



Orkla Financial Investments

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Orkla Financial Investments

- ◆ Portfolio Investments

- ➡ Investment strategy with stronger focus on creation of industrial options

- ◆ Orkla Finans and Real Estate

- ➡ Stronger EBITA generating capability going forward

Structure

Divisions

Activities/business

Key numbers

(12 months rolling)

Portfolio
Investments

- Portfolio management
- Nordic equity investment portfolio

EBITA	NOK	-37 million
Pre tax profit	NOK	2 748 million
Market value	NOK	15 400 million
Net Asset Value	NOK	16 400 million

Orkla Finans
Financial Services

- Asset management
- Alternative investments
- Advisory services
- Insurance brokerage

Revenues	NOK	273 million
EBITA	NOK	62 million

Real Estate/
Forest properties

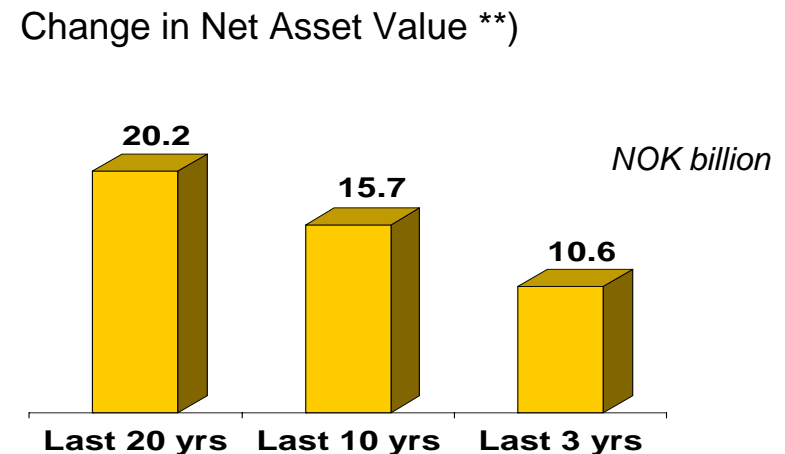
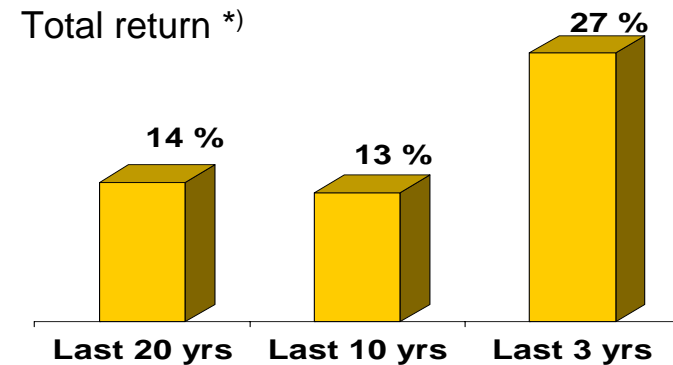
- Real estate development
- Optimize property values for the group
- Management of Orkla's forest properties
- 110 000 hectares of forest

Revenues	NOK	574 million
EBITA	NOK	224 million



Value Creation

- ◆ Substantial value creation
- ◆ Returned some NOK 7 billion to the Group last 3 years
- ◆ Historically played an active role in the industrial development of the group
- ◆ Creates financial flexibility and strength for the group



*) Profit before interest cost + change in unrealised reserves/ avg. invested capital

***) Inclusive transfer of Elkem

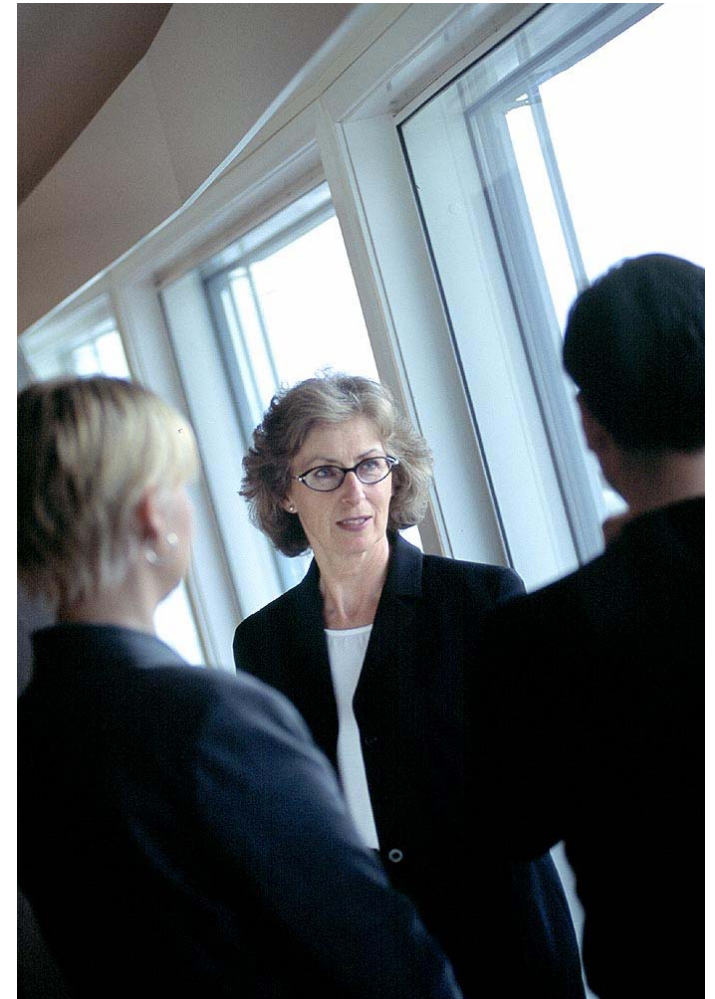


Sources of Alpha

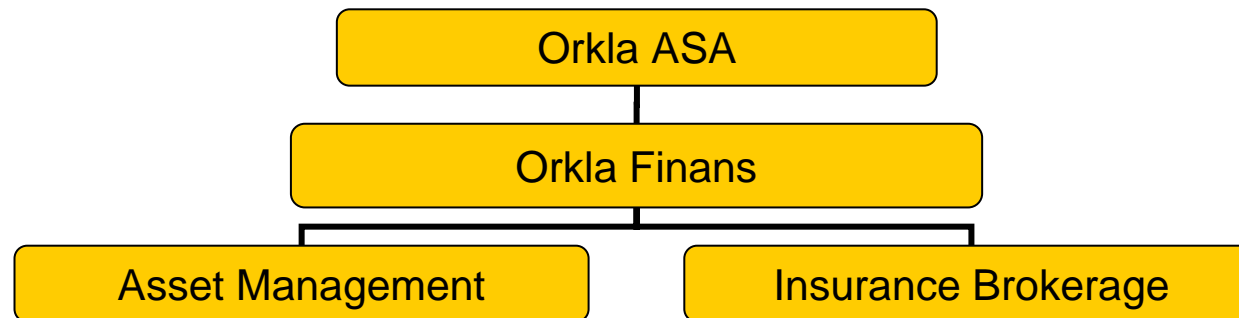
- ◆ Risk taking ability (part of an industrial cash flow generating system)
- ◆ Long term investment strategy (truly long money)
- ◆ Part of industrial system
- ◆ Experienced and competent staff
- ◆ Access to management
- ◆ Focused portfolio

Strategic direction

- ◆ Investment strategy more geared to Orkla's industrial development – fewer unrelated large cap investments
- ◆ More opportunistic and active investment approach
- ◆ Greater focus on larger ownership positions
- ◆ Exploit risk taking ability to a larger extent (“market timing”)
- ◆ More active approach within the unlisted investment universe



Orkla Finans Group



Key figures:

Established	1984
# Employees	110
Revenues	NOK 273 million*
CEO	Audun Bø
Locations	Oslo, Bergen, Trondheim and Stavanger

*RTM per Q3 2005



Orkla Finans Group

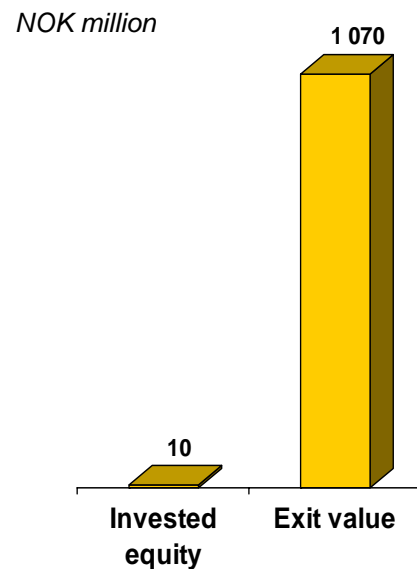
Core Business:

- ◆ Absolute return based Asset Management
 - ◆ Hedge fund mandates
 - ◆ Structured products
 - ◆ Real estate

- ◆ Pension adviser to private corporations
 - ◆ One of 3 largest brokers of life insurance and pensions for large private corporations
 - ◆ Close to 50 % market share in converting large corporations from defined benefit to defined contribution

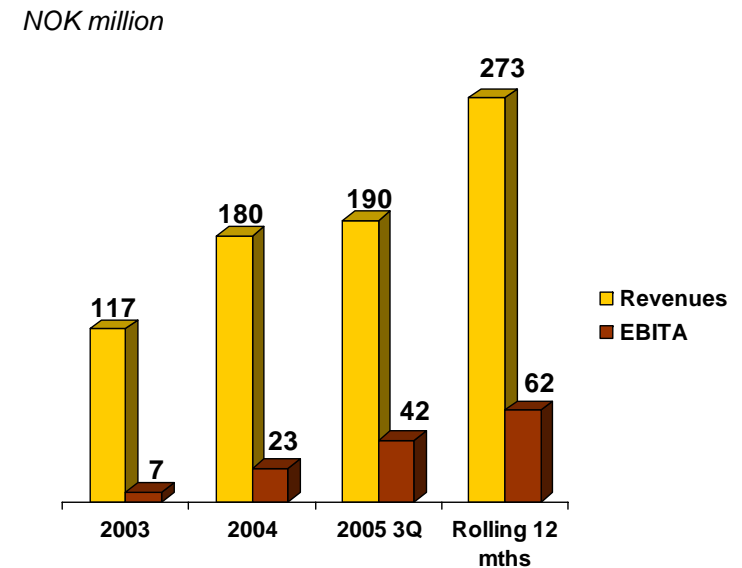
Value Creation

Investment Banking*:
- Substantial Value Creation



* Orkla Finans Fondsmegling AS which merged with Enskilda AB in 2000 in return for a 22.5 % ownership, which was sold to SEB in 2003

Orkla Finans:
- Building value again



Strong Growth within:

- ➡ Alternative investments
- ➡ Advisory services

