



*“Fra plog til merd.....”*

**Nye Kverneland Klepp "lokal patriotisk galskap"?**

# Macro trends

oceana

## Consolidated and “glo-cal” industry

Fewer & larger companies; Economic of Scale

## More “centralised” decision processes

Focusing on the entire Value chain

## Larger production entities

Offshore & Onshore

## Sustainability, ethics and environment

Traceability and documentation to end market

## Integrated operations

Availability and quality of steering information and solutions

## Knowledge based production

Automated steering, information flow and knowledge sharing

# ...some few observations or questions....



Cyclic business challenges demands new commercial models in the value chain ..... ? Too "Short sighted"? Stop and go!

"Total cost of ownership"..... considered or ignored?

New demands to the industry need investments in technology; only a cost or an opportunity....?

The financial performance of suppliers of technology are not sustainable over time .....?

Further consolidation necessary.....

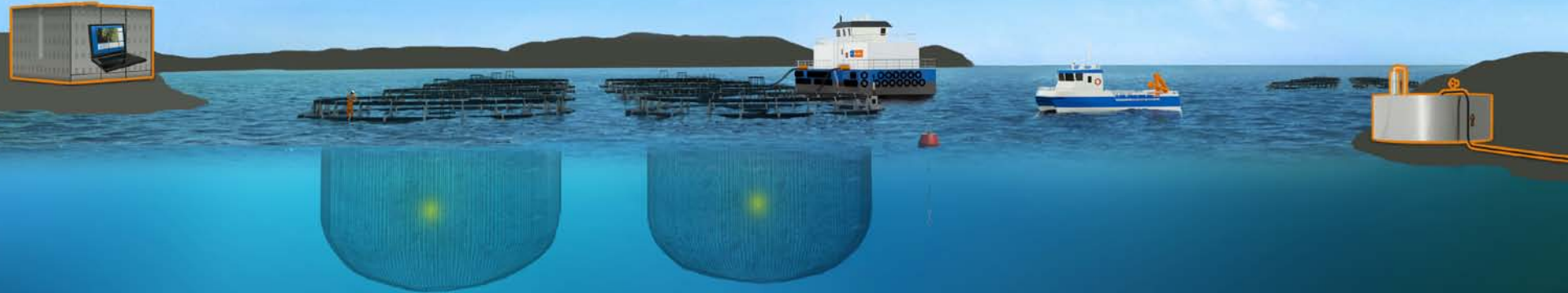
Continue to invest in "people and technology" to keep our competitive edge as an "aquaculture cluster" .....

**“Happy”  
challenger and  
an alternative!**



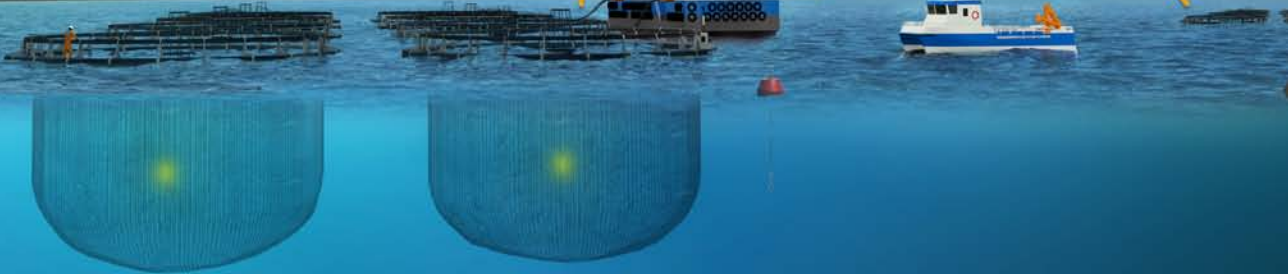
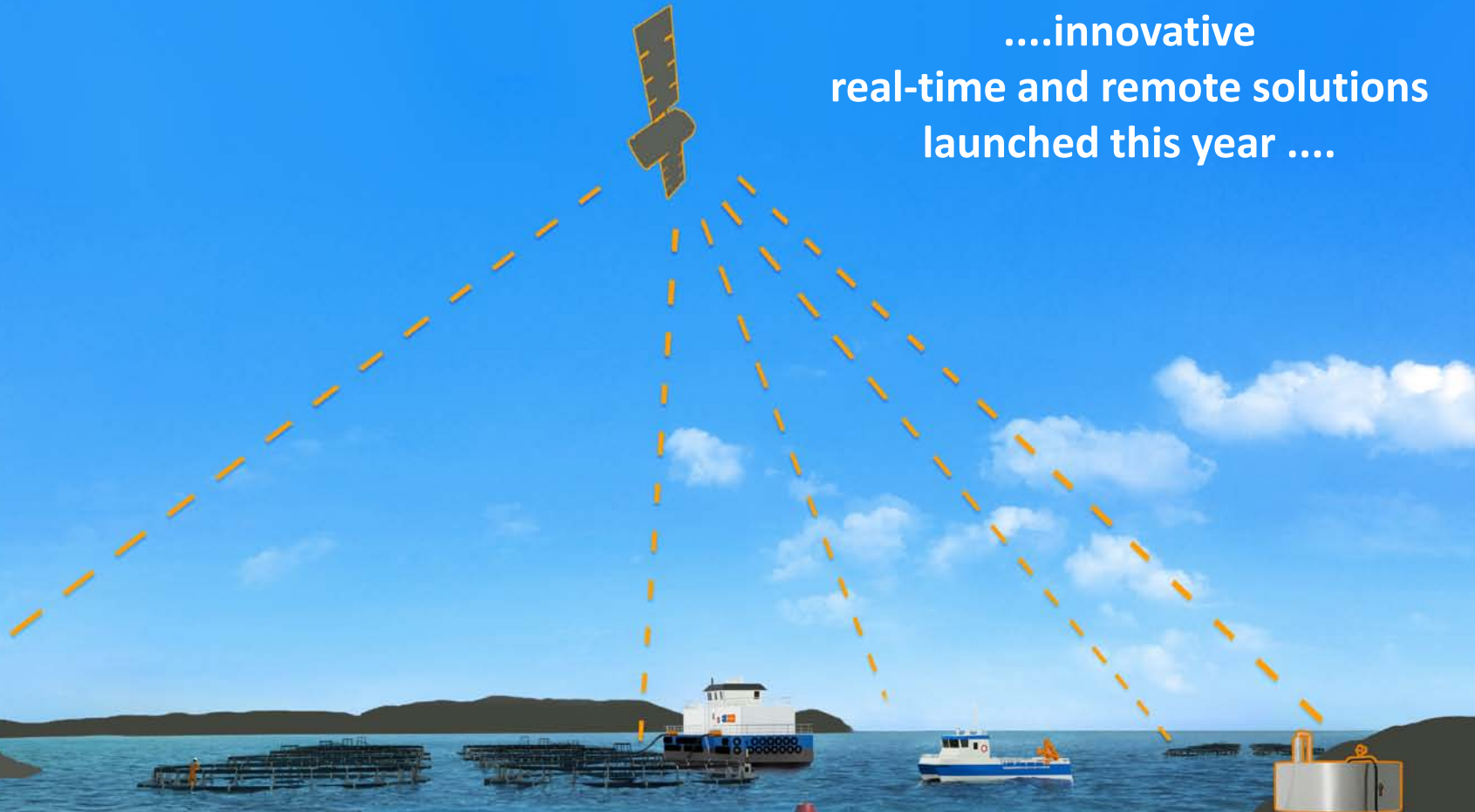


.....Ocea's has over the last years developed an attractive portfolio of products and aquaculture solutions.....



Aquaculture solutions

....innovative  
real-time and remote solutions  
launched this year ....



Aquaculture solutions

*Takk for oppmerksomheten!*

