

# First half 2024



# The first half of 2024 in brief

- Orkla’s consolidated portfolio companies<sup>1</sup> delivered strong underlying EBIT (adj.) growth of 19.5%.
  - Group operating revenues rose by 3.2% on the back of volume growth, price increases and positive currency translation effects.
  - The underlying EBIT (adj.) margin improved by 1.3 pp<sup>2</sup> for the consolidated portfolio companies<sup>1</sup>, year-over-year.
- Solid year-over-year improvement in cash flow from operations, driven by strong EBITDA growth and lower net replacement investments.
  - Profit before tax was NOK 4,510 million, up 26.0% (NOK 932 million) compared to the first half of last year.
- Adjusted earnings per share were NOK 3.16, an improvement of 9.7% compared to the same period last year.
  - Orkla completed two transactions: the partnership with Rhône related to Orkla Food Ingredients and the sale of Lilleborg to Solenis.

## Key figures for the Orkla group

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

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
	2024	2023	2023		2024	2023
Group						
Operating revenues	34 351	33 275	67 797		17 244	17 087
EBIT (adj.)	3 786	3 392	6 921		2 023	1 786
Profit/loss from associates and joint ventures	944	955	1 836		529	533
Profit/loss before taxes	4 510	3 578	6 966		2 640	1 842
Earnings per share, diluted (NOK)	3.52	2.65	5.21		2.04	1.38
Earnings per share (adj.), diluted (NOK)	3.16	2.88	5.78		1.66	1.55

1 Consolidated portfolio companies including Orkla Headquarters and Business Service companies.  
2 Percentage points.



**Comments from Orkla President and CEO Nils K. Selte:**

I am pleased to see that we are on our way to deliver on the strategic ambitions communicated at our Capital Markets Day, and I experience that the potential in our new operating model is becoming increasingly visible.

Our portfolio companies have delivered a good performance in the first half of 2024, in line with our ambition to drive organic value in our existing businesses. The portfolio companies achieved high EBIT (adj.) growth, margin expansion and increased return on capital employed in the first half of the year.

The positive trend seen since the beginning of the year has continued in the second quarter. We deliver volume growth in the first half, and I would like to highlight the performances of Orkla Home & Personal Care and Orkla Confectionery & Snacks in particular, which have both improved their market share. In addition, our portfolio companies have managed to improve their operating margins while simultaneously increasing investment in advertising and promotions. Moreover, most of the portfolio companies have continued to improve their cash conversion.

In line with our communicated strategy, we have completed two transactions thus far in 2024, involving Orkla Food Ingredients and Lilleborg. Most recently, we announced the divestment of Lilleborg, the first step in our process of simplifying our structure and reducing the number of portfolio companies.

In addition to the previously announced transactions, we have completed the IPO<sup>1</sup> readiness study for Orkla India, and will now proceed with an assessment of potentially accessing the capital markets in India to increase our structural flexibility and value creation potential. We aim to reach a conclusion in 2025, and will provide further information when the time is right.

I would like to thank everyone in our organisation for their hard work so far, and I look forward to the rest of the year.



**Nils K. Selte**  
President and CEO

1 Initial Public Offering.

**Market trends**

Consumer sentiment remained muted in the first half of 2024. Interest rates were generally higher than in the same period last year, and consumer downtrading to hard discount stores and private label persisted. At the same time, inflation rates have started to normalise in many of the portfolio companies’ key markets, and the challenges associated with weak consumer purchasing power have eased compared to previous quarters in some markets.

The year-over-year development in market prices for the portfolio companies’ key input factors was polarised in the first half of 2024. The prices of certain commodities and raw materials increased year-over-year, including cocoa, tomato products, fish oils and butter. On the other hand, the market prices of vegetable oils, sugar and frozen fruit and berries fell. Overall, softer average raw material prices in the first half of 2024 resulted in somewhat lower input-factor costs on a consolidated level, although the picture is mixed across the portfolio companies.

Electricity prices in Norway were lower in the first half of the year than in the same period in 2023, which had a negative impact on Hydro Power’s profit development. However, lower power prices in Europe had a positive effect on the portfolio companies’ production costs year-over-year.

The Norwegian krone depreciated slightly against the euro and the US dollar in the first half of 2024, year-over-year. This was primarily linked to the first quarter, as developments were stabler in the second quarter. The weakening of the Norwegian krone resulted in a positive currency translation effect in connection with the consolidation of Orkla’s companies outside Norway. Orkla’s net interest-bearing liabilities, which are primarily held in foreign

currencies, were negatively impacted year-over-year by the weaker Norwegian krone.

**Outlook**

At the Capital Markets Day in November 2023, Orkla announced its new strategy for the period 2024 to 2026, including new financial targets for each of the consolidated portfolio companies. Based on these individual targets, Orkla presented the following financial targets for the consolidated portfolio companies, including HQ, for the period 2024 to 2026:

- Underlying EBIT (adj.) growth: compounded annual growth rate of 8% – 10%
- EBIT (adj.) margin: improvement of 1.5 – 2.0 pp
- Return on capital employed (ROCE): increase from 10% in 2023 to 13% in 2026

Achieving these KPIs is a central factor in delivering on Orkla’s overall target of generating a total shareholder return of 12% – 14% annually in the strategy period. In the first half of 2024, the performance of the consolidated portfolio companies, including HQ, was in line with these targets:

- Underlying EBIT (adj.) growth totalled 19.5%,
- Increased EBIT (adj.) margin of 1.2 pp,
- ROCE was 10.6% on a rolling 12-month basis as at June.

Macroeconomic conditions are showing signs of improvement in many of the portfolio companies’ markets, and the Swedish Riksbank and the European Central Bank cut their key policy rates in May and June, respectively. Lower inflation and reduced interest rates are expected to impact consumer demand positively.

The outlook regarding the cost of input factors for Orkla’s portfolio companies remains polarised, as exposure to raw material and logistics categories varies across the companies. Further, the cost impact of currency fluctuations is highly uncertain. While there are indications of softening to stable prices for several key raw materials and packaging materials, other materials and services are expected to see cost increases going forward. The market prices of cocoa products are expected to remain high for the foreseeable future. Nevertheless, Orkla’s portfolio companies are well-positioned and well-covered in terms of securing supply, and mitigating actions have been implemented to reduce the cost impact of, for example, cocoa prices.

**Structural measures**

On 12 June 2024, Orkla announced the sale of 100% of the shares in Lilleborg AS to Solenis. The transaction took accounting effect on 1 June 2024. Orkla realised a gain of NOK 472 million on the transaction.

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

Information on structural changes in the consolidated portfolio companies can be found in Notes 5 and 12.

Financial matters - Group

Main figures profit/loss

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
Operating revenues	34 351	33 275	67 797	17 244	17 087
EBIT (adj.)	3 786	3 392	6 921	2 023	1 786
Other income and expenses	333	(254)	(687)	363	(202)
Operating profit	4 119	3 138	6 234	2 386	1 584
Profit/loss from associates and joint ventures	944	955	1 836	529	533
Interest and financial items, net	(553)	(515)	(1 104)	(275)	(275)
Profit/loss before taxes	4 510	3 578	6 966	2 640	1 842
Taxes	(848)	(825)	(1 545)	(492)	(415)
Profit/loss for the period	3 662	2 753	5 421	2 148	1 427
Earnings per share, diluted (NOK)	3.52	2.65	5.21	2.04	1.38
Earnings per share (adj.), diluted (NOK)	3.16	2.88	5.78	1.66	1.55

Group operating revenues rose by 3.2% in the first half of 2024, year-over-year. The increase was related to organic sales growth in the consolidated portfolio companies and positive currency translation effects. Organic growth in the consolidated portfolio companies was equally related to volume growth and price increases, where the latter were largely implemented last year to counter higher input costs. Group revenues were negatively impacted by a year-over-year decline in Financial Investments, associated with lower power prices for Hydro Power and higher income in Orkla Real Estate last year in connection with the sale of 23 apartments in the first half of 2023.

The group’s EBIT (adj.) grew by 11.6% in the first half of 2024. The increase was related to most of the consolidated portfolio

companies, associated with organic revenue growth, margin improvement and positive mix effects. The increase was somewhat offset by reduced profits in Financial Investments.

The group’s “Other income and expenses” amounted to NOK 333 million in the first half, compared to NOK -254 million in the same period last year. Other income amounted to NOK 511 million, largely consisting of a realised gain of NOK 472 million from the divestment of Lilleborg. Other expenses comprised M&A and integration costs of NOK 105 million, mostly related to the transaction involving Orkla Food Ingredients, as well as costs associated with ongoing restructuring projects. See Note 3 for further details of “Other income and expenses”.

Profit from associated companies totalled NOK 944 million in the first half of 2024, and is mostly attributable to Orkla’s 42.7% ownership share in Jotun. The total represents a year-over-year decline of 1.2%, and was impacted by devaluation of the Egyptian pound in March 2024, which negatively impacted Jotun’s EBITA by NOK 252 million, as well as financial items by NOK 189 million. See the section “Portfolio Companies” on page 8 for further details about Jotun.

Net financial costs increased year-over-year, primarily due to higher interest rates. The average interest rate was 5.6% in the first half of the year, compared to 4.6% in the same period in 2023. The average gross debt level excluding lease liabilities was NOK 18.9 billion, compared to NOK 20.0 billion in the first half of last year.

The tax rate for the first half was 23.8% excluding associated companies, down from 31.5% in the same period in 2023. The reduction was primarily related to lower resource rent tax in Hydro Power and a non-taxable gain on the divestment of Lilleborg.

First-half earnings per share, diluted, amounted to NOK 3.52, representing a year-over-year increase of 32.8%. The increase reflects the positive impact of the realised gain on Orkla’s divestment of Lilleborg. Adjusted earnings per share, diluted, were NOK 3.16, up 9.7% compared to the same period in 2023. See the section on Alternative Performance Measures (APM) on page 30 for further information.

Cash flow – Group

Orkla-format

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Cash flow from consolidated Portfolio Companies incl. Headquarters & Business Services					
EBIT (adj.)	3 368	2 829	5 956	1 770	1 481
Depreciation	1 264	1 179	2 491	637	602
Changes in net working capital	(636)	(787)	766	(98)	(162)
Net replacement investments	(834)	(1 440)	(2 658)	(425)	(641)
Cash flow from operations (adj.)	3 162	1 781	6 555	1 884	1 280
Cash flow effect from “Other income and expenses” and pensions	(187)	(229)	(481)	(145)	(171)
Cash flow from operations, consolidated Portfolio Companies incl. Headquarters & Business Services	2 975	1 552	6 074	1 739	1 109
Cash flow from operations, Financial Investments	189	545	1 007	54	248
Taxes paid	(775)	(1 520)	(2 032)	(354)	(729)
Dividends received, financial items and other payments	5	(287)	(646)	(209)	(244)
Cash flow before capital transactions	2 394	290	4 403	1 230	384
Dividends paid and purchase/sale of treasury shares	(5 994)	(2 991)	(3 133)	(5 957)	(2 986)
Cash flow before expansion	(3 600)	(2 701)	1 270	(4 727)	(2 602)
Expansion investments	(260)	(227)	(767)	(143)	(148)
Sale of companies (enterprise value)	3 174	33	37	3 172	33
Purchase of companies (enterprise value)	(207)	(914)	(949)	(176)	(141)
Net cash flow	(893)	(3 809)	(409)	(1 874)	(2 858)
Currency effects of net interest-bearing liabilities	(248)	(1 781)	(1 250)	293	(337)
Change in net interest-bearing liabilities	(1 141)	(5 590)	(1 659)	(1 581)	(3 195)
Net interest-bearing liabilities	19 988	22 778	18 847		

The comments below relate to the Orkla-format statement of cash flows for the period from 1 January to 30 June 2024. See page 22 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 1,423 million compared to the first half of 2023, mainly driven by strong EBITDA growth and lower net replacement investments.

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

Cash flow from operations in Financial Investments was lower than in the same period last year, due to reduced profit in Hydro Power, and higher net working capital year-over-year.

Taxes paid were lower in the first half, year-over-year, primarily due to reduced taxes payable by Hydro Power on profits 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 equal instalments, in the first and third quarters. The first-quarter dividend 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.

Orkla paid a dividend of NOK 6.0 billion to its shareholders in the first half of 2024, of which NOK 3.0 billion was paid in addition to the ordinary dividend.

Expansion investments increased slightly year-over-year, with mixed developments across the portfolio companies. The increase largely relates to higher investments in Orkla Food Ingredients than in the first half of 2023. Investments have been made in increased production capacity, including new production and packaging lines.

Sale of companies totalled NOK 3.2 billion in the first half of 2024. This primarily comprises NOK 2.5 billion from the sale of 40% of the shares in Orkla Food Ingredients, and NOK 541 million from the sale of 100% of the shares in Lilleborg.

Acquisitions of companies totalled NOK 207 million in the first half, consisting mainly of Orkla Food Ingredients’ acquisition of Kartonage AS, Orkla Foods Europe’s purchase of the remaining 20% of the shares in the Finnish food service company Seagood Oy Fort Deli, and Orkla Foods Europe’s payment of the remaining purchase price linked to the acquisition of Easyfood in 2019.

Net cash flow for the group was NOK -893 million in the first half of 2024. Negative currency translation effects linked to a weaker Norwegian krone increased net interest-bearing liabilities by NOK 248 million. At the end of the first half, net interest-bearing liabilities excluding lease liabilities amounted to NOK 17,809 million. Including lease liabilities under IFRS 16, net interest-bearing liabilities totalled NOK 19,988 million.

As at 30 June 2024, the group had a net interest-bearing liability level of 2.0 x EBITDA (on a rolling 12-month EBITDA basis, including acquisitions).

The equity ratio as at 30 June 2024 was 53.5%, compared to 54.0% as at 31 December 2023. The average time to maturity of

interest-bearing liabilities and unutilised credit facilities was 2.7 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)<sup>1</sup>**

Sales continued to grow in the first half of 2024, with a positive development in volumes. The reported sales growth was 4% year-over-year. Adjusted for currency translation effects, sales growth was 7%.

The Marine, Protective and Powder segments all delivered double-digit underlying sales growth in the first half of the year, while Decorative sales increased at a more modest pace. Sales grew in all regions, with the exception of Southeast Asia & Pacific where sales remained flat. In addition, demand for Decorative paints remained muted in Scandinavia.

Operating profit increased by 5% in the first half, driven by a combination of increased sales and higher gross profit per litre. The improvement was mainly due to positive segment and product mix effects, which more than offset inflationary pressure on operating costs and a currency loss incurred in the first quarter. The significant devaluation of the Egyptian pound in the first quarter had a negative impact of NOK 252 million on operating profit, and a further negative impact of NOK 189 million on financial items related to USD-denominated loans.

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

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	10 063	9 990	20 319	4 963	5 087
Contribution ratio	38.9%	37.6%	38.1%	39.8%	37.3%
EBIT (adj.)	1 176	1 044	2 259	612	534
EBIT (adj.) margin	11.7%	10.5%	11.1%	12.3%	10.5%
EBIT	1 190	967	1 950	634	471
Organic growth operating revenues	1.9%	8.6%	6.6%	0.7%	7.0%
- relating to price	3.9%	15.8%	12.5%	2.3%	16.3%
- relating to volume/mix	-1.9%	-7.2%	-5.8%	-1.6%	-9.3%
Underlying EBIT (adj.) growth	15.6%	12.0%	8.5%	19.0%	20.7%
Underlying EBIT (adj.) margin change	1.4%-p	0.3%-p	0.2%-p	1.9%-p	1.2%-p
ROCE (R12M)	13.3%	11.9%	12.4%		

Reported EBIT (adj.) growth was 12.7% in the first half of 2024, while underlying EBIT (adj.) growth was 15.6%. Underlying growth was driven by an improved contribution ratio linked to a sharpened focus on category profitability and cost savings through reorganisation projects in Norway, Sweden and the Czech Republic. Net underlying input costs developed favourably, and are currently at a slightly lower level than last year, although there are large variations between categories.

The reported EBIT (adj.) margin was 11.7% in the period, representing an increase of 1.2 pp year-over-year. The underlying increase was 1.4 pp, despite higher advertising spend.

Return on capital employed increased to 13.3%, up from 11.9% in the same period in 2023, and was driven by EBIT (adj.) growth and reduced inventory levels.

- Underlying EBIT (adj.) growth from cost improvement projects and a sharpened focus on category profitability, despite higher advertising spend.
- Negative volume development was reported in some key markets driven by reduced purchasing power, selected customer actions as well as complexity reduction.
- Reduced inventory levels supporting improved ROCE and operating cash flow.

Orkla Foods Europe reported a sales increase of 0.7% in the first half of 2024, while organic growth was 1.9%. Revenue development was positive in all key channels, and was driven primarily by price increases. Negative volume development was reported in some key markets, and can be explained by customer actions, reduced purchasing power (down trading effects) as well as complexity reduction. Volume growth and improved market shares were achieved in Denmark on the back of strong campaigns. The market share development in Norway was stable.

Orkla Food Ingredients

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	9 323	9 253	18 661	4 859	4 860
Contribution ratio	29.5%	28.0%	28.3%	30.0%	28.2%
EBIT (adj.)	596	586	1 166	360	348
EBIT (adj.) margin	6.4%	6.3%	6.2%	7.4%	7.2%
EBIT	547	550	1 125	313	327
Profit after tax and non-controlling interests <sup>1</sup>	189	254	479	116	166
Organic growth operating revenues	-1.7%	15.8%	8.7%	-0.6%	10.6%
- relating to price	-2.5%	15.2%	9.1%	-2.3%	13.0%
- relating to volume/mix	0.9%	0.6%	-0.4%	1.8%	-2.4%
Underlying EBIT (adj.) growth	-0.3%	11.7%	6.9%	3.4%	3.8%
Underlying EBIT (adj.) margin change	0.1%-p	-0.2%-p	-0.1%-p	0.3-p%	-0.4%-p
ROCE (R12M)	10.5%	10.7%	10.8%		

1 Correspond with the accounting line "Profit/loss attributable to owners of the parent" in the income statement.

- Improved contribution ratio due to price management. Customer price reductions implemented selectively in response to lower raw material prices.
- Volume/mix growth driven by Bakery and Plant Based. Decline in Sweet due to weaker ice cream ingredients sales.
- Good underlying EBIT (adj.) growth in Bakery and Plant Based clusters. Decline in the Sweet cluster, and a program with mitigating actions has newly been launched.

Orkla Food Ingredients saw a 0.8% increase in first-half operating revenues, with organic change totalling -1.7%. There were negative

price effects as most business units adjusted sales prices earlier in the year in response to lower raw material prices in several key categories. Organic volume/mix growth totalled 0.9%, primarily driven by the Bakery cluster, particularly in Poland, the Baltics, Denmark and Romania. However, this was partly offset by weaker volumes for the Sweet cluster, which was impacted by lower Easter volumes and weaker ice cream ingredients sale in June than in the strong corresponding month last year.

EBIT (adj.) increased by 1.7% in the first half of 2024, mainly due to the positive impact of currency translation effects and some structural growth. Underlying EBIT (adj.) was slightly down by 0.3%. Both the Bakery and Plant Based clusters achieved good

double-digit underlying EBIT (adj.) growth. Bakery’s improvement was broad-based and driven by good price management and 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 compared to a strong corresponding period last year. This growth was offset by a decline in the Sweet cluster due to reduced volumes and higher costs. In response to the lower results in the first half of the year, a programme of mitigating actions has recently been launched across the Sweet units.

The EBIT (adj.) margin was 6.4% in the first half, equivalent to growth of 0.1 pp compared to the first half of 2023 (both reported and underlying).

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.

Orkla Confectionery & Snacks

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
Operating revenues	4 608	4 092	8 880	2 312	2 098
Contribution ratio	43.0%	41.8%	41.2%	42.9%	41.7%
EBIT (adj.)	510	387	1 013	255	200
EBIT (adj.) margin	11.1%	9.5%	11.4%	11.1%	9.5%
EBIT	506	379	972	252	194
Organic growth operating revenues	10.9%	11.2%	9.2%	11.0%	8.8%
- relating to price	5.9%	15.0%	11.4%	4.3%	15.9%
- relating to volume/mix	5.0%	-3.8%	-2.2%	6.7%	-7.1%
Underlying EBIT (adj.) growth	29.7%	0.0%	-4.5%	29.2%	7.9%
Underlying EBIT (adj.) margin change	1.6%-p	-1.1%-p	-1.8%-p	1.6%-p	-0.2%-p
ROCE (R12M)	10.6%	10.7%	9.9%		

higher than last year – began to stabilise in most categories. However, cocoa prices rose sharply due to global supply and demand imbalances. Mitigating actions are ongoing, and relate to the full marketing mix, including portfolio optimisation and pricing adjustments.

The EBIT (adj.) margin for the first half of 2024 was 11.1%, up from 9.5% last year, representing a 1.6 pp improvement (both reported and underlying). Improvements are attributable to better performance at the new biscuit factory and operational leverage on volume growth.

Return on capital employed (ROCE) on a rolling 12-month basis improved during the first half of 2024, in line with targets communicated at Orkla's Capital Markets Day.

- Organic volume/mix growth of 5.0%, driven by improvement across all main categories.
- The new biscuit factory continued to increase output and is on track to deliver the anticipated profit improvement.
- Improved EBIT (adj.) margin driven by operational leverage on volume increase and improvements in the biscuit factory.

performance. Key factors included successful market activities and improved service levels in the biscuit category.

The new biscuit factory saw normalised service levels and improved productivity during the first half. The outlook remains unchanged, and a significant part of the negative impact reported for 2023 is expected to be offset in 2024. The biscuit category showed improved volume growth, particularly in the second quarter.

Orkla Confectionery & Snacks reported sales growth of 12.6% in the first half of the year. Organic growth was 10.9%, driven by a 5.9% increase in prices and 5.0% growth in volume/mix. Positive market trends and an increase in market share contributed to the

In the first half of 2024, Orkla Confectionery & Snacks reported a 31.9% year-over-year increase in EBIT (adj.), with underlying performance improving by 29.7%. Investments in advertising and promotions increased, while raw material prices – although

Orkla Health

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	3 702	3 192	6 364	1 768	1 578
Contribution ratio	57.3%	58.6%	57.5%	57.8%	58.8%
EBIT (adj.)	564	496	851	259	231
EBIT (adj.) margin	15.2%	15.5%	13.4%	14.7%	14.6%
EBIT	560	498	840	258	221
Organic growth operating revenues	8.6%	6.4%	6.3%	7.3%	6.1%
- relating to price	3.3%	3.6%	4.4%	2.9%	4.2%
- relating to volume/mix	5.3%	2.8%	2.0%	4.4%	1.9%
Underlying EBIT (adj.) growth	12.3%	15.4%	9.7%	12.4%	16.0%
Underlying EBIT (adj.) margin change	0.5%-p	1.2%-p	0.4%-p	0.7%-p	1.2%-p
ROCE (R12M)	9.5%	8.9%	9.0%		

in advertising and SG&A will support future top-line growth, in line with the strategy of accelerating international expansion of global brands and new market entries for NutraQ. Further, there was continued margin pressure in the food supplements category in the Nordics, driven by increased competition and soaring raw material prices, especially in the Omega-3 category.

EBIT (adj.) margin was 15.2% in the first half of the year, representing a year-over-year underlying increase of 0.5 pp and a reported decline of 0.3 pp.

- Volume growth for Möller’s and Jordan in international markets, and for the D2C businesses.<sup>1</sup>
- Positive underlying EBIT (adj.) performance driven by volume led revenue growth. Margin pressure due to higher input cost.
- Scaling up A&P investments and SG&A resources to support global brands and accelerate international expansion, in line with the strategy.

Orkla Health reported a sales increase of 16.0% in the first half of the year, compared to the same period last year, with organic growth

amounting to 8.6%. Organic volume/mix growth was 5.3%, driven by Möller’s and Jordan, as well as a continued positive trend in the D2C businesses NutraQ, Healthspan and Amazon. Price increases were implemented to address the negative effects of higher raw material prices across the product portfolio.

Orkla Health had a reported EBIT (adj.) growth of 13.7% year-over-year, positively impacted by currency translation effects. Underlying growth was 12.3% on the back of solid volume led revenue growth. Profit conversion was negatively impacted by broad-based cost inflation, increased A&P investments and higher maintenance costs linked to increased production volumes. Higher investment

1      Direct to consumer business units include NutraQ, Healthspan and Amazon.



Orkla India

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	1 539	1 390	2 947	776	718
Contribution ratio	37.3%	34.6%	36.1%	39.8%	35.5%
EBIT (adj.)	224	167	386	132	93
EBIT (adj.) margin	14.6%	12.1%	13.1%	17.0%	13.0%
EBIT	217	164	376	132	92
Organic growth operating revenues	10.5%	11.9%	12.1%	9.4%	7.1%
- relating to price	2.7%	15.1%	10.5%	-0.2%	12.9%
- relating to volume/mix	7.8%	-3.2%	1.6%	9.6%	-5.8%
Underlying EBIT (adj.) growth	34.1%	15.7%	22.7%	43.4%	16.8%
Underlying EBIT (adj.) margin change	2.6%-p	0.4%-p	1.1%-p	4.0%-p	1.1%-p
ROCE (R12M)	15.4%	11.9%	13.7%		

1 Government grants received in the second half of 2023 and first half of 2024 are booked as a mix effect on organic revenue growth.

- Revenues and EBIT (adj.) include financial incentives provided by the Government of India of NOK 20 million.
- Volume/mix growth of 6.2% (adjusted for government grant), driven by the International business.
- EBIT (adj.) margin improvement driven primarily by contribution ratio growth on the back of lower raw material prices.

Orkla India’s operating revenues increased by 10.7% year-over-year in the first half of 2024, of which 10.5% was organic revenue growth. Organic growth was driven by strong volume growth in the International business. Sales growth in the domestic businesses was soft due to limited growth in private consumption. First-half

revenues include financial incentives of NOK 20 million provided by the Government of India. Excluding the government grant, Orkla India’s organic growth was 9.0% in the first half of the year, with a volume/mix increase of 6.2%.

EBIT (adj.) grew by 33.7% in the first half of 2024, year-over-year, with underlying growth totalling 34.1%. This growth was primarily driven by an improvement in the contribution margin associated with lower raw material prices and positive carry-over price effects from 2023. Excluding the NOK 20 million government grant, Orkla India’s underlying EBIT (adj.) growth was 21.9%, while the EBIT (adj.) margin was 13.4%. The EBIT (adj.) margin increased by 1.4 pp (both reported and underlying), excluding the government grant of NOK 20 million.

Orkla Home & Personal Care

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	1 310	1 187	2 497	637	595
Contribution ratio	40.6%	40.0%	39.2%	40.0%	40.2%
EBIT (adj.)	153	108	225	77	63
EBIT (adj.) margin	11.7%	9.1%	9.0%	12.1%	10.7%
EBIT	153	99	213	77	55
Organic growth operating revenues	10.8%	6.0%	8.8%	10.9%	4.9%
- relating to price	1.0%	9.1%	8.0%	0.1%	8.2%
- relating to volume/mix	9.8%	-3.1%	0.8%	10.7%	-3.3%
Underlying EBIT (adj.) growth	38.9%	4.0%	35.5%	22.0%	16.7%
Underlying EBIT (adj.) margin change	2.4%-p	-0.2%-p	1.8%-p	1.1%-p	1.1%-p
ROCE (R12M)	18.5%	10.8%	15.1%		

- Organic growth related to the Norwegian market and contract manufacturing, with volume growth due to positive market momentum and an innovation programme.
- Higher market share in the Norwegian and Swedish grocery sectors.
- Underlying EBIT (adj.) growth of 39%, explained by volume growth and a favourable mix.

Orkla Home & Personal Care’s operating revenues increased by 10.3% in the first half of the year, with organic growth amounting to 10.8%. Organic growth was driven by a substantial volume increase in Norway and in contract manufacturing, as well as the positive impact of the launch of new innovations in the first half of 2024. Market share grew in the Norwegian and Swedish grocery sectors in the first half of the year in both the personal care and home care categories.

The contribution ratio increased year-over-year as a result of revenue management. Initiatives included relaunches and a shift in focus towards more profitable products, as well as refinement of formulations and diligent procurement work. On the other hand, positive effects from carry-over price increases from 2023 were partly offset by higher input costs associated with a somewhat weaker Norwegian krone.

EBIT (adj.) increased by 41.5% year-over-year, of which 38.9% was underlying growth. The improvement was driven by increased revenue and a higher contribution margin. This growth is partly attributable to weak comparable figures for the same period last year. A significant reorganisation of sales and administrative functions in the second quarter of 2023 secured an underlying cost reduction in the first half of 2024. This was countered by significantly higher advertising investment behind “hero brands” and to support new product launches.

The European Pizza Company

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	1 473	1 450	2 962	763	760
Contribution ratio	42.9%	41.4%	42.0%	42.6%	41.5%
EBIT (adj.)	166	116	268	90	55
EBIT (adj.) margin	11.3%	8.0%	9.0%	11.7%	7.2%
EBIT	165	115	179	89	54
Organic growth operating revenues	-0.3%	13.5%	8.3%	0.8%	10.7%
Underlying EBIT (adj.) growth	40.4%	-16.7%	-5.2%	63.6%	-28.1%
Underlying EBIT (adj.) margin change	3.3%-p	-2.8%-p	-1.2%-p	4.5%-p	-3.7%-p
ROCE (R12M)	7.4%	6.2%	6.6%		

- Recovery of consumer sales growth for New York Pizza in the Netherlands.
- Strong momentum and earnings growth in the Polish business, Da Grasso.
- EBIT (adj.) growth driven by increased average order value and closure of 54 stores in Germany in 2023.

The European Pizza Company saw a 1.5% increase in operating revenues in the first half of the year, while organic revenues declined by 0.3%. Growth was adversely impacted 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 sales<sup>1</sup> amounted to EUR 215.9 million in the first half, up 1.0% compared to the same period last year. In markets outside Germany, consumer sales grew by 4.6%. After a soft start to the year in Western Europe, New York Pizza experienced sales recovery in the Netherlands in the second quarter. Consumer sales in Poland continued to show positive momentum.

EBIT (adj.) rose by 43.1% in the first half of the year, compared to the same period in 2023. Underlying EBIT (adj.) increased by 40.4%, driven by a strong performance by Da Grasso in Poland and the restructured base for New York Pizza in Germany.

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

Orkla House Care

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	880	852	1 573	440	435
Contribution ratio	48.9%	44.9%	46.2%	49.2%	43.3%
EBIT (adj.)	130	106	151	67	39
EBIT (adj.) margin	14.8%	12.4%	9.6%	15.3%	8.8%
EBIT	130	104	149	67	39
Organic growth operating revenues	1.6%	3.4%	2.7%	1.0%	13.9%
- relating to price	-0.4%	6.0%	5.0%	-1.1%	5.5%
- relating to volume/mix	2.1%	-2.5%	-2.3%	2.2%	8.3%
Underlying EBIT (adj.) growth	22.7%	9.3%	40.3%	76.0%	40.9%
Underlying EBIT (adj.) margin change	2.6%-p	0.7%-p	2.7%-p	6.6%-p	1.7%-p
ROCE (R12M)	11.2%	7.5%	9.9%		

Orkla House Care increased sales by 3.3% year-over-year in the first half of 2024, with organic growth totalling 1.6%. Organic growth was driven by the onboarding of new customers, successful campaigns, and positive mix effects. The contribution ratio was positively impacted by increased sales of higher-margin branded products and an improved mix of private label customers compared to the same period last year. Despite increased costs related to sea freight, salary inflation, one-offs and a new ERP system, Orkla House Care increased its EBIT (adj.) by 23.6% year-over-year, with an underlying growth amounting to 22.7%.

Health and Sports Nutrition Group

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	634	657	1 233	300	299
Contribution ratio	30.1%	29.1%	30.0%	29.1%	29.9%
EBIT (adj.)	18	20	36	3	6
EBIT (adj.) margin	2.9%	3.1%	2.9%	1.1%	2.1%
EBIT	29	16	1	14	3
Organic growth operating revenues	1.0%	13.8%	10.4%	6.6%	8.9%
Underlying EBIT (adj.) growth	-4.1%	1 564.8%	402.6%	-43.5%	203.4%
Underlying EBIT (adj.) margin change	-0.1%-p	3.4%-p	2.3%-p	-1.0%-p	4.5%-p
ROCE (R12M)	5.1%	5.9%	6.1%		

Health and Sports Nutrition Group saw a year-over-year revenue decline of 3.4% in the first half of 2024, and organic growth of 1.0%. Organic growth year-over-year was impacted by a challenging market featuring weak consumer confidence. The contribution margin improved year-over-year, but with a declining trend associated with higher input-factor costs. Variable costs increased, driven by higher postage costs and marketing investments. Overall, EBIT (adj.) were down 10.4% in the first half of the year, with an underlying decline of 4.1%. The operating profit of NOK 29 million was positively impacted by a product tax refund in Finland totalling NOK 11 million. Cash conversion year-to-date was 136%, well above the target of >100%.



Pierre Robert Group

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	258	278	592	121	127
Contribution ratio	47.9%	46.3%	44.3%	48.4%	47.3%
EBIT (adj.)	1	9	26	-2	3
EBIT (adj.) margin	0.4%	3.3%	4.4%	-1.9%	2.4%
EBIT	-3	7	22	-4	2
Organic growth operating revenues	-7.7%	11.1%	2.1%	-4.4%	1.6%
- relating to price	0.5%	7.4%	7.2%	-1.8%	8.8%
- relating to volume/mix	-8.1%	3.7%	-5.1%	-2.6%	-7.2%
Underlying EBIT (adj.) growth	-89.7%	21.4%	12.7%	-176.6%	85.3%
Underlying EBIT (adj.) margin change	-2.9%-p	0.3%-p	0.4%-p	-4.2%-p	1.3%-p
ROCE (R12M)	3.0%	3.5%	4.0%		

Pierre Robert Group reported a year-over-year revenue decline of 7.3% in the first half of 2024, with an organic decline of 7.7%. The decline was related to weaker volumes in the Norwegian market, both in the grocery channel and from specialty customers. Revenues and volumes grew in Finland and online. The contribution ratio improved, largely due to price increases implemented last year which compensated for negative currency effects on input costs. As a result of lower revenues, EBIT (adj.) declined by 88.2% and underlying EBIT (adj.) declined by 89.7%.

Lilleborg

	1.1.–30.6. <sup>1</sup>		1.1.–31.12.	1.4.–30.6. <sup>1</sup>	
Amounts in NOK million	2024	2023	2023	2024	2023
Operating revenues	249	288	574	98	145
Contribution ratio	47.0%	41.2%	41.9%	49.1%	43.6%
EBIT (adj.)	26	25	51	11	19
EBIT (adj.) margin	10.6%	8.8%	8.8%	11.2%	13.2%
EBIT	26	25	51	11	19

Orkla sold 100% of the shares in Lilleborg AS to Solenis in the first half of 2024. The transaction took accounting effect on 1 June 2024, and Lilleborg was consolidated into Orkla’s financial statements until this date.

Lilleborg’s reported revenues grew by 6.9% year-over-year in the period January to May 2024. Top-line growth was largely attributable to price increases. Reported EBIT (adj.) improved by 92.6% during the same period, driven by strong cost control and a higher contribution ratio resulting from price management.

1      Lilleborg was consolidated into Orkla’s financial statements until 31 May 2024, hence figures in the 2024 columns are excluding June 2024.

Financial Investments

Hydro Power

	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
Volume NO1 (GWh)	274	266	556	171	163
Volume NO2 (GWh)	979	833	1 729	580	433
Price* NO1 (øre/kWh)	60.4	102.8	76.1	45.3	87.6
Price* NO2 (øre/kWh)	62.7	107.0	90.4	52.0	96.0
EBIT (adj.) (NOK million)	413	537	873	248	282

\* 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 413 million in the first half of 2024, representing a reduction of NOK 124 million, equivalent to a year-over-year decline of 23%. The profit decline was due to significantly lower power prices compared to the same period last year, although these were partly offset by higher volumes.

The power price decline was approximately 40% year-over-year, partly due to a very early flooding period, which contributed to higher inflow in the second quarter of 2024. Further, a higher share of unregulated power production contributed to higher price volatility.

In the first half of 2024, the power price in NO1 (eastern Norway) was 60.4 øre/kWh, compared to 102.8 øre/kWh in the first half of 2023. The power price in NO2 (southern and south-western Norway) was 62.7 øre/kWh in the first half of 2024 compared to 107.0 øre/kWh in the same period in 2023. Power production was substantially higher, year-over-year. Overall production in the first half of 2024 totalled 1,252 GWh (1,099 GWh).

Operating costs remained stable year-over-year. Repeal of the windfall tax had a positive effect of NOK 56 million in the first half of the year. At the end of the first half of 2024, reservoir levels in Sauda were higher than normal, whereas snow reservoir levels were below normal due to early snow melting. Overall, reservoir levels in the catchment area of the Glomma and Laagen rivers were at 93% of normal levels.

Orkla Real Estate

EBIT (adj.) amounted to NOK 5 million in the first half year of the year, compared to NOK 26 million in the same period last year. Last year’s figure included effects from the sale of 23 apartments. Together with higher costs linked to an increased scope of activities, this explains the drop in earnings in the first half of 2024.

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 of NOK 6.00 per share for 2023, NOK 3.00 of which is additional to the company’s ordinary dividend. The dividend was paid on 3 May 2024.

Arve Regland took over as new EVP Finance and CFO at Orkla ASA on 1 June 2024. Arve Regland is a member of Orkla’s management team and Investment Committee and reports to the President and CEO.


Declaration by the Board of Directors

We confirm, to the best of our knowledge, that the unaudited, condensed half-year financial statements for the period 1 January to 30 June 2024 have been prepared in conformity with IAS 34 Interim Financial Reporting, that the information in the financial statements provides a fair view of the enterprise and the group’s assets, liabilities, financial position and overall results, and that the half-year report provides a fair overview of the information specified in section 5-6, fourth paragraph, of the Norwegian Securities Trading Act.


Oslo, 14 July 2024  
The Board of Directors of Orkla ASA

  
Stein Erik Hagen  
Chairman of the Board

  
Liselott Kilaas

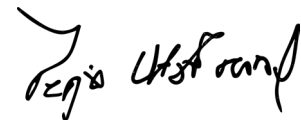
  
Christina Fagerberg


  
Peter Agnefjäll

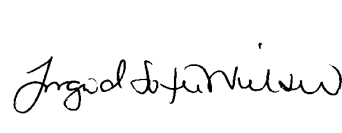
  
Rolv Erik Ryssdal

  
Caroline Hagen Kjos

  
Bengt Arve Rem

  
Terje Utstrand

  
Roger Vangen

  
Ingrid Sofie Nielsen

  
Nils K. Selte  
President & CEO

Condensed income statement

Amounts in NOK million	Note	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
		2024	2023	2023	2024	2023
Operating revenues	2	34 351	33 275	67 797	17 244	17 087
Operating expenses		(29 218)	(28 626)	(58 219)	(14 543)	(14 660)
Depreciation		(1 347)	(1 257)	(2 657)	(678)	(641)
<b>EBIT (adj.)</b>	<b>2</b>	<b>3 786</b>	<b>3 392</b>	<b>6 921</b>	<b>2 023</b>	<b>1 786</b>
Other income and expenses	3	333	(254)	(687)	363	(202)
<b>Operating profit (EBIT)</b>		<b>4 119</b>	<b>3 138</b>	<b>6 234</b>	<b>2 386</b>	<b>1 584</b>
Profit/loss from associates and joint ventures		944	955	1 836	529	533
Interest, net	7	(486)	(444)	(950)	(249)	(254)
Other financial items, net	7	(67)	(71)	(154)	(26)	(21)
<b>Profit/loss before taxes</b>		<b>4 510</b>	<b>3 578</b>	<b>6 966</b>	<b>2 640</b>	<b>1 842</b>
Taxes		(848)	(825)	(1 545)	(492)	(415)
<b>Profit/loss for the period</b>		<b>3 662</b>	<b>2 753</b>	<b>5 421</b>	<b>2 148</b>	<b>1 427</b>
Profit/loss attributable to non-controlling interests		151	105	225	106	55
Profit/loss attributable to owners of the parent		3 511	2 648	5 196	2 042	1 372

Earnings per share

Amounts in NOK	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
Earnings per share	3.52	2.65	5.21	2.05	1.38
Earnings per share, diluted	3.52	2.65	5.21	2.04	1.38
Earnings per share (adj.)	3.16	2.88	5.78	1.66	1.55
Earnings per share (adj.), diluted	3.16	2.88	5.78	1.66	1.55

Condensed statement of comprehensive income

Amounts in NOK million	Note	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
		2024	2023	2023	2024	2023
<b>Profit/loss for the period</b>		<b>3 662</b>	<b>2 753</b>	<b>5 421</b>	<b>2 148</b>	<b>1 427</b>
<b>Other items in comprehensive income<sup>1</sup></b>						
Actuarial gains and losses pensions		-	2	(119)	(2)	-
Changes in fair value shares		(6)	(31)	(48)	(6)	(4)
Carried against equity in associates and joint ventures		-	-	(11)	-	-
<b>Items not to be reclassified to profit/loss in subsequent periods</b>		<b>(6)</b>	<b>(29)</b>	<b>(178)</b>	<b>(8)</b>	<b>(4)</b>
Change in hedging reserve	4	24	(11)	(9)	9	(1)
Carried against equity in associates and joint ventures	4	124	369	123	(120)	(2)
Translation effects	4	282	2 160	1 451	(534)	471
<b>Items after tax to be reclassified to profit/loss in subsequent periods</b>		<b>430</b>	<b>2 518</b>	<b>1 565</b>	<b>(645)</b>	<b>468</b>
<b>Total other items in comprehensive income</b>		<b>424</b>	<b>2 489</b>	<b>1 387</b>	<b>(653)</b>	<b>464</b>
<b>Comprehensive income</b>		<b>4 086</b>	<b>5 242</b>	<b>6 808</b>	<b>1 495</b>	<b>1 891</b>
Comprehensive income attributable to non-controlling interests		464	229	297		
Comprehensive income attributable to owners of the parent		3 622	5 013	6 511		

1 Other items in comprehensive income after tax.



Condensed statement of financial position

Assets

Amounts in NOK million	Note	30.6.2024	31.12.2023
Intangible assets		36 128	35 822
Property, plant and equipment		20 583	20 700
Associates, joint ventures and other financial assets	6	9 374	8 476
<b>Non-current assets</b>		<b>66 085</b>	<b>64 998</b>
Inventories		10 271	10 135
Trade receivables		9 101	8 661
Other receivables and financial assets	6	1 764	1 807
Cash and cash equivalents	6	1 143	991
<b>Current assets</b>		<b>22 279</b>	<b>21 594</b>
<b>Total assets</b>		<b>88 364</b>	<b>86 592</b>

Equity and liabilities

Amounts in NOK million	Note	30.6.2024	31.12.2023
Paid-in equity		1 970	1 969
Retained equity		42 342	43 298
Non-controlling interests		3 001	1 481
<b>Equity</b>		<b>47 313</b>	<b>46 748</b>
Provisions and other non-current liabilities		5 469	5 336
Non-current interest-bearing liabilities	6	16 767	17 459
Current interest-bearing liabilities	6	5 422	3 315
Trade payables		8 275	8 573
Other current liabilities		5 118	5 161
<b>Equity and liabilities</b>		<b>88 364</b>	<b>86 592</b>
Equity ratio		53.5%	54.0%

Condensed statement of changes in equity

Amounts in NOK million	1.1.–30.6.2024			1.1.–30.6.2023		
	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	3 622	464	4 086	5 013	229	5 242
Dividends	(5 986)	(61)	(6 047)	(2 991)	(37)	(3 028)
Net purchase/sale of treasury shares	53	-	53	37	-	37
Share-based payment	(5)	-	(5)	17	-	17
Change in non-controlling interests	1 361	1 117	2 478	(64)	(9)	(73)
<b>Equity 30 June</b>	<b>44 312</b>	<b>3 001</b>	<b>47 313</b>	<b>43 698</b>	<b>1 653</b>	<b>45 351</b>

Condensed statement of cash flow IFRS

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
Cash flow from operations before capital expenditure	4 026	3 579	9 893	2 237	2 026
Received dividends and paid financial items	(53)	(245)	(612)	(262)	(232)
Taxes paid	(775)	(1 520)	(2 032)	(354)	(729)
<b>Cash flow from operating activities</b>	<b>3 198</b>	<b>1 814</b>	<b>7 249</b>	<b>1 621</b>	<b>1 065</b>
Net capital expenditure	(927)	(1 426)	(2 753)	(495)	(690)
Net sale (purchase) of companies	2 913	(746)	(777)	2 942	(103)
Other payments	58	(42)	(34)	53	(12)
<b>Cash flow from investing activities</b>	<b>2 044</b>	<b>(2 214)</b>	<b>(3 564)</b>	<b>2 500</b>	<b>(805)</b>
Paid to shareholders	(5 994)	(2 991)	(3 133)	(5 957)	(2 986)
Cash flow from financing activities excl. paid to shareholders	869	2 818	(1 201)	2 022	2 511
<b>Cash flow from financing activities</b>	<b>(5 125)</b>	<b>(173)</b>	<b>(4 334)</b>	<b>(3 935)</b>	<b>(475)</b>
<b>Change in cash and cash equivalents</b>	<b>117</b>	<b>(573)</b>	<b>(649)</b>	<b>186</b>	<b>(215)</b>
Currency effects cash and cash equivalents	35	195	138	(51)	24
<b>Cash and cash equivalents</b>	<b>1 143</b>	<b>1 124</b>	<b>991</b>		

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

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
<b>Cash flow from operating activities IFRS cash flow</b>	<b>3 198</b>	<b>1 814</b>	<b>7 249</b>	<b>1 621</b>	<b>1 065</b>
<i>Items not incl. in operating activities:</i>					
Net replacement expenditures consolidated Portfolio Companies incl. HQ & Business Services	(834)	(1 440)	(2 658)	(425)	(641)
Net replacement expenditures Financial Investments	(28)	(42)	(154)	(19)	(28)
Other payments	58	(42)	(34)	53	(12)
<b>Cash flow before capital transactions in cash flow Orkla-format</b>	<b>2 394</b>	<b>290</b>	<b>4 403</b>	<b>1 230</b>	<b>384</b>

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

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
<b>Change cash and cash equivalents IFRS cash flow</b>	<b>117</b>	<b>(573)</b>	<b>(649)</b>	<b>186</b>	<b>(215)</b>
Change net interest-bearing liabilities IFRS cash flow	(869)	(2 818)	1 201	(2 022)	(2 511)
Net interest-bearing liabilities in purchased/sold companies	54	(135)	(135)	54	(5)
Interest-bearing liabilities new leases	(195)	(283)	(826)	(92)	(127)
Total currency effect net interest-bearing liabilities	(248)	(1 781)	(1 250)	293	(337)
<b>Change net interest-bearing liabilities Orkla-format</b>	<b>(1 141)</b>	<b>(5 590)</b>	<b>(1 659)</b>	<b>(1 581)</b>	<b>(3 195)</b>

**Note 1        General information**

Orkla ASA’s condensed consolidated financial statements as at 30 June 2024 were approved at the Board of Directors’ meeting on 14 July 2024. The figures in the statements have not been audited. Orkla ASA (organisation no. NO 910 747 711) is a public limited liability company headquartered 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 2      Segments

Amounts in NOK million	Operating revenues					EBIT (adj.)				
	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.		1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023	2024	2023	2023	2024	2023
Orkla Foods Europe	10 063	9 990	20 319	4 963	5 087	1 176	1 044	2 259	612	534
Orkla Food Ingredients	9 323	9 253	18 661	4 859	4 860	596	586	1 166	360	348
Orkla Confectionery & Snacks	4 608	4 092	8 880	2 312	2 098	510	387	1 013	255	200
Orkla Health	3 702	3 192	6 364	1 768	1 578	564	496	851	259	231
Orkla India	1 539	1 390	2 947	776	718	224	167	386	132	93
Orkla Home & Personal Care	1 310	1 187	2 497	637	595	153	108	225	77	63
The European Pizza Company	1 473	1 450	2 962	763	760	166	116	268	90	55
Orkla House Care	880	852	1 573	440	435	130	106	151	67	39
Health and Sports Nutrition Group	634	657	1 233	300	299	18	20	36	3	6
Pierre Robert Group	258	278	592	121	127	1	9	26	(2)	3
Lilleborg	249	288	574	98	145	26	25	51	11	19
Eliminations consolidated Portfolio Companies	(416)	(352)	(686)	(199)	(179)	-	-	-	-	-
<b>Consolidated Portfolio Companies</b>	<b>33 623</b>	<b>32 277</b>	<b>65 916</b>	<b>16 838</b>	<b>16 523</b>	<b>3 564</b>	<b>3 064</b>	<b>6 432</b>	<b>1 864</b>	<b>1 591</b>
Headquarters & Business Services/Eliminations	17	4	8	6	(1)	(196)	(235)	(476)	(94)	(110)
<b>Consolidated Portfolio Companies incl. Headquarters &amp; Business Services</b>	<b>33 640</b>	<b>32 281</b>	<b>65 924</b>	<b>16 844</b>	<b>16 522</b>	<b>3 368</b>	<b>2 829</b>	<b>5 956</b>	<b>1 770</b>	<b>1 481</b>
Hydro Power	701	863	1 476	391	446	413	537	873	248	282
Orkla Real Estate	93	208	563	46	178	5	26	92	5	23
<b>Financial Investments</b>	<b>794</b>	<b>1 071</b>	<b>2 039</b>	<b>437</b>	<b>624</b>	<b>418</b>	<b>563</b>	<b>965</b>	<b>253</b>	<b>305</b>
Eliminations	(83)	(77)	(166)	(37)	(59)	-	-	-	-	-
<b>Orkla</b>	<b>34 351</b>	<b>33 275</b>	<b>67 797</b>	<b>17 244</b>	<b>17 087</b>	<b>3 786</b>	<b>3 392</b>	<b>6 921</b>	<b>2 023</b>	<b>1 786</b>



Note 3      Other income and expenses

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.	1.4.–30.6.	
	2024	2023	2023	2024	2023
M&A and integration costs	(105)	(127)	(182)	(89)	(91)
Final settlement employment relationships etc.	(47)	(83)	(98)	(41)	(71)
Other income	511	19	105	509	0
Write-downs	0	0	(329)	0	0
Restructuring costs and other items	(26)	(63)	(183)	(16)	(40)
<b>Total other income and expenses</b>	<b>333</b>	<b>(254)</b>	<b>(687)</b>	<b>363</b>	<b>(202)</b>

Other income

In June 2024, Orkla sold 100% of the shares in Lilleborg AS (see Note 5). Orkla's gain on the sale totalled NOK 472 million, and is presented as “Other income and expenses”.

In May 2024, Orkla Foods Europe sold Blomberg’s Gløgg and a company in Czech Republic as part of a restructuring project implemented by Orkla Foods Česko a Slovensko.The gain on these transactions amounts to NOK 24 million, and is presented as “Other income and expenses”.

In the second quarter of 2024, Health and Sports Nutrition Group booked a NOK 11 million reimbursement of indirect taxes for earlier tax years as “Other income and expenses”.

Other expenses

M&A and integration costs totalled NOK 105 million as at 30 June 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 5).

NOK 73 million was expensed in connection with restructuring projects and other projects within the group as at 30 June 2024. These costs include NOK 45 million linked to the closing of the transaction involving Orkla Food Ingredients, as well as costs associated with ongoing restructuring projects. The largest restructuring project was carried out by Orkla Foods Česko a Slovensko.

Note 4      Statement of comprehensive income

The statement of comprehensive income shows changes in the value of hedging instruments (hedging reserve) after tax. The hedging reserve included in equity as at 30 June 2024 (after tax) totalled NOK 1 million. Accumulated translation differences correspondingly amounted to NOK 4,007 million, while accumulated items recognised in equity in associates and joint ventures amounted to NOK 638 million as at 30 June 2024.

The translation effects in the statement of comprehensive income for the second quarter of 2024 are affected by reclassification of 40.6% of the accumulated translation effects linked to Orkla Food Ingredients from the equity attributed to equity holders of the parent to the non-controlling interests (see Note 5).

Note 5      **Acquisitions and disposals**

**Sale of companies**

*Agreement with Rhône*

Orkla has entered into a partnership agreement with investment funds affiliated with Rhône Capital (together with certain affiliates referred to as “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. OFI’s external loans are without recourse to Orkla ASA or other group companies. 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.

A management investment programme was implemented in June resulting in Orkla owning 59.4% of OFI and Rhône 39.6%.

OFI continues to be consolidated into Orkla’s accounts. Rhône’s and management’s ownership interests in OFI are presented as non-controlling interests 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 on separate lines in Orkla’s financial statements. The sale of the shares in OFI has been booked as an equity transaction. The transaction has accounting effect from 17 April 2024.

*Other sales*

In June 2024, Orkla entered into and completed an agreement to sell 100% of the shares in Lilleborg AS to Solenis. Solenis is a leading global producer of specialty chemicals for water-intensive industries. Orkla's gain on the sale is presented as “Other income and expenses” (see Note 3). The transaction has accounting effect from 1 June 2024. On the sale date, Lilleborg had total book assets of NOK 286 million, and book liabilities of NOK 213 million.

In May 2024, Orkla Foods Europe sold Blomberg’s Gløgg, including recipes and intangible assets, to Anora Group. Operating revenues related to this brand totalled approx. NOK 12 million in 2023. Orkla's gain on the sale is presented as “Other income and expenses” (see Note 3). Orkla Foods Europe has also sold a company in Czech Republic as part of a restructuring project implemented by Orkla Foods Česko a Slovensko.

**Acquisition of companies**

Orkla Food Ingredients has purchased 70% of the shares in the company Kartonage AS, a well-established supplier of cardboard packaging and serving solutions. Kartonage generated turnover of NOK 38 million in 2023, and has 13 employees. The company was consolidated into Orkla’s financial statements as of 1 May 2024. Orkla Food Ingredients has an option to purchase the remaining 30% of the company.

In the second quarter, Orkla Foods Europe paid the remainder of the purchase price linked to the acquisition of Easyfood (acquired in 2019). In the first quarter of 2024, Orkla Foods Europe purchased the remaining 20% of Seagood Fort Deli (Finland), and now owns 100% of the company.

As at 30 June 2024, Orkla had purchased companies for a total of NOK 207 million in enterprise value.

The purchase price allocations relating to Bubs Godis (Orkla Confectionery & Snacks) and Khell Food (Orkla Foods Europe), both acquired in 2023, have been finalised as at 30 June 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:

	30.6.	31.12.
Amounts in NOK million	2024	2023
Non-current liabilities excl. leases	(15 113)	(15 663)
Current liabilities excl. leases	(4 897)	(2 780)
Non-current receivables (in “Financial Assets”)	673	380
Current receivables (in “Other receivables and financial assets”)	385	556
Cash and cash equivalents	1 143	991
<b>Net interest-bearing liabilities excl. leases</b>	<b>(17 809)</b>	<b>(16 516)</b>
Non-current lease liabilities	(1 654)	(1 796)
Current lease liabilities	(525)	(535)
<b>Total net interest-bearing liabilities</b>	<b>(19 988)</b>	<b>(18 847)</b>

Orkla Food Ingredients AS’ loan agreement contains financial covenants regarding leverage (net debt/EBITDA) and interest cover (EBITDA/net finance charges). Orkla Food Ingredients AS was in compliance with these covenants as at 30 June 2024.

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.–30.6.	1.1.–31.12.	1.4.–30.6.
Amounts in NOK million	2024	2023	2023
Net interest costs excl. leases	(452)	(418)	(892)
Interest costs leases	(34)	(26)	(58)
<b>Interest, net</b>	<b>(486)</b>	<b>(444)</b>	<b>(950)</b>

	1.1.–30.6.	1.1.–31.12.	1.4.–30.6.
Amounts in NOK million	2024	2023	2023
Net foreign currency gain/loss	4	6	4
Interest on pensions <sup>1</sup>	(42)	(35)	(72)
Other financial items	(29)	(42)	(86)
<b>Other financial items, net</b>	<b>(67)</b>	<b>(71)</b>	<b>(154)</b>

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

Note 8	Related parties	Note 9	Assessments relating to impairment	Note 10	Treasury shares and options																		
<p>The Orkla group makes annual sales of around NOK 20 million to companies in the Canica system. The Canica system is controlled by Orkla Board Chairman Stein Erik Hagen (the largest shareholder in Orkla, with 25.003% of issued shares). The sale agreements are based on market terms.</p> <p>As at 30 June 2024, there were no special transactions between the group and related parties.</p>		<p>Orkla Confectionery &amp; 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 acquisition. 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.</p> <p>As at 30 June 2024, there were no indications of impairment of any of the group’s assets.</p>		<p><i>Treasury shares</i></p> <p>Changes in Orkla’s holding of treasury shares in 2024:</p> <table><tr><td>Treasury shares as at 1 January</td><td>3 763 927</td></tr><tr><td>Options exercised</td><td>(734 639)</td></tr><tr><td>Employee share purchase programme</td><td>0</td></tr><tr><td><b>Treasury shares as at 30 June</b></td><td><b>3 029 288</b></td></tr></table> <p><i>Options</i></p> <p>Changes in Orkla’s holding of options outstanding in 2024:</p> <table><tr><td>Options outstanding as at 1 January</td><td>11 089 614</td></tr><tr><td>Allocations</td><td>2 149 574</td></tr><tr><td>Options exercised</td><td>(734 639)</td></tr><tr><td>Terminations</td><td>(2 175 260)</td></tr><tr><td><b>Options outstanding as at 30 June</b></td><td><b>10 329 289</b></td></tr></table>		Treasury shares as at 1 January	3 763 927	Options exercised	(734 639)	Employee share purchase programme	0	<b>Treasury shares as at 30 June</b>	<b>3 029 288</b>	Options outstanding as at 1 January	11 089 614	Allocations	2 149 574	Options exercised	(734 639)	Terminations	(2 175 260)	<b>Options outstanding as at 30 June</b>	<b>10 329 289</b>
Treasury shares as at 1 January	3 763 927																						
Options exercised	(734 639)																						
Employee share purchase programme	0																						
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Options outstanding as at 1 January	11 089 614																						
Allocations	2 149 574																						
Options exercised	(734 639)																						
Terminations	(2 175 260)																						
<b>Options outstanding as at 30 June</b>	<b>10 329 289</b>																						

Note 11      Shares and financial assets

Shares and financial assets recognised at fair value:

Amounts in NOK million	Measurement level			Total
	Level 1	Level 2	Level 3	
<b>30 June 2024:</b>				
<b>Assets</b>				
Investments	-	-	215	215
Derivatives	-	94	-	94
<b>Liabilities</b>				
Derivatives	-	380	-	380
<b>31 December 2023:</b>				
<b>Assets</b>				
Investments	-	-	221	221
Derivatives	-	362	-	362
<b>Liabilities</b>				
Derivatives	-	341	-	341

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

Note 12      Other matters

In July 2024, Orkla Food Ingredients signed and completed an agreement to acquire 100% of the shares in Freunde der Erfrischung GmbH (“FDE”). FDE supplies sugar-free slush syrups, slush machines and other products such as disposables and spare parts to customers operating in the amusement and quick-serving restaurant channels. The company had a turnover of EUR 5.7 million in 2023, and has 18 employees.

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 was additional to the company’s ordinary dividend. The dividend was paid out to the shareholders on 3 May 2024, and totalled 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.–30.6.		1.1.–31.12.		1.4.–30.6.	
	2024	2023	2023		2024	2023
Total operating revenues	34 351	33 275	67 797		17 244	17 087
Variable operating expenses	(20 399)	(20 194)	(41 207)		(10 158)	(10 401)
Contribution margin	13 952	13 081	26 590		7 086	6 686
Contribution ratio	40.6%	39.3%	39.2%		41.1%	39.1%

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 34.

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 35 and 36.

**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 37 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 in 2024 and 2023 because expensed M&A costs are generally not tax-deductible. The tax rate related to OIE was also significantly affected by non-taxable income, especially the gain on the sale of Lilleborg in the second quarter of 2024.

Adjustments are also made for any reported gains or losses on sales/purchases of associates and joint ventures, as well as for any reported major profit or loss effects linked to abnormal tax conditions. No such adjustments were made in 2024 or 2023.

Calculation of earnings per share

Amounts in NOK million	1.1.–30.6.		1.1.–31.12.		1.4.–30.6.	
	2024	2023	2023	2024	2023	
Profit/loss attributable to owners of the parent	3 511	2 648	5 196	2 042	1 372	
<i>Adjustments earnings per share (adj.):</i>						
Other income and expenses after tax	(355)	223	573	(380)	178	
<b>Adjusted profit for the period after non-controlling interests</b>	<b>3 156</b>	<b>2 871</b>	<b>5 769</b>	<b>1 662</b>	<b>1 550</b>	
Average externally owned shares (1 000 shares)	997 883	997 269	997 449	998 099	997 392	
Average externally owned shares, diluted (1 000 shares)	998 516	997 273	997 491	999 054	997 453	
Earnings per share (NOK)	3.52	2.65	5.21	2.05	1.38	
Earnings per share, diluted (NOK)	3.52	2.65	5.21	2.04	1.38	
Earnings per share (adj.) (NOK)	3.16	2.88	5.78	1.66	1.55	
Earnings per share (adj.), diluted (NOK)	3.16	2.88	5.78	1.66	1.55	

**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 divestment of Lilleborg, and the acquisition of the businesses Bubs Godis, Khell-Food, Norstamp, Kartonage and Snack Food. 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.–30.6.2024				1.4.–30.6.2024			
	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods Europe	1.9	0.2	-1.4	0.7	0.7	-1.5	-1.6	-2.4
Orkla Food Ingredients	-1.7	2.0	0.5	0.8	-0.6	-0.1	0.7	0.0
Orkla Confectionery & Snacks	10.9	1.0	0.7	12.6	11.0	-0.8	0.0	10.2
Orkla Health	8.6	1.8	5.6	16.0	7.3	-0.3	5.1	12.0
Orkla India	10.5	0.2	0.0	10.7	9.4	-1.3	0.0	8.1
Orkla Home & Personal Care	10.8	0.4	-0.9	10.3	10.9	-0.6	-3.4	6.9
The European Pizza Company	-0.3	1.9	0.0	1.5	0.8	-0.4	0.0	0.4
Orkla House Care	1.6	1.6	0.0	3.3	1.0	-0.1	0.0	0.9
Health and Sports Nutrition Group	1.0	1.1	-5.5	-3.4	6.6	-1.2	-5.0	0.4
Pierre Robert Group	-7.7	0.4	0.0	-7.3	-4.4	-0.2	0.0	-4.6
Lilleborg	6.9	0.0	-20.2	-13.3	9.1	0.0	-41.0	-31.9
Consolidated Portfolio Companies	3.4	1.1	-0.3	4.2	3.3	-0.7	-0.6	1.9

Sales revenues change %	1.1.–30.6.2023				1.4.–30.6.2023				1.1.–31.12.2023			
	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total	Organic growth	FX	Structure	Total
Orkla Foods Europe	8.6	8.4	-0.4	16.7	7.0	10.4	0.5	17.8	6.6	7.8	-0.5	14.0
Orkla Food Ingredients	15.8	13.3	7.2	36.4	10.6	15.2	7.0	32.8	8.7	12.3	6.1	27.1
Orkla Confectionery & Snacks	11.2	8.2	-0.5	18.9	8.8	10.1	0.0	18.9	9.2	8.0	0.0	17.2
Orkla Health	6.4	8.9	4.1	19.4	6.1	11.0	1.1	18.2	6.3	9.0	3.1	18.4
Orkla India	11.9	7.0	-1.9	17.0	7.1	7.0	-1.7	12.4	12.1	5.1	-1.3	15.9
Orkla Home & Personal Care	6.0	2.9	1.3	10.0	4.9	3.6	2.5	10.8	8.8	2.7	2.5	14.0
The European Pizza Company	13.5	16.4	7.4	37.3	10.7	19.3	7.1	37.1	8.3	15.4	7.0	30.7
Orkla House Care	3.4	7.1	0.0	10.6	13.9	10.7	0.0	24.6	2.7	7.8	0.0	10.5
Health and Sports Nutrition Group	13.8	5.0	-0.9	18.0	8.9	6.3	-1.7	13.5	10.4	4.8	-3.2	12.0
Pierre Robert Group	11.1	2.8	0.0	13.9	1.6	3.2	0.0	4.8	2.1	3.0	0.0	5.1
Lilleborg	14.2	0.0	0.0	14.2	13.1	0.0	0.0	13.1	15.4	0.0	0.0	15.4
Consolidated Portfolio Companies	10.9	9.5	2.3	22.7	8.5	11.4	2.3	22.2	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.–30.6.2024				1.4.–30.6.2024			
	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods Europe	15.6	0.1	-2.9	12.7	19.0	-1.8	-2.6	14.6
Orkla Food Ingredients	-0.3	1.7	0.3	1.7	3.4	-0.3	0.6	3.7
Orkla Confectionery & Snacks	29.7	0.8	1.4	31.9	29.2	-1.2	0.0	28.0
Orkla Health	12.3	1.1	0.3	13.7	12.4	-1.1	0.9	12.2
Orkla India	34.1	-0.4	0.0	33.7	43.4	-2.3	0.0	41.1
Orkla Home & Personal Care	38.9	0.5	2.0	41.5	22.0	-0.6	-0.4	21.2
The European Pizza Company	40.4	2.7	0.0	43.1	63.6	-0.9	0.0	62.7
Orkla House Care	22.7	0.5	0.2	23.6	76.0	-1.3	0.1	74.8
Health and Sports Nutrition Group	-4.1	2.4	-8.7	-10.4	-43.5	-0.8	-4.0	-48.3
Pierre Robert Group	-89.7	1.5	0.0	-88.2	-176.6	-0.3	0.0	-176.9
Lilleborg	92.6	0.0	-87.9	4.7	43.7	0.0	-86.3	-42.6
<b>Consolidated Portfolio Companies</b>	<b>16.8</b>	<b>0.8</b>	<b>-1.2</b>	<b>16.3</b>	<b>19.9</b>	<b>-1.2</b>	<b>-1.6</b>	<b>17.2</b>
Headquarters & Business Services	15.9	0.0	0.0	15.9	12.9	0.0	0.0	12.9
<b>Consolidated Portfolio Companies incl. Headquarters &amp; Business Services</b>	<b>19.5</b>	<b>0.8</b>	<b>-1.3</b>	<b>19.0</b>	<b>22.4</b>	<b>-1.3</b>	<b>-1.8</b>	<b>19.4</b>

EBIT (adj.) change %	1.1.–30.6.2023				1.4.–30.6.2023				1.1.–31.12.2023			
	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total	Underlying growth	FX	Structure	Total
Orkla Foods Europe	12.0	8.1	-0.6	19.5	20.7	11.2	0.2	32.1	8.5	7.2	-1.2	14.5
Orkla Food Ingredients	11.7	17.7	15.9	45.3	3.8	16.9	11.5	32.2	6.9	15.8	13.9	36.6
Orkla Confectionery & Snacks	0.0	7.3	0.8	8.1	7.9	11.0	0.6	19.5	-4.5	6.3	0.7	2.5
Orkla Health	15.4	9.2	-3.3	21.4	16.0	13.4	0.4	29.8	9.7	8.8	-2.9	15.6
Orkla India	15.7	7.3	-0.6	22.4	16.8	7.8	-0.6	24.0	22.7	5.1	-0.5	27.4
Orkla Home & Personal Care	4.0	2.7	1.2	7.8	16.7	2.8	2.4	21.8	35.5	2.3	10.6	48.3
The European Pizza Company	-16.7	12.8	10.7	6.8	-28.1	13.8	8.9	-5.4	-5.2	14.3	11.4	20.6
Orkla House Care	9.3	6.5	0.7	16.4	40.9	15.4	-1.9	54.3	40.3	5.0	3.2	48.4
Health and Sports Nutrition Group	1 564.8	-58.3	907.6	2 414.1	203.4	-3.2	15.3	215.5	402.6	10.8	-136.1	277.4
Pierre Robert Group	21.4	-4.3	0.0	17.1	85.3	-24.3	0.0	61.0	12.7	6.5	0.0	19.2
Lilleborg	-22.9	0.0	0.0	-22.9	8.9	0.0	0.0	8.9	-8.7	0.0	0.0	-8.7
<b>Consolidated Portfolio Companies</b>	<b>9.6</b>	<b>9.5</b>	<b>2.6</b>	<b>21.6</b>	<b>12.9</b>	<b>12.2</b>	<b>3.7</b>	<b>28.6</b>	<b>7.9</b>	<b>8.5</b>	<b>2.2</b>	<b>18.7</b>
Headquarters & Business Services	-22.3	0.0	0.0	-22.3	-22.4	0.0	0.0	-22.4	-21.5	0.0	0.0	-21.5
<b>Consolidated Portfolio Companies incl. Headquarters &amp; Business Services</b>	<b>8.6</b>	<b>10.3</b>	<b>2.7</b>	<b>21.6</b>	<b>12.2</b>	<b>13.2</b>	<b>3.9</b>	<b>29.3</b>	<b>6.9</b>	<b>9.2</b>	<b>2.4</b>	<b>18.5</b>

Figures may not add up due to rounding.

EBIT (adj.) margin growth by Portfolio Company

EBIT (adj.) margin growth change percentage points	1.1.–30.6.2024				1.4.–30.6.2024			
	Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)	Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)
Orkla Foods Europe	1.4	-0.1	1.2	11.7	1.9	-0.1	1.8	12.3
Orkla Food Ingredients	0.1	0.0	0.1	6.4	0.3	0.0	0.3	7.4
Orkla Confectionery & Snacks	1.6	0.0	1.6	11.1	1.6	0.0	1.5	11.1
Orkla Health	0.5	-0.8	-0.3	15.2	0.7	-0.6	0.0	14.7
Orkla India	2.6	-0.1	2.5	14.6	4.0	-0.1	4.0	17.0
Orkla Home & Personal Care	2.4	0.1	2.5	11.7	1.1	0.1	1.2	12.1
The European Pizza Company	3.3	0.0	3.3	11.3	4.5	0.0	4.5	11.7
Orkla House Care	2.6	-0.1	2.4	14.8	6.6	-0.1	6.5	15.3
Health and Sports Nutrition Group	-0.1	-0.1	-0.2	2.9	-1.0	-0.1	-1.0	1.1
Pierre Robert Group	-2.9	0.1	-2.9	0.4	-4.2	0.0	-4.3	-1.9
Lilleborg	4.7	-2.9	1.8	10.6	2.7	-4.8	-2.1	11.2
<b>Consolidated Portfolio Companies</b>	<b>1.2</b>	<b>-0.1</b>	<b>1.1</b>	<b>10.6</b>	<b>1.5</b>	<b>-0.1</b>	<b>1.4</b>	<b>11.1</b>
Headquarters & Business Services	21.7	0.0	21.7	-30.2	11.0	0.0	11.0	-33.9
<b>Consolidated Portfolio Companies incl. Headquarters &amp; Business Services</b>	<b>1.3</b>	<b>-0.1</b>	<b>1.2</b>	<b>10.0</b>	<b>1.6</b>	<b>-0.1</b>	<b>1.5</b>	<b>10.5</b>

EBIT (adj.) margin growth change percentage points	1.1.–30.6.2023				1.4.–30.6.2023				1.1.–31.12.2023			
	Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)	Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)	Underlying growth	Structure/ FX	Total	EBIT(adj.) margin (%)
Orkla Foods Europe	0.3	-0.1	0.3	10.5	1.2	-0.1	1.1	10.5	0.2	-0.1	0.0	11.1
Orkla Food Ingredients	-0.2	0.6	0.4	6.3	-0.4	0.4	0.0	7.2	-0.1	0.5	0.4	6.2
Orkla Confectionery & Snacks	-1.1	0.2	-0.9	9.5	-0.2	0.2	0.0	9.5	-1.8	0.1	-1.6	11.4
Orkla Health	1.2	-1.0	0.2	15.5	1.2	0.1	1.3	14.6	0.4	-0.8	-0.3	13.4
Orkla India	0.4	0.1	0.6	12.1	1.1	0.1	1.2	13.0	1.1	0.0	1.2	13.1
Orkla Home & Personal Care	-0.2	0.1	-0.2	9.1	1.1	0.1	1.0	10.7	1.8	0.3	2.1	9.0
The European Pizza Company	-2.8	0.5	-2.2	8.0	-3.7	0.5	-3.3	7.2	-1.2	0.5	-0.8	9.0
Orkla House Care	0.7	0.0	0.6	12.4	1.7	0.0	1.7	8.8	2.7	-0.2	2.5	9.6
Health and Sports Nutrition Group	3.4	-0.1	3.3	3.1	4.5	-0.3	4.4	2.1	2.3	-0.3	2.0	2.9
Pierre Robert Group	0.3	-0.2	0.0	3.3	1.3	-0.4	0.7	2.4	0.4	0.1	0.5	4.4
Lilleborg	-4.2	0.0	-4.3	8.8	-0.5	0.0	-0.6	13.2	-2.3	0.0	-2.3	8.8
<b>Consolidated Portfolio Companies</b>	<b>-0.1</b>	<b>0.0</b>	<b>-0.1</b>	<b>9.5</b>	<b>0.4</b>	<b>0.1</b>	<b>0.5</b>	<b>9.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9.8</b>
Headquarters & Business Services	-1.9	2.6	0.7	-51.8	1.7	0.2	1.9	-44.9	-2.3	0.2	-2.1	-53.0
<b>Consolidated Portfolio Companies incl. Headquarters &amp; Business Services</b>	<b>-0.2</b>	<b>-0.7</b>	<b>-0.8</b>	<b>8.8</b>	<b>0.3</b>	<b>0.2</b>	<b>0.5</b>	<b>9.0</b>	<b>-0.1</b>	<b>0.1</b>	<b>0.0</b>	<b>9.0</b>

Figures may not add up due to rounding.

Orkla Foods Europe

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M¹)	13.3%	11.9%	12.4%
EBIT (adj.) R12M	2 391	2 143	2 259
Amortisation and write-downs intangibles R12M	1	1	1
EBITA (adj.) R12M	2 393	2 144	2 260

Average capital employed:	30.6.2024²	30.6.2023³	31.12.2023⁴
Net working capital	2 833	3 149	3 100
Total fixed assets (tangible)	5 566	5 506	5 607
Total intangible assets	9 275	9 090	9 219
Accumulated depreciation and write-downs intangible assets	1 461	1 388	1 417
Net pension liabilities	(736)	(762)	(692)
Deferred tax, excess values	(405)	(401)	(404)
Total average capital employed	17 993	17 970	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 C, D, E, F and G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	2 505	2 668	2 622	2 990	3 382	3 437	3 070	3 133	2 727
Total fixed assets (tangible)	5 383	5 525	5 520	5 641	5 762	5 709	5 399	5 368	5 292
Total intangible assets	9 246	9 326	9 258	9 173	9 371	9 385	8 906	8 926	8 859
Accumulated depreciation and write-downs intangible assets	1 490	1 512	1 458	1 422	1 421	1 426	1 356	1 377	1 362
Net pension liabilities	(771)	(771)	(762)	(687)	(691)	(695)	(627)	(906)	(895)
Deferred tax, excess values	(405)	(407)	(405)	(396)	(412)	(410)	(396)	(396)	(392)
Total capital employed	17 448	17 852	17 691	18 143	18 833	18 854	17 708	17 503	16 953

Figures may not add up due to rounding.

Orkla Food Ingredients

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M¹)	10.5%	10.7%	10.8%
EBIT (adj.) R12M	1 176	1 036	1 166
Amortisation and write-downs intangibles R12M	1	1	1
EBITA (adj.) R12M	1 177	1 037	1 167

Average capital employed:	30.6.2024²	30.6.2023³	31.12.2023⁴
Net working capital	2 289	2 106	2 256
Total fixed assets (tangible)	3 656	3 150	3 458
Total intangible assets	4 566	3 776	4 456
Accumulated depreciation and write-downs intangible assets	862	806	842
Net pension liabilities	(180)	(168)	(163)
Deferred tax, excess values	(8)	(7)	(8)
Total average capital employed	11 186	9 663	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 C, D, E, F and G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	2 282	2 338	2 105	2 286	2 436	2 428	2 024	1 935	1 708
Total fixed assets (tangible)	3 826	3 780	3 624	3 471	3 580	3 440	3 177	2 806	2 748
Total intangible assets	4 614	4 631	4 447	4 506	4 632	4 498	4 196	2 791	2 761
Accumulated depreciation and write-downs intangible assets	856	876	849	847	881	860	771	768	751
Net pension liabilities	(190)	(188)	(185)	(170)	(169)	(164)	(127)	(193)	(190)
Deferred tax, excess values	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(5)	(5)
Total capital employed	11 381	11 430	10 833	10 933	11 352	11 056	10 033	8 102	7 773

Figures may not add up due to rounding.

Orkla Confectionery & Snacks

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M¹)	10.6%	10.7%	9.9%
EBIT (adj.) R12M	1 137	1 018	1 013
Amortisation and write-downs intangibles R12M	1	1	1
EBITA (adj.) R12M	1 137	1 019	1 014

Average capital employed:	30.6.2024²	30.6.2023³	31.12.2023⁴
Net working capital	624	393	511
Total fixed assets (tangible)	4 334	3 822	4 152
Total intangible assets	6 189	5 694	5 992
Accumulated depreciation and write-downs intangible assets	259	232	246
Net pension liabilities	(195)	(207)	(184)
Deferred tax, excess values	(463)	(430)	(448)
Total average capital employed	10 748	9 504	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 C, D, E, F and G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	654	714	528	864	362	445	355	517	286
Total fixed assets (tangible)	4 272	4 344	4 272	4 238	4 542	4 174	3 534	3 522	3 336
Total intangible assets	6 191	6 333	6 183	6 034	6 205	6 167	5 372	5 407	5 320
Accumulated depreciation and write-downs intangible assets	260	264	261	253	258	239	218	223	221
Net pension liabilities	(203)	(203)	(192)	(189)	(188)	(189)	(161)	(251)	(247)
Deferred tax, excess values	(466)	(475)	(463)	(449)	(463)	(456)	(410)	(414)	(407)
Total capital employed	10 707	10 977	10 589	10 751	10 718	10 381	8 908	9 004	8 510

Figures may not add up due to rounding.



Orkla Health

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M <sup>1</sup> )	9.5%	8.9%	9.0%
EBIT (adj.) R12M	919	823	851
Amortisation and write-downs intangibles R12M	6	9	6
EBITA (adj.) R12M	926	833	857

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	1 280	1 242	1 235
Total fixed assets (tangible)	931	822	878
Total intangible assets	7 532	7 347	7 439
Accumulated depreciation and write-downs intangible assets	271	202	240
Net pension liabilities	(14)	(9)	(12)
Deferred tax, excess values	(251)	(229)	(248)
Total average capital employed	9 749	9 375	9 532

- 1
- R12M = Last 12 months figures
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- 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 C, D, E, F and G

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.03.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	1 388	1 393	1 110	1 227	1 283	1 313	1 241	1 232	1 138
Total fixed assets (tangible)	979	970	939	882	886	880	804	777	764
Total intangible assets	7 532	7 596	7 489	7 461	7 583	7 453	7 211	7 233	7 254
Accumulated depreciation and write-downs intangible assets	287	292	281	268	225	220	205	208	153
Net pension liabilities	(16)	(15)	(14)	(12)	(11)	(11)	(9)	(6)	(6)
Deferred tax, excess values	(252)	(254)	(249)	(249)	(253)	(250)	(241)	(195)	(204)
Total capital employed	9 918	9 981	9 556	9 578	9 713	9 604	9 210	9 249	9 099

Figures may not add up due to rounding.

Orkla India

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M <sup>1</sup> )	15.4%	11.9%	13.7%
EBIT (adj.) R12M	442	333	386
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	442	333	386

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	254	192	220
Total fixed assets (tangible)	612	608	613
Total intangible assets	2 249	2 239	2 208
Accumulated depreciation and write-downs intangible assets	7	7	7
Net pension liabilities	(8)	0	(2)
Deferred tax, excess values	(239)	(235)	(232)
Total average capital employed	2 875	2 811	2 813

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

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	241	176	211	286	357	174	75	126	229
Total fixed assets (tangible)	586	606	583	631	654	633	562	611	580
Total intangible assets	2 253	2 288	2 157	2 246	2 304	2 239	2 095	2 341	2 214
Accumulated depreciation and write-downs intangible assets	7	9	7	7	7	7	6	7	7
Net pension liabilities	(16)	(13)	(12)	0	0	0	0	0	0
Deferred tax, excess values	(242)	(245)	(230)	(436)	(242)	(235)	(220)	(245)	(232)
Total capital employed	2 828	2 821	2 714	2 734	3 081	2 818	2 518	2 840	2 798

Figures may not add up due to rounding.

Orkla Home & Personal Care

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M <sup>1</sup> )	18.5%	10.8%	15.1%
EBIT (adj.) R12M	270	160	225
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	270	160	225

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	136	165	129
Total fixed assets (tangible)	658	734	729
Total intangible assets	924	862	885
Accumulated depreciation and write-downs intangible assets	0	0	0
Net pension liabilities	(251)	(268)	(239)
Deferred tax, excess values	(11)	(10)	(11)
Total average capital employed	1 457	1 482	1 495

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

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	174	116	127	83	181	174	83	256	131
Total fixed assets (tangible)	590	620	633	714	732	802	764	706	663
Total intangible assets	954	968	965	861	874	891	835	857	852
Accumulated depreciation and write-downs intangible assets	1	1	1	0	0	0	0	0	0
Net pension liabilities	(261)	(264)	(265)	(230)	(234)	(239)	(225)	(323)	(321)
Deferred tax, excess values	(11)	(11)	(11)	(10)	(11)	(11)	(10)	(10)	(10)
Total capital employed	1 447	1 428	1 450	1 417	1 543	1 617	1 447	1 486	1 315

Figures may not add up due to rounding.

The European Pizza Company

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M <sup>1</sup> )	7.4%	6.2%	6.6%
EBIT (adj.) R12M	318	230	268
Amortisation and write-downs intangibles R12M	23	26	27
EBITA (adj.) R12M	340	255	294

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	100	52	70
Total fixed assets (tangible)	812	726	786
Total intangible assets	3 658	3 421	3 612
Accumulated depreciation and write-downs intangible assets	195	88	143
Net pension liabilities	0	0	0
Deferred tax, excess values	(169)	(157)	(166)
Total average capital employed	4 596	4 130	4 445

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

Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	147	115	77	78	82	61	51	64	3
Total fixed assets (tangible)	786	842	833	774	826	795	700	679	629
Total intangible assets	3 612	3 704	3 564	3 607	3 801	3 691	3 396	3 143	3 073
Accumulated depreciation and write-downs intangible assets	223	223	280	144	107	97	88	75	71
Net pension liabilities	0	0	0	0	0	0	0	0	0
Deferred tax, excess values	(169)	(173)	(166)	(166)	(173)	(168)	(155)	(145)	(142)
Total capital employed	4 599	4 711	4 587	4 437	4 644	4 477	4 080	3 815	3 633

Figures may not add up due to rounding.

Orkla House Care

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M <sup>1</sup> )	11.2%	7.5%	9.9%
EBIT (adj.) R12M	176	117	151
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	176	117	151

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	253	303	248
Total fixed assets (tangible)	311	349	341
Total intangible assets	686	633	646
Accumulated depreciation and write-downs intangible assets	361	322	347
Net pension liabilities	(2)	(2)	(2)
Deferred tax, excess values	(43)	(43)	(43)
Total average capital employed	1 567	1 563	1 537

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	301	289	162	185	329	335	229	276	345
Total fixed assets (tangible)	267	273	272	369	373	362	328	346	336
Total intangible assets	717	727	717	629	642	633	609	611	672
Accumulated depreciation and write-downs intangible assets	368	373	349	351	366	348	318	322	257
Net pension liabilities	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Deferred tax, excess values	(43)	(43)	(43)	(43)	(44)	(44)	(42)	(43)	(43)
Total capital employed	1 608	1 617	1 455	1 490	1 664	1 633	1 441	1 512	1 565

Figures may not add up due to rounding.



Health and Sports Nutrition Group

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M' <sup>1</sup> )	5.1%	5.9%	6.1%
EBIT (adj.) R12M	34	30	36
Amortisation and write-downs intangibles R12M	1	0	0
EBITA (adj.) R12M	34	30	36

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	83	56	61
Total fixed assets (tangible)	168	60	118
Total intangible assets	437	429	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	662	520	588

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	110	74	106	56	68	6	69	65	70
Total fixed assets (tangible)	185	189	195	177	93	79	47	53	29
Total intangible assets	436	444	442	430	434	445	417	425	424
Accumulated depreciation and write-downs intangible assets	1	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)	(26)	(25)	(25)	(26)	(24)	(25)	(25)
Total capital employed	706	681	717	638	570	505	508	518	499

Figures may not add up due to rounding.

Pierre Robert Group

Calculation of ROCE (return of capital employed)

Amounts in NOK million	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M <sup>1</sup> )	3.0%	3.5%	4.0%
EBIT (adj.) R12M	18	23	26
Amortisation and write-downs intangibles R12M	0	0	0
EBITA (adj.) R12M	18	23	26

Average capital employed:	30.6.2024 <sup>2</sup>	30.6.2023 <sup>3</sup>	31.12.2023 <sup>4</sup>
Net working capital	153	213	204
Total fixed assets (tangible)	7	7	7
Total intangible assets	126	131	129
Accumulated depreciation and write-downs intangible assets	314	308	311
Net pension liabilities	(5)	(4)	(5)
Deferred tax, excess values	0	0	0
Total average capital employed	595	655	647

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	114	91	117	227	214	229	232	252	138
Total fixed assets (tangible)	8	8	9	5	5	14	5	7	7
Total intangible assets	122	125	125	127	132	132	130	131	132
Accumulated depreciation and write-downs intangible assets	313	316	311	312	317	313	303	304	301
Net pension liabilities	(5)	(5)	(5)	(5)	(4)	(4)	(4)	(5)	(4)
Deferred tax, excess values	0	0	0	0	0	0	0	0	0
Total capital employed	552	536	557	666	663	683	666	689	574

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	30.6.2024	30.6.2023	31.12.2023
ROCE (R12M¹)	10.6%	9.6%	9.9%
EBIT (adj.) R12M	6 495	5 528	5 960
Amortisation and write-downs intangibles R12M	32	38	35
EBITA (adj.) R12M	6 527	5 566	5 995

Average capital employed:	30.6.2024²	30.6.2023³	31.12.2023⁴
Net working capital	7 862	7 726	7 917
Total fixed assets (tangible)	17 332	16 076	16 980
Total intangible assets	36 039	34 060	35 440
Accumulated depreciation and write-downs intangible assets	3 805	3 463	3 667
Net pension liabilities	(2 023)	(2 044)	(1 921)
Deferred tax, excess values	(1 615)	(1 537)	(1 585)
Total average capital employed	61 400	57 743	60 497

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Specification of capital base for calculation of average capital employed

	A	B	C	D	E	F	G	H	I
Amounts in NOK million	30.6.2024	31.3.2024	31.12.2023	30.9.2023	30.6.2023	31.3.2023	31.12.2022	30.9.2022	30.6.2022
Net working capital	7 754	7 805	7 011	8 113	8 630	8 497	7 334	7 612	6 555
Total fixed assets (tangible)	17 102	17 452	17 164	17 189	17 742	17 182	15 610	15 166	14 681
Total intangible assets	36 035	36 527	35 746	35 487	36 397	35 962	33 606	32 315	32 019
Accumulated depreciation and write-downs intangible assets	3 714	3 973	3 934	3 713	3 691	3 620	3 375	3 395	3 232
Net pension liabilities	(2 131)	(2 119)	(2 064)	(1 894)	(1 906)	(1 923)	(1 818)	(2 290)	(2 285)
Deferred tax, excess values	(1 620)	(1 642)	(1 601)	(1 581)	(1 630)	(1 607)	(1 506)	(1 479)	(1 461)
Total capital employed	60 854	61 997	60 190	61 028	62 925	61 731	56 601	54 719	52 741

Figures may not add up due to rounding.

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

Photo

Bjørn Wad