



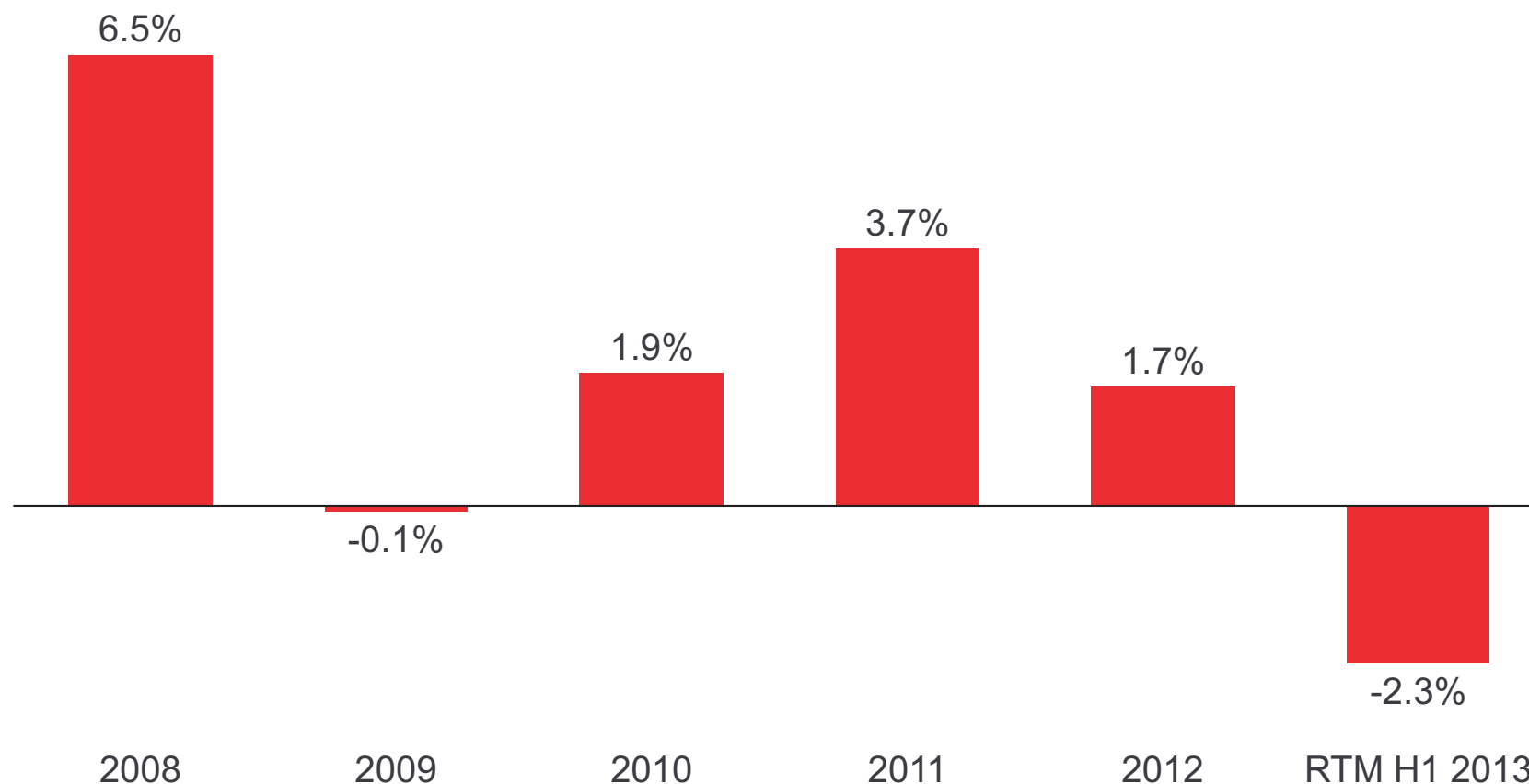
Appendices

Financial Performance

Orkla Group - Branded Consumer Goods

Average organic sales growth* of 3% the last 5 years, driven by price

Organic sales growth¹

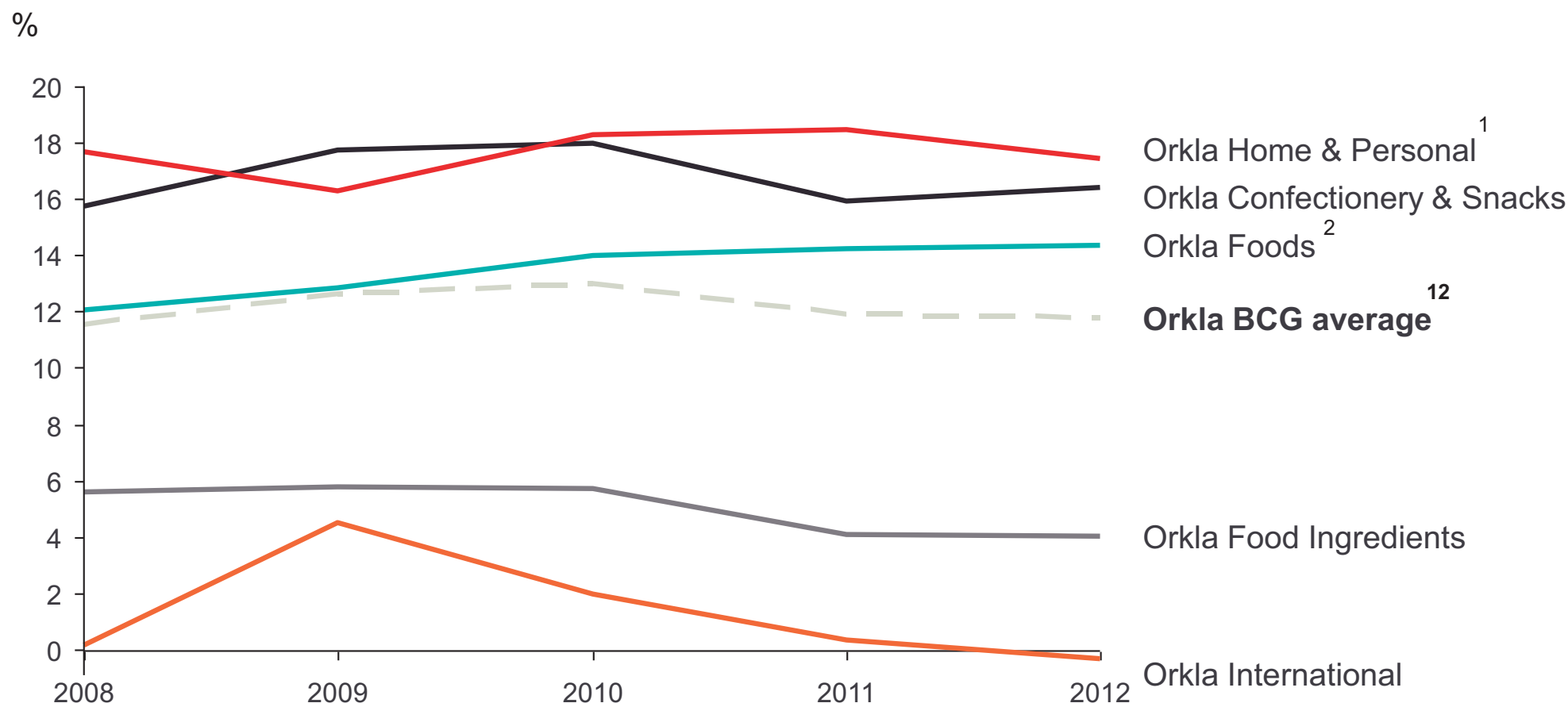


137 1. Adjusted for acquired and divested companies, currency translation effects and contract production to the process chemistry industry. Divested bakery business excluded for all years.

Orkla Group - Branded Consumer Goods

Strong local brand positions, high margin level in the Nordics

EBIT margin (adjusted)

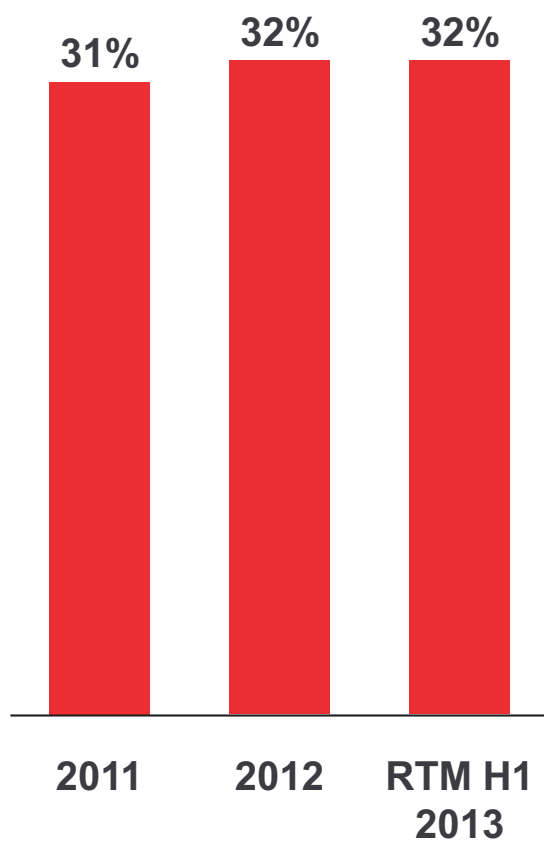


138 1 Presented ex. contract production to the process chemistry industry.

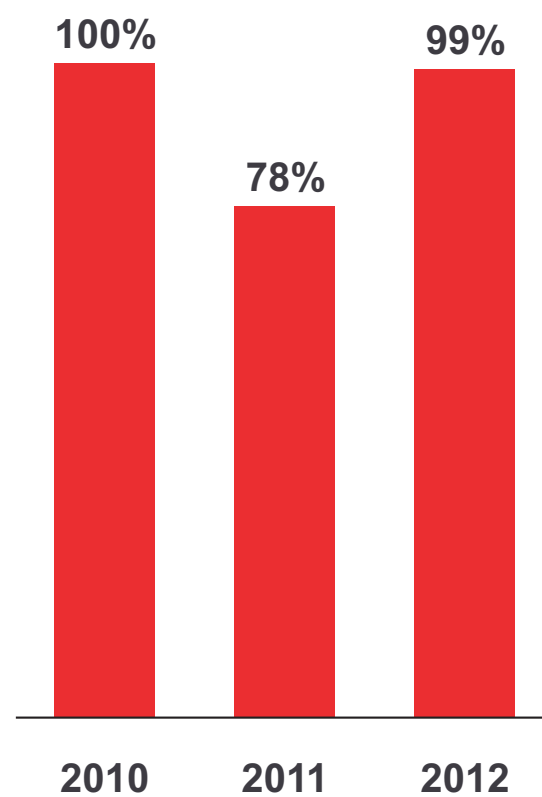
2 Divested bakery business excluded for all years.

Orkla Group - Branded Consumer Goods

Gross margin

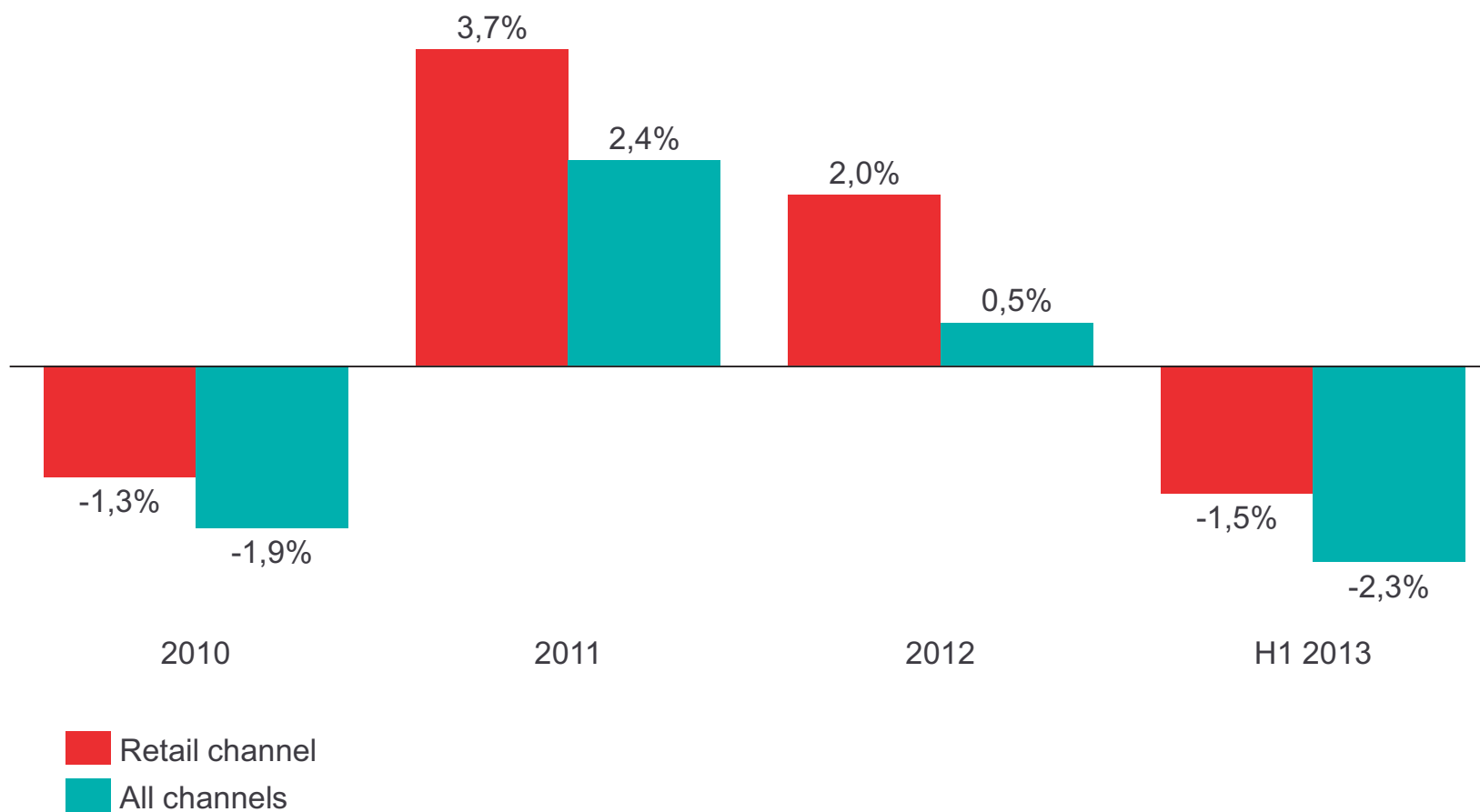


Cash conversion¹



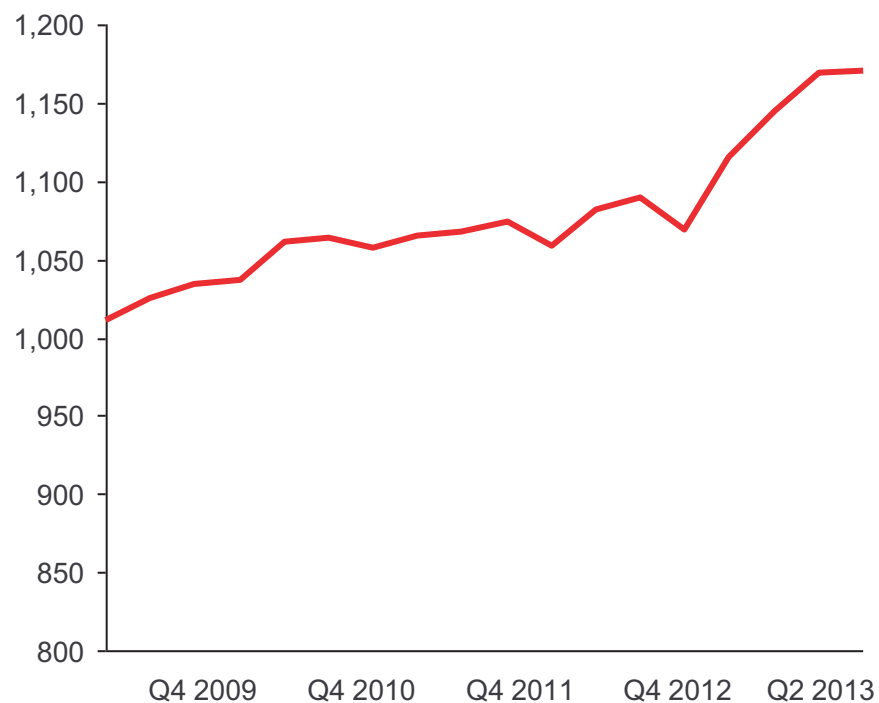
Orkla Foods

Organic sales growth¹

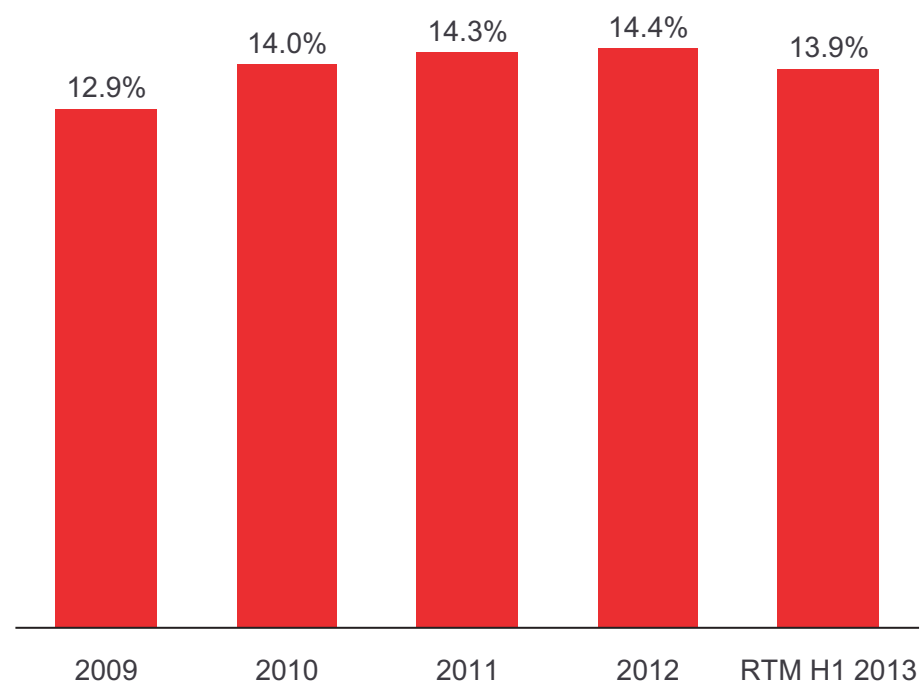


Orkla Foods

RTM EBIT (adjusted) in NOK million



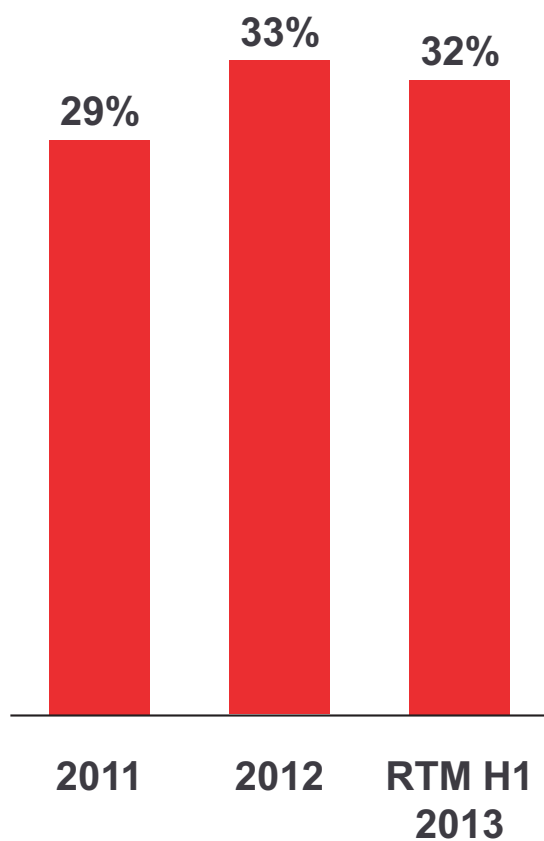
EBIT margins (adjusted)¹



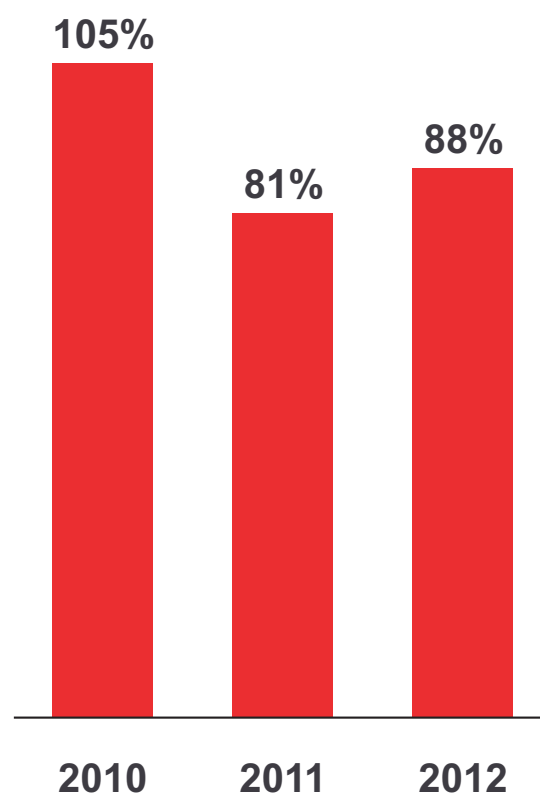
•Consolidation of Rieber will lower EBIT margin by around 1.5 - 2% points

Orkla Foods

Gross margin

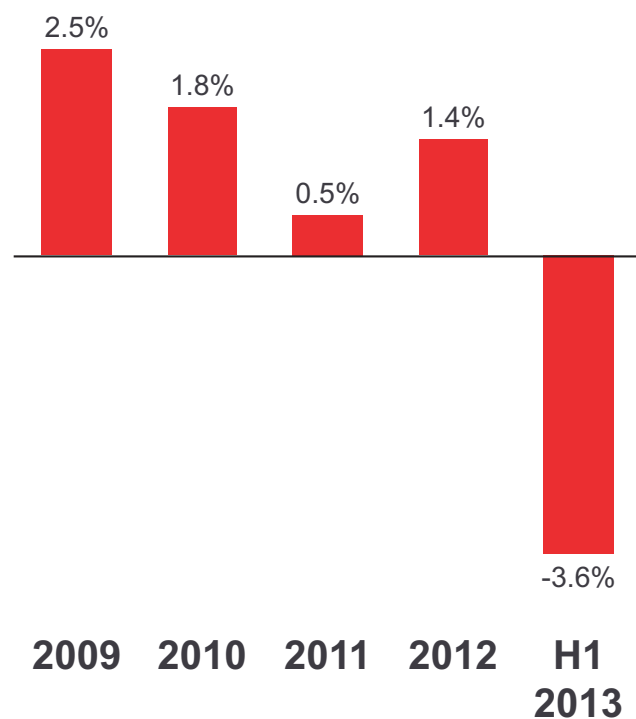


Cash conversion¹

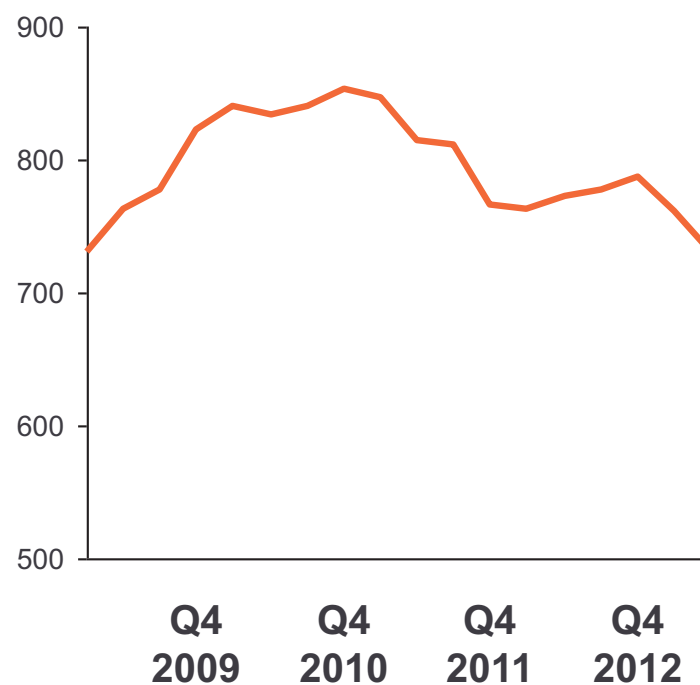


Orkla Confectionery & Snacks

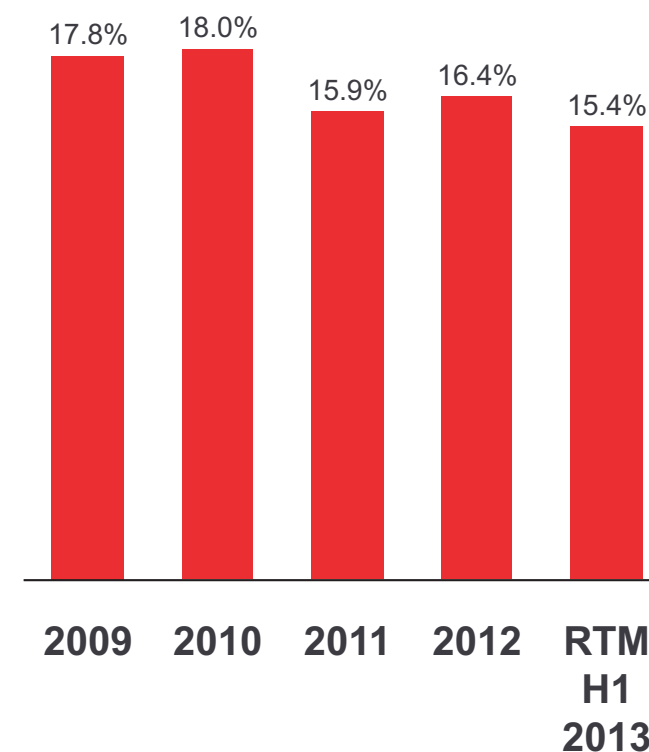
Organic sales growth¹



RTM EBIT (NOK million)

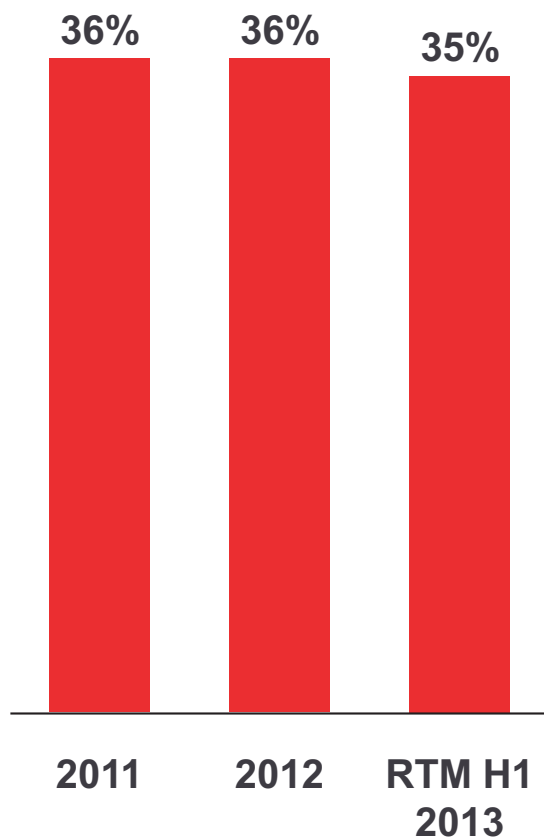


EBIT margin (adjusted)¹

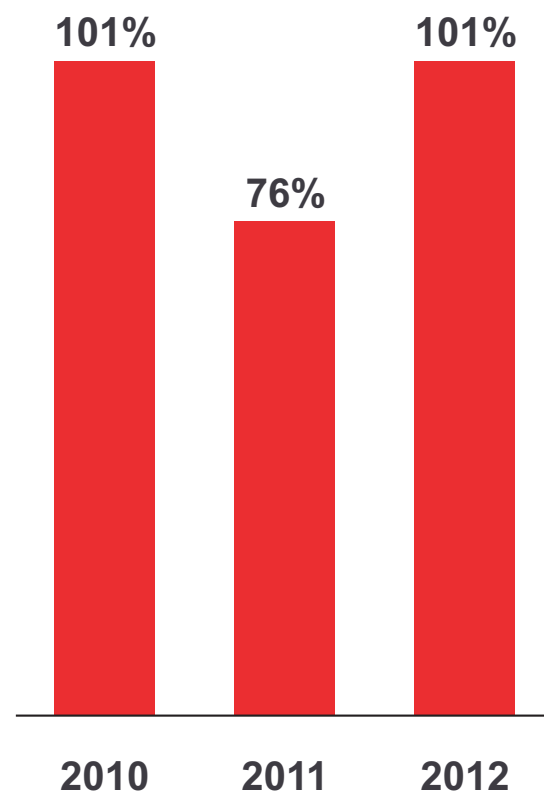


Orkla Confectionery & Snacks

Gross margin

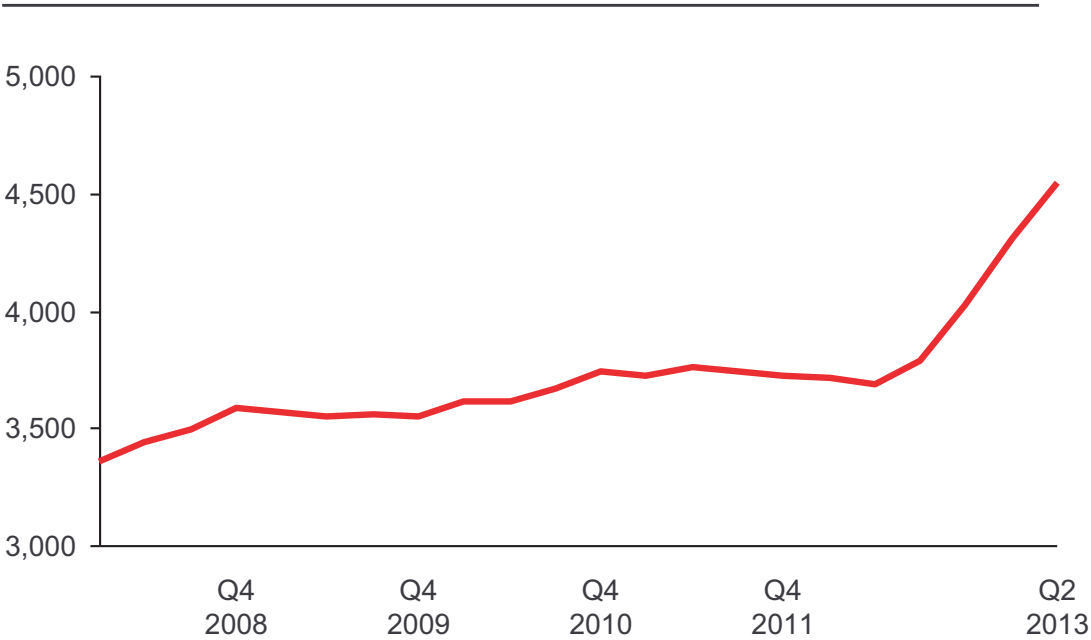


Cash conversion¹

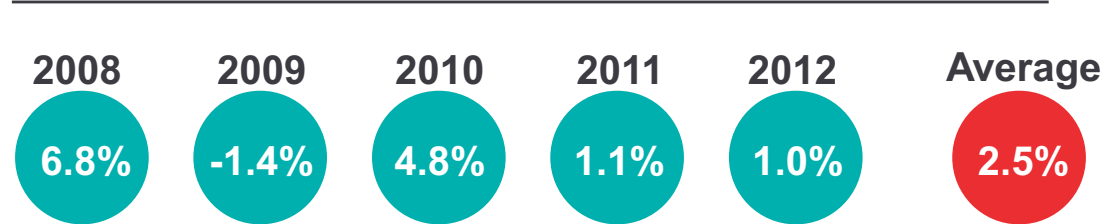


Orkla Home & Personal

Rolling 12 months operating revenues (NOK million)



Organic sales growth¹

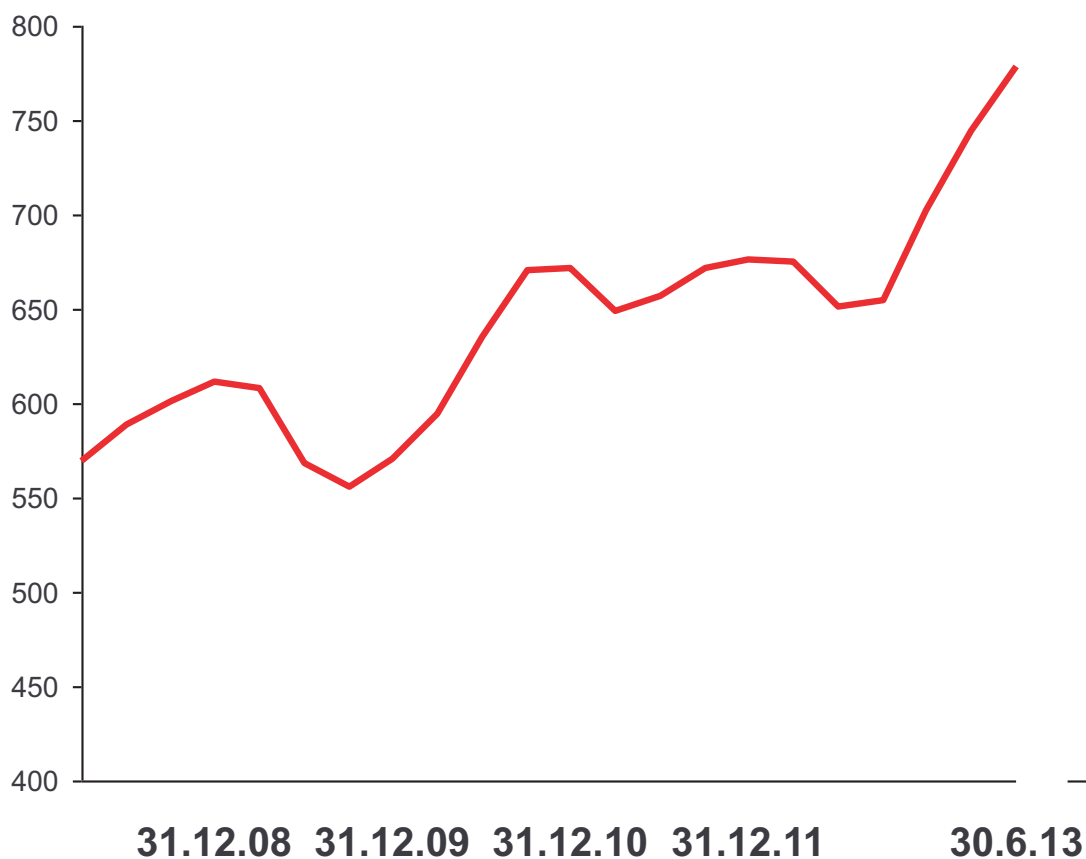


145 1. Adjusted for acquired and sold companies, currency translation effects and contract production to the process chemistry industry.

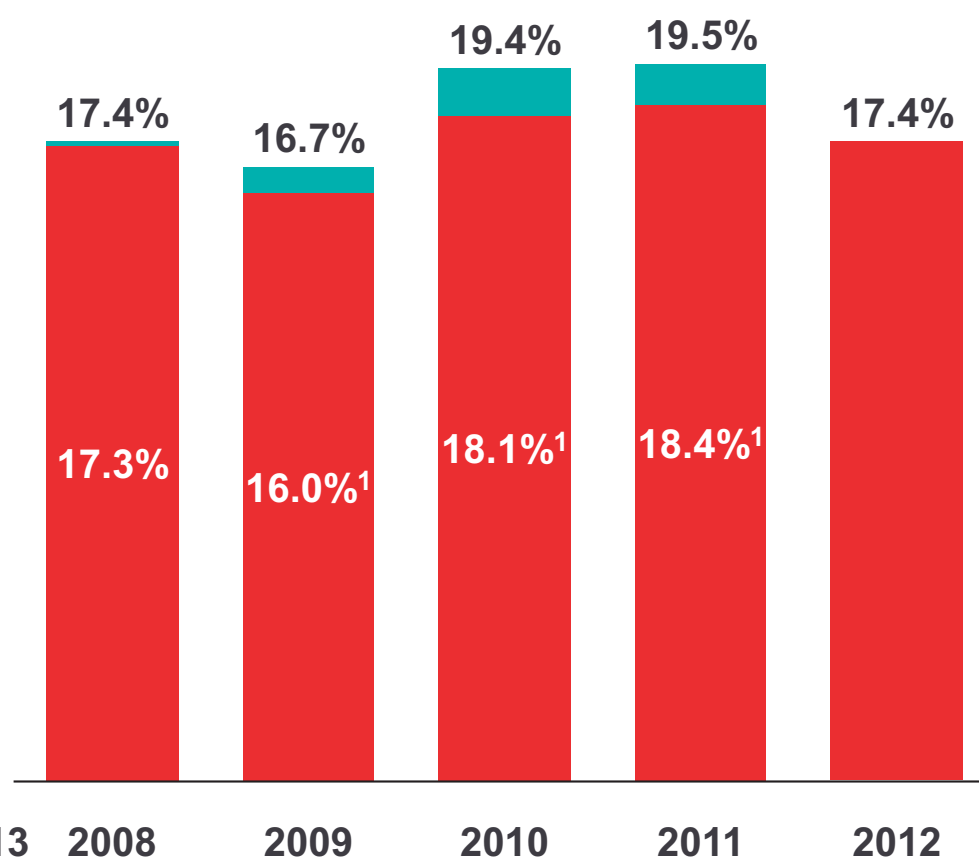


Orkla Home & Personal

RTM adjusted EBIT¹ (NOK million)

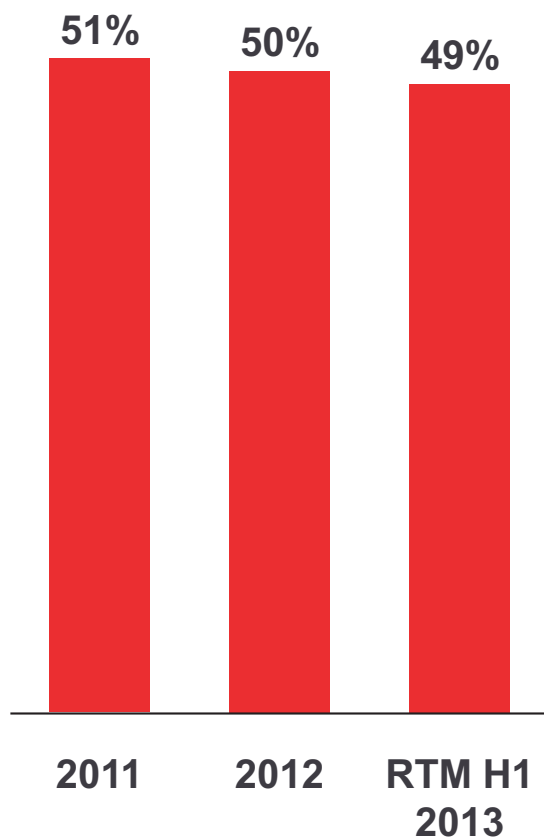


EBIT margin (adjusted)

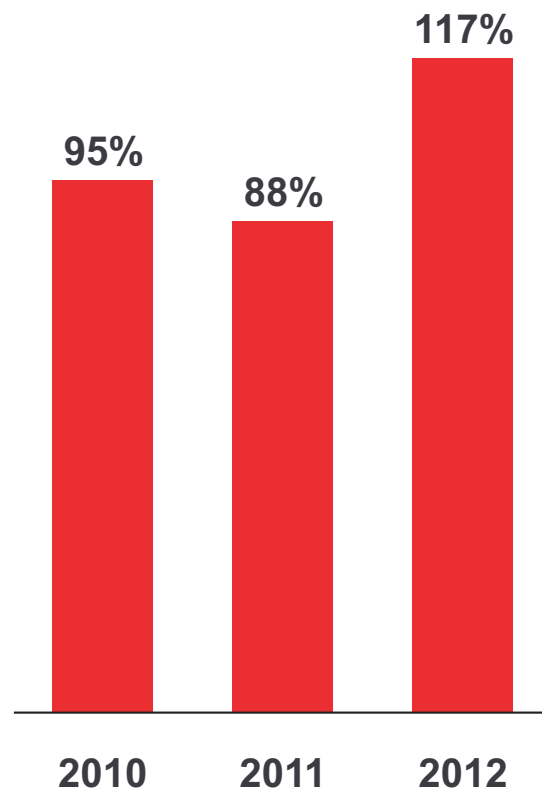


Orkla Home & Personal

Gross margin



Cash conversion¹





Orkla Investor Day

London - 26 September 2013