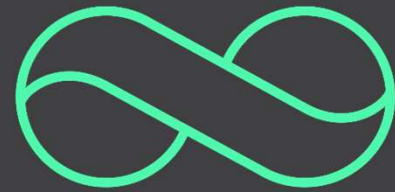




norilia

Pure nature refined



**norilia**

**Strategy Norilia 3.0**

**2023 - 2027**



## Side streams from the Norwegian meat- and egg industry:

**1/3**

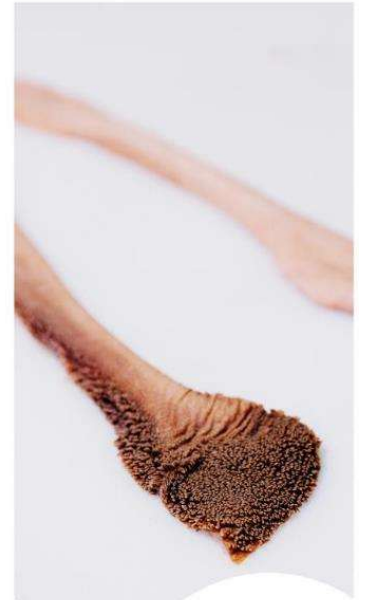
of volume

**150 000**

tonnes per year



# We call these side streams **plus products**



# Mission

We will **utilize** all resources, the whole animals, for products the world wants and enjoys

# Vision

We will contribute to a **profitable and sustainable agriculture**

## Our values

Curious – Enterprising – Engaging – Open - Reliable

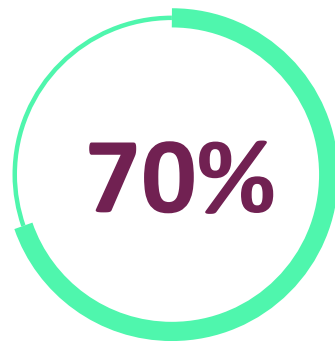


# About us

100% subsidiary of Nortura

**50**  
employees

**500**  
mil revenue



export

## Our plants

Skjeberg: hides and skins

Fredrikstad: natural casings

Gol: wool

## Co-owner

Bioco: ingredients poultry

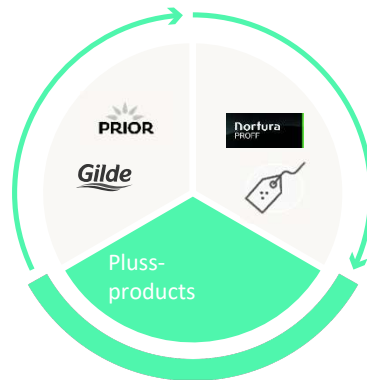
Norilia Nordic: Nordic hides

Extensive collaboration with national and international customers, and research & innovation partners

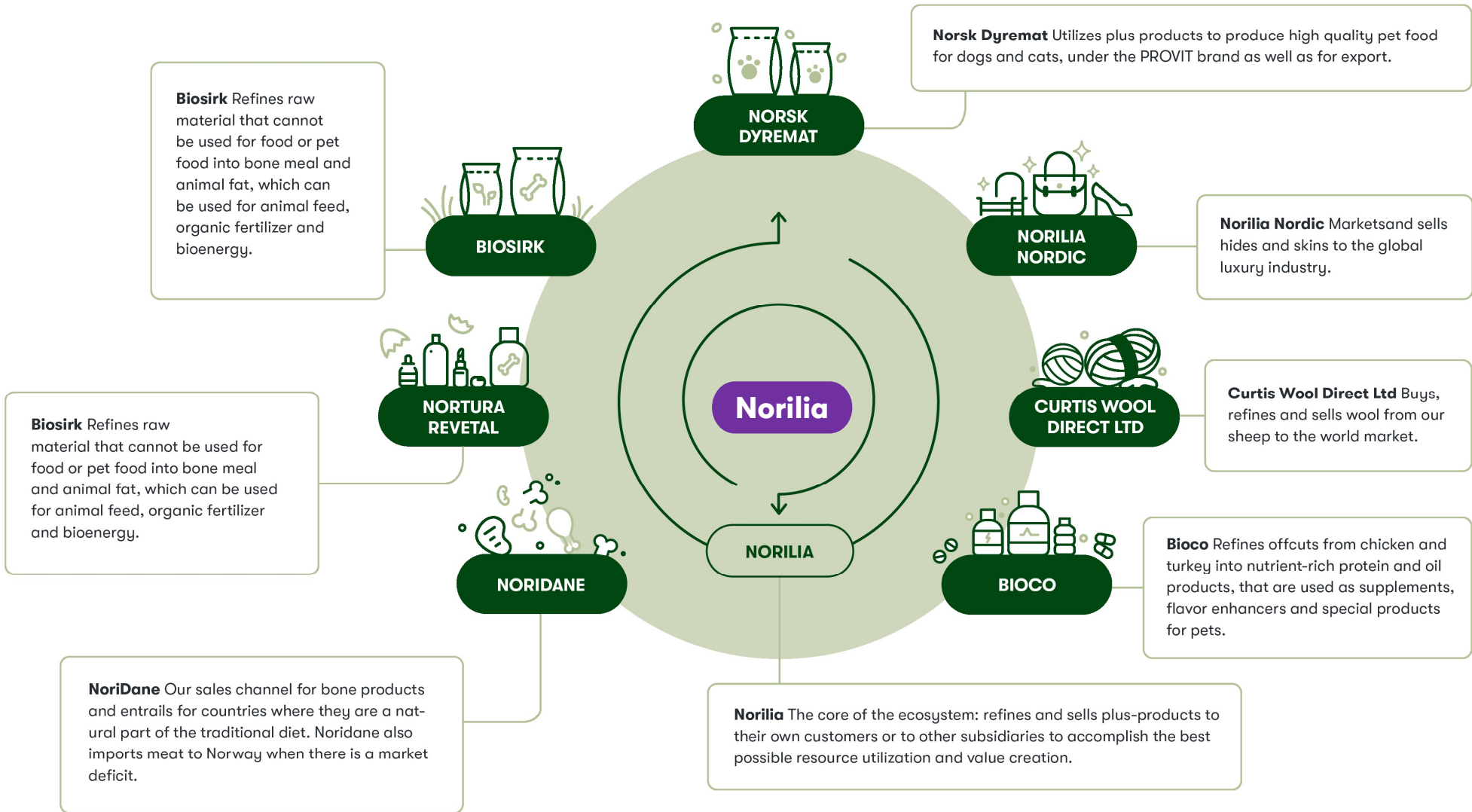
# Backed by a **solid** owner

## Long-term security and predictability

- Owned by 17 100 farmers
- Market leader
- 28 bil kr revenue
- Strong ecosystem of daughter companies







**Biosirk** Refines raw material that cannot be used for food or pet food into bone meal and animal fat, which can be used for animal feed, organic fertilizer and bioenergy.

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**Noridane** Our sales channel for bone products and entrails for countries where they are a natural part of the traditional diet. Noridane also imports meat to Norway when there is a market deficit.

**Norsk Dyremat** Utilizes plus products to produce high quality pet food for dogs and cats, under the PROVIT brand as well as for export.

**Norilia Nordic** Marketsand sells hides and skins to the global luxury industry.

**Curtis Wool Direct Ltd** Buys, refines and sells wool from our sheep to the world market.

**Bioco** Refines offcuts from chicken and turkey into nutrient-rich protein and oil products, that are used as supplements, flavor enhancers and special products for pets.

**Norilia** The core of the ecosystem: refines and sells plus-products to their own customers or to other subsidiaries to accomplish the best possible resource utilization and value creation.

# Pure and safe raw materials

- Cold climate, pure nature
- Small farms with good distance between them
- Healthy animals with good welfare
- No GMO, no use of hormones, low antibiotic use
- Traceability





# Our refinement

- Focus on quality in everything we do
- Use smart solutions, technology, processes
- Added value through innovation and collaboration with customers and research/innovation environments

Continuous improvement and new processes



Luxury brands abroad prefer Norwegian hides due to their quality – delivered fresh, and good animal health and welfare

# Norwegian hides and wool are used in high end products

Norwegian wool customers have high quality demands – they use Norwegian wool for high end textile products



## Hva har Hermès, Prada og Gucci til felles?

9.12.2020 12:03:22 CET | [Landbruks- og matdepartementet](#)

Del [f](#) [in](#) [t](#) [p](#) [e](#) [w](#)

Jo, de bruker hud fra norsk storfe til å lage flere av sine produkter! Norske huder er i verdensklasse! Denne kvaliteten gjør at de kjente moteprodusentene vil lage vesker, sko og belter av huder fra norsk storfe. Omsetning av disse "rest-produktene" er på en halv milliard kroner. Det meste går til eksport.



# Important trends and drivers for Norilia



## Uncertainty in markets and supply

- Volatile commodity markets
- Uncertainty about meat consumption and therefore raw material supply
- But, growing population and purchasing power
- More demand for high quality products



## Human capital cost leads to digitalization

- International pressure on costs
- Increased labor costs
- Difficult to get specialized workers
- Need to automate, big potential
- Sensor technology, 3D printing and automatization



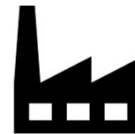
## Focus on local resources

- Demand for Norwegian, local products
- Turbulence in global markets lead to more focus on self sufficiency
- Focus on recycling, upcycling, resource use



## Sustainability is key

- An increased focus on animal welfare, health, climate, environment, biodiversity, food safety, traceability and antibiotics use
- Focus on food and nutrition security
- Stronger demands for sustainability and documentation



## Biotechnology creates opportunities

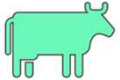
- A high rate of development of new technology and bioprocesses for processing residual raw materials
- Opportunity for new products that are more sustainable and less resource
- Rise of “cultivation” processes protein and materials



## More health-conscious consumers

- Increased focus on clean natural ingredients
- Alternative protein sources and materials
- Increased awareness and focus on nutrition and health for humans and pets will form the basis for strong demand for new bio-based ingredients.

# Norilia's strategy-story 2023-2027



**We will utilize all resources in the best possible way with the highest possible value creation.** In the strategy period we will focus on increasing uptake, quality, and move more raw materials to new and higher value markets and applications.



**We will contribute to sustainable value creation and added value for our owners, suppliers and customers.** In the strategy period we will create growth by moving up the value chain and creating new collaborations closer to the end users.



**We use new bioprocesses and develop smart and preferred solutions for the consumer of the future.** In the strategy period we will strengthen our focus on consumer needs, developments in sustainable food and materials, and ingredients for better health.



**The world is our arena for opportunities.** In the strategy period we built further on our international experience and position ourselves stronger in selected niches where our products and solutions are relevant and have added value.



**Our competitive advantage is built on who we are and what we offer.** In the strategy period we will ensure full traceability, build our brand and create better visibility of our story and our responsibility in all parts of the value chain.



**We are curious, innovative and competent.** In the strategy period we will continue to develop our skilled and knowledgeable employees, to be able to meet future trends and customer demands with new opportunities for growth.

# Norilia's long-term strategic targets

## - Describe how we would like to develop towards 2035.



### 1. Our products – a part of future preferred solutions

While animal raw material availability has decreased, Norilia is still relevant with its high quality, sustainable products that appeal to the future consumer. We ensure ourselves a position closer to the end user through smart partnerships.

### 2. Responsibility as a competitive advantage

Customer demands for responsibly produced products will only increase, and Norilia tackles this hands on by securing traceability and documentation. Our story has great value both to our customers and end users.



### 3. More plus products to food and food production

Norilia responds to the increased demand for self sufficiency and locally produced food by offering products that can be used directly in or as food, and concepts related to the growing of food using natural and biobased resources.



### 4. Tailored health and nutrition solutions

Consumers know exactly what they want when it comes to nutrition, and Norilia becomes a niche supplier of biobased ingredients to be used in tailored solutions focusing on health and nutrition.



### 5. Future bioprocesses and ingredients

Sustainable protein demand increases but animal protein availability becomes less. Norilia implements new bioprocesses that produce tailored biobased proteins, fats and other ingredients to meet these new demands.



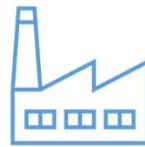
# Norilia's sustainability strategy

## Our promise:

We will promote sustainable value creation and responsible production, and be a supplier of safe, sustainable quality products produced with care for people, animals and the planet.

## Our message:

We take care of resources, animals, people and the planet, and develop safe, sustainable quality products.



## ENSURE SAFE AND HEALTHY RAW MATERIALS AND PRODUCTS

## RESPONSIBLE PRODUCTION

## CARE FOR PEOPLE AND ANIMALS

- Product safety
- Health and nutrition
- Transparency and traceability
- Animal health and antibiotics use (Indirectly – demands to our suppliers)

- Resource utilization
- Circular business model
- Waste and production losses
- Innovation
- Effects on climate
- Water use

- Good working conditions
- HSE
- Equality and diversity
- Animal welfare (Indirectly – demands to our suppliers)

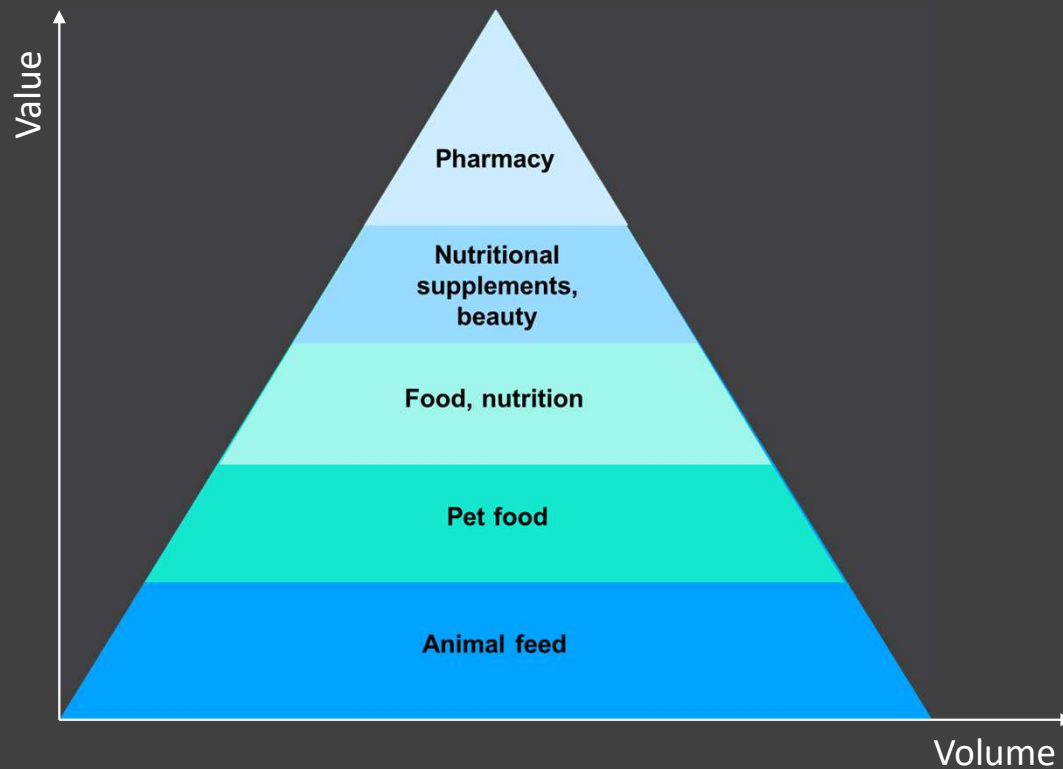


## In close collaboration with others

- Strategic alliances
- Partnerships with public bodies
- Collaboration with other industry partners
- Collaboration with research institutes

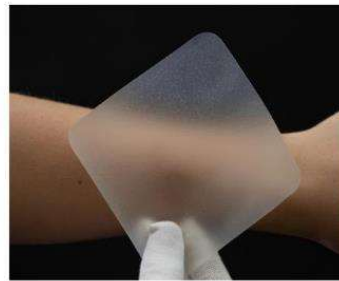


# Value creation through increased refinement and production of new ingredients for sale in less volatile markets



...in addition to development of our traditional products

We find new and better ways to **utilize our resources** with a focus on health, nutrition and sustainability



# 14 Currently financed research and development projects



We utilize competence and expertise from research environments



NIBIO



KUNSTHØGSKOLEN I OSLO  
OSLO NATIONAL ACADEMY OF THE ARTS



# We have built two plants to refine and produce ingredients



bioco



Better utilization of raw materials



High value ingredients for food and feed



Ingredients for health

Nortura Revetal

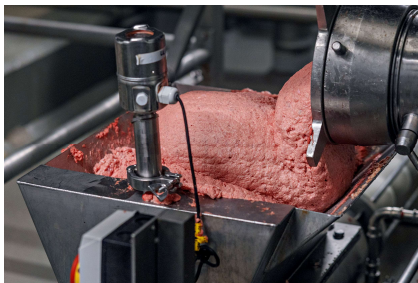
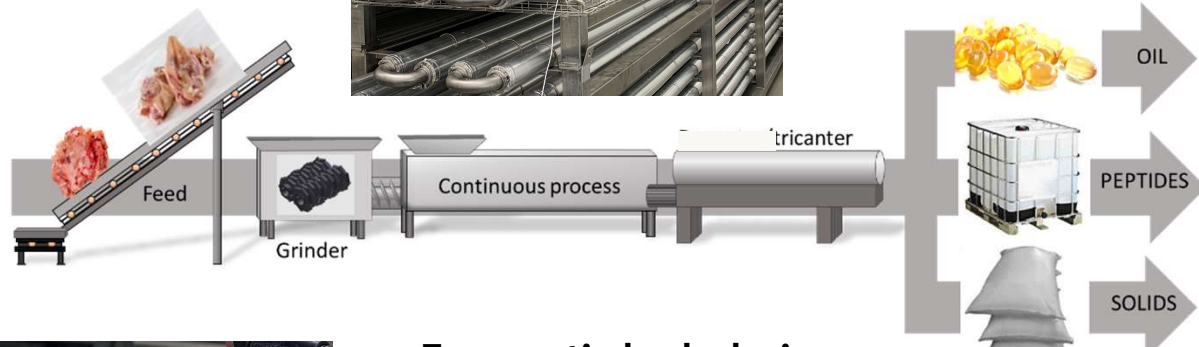




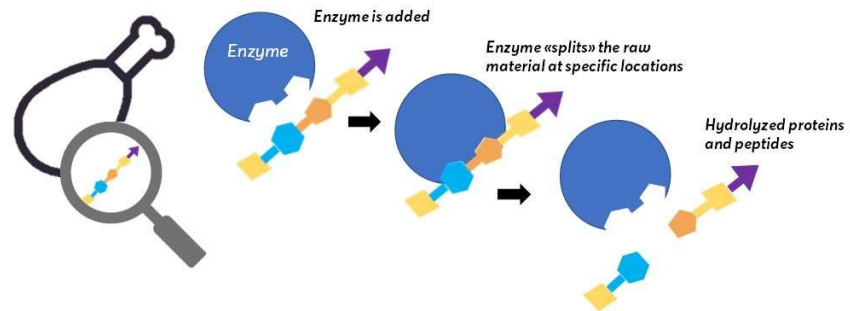
 **Nortura**  
bondens selskap

**bioco**

# bioco



## Enzymatic hydrolysis



### Poultry hydrolysate



90% protein  
Spray dried

60% protein, soluble  
Liquid

### Poultry oil



### Poultry meal



50% protein, soluble and insoluble



Pet food



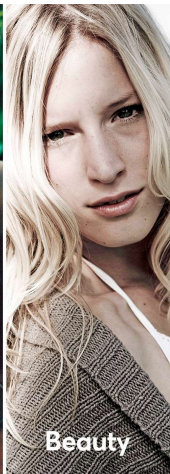
Sports  
nutrition



Nutrition



Food



Beauty

# Bioco is a joint venture between Nortura/Norilia and Felleskjøpet



bioco







Thank you!



**norilia**

Pure nature **refined**