



Closing remarks and Q&A

Peter A. Ruzicka, President & CEO



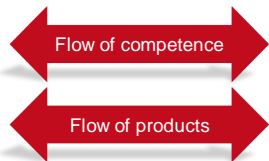
A young girl with dark hair in pigtails, wearing a light blue shirt, is lying on her stomach on a green lawn. She is smiling and holding a yellow tube of Stabbur in her right hand and a rectangular cracker with a ring-shaped pattern in her left hand. The background is a blurred green field with trees in the distance.

*Your friend in
everyday life*

Driving value creation through One Orkla



CEDERROTH
Jordan*



- Integrated supply chain increases cost cutting potential
- Ongoing review of manufacturing and warehousing structure
- Strong turnaround in Orkla Confectionery & Snacks Norway
- Potential in other markets
- Acquisitions give access to new channels, categories and markets
- Significant synergy potential
- Moving Orkla Food Ingredients from a Nordic to a European player
- Innovations based on Orkla's proximity to the market, retailer and consumer
- Faster growth by collaboration within the group and with our customers

Delivering on our strategy and increasing performance



Keep the strategy on track



**Deliver organic growth at least in line
with market growth**



Target annual adj. EBIT growth of 6-9%¹ in BCG



Maintain a stable dividend of at least NOK 2.50 per share

¹Including add-ons, excluding currency effects and large acquisitions and divestments

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