

# First half 2023



# The first half in brief

- Group profit before tax amounted to NOK 3,578 million in the first half, a year-over-year improvement of 5%
  - Group operating revenues rose by 21%, primarily as a result of price increases and currency translation effects
  - The group saw a 3% increase in EBIT (adj.) in the first half, driven by good improvement for the portfolio companies, offset by lower profit for Hydro Power
- Nine of our 12 portfolio companies had underlying profit growth in the first half
  - Jotun had a particularly strong half-year, with 20% sales growth and an 83% increase in EBITA. This was driven by volume growth, improved gross margin and good cost control.
  - Adjusted earnings per share were NOK 2.88 for the first half, an improvement of 12% year over year

## Key figures for the Orkla group as at 30 June

Alternative Performance Measures (APM) and relevant comparative figures are presented on the last pages of this report.

Amounts in NOK million	1.1.-30.6.		1.1.-31.12.		1.4.-30.6.	
	2023	2022	2022		2023	2022
Group						
Operating revenues	33 275	27 562	58 391		17 087	14 291
EBIT (adj.)	3 392	3 285	7 411		1 786	1 753
Profit/loss from associates and joint ventures	955	476	861		533	238
Profit/loss before taxes	3 578	3 398	7 345		1 842	1 854
Earnings per share, diluted (NOK)	2.65	2.37	5.04		1.38	1.28
Earnings per share (adj.), diluted (NOK)	2.88	2.57	5.46		1.55	1.33



**Orkla President and CEO Nils K. Selte comments:**

Orkla can report a good first half, with underlying profit improvement in nine of our 12 portfolio companies and high turnover growth in the group. I must draw particular attention to Jotun's performance, which has been especially strong in the first half.

The operating environment is still challenging for many of our companies, and we see negative volume growth in parts of the portfolio. Continued negative economic trends are exerting pressure on buying power and demand.

When I assumed the role of Orkla President and CEO 15 months ago, my immediate priority was to reorganise the way we work in order to accelerate growth and value creation. By giving our companies and management greater responsibility and decision-making authority, we will ensure that each of our companies can reach its full potential. In late 2022, we announced our new operating model, which was implemented on 1 March 2023. This half-year report is therefore the first report based on the new structure.

From my perspective, the organisation has shown a good ability to adjust. We have delivered on an ambitious implementation plan, have increased transparency by sharing more financial key figures externally, and have established new boards of directors in the portfolio companies with both internal and external board members.

The portfolio companies have finalised their strategic plans for the coming years, and in parallel with this we are drawing up new strategic capital allocation frameworks. We are always open to value-accretive acquisition opportunities and structural measures, but in my opinion the most value-creating activities for Orkla in the short and medium term are to improve the performance of our current portfolio.

As previously communicated, we have set in motion a process aimed at finding a partner for Orkla Food Ingredients. This work is proceeding as planned and our goal is to find a partner and structure that will deliver incremental value for all parties.



**Nils K. Selte**  
President and CEO

**Market trends**

High inflation and rising interest rates are reducing buying power and slowing growth in consumption in most of the markets in which Orkla operates. Inflation on a 12-month basis was 6.1% in the eurozone in May. In June the European Central Bank raised its policy rate to 4.0%, compared with 0% in the same period of last year. In most markets sales volumes to the grocery channel have declined year over year. Orkla is also experiencing increased competition from Private Label in several categories, in addition to being negatively impacted by a market shift in the grocery channel in several countries towards hard discount chains. Overall growth in market shares in the grocery channel was weakly negative in the first half.

There was high growth in the market prices of most input factors in 2022. At that time, Orkla was positively impacted by the lag effect of long-term purchasing contracts, due to which costs rose less than spot market prices increased. The advantage of this lag effect has diminished in the first half of 2023. Orkla's input factor costs are still considerably higher than in the same period of 2022. Global market prices for key agricultural raw materials have declined slightly in the past six months, and were lower on average, year over year. The exposure of the portfolio companies varies considerably.

The Norwegian krone weakened by 13% against the euro and 15% against the US dollar on an average basis in the first half, compared with the same period of last year. The Swedish krona has also weakened against the euro and US dollar, but less than the Norwegian krone. These changes in currency exchange rates impact negatively on Orkla's purchasing costs for imports of raw materials, packaging and finished goods, especially to the Norwegian and Swedish markets. At the same time, Orkla's competitiveness will be strengthened in these markets in relation to international competitors that have a larger share of their cost base in another currency. A weak Norwegian krone has a negative effect on Orkla's net interest-bearing liabilities which are primarily in euro, Danish krone and Swedish krona.

On the other hand, a weaker Norwegian krone has generated positive translation effects in connection with the consolidation of Orkla's foreign companies.

**Outlook**

Geopolitical factors and climate-related impacts create uncertainty as to the cost level of input factors in the medium and long term. Ukraine and Russia are both among the world's largest food producers. In July 2022, the parties signed the Black Sea Grain Initiative, an agreement that enables safe export of grain and other foods via the Black Sea. The agreement has become crucial for global food security, and is meant to be extended by 120 days at a time. Since March 2023, it has been extended twice by only 60 days at a time, and it is uncertain whether the agreement will be extended in July 2023 without demands that sanctions are lifted.

Global climate conditions add to the uncertainty regarding market prices for important raw materials, and since the start of summer new global heat records have steadily been set. Climate conditions in Europe have been and still are characterised by extreme drought and persistent low precipitation. This affects water resources, energy production and especially agriculture, giving rise to fear that substantial crop harvests will be lost in 2023.

There is still uncertainty as regards volume performance going forward. Continued high inflation and lower buying power and demand have impacted negatively on volume performance in the first half of 2023, and competition from Private Label is on the rise. These conditions are expected to continue if economic trends remain negative.

Orkla has previously communicated implementation of cost-improvement measures for a total of around NOK 1 billion across its portfolio for 2023. Expectations of these programmes remain unchanged, and initiated cost reduction programmes are proceeding as planned. The effect is a combination of cost avoidance and cost savings entailing, among other things,

reorganisation of operations in the Czech Republic and organisational projects in Norway and Sweden.

Orkla is well-positioned financially to meet future challenges. As at 30 June 2023, the group had a net interest-bearing liability of 2.3 x EBITDA (on a rolling 12-month EBITDA basis including acquisitions).

**Structural measures**

Orkla's new operational model entered into effect on 1 March 2023. The ownership role at group level has been redefined, and Orkla ASA will pursue active portfolio management with focus on fast-growing consumer segments and markets. As part of this transformation, 12 independent portfolio companies have been established. A company board of directors has been appointed in each portfolio company, and external board members have been recruited for several of them. Three business service companies have also been established to ensure the continued realisation of central synergies.

Reporting based on the new structure commenced from the second quarter of 2023 and has been applied in this half-year report. Historical financial information in accordance with the new structure has been posted on Orkla's website.

Companies have been purchased in the first half of 2023. See Note 5 for more information.

Financial matters - Group

Main figures profit/loss

Amounts in NOK million	1.1.-30.6.		1.1.-31.12.		1.4.-30.6.	
	2023	2022	2022		2023	2022
Operating revenues	33 275	27 562	58 391		17 087	14 291
EBIT (adj.)	3 392	3 285	7 411		1 786	1 753
Other income and expenses	(254)	(212)	(514)		(202)	(50)
Operating profit	3 138	3 073	6 897		1 584	1 703
Profit/loss from associates and joint ventures	955	476	861		533	238
Interest and financial items, net	(515)	(151)	(413)		(275)	(87)
Profit/loss before taxes	3 578	3 398	7 345		1 842	1 854
Taxes	(825)	(910)	(2 077)		(415)	(495)
Profit/loss for the period	2 753	2 488	5 268		1 427	1 359
Earnings per share, diluted (NOK)	2.65	2.37	5.04		1.38	1.28
Earnings per share (adj.), diluted (NOK)	2.88	2.57	5.46		1.55	1.33

Group operating revenues increased by 20.7% in the first half, driven by organic sales growth for the portfolio companies as a result of price increases. Operating revenues also increased due to currency translation effects and structural growth.

In the first half, the group had a 3.3% increase in EBIT (adj.) due to higher profit for most of the portfolio companies, offset by lower profit for Hydro Power, primarily as a result of lower power prices year over year and the windfall tax introduced in September 2022. All the portfolio companies reported improved profit, except for Lilleborg. The improvement was largely driven by price increases.

The group's "Other income and expenses" amounted to NOK -254 million in the first half of 2023. Expenses were largely related to the process of preparing Orkla Food Ingredients for structural changes and to restructuring projects in the group. For further details of other income and expenses, see Note 3.

Profit from associates totalled NOK 955 million in the first half. This was a solid improvement, year over year, which was entirely related to a very strong first half for Jotun.

Net financial costs in the first half of 2023 were considerably higher than in the same period of 2022, primarily due to a higher borrowing rate, but also to increased liabilities. The average borrowing rate was 4.6% in the first half, compared with 1.7% year over year. The average gross debt level excluding lease liabilities was NOK 20.0 billion in the first half, compared with NOK 14.8 billion in the same period of 2022.

Tax in the first half of 2023 was slightly lower, year over year. This was due to lower resource rent tax for Hydro Power as a result of lower profit than last year, to some extent offset by higher, non-deductible expenses.

Earnings per share, diluted, in the first half were NOK 2.65, a year-over-year improvement of 12%. Adjusted earnings per share, diluted, were NOK 2.88, equivalent to a year-over-year improvement of 12%. For more information, see the chapter on Alternative Performance Measures (APM) on page 32.

## Cash flow – Group

### Orkla-format

	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022	
Cash flow from consolidated Portfolio Companies incl. Headquarters & Business Services						
EBIT (adj.)	2 829	2 327	5 025	1 481	1 148	
Depreciation	1 179	993	2 096	602	502	
Changes in net working capital	(787)	(1 851)	(2 415)	(162)	(912)	
Net replacement investments	(1 440)	(1 416)	(2 773)	(641)	(832)	
Cash flow from operations (adj.)	1 781	53	1 933	1 280	(94)	
Cash flow effect from “Other income and expenses” and pensions	(229)	(156)	(421)	(171)	(78)	
Cash flow from operations, consolidated Portfolio Companies incl. Headquarters & Business Services	1 552	(103)	1 512	1 109	(172)	
Cash flow from operations, Financial Investments	545	780	2 316	248	419	
Taxes paid	(1 520)	(1 001)	(1 400)	(729)	(481)	
Dividends received, financial items and other payments	(287)	61	(63)	(244)	(57)	
Cash flow before capital transactions	290	(263)	2 365	384	(291)	
Dividends paid and purchase/sale of treasury shares	(2 991)	(2 984)	(3 004)	(2 986)	(2 973)	
Cash flow before expansion	(2 701)	(3 247)	(639)	(2 602)	(3 264)	
Expansion investments	(227)	(157)	(447)	(148)	(106)	
Sale of companies (enterprise value)	33	32	132	33	3	
Purchase of companies (enterprise value)	(914)	(1 148)	(3 099)	(141)	(115)	
Net cash flow	(3 809)	(4 520)	(4 053)	(2 858)	(3 482)	
Currency effects of net interest-bearing liabilities	(1 781)	(318)	(377)	(337)	(743)	
Change in net interest-bearing liabilities	(5 590)	(4 838)	(4 430)	(3 195)	(4 225)	
Net interest-bearing liabilities	22 778	17 596	17 188			

The comments on the next page are based on the cash flow statement as presented in Orkla’s internal format and refer to the period 1 January to 30 June 2023. Reference is made to page 24 for the consolidated statement of cash flows IFRS and reconciliation of cash flows.

At group level, the bottom line of the Orkla-format cash flow statement is the change in net interest-bearing liabilities, an important management parameter for the group; see Note 6.



Cash flow from operations from consolidated portfolio companies incl. HQ and Business Services was higher in 2023 than 2022, primarily as a result of increased profit and improved working capital performance, particularly related to inventories.

The largest project under “Net replacement investments” was the construction of a new biscuit factory in Latvia. Net replacement investments also included several other factory and warehouse projects, ERP projects and new long-term leases.

In Financial Investments, cash flow from operations as at 30 June 2023 was lower than in 2022 due to lower profit for Hydro Power, chiefly because of lower power prices and the windfall tax imposed in September 2022.

Taxes paid were higher as at 30 June 2023, year over year, mainly due to higher taxes for Hydro Power on profit in 2022.

Dividends received were slightly higher than last year as a result of higher dividends from Jotun. Financial items fell from the same period of 2022 on account of a higher borrowing rate and increased liabilities.

Expansion investments included investments in increased production and warehouse capacity, mainly in Orkla Foods Europe, Orkla Food Ingredients and Orkla India.

Purchases of companies totalled NOK -914 million at the end of the first half of 2023, and chiefly consisted of the purchase of 100% of the shares in Bubs Godis AB in Sweden, as well as 100% of the shares in Khell-Food Kft. in Hungary.

Net cash flow for the group was NOK -3,809 million. Negative currency translation effects due to the weaker Norwegian krone increased net interest-bearing liabilities by NOK 1,781 million.

As at 30 June 2023, net interest-bearing liabilities before lease liabilities amounted to NOK 20,600 million. Including lease liabilities under IFRS 16, net interest-bearing liabilities totalled NOK 22,778 million.

As at 30 June 2023, the equity ratio was 51.1%, compared with 53.5% as at 31 December 2022. The average time to maturity of interest-bearing liabilities and unutilised credit lines is 3.2 years. Orkla’s financial position is robust with cash reserves and credit lines that exceed known future capital needs.

Portfolio Companies

Alternative Performance Measures (APM) and relevant comparative figures are presented on the last pages of this report.

Orkla Foods Europe

	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022	
Operating revenues	9 990	8 557	17 820	5 087	4 318	
Contribution ratio	37.6%	38.3%	38.3%	37.3%	37.3%	
EBIT (adj.)	1 044	874	1 973	534	405	
EBIT (adj.) margin	10.5%	10.2%	11.1%	10.5%	9.4%	
EBIT	967	758	1 874	471	389	
Organic growth operating revenues	8.6%	8.8%	7.2%	7.0%	10.4%	
- relating to price	15.8%	5.9%	10.0%	16.3%	7.4%	
- relating to volume/mix	-7.2%	2.9%	-2.8%	-9.3%	3.0%	
Underlying EBIT (adj.) growth	12.0%	-2.8%	-9.5%	20.7%	-9.4%	
Underlying EBIT (adj.) margin change	0.3%-p	-1.2%-p	-2.0%-p	1.2%-p	-2.1%-p	
ROCE (R12M)	11.9%	13.5%	11.7%			

- Organic sales growth in all markets in the first half
- Weak volume performance in the grocery channel across markets
- Broad-based profit growth driven by higher prices and positive currency translation effects

Orkla Foods Europe saw a 16.7% increase in first-half sales, while organic growth was 8.6%. There was broad-based, price-driven growth in sales to the grocery channel, but with associated weak volume performance across markets. The volume decline must be seen in conjunction with reduced buying power, higher prices to consumers and related changes in consumer buying patterns. First-half volume performance was also negatively impacted by the fact that several customers built up stocks in June last year ahead of price increases. Sales performance to the Out-of-Home sector, convenience stores, petrol stations and export

markets was positive. Market share performance in the grocery sector was weak in several markets, including the Czech Republic, Sweden and Denmark. This can largely be linked to a change in buying patterns, with consumers shopping more in low-price stores and at discounted prices than before.

First-half EBIT (adj.) grew by 19.5%, boosted by currency translation effects. Underlying growth was 12.0% and was positively affected by implemented price increases. High raw material, packaging and energy costs are still a major challenge, and weighted exposure to a variety of purchasing categories makes this cost trend particularly negative for Orkla Foods Europe. Meat, dairy products, sugar, tomato paste and rice are examples of raw materials for which prices have soared, and many raw material categories are also exposed to challenging climate-related factors, which put pressure on prices. In addition, prices of glass and metal, which are large packaging categories in Orkla Foods Europe, have risen substantially. Weak currency exchange rates are putting additional pressure on purchasing costs, especially in Norway and Sweden.

The EBIT (adj.) margin was 10.5% in the first half, up 0.3 percentage points from the first half of 2022.

To counter the challenges posed by higher costs and weaker volumes, cost and efficiency improvement programmes have been implemented. At the end of 2022, the organisation in the Czech Republic was extensively reorganised and streamlined, a process that has made a positive contribution in the first half of 2023. Moreover, various strategic alternatives are being considered for six large product categories with associated production facilities. The goal is to reduce cost levels and optimise the portfolio. Major reorganisation projects have also been initiated in Norway and Sweden which will generate positive cost effects as from the third quarter.

**Orkla Food Ingredients**

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	9 253	6 783	14 682	4 860	3 659
Contribution ratio	28.0%	29.4%	28.8%	28.2%	29.5%
EBIT (adj.)	586	403	853	348	263
EBIT (adj.) margin	6.3%	5.9%	5.8%	7.2%	7.2%
EBIT	550	391	765	327	256
Organic growth operating revenues	15.8%	21.6%	20.5%	10.6%	22.0%
- relating to price	15.2%	13.2%	16.6%	13.0%	15.0%
- relating to volume/mix	0.6%	8.4%	3.9%	-2.4%	7.0%
Underlying EBIT (adj.) growth	11.7%	33.6%	27.7%	3.8%	22.4%
Underlying EBIT (adj.) margin change	-0.2%-p	0.6%-p	0.3%-p	-0.4%-p	0.1%-p
ROCE (R12M)	10.7%	10.6%	10.6%		

- Continued price-driven organic growth, but slowing due to stabilisation of raw material prices
- EBIT (adj.) growth driven by positive effects of price increases, to some extent offset by higher costs
- Declining volume performance throughout first half generates uncertainty as to volume going forward, due to anticipated lower consumer buying power

Orkla Food Ingredients saw a 36.4% increase in first-half operating revenues, of which 15.8% was organic. Organic growth related to both price and volume has declined during the period. Although market price movements in key raw material categories have varied, the trend for input factor costs in Orkla Food Ingredients have been more stable. This has resulted in more limited price increases in the first half of 2023 than in 2022, for most markets.

Volumes grew by 0.6% in the first half, but with diminishing growth during the period, especially in the bakery segment. The ice cream season saw a somewhat slow start as a result of inclement weather, but sales were good in June. There is still good growth in the plant-based drink and margarine segments, but the margarine segment in particular will face strong comparative figures in the second half of 2023.

First-half EBIT (adj.) improved by 45.3%. Underlying growth was mainly related to the positive effects of price increases, partly offset by higher operating costs largely due to cost inflation. Profit growth was also positively impacted by currency translation effects and the acquisition of Denali. The declining volumes, coupled with high inflation and lower consumer buying power, cause uncertainty with regard to volume performance going forward.

The first-half EBIT (adj.) margin was 6.3%, a year-over-year improvement of 0.4 percentage points. The improvement was primarily due to the positive mix effect of the acquisition of Denali. Cost increases have been compensated for by price increases, but had a dilutive effect on the EBIT (adj.) margin.

Orkla Confectionery & Snacks

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	4 092	3 443	7 578	2 098	1 764
Contribution ratio	41.8%	42.3%	41.8%	41.7%	41.8%
EBIT (adj.)	387	358	989	200	167
EBIT (adj.) margin	9.5%	10.4%	13.1%	9.5%	9.5%
EBIT	379	348	936	194	162
Organic growth operating revenues	11.2%	3.8%	5.2%	8.8%	8.8%
- relating to price	15.0%	4.2%	8.2%	15.9%	5.6%
- relating to volume/mix	-3.8%	-0.4%	-3.0%	-7.1%	3.3%
Underlying EBIT (adj.) growth	0.0%	-15.6%	-9.2%	7.9%	-9.2%
Underlying EBIT (adj.) margin change	-1.1%-p	-2.4%-p	-2.1%-p	-0.2%-p	-1.9%-p
ROCE (R12M)	10.7%	13.0%	11.7%		

- High organic growth driven by price increases
- Challenging start-up of new biscuit factory

Orkla Confectionery & Snacks had first-half sales growth of 18.9%, of which 11.2% was organic growth. Organic volume performance was -3.8%, chiefly due to challenges relating to deliveries from the new biscuit factory. Grocery market share performance was mixed, but was negatively impacted by the delivery challenges. The acquisition of Bubs Godis AB was completed with accounting effect as of 1 February. The company is performing well, with improved sales and profit in the first half.

EBIT (adj.) for Orkla Confectionery & Snacks rose by 8.1% year over year. There was good profit growth in most markets, and particularly in Sweden and Finland. The acquisition of Bubs Godis AB and currency translation effects also contributed to growth. At the same time, costs related to the new biscuit factory are weighing on profit. The start-up of the new biscuit factory has been and is still challenging, and has resulted in a temporary increase of approximately NOK 60 million in first-half operating costs. The challenges are complex, but have primarily concerned the commissioning of new packing machines. This also had a temporary negative impact on biscuit sales. Production volumes increased successively during the second quarter, and the delivery challenges are expected to diminish in the course of 2023. There are no changes as regards overall project synergies.

Raw material costs are gradually flattening out in some purchasing categories, but were still higher than in the same period of 2022. Moreover, the weaker Norwegian krone and Swedish krona had a negative impact on the overall cost level. Even though the higher costs have been compensated for by price increases, this had a dilutive effect on the first-half EBIT (adj.) margin. The EBIT (adj.) margin was 9.5% in the first half, a year-over-year decline of 0.9 percentage points.

Orkla Health

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	3 192	2 673	5 375	1 578	1 336
Contribution ratio	58.6%	57.2%	57.2%	58.8%	56.9%
EBIT (adj.)	496	409	736	231	178
EBIT (adj.) margin	15.5%	15.3%	13.7%	14.6%	13.3%
EBIT	498	369	614	221	166
Organic growth operating revenues	6.4%	10.3%	7.1%	6.1%	12.3%
- relating to price	3.6%	1.4%	2.5%	4.2%	3.2%
- relating to volume/mix	2.8%	8.9%	4.6%	1.9%	9.0%
Underlying EBIT (adj.) growth	15.4%	-3.9%	-9.4%	16.0%	-2.4%
Underlying EBIT (adj.) margin change	1.2%-p	-1.6%-p	-2.2%-p	1.2%-p	-1.3%-p
ROCE (R12M)	8.9%	9.9%	8.5%		

- Organisk sales growth driven by price increases and higher sales volumes in several markets
- EBIT (adj.) growth due to sales growth and high costs in the same period of 2022

Orkla Health had sales growth of 19.4% in the first half, of which 6.4% was organic growth. The sales growth was bolstered by structural growth through the acquisition of Healthspan in 2022, combined with positive currency translation effects, particularly from revenues in euro. The sales growth was further strengthened by price increases implemented in the

health and wound care category, but also by higher sales volumes for other parts of the portfolio such as Oral Care, NutraQ and Riemann. Sales growth for Riemann was partly driven by customer restocking. There was also growth in sales of dietary supplements in markets such as Sweden, Finland and Poland, while the Norwegian market was negatively impacted by a decline in volume due to reduced grocery market shares.

Orkla Health reported a 21.4% improvement in first-half EBIT (adj.), while underlying growth was 15.4%. This was driven by top-line growth and high costs in the same period last year. The comparative half-year in 2022 was affected by high costs of a temporary nature in several areas, with particularly great challenges in the supply chain. These positive comparative effects will not continue during the rest of 2023.



Orkla India

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	1 390	1 188	2 542	718	638
Contribution ratio	34.6%	33.3%	34.0%	35.5%	33.3%
EBIT (adj.)	167	137	303	93	75
EBIT (adj.) margin	12.1%	11.5%	11.9%	13.0%	11.8%
EBIT	164	133	294	92	74
Organic growth operating revenues	11.9%	15.3%	15.5%	7.1%	21.0%
- relating to price	15.1%	8.6%	13.1%	12.9%	10.3%
- relating to volume/mix	-3.2%	6.7%	2.4%	-5.8%	10.7%
Underlying EBIT (adj.) growth	15.7%	24.7%	21.1%	16.8%	27.6%
Underlying EBIT (adj.) margin change	0.4%-p	1.0%-p	0.6%-p	1.1%-p	0.6%-p
ROCE (R12M)	11.9%	10.6%	11.5%		

- Good organic sales growth, mainly driven by price increases across business units
- Good overall growth in the core category spices and masalas, flat growth for food and drink mixes
- Strong profit performance due to higher contribution ratio, partly counteracted by higher costs

Orkla India increased turnover by 17.0% in the first half, of which 11.9% was organic growth, primarily driven by price increases. Growth was broad-based across core categories, and was related to both home markets and international business.

There was 15.7% underlying growth in EBIT (adj.), driven by margin growth and price increases, counteracted to some extent by higher costs. Raw material costs have continued to rise across important input factors, especially in spice and dairy categories. Consequently, two rounds of price increases were carried out for masalas.

The first-half EBIT (adj.) margin was 12.1%, equivalent to underlying growth of 0.4 percentage points. This was mainly due to higher margins, offset by general cost inflation.

Orkla Home & Personal Care

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	1 187	1 078	2 190	595	536
Contribution ratio	40.0%	40.2%	38.5%	40.2%	40.9%
EBIT (adj.)	108	100	152	63	52
EBIT (adj.) margin	9.1%	9.3%	6.9%	10.7%	9.7%
EBIT	99	100	149	55	52
Organic growth operating revenues	6.0%	3.5%	2.8%	4.9%	6.2%
- relating to price	9.1%	2.4%	2.3%	8.2%	2.4%
- relating to volume/mix	-3.1%	1.2%	0.4%	-3.3%	3.8%
Underlying EBIT (adj.) growth	4.0%	-38.0%	-53.3%	16.7%	-30.3%
Underlying EBIT (adj.) margin change	-0.2%-p	-5.8%-p	-8.1%-p	1.1%-p	-5.0%-p
ROCE (R12M)	10.8%	19.7%	11.5%		

- Broad-based turnover growth across markets
- Negative volume performance in the grocery channel
- Increased EBIT (adj.) driven by higher turnover

Orkla Home & Personal Care increased first-half operating revenues by 10.0%, of which 6.0% was organic growth. Broad-based, cross-market turnover growth was driven by price increases. Volume performance was negative in the first half, especially for the grocery channel. Private Label market shares increased in the first half, boosted by negative economic trends and changes in buying patterns.

The contribution ratio in the first half was slightly lower, year over year, with positive effects of price increases offset by higher purchasing costs and a weaker Norwegian krone. The majority of input factor purchases are made with exposure against euro, where the weakening of the Norwegian krone against the euro had a negative impact.

EBIT (adj.) increased by NOK 8 million, driven by higher turnover. This was counteracted to some extent by increased costs, driven by dis-synergies as a result of the demerger of the Oral Care portfolio to the Orkla Health portfolio company. The dis-synergies were related to operating and administrative costs.

Orkla Home & Personal Care carried out a reorganisation at the end of the first half to adapt the organisation to the new structure whereby Oral Care has been transferred to Orkla Health.

The European Pizza Company

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	1 450	1 056	2 267	760	554
Contribution ratio	41.4%	38.5%	38.8%	41.5%	38.0%
EBIT (adj.)	116	108	222	55	58
EBIT (adj.) margin	8.0%	10.2%	9.8%	7.2%	10.5%
EBIT	115	108	215	54	57
Organic growth operating revenues	13.5%	9.6%	11.3%	10.7%	8.6%
Underlying EBIT (adj.) growth	-16.7%	7.6%	-0.8%	-28.1%	-1.7%
Underlying EBIT (adj.) margin change	-2.8%-p	-0.8%-p	-1.5%-p	-3.7%-p	-1.7%-p
ROCE (R12M) <sup>1</sup>	6.2%	7.5%	6.5%		

- Organic growth driven by increased consumer sales<sup>2</sup> and price increases
- Unprofitable operations in Germany have resulted in restructuring costs and closures
- Solid EBIT (adj.) improvement for the business except in Germany

The European Pizza Company<sup>3</sup> had a 37.3% increase in operating revenues in the first half, of which 13.5% was organic growth. This was mainly driven by higher consumer sales, coupled with price increases to compensate for higher raw material costs for pizza dough and ingredients.

The European Pizza Company had consumer sales totalling EUR 215.6 million with 23.9% reported growth in the first half, while underlying consumer sales rose by 4.5%. There were a total of 852 sales outlets at the end of the first half. A restructuring process has taken place and is still ongoing in Germany, where several underperforming sales outlets have been closed to ensure a robust platform going forward.

EBIT (adj.) increased by 6.8% in the first half, driven by currency translation effects and structural growth, while underlying EBIT (adj.) fell by 16.7% due to unprofitable operations and restructuring costs in Germany. Profitability for Kotipizza and New York Pizza in the Netherlands remained strong with double-digit EBIT (adj.) growth.

1 ROCE (R12M) has been adjusted in relation to historical financial information published on 15 June 2023. Updated figures were posted on Orkla’s website on 14 July 2023.  
2 Consumer sales = total retail turnover (excl. VAT) of all sales outlets in local currency  
3 Previously presented as “Pizza Out of Home”

**Orkla House Care**

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	852	771	1 424	435	350
Contribution ratio	44.9%	43.7%	43.1%	43.3%	42.3%
EBIT (adj.)	106	91	102	39	25
EBIT (adj.) margin	12.4%	11.8%	7.2%	8.8%	7.1%
EBIT	104	90	32	39	25
Organic growth operating revenues	3.4%	-16.4%	-11.2%	13.9%	-18.6%
- relating to price	6.0%	5.6%	6.7%	5.5%	6.3%
- relating to volume/mix	-2.5%	-22.0%	-17.9%	8.3%	-24.9%
Underlying EBIT (adj.) growth	9.3%	-48.3%	-58.8%	40.9%	-62.0%
Underlying EBIT (adj.) margin change	0.7%-p	-7.5%-p	-8.5%-p	1.7%-p	-8.3%-p
ROCE (R12M) <sup>1</sup>	7.5%	11.4%	6.9%		

Orkla House Care increased first-half operating revenues by 10.6%, of which 3.4% was organic growth, positively impacted by good weather conditions and rising volume growth in the market in the second quarter. Following a long period of challenges in the UK, the general picture has improved in the first half of 2023. The contribution ratio improved, mainly as a result of positive mix effects, the revaluation of inventories and implementation of price increases. EBIT (adj.) rose by NOK 15 million, and was driven by a strong sales performance in the first half, partly offset by higher costs due to inflation, combined with increased ERP implementation costs.

**Health and Sports Nutrition Group**

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	657	556	1 100	299	263
Contribution ratio	29.1%	28.5%	28.4%	29.9%	27.4%
EBIT (adj.)	20	(1)	9	6	(6)
EBIT (adj.) margin	3.1%	-0.2%	0.8%	2.1%	-2.3%
EBIT	16	(1)	8	3	(6)
Organic growth operating revenues	13.8%	8.3%	9.3%	8.9%	5.0%
Underlying EBIT (adj.) growth	1 564.8%	106.0%	-67.1%	203.4%	-187.2%
Underlying EBIT (adj.) margin change	3.4%-p	-3.9%-p	-1.9%-p	4.5%-p	-4.6%-p
ROCE (R12M)	5.9%	2.0%	1.9%		

Health and Sports Nutrition Group (HSNG) had organic turnover growth of 13.8% in the first half, which was broad-based across markets. The contribution margin ratio improved by 0.6 percentage points in the period, despite the fact that product margins were still lower and under pressure, driven by high raw material costs and negative currency effects. Variable costs related to freight, handling, shipment and marketing were lower in the period, mainly due to more efficient operations. In total, this resulted in an improvement of NOK 21 million in EBIT (adj.), albeit compared with a low figure last year. The EBIT (adj.) margin was 3.1%. The return on capital employed improved compared with last year, due to the improvement in EBIT (adj.) and reduced working capital.

1 ROCE (R12M) has been adjusted in relation to historical financial information published on 15 June 2023. Updated figures were posted on Orkla's website on 14 July 2023.

**Pierre Robert Group**

	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022	
Operating revenues	278	244	564	127	121	
Contribution ratio	46.3%	49.3%	42.8%	47.3%	50.3%	
EBIT (adj.)	9	8	22	3	2	
EBIT (adj.) margin	3.3%	3.3%	3.9%	2.4%	1.7%	
EBIT	7	8	21	2	2	
Organic growth operating revenues	11.1%	3.6%	7.7%	1.6%	6.3%	
- relating to price	7.4%	1.9%	3.1%	8.8%	4.9%	
- relating to volume/mix	3.7%	1.7%	4.7%	-7.2%	1.4%	
Underlying EBIT (adj.) growth	21.4%	-37.9%	-18.2%	85.3%	518.7%	
Underlying EBIT (adj.) margin change	0.3%-p	-2.1%-p	-1.2%-p	1.3%-p	1.9%-p	
ROCE (R12M)	3.5%	4.4%	3.8%			

Pierre Robert Group had organic sales growth of 11.1% in the first half. Part of the growth is attributable to a shift in the timing of sales between the first half and second half. Growth was driven by price, volume and product mix. The contribution ratio was negatively affected by unfavourable exchange rates, high input factor costs, clearance sales and general inflation. While total market volume declined in the grocery channel, Pierre Robert Group increased its market shares. Underlying EBIT (adj.) grew by 21.4%, partly explained by weak comparative figures. Cost increases have largely been compensated for by implementing price increases, but have nonetheless had a dilutive effect on the EBIT (adj.) margin. Cost improvement measures have been initiated to reduce costs throughout the value chain. The return on capital employed was weaker than last year due to high inventories and a new ERP system. The high inventory levels were largely caused by the imbalance in the global transport market in 2021 and 2022.

**Lilleborg**

	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022	
Operating revenues	288	252	497	145	128	
Contribution ratio	41.2%	49.9%	48.3%	43.6%	49.5%	
EBIT (adj.)	25	33	55	19	18	
EBIT (adj.) margin	8.8%	13.1%	11.1%	13.2%	13.8%	
EBIT	25	33	55	19	18	
Organic growth operating revenues	14.2%	2.0%	-1.8%	13.1%	5.7%	
- relating to price	11.4%	2.6%	6.0%	11.7%	3.5%	
- relating to volume/mix	2.8%	-0.6%	-7.8%	1.3%	2.2%	
Underlying EBIT (adj.) growth	-22.9%	-6.4%	-17.8%	8.9%	-8.8%	
Underlying EBIT (adj.) margin change	-4.2%-p	-1.2%-p	-2.2%-p	-0.5%-p	-2.2%-p	
ROCE (R12M)	90.6%	233.2%	129.2%			

Lilleborg had turnover growth of 14.2% in the first half. 2.8 percentage points of the increase were driven by volume growth, while the remaining 11.4 percentage points were linked to price increases implemented as a result of the significant rise in purchasing costs in the second half of 2022. The underlying EBIT (adj.) margin in the first half was 4.2 percentage points lower, year over year, due to a lag in the implementation of price increases to customers, which has impacted negatively on the contribution ratio. This has been dealt with by implementing further price increases during 2023, which has resulted in improved margins towards the end of the first half.



**Jotun (100% basis)**

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Operating revenues	16 106	13 397	27 858	8 340	7 110
Operating revenues growth	20.2%	18.6%	22.1%	17.3%	22.3%
EBITA	3 501	1 914	3 737	1 883	1 019
EBITA growth	82.9%	-7.9%	19.1%	84.8%	6.3%

Orkla owns a 42.7% interest in Jotun, which is recognised in Orkla's consolidated financial statements according to the equity method.

The strong sales momentum continued in the first half, with year-over-year growth of 20% in operating revenues. Excluding currency effects, there was 15% underlying growth in sales. The strong growth in the first half was driven by both higher volume and price increases to compensate for higher raw material costs. All segments achieved double-digit sales growth in the first half, apart from the Powder segment, where growth has been more modest.

First-half operating profit almost doubled, year over year, and was driven by improved gross margin, volume growth and good cost control. Gross margin continued to improve during the second quarter, primarily as a result of the continued effects of price increases, but also helped by lower raw material prices in some markets.

The overall outlook is still positive, and Jotun anticipates continued sales growth and solid profitability in 2023. High inflation, rising interest rates and lower global growth forecasts are creating uncertainty about the outlook for the paints and coatings industry. So far this year, however, these uncertain factors have not affected activity to a significant degree in most of the markets in which Jotun operates.

Financial Investments

Hydro Power

	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
	2023	2022	2022	2023	2022
Volume (GWh)	1 099	1 090	2 237	596	579
Price* (øre/kWh)	102.8	156.2	193.9	87.6	163.1
EBIT (adj.) (NOK million)	537	924	2 328	282	579

\* Source: Nord Pool (average spot area prices for the Eastern Norway (NO1))

EBIT (adj.) for Hydro Power amounted to NOK 537 million in the first half of 2023, equivalent to a year-over-year decline of 41.9%. The profit decline was chiefly due to substantially lower power prices than in the same period of last year, and the effect of the windfall tax imposed in September 2022. Power prices were still relatively high, even though they are significantly lower than last year’s record level. At the start of the year, a mild winter and well-filled gas storage facilities in Europe helped to reduce price levels. Reservoir and snowpack levels in Southern Norway were slightly lower than normal, and future changes in resource levels will be determinant for price trends going forward.

The power price in Eastern Norway (NO1) in the first half was 102.8 øre/kWh, compared with 156.2 øre/kWh in the first half of 2022. Production in the first half of 2023 totalled 1099 GWh, compared with 1090 GWh in the same period of 2022.

First-half operating costs were higher, year over year, mainly due to the effects of the windfall tax (NOK 56 million) and scheduled maintenance projects. At the end of the first half, reservoir levels in Sauda were lower than normal, and the snowpack level was also somewhat lower than normal. The overall snow situation and reservoir levels in the catchment area of the Glomma and Laagen rivers were at 86% of the normal level.

Tax for Hydro Power amounted to NOK 311 million for the first half of 2023, equivalent to a total tax rate of 55% for all the power plants.

Orkla Real Estate

EBIT (adj.) totalled NOK 26 million in the first half, compared with NOK 34 million last year. Development and rental of the current real estate portfolio were the main activities in the period.

**Other matters**

At the Annual General Meeting on 13 April 2023, the following shareholder-elected members of Orkla’s Board of Directors were re-elected for one year: Stein Erik Hagen (Board Chair), Liselott Kilaas, Peter Agnefjäll, Anna Mossberg, Christina Fagerberg and Rolv Erik Ryssdal. Caroline Hagen Kjos was elected as a new Board member for one year.

The General Meeting approved a dividend of NOK 3.00 per share for the 2022 financial year, which was paid out on 27 April 2023. Orkla shares were listed exclusive of dividend as of 14 April 2023.

Orkla’s new operating model entered into effect on 1 March 2023. Reporting in accordance with the new structure is applied as of the second quarter of 2023.

**Declaration by the Board of Directors**

We confirm, to the best of our knowledge, that the unaudited, condensed half-year financial statements for the period 1 January to 30 June 2023 have been prepared in conformity with IAS 34 Interim Reporting and that the information in the financial statements provides a fair view of the enterprise and the group’s assets, liabilities, financial position and overall results, and that the half-year report provides a fair overview of the information specified in section 5-6, fourth paragraph, of the Norwegian Securities Trading Act.

Oslo, 13 July 2023  
**The Board of Directors of Orkla ASA**

Stein Erik Hagen Chairman of the Board	Liselott Kilaas	Anna Mossberg	Peter Agnefjäll	Christina Fagerberg	Rolv Erik Ryssdal
Caroline Hagen Kjos	Terje Utstrand	Sverre Josvanger	Karin Hansson	Roger Vangen	Nils K. Selte President and CEO

(This translation from Norwegian of Orkla's first half report of 2023 has been made for information purposes only.)

Condensed income statement

Amounts in NOK million	Note	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
		2023	2022	2022	2023	2022
Operating revenues	2	33 275	27 562	58 391	17 087	14 291
Operating expenses		(28 626)	(23 204)	(48 723)	(14 660)	(11 996)
Depreciation		(1 257)	(1 073)	(2 257)	(641)	(542)
<b>EBIT (adj.)</b>	2	<b>3 392</b>	<b>3 285</b>	<b>7 411</b>	<b>1 786</b>	<b>1 753</b>
Other income and expenses	3	(254)	(212)	(514)	(202)	(50)
<b>Operating profit (EBIT)</b>		<b>3 138</b>	<b>3 073</b>	<b>6 897</b>	<b>1 584</b>	<b>1 703</b>
Profit/loss from associates and joint ventures		955	476	861	533	238
Interest, net	7	(444)	(127)	(353)	(254)	(76)
Other financial items, net	7	(71)	(24)	(60)	(21)	(11)
<b>Profit/loss before taxes</b>		<b>3 578</b>	<b>3 398</b>	<b>7 345</b>	<b>1 842</b>	<b>1 854</b>
Taxes		(825)	(910)	(2 077)	(415)	(495)
<b>Profit/loss for the period</b>		<b>2 753</b>	<b>2 488</b>	<b>5 268</b>	<b>1 427</b>	<b>1 359</b>
Profit/loss attributable to non-controlling interests		105	129	249	55	82
Profit/loss attributable to owners of the parent		2 648	2 359	5 019	1 372	1 277

Earnings per share

Amounts in NOK	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2023	2022	2022	2023	2022
Earnings per share	2.65	2.37	5.04	1.38	1.28
Earnings per share, diluted	2.65	2.37	5.04	1.38	1.28
Earnings per share (adj.)	2.88	2.57	5.46	1.55	1.33
Earnings per share (adj.), diluted	2.88	2.57	5.46	1.55	1.33

Condensed statement of comprehensive income

Amounts in NOK million	Note	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
		2023	2022	2022	2023	2022
<b>Profit/loss for the period</b>		<b>2 753</b>	<b>2 488</b>	<b>5 268</b>	<b>1 427</b>	<b>1 359</b>
<b>Other items in comprehensive income</b>						
Actuarial gains and losses pensions	2	-	354	-	-	-
Changes in fair value shares		(31)	(50)	(17)	(4)	(50)
<b>Items not to be reclassified to profit/loss in subsequent periods</b>		<b>(29)</b>	<b>(50)</b>	<b>337</b>	<b>(4)</b>	<b>(50)</b>
Change in hedging reserve	4	(11)	48	41	(1)	28
Carried against equity in associates and joint ventures	4	369	319	272	(2)	411
Translation effects	4	2 160	562	580	471	1 069
<b>Items after tax to be reclassified to profit/loss in subsequent periods</b>		<b>2 518</b>	<b>929</b>	<b>893</b>	<b>468</b>	<b>1 508</b>
<b>The group's comprehensive income</b>		<b>5 242</b>	<b>3 367</b>	<b>6 498</b>	<b>1 891</b>	<b>2 817</b>
Comprehensive income attributable to non-controlling interests		229	169	262		
Comprehensive income attributable to owners of the parent		5 013	3 198	6 236		

## Condensed statement of financial position

### Assets

Amounts in NOK million	Note	30.6.2023	31.12.2022
Intangible assets		36 522	33 710
Property, plant and equipment		21 245	19 138
Associates, joint ventures and other financial assets	6	8 024	6 857
<b>Non-current assets</b>		<b>65 791</b>	<b>59 705</b>
Inventories		11 354	10 359
Trade receivables		9 093	7 709
Other receivables and financial assets	6	1 407	1 396
Cash and cash equivalents	6	1 124	1 502
<b>Current assets</b>		<b>22 978</b>	<b>20 966</b>
<b>Total assets</b>		<b>88 769</b>	<b>80 671</b>

### Equity and liabilities

Amounts in NOK million	Note	30.6.2023	31.12.2022
Paid-in equity		1 969	1 968
Retained equity		41 729	39 718
Non-controlling interests		1 653	1 470
<b>Equity</b>		<b>45 351</b>	<b>43 156</b>
Provisions and other non-current liabilities		5 274	4 886
Non-current interest-bearing liabilities	6	18 928	14 975
Current interest-bearing liabilities	6	5 395	4 127
Trade payables		8 336	8 134
Other current liabilities		5 485	5 393
<b>Equity and liabilities</b>		<b>88 769</b>	<b>80 671</b>
Equity ratio		51.1%	53.5%

## Condensed statement of changes in equity

Amounts in NOK million	1.1.–30.6.2023			1.1.–30.6.2022		
	Attributed to equity holders of the parent	Non-controlling interests	Total equity	Attributed to equity holders of the parent	Non-controlling interests	Total equity
Equity 1 January	41 686	1 470	43 156	38 441	910	39 351
The group's comprehensive income	5 013	229	5 242	3 198	169	3 367
Dividends	(2 991)	(37)	(3 028)	(2 990)	(37)	(3 027)
Net purchase/sale of treasury shares	37	-	37	43	-	43
Share-based payment	17	-	17	15	-	15
Change in non-controlling interests	(64)	(9)	(73)	(77)	(2)	(79)
<b>Equity 30 June</b>	<b>43 698</b>	<b>1 653</b>	<b>45 351</b>	<b>38 630</b>	<b>1 040</b>	<b>39 670</b>



Condensed statement of cash flow IFRS

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
Cash flow from operations before capital expenditure	3 579	2 105	6 706	2 026	1 088
Received dividends and paid financial items	(245)	13	(76)	(232)	(76)
Taxes paid	(1 520)	(1 001)	(1 400)	(729)	(481)
<b>Cash flow from operating activities</b>	<b>1 814</b>	<b>1 117</b>	<b>5 230</b>	<b>1 065</b>	<b>531</b>
Net capital expenditure	(1 426)	(1 426)	(2 777)	(690)	(843)
Net sale (purchase) of companies	(746)	(957)	(2 793)	(103)	(115)
Other payments	(42)	48	13	(12)	19
<b>Cash flow from investing activities</b>	<b>(2 214)</b>	<b>(2 335)</b>	<b>(5 557)</b>	<b>(805)</b>	<b>(939)</b>
Paid to shareholders	(2 991)	(2 984)	(3 004)	(2 986)	(2 973)
Cash flow from financing activities excl. paid to shareholders	2 818	4 198	3 663	2 511	2 635
<b>Cash flow from financing activities</b>	<b>(173)</b>	<b>1 214</b>	<b>659</b>	<b>(475)</b>	<b>(338)</b>
Currency effects cash and cash equivalents	195	15	43	24	21
<b>Change in cash and cash equivalents</b>	<b>(378)</b>	<b>11</b>	<b>375</b>	<b>(191)</b>	<b>(725)</b>
<b>Cash and cash equivalents</b>	<b>1 124</b>	<b>1 138</b>	<b>1 502</b>		

Reconciliation operating activities IFRS cash flow against cash flow Orkla-format; see page 8

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
<b>Cash flow from operating activities IFRS cash flow</b>	<b>1 814</b>	<b>1 117</b>	<b>5 230</b>	<b>1 065</b>	<b>531</b>
<i>Items not incl. in operating activities:</i>					
Net replacement expenditures consolidated Portfolio Companies incl. HQ & Business Services	(1 440)	(1 416)	(2 773)	(641)	(832)
Net replacement expenditures Financial Investments	(42)	(12)	(105)	(28)	(9)
Other payments	(42)	48	13	(12)	19
<b>Cash flow before capital transactions in cash flow Orkla-format</b>	<b>290</b>	<b>(263)</b>	<b>2 365</b>	<b>384</b>	<b>(291)</b>

Reconciliation cash and cash equivalents against net interest-bearing liabilities in Orkla-format; see page 8

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2023	2022	2022	2023	2022
<b>Change cash and cash equivalents IFRS cash flow</b>	<b>378</b>	<b>(11)</b>	<b>(375)</b>	<b>191</b>	<b>725</b>
Change net interest-bearing liabilities IFRS cash flow	2 818	4 198	3 663	2 511	2 635
Net interest-bearing liabilities in purchased/sold companies	135	159	174	5	(3)
Interest-bearing liabilities new leases	283	159	548	127	104
Total currency effect net interest-bearing liabilities	1 781	318	377	337	743
Currency effect cash and cash equivalents	195	15	43	24	21
<b>Change net interest-bearing liabilities Orkla-format</b>	<b>5 590</b>	<b>4 838</b>	<b>4 430</b>	<b>3 195</b>	<b>4 225</b>

## Note 1      **General information**

Orkla ASA's condensed consolidated financial statements as at 30 June 2023 were approved at the Board of Directors' meeting on 13 July 2023. The figures in the statements have not been audited. Orkla ASA (organisation no. NO 910 747 711) is a public limited liability company and its offices are located at Skøyen in Oslo, Norway. Orkla shares are traded on the Oslo Stock Exchange. This interim report has been prepared in accordance with IAS 34 Interim Financial Reporting. The same accounting policies and methods of calculation have been applied as in the last annual financial statements.

On 1 March 2023, Orkla was transformed into an industrial investment company with a brands and consumer-oriented scope. The new operating model has been implemented in

internal and external reporting as from the second quarter of 2023, and in this report Orkla is reporting on the basis of the new company structure with 12 portfolio companies in addition to Financial Investments and Orkla Headquarters including business service companies. More key figures have been provided for the portfolio companies than before. All key figures are described and reconciled in the section on Alternative Performance Measures at the end of this report.

The group has acquired new businesses. Acquisitions are presented in Note 5.

Note 2      Segments

Amounts in NOK million	Operating revenues					EBIT (adj.)				
	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.		1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2023	2022	2022	2023	2022	2023	2022	2022	2023	2022
Orkla Foods Europe	9 990	8 557	17 820	5 087	4 318	1 044	874	1 973	534	405
Orkla Food Ingredients	9 253	6 783	14 682	4 860	3 659	586	403	853	348	263
Orkla Confectionery & Snacks	4 092	3 443	7 578	2 098	1 764	387	358	989	200	167
Orkla Health	3 192	2 673	5 375	1 578	1 336	496	409	736	231	178
Orkla India	1 390	1 188	2 542	718	638	167	137	303	93	75
Orkla Home & Personal Care	1 187	1 078	2 190	595	536	108	100	152	63	52
The European Pizza Company	1 450	1 056	2 267	760	554	116	108	222	55	58
Orkla House Care	852	771	1 424	435	350	106	91	102	39	25
Health and Sports Nutrition Group	657	556	1 100	299	263	20	(1)	9	6	(6)
Pierre Robert Group	278	244	564	127	121	9	8	22	3	2
Lilleborg	288	252	497	145	128	25	33	55	19	18
Eliminations consolidated Portfolio Companies	(352)	(286)	(637)	(179)	(145)	-	-	-	-	-
<b>Consolidated Portfolio Companies</b>	<b>32 277</b>	<b>26 315</b>	<b>55 402</b>	<b>16 523</b>	<b>13 522</b>	<b>3 064</b>	<b>2 520</b>	<b>5 416</b>	<b>1 591</b>	<b>1 237</b>
Headquarters & Business Services/Eliminations	4	14	20	(1)	2	(235)	(193)	(391)	(110)	(89)
<b>Consolidated Portfolio Companies incl. Headquarters &amp; Business Services</b>	<b>32 281</b>	<b>26 329</b>	<b>55 422</b>	<b>16 522</b>	<b>13 524</b>	<b>2 829</b>	<b>2 327</b>	<b>5 025</b>	<b>1 481</b>	<b>1 148</b>
Hydro Power	863	1 139	2 744	446	677	537	924	2 328	282	579
Orkla Real Estate	208	144	325	178	116	26	34	58	23	26
<b>Financial Investments</b>	<b>1 071</b>	<b>1 283</b>	<b>3 069</b>	<b>624</b>	<b>793</b>	<b>563</b>	<b>958</b>	<b>2 386</b>	<b>305</b>	<b>605</b>
Eliminations	(77)	(50)	(100)	(59)	(26)	-	-	-	-	-
<b>Orkla</b>	<b>33 275</b>	<b>27 562</b>	<b>58 391</b>	<b>17 087</b>	<b>14 291</b>	<b>3 392</b>	<b>3 285</b>	<b>7 411</b>	<b>1 786</b>	<b>1 753</b>

Note 3      Other income and expenses

Amounts in NOK million	1.1.-30.6.		1.1.-31.12.	1.4.-30.6.	
	2023	2022	2022	2023	2022
M&A and integration costs	(127)	(57)	(174)	(91)	(22)
Final settlement employment relationships etc.	(83)	(13)	(53)	(71)	(10)
Gain/loss on transactions	19	19	127	0	5
Write-downs	0	(21)	(147)	0	0
Restructuring costs and other items	(63)	(140)	(267)	(40)	(23)
<b>Total other income and expenses</b>	<b>(254)</b>	<b>(212)</b>	<b>(514)</b>	<b>(202)</b>	<b>(50)</b>

*Other income*

An insurance settlement of NOK 17 million related to the recall of NutraQ products in 2021 was taken to income.

*Other expenses*

A total of NOK 127 million was incurred in expenses related to “restructuring and coordination” of companies as at 30 June 2023. A substantial part of these expenses are related to the efforts to seek a long-term partner for Orkla Food Ingredients.

NOK 146 million related to restructuring and coordination projects in the group was incurred as at 30 June 2023. The largest projects concern restructuring projects in Orkla Foods Česko a Slovensko, Orkla Foods Sverige, Orkla Foods Norge and Orkla Home & Personal Care, as well as the project at Orkla Headquarters to establish a new business model with a clearer ownership role at ASA level and with more autonomous portfolio companies in the group. In addition, costs were incurred in Orkla Food Ingredients related to a strategy review in connection with the process of finding a long-term partner for this portfolio company.

Note 4      Statement of comprehensive income

The statement of comprehensive income shows changes in the value of hedging instruments (hedging reserve) after tax. The hedging reserve included in equity as at 30 June 2023 (after tax) totalled NOK -25 million. Accumulated translation differences correspondingly amounted to NOK 4,506 million, while accumulated items recognised in equity in associates and joint ventures amounted to NOK 771 million as at 30 June 2023.

## Note 5      Acquisitions and disposals

### *Acquisitions of companies*

Orkla Confectionery & Snacks has purchased 100% of the shares in Bubs Godis AB, a Nordic confectionery company. Bubs Godis (“Bubs”) is a fast-growing company with a strong position in confectionery in the Swedish sweets and candy market, in addition to selling to other Nordic countries. Bubs has developed many iconic pick-&-mix favourites sold both in bulk and in bags. Sustainability is a core focus in the company’s operations, and the majority of its portfolio consists of vegan products. The sellers are members of the Lindström family. In addition, CEO Niclas Arnelin has a small ownership interest that is also part of the sale. Bubs has had average annual sales growth of 10% since 2012/2013, and had a turnover of SEK 211 million in 2021/2022 (financial year ending 30 June 2022). Bubs will be operated as a subsidiary of Orkla Confectionery & Snacks Sverige and its present CEO Niclas Arnelin will continue in the company. The purchase price at enterprise value was just under NOK 600 million and assets other than book values in the company consist mainly of goodwill and brands. The company was consolidated into Orkla’s financial statements as of 1 February 2023.

Orkla Foods Europe has purchased 100% of the shares in Khell-Food Kft., the largest producer of ready-made sandwiches and baguettes in the Hungarian market. Khell-Food was established in 1992 and distributes nationwide from a modern production facility outside Budapest. The company has a leading market position, and the products are mainly sold under the brand Khell-Food. The seller is the founder Zoltán Kelényi, who will continue as CEO of the company. Khell-Food has experienced 11% annual sales growth from 2017 to 2021, and in 2021 had a turnover of around NOK 85 million. The company was consolidated into Orkla’s financial statements as of 1 March 2023.

Orkla Food Ingredients (OFI) purchased 5% of NIC Nederland in the second quarter and now owns 100% of this company. OFI has also purchased an additional 5% of the Belgian company Hadecoup, in which OFI acquired a 70% interest in 2022. OFI has an obligation to purchase the remaining equity interest of 25% in Hadecoup over the next four years, and this

obligation is reported as a liability in the statement of financial position. Furthermore, OFI has purchased 100% of the company Norstamp AS. The company has operating revenues of around NOK 40 million, and was consolidated into Orkla’s financial statements as of 1 May 2023.

In the second quarter, OFI paid the remainder of the purchase price related to the acquisition of the companies Cake Décor in the UK (purchased in 2021) and Werners Gourmetservice in Sweden (purchased in 2018).

### *Disposals of companies*

As at 30 June 2023, shares mainly related to Orkla’s Ventures portfolio had been sold for NOK 33 million.

### *Other matters*

As at 30 June 2023, Orkla had purchased companies for a total of NOK 914 million at enterprise value.

With regard to companies acquired in 2022, the purchase price allocations for Healthspan Group (Orkla Health) and Vesterålen Marine Olje (Orkla Health) were finalised as at 30 June 2023. No material changes were made in relation to the preliminary purchase price allocations.



Note 6      Net interest-bearing liabilities

The various elements of net interest-bearing liabilities are presented in the following table:

Amounts in NOK million	30.6.	31.12.
	2023	2022
Non-current liabilities excl. leases	(17 256)	(13 446)
Current liabilities excl. leases	(4 889)	(3 685)
Non-current receivables (in “Financial Assets”)	403	396
Current receivables (in “Other receivables and financial assets”)	18	16
Cash and cash equivalents	1 124	1 502
<b>Net interest-bearing liabilities excl. leases</b>	<b>(20 600)</b>	<b>(15 217)</b>
Non-current lease liabilities	(1 672)	(1 529)
Current lease liabilities	(506)	(442)
<b>Total net interest-bearing liabilities</b>	<b>(22 778)</b>	<b>(17 188)</b>

Note 7      Interest and other financial items

The various elements of net interest and net other financial items are presented in the following tables:

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2023	2022	2022	2023	2022
Net interest costs excl. leases	(418)	(110)	(318)	(241)	(67)
Interest costs leases	(26)	(17)	(35)	(13)	(9)
<b>Interest, net</b>	<b>(444)</b>	<b>(127)</b>	<b>(353)</b>	<b>(254)</b>	<b>(76)</b>

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2023	2022	2022	2023	2022
Net foreign currency gain/loss	6	(3)	2	3	(2)
Interest on pensions <sup>1</sup>	(35)	3	(23)	(15)	6
Other financial items	(42)	(24)	(39)	(9)	(15)
<b>Other financial items, net</b>	<b>(71)</b>	<b>(24)</b>	<b>(60)</b>	<b>(21)</b>	<b>(11)</b>

1      Includes hedging of the pension plan for employees with salaries over 12G.

**Note 8      Related parties**

The Orkla group makes annual sales to companies in the Canica system for around NOK 22 million. The Canica system is controlled by Orkla Board Chairman Stein Erik Hagen (largest shareholder in Orkla with 25.003% of issued shares). The sales agreements are based on market terms.

As at 30 June 2023, there were no special transactions between the group and related parties.

**Note 9      Assessments relating to impairment**

As at 30 June 2023, there were no indications of impairment of any of the group’s assets.

Orkla Confectionery & Snacks Latvija has delivered a weaker performance than anticipated since the company was acquired. The company was also negatively impacted by the coronavirus pandemic. The company’s performance improved from the fourth quarter of 2022 and into the first half of 2023. Based on estimated future cash flows, Orkla Confectionery & Snacks Latvija justifies its carrying value, but its performance going forward will be tracked closely in relation to anticipated profit performance.

**Note 10      Treasury shares and options**

<i>Treasury shares</i>	
Changes in Orkla’s holding of treasury shares in 2023:	
Treasury shares as at 1 January	4 286 980
Employee share purchase programme	(461 141)
<b>Treasury shares as at 30 June</b>	<b>3 825 839</b>
 <i>Options</i>	
Changes in Orkla’s holding of options outstanding in 2023:	
Options outstanding as at 1 January	6 478 811
Allocations	5 200 572
Terminations	(118 279)
<b>Options outstanding as at 30 June</b>	<b>11 561 104</b>

## Note 11      Shares and financial assets

Shares and financial assets recognised at fair value:

Amounts in NOK million	Measurement level			Total
	Level 1	Level 2	Level 3	
30 June 2023:				
Assets				
Investments	-	-	222	222
Derivatives	-	18	-	18
Liabilities				
Derivatives	-	504	-	504
31 December 2022:				
Assets				
Investments	-	-	263	263
Derivatives	-	23	-	23
Liabilities				
Derivatives	-	388	-	388

See also Note 6 for an overview of interest-bearing assets and liabilities.

## Note 12      Other matters

On 13 April 2023, the General Meeting of Orkla ASA approved payment of the proposed dividend of NOK 3.00 per share. The dividend was paid out to shareholders on 27 April 2023 and totalled NOK 3.0 billion.

There have otherwise been no material events after the statement of financial position date that would have had an impact on the financial statements or the assessments carried out.

Alternative Performance Measures (APM)

Contribution ratio

Contribution ratio is calculated by dividing the contribution margin by operating revenues. Operating revenues minus variable operating expenses constitute the contribution margin. Variable operating expenses are reported on the financial statement line “operating expenses” and consist of expenses directly related to sales volume. Variable expenses include the costs of input factors such as raw materials and packaging, and variable production costs such as electricity related to production and variable pay. They also include incoming and outgoing freight costs directly related to sales volume. Costs related to finished goods purchased for resale are included as part of variable operating expenses. Production costs that are relatively constant over time and do not vary according to production volume are not included in the computation of contribution margin; such costs include warehouse costs, wages of factory administration and management staff, and depreciation of production equipment.

Contribution margin is a key internal financial figure that shows how profitable each portfolio company’s product mix is and hence the company’s ability to cover fixed expenses. Contribution margin is an important financial figure with regard to product innovation and product portfolio optimisation.

A reconciliation of the Orkla group’s contribution margin is presented in the table below.

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2023	2022	2022	2023	2022
Total operating revenues	33 275	27 562	58 391	17 087	14 291
Variable operating expenses	(20 194)	(16 218)	(34 384)	(10 401)	(8 445)
Contribution margin	13 081	11 344	24 007	6 686	5 846
Contribution ratio	39.3%	41.2%	41.1%	39.1%	40.9%

Organic growth

Organic growth shows like-for-like turnover growth for the group’s business portfolio and is defined as the group’s reported change in operating revenues adjusted for effects of the purchase and sale of companies, the new-conclusion and loss of distribution agreements of a material nature, and currency effects. Intra-group transfers of companies and changes in distribution agreements between portfolio companies are also taken into account. When calculating organic growth, acquired companies will be excluded 12 months after the transaction date. Sold companies will be excluded pro forma 12 months prior to the transaction date. Currency effects are neutralised by translating this year’s turnover at last year’s exchange rates.

Organic growth is included in segment information and used to identify and analyse turnover growth in the consolidated portfolio companies. Organic growth provides an important picture of the portfolio companies’ ability to carry out innovation, product development, correct pricing and brand-building.

Segment information for each consolidated portfolio company shows how large a part of organic growth is related to price effects and how large a part is linked to volume/mix effects. Price effects are defined as net changes in prices to customers, i.e. changes in prices to customers adjusted for factors such as discounts, campaigns and price reductions. The price effects are calculated based on the assumption of unchanged volume. Volume/mix effects are calculated as a residual, and are organic growth minus price effects. Volume/mix effects consist of changes in sales volume and/or changes in the product mix sold.

Reconciliation of organic growth with reported growth is shown in a separate table on page 36.

EBIT (adj.)

EBIT (adj.) shows the group’s current operating profit before items that require special explanation, and is defined as reported operating profit or loss before “Other income and expenses” (OIE). Items included in OIE are disclosed in Note 3. These include M&A costs, restructuring or integration expenses, any major gains on and write-downs of both tangible

and intangible assets, and other items that only to a limited degree are reliable measures of the group's current profitability. EBIT (adj.) margin and growth are derived figures calculated in relation to operating revenues.

EBIT (adj.) is one of the group's most important financial figures, internally and externally. The figure is used to identify and analyse the group's profitability from normalised operations and operating activities. Adjustment for items in OIE which to a limited degree are reliable measures of the group's current operating profit or loss increases the comparability of profitability over time.

EBIT (adj.) is presented on a separate line in the group's income statement and in segment reporting; see Note 2.

#### **Change in underlying EBIT (adj.)**

Change in underlying EBIT (adj.) shows like-for-like EBIT (adj.) growth for the group's business portfolio and is defined as the group's reported change in EBIT (adj.) adjusted for effects of the purchase and sale of companies and the re-conclusion and loss of distribution agreements of a material nature and currency effects. Account is also taken of intra-group transfers of companies and changes in distribution agreements between portfolio companies. In calculating the change in underlying EBIT (adj.), acquired companies will be included pro forma 12 months prior to the transaction date. Sold companies will be excluded pro forma 12 months prior to the transaction date. Currency effects are neutralised by translating this year's EBIT (adj.) at last year's currency exchange rates. Underlying EBIT (adj.) margin and change therein are derived figures calculated in relation to operating revenues.

Underlying EBIT (adj.) growth is used for internal management purposes, including for identifying and analysing underlying profitability growth in the existing business portfolio, and provides a picture of the portfolio companies' ability to improve profitability in their existing operations. The measure is important because it shows the change in profitability on a comparable structure over time.

The reconciliation of change in underlying EBIT (adj.) for the consolidated portfolio companies is shown in separate tables on pages 37 and 38.

#### **Return on Capital Employed (ROCE)**

ROCE is calculated by dividing a 12-month rolling EBITA (adj.) by the average capital employed in the consolidated portfolio companies.

EBITA (adj.) consists of EBIT (adj.) plus depreciation and write-downs of intangible assets. In the calculation a 12-month rolling EBITA (adj.) is used. Since depreciation and write-downs of intangible assets are not included in EBITA (adj.), they are also excluded from the capital base. Thus the historical cost of intangible assets is used in capital employed (see next paragraph).

Capital employed represents working capital in the consolidated portfolio companies and consists of:

- Net working capital
  - Net working capital consists of the statement of financial position items "Trade receivables", "Trade payables" and "Inventories". It also includes public charges payable and some minor receivables and payables related to operations from "Other receivables and financial assets" and "Other current liabilities".
- Fixed assets
- Intangible assets at historical cost
  - Consist of the statement of financial position line "Intangible assets" plus accumulated depreciation and write-downs
- Net pension liabilities
  - Pension assets are included in the statement of financial position line "Associates, joint ventures and other financial assets", while pension liabilities are included in "Provisions and other non-current liabilities"
- Deferred tax on excess value
  - This item is included in deferred tax which is part of the statement of financial position line "Provisions and other non-current liabilities"

Average capital employed is at all times an average of the closing balance for the five last reported quarters.

A reconciliation of rolling EBITA (adj.) and average capital employed, broken down by consolidated portfolio company, is presented from page 39.

ROCE shows the return that the Orkla group receives on the capital invested in the various consolidated portfolio companies. This is an important measurement parameter for assessing whether the portfolio companies’ return exceeds the group’s weighted average cost of capital (WACC), and for comparing the return on the current portfolio with another alternative return.

Earnings per share (adj.)

Earnings per share (adj.) show earnings per share adjusted for “Other income and expenses” (OIE) after estimated tax. Items included in OIE are specified in Note 3. The effective tax rate for OIE is lower than the group’s tax rate, chiefly due to the fact that expensed M&A costs and the write-down of the business in Russia (2022) are not tax-deductible. Non-taxable income increases the tax rate for OIE somewhat in 2023. The effective tax rate for OIE as at 30 June 2023 was 12% (5% as at 30 June 2022) and 12% in the second quarter of 2023 (14% in the second quarter of 2022).

If other items of a special nature occur under the company’s operating profit or loss, adjustments will also be made for these items. No such adjustments were made in 2023 or 2022.

Calculation of earnings per share

	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
Amounts in NOK million	2023	2022	2022		2023	2022
Profit/loss attributable to owners of the parent	2 648	2 359	5 019		1 372	1 277
Adjustments earnings per share (adj.):						
Other income and expenses after tax	223	201	427		178	44
Adjusted profit for the period after non-controlling interests	2 871	2 560	5 446		1 550	1 321
Average externally owned shares (1 000 shares)	997 269	996 603	996 876		997 392	996 628
Average externally owned shares, diluted (1 000 shares)	997 273	996 615	996 880		997 453	996 628
Earnings per share (NOK)	2.65	2.37	5.04		1.38	1.28
Earnings per share, diluted (NOK)	2.65	2.37	5.04		1.38	1.28
Earnings per share (adj.) (NOK)	2.88	2.57	5.46		1.55	1.33
Earnings per share (adj.), diluted (NOK)	2.88	2.57	5.46		1.55	1.33



**Net replacement and expansion investments**

When taking decisions regarding investments, the group distinguishes between replacement and expansion investments. Expansion investments are the part of overall reported investments considered to be investments either in new geographical markets or new categories, or which represent significant increases in capacity. Net replacement investments include new leases and are reduced by the value of sold fixed assets to sales value.

The purpose of this distinction is to show how large a part of the investments (replacement) mainly concerns maintenance of existing operations and how large a part of the investments (expansion) is investments which must be expected to generate increased contributions to profit in future, exceeding expectations of normal operations.

Net replacement and expansion investments are presented in the statement of cash flow on page 8.

**Net interest-bearing liabilities**

Net interest-bearing liabilities are the sum of the group's interest-bearing liabilities and interest-bearing receivables. Interest-bearing liabilities include bonded loans, bank loans, other loans, lease liabilities and interest-bearing derivatives. Interest-bearing receivables include cash and cash equivalents, interest-bearing derivatives and other interest-bearing receivables.

Net interest-bearing liabilities are the group's primary management parameter for financing and capital allocation and are used actively in the group's financial risk management strategy. The Orkla-format cash flow statement therefore shows the change in net interest-bearing liabilities at group level; see page 8. Net interest-bearing liabilities are reconciled in Note 6.

**Structure (acquisitions and disposals)**

Structural growth includes adjustments for the acquisition of the businesses Norstamp, Bubs Godis, Da Grasso, Khell-Food, Denali Ingredients, Lofoten Marine Oils, Healthspan and Hade coup, and the winding-up of Hamé Foods in Russia and sale of the convenience business in Orkla Latvija and the Struer brand. Adjustments were also made for the loss of a distribution agreement with PepsiCo, and the distribution of tea in Orkla India. Structural adjustments were made at portfolio company level for the internal transfer of plant-based production and parts of the Idun brand. Following the transition to the new operating model, the split-up of the former Orkla Care business area has entailed the transfer of the dental health business and adjustments for changes in distribution and production agreements between new portfolio companies.

In 2022, adjustments were also made for the acquisition of Vesterålen Marine Olje, Eastern, NutraQ, New York Pizza, Sigurd Ecklund, Hans Kaspar, Núi Sírús, Cake Décor Limited, For All Baking, Ambassador92 and SeaGood Fort Deli. Adjustments have been made for the sale of Credin Russland, the Struer brand, and the water business under the Everest brand in Orkla Latvija. A structural adjustment was made at business area level for the internal transfer of the Oolannin brand.

Organic growth by Portfolio Company

Sales revenues change %	1.1.-30.6.2023				1.4.-30.6.2023			
	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods Europe	8.6	8.4	-0.4	16.7	7.0	10.4	0.5	17.8
Orkla Food Ingredients	15.8	13.3	7.2	36.4	10.6	15.2	7.0	32.8
Orkla Confectionery & Snacks	11.2	8.2	-0.5	18.9	8.8	10.1	0.0	18.9
Orkla Health	6.4	8.9	4.1	19.4	6.1	11.0	1.1	18.2
Orkla India	11.9	7.0	-1.9	17.0	7.1	7.0	-1.7	12.4
Orkla Home & Personal Care	6.0	2.9	1.3	10.0	4.9	3.6	2.5	10.8
The European Pizza Company	13.5	16.4	7.4	37.3	10.7	19.3	7.1	37.1
Orkla House Care	3.4	7.1	0.0	10.6	13.9	10.7	0.0	24.6
Health and Sports Nutrition Group	13.8	5.0	-0.9	18.0	8.9	6.3	-1.7	13.5
Pierre Robert Group	11.1	2.8	0.0	13.9	1.6	3.2	0.0	4.8
Lilleborg	14.2	0.0	0.0	14.2	13.1	0.0	0.0	13.1
Consolidated Portfolio Companies	10.9	9.5	2.3	22.7	8.5	11.4	2.3	22.2

Sales revenues change %	1.1.-30.6.2022				1.4.-30.6.2022				1.1.-31.12.2022			
	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods Europe	8.8	-2.0	0.1	6.9	10.4	-1.1	-0.4	8.9	7.2	-1.4	-0.3	5.5
Orkla Food Ingredients	21.6	-2.4	3.8	22.9	22.0	-1.1	2.2	23.2	20.5	-1.2	2.8	22.2
Orkla Confectionery & Snacks	3.8	-1.9	1.3	3.1	8.8	-1.1	-0.1	7.8	5.2	-1.1	-0.8	3.3
Orkla Health	10.3	-2.0	38.3	46.6	12.3	-0.6	46.8	58.5	7.1	-1.0	23.4	29.5
Orkla India	15.3	6.3	34.0	55.7	21.0	9.0	-1.8	28.1	15.5	6.8	13.8	36.0
Orkla Home & Personal Care	3.5	-2.3	0.0	1.1	6.2	-1.5	0.0	4.7	2.8	-2.3	0.0	0.5
The European Pizza Company	9.6	-3.6	81.5	87.5	8.6	-1.1	84.3	91.7	11.3	-0.7	35.2	45.8
Orkla House Care	-16.4	-0.9	0.0	-17.3	-18.6	-0.5	0.0	-19.1	-11.2	-0.9	0.0	-12.2
Health and Sports Nutrition Group	8.3	-5.2	0.0	3.1	5.0	-3.7	0.0	1.3	9.3	-5.1	0.0	4.2
Pierre Robert Group	3.6	-0.3	0.0	3.3	6.3	-0.1	0.0	6.3	7.7	0.0	0.0	7.7
Lilleborg	2.0	0.0	0.0	2.0	5.7	0.0	0.0	5.7	-1.8	0.0	0.0	-1.8
Consolidated Portfolio Companies	9.9	-1.9	7.3	15.4	12.1	-0.7	5.9	17.3	9.6	-1.0	4.0	12.6

Figures may not add up due to rounding.

## Underlying EBIT (adj.) changes by Portfolio Company

EBIT (adj.) change %	1.1.-30.6.2023				1.4.-30.6.2023			
	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods Europe	12.0	8.1	-0.6	19.5	20.7	11.2	0.2	32.1
Orkla Food Ingredients	11.7	17.7	15.9	45.3	3.8	16.9	11.5	32.2
Orkla Confectionery & Snacks	0.0	7.3	0.8	8.1	7.9	11.0	0.6	19.5
Orkla Health	15.4	9.2	-3.3	21.4	16.0	13.4	0.4	29.8
Orkla India	15.7	7.3	-0.6	22.4	16.8	7.8	-0.6	24.0
Orkla Home & Personal Care	4.0	2.7	1.2	7.8	16.7	2.8	2.4	21.8
The European Pizza Company	-16.7	12.8	10.7	6.8	-28.1	13.8	8.9	-5.4
Orkla House Care	9.3	6.5	0.7	16.4	40.9	15.4	-1.9	54.3
Health and Sports Nutrition Group	1 564.8	-58.3	907.6	2 414.1	203.4	-3.2	15.3	215.5
Pierre Robert Group	21.4	-4.3	0.0	17.1	85.3	-24.3	0.0	61.0
Lilleborg	-22.9	0.0	0.0	-22.9	8.9	0.0	0.0	8.9
<b>Consolidated Portfolio Companies</b>	<b>9.6</b>	<b>9.5</b>	<b>2.6</b>	<b>21.6</b>	<b>12.9</b>	<b>12.2</b>	<b>3.7</b>	<b>28.6</b>

EBIT (adj.) change %	1.1.-30.6.2022				1.4.-30.6.2022				1.1.-31.12.2022			
	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods Europe	-2.8	-2.0	-0.9	-5.7	-9.4	-1.2	-1.5	-12.0	-9.5	-1.3	-1.2	-12.0
Orkla Food Ingredients	33.6	-3.0	10.7	41.4	22.4	-1.0	6.7	28.3	27.7	-1.8	6.1	32.0
Orkla Confectionery & Snacks	-15.6	-1.3	-1.7	-18.5	-9.2	-1.2	-5.1	-15.7	-9.2	-0.4	-1.7	-11.1
Orkla Health	-3.9	-3.0	33.6	26.7	-2.4	-2.2	42.9	38.3	-9.4	1.4	11.9	3.9
Orkla India	24.7	5.8	12.0	42.6	27.6	9.2	-2.6	34.2	21.1	6.7	4.7	32.5
Orkla Home & Personal Care	-38.0	-0.7	0.0	-38.7	-30.3	-0.2	0.0	-30.5	-53.3	-0.5	0.0	-53.9
The European Pizza Company	7.6	-3.5	95.0	99.0	-1.7	-0.9	102.8	100.2	-0.8	-0.8	33.4	31.8
Orkla House Care	-48.3	-1.9	0.9	-49.3	-62.0	-1.1	0.4	-62.7	-58.8	-1.7	1.0	-59.6
Health and Sports Nutrition Group	106.0	-1.6	0.0	104.4	-187.2	4.4	0.0	-182.8	-67.1	0.2	0.0	-66.9
Pierre Robert Group	-37.9	0.4	0.0	-37.6	518.7	-9.6	19.2	528.3	-18.2	0.0	0.0	-18.2
Lilleborg	-6.4	0.0	0.0	-6.4	-8.8	0.0	0.0	-8.8	-17.8	0.0	0.0	-17.8
<b>Consolidated Portfolio Companies</b>	<b>-5.6</b>	<b>-1.5</b>	<b>6.5</b>	<b>-0.6</b>	<b>-6.0</b>	<b>-0.5</b>	<b>5.9</b>	<b>-0.6</b>	<b>-8.7</b>	<b>-0.8</b>	<b>2.6</b>	<b>-6.8</b>

Figures may not add up due to rounding.

## EBIT (adj.) margin growth by Portfolio Company

EBIT (adj.) margin growth change percentage points	1.1.-30.6.2023			EBIT(adj.) margin (%)	1.4.-30.6.2023			EBIT(adj.) margin (%)
	Underlying growth	Structure/ FX	Total		Underlying growth	Structure/ FX	Total	
Orkla Foods Europe	0.3	-0.1	0.3	10.5	1.2	-0.1	1.1	10.5
Orkla Food Ingredients	-0.2	0.6	0.4	6.3	-0.4	0.4	0.0	7.2
Orkla Confectionery & Snacks	-1.1	0.2	-0.9	9.5	-0.2	0.2	0.0	9.5
Orkla Health	1.2	-1.0	0.2	15.5	1.2	0.1	1.3	14.6
Orkla India	0.4	0.1	0.6	12.1	1.1	0.1	1.2	13.0
Orkla Home & Personal Care	-0.2	0.1	-0.2	9.1	1.1	0.1	1.0	10.7
The European Pizza Company	-2.8	0.5	-2.2	8.0	-3.7	0.5	-3.3	7.2
Orkla House Care	0.7	0.0	0.6	12.4	1.7	0.0	1.7	8.8
Health and Sports Nutrition Group	3.4	-0.1	3.3	3.1	4.5	-0.3	4.4	2.1
Pierre Robert Group	0.3	-0.2	0.0	3.3	1.3	-0.4	0.7	2.4
Lilleborg	-4.2	0.0	-4.3	8.8	-0.5	0.0	-0.6	13.2
<b>Consolidated Portfolio Companies</b>	<b>-0.1</b>	<b>0.0</b>	<b>-0.1</b>	<b>9.5</b>	<b>0.4</b>	<b>0.1</b>	<b>0.5</b>	<b>9.6</b>

EBIT (adj.) margin growth change percentage points	1.1.-30.6.2022			EBIT(adj.) margin (%)	1.4.-30.6.2022			EBIT(adj.) margin (%)	1.1.-31.12.2022			EBIT(adj.) margin (%)
	Underlying growth	Structure/ FX	Total		Underlying growth	Structure/ FX	Total		Underlying growth	Structure/ FX	Total	
Orkla Foods Europe	-1.2	-0.1	-1.4	10.2	-2.1	-0.2	-2.2	9.4	-2.0	-0.2	-2.2	11.1
Orkla Food Ingredients	0.6	0.2	0.8	5.9	0.1	0.2	0.3	7.2	0.3	0.1	0.4	5.8
Orkla Confectionery & Snacks	-2.4	-0.4	-2.8	10.4	-1.9	-0.7	-2.6	9.5	-2.1	-0.1	-2.1	13.1
Orkla Health	-1.6	-0.8	-2.4	15.3	-1.3	-0.6	-1.9	13.3	-2.2	-1.2	-3.4	13.7
Orkla India	1.0	-2.1	-1.1	11.5	0.6	-0.1	0.5	11.8	0.6	-0.9	-0.3	11.9
Orkla Home & Personal Care	-5.8	-0.2	-6.0	9.3	-5.0	0.1	-4.9	9.7	-8.1	-0.1	-8.2	6.9
The European Pizza Company	-0.8	1.4	0.6	10.2	-1.7	2.2	0.4	10.5	-1.5	0.4	-1.0	9.8
Orkla House Care	-7.5	0.0	-7.4	11.8	-8.3	0.0	-8.4	7.1	-8.5	0.1	-8.4	7.2
Health and Sports Nutrition Group	-3.9	0.0	-3.9	-0.2	-4.6	0.0	-4.6	-2.3	-1.9	0.1	-1.8	0.8
Pierre Robert Group	-2.1	0.0	-2.1	3.3	1.9	0.0	1.9	1.7	-1.2	0.0	-1.2	3.9
Lilleborg	-1.2	0.0	-1.2	13.1	-2.2	0.0	-2.2	13.8	-2.2	0.0	-2.2	11.1
<b>Consolidated Portfolio Companies</b>	<b>-1.5</b>	<b>0.0</b>	<b>-1.5</b>	<b>9.6</b>	<b>-1.7</b>	<b>0.1</b>	<b>-1.6</b>	<b>9.1</b>	<b>-1.9</b>	<b>-0.1</b>	<b>-2.0</b>	<b>9.8</b>

Figures may not add up due to rounding.

Orkla Foods Europe

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
<b>ROCE (R12M<sup>1</sup>)</b>	<b>11.9%</b>	<b>13.5%</b>	<b>11.7%</b>
EBIT (adj.) R12M	2 143	2 189	1 973
Amortisation and write-downs intangibles R12M	1	1	1
<b>EBITA (adj.) R12M</b>	<b>2 144</b>	<b>2 190</b>	<b>1 974</b>

<i>Average capital employed:</i>	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	3 149	2 155	2 603
Total fixed assets (tangible)	5 506	5 143	5 268
Total intangible assets	9 090	8 821	8 841
Accumulated depreciation and write-downs intangible assets	1 388	1 365	1 354
Net pension liabilities	(762)	(927)	(846)
Deferred tax, excess values	(401)	(388)	(392)
<b>Total average capital employed</b>	<b>17 970</b>	<b>16 169</b>	<b>16 828</b>

- 1
- R12M = Last 12 months figures
- 2
- Average of statement of financial position items in columns A, B, C, D og E
- 3
- Average of statement of financial position items in columns E, F, G, H og I
- 4
- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	3 382	3 437	3 070	3 133	2 727	2 122	1 963	2 008	1 957
Total fixed assets (tangible)	5 762	5 709	5 399	5 368	5 292	5 076	5 204	5 096	5 048
Total intangible assets	9 371	9 385	8 906	8 926	8 859	8 701	8 812	8 859	8 878
Accumulated depreciation and write-downs intangible assets	1 421	1 426	1 356	1 377	1 362	1 315	1 360	1 391	1 397
Net pension liabilities	(691)	(695)	(627)	(906)	(895)	(880)	(921)	(970)	(970)
Deferred tax, excess values	(412)	(410)	(396)	(396)	(392)	(387)	(388)	(387)	(388)
<b>Total capital employed</b>	<b>18 833</b>	<b>18 854</b>	<b>17 708</b>	<b>17 503</b>	<b>16 953</b>	<b>15 948</b>	<b>16 030</b>	<b>15 997</b>	<b>15 922</b>

Figures may not add up due to rounding.

Orkla Food Ingredients

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	10.7%	10.6%	10.6%
EBIT (adj.) R12M	1 036	764	853
Amortisation and write-downs intangibles R12M	1	0	1
EBITA (adj.) R12M	1 037	765	854

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	2 106	1 386	1 673
Total fixed assets (tangible)	3 150	2 688	2 815
Total intangible assets	3 776	2 636	2 992
Accumulated depreciation and write-downs intangible assets	806	719	730
Net pension liabilities	(168)	(191)	(177)
Deferred tax, excess values	(7)	(8)	(7)
Total average capital employed	9 663	7 231	8 026

- 1
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- 4
- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	2 436	2 428	2 024	1 935	1 708	1 497	1 199	1 286	1 242
Total fixed assets (tangible)	3 580	3 440	3 177	2 806	2 748	2 619	2 727	2 689	2 656
Total intangible assets	4 632	4 498	4 196	2 791	2 761	2 586	2 625	2 632	2 576
Accumulated depreciation and write-downs intangible assets	881	860	771	768	751	685	673	742	744
Net pension liabilities	(169)	(164)	(127)	(193)	(190)	(185)	(189)	(195)	(196)
Deferred tax, excess values	(8)	(8)	(8)	(5)	(5)	(5)	(10)	(10)	(10)
Total capital employed	11 352	11 056	10 033	8 102	7 773	7 198	7 025	7 144	7 013

Figures may not add up due to rounding.



Orkla Confectionery & Snacks

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	10.7%	13.0%	11.7%
EBIT (adj.) R12M	1 018	1 032	989
Amortisation and write-downs intangibles R12M	1	0	0
EBITA (adj.) R12M	1 019	1 032	989

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	393	238	312
Total fixed assets (tangible)	3 822	2 969	3 255
Total intangible assets	5 694	5 208	5 276
Accumulated depreciation and write-downs intangible assets	232	207	214
Net pension liabilities	(207)	(252)	(228)
Deferred tax, excess values	(430)	(405)	(404)
Total average capital employed	9 504	7 966	8 426

- 1
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- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	362	445	355	517	286	222	181	298	206
Total fixed assets (tangible)	4 542	4 174	3 534	3 522	3 336	2 989	2 894	2 872	2 752
Total intangible assets	6 205	6 167	5 372	5 407	5 320	5 076	5 206	5 212	5 226
Accumulated depreciation and write-downs intangible assets	258	239	218	223	221	214	196	201	202
Net pension liabilities	(188)	(189)	(161)	(251)	(247)	(239)	(244)	(264)	(263)
Deferred tax, excess values	(463)	(456)	(410)	(414)	(407)	(388)	(398)	(415)	(416)
Total capital employed	10 718	10 381	8 908	9 004	8 510	7 874	7 835	7 904	7 708

Figures may not add up due to rounding.

Orkla Health

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	8.9%	9.9%	8.5%
EBIT (adj.) R12M	823	794	736
Amortisation and write-downs intangibles R12M	9	6	11
EBITA (adj.) R12M	833	800	747

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	1 242	925	1 083
Total fixed assets (tangible)	822	632	729
Total intangible assets	7 347	6 541	7 033
Accumulated depreciation and write-downs intangible assets	202	151	174
Net pension liabilities	(9)	(6)	(6)
Deferred tax, excess values	(229)	(141)	(202)
Total average capital employed	9 375	8 101	8 810

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- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	1 283	1 313	1 241	1 232	1 138	983	821	814	867
Total fixed assets (tangible)	886	880	804	777	764	718	581	565	532
Total intangible assets	7 583	7 453	7 211	7 233	7 254	7 114	6 355	6 000	5 984
Accumulated depreciation and write-downs intangible assets	225	220	205	208	153	154	148	149	149
Net pension liabilities	(11)	(11)	(9)	(6)	(6)	(5)	(5)	(7)	(6)
Deferred tax, excess values	(253)	(250)	(241)	(195)	(204)	(201)	(171)	(66)	(66)
Total capital employed	9 713	9 604	9 210	9 249	9 099	8 764	7 728	7 456	7 460

Figures may not add up due to rounding.

Orkla India

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	11.9%	10.6%	11.5%
EBIT (adj.) R12M	333	269	303
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	333	270	303

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	192	150	136
Total fixed assets (tangible)	608	489	561
Total intangible assets	2 239	2 054	2 163
Accumulated depreciation and write-downs intangible assets	7	6	7
Net pension liabilities	0	0	0
Deferred tax, excess values	(235)	(162)	(226)
Total average capital employed	2 811	2 538	2 641

- 1
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- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	357	174	75	126	229	149	98	104	167
Total fixed assets (tangible)	654	633	562	611	580	517	538	407	405
Total intangible assets	2 304	2 239	2 095	2 341	2 214	2 081	2 084	1 968	1 924
Accumulated depreciation and write-downs intangible assets	7	7	6	7	7	6	6	6	6
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(242)	(235)	(220)	(245)	(232)	(213)	(218)	(74)	(72)
Total capital employed	3 081	2 818	2 518	2 840	2 798	2 540	2 508	2 411	2 430

Figures may not add up due to rounding.

Orkla Home & Personal Care

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	10.8%	19.7%	11.5%
EBIT (adj.) R12M	160	263	152
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	160	263	152

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	165	106	123
Total fixed assets (tangible)	734	603	671
Total intangible assets	862	996	849
Accumulated depreciation and write-downs intangible assets	0	0	0
Net pension liabilities	(268)	(334)	(302)
Deferred tax, excess values	(10)	(37)	(17)
Total average capital employed	1 482	1 334	1 325

- 1
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- 4
- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	181	174	83	256	131	68	79	126	125
Total fixed assets (tangible)	732	802	764	706	663	607	612	569	564
Total intangible assets	874	891	835	857	852	830	874	1 209	1 217
Accumulated depreciation and write-downs intangible assets	0	0	0	0	0	0	0	0	0
Net pension liabilities	(234)	(239)	(225)	(323)	(321)	(312)	(329)	(354)	(355)
Deferred tax, excess values	(11)	(11)	(10)	(10)	(10)	(10)	(43)	(61)	(62)
Total capital employed	1 543	1 617	1 447	1 486	1 315	1 183	1 192	1 489	1 489

Figures may not add up due to rounding.

The European Pizza Company

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	6.2%	7.5%	6.5%
EBIT (adj.) R12M	230	222	222
Amortisation and write-downs intangibles R12M	26	13	17
EBITA (adj.) R12M	255	235	239

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	52	(5)	9
Total fixed assets (tangible)	726	502	630
Total intangible assets	3 421	2 695	3 092
Accumulated depreciation and write-downs intangible assets	88	63	72
Net pension liabilities	0	0	0
Deferred tax, excess values	(157)	(126)	(143)
Total average capital employed	4 130	3 129	3 660

- 1
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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	82	61	51	64	3	(17)	(59)	3	47
Total fixed assets (tangible)	826	795	700	679	629	565	576	531	206
Total intangible assets	3 801	3 691	3 396	3 143	3 073	2 883	2 965	2 880	1 674
Accumulated depreciation and write-downs intangible assets	107	97	88	75	71	64	63	61	56
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(173)	(168)	(155)	(145)	(142)	(133)	(137)	(131)	(87)
Total capital employed	4 644	4 477	4 080	3 815	3 633	3 362	3 408	3 344	1 896

Figures may not add up due to rounding.

Orkla House Care

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
<b>ROCE (R12M<sup>1</sup>)</b>	<b>7.5%</b>	<b>11.4%</b>	<b>6.9%</b>
EBIT (adj.) R12M	117	164	102
Amortisation and write-downs intangibles R12M	0	0	0
<b>EBITA (adj.) R12M</b>	<b>117</b>	<b>164</b>	<b>102</b>

<i>Average capital employed:</i>	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	303	262	284
Total fixed assets (tangible)	349	305	323
Total intangible assets	633	663	641
Accumulated depreciation and write-downs intangible assets	322	252	279
Net pension liabilities	(2)	0	(2)
Deferred tax, excess values	(43)	(42)	(42)
<b>Total average capital employed</b>	<b>1 563</b>	<b>1 440</b>	<b>1 483</b>

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	329	335	229	276	345	359	212	194	198
Total fixed assets (tangible)	373	362	328	346	336	305	299	291	292
Total intangible assets	642	633	609	611	672	651	661	666	666
Accumulated depreciation and write-downs intangible assets	366	348	318	322	257	245	254	252	253
Net pension liabilities	(2)	(2)	(2)	(2)	(2)	(2)	(2)	2	2
Deferred tax, excess values	(44)	(44)	(42)	(43)	(43)	(42)	(42)	(41)	(41)
<b>Total capital employed</b>	<b>1 664</b>	<b>1 633</b>	<b>1 441</b>	<b>1 512</b>	<b>1 565</b>	<b>1 517</b>	<b>1 382</b>	<b>1 363</b>	<b>1 370</b>

Figures may not add up due to rounding.



Health and Sports Nutrition Group

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	5.9%	2.0%	1.9%
EBIT (adj.) R12M	30	10	9
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	30	10	10

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	56	61	63
Total fixed assets (tangible)	60	32	37
Total intangible assets	429	427	423
Accumulated depreciation and write-downs intangible assets	0	0	0
Net pension liabilities	0	0	0
Deferred tax, excess values	(25)	(23)	(25)
Total average capital employed	520	497	498

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	68	6	69	65	70	54	59	59	63
Total fixed assets (tangible)	93	79	47	53	29	27	28	40	35
Total intangible assets	434	445	417	425	424	415	432	429	435
Accumulated depreciation and write-downs intangible assets	0	0	0	0	0	0	0	0	0
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(25)	(26)	(24)	(25)	(25)	(24)	(25)	(19)	(19)
Total capital employed	570	505	508	518	499	472	494	509	513

Figures may not add up due to rounding.

Pierre Robert Group

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	3.5%	4.4%	3.8%
EBIT (adj.) R12M	23	22	22
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	23	22	22

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	213	110	162
Total fixed assets (tangible)	7	53	34
Total intangible assets	131	71	101
Accumulated depreciation and write-downs intangible assets	308	272	287
Net pension liabilities	(4)	(4)	(4)
Deferred tax, excess values	0	0	0
Total average capital employed	655	503	579

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- Average of statement of financial position items in columns C, D, E, F og G

Specification of capital base for calculation of average capital employed

Amounts in NOK million	A 30.6.2023	B 31.3.2023	C 31.12.2022	D 30.9.2022	E 30.6.2022	F 31.3.2022	G 31.12.2021	H 30.9.2021	I 30.6.2021
Net working capital	214	229	232	252	138	101	86	143	83
Total fixed assets (tangible)	5	14	5	7	7	79	73	59	49
Total intangible assets	132	132	130	131	132	55	56	57	57
Accumulated depreciation and write-downs intangible assets	317	313	303	304	301	263	265	266	267
Net pension liabilities	(4)	(4)	(4)	(5)	(4)	(5)	(4)	(4)	(4)
Deferred tax, excess values	0	0	0	0	0	0	0	0	0
Total capital employed	663	683	666	689	574	492	475	521	451

Figures may not add up due to rounding.

Lilleborg

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2023	30.6.2022	31.12.2022
ROCE (R12M <sup>1</sup> )	90.6%	233.2%	129.2%
EBIT (adj.) R12M	47	65	55
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	47	65	55

Average capital employed:	30.6.2023 <sup>2</sup>	30.6.2022 <sup>3</sup>	31.12.2022 <sup>4</sup>
Net working capital	(27)	(40)	(40)
Total fixed assets (tangible)	54	43	57
Total intangible assets	18	18	18
Accumulated depreciation and write-downs intangible assets	12	12	12
Net pension liabilities	(4)	(5)	(4)
Deferred tax, excess values	0	0	0
Total average capital employed	53	28	43

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022	31.12.2021	30.9.2021	30.6.2021
Net working capital	(13)	(15)	(18)	(45)	(43)	(51)	(42)	(33)	(31)
Total fixed assets (tangible)	52	53	52	54	57	59	61	18	19
Total intangible assets	18	18	18	18	18	18	18	18	18
Accumulated depreciation and write-downs intangible assets	12	12	12	12	12	12	12	12	12
Net pension liabilities	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(6)	(6)
Deferred tax, excess values	0	0	0	0	0	0	0	0	0
Total capital employed	65	64	60	35	40	33	46	9	12

Figures may not add up due to rounding.

More information about Orkla may be found at: <https://investors.orkla.com/>

