



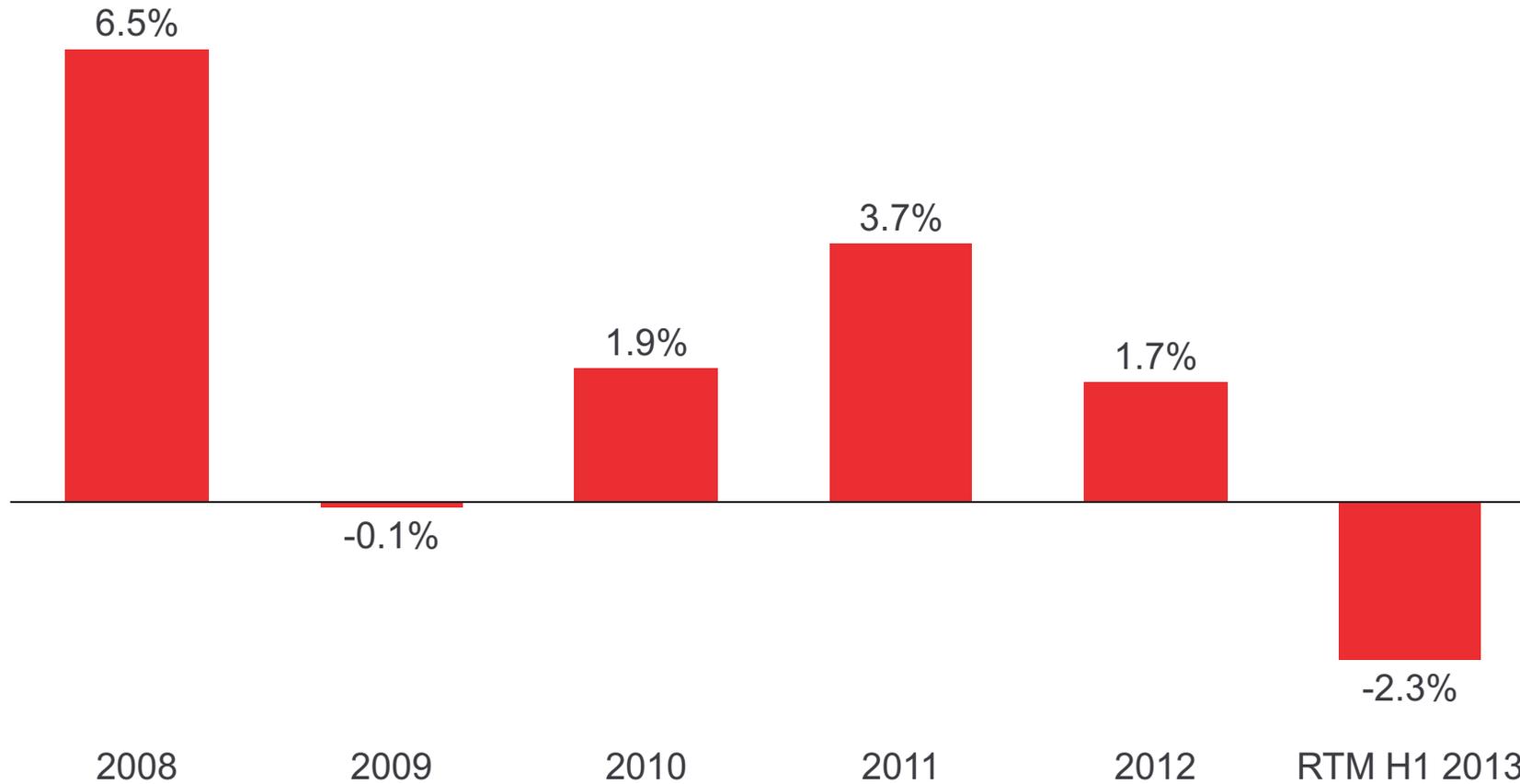
**Appendices**

**Financial Performance**

# Orkla Group - Branded Consumer Goods

Average organic sales growth\* of 3% the last 5 years, driven by price

## Organic sales growth<sup>1</sup>

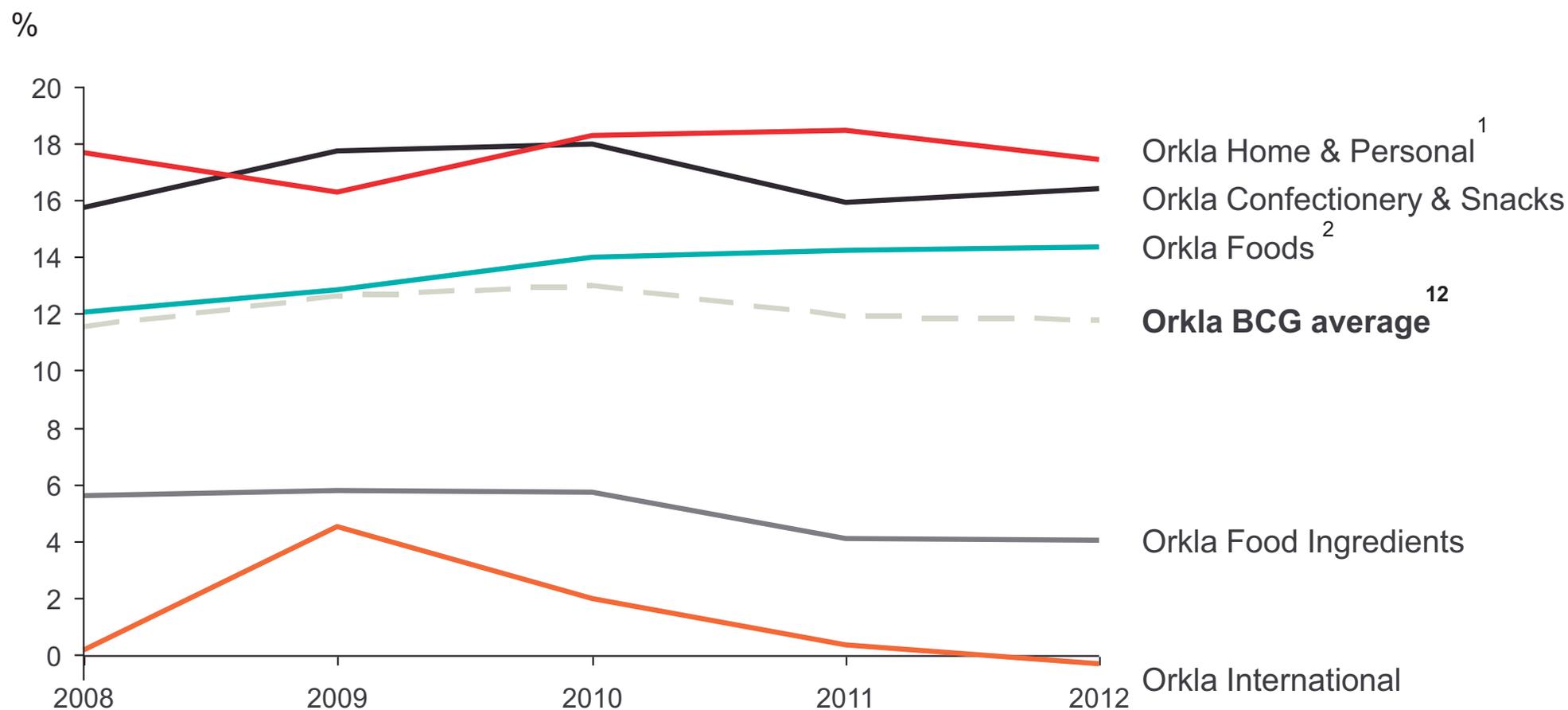


**137** 1. Adjusted for acquired and divested companies, currency translation effects and contract production to the process chemistry industry. Divested bakery business excluded for all years.

# Orkla Group - Branded Consumer Goods

Strong local brand positions, high margin level in the Nordics

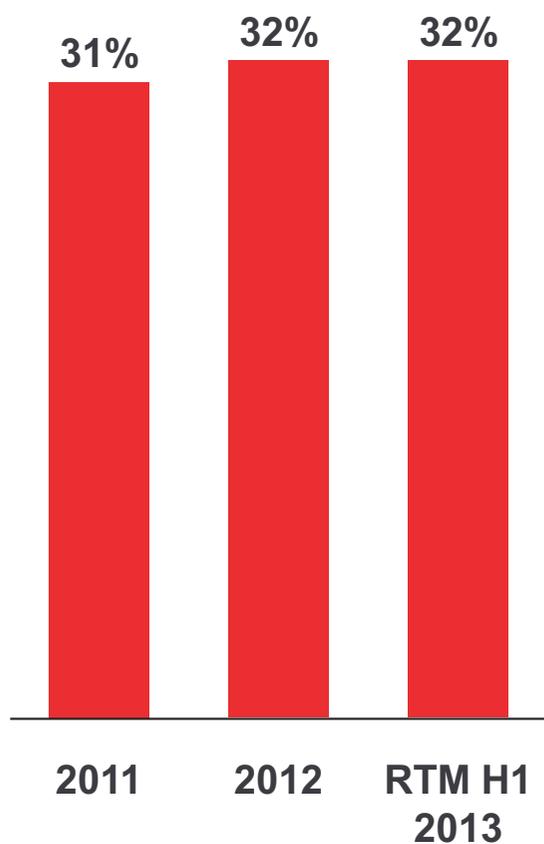
## EBIT margin (adjusted)



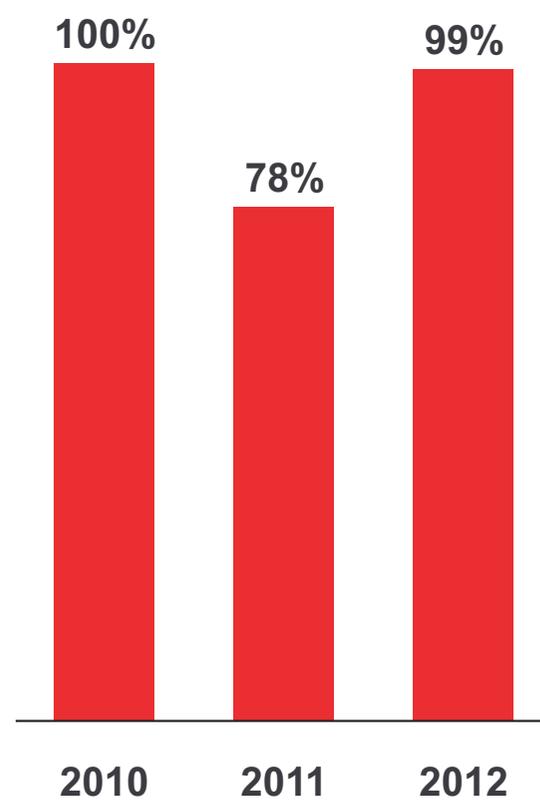
**138** 1 Presented ex. contract production to the process chemistry industry.  
2 Divested bakery business excluded for all years.

# Orkla Group - Branded Consumer Goods

Gross margin

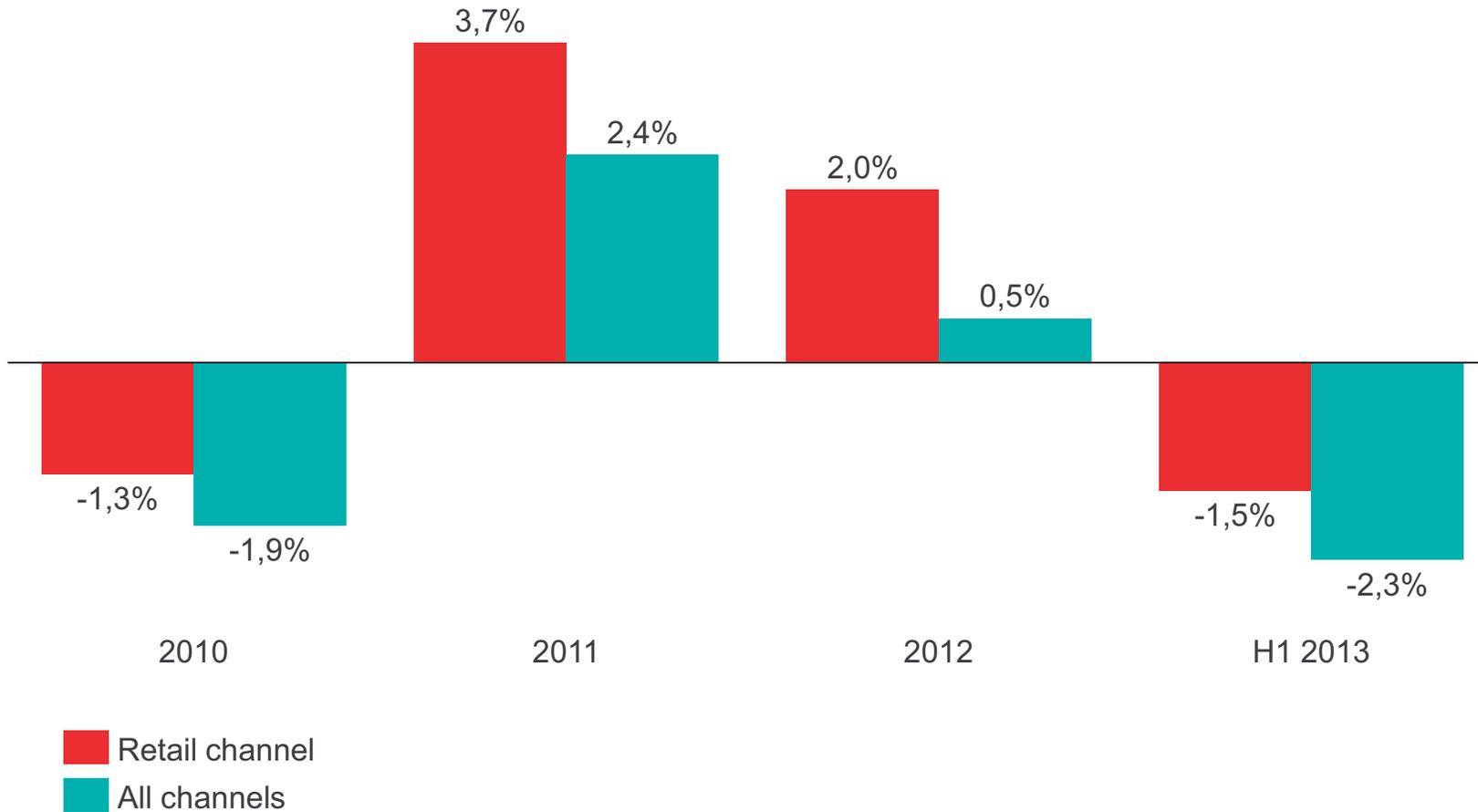


Cash conversion<sup>1</sup>



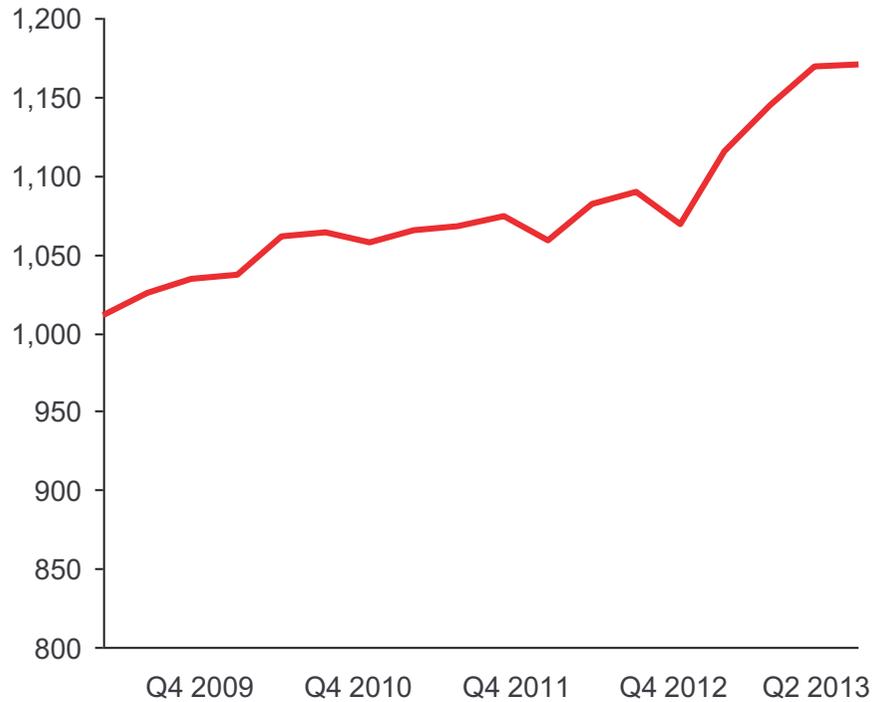
# Orkla Foods

## Organic sales growth<sup>1</sup>

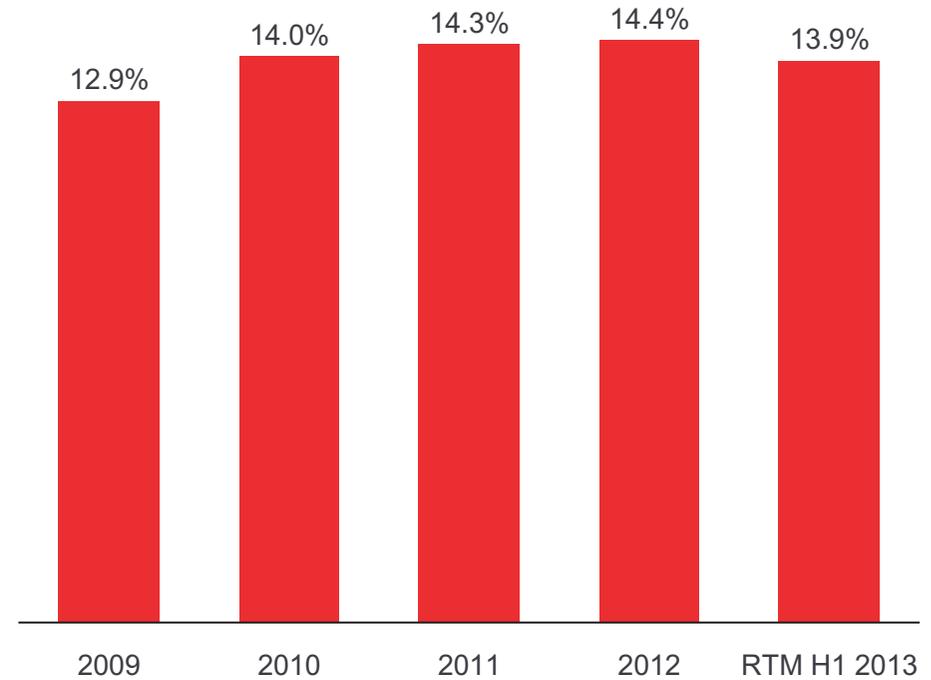


# Orkla Foods

## RTM EBIT (adjusted) in NOK million



## EBIT margins (adjusted)<sup>1</sup>

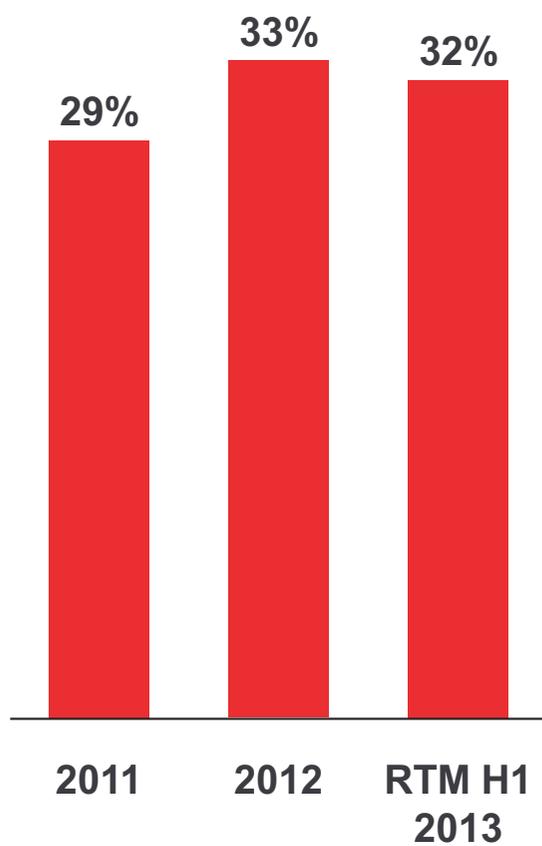


•Consolidation of Rieber will lower EBIT margin by around 1.5 - 2% points

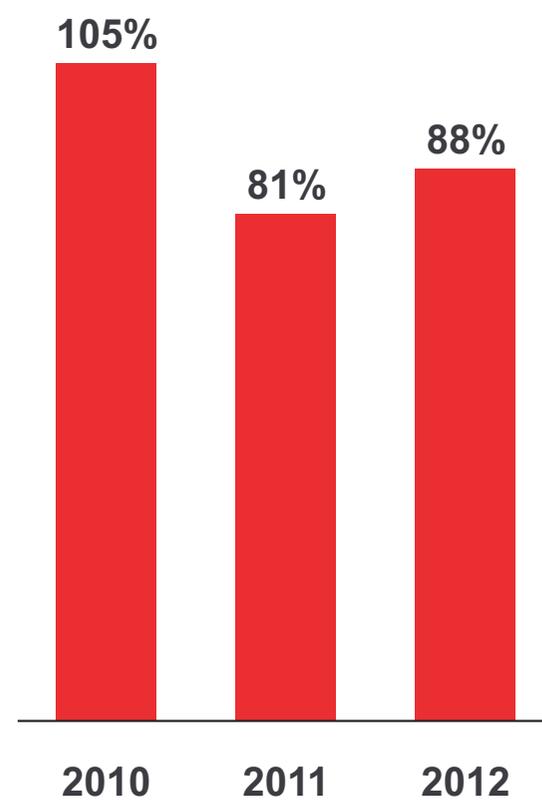
# Orkla Foods

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Gross margin

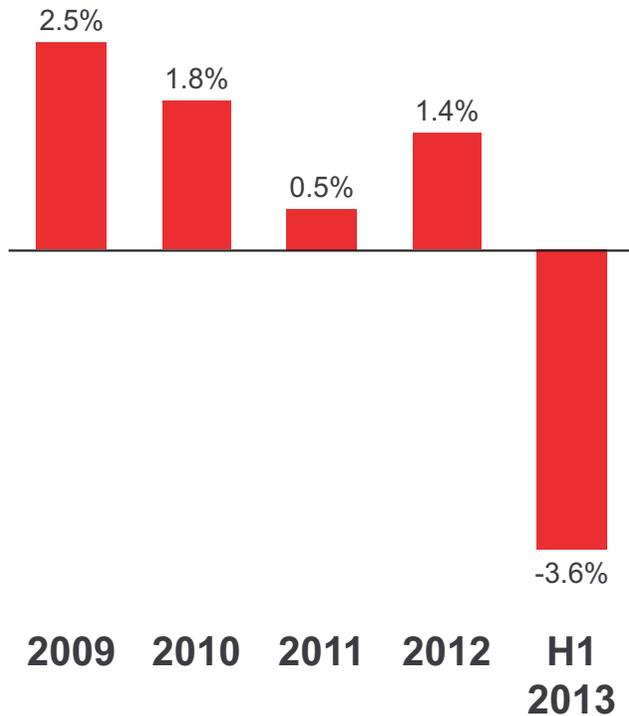


Cash conversion<sup>1</sup>

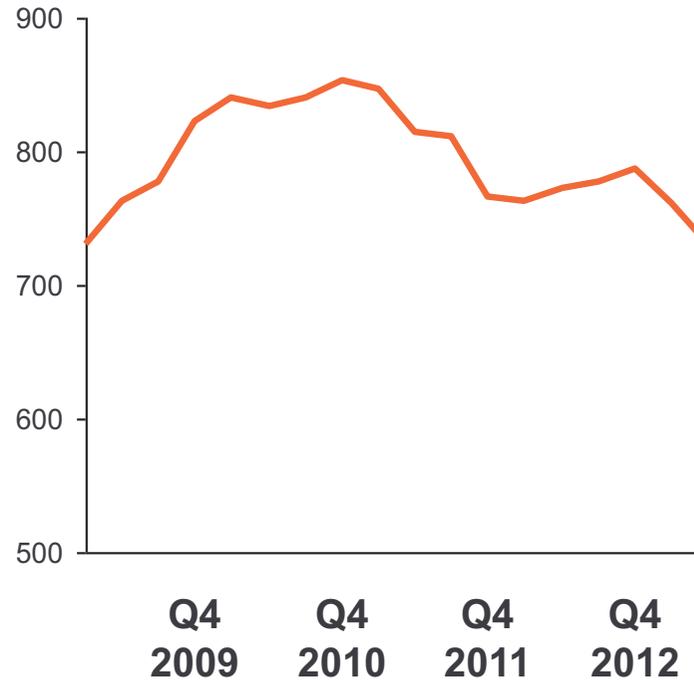


# Orkla Confectionery & Snacks

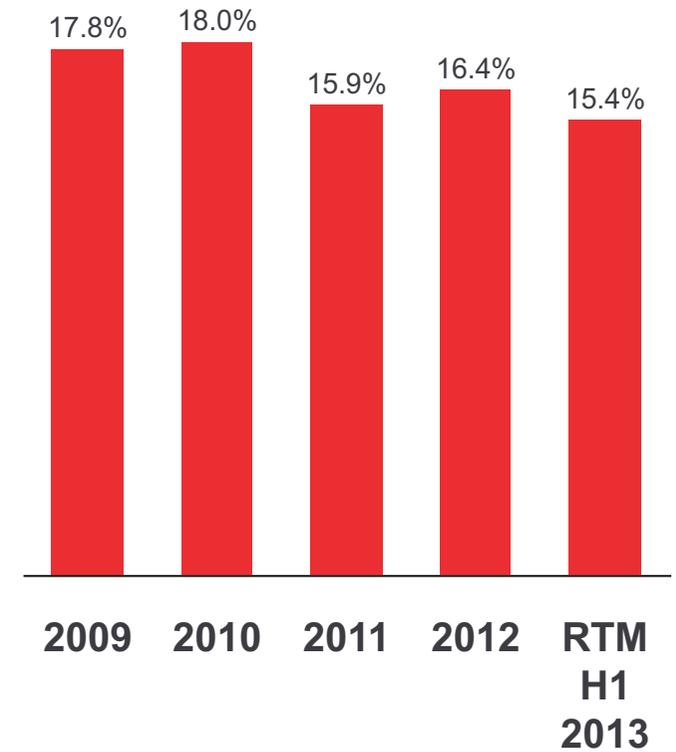
Organic sales growth<sup>1</sup>



RTM EBIT (NOK million)



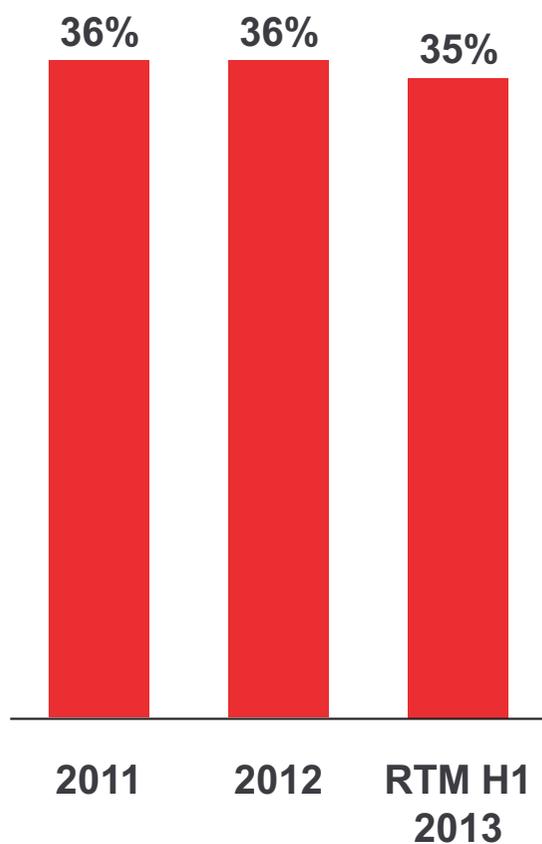
EBIT margin (adjusted)<sup>1</sup>



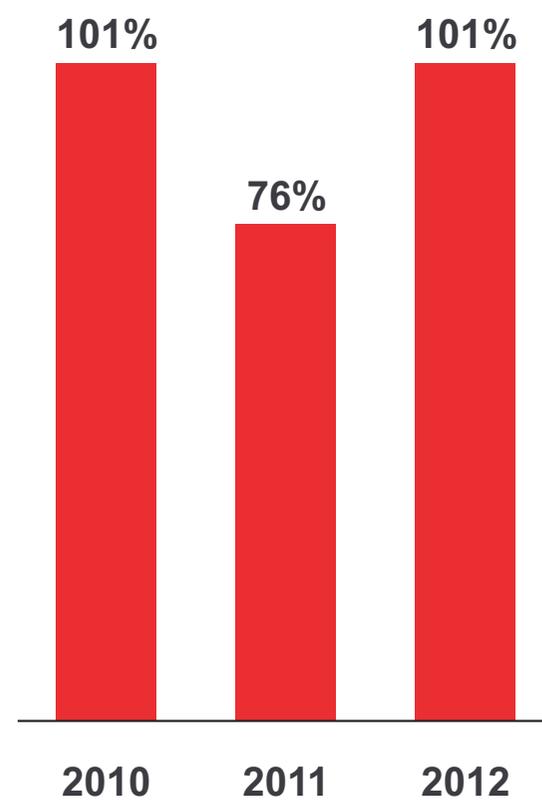
# Orkla Confectionery & Snacks

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Gross margin

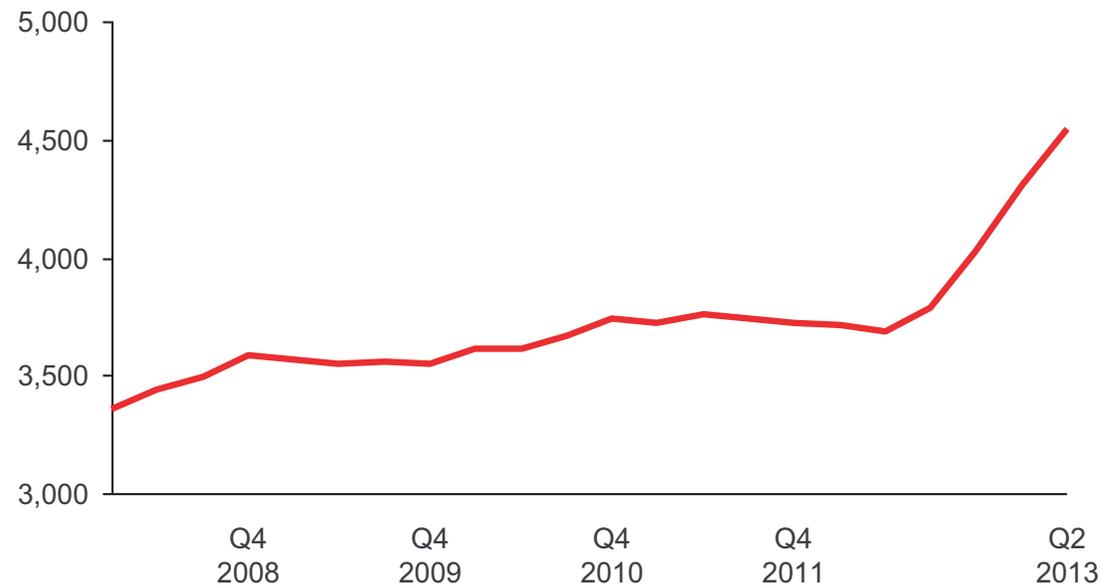


Cash conversion<sup>1</sup>



# Orkla Home & Personal

Rolling 12 months operating revenues (NOK million)

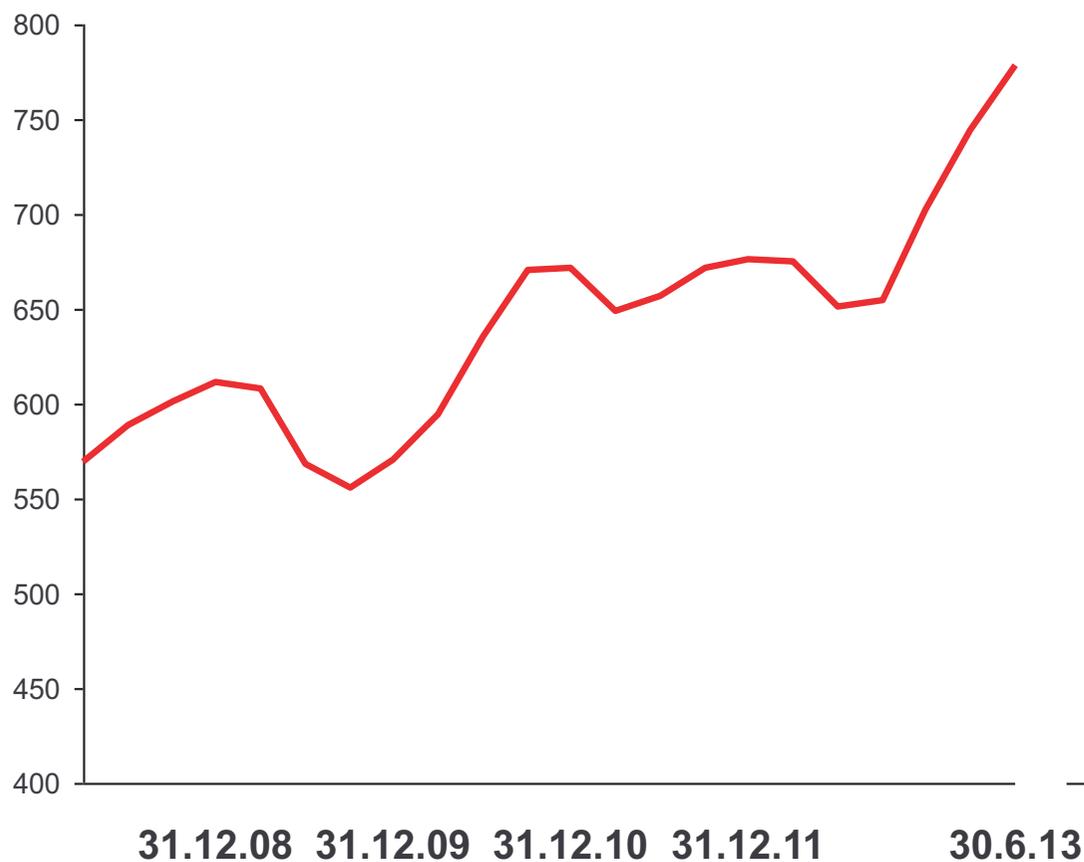


Organic sales growth<sup>1</sup>

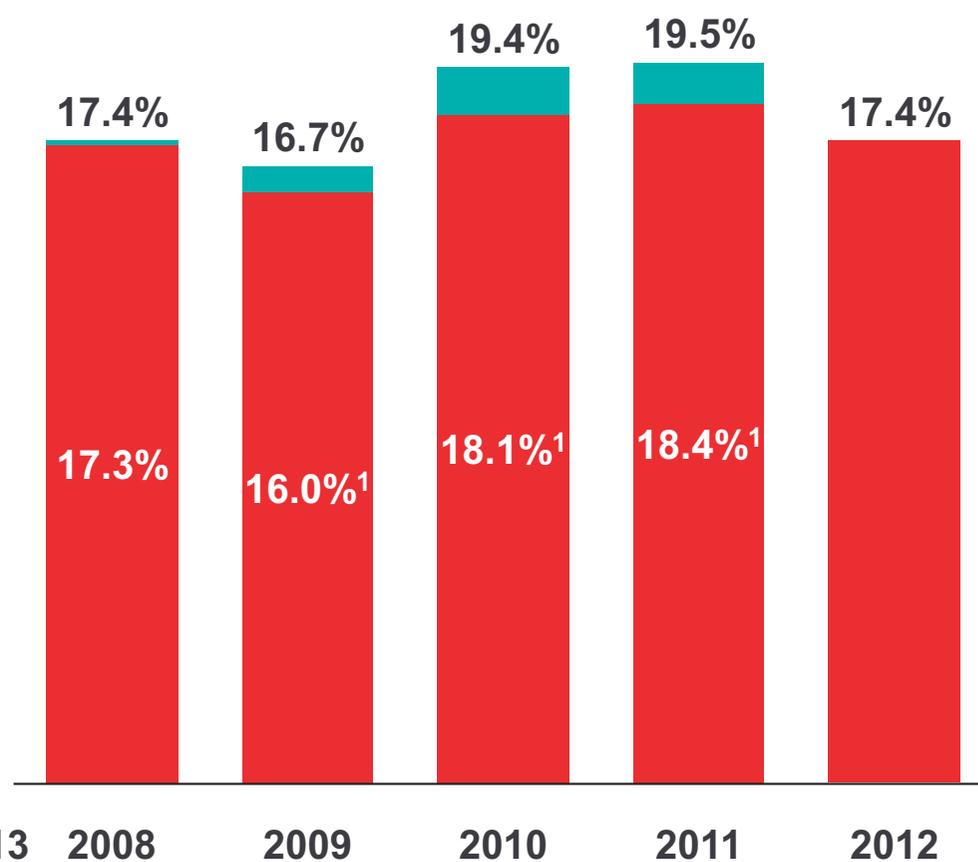


# Orkla Home & Personal

RTM adjusted EBIT<sup>1</sup> (NOK million)



EBIT margin (adjusted)

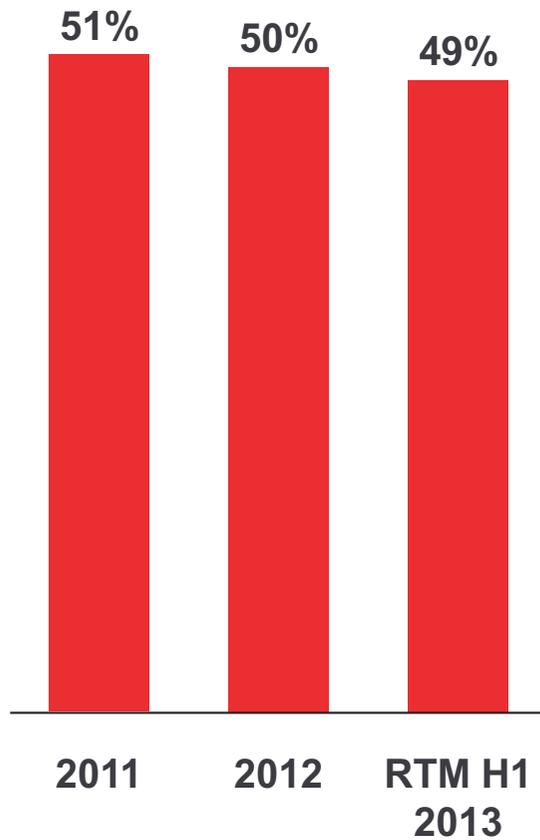


146 1. Adjusted for contract production to the process chemistry industry.

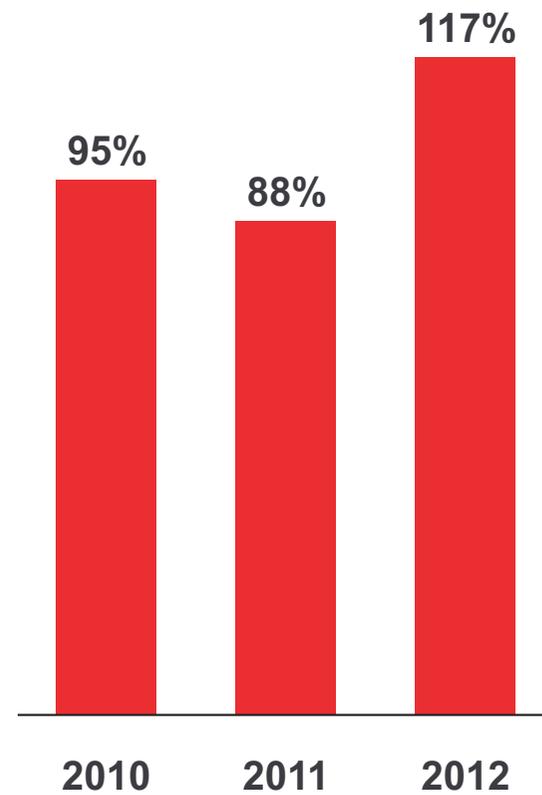
# Orkla Home & Personal

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Gross margin



Cash conversion<sup>1</sup>





## **Orkla Investor Day**

London - 26 September 2013