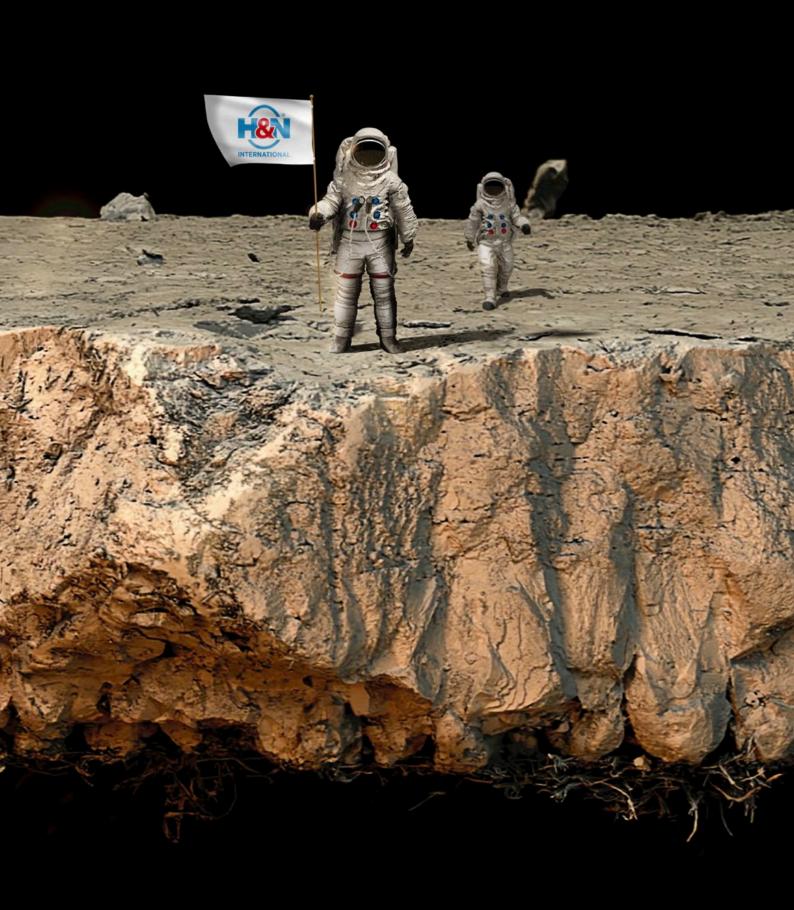
FACTS » that « FIGURE



LOOK BACK IN AWE H&N'S 1ST YEAR

LOOK BEHIND THE SCENES CREATING A CRACKER OF A CAMPAIGN

H&N'S OVAL EGGSPEDITION





Editorial



Last year H&N International celebrated 75th birthday. Last year was also our "year one", after seriously re-emerging as a separate company, lean, agile and with a passionate determination to begin afresh amongst the other Genetics.

In brief and despite all current global challenges: It really was a GREAT year! But let's take a more detailed and critical look at how our brand has been "hatching" so far:

New customers, new team members and new ways to market a good old, reliable product solution with a longtime proven track record. Yes, we did it, and I am proud beyond words of what we all, our customers and our colleagues, achieved together!

We really grew into a strong-knitted team and, despite being truly global with people in almost all global time zones, our collaboration and project orientation quantum leaped. That is great to know, because we keep being ambitious: Simply working to be the most customer centered genetic there is!

Let us walk the talk and approach the next milestones together!

Xabier Arbe, Managing Director H&N International

The key to your profit

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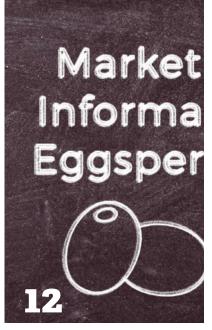
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Ahas provided stability of food supply for generations. Producing food and agricultural products has never been easy.

Market conditions have been changing fast already in the past, but nowaday...



Pro! Pro! Project Work! Xabier Arbe

Why Project Work is our mantra for the success of our customers

We introduced it in the last edition of "Facts that Figure" and keep talking about it ever since. Because, and in fact, we live by it every single day. Project work is really our recipe for success!



Bank on Nick Coin H&N International offers customers a special redeem program

Remember this ancient greek tale? Anything that mythical King Midas touched was immediately turned into gold. H&N customers, too, can turn anything into value. But unlike poor King Midas, they can do...



Behind the scenes Why to buy into these Bite Coins

The Nick Coin redeem program creates real value. And we wanted to show that value in a relevant and tangible manner. We also wanted to illustrate the fact that this value comes back to our customers with a sweet, rich taste.

This is another story of what makes H&N different – and what makes us sweeter to work with than any other brand! FACTS

H&N INTERNATIONAL WELCOMES NEW NEW CUSTONES CUSTONES NEW CUSTONES NEV CUSTONES NEV

Monro Company for General Trading and Poultry Ltd., Iraq



Monro Company for General Trading and Poultry Ltd. is a local company established 2015. Located in the Peramagroon area in the Sulaymaniyah Governorate, Monro owns a special project called "Breeding Al Mayas chicken.

The prestigious project is considered one of the strategic investments both for the Kurdistan Region of Iraq in particular and also for the entire country of Iraq in general. Through this project Monro seeks to produce hatching eggs for layer chickens for egg producers all over Iraq and in the adjacent region of Kurdistan. The goal is to provide hatching eggs for layer hens in Iraq and to achieve self-sufficiency in this field.

The project consists of four modern poultry halls manufactured by Poultec and originally designed for this project and is equipped with the latest automatic machines. H&N International is very happy to support Monro in their future plans.





Crown feeds and livestock limited/ crown hatchery enterprises



Crown feeds and livestock limited/ crown hatchery enterprises is an integrated poultry farm situated in Issele-Ukwu, Aniocha North Local Government Area (LGA) in Delta State, in the south of Nigeria.

Since their inception in 2003 Crown assisted over 500 small scale farmers through training and explaining the use of their products in their farms to get a desired result.

They first started with other breeds such as Isa Brown and later added Abor acre as they started their breeder farm in 2011. Currently Crown works with Hubbard Classic, Cobb 500 - and with H&N Internationals Brown Nick birds.

Apart from growing profit Crown pursues three very dedicated business goals to:

Create a known brand.

Add protein to the diet of Nigerians.

B Develop the local industry branches which are currently very poor.

Customers of Crown speak very highly of the company:

I have been dealing with this farm for so long. In fact, I started with Crown Feeds when it first began. I have had little or no complaints. I only pray for more stocks so we can buy more", says **Mrs. Ifeoma, Onitsha.**

I got crown birds from a fellow farmer here in port Harcourt because I noticed her birds were growing fast and big with very little mortality. I took the company number from the Chicks box and called because I needed such a reliable breed that would grow fast with little or no mortality", says **Mr Azubuike, port Harcourt, South Nigeria.**

What we need most is proper sorting to remove unhealed navels, and separate white cockerels from brown cockerels. We would also be happy to get a kind of discount or reduced pricing so we can make something for ourselves", says **Busapen**, **major farmer/ distributor@ Ibadan, South-West Nigeria.**

I want to be buying crown birds all the time. But for a while now, they have not been giving me birds. I would also be happy if they can reduce prices for us so we can make a little thing for ourselves. Thirdly, they should look into their pullets' line and make sure the quality of their birds is not compromised in any way so as to retain their customers for a very long time" are the business requirements of **Folakeji** farms, major distributor, Ibadan, South-west Nigeria.

H&N International is very honored in supporting all these dedicated goals and business targets and very keen in helping to reinforce the supply chains.

OUR LAST YEAR IN BRIEF

2020 H&N was founded 75 years ago. Along with our 75th anniversary we also celebrate a first year as an independent company.



March

April 2020

August 2020

The marketing department gets a new member as **Saskia Riedel** joins company.



The team starts planning a new company website. Bottom line: H&N International is an exciting company, so we need our website to show that.

EChickipedia

New images, a new navigational structure, The Chickipedia as our own online encyclopedia, the campus as central place of learning and study, including a library, an auditorium and a science hub.

News are displayed in a dedicated Newsroom with a news reel on the front site.

Oh, and the front site... yes, our site looks different. Because H&N International is different. Our intro was created to illustrate that we are really into our business, and that our birds are truly international with a global footprint. As we start planning the new edition of our **"Facts that Figure"** company magazine we soon recognize that this years' edition will be a special one. Because of the Anniversary, but also because there are so many things to tell and show.

First and foremost, there are three great customer stories all from longterm customers as center pieces. More content can be seen here:





Meanwhile more and more restrictions due to the pandemic come up. It dawns on everyone that travelling, events and trainings will be affected.

We need a Plan B – and it must be as good or even better than Plan A. Because H&N International still has to step out and show our future agenda for the next 75 years and more.

The year will be tough on everyone, but we won't let ourselves be tied down.

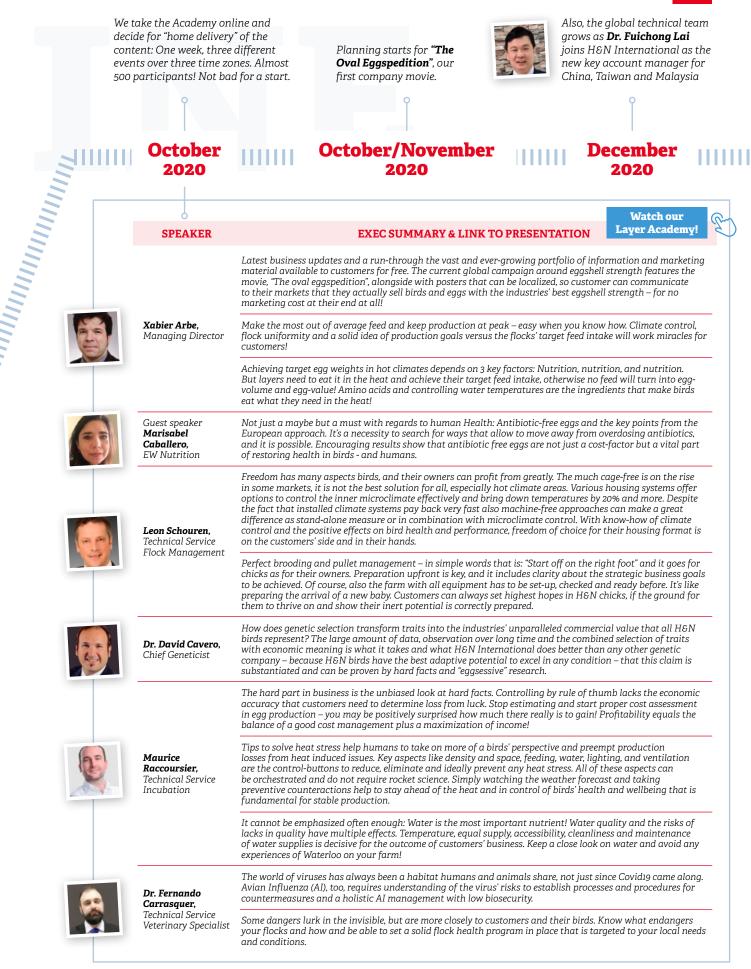
The new website has already launched its self-step by step and with more subsites being added like for instance the VIP-Lounge and the Order Online for Parent Stock customers.

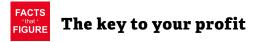


Now is the time to also launch the Anniversary Edition of the "Facts that Figure", the printed edition is almost half a kilogram (482 grams to be precise) of company information, and it is mirrored by a digital edition as a first in kind of the new online "Facts that Figure" to come.



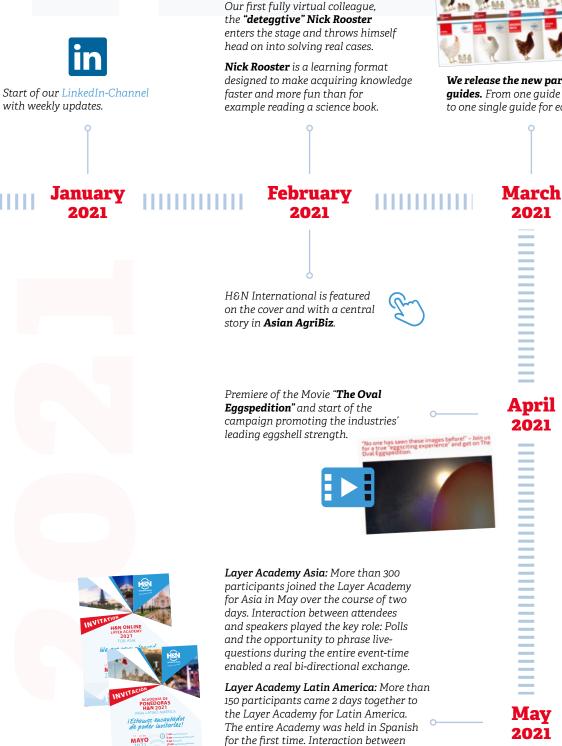






2021 - A new year with more novelties yet to come.

We are just getting started, be prepared for yet some more new and exciting formats and news.

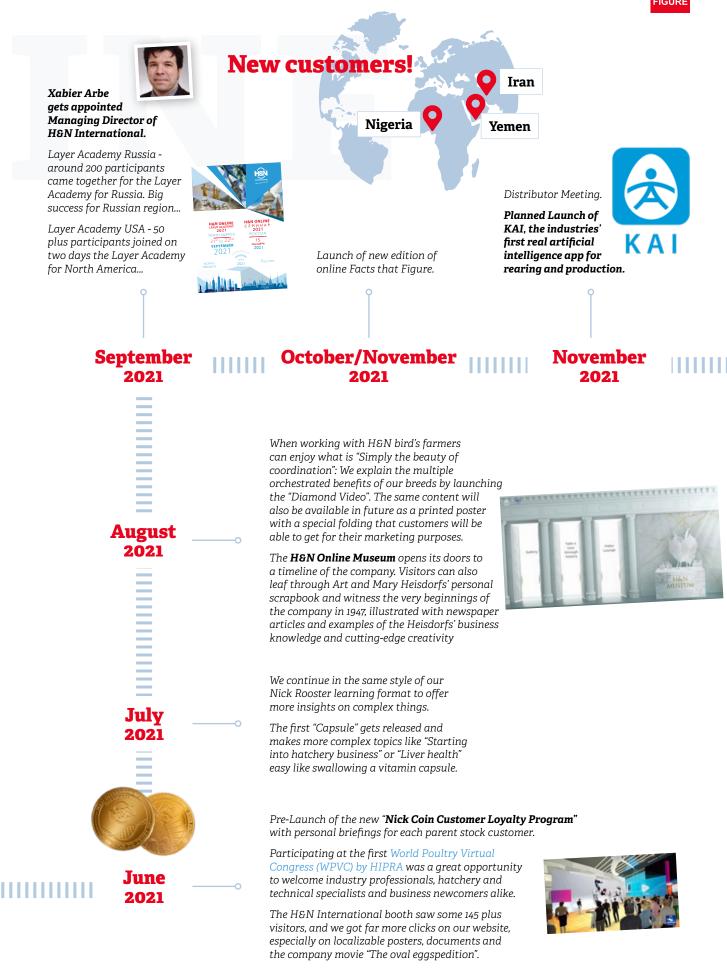




We release the new parent stock guides. From one guide for all breeds to one single guide for each breed.



attendees and speakers played the key role: Polls and the opportunity to phrase live-questions during the entire event-time enabled a real bi-directional exchange.



FACTS

TAKING THE HOLISTIC VIEW

DR. FUICHONG LAI

Key Account Manager for China, Taiwan and Malaysia

> orn in Melaka. Central Peninsular Malaysia, Dr. Lai Fuichong joined H&N International in December 2020, bringing over 15 years' experience in veterinary pharmaceutics and poultry management to the team.

He studied Veterinary Medicine at the University of Putra, Malaysia.

After graduating in 2002 he continued his career and worked for various companies. Novus being one of them.

Dealing with livestock means that we cannot only focus on medicine, management and nutrition. We also have to factor in genetical and behavioral aspects of the birds to ensure they can perform in a healthy and happy way", he states.



The art of managing birds ...

As veterinarian Dr. Lai specialized in pharmaceutics and vaccination, however without ever giving up the bigger picture and holistic approach.

Love for animals and respect for the complexity of professional food production and human-animal interaction influenced Dr. Lais career:

Dealing well with any live species is not so easy. It takes a lot of knowledge and profound understanding about all aspects and influences. Putting all this together well is a form of art. Seeing birds live a happy and healthy life as they perform well is what I enjoy most about my work... requires more than just medicine"

Dr. Lai found the same holistic approach in H&N International and, when the opportunity arose, joined the global team under Xabier Arbe. "I am glad to work for a company with such a strong proven track record in genetics and a strong set of values that appreciates the beauty and adaptable nature of their birds. I am looking very much forward to learning more about the various breeds' potential. And I will offer my experience and knowledge to help our customers in maximizing their birds' potential and in developing their businesses to the next level."

Well-being by well eating

Food is one of the strongest common denominators amongst humans, and it is also interlinking with animals and plants. "In simple words: eating well means producing well."

66 In simple words: eating well means producing well"

Well produced saleable table eggs are an affordable, yet highly nutritious, low caloric, very versatile and super tasty source of proteins, healthy fats, trace elements and minerals. Eggs have a very strong future market potential as they continue to feed the entire world on a daily basis. "Therefore, taking good care of the layers means providing good foods to the world!" says Dr. Lai Fuichong.

Dr. Fuichong Lai Key Account Manager for China, Taiwan and Malaysia





Marketing = Information + Eggsperience!

little more than one year ago H&N International underwent a total make-over experience. 75 years old, with a proud and proven track record of genetics, and now out again a fresh for a new start on its own and with ambitious business goals. The brand had something to prove – and was keen to do so.

Where do you start when you want to communicate your own brand and make your target audiences aware of what you do for them?



Laying the groundwork

Everything started with forming a global team of specialists and have them collaborate in projects. Multilingual experienced veterinarians and doctors with specializations in genetics, nutrition formulation, target feed intake management, vaccination, hygiene programs, behavioral sciences and new management approaches such as cage free span the world and support all markets from east to west and from the northern to the southern hemisphere.

Another aspect was to rely on the marketing knowledge already on board, the other to hire an absolute outsider as new communication strategist with a fresh view on things to the team in March 2020.

... and then starting over ...

H&N International had always been there since 1945 as an active force in research. optimization and sales, we just did not communicate. Fair enough, but we needed to spread the word again and make people aware of our presence. So, to begin with, H&N International got itself a new website. It was not like we had to create heaven and earth from scratch in the beginning. Yet our old side had gotten somewhat out of fashion over time, and it was almost void of more engaging contents and digital opportunities. So, we took a deep courageous dive right into more creative ways of communicating.

Take a close look

Take a close look

H&N International is offering the worlds' most market-adaptive layer breeds. Although this genetic capability really is H&N Internationals' unparalleled USP in the poultry industry, adaptiveness is a somewhat spongy concept. It's hard to understand the true meaning and the innate power in it.

How to look at what you cannot see

Adaptability itself is only visible indirectly in the results achieved and the return on investment gained. "Great layers multiply money. They turn any feed into four times the value in egg mass", explains Dr. David Cavero, mastermind behind all H&N International breeds. "If results aren't monitored against investments, they remain unseen and therefore often unbelieved." So, how to explain the unique selling proposition of adaptability? How to visualize the invisible?

Just be yourself

Being yourself means to be authentic. Being authentic ads to be credible and trustworthy. H&N International is adaptable, too! We adapt to what our customers need – just like our birds. And we see and embrace the great chance in catering to calibration.

Laying the groundwork

A one-size-fits-all-approach simply cannot satisfy individual needs, and it is also not respecting individual requirements. Anyone having grown up on a farm or making a living out of agriculture knows that it means to be carefully driving a microcosmos every day. We adapt to these many microcosmoses. which means that we are able and absolutely willing to see beyond and look inside, eager to learn and keen to support!

Adaptable can also mean versatile, flexible "an attitude of plasticity, elasticity and agility in what we do" says Arbe. "Of course, we have a very solid and thoughtthrough marketing strategy across various media channels, but the backbone of it is really this engaged, agile state of mind of ours."

The key to your profit



FACTS

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Overview of current marketing materials, channels and collateral

The company Website was completely made over with a new design and a new content structure.

 The Chickipedia
 – inspired by Wikipedia, The Chickipedia offers quick access to key words and topics in particular if you don't have the time to leaf through a brochure or folder. Access is tiered due to business interest.

 Chickipedia

The Campus – four virtual rooms make learning and scientific exchange faster, easier and more fun. All materials related to events can be found in the adjacent library after the respective event could be accessed in the Auditorium. The Calendar of Activities is a blackboard announcing future offers, and the Science Hub is a get-together platform that also holds scientific images and more.

Interactive digital museum as part of the company section – experience H&N Internationals' path from founding till today and travel along a timeline or leaf through Art and Mary Heisdorfs' very own scrapbook and see how they documented their way from Wisconsin to the world market. It is exciting to look at the pages and see how visionary the Heisdorfs had been already early on. Many marketing ideas they had are still applicable today and can still inspire. And their personal news archive of articles and publications gives an insight into how persistantly and successfully they grew the brand step by step. Museum

The Download -Section of the Website offers numerous novelties as well: Each breed comes with a comprehensive Management Guide of its own now. The Technical Tipps have been enhanced by "Light Management Part I", "Light Management Part II", "Males Management" and "Cage-Free versions & Feeding Management" all in different languages. New Layer Leaflets and new Parent Stock leaflets with new bird images and in more languages are also available.

Never miss a thing: Staying up-to-date and looking into previous news and the company magazine "Facts that Figure" - all can be done in the Newsroom. Weekly announcements on H&N International LinkedIn also link to the respective article or subsite as well.

The new VIP-Room welcomes customers with a couple of new special functions. "Here, our customers find things that are not for everybody but exclusively made for them," explains Arbe. Free customizable marketing material helps customers to do their own marketing at no cost and effort at all. It comes customized in various languages and country modifications already, and it can be adapted even further to special needs of a customer hupon request to the marketing department. Need another language? Want a different claim? A completely different motive we don't offer just yet? Please talk to us, we're happy to support your ideas. **VIP Lounge**





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Classic Media Relations

Media relations with the key trade media "Asian Agribiz" and a following remarketing campaign of the advertisement motive was a must-have to create a bang and inform target markets that H&N International is back to where it had been before – and stronger than ever. "And it paid off already, we won new customers and won back a couple of old ones as well", says Arbe. The unusual nano-perspective of the eggshell campaign and the short movie that is not like any other company movie in the industry also garnered global media interest. This media interest can – and should – be continued also by our customers and proliferate onwards into local media. "Customers can basically tell their own great story about the shell strength of their product by using the film and the supporting material without needing to invest and create a campaign of their own."

Events

The H&N International Events require a chapter of their own. "We have done many! We harnessed the global situation and reached out to more people than ever before!", says Arbe. It all started last autumn with a triple event squeezed into the week from 5th to 8th October 2020. Starting with the Campus and following on with the Layer Academy in 3 different time zones and last but not least the H&N Distributor Meeting, all these had some 450 participants attending in total. Several last-minute issues challenged the event-week: "We had to find a new technical crew after people of the original team had tested positive for Covid19 and were banned from travelling. Zoom as meeting platform, too, was more than once instable", recalls Arbe.

The Launch of the new Parent Stock Guides on 30th March 2021, with 75 participants and the H&N LAYER ACADEMY FOR ASIA & LATIN AMERICA from 11th – 12th May 2021 with a total of almost 500 participants where life-streamed. We introduce the mutual interaction polls or life-questions "The feedback we had was overwhelmingly positive and encouraging", says Arbe.

Also trade fairs remain a point of touch for H&N International. The World Poultry Virtual Congress (WPVC) by HIPRA from 14th – 17th June 2021 saw the first virtual booth of the brand and was enriched by two speeches by Dr. Fernando Carrasquer in the convention center. "It may seem a bit odd at first to attend a trade fair as an avatar", smiles Saskia, "yet the way to get in touch, exchange business cards or agree on personal face time is much the same – when there is an interest to get in touch you get in touch. We also saw that visitors of our booth had vivid interests in proceeding to our website and watch the movie or check out more materials. Digital formats enable that transit much faster than usual."

Layer Academy Russia, 15th September 2021, and North America, 21st and 22nd September 2021: A total of some 500 registrants for both Russia and





North America Layer Academies resulted in two highly interactive and informative events. This time hosts from customer companies led through the presentations. Each presentation was followed by real-time interaction with questions and answers and a couple of polls. All presentations got recorded and can be accessed again on our Campus (link to Layer Academy). Here, also answers to all questions asked throughout both events can be found. "We are very happy to be able and attract so many registrants", says Xabier Arbe, Managing Director of H&N International. "Also the quality, indepth interest and sheer amount of questions we received from the participants clearly shows what people expect from modern genetic. And we are happy to offer that and deliver on targets!"

Ready-to-use campaigns – locally customized

FACTS

Another vivid example for adaptiveness in marketing is the current global campaign to communicate that H&N International breeds offer the industries' best eggshell strength. The campaign consists of a short movie, posters and banners in currently eight languages. And we have more to come! The posters can be localized with country colors and customer logos upon request. But they are not just posters, they hold the QRcode to the movie titled "The oval eggspediton" about shell strength, so customers can directly market their layers and their eggs with it and profit from this involvement.

The campaign has been launched with a respective advertisement motive that, too, can be re-used by customers to communicate their own offer. Remarketing this motive in key markets, too, aids the awareness of H&N Internationals shells strength campaign. A media press kit with background information and a look behind the scenes of the movie is available as well. It's a genuine pret-a-porter campaign available in the VIP-room at no marketing cost at all for customers!"

Encapsulated knowledge and troubleshooting with a smile

H&N Internationals multi-lingual global team of experts became yet more diverse in "hiring" the avatar Nick Rooster. Our very own "deteggtive" solves cases and helps customers do their own trouble shooting with a smile. Nick Rooster presents a genuine interactive training opportunity to benefit from different perspectives, because the multiple-choice questions are drawn from real-life-situations. It's important to look behind issues and find the path to the correct

solutions. The Nick Rooster-Cases aren't all that easy to solve, even experienced people may have to start over again until the find the correct way to solve a case.

Videocapsules, too, condense complex information and show an easy path to solutions. The benefit of starting ones' own hatchery or solving fatty liver induced mortality fast and efficiently is shown in brief. The videocapsules stick to a comic style, thus laying focus on the topic itsself, necessary process steps and aspects introduced. In complex matters especially it can sometimes be hard to see the main aspects and to carve them out of deductions. Therefore, the videocapsules are a way to transport pros and cons, opportunities and considerations fast and in an easy way – like a capsule of knowledge you can simply swallow.

E

Lastest Case

Outlook

New engagement and learning formats will follow, also a loyalty program for parent stock customers has already been launched, enabling members to pile up "Nick Coins" fast and turn them into other items of value.

Nutrition and data collection are two big topics in future with exciting campaigns and new tools ahead. But we don't want to give too much away yet, because many of our upcoming marketing tools are really designed to be a nice surprise.

H&N also continues the more traditional paths, of course, and is very happy to support customers in their local marketing efforts, so the awareness about adaptability proliferates onwards to their customers as well.

Saskia Riedel Global Marketing H&N International



Kira Döhring Global Marketing H&N International



Xabier Arbe Managing Director H&N International





Another vivid example for adaptiveness in marketing is the current global campaign to communicate that H&N International breeds offer the industries' best eggshell strength.

Behind the scenes

CREATING A CRACKER OF A CAMPAIGN

A LOOK BEHIND THE SCENES OF OUR MARKETING CAMPAIGN AROUND EG<u>GSHELL STRENGTH</u>

DR. DAVID CAVERO

Chief Geneticist H&N International

hell strength is one of the biggest unique selling propositions (USP) H&N International has to offer. "Our birds produce the best eggshell strength in the industry, and we have collected hard data over many years to proof that", says Dr. David Cavero. But how could we market an asset of strength that really only becomes relevant when it cracks?

But one egg more or less looks like another. It is hard to tell which is which until one gets broken during transport or even doesn't make it into the carton while another makes it to its' final destination intact. One single broken egg can even downgrade the entire box of eggs, so the broken egg is not replaced but the entire box stays on the supermarket shelf unsold. A crack really is a serious thing!

Unseen stability

Yet, an egg absolutely is supposed to crack, the crack is an innate product asset, too! Otherwise, eggs would be hard to consume or to process further – so the crack is part of the shell strength-message, however the crack must only come at the right time.

The eggshell is a fascinating miracle of nature itself, and far more then an ingenious product packaging of a sublime design. Thinner than fine bone china porcellain, yet so strong. The palisade layer towering over the mammillary body presents an architecture of chalk cuticles reinforced underneath by the dense meshwork of collagen strands woven into the shells' inner membrane. All these very different components render the shell exceptionally strong, given that the hen can eat what she needs to form such perfection again and again day by day over the duration of 100 weeks. 18

Of course, we somehow knew this from science books or from our own experience in breaking or peeling boiled eggs. And it was somehow such an ordinary thing, we didn't really care.





Putting things into perspective

Sometimes altering, or in this case shrinking, ones' own perspective enlarges the experience. At least that's true when it comes to scanning electron microscopy (SEM). Based in Wuerzburg, Germany, Science photographer Stefan Diller is a specialist in SEM and Nano-Movie making. He had shot insects, plants, air borne particles and nanomechanics, but he had never before done an eggshell. So he, too, was fascinated with our request to shoot one for us.



SEM is not like usual microscopy, there is no light going through an object like tissue or blood samples, and therefore not all objects are equally suitable for SEM. Because, for SEM the objects need to get coated with a very thin metal layer such as gold to make them electron conductive. The electrons then reflect the surface and show the object in far greater resolution and detail than any normal microscopes can.

And what you see then is truly astonishing! And it is real, because we did not create any fictional images, the Nano Movie is a visual journey over the real eggshell – and underneath to the collagen membrane seen through SEM. Only the posters and web banners we offer for free usage in our VIP Lounge added the astronaut as a fictional element to raise curiosity and round off the story of an "Oval Eggspedition".





So how to use the campaign?

Commonly there is a poster, a banner or a flyer to market a topic – it gets seen and it gets forgotten again. A campaign has a mechanic involving more parts. The posters and web banners are currently available in nine languages – more are to come and more can be requested any time. Customers can personalize them with their own logo. The QR code leads to the Nano Movie, so posters or banners and the movie always come as a package to promote shell strength.

The beauty in it is that the campaign consisting of posters, banners and a movie comes for free – no costs to create something of your own that supports you in marketing your shell strength. Hang up your poster, frame it and give it way or put a banner and the link to the movie on your website. Support your USP of industry leading shell strength with powerful imagery.

Dr. David Cavero Chief Geneticist H&N International



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*that *

MARIA CRISTINA SAMARA

Owner and CEO of INHASA

> NHASA, short for Industria Avicola Hondurena SA, was founded in 2002. It was acquired by the Samara Family in 2010. The company is well known in Honduras and beyond country borders. CEO Maria Cristina Samara moved the company into a new direction with a sole focus on parent stock.

2021





HOW TO STAND ONES' GROUND WHILE STAYING A NEW COURSE

A story of female leadership from Honduras

Maria Cristina, how long have you been with H&N?

The company itself was already founded in 2002 and had preferred H&N International breeds already then. My late husband bought INHASA in October 2010. Personally, I have been with the company since December 2010.

When you came from Colombia to Honduras, what was your first impression of the country?

Indeed, it felt like a huge change. To begin with, the working times were different in Honduras from 8 am to 12 am and then 2 pm till 6 pm. Also, the shop-opening hours where different, after 6 o'clock everything was closed. In many parts, the economy seemed slowed down and almost throttled; unavailability of little things could inhibit everything else. At the same time, I felt that the country had - and still has – enormous potential and many opportunities to develop itself. You can do great here if you stay focused and if you are ready to work hard.

How did you get involved in the family business?

One year after I moved to Honduras, I got married. At that time, my husband was the one that drove the business. Through him and through our family I, too, got insights and the ability to overlook everything, including how production and distribution happened.

But to be honest, at that time I wasn't really interested in taking an active role. I did not go into all details yet. If our business worked, it worked and if it did not, we'd put the blame on ourselves and we would try harder next time. But then, after my husband passed away, I was thrown into a new situation altogether. I had to adapt and take the scrutinizing insight look and get to all the details fast – and I had to make decisions.

What decisions were these?

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In the past, we had also been in the egg production and selling business. The results we achieved came at too much effort, so our return on investment wasn't good. There was a lot of internal discussion, but there were also external ups and downs, like the egg price. The egg price was something beyond our control, it was an external force with too much momentum. It tied us down and in the long run, threatened to drain the business.

But I had children to raise, and I also felt obliged to continue and keep supporting the family I had created. I don't like to depend on external factors that are hard to control. So, because revenue from the egg business was little, we finally closed our egg production and selling business, despite it being equipped with very modern facilities. Instead, we decided to really focus on our parent stock business.

As said, it was a tough decision to make, but it had to made, change was needed. And it was good. But, of course, people needed to be convinced about it, too. I showed them the numbers and hard facts, and we all communicated a lot with one another to explain the reasoning behind this decision and to map our way into the future. In hindsight it worked very well.

<text>

You certainly had a fresh view on things and new ideas – what were these?

As I mentioned one of the changes was to just do parent stock and selling day old pullets. That was a big change.

Another view was that we wanted to achieve national recognition of our business. We got it and later I saw the chance to expand into other countries in Central America. To achieve that we had to do what we already did, but even better and on a greater scale. So, the new focus will further grow the businesses and create new achievements for the company.

Female directors are rather rare in this business – what do you do differently than male colleagues, if anything? Do you apply a certain/ different style of leadership as a female director?

I wouldn't call it a certain style, but females very often must put in double the effort. I see this positive however, because it tells a lot about the woman behind a successful project.

I think when you believe in something strongly, then, people will start to understand. It is also a matter of being persistent. It takes determination, you must be absolutely convinced about your mission. You must be clear, and you must be courageous.



66 I think when you believe in something strongly, then, people will start to understand. It is also a matter of being persistent. It takes determination, you must be absolutely convinced about your mission. You must be clear, and you must be courageous.

I really am the hardest on myself. I try to set a good example and show everybody at all levels of the company that obstacles can be overcome.

...0

Of course, it is also about communicating with one another. You must listen carefully to one another. You have to respect processes, structures and at the same time, always be ready to reach out and give a hand to someone who is not catching up as fast.

I hold people accountable and try to enable them to take their own decisions because they understand the full scope and impact of their task, they must understand their contribution and their role in the big picture. Because they are a vital part of it.

I try to establish a constructive attitude to dealing with mistakes and using them as lessons learned, so we can avoid them next time. But that implies being able to discover and understand the impact of mistakes. It is not easy to be strict and never lose sight of the common goals, and to constantly involve, convince and empower people.

What are your preferred leadership instruments in a day-to-day business?

From a personal attitude and point of view that is commitment, determination and persistency. Being hard on myself. It is always a tight rope walk between being accessible and involving and keeping a straight focus.

The first important thing is to understand what employees do exactly, what their job description is. I needed to understand everybody's' work routines, so I know for example how long the procedures at the farm take. And I know that because I've done them myself. This is how I got my reference point: When I, as an untrained person, can do things in a certain time, a trained specialist will be able to do them better than me. Likewise, when I train someone new, I don't just talk but demo it in their own work environment.

2 The second important thing is a trusted team in administration and finance that shares your goals.



I work with external support, too. Because I am not afraid to admit whenever I don't know something. But I don't leave it like that, I get help and learn what there is to learn. For example, I contracted an outside expert to teach me, and I also brought this person in front of all employees because I saw the value for the team.

Thirdly, as my strategy, I can say that I keep a close and good relationship to employees, but my job is also to keep a clear view ahead.

And as a fourth element, I think successful business is also about a network of people with different capabilities. It's about forming alliances of mutual benefit. Therefore, we signed an agreement with another company in broiler production, who is going to use part of our hatchery facilities, in exchange for upgrading some of our machines and supporting us in staff-training. Not everyone can know everything, but together everybody can know more.

Would you encourage other females to pursue a career like you did?

FACTS

Sure, females and males alike. Anyone ready to work hard towards a clear goal has the opportunity to reach it, and even go beyond. And to inspire others to do the same. But a woman in many business fields has to prove that she can do the job and that she can give new impulses and inspirations on top. 100% won't do. She has to show it at 200%. I find this especially true in my business.

I came from another country, and I also had to acquire much of the business knowledge in a very short period with a lot of other challenges on my plate. I had to show my determination, I had to go into the barn and learn processes first-hand. And I did. I immersed myself into it head-on.

In the face of obstacles, did you ever question your decision?

Do you mean having taken my family somewhere else for an easier new beginning? No. When I married my husband it was a wholehearted decision. I feel obliged to keep up this families' work, and also to keep workplaces for employees. Besides, I know about the great potential we have here. When I say I don't like to depend on things, that includes not being limited by obstacles. They should not have the power to tie you down when there are opportunities within reach that everybody can benefit from.

What do you enjoy most or find the easiest in this business?

A lot of time each day is spent in the office, from 7 o'clock in the morning till 6 o'clock in the evening. I also spend time at the farms at least twice per week. It makes me happy to see the birds happy and in good shape. Despite all the hard work, being around animals gives me a feeling of relaxation and happiness.

A woman in many business fields has to prove that she can do the job and that she can give new impulses and inspirations on top. 100% won't do. She has to show it at 200%.





What do you find is the hardest part??

Seeing the birds sick, seeing unnecessary mistakes happen, seeing us limiting ourselves. I keep pushing limits and I also often create pressure, but I don't particularly like it. Actually it's the numbers create that pressure, I only voice it and try to wake everybody up to the hard facts and the steps we need to take for better results and corrective action. For our own good. That part of leadership requires a lot of persistency and communication.

That surely requires a lot of power and energy, too. What are your sources to take them from? What keeps you going every day?

I believe in what we can achieve together. I believe in our employees. Already from the start the founders of the company believed in the capability of the H&N breed, and they were right. Our results show that clearly. Also, the way competitors react to our success speaks volumes. But our success is not meant to threaten them. Much more we would like to inspire what is possible with hard work on your own premise.

Is there a secret recipe of success?

First and foremost, I wanted to give a good example for my own children. I wanted them to grow up with strong and independent personalities, and I am very proud of them because they all succeeded very well in doing so.

Apart from that, I would say that in general, it takes creativity, and the ability to form alliances of mutual benefit. For example, with that broiler company. Joining forces, using processes together, finding synergies and complementing business instead of competing makes everybody stronger.

But to seize such opportunities and find value in partnerships you have to keep an open mind to see, and you have to have the courage to think into new directions.

What else would you like to add?

I am thankful we work with a great breed. Also, I want to mention the great support we have been getting all the years from H&N International, namely Dr. Ronald Trenchi and the rest of the team. But although I am without any doubt ambitious and happy to admit it, in essence the story of INHASA is not about me.

It's not?

It is not just about one determined person coming in, questioning procedures, changing established structures and pushing boundaries. In essence, INHASA is about giving everybody the chance to wake up to their own great potential and be free to achieve more and be part of a great and growing success story.

I am thankful we work with a great breed. Also, I want to mention the great support we have been getting all the years from H&N International team FACTS

REAL WORLD OR FANTASY? LOOKING BACK ON 1ST VIRTUAL WORLD POULTRY

CONGRESS BY HIPRA

KIRA DOEHRING, SASKIA RIEDEL

s this the real world, or is this just fantasy? Remember those lines from the famous "Bohemian Rhapsody" lyrics of Queens' Freddie Mercury?

It surely felt a bit surreal attending this trade fair! It was the first-time online congress for HIPRA, and surreal first-time experience for many attendees, too.

Is a virtual event a real event at all? What's different? And much more important: what is still the same? Under the motto "Overcoming challenges in poultry health" the first virtual World Poultry Congress by HIPRA took place from June 14th to 17th. HIPRA is an Animal Health company focused on prevention. И

H&N International was one of the exhibitors with a virtual booth and a broad variety of contents. Dr. Fernando Carrasquer delivered two key-note speeches about the importance of biosecurity and immunity in older layers.

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Lead article

Results

We saw some 145 plus visitors at our booth. And far more clicks, especially on our localizable posters, documents and manuals and also on our movie "The oval eggspedition" What started as an experiment proved to be a great success. "Participating at the World Poultry Virtual Congress (WPVC) was a great opportunity to welcome industry professionals, hatchery and technical specialists and business newcomers alike." resumes Xabier Arbe, Managing Director at H&N International.

666 Attending a virtual conference as a virtual person did seem odd to all of us. Yet, we greatly embrace all channels that allow us to get in touch with prospects and our customers around the world."

Personally virtual

Both of us, Kira and Saskia, attended as well – or to be precise our Avatars. No woman would ever survive a trade fair on murderous high heels like her own avatar! We both had a lot of fun with the Avatars. the playful aspect definitely lowered the threshold to go to a virtual trade fair as a virtual person! Also, it was a bit strange to see other Avatars just "hanging in there" like in a daze when their owners seemingly where busy at other tasks. Seeing "dazing" Avatars is a little creepy. And active Avatars would go right through one another, also a strange and questionable behavior at first sight. I would inevitably think "ouch", "oops" or "sorry" like I had really run into someone at first!











Virtually personal

But set all this aside we did talk with other people and virtually met them personally. Like on a real trade fair. And we did with our personal and professional backgrounds: Kira, a social media expert and myself, Saskia, multi-channel communication strategist.

After all, there are still real people behind the computer screens. "Being the most customer centered genetic company means to reach out our customers even in a virtual avatar format", says Xabier Arbe.

Virtual or not - this is the real world

The point is to harness every opportunity to reach out to one another and to do so with the same open attitude, no matter if we sit together or thousands of miles apart. Of course, it is harder to listen and to interact.

The technology sitting in between dialogue partners swallows a lot of body language, audible and sensual aspects in exchange for virtual backgrounds and meeting assistance. A real dialogue in close proximity to one another simply cannot be replaced. Nevertheless, it can be complemented with virtual formats. And these offer many benefits as well, since virtuality lets you gather for a quick meeting at the click of a button, it allows you to "travel" to any place with sufficient internet connection in a matter of only seconds.

FACTS

No travel costs, no swollen legs, no baggage restrictions, no jetlag, or at least just a minor one because you can go back to bed in case an urgent meeting had to made at 2 pm

Conclusion

Do we work more? Do we work less? For sure we work differently. We embrace new opportunities and incorporate the good things into our company culture. Being a traditional company dating back to 1945 does not mean – and must not – that nostalgia ties us down! Agility means to surf on the waves of change.

Reality is bigger than "real" and "virtual". I recently met someone I had been working with for the past two years online already for the first time as a real person in flesh and blood. "You somehow look crisper than usual", I thought. And only then it dawned on the two of us: Gosh, we're meeting one another for the very first time!!! All up to this moment it had felt so natural that it took us both more than just a second to realize that there was no screen in between us, and that the counterpart actually had two legs underneath!

This anecdote speaks volumes on how fast humans can change, learn and get accustomed to new conditions without giving up the good old real dialogue. My colleague really is as much fun right across the table as he is on screen.

We hope to meet him in real soon again! The special caramel wafers he brought as a gift were just way too good, although virtually they would have been totally calorie-free.

KIRA DOEHRING

Global Marketing H&N International



Global Marketing H&N International





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SOLITARY POSITIONS, LONESOME DECISIONS?

...AND WHY YOU ARE NOT LEFT ALONE WITH THEM IF SUPPORT STARTS EVEN BEFORE PURCHASE!

> griculture has provided stability of food supply for generations. Producing food and agricultural products has never been easy.

Market conditions have been changing fast already in the past, but nowadays things seem to happen at greater speed, requiring better decisions faster to stay ahead of the game.

Good and reliable support is a vital part in the successful production. And excellent support shares the customers business vision – and helps to make it bigger.



ACTS

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What makes good support great

Sharing the vision means to see through customers' eyes and deal with local conditions. Effects of climate change aggravate severely with different effects in different regions. As one effect raw material prices are more volatile than ever before. If that wasn't enough to be dealt with, the pandemic still influences travel and transport.

So, despite being one part of and being affected by all these global developments, it is natural to sometimes feel very alone in the very midst of it like in the eye of a continuous storm! Every business decision must be a good one today and last a good one tomorrow. Every decision weighs heavily – unless you have a support to share and shoulder things with you, to help you analyze and sort things out. A support that begins even BEFORE you buy and tie knots.

What is pre-support?

Watch the

Imagine your supplier of parent stock doesn't meet your expectations. Maybe not anymore, maybe he never did in the first place. You decide it's time to change. But what if simply exchanging suppliers is not your best option?

How about becoming your own supplier and start hatching yourself? How about becoming more independent? More powerful? More successful? Yes, this means starting a whole new business. And yes, H&N International supports such business plans from the very planning of it.

Ask all your questions, voice all your concerns, get listened to and get answers, get all the training it takes, get investments and return on investments laid out and be able to plan your future success better than ever before. You can get it all, you can hatch your dream and find a partner in H&N International that is fully committed to support every step of your own independence away from unreliable suppliers and from third party influences or force majeur incidents.



Looking ahead

Some markets have a rigid quota system or are highly diverse in terms of farm size.

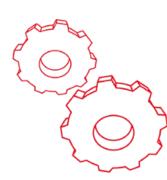
We love those markets that others consider difficult because our birds really thrive in them", says Xabier Arbe. We are already covering every climate zone from the cold, boreal areas that are directly influenced by proximity to polar climate zones to tropic and subtropic countries and last but not least the very arid and hot regions.

Some of these have a ravenous demand for halal and low calorie high mineral and protein products of the world-best standard and don't want to rely on imports but produce their own." The key to your profit

FACTS

FIGURE





hy Project Work is our mantra for the success of our customers

We introduced it in the last edition of "Facts that Figure" and keep talking about it ever since. Because, and in fact, we live by it every single day. Project work is really our recipe for success! And today as in the past and future, we have been or are working on many exciting projects in Canada, Colombia, Guatemala, The Netherlands, Zimbabwe ... just to name a few.

So, what is it with project work that makes it such a different and better approach?

"There are so many pros it sounds like a broken record", says Xabier Arbe Managing Director of H&N International.

Let's look at all the Pros of Project Work together:



PRO! PRO! PROJECT WORK!

Project Work -what does it really mean?

It's a form of fast and effective collaboration across boundaries or hierarchies. Imagine a big company with an architecture of solid and dotted reporting lines, defined processes, approval procedures et cetera et cetera pepe. All this takes considerable time. H&N International, too, deploys all necessary business procedures, of course, but on a much leaner, far more agile scale. At the same time each of my colleagues is a specialist in his or her area, empowered to take own decisions in their areas of expertise – after all, that's what they are particularly great at. It's their knowledge and experience that makes each of them great assets to the team.

Everybody is informed about the goals and purpose of the project, but the specialist takes the lead. This is a very important concept, because it takes a holistic approach. All team members know the challenge and what is at stake, all work in one direction and towards one goal.

Does that mean that knowledge is proprietary?

The very opposite! Everyone in our team is an expert. But there is no property in the sense of owning a field of expertise, a role or sitting on some exclusive knowledge. Each team member is responsible for the whole thing.

But none of us is ever alone in this. We share our knowledge, each of us is always eager to learn new things and teach their own knowledge to others at the same time. And we always work on various projects together. This way of collaborating makes us faster in responding and catering to our customers.



The key to your profit

Would you say that this requires a special grade of professionalism?

FACTS

FIGURE

Absolutely! Despite having very lean structures and processes that give us such liberty to engage in various projects this is only one side of the coin.

The other vital part is our way of communication and a spirit of sharing of the customer and achieving together. These are the main ingredients.

How many projects are there on average?

It depends, there is no average really, because every project is special as much as every customer is unique. A team member can be involved in various projects at the same time.

One may be a customerfacing project such as support in achieving performance improvements.

Another may be a marketing project around developing new training materials or supporting new product images. Everyone supports everyone according to what a certain project requires.

But propelling forward isn't always easy. How about handling challenges?

Project teams work even better when there is a challenge to master, because you get the very experts pulled in to solve your case. Let's say, there is a severe issue of enhanced mortality on your farm, and you need help fast.

The responsible region manager will either be able to help you directly because he is the very expert for your problem – or we will involve the right experts in our team who can help.

And we will do so right away, no matter where they are located – we find facetime and we help with translations, should that be necessary. The customer does not have to go contact-shopping or re-telling the issue several times to several people. We pick up on it right away and put our team to work on the issue.

Every project is special as much as every customer is unique.



You just welcomed new customers. How do you shoulder new projects?

We don't reinvent the wheel when it comes to proven processes. But we do in our way of dealing with customers. We absolutely treat every customer uniquely, because no two farms are alike. Everyone has their very own way, and we know and respect that.

Besides, new customers especially expect a greater deal of support and individual training, that H&N International is very happy to give to new and existing customers alike. And that's not all folks, H&N International will also help to train technical teams at the customers' side and support improving technical knowledge.

In doing so we help to establish and reinforce the bond between our customers and their own layer customers.

With so many different projects, how do you keep track of goals?

That is easy! Because there is only one greater goal: We simply work to be the most customer centered genetic.

> New customers especially expect a greater deal of support and individual training, that H&N International is very happy to give to new and existing customers alike.

> H&N International will also help to train technical teams at the customers' side and support improving technical knowledge.



FACTS

FIGURE

BANK ON NICK COIN

H&N INTERNATIONAL OFFERS CUSTOMERS A SPECIAL REDEEM PROGRAM

emember this ancient greek tale? Anything that mythical King Midas touched was immediately turned into gold. H&N customers, too, can turn anything into value. But unlike poor King Midas, they can do so whilst keeping full control over what they want to transform, because they can gild action of their own choices.

Sounds odd? It's not – and very simple, too. Here is how:

H&N International rewards due diligence, data sharing and scientific collaboration in Nick Coins. And Nick Coins can be exchanged into other values such as flight tickets or to purchase surplus birds.





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Nick Coin is the programs' own currency, and this currency is a way of appreciating the efforts customers take to collaborate unfold and harness the full genetic potential of their H&N birds", says Xabier Arbe, Managing Director of H&N International.

H&N birds have a long and proud proven track record. Yet any change, even to something much better, requires assessing and evaluating ones' situation of today as a new course is set for tomorrow and into a greater future.

To encourage optimization, we invented this new currency. And in honoring our birds' we called it Nick Coin", says Arbe.



Nick Coins: How to grow your account

The redeem program is open to parent stock customers, and it can be used as a marketing tool with their customers as well. As members of the program parent stock customers are eligible to a whole range of exclusive benefits and payments in kind.

Becoming a member is very easy: Simply order Parent Stock online. Also, in the following, every interaction gets rewarded in Nick Coins, so they accumulate very fast with the frequency and quality of collaboration. And then Nick Coins can be exchanged into other interesting options, for example to fund various expenses. A Nick Coin Account on the H&N International website makes it safe and easy to keep track of ones' private accumulations, very much like online banking. And, of course, equally secure. FACTS

FIGURE

Nick Coins: They also nourish your network

Parent stock customers earn H&N Nick Coins for data of their own customers they collect and share. The obvious benefit with any new parent stock generation is an even more calibrated breed for each market basing on the field data shared.

Parent stock customers may also decide to pass on further benefits of Nick Coin gifts to encourage the data flow they themselves depend on from their customers to stay ahead in markets and of global developments.

By considering all stakeholders of the supply chain we seek to support our direct customers in developing and supporting their own customers. Because parent stock breeders depend on getting evaluated feedback from egg producers as much as we do as a genetic company for an effective support, and to know how our birds meet and exceed targets we have selected them for", says D. David Cavero, Chief Geneticist of H&N International.



Nick Coins: Get more security by ongoing genetic improvement

Getting field data is crucial for every genetic company.

The collected data help us at H&N to have a more precise knowledge of the real environments and conditions in the field. This feedback from different regions and markets help us to make the next developments even better and even faster. Genetics is about ongoing optimization for the success of our customers and their customers to the end customers in each place on the planet", says Dr. Cavero. It's not just a question of forecasting and whether you want to do it or not. It is also about prevention and day-today production monitoring: If results are on track, measuring seems to be just a waste of time. If results get off track, however, everybody gets confronted with the results.

Tracing back what happened fast and clearly or being forced to do tedious information archeology, conduct staff inquiries and getting to the facts behind recrimination and finger pointing decides upon the scale of damage. Data analysis protects and prevents – that's why we protect data.



Nick Coins: Why it is "Fort Knox" safe

Sharing data and thus insights into ones' production also poses questions for data security.

We supply customers all over the world. Providing utmost data security is our very own core business. Genetics is all about data, a lot of data over very long periods of time. That's what our very profession and global market advantage is based on. Therefore, utmost protection is in our very own interest", says Dr. Cavero. Genetic companies use production data exclusively to calibrate their breeds further to local requirements. The kind and gigantic amount of data we work with every day in genetics is for genetic research and optimized future trait selection only. Despite that, we speak of terabytes here. That's why our analytics run on separate, protected servers in our IT-department.

Watch out for more news on Nick Coin and how to start your own account.

Behind the scenes

FACTS

FIGURE

WHY TO BUY INTO THESE BITE COINS



THE "NUMISMATICS" BEHIND NICK COIN – FROM AN IDEA TO REAL EDIBLE VALUE

he Nick Coin redeem program creates real value. And we wanted to show that value in a relevant and tangible manner. We also wanted to illustrate the fact that this value comes back to our customers with a sweet, rich taste. This is another story of what makes H&N different – and what makes us sweeter to work with than any other brand! Creating a "currency" of our own was not so easy. We got inspired by the most valuable coins in the world of numismatics. Ours would be colored gold, of course, and it would have birds on one side. Not a lonesome fierce-looking eagle but proud parent birds with chicks. Sun rays in the back would indicate that something bright is dawning with them.

The other side would show the H&N Logo and a DNA strand floating by. Any iconic coin has meaningful claims, too. So far, so good – the Nick Coin took shape on our computer screens. It would look great as a spinning gif animation on the Nick Coin subsite, and as illustration in power points. But it was still virtual.

We repeatedly had to think about old movies where characters are sometimes shown testing coins by biting into them. Only if human teeth leave an indention the coin in question is of real gold.

Since our business is genetics and not mining (data mining set aside for a moment) we did not plan to issue real gold coins but real edible coins to underline the benefit of the redemption program and illustrate the message that your activities bear fruit that comes back to you.





Gold foil versus no foil

Getting gold-wrapped chocolate coins embossed with our own Nick Coin design was one good idea. The chocolate can then be preserved well and shipped upon request – or even made locally onsite in countries with vendors offering the same type of chocolate.

The details of the finest lines get a little blurred when embossed onto the thick gold foil wrapping, and the foil itself is, of course, extra packaging.

That's why we decided to also design our own casting mold form with the help of MB3 Engineering, a German based company specialized in creating forms for dental, medical and food applications. With our casting mold it is now possible to approach local chocolatiers and ask them to make the coins fresh or allow customers to make their own coins at home.

In the wrap-free version the coin details are indented.

That way all fine lines and details that the silicone form allows to reproduce so well are preserved very accurately. The indented motive indicates that is has been freshly and sustainable produced with local craftsmanship.



FACTS

FIGURE

Silicone versus Thermoplastic

But before getting our hands on a lot of self-made chocolate coins we needed to find a 3D-printing company to create a tangible coin out of our virtual vector file as template for a casting mold. Many 3D-companies print machinery parts, fewer do molds and forms in certified materials.

We were very lucky to find MB3 Engineering of Marco Bassendorf. He brought vast experience in both thermoplastic as well as silicone forms and casting molds to the project. The biggest challenge lay still ahead: Chocolate must be shiny with a gleaming surface. A professional Chocolatier in Hamburg advised that only thermoplastic would ensure this crucial criterion, silicone would take away the gleam. And chocolate that does not shine is less fun to eat. A dull surface simply is less tempting, even if the chocolate is perfectly edible.

But even the thinnest thermoplastic would not give us the desired detail richness and fine lines that silicone could reproduce, also the shine we desired to achieve could have been shinier. Plus, the material was less durable than silicone. It was a dilemma and almost a showstopper.

Chocolate that does not shine is less fun to eat. A dull surface simply is less tempting, even if the chocolate is perfectly edible.





ACTS

To shine or not to shine - no question

But after taking (and eating) various samples with casting molds made of both thermoplastic and silicone – and a little chubbier around our waists from frequent sampling – we invented our very own method to create a silicone casting mold with "build-in" shine. Would it work? Against the advice of the chocolatier? Shiny chocolate now or never – the new form was delivered and got tested right away. And... from the form emerged the first real coin. Shiny, gleamy, detail rich in the lines and letters. And tasty!

Now, with the recipe for shine, we could start mass producing the new forms. Every casting mold is made of certified ultrapure nonhazardous silicone, it is designed for repeated usage with chocolate, easy to use and easy to clean. It took a lot of testing, but we cannot help it, we are a creative, inventive company and we did not want to compromise on anything representing our birds and our business. So here it is now: Our Nick Coin, a real Bite Coin with value and rich taste.

Few companies bring coins when they come your way – but we take paying you a visit literally, and bringing you value seriously.

Testing the mold



Imprint

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