

# IMPLEMENTATION OF ATRIA'S HEALTHY GROWTH STRATEGY

Enablers	Main themes	Realisation of themes in 2018*
<p><b>1. Strong finances:</b> Atria's strong balance sheet and good financial position enable growth and development measures in line with the strategy.</p> <p><b>2. Systematic investments:</b> Atria executes systematic investments which allow it to maintain and improve the productivity and competitiveness of its operations, also in the long term.</p> <p><b>3. Efficiency:</b> Atria enables the productivity of its operations and the competitiveness of its products with the efficiency of its entire supply chain.</p>	<p><b>Commercial excellence</b></p>	<ul style="list-style-type: none"> <li>• Atria's sales grew in the Finnish business area, where net sales rose to more than EUR 1 billion.</li> <li>• Profitability improved in the Atria Denmark &amp; Estonia business area, where net sales exceeded the Group goal of five per cent.</li> <li>• Atria's market position in Finland grew stronger; as a manufacturer of poultry products, for example, Atria rose to the position of market leader.</li> <li>• An important step in export to China was taken when the retail trade sector opened up as a sales channel alongside the Food Service sector.</li> <li>• Atria expanded the range of its antibiotic-free product categories to pork products; the impact was favourable in both Finland and the export markets.</li> <li>• The number of sales outlets in the Sibylla concept grew, particularly in Russia.</li> </ul>
<p><b>4. Sound market and customer intelligence:</b> Atria is a pioneer in the use of consumer and market data. This allows for the development and precisely timed market entry of commercially successful product groups and products</p>	<p><b>Efficiency</b></p>	<ul style="list-style-type: none"> <li>• Atria invested in the increase of its poultry production capacity at the Nurmo and Sahalahti plants.</li> <li>• A two-year poultry production investment programme in Sweden was completed on schedule.</li> <li>• Atria's feed company A-Rehu decided to increase the production of beef, pork and poultry feeds.</li> <li>• Several long-range cooperation projects with primary production were carried out in Finland and Sweden.</li> </ul>
	<p><b>Atria Way of Leading</b></p>	<ul style="list-style-type: none"> <li>• The focal points of the supervisor programme Atria Way of Leading common to all business areas included the development of leadership and supervisory skills as well as commercial skills. In Sweden, the focus was on the development of product category and brand management, as part of a new strategy.</li> <li>• A number of projects advancing occupational safety as well as materials and energy efficiency were carried out in the Atria Way of Work action programme.</li> </ul>

\*) The realisation of the themes is presented in more detail in the reviews concerning each business area.