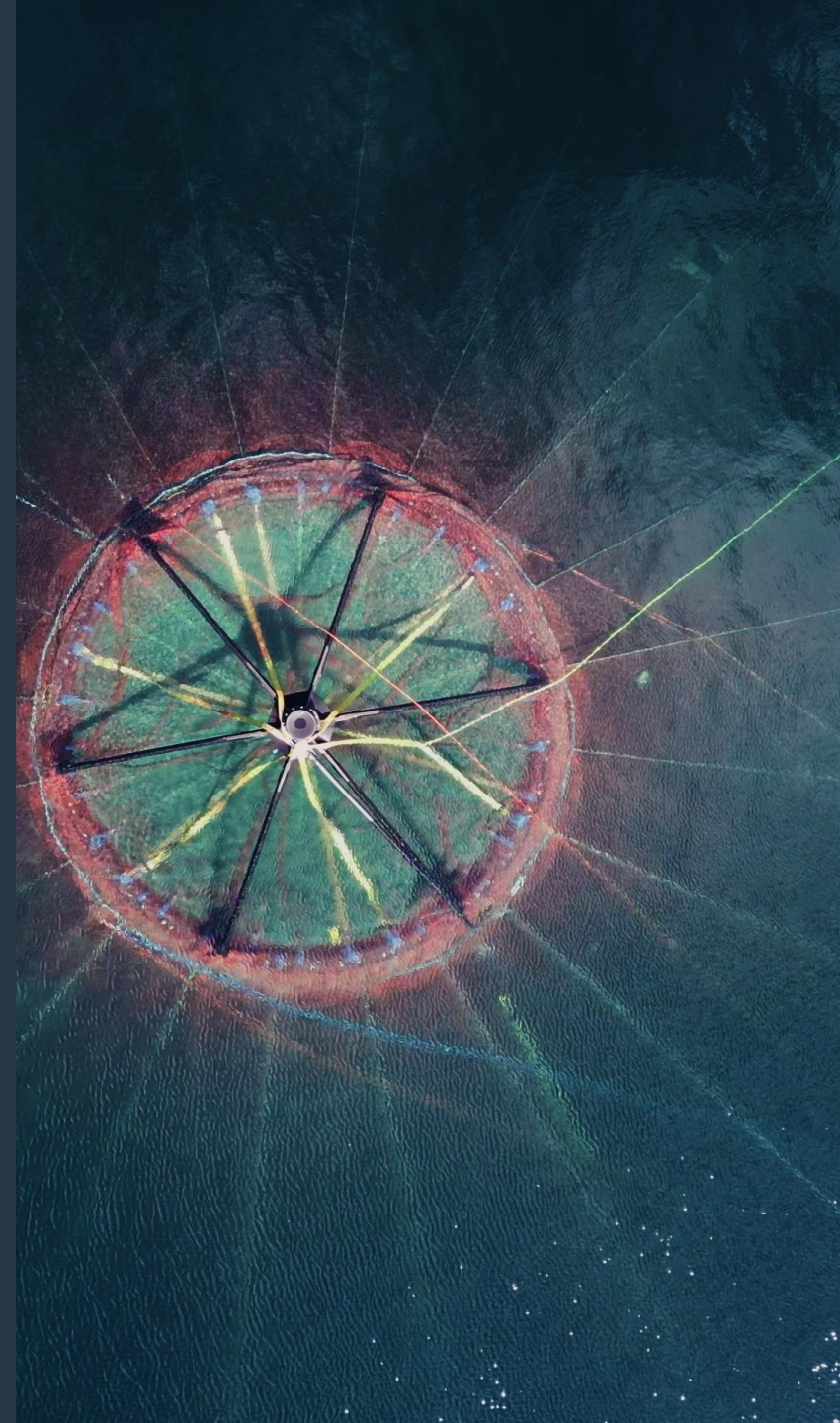


Everyone has APIs, but who owns the big picture?

AQKVA KI 3.6.26





01

Introduction

About Lerøy

02

A year ago...

Short recap, what has changed and what have we learned?

03

Unlocking the value of data and AI

What has Lerøy done, and what bottlenecks are we seeing on the supplier side? What competence needs do we see ahead?

04

Thank you!



Lerøy can trace its activities back to 1899

Major acquisitions are made since 1999

The world's third largest producer of Atlantic salmon

The world's largest producer of trout

One of the world's largest seafood companies

Norway's largest trawler company

One of Europe's largest whitefish processing companies

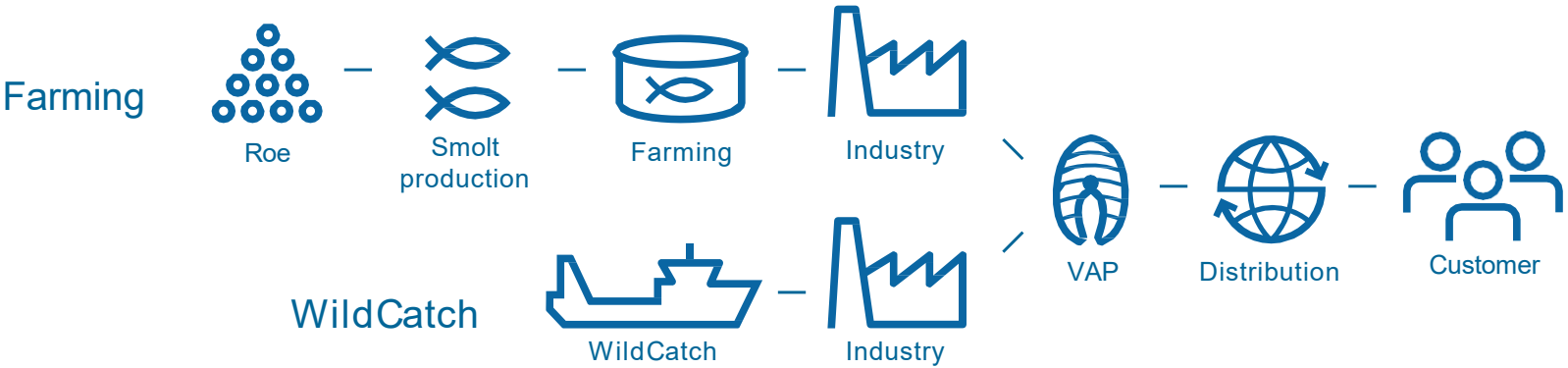
Supplying around 5 million meals daily



**Our vision is to become the leading and most profitable
global supplier of sustainable quality seafood**

Honest | Open | Responsible | *Creative*

— Creating the world's most efficient and sustainable value chain for seafood —



A year ago...

- Building our own data platform with high quality data from different sources
- Building our own applications to fill gaps, drive innovation and standardize ways of working
- How we work to maximize value of existing sites by testing, improving and implement new technology in close collaboration with our suppliers.



Better decisions. Data provides insights that can improve decision-making processes, so that they are based on facts and not gut feeling



Increased efficiency. Automation and optimization of processes based on data can reduce time and costs.



Innovation. Access to data can inspire new ideas and solutions, and drive innovation across the organisation.



Sharing of data. When data is shared across the entire value chain, it will form the basis for a data- and AI driven Lerøy

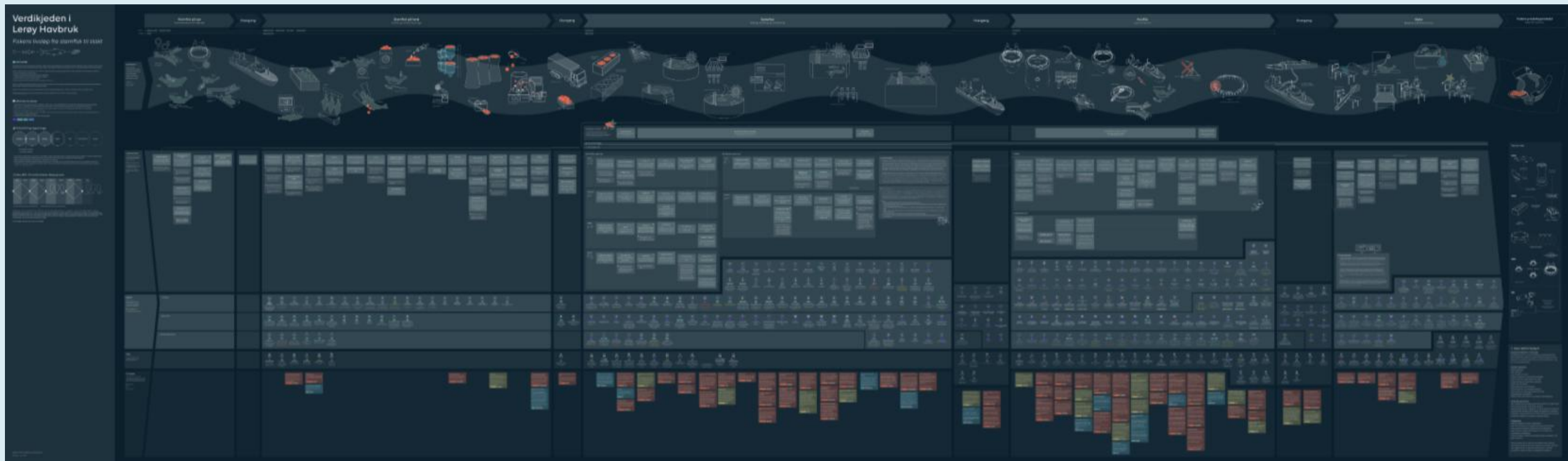


AI Agents

Speed. Expectations. Development processes. The value of structured data.

Everyone has an API, but who owns the big picture?

We're not short on data. We're short on common language for data.



In Lerøy we have taken responsibility ourselves

We want standards, but we can't let the lack of them stop our improvement efforts.

- **Standardization, connections and context to data**
 - Data from several sources available in our dataplatform
 - Context to data
 - Built-in tracing logic and models
- **Challenge and work together with our suppliers and industry peers**
 - Sharing our work
 - Clear expectations to suppliers
- **Organize and strengthen teams and ownership to data and digital products**
 - Cross-functional teams
 - Ownership in the process
 - Strategically aligned, user-centered approach

Bottlenecks we are seeing on the supplier side

- **Access to data and data quality**
 - Limited API access
 - Missing, or poorly documented interfaces
 - Inconsistent data formats
 - Harmonizing against our own datamodels is often the biggest job
- **What we want to see more of:**
 - Take part in standardization matters
 - Be aware of, and curious about, which non-functional requirements we are asking for
 - Stay ahead of new regulatory requirements and test the new standards
 - Understand both customer needs and user needs

Standards

Our industry is good at standards. But only when the law force us to?

What competence needs do we see ahead?

Hybrid biological/farming + digital understanding

Enablement and capacity for change

Data- and dataquality competence

AI / ML competence

Governance, infrastructure, cyber security





Thanks!

Ellen Marie Kvamme
ellen.kvamme@leroyseafood.com

