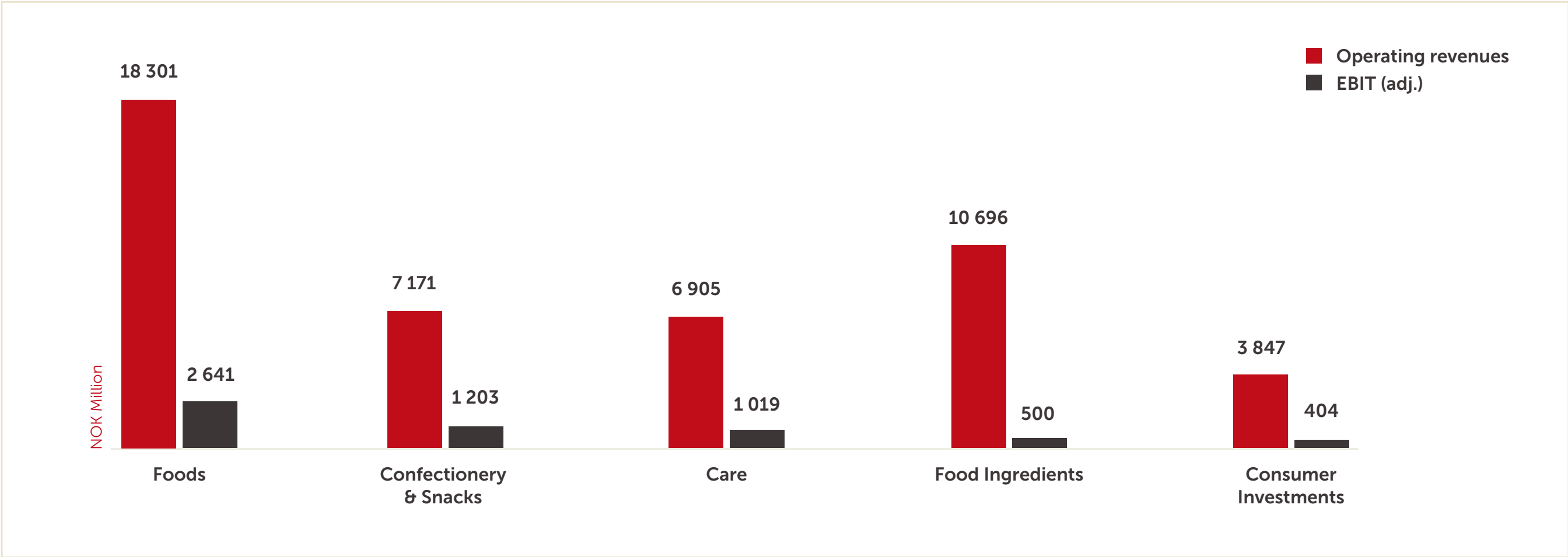


# Orkla's business areas in 2020

All alternative performance measures (APM) are presented on page 260.

## Branded Consumer Goods incl. Headquarters

Operating revenues	Organic growth	Number of employees	EBIT (adj.)	EBIT (adj.) margin	EBIT (adj.) growth
46.6	1.6%	18 054	5.4	+11.7%	+13.7%
NOK billion			NOK billion		EBIT (adj.) margin growth +50 bps



# Orkla Foods

Orkla Foods is the largest business area, accounting for 39 per cent of Orkla’s operating revenues.

Orkla Foods offers well-known local branded products to consumers in the Nordics, Baltics, Central Europe and India. The business area holds leading market positions in several categories, including frozen pizza, ketchup, soups, sauces, bread toppings and ready meals. A growing percentage of turnover derives from plant-based foods and the plant-based brands NATURLI’® and Anamma. Orkla Foods primarily sells its products through the grocery retail trade, but also holds strong positions in the out-of-home, convenience store and petrol station sectors. Its many widely known brands include Grandiosa, TORO, Stabburet, Felix, Paulúns, Abba, Kalles, Beauvais, Den Gamle Fabrik, Spilva, Vitana and MTR.



## Key figures

<b>Operating revenues:</b> 18.3 NOK billion	<b>EBIT (adj.) growth:</b> +16%	<b>Number of employees:</b> 7 633
<b>Organic growth:</b> 3.7%	<b>EBIT (adj.) margin:</b> 14.4%	
<b>EBIT (adj.):</b> 2.6 NOK billion	<b>EBIT (adj.) margin growth:</b> +80 bps	



Sales revenues by geographical region<sup>1</sup>

Norway	26%
Nordics, excl. Norway	42%
Baltics	3%
Rest of Europe	21%
Rest of world	7%

<sup>1</sup>Excluding internal sales and other operating revenues

## Orkla Confectionery & Snacks

Orkla Confectionery & Snacks’s turnover accounts for 15 per cent of Orkla’s operating revenues.

Orkla Confectionery & Snacks holds strong No. 1 and No. 2 positions in the confectionery, biscuits and snacks categories, with well-known local brands and tastes that delight consumers in the Nordic and Baltic countries. Its many widely known brands include KiMs, Nidar, Stratos, Göteborgs Kex, Sætre, OLW, Panda, Laima, Selga, Taffel and Kalev.



### Key figures

<b>Operating revenues:</b> 7.2 NOK billion	<b>EBIT (adj.) growth:</b> +10%	<b>Number of employees:</b> 3 061
<b>Organic growth:</b> 2.0%	<b>EBIT (adj.) margin:</b> 16.8%	
<b>EBIT (adj.):</b> 1.2 NOK billion	<b>EBIT (adj.) margin growth:</b> +30 bps	



Sales revenues by geographical region<sup>1</sup>

<span style="color: red;">●</span> Norway	29%
<span style="color: darkgrey;">●</span> Nordics, excl. Norway	49%
<span style="color: orange;">●</span> Baltics	16%
<span style="color: teal;">●</span> Rest of Europe	5%
<span style="color: lightgrey;">●</span> Rest of world	1%

<sup>1</sup>Excluding internal sales and other operating revenues

## Orkla Care

Orkla Care accounts for 15 per cent of Orkla’s operating revenues and has home markets in the Nordics, Baltics, Poland and Spain in addition to export outside our home markets.

The two largest business units are Orkla Home & Personal Care, which holds leading positions in the personal care and cleaning products segments, and Orkla Health, which has strong brands in the dietary supplement, sports nutrition and weight control segments. Orkla Care also holds market-leading positions in several European countries in wound care and first aid equipment (Orkla Wound Care). Health and Sports Nutrition Group (HSNG) runs the Gymgrossisten and Bodystore e-commerce portals and is the largest e-commerce operator in the Nordic region in health and sports nutrition. Well-known brands include Zalo, Jif, Sun, Define, Sunsilk, Blenda, Möller’s, Collett, Nutrilett, Maxim, Norgesplaster and Salvequick.



### Key figures

<b>Operating revenues:</b> 6.9 NOK billion	<b>EBIT (adj.) growth:</b> +19.2%	<b>Number of employees:</b> 2 050
<b>Organic growth:</b> 9.2%	<b>EBIT (adj.) margin:</b> 14.8%	
<b>EBIT (adj.):</b> 1.0 NOK billion	<b>EBIT (adj.) margin growth:</b> +30 bps	



Sales revenues by geographical region<sup>1</sup>

Norway	33%
Nordics, excl. Norway	42%
Baltics	1%
Rest of Europe	18%
Rest of world	7%

<sup>1</sup>Excluding internal sales and other operating revenues

## Orkla Food Ingredients

Orkla Food Ingredients accounts for 22 per cent of Orkla’s operating revenues. Orkla Food Ingredients is the leading supplier of bakery and ice cream ingredients in the Nordics and Baltics, and holds growing positions in Europe.

The business area manufactures, sells and distributes ingredients and products to the bakery and ice cream market in 23 countries. The Nordic region accounts for approximately half of all sales. Sales of bakery ingredients to artisanal and industrial bakeries account for around 65 per cent of sales. Ice cream ingredients and accessories account for approximately 15 per cent of sales and around 20 per cent are direct-to-consumer sales under well-known brands such as Odense Marcipan, Mors hjemmebakke, KronJäst, Bakkedal and NATURLI’®. A major share of Orkla Food Ingredients’ sales are to industrial customers. Due to this factor, and to a substantial percentage of raw material sales, Orkla Food Ingredients’ operating margin is lower than that of Branded Consumer Goods’ other business areas.



### Key figures

<b>Operating revenues:</b> 10.7 NOK billion	<b>EBIT (adj.) growth:</b> -20.1%	<b>Number of employees:</b> 3 718
<b>Organic growth:</b> -5.9%	<b>EBIT (adj.) margin:</b> 4.7%	
<b>EBIT (adj.):</b> 0.5 NOK billion	<b>EBIT (adj.) margin growth:</b> -140 bps	



Sales revenues by geographical region<sup>1</sup>

Norway	11%
Nordics, excl. Norway	42%
Baltics	4%
Rest of Europe	42%
Rest of world	1%

<sup>1</sup>Excluding internal sales and other operating revenues

# Orkla Consumer & Financial Investments

The Orkla Consumer & Financial Investments business area was established in 2019 and consists of two areas:

## Orkla Consumer Investments

Orkla Consumer Investments is part of Orkla’s Branded Consumer Goods area and comprises Orkla’s businesses in the painting tool (Orkla House Care), basic garments (Pierre Robert Group), professional cleaning (Lilleborg) sectors and restaurant operations (Kotipizza Group).

## Industrial & Financial Investments

Orkla has some investments outside the Branded Consumer Goods business which are organised under Industrial & Financial Investments. The area comprises the associate Jotun (42.6 per cent interest) and the consolidated businesses Hydro Power, Orkla Eiendom (real estate) and Orkla Ventures.



## Key Figures Orkla Consumer Investments

<b>Operating revenues:</b> 3.8 NOK billion	<b>EBIT (adj.) growth:</b> +36%	<b>Number of employees:</b> 1 273
<b>Organic growth:</b> 2.1%	<b>EBIT (adj.) margin:</b> 10.5%	
<b>EBIT (adj.):</b> 0.4 NOK billion	<b>EBIT (adj.) margin growth:</b> +170 bps	



Sales revenues by geographical region<sup>1</sup>

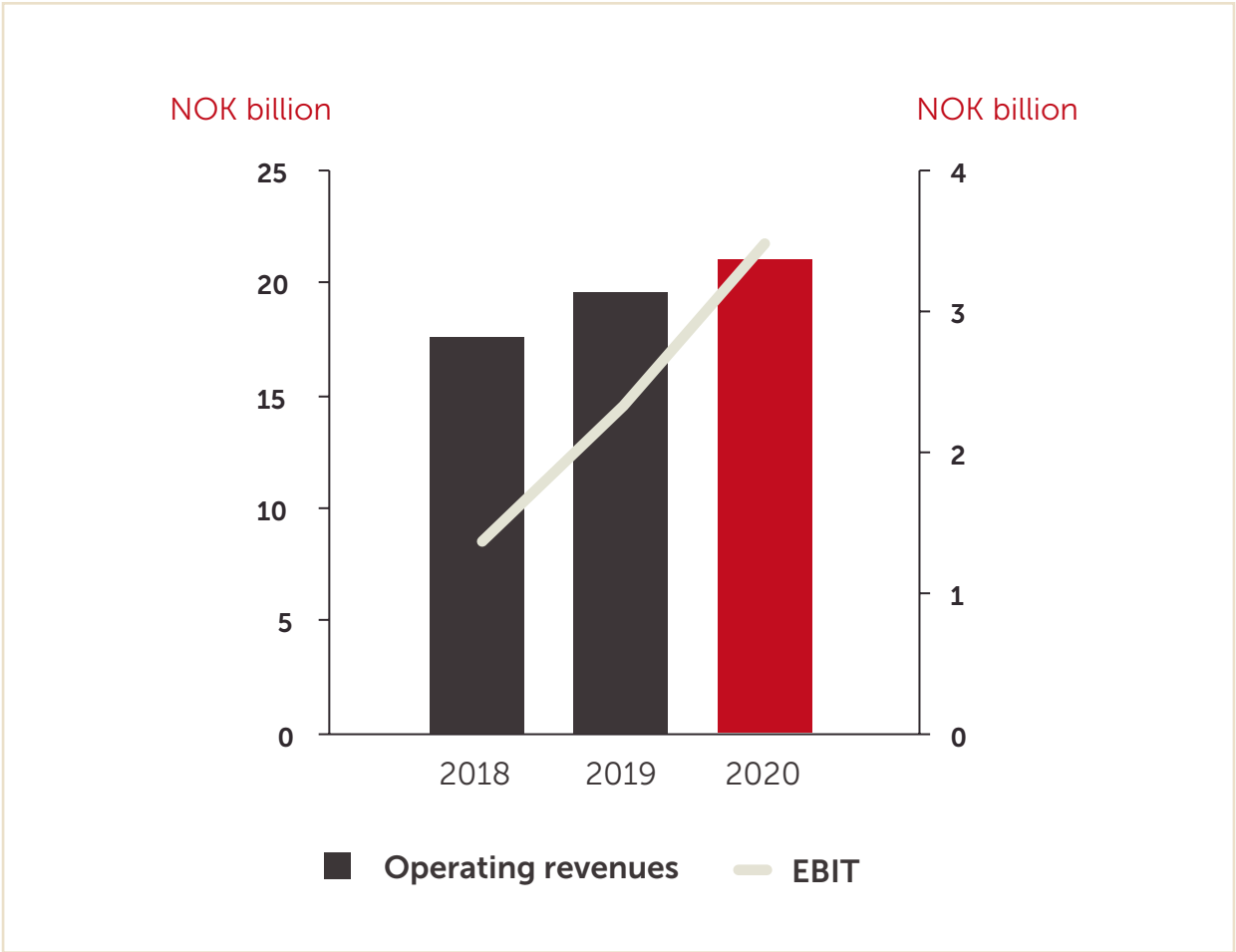
Norway	33%
Nordics, excl. Norway	44%
Baltics	0%
Rest of Europe	23%
Rest of world	0%

<sup>1</sup>Excluding internal sales and other operating revenues  
Applies to Orkla Consumer Investments

Jotun

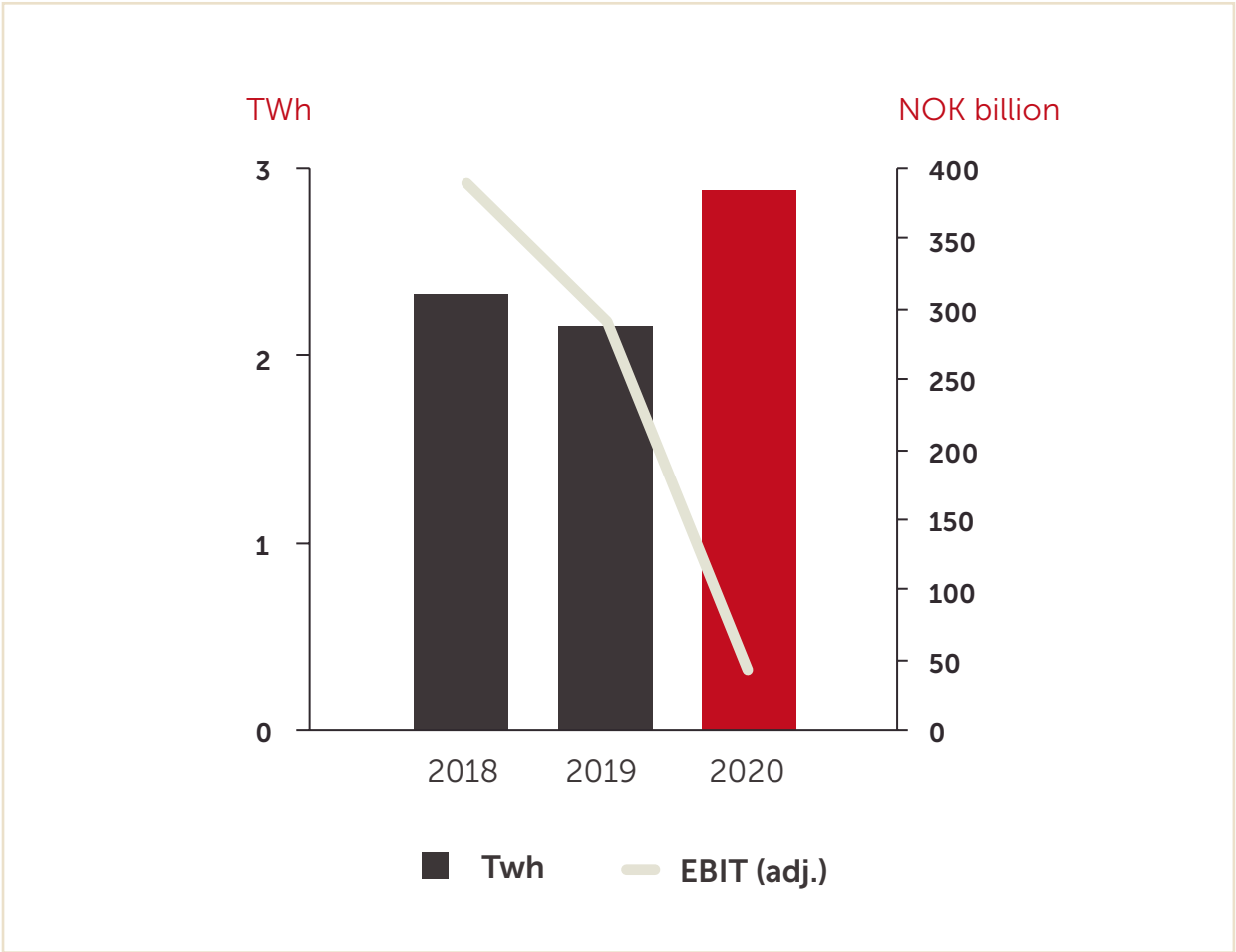
Jotun is one of the leading global manufacturers of paint and powder coatings. Jotun’s worldwide activities consist of the development, production, marketing and sale of a variety of paint systems, and are organised in the four segments Decorative Paints, Marine Coatings, Protective Coatings and Powder Coatings.

The company’s main markets are the Middle East, India, Africa, Northeast Asia, Southeast Asia and Scandinavia. Jotun is accounted for using the equity method and presented on the line “Profit/loss from associates and joint ventures” in the consolidated financial statements.



Hydro Power

Hydro Power consists of wholly-owned power plants in Sarpefossen and power plants leased through Orkla’s 85 per cent interest in the Saudefaldene power company. The Sauda power operations are regulated by a lease with Statkraft that will run until 31 December 2030. The power operations generate and supply electricity to the Nordic power market, and produce an average annual volume (2011–2020) totalling 2.5 TWh, of which around 1.1 TWh is a fixed delivery commitment with a zero net effect on profit.



**Orkla Eiendom**

Orkla Eiendom (real estate) is concentrated on investment in and the development and sale of properties primarily related to Orkla’s operations. It also manages the Group’s new headquarters, completed in February 2019. In addition, Orkla Eiendom meets the Group’s needs for specialised expertise in the real estate sector. As at 31 December 2020, Orkla’s real estate investments had a book value of NOK 1.8 billion.

**Orkla Ventures**

Orkla Ventures was established in 2017 to reach out to a growing universe of entrepreneurial businesses and start-up companies. The purpose of Orkla Ventures is to invest in technology, concepts and business models that might be relevant for Orkla’s businesses. Besides offering risk capital, Orkla provides both expertise and collaboration in relevant parts of the value chain.

