

HEALTHY GROWTH AT ATRIA DENMARK & ESTONIA

Strategy enablers	Strategic focal points	Implementation of focal points 2019
<p>1. Strong competitive position Number one or two in selected market segments; a strong operator in Estonia, even in primary production.</p> <p>2. Strong and valued brands Well-known food brands make it easier to launch new product groups and reinforce market position.</p> <p>3. Efficiency Centralised industrial production, investments in technology and an efficient operating chain improve productivity and price competitiveness.</p>	<p>Market insight</p>	<ul style="list-style-type: none"> • More effective use was made of market insight, particularly in Denmark. The focus was on better understanding of purchasing and consumer insight.
	<p>Category and brand management</p>	<ul style="list-style-type: none"> • In Denmark, the strategy and market position of cold cuts as a product group were further specified. • The 3-Stjernet brand was revamped, and new vegetable and meat containing products were included in its selections. • New categories of fried and roasted products were introduced in Estonia under the Maks&Moorits brand.
	<p>Commercial excellence</p>	<ul style="list-style-type: none"> • In Denmark, the 3-Stjernet brand was number two in the cold cuts segment. Its market share was 15.1%. • In Estonia, Atria strengthened its position as the second-strongest player in the market. Its supplier share exceeded 15%. • Atria strengthened its position in the food service sector in Denmark and especially in Estonia, where sales increased by around 35% year-on-year.
	<p>Daily operational efficiency</p>	<ul style="list-style-type: none"> • In Estonia, a significant increase in production volumes improved operational efficiency. A new packaging line was brought into production. • In Denmark, operational efficiency was improved through the ERP system adopted in 2018. The system was used to improve the efficiency of such operations as production, storage and distribution.
	<p>Resource optimisation</p>	<ul style="list-style-type: none"> • In Denmark and Estonia, Atria's sustainability goals were put into practice, with a focus on reducing the environmental and carbon footprints of production.
<p>Atria Way of Leading</p>	<ul style="list-style-type: none"> • Comprehensive training on the Atria Way of Leading and the Atria Way of Work was provided in Denmark. 	