

Corporate governance

Orkla's principles for good corporate governance aim to lay the foundation for long-term value creation, to the benefit of shareholders, employees and society at large. Openness, transparency, accountability and equal treatment underpin confidence in the Orkla Group, both internally and externally, and constitute key elements in Orkla's efforts to foster a sound corporate business culture.

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1. Statement of policy on corporate governance

Orkla is required to report on corporate governance under section 3-3b of the Norwegian Accounting Act and the Norwegian Code of Practice for Corporate Governance; see section 7 on the continuing obligations of stock exchange listed companies. The Accounting Act may be found (in Norwegian) at www.lovddata.no. The Norwegian Code of Practice for Corporate Governance, which was last revised on 17 October 2018, may be found at www.nues.no. This statement of policy will be an item of business at Orkla's Annual General Meeting on 16 April 2020. The company's auditor has assessed whether the information provided in this statement with regard to section 3-3b of the Accounting Act is consistent with the information provided in the annual financial statements. The auditor's statement may be found on page 222.

The Board of Directors at Orkla actively adheres to good corporate governance standards and will at all times ensure that Orkla complies with the requirements of section 3-3b of the Accounting Act and the Norwegian Code of Practice for Corporate Governance. This is done by ensuring that the topic of good governance is an integral part of the decision-making process in matters dealt with by the Board. Furthermore, the Board assesses and discusses the principles annually, and has also considered this statement at a Board meeting. The following statement of policy is structured in the same way as the Code of Practice, covers each point of the Code and describes how Orkla complies with the Code requirements.

2. Activities

Orkla's objectives, as defined in its Articles of Association, are as follows:

"The objectives of the company are to engage in activities comprising industry, commerce, forestry, transport, finance, the acquisition and sale of securities and other investments, the purchase, sale, development and management of real estate, the publication of newspapers, magazines and other media, services and any other activity connected with the aforementioned objectives. The activities are conducted by the company itself or by its subsidiaries in Norway and abroad."

In accordance with its objects clause, Orkla operates in several areas. The Group's core business is branded consumer goods, but the Group still has activities in the energy, real estate and financial investments sectors. As part of the developments in the Group's activities in the past few years, a proposal will be submitted to the General Meeting regarding certain changes to update the objectives defined in Orkla's Articles of Association.

The Orkla Compass comprises Orkla's vision, goals, strategic pillars, core values and business strategy, and sets a clear, common direction for the Group. Orkla's vision is to be "Your friend in everyday life", and Orkla's mission is "Improving everyday life with sustainable and enjoyable local brands." Orkla aims to outperform and create greater value than its competitors and other comparable companies. The Group will achieve this objective by working purposefully within the framework of five strategic pillars: (1) Consumers, (2) Customers,

(3) People, (4) Operations and (5) Society. Orkla's core values are "Brave", "Trustworthy" and "Inspiring".

Orkla is committed to promoting sustainable social development by operating in compliance with responsible business principles, systematically improving its operations in relation to areas such as the external environment, climate change and energy resources and investing in profitable business projects that can generate positive ripple effects for society. The Group's stance with regard to corporate responsibility has been defined in the Orkla Code of Conduct and the Group directive on corporate responsibility. The documents may be found on Orkla's website, and are described in further detail in a separate statement on Orkla's Corporate Responsibility (see section 3-3c of the Accounting Act). The statement also gives an account of the Group's efforts to address important corporate responsibility issues in 2019.

Orkla's strategy process is dynamic and covers a period of three years (STP). Every three years, a new three-year plan will be adopted that sets the strategic direction and defines goals for the Group, business areas and individual companies. During the STP, annual evaluations are carried out of the Group's goals, strategies and risk profile.

3. Equity and dividends

The Board of Directors ensures that the company has a capital structure adapted to its goals, strategy and risk profile, and conducts an annual evaluation of the structure. As at 31 December 2019, Group equity totalled NOK 34.9 billion. An

ordinary dividend of NOK 2.60 per share was paid out for the 2018 financial year. Over time, Orkla shareholders shall receive a competitive return on their investment through a combination of dividends and an increase in the share price. Orkla has pursued a consistent shareholder and dividend policy for many years. On Orkla's Capital Markets Day in October 2018, it was announced that Orkla aims to increase its dividend from the current level of NOK 2.60, normally within 50–70 per cent of earnings per share. The dividend will be paid out on 27 April 2020 to shareholders of record on the date of the Annual General Meeting.

Authorisations empowering the Board of Directors to undertake share buybacks are limited to specific purposes and apply until the next general meeting. The General Meeting is given the opportunity to vote on every purpose covered by the authorisation.

At the Annual General Meeting in 2019, the Board of Directors was granted authorisation to buy back up to 100,000,000 Orkla shares so that the company can acquire and hold up to 10 per cent of its share capital. Shares acquired under this authorisation are to be cancelled or used in connection with employee incentive programmes, including the Group's employee share purchase programme. As at 31 December 2019, Orkla had not purchased any of its own shares under the current authorisation. As at 31 December 2019, Orkla held 1,125,182 treasury shares.

Questions concerning increases in share capital must be submitted to the General Meeting for decision. The company's transactions in its own shares are effected on the market at market price, in accordance with good stock exchange practice in Norway. There are otherwise no provisions in Orkla's Articles of Association that regulate the buyback or issue of shares.

4. Equal treatment of shareholders and transactions with related parties

Orkla has one class of share and each share entitles the holder to one vote. Each share has a nominal value of NOK 1.25. Further information on voting rights at general meetings is provided under point 6, General Meetings. The company's policy is to not dilute the shareholdings of existing shareholders. In accordance with this policy, there have been no real share capital increases in the company in recent years. Should the Board of Directors wish to propose to the General Meeting that a departure be made from the pre-emptive right of existing shareholders in the event of a capital increase, such a proposal will be justified by the common interests of the company and the shareholders, and the grounds for the proposal will be presented in the notice of the general meeting.

To avoid any detriment to the Group's reputation, the Board considers it important to pursue a policy of transparency and caution in connection with investments that could be perceived as an unfortunately close involvement, or close relationship, between the company and a member of the Board, executive management or parties related thereto. Procedural rules for such transactions have therefore been

drawn up in the Rules of Procedure for the Board of Directors, which may be found on Orkla's website. According to the Rules of Procedure, the Board Chair must be informed of such transactions and must decide how the matter should be dealt with. If the matter concerns the Board Chair, this duty is incumbent upon the Deputy Chair of the Board. Further information on transactions between related parties is provided in Note 36 to the consolidated financial statements. In the event of non-immaterial transactions between the company and shareholders, a shareholder's parent company, Board members, executive management or parties related thereto, the Board of Directors will ensure that a valuation is carried out by an independent third party. The Board will similarly arrange for a valuation by an independent third party in the event of non-immaterial transactions between companies within the Group where there are minority shareholders.

5. Freely negotiable shares

All Orkla shares carry equal rights and are freely negotiable. No special limitations on transactions have been laid down in Orkla's Articles of Association. Article 3, second paragraph, of the Articles of Association states that "the Board of Directors may entirely or partly refuse to approve the transfer of shares if the company pursuant to statute or to regulations laid down pursuant to statute is given the discretionary right to refuse such approval or to apply other restrictions on sales". In this connection, it should be noted that the provisions of the Industrial Licensing Act requiring Board consent for acquisitions of shares representing more than 20 per cent of all shares in the company are applicable, due to Orkla's ownership interests in

waterfalls. Transactions in the Orkla share are described in further detail on Orkla's website.

6. General meetings

Orkla seeks to ensure that as many shareholders as possible are able to exercise their rights by participating in general meetings, and that the general meeting is an effective meeting place for shareholders and the Board of Directors. The Annual General Meeting is held every year before the end of May. Information on shareholders' right to submit items of business for consideration at the general meeting is posted on the company's website. Notices of general meetings and related documents are made available on Orkla's website no later than 21 days prior to the date of the meeting. The final date for giving notice of attendance is three working days prior to the general meeting. Shareholders are given the opportunity to vote on the election of every single candidate to an office in the Nomination Committee and on the Board of Directors. The auditor and members of the Board of Directors and Nomination Committee are present at general meetings.

The voting right for a transferred share may be exercised when the transfer has been recorded by the Norwegian Central Securities Depository (VPS) within the time limit for giving notice of attendance at the general meeting, or if the share acquisition has been notified to the VPS and proof of the acquisition is presented at the general meeting. Under Norwegian law, only shares that are registered in the name of the shareholder may be voted. Shares that are registered in a nominee account must be reregistered in the VPS in order for the

shareholder to be able to vote the shares. Further information may be found in the notice of the general meeting and on Orkla's website.

Shareholders who are unable to attend the general meeting may vote by proxy. Orkla will appoint the Board Chair or meeting chair to vote for the shareholders. The proxy form is designed in such a way that voting instructions may be given for each item of business that is to be considered. Shareholders who were unable to attend the Annual General Meeting in 2019 could, in addition to voting by proxy, cast a direct advance vote on the company's website or through VPS Investor Services. The Board of Directors has decided that shareholders may cast such direct advance votes again in 2020. Both the notice of the general meeting and Orkla's website provide further information regarding use of proxies, advance voting and shareholders' right to submit items of business for consideration at general meetings.

Under Article 12, second paragraph, of the Articles of Association, the Board of Directors may decide that documents concerning items of business to be considered at the general meeting are not to be sent to shareholders when the documents are made available on the company's website. This also applies to documents which by law must be included in or attached to the notice of the general meeting. A shareholder may nonetheless request that documents pertaining to items of business to be considered at the general meeting be sent to him or her. The provision in the Articles of Association departs from the general rule in Chapter 5 of the Public Limited

Liability Companies Act which prescribes that the annual financial statements, the report of the Board of Directors, the auditor's report and the Board of Directors' statement of guidelines for the remuneration of the executive management pursuant to section 6-16a must be sent to all shareholders no later than one week before the general meeting.

The general meeting is led by an independent chair proposed by the Board of Directors; this person will normally be the Chair of the Nomination Committee.

Members of the Board of Directors are present at general meetings, but normally not the entire Board has attended. No items of business at general meetings have made this necessary to date. The Board Chair, the general manager and the heads of the various business areas are always present in order to reply to any questions that may be raised.

7. The Nomination Committee

Under the Articles of Association, Orkla has a Nomination Committee that is elected by the General Meeting. The Rules of Procedure for the Nomination Committee may be found on Orkla's website. The Nomination Committee consists of two to five members, who are elected for a term of up to two years. The General Meeting elects the Chair and members of the Nomination Committee and determines its remuneration. The Committee is tasked with submitting the following reasoned recommendations:

Recommendation to the General Meeting:

- election of shareholder-elected members and deputy members to the company's Board of Directors
- election of members and the Chair of the Nomination Committee
- remuneration of the Board of Directors and the Nomination Committee

Recommendation to the body that elects the Chair of the Board of Directors:

- election of the Chair and Deputy Chair of the Board of Directors (or this purpose, the Nomination Committee is supplemented by a representative appointed by the employee representatives on the Board).

The Rules of Procedure for the Nomination Committee contain further guidelines for the preparation and implementation of elections to the Nomination Committee and the Board of Directors, as well as criteria for eligibility, general requirements regarding recommendations, the number of members in the Committee and their term of service, and detailed procedural rules for the work of the Nomination Committee. Information regarding the composition of the Nomination Committee, which members are up for election and how input and proposals may be submitted to the Committee is posted on Orkla's website under "Investor Relations".

The composition of the Nomination Committee is intended to ensure that the interests of all the shareholders are served, and meets the requirement of the Norwegian Code of Practice

for Corporate Governance as regards independence of the company's management and Board of Directors. None of the members of the Nomination Committee are a member of the Board of Directors of Orkla ASA. Neither the general manager nor other senior executives are members of the Committee. Information regarding the composition of the Nomination Committee and the number of Orkla ASA shares owned by each Committee member as at 31 December 2019 may be found on page 260.

8. The Board of Directors, composition and independence

Orkla's Corporate Assembly was discontinued in 2013 in accordance with the agreement entered into with the employee unions. Consequently, the General Meeting elects shareholder-elected members to the Board directly. The composition of the Board of Directors is intended to serve the interests of all the shareholders and meet the company's need for competence, capacity and diversity. The Board's composition meets the requirements of the Norwegian Code of Practice for Corporate Governance as regards Board members' independence of the company's executive management, main shareholders and material business relationships. Two of the Board members are defined as non-independent of the company's main shareholders. All the Board members are defined as independent of the company's executive management or material business relationships. There are few instances in which Board members are disqualified from considering Board matters. Representatives of the executive management are not members of the company's Board of Directors. Under Article 4 of Orkla's Articles of

Association, the Chair, the Deputy Chair and the other shareholder-elected members of the Board may be elected for a term of up to two years. Since 2007, however, a term of one year for shareholder-elected members and deputy members has been adopted, on the grounds that an annual assessment of the overall composition of the Board will ensure greater flexibility. There are no other provisions in the Articles of Association governing the appointment and replacement of Board members.

Further pursuant to Article 4 of Orkla's Articles of Association, the shareholder-elected members of the Board of Directors are required to own shares in the company with a view to strengthening the shared financial interests of shareholders and Board members. In 2017, the General Meeting introduced an arrangement whereby parts of the fee paid to the shareholder-elected Board members are to be used to purchase Orkla shares. A more detailed description of the number of Orkla shares owned by each member of the Board, the members' background, qualifications and term of service, whether they are independent, how long they have been an Orkla Board member, how many Board meetings they have attended, and whether they have any material functions in other companies and organisations is provided on page 237.

Under Norwegian law and in accordance with Orkla's current system of corporate democracy, Group employees have the right to elect four members of the Board of Directors of Orkla ASA. The composition of the company's governing bodies is described on page 260.

9. The work of the Board of Directors

The tasks of the Board of Directors are laid down in the Rules of Procedure for the Board of Directors, which govern the Board's responsibilities and duties and the administrative procedures of the Board, including which matters are subject to Board consideration and rules for convening and holding meetings. The Board's Rules of Procedures also contain rules regarding the general manager's duty to inform the Board about important matters, and to ensure that Board decisions are implemented. There are also provisions intended to ensure that company employees and other parties involved are adequately informed of Board decisions, and see to it that the guidelines for preparing matters for Board consideration are followed. Other instructions to the Board and clarification of its duties, authorisations and responsibilities in respect of the general management are provided through routine communication.

The Rules of Procedure further establish that a Board member must not take part in the consideration of or a decision on an issue that is of such importance to himself or herself or to any related party that the member must be considered to have an obvious personal or financial interest in the matter. It is incumbent upon each Board member to consider on an on-going basis whether there are matters which, from an objective point of view, are liable to undermine the general confidence in that Board member's independence and impartiality, or which could give rise to conflicts of interest in connection with the Board of Directors' consideration of the matter. Such matters must be taken up with the Board Chair. According to the Orkla Code of Conduct, employees must on their own initiative

inform their superior if they should recuse themselves from dealing with or if they have a conflict of interest in connection with a matter, and consequently should not take part in considering such matters.

The Board of Directors adopts an annual meeting and activity plan that covers strategic planning, business issues and oversight activities. In 2019, eight meetings were held in accordance with the Board's activity plan, and two extraordinary meetings. In addition, the Board dealt with five matters in writing. A total of 97 matters were dealt with by the Board. The content of the Board's work is discussed in further detail in the Directors' Report.

Board matters are prepared by the general manager and the Corporate Secretariat in consultation with the Board Chair and Deputy Chair. The Board of Directors has established two permanent Board Committees, which are described in further detail below. These committees do not make decisions, but supervise the work of the company management on behalf of the Board and prepare matters for Board consideration within their specialised areas. In this preparatory process, the committees have the opportunity to draw on company resources, and to seek advice and recommendations from sources outside the company.

The Compensation Committee

The Compensation Committee is chaired by the Deputy Chair of the Board of Directors, Grace Reksten Skaugen, and its other members are Stein Erik Hagen and Terje Utstrand. The Group Director HR is the committee secretary. The composition

of the committee meets the requirements of the Norwegian Code of Practice for Corporate Governance as regards independence, and all the committee members are considered to be independent of executive management. The mandate of the committee is set out in the Rules of Procedure for the Board of Directors and in brief is as follows:

- prepare for consideration matters relating to the salary and terms of employment of the President and CEO to enable the entire Board, once a year, to participate in an evaluation of the President and CEO and in decisions concerning the latter's terms of employment
- prepare for consideration matters of principle relating to levels of pay, bonus systems, pension conditions, employment contracts and the like for senior Orkla executives

The committee will otherwise deal with special questions relating to compensation for Group employees insofar as the committee finds that these questions concern matters of particular importance for the Group's competitive position, corporate identity, recruitment ability, etc.

The Audit Committee

The Audit Committee is chaired by Nils K. Selte, and the other members are Ingrid Jonasson Blank and Sverre Josvanger. The Chief Internal Auditor is the secretary of the Audit Committee. The composition of the committee meets the requirements of the Norwegian Code of Practice for Corporate Governance as regards independence and competence. The Nomination Committee's recommendation of candidates for election to

the Board also contains information as to which Board members satisfy the requirements as regards independence and competence to sit on the Audit Committee. The committee's mandate is set out in the Board's Rules of Procedure and in brief is as follows:

- ascertain that internal and external accounting reporting processes are organised appropriately and carried out efficiently, and are of high professional quality
- keep under review the effectiveness and relevance of the work of the internal audit staff and of the company's risk management systems
- monitor and assess the quality of the statutory audit of Group companies and the Group's financial statements
- help to ensure the independence of the external auditor and ensure compliance with applicable rules and guidelines regarding the provision of additional services by the auditor to the Group or Group companies
- initiate investigations, if necessary, and propose measures relating to the above-mentioned points
- annually review and, if necessary, update its mandate and submit its recommendations concerning its mandate to the Board of Directors

The Board of Directors' self-evaluation

Each year, the Board of Directors carries out an evaluation of its own activities and competence, and discusses improvements in the organisation and implementation of its work, both at individual level and as a group, in relation to the goals that were set for its work. The results are made available to the

Nomination Committee. An external partner is engaged at regular intervals to carry out the Board evaluation.

10. Risk management and internal control

A prerequisite for Orkla's system of decentralised responsibility is that the activities in every part of the Group meet general financial and non-financial requirements, and are carried out in accordance with the Group's common norms and values. The executive management of each company is responsible for risk management and internal control in the company with a view to ensuring:

- exploitation of business opportunities
- goal-oriented, safe, high-quality and cost-effective operations
- reliable financial reporting
- compliance with applicable legislation and regulations
- operations in accordance with Orkla's governing documents, including ethical and corporate responsibility standards

Orkla's risk management system is fundamental to the achievement of these goals. To ensure ongoing risk monitoring in individual companies, all boards of operational subsidiaries are required to carry out a thorough analysis of the company's risk picture and internal control function at least once a year, in addition to the risk analysis that is an integral part of the company's decision-making processes.

Great importance is attached in Orkla's governing documents, which are available to all employees through The Orkla Way web portal, to clarifying the standards that apply to Orkla's

businesses, and who is responsible for monitoring compliance with the various standards.

Orkla has a dedicated compliance function. The compliance staff have a special responsibility for ensuring follow-up and compliance in the fields of personal data protection, data security and anti-corruption and business ethics. The staff are also tasked with helping to coordinate and prioritise other compliance-related work in collaboration with compliance officers in the various companies and central Group functions.

Risk management at Orkla

The Group's risk management lies within the remit of the finance functions and is intended to ensure that all risk of significance for Orkla's value creation is identified, analysed and effectively dealt with by business areas and specialised staffs. This entails, among other things, continuously monitoring important risk indicators in order to reassess the Group's level of risk and associated risk mitigation measures, if necessary, and ensuring that Orkla's risk management is in compliance with relevant regulatory requirements and reasonably satisfactory to Orkla's stakeholders. Designated risk management experts carry out detailed risk analyses in certain specialised fields and are responsible for selected measures to mitigate risk at Group level. The Central Finance staff are responsible for Orkla's risk management model, including:

- presenting Orkla's consolidated risk profile to the Group Executive Board, the Board of Directors and the Board's Audit Committee

- maintaining instructions and guidelines for risk management and reporting.

The Group's risk management programme is reviewed on a regular basis.

EHS

Risk identification is also an important tool in preventive environment, health and safety (EHS) efforts, and the Senior Vice President EHS ensures the systematic, continuous follow-up of this work. All companies and businesses report their ten main EHS risk factors and associated risk mitigation measures as part of the annual reporting process.

The internal audit function

The purpose of Orkla's internal audit function is to contribute to ensuring that the Board of Directors receives confirmation of the status of the Group's management mechanisms, risk management and internal control systems.

The responsibilities of the Internal Audit Department are as follows:

- carry out risk-based, customised and value-creating audit projects, with emphasis on operations
- carry out follow-up audits to ensure that previous recommendations are implemented
- conduct an audit of all newly acquired companies within one year of acquisition
- ensure professional and confidential management and

investigation of matters reported through Orkla's whistle-blowing channel

- monitor the external auditor with regard to compliance with the engagement agreement and world-wide agreement
- report annually to the Board of Directors and the Board's Audit Committee on the overall results of the Internal Audit function's activities in the last calendar year
- serve as secretary to the Board of Directors' Audit Committee
- serve as observer in the Finance and Tax Committees
- quality assure and approve CEO-related costs on behalf of the Board Chair
- provide advisory services to the line organisation when possible based on an assessment of independence, capacity and competence, and prioritisation of tasks.

Business ethics and corporate responsibility

There is systematic focus on business ethics and corporate responsibility at Orkla. Reference is made to the separate statement on Corporate Responsibility at Orkla.

The financial reporting process

The Orkla Group prepares and presents its financial statements in accordance with current IFRS rules. The Group's governing documents are assembled in The Orkla Way, and contain requirements and procedures for the preparation and presentation of interim reports and year-end reports. A set of Orkla accounting standards has also been drawn up, in which Orkla's ten main principles for financial reporting are set out. Financial information is reported through the Group's common reporting system, Hyperion Financial Management

(HFM). Every month, each company reports figures in HFM, based on output from its own Enterprise Resource Planning (ERP) system. HFM has a general chart of accounts and built-in control systems in the form of data check accounts and check reports designed to ensure that the information is consistent. The reporting is expanded in the year-end reporting process to meet various requirements for supplementary information. Financial data are consolidated and checked at several levels in the business areas.

11. Remuneration of the Board of Directors

All remuneration of the Board of Directors is disclosed in Note 5 to Orkla ASA's financial statements. The note shows that remuneration of the Board of Directors is not linked to the Group's performance and that no options have been issued to Board members.

12. Remuneration of the Executive Management

The Board's Compensation Committee presents a recommendation concerning the terms and conditions for the President and CEO to the Board of Directors and monitors the general terms and conditions for other senior executives in the Group. The Board assesses the President and CEO and his terms and conditions once a year. A description of the remuneration of the executive management and the Group's compensation and benefits policy, including the scope and design of bonus and share-price-related programmes, is given in the Board of Directors' statement of guidelines for the remuneration of executive management; see Note 5 to Orkla ASA's financial statements. A ceiling has been set for performance-related

remuneration. The Board of Directors' statement of guidelines is made available to shareholders in a separate document pertaining to this item of business, together with the notice of the Annual General Meeting.

13. Information and communications

Orkla seeks to ensure that its accounting and financial reporting inspires investor confidence. Orkla's accounting procedures are highly transparent, and since 2005 Orkla has prepared and presented its financial statements in accordance with the International Financial Reporting Standards (IFRS). The Board of Directors' Audit Committee monitors company reporting on behalf of the Board. Orkla strives to communicate actively and openly with the market. The company's annual and quarterly reports contain extensive information on the various aspects of the company's activities. The company's quarterly presentations are webcast directly and may be found on Orkla's website, along with the quarterly and annual reports under "Investor Relations". In 2019, the company's Annual General Meeting was webcast and simultaneously interpreted to English. Orkla normally holds a Capital Markets Day every other year, on which occasion the market is given an in-depth review of the Group's strategic direction and operational development. The Capital Markets Day presentations are webcast directly on the company's website.

All shareholders and other financial market players are treated equally as regards access to financial information. The Group's Investor Relations Department maintains regular contact with company shareholders, potential investors, analysts and other financial market stakeholders. The Board is regularly informed

of this activity. The financial calendar for 2020 may be found on Orkla's website under "Investor Relations".

14. Takeovers

The Board of Directors will not seek to hinder or obstruct any takeover bid for the company's operations or shares. In the event of such a bid as discussed in section 14 of the Norwegian Code of Practice for Corporate Governance, the Board of Directors will, in addition to complying with relevant legislation and regulations, seek to comply with the recommendations in the Code of Practice. This includes obtaining a valuation from an independent expert. On this basis, the Board will make a recommendation as to whether or not the shareholders should accept the bid. There are no other written guidelines for procedures to be followed in the event of a takeover bid. The Group has not found it appropriate to draw up any explicit basic principles for Orkla's conduct in the event of a takeover bid, other than the actions described above. The Board of Directors otherwise concurs with what is stated in the Code of Practice regarding this issue.

15. Auditor

The Board of Directors has determined the procedure for the external auditor's regular reporting to the Board. Every year, the external auditor presents to the Board his assessment of risk, internal control and the quality of financial reporting at Orkla, at the same time presenting his audit plan for the following year. The external auditor also takes part in the Board's discussions on the annual financial statements. The Board of Directors ensures that relevant matters may be discussed with the external auditor

without the presence of the management. The external auditor and the President and CEO are invited to all meetings of the Board's Audit Committee. For information regarding the work of the internal auditor, reference is made to the section above on risk management and internal control. Orkla has established guidelines for the right of the general management to use the external auditor for services other than auditing. Responsibility for monitoring such use in detail has been delegated to the secretary of the Audit Committee, who is the Chief Audit Officer.

The secretary of the Audit Committee approves all material assignments in advance and receives an annual summary from the external auditor of services other than auditing that have been provided to Orkla, and comments specifically on these services in his annual report to the Audit Committee and the Board of Directors. Details of the company's use and remuneration of the external auditor are disclosed in Note 5 to the financial statements of Orkla ASA. The General Meeting is informed about the Group's overall remuneration of the auditor, broken down in accordance with statutory requirements into remuneration for statutory auditing and remuneration for other services. In connection with the auditor's participation in the Audit Committee and the Board of Directors' consideration of the annual financial statements, the auditor also confirms his independence.

01 Sustainability

Sustainable growth on the agenda

Orkla is now mobilising across companies and countries to develop more sustainable products and solutions.

03



Orkla has made considerable progress on integrating sustainability work into business plans and day-to-day operations. All the business areas have intensified their efforts in the past few years, and we are seeing positive results from this work in all areas. We have drawn up criteria for our definition of sustainable products in Orkla and are now beginning to measure sales of these products. Our focus on plant-based food, healthier biscuits and snacks and more environmentally friendly grocery products contributed to sales growth for Orkla in 2019.

One of Europe's most sustainable companies

For the ninth consecutive year, Orkla was included in the Dow Jones list of Europe's most sustainable companies. The Dow Jones Sustainability Index is internationally recognised and serves as a key yardstick for investors and other stakeholders in assessing companies' non-financial performance.

Still included in FTSE4Good

Orkla has been included for the third year in a row in the FTSE4Good Index, which highlights companies with strong environmental, social and governance (ESG) practices. The Index was established by FTSE Russell, a wholly-owned subsidiary of the London Stock Exchange Group, and promotes greater focus on sustainability among companies and investors.

Orkla's footprint

By developing products and services that foster a healthy lifestyle, Orkla makes a positive contribution to public health. As a result of the product improvements that Orkla has carried out in the past five years, salt in our products has been reduced by 7 per cent and sugar by 10 per cent. Our food production makes us one of the biggest purchasers of agricultural and fish raw materials in the Nordic region. At the same time, our use of energy, water and packaging impacts on the environment. Orkla is also involved in certain global raw material chains that present complex economic, social and environmental challenges.

By switching to renewable energy, making efficient use of resources, reducing food waste and making targeted efforts to achieve sustainable raw material production, Orkla helps to ensure a sustainable value chain for food and grocery products. Through our presence in 30 countries, we create economic ripple effects for local communities in the form of jobs, tax revenues and sourcing from local suppliers. Orkla is a major employer, and by investing in human resource development and working systematically to ensure a good working environment, we contribute to the job satisfaction and personal development of our employees.

Sustainable growth

The global sustainability challenges are prompting changes in consumer preferences and customer demands. Across the Nordic countries, seven out of 10 consumers now say that sustainability is a factor in their purchasing decisions, according to the 2019 Sustainable Brand Index. Around 30 per cent also reply that they are willing to pay more for sustainable products. In most of the markets in which Orkla has a presence, there is growing demand for locally produced food, plant-based food and products that promote better health. Orkla's continued growth is contingent on our ability to offer products and services that make it easy for consumers to make everyday choices that have a positive impact on people, the environment and society. Orkla has therefore defined criteria for what we consider to be a sustainable product and has begun to measure sales of our most sustainable products. To be classified among our most sustainable products, the product must satisfy the criteria in at least two of the following three categories: sustainable raw materials, sustainable packaging and products that promote a healthy lifestyle. This classification is a useful management tool that helps us to monitor the progress made in this work. The criteria are linked to the targets that we have set for Orkla's sustainability work and will be further elaborated over time as our knowledge increases and our targets are revised. In 2019, we intensified our efforts to develop our current portfolio in a more sustainable direction, in addition to focusing increasingly actively on plant-based food, better-for-you products and more eco-friendly grocery products.



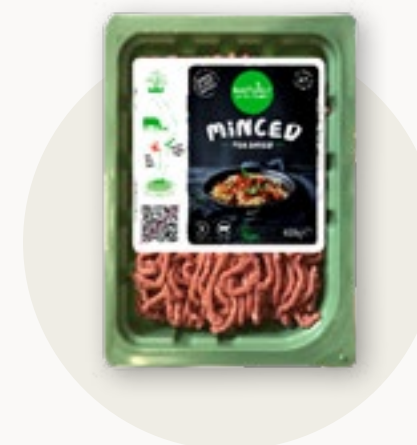
Jordan Green Clean

Eco-friendly toothbrush for children and adults with a handle made of 100 per cent recycled plastic and bristles made of renewable material.



Möller's

Möller's popular Omega-3 capsules in a bottle made of 100 per cent recycled plastic.



Naturli'

Naturli's entire product range is 100 per cent plant-based, and the products have been launched in several countries.

[Figure; A selection of our most sustainable products]

Movement for a sustainable lifestyle

To successfully transition to sustainable production and consumption, we consider it essential to make sustainability an integral factor in all our activities and to mobilise our entire organisation. The efforts to meet our sustainability targets are largely carried out by Orkla's many companies with the support of the Group's specialised functions. Orkla has an internal sustainability network that facilitates experience sharing and collaboration across companies and countries. The Group functions have also launched a number of initiatives at central level in recent years to transfer learning and best practices, establish common approaches and systems and optimise use of available resources. In 2019, to highlight commercial opportunities related to sustainability, the Group held a new series of Sustainability Master Classes for Marketing. The concept has been rolled out in 28 companies in nine countries and has generated extensive engagement within the Group.

Climate risk high on the agenda

Extreme weather has affected the production of certain agricultural raw materials sourced by Orkla, at times impacting on the price and availability of these raw materials. Changes in weather patterns have also led to higher energy prices in some of the countries in which we have production. We anticipate continued volatility in the prices of raw materials, energy and water in the years ahead, but consider that the consequences of extreme weather for Orkla will be moderate in the short and medium term. The bulk of Orkla's production and sourcing takes place in the Nordics, the Baltics and Eastern Europe, where there is less likelihood of water shortage and drought than in

areas with a warmer climate. The risk of Orkla's own production being affected by floods or other consequences of extreme weather are deemed to be low. In 2019, Orkla placed climate risk even more clearly on the agenda and has begun a process to identify and report climate risk in line with the recommendations of the international financial initiative, the Task Force for Climate-related Financial Disclosures.

Status report on Orkla's sustainability work

Our sustainability strategy comprises five main topics: sustainable raw materials, environmental engagement, nutrition and wellness, safe products and care for people and society. These are areas in which we by virtue of our activities have considerable influence and responsibility, and where our efforts will be crucial to the Group's future growth and profitability.

Orkla's performance has improved in all five topical areas. In 2019, the companies launched a wide new range of healthy, vegetarian and organic food products, healthier snacks, health foods, well-being products, cleaning products with gentle ingredients and products that are good environmental choices. Products that promote a healthy lifestyle accounted for around 22 per cent of Orkla's turnover.

Orkla monitors its food safety work closely, and risk factors that arose in 2019 were handled in accordance with Orkla's contingency preparedness procedures, at no risk to consumer health. Orkla's factories also maintain good control of the risk of emissions and other undesirable environmental impacts, and are making good progress towards reducing

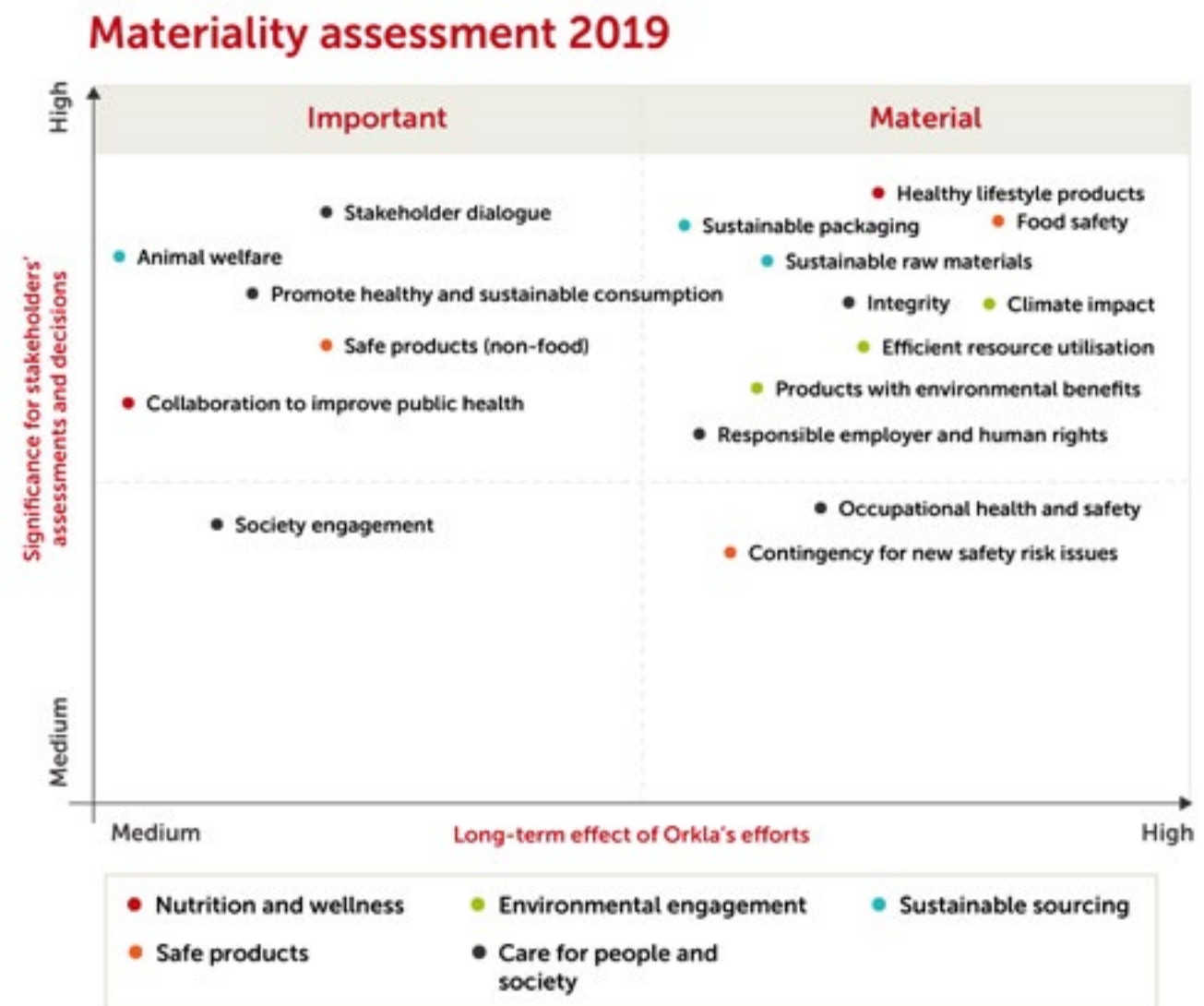
energy consumption, water consumption and food waste from production. In the last five years (2014-2019), Orkla has reduced greenhouse gas emissions from its own operations by 58 per cent, and is already well on its way to meeting the target of 60 per cent reduction by 2025. Renewable energy accounted for a total of 43 per cent of our energy use in 2019. We intend to reach our target of 60 per cent renewable energy in 2025 by phasing out fossil fuels and increasing use of energy from renewable sources.

Orkla is making good headway in monitoring suppliers to ensure that the raw materials we use are sustainably produced. In 2019, we took further steps towards achieving our target of 100 per cent sustainable raw materials. The challenges in this area are complex, and a great deal of work still remains to be done.

The results of our sustainability work in 2019 and the targets for our further efforts are described in greater detail in separate chapters on each main topic.

Orkla's sustainability reporting

Orkla's sustainability reporting for 2019 has been prepared in accordance with the GRI Standards: Core option and the Oslo Stock Exchange's guidance on reporting on corporate responsibility. Orkla's sustainability reporting covers all topics defined as important and material, but greatest weight has been attached to the material topics. The reporting covers the same topics as in 2018. An overview of the indicators covered is presented on Orkla's website, under "Results and reporting".



Under sections 3-3a and 3-3c of the Norwegian Accounting Act, Orkla is required to report on corporate responsibility and selected responsibility topics. An account of the Group's work to address the relevant topics in 2019 may be found in the following chapters:

- "Orkla's sustainability work", page 57
- "Environmental engagement", page 64
- "Sustainable sourcing", page 76
- "Care for people and society", page 107

Unless otherwise stated, the key figures in Orkla's sustainability reporting cover all businesses in which Orkla owned more than a 50 per cent stake as at 31 December 2019. Key figures for emissions and energy and water consumption will be verified by the independent company Cemasys in the course of spring 2020. For information on the sustainability work carried out in Orkla's associate Jotun, we refer to the company's own report.

Corporate responsibility at Orkla

Orkla defines corporate responsibility as operating responsibly with respect for people and the environment. Orkla's directive on corporate responsibility describes the general principles governing the way the Group companies must address the issues of human and workers' rights, environment, health and safety (EHS), anti-corruption and other important areas of responsibility. The directive is based on the UN Guiding Principles for Business and Human Rights and the OECD Guidelines for Multinational Enterprises. It has been adopted by Orkla's Board of Directors and applies to the entire Group, including wholly-owned subsidiaries. Orkla's corporate responsibility management procedures are described in the Report of the Board of Directors on page 36 of this report.



Healthy and sustainable products

GRI-ref.		Unit	2019	2018	2017
Sales of healthy and sustainable products					
Self-defined	Estimated share of turnover from products classified as "most sustainable products" ¹	%	18	-	-
Self-defined	Estimated share of turnover from vegan products ^{2,3}	%	20	-	-
Self-defined	Estimated share of turnover from vegan and lacto-ovo vegetarian products ^{2,4}	%	55	-	-
Self-defined	Estimated share of turnover from products for a healthy lifestyle ^{2,5,6}	%	22	14	-
Self-defined	Estimated share of turnover from products with a balanced nutrient profile ²	%	43	-	-
Self-defined	Estimated share of turnover from indulgence products ²	%	35	-	-

¹ Includes Branded Consumer Goods, 57 % of revenue is classified

² Includes food producing companies, 66 % of revenue is classified

³ Products suitable for vegan diet as defined by Food Drink Europe

⁴ Products suitable for vegetarian diets as defined by Food Drink Europe. May contain egg and dairy ingredients.

⁵ Includes foods with less salt, sugar and saturated fat, lacto-ovo vegetarian and vegan products, products with more than 50 % of whole-grain cereals, official nutrition labelling and products with specific health benefits

⁶ Definition and basis for calculation has been changed from 2018 to 2019