

ATRIA DENMARK & ESTONIA'S HEALTHY GROWTH

Strategy enablers	Strategic focal points	Implementation of focal points in 2018
<p>1. Sufficient scale Enables supply for growing and more diverse demand.</p>	<p>Market insight</p>	<ul style="list-style-type: none"> • We strengthened the role of market research in support of product category leadership as well as marketing and sales.
<p>2. Strong competitive position Number one or two in selected market segments; in Estonia, also a strong operator in primary production.</p>	<p>Category and brand management</p>	<ul style="list-style-type: none"> • The most important investment of the 3-Stjernet brand concerned the product category of snack salamis, in which the category became the market leader with its 33-per cent market share. The brand also introduced a new type of chicken and chickpea-based spread to the market. • A traditional salami made from organic meat was the Aalbaek Specialiteter brand's main investment. • The Maks&Moorits brand's most important investments were in the product categories of convenience foods and particularly snacks. The most visible launches included stuffed meatballs as well as the meat-based Supersnäck snack products.
<p>3. Strong and valued brands Known food brands facilitate the market introduction of new categories and the creation of new markets.</p>	<p>Commercial excellence</p>	<ul style="list-style-type: none"> • Atria's market leadership in Denmark's cold cuts market grew slightly stronger; its market share in the retail sector was 19 per cent. • Atria's position grew slightly stronger in Estonia as well, and its product categories had a nearly 15-per cent market share in the retail sector.
<p>4. Efficiency Centralised industrial production as well as investments in technology and the efficiency of the entire operating chain improve productivity and price competitiveness.</p>	<p>Daily operational efficiency</p>	<ul style="list-style-type: none"> • In Denmark, productivity was improved by increasing the yield of the meat raw material and reducing waste, among other things. • The production in Estonia adopted new plant-based alginate technology for the production of fresh sausages.
	<p>Resource optimisation</p>	<ul style="list-style-type: none"> • In Denmark, Atria invested in a new enterprise resource management system, which enables process optimisation and the more efficient use of resources. • The production of the plant in Estonia was developed with a new water treatment system.
	<p>Atria Way of Leading</p>	<ul style="list-style-type: none"> • The Atria's Way of Leading supervisor programme focused on the development of industrial and commercial skills as well as occupational safety.