

# Help! We Do not have a CISO!

Long live Information Security!

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# What CISO stands for?



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**In Orkla we have an  
history of making anyone  
aware of their  
responsibility**





**A home**  
*to grow*

# About Orkla

## ORKLA – COMPANY HIGHLIGHTS

# Leading Nordic supplier of branded consumer goods built on strong local brands and insights

**300**

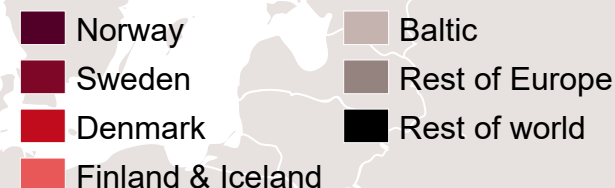
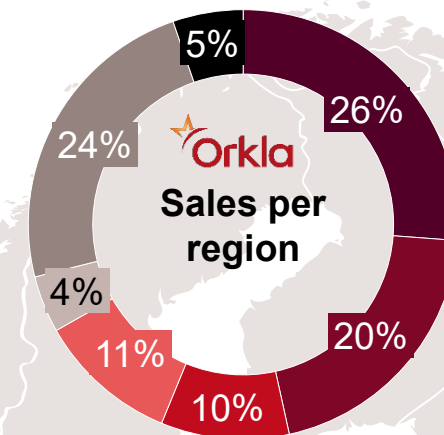
local brands with strong positions typically in the range of 30-80%

**100 countries**

Orkla products are sold in over one hundred countries



The leading branded consumer goods company in the Nordic and Baltic regions



OPERATING REVENUES

**50.4**

EBIT (ADJ)

**5,0**

NO. OF EMPLOYEES

**20,400**

NOK  
BILLION

# 10 largest categories

- Snacks
- Ready meals
- Confectionery
- Personal hygiene
- Sauces & flavourings
- Dietary supplements
- Pizza
- Biscuits
- Wash and cleaning
- Bread toppings

# A unique portfolio of strong local brands



what is an investment company?



An investment company is a type of financial institution that pools money from multiple investors and invests it in various financial instruments such as stocks, bonds, and other securities. Investment companies may operate as mutual funds, exchange-traded funds (ETFs), closed-end funds, or unit investment trusts (UITs). They are regulated by the Securities and Exchange Commission (SEC) and must adhere to strict guidelines and disclosure requirements to protect investors. Investment companies provide a convenient and diversified way for individual investors to access a range of investment opportunities that they may not be able to access on their own.

and an industrial investment company?



An industrial investment company is other securities. They may also provide strategic guidance and resources to help the companies grow and expand their operations a type of investment company, and energy. Unlike traditional investment companies that may invest in a wide range of financial instruments, industrial that focuses on investing in industrial businesses. These businesses may be involved in manufacturing. Industrial investment companies may operate as private equity firms, venture capital firms, or other types of investment companies.

Orkla ASA is a leading industrial investment company. Its scope of activity is brands and consumer-oriented companies. At present, Orkla has 12 portfolio companies.

The board of Orkla has agreed to implement a new corporate structure that will see the establishment of 12 independent portfolio companies.

The Norwegian conglomerate says that the individual units will have greater autonomy and responsibility, as well as their own board of directors. The announcement follows the appointment



# Orkla has transformed into an **industrial investment company** with 12 portfolio companies

**Orkla ASA**  
President & CEO

Investment team

Corporate functions

Centres of Excellence  
Investment Professionals

Finance  
Human Resources  
Legal & Compliance  
Communication & Corporate Affairs

Business service  
Companies

Orkla Group Procurement

Orkla Financial Services

Orkla IT

**Portfolio Companies**

Jotun  
NOK 22,8 bn

Orkla Foods Europe  
NOK 17,3 bn

Orkla Food Ingredients  
NOK 13,5 bn

Orkla C&S  
NOK 7,6 bn

Orkla Health  
NOK 5,2 bn

Orkla India  
NOK 2,4 bn

Orkla Home & Personal Care  
NOK 2,3 bn

Pizza Out of Home  
NOK 2,2 bn

Orkla House Care  
NOK 1,4 bn

Health and Sports Nutrition  
NOK 1,1 bn

Pierre Robert Group  
NOK 0,5 bn

Lilleborg  
NOK 0,5 bn



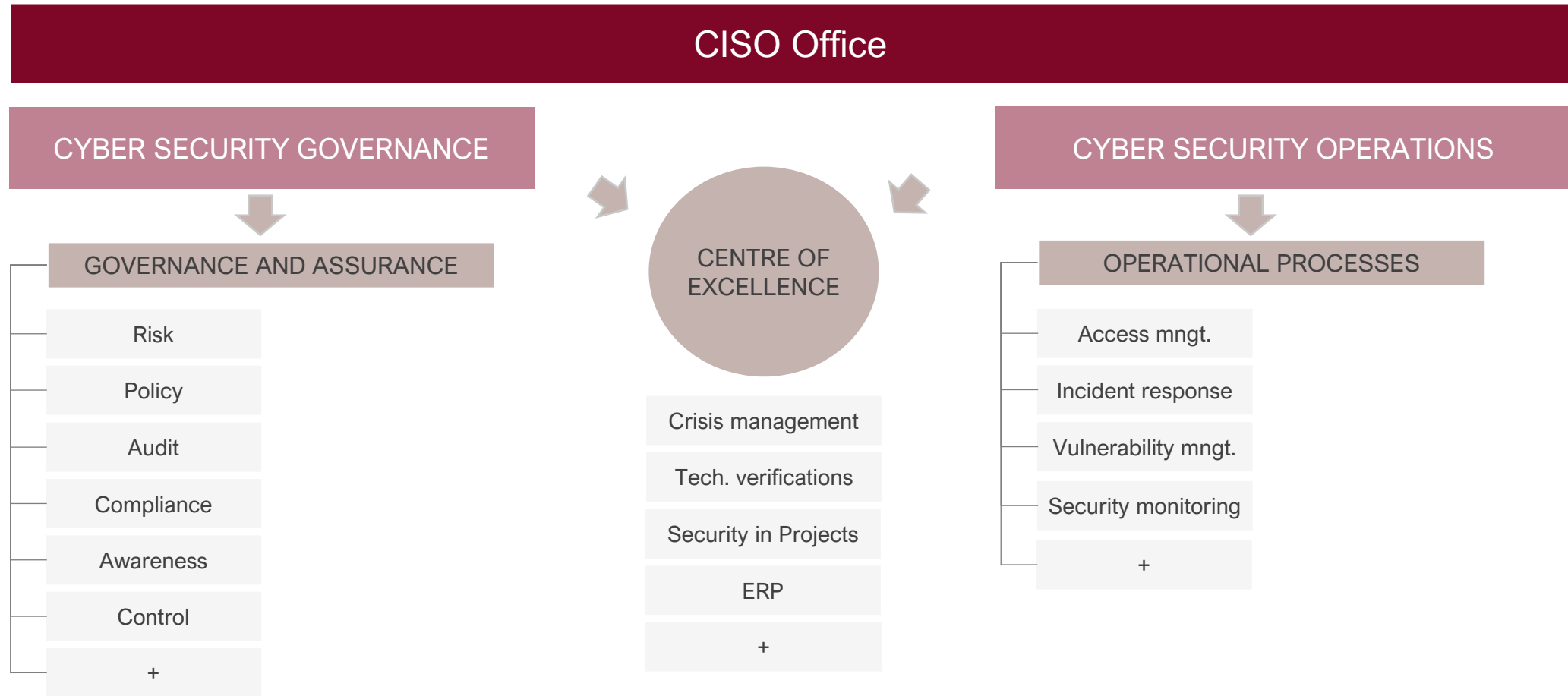
Source: Orkla ASA Annual Report 2022

**A home**  
*to grow*

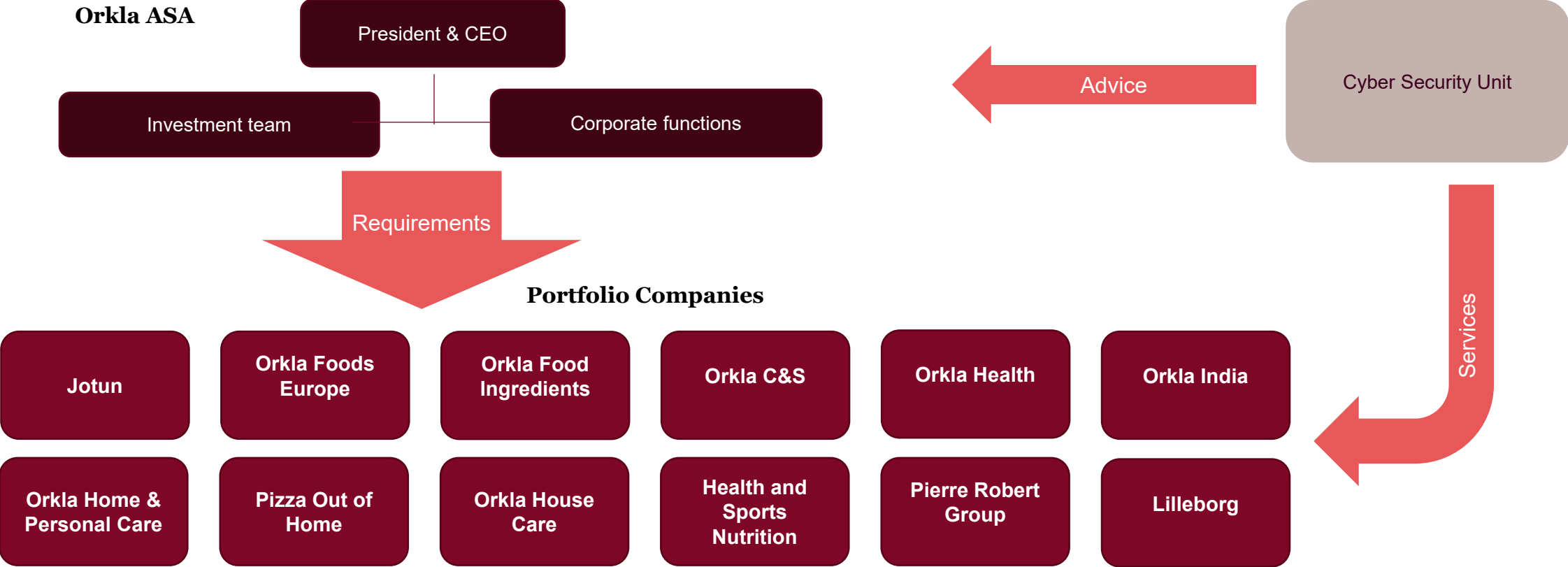
# **A home To Grow...**

# **Information Security**

# Classic Organization – How we were organized



# What is now ?





**A home**  
*to grow*

# Governance

# Information Security Governance and Management

Processes to be implemented in the Governing Body\* and Board of Directors:

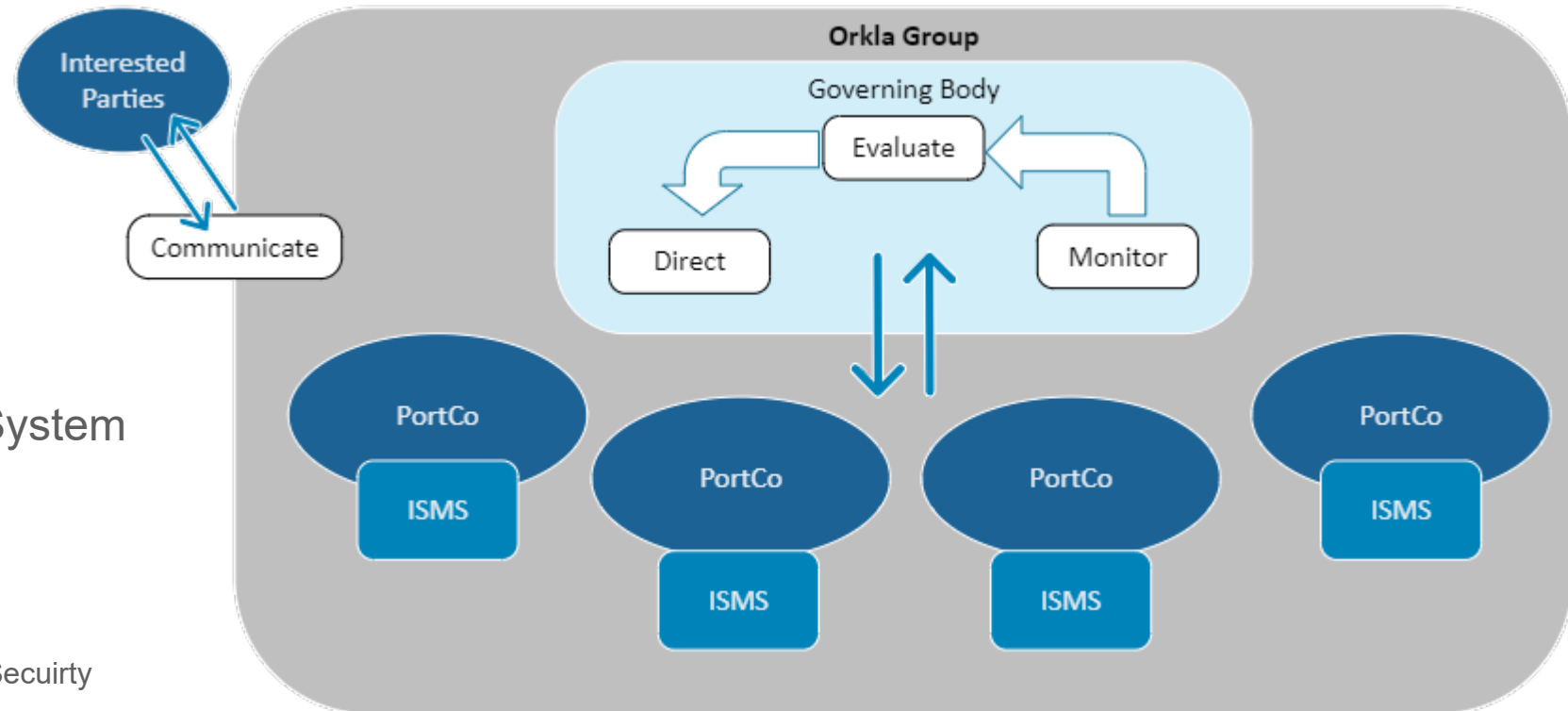
## Governance Processes

- › Direct (e.g. Strategy)
- › Monitor (e.g. KPIs)
- › Evaluate (e.g. Future needs)
- › Communicate (e.g. Reporting)

## Information Security Management System (ISMS):

- › Implementation and Continuous improvement

Source: ISO27014:2020 Governance of Information Security



\* Governing body is identified as Orkla Management team as per governing document “Roles, Responsibility and Authority” for Information Security



Direct

# Strategy

# Cyber Security Strategy – 2024 – 2026

- 5 Pillars
- 15 Strategic Goals
  - 34 suggested objectives
- Qualitative assessment of investment for each strategic goal

Between the lines:

- Shall guide improvement of Cyber Security
- Key Performance Indicators (KPIs) to monitor implementation
- No decision about budget or investment
- Portfolio companies to set up and own Road Map
- Cyber Security Unit to support if requested







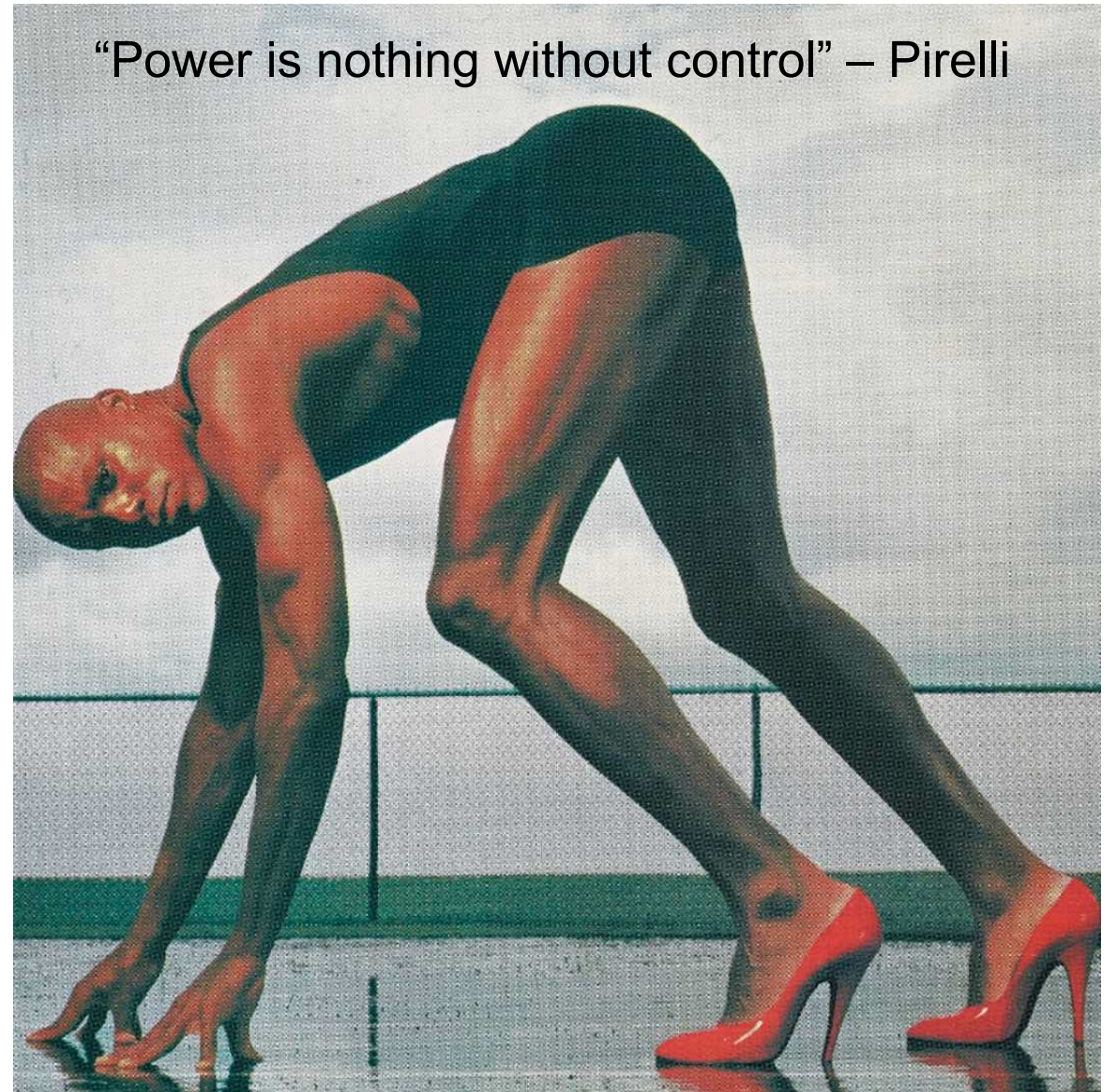
What's next?

# Processes and KPIs

# Processes and KPIs

- Control mechanism will be reshaped
- Management processes re-established at a different level
- New Key Performance indicators (KPIs) and Key Risk Indicators (KRIs) will have to rely on a more heterogeneous set of sources

“Power is nothing without control” – Pirelli



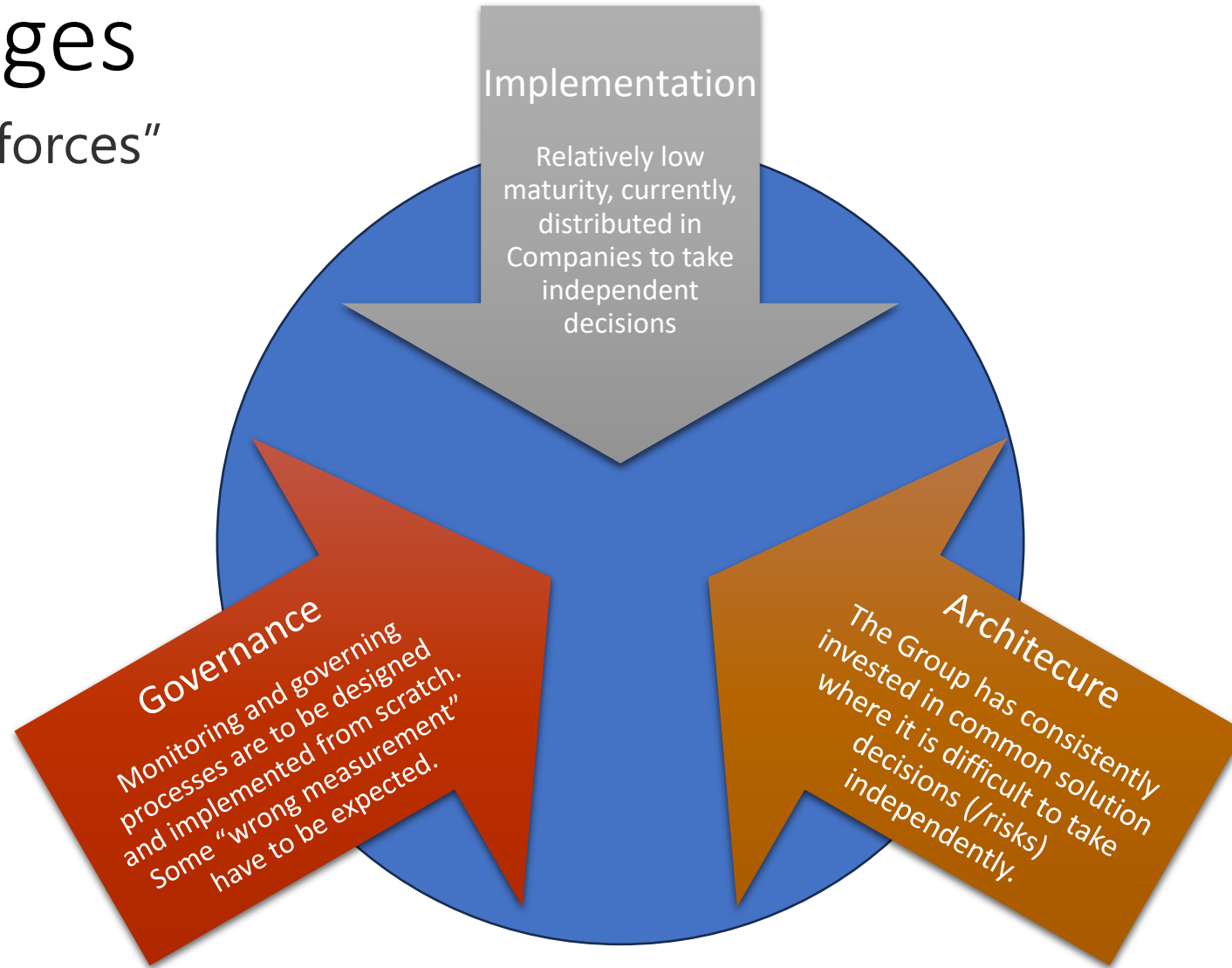


Conclusion

# Challenges and Opportunity

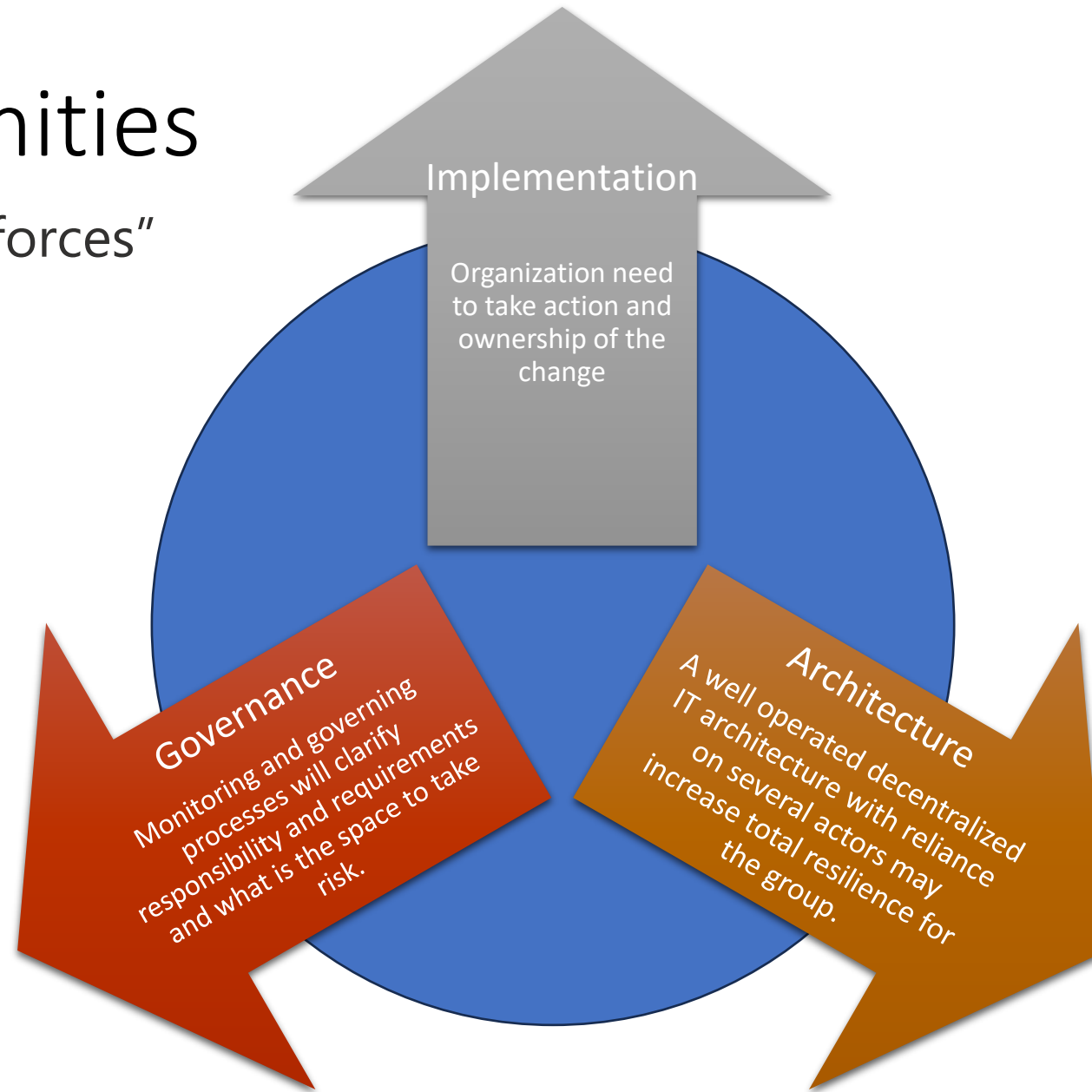
# Challenges

"centripetal forces"



# Opportunities

"centrifugal forces"



# In the end is all about learning to swim...





