

The Orkla Group

Preliminary results 2000

15 February 2001



2000 - A good year, both operationally and strategically

Operationally

W Continued progress for Industry Area

- Operating profit before other revenues and expenses +26%
- Positive impact from cost reductions - all larger programmes performing as planned
- Strong performance by BBH and considerable advancement for Chemicals

W Substantial realised gains in the investment portfolio



2000 - A good year, both operationally and strategically (cont.)

Strategically

w Important, value-creating structural moves made:

- Establishment of Carlsberg Breweries
- Acquisition of Det Berlingske Officin (DBO)
- Establishment of Chips Scandinavian Company
- Merger between Enskilda Securities and Orkla Finans (Fondsmegling)



Income Statement

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	34 083	31 492	12 041	11 315
Operating profit before goodwill				
amortisation and other revenues and expenses	3 050	2 529	1 047	913
Goodwill amortisation	-479	-443	-157	-147
Other revenues and expenses	36	91	-4	-2
Operating profit	2 607	2 177	886	764
Associated companies	242	114	24	17
Dividends received	555	325	181	12
Portfolio gains	2 727	595	-319	253
Financial items, net	-960	-892	-368	-287
Profit before tax	5 171	2 319	404	759
Profit after tax	3 783	1 792	208	591
- Minority interests	182	125	53	26



Industry Area

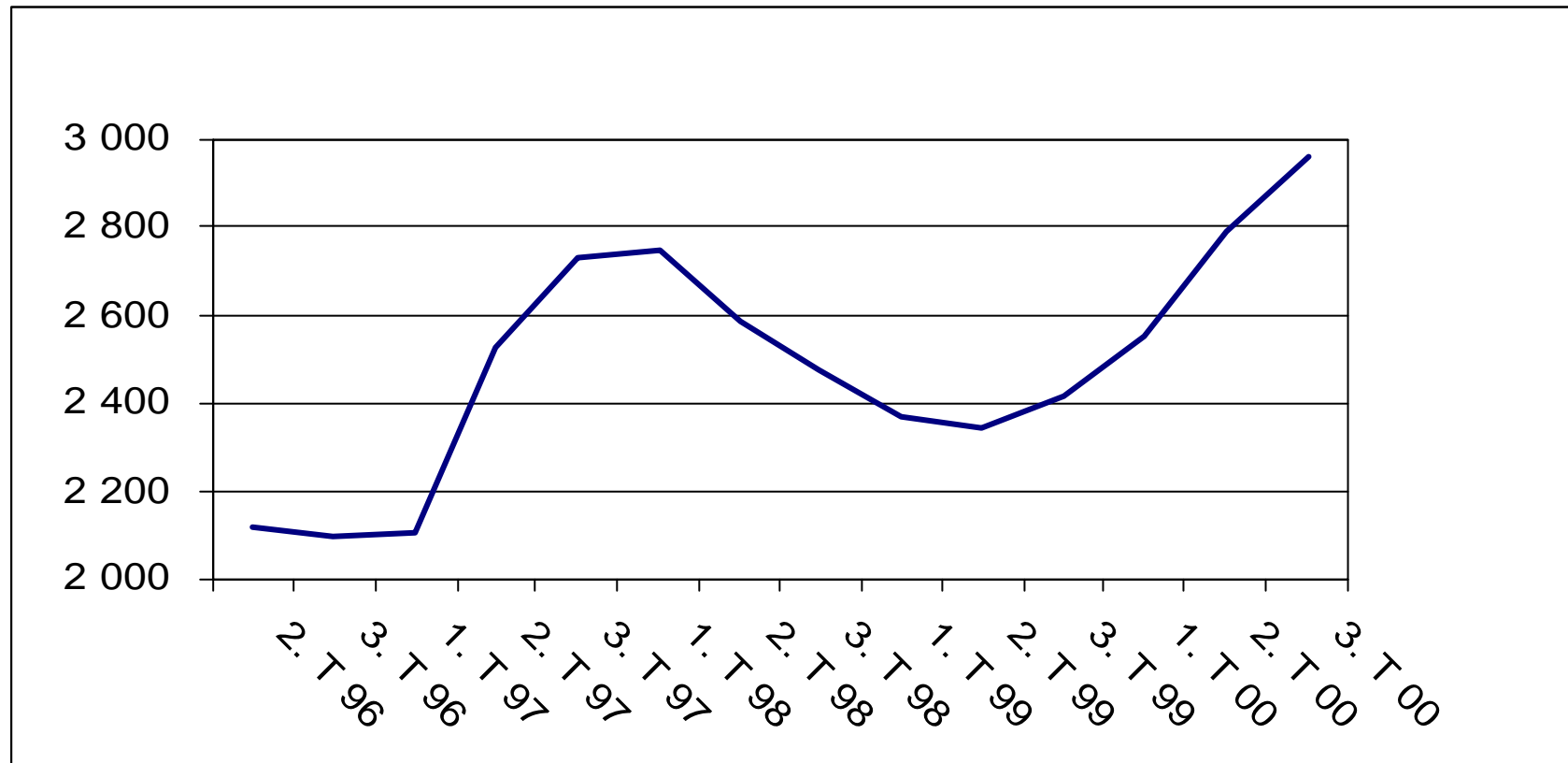
in NOK million

	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	33 694	30 966	11 953	11 076
Operating profit before goodwill amortisation and other revenues and expenses	2 976	2 417	1 048	858
Goodwill amortisation	-479	-442	-157	-147
Other revenues and expenses	36	91	-4	-2
Operating profit	2 533	2 066	887	709
Associated companies	145	114	-18	17
Profit before tax	1 816	1 375	512	475
Operating margin*	8.8 %	7.8%	8.8 %	7.7%

*before goodwill amortisation and other revenues and expenses



Industry Area - Operating profit before goodwill (12 month rolling average)



*Before goodwill amortisation and other income and expenses



Orkla has implemented EVA

- W Economic Value Added (EVA) is a management tool that focuses on value creation
 - Stronger alignment of interests of managers and shareholders
 - Approx. 175 managers are compensated in relation to EVA-goals

- W EVA improved in all business areas in 2000

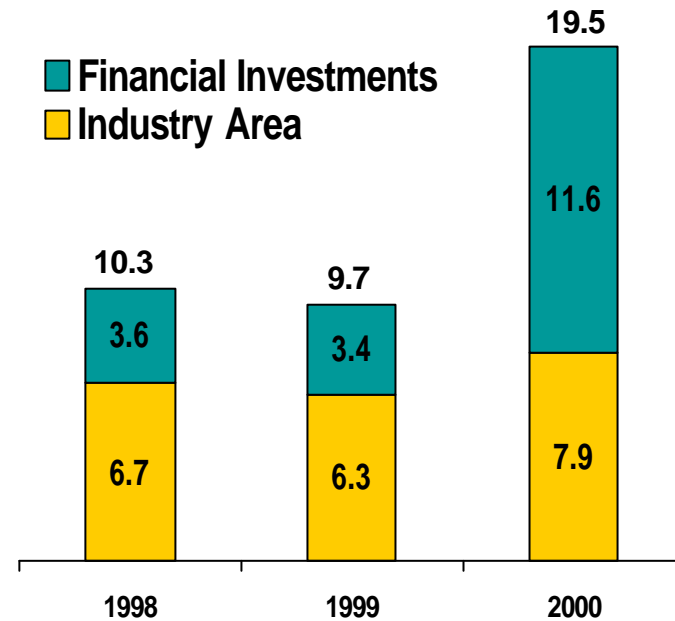
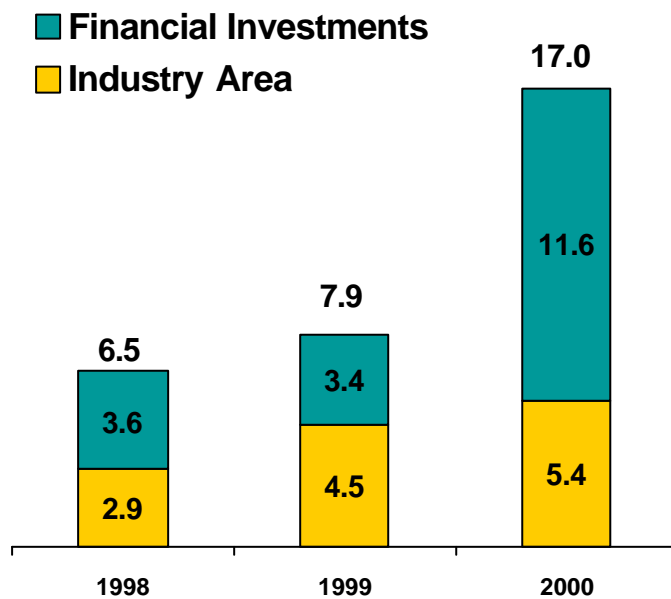


Earnings per share fully diluted*

1 Jan - 31 Dec

Excl. non-recurring items
and goodwill amortisation

Book



*) Adjusted for rights issue



Cash flow statement - key figures

in NOK million

Cash flow from operations

- change in net working capital

Net capital expenditure

Free cash flow Industry

Free cash flow Financial Investments

Self-financing capacity

Expansion investments and acquisitions, Industry*

Net acquisitions/sales portfolio investments

Share buy back/share issue

Net cash flow

Currency translation differences interest-bearing liabilities

Change in net interest-bearing liabilities

1 Jan - 31 Dec

2000

1999

4 257

3 756

-353

-369

-1 443

-1 270

1 824

1 728

-77

598

664

1 687

-3 513

-1 211

657

-1 653

-35

-117

-2 227

-1 294

-45

129

2 272

1 165

*) incl. DBO



Balance sheet* - some key figures

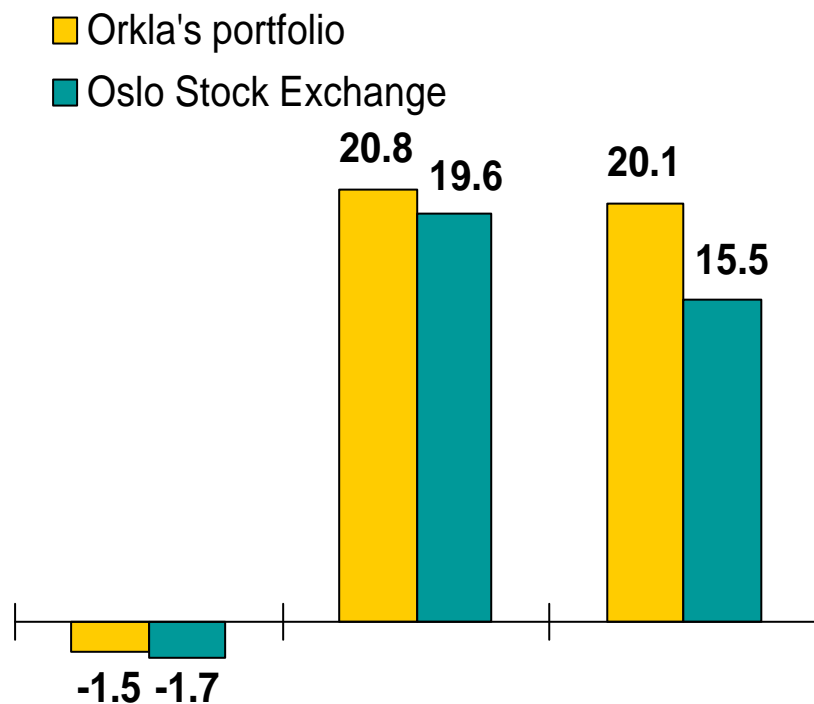
in NOK million	31 Dec 00	31 Dec 99
Long-term assets	24 696	21 223
Portfolio investments etc.	12 758	11 375
Short-term assets	11 193	9 026
Total assets	48 647	41 624
Equity to total assets ratio		
- Book	35.6 %	34.2%
- Incl. unrealised capital gains before tax	42.0 %	46.4%
Net interest-bearing liabilities	17 981	15 709

*) incl. DBO



Portfolio performance

Return (%)



Annual average

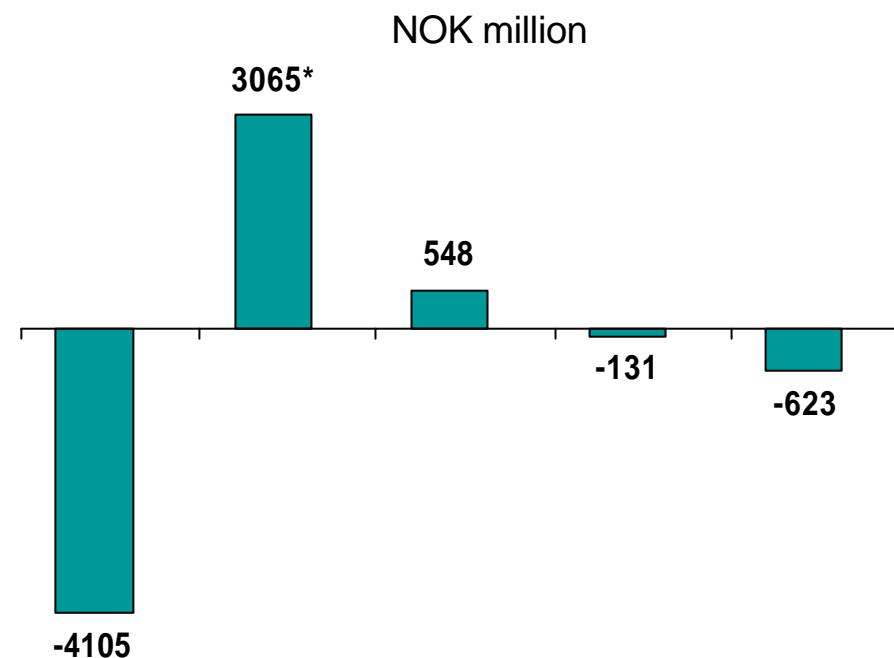
1 Jan -
31 Dec 00

31 Dec 98 -
31 Dec 00

31 Dec 82 -
31 Dec 00

Change in Net Asset Value

1 Jan - 31 Dec 2000



Unrealised
gains

Realised
gains*

Dividends
received

Costs

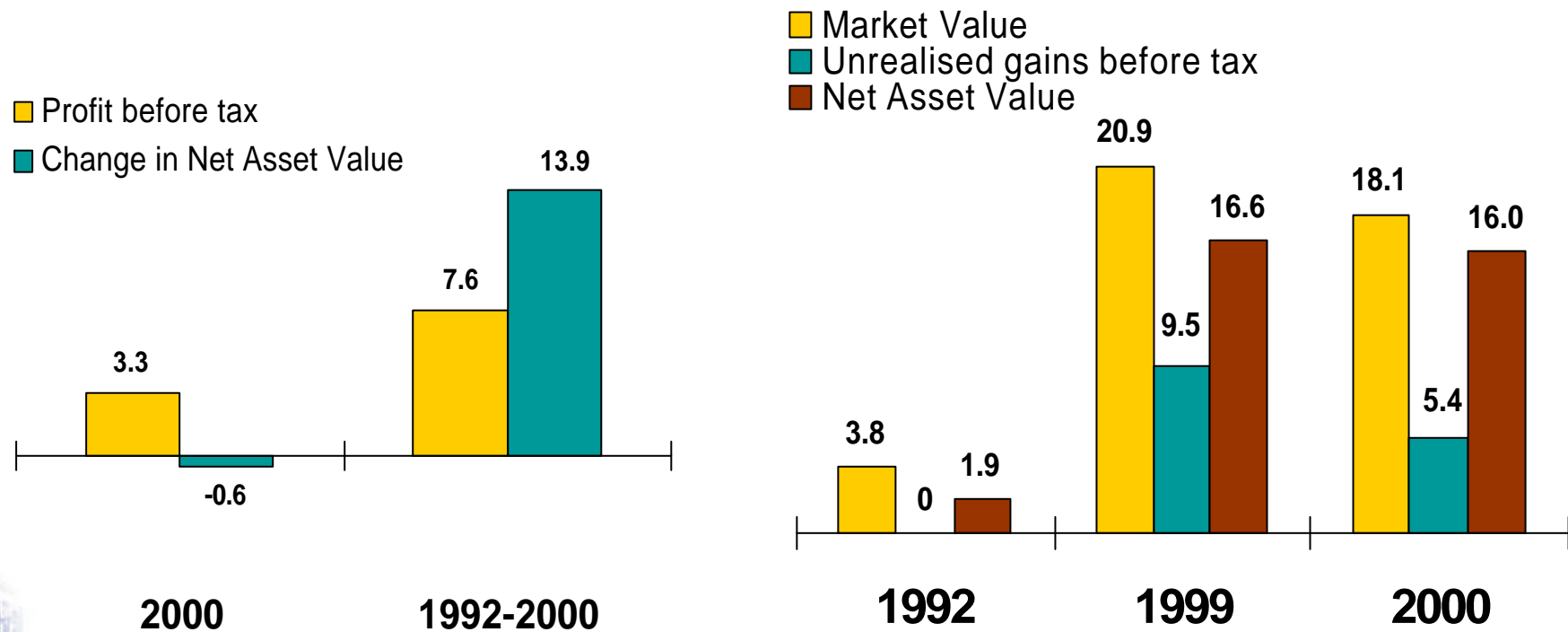
**Net asset
value**

11 *) Incl. gain of NOK 338m from sale of shares in DBO and Chips. This gain is eliminated at Orkla-level.



Portfolio - key figures 1992-2000

NOK billion



Portfolio key figures

in NOK million

	31 Dec 00	31 Dec 99	Change 00
Market value	18 053	20 875	-2 822
Net asset value	15 981	16 604	-623
Unrealised gains before tax	5 430	9 535	-4 105
Share of portfolio invested outside Norway	43%	32%	11 %-p
in Telecommunications, IT, Internet	18%	35%	-17%-p
in listed companies	77%	87%	-10%-p



Portfolio as of 31 December 2000

Principal holdings	Industry	Share of equity (%)	Share of portfolio (%)	Market value (NOK million)
Elkem	Metals	25.3	10.0	1 815
Storebrand	Insurance	10.0	9.8	1 783
Nokia	Telecom	0.1	8.8	1 603
Norway Seafoods Holding *	Industrial	20.6	5.3	966
Nycomed Amersham	Pharmaceuticals	1.4	3.5	642
Nera	Telecom	10.8	2.8	504
Nordstjernen Holding	Investment	40.0	2.7	500
Telia Overseas	Telecom	13.1	2.6	471
Industrikapital 97	Investment	8.0	2.6	470
Total principal holdings			48.1	8 754

* Shares and convertible bonds



Orkla Foods

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	11 039	10 757	3 964	4 066
Operating profit before goodwill*	955	873	393	339
Goodwill amortisation	-168	-164	-54	-54
Operating profit*	787	709	339	285
Operating margin before goodwill*	8.7%	8.1%	9.9%	8.3%

* Excluding other revenues and expenses

- w Market positions strengthened for strategic product categories
- w Improved results for Procordia Food due to better product mix and cost reductions
- w Improved results for Ingredients
- w Further expansion in Eastern Europe



Orkla Beverages

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	7 424	6 373	2 407	2 086
Operating profit before goodwill*	884	630	174	147
Goodwill amortisation	-172	-148	-58	-49
Operating profit*	712	482	116	98
Operating margin before goodwill*	11.9%	9.9%	7.2%	7.0%

* Excluding other revenues and expenses

- W Carlsberg Breweries formally established
- W Continued strong growth for BBH
- W Improved performance in Nordic region



Nordic Markets

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	4 862	4 806	1 580	1 563
Operating profit before goodwill*	325	253	73	61
Operating margin before goodwill*	6.7%	5.3%	4.6%	3.9%

* Excluding other revenues and expenses

- W Volumes slightly down due to cold summer
- W Competitive Edge completed according to plan
- W Position in Norway improved
- W Sweden on a par with last year despite lower volumes and market shares



Nordic market shares

Full year	Norway			Sweden		
	Beer	Soft drinks	Water*	Beer**	Soft drinks	Water*
Total market change from 1999	-2%	-1%	-1%	-4%	0%	2%
Pripps Ringnes						
Market share	58%	26%	75%	31%	19%	55%
Change from 1999	0%-p	+1%-p	-2%-p	-4%-p	0%-p	-2%-p

*Excluding water coolers

**Excluding private imports of beer

- w Pepsi continues to gain market share in Norway
- w Decline in market share for beer in Sweden seems to have stopped
- w Launch of Pepsi in Sweden from January 2001



BBH - Baltic Beverages Holding

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues (50%)	2 599	1 576	852	525
Operating profit before goodwill* (50%)	627	414	140	102
Operating margin before goodwill*	24.1%	26.3%	16.4%	19.4%
Volume in million HL (100%)	18.3	12.8	5.6	4.3
Total assets incl. goodwill - NOK billion (50%)	3.4	2.5		
Average RUR/USD exchange rate	28.1	24.7	27.9	26.1

* Excluding other revenues and expenses

- W** 43% volume growth and 51% EBITA-growth in 2000
- W** Continued investment in capacity expansion and distribution facilities has laid the foundation for further strong organic growth



Market trends 2000 - Beer

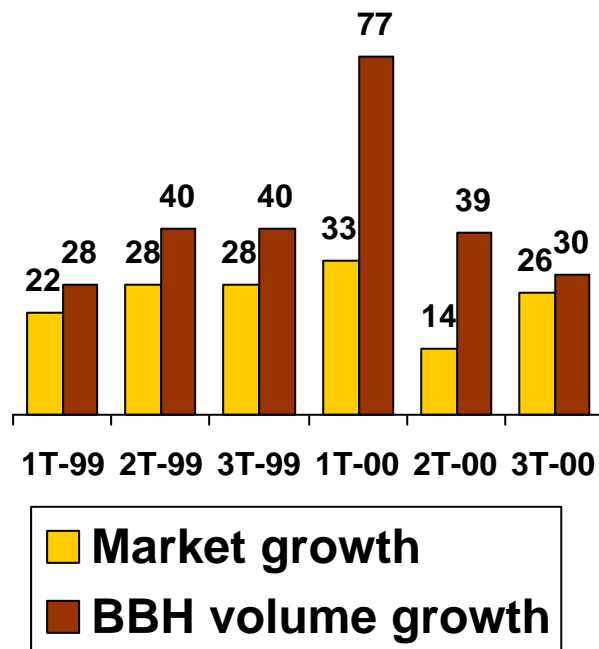
	Market growth 1999-2000	Baltic Beverages Holding			Litres per capita Year 2000
		Volume growth 1999-2000	Market share 2000	Change from 1999	
Russia	22%	45%	25.2%	+4.0%-p*	37
Ukraine	23%	53%	16.9%	+2.5%-p	21
Baltic States	7%	-1%	42.2%	-3.6%-p	54

- w BBH continues to grow at a significantly faster pace than the market in Russia and Ukraine, and gains market share
- w No new international entrant in Russia or Ukraine



Beer market in Russia

**Market growth and
BBH volume growth (%)**

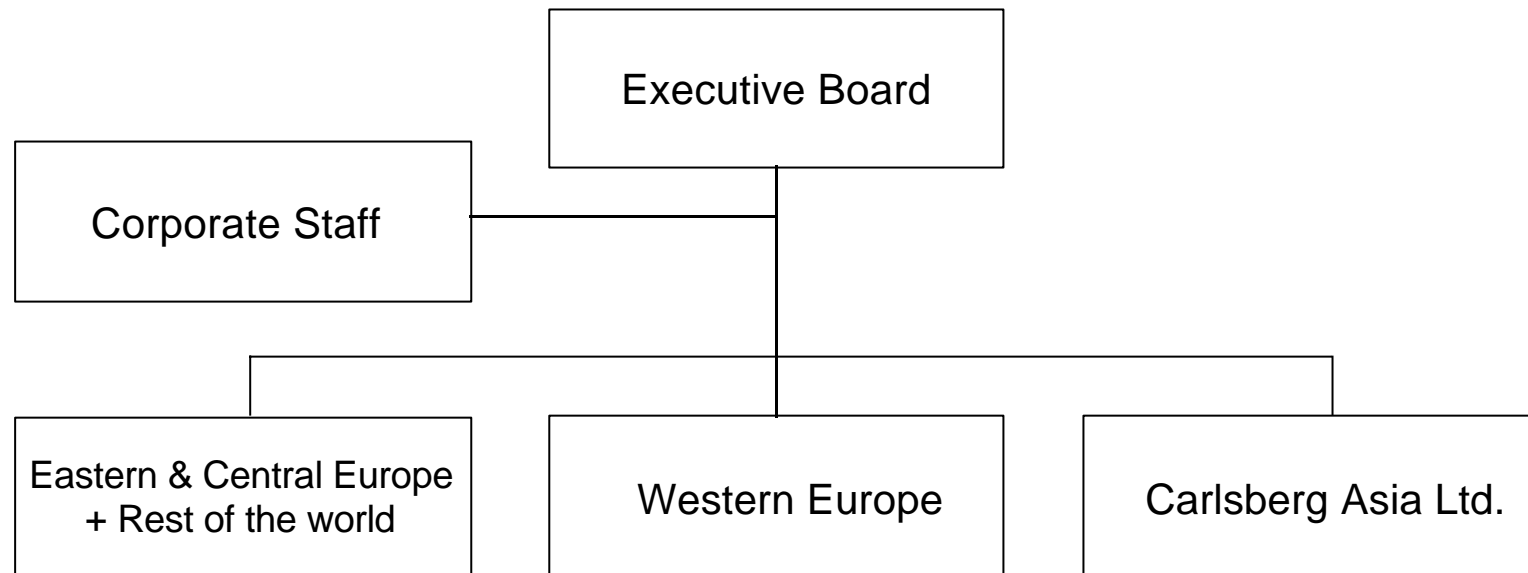


Market shares in Russia

Brewery	1 Jan - 31 Dec	
	2000	1999
BBH	25.2%	21.9%
Sun Interbrew	13.8%	15.9%
Ochakova	6.9%	6.5%
Krasny Vostok	4.5%	4.1%
St. Razin	2.7%	2.8%
Bravo	2.5%	1.0%
Efes	2.4%	0.7%
SAB	1.9%	0.8%
Others	40.1%	46.3%
Total	100.0%	100.0%



Carlsberg Breweries - organisation and strategy



- W Carlsberg Breweries has strong positions in all core markets
- W Concentration on market leadership in large and growing markets
 - Eastern Europe and Asia will fuel growth
- W Focus on beer
 - sale of soft drinks and water to exploit synergies and improve cost efficiency



Carlsberg Breweries - events after 31 May 2000

- w** Acquisition of Feldschlösschen, the largest brewery group in Switzerland
 - 12 months 1998/99: net revenue DKK 5 billion, EBIT DKK 293 million
 - market share beer 45%
- w** Establishment of Carlsberg Asia Ltd. (50% JV)
 - all Carlsberg activities in Asia are pooled with the strong local partner Chang Beverage Company
 - platform for further growth in a fast expanding market
 - synergies from common distribution system
 - net revenue USD 770m, profit after tax USD 100m expected in 2001
 - closing expected April 2001 with retroactive effect from 1 January 2001
- w** Acquisition of Coca-Cola Nordic Beverages activities in Denmark and Finland
 - Carlsberg Breweries will be a bottler of Pepsico products in Norway and Sweden, and a bottler of TCCC products in Denmark and Finland



Carlsberg Breweries - pro forma volumes 2000

Volumes (million HL)	Soft Drinks		Total
	Beer	& Water	
Western Europe	21	7	28
Eastern and Central Europe	29	3	32
Asia	10	2	12
Total	60	12	72



Carlsberg Breweries - pro forma key figures 2000

NOK million

Income statement

Net operating revenues	28 097
EBITDA	4 432
EBITA	2531
Profit before tax	2457
Profit after tax	1692

Balance sheet as of 31.12

Long-term assets	22 307
Short-term assets	13 474
Total assets	35 781
Equity	9 282
Long-term liabilities	7 236
Short-term liabilities	15 888
Other items	3 375
Equity and liabilities	35 781
Net interest-bearing debt	11 459

- w No goodwill or goodwill amortisations are included in these figures
- w Excluding Coca-Cola Nordic Beverages figures
- w Feldschlösschen included from 01.12.200
- w No impact from Carlsberg Asia



Orkla Brands

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	4 586	4 531	1 699	1 668
Operating profit before goodwill*	576	511	237	220
Goodwill amortisation	-33	-34	-11	-12
Operating profit*	543	477	226	208
Operating margin before goodwill*	12.6%	11.3%	13.9%	13.2%

* Excluding other revenues and expenses

- w Market shares maintained or increased (from high levels)
- w Improved earnings in Household Products due to successful product launches
- w Snacks: improved result and Scandinavian system established
- w Biscuits: restructuring completed with positive impact on results



Orkla Media

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	3 585	3 332	1 311	1 206
Operating profit before goodwill*	292	248	148	124
Goodwill amortisation	-87	-77	-29	-26
Operating profit*	205	171	119	98
Operating margin before goodwill*	8.1%	7.4%	11.3%	10.3%

* Excluding other revenues and expenses

- w Acquisition of DBO makes Orkla Media the fifth largest Nordic media house
- w Earnings growth for Newspapers Eastern Europe
 - enhanced advertising volume and cost reductions
- w Increased advertising volume for Newspapers in Norway/Sweden
 - continued focus on cost reductions
- w Direct Marketing achieved a positive result in the last four-month period



Det Berlingske Officin (DBO)

- w DBO is the largest media house in Denmark
- w The acquisition is totally in line with Orkla Media's strategy to focus on advertising media in Scandinavia and Eastern Europe
- w DBO key figures 2000
 - operating revenues NOK 3,448 million
 - EBIT NOK 121 million
 - total assets 31.12.2000: NOK 1,939 million
 - to be consolidated in Orkla Media's figures from 1 January 2001
 - restructuring projects will increase profit substantially within 3 years
- w Acquisition price on 100% basis: NOK 2 billion
 - zero net interest bearing debt
 - goodwill: NOK 772 million



Chemicals

in NOK million	1 Jan - 31 Dec		1 Sep - 31 Dec	
	2000	1999	2000	1999
Operating revenues	6 926	5 621	2 536	1 961
Goodwill amortisation	-15	-14	-5	-5
Operating profit*	450	250	183	112
Operating margin*	6.5%	4.4%	7.2%	5.7%

* Excluding other revenues and expenses

- W Redesign on schedule with positive contribution in all areas
- W Speciality Cellulose has improved substantially during 2000
 - favourable market conditions, better productivity and enhanced product mix
- W Denofa delivers a better result
 - extraordinarily high operating revenues had limited impact on operating profit
- W High oil price puts pressure on raw materials, freight and energy costs



Enclosures



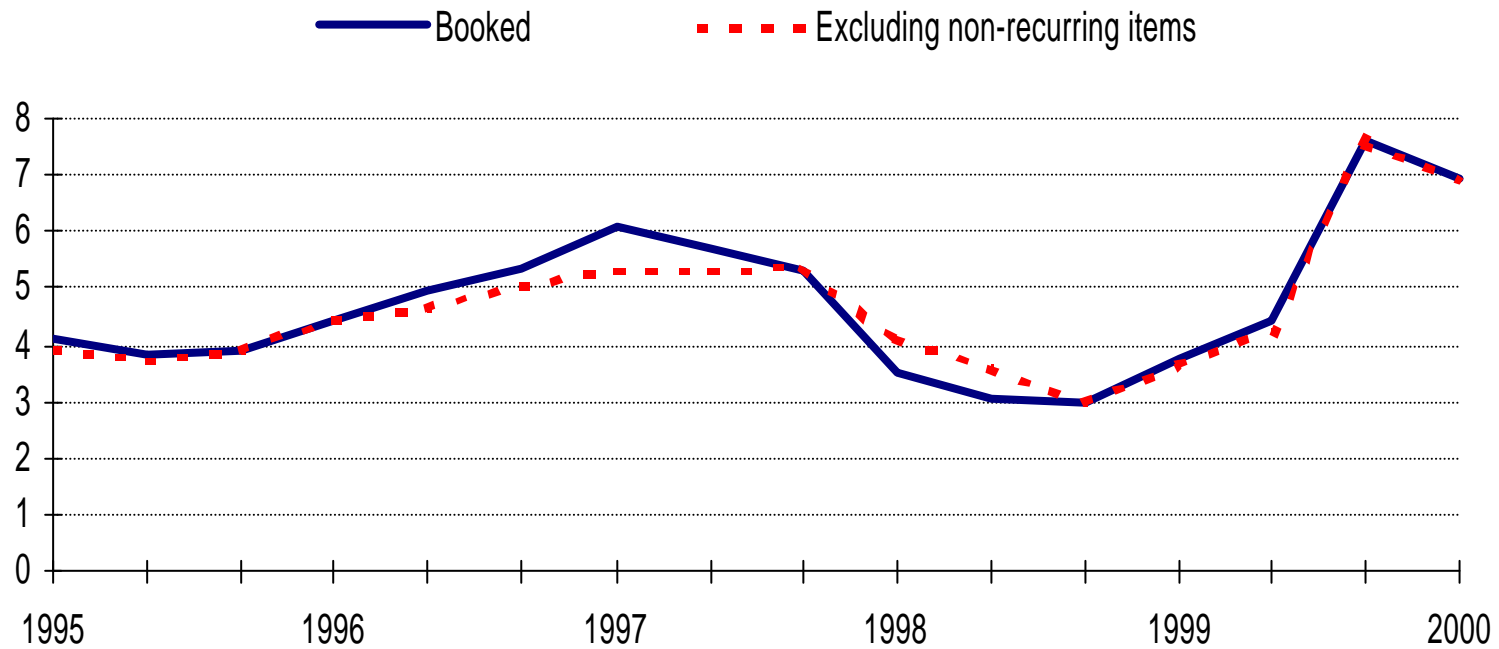
Financial items

In NOK million	2000	1999
Net interest expenses	-870	-847
Currency gain/loss	-33	3
Other financial items, net	-57	-48
Net financial items	-960	-892
Avg. net interest bearing liabilities	17 306	15 554
Average interest rate	5.3 %	5.5 %



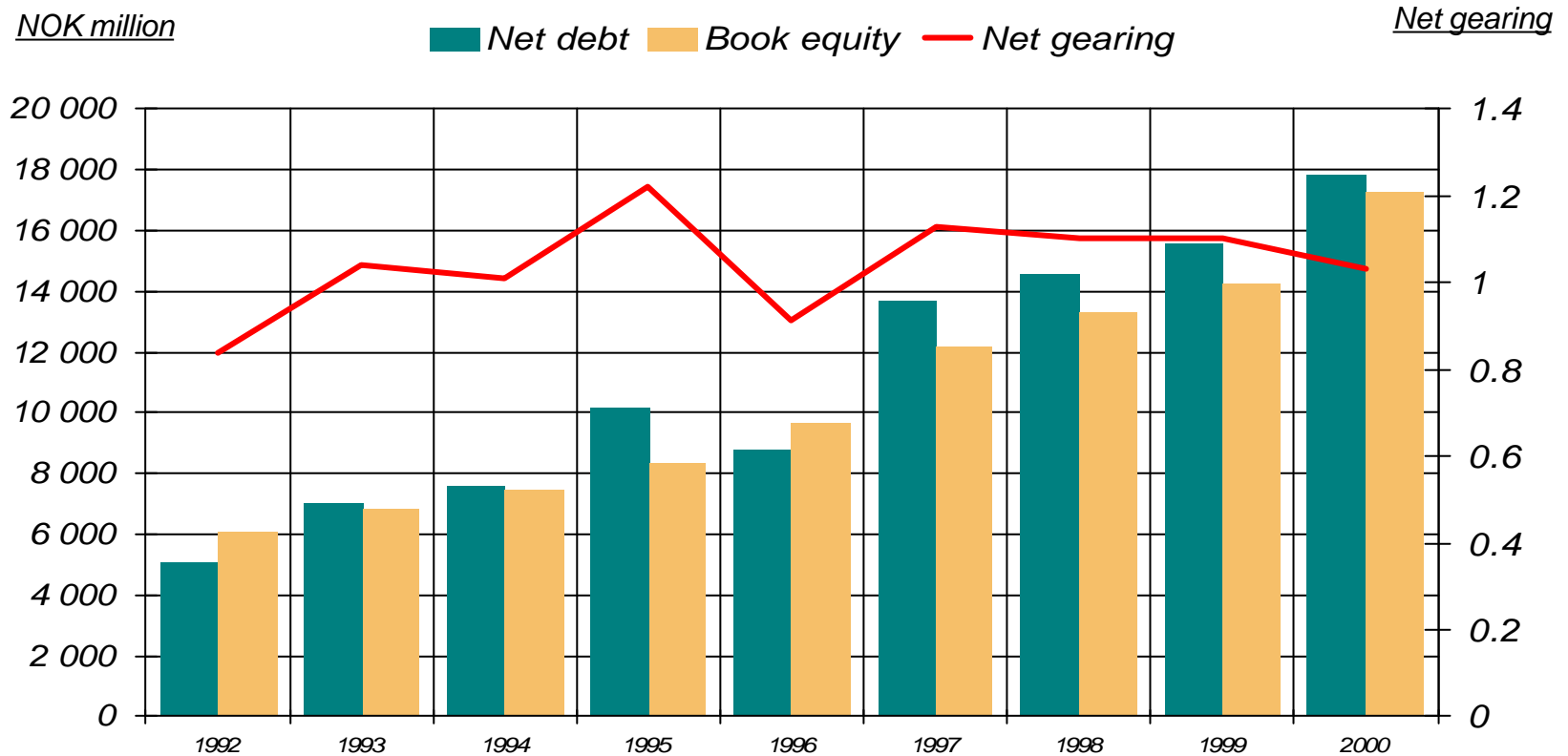
Interest cover

12 month rolling average



Debt and equity

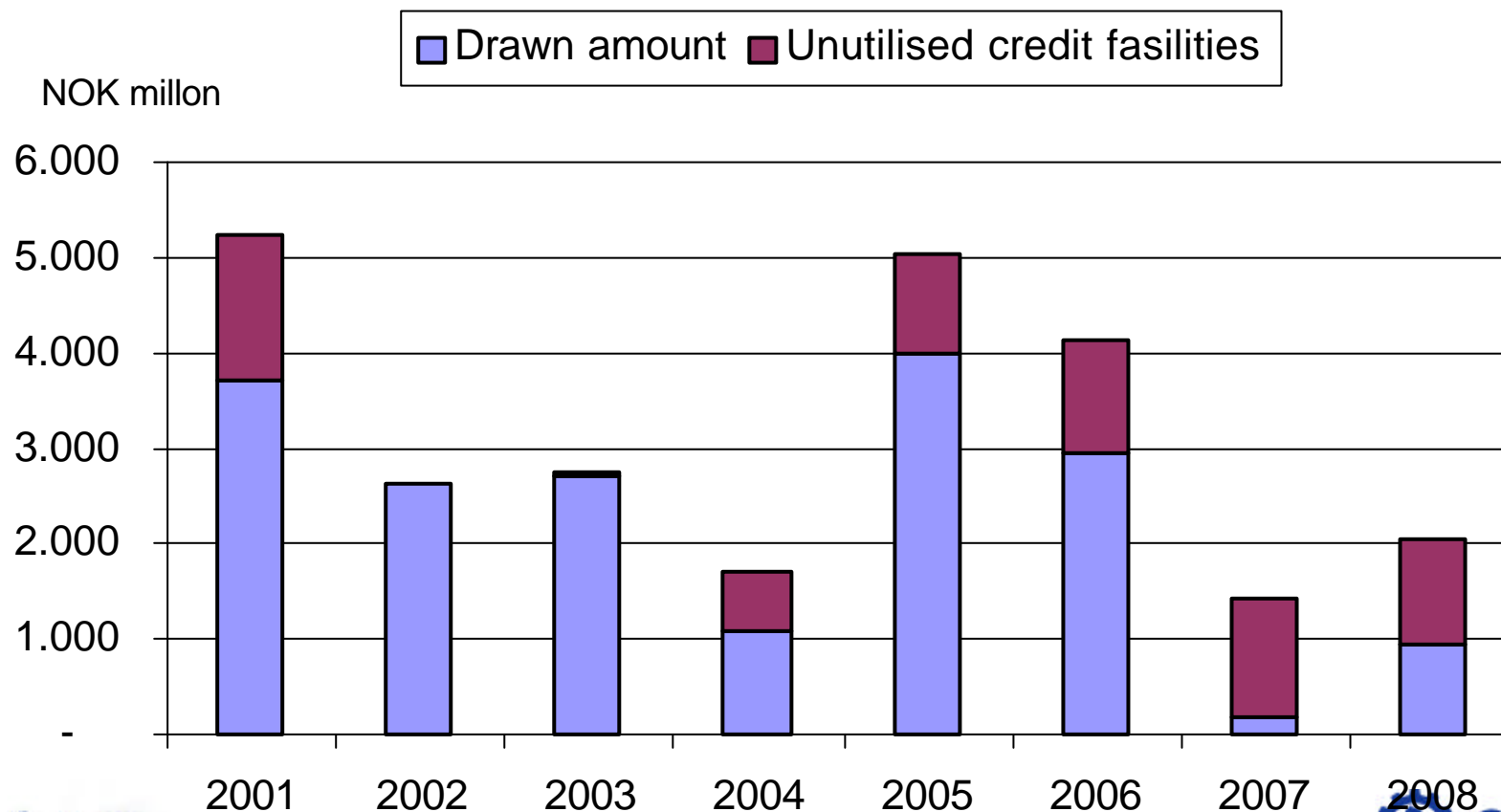
31 December 2000



Debt maturity profile

31 December 2000

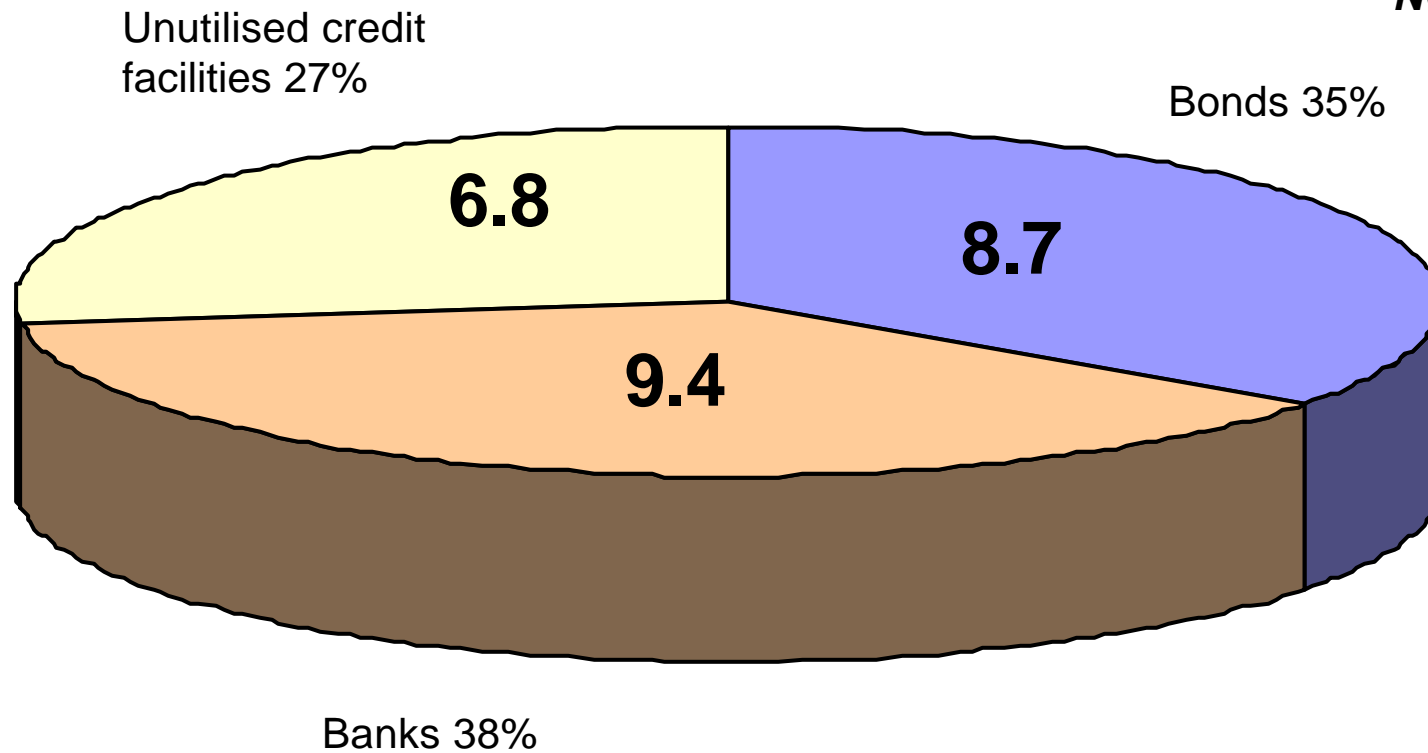
Average maturity 4 years



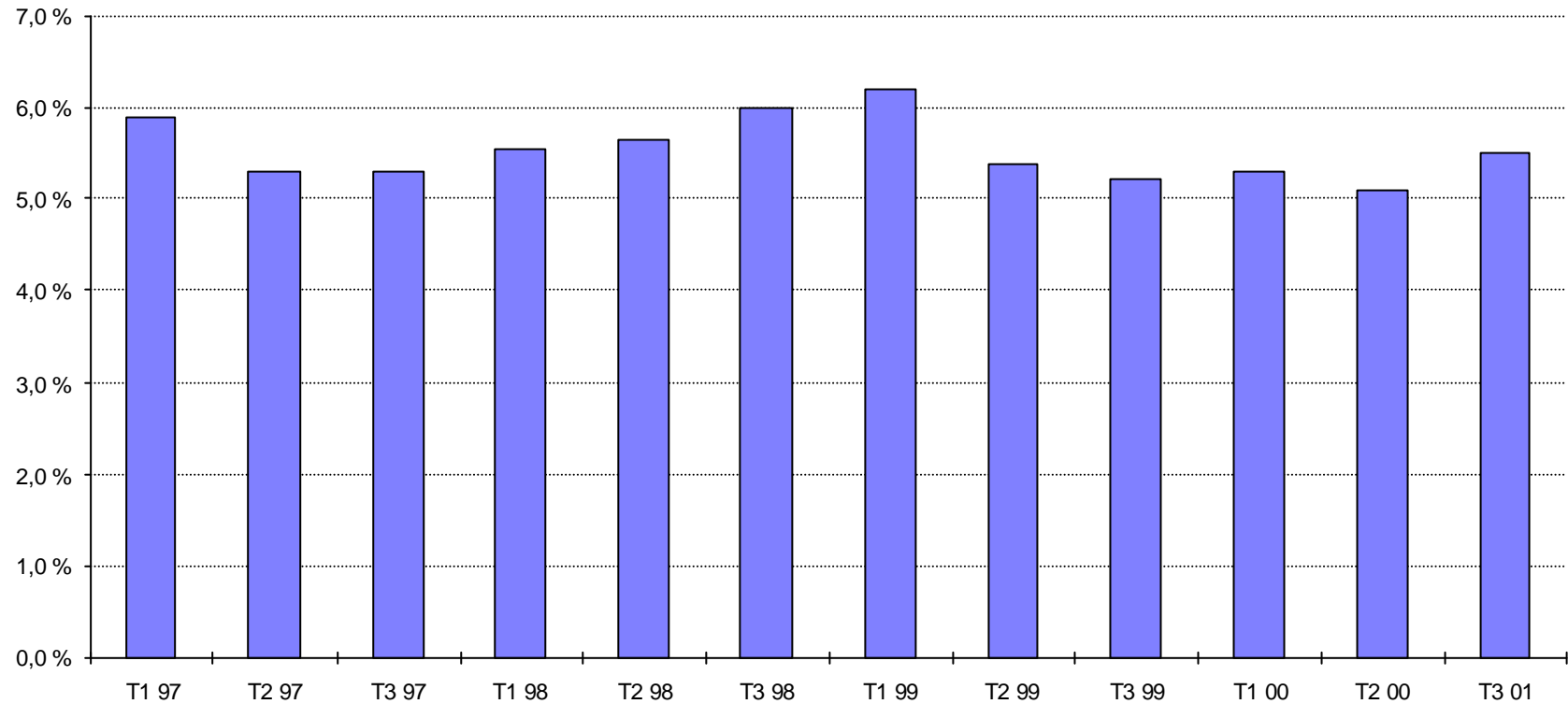
Funding Sources

31 December 2000

NOK billion



Change in average interest rate



Orkla Beverages (split Nordic/BBH)

in NOK million	1 Jan - 31 Dec	
	2000	1999
Total operating revenues	7 424	6 373
Operating revenues Nordic markets	4 862	4 806
Operating revenues BBH (50%)	2 599	1 576
Operating profit Nordic markets before goodwill	325	253
Operating profit BBH (50%) before goodwill	627	414
Unallocated overhead	-68	-37
Operating profit before goodwill	884	630
Amortisation and depreciation of goodwill	-172	-148
Total operating profit	712	482



Volume growth BBH breweries 2000

Million HL	2000	1999*	Change 1999-2000
Russia	14.3	9.7	48%
Ukraine	2.0	1.2	66%
Baltic States	2.0	1.9	5%
BBH total	18.3	12.8	43%

*) Adjusted for eliminations within BBH



Chips Scandinavian Company (CSC)

- w CSC is controlled 60% by Chips and 40% by Orkla
- w CSC is a leading supplier of snacks in Scandinavia
 - market share 2000 approx. 35%
- w Expansion outside Scandinavia to be co-ordinated with Chips
- w Consolidated in Orkla Brands from November 2000
 - increases profitability, but reduces top line
- w Pro forma key figures 2000:
 - operating revenues approx. SEK 1.1 billion
 - operating profit SEK 150 million
 - volume: 30.000 tons



Orkla Media - Internet

Portal services

- Hjemmenett (49,9%)
 - e-shop (100%)
 - Netpool N. (50%)

Channel services

- Bilnett (100%)
- Doktor Online (36,7%)
- Jobbnett (64,2%)
- Tinde (38,8%)
- GoToScandinavia* (24,2%)

e-commerce

- Shopnett (48%)
- Theatre Online* (30%)

Development companies

- WEBplan (86,4%)
- Mimer (67,4%)
- Viewpoint* (41,9%)
- PocketIT* (26,1%)
- Mogul.com Group (3%)

- Total investments NOK 167 million, of which NOK 117 million this year
- A total of 63 Orkla Media services on the Internet
 - One fourth available only on the Internet



Operating profit by 4-month period

■ Other revenues and expenses

■ Profit before other revenues and expenses

NOK million

