

# HEALTHY GROWTH AT ATRIA FINLAND

Strategy enablers	Strategic focal points	Implementation of focal points in 2019
<p><b>1. Large scale</b> Enables supply for growing and increasingly diverse demand.</p> <p><b>2. Strong competitive position</b> Atria is the market leader or the second-strongest player in its main categories, and the market leader in the slaughterhouse industry.</p> <p><b>3. Strong and valued brands</b> Atria is the best-known food brand in the meat industry. This enables Atria to launch new product groups and create new markets.</p> <p><b>4. High productivity</b> The efficiency of industrial processes and consistent investments in improving productivity ensure price competitiveness.</p> <p><b>5. Responsible and reliable supply chain</b> Atria's responsible operations have a positive impact across the Finnish meat and food chain. Good cooperation, particularly with producers, secures deliveries, quality and growth.</p>	<p><b>Market insight</b></p>	<ul style="list-style-type: none"> <li>Investment in market research, insight and analysis (Atria Insight) was increased to support product development, marketing and sales.</li> </ul>
	<p><b>Category and brand management</b></p>	<ul style="list-style-type: none"> <li>The most significant investments in product groups were targeted at the categories of poultry, convenience foods and cooking products.</li> <li>The origin, purity and good taste of meat were highlighted as the Atria brand's competitive advantages in customer relationships in both retail and the food service sector.</li> <li>Significant marketing investments were made in the barbecue season, and the Atria Wilhelm brand and product offering, for example.</li> </ul>
	<p><b>Commercial excellence</b></p>	<ul style="list-style-type: none"> <li>The sales of Atria's product groups increased in all sales channels.</li> <li>Atria strengthened its market share: its supplier share was 25% in retail and 22% in the food service sector.</li> <li>Atria was the market leader in retail in consumer-packed meat, poultry products and cold cuts categories.</li> </ul>
	<p><b>Daily operational efficiency</b></p>	<ul style="list-style-type: none"> <li>The meat volumes processed by Atria were at the previous year's level, totalling 173.6 million kilos.</li> <li>The investments in increased chicken cutting capacity at the Nurmo and Sahalahti plants were completed.</li> </ul>
	<p><b>Supply chain efficiency</b></p>	<ul style="list-style-type: none"> <li>Atria's order-to-delivery chain was of a high quality and highly efficient, with the reliability of deliveries at 99.8%.</li> <li>The project to increase the production of beef, pork and poultry feeds at the Koskenkorva plant of A-Rehu Oy, Atria's feed company, progressed as planned.</li> </ul>
	<p><b>Resource optimisation</b></p>	<ul style="list-style-type: none"> <li>Atria achieved its key goals for energy and resource efficiency by reducing its carbon footprint, improving its water efficiency and reducing waste, for example. The results are presented in Atria's corporate responsibility report at <a href="http://www.atria.fi/en/group/corporate-responsibility/corporate-responsibility-reporting/">www.atria.fi/en/group/corporate-responsibility/corporate-responsibility-reporting/</a></li> </ul>
	<p><b>Atria Way of Work</b></p>	<ul style="list-style-type: none"> <li>The Safely Home from Atria programme produced excellent results: the number of occupational accidents, as well as absences caused by accidents, decreased by more than 50% year-on-year.</li> <li>Several projects, events and measures were implemented within the Atria Way of Leading programme to further develop strategic and operational capabilities.</li> </ul>