

ATRIA FINLAND'S HEALTHY GROWTH

Strategy enablers	Strategic focal points	Realisation of focal points in 2018
<p>1. Large scale Enables supply for growing and more diverse demand.</p>	<p>Market insight</p>	<ul style="list-style-type: none"> • The role of market research, intelligence and analysis grew stronger as part of product development, marketing and sales.
<p>2. Strong competitive position Atria is the market leader or number two in its main categories, and the market leader in the slaughterhouse industry.</p>	<p>Category and brand management</p>	<ul style="list-style-type: none"> • The most significant marketing investments were made in the product categories of poultry and convenience food as well as in the launch of the new, meatless Vegyu product range. • The origin and purity of the meat gained prominence as the competitive advantage of the Atria brand. We introduced antibiotic-free pork products and some beef products to the market, to complement the range of antibiotic-free chicken products.
<p>3. Strong and valued brands Atria is the most well-known brand of meat product categories. This facilitates the market launching of new categories and the creation of new markets.</p>	<p>Commercial excellence</p>	<ul style="list-style-type: none"> • Sales grew in all sales channels. • Market share increased: Atria's manufacturing share in the retail trade sector was 25% and in Food Service customers, 21%. • Atria was the market leader in the retail sector in the product categories of consumer-packed meat, poultry products and cold cuts.
<p>4. High productivity The efficiency of industrial processes and consistent investments in the improvement of productivity ensure price competitiveness.</p>	<p>Daily operational efficiency</p>	<ul style="list-style-type: none"> • The Nurmo and Sahalahti plants invested in increasing their poultry capacity. • The meat volumes processed by Atria grew to a total of approximately 175 million kilos. The poultry processing volumes grew significantly. • The Group's subsidiary A-Rehu Oy increased the production of cattle feeds.
<p>5. Responsible and reliable supply chain Atria's responsible operations make a positive contribution in the entire Finnish meat and food chain. Good cooperation, particularly with producers, secures deliveries, quality and growth.</p>	<p>Supply chain efficiency</p>	<ul style="list-style-type: none"> • Atria's order-supply chain and the entire "from field to table" value chain was developed in close cooperation with various operators, particularly primary production.
	<p>Resource optimisation</p>	<ul style="list-style-type: none"> • Atria Sun, Finland's largest industrial-scale solar power park, was completed in Nurmo. • The measures aiming to improve materials efficiency progressed according to plan, and the company was able to reduce the loss of the meat raw material, for instance, at various stages of meat processing.
	<p>Atria Way of Leading</p>	<ul style="list-style-type: none"> • The supervisor programme Atria Way of Leading and the action programme Atria Way of Work focused on the development of competencies, materials efficiency and occupational safety, among other things.