



**Building a leading European and
US food ingredients company**



Large and resilient addressable market of NOK 125 bn, with strong growth potential

BAKERY INGREDIENTS

SWEET INGREDIENTS

PLANT-BASED

Current
market addressed¹

NOK 125 bn

growing ~4%
per year

Resilience and high purchase frequency

Consumer trends driving increased category value

Local consumer preferences and market dynamics

Orkla Food Ingredients delivers tasty solutions with bakery, sweet and plant-based ingredients

BAKERY INGREDIENTS

Leading European supplier of bakery and pastry ingredients



64% OF SALES

SWEET INGREDIENTS

Key provider for ice cream, confectionery, and bakery markets in Europe and US



20% OF SALES

PLANT-BASED

Nordic pioneer of sustainable and nutritional plant-based food

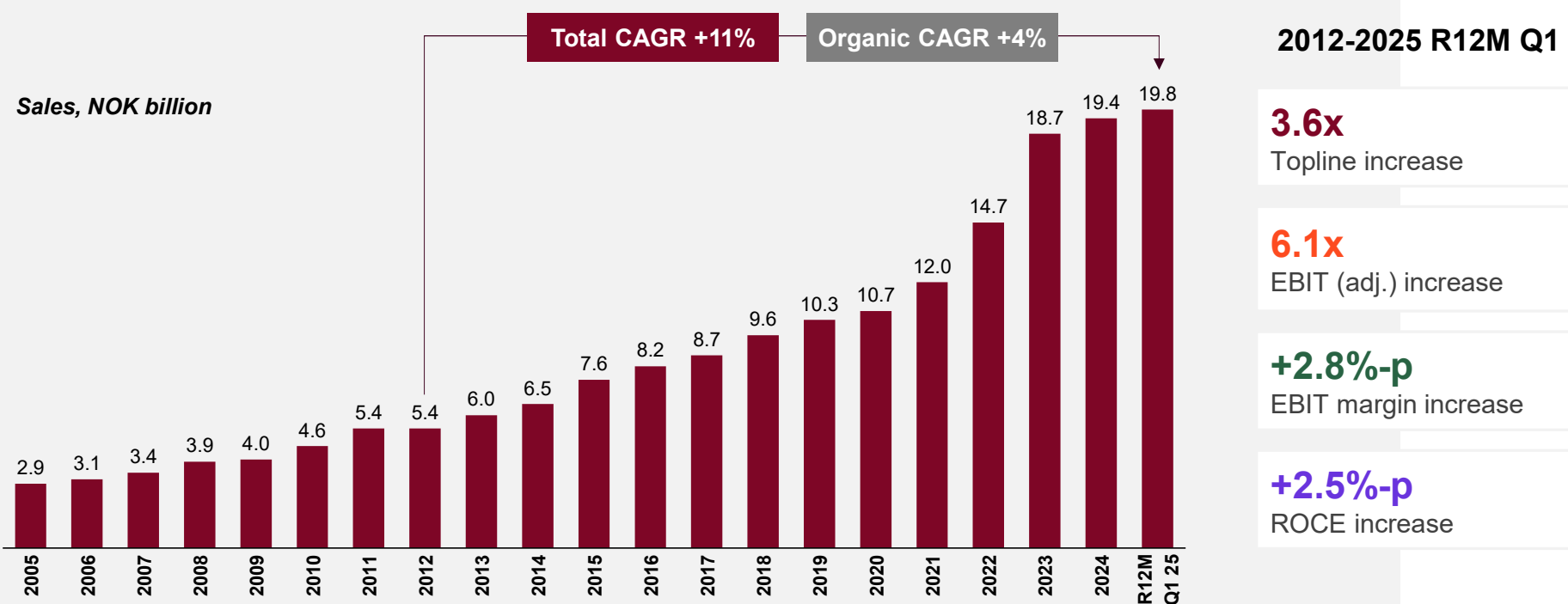


16% OF SALES

Tailored to deliver on diverse customer needs across markets and customer segments



Decades of growth have transformed Orkla Food Ingredients to a leading ingredients player



Orkla Food Ingredients' competitive edge is derived from our multi-local-model

**FURTHER
EXPANSION**

3

Organic and **structural growth**
are key parts of our value creation

**LEVERAGE
SCALE**

2

Synergies through **collaboration**,
common **capabilities** and **systems**

**WINNING
LOCALLY**

1

Strong **local positions** close
to customers

Value creation through strong local positions close to customers

- Local companies, with products and solutions tailored to local preferences
- Unmatched insights into local markets, customers and products, driving organic growth
- 90% of revenues outside of Norway, and 2/3 outside Scandinavia



Solid bakery ingredients platform built in Eastern Europe with significant growth potential

Winning locally

- Eastern European markets represent a population ~5x the Nordics, with high growth in consumer spending
- Proven track record of creating strong positions, fuelling organic growth and leveraging scale
- Still fragmented landscape with growth potential in existing and new markets

**Last
three
years**

Revenues up x1.7 times

EBIT up x3.0 times

Accelerating synergies through collaboration, common capabilities and systems

Grow
operating
profits
ahead of
revenues

Delivering on **cost reduction projects** on conversion, distribution and SG&A

Reducing complexity by **optimising footprint** and in-sourcing products

Realising **procurement savings** across business units

Improving **operational performance and transparency** through common ERP

Cost reduction projects delivering on conversion, distribution and SG&A costs

Cost reduction projects

Increasing pace of **continuous improvements** in conversion and distribution costs

5% cost reductions over next 2 years

Leveraging scale in SG&A costs across business units

3% cost reductions over next 2 years

Dedicated initiatives to reduce cost base in underperforming units

Average **10-15%** cost reductions

Reducing complexity by optimising footprint and increasing share of own products sold

Optimising footprint

- **Optimise the footprint**
 - Consolidating sites to reduce complexity and costs
 - Investing to modernise and drive growth
- **Drive in-sourcing of products**
 - Convert sourced products to in-house production, increasing utilization of production capacity and driving margin uplift

-5%

of sites being consolidated since 2023

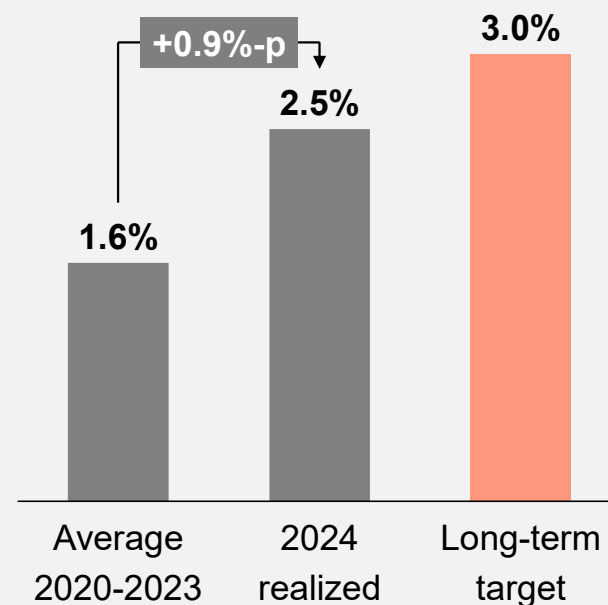
-10%

additional targeted over next 3 years

Realising procurement savings across business units by leveraging purchasing power

Procurement savings

- Realised **+0.9%-p increase** in savings on external spend base last year compared to average previous 4 years
- Targeting 3.0% annual gross savings
- Procurement Excellence Program to **extract synergies** across business units



Re-investing cash flow to grow the business within core categories and geographies

EXPANSION CAPEX

Investing to drive organic growth, with focus on increasing capacity and enhancing capabilities

Expansion capex increased more than **x2** since 2022

M&A

Continuing structural growth journey, with focus to strengthen competitive edge in existing geographies

5 companies
acquired since start of 2024

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



- 25 years of M&A experience, with reinforced integration capabilities
- Solid platform for further acquisitions and consolidation of a still fragmented industry
- Two owners with extensive experience and broad industry networks

The partnership is a catalyst for unlocking the full potential of Orkla Food Ingredients

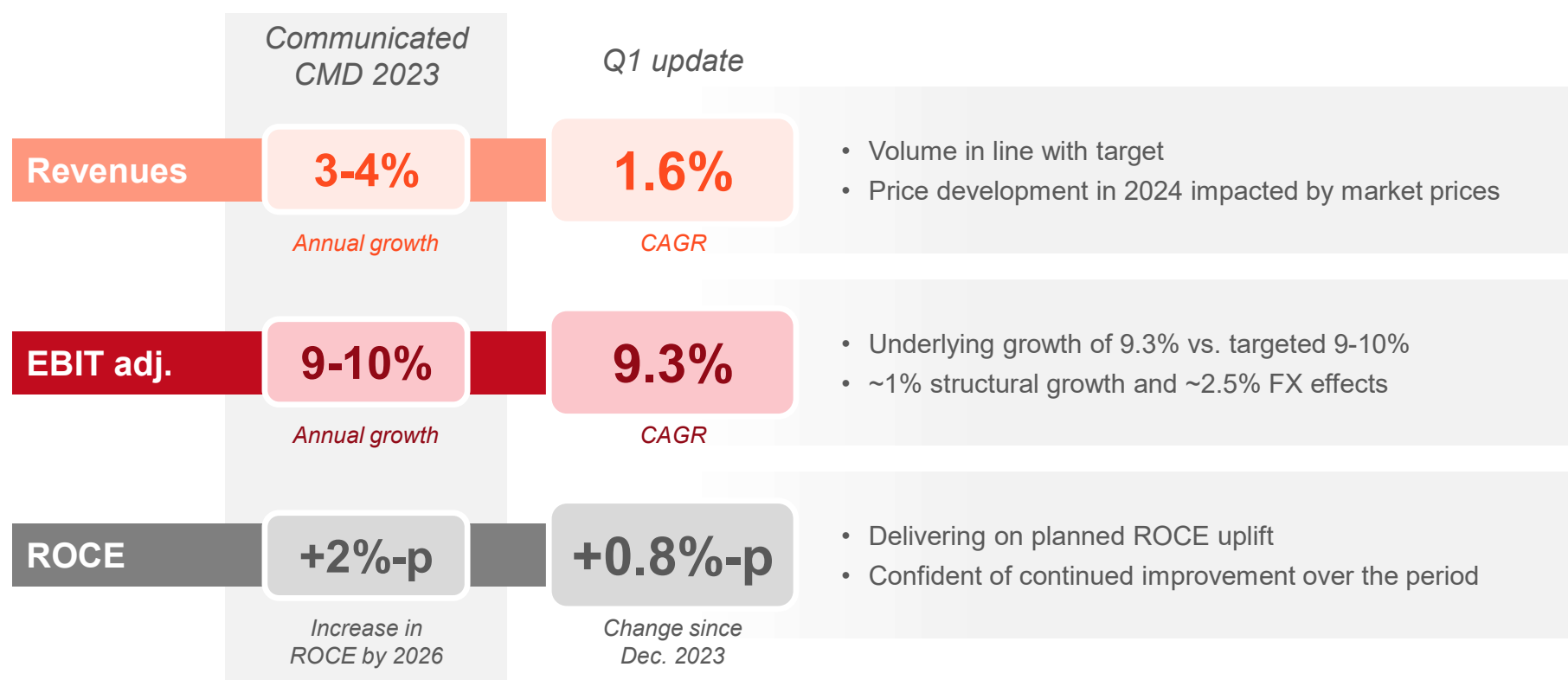
- The partnership between Orkla and Rhône is a catalyst for unlocking Orkla Food Ingredients' full potential, with a focused strategy to drive long-term, sustainable value
- Rhône brings to the partnership a strong track record in the ingredients industry, a global M&A network, and significant integration expertise
- Owners ready to deploy further capital to fuel growth



R H Ô N E



On track to deliver on 2026 targets, with significant EBIT growth and increased returns





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