Welcome to Capital Markets Day 29 November 2005



Agenda

Group strategy

1.00 p.m. Orkla film

1.10 p.m. Group strategy Dag J. Opedal, CEO

Roar Engeland, Executive Vice President Strategy/Corp. Dev.

2.10 p.m. Q&A

2.25 p.m. Break

Branded Consumer Goods

2.45 p.m. Orkla Foods and Orkla Brands Torkild Nordberg, Managing Director Orkla Brands

Atle V.Johansen, Managing Director Orkla Foods

3.25 p.m. Orkla Media Bjørn M. Wiggen, Managing Director Orkla Media

3.50 p.m. Q&A

4.05 p.m. Break

Speciality Materials

4.25 p.m. Introduction Ole Enger, Executive Vice President Speciality Materials

4.35 p.m. Sapa Ole Enger, Executive Vice President Speciality Materials

4.50 p.m. Elkem John G. Thuestad, Managing Director Elkem

5.20 p.m. Borregaard Per Sørlie, Managing Director Borregaard

Financial Investments

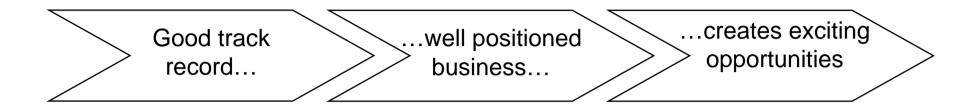
5.30 p.m. Financial Investments Anders Berggren, Executive Vice President Financial Investments

5.45 p.m. Q&A

6.00 p.m. Closing Dag J. Opedal, CEO



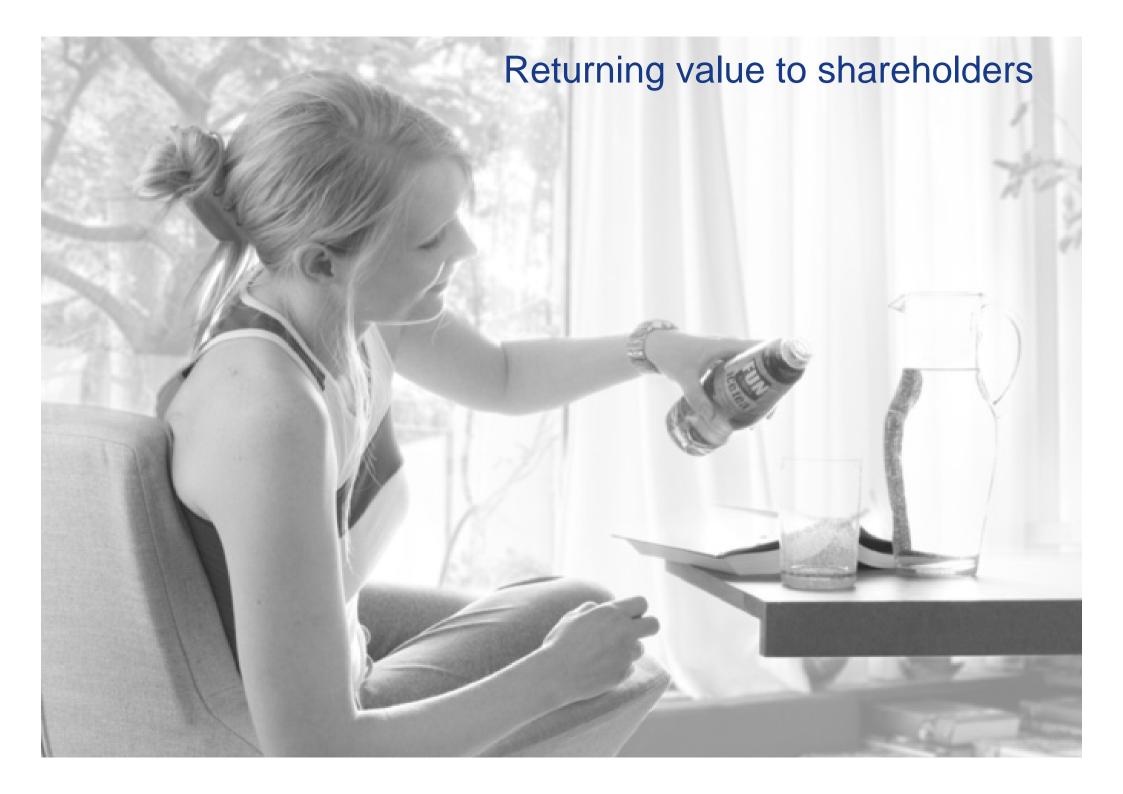
Renewed focus and vision



- Shareholder value creation
- Dynamic strategy
- Disciplined management
- Solid recent results
- Strong market positions
- Growth prospects
- Financial flexibility
- Strong local knowledge

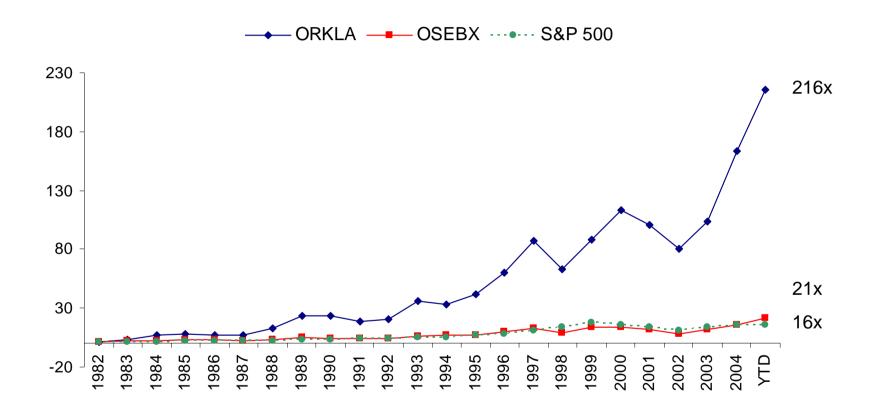
- Proactive structural development
- Operational excellence
- Performance oriented culture





Substantial shareholder value created

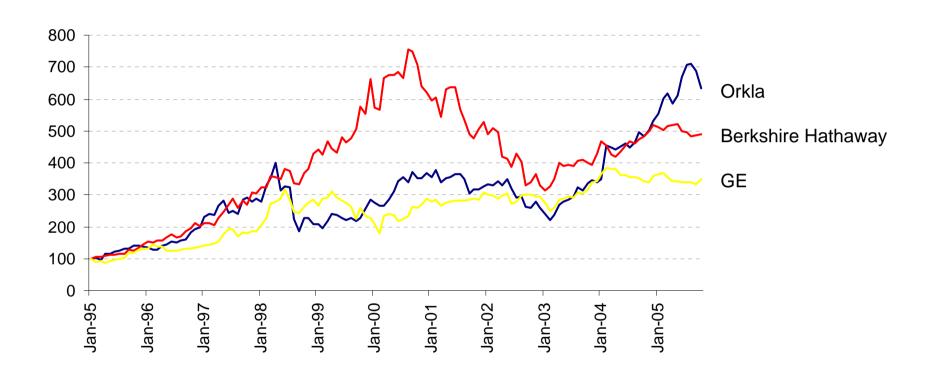
Value of NOK 1 invested 31.12.82, dividend reinvested



YTD: 25 November 2005



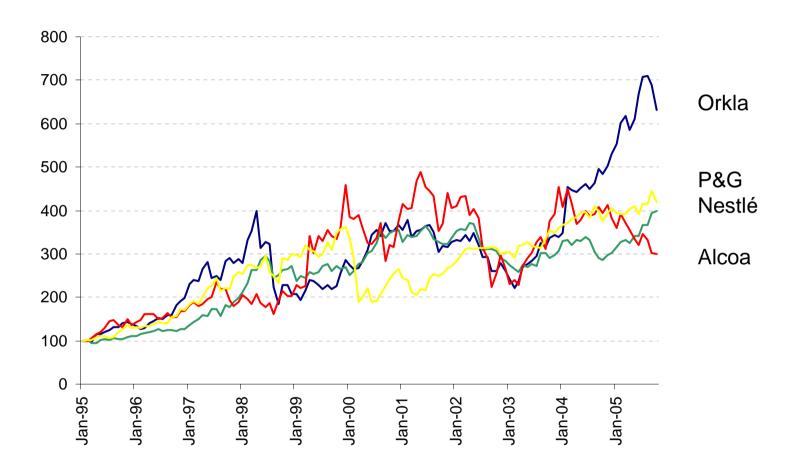
Orkla share performance (I)



Dividend reinvested



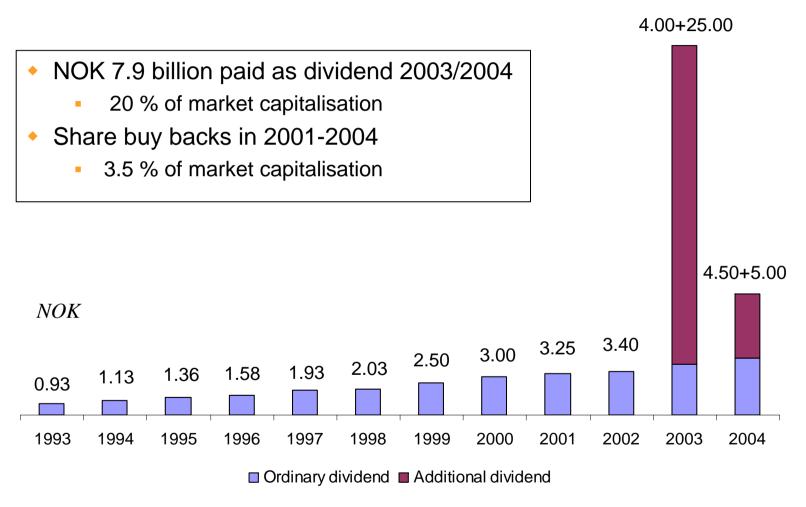
Orkla share performance (II)



Dividend reinvested



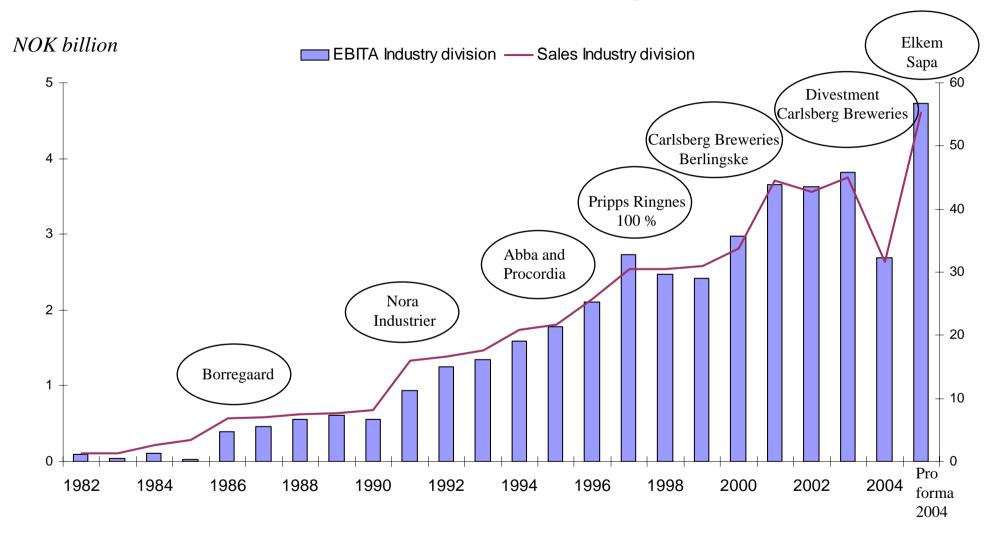
Dividend distribution and share buy backs







Value creation through M&A



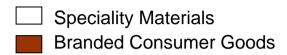


Value creation through divestments

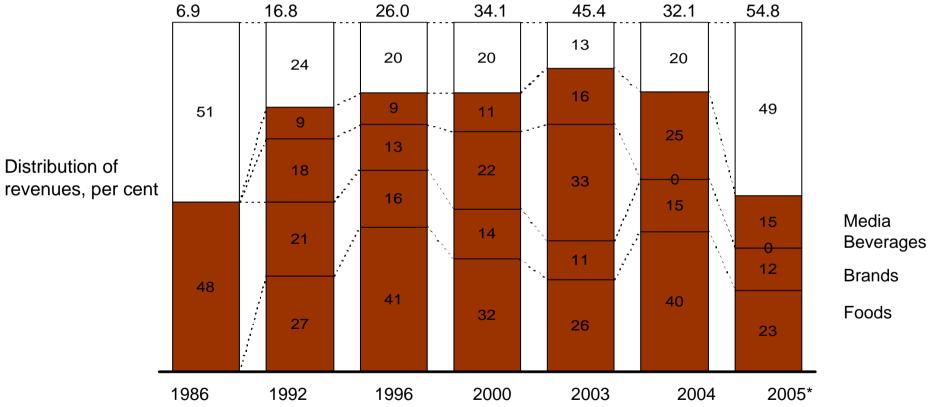
<u>Year</u>	Company/Business unit	<u>Industry</u>
1991	Orkla real estate	Real estate
1995	Norgro	Animal feed
1995	Helly Hansen (50 %)	Clothing
1996	Abba in Denmark and in Germany	Seafood
1996	Frionor (51 %)	Frozen products
1996	Hansa	Beverages
1997	Ringstads Ferskvare	Fresh meat products
1999	Regal Mølle AS	Food ingredients/flour
1999	Viking Fottøy	Footwear
2000	Orkla Finans (Fondsmegling)	Investment bank
2001	Oyj Hartwall Abp (20 %)	Beverages
2003	Enskilda Securities (22.5 %)	Investment bank/broker
2004	Carlsberg Breweries (40 %)	Beverages
2004	Borregaard Hellefoss/Vafos	Book paper, mechanical pulp
2005	Denofa's extraction plant (X-Works)	Soya products for the feed industries



Value creation through portfolio development



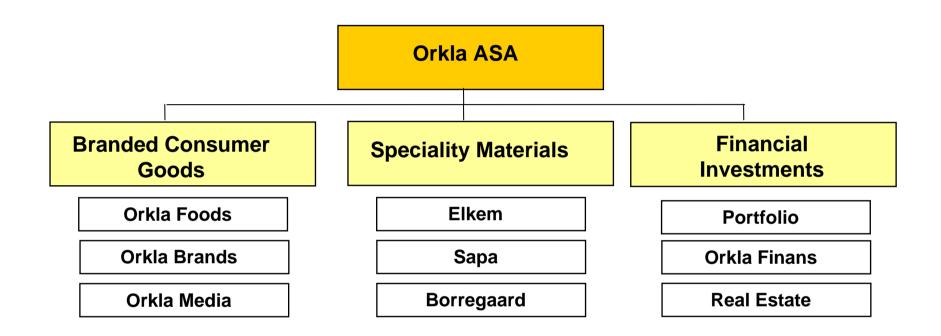






^{*} Pro forma RTM per Q3-05







Well positioned business – Solid recent results

(NOK billion)	2002	2003	2004*	2005**
Revenues	43.0	45.4	32.1	54.8
EBITDA	5.9	6.2	3.9	6.7
EBITA	3.7	3.8	2.7	4.5
Net profit (after min.int)	1.6	1.9	3.0	5.3
Market Cap	24.6	30.7	41.0	51.2
P/E	15.3	16.2	13.6	9.7
P/E Industry adjusted***	8.6	7.6	12.4	13.2
	NGAAP	NGAAP	IFRS	IFRS



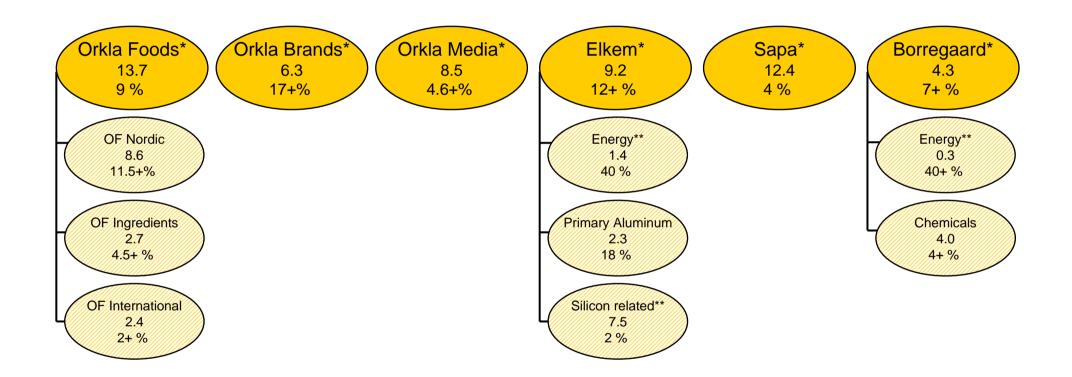
^{*) 2004} excluding gain from sale of stake in CB

^{**)} Pro forma RTM per Q3-05

^{***)} Adjusted P/E calculated without financial portfolio and before other revenues and expenses

Improved visibility in segment reporting

Business segment
Revenues
EBITA-margin





^{*} Pro forma RTM per Q3-05 (NOK billion)

^{**} Includes internal sales

Strategic direction (I)

Foods & Brands Continue to grow profitably through innovation

and acquisitions in existing and new categories in

• Nordic • CEE • CIS

Media Based on strong national positions;

Decide next moves that will further enhance

competitive strength

Financial A cash generator and a flexible resource to

Investments support Orkla's industrial development



Strategic direction (II)

Elkem Growth/invest: Hydro power and solar

Stable cash flow: Primary Aluminium

Consolidation/restructuring: Silicon related

Sapa - Operational improvement in Profiles and Building Systems

- Growth in Heat Transfer

Borregaard Regain profitability in industrial operations in an environment

of unfavourable currencies and oil related costs





Our mindset

The only winning strategy....

```
..... is to recognise the patterns of change,
```

..... and to adapt and become proactive,

.... and try to influence the course of change to your advantage



Strategy for value creation

- Orkla creates profitable growth within
 - Branded Consumer Goods
 - Speciality Materials
 - Financial Investments
- Orkla pursues growth and long-term value creation through
 - Innovation
 - Operational improvements
 - Structural development
- Financial Investments complement and support the industrial value creation



The importance of being a moving target

Static target

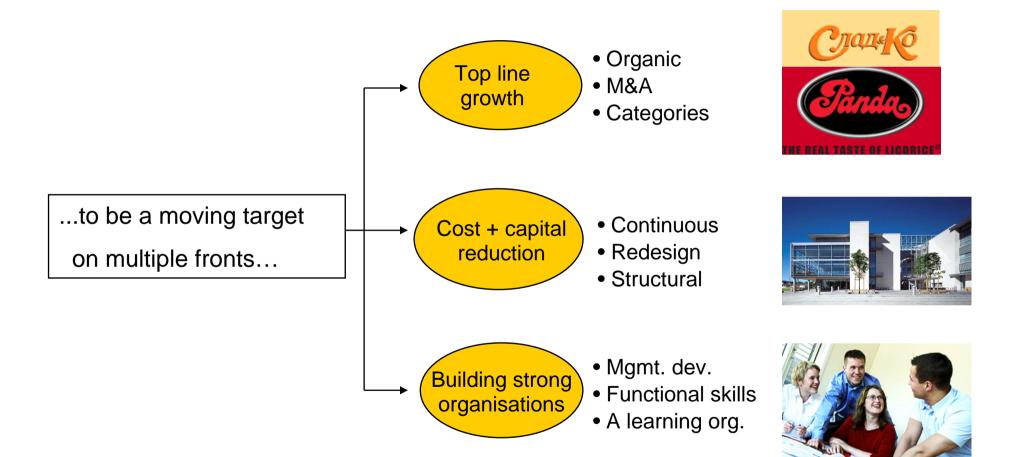


Moving target



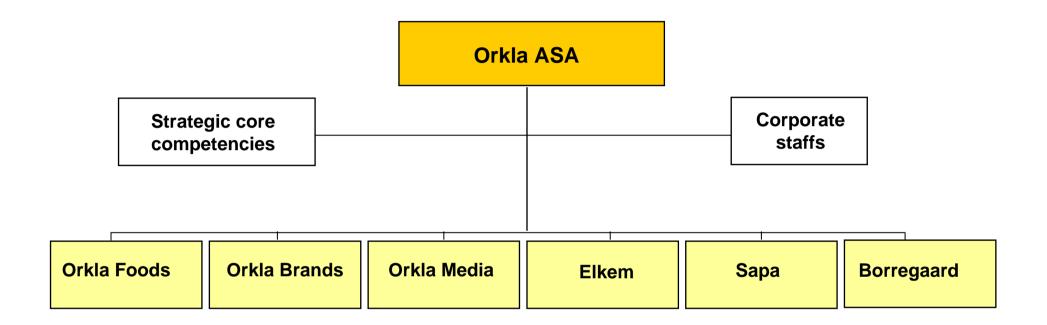


Orkla's value creation formula is.....





Operational governance - Industrial activities

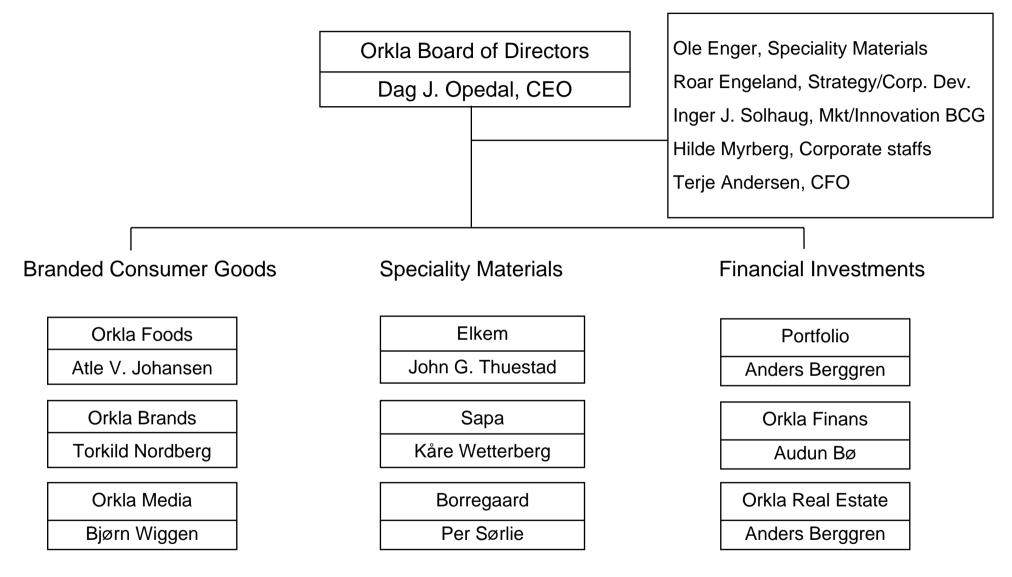




New Executive Board

Group	Dag J. Opedal	(46)	CEO
Business areas	Torkild Nordberg Bjørn M. Wiggen Ole Enger Anders Berggren	(46) (57)	Branded Consumer Goods Media Speciality Materials Financial Investments
Corporate Development	Roar Engeland Inger J. Solhaug	(45) (36)	Strategy/Corporate development Marketing/Innovation BCG
Corporate Staffs	Hilde Myrberg Terje Andersen	(48) (47)	Corporate Staffs CFO









Orkla's industrial strategy

- Based on
 - Specialised products
 - Strong market positions
 - Competent organisation and healthy company culture
- And with strong focus on
 - Operational excellence.....
 - and continued structural development



Orkla: Active industrial ownership

- Enabling and functional skills
- Financial capacity
- A competent organisation



Skills and capabilities

Enabling skills and capabilities

- Strategy/M&A
- Governance
- Performance culture
- Financial competence/capacity

Functional skills

- Marketing & innovation
- Sales
- Lean manufacturing/logistics
- Technology



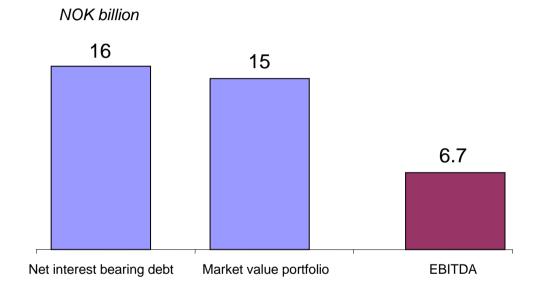
A lean, "activist" corporate centre

- Jointly define strategic direction for each unit
- Actively interact with the investment community
- Engage management in improvement processes
- Ensures an improvement-oriented culture and a value driven incentive system (EVA)
- Strong competence in M&A and restructuring
- Financial resources



Strong financial capacity Capital allocation to best projects

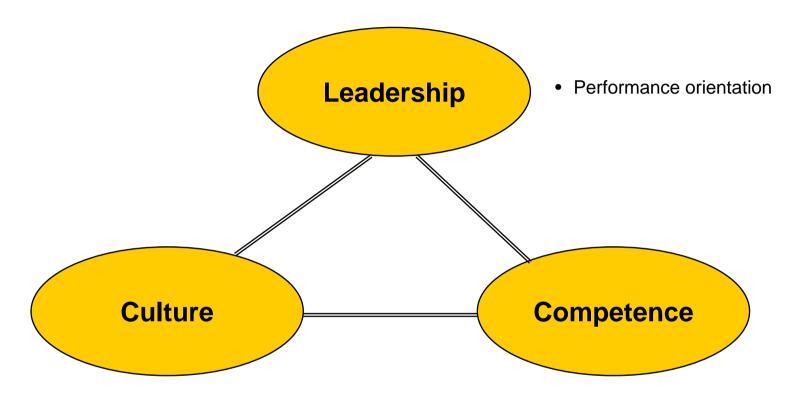
- Capital allocation
 - Best project within strategy wins
- Large opportunity set
 - Desist from "expensive" projects



WACC 7 % after tax



Orkla is a strong and competent organisation



- Commitment to profitable growth
- A long-term, proactive approach

- On the job training
- Orkla Academy



Employee development: Critical success factor

Our ambitions:

Recruitment

- To be among the best

Development of expertise

- Systematic training
 - On the job
 - Orkla Academy





Competence building is business oriented and systematic

Competence board

- CEO
- Group executive management
- Human resources director

Company culture

- Introduction programmes
- Follow-up programmes
- Integration programmes

Functional skills

- Orkla Brand Academy
- Orkla Sales Academy
- Orkla Production Academy
- Orkla Purchasing Academy
- Orkla B2B Academy

Leadership development

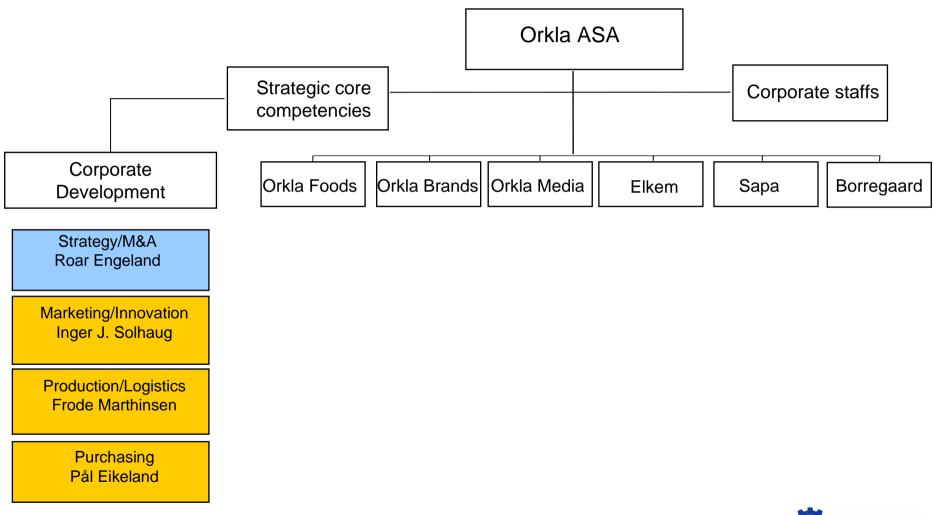
- Management programmes
- Mentor programmes
- Management Audit





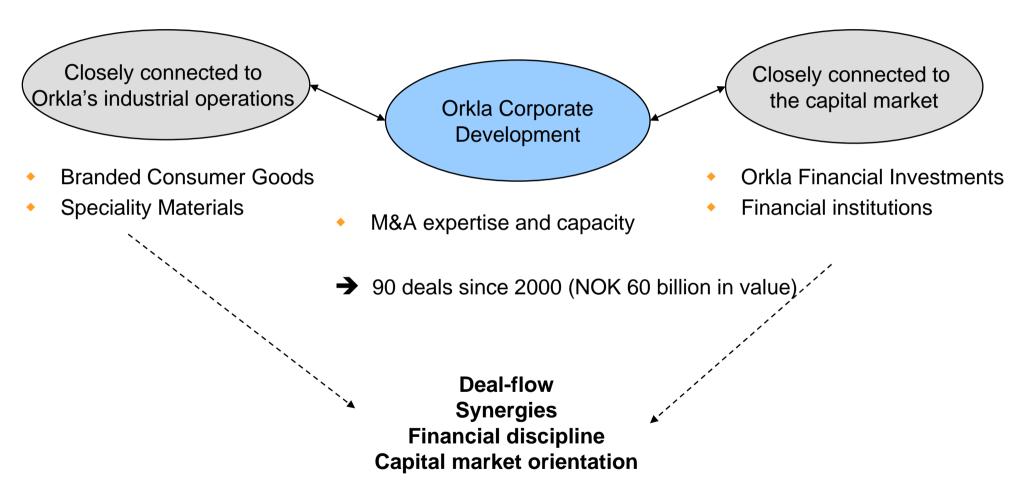


Strategic core competencies



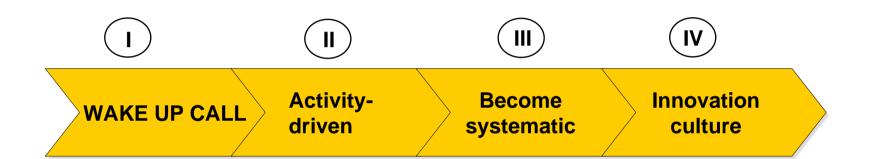


Strategy / M&A / Restructuring





Innovation is at the heart of organic growth





Important innovation sources



Consumer needs



Raw materials / Ingredients



Leading markets



Trends



Key players and brands



Production process



Restaurant/take away



Packaging

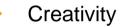


Both "flair" and mechanics are needed to uncover

consumer needs



FLAIR



- Judgement
- **Empathy**
- Spotting trend-shifts
- Breaking compromises
- Out of the box thinking







- **Templates**
- Stage gate
- Innovation board
- Guidelines
- **Budgets**











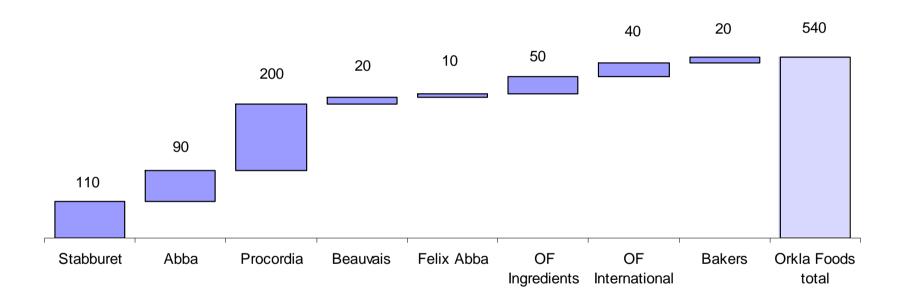
GRANDIOSA





Production and logistics: Orkla Foods example

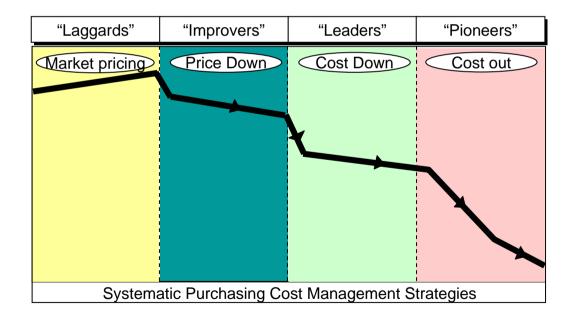
Cost improvements 2002-2005 in NOK million





Purchasing: Our ambitions are moving to the right

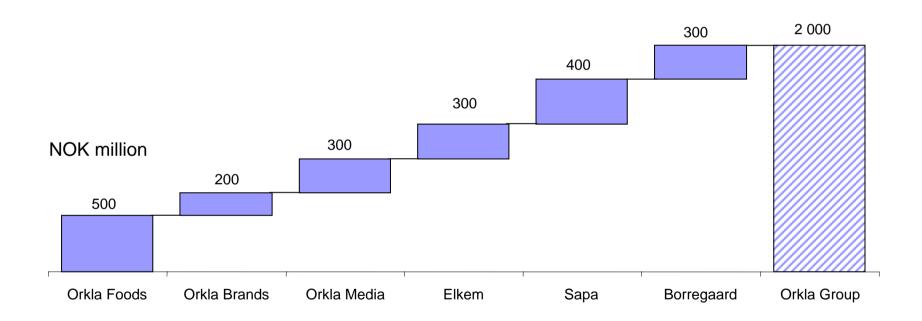
Achieved: NOK 450 million last 3 years





Orkla and Elkem's experience deployed across the total group

Ambition: Cost base reduction NOK 2 billion 2006-2008





Orkla's value creation formula

