Good food with a good purpose

Plant-based innovation
The leading Nordic BCG company

Unique customer and consumer insight in local markets

300 local brands with strong positions

#1 The leading branded consumer goods company in the Nordic region

#1 The leading branded consumer goods company in the Baltic region

OPERATING REVENUES\(^1\)  EBIT (ADJ.) MARGIN\(^1\)  MARKET VALUE\(^2\)

39.6  11.1%  89

\(^1\)Orkla Branded Consumer Goods incl. HQ 2018.  \(^2\)As of 20 November 2019
A broad portfolio of leading local brands

Orkla Foods
(NOK billion)
Sales: 16.0
EBIT (adj.): 2.0
EBIT (adj.) margin: 12.8%

Orkla Confectionery & Snacks
(NOK billion)
Sales: 6.2
EBIT (adj.): 1.0
EBIT (adj.) margin: 16.1%

Orkla Care
(NOK billion)
Sales: 8.1
EBIT (adj.): 1.1
EBIT (adj.) margin: 13.4%

Orkla Food Ingredients
(NOK billion)
Sales: 9.6
EBIT (adj.): 0.5
EBIT (adj.) margin: 5.6%

Orkla Investments
- Jotun (42.6%)
- Hydro Power
- Financial Investments

Note: Full-year figures 2018
Skill to understand the consumer.
Skill to convert the insight to great tasting food.
Innovating for the future

Health/Well being
Plant based
Sustainability
Convenience
Indulgence
anamma

Veganskt, såklart!
Why choose vegan?

30% of carbon emissions are from food & agriculture

Low carbon footprint

Klimatpåverkan per kg livsmedel

- Beef
- Lamb
- Cheese
- Pork
- Quorn
- Chicken
- Egg
- Legumes, grains
- Nöt
- Lamm
- Ost
- Fläsk
- Kyckling
- Ägg
- Baljväxter, spannmål

Källa: Röös. 2014. Mat-klimat-listan Version 1.1
A big consumer shift

<table>
<thead>
<tr>
<th>15-70 years, n=1607</th>
<th>TODAY</th>
<th>IN 2 YEARS</th>
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</thead>
<tbody>
<tr>
<td><strong>Vego</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vegan</td>
<td>2%</td>
<td>2%</td>
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<tr>
<td>Vegetarian</td>
<td>2%</td>
<td>3%</td>
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<tr>
<td>Pescetarian</td>
<td>3%</td>
<td>4%</td>
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<tr>
<td><strong>Flexitarian</strong></td>
<td></td>
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<tr>
<td>Flexitarian (flera gånger i veckan)</td>
<td>15%</td>
<td>25%</td>
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<tr>
<td>Flexitarian (neg gång i veckan)</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Flexitarian (neg gång varannan...)</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>Flexitarian (neg gång i månaden)</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Flexitarian (neg gång i kvartalet)</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>No plant-based</strong></td>
<td></td>
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</tr>
<tr>
<td>Mer sällan</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>Åter aldrig vegetarisk/vegansk mat</td>
<td>19%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Sources: Insight Distillery, Ungdomsbarometern
Our consumer: Young woman who wants to make a difference!

✓ Woman 15-35 y/o
✓ Bigger cities
✓ Smaller households
✓ Digital

76% think that sustainable methods in retail & production have a major impact!
Our offer: Sustainable food!

- Rich in protein
- Always produced in Sweden
- Sustainable:
  - VEGAN
  - Low CO2 foot print
  - Climate smart packaging
- Glutenfree
Our food: Taste taste taste!
Consumer research: Insight-based innovation

Deep Dive Fall 2019
Frysta vegetariska alternativ

Target Group Scorecard

Heavy Users - Several times a week.

**DEMOGRAPHICS**

- Male: 25%
- Female: 75%

- Household with children: 30%
- Household without children: 70%

Age Split Household

- 0-7 yr: 11%
- 8-15 yr: 9%
- 16-10 yr: 5%
- Over 16 yr: 70%

Age Split

- 15-30: 33%
- 31-45: 29%
- 46-65: 29%
- 66-81: 10%

Average number of packages per purchase: 2.3

Purchase made spontaneously: 34%

Brand Associations: Top 10 products
"The Anamma Way"
Our consumer panel

"I wish there was a really good mince that was easy to shape so that you could make your own vegan meatballs and burgers"
CIT - Creative Innovation Team
Anamma Moldable Mince
- Retail product of the year!

"I wish there was a really good mince that was easy to shape so that you could make your own vegan meatballs and burgers."
100% digital media strategy!
Results: Market leader driving category growth!

• Market leader since 2018
• Retail Sales Value 216 million SEK, growing +45%
• +7.6% value shares latest year
• Highest loyalty and preference among category buyers
• Highest retention rate: 88%!
Sweden’s 6th most recommended brand 2019!

Sveriges mest rekommenderade varumärken 2019
Brand advocacy-poängen tas fram genom att respondenter tillfrågas: Vilka av följande företag/varumärken skulle du kunna REKOMMENDERA till andra? Och vilka skulle du rekommendera vänner, familj eller kollegor att UNDVIKTA?

- Swish: 71.3
- KIA: 64.6
- Sonos: 64.3
- Bose: 62.8
- Avanza: 62.8
- Anamma: 62.6
- Volvo: 58.5
- Västerbottensost: 57.2
- Netflix: 56.3
- Nordic Choice Hotels: 54.7

YouGov
01-11-2018 - 31-10-2019
KEEP CALM AND GO VEGAN