

# Raisio plc

## AGM 23 March 2017

Jarmo Puputti, CEO  
Raisio plc



# Raisio Group



## ECOLOGICAL FORERUNNER

Listed on the Helsinki   
**STOCK EXCHANGE**

10 consecutive years of  
**DIVIDEND GROWTH\***

Operations  
in **12**  
countries

  
**1,400**  
employees

Net sales  
2016 **436** M€

EBIT  
2016 **51** M€\*

\*comparable EBIT



**NATURALLY**  
healthier snacks



**An INTERNATIONAL**  
success story

**RAISIO**confectionery

**GENUINE FLAVOURS**  
and familiar brands

**RAISIO**agro

**An INNOVATIVE**  
growth inspirer

\*If the Board's dividend proposal for 2016 is approved by the Annual General Meeting



# Raisio is a versatile processor of Finnish grain



WE ACQUIRED  
**85 %**  
OF GRAIN DIRECTLY  
FROM FARMERS

Finland's biggest  
oat processor in  
branded products

## WE HARMONISED THE PROCESSES OF RESPONSIBLE PROCUREMENT



Only certified,  
responsible soy

1% of raw materials



Only responsible  
palm oil in foods

1% of raw materials

**provena**  
PURE OAT

**Elovena**

# Plant-based products, well-known brands



Cholesterol-lowering functional products



Porridges, cereals, mueslis and flakes



Snacks: drinks, ice creams, biscuits, bars, porridge cups, quarks



Gluten-free products



Baking products



Pastas and side dishes



Confectionery

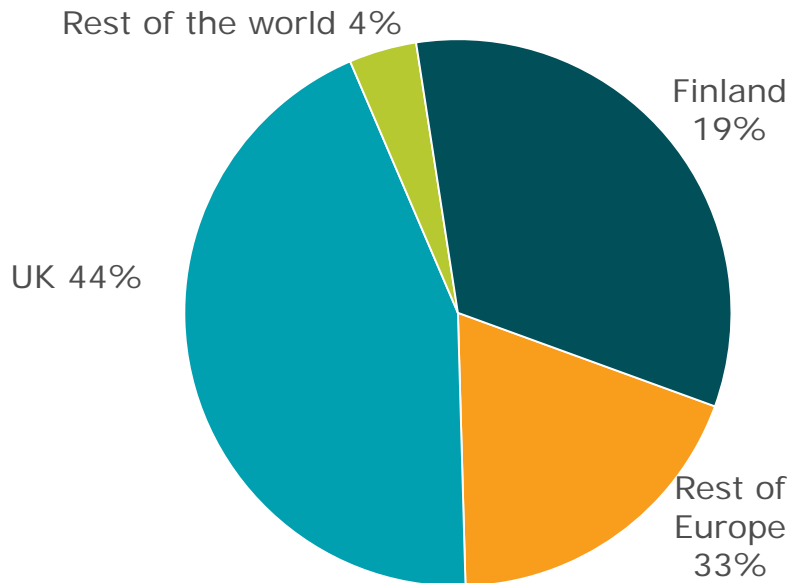


Feeds

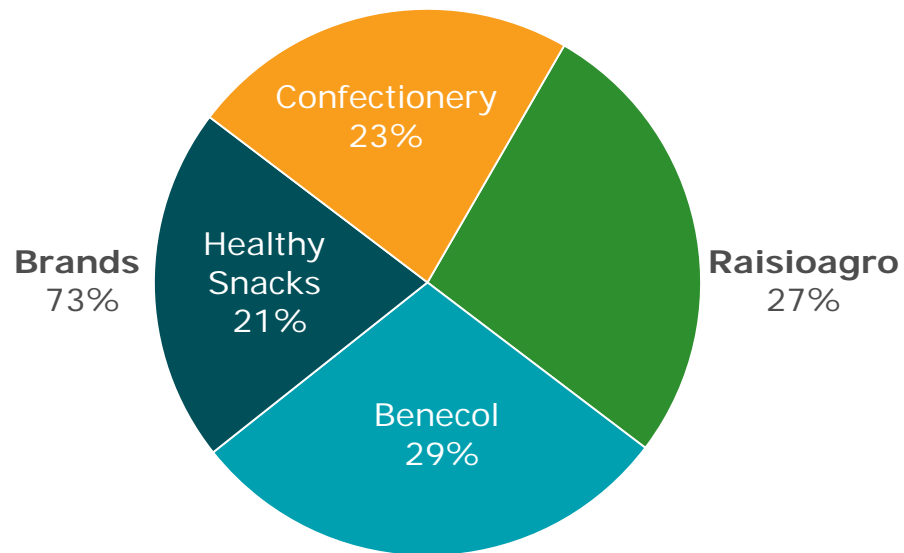
# Breakdown of Group net sales



By region

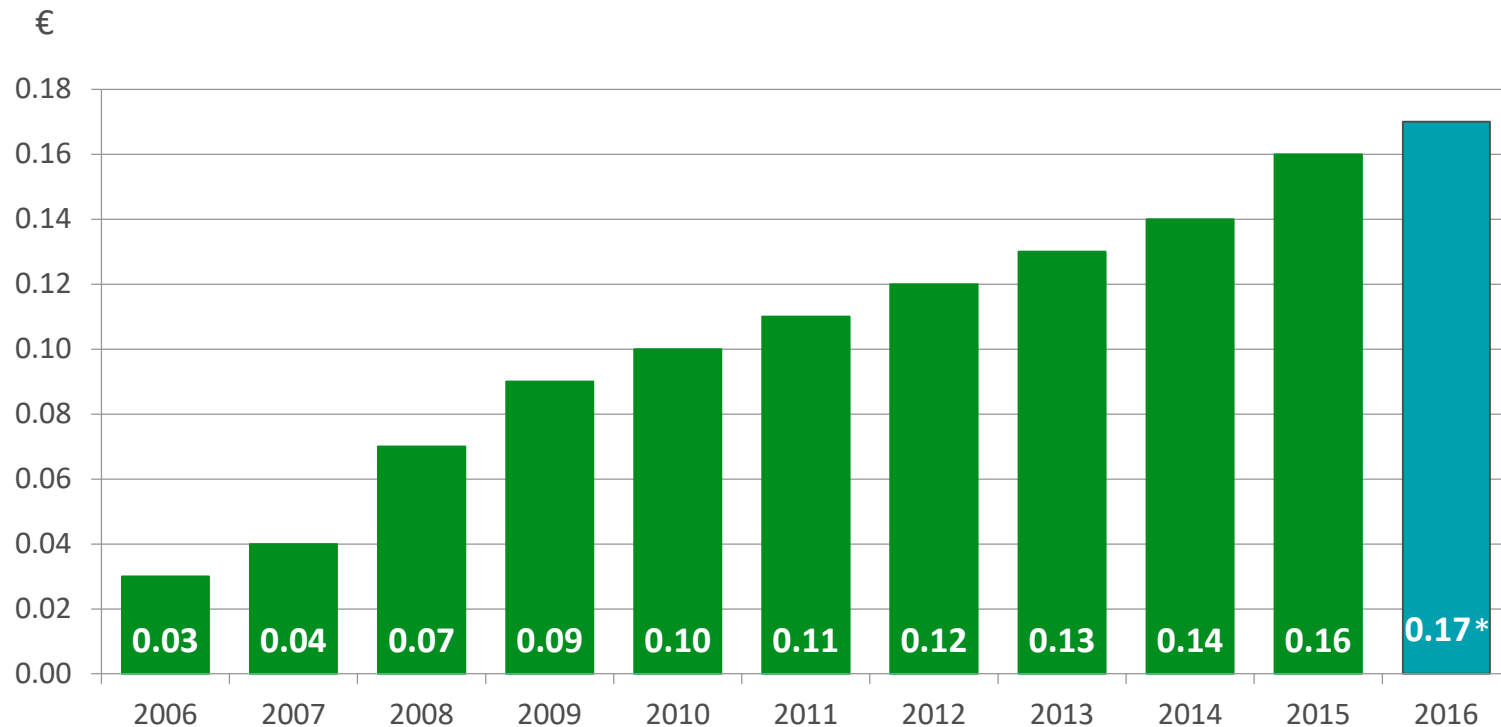


By divisions



Net sales 2016: 436.3 M€

# Raisio's good dividend history supporting long-term ownership



\*Board of Directors' dividend proposal



CONSUMERS WANT RESPONSIBLE FOOD:  
HIGH QUALITY, HEALTHY AND  
SUSTAINABLY PRODUCED





Turning pure, genuine Finnish raw materials  
into products that interest consumers





# Wide Benecol product range to meet the needs of more and more consumers



Functional food  
*"part of daily diet"*

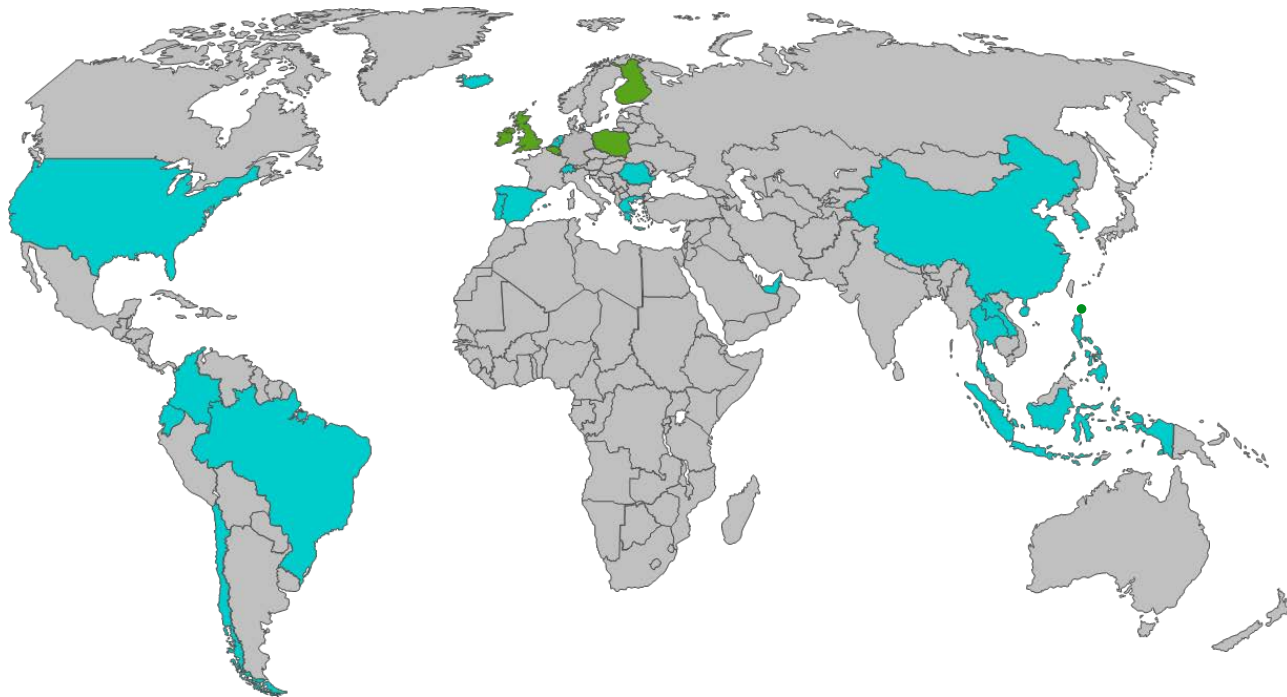


Functional food  
*"an easy daily routine"*



Functional Soft Chew  
*"an easy routine when in a hurry or travelling"*

# Benecol products available in some 30 countries, of which 6 are Raisio's home markets



Raisio's home  
markets for  
consumer products:  
**Belgium, Finland,  
Hong Kong,  
Ireland, Poland  
and UK**

FINLAND 1995 | UK 1999 | IRELAND 1999 |  
BELGIUM 1999 | LUXEMBOURG 1999 |  
USA 1999 | POLAND 2002 |  
UNITED ARAB EMIRATES 2002 | SPAIN 2003 |  
PORTUGAL 2003 | SWITZERLAND 2003 |  
GREECE 2004 | CHILE 2004 | ICELAND 2004 |  
MALTA 2006 | CYPRUS 2007 | ECUADOR 2007 |  
INDONESIA 2008 | THAILAND 2009 |  
COLUMBIA 2009 | ROMANIA 2010 | LAOS 2011 |  
HONG KONG 2013 | PHILIPPINES 2013 |  
BRAZIL 2014 | SOUTH KOREA 2015 |  
CHINA 2015 | THE NETHERLANDS 2016 |



# Confectionery

- Key markets: the UK and Czech Republic
- Well-known brands: Fox's, Poppets, Just, XXX Mints, Juicee Gummee and Pedro
- International brand houses as partners
- Production in the UK and Czech Republic
- Exports to some 30 countries
- Net sales approx. EUR 100 million in 2016
- The product range also includes FreeFrom confectionery





Raisioagro promotes sustainable,  
high-quality and profitable  
milk, grain and fish chain



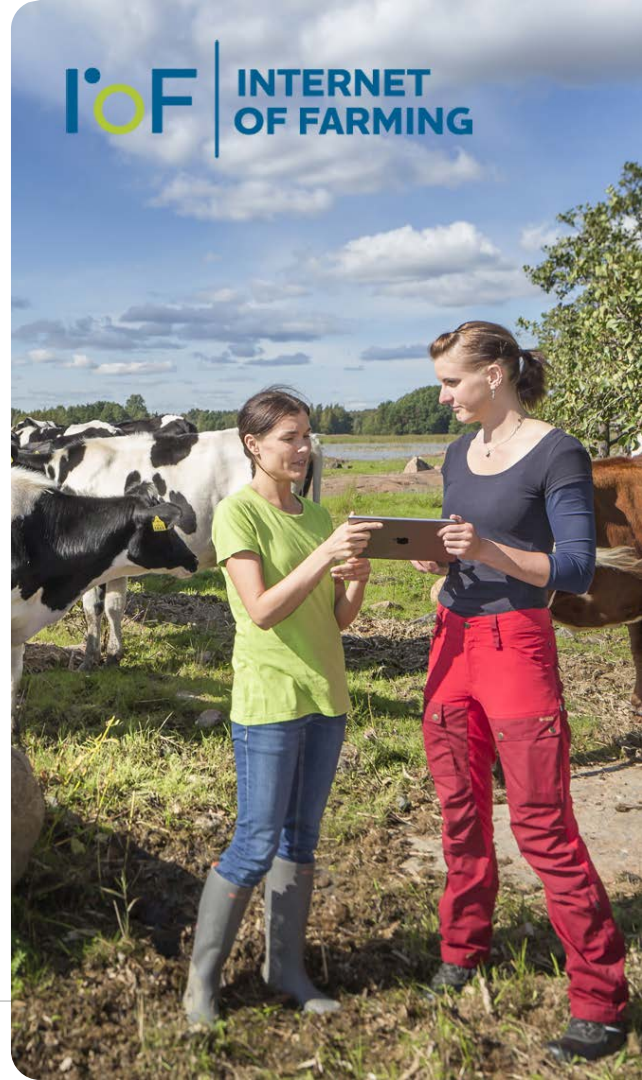


With feeding, we enhance cattle welfare  
and sustainability and profitability of  
the milk production



# Internet of Farming and feeding expertise raising the milk farm productivity

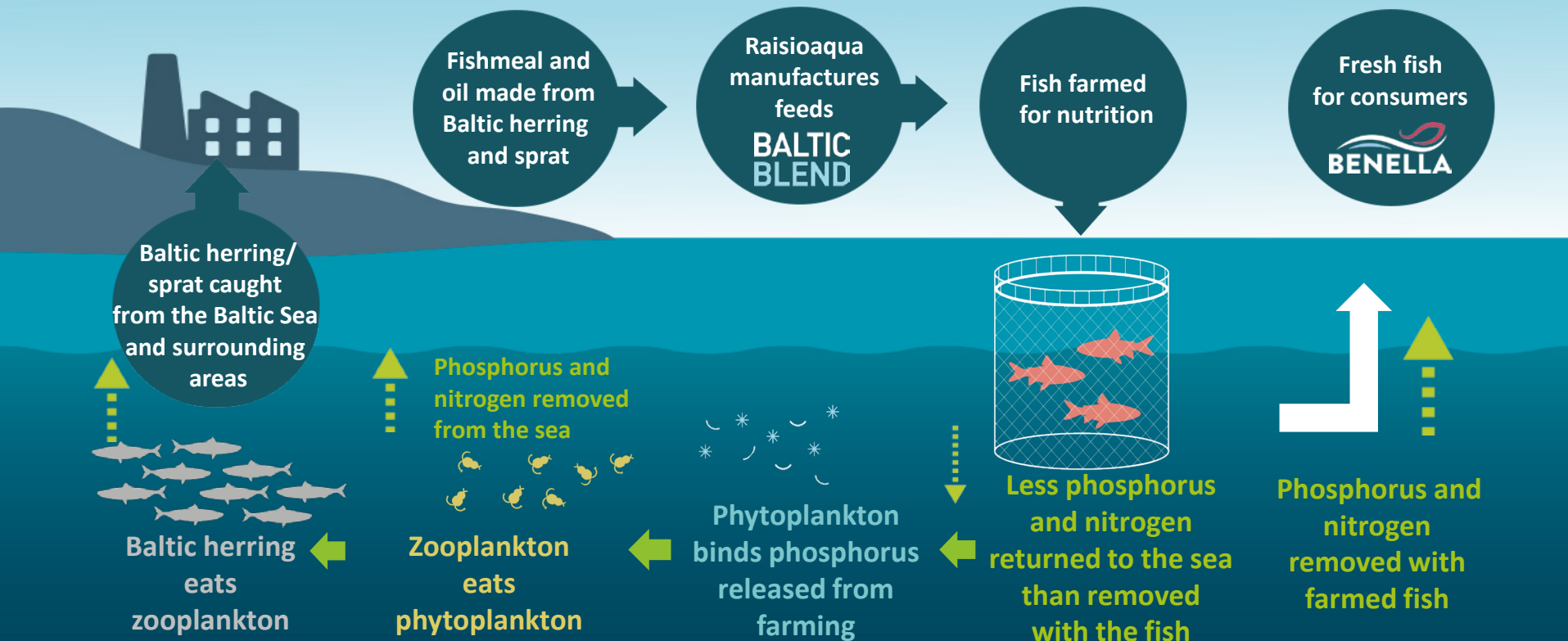
- Milking robot monitoring (Tuotostutka®) processes the data of milking robots into profit
  - 160 farms involved
  - Milk yields grown by an average of 6%
- New OMA feeding service model is based on the farmer's own farming and feeding practices





Fish farming more sustainable  
with Baltic Blend feed innovation

# Baltic Blend feeds reduce nutrients in the Baltic Sea







## Benella is sustainably farmed Finnish fish

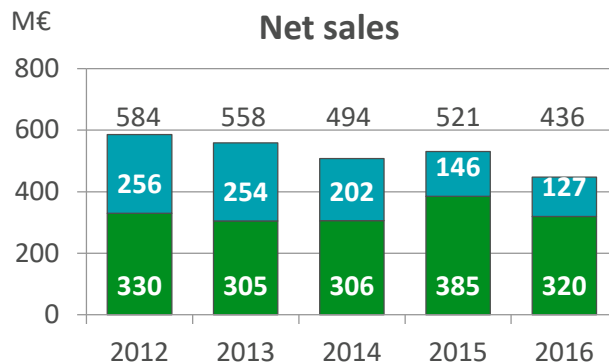
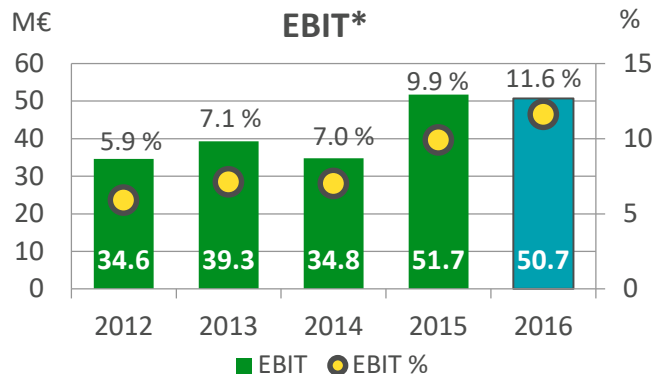
- Baltic Blend innovation is used in all Raisioaqua's fish feeds: decrease in the nutrient load in the Baltic Sea
- Benella Rainbow Trout available in Ruokakesko and Stockmann
- Benella fish has a contract farmer model: consumers get to know the farmer's name at the fish counter



RAISIO'S YEAR 2016

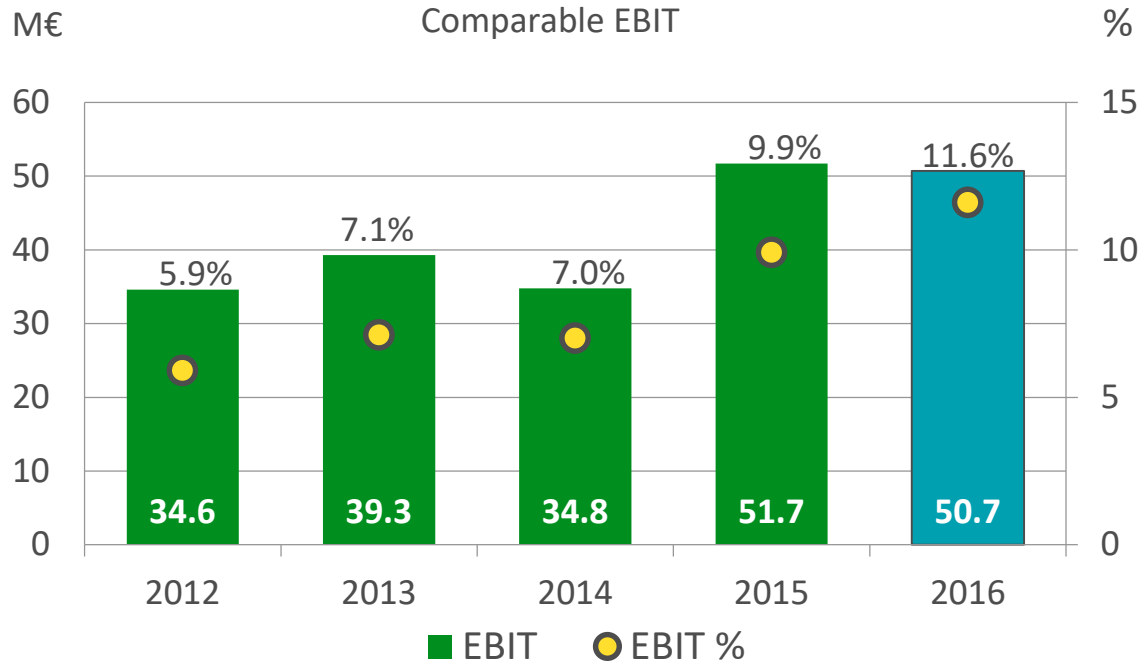
# Raisio's 2016

- EBIT\* 50.7 (51.7) M€
  - EBIT\* 11.6 (9.9) % of net sales
- Net sales 436.3 (521.2) M€
  - Net sales change -16%
- Impact of the British pound on EBIT -3 M€ and on net sales -20 M€
- Raisio's relative profitability improved
- Comparable return on equity improved to 11.6%
- Raisio divested its UK snack business

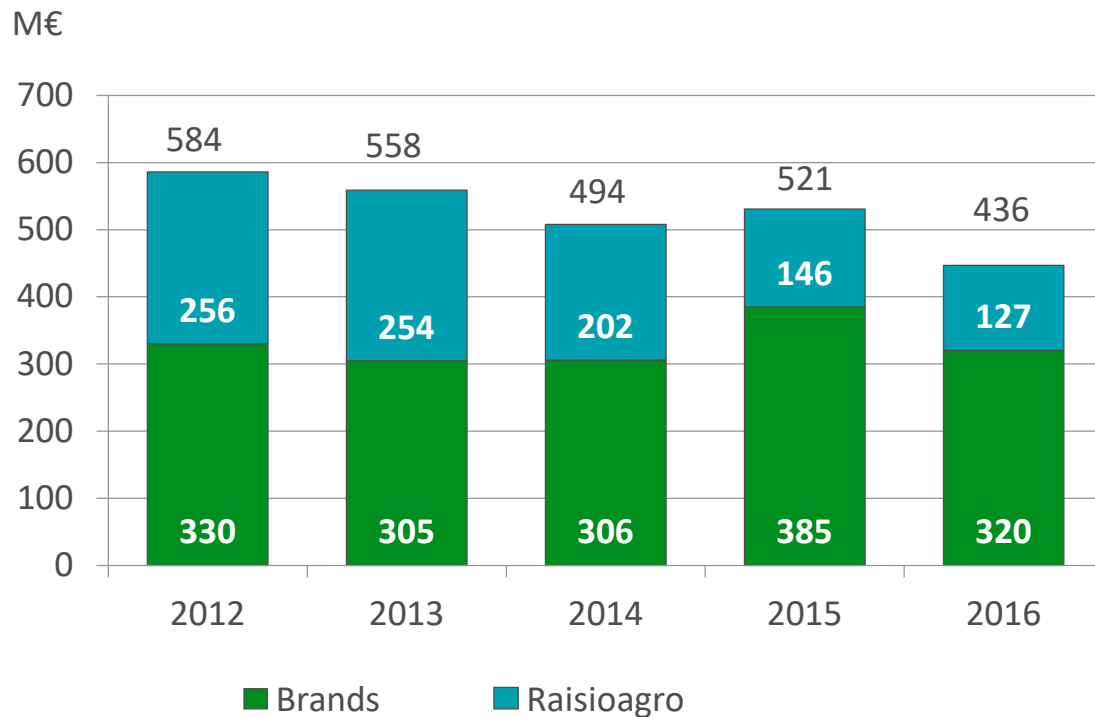




# Group EBIT 2012-2016



# Group net sales 2012-2016





## RECIPE FOR RAISIO'S SUCCESS



# Raisio = Brands and Raisioagro

	Brands	Raisioagro
Key figures 2016	<ul style="list-style-type: none"> <li>Net sales 320 M€</li> <li>EBIT* 50.5 M€</li> </ul>	<ul style="list-style-type: none"> <li>Net sales 127 M€</li> <li>EBIT* 3.7 M€</li> </ul>
Products	<ul style="list-style-type: none"> <li>Benecol</li> <li>Healthy Snacks</li> <li>Confectionery</li> </ul>	<ul style="list-style-type: none"> <li>Cattle and fish feeds</li> <li>Grain trade</li> <li>Farming supplies</li> </ul>
Operating model	<ul style="list-style-type: none"> <li>For consumers</li> <li>International</li> </ul>	<ul style="list-style-type: none"> <li>Direct purchasing and sales</li> <li>Local markets</li> </ul>
Competitive advantages	<ul style="list-style-type: none"> <li>Brands</li> <li>Innovations</li> <li>Consumer knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Feeding expertise</li> <li>Innovations</li> <li>Online store</li> </ul>

\*Comparable EBIT



# Raisio has a lot of opportunities, let's succeed together

- Competent and enthusiastic employees are creative
- Well-known, valued brands as our strength
- Products into new product categories
- New services
- Expansion into new markets and distribution channels
- Foods in line with consumer needs
- Growth in Finland and internationally
- Effective processes - Lean



# Benecol Soft Chew available in five countries

- Available in Finland, Poland, Ireland, Belgium and Holland
- The first cholesterol-lowering soft, chewable food supplement
- Storage at room temperature
- A convenient way to lower cholesterol, e.g. during the workday or while travelling
- New sales channels: pharmacies and online store [www.oatletstore.com](http://www.oatletstore.com)





# Delicious and healthier novelties: Raspberry-white chocolate oat biscuit



*Glovena*

# Elovena's new design



Elovena





## NEW! Elovana snack ice cream

- Healthier snack
- Wholegrain oats
- Energy equals a cheese sandwich
- Amount of fibre equals a slice of rye bread
- Amount of protein equals a glass of milk
- Moderate in sugar, low in hard fat





## Gluten-free Provena from pure oats

- Provena products combine good taste, texture and nutritional values
  - Available in Finland, Sweden and Poland
- Popularity of gluten-free products continues to grow





# nordic



NATURE HIDES HER  
MOST DELICIOUS  
CREATIONS.

SO ONLY WE  
CAN FIND THEM.



Way up north, far away from  
any human presence, where  
there is nothing but peace and  
untouched nature grow the  
oat and wild berries for our  
products. That is why they are  
so good. Try it now!

**nordic**  
THE TASTE OF ARCTIC PURITY.





## Demand for soft gums growing

- Raisio's Czech business is a cost-effective, versatile soft gum manufacturer
- Dozens of new products launched under the Pedro and Juicee Gummee brands



## Traditional confectionery brands in the UK

- Fox's product line continued to expand
- In the UK, Raisio focusing on new sales channels and products
- Raisio is a trusted contract manufacturer of the industry and retailers





# NORRA





# Let's make Raisio an even better company together!

- The Board initiated work to renew the Group's strategy
- The new strategy will be completed in May 2017
- Key theme is to turn the Brands Division's net sales back to growth path
- In 2017, Raisio will invest in brand strengthening and expansion into new product segments and markets, and will enhance its operational activities

## MISSION

Raisio makes  
the world  
a better place

## VISION

Raisio  
is growing  
profitably



THANK YOU!

*Glovena*

