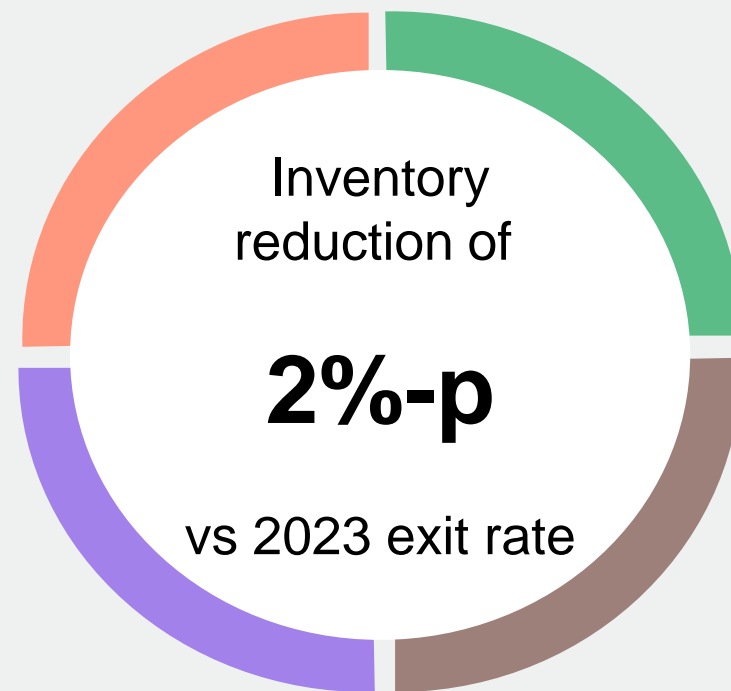
Embedding a culture of identifying and enacting value adding enhancements

...whilst continuing to perform against key metrics within first strategic phase to 2026

Margin target



Capital efficiency



Orkla House Care will achieve its goals by building organisational alignment behind a refreshed long-term strategic agenda...

STRATEGIC AGENDA 2024 → 2030

VALUE- ADDING INNOVATION

Product development
which creates value
users want to invest in



User centric
product
roadmaps



Margin
accretive new
products



Project-led
adjacencies



Value for
complexity

CATEGORY LEADERSHIP

Leadership in attractive
markets through scale in
relevant channels



Own the Pro &
Trade users



Big Box
category
captaincy



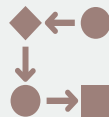
Winning
online



Geographical
expansion

SUPPLY CHAIN EXCELLENCE

Efficient footprint which
delivers consistently high
quality & service



Raw material
simplification



Network
optimisation



Continuous
improvement
in capabilities



Leading
performance
indicators

SUSTAINABLE BUSINESS

Working collectively to be
a positive contributor for
all of our stakeholders



Protecting our
environment



People and
community



Governance &
ethics

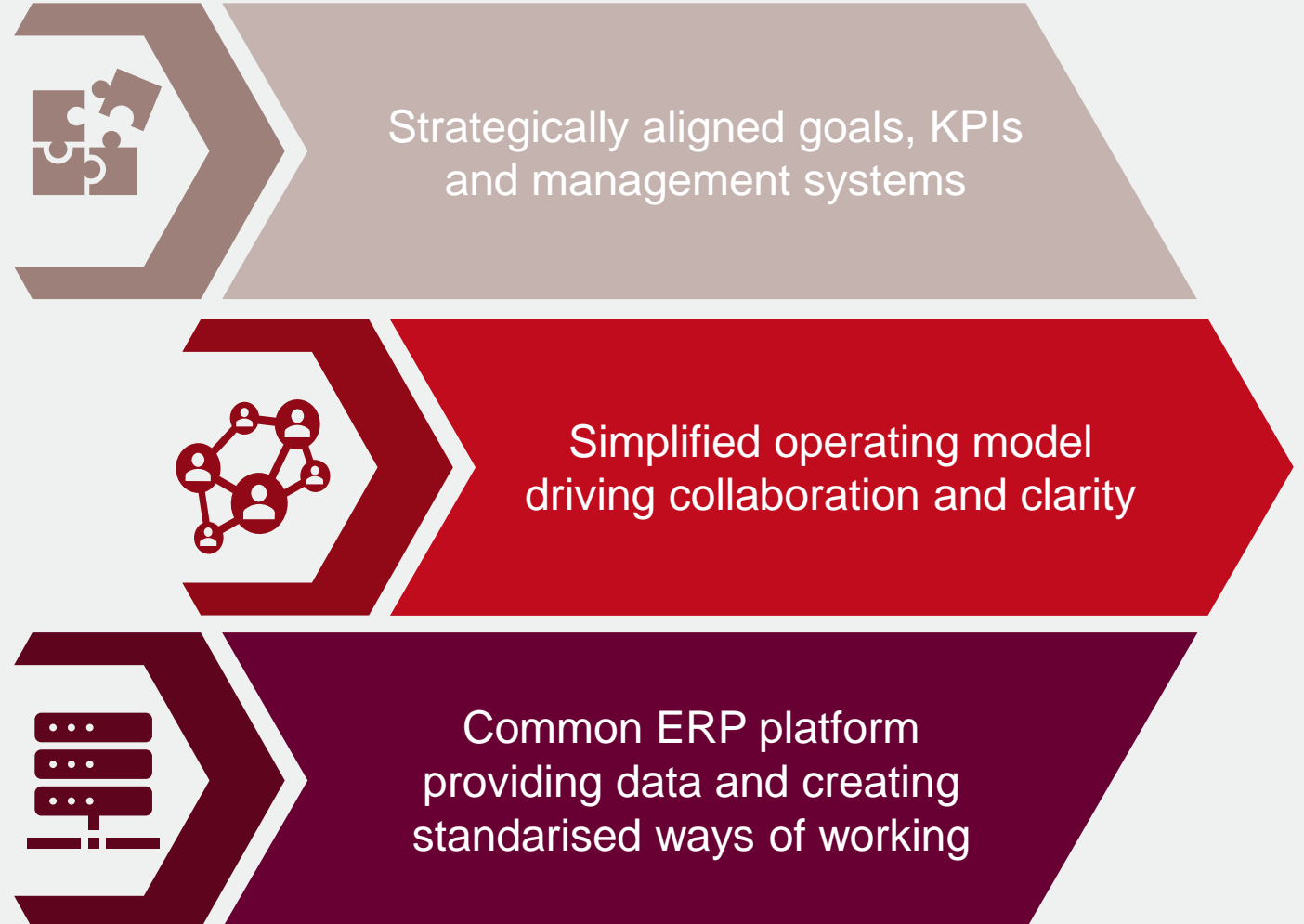


Financial
strength

...and will unlock greater long-term sustainable value by leveraging its core strengths and optimising its unique value chain



Orkla House Care is also transforming its ways of working to build full alignment to its strategic priorities



Combining a robust base with a new strategy, Orkla House Care is well placed to capture opportunities and succeed in its journey to grow value




























Orkla Capital Markets Day 2023

Turning growth into profits



HSNG is the prominent Nordic Sports Nutrition player with market leading D2C platforms and own brands cross all markets

Retail brand	Position	Geographical footprint
GYMGROSSISTEN	Online sports nutrition + adjacencies	   
 PROTEINFABRIKKEN	Online sports nutrition + adjacencies	   
BODYMAN	Online sports nutrition + adjacencies	   
Bodystore	Health and wellness	   
FITNESSMARKET	B2B sports nutrition	   

Own brands portfolio

STAR
NUTRITION

Chained Nutrition

 **PROTEINFABRIKKEN**

 **smart supps**
SPORTS NUTRITION

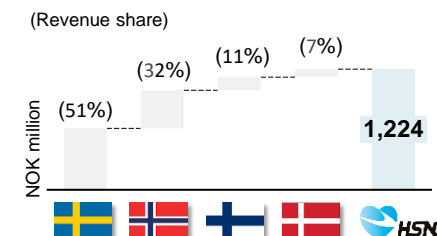
 **VITAPRANA**

STAR
GEAR

Goodlife

Key facts¹

Operating revenue

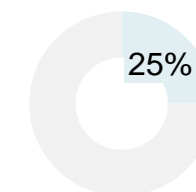


EBIT adj.

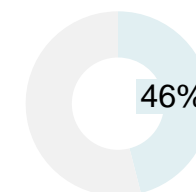


NOK 34 million

Est. Nordic market share



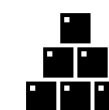
Own brands share



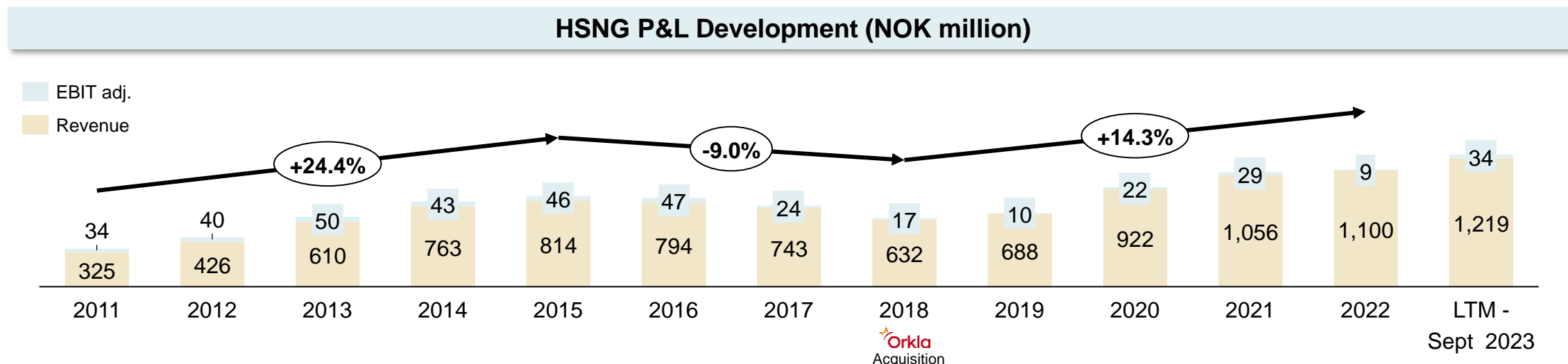
120 FTE's



1,400 Own brands SKU's



Over the last 5 years, HSNB has achieved a 14% sales CAGR, significantly surpassing market growth with improved EBIT in 2023



Strong consistent growth

- Growing online shopping trend
- Market growth in key product categories
- Market expansion (launched in DK and continental Europe)
- Strong position and brand
- Few competitors

Tough years with new challenges

- Lower consumer loyalty
- Higher marketing and acquisition costs
- Faded brand strength and relevance
- New delivery formats

Turnaround

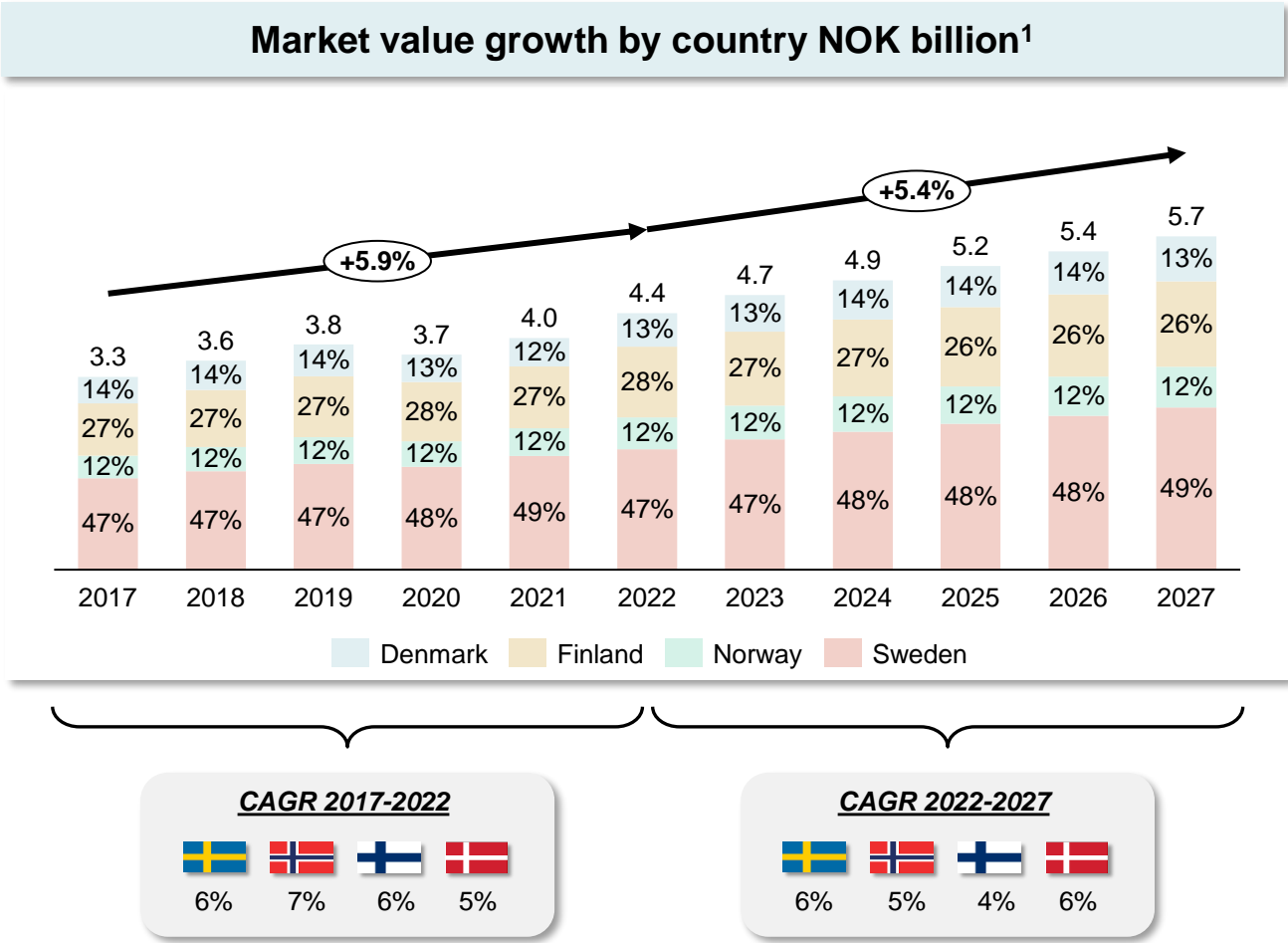
- Implementation of turn-around initiative including customer experience enhancements in D2C offering through tech stack and fulfilment investments
- Successful new business initiatives in offline sales
- Capability development and focus on operational excellence

Strong pace in 2023

- Solid growth from most parts of the business driven by volume and price
- Significantly improved variable cost structure
- COGS still on high levels hampering margins



Growth in sports nutrition is fuelled by health trends and innovation which has driven the total Nordic sports nutrition to NOK ~4,4 billion



- Comments
- The growth is fueled by long-term trends such as awareness about health and wellness and nutritional science progress and innovation
 - As these health trends and innovation continues, the demand for sports nutrition is expected to carry on
 - Collaborations with gyms and endorsements from athletes, paired with research, are enhancing the credibility of sports nutrition
 - As the market shifts towards e-commerce strategies and offers tailored nutritional solutions, sports nutrition is becoming accessible to all. Sports nutrition caters both to athletes and fitness enthusiasts, as well as occasional exercisers



HSNG's competitive edge is centered around its strong product and retail brands, unparalleled scale and route to market capabilities

Leading sports nutrition D2C platforms and brands

- 6 different D2C brands catering to multiple of segments in the Nordic sports nutrition market
- 46% own brands share cross channels through 8 leading product brands
- Launching ~100 innovative SKUs per year while following the highest standards in food safety

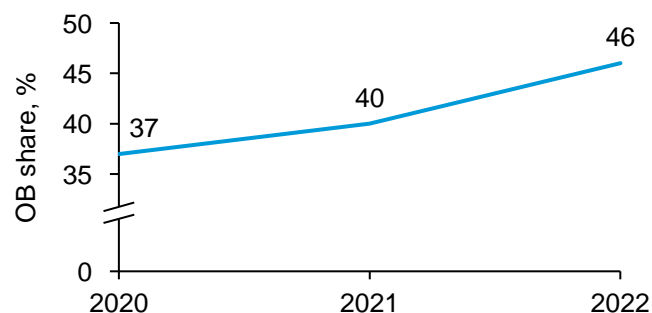
Unparalleled scale in the Nordics

- ~3x larger than the #2 competitor in the Nordic sports nutrition market¹
- ~50% share in the D2C space¹
- Leading positions in Nordic Grocery trade (e.g., 74,8 % of Swedish protein powder market²)
- Market leading distribution partner in sports retail and fitness centers
- Largest own brands portfolio in the Nordics

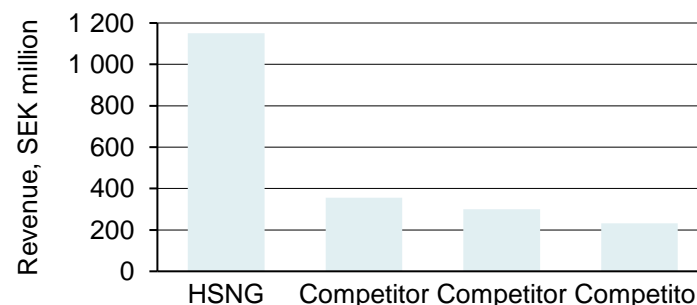
Unique route to market capabilities

- HSNG has ideal cost-efficient Nordic distribution capabilities with capacity to grow in years to come
- Due to scale, HSNG has unmatched technological capabilities enabling a superior customer experience
- In total, by far the biggest buyer of sports nutrition in the Nordics enabling buying power and capabilities to drive profitable growth cross channels

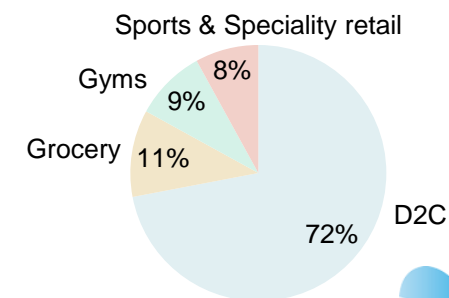
HSNG Own Brands Share



HSNG revenue vs. competition



Channel revenue split



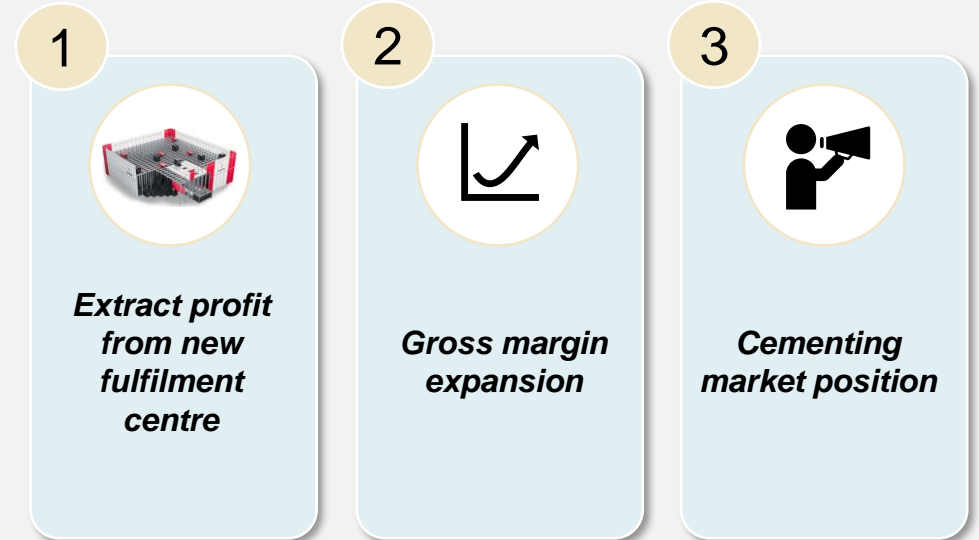
Moving forward HSNG will shift focus from growth and investments to profit and cash through 3 key initiatives

Shifting from topline growth and building scale...

- HSNG has robust brands and hold a commanding market position across the Nordics
- After several years of robust top-line growth, HSNG have now achieved the scale necessary to convert this growth into enhanced profitability
- The necessary investments are already made, including a fully automated warehouse to meet the heightened demand from consumers and ensure an optimal customer experience



...towards driving profitability through 3 major initiatives



1 Automating HSNB's warehouse operations will not only elevate the customer experience but also yield cost savings

Extract profit from new fulfilment centre

Implemented automated warehouse live from Q3 2023...

Improving profitability

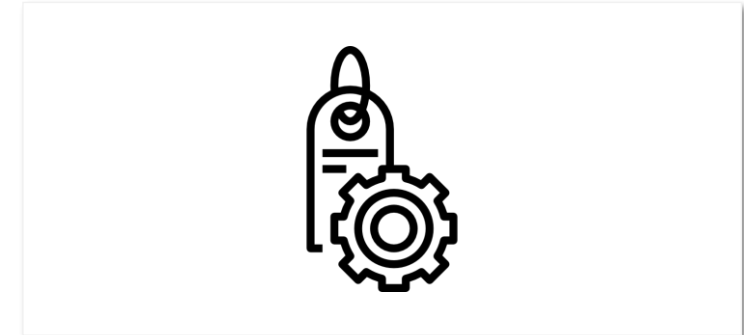
- Investment in warehouse automation technology (Autostore) has already been successfully implemented as of Q3 2023 and warehouse move has been successfully implemented
- Automation will enable a 50% headcount reduction of warehouse staff
- Further cost improvements related to:
 - Reduced freight forwarder costs due to new ideal warehouse location
 - Reduced total parcel volume through automated package closures thereby reducing shipping costs
 - Dramatically shortened delivery lead time will reduce customer service enquiries

Further developing competitive edge

- Total lead time expected to be reduced with 50% significantly enhancing customer experience
- Substantial unit economics improvement
- Located in Eskilstuna for optimal Nordic distribution
- Only Nordic player in the industry vertical with automation capabilities
- Capacity for future growth with 21,000 sqm installation with an option to expand with a further 10,000 sqm
- Faster order fulfillment represents a significant competitive advantage

2 Gross Margin expansion through increased Own Brands share, extracting costs in supply chain and optimizing pricing

Gross margin expansion



Increase Own Brands share of sales

- Capture potential in significant margin advantage on own brand products
- Drive demand and sales on own brands through brand building, visibility and priority in sales channels
- Strengthen own brands product portfolio by addressing product category weak spots
- Accelerate innovation agility by streamlining development processes

Gross Margin improvements through supply chain efficiency gains

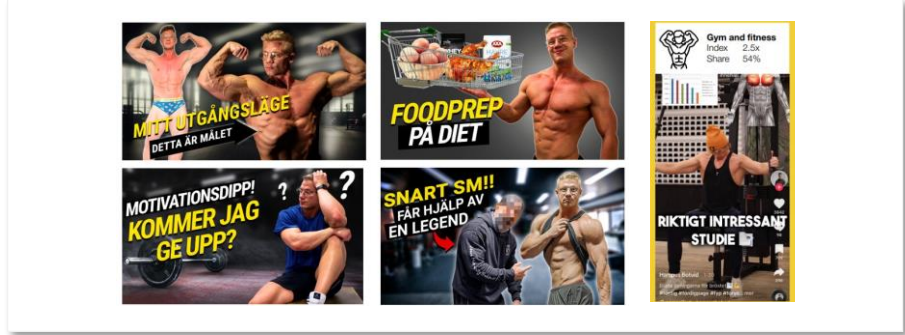
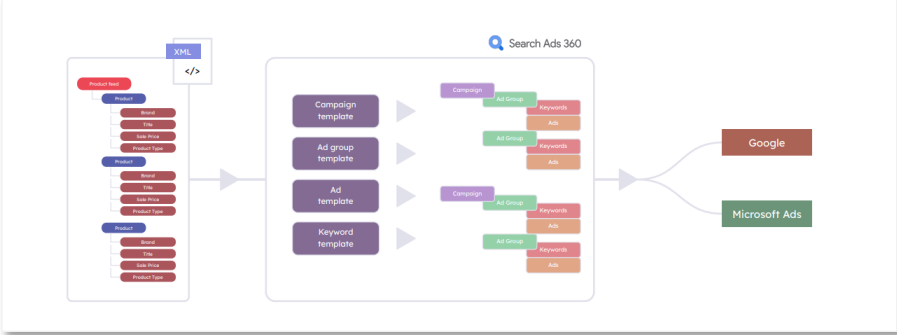
- Leverage scale and market position for improved commercial terms, cost reductions and increased supplier investments
- Enhance speed to market with innovations through increased efficiency in internal and external processes
- Implement refined category and assortment strategies to drive gross margin and assortment relevance

Revenue management and price optimization

- Adopt a systematic, data-driven approach to revenue management and pricing optimization across sales channels
- Improved systems and tools for pricing and price monitoring enabling improvements in pricing strategy and execution
- Revenue management focus to in tune commercial offering to improve margin

3

Cementing market position



Drive profitable growth through profit-based performance marketing

- Implement bidding with higher profitability targets and prioritize keywords and campaigns that attract new customers with high Customer Lifetime Value
- Limit bidding on products with low margin (GM3) by data model follow up
- CRM activities to further segment the offering and communication through full funnel analysis and tactics
- Continues work with securing top-ranking positions for top key words

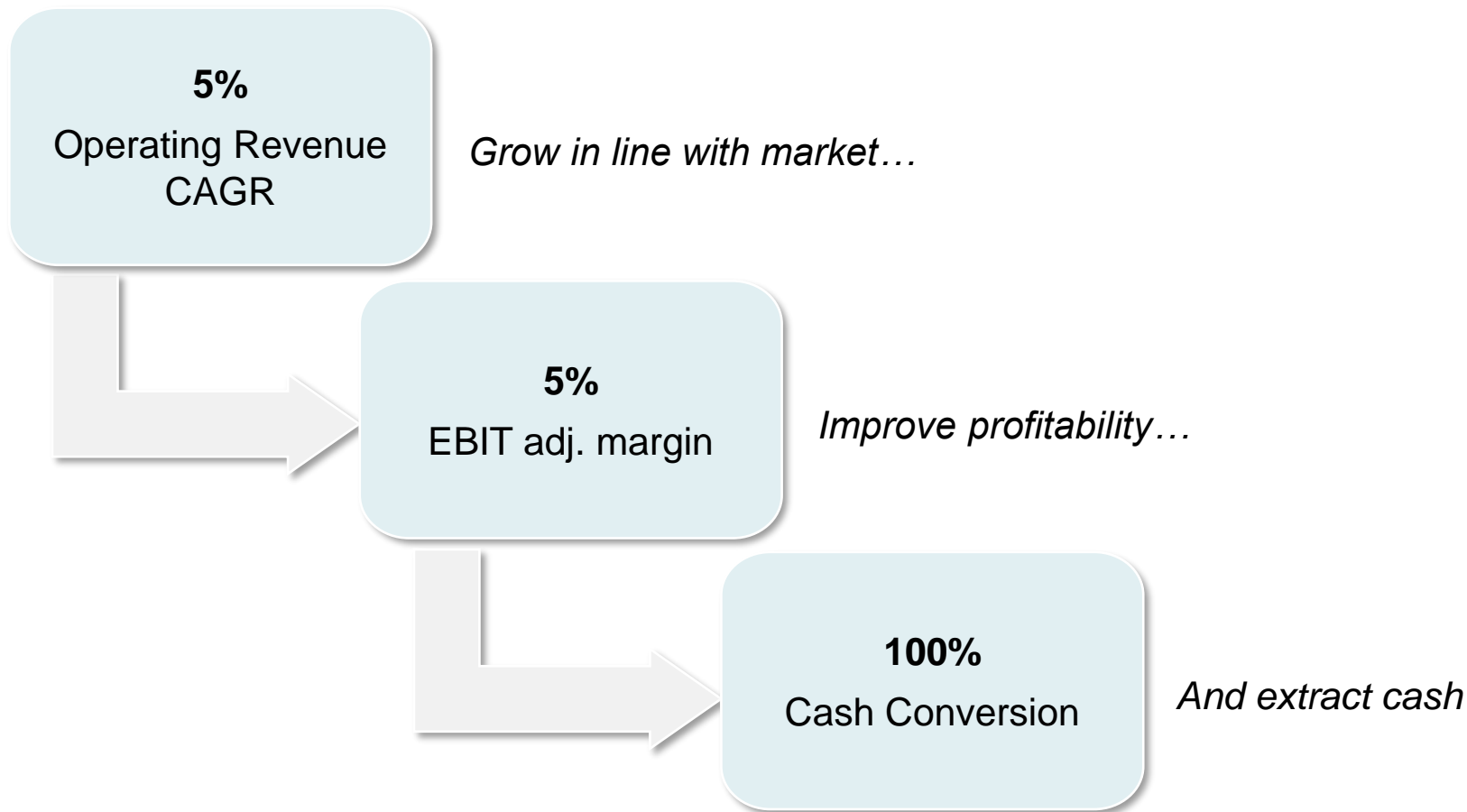
Attract new customers through new marketing tactics

- Strengthen capabilities in video based social media platforms such as TikTok to secure new penetration
- Optimize content according to social search trends for YouTube to support Google Ranking, stay top of mind among core consumers and build brand preference
- Focus on influencer marketing, collaborations and offline activation to reach new potential customers and gain attraction, especially within Gen Z, to evolve long term Brand Loyalty

Increased customer base and reduced average customer acquisition cost



During 2024 – 2026 HSNG will grow in line with market while improving EBIT and free cash flow



HSNG Investment highlights

- 1 Estimated total addressable market (Nordic sports nutrition) of NOK 4.4 billion in 2022 with an expected annual growth of 5.4% until 2027¹
- 2 Clear Nordic market leader cross all major channels with leading brands and distribution
- 3 Unique Nordic and multi-channel footprint combining leading brands with D2C and B2B platforms creating a clear competitive edge
- 4 HSNG has grown organically significantly above market growth over the past 4 years
- 5 Just launched a fully automated fulfillment center creating unique distribution capabilities, offering an advantage in the market and further strengthening the competitive edge
- 6 All major capital expenditures made which will enable focus on cash conversion ahead
- 7 Ambition to deliver 5% operating revenue CAGR, 5% EBIT adj. margin and 100% cash conversion by 2026

Pierre Robert Group

Creating consumer value through sustainable comfort and omnichannel presence

Orkla Capital Markets Day 2023

Pierre Robert Group – The Nordic favourite for sustainable comfort

Key facts

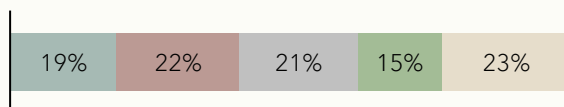
Key facts about the company

604	26	2006
Operating revenue NOK million*	EBIT (adj.) NOK million*	Established

Operating revenue*



Grocery Norway	D2C Webshop
Grocery and specialized trade Finland	Other
Grocery Sweden	



Socks	Men's underwear	Other
Tights	Women's underwear	



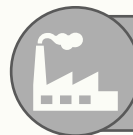
Exceptional distribution in grocery channel



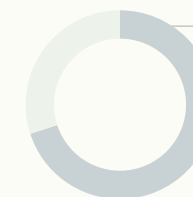
Award winning sustainable value chain



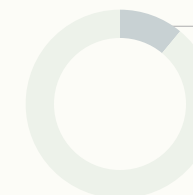
Contemporary web-shop and online presence



Long term cooperation with suppliers in Asia and Europe, no own production facilities



73% market share in grocery in Norway



11% market share in grocery in Finland

*Rolling 12 months per September 2023.

Strong brand portfolio with winning positions in Norwegian and Finish grocery, and brand awareness outperforming major textile players in total market

Brands

- Strong local brands with #1 positions in Norway and Finland
- Nordic heritage brands with long history
- Brand awareness outperforming major textile players in total market
- Strong web-exclusive concept; KAPSEL by Pierre Robert

Pierre Robert

Since
2006



Since
1975



norlyn®

Since
1966



FINNWEAR

Since
1978



laMote®

Since
1959



Driving value by capitalising on consumer trends and growth in new markets

Category expansion

Pierre Robert brand launched



Sustainability excellence

Member of Ethical Trade since 2005



Channel expansion

Web-shop launched



Geographic expansion

Entered Finland

Continuously introducing attractive collections and category expansions at good price points

#1
Market leader
in the largest
categories

Sold at
>3,500
Store fronts

Long term, holistic and systematic work with clear goals and measurable KPI's

100%
Organic Cotton Underwear

Created complementary web exclusive assortment, with seamless shopping experience

Pierrerober.no/se/fi
Blackhorse.fi

Entered Finland through strong local Finnish brands. Growth driven by strong brand building and assortment expansions

Strong market
positions across
core categories

Sold at
>2,000
Store fronts

Category growth driver

NOK 0,5
billion



NOK 1,0
billion

Market size
Norwegian
grocery 2007

Market size
Norwegian
grocery 2022

Pierre Robert
Group's growth
journey

Sources market size Norwegian grocery: GFK (2007) and NielsenIQ (2002). Categories where Pierre Robert Group is present.

1

Grow the core

Pierre Robert Group promise better basics, never compromising on comfort, always flattering to wear

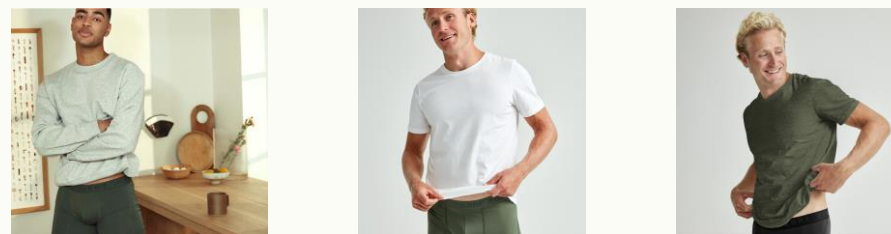
Key actions

Strengthen and optimize the core of comfortable and affordable basic textiles, mainly sold in grocery channel

Launch a new favourite brand, targeting urban men, with comfortable and stylish men's basics



Favourite basics for the whole family; primarily within underwear, hosiery & socks categories



Aim to become the favourite «it-brand» for men's basics; unlock the potential in men's category under a new brand

2

Lead sustainability

3

Leverage omnichannel availability

Exceptional availability through grocery stores and online presence

1

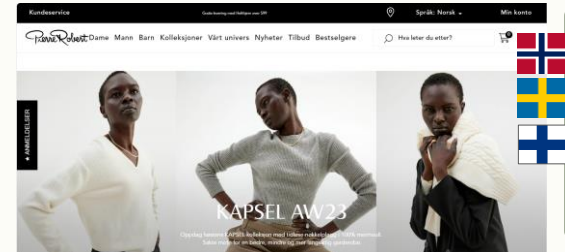
Grow the core

Key actions

Expand high quality, sustainable capsule wardrobe for Nordic lifestyle in own web-shop with KAPSEL as frontrunner



Step up and increase web-shop investments. Grow ecommerce excellence and ensure profitable increase in capacity and brand investments



Launched 2014 with a sharp digital first sustainable concept targeting urban women 28-45 through close consumer dialogue and world class user experience

Pierreroberb.no/se/fi



Launched 2022, for better exploiting the digital customer journey and making the brand more relevant for younger people

Blackhorse.fi

Pierre Robert Group

2

Leverage omnichannel availability

3

Lead sustainability



1
Grow the core

2
Leverage omnichannel
availability

3
Lead sustainability

Long term systematic efforts to ensure sustainability has put Pierre Robert Group in a strong competitive position for the new directives* to come

Sustainability achievements



100%
Organic
cotton underwear



100%
Merino wool
garments
Nordic Eco labelled



57%
Recycled
synthetics



96%
Sustainable
packaging



24%
Suppliers with
>20 years working
relationship
Open supplier list



Majority of
assortment
3rd party
eco certified



76%
Seasonless
assortment,
standard product
line

Guide for sustainability ambitions

Slow fashion

Pierre Robert Group enables consumers to buy less and will not push fast fashion trends. Instead, Pierre Robert Group offers timeless, well thought through and curated collections. The clothes are made to last, to be loved, worn, washed, repaired and recycled.

Mindful of the footprint

Pierre Robert Group practises mindful use of resources. Every detail is carefully considered to minimize negative impact on the environment and products are designed for circularity.

Care for all

Pierre Robert Group's suppliers are also partners. Cooperation, communication, support, respect and care for the value chain are key factors. Human rights and animal welfare are protected. Pierre Robert Group are inclusive and transparent.

*The EU strategy for sustainable and circular textiles aims to create a greener and more competitive sector. The strategy lays out a forward-looking set of actions with more and stricter directives to come. Pierre Robert Group's sustainability strategy up to 2030 is aligned with the Commission's 2030 vision for textiles.

Strategic priorities (2024-2026)



Grow the core*



Leverage omni-channel presence



Lead sustainability



Working capital and business cost improvements

2026-targets

Environmental, social and governance target

>80%

Running items**
Avoid fast fashion trends and reduce surplus

Financial target

>100

NOK million accumulated net cash generation (2024-2026)

* Favourite basics primarily within underwear, hosiery & socks categories.

** Seasonless assortment, standard product line.



**#1 player within professional
cleaning, with resilient business
model and steady growth**

Orkla Capital Markets Day 2023





Lilleborg is Norway's market leader within professional cleaning solutions for the B2B market. Driving value through **deep, targeted expertise** and **customer insight**, in addition to **sustainable** and **proven, innovative methods and products**.

Coupled with a passionate and strong company culture, the result is **high customer loyalty and satisfaction** which creates a stickiness that secures present and future market position, and **solid and growing financial returns**



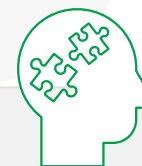
Proven methods
and products



Close to customer



Sustainability at
the core



Targeted
expertise

Lilleborgs company name has a 190-year legacy on the Norwegian market



- Founded in 1833 by Peter Møller that produced soft soap and toilet soap
- Lilleborg has from the start focused on cleaning products, with competence at the core
- From 1947 a separate B2B Business Unit was established

HISTORY

1833



- ▶ B2B-focused, leading provider of professional cleaning solutions in the Norwegian market - competence is still at the core of the offering
- ▶ A full-service provider with a wide portfolio of high-quality and innovative products
- ▶ Exclusive partner with Diversey (acquired by Solenis 2023) in the Norwegian market for over 30 years
- ▶ Strong company name, highly recognized and known on the Norwegian market reinforced by 120 passionate employees

TODAY

2023

Lilleborg's foundation is a strong company culture, with a passionate & entrepreneurial spirit

Employees are proud to work in the company

93% of all employees say they are proud to work in the company¹

Low turnover

Average length of employment is 12 years

Belief in strategy

94% of all employees say they believe in the strategy set by the management team¹

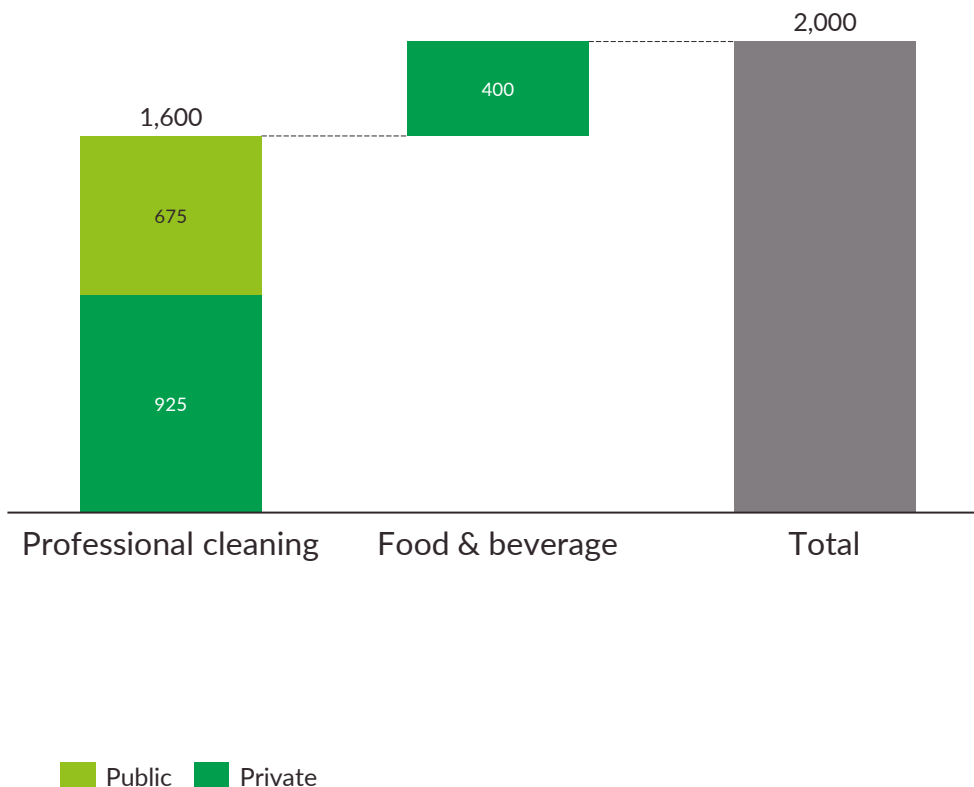


¹ Lilleborg employee survey 2021

Norway's professional cleaning market is growing and highly attractive

A market of NOK 2 billion split in two segments... ...with attractive market conditions for Lilleborg

Total addressable market, revenue in NOK million ¹



Lilleborg has leading positions in both business areas



Professional cleaning



Food & beverage

Customers & market position ¹	Hospitals, schools, nursing, day care	Hotels, canteens and restaurants	Facility management	Aquaculture	Food industry	Dairy
	#1	#1	#1	#2	#1	#1
Product categories	Machine warewash, kitchen cleaning, room and floor care, cleaning machines, tools, laundry, personal hygiene, infection control, training & courses			Open Plant Cleaning, Cleaning In Place, crate detergents, dosing equipment, training & courses		
Examples of customers						

Lilleborg has a strong market position with steady growth

Resilient business model with steady growth...

- 1 Market leader on the Norwegian market and high customer stickiness
- 2 A portfolio that has proven to be resilient during pandemic, war and raw material crisis
- 3 Growth rates above market growth with accelerated growth driven by the food & beverage segment ¹
- 4 Asset-light model, with high cash conversion and solid profitability vs. peers¹

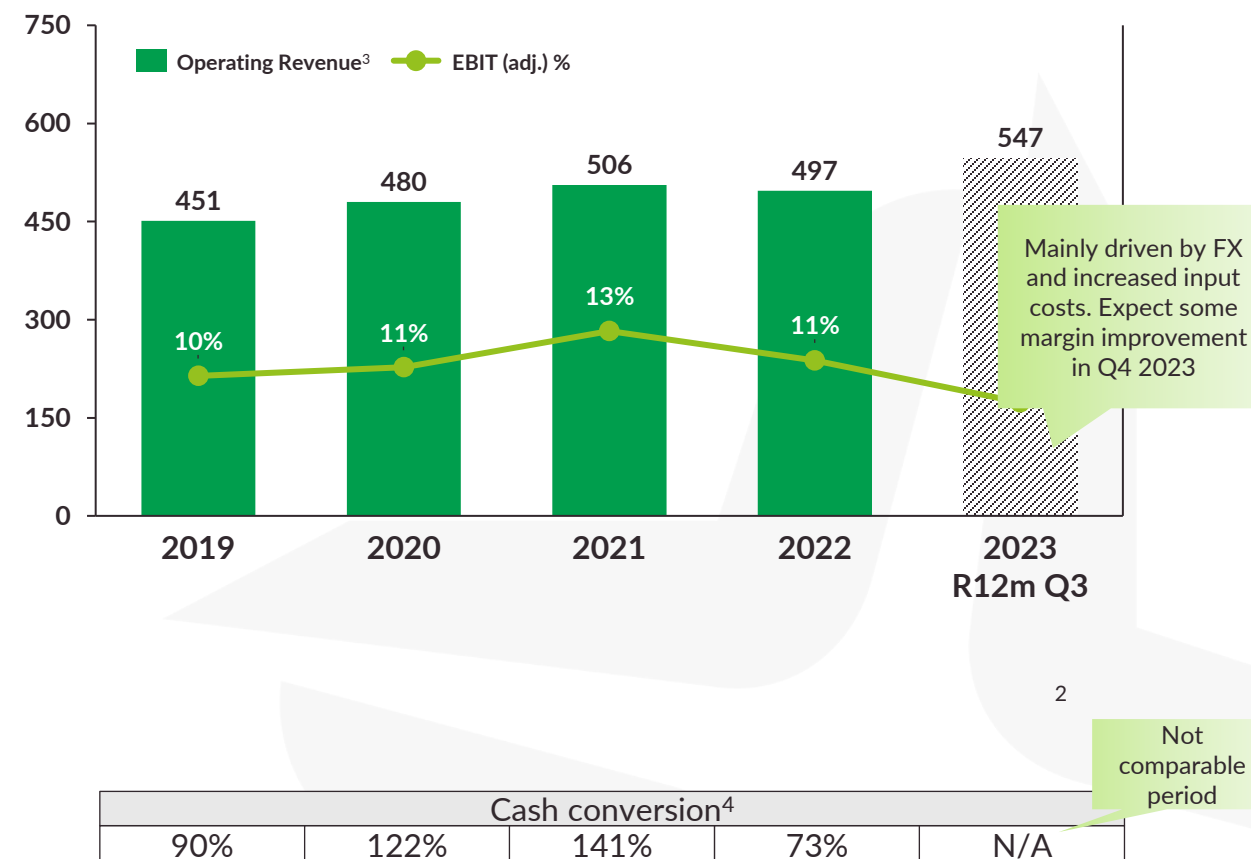
¹ Proff.no and Lilleborg estimates

² Accelerated operating revenue growth due to raw material price increase which also affects yearly EBIT (adj.) due to delay in forwarding increased prices to customers

³ In NOK million

⁴ Cash flow from operations as percentage of EBIT (adj.). Cash conversion 2021-22 differs from the standard pattern due to an atypical change in working capital in 2021

...with a 3% CAGR between 2019 and 2022



Lilleborg creates value through three key pillars...

Lilleborg's way of working

Targeted expertise



What Lilleborg offers:

- Highly competent field sales, local R&D coupled with relevant regulatory expertise
- Trusted advisor to a broad customer base

Close to the customer



- The largest field sales force compared with peers
- Deep understanding of customer needs

Sustainability at the core



- Sustainability as key component for product, new innovations, systems and methods
- Recognized through several awards such as Ecovadis gold medal

... creating value (i.e., improved financial results, more sustainable products and methods, and reduced risk for the customers) ...



... through a systematic approach, deep and true insights, and the right products and methods

...and is guided by a strong ambition and clear strategy



Financial targets 2024-26

Solid long-term growth



Long-term revenue growth

CAGR **3-5%**

Operating revenue



Solid financial returns

CAGR **10-12%**

EBIT (adj.)



Capital light model

Target **>90%**

Cash conversion¹

EnduroPower

Creating value for the end-customer and saving cost for all stakeholders



THE CUSTOMER

Lerøy Aurora, Skjervøy, Norway.
Production and processing of salmon

THE CASE

In close collaboration with the customer, Lilleborg conducted a thorough assessment of cleaning procedures and products.

Set up involving Lilleborg as provider of cleaning products (EnduroPower concept), and methods and ISS as provider of cleaning personnel

THE IMPACT

Identified yearly savings of NOK 1.2 million in cleaning cost.

Yearly environmental savings related to cleaning is 5,700 m³ of water and 72,000 kWh in energy, estimated to a reduction in CO₂ emission with 1.3 tons/year

Alternative Performance Measures (APM)

Contribution ratio

Contribution 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 the costs of input factors such as raw materials and packaging, and variable production costs such as electricity related to production and variable pay. They also include incoming and outgoing freight costs directly related to sales volume. Costs related to 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, wages of 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 the company’s ability to cover fixed expenses. Contribution margin is an important financial figure with regard to product innovation and product portfolio optimisation.

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 effects of the purchase and sale of companies, the re-conclusion and loss of distribution agreements of a material nature, and currency effects. Intra-group transfers of companies and changes in distribution agreements between portfolio companies are also taken into account. When calculating organic growth, acquired companies will be excluded 12 months after the transaction date. Sold companies will be excluded pro forma 12 months prior to the transaction date. Currency effects are neutralised by translating this year’s turnover at last 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’ ability to carry out innovation, product development, correct pricing and brand-building.

Segment information for each consolidated portfolio company shows how large a part of organic growth is related to price effects and how large a part is linked to volume/mix effects. Price effects are defined as net changes in prices to customers, i.e. changes in prices to customers 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 are organic growth minus price effects. Volume/mix effects consist of changes in sales volume and/or changes in the product mix sold.

EBIT (adj.)

EBIT (adj.) shows the group’s current operating profit before items that require special explanation, and is defined as reported operating profit or loss before “Other income and expenses” (OIE). Items included in OIE are disclosed in Note 3. These include M&A costs, restructuring or integration expenses, any major gains on and write-downs of both tangible and intangible assets, and other items that only to a limited degree are reliable 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, internally and externally. The figure is used to identify and analyse the group’s profitability from normalised operations and operating activities. Adjustment for items in OIE which to a limited degree are reliable measures of the group’s current operating profit or loss increases the comparability of profitability over time.

Alternative Performance Measures (APM)

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 the purchase and sale of companies and the re-conclusion and loss of distribution agreements of a material nature and currency effects. Account is also taken of intra-group transfers of companies and changes in distribution agreements between portfolio companies. In calculating the change in underlying EBIT (adj.), acquired companies will be included pro forma 12 months prior to the transaction date. Sold companies will be excluded pro forma 12 months prior to the transaction date. Currency effects are neutralised by translating this year's EBIT (adj.) at last year's currency exchange rates. Where underlying profit performance is mentioned in the report, reference is made to underlying EBIT (adj.) performance. 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 their existing operations. The measure is important because it shows the change in profitability on a comparable structure over time.

Return on Capital Employed (ROCE)

ROCE is calculated by dividing a 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 a 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 - consists of the statement of financial position items "Trade receivables", "Trade payables" and "Inventories". It also includes public charges payable and some minor receivables and payables related to operations from "Other receivables and financial assets" and "Other current liabilities".
- Fixed assets
- Intangible assets at historical cost - consist 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"

Alternative Performance Measures (APM)

Return on Capital Employed (ROCE) cont.

Average capital employed is at all times an average of the closing balance for the five last reported quarters.

ROCE shows the return that the Orkla group receives on the capital invested in the various consolidated portfolio companies. This is an important measurement parameter 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 another alternative return.

Earnings per share (adj.)

Earnings per share (adj.) show earnings per share adjusted for "Other income and expenses" (OIE) after estimated tax. Items included in OIE are specified in Note 3. The effective tax rate for OIE is lower than the group's tax rate, chiefly due to the fact that expensed M&A costs as at 30 September 2023 are not tax-deductible. Non-taxable income increases the tax rate for OIE somewhat. For the third quarter seen in isolation, due to these gains the effective tax rate for OIE is higher than the group tax rate. The effective tax rate for OIE as at 30 September 2023 was 15% (13% as at 30 September 2022) and 35% in the third quarter of 2023 (29% in the third quarter of 2022).

If other items of a special nature occur under the company's operating profit or loss, adjustments will also be made for these items. No such adjustments were made in 2023 or 2022.

Net replacement and expansion investments

When taking decisions regarding investments, the group distinguishes between replacement and expansion investments. Expansion investments are the part of overall reported investments considered to be investments either in new geographical markets or new categories, or which represent significant increases in capacity. Net replacement investments include new leases and are reduced by the value of sold fixed assets to sales value.

The purpose of this distinction is to show how large a part of the investments (replacement) mainly concerns maintenance of existing operations and how large a part of the investments (expansion) is investments which must be expected to generate increased contributions to profit in future, exceeding expectations of normal operations.

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.

Alternative Performance Measures (APM)

Structure (acquisitions and disposals)

Structural growth includes adjustments for the acquisition of the businesses Norstamp, Bubs Godis, Da Grasso, Khell-Food, Denali Ingredients, Lofoten Marine Oils, Healthspan and Hade coup, and the winding-up of Hamé Foods in Russia and sale of the convenience business in Orkla Latvija and the Struer brand. Adjustments were also made for the loss of a distribution agreement with PepsiCo and Alpro, and the distribution of tea in Orkla India. 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 new portfolio companies.

In 2022, adjustments were also made for the acquisition of Vesterålen Marine Olje, Eastern, NutraQ, New York Pizza, Sigurd Ecklund, Hans Kaspar, Núi Síríus, Cake Décor Limited, For All Baking Ltd., Ambassador92 and SeaGood Fort Deli. Adjustments have been made for the sale of Credin Russland, the Struer brand, and the water business under the Everest brand in Orkla Latvija. A structural adjustment was made at business area level for the internal transfer of the Oolannin brand.