



Investor presentation The Orkla Group

December 2011





Agenda

- Business portfolio and Orkla's growth story
- Strategic direction
- Financial performance 2010
- Financial performance Q3-11
- Orkla Brands
- Sapa
- Borregaard
- Jotun
- REC
- Hydro Power
- Share Portfolio

Existing business portfolio



The leading Nordic Fast Moving Consumer Goods (FMCG) company – 80% of revenues from #1 brands

Revenues NOK 23.6 billion
EBITA NOK 3.0 billion



World leader in the aluminium solutions industry

Revenues NOK 27.7 billion
EBITA NOK 0.7 billion

Share Portfolio

NOK 7.4 billion as of Q3-11

Hydro Power

2.5 TWh



Leading specialised cellulose company
Revenues: NOK 3.8 billion



42.5%
Fastest growing paint company
Revenues: NOK 12 billion

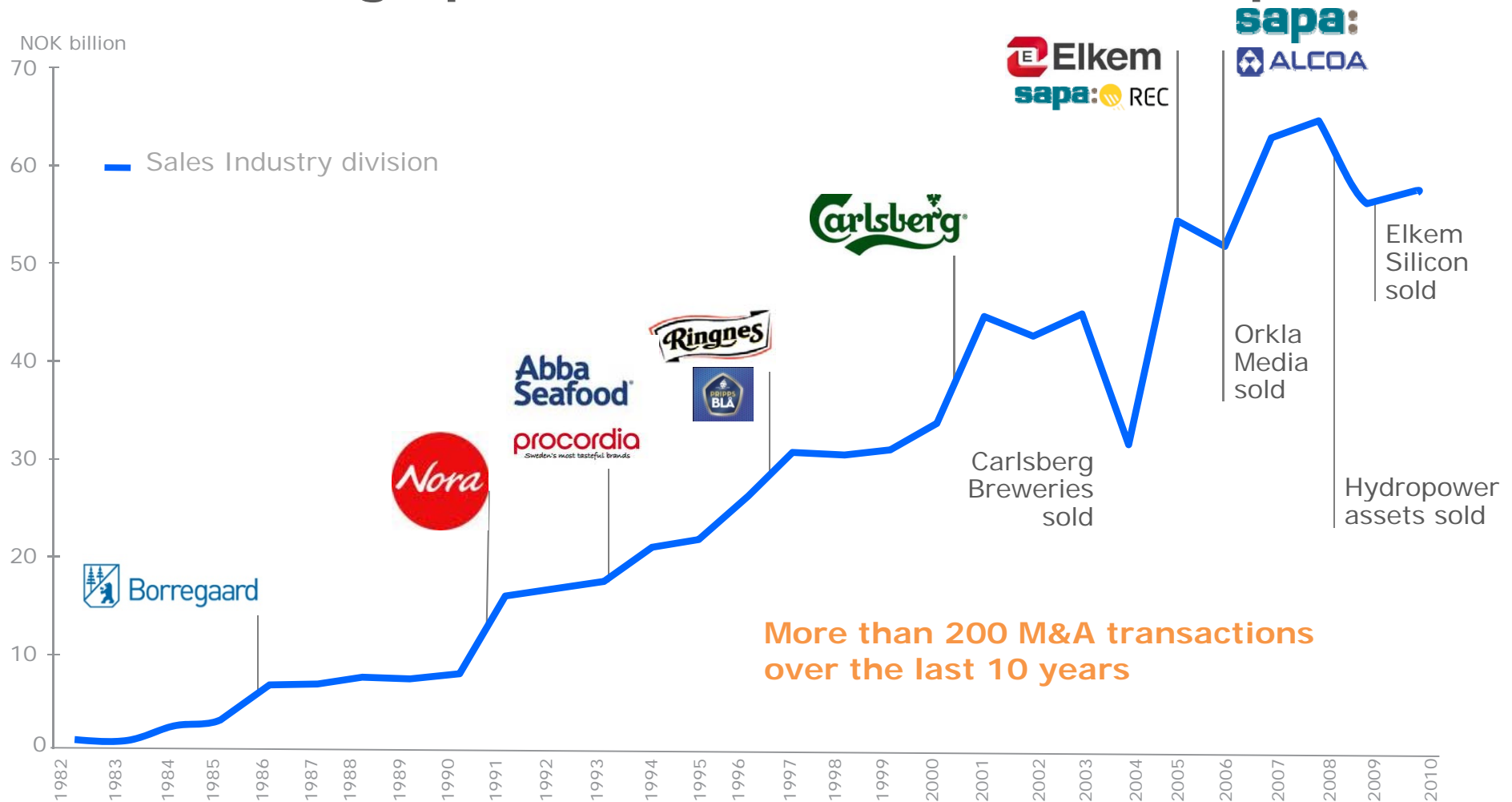


39.7%
Renewable Energy Corporation
Leading solar company
Revenues: NOK 13.8 billion

All figures except Share Portfolio as of 31 Dec 2010

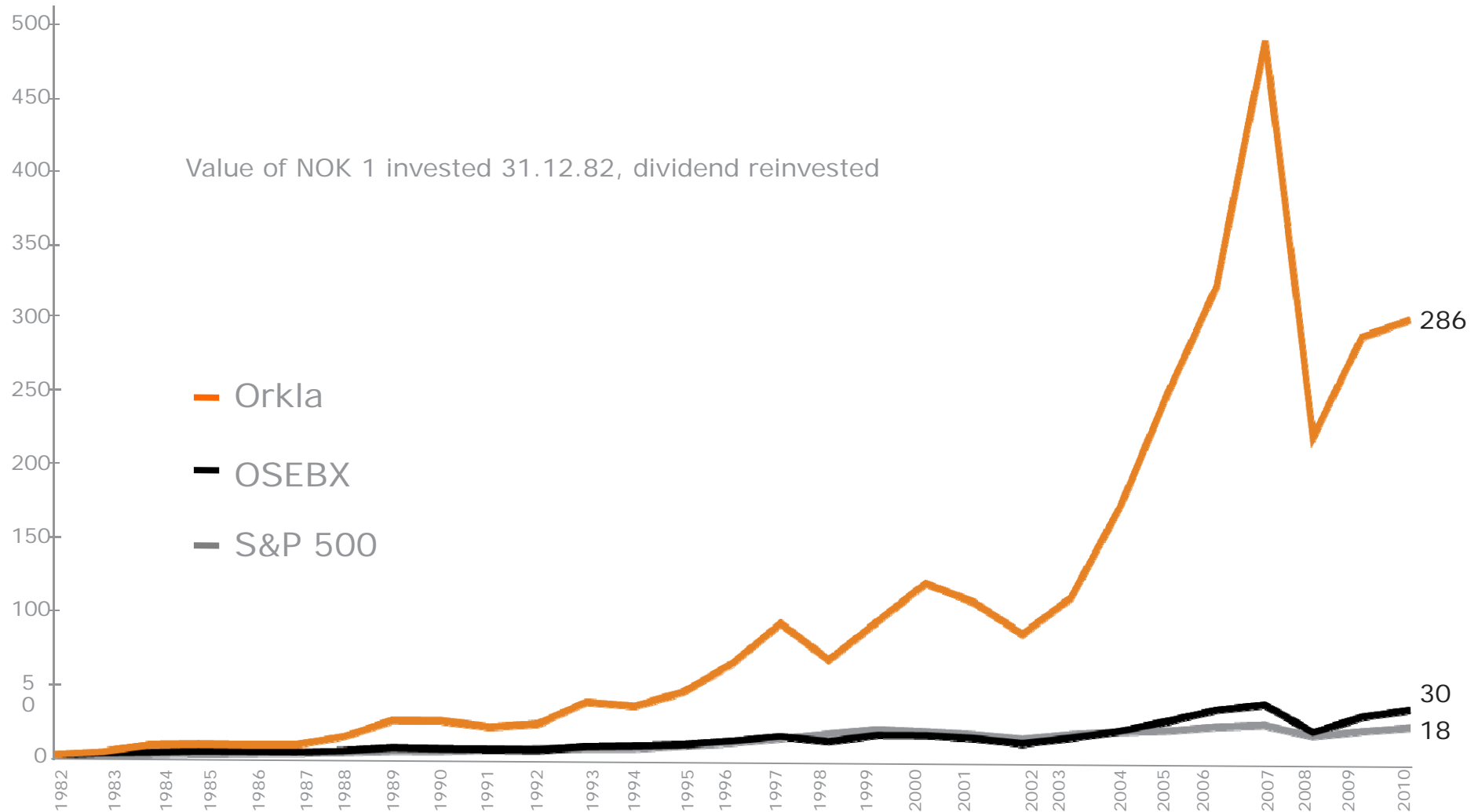
Orkla's growth story

Combining operational and structural expertise



Orkla's growth story

Orkla has created substantial value





Strategic direction

Key strategic messages

- Growth through allocating capital within branded goods
- Orkla will divest its Share Portfolio
- Sapa – focusing on value enhancement through operational improvements

Branded goods share of revenues significantly decreased since 2004

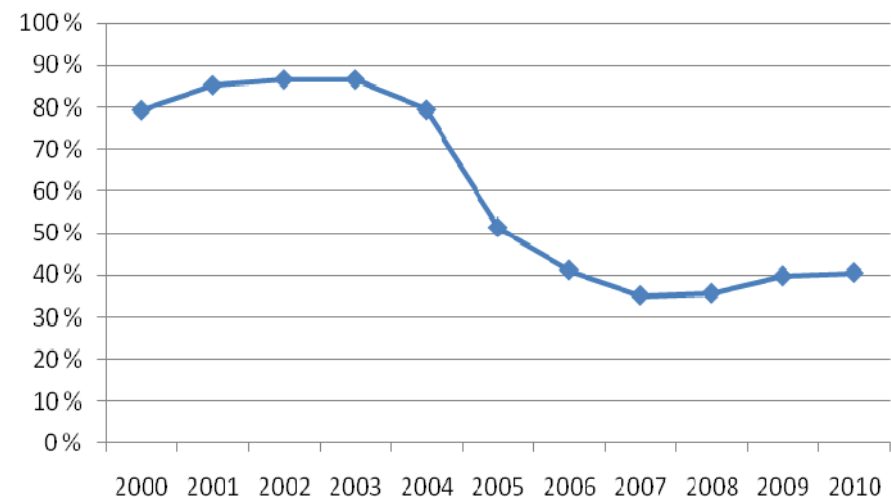
1986-2003: A strong branded goods-oriented profile

- Orkla/Borregaard merger
- Orkla/Nora merger
- Procordia acquisitions
- Orkla Breweries
- Orkla Media

2004-2010: Less focus on branded goods

- Sale of stake in Carlsberg Breweries
- Sale of Orkla Media
- Acquisitions of Elkem, REC and Sapa

SHARE OF ORKLA REVENUES FROM BRANDED GOODS

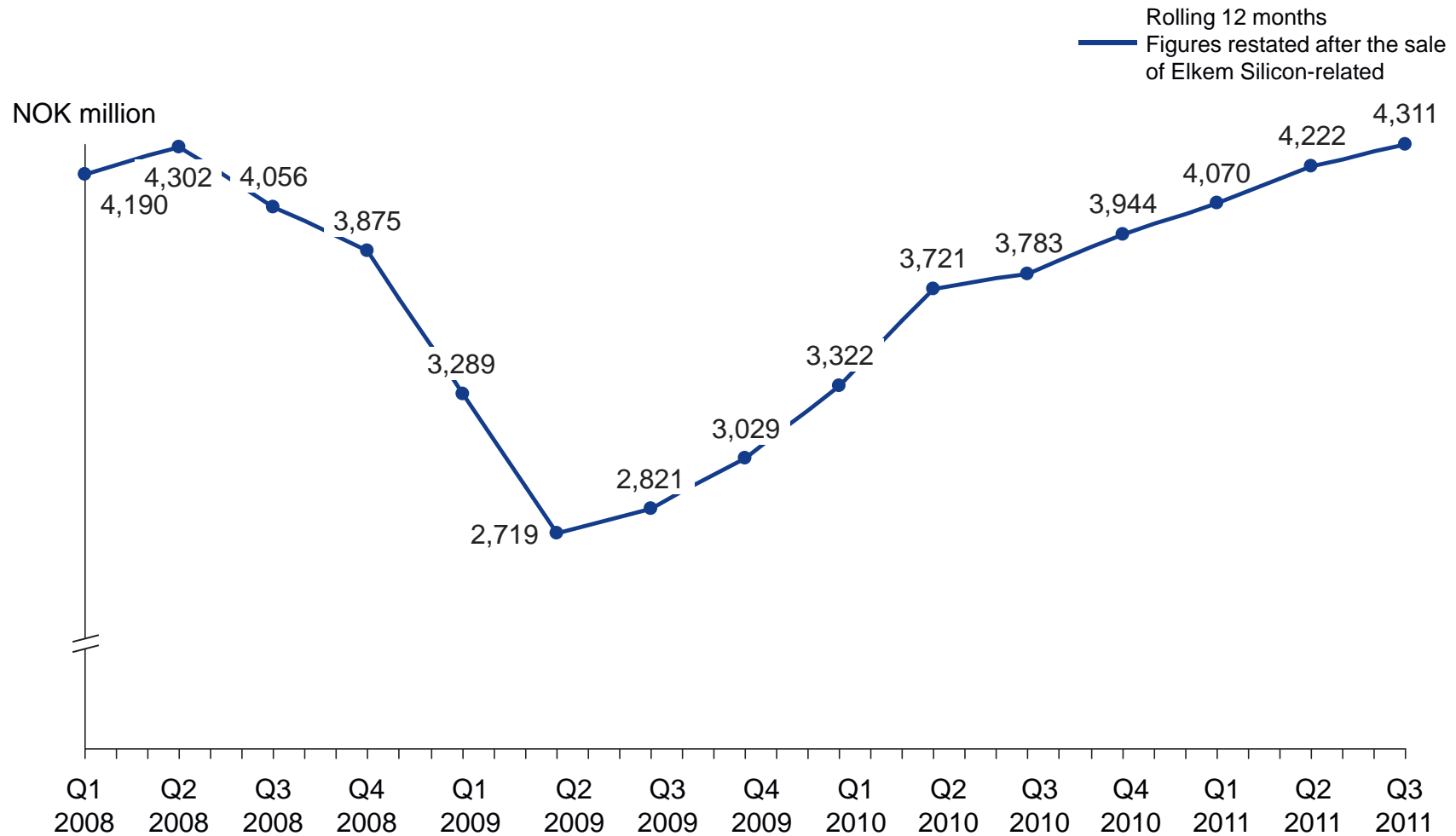


Non-core assets divested in last 12 months

- Successful divestment of Elkem Silicon-related NOK 13 billion
- Net divestments in the Share portfolio NOK 4 billion
- Sale of Borregaard forests at favourable valuation NOK 1.7 billion



Delivering 9 consecutive quarters of operational improvements






















STRATEGIC DIRECTION

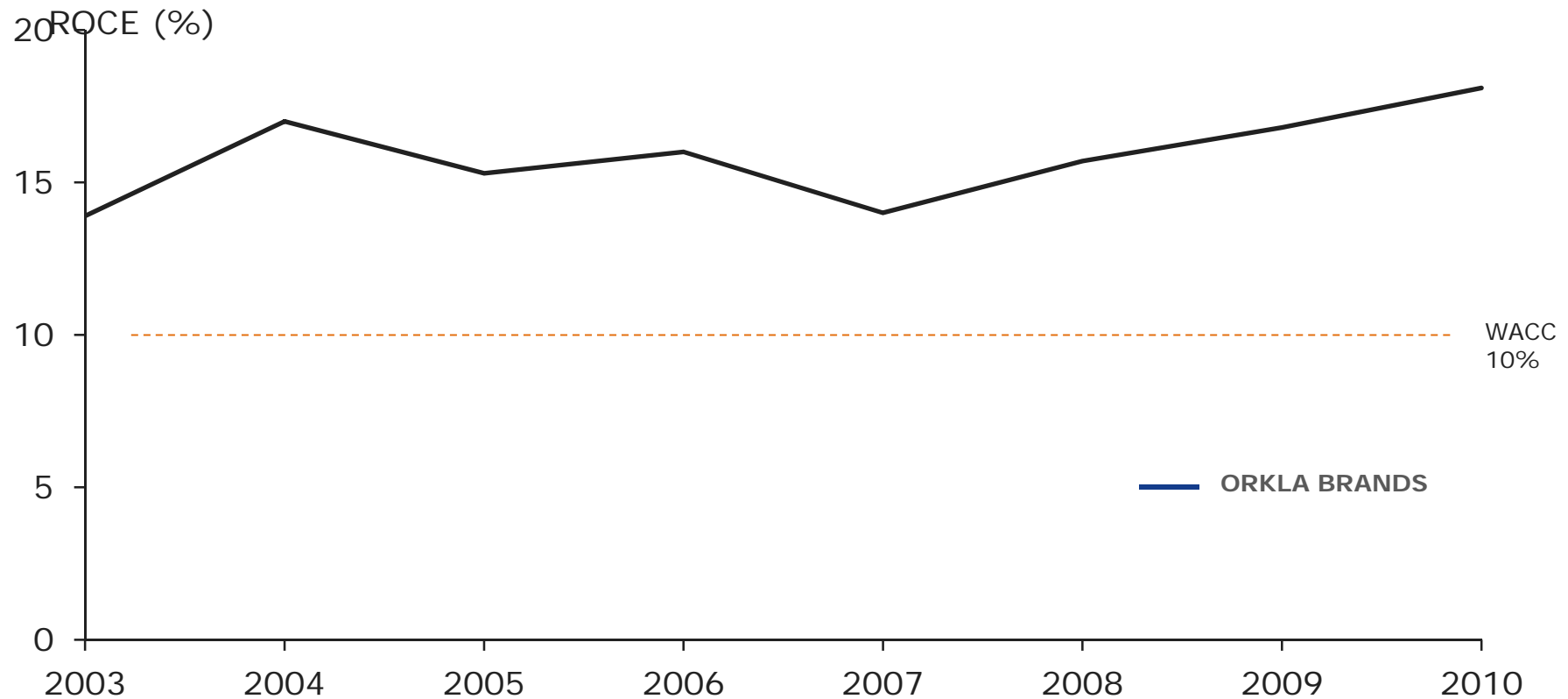
**Growth through allocating capital
within branded goods**

Orkla Brands has proven track record in building strong market positions ...

					
	Detergents	1	○	○	○
	Personal Care	1	○	○	○
	Biscuits	1	1	●	2
	Confectionery	1	○	○	●
	Dietary Supplements	1	2	1	1
	Textiles	1	2	○	●
	Snacks	2	1	1	1
	Frozen pizza	1	1	●	1
	Ketchup	1	1	2	1
	Dressings	1	1	●	2
	Preserved vegetables	1	1	1	1
	Jam/Marmalade	1	1	1	●
	Caviar (cod roe spread)	2	1	2	1

● Present in market
○ Not present in market

...and increasing shareholder value



Growth and capital allocation based on our core expertise within branded goods

Brand building

- Customer insight
- Brand development
- Sales management



M&A skills and expertise

- Deal orientation
- Deal structure
- Post deal integration



Increasing growth opportunities

- An increasing number of potential targets identified within relevant categories and geographies
- Expansion opportunities along several dimensions
 - Expand Nordic FMCG* operations
 - FMCG expansion outside Nordic countries
 - Adjacent categories in Nordic countries and global niches

* Fast Moving Consumer Goods

Our capital allocation criteria

- **Competitive edge and leading market positions** in clearly defined product categories and relevant markets
- **Customer insight**, sustainably unique and differentiated market offerings – as a base for customer loyalty and preference
- **Scalability and opportunities to replicate** for future organic and structural growth
- **Expected return** above WACC of 10% (before tax)
- **Stable cash flow** through the cycle



Financial flexibility supports group strategy

Strong financial flexibility and expansion capacity

Current debt capacity NOK 20 – 25 billion

- Unused credit lines NOK 13 billion
- Bilateral bank relations – no loan syndicates

No financial covenants

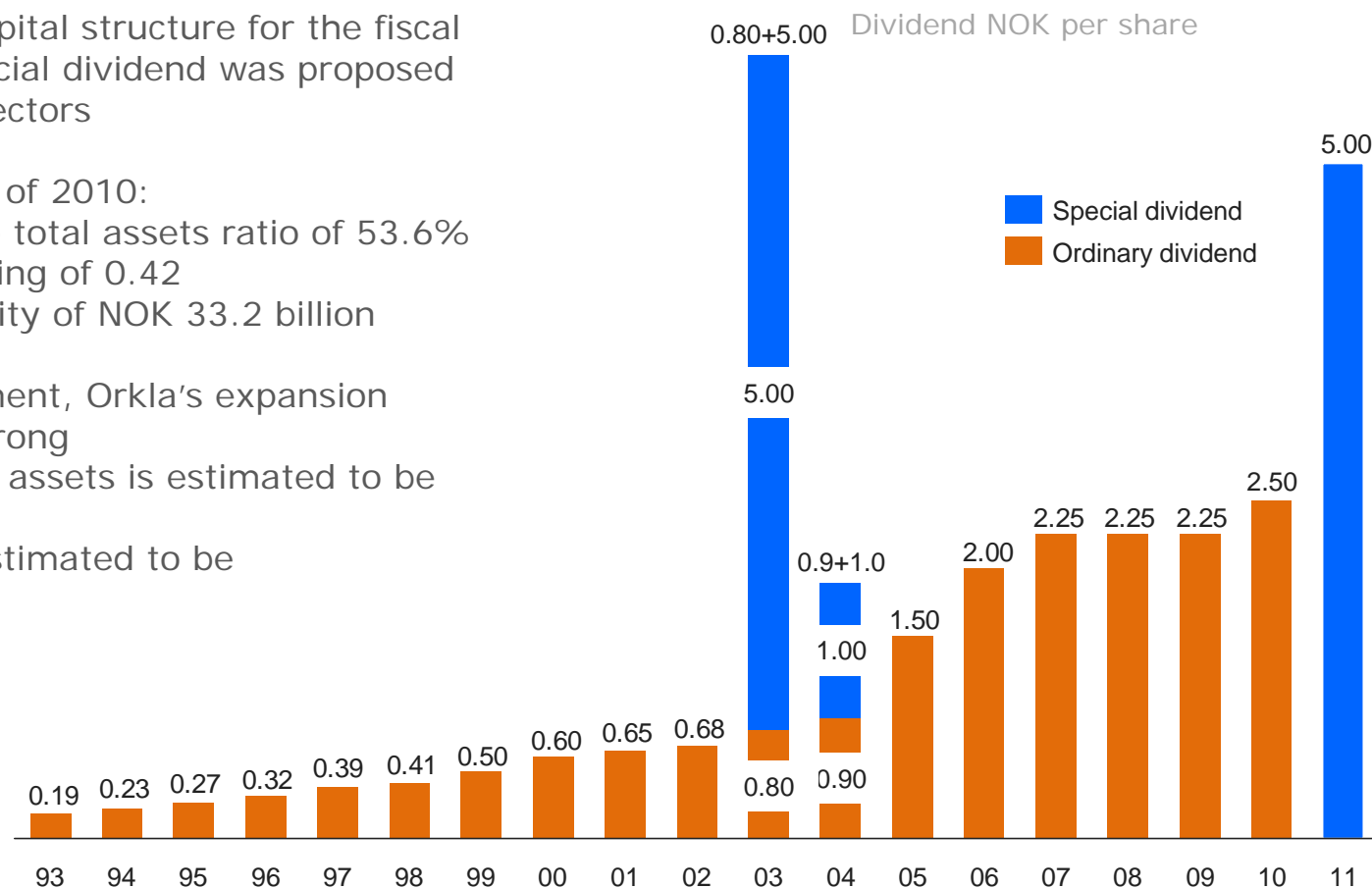
Flexibility from re-allocation of assets

Return of capital to shareholders

- Dividend strategy focuses on predictability and stability with steady year-on-year dividend increase
- Share buy-backs aim at supplementing dividend
- Special dividend based on capital structure

Orkla's general meeting approved a special dividend of NOK 5 per share

- Based on Orkla's capital structure for the fiscal year of 2010, a special dividend was proposed by the Board of Directors
- Capital structure as of 2010:
 - Equity to total assets ratio of 53.6%
 - Net gearing of 0.42
 - Free equity of NOK 33.2 billion
- After dividend payment, Orkla's expansion capacity remains strong
 - Equity to total assets is estimated to be around 51.6%
 - Net gearing estimated to be around 0.38

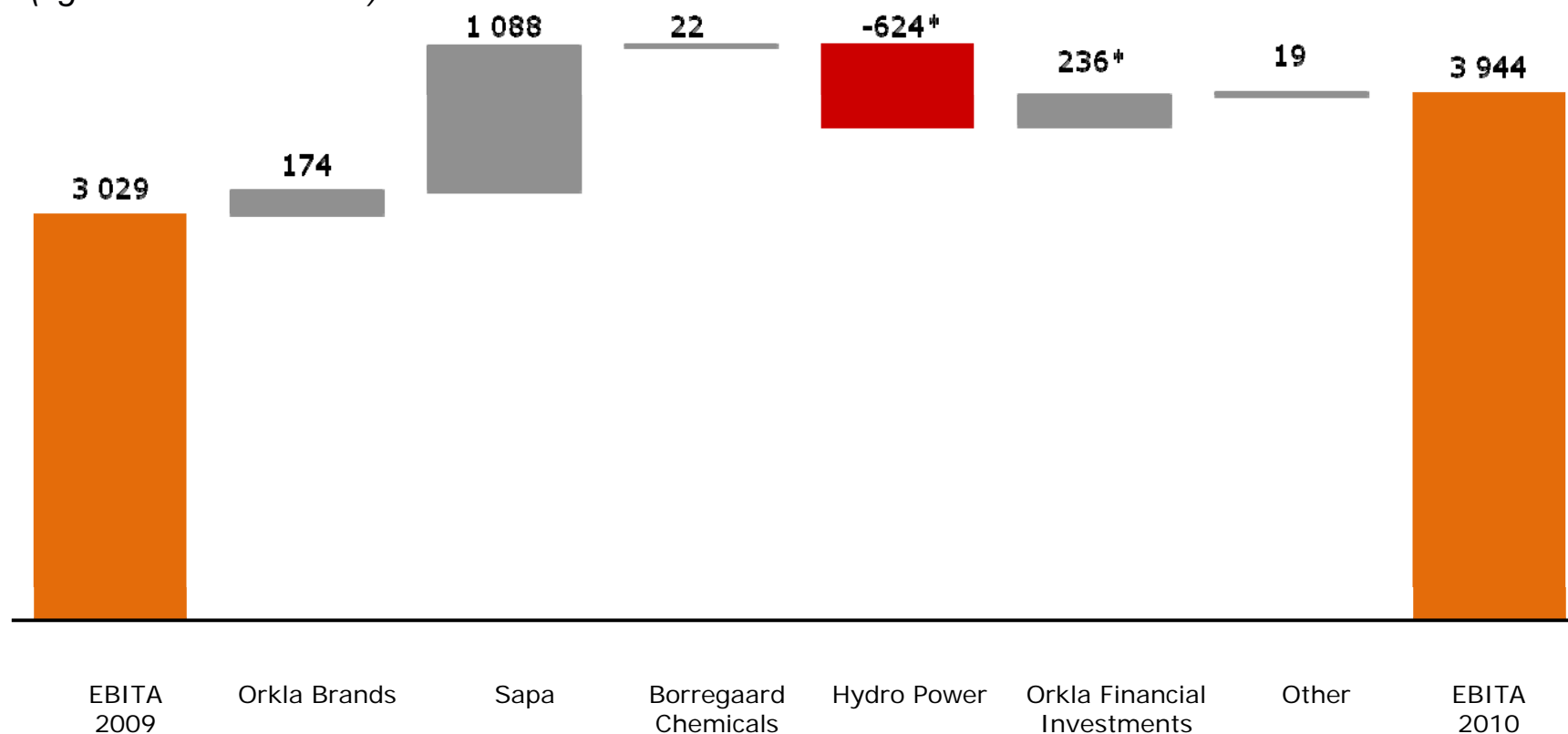




Financial Performance 2010

EBITA improvement for the group in 2010

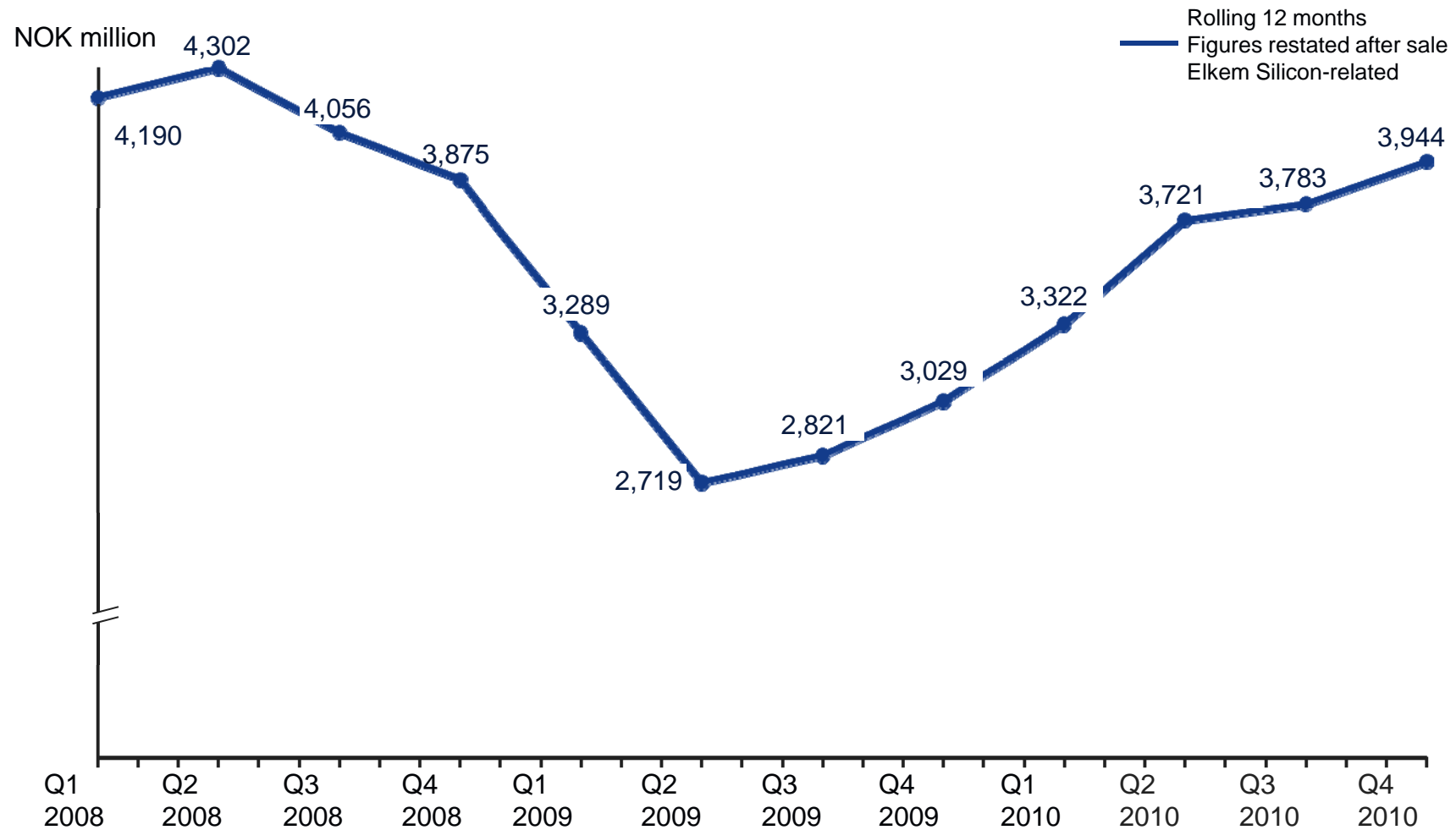
EBITA performance from 2009 to 2010
(figures in NOK million)



Highlights 2010

- Improved markets and demand throughout the year, in particular for Sapa and Borregaard
- Stable markets for Orkla Brands, however continued growth in profit and margin
 - EBITA-margin +0.5%p to 12.6% for 2010
- Strong results for the Share Portfolio with a return of 31.8%
- Negative development for Orkla's investment in REC
 - Write-down of NOK 6.4 billion in 2010
- Important structural changes throughout 2010

Strong improvement in EBITA after the financial crisis

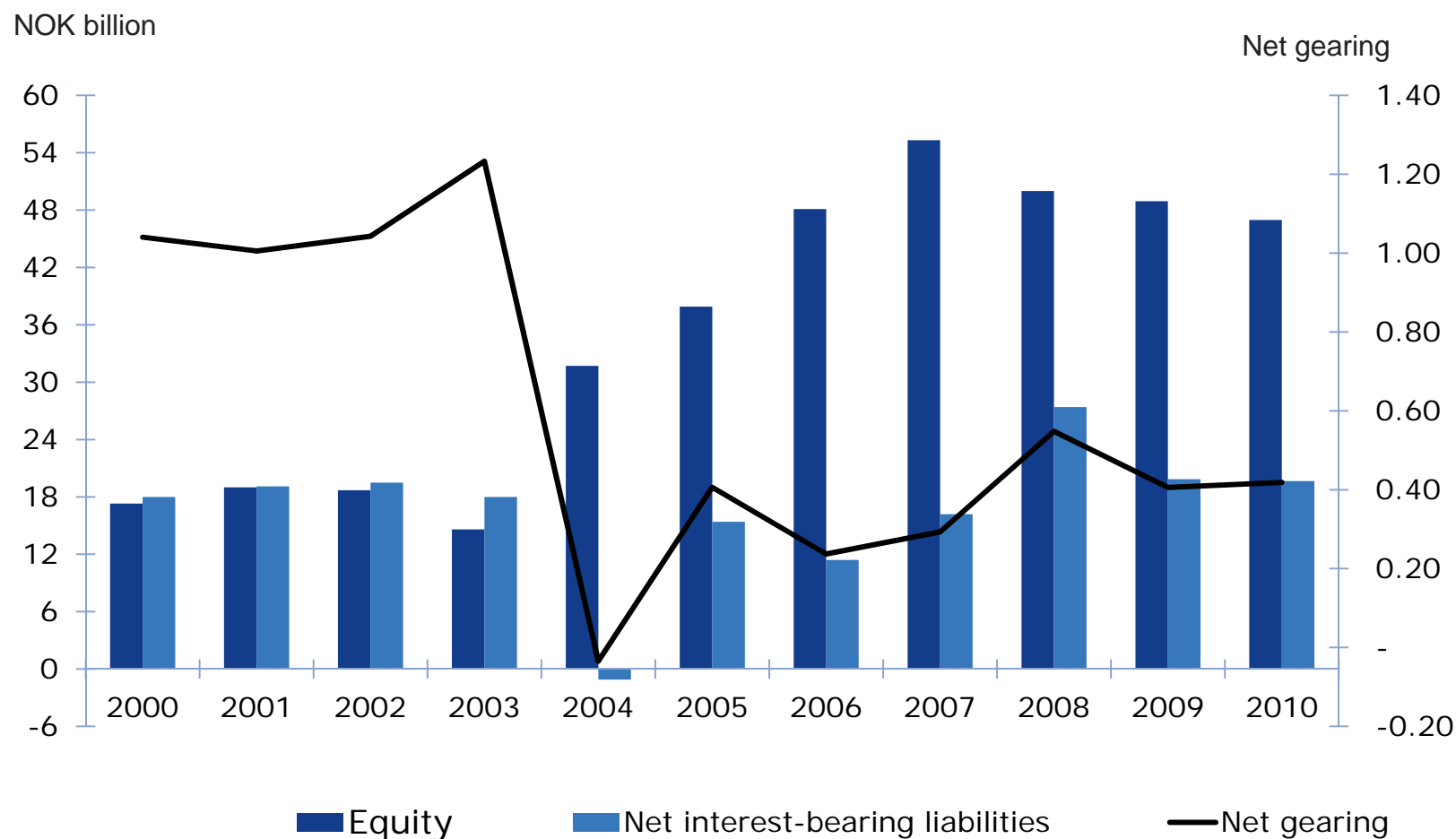


Group income statement

Amounts in NOK million

Q4-10 Q4-09 Change				2010	2009	Change
15 884	13 497	18 %	Operating revenues	57 338	50 233	14 %
1 322	1 161	14 %	EBITA	3 944	3 029	30 %
-15	-60		Amortisation intangibles	-52	-213	
506	2 975		Other revenues and expenses	330	2871	
1 813	4 076		EBIT	4 222	5 687	
- 866	-3 516		Associates	-6 169	-3 919	
73	13		Dividends	522	252	
867	337		Gains and losses/write-downs Share Portfolio	1 772	584	
- 76	- 196		Net financial items	- 327	- 749	
1 811	714		Profit before tax	20	1 855	
-98	558		Tax expenses	-844	276	
1 713	1 272		Profit for the period continuing operations	- 824	2 131	
- 50	- 74		Discontinued operations	- 40	429	
1 663	1 198		Profit for the period	- 864	2 560	
15	28		Minority interests' share of the profit/loss for the period	53	- 31	
1 648	1 170		Majority interests' share of the profit/loss for the period	- 917	2 591	
1.6	1.1		Earnings per share diluted (NOK)	-0.9	2.5	

Net gearing 0.42 – Equity ratio 53.6%



Cash flow as of 31 Dec 2010

	31.12.2010	31.12.2009
Industry division:		
Operating profit	2 940	5 191
Amortisations, depreciations and write-downs	2 503	2 653
Gain, sale of hydro power assets/sold companies		-3 066
Changes in net working capital	-1 462	2 197
Net replacement expenditure	-1 512	-1 173
Cash flow from operations	2 469	5 802
Financial items, net	- 544	-1 261
Cash flow from Industry division	1 925	4 541
Cash flow from Financial Investments	1 236	1 003
Taxes paid	- 686	-1 402
Discontinued operations and other payments	- 620	25
Cash flow before capital transactions	1 855	4 167
Paid dividends	-2 360	-2 354
Net purchases of Orkla shares	138	94
Cash flow before expansion	- 367	1 907
Expansion investment in Industry division	- 509	-1 765
Sale of companies/shares of companies	1 854	5 914
Purchase of companies/share of companies	-2 878	-3 282
Net purchases/sale of portfolio investments	2 130	2 866
Net cash flow	230	5 640
Currency effects of net interest-bearing liabilities	- 34	1 936
Change in net interest-bearing liabilities	- 196	-7 576
Net interest-bearing liabilities	19 652	19 848

Balance sheet as of 31 Dec 2010

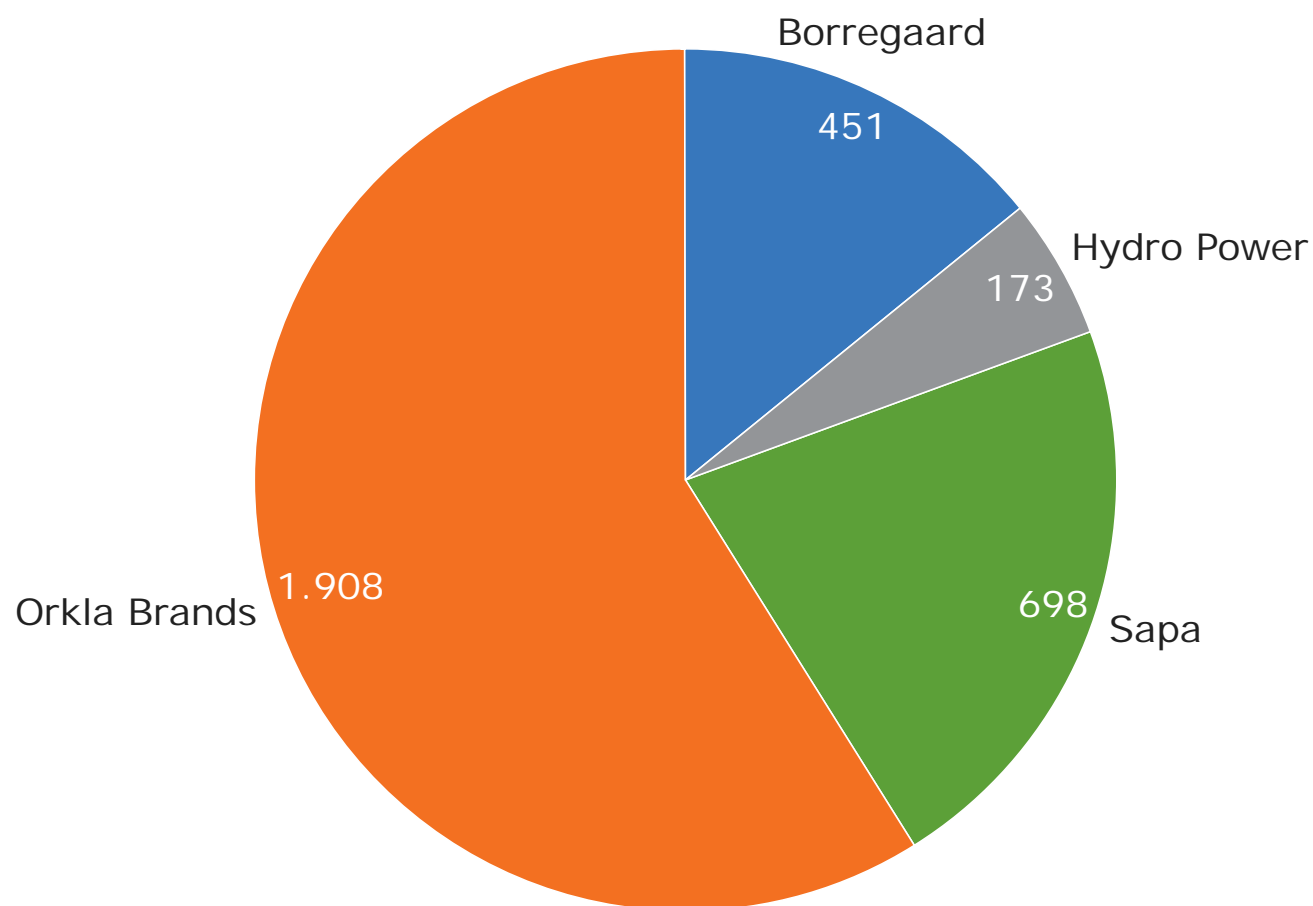
Amounts in NOK million

	31.12.2010	31.12.2009
Intangible assets	12 960	14 731
Property, plant and equipment	17 730	24 694
Financial assets	10 985	15 922
Non-Current assets	41 675	55 347
Assets in discontinued operations	13 891	
Inventories	7 102	7 531
Receivables	10 380	16 568
Share Portfolio etc.	11 674	11 087
Cash and cash equivalents	2 819	4 153
Current assets	31 975	39 339
Total assets	87 541	94 686
Paid-in equity	1 999	1 995
Earned equity	44 567	46 560
Minority interests	365	370
Equity	46 931	48 925
Provisions	4 081	4 339
Non-current interest-bearing liabilities	21 820	29 042
Current interest-bearing liabilities	1 380	1 746
Liabilities in discontinued operations	2 544	
Other current liabilities	10 785	10 634
Equity and liabilities	87 541	94 686
Equity to total assets ratio	53.6%	51.7%



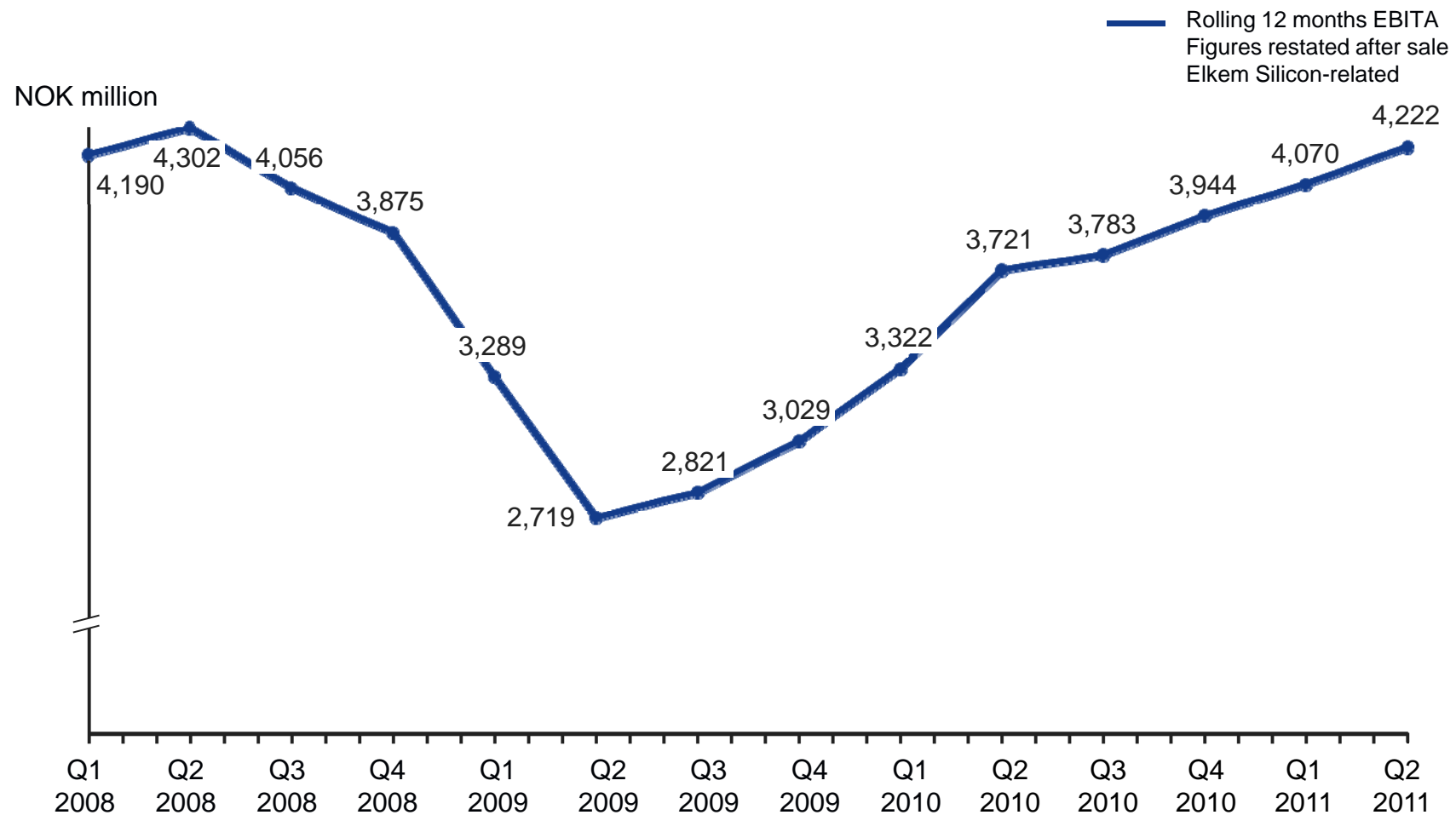
Financial Performance Q3-11

EBITA contribution by segments



Amounts in NOK million at Q3-11

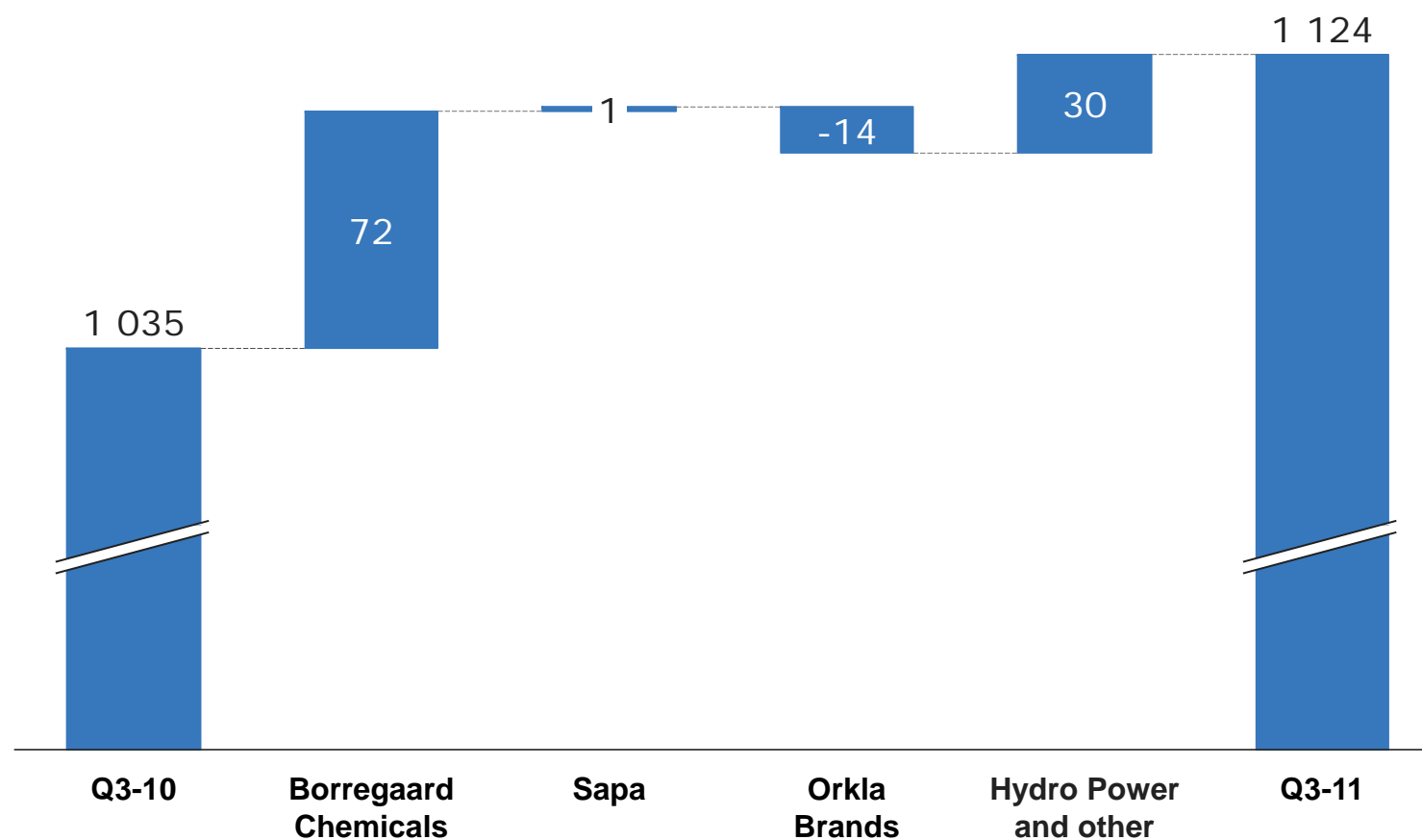
Continued profit growth



Highlights Q3-11

- EBITA growth for the 9th consecutive quarter
 - +9% compared with Q3-10
- Satisfactory performance for Orkla Brands
 - High raw material prices compensated for in the quarter
- Softer markets for Sapa
 - Satisfactory for Profiles North America, weak margins in Europe
 - Softer markets and weaker performance for Heat Transfer Sweden
- Strong results for Borregaard
- Share Portfolio net sales of NOK 2.5 billion YTD
 - Market value at NOK 7.4 billion at 30 Sep 2011
- Write-down of Orkla's investment in REC to share price at 30 Sep 2011 (NOK 1.8 billion)

Change in EBITA Q3-10 to Q3-11



Group income statement

Amounts in mill. NOK

	Q3 2011	Q3 2010	Change
Operating revenues	14 896	14 198	5%
EBITA	1 124	1 035	9%
Amortisation intangible assets	-9	-12	
Other income and expenses	-178	-15	
EBIT	937	1 008	
Profit/loss associates	-1 787	2 089	
Dividends received, gains, losses and write-downs Share Portfolio	- 82	378	
Financial items, net	- 97	- 100	
Profit/loss before taxes	-1 029	3 375	
Taxes	-269	-305	
Profit/loss for the period for continued operations	-1 298	3 070	
Gains/profit discontinued operations	0	42	
Profit/loss for the period	-1 298	3 112	
Earnings per share diluted (NOK)	-1.3	3.1	
Cash flow from operations	1 183	844	
Net interest-bearing liabilities at 30 Sep	8 060	23 983	

Cash flow third quarter

Amounts in NOK million

	Q3-11	Q3-10
Cash flow Industrial Activities:		
Operating profit	942	1 006
Amortisation, depreciations and impairment charges	531	464
Changes in net working capital, etc.	1	- 261
Net replacement expenditure	- 291	- 365
Cash flow from operations	1 183	844
Financial items, net	- 79	- 237
Cash flow Industrial Activities	1 104	607
Cash flow from Orkla Financial Investments	610	105
Taxes paid	- 154	- 102
Discontinued operations and other payments	57	- 830
Cash flow before capital transactions	1 617	- 220
Paid dividends	0	- 128
Net sale/purchase of Orkla shares	0	5
Cash flow before expansion	1 617	- 343
Expansion Industrial Activities	- 288	- 134
Sale of companies/share of companies	0	224
Purchase of companies/share of companies	- 448	- 56
Net sale/purchase of portfolio investments	424	674
Net cash flow	1 305	365
Currency effects of net interest-bearing liabilities	- 147	438
Change in net interest-bearing liabilities	-1 158	- 803
Net interest-bearing liabilities	8 060	23 983

Balance sheet as of 30 Sep 2011

Amounts in NOK million

	30.09.2011	31.12.2010
Intangible assets	13 082	12 960
Property, plant and equipment	17 828	17 730
Financial assets	6 501	10 985
Non-Current assets	37 411	41 675
Assets in discontinued operations	-	13 891
Inventories	8 094	7 102
Receivables	11 019	10 380
Share Portfolio etc.	7 438	11 674
Cash and cash equivalents	8 205	2 819
Current assets	34 756	31 975
Total assets	72 167	87 541
Paid-in equity	1 995	1 999
Earned equity	37 334	44 567
Non-controlling interests	333	365
Equity	39 662	46 931
Provisions and other non-current liabilities	3 511	4 081
Non-current interest-bearing liabilities	16 114	21 820
Current interest-bearing liabilities	1 021	1 380
Liabilities in discontinued operations	-	2 544
Other current liabilities	11 859	10 785
Equity and liabilities	72 167	87 541
Equity ratio	55.0%	53.6%

Information per business are



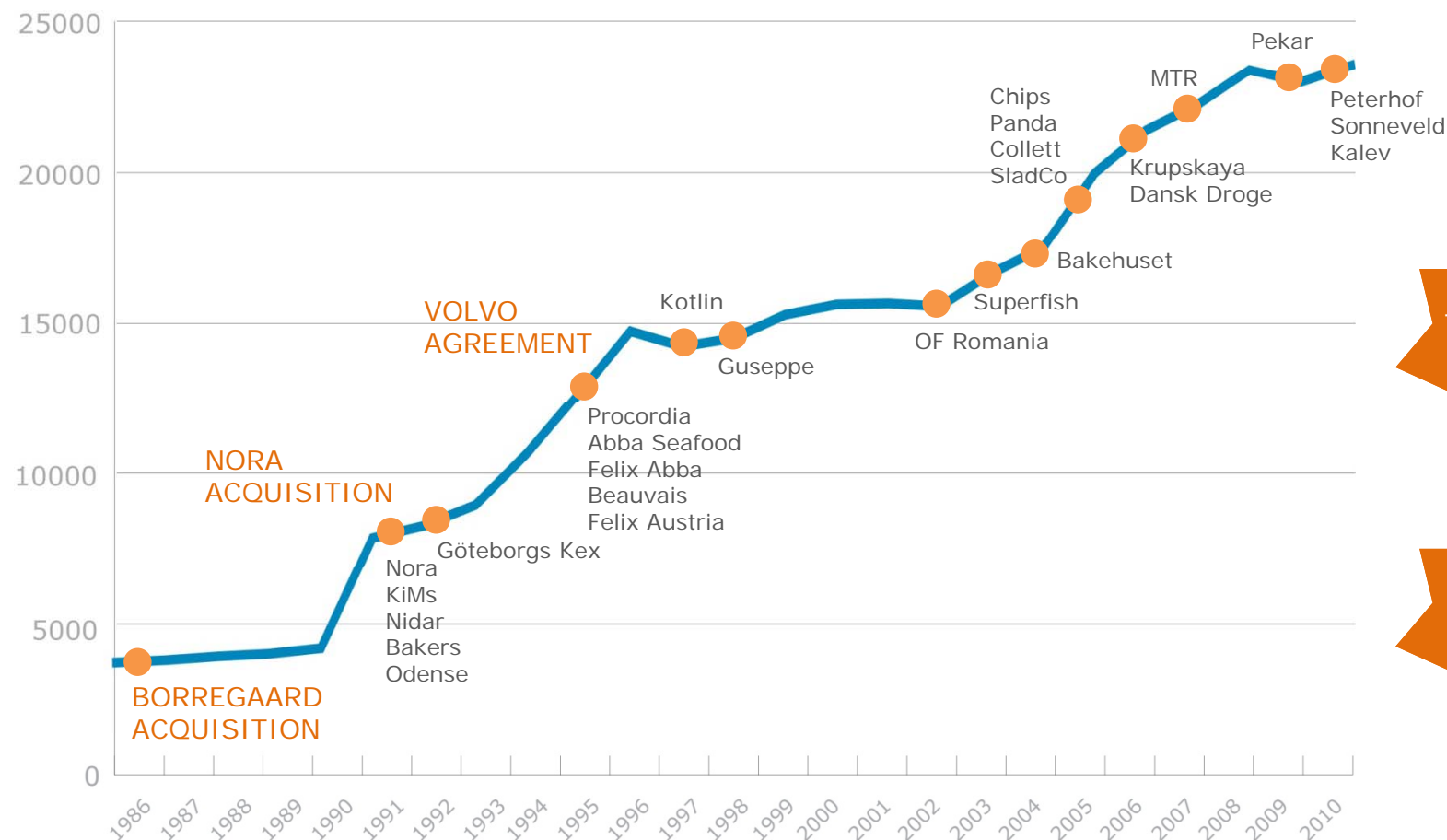


Orkla Brands

25 years of 8% revenue growth

Turnover, NOK million

 CAGR
1986-2010



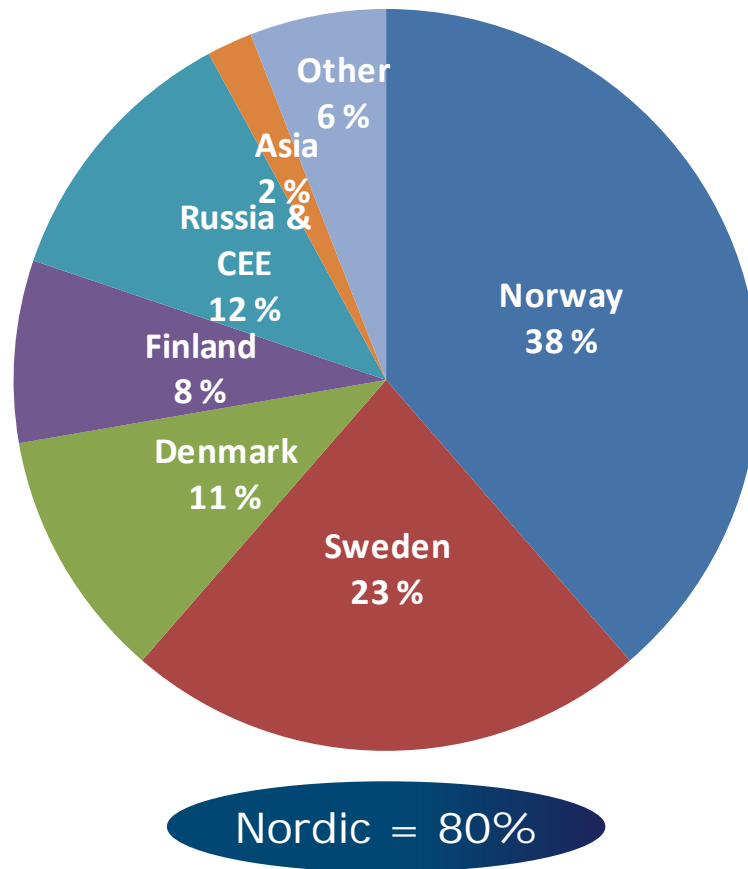
Turnover:
+ 8%

EBITA:
+ 12%

CAGR: Compound Annual Growth Rate

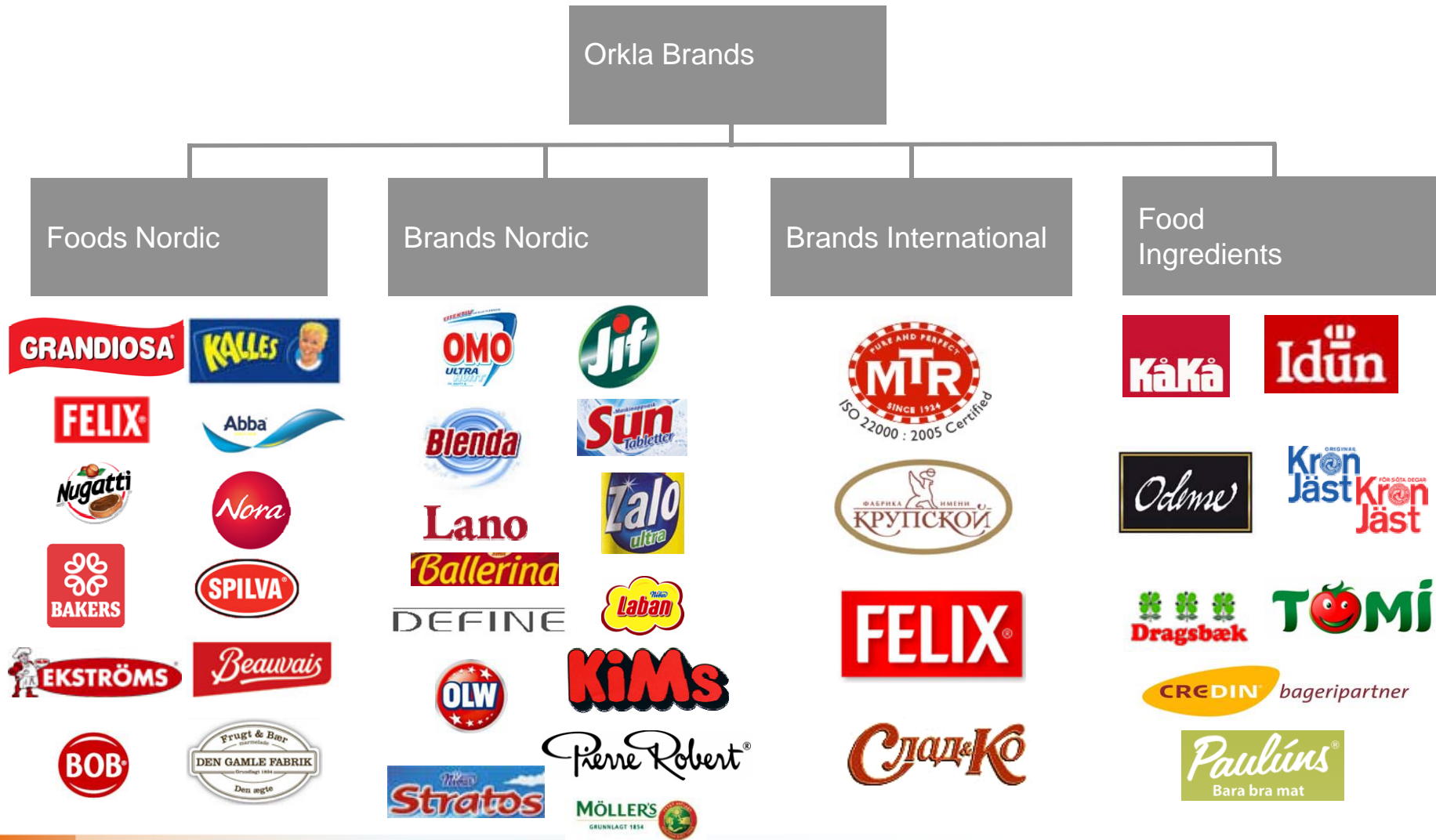
Majority of turnover is derived through B2C in the Nordics

Share of turnover 2010



Key figures (NOK million)	2010
Turnover	23 627
EBITA	2 967
Man-years	13 918

80% of turnover from leading market positions



Leading local brands in Norway

Market shares

Stabburet

80%



Dr. Oetker

14%



Lilleborg

78%



P&G

6%



Source: ACNielsen

Leading local brands in Sweden

Market shares

Procordia

55%



Heinz

33%



Göteborgs Kex

12%



Kraft

1%



Source: ACNielsen

Leading local brands in Denmark & Estonia

Market shares

KiMs

47%

Denmark



Frito-Lay

9%



Kalev

35%

Estonia



Mars

6-7%



Kraft

3-4%



Source: ACNielsen

Competitors

General characteristics of competitors

- International or global in scope
- Far bigger than our own operations
- Focus on global power brands
- Pursuing a “race for scale” (primarily upstream)
- Centrally led, with local “go to market” organizations



Examples of main competitors

Categories

Detergents
Personal Care
Biscuits
Confectionery
Dietary Supplements
Textiles
Snacks
Frozen pizza
Ketchup
Dressings
Preserved vegetables
Jam/Marmalade
Caviar (cod roe spread)

Competitors

P&G, Reckitt Benckiser, Colgate-Palmolive, Sara Lee
P&G, Colgate-Palmolive, L'Oréal
Kraft Foods
Kraft Foods
Midelfart Sonesson, Cederroth
H&M, Lindex
Maarud/Estrella
Dr. Oetker, Wagner
Heinz
Mills, Heinz, Unilever, Kraft Foods
Mainly local
Mainly local
Mills, Kavli, Private Label



Growth through allocating capital within branded goods

Orkla Brands – strategic direction

- Growth strategy; a combination of organic growth through existing businesses and acquisitions, primarily in markets in which Orkla Brands is already present
- Continue to operate on the basis of The Multi-Local Model where responsibility for value creation lies within each individual company
- Achieve high and durable value creation by delivering products that consumers and retailers "can't do without"
- Focus continuously on cost-effectiveness throughout the value chain

Strategic and financial targets

- Annual **EBITA growth of 10%** through a balanced split between organic and structural growth
- Profitable **structural growth** through increased scale in existing geographies
- Create **category growth & achieve volume growth** that exceeds market growth
- Underlying **improvement in operating margin**
- Cash flow **in line with EBITA** (over time)

Local scale is the core of our strategy

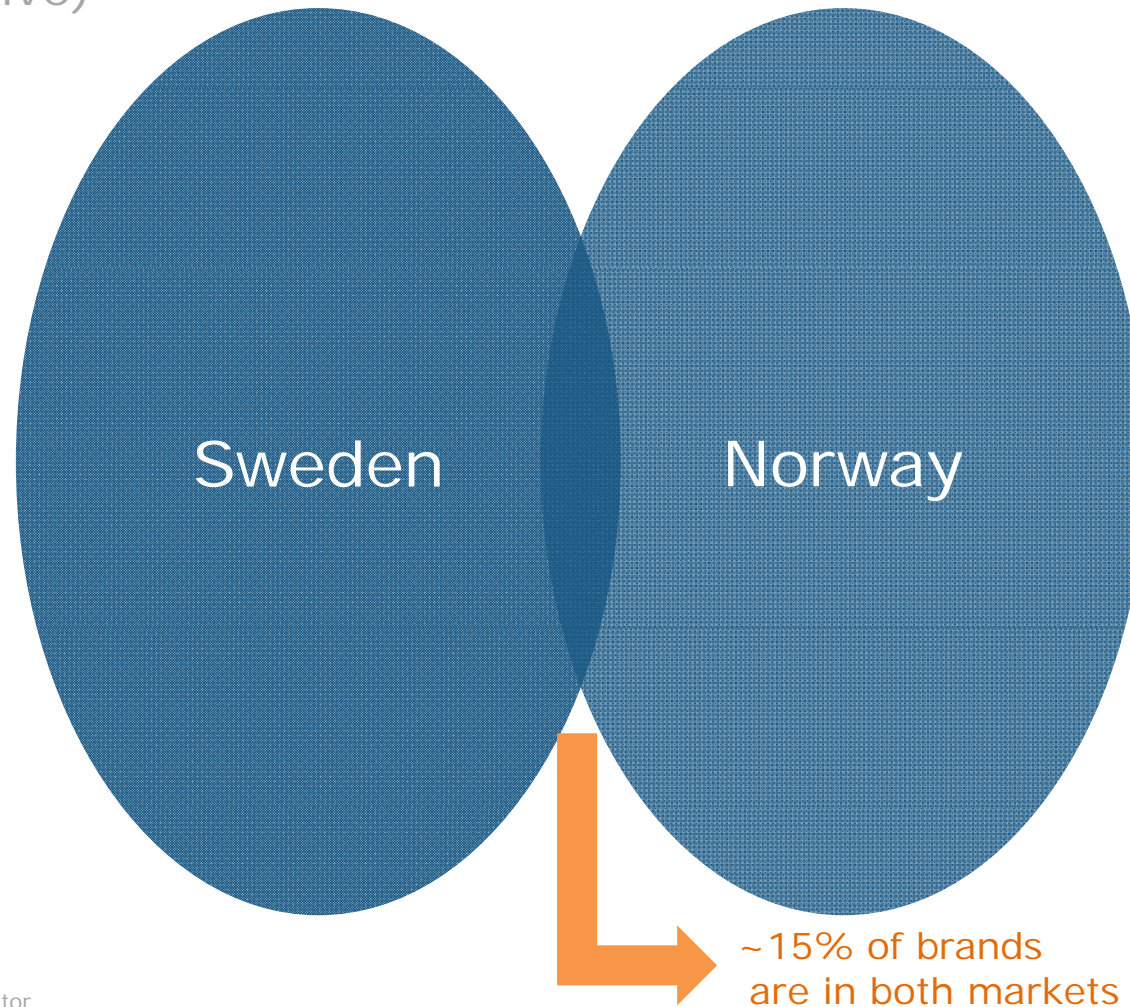


The Multi-Local Model is uniquely positioned to...

- ...create competition barriers by satisfying local customer preferences
- ...create more value through innovation and synergy extraction than local firms can achieve alone

Most markets are local, example: Chocolate in Norway & Sweden

(Illustrative)



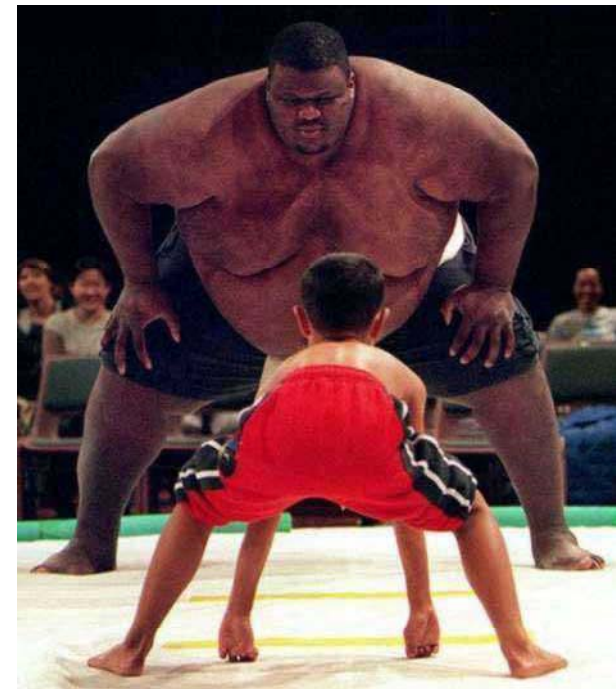
Source: Euromonitor

Characteristics for defining a relevant geographical market

- Local tastes and preferences
- Predominantly local assortments
- Locally based mass media
- Leadership network
- Could be national, regional or even purely local

Orkla Brands' competitive advantages

- Strong consumer loyalty to our local brands
- We always operate in home markets (Multi-Local Model)
- Attract and develop the best leaders through broad value chain exposure and career
- Complete local value chains
- Superior local consumer insight as a base for stronger innovation track record
- Strong position in trade
- Attractive buyer of locally based businesses



Acquisitions > NOK 100 million, 2004-2010

Enterprise value, NOK million

• Chips	3 060
• Dansk Droge	928
• Sladco	713
• Collett Pharma	535
• Panda	494
• MTR	482
• Krupskaya	339
• Peterhof	263
• Kalev	257
• Bakehuset	257
• Sonneveld	217
• Brinkers Romania	153
• Pekar	122
• Ardealul Romania	112
• Saarionen (vegetables)	112
• Nutrilett (brand)	110

SUM 8 154



KiMs



Sonneveld
share the ambition



Geographical priorities for acquisitions

Increase scale in existing geographies

- a) Norway, Sweden, Denmark and Finland
- b) Estonia, Latvia and Lithuania
- c) South-India and regions in Russia



Product category search criteria

- Localness
 - Are there locally distinguishable preferences?
- Size and growth dynamics
 - Is the category sufficiently large/too large?
 - Is the category supported by key trends?
- Synergy potential
 - How can we add value to the category?
 - What synergies can we realize?
- Competition
 - What is the market structure like (international players)?

Company search criteria

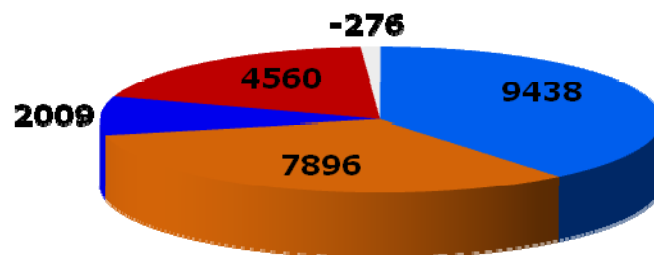
- It is easier to turn a “good” company into a “great” company than to transform a “weak” company into a “good” company
- We have few general preferences with regards to specific product category criteria - they must be assessed for each relevant geography



Financial results 2010 and Q3-11

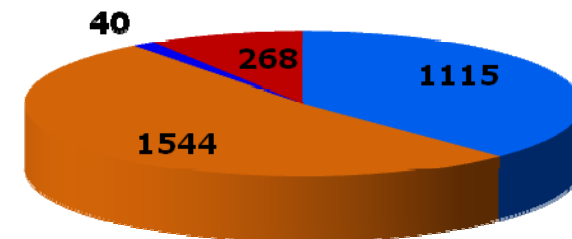
Operating revenues and EBITA 2010

Operating revenues per area



■ Foods Nordic
■ Brands International
■ Brands Nordic
■ Food Ingredients
 Eliminations

EBITA per area



■ Foods Nordic
■ Brands International
■ Brands Nordic
■ Food Ingredients

Brands - Highlights 2010

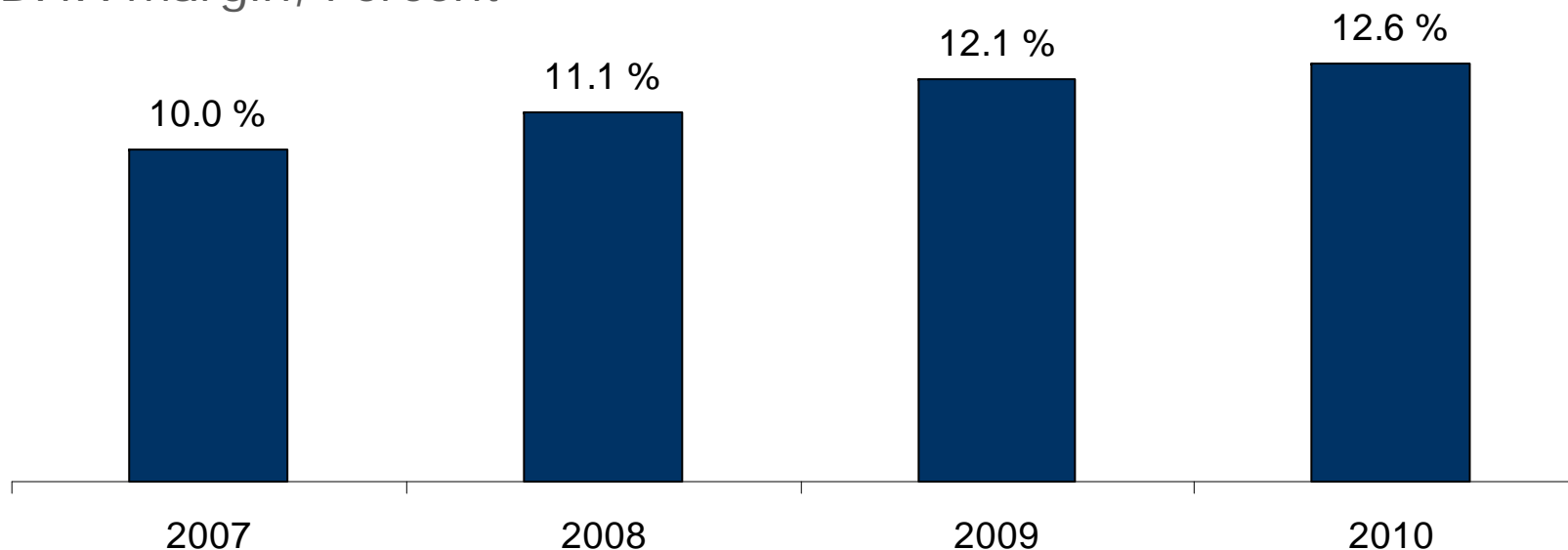
- Underlying EBITA growth of 7%
- EBITA-margin 12.6%
 - Increase in raw material prices
- Improved quality of earnings versus 2009
 - Volume growth, increased marketing investments and improved market shares
- Challenging markets outside the Nordics and within out-of-home in the Nordics
- Strong contribution from cost improvement programmes
- Several important add-on acquisitions

Operating revenues	2010	2009	Change
Orkla Brands	23 627	23 046	3 %
Orkla Foods Nordic	9 438	9 754	-3 %
Orkla Brands Nordic	7 896	7 722	2 %
Orkla Brands International	2 009	1 939	4 %
Orkla Food Ingredients	4 560	3 966	15 %
Eliminations Orkla Brands	- 276	- 335	-18 %

Operating profit - EBITA	2010	2009	Change
Orkla Brands	2 967	2 793	6 %
Orkla Foods Nordic	1 115	1 088	2 %
Orkla Brands Nordic	1 544	1 380	12 %
Orkla Brands International	40	89	-55 %
Orkla Food Ingredients	268	236	14 %
EBITA margin (%)	12,6	12,1	

Strong local brand positions – high margin level

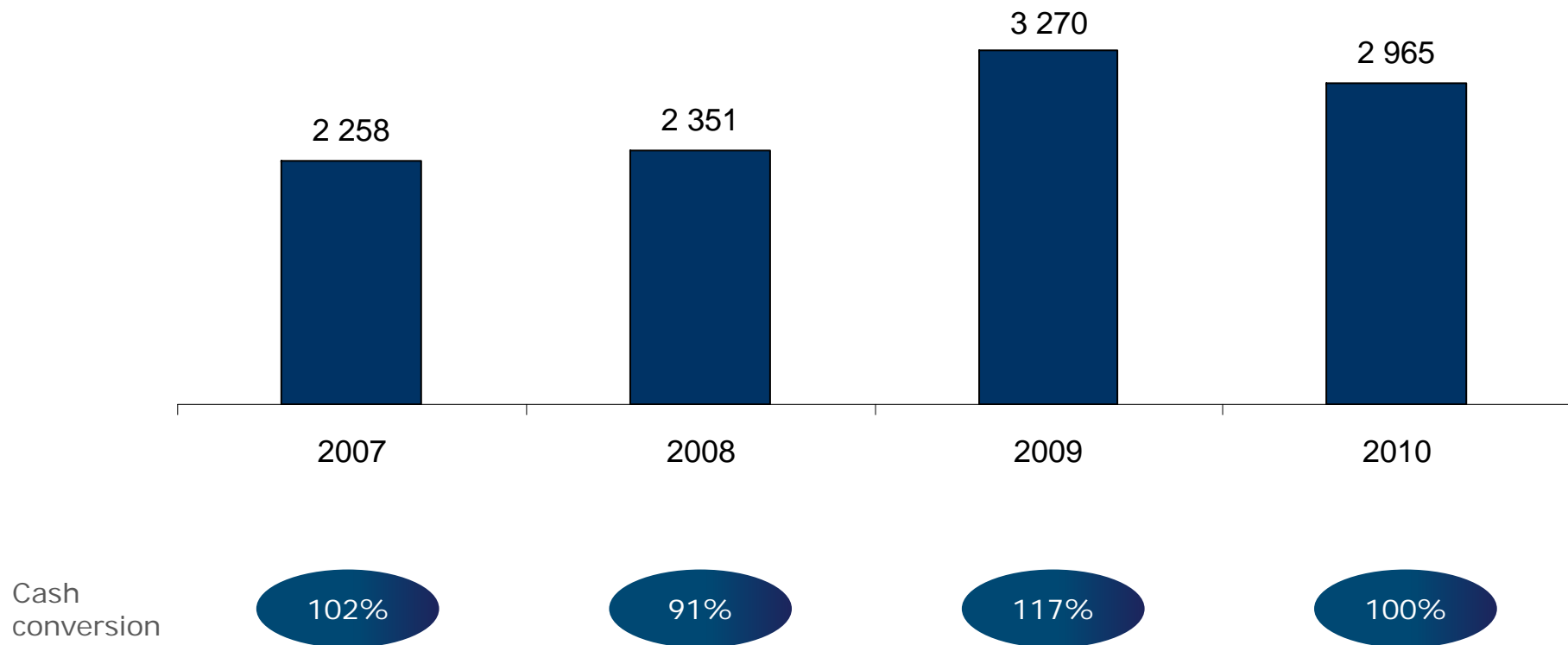
EBITA margin, Percent



EBITA margin	2010
Orkla Foods Nordic	12.1 %
Orkla Brands Nordic	19.6 %
Orkla Brands International	2.0 %
Orkla Food Ingredients	5.9 %
Orkla Brands	12.6 %

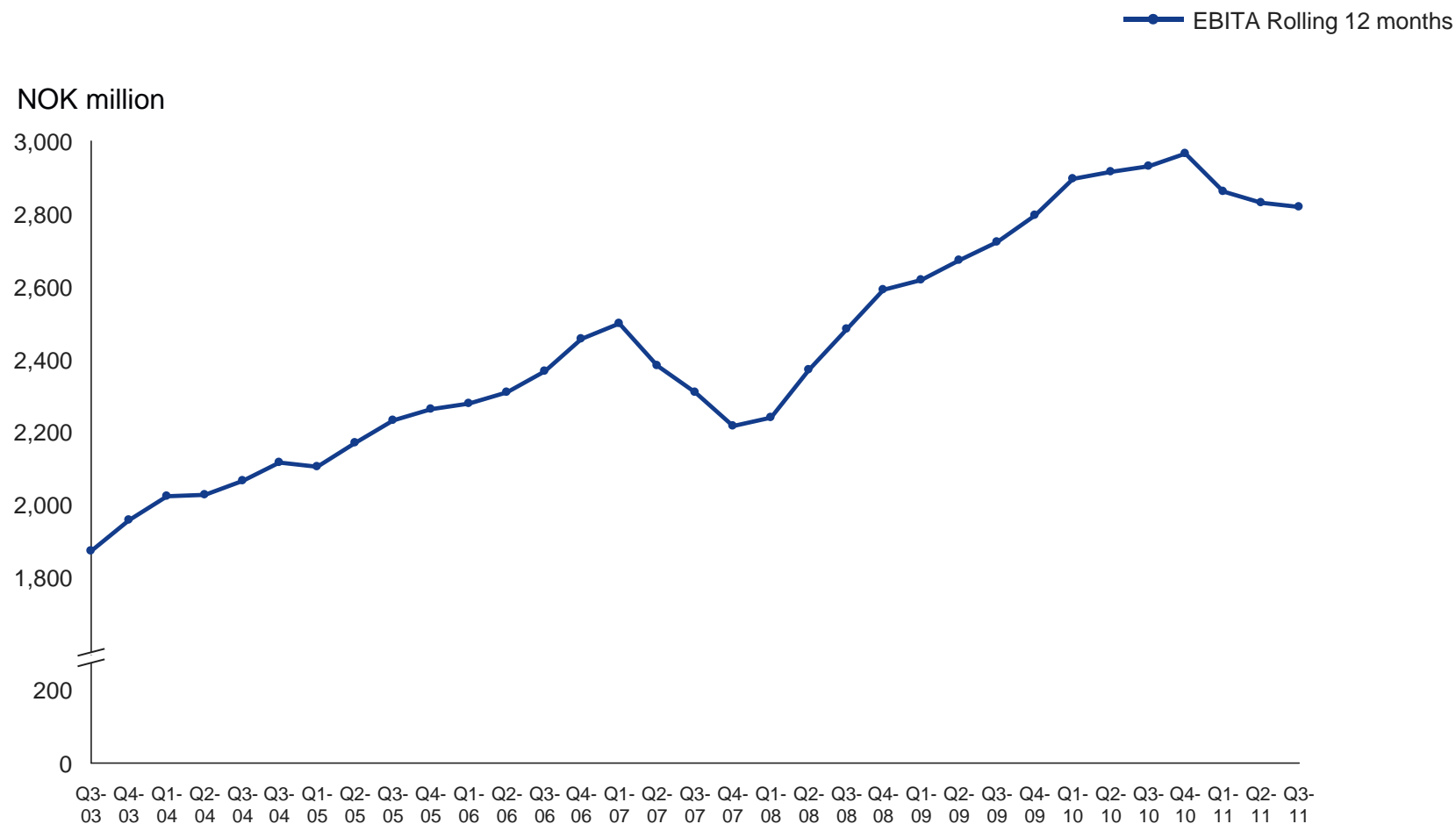
Solid cash flow over time

Cash flow, NOK million

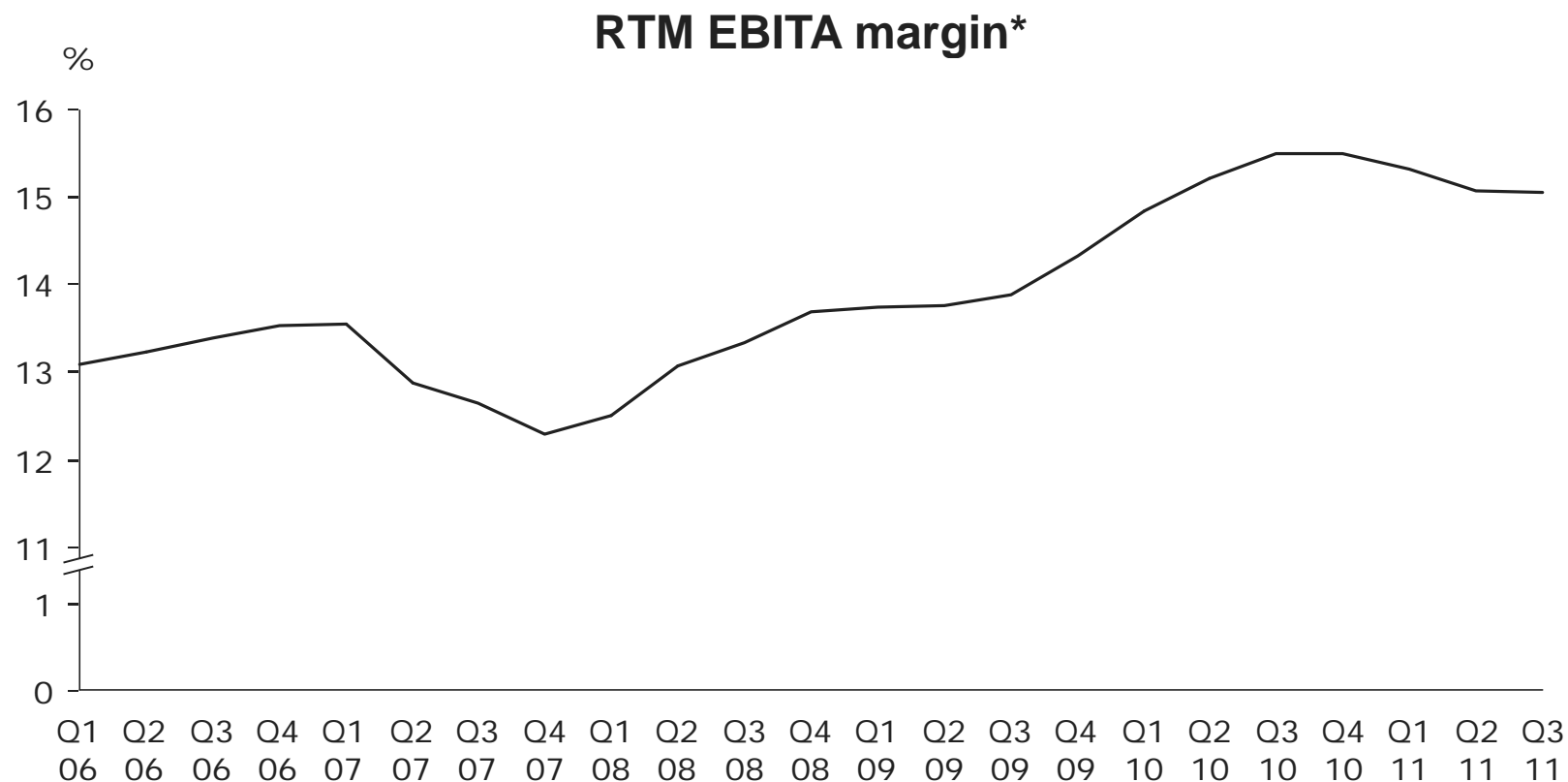


Cash conversion = cash flow from operations before tax / EBITA

Consistent long-term performance



Margins stabilised at a higher level in the Nordic FMCG companies



* Orkla Brands Nordic and Orkla Foods Nordic

Q3-11:

Profit in line with last year, in spite of weak markets and higher raw material prices

- Top line growth of 4%* related to price increases – to offset higher raw material prices
- Margins stabilised
- Russian business improving – integration proceeding as planned
- Challenging market conditions, especially for Food Ingredients

Operating revenues	Q3-11	Q3-10	Change
Orkla Brands	6 030	5 804	4%
Orkla Foods Nordic	2 242	2 267	-1%
Orkla Brands Nordic	1 947	1 939	0%
Orkla Brands International	498	464	7%
Orkla Food Ingredients	1 418	1 201	18%
Eliminations Orkla Brands	- 75	- 67	

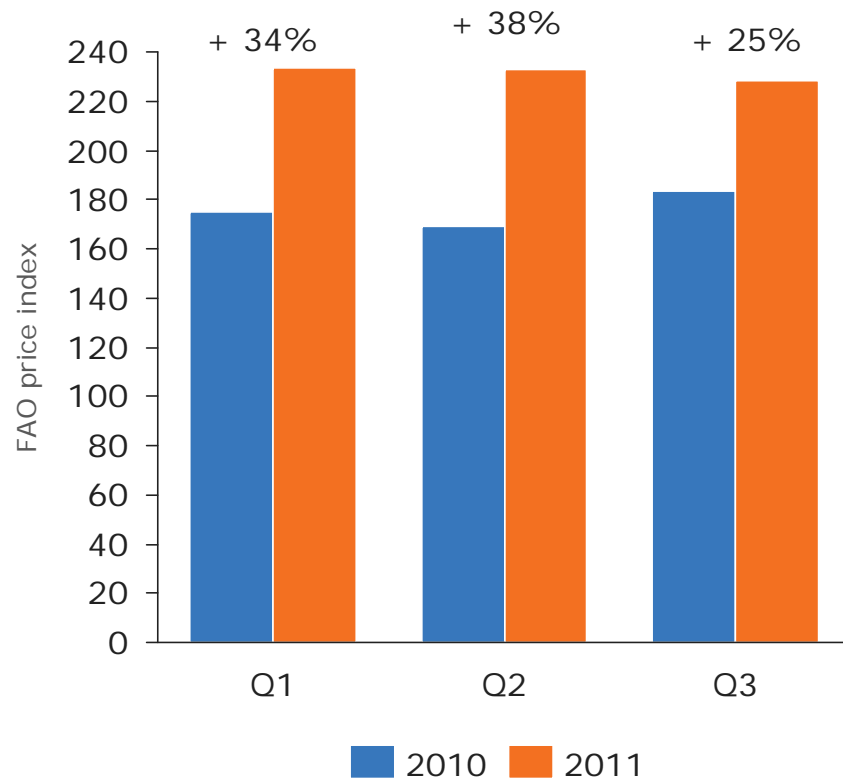
Operating profit - EBITA	Q3-11	Q3-10	Change
Orkla Brands	762	776	-2%
Orkla Foods Nordic	262	290	-10%
Orkla Brands Nordic	428	418	2%
Orkla Brands International	10	0	
Orkla Food Ingredients	62	68	-9%

EBITA margin (%)	12.6	13.4	
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* Underlying growth

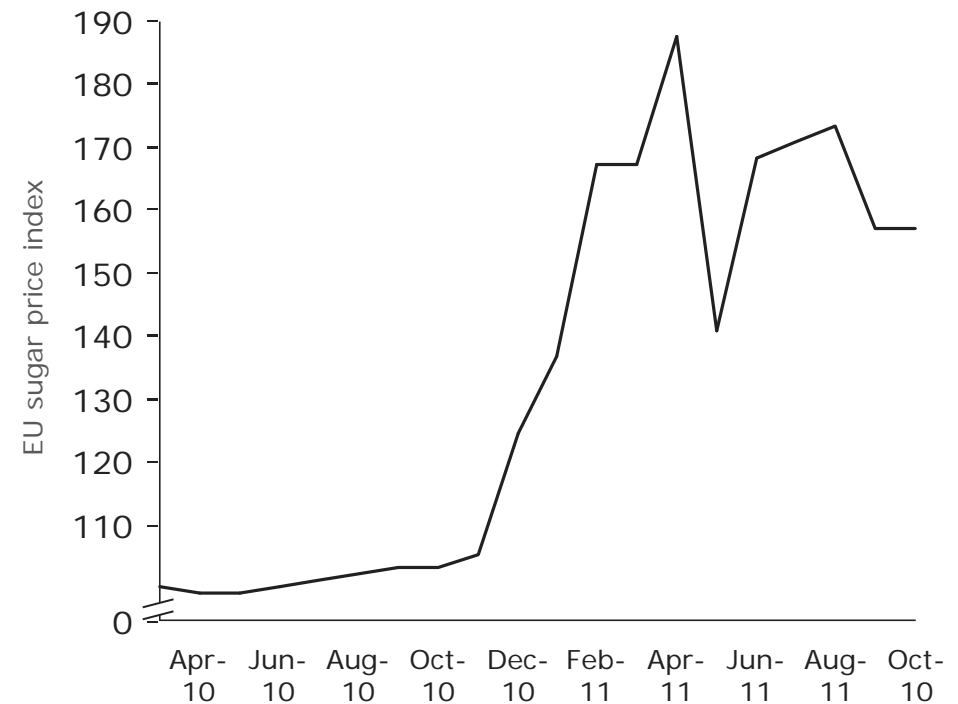
Higher raw material prices in 2011 than in 2010

FAO price index: higher price levels each quarter in 2011 than in 2010



Source: FAO

EU sugar: 50% higher prices than last year



Source: Kingsman

Orkla Brands' 10 biggest raw material groups

	Groups
1	Vegetable oil
2	Flour, grain and bakery mix
3	Sugar
4	Meat, cut and trimming
5	Cheese
6	Cocoa & chocolate
7	Fruit and berry
8	Spice, dry herb and extract
9	Pelagic
10	Tomato paste



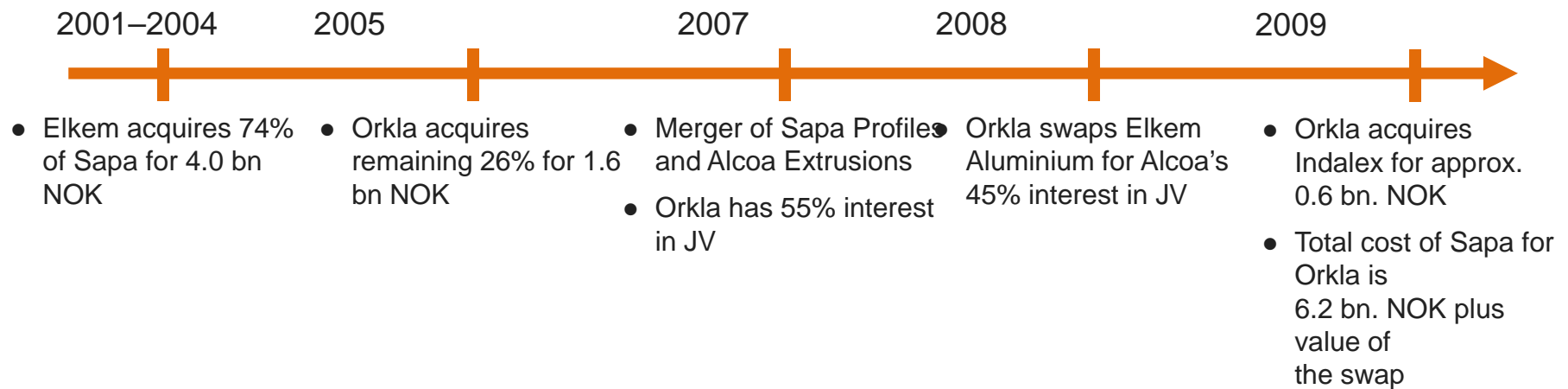


Sapa

The Sapa growth story

Sapa sales 1999
10.5 bn. NOK

Sapa sales 2010
27.7bn. NOK



Sapa operates with three focused business models



Sapa Profiles

The world's leading producer of extruded profiles – including extensive value-added operations

Sales 2010: 21.7 bn NOK

No of Employees: 12,100

Market Share: 14% in Europe and 26% in North America



Sapa Building System

One of the three largest suppliers of profile-based building systems in Europe

Sales 2010: 2.3 bn NOK

No of Employees: 1,100

Market Share: Up to 40% for specific markets in Europe, 6% for total Europe



Sapa Heat Transfer

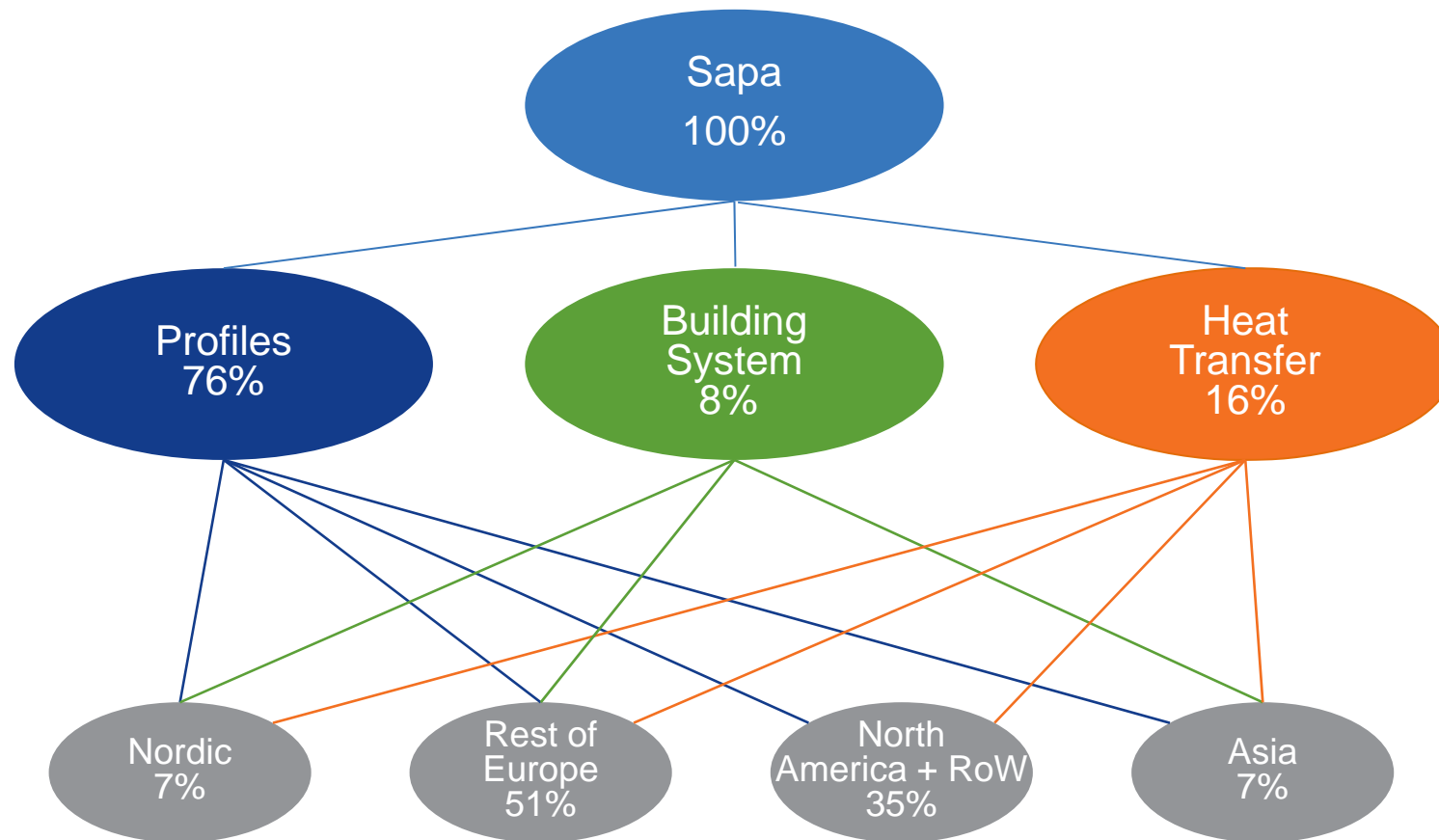
The world's leading producer of strip for heat exchanger strip to the automotive industry

Sales 2010: 4.5 bn NOK

No of Employees: 1,400

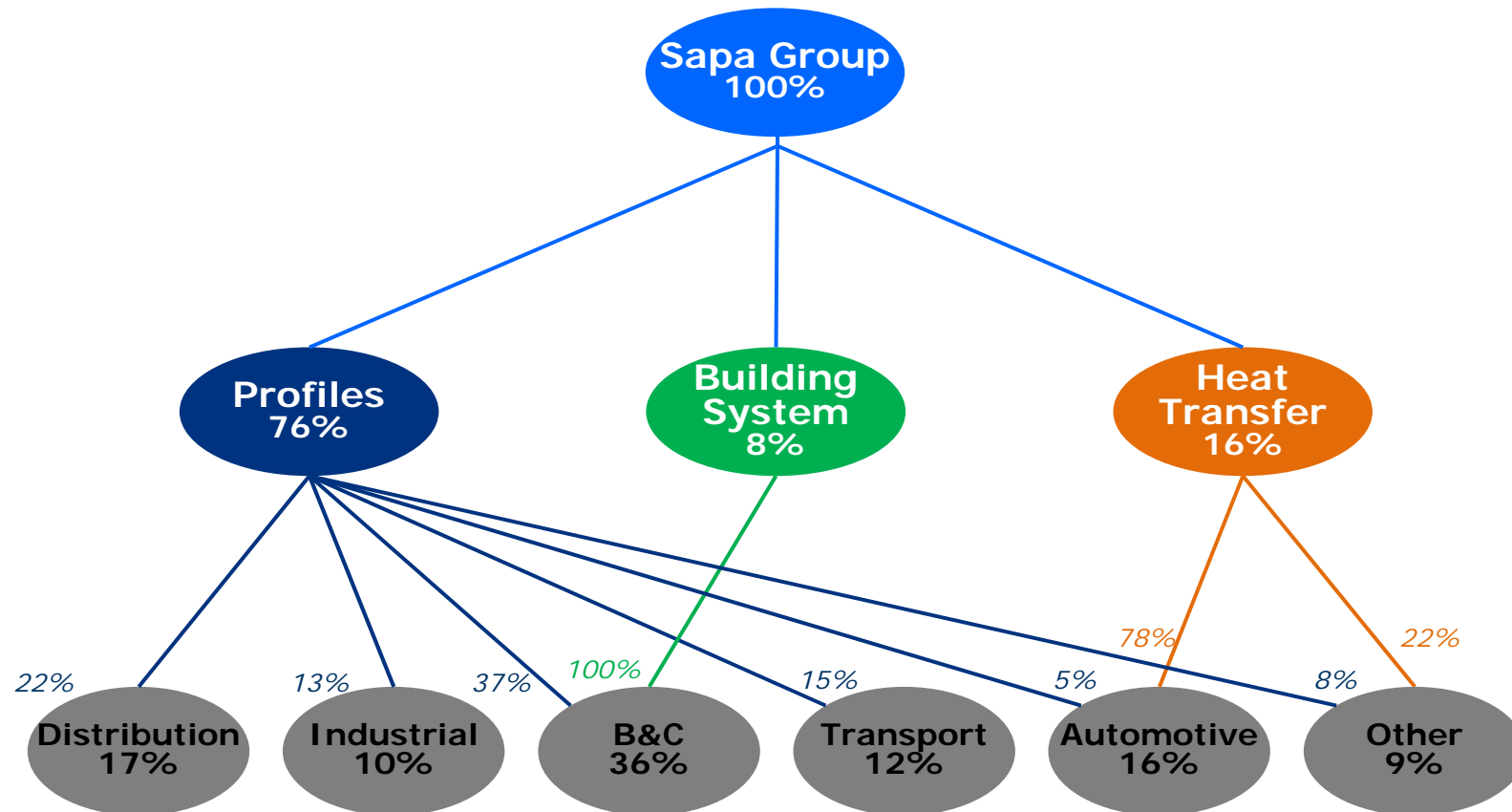
Market Share: 20% globally

Sapa delivers to several markets



Sapa is exposed to a large number of end-user markets

Sales Split by Business Area & End-Use Market 2010



Sapa in 2005

– a mid-sized European company



Sites: 18
Sales: 12 500 MNOK
FTE: 8 000

Sapa today – a global company



Sites: 65
Sales: 27 700 MNOK
FTE: 14 800

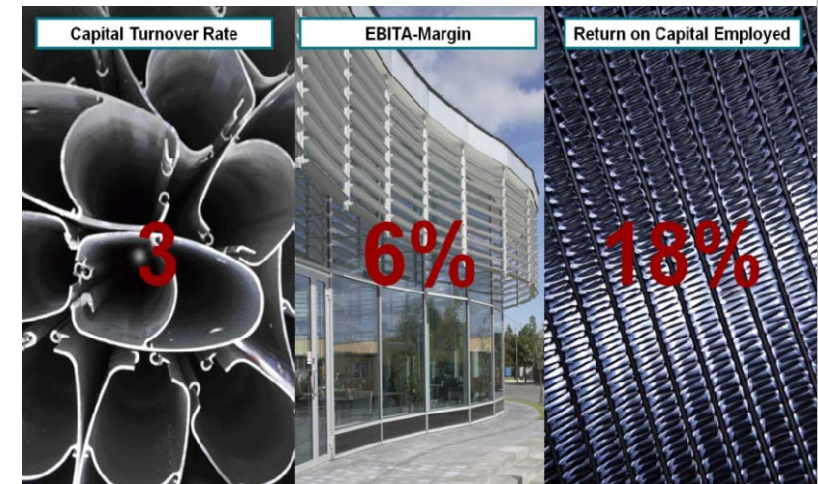
Strategic direction: Focusing on value enhancement through operational improvements

Strategic priorities

- Strong focus on operational execution to reach financial targets
- Integrating our Asian operations
- Strengthening our organization

Sapa is outside Orkla's long-term growth scope

- Limited capital allocation



Significant value creation potential

Operational improvements

- Realistic EBITA margin target of 6%
- Proven results for the North American operations - now focusing on Europe

The extrusion markets are still below mid-cycle levels

Footprint established in Asia, focus on ramp-up and integration





Significant progress for the NA operations – now focusing on Europe

Sapa's financial goals remain firm

Capital Turnover Rate

3

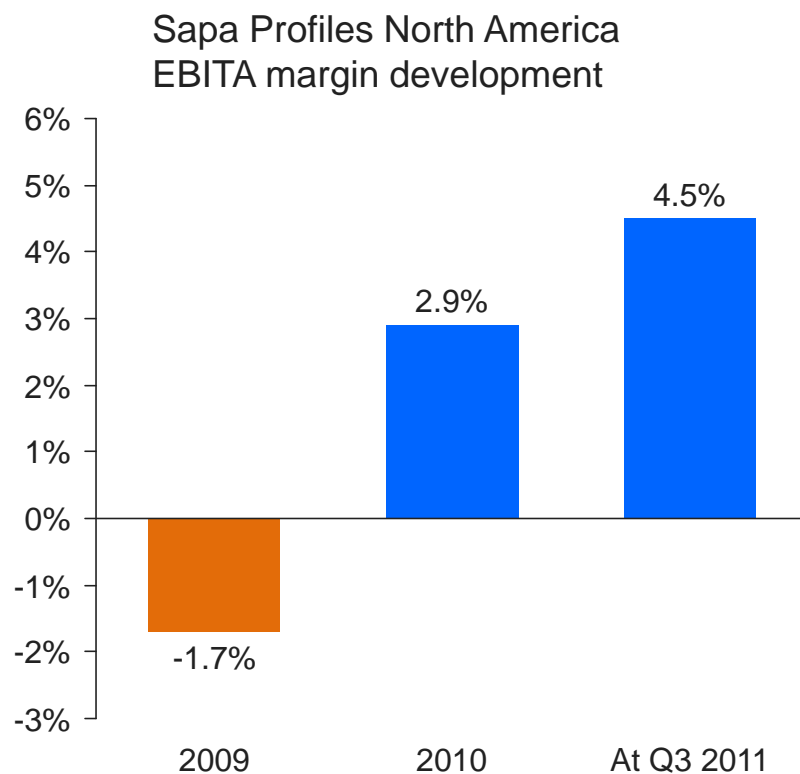
EBITA-Margin

6%

Return on Capital Employed

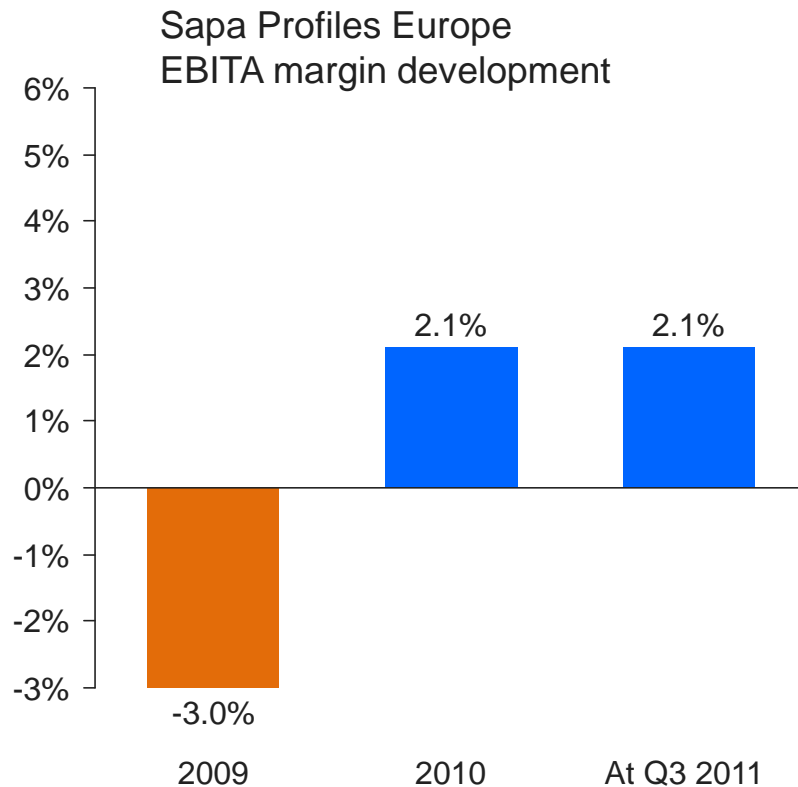
18%

Significant progress towards 6% target in North America



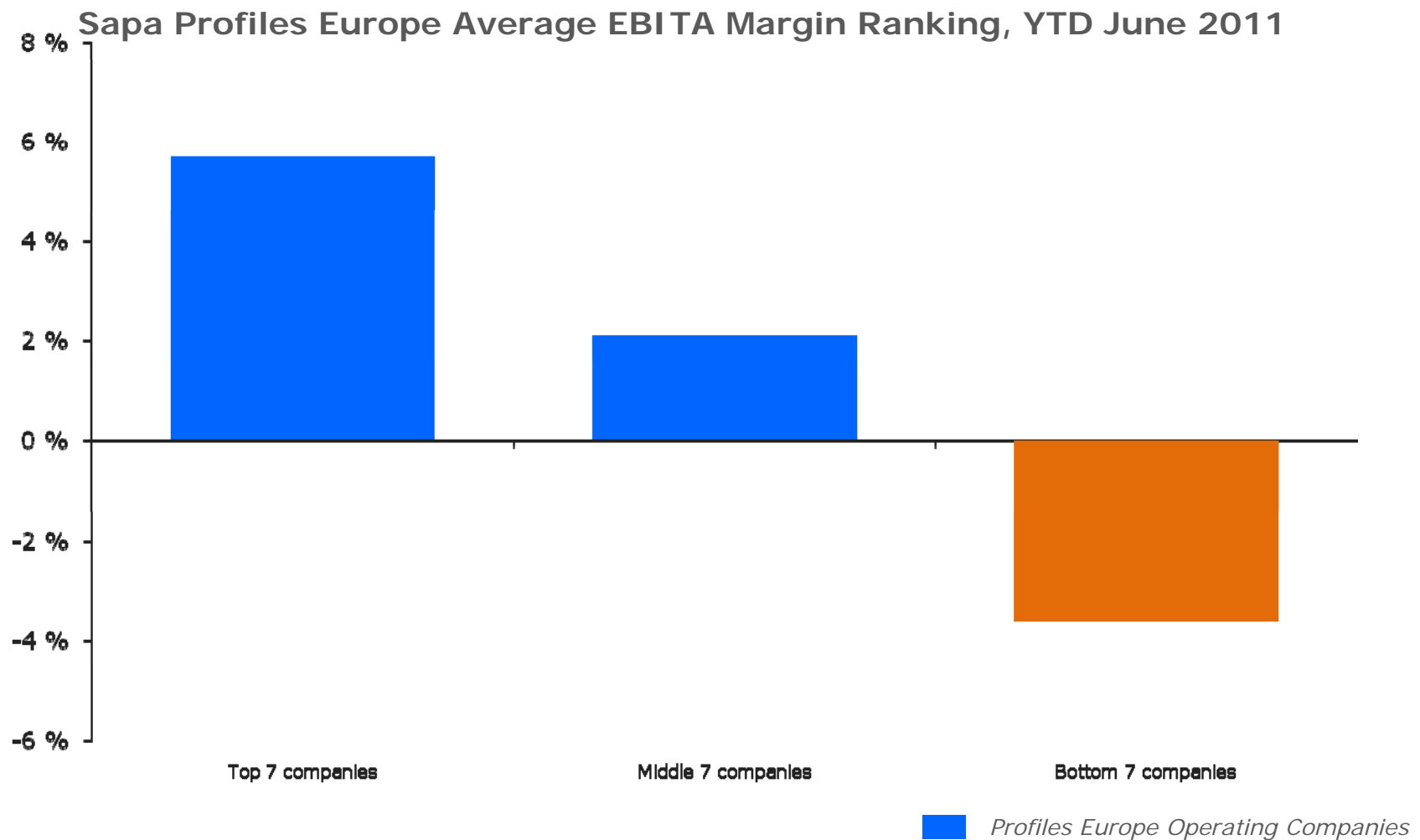
- Significant progress towards 6% target, despite weak markets
- More than 80% of profit growth from internal improvement
- Synergies and strategic initiatives continue to drive margin growth

Several actions initiated to improve the European operations



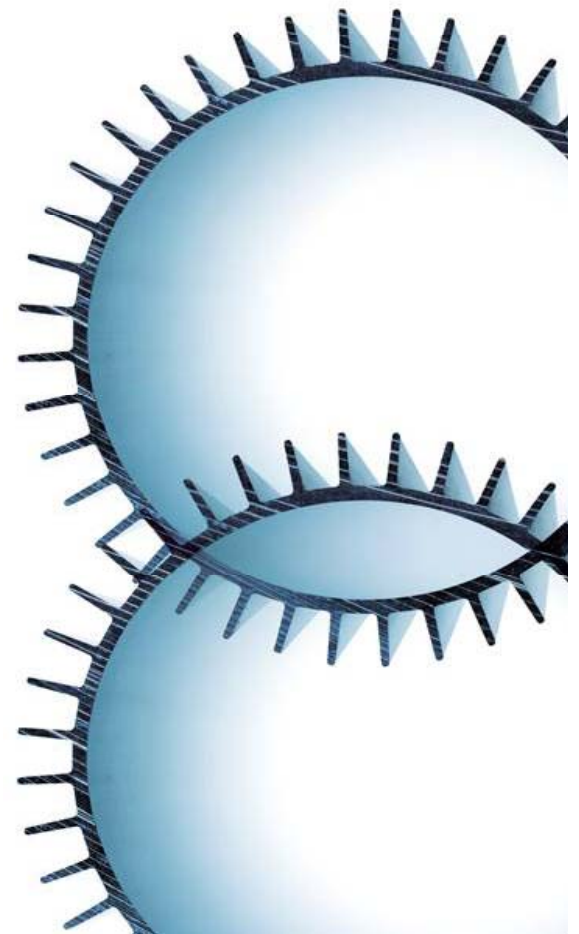
- Volumes improved, however weak results
- Restructuring programme with annual effect during 2012
- Transfer of the learning and experience from the NA operations to the Europe operations

Significant potential for improvement



Strengthening restructuring programmes

- Restructuring programmes in Europe according to plan
 - Portugal and Denmark implemented
 - Proposal of closure of extrusion activities in Ghlin, Belgium have been accepted - social plan to be formally signed 27 October
- Additional actions taken in Q3-11 as well as further measures planned for Q4-11
- Estimated annualised cost improvement increased to NOK 250-300 million, with effect in 2012





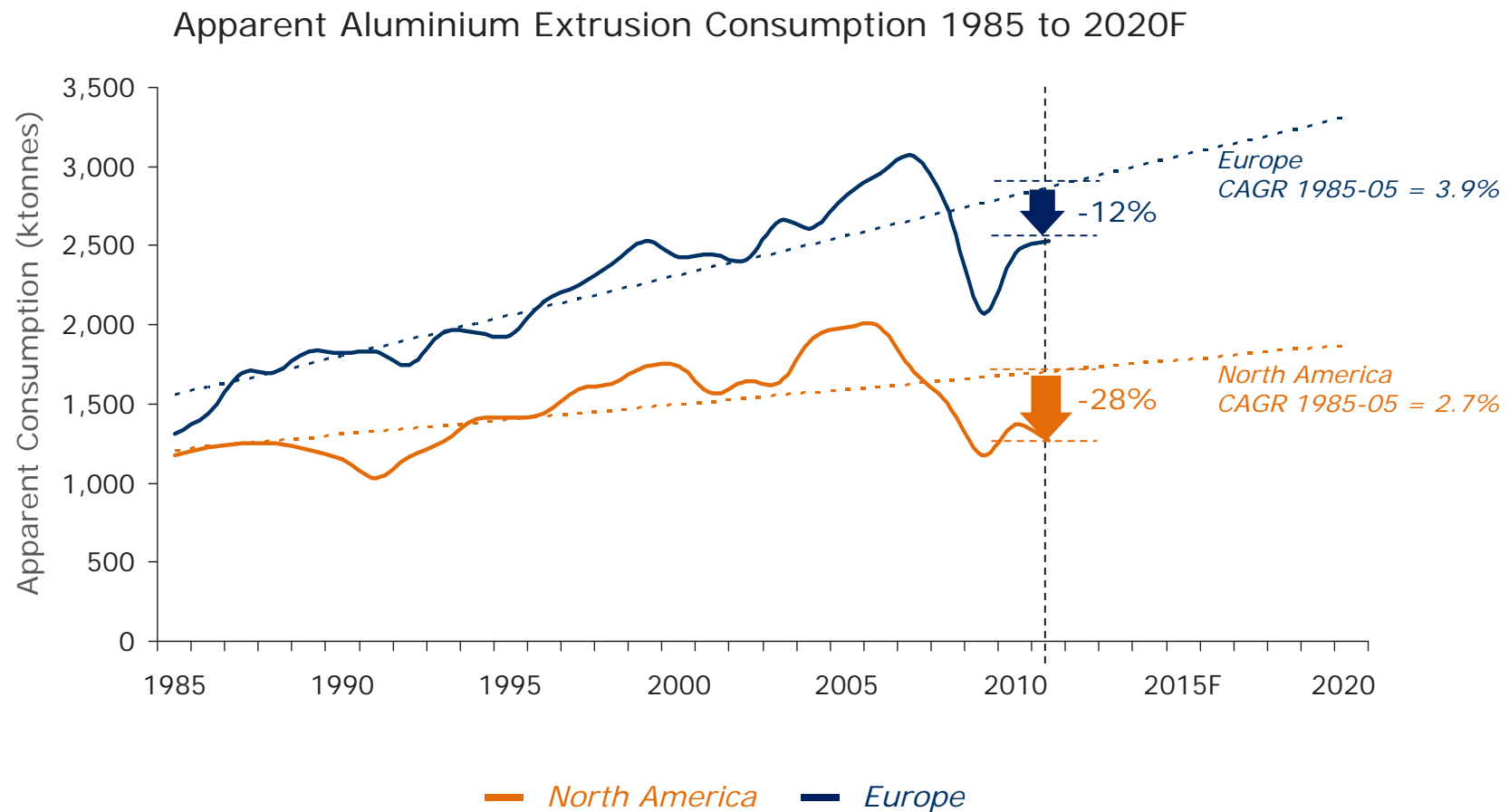
Financial results

Expectations of the underlying market growth for full year 2011 have decreased during Q3

Expected Development by Geographic Region & End-Use Market 2011 vs. 2010

						
	Distribution	Industrial	Com. B&C	Res. B&C	Transport	Automotive
North America	 0% to 5%	 0% to 5%	 5% to -10%	 5% to -10%	 10% to 15%	 0% to 5%
Europe	 0% to 5%	 0% to 5%	 0% to -5%	 0% to -10%	 0% to 5%	 0% to 5%
China	N/A	 10% to 15%	 10% to 15%	N/A	 5% to 10%	 5% to 10%

Extrusion consumption still well below mid-cycle levels



Source: European Aluminium Association, Aluminum Association, and Sapa Analysis

Softening markets in Q3-11

- Satisfactory performance for the North American operations
- Continued weak development and margins for Profiles Europe
- Softening markets for Heat Transfer and weaker operational performance in Sweden
- Footprint established in Asia, focus on integration

Amounts in NOK million

Operating Revenues	Q3-11	Q3-10	Change
Sapa	7 621	7 024	8%
Profiles	6 077	5 577	9%
Heat Transfer and Building System	1 762	1 648	7%
Eliminations	- 218	- 201	

EBITA	Q3-11	Q3-10	Change
Sapa	163	162	1%
Profiles	119	99	20%
Heat Transfer and Building System	44	63	-30%
EBITA margin (%)	2.1	2.3	

Reported figures 2010

Operating Revenues	2010	2009	Change
Sapa	27 684	20 803	33 %
Profiles	21 671	15 621	39 %
Heat Transfer and Building System	6 814	5 856	16 %
Eliminations	- 801	- 674	

EBITA	2010	2009	Change
Sapa	744	- 344	
Profiles	373	- 574	
Heat Transfer and Building System	371	230	61 %
EBITA margin (%)	2,7	-1,7	

Sapa's global network a competitive advantage



Local customers

sapa:

Towards solutions



Health & Safety



World Class Operations



World Class Purchasing



Key messages

- Sapa - the world leader in the attractive aluminium solutions industry
- Increased confidence about reaching our 6% margin targets due to proven results for the North American operations
- Footprint established in Asia – now focusing on ramp-up and integration



Borregaard



- Advanced Biorefinery and a global niche player
- Leading market positions in biochemicals like Lignin, Specialty Cellulose and Vanillin
- Strong markets and significant operational improvement in 2011
- Internal restructuring of assets underway to facilitate a structural solution



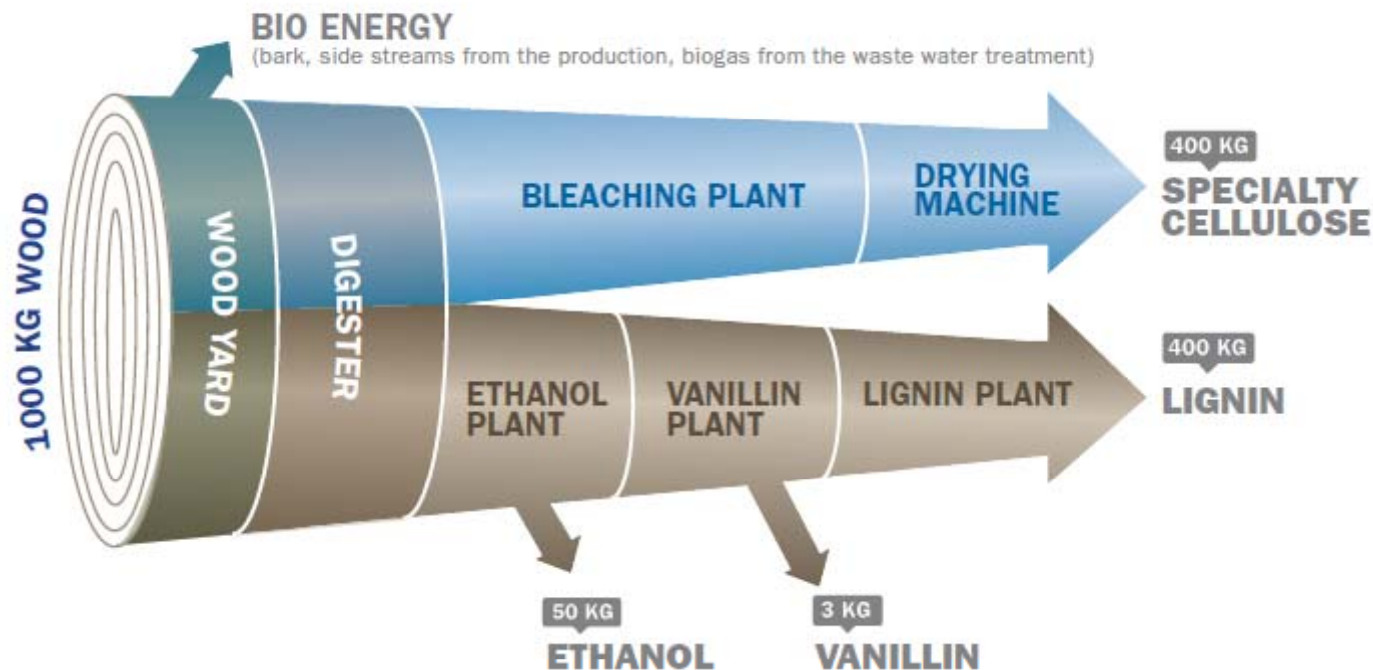
Borregaard is the global leader in biobased chemicals A niche player with a specialised product portfolio



Borregaard's biochemicals are sustainable and environmentally friendly substitutes to petrochemicals

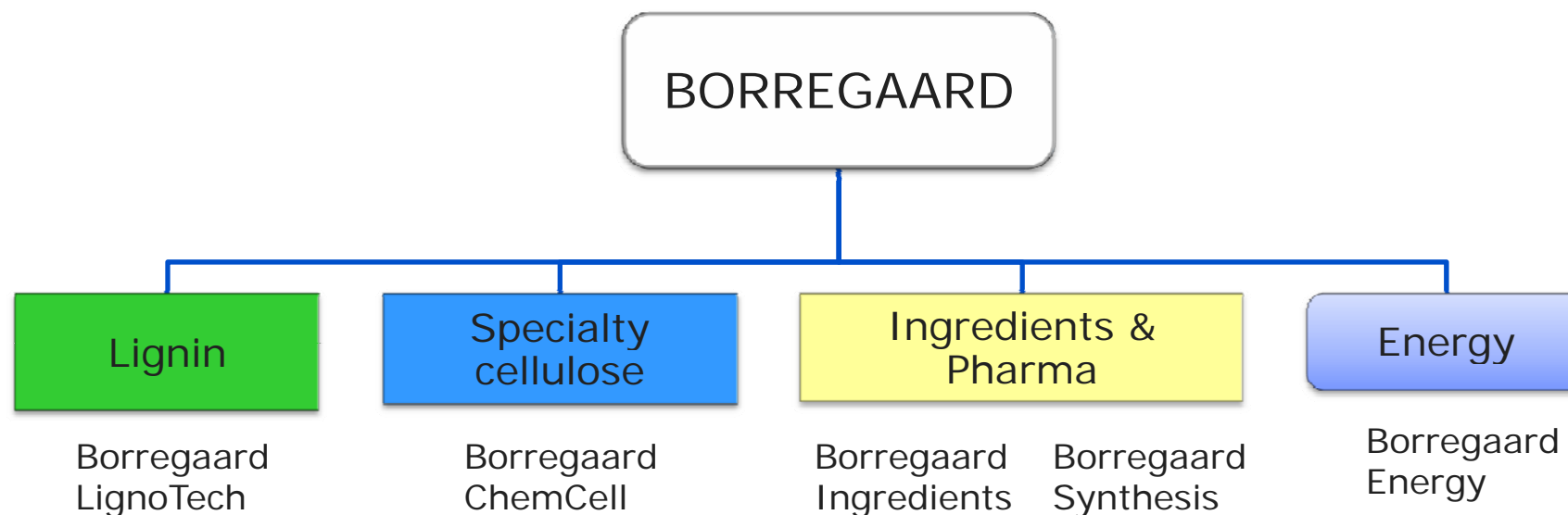
Borregaard is the world's most advanced biorefinery

High raw materials utilisation and products with a wide range of applications

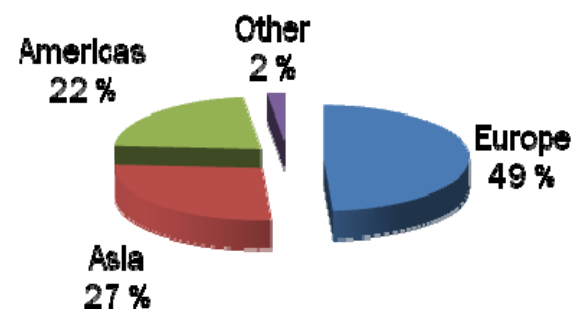
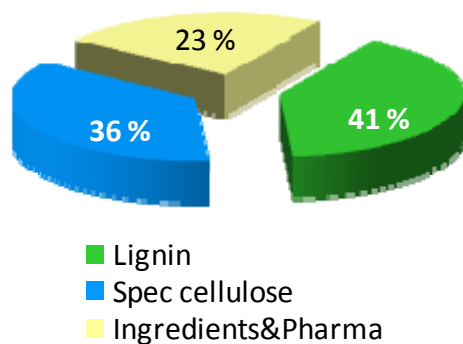


Cellulose	Lignin	Vanillin	Ethanol
Construction materials	Concrete additives	Food	Pharmaceutical industry
Cosmetics	Animal feed	Perfumes	Bio Fuel
Food	Mining	Pharmaceuticals	Paint/ varnish
Tablets	Batteries		Car care
Paint / varnish	Briquetting		
Filters	Soil Conditioner		
Textiles			

Borregaard – Business areas



Sales distribution (Industry 2010)



Business areas

- Borregaard Lignotech is the world's leading supplier of lignin binding and dispersing agents, with production in eight countries
- Borregaard Chemcell is a major European supplier of speciality cellulose for chemical applications. The production facilities are located in Norway.
- Borregaard's ingredients and pharmaceuticals businesses supply advanced products that meet high quality and hygiene standards
- Borregaard Energy (0.6 TWh) is a part of, and reported together with, Orkla Hydro Power

Strategic direction Borregaard

- Borregaard is outside Orkla's future growth scope
- Internal restructuring of assets underway to facilitate a structural solution

Improved markets for Borregaard Chemicals in 2010

- Improvements for all main segments
- Tight supply and higher prices lead to satisfactory progress for speciality cellulose
- Continued strong performance for lignin
- Weak results in Fine Chemicals and Denomega due to challenging market conditions

Amounts in NOK million

Operating revenues	2010	2009	Change
Borregaard Chemicals	3 750	3 815	-2 %

EBITA	2010	2009	Change
Borregaard Chemicals	238	216	10 %

EBITA-margin %	6,3	5,7	
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Continued strong results for Borregaard in Q3-11

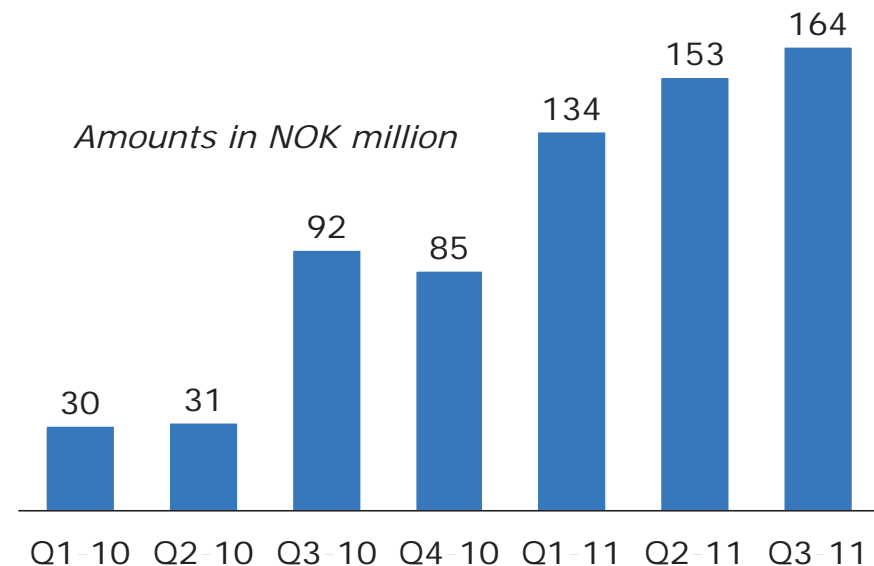
- Continued favourable market conditions in key segments
- Significant improvement in results for speciality cellulose
- Stable volumes and satisfactory performance for lignin
- Strong innovation programme

Amounts in NOK million

Operating revenues	Q3-11	Q3-10	Change
Borregaard Chemicals	985	933	6%

EBITA	Q3-11	Q3-10	Change
Borregaard Chemicals	164	92	78%

EBITA-margin %	16.6	9.9	
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Jotun

(42.5% ownership)



Jotun

– within our branded goods scope

- Orkla's ownership: 42.5%
- One of the world's leading/fastest growing manufacturers of paints and coatings
- Represented on all continents via subsidiaries and JVs
- Orkla has confirmed its long-term interest in Jotun



Associated Company:

Jotun - long term value creation

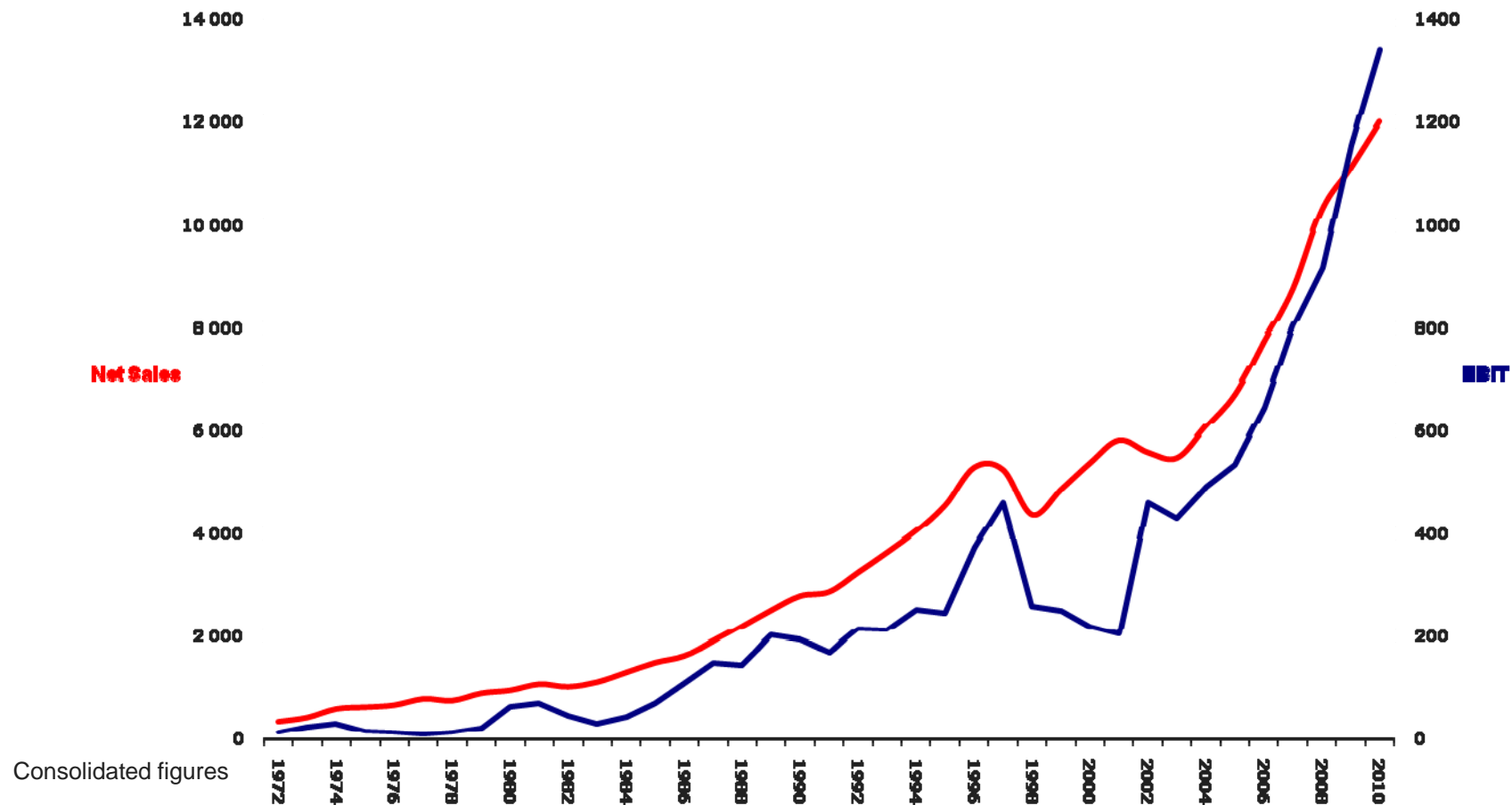
- 9th largest paint company in the world, and the fastest growing
 - Decorative paints (14%), Marine coatings (52%), Protective coatings (20%), Powder Coatings (8%)
- Represented on all continents via subsidiaries and JV
- Revenues 2010: NOK 12,003 million
- EBIT 2010: NOK 1,343 million

For more information see www.jotun.com



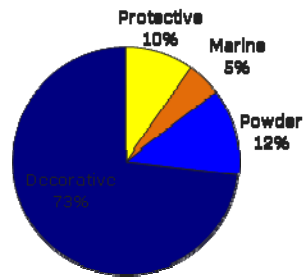
Decades of growth and profitability.....

NOK million



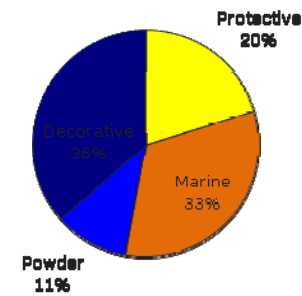
Strong in selected segments and markets

Global market - our segments



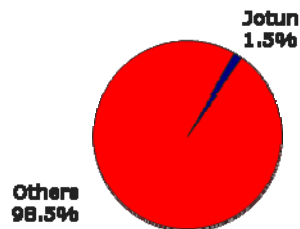
Market size : USD 80 billion

Global market - our sales

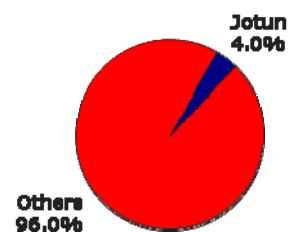


Jotun sales : USD 2.4 billion

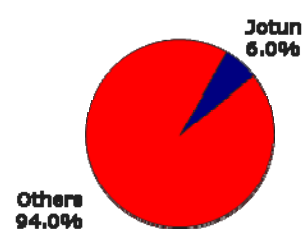
Decorative



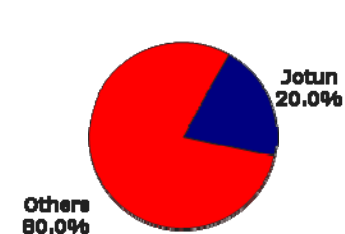
Powder



Protective



Marine

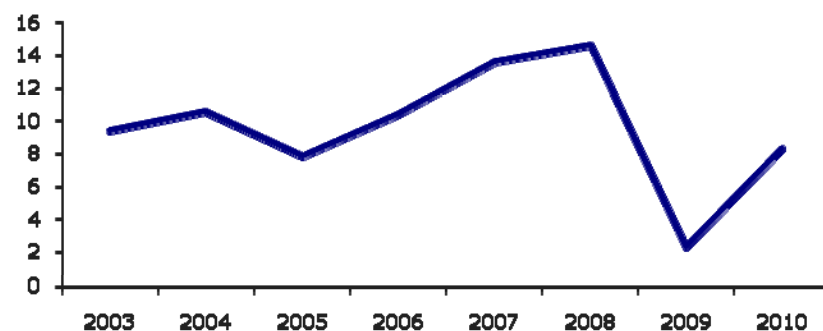


Very strong positions in selected markets

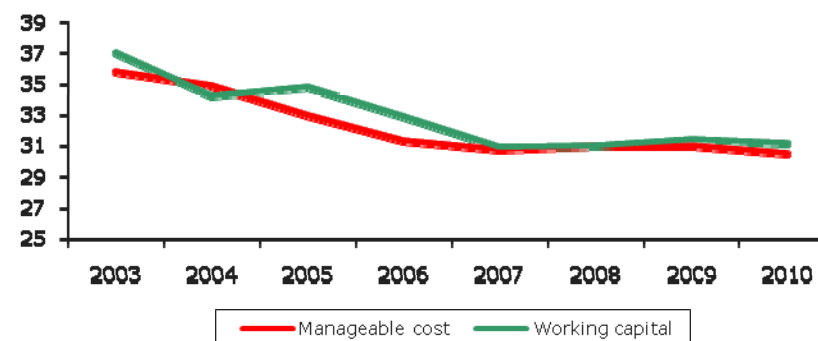
	Decorative		Protective		Marine	
	Share	Position	Share	Position	Share	Position
UAE - Abu Dhabi	42%	1	50%	1	-	-
Saudi Arabia	15%	1	17%	3	17%	3
Egypt	10%	3	48%	1	50 %	1
Yemen	6%	3	55%	1	-	-
Syria	10%	4	-	-	-	-
Jordan	15%	3	-	-	-	-
Oman	52%	1	48%	1	-	-
UAE - Dubai	46%	1	37%	1	38%	2
Bahrain	32%	2	26%	2	40%	1
Kuwait	18%	2	16%	2	26%	3
Qatar	38%	1	9%	2	4%	-

Strong growth and stable profitability

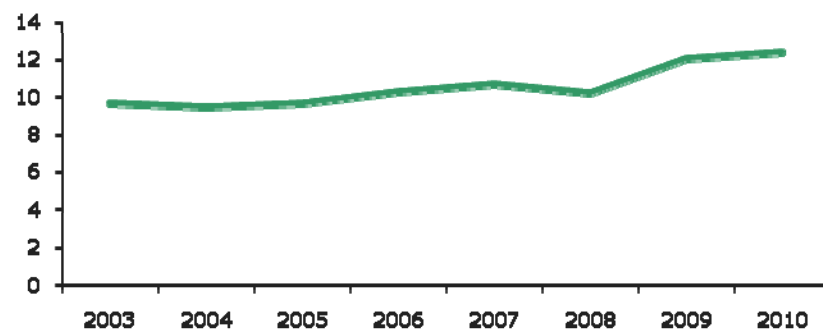
Annual volume growth %



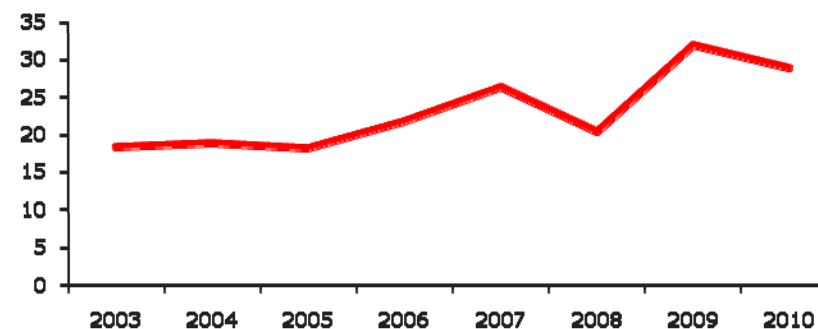
Manageable cost / Working capital %



EBITA %



ROCE %



Reported figures 2010 and second interim 2011

Amounts in NOK million

Jotun	2010	2009	Change
Revenues	12 003	11 219	7 %
EBIT	1 343	1 157	16 %
Profit/loss before tax	1 304	1 096	19 %

Amounts in NOK million

Jotun	T2-11	T2-10	Change
Revenues	4 660	4 404	6 %
EBIT	439	595	-26 %
Profit/loss before tax	428	584	-27 %



REC

(39.7% ownership)





- 39.7% share in REC defined as a financial holding to Orkla
- Value potential in a world leading producer of polysilicon
- Orkla will support REC in their work on operational improvements and structural solutions



Renewable Energy Corporation

– Key figures

- REC is among the world's largest producers of polysilicon and wafers for solar applications
- Revenues 2010: NOK 13,766 million
- EBITDA 2010: NOK 3,535 million
- Market cap: NOK 29.7 billion*



*31 December 2010

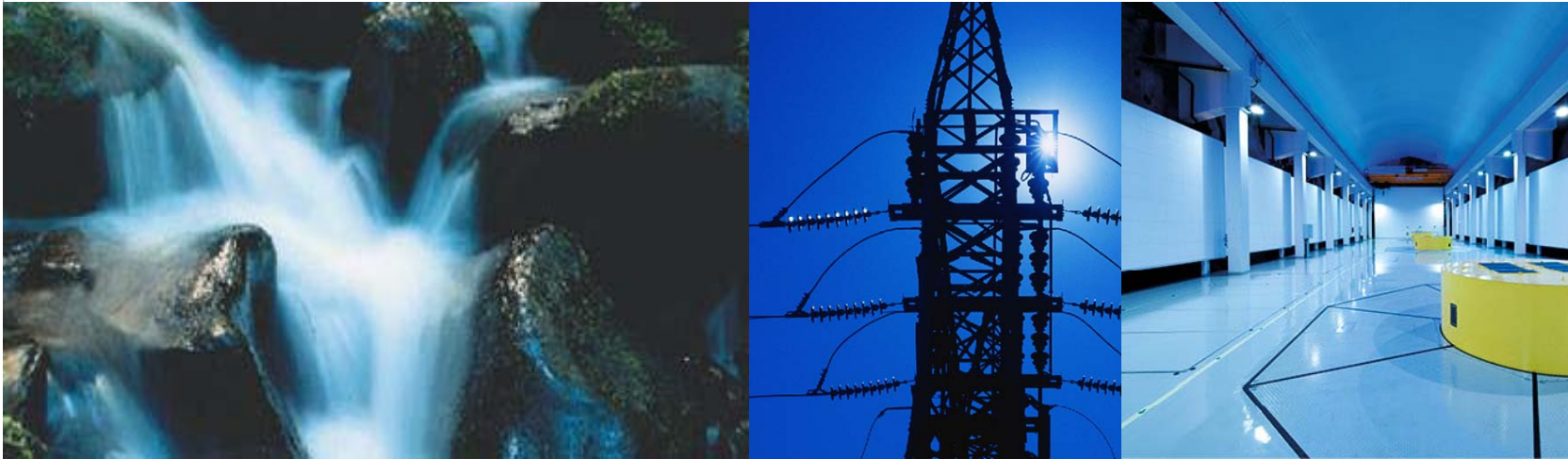
For more information see www.recgroup.com

Reported figures 2010 and Q3-11

Amounts in NOK million			
REC	2010	2009	Change
Revenues	13 776	8 831	56 %
EBITDA	3 532	1 803	96 %
EBIT	1 018	-829	
Profit/loss before tax	1 818	-1 301	

Amounts in NOK million			
REC	Q3-11	Q3-10	Change
Revenues	3 001	3 783	-21%
EBITDA	370	827	-55%
EBIT*	-1 282	155	
Profit/loss before tax	- 445	-1 003	

* Includes impairment charges of NOK -1.184 bn in Q3-11



Hydro power

Hydro Power assets in Orkla

Assets owned:

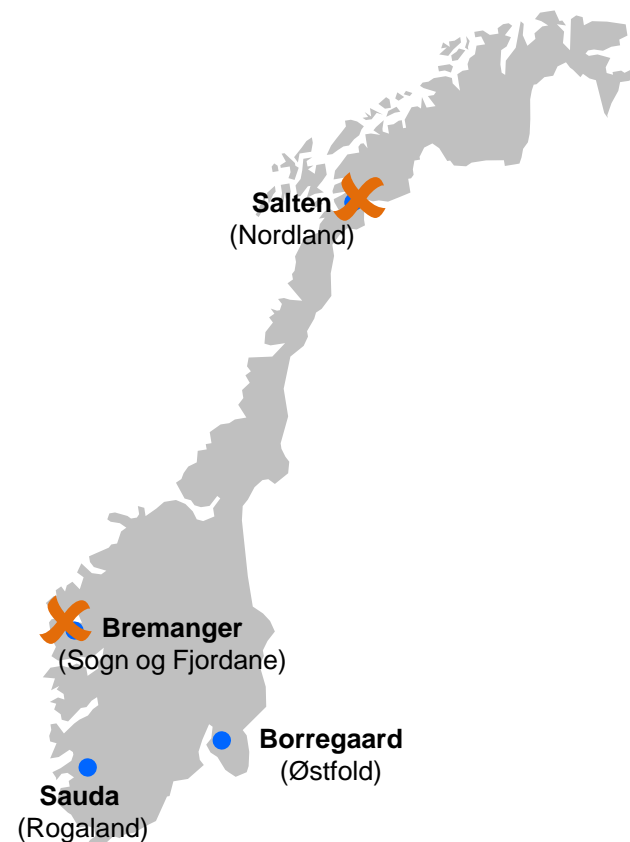
Plant	Capacity
Sauda ¹	1.9 TWh
Borregaard ²	0.6 TWh

1) Leased from Statkraft until 2030

2) Not part of reversion/lease regime

Assets sold in 2009:

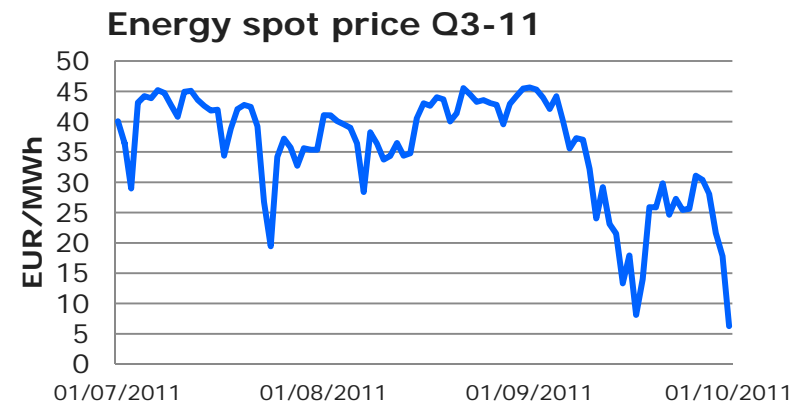
Plant	Capacity	Price
Salten	1.1 TWh	NOK 4,300 million
Bremanger	0.5 TWh owned 0.2 TWh leased	NOK 1,709 million -



Hydro Power Q3-11: High volumes, lower prices

- A significant drop in prices during September hampers profit in a quarter with strong production
- High precipitation and inflow gave profit increase for Sauda
 - Reservoir level of 93% at end of Q3-11
- Modest decline in results for Borregaard's energy operations compared with last year

Amounts in NOK million			
EBITA	Q3-11	Q3-10	Change
Hydro Power	93	98	-5%



Hydro Power figures 2010

- Lower EBITA compared with last year
 - 2009 figures include NOK 397 million from sold power plants
- Satisfactory profit in line with last year for Borregaard Energy
- Low production due low presepitation for Saudefaldene, leads to weak results in 2010
 - Production in 2010: 1 132 GWh (1 537 GWh in 2009)

Amounts in NOK million			
Operating revenues	2010	2009	Change
Hydro Power	1 321	1 353	-2 %
EBITA	2010	2009	Change
Hydro Power	177	801	-78 %
EBITA-margin %	13,4	59,2	



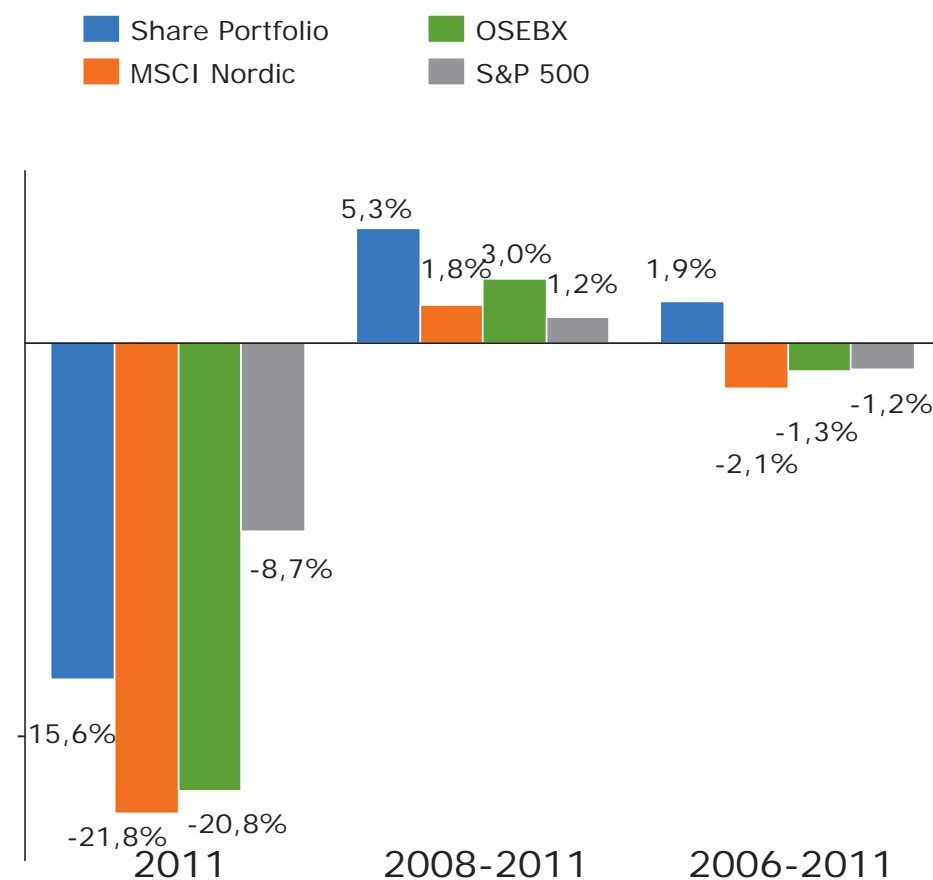
Share Portfolio

Strategic direction: Orkla Share Portfolio

- Share Portfolio will be divested
- Different exit-routes to be considered
- Market value as of 30 September 2011
NOK 7.4 billion
 - 77% Listed

Share Portfolio as of Q3-11

- Market value of the Share Portfolio NOK 7.4 billion
 - Net sales NOK 2.5 billion at 30 Sep 2011
- Return on the Share Portfolio in first half 2011 -15.6%
- 91% of the portfolio is invested in the Nordic region



Largest holdings in the Share Portfolio as of 30 Sep 2011

Amounts in NOK million

Principal holdings	Industry	Market value	Share of portfolio (%)	Share of equity (%)
Tomra Systems	Industrials	867	11%	15.5 %
Amer Sports	Consumer Discretionary	479	6%	5.3 %
Tikkurila Oyj	Materials	317	4%	7.2 %
Schibsted	Consumer Discretionary	280	4%	2.1 %
Kongsberg Gruppen	Aerospace & Defence	279	4%	2.3 %
Elekta B	Health Care	270	4%	1.3 %
Network Norway AS	Telecommunication Services	258	3%	30.6 %
Oslo Børs VPS Holding ASA	Financials	242	3%	8.2 %
Ekornes	Consumer Discretionary	225	3%	6.2 %
Saab AB B-aksjer	Industrials	201	3%	1.7 %
Total principal holdings		3 418	45%	
Market value of entire portfolio		7 433		



Financial Calendar

- 9 February 2012 - Fourth quarter results 2011
- 19 April 2012 - Annual General Meeting
- 3 May 2012 - First quarter results 2012
- 20 July 2012 - Second quarter results 2012
- 31 October 2012 - Third quarter results 2012

For more information: www.orkla.com

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