

First quarter 2024



The first quarter in brief

- Orkla’s consolidated portfolio companies¹ delivered strong underlying EBIT (adj.) growth of 16.4% in the first quarter, despite negative effects related to the timing of Easter.
- Group operating revenues rose by 5.7% on the back of volume growth, price increases and positive currency translation effects.
- The underlying EBIT (adj.) margin improved by 1.0 percentage point for the consolidated portfolio companies¹.
- Solid year-over-year improvement in cash flow from operations, driven by strong EBITDA growth and lower net replacement investments.
- Group profit before tax was NOK 1,870 million in the quarter, up 7.7% (NOK 134 million) from the same period last year.
- Adjusted earnings per share were NOK 1.50 in the first quarter, an improvement of 14% compared to the same period last year.

Key figures for the Orkla group as at 31 March

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

Amounts in NOK million	1.1.-31.3.		1.1.-31.12.
	2024	2023	2023
Group			
Operating revenues	17 107	16 188	67 797
EBIT (adj.)	1 763	1 606	6 921
Profit/loss from associates and joint ventures	415	422	1 836
Profit/loss before taxes	1 870	1 736	6 966
Earnings per share, diluted (NOK)	1.47	1.28	5.21
Earnings per share (adj.), diluted (NOK)	1.50	1.32	5.78

1 Consolidated portfolio companies including Orkla Headquarters and Business Service companies.

Comments by Orkla President and CEO Nils K. Selte:

I am pleased to report that Orkla has delivered a strong start to the year. Many of our consolidated portfolio companies achieved margin growth this quarter, resulting in a double-digit increase in their operating profit. Moreover, we delivered organic volume growth in a quarter when the timing of Easter caused fewer sales days in key markets. It is especially good to see high earnings growth combined with higher investments in advertising and promotions, measures which will facilitate further growth for our portfolio companies. Last quarter, I expressed my optimism going into 2024. With increased visibility, I can now say that the outlook remains unchanged.

This quarter marked the first full year of Orkla's operation as an industrial investment company, and this was also the first quarter of our new strategy period. Our organisation and portfolio companies are fully focused on the strategic priorities and ambitions we communicated at our Capital Markets Day in November last year, and I am pleased with all the good work done so far. We continue focusing on our three strategic pillars: driving organic value in our existing portfolio, optimising and simplifying our overall portfolio, and pursuing structural opportunities as they arise.

In October last year, we announced that Orkla had entered into a partnership with the private equity firm Rhône, whereby funds affiliated with Rhône would acquire 40% of the shares in Orkla Food Ingredients. This partnership represents an important step in our journey as an investment company, and the transaction was completed on 17 April 2024.

In closing, I would like to take this opportunity to welcome two new executives to Orkla. Arve Regland has been appointed new EVP Finance and CFO at Orkla ASA and will take up his new position on 1 June 2024, succeeding Harald Ullevoldsæter. I would like to thank Harald for his extensive contributions to Orkla over many years. In addition, our largest consolidated portfolio company, Orkla Foods Europe, has appointed Aku Vikström as its new CEO. I have great confidence in our new hires and look forward to working with them.



Nils K. Selte
President and CEO

Market trends

Inflation on a 12-month basis was 2.4% in the eurozone in March, significantly down from 6.9% at the same time last year. The challenging situation with reduced consumer purchasing power has shown signs of easing. However, consumer demand was still impacted by higher interest rates, year over year. As a result, competition from private label and consumer downtrading to hard discount stores remained somewhat heightened in the first quarter.

The year-over-year development in market prices for the portfolio companies’ key input factors remained polarised in the first quarter, with both falling and rising prices. The prices of certain commodities and raw materials fell year over year, including those of vegetable oils, sugar and frozen fruit and berries. On the other hand, the market price of cocoa has reached unprecedented levels. Overall, Orkla’s consolidated cost level increased year over year as softer average raw material prices were outweighed by negative currency effects related to goods imported from abroad to the Norwegian operations.

Electricity prices in Norway were lower in the first quarter of 2024 than in the same period in 2023, which had a negative impact on Hydro Power’s profit development. At the same time, lower power prices in the Nordic region and Europe had a positive effect on the portfolio companies’ production costs year over year.

The Norwegian krone depreciated against the euro and the US dollar in the first quarter, year over year. The weaker Norwegian krone had positive currency translation effects in connection with the consolidation of Orkla’s companies outside Norway. However,

Orkla’s net interest-bearing liabilities, which are primarily held in currencies other than the Norwegian krone, were negatively impacted in the first quarter on account of the weaker Norwegian krone.

Outlook

At the capital markets day in November 2023, Orkla announced new financial targets for each of the consolidated portfolio companies for the strategic period 2024 to 2026. Orkla also consolidated some of the most important financial targets of each portfolio company, specifically:

- Underlying EBIT (adj.) growth: Target CAGR of 8-10%,
- Operating margin expansion: Improvement of 1.5 – 2.0 percentage points, and
- Return on capital employed: Increase from 10% to 13%.

Reaching these KPIs will be central in delivering on Orkla’s overall target of generating a total shareholder return of 12-14% annually. The first quarter of 2024 showed underlying EBIT (adj.) growth of 16.4% for the consolidated portfolio companies including HQ, an increase in the EBIT (adj.) margin of 1.0 percentage point, and growth in return on capital employed from 9.9% in 2023 to 10.1% for the last 12 months as of the first quarter in 2024. The improved performance in the first quarter was broad-based and in line with the targets for the strategic period.

Macroeconomic conditions are showing signs of improving in many of the portfolio companies’ markets, with normalising inflation rates and general market expectations of interest rate cuts by the

end of 2024 in the eurozone, the US and Nordic countries. While some uncertainty remains with respect to economic conditions and consumer behaviour going forward, lower inflation and interest rates are expected to impact consumer demand positively.

There are indications of softening prices for many key raw and packaging materials as a result of reduced global demand in several categories. However, the cost impact of currency fluctuations for Orkla’s portfolio companies is highly uncertain. Further, exposure to raw material categories varies across the portfolio companies and certain categories are expected to be cost drivers going forward. Market prices of cocoa products are expected to remain high for the foreseeable future. Orkla's portfolio companies are well-positioned and well-covered in terms of securing this year’s supply and the implementation of mitigating actions to reduce the impact of cost increases has commenced.

Structural measures

The sale of 40% of the shares in Orkla Food Ingredients (OFI) to funds affiliated with Rhône was completed on 17 April 2024. Following completion, OFI’s net interest-bearing debt amounts to approximately NOK 6.8 billion, including a subordinated loan from Orkla ASA totalling approximately NOK 1.0 billion. The transaction will have accounting effect from 17 April 2024.

Information on structural changes in the consolidated portfolio companies can be found in the section on “Portfolio Companies”, starting on page 8, and the section on “Alternative Performance Measures (APM)”, starting on page 27.

Financial matters - Group

Main figures profit/loss

Amounts in NOK million	1.1.-31.3.		1.1.-31.12.
	2024	2023	2023
Operating revenues	17 107	16 188	67 797
EBIT (adj.)	1 763	1 606	6 921
Other income and expenses	(30)	(52)	(687)
Operating profit	1 733	1 554	6 234
Profit/loss from associates and joint ventures	415	422	1 836
Interest and financial items, net	(278)	(240)	(1 104)
Profit/loss before taxes	1 870	1 736	6 966
Taxes	(356)	(410)	(1 545)
Profit/loss for the period	1 514	1 326	5 421
Earnings per share, diluted (NOK)	1.47	1.28	5.21
Earnings per share (adj.), diluted (NOK)	1.50	1.32	5.78

Group operating revenues rose by 5.7% in the first quarter on the back of organic sales growth for the consolidated portfolio companies and positive currency translation effects. Organic growth in the first quarter was attributable to both price increases and volume growth in the consolidated portfolio companies, where the price increases were largely implemented last year to counter higher input costs. Reduced power prices for Hydro Power impacted the group’s revenues negatively year over year.

In the first quarter, the group saw a 9.8% increase in EBIT (adj.) driven by reported profit growth for most of the consolidated portfolio companies. The improvement was primarily related to organic revenue growth, margin improvement and positive mix

effects. This was to some extent offset by reduced profit for Hydro Power.

The group’s “Other income and expenses” amounted to NOK -30 million in the first quarter of 2024, compared to NOK -52 million in the same period last year. Other expenses comprised mainly M&A costs of NOK 16 million related to Orkla India and Orkla Food Ingredients, as well as costs associated with an ongoing restructuring project involving Orkla Foods Česko a Slovensko. See Note 3 for further details of “Other income and expenses”.

Profit from associated companies totalled NOK 415 million in the

first quarter, mostly attributable to Orkla’s 42.7% ownership share in Jotun. This represented a year-over-year decline of 1.7%, due to currency losses in Jotun following devaluation of the Egyptian pound in March 2024. Currency losses impacted Jotun’s EBITA negatively by NOK 252 million in the quarter, while Jotun’s financial items were negatively impacted by NOK 189 million related to USD denominated loans. See the section “Portfolio Companies” on page 8 for further details about Jotun.

Net financial costs in the first quarter were higher, year over year, primarily due to higher interest rates. The average interest rate was 5.5% in the first quarter, compared to 4.4% in the same period in 2023. The average gross debt level excluding lease liabilities was NOK 18.2 billion in the first quarter, compared to NOK 18.0 billion in the corresponding quarter of last year.

The tax rate for the first quarter was 24.5% excluding associated companies, a decline from 31.2% in the same quarter of 2023. The reduction was mostly related to lower resource rent tax in Hydro Power, and repeal of the windfall tax previously payable by Hydro Power.

First-quarter earnings per share, diluted, amounted to NOK 1.47, representing a year-over-year increase of 14.8%. Adjusted earnings per share, diluted, were NOK 1.50, up 13.6% compared to the same quarter of 2023. See the section on Alternative Performance Measures (APM) on page 27 for further information.

Cash flow – Group

Orkla-format

	1.1.–31.3.		1.1.–31.12.
Amounts in NOK million	2024	2023	2023
Cash flow from consolidated Portfolio Companies incl. Headquarters & Business Services			
EBIT (adj.)	1 598	1 348	5 956
Depreciation	627	577	2 491
Changes in net working capital	(538)	(625)	766
Net replacement investments	(409)	(799)	(2 658)
Cash flow from operations (adj.)	1 278	501	6 555
Cash flow effect from “Other income and expenses” and pensions	(42)	(58)	(481)
Cash flow from operations, consolidated Portfolio Companies incl. Headquarters & Business Services	1 236	443	6 074
Cash flow from operations, Financial Investments	135	297	1 007
Taxes paid	(421)	(791)	(2 032)
Dividends received, financial items and other payments	214	(43)	(646)
Cash flow before capital transactions	1 164	(94)	4 403
Dividends paid and purchase/sale of treasury shares	(37)	(5)	(3 133)
Cash flow before expansion	1 127	(99)	1 270
Expansion investments	(117)	(79)	(767)
Sale of companies (enterprise value)	2	0	37
Purchase of companies (enterprise value)	(31)	(773)	(949)
Net cash flow	981	(951)	(409)
Currency effects of net interest-bearing liabilities	(541)	(1 444)	(1 250)
Change in net interest-bearing liabilities	440	(2 395)	(1 659)
Net interest-bearing liabilities	18 407	19 583	18 847

The comments below relate to the Orkla-format statement of cash flows and refers to the period from 1 January to 31 March 2024. Reference is made to page 21 for the consolidated statement of cash flows IFRS and reconciliation of cash flow statements.

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 the consolidated portfolio companies including Orkla Headquarters and Business Service companies improved by NOK 793 million in the first quarter, year over year. This was mainly driven by strong EBITDA growth and lower net replacement investments compared to the same quarter last year.

The year-over-year reduction in “Net replacement investments” was mainly due to large investments by Orkla Confectionery & Snacks last year in the new biscuit factory in Latvia. In the first quarter of 2024, net replacement investments consisted of several replacement projects at various factories, as well as ERP projects and new concluded long-term leases.

In Financial Investments, first-quarter cash flow from operations was lower than in the same period last year, due to a decline in profit generated by Hydro Power, mainly because of lower electricity prices.

Taxes paid were lower in the first quarter, year over year, mostly due to reduced taxes payable by Hydro Power on profit in 2023 compared to 2022 (taxes are paid the following year).

Dividends received were higher than in the same period last year because of increased dividends from Jotun. Orkla receives dividends from Jotun in two instalments, specifically in the first and third quarters. The first-quarter dividend received from Jotun amounted to NOK 474 million, compared to NOK 182 million in the same period last year. Financial costs rose year over year, primarily due to higher interest rates.

Expansion investments increased year over year and related primarily to Orkla Food Ingredients. Investments have been made in increased production capacity, including new production and packaging lines.

Purchases of companies totalled NOK 31 million in the first quarter and consisted mainly of Orkla Foods Europe’s purchase of the remaining 20% of the shares in the Finnish food service company Seagood Oy Fort Deli. Following the transaction, Orkla Foods Europe owns 100% of the shares in the company.

Net cash flow for the group was NOK 981 million in the first quarter of 2024. Negative currency translation effects on account of the weaker Norwegian krone increased net interest-bearing liabilities by NOK 541 million. At the end of the first quarter, net interest-bearing liabilities excluding lease liabilities amounted to NOK 16,087 million. Including lease liabilities under IFRS 16, net interest-bearing liabilities totalled NOK 18,407 million.

As at 31 March 2024, the group had a net interest-bearing liability level of 1.9 x EBITDA (on a rolling 12-month EBITDA basis including acquisitions).

The equity ratio as at 31 March 2024 was 55.4%, compared to 54.0% as at 31 December 2023. The average time to maturity of interest-bearing liabilities and unutilised credit facilities was 2.8 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.

Jotun (100% basis)¹

Sales continued to grow in the first quarter of 2024, with reported year-over-year sales growth of 4%. Adjusted for currency translation effects, sales growth was 7%.

The positive sales development was mainly driven by volume growth, with sales increasing in all segments and all regions except for Southeast Asia & Pacific, where sales remained flat.

Operating profit grew by 12% in the first quarter compared to the same period last year, driven by increased sales and continued improvement in gross margin. Operating profit in the first quarter includes a currency loss of NOK 252 million related to the devaluation of the Egyptian Pound (EGP) following the Central Bank of Egypt’s decision to float the EGP in early March. Profit before tax in the first quarter includes a further negative impact of NOK 189

million on financial items related to USD denominated loans. While the short-term effect of the EGP devaluation was negative, floating of the EGP is expected to have a positive effect on the Egyptian economy and Jotun’s business in Egypt over time. Adjusted for the currency losses, Jotun’s underlying development remained strong.

Jotun expects sales to continue to grow in 2024, but at a lower rate than in the past two years. Sales growth in 2024 is expected to be driven by volume growth and increased premium sales and supported to a lesser extent by price increases.

Gross margins and profitability are expected to remain at a favourable level in the first half of the year. At the same time, raw material prices are expected to increase slightly in the upcoming quarter. In addition, price competition in bids for new customer contracts and projects is intensifying. These factors are expected to gradually put pressure on gross margins later in the year.

1 Orkla has an equity interest of 42.7% in Jotun which is recognised in Orkla’s consolidated financial statements using the equity method.

Orkla Foods Europe

Amounts in NOK million	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Operating revenues	5 100	4 903	20 319
Contribution ratio	38.0%	37.9%	38.1%
EBIT (adj.)	564	510	2 259
EBIT (adj.) margin	11.1%	10.4%	11.1%
EBIT	556	496	1 950
Organic growth operating revenues	3.2%	10.3%	6.6%
- relating to price	5.5%	15.2%	12.5%
- relating to volume/mix	-2.3%	-4.9%	-5.8%
Underlying EBIT (adj.) growth	12.0%	4.5%	8.5%
Underlying EBIT (adj.) margin change	0.9%-p	-0.6%-p	0.2%-p
ROCE (R12M)	12.7%	11.6%	12.4%

The EBIT (adj.) margin was 11.1% in the first quarter, up 0.7 percentage points year over year, while the underlying change was positive by 0.9 percentage points. The margin was negatively impacted by higher advertising spend compared to the same period in 2023.

Return on capital employed increased to 12.7%, up from 11.6% in the same period last year. This was driven by EBIT (adj.) growth, reduced inventory levels, and more restrictive capital expenditure.

Orkla Foods Europe has appointed Aku Vikström as its new CEO. He succeeds Atle Vidar Nagel Johansen, who will return to his position as EVP & Investment Executive at Orkla ASA. Aku will take up his position in September, at the latest.

- Strong underlying EBIT (adj.) growth supported by organic revenue growth and cost improvement programmes.
- Volume development flat when adjusting for estimated effects of timing of Easter.
- Reduced inventory levels supporting improved ROCE and operating cash flow.

Orkla Foods Europe reported a 4.0% increase in first-quarter sales, while organic growth was 3.2%. Growth was broad-based across all channels, driven by price increases. The overall volume development was less negative than in previous quarters, and flat when adjusted for Easter timing effects. This represents a positive

trend shift compared to recent quarters. There was volume growth in Denmark on the back of strong campaigns. Volume shortfalls in other markets continue to be linked to higher consumer prices and reduced purchasing power. Market share development in the grocery channel was generally on par with the previous quarter.

First-quarter EBIT (adj.) grew 10.6%, whereas underlying growth was 12.0%, positively impacted by improved contribution ratio and cost savings from reorganisation projects in Norway, Sweden and the Czech Republic. Input cost development has still been challenging but the situation is stabilising. Weak currency exchange rates are, however, still putting additional pressure on purchasing costs.

Orkla Food Ingredients

Amounts in NOK million	1.1.-31.3.		1.1.-31.12.
	2024	2023	2023
Operating revenues	4 464	4 393	18 661
Contribution ratio	29.0%	27.6%	28.3%
EBIT (adj.)	236	238	1 166
EBIT (adj.) margin	5.3%	5.4%	6.2%
EBIT	234	223	1 125
Organic growth operating revenues	-2.9%	22.0%	8.7%
- relating to price	-2.7%	18.7%	9.1%
- relating to volume/mix	-0.3%	3.3%	-0.4%
Underlying EBIT (adj.) growth	-5.6%	25.5%	6.9%
Underlying EBIT (adj.) margin change	-0.2%-p	0.2%-p	-0.1%-p
ROCE (R12M)	10.5%	10.8%	10.8%

positive volume development in several markets. Growth in the Plant Based cluster was driven by the plant-based drinkables segment, but was partly offset by a decline in the margarine business due to strong comparable figures in the same quarter last year. This development was offset by a decline in the Sweet cluster due to lower volumes than in the same quarter last year. In general, the first quarter is a low season for the Sweet cluster.

The EBIT (adj.) margin was 5.3% in the first quarter, equivalent to reported decline of 0.1 percentage points and an underlying decline of 0.2 percentage points compared to the first quarter of 2023.

Return on capital employed declined slightly, year over year, as a result of dilutive effects from the acquisition of US-based company Denali in the fourth quarter of 2022.

- Good EBIT (adj.) growth in the Bakery and Plant Based clusters. Underlying EBIT (adj.) decline related to the Sweet cluster.
- Organic revenue decline from lower prices and volumes. Slight volume/mix decline explained by the timing of Easter.
- Price reductions for customers implemented in response to lower input costs.

Orkla Food Ingredients saw a 1.6% increase in first-quarter operating revenues, of which -2.9% was organic change. There were negative price effects as most business units adjusted sales prices in response to lower raw material prices in several key categories.

The quarter was negatively impacted by the timing of Easter, but organic volume/mix decline was limited to 0.3%. The Bakery cluster delivered volume/mix growth, particularly in Poland, the Baltics, Denmark and Romania. However, this was offset by weaker volumes for the Sweet cluster due to lower Easter volumes, and for the Plant Based cluster which faced strong comparable figures in the margarine segment last year.

EBIT (adj.) decreased by 1.2% in the first quarter, as the positive impact from currency translation effects was offset by an underlying decline of 5.6%. Both the Bakery and Plant Based clusters had good underlying EBIT (adj.) growth in the quarter. Bakery’s improvement was broad-based and driven by good price management and

Orkla Confectionery & Snacks

Amounts in NOK million	1.1.-31.3.		1.1.-31.12.
	2024	2023	2023
Operating revenues	2 296	1 994	8 880
Contribution ratio	43.1%	41.8%	41.2%
EBIT (adj.)	255	187	1 013
EBIT (adj.) margin	11.1%	9.4%	11.4%
EBIT	254	185	972
Organic growth operating revenues	10.8%	13.6%	9.2%
- relating to price	7.7%	14.0%	11.4%
- relating to volume/mix	3.1%	-0.4%	-2.2%
Underlying EBIT (adj.) growth	30.3%	-6.9%	-4.5%
Underlying EBIT (adj.) margin change	1.7%-p	-2.2%-p	-1.8%-p
ROCE (R12M)	10.1%	11.0%	9.9%

- Organic volume/mix growth was 3.1%, driven by successful market activities.
- The new biscuit factory continued to increase output and is on track to deliver profit improvement as previously announced.
- Actions to mitigate the unprecedented price increase in cocoa have been implemented.

Orkla Confectionery & Snacks delivered a reported sales growth of 15.1% in the first quarter. Organic growth was 10.8%, of which 7.7% related to price and 3.1% related to volume/mix growth. The overall market development was positive, and there was a positive shift in

market share performance, especially in the snacks category. Successful market activities were the main driver of the improvement. The timing of Easter had a negative impact on the quarterly performance compared to the same quarter in 2023.

The service level from the new biscuit factory normalised during the quarter. Productivity is gradually improving, and the outlook is unchanged: a significant part of the negative impact in 2023 is expected to be regained through 2024. The overall volume/mix performance of the biscuit category was on par with last year.

In the first quarter, reported EBIT (adj.) for Orkla Confectionery & Snacks increased by 36.1% year over year, while underlying

performance improved by 30.3%. Investments in advertising and promotions increased year over year. Although raw material prices were higher than at the same time last year, market prices are gradually levelling off in most purchasing categories. For cocoa, however, market prices rose significantly during the quarter as a result of imbalances in global supply and demand. Actions to mitigate the unprecedented price increase have been implemented and relates to the full marketing mix, including portfolio optimisation and pricing.

The EBIT (adj.) margin ended at 11.1% for the first quarter, compared to 9.4% last year. The underlying improvement of 1.7 percentage points was related to improvements in the new biscuit factory and volume growth.

There was a decline in the return on capital employed (ROCE) on a rolling 12 months basis compared to the same quarter last year. However, compared to full year 2023, the ROCE increased in the first quarter of 2024 - on track to reach communicated target from Orkla's Capital Markets Day.

Orkla Health

Amounts in NOK million	1.1.-31.3.		1.1.-31.12.
	2024	2023	2023
Operating revenues	1 934	1 614	6 364
Contribution ratio	56.9%	58.3%	57.5%
EBIT (adj.)	305	265	851
EBIT (adj.) margin	15.8%	16.4%	13.4%
EBIT	302	277	840
Organic growth operating revenues	9.9%	6.8%	6.3%
- relating to price	3.6%	3.1%	4.4%
- relating to volume/mix	6.3%	3.7%	2.0%
Underlying EBIT (adj.) growth	12.2%	14.9%	9.7%
Underlying EBIT (adj.) margin change	0.3%-p	1.2%-p	0.4%-p
ROCE (R12M)	9.3%	8.5%	9.0%

by general cost inflation, incurred costs of geographical expansion by NutraQ and planned increases of maintenance costs at certain factories. The margin pressure in the food supplements category in the Nordic markets was still evident in the first quarter.

The EBIT (adj.) margin was 15.8% in the first quarter, representing a year-over-year underlying increase of 0.3 percentage points and a reported decline of 0.6 percentage points.

- Strong volume growth, especially in international markets for Möller’s and Jordan, as well as for NutraQ.
- Underlying EBIT (adj.) performance driven by revenue growth. Price increases to customers in response to higher input costs during the quarter.
- Substantial A&P investment levels in line with strategy of supporting prioritised brands and accelerating international expansion.

Orkla Health saw a reported sales increase of 19.8% in the first quarter, compared to the same period last year, of which 9.9% was organic growth. Organic volume/mix growth was 6.3%, driven by a strong start to the year for Möller’s and Jordan in international markets and a higher level of subscriptions in NutraQ. Broad-based price increases were also implemented to mitigate negative effects from higher input costs.

Orkla Health had a reported EBIT (adj.) growth of 15.0% year over year, positively impacted by currency translation effects. Underlying growth was 12.2% on account of the solid revenue growth. There was an increase in advertising spend to support future top-line growth, in accordance with the strategy of accelerating international expansion. Profit conversion was negatively impacted

Orkla India

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	763	672	2 947
Contribution ratio	34.7%	33.6%	36.1%
EBIT (adj.)	92	74	386
EBIT (adj.) margin	12.1%	11.0%	13.1%
EBIT	85	72	376
Organic growth operating revenues	11.6%	17.6%	12.1%
- relating to price	5.8%	17.2%	10.5%
- relating to volume/mix ¹	5.8%	0.4%	1.6%
Underlying EBIT (adj.) growth	22.5%	14.4%	22.7%
Underlying EBIT (adj.) margin change	1.1%-p	-0.3%-p	1.1%-p
ROCE (R12M)	14.0%	11.7%	13.7%

1 Government grant booked as mix effect on organic revenue growth in full year figures for 2023.

- Organic sales growth of 11.6% and volume/mix growth of 5.8% driven by strong sales in international business.
- Contribution ratio improved mainly from carry-over price effects and declining prices on raw materials.
- Strong underlying EBIT (adj.) growth driven by improved margins.

Orkla India’s operating revenues increased by 13.5% in the first quarter, year over year, of which 11.6% was organic growth. Organic growth was equally related to positive price effects and higher volumes. Growth was especially good in the international business

unit, supported by the timing of the festive season around Ramadan. Domestic market sales were slow in the first quarter due to limited growth in consumer consumption, especially in rural markets.

First-quarter growth in EBIT (adj.) was 24.5%, year over year, of which underlying growth was 22.5%. This was primarily driven by an improvement in the contribution margin, with positive carry-over price effects from 2023 and declining raw material prices contributing positively.

Orkla India’s EBIT (adj.) margin was 12.1% in the first quarter of 2024, representing a year-over-year increase of 1.1 percentage points (reported and underlying).

Orkla Home & Personal Care

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	673	592	2 497
Contribution ratio	41.1%	39.9%	39.2%
EBIT (adj.)	76	45	225
EBIT (adj.) margin	11.3%	7.5%	9.0%
EBIT	76	44	213
Organic growth operating revenues	10.7%	7.1%	8.8%
- relating to price	1.8%	10.1%	8.0%
- relating to volume/mix	8.9%	-3.0%	0.8%
Underlying EBIT (adj.) growth	62.0%	-10.4%	35.5%
Underlying EBIT (adj.) margin change	3.6%-p	-1.5%-p	1.8%-p
ROCE (R12M)	17.2%	10.5%	15.1%

formulations and diligent procurement work. On the other hand, price increases were offset by higher input costs compared to the same period last year, on account of the weaker Norwegian krone.

EBIT (adj.) increased by 70.5% year over year, of which 62.0% was underlying growth. The improvement was driven by increased revenue and a higher contribution margin, as well as weak comparable figures last year. A significant reorganisation of sales and administrative functions in the second quarter of 2023 has led to a cost reduction in the first quarter. This was countered by higher advertising investment to support product launches and increased investments behind “hero brands”.

- Strong organic growth driven by Norway, both from solid volume performance and increased prices.
- Market share developed positively in the Norwegian grocery sector during the quarter.
- Underlying EBIT (adj.) growth of 62% explained by top-line growth and an increased contribution ratio on the back of favourable mix effects and price increases.

Orkla Home & Personal Care’s operating revenues increased by 13.7% in the first quarter, of which 10.7% was organic growth. Organic growth was driven by substantial volume increase in Norway and in contract manufacturing, supported by higher prices in all markets. The market share within personal care increased in the Norwegian grocery market in the first quarter.

The contribution ratio improved, year over year, as a result of solid revenue management. This included relaunches and a shift in focus towards more profitable products, as well as refinement of

The European Pizza Company

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	710	690	2 962
Contribution ratio	43.2%	41.2%	42.0%
EBIT (adj.)	76	61	268
EBIT (adj.) margin	10.8%	8.8%	9.0%
EBIT	76	61	179
Organic growth operating revenues	-1.6%	16.6%	8.3%
Underlying EBIT (adj.) growth	19.5%	-3.7%	-5.2%
Underlying EBIT (adj.) margin change	1.9%-p	-1.8%-p	-1.2%-p
ROCE (R12M)	6.7%	6.5%	6.6%

down 0.7% compared to the same quarter last year. In markets outside Germany, consumer sales grew 3.0%. Market conditions in Western Europe were quite challenging at the start of the year, with soft consumer sales on the back of weaker consumer confidence. Consumer sales in Poland continued to show positive momentum.

EBIT (adj.) rose by 25.5% in the first quarter compared to the same period in 2023. Underlying EBIT (adj.) increased by 19.5%, driven by a strong performance by Da Grasso in Poland and a restructured base in Germany. Profitability at Kotipizza, New York Pizza and Da Grasso benefitted from a positive pricing effect, which drove EBIT (adj.) growth.

- EBIT (adj.) growth and margin positively affected by the closure of 54 stores in Germany in 2023.
- Soft consumer sales growth on the back of weaker consumer confidence.
- Strong momentum and earnings growth in the Polish business Da Grasso.

The European Pizza Company saw a 2.8% increase in operating revenues in the first quarter. Revenues declined organically by 1.6%. Growth during the quarter was supported by the ongoing restructuring in Germany. Following the closure of 54 stores last year, the German business is now operating with a smaller but healthier base.

Consumer sales¹ amounted to EUR 102.3 million in the quarter,

1 Consumer sales = total retail turnover (excl. VAT) of all stores in local currency.

Orkla House Care

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	440	417	1 573
Contribution ratio	48.6%	46.7%	46.2%
EBIT (adj.)	63	67	151
EBIT (adj.) margin	14.3%	16.1%	9.6%
EBIT	63	65	149
Organic growth operating revenues	2.3%	-5.2%	2.7%
- relating to price	0.3%	6.3%	5.0%
- relating to volume/mix	1.9%	-11.6%	-2.3%
Underlying EBIT (adj.) growth	-7.8%	-2.4%	40.3%
Underlying EBIT (adj.) margin change	-1.6%-p	0.5%-p	2.7%-p
ROCE (R12M)	9.4%	6.7%	9.9%

Orkla House Care increased its first-quarter sales by 5.7% year over year, of which 2.3% was organic growth despite a challenging macro environment. Organic growth was driven by the onboarding of new customers and a change in product mix towards more high-value products. The contribution ratio was positively impacted by a more favourable customer and product mix, in addition to the revenue growth. Operating costs increased due to continued salary inflation in all markets, non-recurring items, and costs related to a new ERP system. EBIT (adj.) declined by 5.9%, of which 7.8% was underlying decline, negatively affected by the above-mentioned elements.

Health and Sports Nutrition Group

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	334	358	1 233
Contribution ratio	31.0%	28.4%	30.0%
EBIT (adj.)	15	14	36
EBIT (adj.) margin	4.4%	3.9%	2.9%
EBIT	15	13	1
Organic growth operating revenues	-3.8%	18.3%	10.4%
Underlying EBIT (adj.) growth	14.3%	195.0%	402.6%
Underlying EBIT (adj.) margin change	0.7%-p	2.3%-p	2.3%-p
ROCE (R12M)	5.9%	3.8%	6.1%

Health and Sports Nutrition Group saw a year-over-year revenue decline of 6.5% in the first quarter, of which -3.8% was organic change. Sales were negatively impacted by a revenue drop in March, driven by campaign timing compared to 2023 and external system challenges in driving paid traffic to e-commerce sites. The contribution margin improved year over year, partly attributable to the business unit mix, slightly better underlying product margins and positive margin impact from the above-mentioned campaign timings. The first quarter was the first full quarter in which the new and automated warehouse operated, and it operated without any technical challenges. Further potential for cost reductions and reduced lead times will be pursued going forward. The EBIT (adj.) margin was 4.4% in the first quarter, representing an underlying year-over-year increase of 0.7 percentage points. Strong EBIT (adj.) growth over the past year resulted in a higher return on capital employed. Cash conversion during the quarter was 318%, well above the target of >100%.

Pierre Robert Group

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	137	151	592
Contribution ratio	47.4%	45.5%	44.3%
EBIT (adj.)	3	6	26
EBIT (adj.) margin	2.5%	4.1%	4.4%
EBIT	1	5	22
Organic growth operating revenues	-10.4%	20.5%	2.1%
- relating to price	2.3%	6.0%	7.2%
- relating to volume/mix	-12.7%	14.4%	-5.1%
Underlying EBIT (adj.) growth	-47.7%	1.5%	12.7%
Underlying EBIT (adj.) margin change	-1.7%-p	-0.8%-p	0.4%-p
ROCE (R12M)	3.7%	3.5%	4.0%

Pierre Robert Group reported a year-over-year revenue decline of 9.5% in the first quarter, while the organic decline was 10.4%. This was related to the timing of Easter, causing fewer sales days in March in both Norway and Finland. In addition, there was a volume decline in the Norwegian market partly due to lower sales to specialty customers. Revenues were, however, positively impacted by online campaigns. The contribution ratio improved largely on the back of price increases implemented last year. This compensated for negative currency effects on input costs. Reported EBIT (adj.) declined by 45.4%, while underlying EBIT (adj.) declined by 47.7%, largely due to negative effects from the timing of Easter.

Lilleborg

	1.1.-31.3.		1.1.-31.12.
Amounts in NOK million	2024	2023	2023
Operating revenues	151	143	574
Contribution ratio	45.7%	38.8%	41.9%
EBIT (adj.)	15	6	51
EBIT (adj.) margin	10.2%	4.2%	8.8%
EBIT	15	6	51
Organic growth operating revenues	5.5%	15.3%	15.4%
- relating to price	8.8%	11.3%	11.5%
- relating to volume/mix	-3.2%	4.1%	3.9%
Underlying EBIT (adj.) growth	154.3%	-59.9%	-8.7%
Underlying EBIT (adj.) margin change	6.0%-p	-7.9%-p	-2.3%-p
ROCE (R12M)	80.7%	99.7%	72.0%

Lilleborg had an organic turnover growth of 5.5% in the first quarter, composed of price growth of 8.8% and a volume decline of 3.2%. The volume decline was due to a strategic choice to enhance profitability. The EBIT (adj.) margin in the first quarter was 6.0 percentage points higher, year over year. 2023 was impacted by rapidly increasing raw material prices, which negatively impacted the contribution ratio. A strong focus on price management and expertise to handle volatile market conditions resulted in a significant increase in the contribution ratio, which combined with strong cost control drove the underlying EBIT (adj.) growth of 154.3%.

Financial Investments

Hydro Power

	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Volume NO1 (GWh)	103	104	556
Volume NO2 (GWh)	399	399	1 729
Price* NO1 (øre/kWh)	75.5	118.0	76.1
Price* NO2 (øre/kWh)	73.5	118.1	90.4
EBIT (adj.) (NOK million)	165	255	873

*Source: Nord Pool (average spot area prices for the eastern Norway (NO1) and southern and southwest Norway (NO2)).

Hydro Power’s EBIT (adj.) amounted to NOK 165 million in the first quarter, equivalent to a year-over-year decline of 35%. The profit decline was due to significantly lower power prices compared to the same quarter last year.

Power prices fell somewhat compared to the fourth quarter due to higher precipitation and large gas reserves in Europe. There were only small price differences between the price areas NO1 (eastern Norway) and NO2 (southern and south-western Norway).

In the first quarter of 2024, the power price in NO1 (eastern Norway) was 75.5 øre/kWh, compared to 118.0 øre/kWh in the first quarter of 2023. The power price in NO2 (southern and south-western Norway) was at the same level as NO1. Power production was

slightly lower, year over year. Overall production during the quarter totalled 501 GWh (503 GWh).

First-quarter operating costs were somewhat higher than in the same quarter of 2023 due to planned maintenance projects. Repeal of the windfall tax had a positive year-over-year effect totalling NOK 35 million. At quarter-end, reservoir levels at Sauda were slightly higher than normal, whereas snow reservoir levels were below normal. Overall, reservoir levels in the catchment area of the Glomma and Laagen rivers were at 99% of the normal level.

Orkla Real Estate

EBIT (adj.) amounted to NOK 0 million in the first quarter, compared to NOK 3 million in the same period last year. The earnings decline

was mainly driven by higher costs in the development portfolio. There were no transactions during the period.

Other matters

At the Annual General Meeting on 18 April 2024, 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, Christina Fagerberg, Rolv Erik Ryssdal and Caroline Hagen Kjos. Bengt Arve Rem was elected as a new board member for one year. Anna Mossberg did not stand for re-election.

The General Meeting approved a dividend for 2023 of NOK 6.00 per share, NOK 3.00 of which is additional to the company’s ordinary dividend. The dividend will be paid out on 3 May 2024.

Arve Regland has been appointed as new EVP Finance and CFO at Orkla ASA and will take up the position on 1 June 2024. Arve Regland will be a member of Orkla’s management team and Investment Committee and will report to the President and CEO. Arve Regland will succeed Harald Ullevoldsæter, who will retire in May 2025 at his own request.

Oslo, 2 May 2024
The Board of Directors of Orkla ASA

Condensed income statement

Amounts in NOK million	Note	1.1.–31.3.		1.1.–31.12.
		2024	2023	2023
Operating revenues	2	17 107	16 188	67 797
Operating expenses		(14 675)	(13 966)	(58 219)
Depreciation		(669)	(616)	(2 657)
EBIT (adj.)	2	1 763	1 606	6 921
Other income and expenses	3	(30)	(52)	(687)
Operating profit (EBIT)		1 733	1 554	6 234
Profit/loss from associates and joint ventures		415	422	1 836
Interest, net	7	(237)	(190)	(950)
Other financial items, net	7	(41)	(50)	(154)
Profit/loss before taxes		1 870	1 736	6 966
Taxes		(356)	(410)	(1 545)
Profit/loss for the period		1 514	1 326	5 421
Profit/loss attributable to non-controlling interests		45	50	225
Profit/loss attributable to owners of the parent		1 469	1 276	5 196

Earnings per share

Amounts in NOK	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Earnings per share	1.47	1.28	5.21
Earnings per share, diluted	1.47	1.28	5.21
Earnings per share (adj.)	1.50	1.32	5.78
Earnings per share (adj.), diluted	1.50	1.32	5.78

Condensed statement of comprehensive income

Amounts in NOK million	Note	1.1.–31.3.		1.1.–31.12.
		2024	2023	2023
Profit/loss for the period		1 514	1 326	5 421
Other items in comprehensive income¹				
Actuarial gains and losses pensions		2	2	(119)
Changes in fair value shares		0	(27)	(48)
Carried against equity in associates and joint ventures		0	0	(11)
Items not to be reclassified to profit/loss in subsequent periods		2	(25)	(178)
Change in hedging reserve	4	15	(10)	(9)
Carried against equity in associates and joint ventures	4	244	371	123
Translation effects	4	816	1 689	1 451
Items after tax to be reclassified to profit/loss in subsequent periods		1 075	2 050	1 565
Total other items in comprehensive income		1 077	2 025	1 387
Comprehensive income		2 591	3 351	6 808
Comprehensive income attributable to non-controlling interests		106	138	297
Comprehensive income attributable to owners of the parent		2 485	3 213	6 511

1 Other items in comprehensive income after tax.

Condensed statement of financial position

Assets

Amounts in NOK million	Note	31.3.2024	31.12.2023
Intangible assets		36 611	35 822
Property, plant and equipment		20 951	20 700
Associates, joint ventures and other financial assets	6	8 652	8 476
Non-current assets		66 214	64 998
Inventories		10 281	10 135
Trade receivables		9 623	8 661
Other receivables and financial assets	6	1 781	1 807
Cash and cash equivalents	6	1 008	991
Current assets		22 693	21 594
Total assets		88 907	86 592

Equity and liabilities

Amounts in NOK million	Note	31.3.2024	31.12.2023
Paid-in equity		1 969	1 969
Retained equity		45 767	43 298
Non-controlling interests		1 550	1 481
Equity		49 286	46 748
Provisions and other non-current liabilities		5 443	5 336
Non-current interest-bearing liabilities	6	14 627	17 459
Current interest-bearing liabilities	6	5 579	3 315
Trade payables		8 662	8 573
Other current liabilities		5 310	5 161
Equity and liabilities		88 907	86 592
Equity ratio		55.4%	54.0%

Condensed statement of changes in equity

Amounts in NOK million	1.1.–31.3.2024			1.1.–31.3.2023		
	Attributed to equity holders of the parent	Non-controlling interests	Total equity	Attributed to equity holders of the parent	Non-controlling interest	Total equity
Equity 1 January	45 267	1 481	46 748	41 686	1 470	43 156
The group’s comprehensive income	2 485	106	2 591	3 213	138	3 351
Dividends	0	(37)	(37)	0	(5)	(5)
Net purchase/sale of treasury shares	0	0	0	0	0	0
Share-based payment	14	0	14	9	0	9
Change in non-controlling interests	(30)	0	(30)	0	0	0
Equity 31 March	47 736	1 550	49 286	44 908	1 603	46 511

Condensed statement of cash flow IFRS

Amounts in NOK million	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Cash flow from operations before capital expenditure	1 789	1 553	9 893
Received dividends and paid financial items	209	(13)	(612)
Taxes paid	(421)	(791)	(2 032)
Cash flow from operating activities	1 577	749	7 249
Net capital expenditure	(432)	(736)	(2 753)
Net sale (purchase) of companies	(29)	(643)	(777)
Other payments	5	(30)	(34)
Cash flow from investing activities	(456)	(1 409)	(3 564)
Paid to shareholders	(37)	(5)	(3 133)
Cash flow from financing activities excl. paid to shareholders	(1 153)	307	(1 201)
Cash flow from financing activities	(1 190)	302	(4 334)
Change in cash and cash equivalents	(69)	(358)	(649)
Currency effects cash and cash equivalents	86	171	138
Cash and cash equivalents	1 008	1 315	991

Reconciliation operating activities IFRS cash flow against cash flow Orkla-format; see page 6

Amounts in NOK million	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Cash flow from operating activities IFRS cash flow	1 577	749	7 249
<i>Items not incl. in operating activities:</i>			
Net replacement expenditures consolidated Portfolio Companies incl. HQ & Business Services	(409)	(799)	(2 658)
Net replacement expenditures Financial Investments	(9)	(14)	(154)
Other payments	5	(30)	(34)
Cash flow before capital transactions in cash flow Orkla-format	1 164	(94)	4 403

Reconciliation cash and cash equivalents against net interest-bearing liabilities in Orkla-format; see page 6

Amounts in NOK million	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Change cash and cash equivalents IFRS cash flow	(69)	(358)	(649)
Change net interest-bearing liabilities IFRS cash flow	1 153	(307)	1 201
Net interest-bearing liabilities in purchased/sold companies	0	(130)	(135)
Interest-bearing liabilities new leases	(103)	(156)	(826)
Total currency effect net interest-bearing liabilities	(541)	(1 444)	(1 250)
Change net interest-bearing liabilities Orkla-format	440	(2 395)	(1 659)

Note 1General information

Orkla ASA’s condensed consolidated financial statements as at 31 March 2024 were approved at the Board of Directors’ meeting on 2 May 2024. 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.

Note 2Segments

Amounts in NOK million	Operating revenues			EBIT (adj.)		
	1.1.–31.3.		1.1.–31.12.	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023	2024	2023	2023
Orkla Foods Europe	5 100	4 903	20 319	564	510	2 259
Orkla Food Ingredients	4 464	4 393	18 661	236	238	1 166
Orkla Confectionery & Snacks	2 296	1 994	8 880	255	187	1 013
Orkla Health	1 934	1 614	6 364	305	265	851
Orkla India	763	672	2 947	92	74	386
Orkla Home & Personal Care	673	592	2 497	76	45	225
The European Pizza Company	710	690	2 962	76	61	268
Orkla House Care	440	417	1 573	63	67	151
Health and Sports Nutrition Group	334	358	1 233	15	14	36
Pierre Robert Group	137	151	592	3	6	26
Lilleborg	151	143	574	15	6	51
Eliminations consolidated Portfolio Companies	(217)	(173)	(686)	-	-	-
Consolidated Portfolio Companies	16 785	15 754	65 916	1 700	1 473	6 432
Headquarters & Business Services/Eliminations	11	5	8	(102)	(125)	(476)
Consolidated Portfolio Companies incl. Headquarters & Business Services	16 796	15 759	65 924	1 598	1 348	5 956
Hydro Power	310	417	1 476	165	255	873
Orkla Real Estate	47	30	563	0	3	92
Financial Investments	357	447	2 039	165	258	965
Eliminations	(46)	(18)	(166)	-	-	-
Orkla	17 107	16 188	67 797	1 763	1 606	6 921

Note 3 Other income and expenses

Amounts in NOK million	1.1.-31.3.		1.1.-31.12.
	2024	2023	2023
M&A and integration costs	(16)	(36)	(182)
Final settlement employment relationships etc.	(6)	(12)	(98)
Other income	2	19	105
Write-downs	0	0	(329)
Restructuring costs and other items	(10)	(23)	(183)
Total other income and expenses	(30)	(52)	(687)

NOK 16 million was expensed in connection with restructuring projects and other projects within the group as at 31 March 2024. The largest restructuring project was carried out by Orkla Foods Česko a Slovensko.

M&A and integration costs totalled NOK 16 million as at 31 March 2024. A substantial part of these costs is related to the process of entering into a partnership agreement relating to Orkla Food Ingredients (see Note 12) and costs linked to the merger of MTR Foods and Eastern Condiments (Orkla India).

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 31 March 2024 (after tax) totalled NOK -8 million. Accumulated translation differences correspondingly amounted to NOK 4,541 million, while accumulated items recognised in equity in associates and joint ventures amounted to NOK 758 million as at 31 March 2024.

Note 5 Acquisitions

Orkla Foods Europe purchased the remaining 20% of Seagood Fort Deli (Finland) in the first quarter of 2024 and now owns 100% of the company.

As at 31 March 2024, Orkla had purchased companies for a total of NOK 31 million in enterprise value.

As regards companies acquired in 2023, the purchase price allocations relating to Bubs Godis (Orkla Confectionery & Snacks) and Khell Food (Orkla Foods Europe) were finalised as at 31 March 2024. There were no material adjustments compared 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:

	31.3.	31.12.
Amounts in NOK million	2024	2023
Non-current liabilities excl. leases	(12 853)	(15 663)
Current liabilities excl. leases	(5 033)	(2 780)
Non-current receivables (in “Financial Assets”)	390	380
Current receivables (in “Other receivables and financial assets”)	401	556
Cash and cash equivalents	1 008	991
Net interest-bearing liabilities excl. leases	(16 087)	(16 516)
Non-current lease liabilities	(1 774)	(1 796)
Current lease liabilities	(546)	(535)
Total net interest-bearing liabilities	(18 407)	(18 847)

Note 7 Interest and other financial items

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

	1.1.–31.3.	1.1.–31.12.
Amounts in NOK million	2024	2023
Net interest costs excl. leases	(220)	(892)
Interest costs leases	(17)	(58)
Interest, net	(237)	(950)

	1.1.–31.3.	1.1.–31.12.
Amounts in NOK million	2024	2023
Net foreign currency gain/loss	(2)	4
Interest on pensions ¹	(23)	(72)
Other financial items	(16)	(86)
Other financial items, net	(41)	(154)

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

Note 8 Related parties

The Orkla group makes annual sales to companies in the Canica system for around NOK 20 million. The Canica system is controlled by Orkla Board Chairman Stein Erik Hagen (largest shareholder in Orkla with 25.003% of issued shares). The sale agreements are based on market terms.

As at 31 March 2024, there were no special transactions between the group and related parties.

Note 9 Assessments relating to impairment

Orkla Confectionery & Snacks Latvija (acquired in 2015) and the German pizza chains in The European Pizza Company (acquired in 2021) have delivered weaker performances than anticipated since being acquired. Based on estimated future cash flows, the two businesses justify their carrying values, but their future performance will be monitored closely by reference to expected profit performance.

There were no other indications of a need to impair the value of the group’s assets as at 31 March 2024.

Note 10 Treasury shares and options

<i>Treasury shares</i>	
Changes in Orkla’s holding of treasury shares in 2024:	
Treasury shares as at 1 January	3 763 927
Options exercised	0
Employee share purchase programme	0
Treasury shares as at the end of the period	3 763 927

<i>Options</i>	
Changes in Orkla’s holding of options outstanding in 2024:	
Options outstanding as at 1 January	11 089 614
Allocations	0
Options exercised	0
Terminations	(25 653)
Options outstanding at the end of the period	11 063 961

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	
31 March 2024:				
Assets				
Investments	-	-	221	221
Derivatives	-	12	-	12
Liabilities				
Derivatives	-	525	-	525
31 December 2023:				
Assets				
Investments	-	-	221	221
Derivatives	-	362	-	362
Liabilities				
Derivatives	-	341	-	341

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

Note 12 Other matters

Agreement with Rhône

Orkla has entered into a partnership agreement with investment funds affiliated with Rhône Capital (together with certain affiliates, “Rhône”), under which Rhône has acquired a 40% ownership interest in Orkla Food Ingredients AS (“OFI”). The transaction was completed on 17 April 2024. Rhône is a global private equity firm with a focus on investments in businesses with a transatlantic presence.

The purchase price paid for 40% of the shares in OFI amounts to EUR 213.5 million (approx. NOK 2.5 billion), consisting of EUR 188.0 million (approx. NOK 2.2 billion) in cash and EUR 25.5 million (approx. NOK 0.3 billion) in interest-bearing seller’s credit. Following completion, OFI’s net interest-bearing debt amounts to approx. NOK 6.8 billion, including a subordinated loan from Orkla ASA totalling approx. NOK 1.0 billion. Rhône has an option, exercisable until 31 March 2027, to acquire an additional 9% of OFI equity at the same price per share as in the transaction completed on 17 April 2024. The agreement between Rhône and Orkla contains customary provisions governing the partnership.

OFI will continue to be consolidated into Orkla’s accounts, and Rhône’s ownership interest in OFI will be presented as a non-controlling interest in Orkla. The non-controlling interests’ share of the profit or loss after tax, their share of comprehensive income and their share of equity are recognised in Orkla’s financial statements on separate lines. The sale of 40% of the shares in OFI will be booked as an equity transaction. The transaction will have accounting effect from 17 April 2024.

Other

On 18 April 2024, the General Meeting of Orkla ASA approved payment of the proposed dividend of NOK 6.00 per share, of which NOK 3.00 per share is additional to the company’s ordinary dividend. The dividend distribution will be made on 3 May 2024, and will total NOK 6.0 billion.

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

Alternative Performance Measures (APM)

Amounts in NOK million	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Total operating revenues	17 107	16 188	67 797
Variable operating expenses	(10 241)	(9 793)	(41 207)
Contribution margin	6 866	6 395	26 590
Contribution ratio	40.1%	39.5%	39.2%

Contribution ratio

Contribution margin 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 costs related to input factors such as raw materials and packaging, and variable production costs such as electricity related to production and variable pay. They also include ingoing 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, payroll expenses linked to factory administration and management staff, and depreciation of production equipment. Contribution margin is a key internal financial figure that illustrates how profitable each portfolio company’s product mix is, and hence also 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 above.

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 re-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. In calculating organic growth, acquired companies are excluded 12 months after the transaction date. Sold companies are 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 is used to identify and analyse the turnover growth of 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 customer prices 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 comprise 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 31.

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 linked to normal 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, 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 are included pro forma 12 months prior to the transaction date. Sold companies are 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. Where underlying profit performance is mentioned in the report, reference is made to underlying EBIT (adj.) performance. 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 provides a comparable structure for monitoring the change in profitability over time.

The reconciliation of changes in underlying EBIT (adj.) for the consolidated portfolio companies is shown in separate tables on pages 32 and 33.

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. 12-month rolling EBITA (adj.) is used. in the calculation. 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 the working capital of 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 payable public charges and some minor receivables and payables related to operations included in “Other receivables and financial assets” and “Other current liabilities”.

- Fixed assets
- Intangible assets at historical cost
 - Consists 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 always an average of the closing balances in 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 34 onwards.

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 other alternative returns.

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 applicable to OIE was lower than the group’s tax rate as at 31 March 2024, chiefly due to the fact that expensed M&A costs are generally not tax-deductible. Non-taxable income increased the tax rate applicable to OIE somewhat in 2023. The effective tax rate applicable to OIE as at 31 March 2024 was 16%, compared to 15% as at 31 March 2023.

Adjustments are also made for any reported gains or losses related to sale/purchase of associates and joint ventures, and any reported major profit or loss effects related to abnormal tax conditions. No such adjustments were made in 2024 or 2023.

Calculation of earnings per share

Amounts in NOK million	1.1.–31.3.		1.1.–31.12.
	2024	2023	2023
Profit/loss attributable to owners of the parent	1 469	1 276	5 196
<i>Adjustments earnings per share (adj.):</i>			
Other income and expenses after tax	25	44	573
Adjusted profit for the period after non-controlling interests	1 494	1 320	5 769
Average externally owned shares (1 000 shares)	997 667	997 144	997 449
Average externally owned shares, diluted (1 000 shares)	997 756	997 144	997 491
Earnings per share (NOK)	1.47	1.28	5.21
Earnings per share, diluted (NOK)	1.47	1.28	5.21
Earnings per share (adj.) (NOK)	1.50	1.32	5.78
Earnings per share (adj.), diluted (NOK)	1.50	1.32	5.78

Net replacement and expansion investments

When making investment decisions, the group distinguishes between replacement and expansion investments. Expansion investments are the proportion of overall reported investments deemed to be investments in either new geographical markets or new categories, or investments which represent significant increases in capacity. Net replacement investments include new leases and are reduced by the value of sold fixed assets valued at sale 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) are expected to generate increased contributions to profit in future, over and above profit expectations linked to normal operations.

Net replacement and expansion investments are presented in the statement of cash flow on page 6.

Cash conversion

Cash conversion is calculated as cash flow from operating activities as a percentage of EBIT (adj.). Cash flow from operating activities is defined and presented in the Orkla-format cash flow statement on page 6 in this report.

Cash conversion is an important key figure for Orkla, as it shows how much of EBIT (adj.) has been converted into net interest-bearing liabilities, and thus the financial means available to the group. Net interest-bearing liabilities are the group's most important management parameter for financing and capital allocation (see separate paragraph).

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 actively employed as part of 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 6. Net interest-bearing liabilities are reconciled in Note 6.

Structure (acquisitions and disposals)

Structural growth includes adjustments for the acquisition of the businesses Bubs Godis, Khell-Food, and Norstamp. Adjustments were also made for the loss of distribution agreements with Tropicana and Alpro in Orkla Foods Europe. Following the transition to a 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 portfolio companies.

In 2023, adjustments were also made for the acquisitions of Denali Ingredients, Da Grasso, Lofoten Marine Oils, Healthspan and Hadecoup. Adjustments have been made for the loss of a distribution agreement with PepsiCo, the discontinuation of tea distribution in Orkla India, the winding-up of Hamé Foods in Russia, and sale of the convenience business in Orkla Latvija and the Struer brand.

Organic growth by Portfolio Company

Sales revenues change %	1.1.-31.3.2024			
	Organic growth	FX	Structure	Total
Orkla Foods Europe	3.2	1.9	-1.1	4.0
Orkla Food Ingredients	-2.9	4.3	0.2	1.6
Orkla Confectionery & Snacks	10.8	3.0	1.3	15.1
Orkla Health	9.9	3.9	6.0	19.8
Orkla India	11.6	1.9	0.0	13.5
Orkla Home & Personal Care	10.7	1.4	1.6	13.7
The European Pizza Company	-1.6	4.4	0.0	2.8
Orkla House Care	2.3	3.4	0.0	5.7
Health and Sports Nutrition Group	-3.8	3.0	-5.7	-6.5
Pierre Robert Group	-10.4	0.9	0.0	-9.5
Lilleborg	5.5	0.0	0.0	5.5
Consolidated Portfolio Companies	3.6	3.0	-0.1	6.5

Sales revenues change %	1.1.-31.3.2023				1.1.-31.12.2023			
	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods Europe	10.3	6.5	-1.1	15.7	6.6	7.8	-0.5	14.0
Orkla Food Ingredients	22.0	11.2	7.4	40.6	8.7	12.3	6.1	27.1
Orkla Confectionery & Snacks	13.6	6.3	-1.1	18.8	9.2	8.0	0.0	17.2
Orkla Health	6.8	6.7	7.2	20.7	6.3	9.0	3.1	18.4
Orkla India	17.6	6.9	-2.3	22.2	12.1	5.1	-1.3	15.9
Orkla Home & Personal Care	7.1	2.2	0.0	9.3	8.8	2.7	2.5	14.0
The European Pizza Company	16.6	13.2	7.7	37.5	8.3	15.4	7.0	30.7
Orkla House Care	-5.2	4.2	0.0	-1.1	2.7	7.8	0.0	10.5
Health and Sports Nutrition Group	18.3	3.9	0.0	22.1	10.4	4.8	-3.2	12.0
Pierre Robert Group	20.5	2.4	0.0	22.9	2.1	3.0	0.0	5.1
Lilleborg	15.3	0.0	0.0	15.3	15.4	0.0	0.0	15.4
Consolidated Portfolio Companies	13.4	7.5	2.4	23.2	8.1	9.0	1.9	19.0

Figures may not add up due to rounding.

Underlying EBIT (adj.) changes by Portfolio Company

EBIT (adj.) change %	1.1.-31.3.2024			
	Underlying growth	FX	Structure	Total
Orkla Foods Europe	12.0	2.0	-3.3	10.6
Orkla Food Ingredients	-5.6	4.6	-0.2	-1.2
Orkla Confectionery & Snacks	30.3	2.9	3.0	36.1
Orkla Health	12.2	3.0	-0.2	15.0
Orkla India	22.5	2.0	0.0	24.5
Orkla Home & Personal Care	62.0	2.1	6.3	70.5
The European Pizza Company	19.5	6.0	0.0	25.5
Orkla House Care	-7.8	1.6	0.3	-5.9
Health and Sports Nutrition Group	14.3	3.9	-11.5	6.8
Pierre Robert Group	-47.7	2.4	0.0	-45.4
Lilleborg	154.3	0.0	0.0	154.3
Consolidated Portfolio Companies	13.4	2.9	-0.9	15.4
Headquarters & Business Services	18.5	0.0	0.0	18.5
Consolidated Portfolio Companies incl. Headquarters & Business Services	16.4	3.1	-0.9	18.6

EBIT (adj.) change %	1.1.-31.3.2023				1.1.-31.12.2023			
	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods Europe	4.5	5.5	-1.3	8.7	8.5	7.2	-1.2	14.5
Orkla Food Ingredients	25.5	19.3	25.2	70.0	6.9	15.8	13.9	36.6
Orkla Confectionery & Snacks	-6.9	4.0	1.0	-2.1	-4.5	6.3	0.7	2.5
Orkla Health	14.9	6.4	-5.5	15.9	9.7	8.8	-2.9	15.6
Orkla India	14.4	6.7	-1.7	19.4	22.7	5.1	-0.5	27.4
Orkla Home & Personal Care	-10.4	2.6	0.5	-7.3	35.5	2.3	10.6	48.3
The European Pizza Company	-3.7	11.6	12.9	20.8	-5.2	14.3	11.4	20.6
Orkla House Care	-2.4	3.0	1.4	2.0	40.3	5.0	3.2	48.4
Health and Sports Nutrition Group	195.0	7.3	0.0	202.3	402.6	10.8	-136.1	277.4
Pierre Robert Group	1.5	1.9	0.0	3.4	12.7	6.5	0.0	19.2
Lilleborg	-59.9	0.0	0.0	-59.9	-8.7	0.0	0.0	-8.7
Consolidated Portfolio Companies	6.4	6.9	1.6	14.8	7.9	8.5	2.2	18.7
Headquarters & Business Services	-22.3	0.0	0.1	-22.2	-21.5	0.0	0.0	-21.5
Consolidated Portfolio Companies incl. Headquarters & Business Services	5.0	7.5	1.8	14.3	6.9	9.2	2.4	18.5

Figures may not add up due to rounding.

EBIT (adj.) margin growth by Portfolio Company

EBIT (adj.) margin growth change percentage points	1.1.–31.3.2024			EBIT(adj.)- margin (%)
	Underlying growth	Structure/ FX	Total	
Orkla Foods Europe	0.9	-0.2	0.7	11.1
Orkla Food Ingredients	-0.2	0.0	-0.1	5.3
Orkla Confectionery & Snacks	1.7	0.1	1.7	11.1
Orkla Health	0.3	-1.0	-0.6	15.8
Orkla India	1.1	0.0	1.1	12.1
Orkla Home & Personal Care	3.6	0.2	3.8	11.3
The European Pizza Company	1.9	0.1	1.9	10.8
Orkla House Care	-1.6	-0.2	-1.8	14.3
Health and Sports Nutrition Group	0.7	-0.1	0.6	4.4
Pierre Robert Group	-1.7	0.1	-1.6	2.5
Lilleborg	6.0	0.0	6.0	10.2
Consolidated Portfolio Companies	0.9	-0.1	0.8	10.1
Headquarters & Business Services	32.7	0.0	32.8	-27.3
Consolidated Portfolio Companies incl. Headquarters & Business Services	1.0	-0.1	1.0	9.5

EBIT (adj.) margin growth change percentage points	1.1.–31.3.2023				1.1.–31.12.2023			
	Underlying growth	Structure/ FX	Total	EBIT(adj.)- margin (%)	Underlying growth	Structure/ FX	Total	EBIT(adj.)- margin (%)
Orkla Foods Europe	-0.6	-0.1	-0.7	10.4	0.2	-0.1	0.0	11.1
Orkla Food Ingredients	0.2	0.8	0.9	5.4	-0.1	0.5	0.4	6.2
Orkla Confectionery & Snacks	-2.2	0.2	-2.0	9.4	-1.8	0.1	-1.6	11.4
Orkla Health	1.2	-2.1	-0.8	16.4	0.4	-0.8	-0.3	13.4
Orkla India	-0.3	0.1	-0.3	11.0	1.1	0.0	1.2	13.1
Orkla Home & Personal Care	-1.5	0.1	-1.3	7.5	1.8	0.3	2.1	9.0
The European Pizza Company	-1.8	0.6	-1.2	8.8	-1.2	0.5	-0.8	9.0
Orkla House Care	0.5	0.0	0.5	16.1	2.7	-0.2	2.5	9.6
Health and Sports Nutrition Group	2.3	0.0	2.3	3.9	2.3	-0.3	2.0	2.9
Pierre Robert Group	-0.8	0.0	-0.8	4.1	0.4	0.1	0.5	4.4
Lilleborg	-7.9	0.0	-7.9	4.2	-2.3	0.0	-2.3	8.8
Consolidated Portfolio Companies	-0.6	-0.1	-0.7	9.4	0.0	0.0	0.0	9.8
Headquarters & Business Services	-6.7	7.1	0.4	-60.1	-2.3	0.2	-2.1	-53.0
Consolidated Portfolio Companies incl. Headquarters & Business Services	-0.7	-0.8	-1.5	8.6	-0.1	0.1	0.0	9.0

Figures may not add up due to rounding.

Orkla Foods Europe

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	12.7%	11.6%	12.4%
EBIT (adj.) R12M	2 313	2 014	2 259
Amortisation and write-downs intangibles R12M	1	1	1
EBITA (adj.) R12M	2 314	2 015	2 260

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.3.2023 ⁴
Net working capital	3 020	2 898	3 100
Total fixed assets (tangible)	5 632	5 369	5 607
Total intangible assets	9 303	8 956	9 219
Accumulated depreciation and write-downs intangible assets	1 448	1 367	1 417
Net pension liabilities	(721)	(800)	(692)
Deferred tax, excess values	(406)	(396)	(404)
Total average capital employed	18 274	17 393	18 246

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	2 668	2 622	2 990	3 382	3 437	3 070	3 133	2 727	2 122
Total fixed assets (tangible)	5 525	5 520	5 641	5 762	5 709	5 399	5 368	5 292	5 076
Total intangible assets	9 326	9 258	9 173	9 371	9 385	8 906	8 926	8 859	8 701
Accumulated depreciation and write-downs intangible assets	1 512	1 458	1 422	1 421	1 426	1 356	1 377	1 362	1 315
Net pension liabilities	(771)	(762)	(687)	(691)	(695)	(627)	(906)	(895)	(880)
Deferred tax, excess values	(407)	(405)	(396)	(412)	(410)	(396)	(396)	(392)	(387)
Total capital employed	17 852	17 691	18 143	18 833	18 854	17 708	17 503	16 953	15 948

Figures may not add up due to rounding.

Orkla Food Ingredients

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	10.5%	10.8%	10.8%
EBIT (adj.) R12M	1 163	952	1 166
Amortisation and write-downs intangibles R12M	1	1	1
EBITA (adj.) R12M	1 164	953	1 167

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	2 319	1 919	2 256
Total fixed assets (tangible)	3 579	2 958	3 458
Total intangible assets	4 543	3 367	4 456
Accumulated depreciation and write-downs intangible assets	863	767	842
Net pension liabilities	(175)	(172)	(163)
Deferred tax, excess values	(8)	(6)	(8)
Total average capital employed	11 121	8 833	10 842

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	2 338	2 105	2 286	2 436	2 428	2 024	1 935	1 708	1 497
Total fixed assets (tangible)	3 780	3 624	3 471	3 580	3 440	3 177	2 806	2 748	2 619
Total intangible assets	4 631	4 447	4 506	4 632	4 498	4 196	2 791	2 761	2 586
Accumulated depreciation and write-downs intangible assets	876	849	847	881	860	771	768	751	685
Net pension liabilities	(188)	(185)	(170)	(169)	(164)	(127)	(193)	(190)	(185)
Deferred tax, excess values	(8)	(8)	(8)	(8)	(8)	(8)	(5)	(5)	(5)
Total capital employed	11 430	10 833	10 933	11 352	11 056	10 033	8 102	7 773	7 198

Figures may not add up due to rounding.

Orkla Confectionery & Snacks

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M¹)	10.1%	11.0%	9.9%
EBIT (adj.) R12M	1 081	985	1 013
Amortisation and write-downs intangibles R12M	1	1	1
EBITA (adj.) R12M	1 082	986	1 014

Average capital employed:	31.3.2024²	31.3.2023³	31.12.2023⁴
Net working capital	583	365	511
Total fixed assets (tangible)	4 314	3 511	4 152
Total intangible assets	6 184	5 468	5 992
Accumulated depreciation and write-downs intangible assets	255	223	246
Net pension liabilities	(192)	(217)	(184)
Deferred tax, excess values	(461)	(415)	(448)
Total average capital employed	10 683	8 935	10 269

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	714	528	864	362	445	355	517	286	222
Total fixed assets (tangible)	4 344	4 272	4 238	4 542	4 174	3 534	3 522	3 336	2 989
Total intangible assets	6 333	6 183	6 034	6 205	6 167	5 372	5 407	5 320	5 076
Accumulated depreciation and write-downs intangible assets	264	261	253	258	239	218	223	221	214
Net pension liabilities	(203)	(192)	(189)	(188)	(189)	(161)	(251)	(247)	(239)
Deferred tax, excess values	(475)	(463)	(449)	(463)	(456)	(410)	(414)	(407)	(388)
Total capital employed	10 977	10 589	10 751	10 718	10 381	8 908	9 004	8 510	7 874

Figures may not add up due to rounding.

Orkla Health

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	9.3%	8.5%	9.0%
EBIT (adj.) R12M	891	771	851
Amortisation and write-downs intangibles R12M	6	11	6
EBITA (adj.) R12M	897	782	857

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	1 265	1 181	1 235
Total fixed assets (tangible)	911	789	878
Total intangible assets	7 516	7 253	7 439
Accumulated depreciation and write-downs intangible assets	257	188	240
Net pension liabilities	(13)	(7)	(12)
Deferred tax, excess values	(251)	(218)	(248)
Total average capital employed	9 686	9 185	9 532

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.03.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	1 393	1 110	1 227	1 283	1 313	1 241	1 232	1 138	983
Total fixed assets (tangible)	970	939	882	886	880	804	777	764	718
Total intangible assets	7 596	7 489	7 461	7 583	7 453	7 211	7 233	7 254	7 114
Accumulated depreciation and write-downs intangible assets	292	281	268	225	220	205	208	153	154
Net pension liabilities	(15)	(14)	(12)	(11)	(11)	(9)	(6)	(6)	(5)
Deferred tax, excess values	(254)	(249)	(249)	(253)	(250)	(241)	(195)	(204)	(201)
Total capital employed	9 981	9 556	9 578	9 713	9 604	9 210	9 249	9 099	8 764

Figures may not add up due to rounding.

Orkla India

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	14.0%	11.7%	13.7%
EBIT (adj.) R12M	404	315	386
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	404	315	386

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	241	150	220
Total fixed assets (tangible)	622	581	613
Total intangible assets	2 247	2 183	2 208
Accumulated depreciation and write-downs intangible assets	7	17	7
Net pension liabilities	(5)	0	(2)
Deferred tax, excess values	(237)	(229)	(232)
Total average capital employed	2 874	2 703	2 813

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	176	211	286	357	174	75	126	229	149
Total fixed assets (tangible)	606	583	631	654	633	562	611	580	517
Total intangible assets	2 288	2 157	2 246	2 304	2 239	2 095	2 341	2 214	2 081
Accumulated depreciation and write-downs intangible assets	9	7	7	7	7	6	7	7	6
Net pension liabilities	(13)	(12)	0	0	0	0	0	0	0
Deferred tax, excess values	(245)	(230)	(436)	(242)	(235)	(220)	(245)	(232)	(213)
Total capital employed	2 821	2 714	2 734	3 081	2 818	2 518	2 840	2 798	2 540

Figures may not add up due to rounding.

Orkla Home & Personal Care

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	17.2%	10.5%	15.1%
EBIT (adj.) R12M	257	148	225
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	257	148	225

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	136	142	129
Total fixed assets (tangible)	700	709	729
Total intangible assets	912	853	885
Accumulated depreciation and write-downs intangible assets	0	0	0
Net pension liabilities	(247)	(284)	(239)
Deferred tax, excess values	(11)	(10)	(11)
Total average capital employed	1 491	1 410	1 495

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	116	127	83	181	174	83	256	131	68
Total fixed assets (tangible)	620	633	714	732	802	764	706	663	607
Total intangible assets	968	965	861	874	891	835	857	852	830
Accumulated depreciation and write-downs intangible assets	1	1	0	0	0	0	0	0	0
Net pension liabilities	(264)	(265)	(230)	(234)	(239)	(225)	(323)	(321)	(312)
Deferred tax, excess values	(11)	(11)	(10)	(11)	(11)	(10)	(10)	(10)	(10)
Total capital employed	1 428	1 450	1 417	1 543	1 617	1 447	1 486	1 315	1 183

Figures may not add up due to rounding.

The European Pizza Company

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	6.7%	6.5%	6.6%
EBIT (adj.) R12M	283	233	268
Amortisation and write-downs intangibles R12M	25	20	27
EBITA (adj.) R12M	308	253	294

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	82	32	70
Total fixed assets (tangible)	814	674	786
Total intangible assets	3 674	3 237	3 612
Accumulated depreciation and write-downs intangible assets	170	79	143
Net pension liabilities	0	0	0
Deferred tax, excess values	(169)	(149)	(166)
Total average capital employed	4 571	3 873	4 445

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	115	77	78	82	61	51	64	3	(17)
Total fixed assets (tangible)	842	833	774	826	795	700	679	629	565
Total intangible assets	3 704	3 564	3 607	3 801	3 691	3 396	3 143	3 073	2 883
Accumulated depreciation and write-downs intangible assets	223	280	144	107	97	88	75	71	64
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(173)	(166)	(166)	(173)	(168)	(155)	(145)	(142)	(133)
Total capital employed	4 711	4 587	4 437	4 644	4 477	4 080	3 815	3 633	3 362

Figures may not add up due to rounding.

Orkla House Care

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	9.4%	6.7%	9.9%
EBIT (adj.) R12M	147	103	151
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	147	103	151

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	260	309	248
Total fixed assets (tangible)	330	335	341
Total intangible assets	670	635	646
Accumulated depreciation and write-downs intangible assets	357	298	347
Net pension liabilities	(2)	(2)	(2)
Deferred tax, excess values	(43)	(43)	(43)
Total average capital employed	1 572	1 533	1 537

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	289	162	185	329	335	229	276	345	359
Total fixed assets (tangible)	273	272	369	373	362	328	346	336	305
Total intangible assets	727	717	629	642	633	609	611	672	651
Accumulated depreciation and write-downs intangible assets	373	349	351	366	348	318	322	257	245
Net pension liabilities	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Deferred tax, excess values	(43)	(43)	(43)	(44)	(44)	(42)	(43)	(43)	(42)
Total capital employed	1 617	1 455	1 490	1 664	1 633	1 441	1 512	1 565	1 517

Figures may not add up due to rounding.

Health and Sports Nutrition Group

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	5.9%	3.8%	6.1%
EBIT (adj.) R12M	37	19	36
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	37	19	36

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	62	53	61
Total fixed assets (tangible)	146	47	118
Total intangible assets	439	425	434
Accumulated depreciation and write-downs intangible assets	0	0	0
Net pension liabilities	0	0	0
Deferred tax, excess values	(26)	(25)	(25)
Total average capital employed	622	500	588

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	74	106	56	68	6	69	65	70	54
Total fixed assets (tangible)	189	195	177	93	79	47	53	29	27
Total intangible assets	444	442	430	434	445	417	425	424	415
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	(26)	(26)	(25)	(25)	(26)	(24)	(25)	(25)	(24)
Total capital employed	681	717	638	570	505	508	518	499	472

Figures may not add up due to rounding.

Pierre Robert Group

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	3.7%	3.5%	4.0%
EBIT (adj.) R12M	23	22	26
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	23	22	26

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	175	190	204
Total fixed assets (tangible)	8	22	7
Total intangible assets	128	116	129
Accumulated depreciation and write-downs intangible assets	314	297	311
Net pension liabilities	(5)	(4)	(5)
Deferred tax, excess values	0	0	0
Total average capital employed	621	621	647

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	91	117	227	214	229	232	252	138	101
Total fixed assets (tangible)	8	9	5	5	14	5	7	7	79
Total intangible assets	125	125	127	132	132	130	131	132	55
Accumulated depreciation and write-downs intangible assets	316	311	312	317	313	303	304	301	263
Net pension liabilities	(5)	(5)	(5)	(4)	(4)	(4)	(5)	(4)	(5)
Deferred tax, excess values	0	0	0	0	0	0	0	0	0
Total capital employed	536	557	666	663	683	666	689	574	492

Figures may not add up due to rounding.

Lilleborg

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	80.7%	99.7%	72.0%
EBIT (adj.) R12M	60	46	51
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	60	46	51

Average capital employed:	31.3.2023 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	(10)	(35)	(11)
Total fixed assets (tangible)	59	55	55
Total intangible assets	18	18	18
Accumulated depreciation and write-downs intangible assets	12	12	12
Net pension liabilities	(4)	(4)	(4)
Deferred tax, excess values	0	0	0
Total average capital employed	74	46	70

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	(17)	(12)	4	(13)	(15)	(18)	(45)	(43)	(51)
Total fixed assets (tangible)	71	66	51	52	53	52	54	57	59
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)	(4)	(4)
Deferred tax, excess values	0	0	0	0	0	0	0	0	0
Total capital employed	80	80	82	65	64	60	35	40	33

Figures may not add up due to rounding.

Total portfolio companies incl. HQ and BS

Calculation of ROCE (return of capital employed)

Amounts in NOK million	31.3.2024	31.3.2023	31.12.2023
ROCE (R12M ¹)	10.1%	9.5%	9.9%
EBIT (adj.) R12M	6 207	5 194	5 960
Amortisation and write-downs intangibles R12M	34	34	35
EBITA (adj.) R12M	6 241	5 227	5 995

Average capital employed:	31.3.2024 ²	31.3.2023 ³	31.12.2023 ⁴
Net working capital	8 011	7 052	7 917
Total fixed assets (tangible)	17 348	15 286	16 980
Total intangible assets	36 024	32 942	35 440
Accumulated depreciation and write-downs intangible assets	3 792	3 346	3 667
Net pension liabilities	(1 981)	(2 122)	(1 921)
Deferred tax, excess values	(1 612)	(1 491)	(1 585)
Total average capital employed	61 582	55 012	60 497

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022	31.3.2022
Net working capital	7 805	7 011	8 113	8 630	8 497	7 334	7 612	6 555	5 261
Total fixed assets (tangible)	17 452	17 164	17 189	17 742	17 182	15 610	15 166	14 681	13 789
Total intangible assets	36 527	35 746	35 487	36 397	35 962	33 606	32 315	32 019	30 810
Accumulated depreciation and write-downs intangible assets	4 003	3 934	3 713	3 691	3 620	3 375	3 395	3 232	3 108
Net pension liabilities	(2 119)	(2 064)	(1 894)	(1 906)	(1 923)	(1 818)	(2 290)	(2 285)	(2 295)
Deferred tax, excess values	(1 642)	(1 601)	(1 581)	(1 630)	(1 607)	(1 506)	(1 479)	(1 461)	(1 402)
Total capital employed	62 027	60 190	61 028	62 925	61 731	56 601	54 719	52 741	49 270

Figures may not add up due to rounding.

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

Photo

Bjørn Wad