



Turnaround increasing performance

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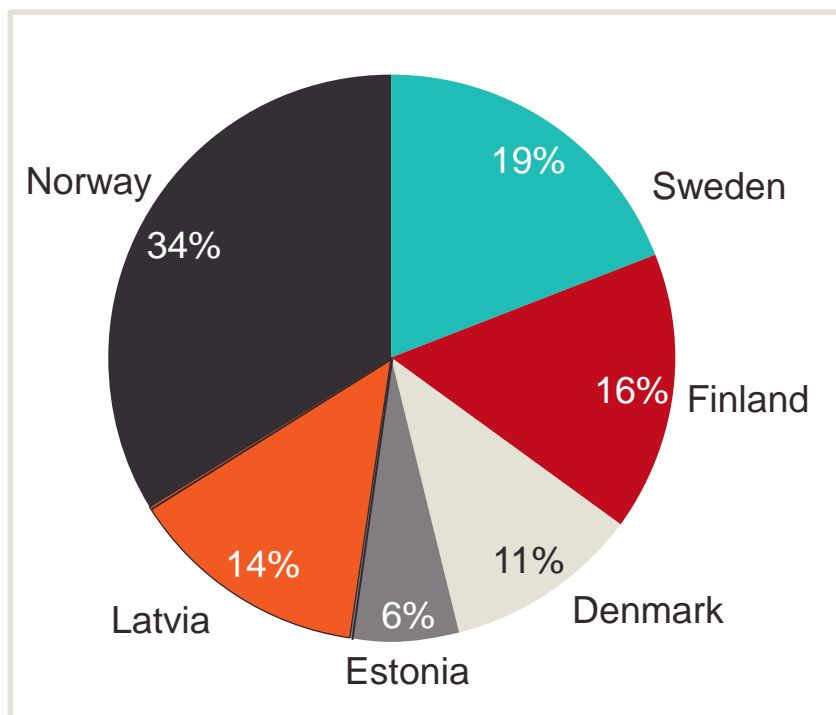
Strong market positions across the Nordics and Baltics

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

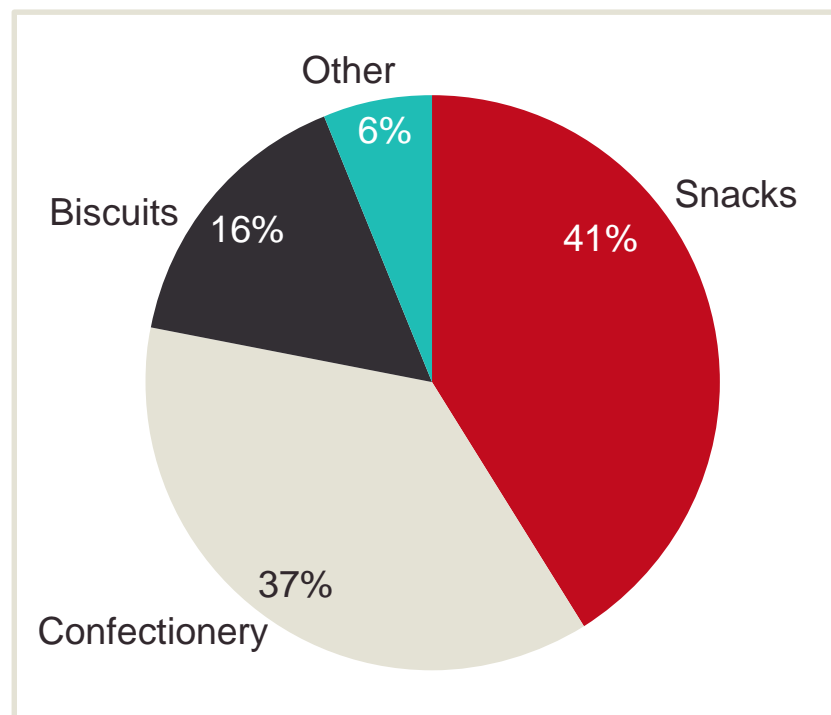
Norway is the largest market for OC&S

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

Revenue split by geography²



Revenue split by category



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

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

Delivering on turnaround ambitions - particularly in Norway

2013 status

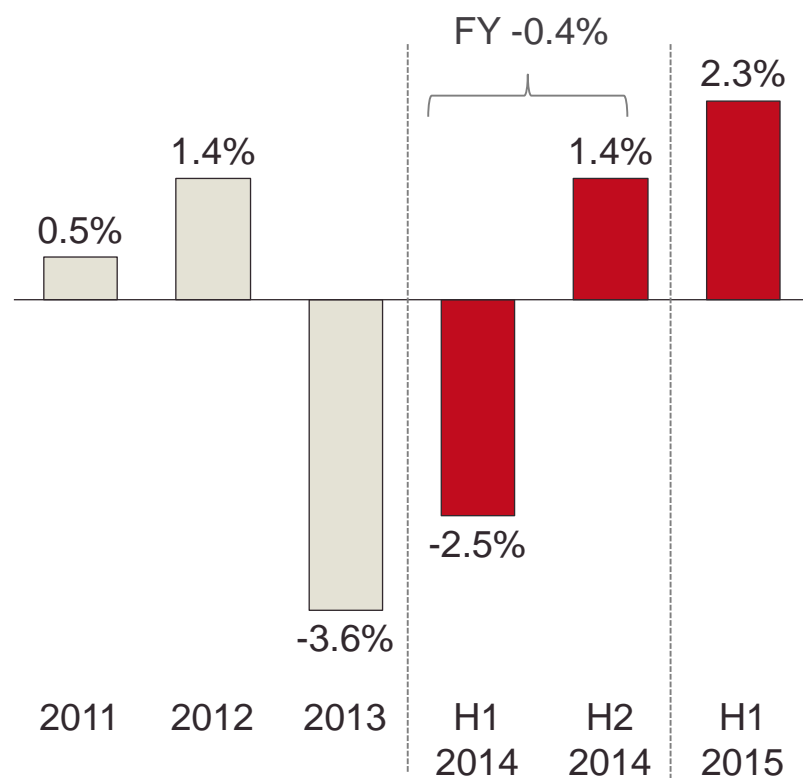
- Weakening results up to 2013
- Fundamentally stable markets and leading market positions
- Creation of bigger national units by merging our operating companies
- Potential to grow revenue by focusing on core and improving sales execution
- Cost cutting target of NOK 300 million over the 2014-2016 period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

2015 status

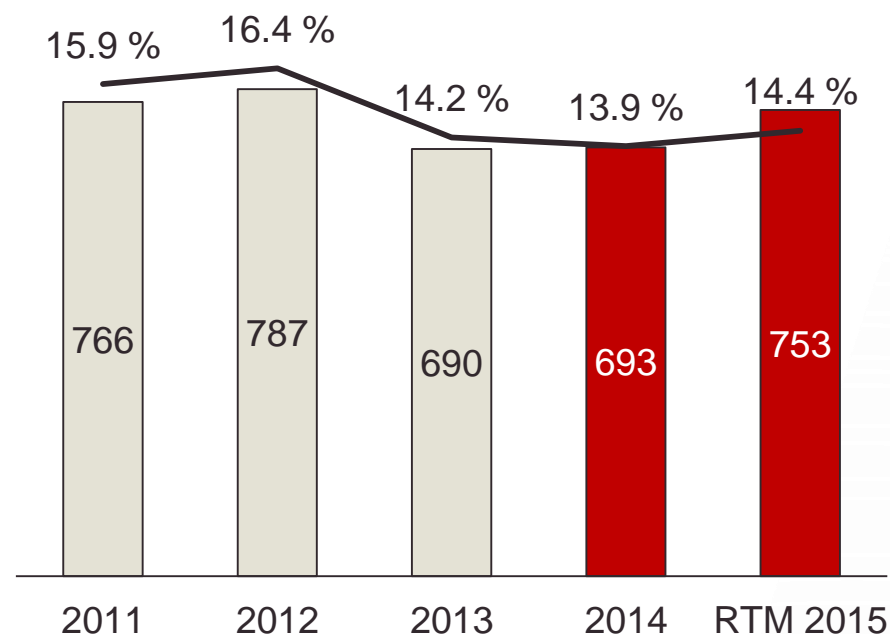
- Results improving from 2H 2014
- Attractive growth rates and strong market positions
- Integration completed in all markets
- Organic growth RTM by 2%
- Cost reduced by approx. 4% total OC&S
- Acquisition of business in Latvia in 2015

2014 marked the start of the turnaround

Annual organic sales growth¹ (%)

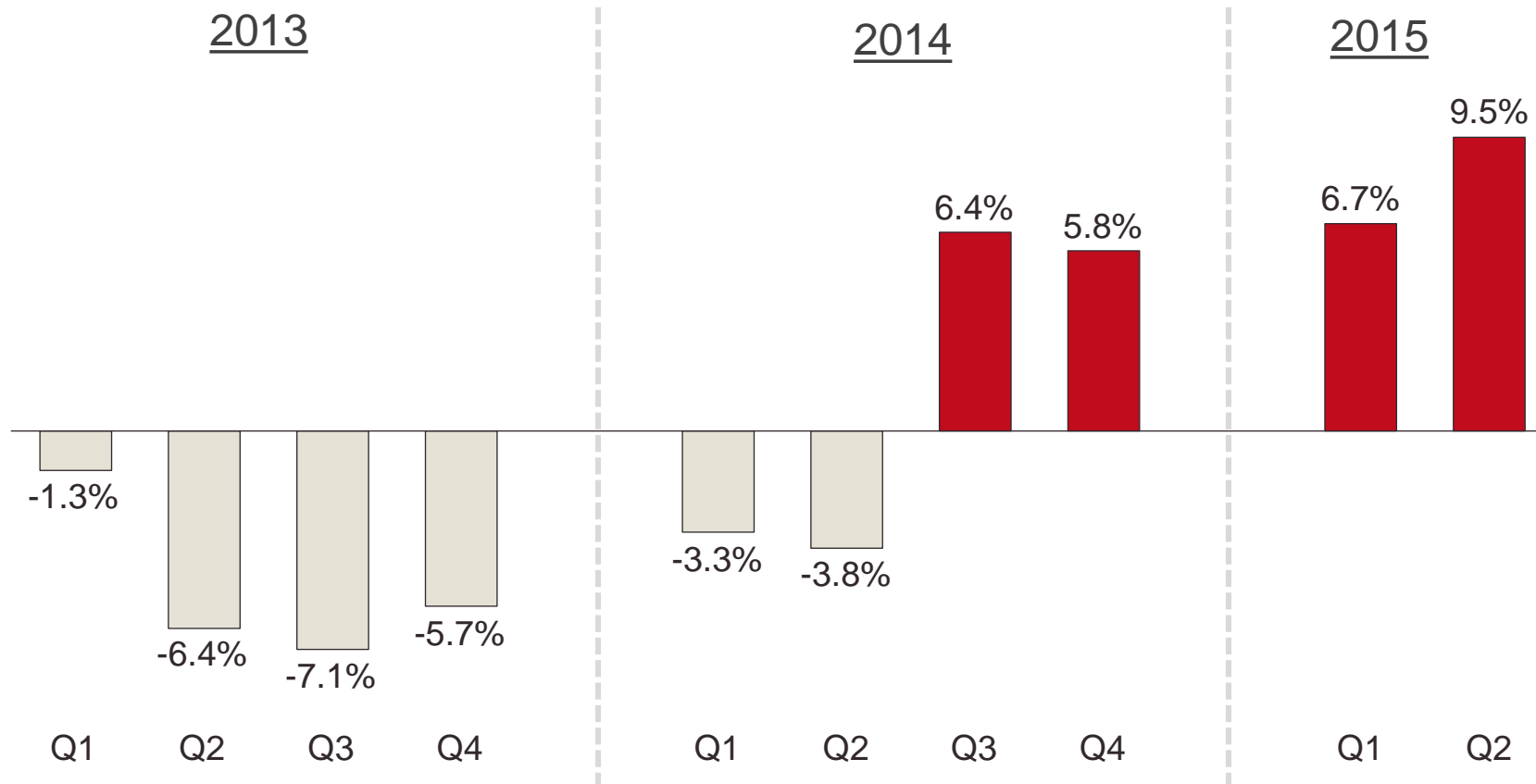


EBIT (adj.) (MNOK)
and EBIT (adj.) margin (%)



Sharp turnaround in OC&S' Norwegian business

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



Strong profit margins maintained throughout turnaround period

Three priorities guiding the turnaround in OC&S Norway

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



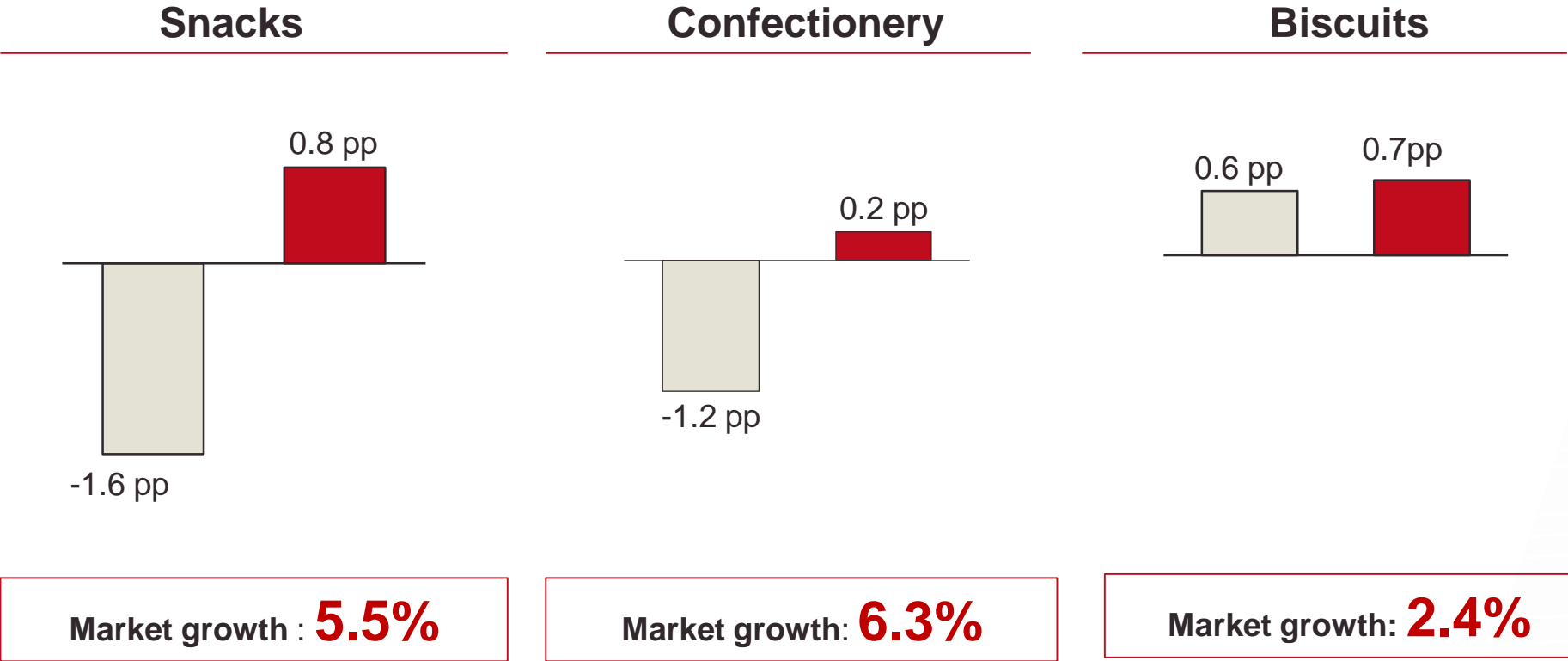
Three companies merged into one – agile approach to ensure rapid pace



Regaining market shares in a very competitive market

RTM as of July 2014
RTM as of July 2015

Development in OC&S market share



Stronger cooperation with Norway's largest retail chains

Approach



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

Sales force restructuring to improve sales execution and efficiency

Sales-force costs



of store visits



Change programme

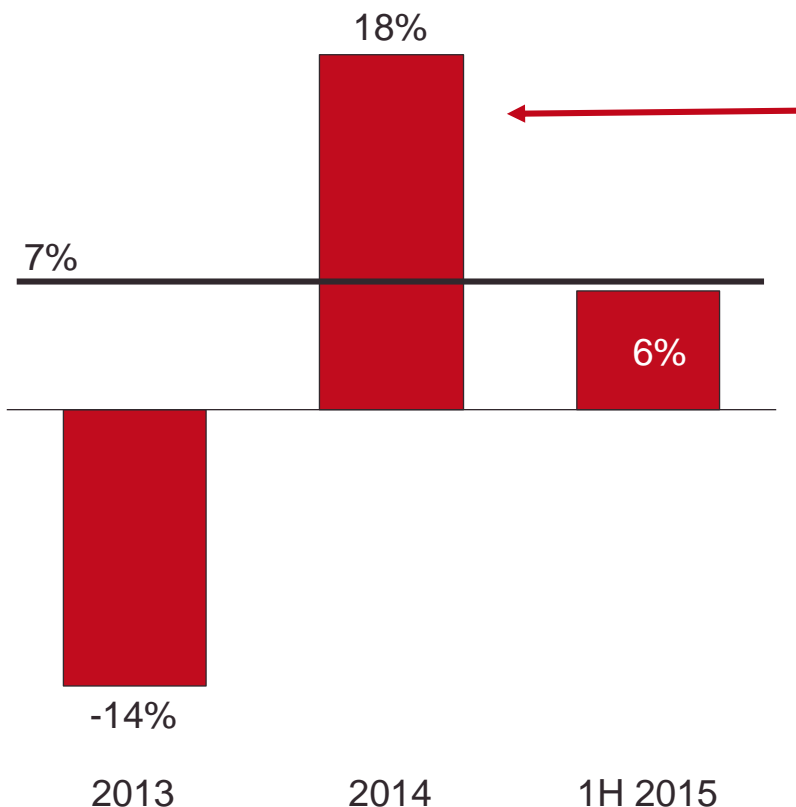
Combined sales force of
Nidar and Sætre/KiMs

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

Driving category and share growth in key chocolate segment

Annual growth in chocolate tablets

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



2014 OC&S launches

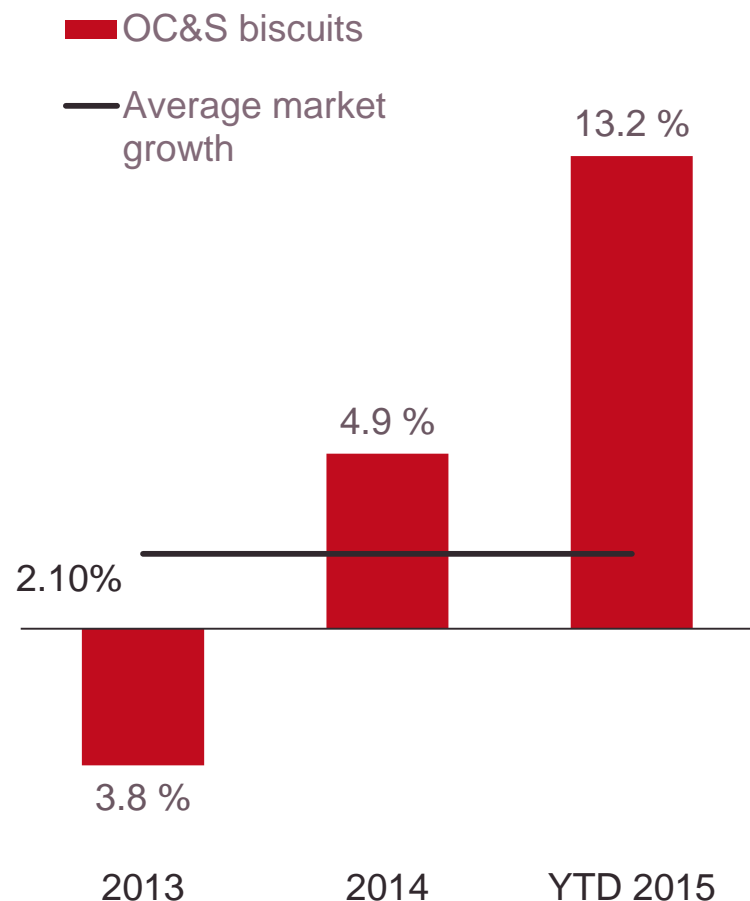


Comments

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

Reigniting growth in biscuits

Annual growth in biscuits



Actions



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

Leveraging innovations and campaigns across our markets

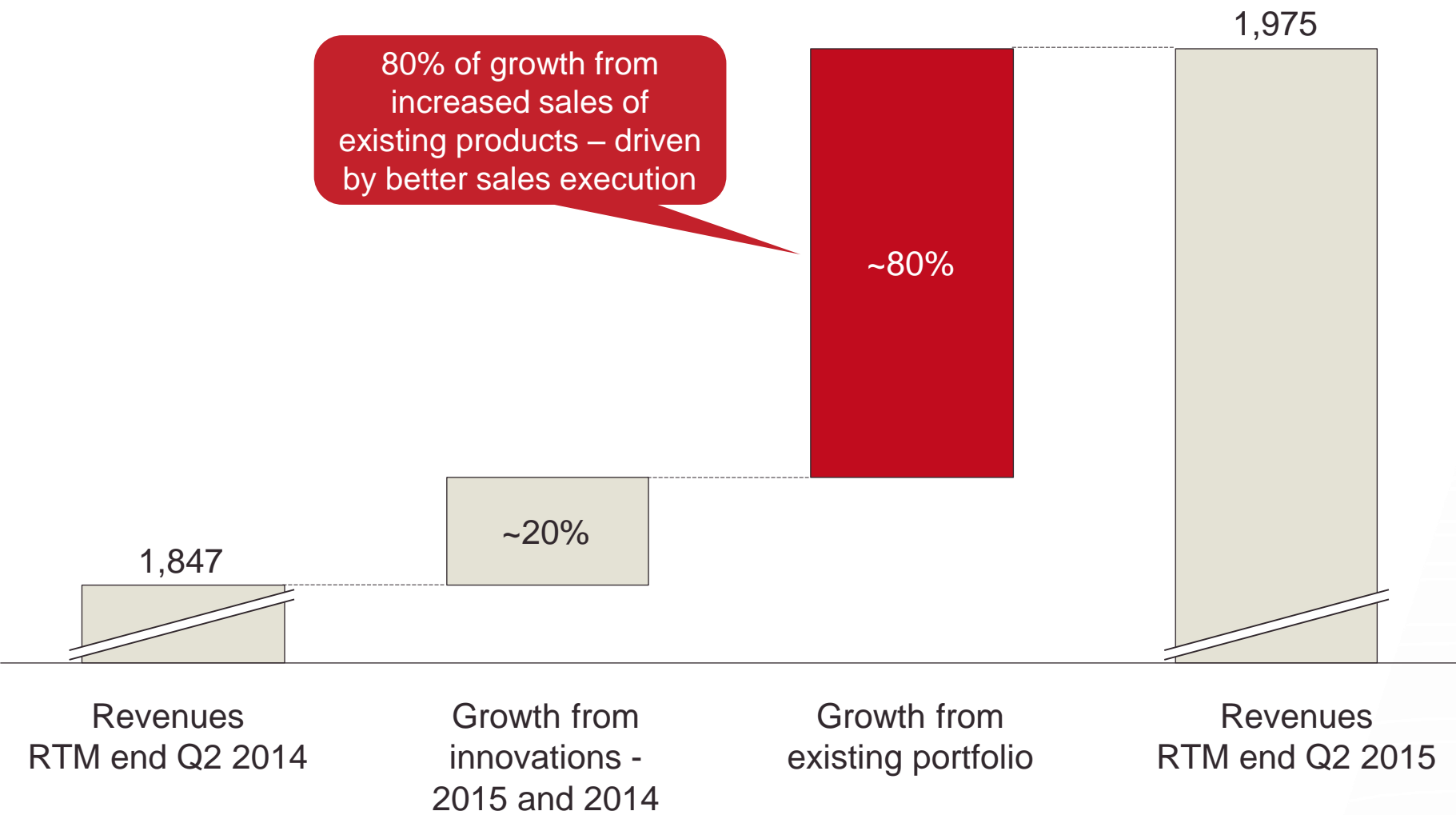
EXAMPLES



Improved sales of existing, core portfolio

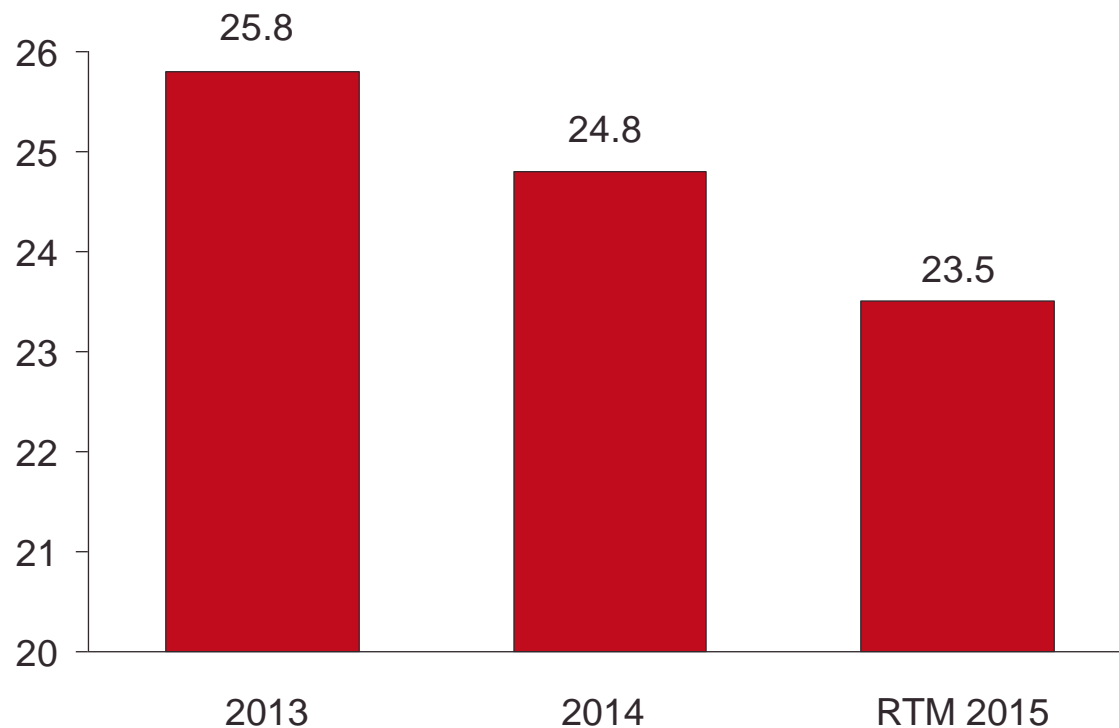
All figures in NOK million

ILLUSTRATIVE



Significant reduction in fixed costs since 2013

Changes in fixed costs / revenue (%)



Comments

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

Summary of the Norwegian case

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

Future priorities and actions

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