

**A home
to grow**



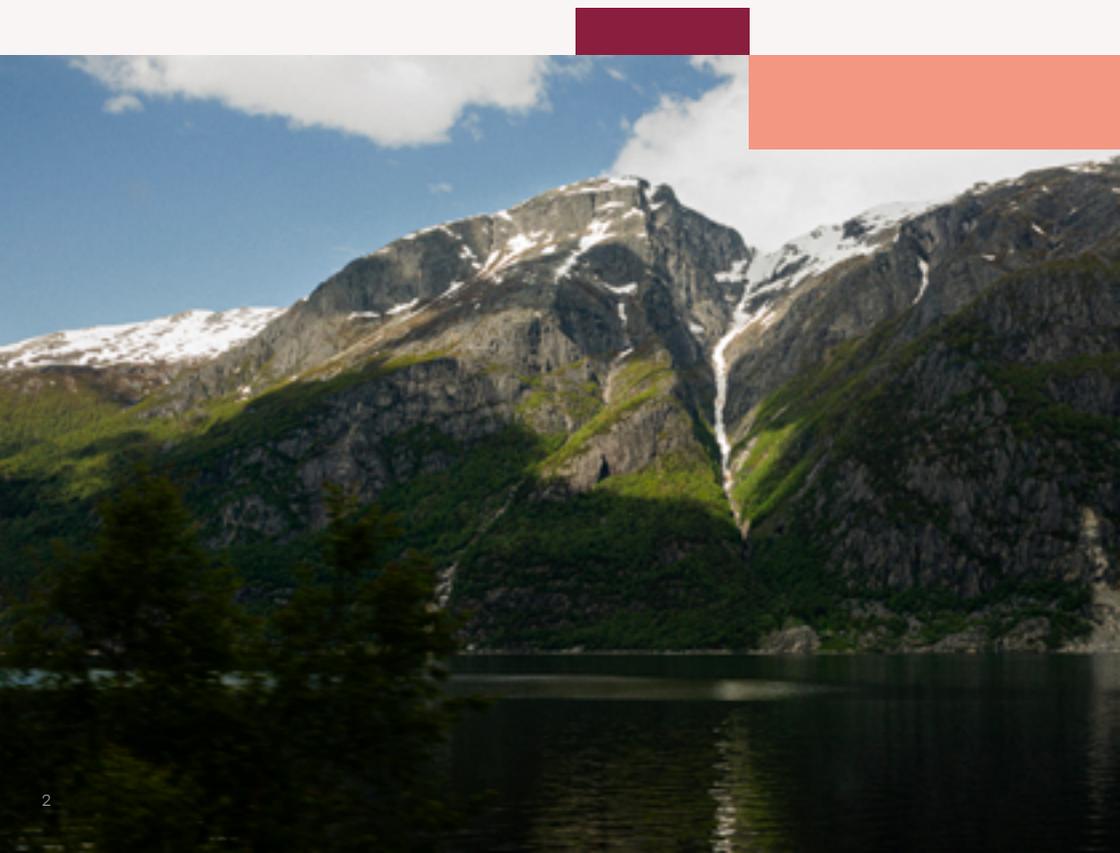
**Orkla**

Who is Orkla?

Orkla ASA is a leading industrial investment company with a brands and consumer-oriented scope listed on the Oslo Stock Exchange.

Orkla has a long-term, industrial approach to its portfolio companies. We invest in companies where we can contribute to further value creation through our industry expertise, consumer insight and experience in building leading brands. Through active portfolio management we target fast-growing consumer segments and markets.

Our goal is to improve long-term value creation and creating sustainable value through active ownership of brands and consumer companies.



Brave

Brave is the value that is the most essential for driving us forward and compelling us to take necessary risk.

- We embrace change and challenge established truths
- We take bold decisions and move with required speed
- We dare to act even when the future is uncertain



Trustworthy

Trustworthy is the value that sits at the core of how we behave and act – we build our relationships on trust.

- We care: for people, customers, consumers and society at large
- We are fair, honest and respectful; we act with integrity
- We are transparent and reliable; we are in it for the long haul





OUR VALUES

Inspiring

Inspiring is the value that brings out the best in us – it fuels our engagement and commitment.

- We lead the way and seek to energize others
- We are passionate and we have a burning desire to succeed and grow
- We are curious and eager to collaborate

Our goals and strategy

Orkla's goal is to strengthen its position as a leading supplier of branded consumer goods in the Nordics, Baltics, Central Europe, India and other selected markets, and in doing so we will achieve long-term value creation and profitable growth.

Orkla wants to contribute positively to our consumers, customers, partners, employees, shareholders and the communities we are a part of, and an emphasis on sustainable value creation permeates all our activities.

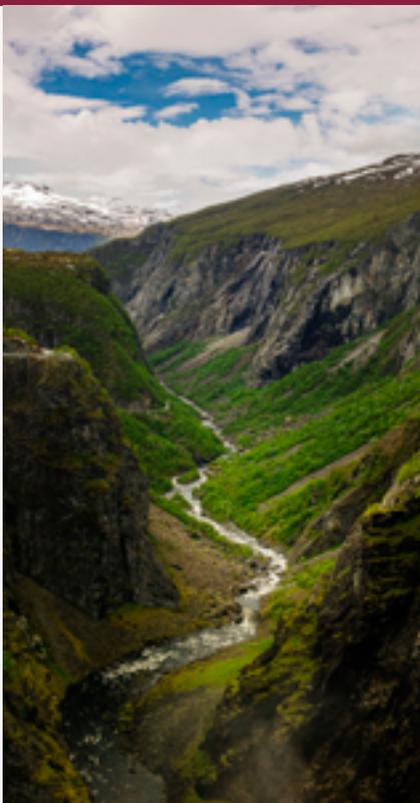
Winning locally

Orkla's mission; *"Improving everyday life with sustainable and enjoyable local brands"* describes how Orkla seeks to create value in local markets.

Orkla creates organic growth by transforming its unique local customer and consumer insight into strong innovations and investment in Orkla's local brands. The combination of local insight and scale is what sets us apart from our competitors, both globally and locally.

Priority areas for Orkla

- Orkla will continue to focus on plant-based products, building on established positions
- Orkla will continue to develop new innovations, including healthfocused products
- Orkla will strengthen its presence in emerging sales channels
- Priority will be given to developing and strengthening customer relationships, with a shared goal of profitable growth
- Selected products will to a greater extent be launched in multiple markets
- Acquisitions are still a source of significant value creation, renewal and skills upgrading



Improved profitability through simplification and increased operational efficiency throughout the value chain

- The Group will leverage economies of scale, reduce portfolio complexity and create cross-Group synergies
 - The Group will also extract synergies through the integration of acquired companies
 - Production will be concentrated on fewer production facilities where appropriate. In addition, existing facilities will be further optimised, for instance through increased automation. This will free up resources for innovation, growth and skills building
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Purposeful sustainability work

Orkla strives to stand out positively in the eyes of consumers, customers, partners, employees, shareholders and the communities that we are a part of, and we play a crucial role in promoting sustainable production and consumption. Orkla works resolutely to ensure sustainable raw material production, develop sustainable packaging and reduce the climate footprint of its products. Orkla also seeks to contribute to a healthier lifestyle by improving the nutritional profile of its food products and developing new health innovations and future-oriented foods.

Acquisitions

Strategically appropriate acquisitions will remain a key element of Orkla's growth strategy and value creation model. This is combined with active portfolio management aimed at reducing complexity.

Through acquisitions, Orkla aims to strengthen its operations in selected geographical areas, channels or categories where we can win leading positions based on the Group's core competencies.

Our brands and innovation

Brands

A brand is a concept that describes a set of associations, qualities and attributes that are linked to a product or a service. 8 million Orkla products are sold every day. Our brands play different roles for people in different situations, and they are chosen over and over again – because the consumer trusts them. A brand is a promise given and a promise kept.

The foundation for a strong brand lies in an effective, updated positioning, which serves as a guiding star for all brand activities. Good positioning defines the brand's role in the category, is based on local consumer insight and meets relevant consumer needs. Orkla's ambition is to create brands people love.



Innovation

Innovation is Orkla's primary tool for creating growth, and is therefore pivotal to Orkla's day-to-day operations. Orkla's innovation activities are based on an inter-professional focus that spans from idea to launch. Consumer, customer and market insight is combined with technological expertise and investments to develop products and solutions that delight consumers and meet their needs in an even better way.

Orkla has two main sources of growth through innovation: innovation in the form of new products in new or associated categories, or innovation in categories in which Orkla already holds strong positions. Creating new growth platforms to supplement Orkla's current activities is also a key priority area.

Orkla works on a broad front to identify innovation opportunities, across both specialised departments and countries, while also collaborating with suppliers and external innovation and research centres. Orkla's strength lies in its local connections, which give it in-depth insight into local consumer needs and how this knowledge can be translated into powerful innovations.

At the core of all innovation work lies the actual user experience, ranging from taste and function to how intuitive and easy a product is to use. Health and environmental aspects are also important drivers of innovation. Priority areas for innovation at Orkla are "Taste and Sensory Experience", "Health and Nutrition", "Sustainability and Environment" and "Packaging Innovation".

In the coming years, efforts will be focused continuously on ensuring that Orkla's local brands are consumers' first choice by improving everyday life with sustainable and enjoyable local brands.

A global company



We have office locations in:

England
Denmark
Slovakia
Romania
Greece
Estonia

Malaysia
Norway
Germany
Lithuania
Netherlands
Spain

Sweden
Latvia
Finland
Czech Republic
Portugal
Ukraine

Our factories

Orkla has a total of 114 production facilities located in various places in the Nordics, Central Europe and Asia.

The products manufactured at our multitude of factories range from pizza, ready-to-eat meals, soups, chocolate, biscuits, snacks and bread toppings to dietary supplements, soap, detergents, skin care products, paintbrushes and much more. Each factory has its own unique history, and many have a long tradition of manufacturing branded consumer goods. In several of the places where we have production operations, our factories are an important workplace in the local community.

Sustainability is a key focus for our factories, which work to lower greenhouse gas emissions by cutting their energy consumption, and a number of factories have switched to using renewable energy. Water use has also been decreased and efforts have been made to reduce food wastage and other waste from production.

Over 100 of Orkla's **114 factories** manufacture food products. These factories must comply with stringent food safety requirements laid down in the Orkla Foods Safety Standard (OFSS).



A career in Orkla

We are looking for people who care about others. We also value diversity and we believe that differences make us stronger. Your experience, dedication and how you conduct yourself contribute to a culture in which we sincerely care about each other and our customers.

With us, there are countless possibilities, whether you are a recent graduate or have extensive experience.



We are looking for people who are motivated and want to be part of a large international system

Orkla's infancy began in 1654. Since then, Orkla has developed into one of Norway's largest companies. This could not have happened without inspired, brave and knowledgeable people. We are looking for people who want to make their mark on how Orkla develops into the future.

With us, innovation and development are important key words. We believe that as a recent graduate you are part of seeing brands, the way we work and how we can adapt even better. At Orkla, we can provide you with an exciting workplace in all our departments working to develop our company, and you will get great follow-up. We can also offer you several job prospects and countless growth opportunities across national borders.

Education is important, but we also want you to identify with our values: **brave, trustworthy and inspiring**. By choosing us, you will have the opportunity to challenge yourself every day. At the same time, you get the chance to leave your mark on the company for years to come.

**A home
to grow**



A home *to grow*



Orkla can only grow if our employees are growing, and the well-being and belonging that is associated with a home are key premises for personal growth



A home to grow

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