

ATRIA

TOGETHER

2030

Strategy presentation

VISION
&
MISSION

WINNING NORTHERN EUROPEAN FOOD COMPANY
GOOD FOOD, BETTER MOOD

ATRIA

TOGETHER 2030

STRATEGIC
TARGETS
& KPIS

**STRONG FINANCIAL
PERFORMANCE**

LEAD KPI: 5% EBIT

**GROWTH AND
COLLABORATION**

LEAD KPI: NS >€2bn

**SUSTAINABLE
LONG-TERM RENEWAL**

LEAD KPI: CO₂ EMISSIONS VS. 2020:
-42% SCOPE 1-2; - 20% SCOPE 3 (PER MEAT KG)

BIG
MOVES

**GROW &
OPTIMIZE
OUR CORE**

**ACCELERATE
IN GROWTH
CATEGORIES**

**COLLABORATE
TO GROW**

**RENEW FOR
THE FUTURE**

ENABLERS

**ONE
ATRIA**

**COMMERCIAL
EXCELLENCE**

**EFFICIENCY,
DIGITAL & AI**

**SAFETY, PEOPLE &
COMMUNICATION**

STRATEGIC TARGETS & KPIS

STRONG FINANCIAL PERFORMANCE

5% EBIT

12% Return on Equity

40% Equity Ratio

50% Capital Distribution

GROWTH AND COLLABORATION

>€2bn Net Sales

Above market
value growth

SUSTAINABLE, LONG-TERM RENEWAL

-42% Scope 1 & 2 CO₂ emissions vs. 2020

-20% Scope 3 CO₂ emissions (per meat kg) vs. 2020

WE WILL FOCUS ON FOUR BIG MOVES TO ACHIEVE OUR STRATEGIC TARGETS

GROW & OPTIMIZE OUR CORE

Red and processed meat are a large part of our core business and **continue to be in focus** in our next strategy period. The objective is to **grow organically** and **optimize our efficiency**.

ACCELERATE IN GROWTH CATEGORIES

Poultry and Convenience food are the **fastest growing categories in our portfolio**, and we expect to grow fast in them. We have **set ourselves up to capture profitable growth** opportunities and will during our strategy period **invest relatively more into these categories**.

COLLABORATE TO GROW

We have **strong local presence in our four markets**. We will drive **collaboration and scale** to become **more efficient** and to get the **most out of our assets**. Areas for increased collaboration include e.g. cross-border scale, Net Revenue Management and product exports.

RENEW FOR THE FUTURE

In addition to focusing on growth today, we must continuously renew to secure our future competitiveness. Our renewal focus is on **sustainability**, being **best partner for owner-producers**, developing our **unique unified food chain with technology**, continuing to develop our **healthy food solutions** and **readiness to enter alternative proteins** as well as **empowering our people for growth**.

OUR STRATEGY WILL BE SUPPORTED BY FOUR ENABLERS

ONE ATRIA

Increased cooperation supported by **ONE Atria culture, new functions, systems & targets**

COMMERCIAL EXCELLENCE

Focus on improving **innovation, sales excellence** and **category & brand management**

EFFICIENCY, DIGITAL & AI

Improved **cost efficiency** and development of **digital & AI capabilities**

SAFETY, PEOPLE & COMMUNICATION

Safety first and continuous development of **our people** and **employee wellbeing**
Increased **internal & external communication**

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