

The background of the image is a deep purple with a pattern of glowing, intersecting diagonal lines in shades of cyan and magenta, creating a diamond-like grid effect. Centered in the middle of the image is the text "AVEVAWORLD" in a bold, white, sans-serif font. The letter "E" is stylized with three horizontal bars.

# AVEVAWORLD

ACCELERATE INDUSTRIAL INTELLIGENCE

# AVEVA World Milano

## Norsk Kylling AS - Norway

Factory Director (Norsk Kylling) - Gunnar Andreas Aarvold

Technical manager (Norsk Kylling) - Ulf Jensen

Senior Sales manager (Goodtech) - Robert Haugum

20.05.2026 kl 15:30-1600



- than the conventionally produced broiler.

# We are Norsk Kylling

We are taking new paths to ensure sustainable chicken production, providing healthy and safe food of high quality for all of Norway

482  
employees

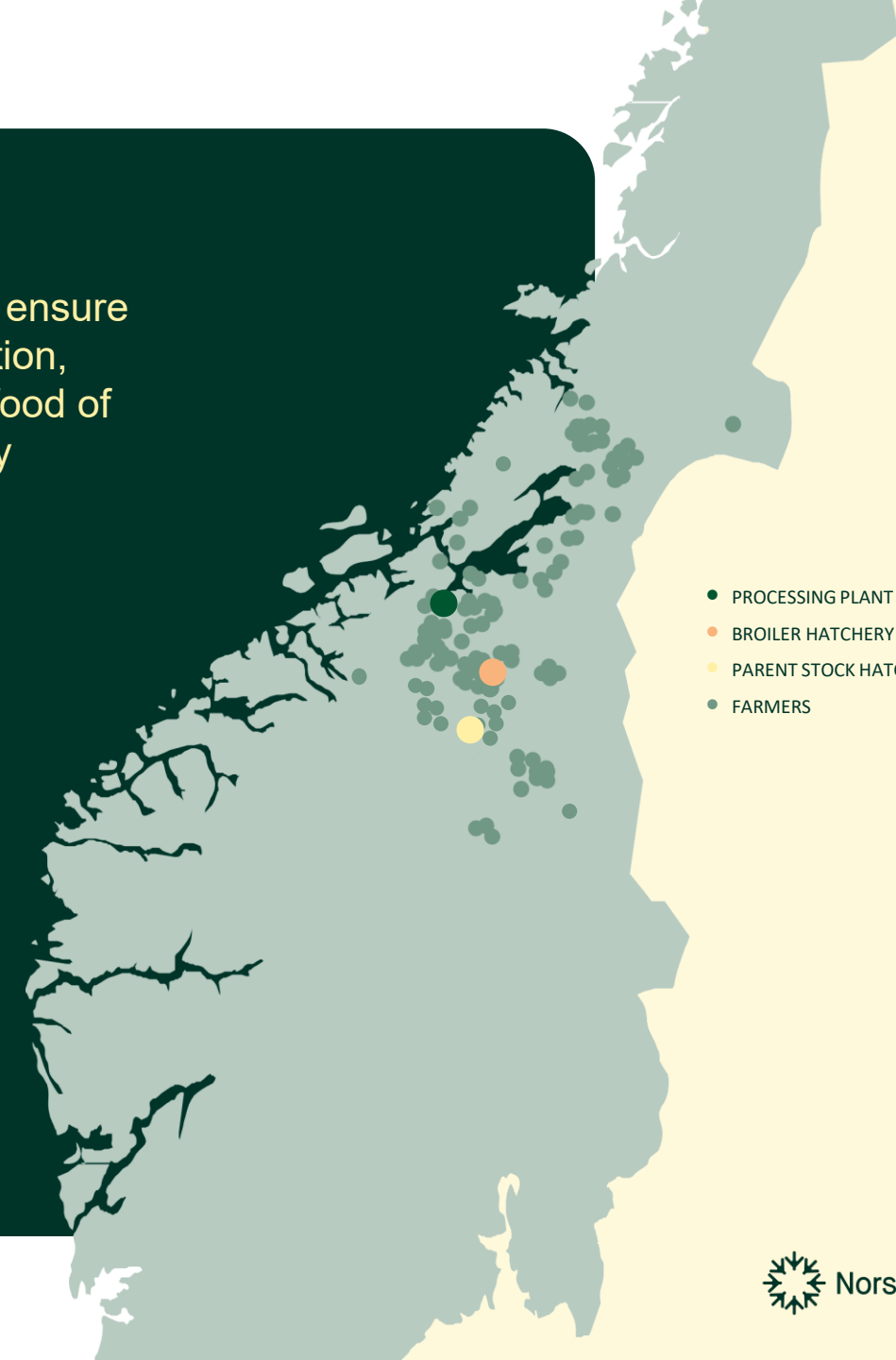
3  
production sites

150  
farmers

110  
million dinners per annum

2,3  
bn NOK sales 2025

30%  
market share in retail

- 
- PROCESSING PLANT
  - BROILER HATCHERY
  - PARENT STOCK HATCHERY
  - FARMERS



## 1991

- Norsk Kylling is established
- REMA 1000 becomes a customer of Norsk Kylling in 1994



## 2011

- Norsk Kylling becomes fully owned by REMA 1000
- REMA acquires 84% of Cardinal Foods in 2011
- REMA acquires the remaining 16% from Østhus in 2012



## 2012 – 2014

- Significant operational challenges and losses
- Major restructuring

### Norsk Kylling reported to the police

Norsk Kylling has been reported to the police by the County Governor following major breaches of emission permits.

### Norsk Kylling given 17 orders

*The Norwegian Labour Inspection Authority issued 17 orders to Norsk Kylling at Støren after an inspection.*

### Norsk Kylling under pressure - again

The Labour Inspection Authority is considering reporting Norsk Kylling after new breaches of working hour regulations.



## 2015 – 2017

- Turnaround initiated
- REMA acquires Hugaas Hatchery, achieving full control of the value chain
- Board decision to build a new processing plant at Orkanger

- Focus on efficiency over safety
- Risk-taking behaviour
- Fear of reporting deviations
- Emergency stops out of function
- Surveillance of employees
- Lack of internal control



Challenges with quality and operations

2014



100 % slower-growing Breed, Hubbard

2018



New processing plant in Orkanger

2021



100 % European Chicken Commitment

2022



New hatchery providing feed and water after hatching

2023



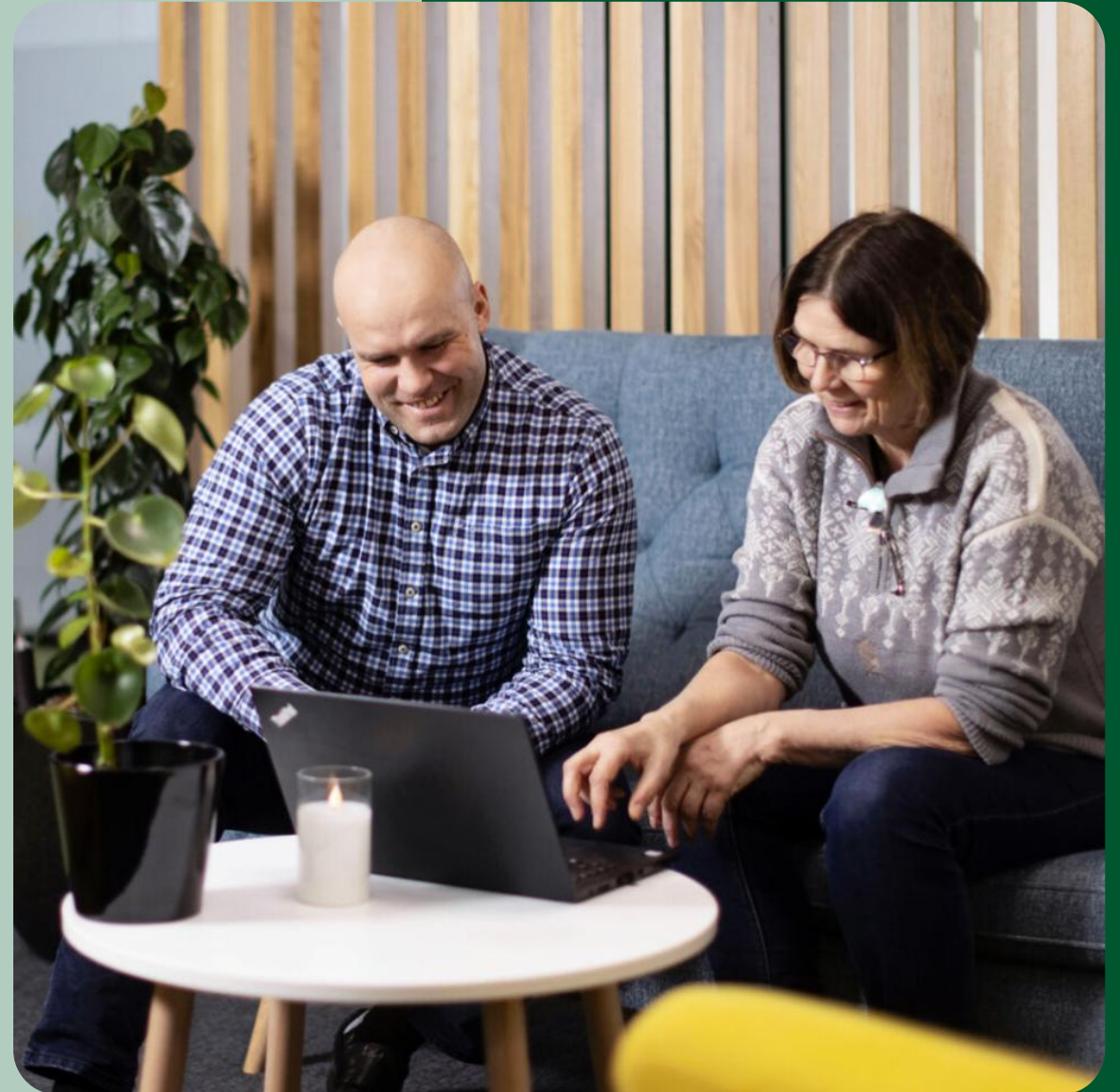
Green light in the Animal Welfare Alliance's consumer guide

2024

# Culture

To achieve true continuous improvement, we must focus less on methodology— and far more on culture. Because tools and frameworks don't drive transformation. People do.

And without the right culture, even the best methodologies will fail to take hold.



“How have we embedded continuous improvement through vision and values into daily practical execution?”



We stick to our business model.  
We keep high moral standards  
We are committed to being debt-free  
We encourage a winning culture  
We are positive and proactive  
We talk with each other, not about each other  
The customer is our ultimate boss  
We work for fun and profit

## **“We encourage a winning culture”**

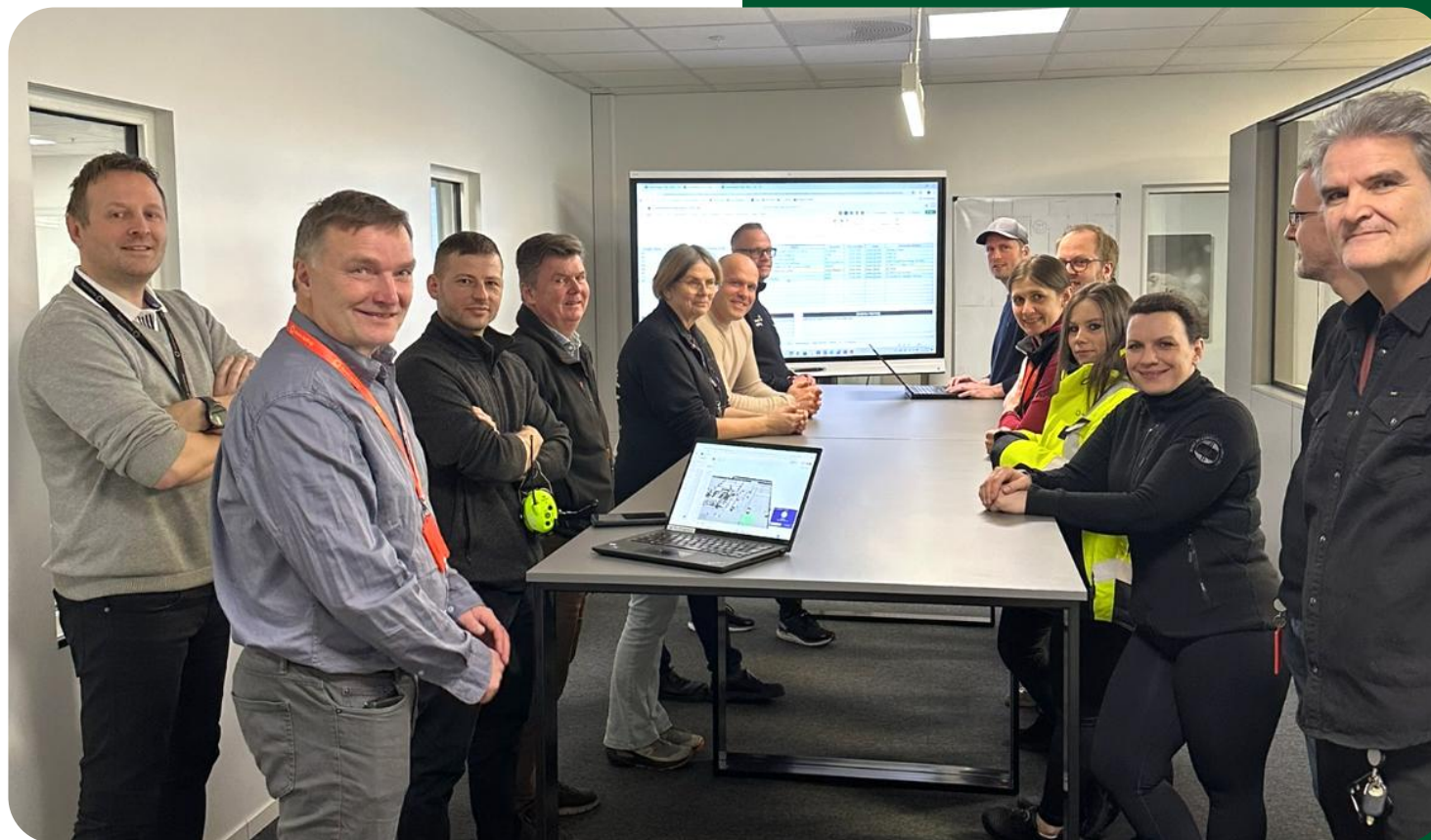
One of eight core values in the Reitan system.

They describe what we believe is worth striving for. Clear values are the foundation of a strong culture.

|                          |                                                                                                                                                                                                                             |                                                                                                                |                                                                                                |                                   |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------|
| Vision                   | «The World’s Best Value Chain in Food Industry»                                                                                                                                                                             |                                                                                                                |                                                                                                |                                   |
| Business idea            | We will set a new standard for responsible, efficient, and innovative production throughout our green value chain, and thereby ensure that our customers receive the highest quality at the lowest price in the marketplace |                                                                                                                |                                                                                                |                                   |
| Strategic focus areas    | RESPONSIBLE GROWTH                                                                                                                                                                                                          |                                                                                                                |                                                                                                |                                   |
|                          | Operations Optimisation                                                                                                                                                                                                     | Innovation and product development                                                                             | Communication                                                                                  | Other customers                   |
| Critical success factors |  People and Culture                                                                                                                        |  Learning and Collaboration | ☆☆☆ Quality and Improvement                                                                    |                                   |
|                          |  Enthusiasm                                                                                                                                |  Diversity                  |  Commitment |                                   |
| Targeted measures        |  KPIs                                                                                                                                      |  Activity Plans             |  Follow-up  |                                   |
| Values                   | VALUE-BASED LEADERSHIP                                                                                                                                                                                                      |                                                                                                                |                                                                                                |                                   |
|                          | 1. We stick to our business model                                                                                                                                                                                           | 2. We keep high moral standards                                                                                | 3. We are committed to being debt-free                                                         | 4. We encourage a winning culture |
|                          | 5. We are positive and proactive                                                                                                                                                                                            | 6. We talk with each other, not about each other                                                               | 7. The customer is our ultimate boss                                                           | 8. We work for fun and profit     |
| Foundation               | ESG                                                                                                                                                                                                                         |                                                                                                                |                                                                                                |                                   |
|                          | Animal welfare                                                                                                                                                                                                              | Environment                                                                                                    | Social Responsibility                                                                          | Food Safety                       |

## Daily operations meeting

All managers share responsibility for leading the meeting, rotating weekly throughout the year. This ensures everyone stays focused and familiar with the agenda.



# Daglig Driftsmøte kl 09:00 ~ 10 minutter

Anette: Kan du oversette denne



Alle ledere deler på ansvaret som møteleder. En uke hver på omgang gjennom hele året.  
Da sikrer vi at alle har fokus og kjenner agendaen!



## Annual celebration

Winners of the 2025  
Improvement Award

# PROCESSING PLANT



Orkanger



We process four chickens per second.



High level of automation in production and control processes.



Optimal process, product and personnel flow.



Robust capacity allowing for volume increase.

# Processing plant

Our factory



1

PRODUCTION AREA

2

ENERGY CENTRAL

3

WATER TREATMENT PLANT

4

BY-PRODUCT FACILITY

5

ADMINISTRATION



By-product  
facility

Wastewater  
treatment  
plantanlegg

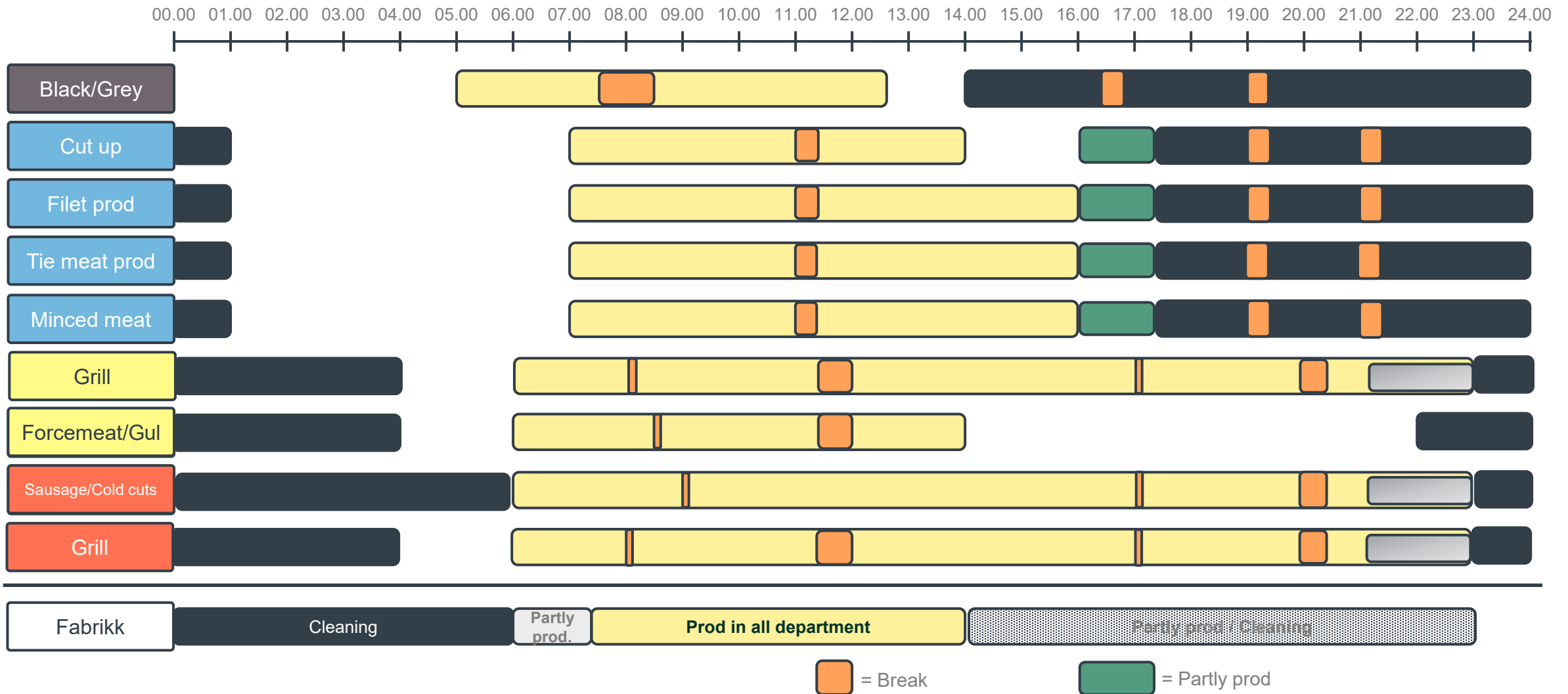
Production Area

Energicentral

To Seawaterpump  
station

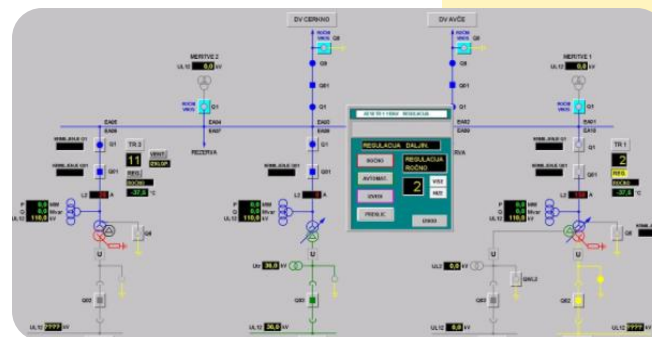
# Limited maintenance access

Production schedule constraints limit preventive maintenance windows during weekdays



## “The heart of our production”

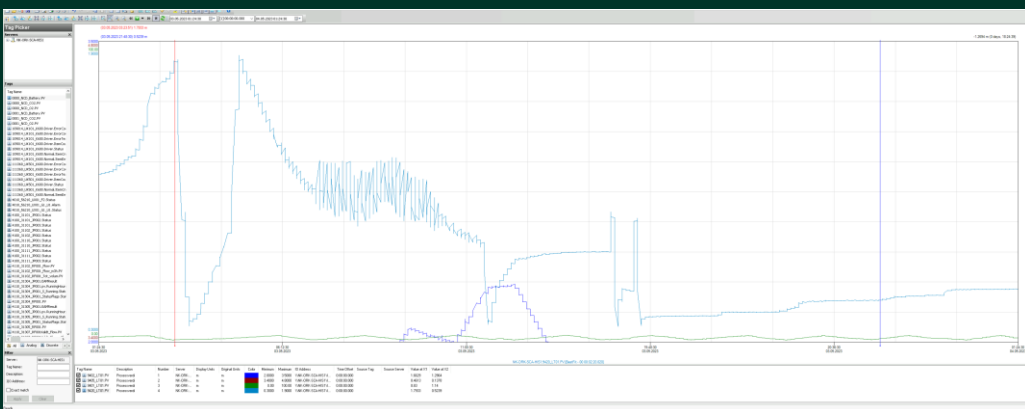
- A SCADA/SD system, including a specially designed controlroom
- Comprehensive logging and trending of all analog and digital values
- Network analyzers on main consumers
- Collection and analysis of operational data to assess whether certain systems can be scheduled to run during periods of lower electricity costs (e.g., nighttime)
- Morning meeting every day - All leader are gathered

[illegible]

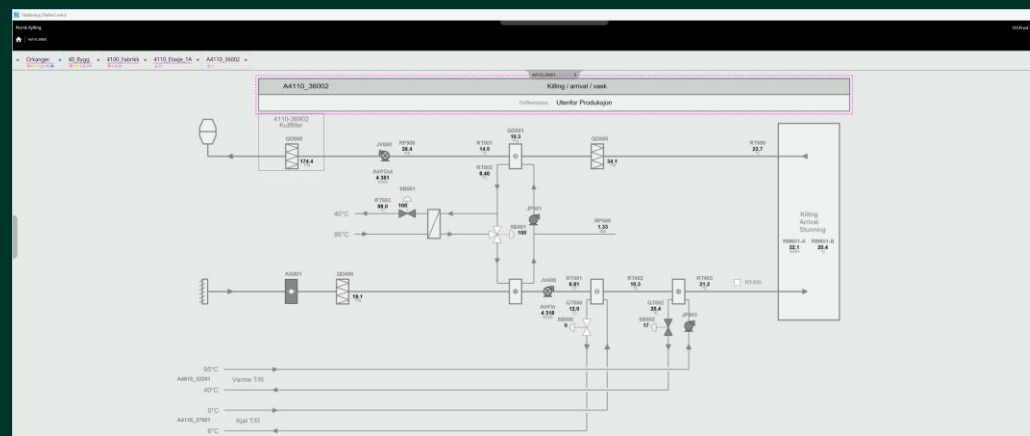
# Scada – AVEVA

Being used in surveillance and troubleshooting

## Trend tool



## Scada



# Scada - Integration

**EAM –  
Maintenance  
system**

**Win911 – Alarm  
system**

**Digel – AI  
solution**

**Aveva Insight**

**Elwatch –  
Wireless  
sensors**

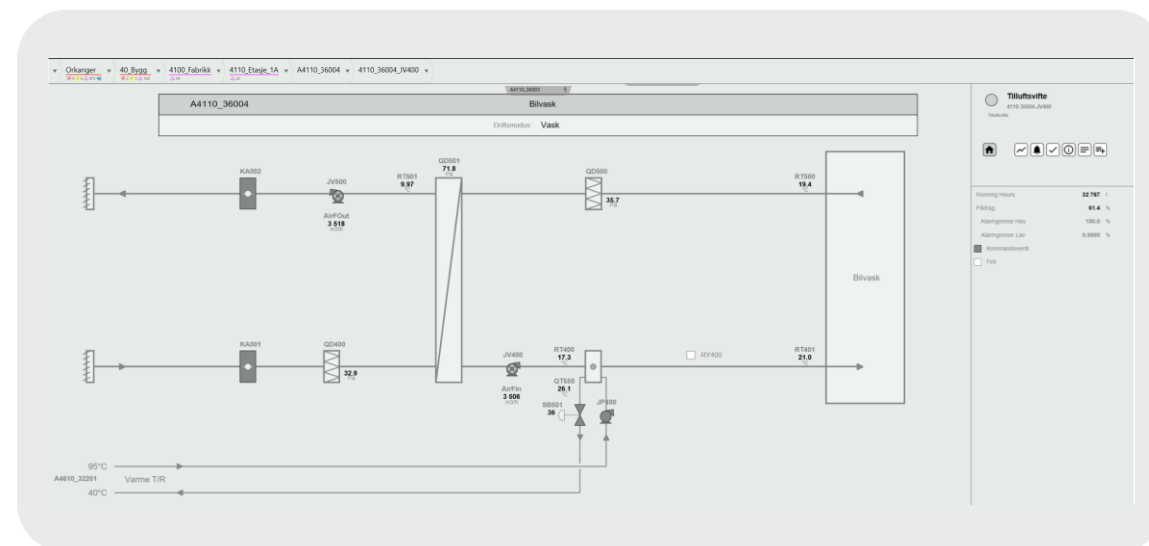
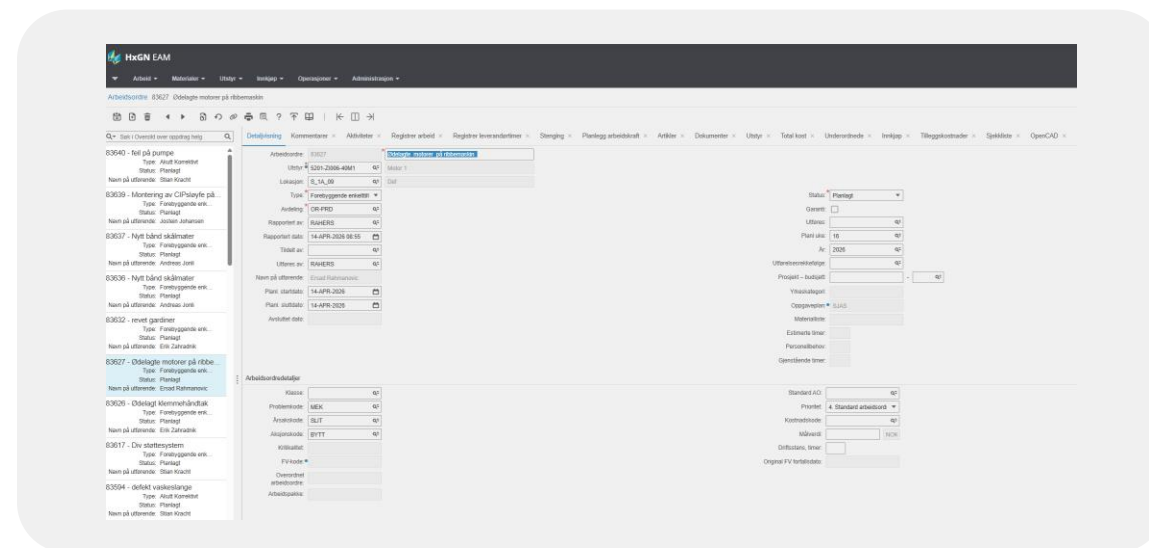
# Integrations

## Hexagon EAM maintenance system

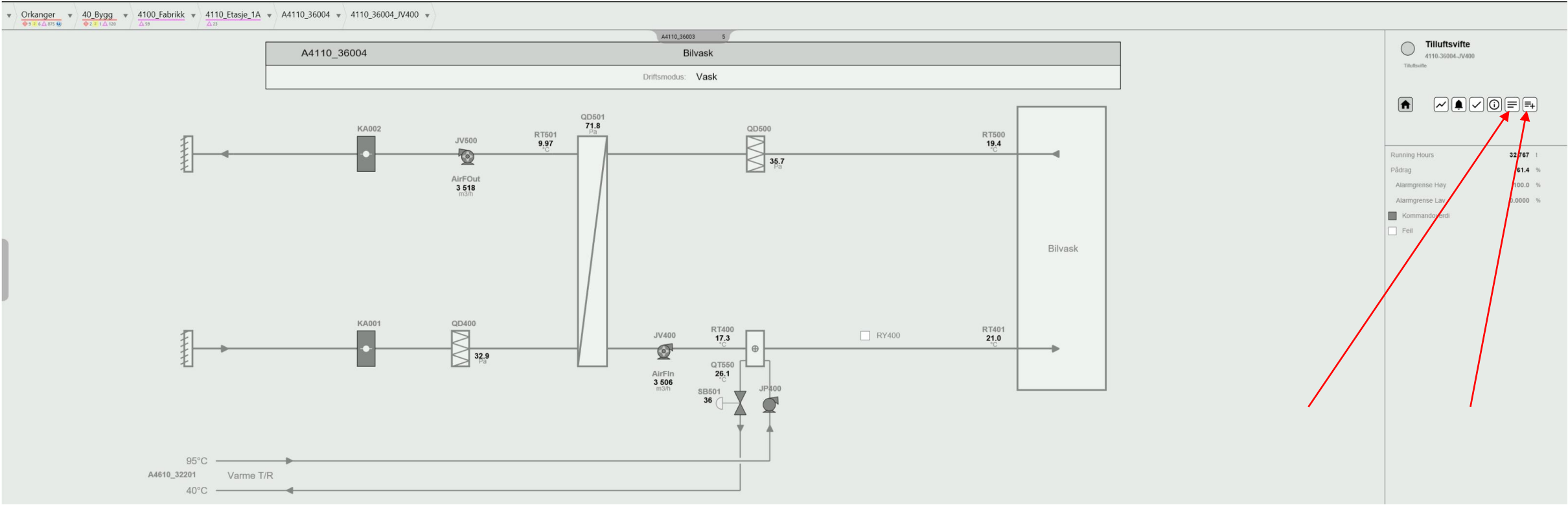
Control room personell can create work orders directly within Scada as well as look into if there are any active work order on that particular asset. The Workorder that are created within Scada will automatically be visible within the HXGN EAM maintenance system

Running hours on assets are imported from Scada and into HxGN EAM. Are now creating maintenance program based on running hours instead of calender.

Next step is to use other instruments as well, pressure, temperatur, vibration to automatically generate Workorders if the sensors value reach the setpoint.



# Integrations – Hexagon EAM maintenance system



# Integration

## Win911 SMS/Mail/push – Critical alarm system (industrial alarm)

Critical alarms are being sent as push alerts and SMS. When acknowledge by one operator the teams know who has handled the alarm (reduces confusion).

Set up calender schedule for a spesific group – Will prevent SMS/push alarm to be sent out when the operators are not at work, EG early shift/late shift/free periode.



# Integration – ChatAI (Digel)

## Maintenance system



**85 000 AO**

**7 000 Spareparts**

## SCADA, Production data



**AVEVA Historian**

**20 000 tags**

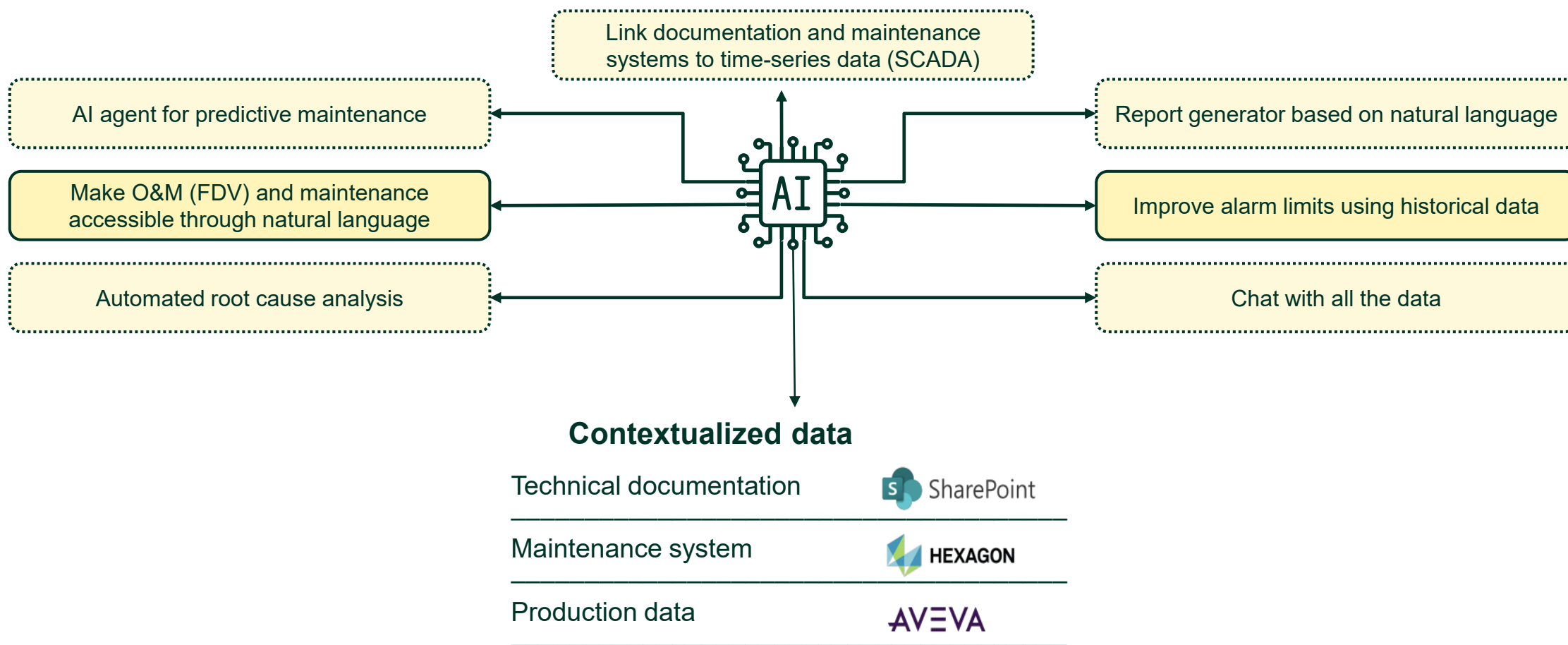
## FDV / Technical documentation



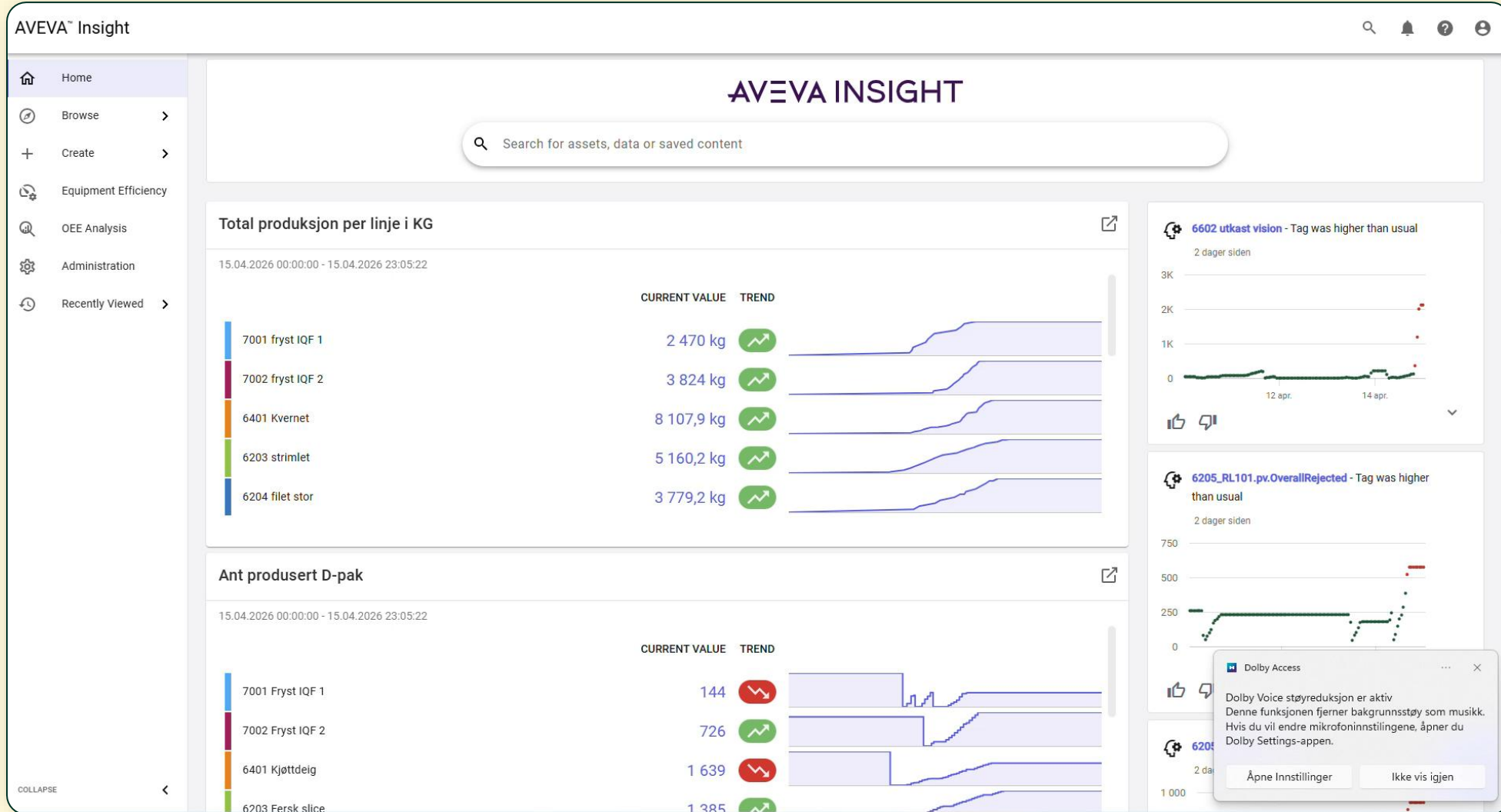
**7 000 Documents**



# Norsk Kylling's context as a starting point for AI



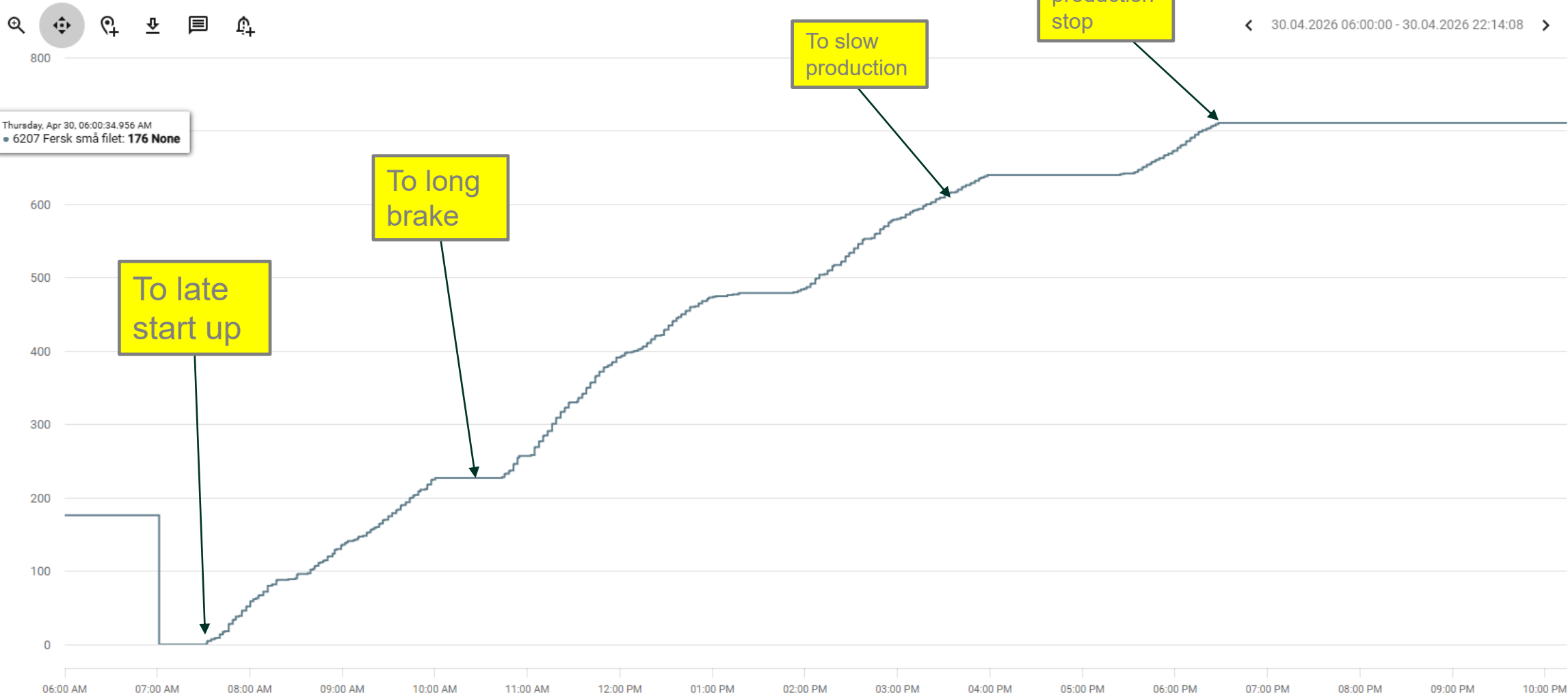
# AVEVA Insight - Analyzing production data



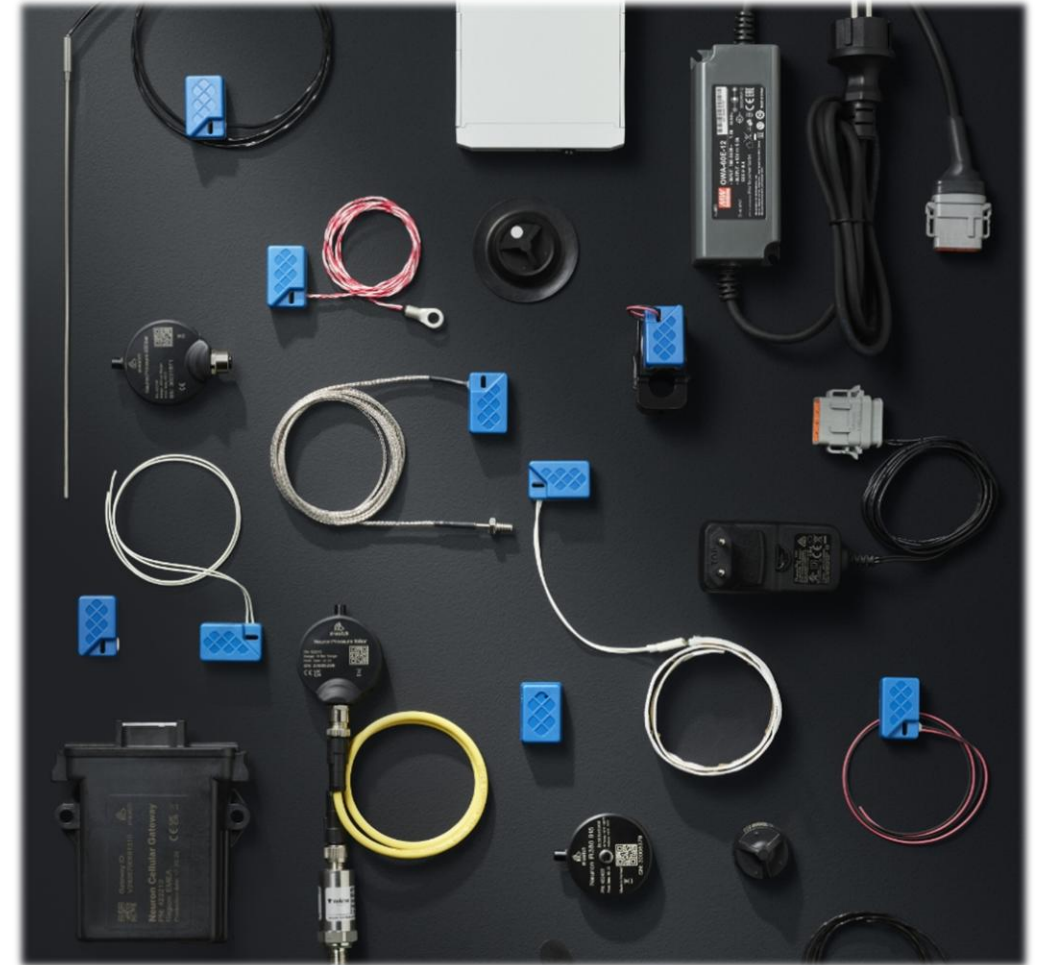
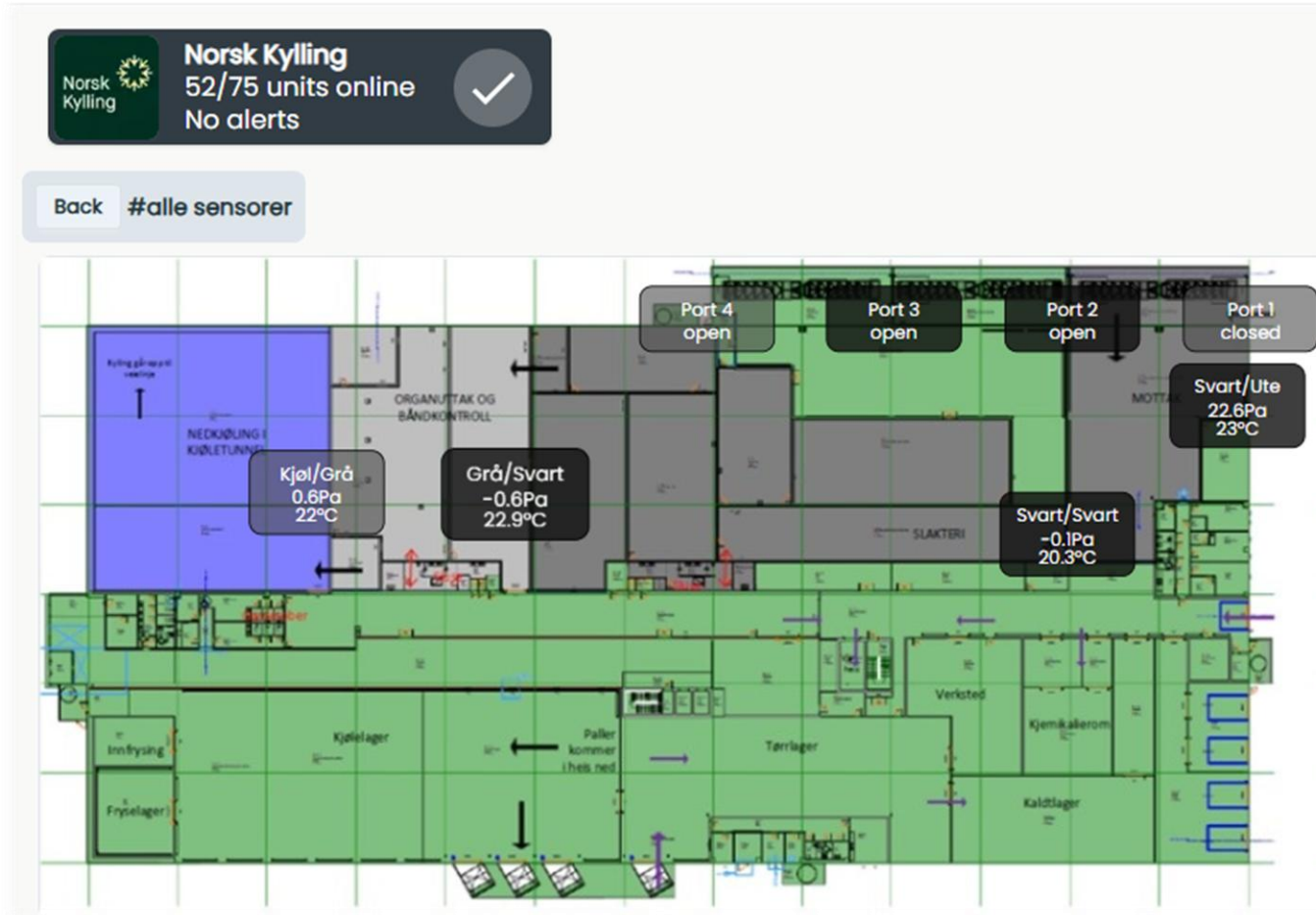
# AVEVA Insight – Analyzing production data

Ant produsert D-pak (drilldown)

Properties Save



# Integration – Elwatch (neuron wireless sensors)



Alerts from elwatch sensors– Win911 (one system for all alarms)



# Goodtech unifies plant-wide operations for Norsk Kylling's state-of-the-art poultry plant

## Challenge

- Integrating a greenfield poultry plant and multiple supplier systems into one operational environment.
- 180+ controllers from 20+ suppliers added significant integration complexity across the site.

## Solution

- Goodtech deployed AVEVA System Platform, AVEVA Model Driven MES, Historian and Insight as the digital backbone for centralized plant operations
- The solution connects 180+ controllers, ERP, maintenance and site systems into one unified operational view

## Results

- **CAPEX payback period of 6 months**
- **Capacity increase of 8%**
- **More than 2 MNOK annual savings**
- **Enabled faster and better decisions through dashboards, historian data and MES-based reporting for operations and management**

