



«Experience with private co- investment in R&I»

Hanne Refsholt, CEO, TINE SA





- Cooperative – (history back to 1881)
- Owned by 11,000 dairy farmers located all over Norway
- 31 dairy plants nationwide
- Employees 5,500
- Turnover 22.6 BNOK, or ca. 22.6 MEuro
- Market shares in dairy categories (Norway) from 45 – 98%



Development

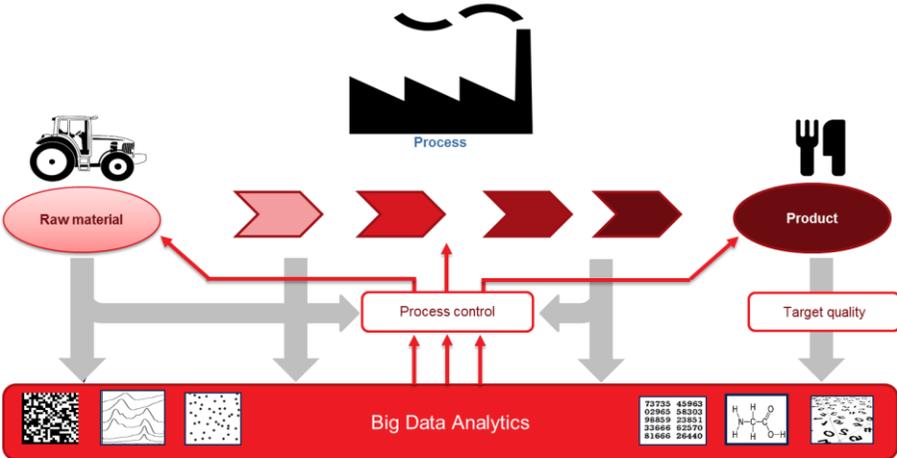
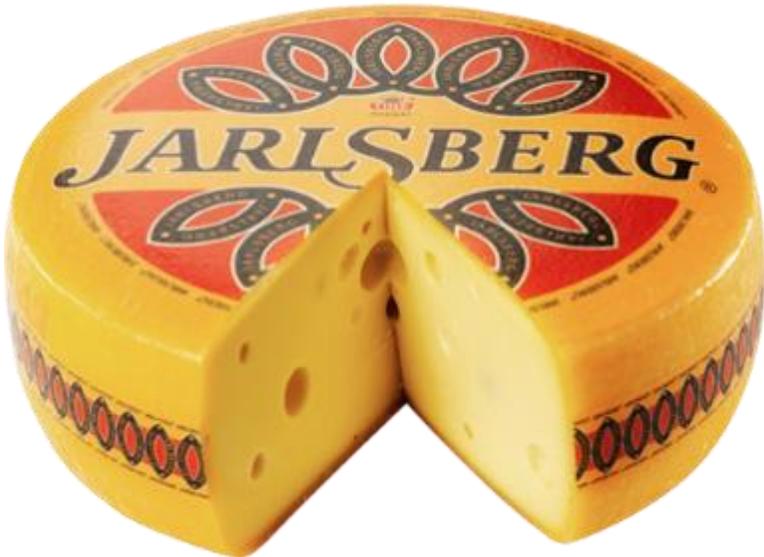
Growth

New growth



focus: Different degrees of innovation

From research to commercial success



Jarlsberg® – From research origin to global favourite



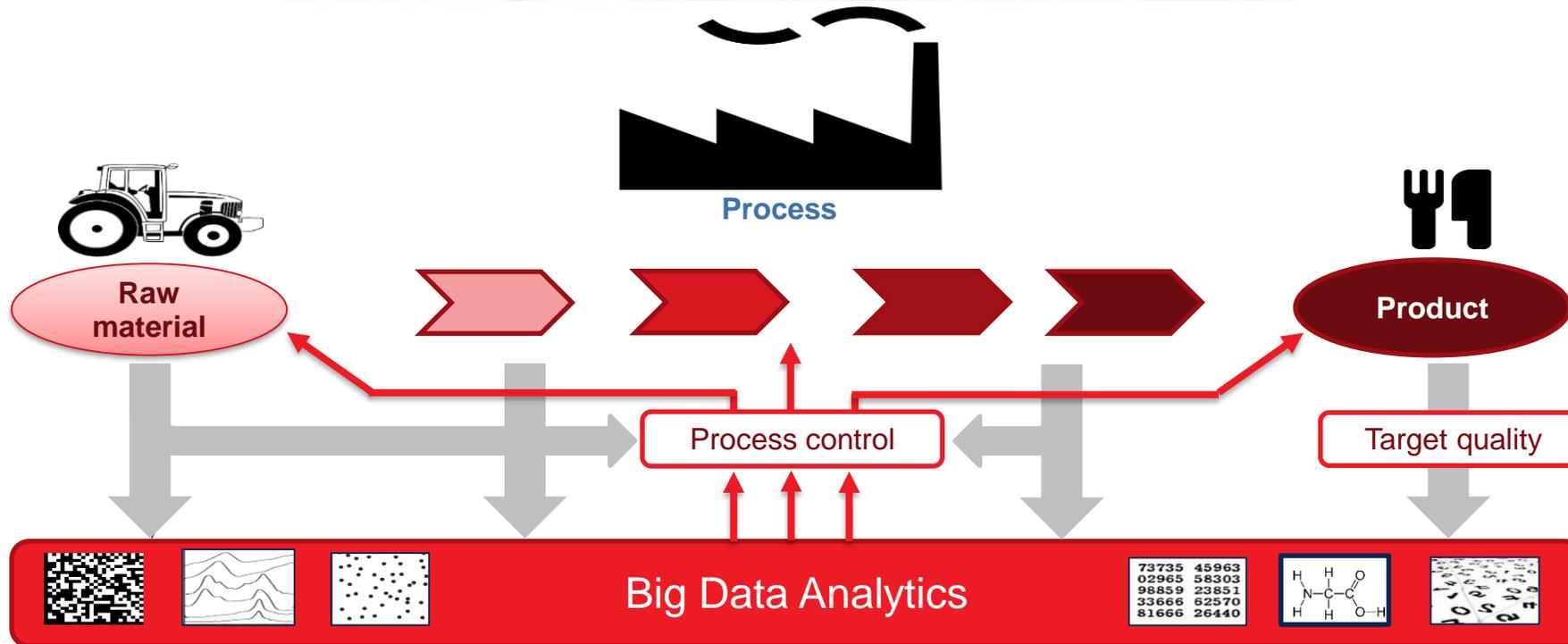
Healthy seniors, E+[®] and Matlyst



Vi skal bidra til å dekke måltidsdøgn til den økende eldre befolkningen med gode, sunne og bærekraftige løsninger som er lett å velge, lett å bruke og er basert på norske råvarer.



OPTIFOOD - Optimal food production based on Big Data Analytics



Experience and further impact with private co-investment in R&I



Experience:

- Research and innovation leads to lasting commercial competitiveness
- Together we have built relevant and important new competencies
- Partnerships, networking and a supportive environment is essential for creating new opportunities

Further impact:

- Building external relations and open innovation is more important than ever
- Efficient value chain, market growth as well as sustainability are vital topics





THANK YOU
FOR YOUR ATTENTION

PART 1

Investment in R&I

21-22 March 2018, Oslo

