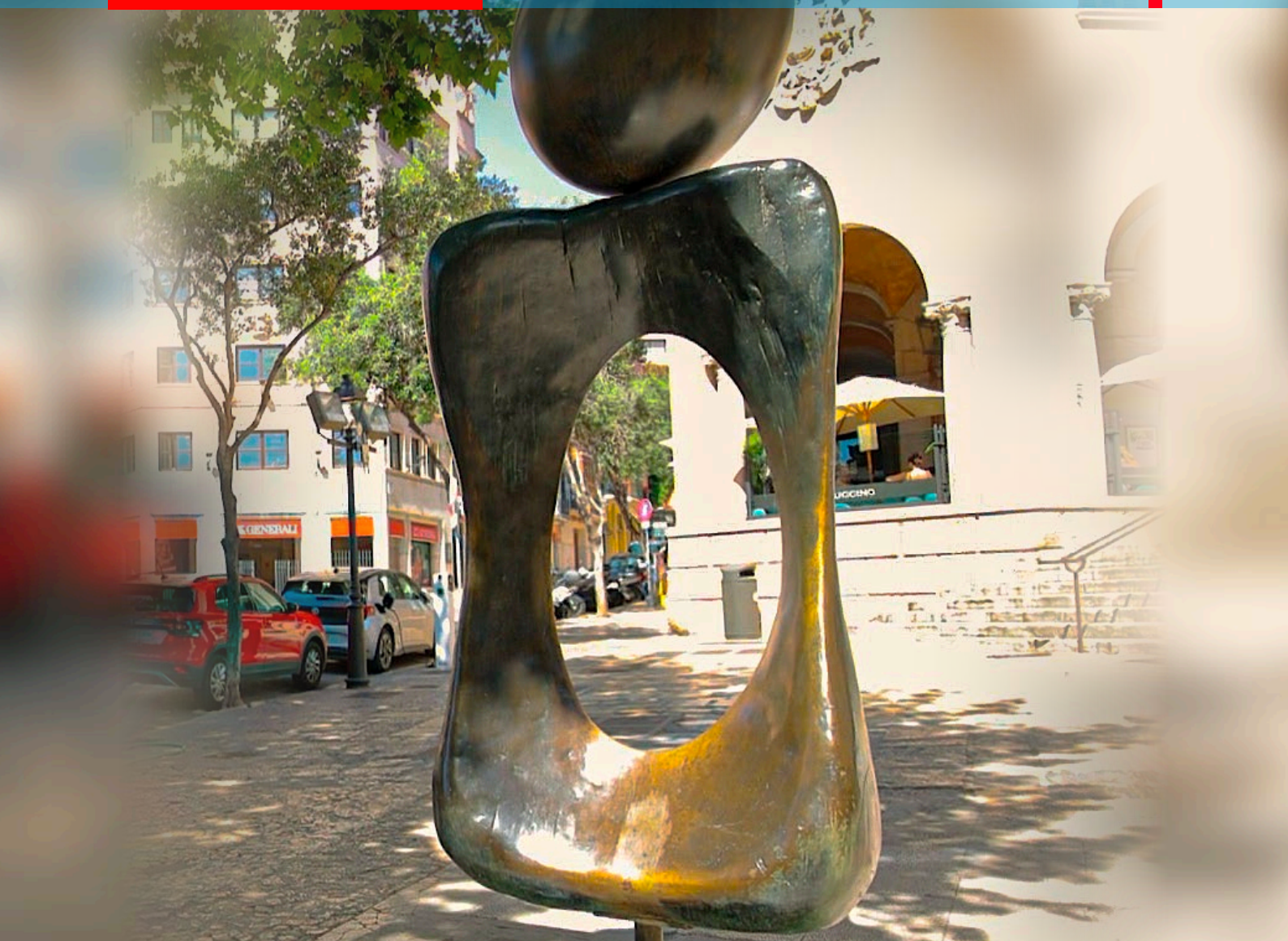


FACTS » that « FIGURE

ABOUT THE ASTRONAUT SYMBOL OF SENSEMAKING

GET IT RIGHT—OR HAVE FUN TRYING
RECIPE "PAELLA VALENCIANA"



**LIFT OFF INTO THE
FUTURE TOGETHER**

H&N INTERNATIONAL
DISTRIBUTORS CONFERENCE
2022, MALLORCA

SUMM

Table of contents

8

On the Astronaut

Symbol of Sensemaking



Remember our movie about eggshell strength? Now you can use it yet another time and link a personal image to it as proof that...

12

H&N International Distributors Conference 2022, Mallorca

Lift off into the future together



Cuxhaven, Mallorca — “Terrific! After two years of online meetings, the Distributors Conference 2022 was our first real event since...”



A legendary double

Cabaña BARHY SRL wins both “Best Flock Award White PS” and “Best Flock Award Brown PS” 2021

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Get it right—or have fun trying

Recipe “Paella Valenciana”

One fun part at the Distributors’ Conference 2022 in Mallorca was the paella cooking contest on Tuesday night. Seven teams competed; three groups had even won extra ingredients...

ARY



22

Did you know? The secrets of the Siurell

The story behind this give-away

This little chap has huge hidden potential, much like our H&N breeds. The distinctive form of the figurine may not strike many of...



30

Casting a concept

Art is not just paintings; art is made up of so much more. Moreover, sculptures can be seen as going a step further. Whereas paintings or photographs...



34

... and what else we did in 2022

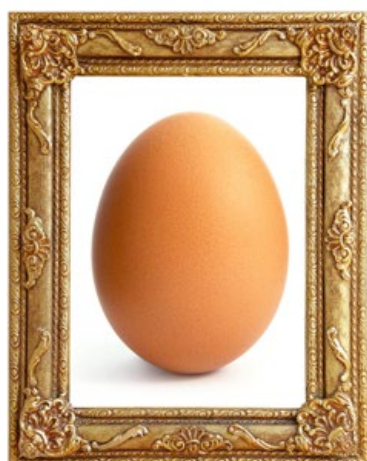
New Cage-Free Guides for each of our breeds

On 18th February we launched five new Cage-Free Guides: all H&N birds—Nick Chick, Super Nick, Crystal Nick, Coral and Brown Nick—can also be kept cage-free. This is important, since cage-free is...

24

Eggs and Arts

What makes values valuable?



Silly question? An egg may cost very little compared to a work of art, though without doubt it is a nutritional gem contained in a perfectly designed...

SUMM



38

Let's look back together
our activities year on year



42

Thumbs up!
Speedy's Food Industry
Ltd, Malawi, and H&N
International collaborate

Founded by Chairman and CEO Riaz Gaffar Jakhura in 1988, Speedy's Food Industry is a leader in Malawi's poultry industry today. The company produces...



44

Interview with
Xabier Arbe
Big Bundle of Benefits,
H&N 's new business model

On 1st September you addressed all the customers with a video message and announced a new business model. H&N International is a provider of genetic...



48

Interview with
Kira Döhring
Certified Online
Marketing Manager

Kira Döhring, Global Marketing Communications Manager at H&N International, successfully completed her distance learning course as a...



50

KAI Red and Blue
one for all, all for you!

There are already several programmes available for egg farmers, so why create yet another?





56

H&N NutriCubes

Compact cutting-edge nutrition knowledge fair and square

Let us ask one key question: Is your feed optimized for your layer breed and the egg results you want to achieve?

64

H&N Layer Academy 2022, Dubai



60

New material

A one-page push news bulletin to keep you informed about all the new marketing materials available for you in our VIP Lounge. Deep links take you...



69

Upcoming events and more in 2023



*Joan Miro sculpture
in Mallorca; (On Calle
Palau Reial, the bronze
sculpture of a woman
by Joan Miró called
Monumento; photo
by Tony Hernandez,
La Marmota*



Editorial

ADAPTABILITY – MUCH MORE THAN JUST ADJUSTING!

XABIER ARBE

Managing Director
H&N International

We are looking forward to many more great things to come! Of course, I know just like anyone else that times could be easier right now, and there are numerous challenges and difficulties facing everybody at the moment.

When H&N International became independent again two years ago, we knew that it would be a new start, even for a company with such a long-standing tradition and proven track record as ours. We didn't know nor could we have foreseen that this new beginning would require us to hit the ground running and gain momentum as fast and well as possible. Nevertheless, together with you we have managed to do so and are keeping up the same pace.

Winning over new customers in times like this is not a given. But H&N did it and we are very proud and honoured that those new customers have chosen our breeds for their future.

The best adaptability, which is our breeds' key potential, is so much more than looking around and seeking conformity, merging with and morphing with whatever the conditions currently demand, without causing a stir. A unique selling proposition is like nothing else, unparalleled; no one else has the same thing! How does that go together with adaptability?

Adaptability as we define it is the cutting edge. Our birds and our company are actively flexible when they adapt to any local conditions in the best way. That is not like everybody else, and not just good enough, but optimal and beyond the benchmark. When we talk about adaptability, we see it as genetic quality and also as a mindset for us, the human specialists. Flexibility is a strength and does not mean deviating from proven facts or processes. It is the strength to make ends meet, to reach out, stretch forward or spin around and twist to create a living connection that is not just linear and rigid. That is why flexibility is also an antidote against the rigidity of difficult times.

When life gives us proverbial lemons, few people know how to make lemonade out of it. The difference that adaptability and flexibility provide is that we not only make good lemonade, but we also work to turn it into lemon curd pie, lemon jelly and whatever else it's possible to create with lemons. The essence of adaptability is the tireless spirit to go the extra mile.

Xabier Arbe, Managing Director H&N International

ON THE ASTRONAUT SYMBOL OF SENSEMAKING



Remember our movie about eggshell strength? Now you can use it yet another time and link a personal image to it as proof that you are an active part of the big mission.

Big missions need big leadership towards a clear goal. And big missions need a clear strategy as the backbone for many tactical steps to be taken towards that ultimate goal.

Symbols and emotions are just as important as hard facts and bare data because they make sense of the numbers and facts, creating the reasoning behind an endeavour.

Uniting behind one goal

In the end, it was just one man on the moon in 1969. But some 400,000 people within or alongside NASA had worked towards that goal for years. One of them was the legendary janitor who the great President Kennedy asked what he was doing. The janitor, carrying a broom and obviously working on cleaning the floor, is said to have replied, "I'm helping to put a man on the moon!"

Was he really? Was he laughable? Are some tasks more important than others to a big mission? Imagine, just for a moment, that the janitor had not felt a part of a greater mission. Would anyone have noticed at all? Would it have made any difference, unless his cleaning became so sloppy for others to take notice?

Or does literally any effort behind one goal make a difference? The NASA janitors' story is about teambuilding and team spirit. Every employee felt personally connected to the ultimate goal of putting a man on the moon. And that personal awareness of their contribution created a feeling of pride and meaning.



Strategy and tactics

Rather than describing his actual work as "I'm cleaning the floor", the janitor identified with the organisation's bigger goal and saw his part as one vital contribution amongst others. The janitor story is often quoted to show the charismatic rhetoric of John F. Kennedy, who was a primary architect behind the sensemaking of the moon landing.

Why is the narrative important behind any activity, especially in change management? "Why are we doing this again?"

- 1 Fewer yet clearer concrete goals; everything under one strong umbrella; joining forces, not splitting them.
- 2 From abstract to real—easy to visualize and to imagine with a deadline attached to it. When people lose sight of the reasons why they are doing something, they lose the power to achieve it.
- 3 The road map: milestones, stepping stones, everything mapped out; eat an elephant bit by bit, be proud of the achievements (popularity of road movies); show how things build upon one another and how everyone's contribution matters; hold people accountable and celebrate together any achievement towards your goal.
- 4 Give life to it: Why the moon? Kennedy used a lot of pathos and "what ifs" to make it resonate. Why better eggs are self-explanatory in a world with growing hunger for sustainability and high-quality, versatile protein.

“I’m helping to put a man on the moon!”

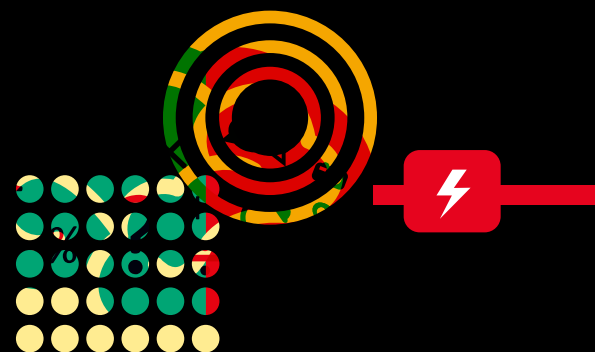
Payments and pride

If team members feel meaningful for a mission X, they will pay greater attention to what they are doing. Pride and a sense in one's contribution is a very vital part of the reward—and one that money cannot buy. An impressive salary for someone without a feeling of the difference they make will not do the job of retaining the best people and attracting new talent. This is even more true when we look at the fact that day-to-day work can be tedious, become boring and start feeling dangerously meaningless and neglectable if we lose sight and sense of why we are doing something—and wonder if anyone cares.

Imagine if the janitor had lost his connection to the mission; maybe a clean floor seemed to have no meaning towards putting a man on the moon.

Imagine if one of the astronauts, who had trained for years on end for the big moment, had come in and slipped on a sloppily cleaned floor, ending up with a broken leg just before the mission.

Any effort we put in, whether others see it or not, has a deep meaning. Any effort makes a difference. It took 400,000 people to put the first man on the moon, and one of them was an unknown janitor who worked to ensure clean floors so no one would slip and drop out of the mission at the last minute—or Neil Armstrong may have become Neil Leg-limp! The janitor's work was indeed as meaningful as everybody else's.



Box

Any company depends on creative specialists transforming ideas into visual, tangible items. They are behind all this and make everything we see, print, download or use as material. Without them, ideas would remain as a concept; they would not take shape. Our team is much smaller, but the effort is often as big as a lunar landing. Without the specialists in our two agencies, we wouldn't be able to tell our brand story as compellingly as we do.

Adding meaning is like adding value. If you know why a certain step in a process must be carried out correctly in a certain way to obtain the outcome you desire or to ensure the subsequent process will occur correctly as well, then you know about the deeper meaning of your activity.



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“Any company depends on creative specialists transforming ideas into visual, tangible items. They are behind all this and make everything we see, print, download or use as material. Without them, ideas would remain as a concept; they would not take shape.”

On the other hand, if you don't have this overall perspective of being a part of a value creation chain, you will remain below and behind your possibilities—and drag others down as well, because they depend on your previous steps to take their next ones and build on them.

Charismatic leaders are aware of this and ensure everybody is aware of the big picture and feels actively involved. This is true even—and especially—when work becomes routine and seems to contrast with the company's higher flying, wider aspirations.

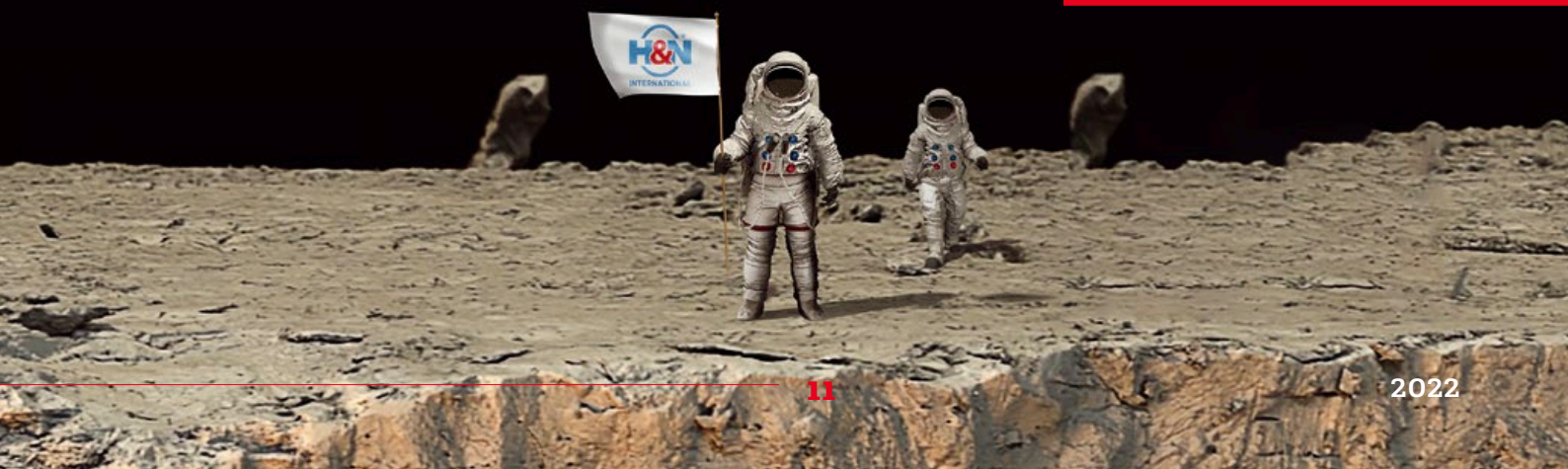
Leadership must not be silent

Then again, leadership must help everyone involved to see connections and keep up their spirit, celebrate milestones that have already been achieved and problems that the team has overcome together. A great leader can help create a narrative of an endeavour that is equally important as the endeavour itself. Communication transfers information, but also establishes views or preserves memories. It is much more than just talking or chit-chatting—and communication is more than words, too!

Some leaders offer regular coffee-talks to reiterate and reinforce why things matter.

There may not be any news, but the regularity of these get-togethers reinforces and strengthens the joint mission. “Why we are doing this again” and “What we have achieved so far” and “What we have learned up to now?” and “What we can be really proud of” are very important reminders to strengthen a team and make sure everyone remains behind a mission and feels that their contribution is meaningful and important.

Behind one heroic man on the moon there are many helpers. Likewise, behind each egg you sell successfully, many hearts and minds have worked side-by-side to get it to its destination.





LIFT OFF INTO THE FUTURE TOGETHER

Cuxhaven, Mallorca — “Terrific! After two years of online meetings, the Distributors Conference 2022 was our first real event since we became independent!” says Xabier Arbe, Managing Director of H&N International.

It was another new event that 57 people in total attended over the course of four days from 9th to 12th May. Not that those online meetings so far don’t count as real events, but a real-life event still means different preparation and implementation.

Kira Doebling, Global Marketing at H&N International, planned and oversaw the entire event management including organisation, content planning, travel and accommodation, hospitality elements and finally the event programme itself. “She really did a fantastic job and delivered very well on our brand promise!” says Arbe.

“We do hope for future opportunities to get in touch and will keep everybody posted!”

Under the motto “Creating the future together”, customers from all over the world gathered at the Melia Palma Marina in Mallorca. “Most of our customer base was there, though we dearly missed all the customers and one colleague from the technical team who did not get their visa in time or had other reasons hindering them from joining us,” says Xabier Arbe, Managing Director of H&N International. “We do hope for future opportunities to get in touch and will keep everybody posted!”

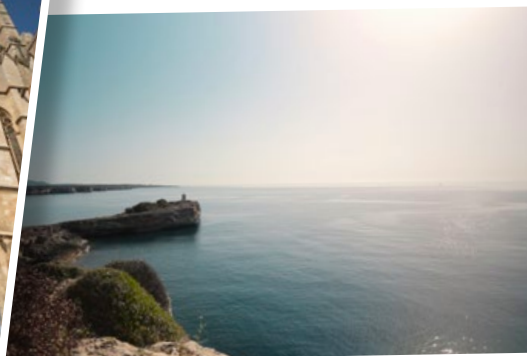
Going together

In fact, times are more challenging than ever. “Everyone knows that. What matters is: how exactly we will continue doing business and what we will do to stay profitable,” says Arbe. The crucial element in the event’s motto is: ‘Together’. Together we will be able to turn challenges into chances we can harness.”

The programme was packed, combining updates on business data and genetic performance as well as workshops and discussion rounds. Our colleagues were able to enjoy two sight-seeing trips across the island and explore the famous flowstone cave of Cueva del Drach and Valldemossa. And finally the big group also gathered in the city of Palma at the Cathedral.

On Tuesday evening, the group split into smaller teams and competed in a tasty paella cooking contest. “It was great fun and very delicious to try the various paellas,” says Kira Doebling, who happened to be a member of the winning finalist team.

The contest was a fun way to emphasise the importance of nutrients as well as the special procedure they have to undergo to be added to the dish. A recipe for an authentic paella valenciana will be published in the next Facts that Figure.



The ingredient for success

In his final speech at Wednesday night's Gala Dinner and "Best Flock" Award Ceremony, Arbe drew a parallel to the first mission to put a man on the moon, a quest that seemed hardly possible until a dedicated team accomplished it in 1969. The important thing behind every successful mission is the team effort, supporting one another and uniting behind one goal. That is the "together element", the ingredient for success.

He then invited the winners of the "Best Flock Award" from 2021 on stage and congratulated Cabaña Barhy, Argentina, represented by Silvina Ermacora and Gustavo Suarez for their great double success: "Both awards, one for a white and the other for a brown flock parent stock, are going to Argentina this year! Cabaña Barhy accomplished a legendary double success, and we are very honoured to work with such dedicated customers!" says Arbe.



From left to right and top to bottom: Saskia Riedel, H&N International, Silvina Ermacora, Cabaña Barhy, Xabier Arbe, H&N International, Gustavo Suarez, Cabaña Barhy, Kira Döhring, H&N International, Khalil Arar, H&N North America.

“ Both awards, one for a white and the other for a brown flock parent stock, are going to Argentina this year! Cabaña Barhy accomplished a legendary double success, and we are very honoured to work with such dedicated customers!

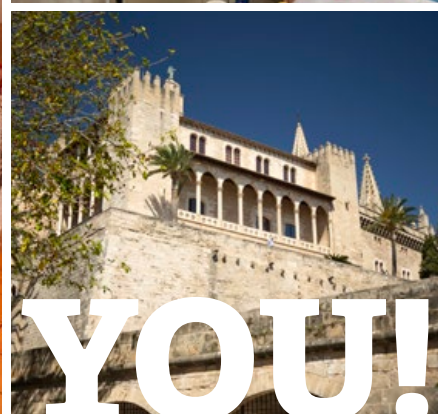


So, what's next?

Two years into working as an independent company, H&N International looks back on its brand as newly polished and clearly distinct from other suppliers.

“ We will continue this process of brand experience and will also support our customers to further strengthen their brands similarly.

There will be more exchange, ongoing communication, faster information exchange and yet more offers of support. What matters is to keep creating our future together!” concludes Arbe.



THANK YOU!



A LEGENDARY DOUBLE

**CABAÑA BARHY SRL WINS BOTH
“BEST FLOCK AWARD WHITE PS” AND
“BEST FLOCK AWARD BROWN PS” 2021**

Each year H&N International awards the “Best Flock Award” for white and brown flocks.

In 2022, we are congratulating Cabaña BARHY SRL, Argentina, as winner of both prizes! Silvina Gabriel Ermacora and Gustavo Daniel Suárez accepted the prizes for best flock achievements on behalf of their team.

Xabier Arbe, Managing Director of H&N International, handing the prizes to Silvina Ermacora and Gustavo Suarez at the Distributor Conference 2022 in Mallorca.



BARHY

Cabaña BARHY SRL can proudly look back on 40 years of experience. Their customers get great product quality as the whole company is committed to producing the best day-old pullets on the Argentinian market.

Their mission statement is not only on their website; they are truly motivated by their commitment to responsibility in serving their clients in the best way possible day after day. Cabaña BARHY works to meet the promise of high quality day-old pullets.

H&N International is therefore very honoured to work with Cabaña BARHY, and equally to support this promise by delivering birds of excellent genetic potential and quality that Cabaña BARHY deploys and develops so brilliantly!



“ In 2022, we are congratulating Cabaña BARHY SRL, Argentina, as winner of both prizes! Silvina Gabriel Ermacora and Gustavo Daniel Suárez accepted the prizes for best flock achievements on behalf of their team.



GET IT RIGHT— OR HAVE FUN TRYING

RECIPE “PAELLA VALENCIANA”

What paella and correct nutrition management have in common

One fun part at the Distributors' Conference 2022 in Mallorca was the paella cooking contest on Tuesday night. Seven teams competed; three groups had even won extra ingredients beforehand, so they could have made an extra fine Paella—in theory!

But with cooking, as with nutrition, you must have the practical and theoretical knowledge about the ingredients to process them at the right time and in the right way. We promised to give you an authentic recipe, so here it is:





Paella—the true philosophy from making it to sharing it

“Come on, it’s just rice and some other ingredients, it can’t be so difficult,” some thought. But, oh, how wrong we were! Yes, it’s a rice dish, but not at all like risotto, for example. The creamy, slushy Italian recipe has nothing to do with paella except for the rice.

“No onions? No garlic?? No white wine??? Are you kidding me????” Nope, since none of that goes into the true paella valenciana!

And nor does seafood, by the way!



The crucial crunch

Instead, a real Paella has socarrat or socarraet: It must literally be scraped out of the pan in earnest and, totally unlike the highly viscous, not to say lascivious melting Risotto, it rolls onto your palate with an exciting crunchiness.

Paella should ideally be cooked over a wood fire. This isn't obligatory, but... you get the idea! For a real paella, you invite friends over, discuss at length with them what to eat beforehand, finally decide on a paella, make the actual appointment for the cookery event on an afternoon and start cooking.

In between, you panic and call your mum to double check your recipe. This part does seem to be obligatory (unless you happen to be the mum yourself); at least that's what I learned from interviewing two passionate paella cooks from the region who have long-term experience with the dish.

And long-term practice is needed, so you may want to keep trying this a couple of times to get it right.

The authentic recipe needs

500 gram rabbit meat in small pieces
500 gram chicken meat in small pieces
60 ml extra virgin olive oil
1 ripe tomato, peeled and grated
200 gram green beans
200 gram lima beans
500 gram paella rice (short grain rice; paella beginners can look for arroz bomba)
1.5 litres chicken broth or vegetable broth, which is best prepared in advance from fresh ingredients instead of instant powder, of course.
You will need double the amount of broth as rice.
Example: For a paella for 6 people, calculate $6 \times 75 \text{ g}$ of rice = 450 g, so you'll need 900–1,000 g of broth, meaning 0.9–1 litre.
A sprig of fresh rosemary
1–2 tablespoons of saffron threads
Salt



For more paella-passionate experience: in a different style, you can also add the rice, and later the broth and salt

Heat the paella, pour the oil in, and then fry the meat over a medium heat until it's tender and golden. Then add the tomato and the vegetables, and fry everything well.

Finally, add the broth.

When everything starts to boil, add the rice and some salt.

The rosemary and the saffron must only be added in the last 5 minutes.

Otherwise, you'll get too much rosemary flavour.

There must be full heat now.

After approximately 10 minutes, reduce the heat and cook for another ten minutes until all the liquid has evaporated and the rice forms the crunchy socarraet. Take it off the heat and start enjoying it!

Of course, you are free to create your own interpretation of a paella and match it to your taste, but it will not be the original valenciana one. It does not have to be, either.

The winning team of the paella contest at the Distributor Conference 2022 won with an Egyptian-German-Guatemaltecan-Honduranian-Malaysian interpretation of the iconic dish!



Three Insider Tips from the Paella-Passionate Xavi Moreno

Knowing the paella contest would come, some of us took the opportunity to get insightful knowledge from our colleagues at La Marmota Insomne, all four of them connoisseurs:

Question: Can the lima beans be replaced if I can't buy them in my country?

Answer: Not in an authentic paella valenciana. But a Paella from Alicante or from Castellón would have green peas.

Question: Is it OK to use instant broth?

Answer: The vegetable and chicken broth are much tastier, and it is better to make it in advance with water and real ingredients. It is also crucial for the crunch to get the amounts of liquid versus rice right, so the rice is dry and crunchy at the end. The trick is: two parts water and one part rice.

Question: How do you get the delicious crunchy socarraet consistency? Should the paella be left to sit for a few minutes when it comes off the heat?

Answer: Normally that's not necessary. It is enough with those 10 minutes and last 5 minutes at full heat. But in fact, I would say in the previous steps that it will pan out better if you add the rice and control the temperature like this: 5 minutes of maximum heat when the rice goes in, then 10 minutes of medium heat, and then 5 minutes at full heat again to get the socarraet.

Finally, the most important thing is to get the rice just to the perfect boiling point; it's similar in meaning to Italian pasta that has to be cooked al dente.

For beginners in the art of paella cooking, a special kind of rice is available in Spain. It's called *arroz bomba*, and it has the magic power of not getting soft if you need five extra minutes for the broth to boil off and the rice to be dry.

Another trick if you come across a problem of too much moisture in the end is to switch off the heat and cover the paella with newspaper sheets until the broth evaporates.

DID YOU KNOW? THE SECRETS OF THE SIURELL

THE STORY BEHIND THIS GIVE-AWAY



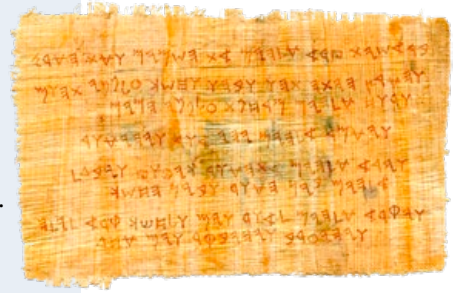
This little chap has huge hidden potential, much like our H&N breeds. The distinctive form of the figurine may not strike many of you as art and craftsmanship right away. But in fact, it is both: art and local craftsmanship. It is also cultural heritage with a hidden benefit.

The Siurell not only represents the more traditional art and lifestyle in Mallorca visually; it does so audibly, too. Each Siurell is really a clay pipe. In ancient times, such Siurell whistles came in all shapes and sizes, and were used by farmers and shepherds to control their flocks of animals, mostly goats or sheep.

The Siurells proudly look back on many hundreds of years of history. Some say they originated among the Cretans or even the Phoenicians, but nothing is known for sure.

The Siurells proudly look back on many hundreds of years of history. Some say they originated among the Cretans or even the Phoenicians, but nothing is known for sure.

They are still manufactured by hand in the proper sense of the Latin words manu (Latin for “hand”) and facture (Latin for “make”). Its shape can be anything from an animal, a mythical creature, a human form or even a person from today such as a sports idol.



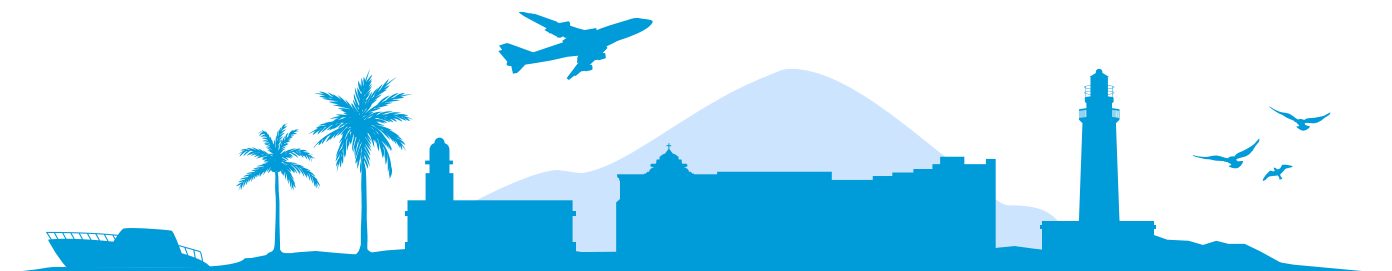
After moulding, they are baked, then dipped into a lime bath to give them their pristine white colour. Then, bright, basic watercolours like blue, red, green or yellow follow.

The somewhat funny, naive form of the Siurell that clearly shows it was handmade is proof of this special value: each Siurell is absolutely unique; no two are alike. Someone has made it, respecting ecological ways of manufacture; someone has built a pipe inside, then coloured and finished the little piece. The peculiar shape and style are a guarantee of this craftsman work that went into it.

We still have some Siurells left that we took back from Mallorca. If you would like one, let us know and we will find a way to get it to you.

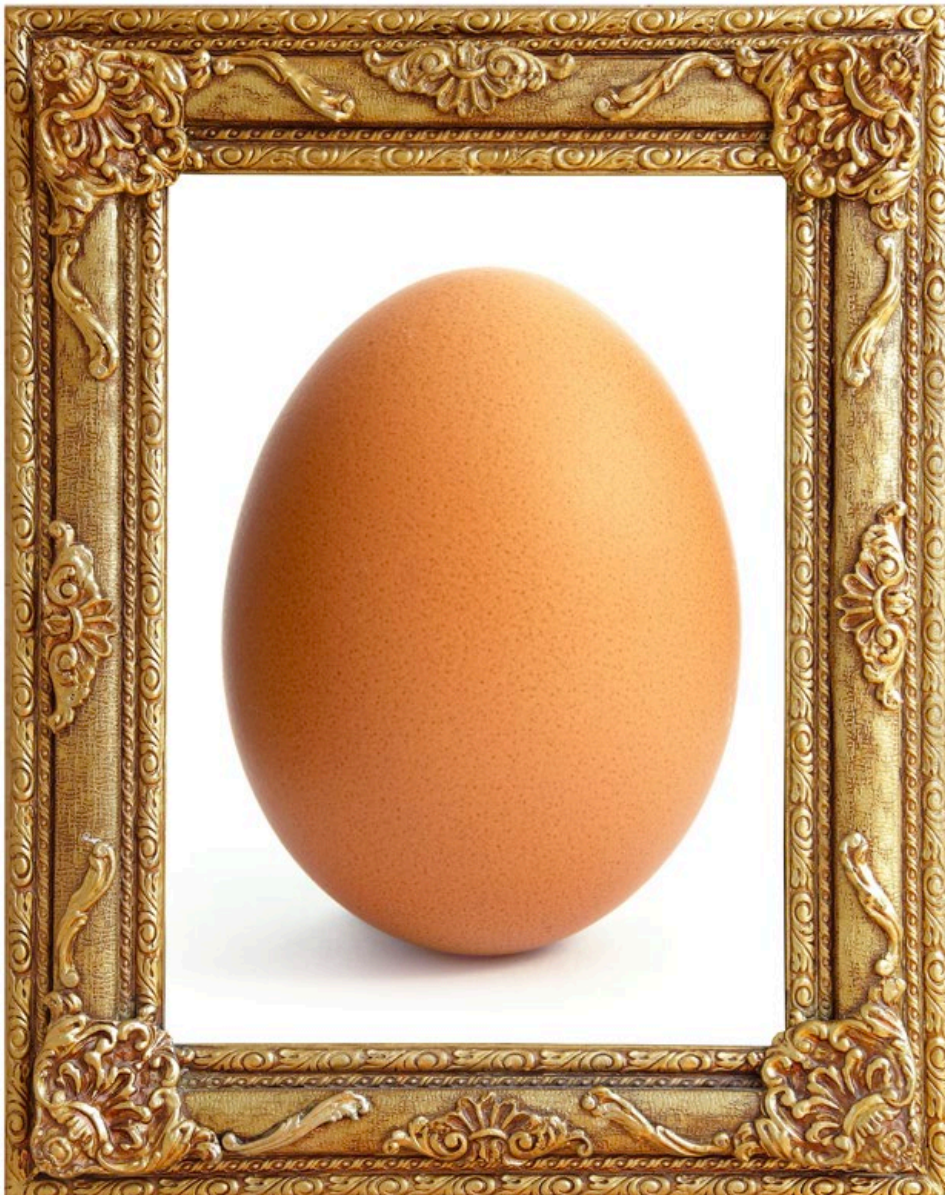


The somewhat funny, naive form of the Siurell that clearly shows it was handmade is proof of this special value: each Siurell is absolutely unique; no two are alike



EGGS AND ARTS

WHAT MAKES VALUES VALUABLE?



Silly question? An egg may cost very little compared to a work of art, though without doubt it is a nutritional gem contained in a perfectly designed sustainable package! But eggs and arts also have much more in common. In fact, the history of art has been very much “written” by eggs. And the art market also shows how value creation works for objects that are not even edible.

Imagine you are holding a real diamond or a gold nugget in your hand! Of course, you and everybody else around you would immediately know that you have something extremely valuable there! Or imagine a real painting by Leonardo Da Vinci, van Gogh or Picasso hanging in your living room—extremely valuable. But what is it about value that makes it, well, valuable?

And what has all this to do with the production of layer birds and eggs, and marketing and communication...? The short answer we suggest here is this:

“ Value is created by communication about it! Telling is selling! ”

Communication creates value

An object you and everybody else are unaware of can hardly be of any value. Even known values are still debatable.

Although the price of gold is a global financial indicator, gold is not edible and would be utterly worthless if there was no more food to buy on the planet!

Let us take a brief trip into how the art market creates and defines values, and then see whether there are any parallels to draw.



From usual to unique, from unique to ubiquitously known

Da Vinci's Mona Lisa, dating back to the beginning of the 16th century, and van Gogh's Sunflowers from 1888 have been painted in very different styles. Both are unique pieces of art, despite countless legal and illegal reproductions, photographs, posters, postcards, fan art etc. drawn based on them.

Did you know that eggs are indeed part of art? And a very crucial part, since for many centuries artists preferred a paint called egg tempera. Egg tempera in essence consists of powdered pigments with a little water and egg yolk that serves as binding agent to literally hold the painting together—and preserve it down the centuries! Painters like Giotto, Andrei Rublev, Simone Martini, Beato Angelico, Piero Della Francesca, Ghirlandaio, Mantegna, Perugino and many more used egg temperas in their works.

Artists have also appreciated even until today that the emulsion in egg tempera is more durable than oil and allows a luminosity to be created in layering that is like watercolour. Although the Great Da Vinci also liked the quality of egg tempera and used it in many of his works, Leonardo's Mona Lisa is an oil painting. Oil takes a long time to dry, but due to its viscosity it blends very well to create a sfumato effect. On the other hand, van Gogh often painted in thick impasto, and he, too, often used oil paint.

“ Eggs have literally helped to paint and preserve the history of art! They are part of many works in the Louvre, the Rijksmuseum, the British Museum, the Prado, the Smithsonian ... and many more! ”

Upscale and upsell

Both paintings, the Mona Lisa and Sunflowers, are essentially just an arrangement of materials put together for no other purpose than art, unlike an object with a use. That almost sounds like heresy to art lovers, but every such painting uses regular canvas or, in the case of the Mona Lisa and Sunflowers, wood, dried oil and pigments.

Experts estimate that a painting of sunflowers by van Gogh (he did various sunflower

paintings) is worth around 50 million euros. If you google the estimated insured value of the uninsurable Mona Lisa, you get an estimated 843 million euros in 2022. Or was it dollars? Compare that to Da Vinci's Salvator Mundi, another painting often called the "male Mona Lisa" that was auctioned by Christie's in November 2017 for 450,312,500 US dollars, and you know how many suitcases with money you would have to drag to the auction if you wanted to pay that in cash!



Did you know? Artworks can also lose their value, for example if they fail at an auction! An object's value strongly depends on the public interest in it. The origins of an artwork can "rub off" positively or negatively: if an object has been kept in ownership or in a collection of doubtful quality, or if it has been sold onwards very often but without significant price leaps, it may lose some value. A damaged market value can sometimes be refreshed again if an artwork goes up for sale again after a long absence from the market.

Deconstruct it

Strip away everything you know about the paintings' history and level of popularity. Try to look at the paintings and only perceive the tangible substances. A piece of 500 year-old wood, the other not even 200, both with colour on them.

“ Painter's colour palette - is this yet art?

Van Gogh almost vanished into meaninglessness; the popularity of his work only came after his death and thanks to his sister-in-law. Strip away the story behind each image, the mastermind who created it. Strip away the emotions you feel when you look at it. When the violent brush strokes of Sunflowers seem to add motion and light; when the Mona Lisa looks back at you without blinking—it's hard, almost impossible, not to be impressed, isn't it?



The fancy factor: a preserved idea, a moment in eternity, special knowledge

Behind the pastel colours and visible brushstrokes, and behind that woman with no eyebrows, there are two men with their own story. Without those stories, the paintings would have less meaning. The Mona Lisa would technically still be a very good oil painting, well proportioned, a good illusion of life with colours so well blended you would not see many—or even any—brush strokes.

“ But Sunflowers? Without knowing about van Gogh’s

uncompromising search and lifelong struggle to capture the very essence of life, movement, light, colour and energy onto a static medium, they look strangely unfinished. There are perfect imperfections, because life itself is unfinishable and an image of sunflowers is just a recorded impression of a moment when someone—in this case van Gogh—perceived it and then did his best to share it. Knowing about van Gogh’s personality, Sunflowers and all of his other paintings convey his hardline spirit in every detail and every visible brushstroke.

The Madonna of Port Lligat by Salvador Dalí.
Oil on canvas, 1949.

Source: dali-gallery



Did you know? When it comes to old paintings, we often tend to think of them as a workaround, since photography—or good, durable, shareable, affordable photography as we know it today—had not yet been invented. Leonardo knew about the basic principles of a camera obscura and maybe also about exposing coated surfaces to preserve certain light conditions. But no early photography is known of him. Just imagine anyone finding a true photograph that Leonardo himself took in 1503 that you could still look at today! It would probably outprice his paintings because it would not only rewrite the history of technology, but it would be a moment when Leonardo himself captured for eternity 500 years ago, but without pigments and a brush.

Did you know eggs also play an important role in the history of photography?

Egg white-based albumen print was the first commercially exploitable method of producing a photographic print on a paper base from a negative. The quantum leap photography took from the early Daguerreotypes to albumen prints would not have been possible without eggs! As the worlds’ oldest photographic archive, the Alinari Foundation in Florence, Italy, has many of these early photos. (Link: <https://www.alinari.it/en/>)



Art as an investment

The very basic idea of good investments is to put something into a project and get back more out of it in future. Invest in H&N Day Old Layers (DOL) and get a great return on investment in the form of more sellable eggs, growing margins and decreasing production costs over a longer period of 100 weeks!

According to the Art Basel and UBS Global Art Market Report, the art market was worth US\$67.4 billion in 2018. With this market volume and the sometimes exorbitant price rises in recent years, it is not surprising that art has become the subject of investment for many and that the market sometimes resembles a stock exchange. As a result, terms that originally came from the financial world such as blue chip can be found again and again in the art world. In stock market jargon, blue chips are shares in companies that are well-known and promise very good earning opportunities due to the company or stock market situation. *Source quoted: <https://artvise.me/glossar/blue-chip/>*

But what about art? Why invest in a coloured wood panel? Of course, there is more to it than paintings on a surface. Art experts also weigh up aspects like awareness, recognition factor, origin, uniqueness of the subject and style, condition and rarity. Also, a huge role is played by the typical style and characteristics of a painter with recurring attributable elements that are understood and admired: Hieronymus Bosch, van Gogh, Rembrandt, Picasso, Warhol, Pollock and Beuys all have a typical style. You may not even recognise some of Beuys' works as art!

Poetry of poultry - the art of creating

The difference between art and rubbish is sometimes hard to tell, since rubbish can become art and vice versa! Indeed, rubbish is on the rise in arts since many contemporary artists create fascinating artwork out of it!

Idea and purpose can define what's what: one difference between a Jackson Pollock and the floor at my dad's workshop is that Jackson Pollock created his works on purpose. My dad just splattered paint on the floor without taking any further notice.

To be able to appreciate a Dadaist's work as art, you must know that the Dada movement evolved as a reaction to World

War I. To enjoy an artwork created in the style of Fluxus, for example, you must know that this form of performing art is experimental and focusses on the artistic process, not on the finished product.



One: Number 31 by Jackson Pollock. Oil and enamel paint on canvas, 1950.

Source: Legacy1995 (photographer). New York City MOMA Jackson Pollock, from www.dreamstime.com/editorial-photo-new-york-city-moma-jackson-pollock-image60692131



(Brush)stroke of Genius - the artist as artwork

Without knowing that René Magritte painted a certain artwork, its subject and style may remind you of another famous surrealist: Salvador Dali. Being perfectly aware of the technical similarities, Dali rose above the other surrealists by defining himself as the core differing element and magic ingredient:

“The only difference between me and the surrealists is that I am a surrealist!”

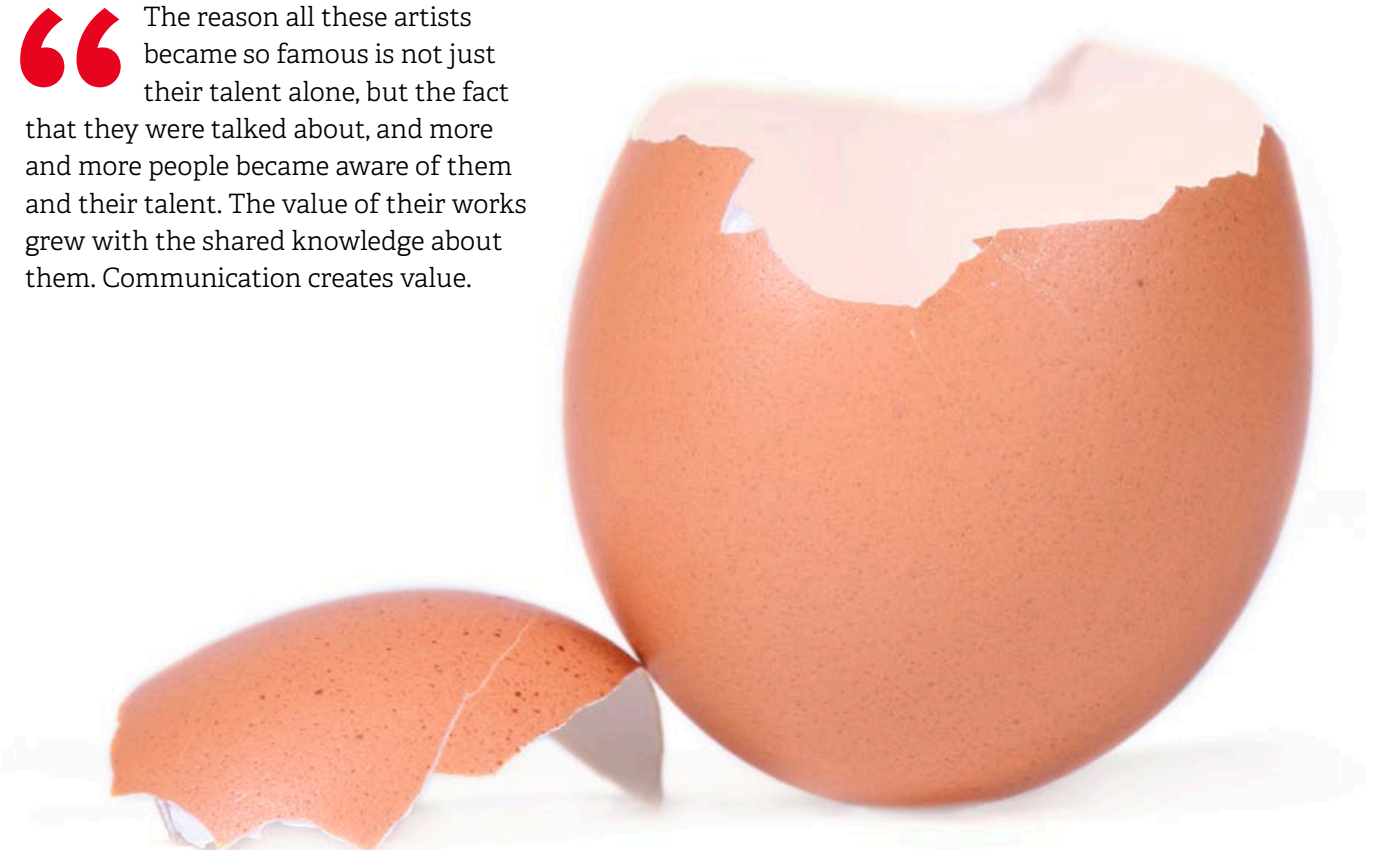
His public personality matched his style and helped him gain momentum. Many other artists seem inseparable from their work, until they invent themselves anew again. The great Lady Gaga is associated with stage costumes that could almost steal her show.

“ The reason all these artists became so famous is not just their talent alone, but the fact that they were talked about, and more and more people became aware of them and their talent. The value of their works grew with the shared knowledge about them. Communication creates value.

So, what has all this to do with layers and eggs?


Birds and eggs all look pretty much the same, although they differ greatly in terms of genetic potential and egg quality. The way to make their inert values known and meaningful is to communicate them! Talking about your work, showing how you produce them and what you do differently and better is crucial to stand out with the value you create!

“ Communication makes the difference between ordinary things and great things! Communication creates value.





CASTING A CONCEPT

Art is not just paintings; art is made up of so much more. Moreover, sculptures can be seen as going a step further.  Whereas paintings or photographs are confined to two dimensions, sculptures co-exist with you in the three-dimensional world. And sometimes they open the door to another level!

The centrepiece of our campaign around the best eggshell strength is the short movie entitled **The oval Eggspedition**. The footage of a real eggshell was created by science photographer and nano-movie inventor Stefan Diller from Wuerzburg, Germany.

He was also involved in photographing the world's smallest sculpture so far: a microscopic polymer statue of a woman on a human hair by the South African sculptor Jonty Hurwitz. The woman portrayed is his wife, Yifat Davidoff.



Joan Miro sculpture in Mallorca; (On Calle Palau Reial, the bronze sculpture of a woman by Joan Miró called Monumento; photo by Tony Hernandez, La Marmota

“ Jonty Hurwitz has a very special way of expressing and sharing ideas. We cannot touch the amazing nano-sculpture measuring 0.01 cm and could not even see Yifat’s statue on the hair without the aid of a microscope. But it is proof that the tiny world exists. Things exist even if we cannot see them!

Becoming a part of art

My fascination with Jonty Hurwitz’ works is about these new perspectives he opens up. They are not just perspectives to look at something in a new way. It’s more like opening doors into another dimension that make the spectator a part of the sculpture! The spectator is drawn in (no pun intended) and becomes an active part—a part of art!

Imagine watching a movie on DVD and pressing the “pause” button on the remote control to freeze the scene. Then imagine you could enter it! With movies that’s not possible, but a Hurwitz sculpture does just that:

This sculpture called Extinction? shows a frog. But is it really a frog, since you can only see the frog reflected in the cylindrical mirror? Take that mirror away and the frog is a big lump of morphed metal. Is it still a frog now? And if not, what is it? And what makes it what it is? The material? The artist? The cylindrical mirror? Your gaze into the mirror? It’s all of these together!

Famous frogs Kermit the Frog is another lovable world-famous character with a star of his own on the Hollywood Walk of Fame, although technically speaking, being green Kermit is not even a biological species.

What makes him The Frog? Jim Henson created and played him so well for 45 years, we never even wanted to pause for thought about him hidden behind the stage (although he, too, as his own star on the Walk of Fame). Jim Henson literally and in the very real sense of the word was part of the art he created, and when he died Kermit was not quite the same anymore.

“ The amazing sculpting technique we can see in Extinction? and many other of Jonty Hurwitz’ works can visually explain how the development of genetic potential works in agriculture. That is because you, the layer farmers and egg producers, play a vital part in bringing it out.



Extinction? by Jonty Hurwitz, 2016 | 200 x 200 x 150 cm, bronze and steel; see the video here:

<https://jontyhurwitz.com/giant-frog>

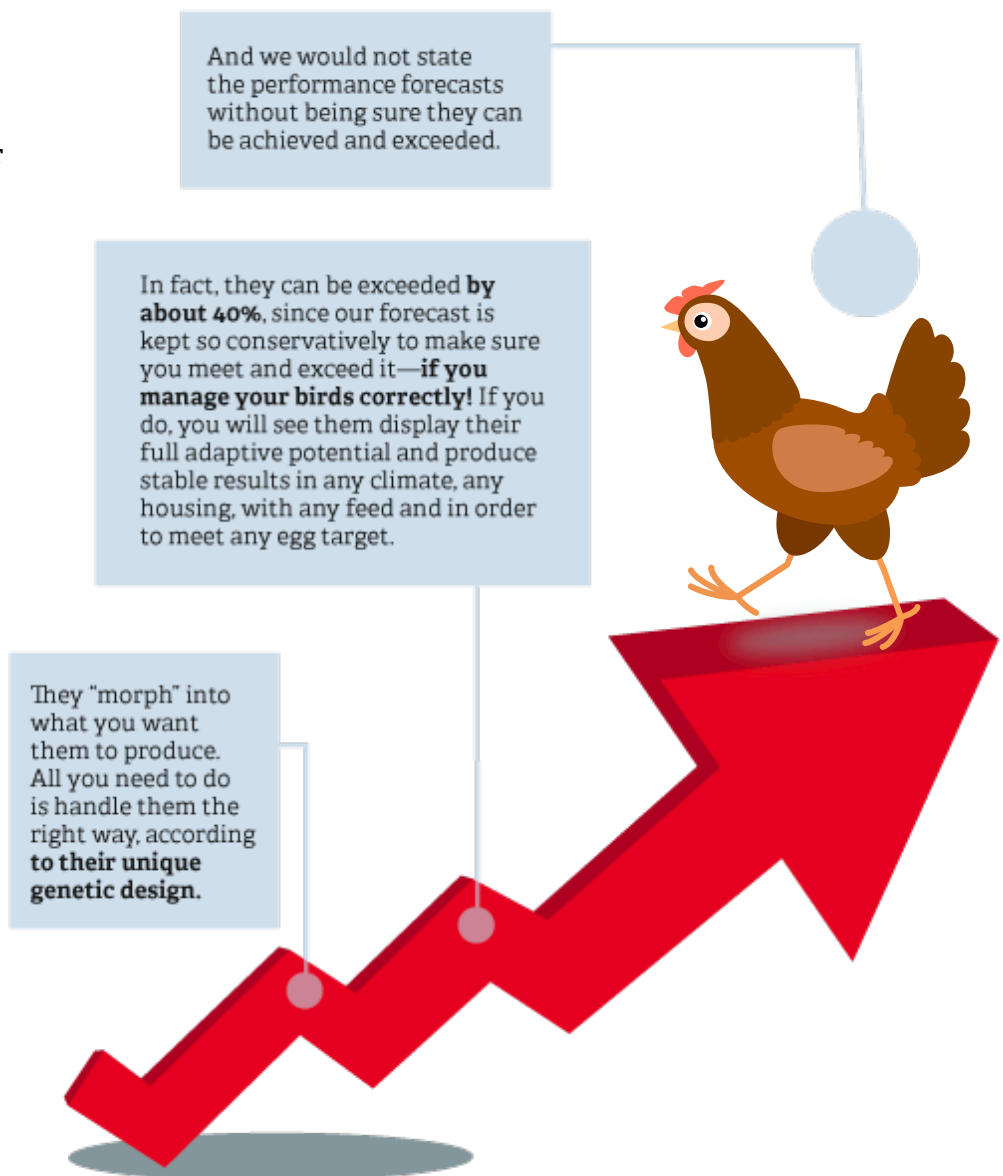
The principle of cause and effect

When explaining genetics, health aspects or evolving potentials, we too talk about things we cannot see yet because they will happen in the future. If and how they will happen tomorrow always depends on your husbandry today!

The very way you manage your birds today determines your future business result. Just like you seeing the future in a mirror! And it is also like the image in the mirror changing when you alter something about the object facing the mirror, maybe because you feel it's too bulky, wavy, unfroggy or looks too strange altogether in the way it is designed and you should have known better. But beware! It has been designed to work.

Genetics is what you make out of it!

Any change in the design set-up here will alter the image in the mirror there—that is exactly the same concept as in layer genetics! **H&N International** has been breeding with its own pools **since 1945**. Over 75 years evaluating traits and performance data have led to the insights and performance forecasts that H&N states and offers today.



FUTURE
FUTURE
FUTURE
FUTURE



**Making
your success
the center
of our universe**

www.hn-int.com

... AND WHAT ELSE WE DID IN 2022

New Cage-Free Guides for each of our breeds

On 18th February we launched five new Cage-Free Guides: all H&N birds—Nick Chick, Super Nick, Crystal Nick, Coral and Brown Nick—can also be kept cage-free.

This is important, since cage-free is gaining more and more momentum in many markets. The new guides for cage-free management of each of our breeds reflect that development.

“ The new guides come in a completely new layout, and contain a wealth of the latest data, for example updated performance data and new nutritional recommendations. There were 144 participants for the online launch. If you are interested in taking your birds out of the cage, look at the new Cage-Free Management Guides and download yours from the [H&N International website](https://www.hn-int.com):

www.hn-int.com 



Coral
Tinted commercial layer



Super Nick
White commercial layer



Black Nick
Brown egg layer



Crystal Nick
White commercial layer

VIV Europe

From 31st May until 2nd June our colleagues Dr. Pratap Rananavare and Leon Schouren represented H&N International at the VIV Europe in Utrecht, the Netherlands.

“ H&N International participated as a partner of Pluriton at a shared booth numbered 11.D074 in Hall 11. About 600 exhibitors from around the world were there, presenting their latest updates in farm production.

One of our big new advances in 2022 is KAI, our farming assistant. KAI is an app designed to revolutionize layer production, **“because KAI literally puts it all in your hands! You get real advice and early warnings to help prevent production parameters from going off course. And you can manage your farm, your birds and collaborate with your staff—all over your mobile phone,”** explains Leon Schouren from Technical Service H&N International Europe.

At the VIV, cage-free was also a frequently discussed development, since it not only requires some changes in bird management but also opens up new opportunities for marketing eggs, layer birds and the brand value of alternative production.

H&N International shows farmers in detail what type of equipment and what adapted processes work best for each type of production and the H&N breed that customers choose.





IPPE Atlanta, USA

All of our team members always look forward to attending the yearly International Production and Processing Expo (IPPE) in Atlanta. But this year we longed even more to finally meet customers and prospects again. Our team in the Americas, Dr. Ronald Trenchi, Dr. Maurice Raccoursier and Dr. Pablo Campino, all came on-site and enjoyed their stay at this year's IPPE.

“It was so nice to see each other again and meet old and new customers and friends in person to talk to many interested prospects with whom we had only been in touch through videoconferences until now,” says Maurice Raccoursier.

Many things had changed since the last IPPE. But luckily, the hot topics and key take-aways remain the same: “People have a high and ever-growing interest in adaptable birds,” is what Dr. Raccoursier observed. “Everyone wanted to know more about how well our birds are performing in the field. Producers who already have H&N told us they are experiencing very good performance and excellent quality!”

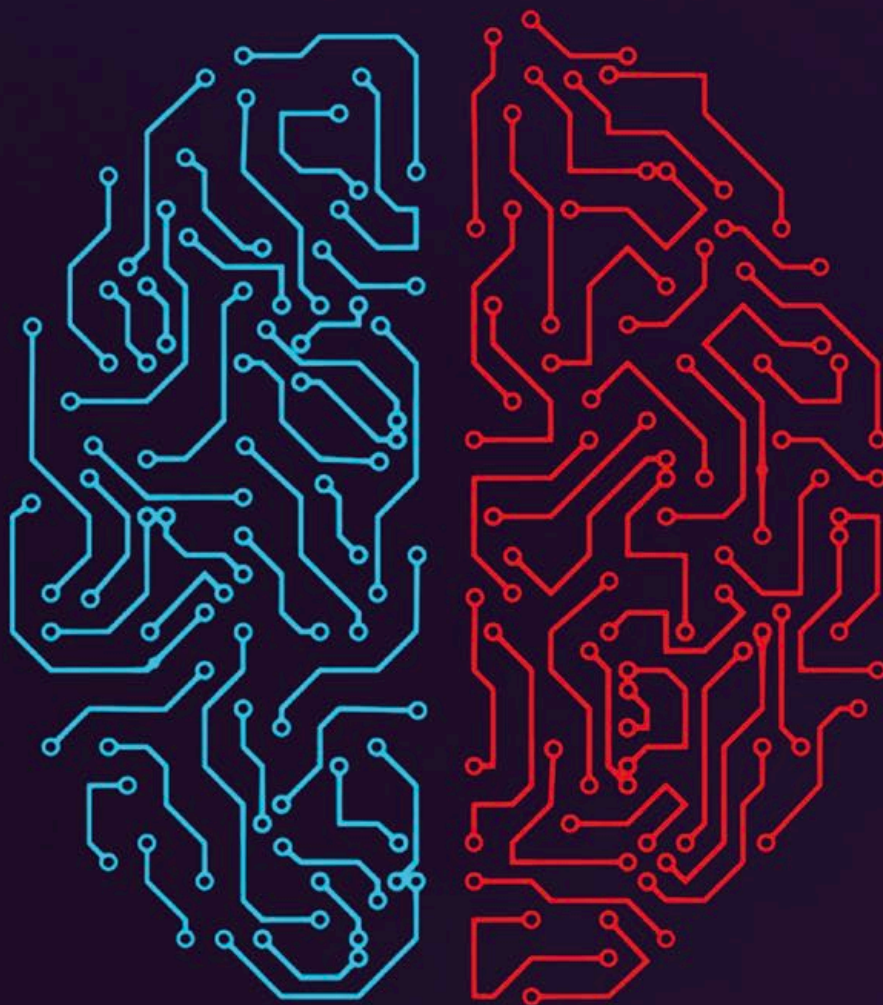


Thanks to the industry-leading efficiency of H&N birds, the Total Cost of Ownership (TCO), a crucial criterion in determining real profits, has remained stable despite many skyrocketing external costs. “Efficient birds that also produce efficiently and reliably during their entire life cycle are like a really good insurance policy, especially in hard times. That’s why more and more customers are demanding good TCO as part of a more plannable, more secure future.”

How were the business meetings? “Among the most interesting ones was one with a commercial producer from Canada who showed us very impressive results with Nick Chick. We know what our birds can achieve, of course, so we always like to see customers unleash that potential and enjoy it to the fullest.

Other meetings we had were about interesting opportunities in the southern hemisphere, in South America and also Africa.”

So altogether it was great to be at IPPE, according to all three H&N International representatives. “It was just great to talk in person with old and new friends, and wonderful to have dinner together again, sharing a laugh and afterwards having some drinks with friends from the poultry industry whom we haven’t been able to raise a toast to in a long while! Although video meetings will keep playing a key role in serving needs fast around the globe, video meetings cannot replace those real moments of shared joy!”



H&N International presents:

KAI – Layer Farming Assistance 4.0
The App that coordinates, alerts and consults
KAI is mobile, scalable, free

KAI Blue
for rearing
ready to lay
hens and layer
parent stock



KAI



KAI

KAI Red for
day-old pullerts
and table egg
production

You couldn't possibly get more Eggsperitise in an App!



www.hn-int.com/kai-layer-farming-assistance-4-0/

TIME

LET'S LOOK BACK TOGETHER OUR ACTIVITIES YEAR ON YEAR

2021

**March
30th**

Launch of the new
Parent Stock Guides
for each breed



**May
11th-12th**

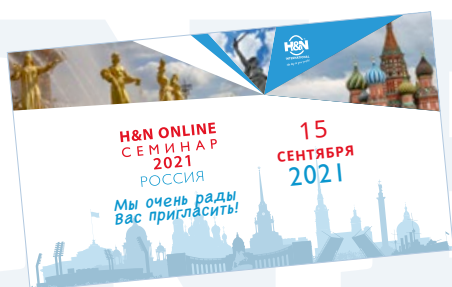
**Layer
Academy Asia**



**July
15th**

Our first Capsule is released.
Episode One is called
"Hatch your dream"





**Layer Academy
Russia**

**15th
September
21st-22nd**

**Layer Academy
North America**



**H&N Online
Distributor Meeting**

**24th
November
25th**

**Launch of
KAI Blue**



**January
25th-27th**

IPPE Atlanta
represented by Dr. Ronald
Trenchi, Maurice Raccoursier
and Pablo Campino



**February
18th**

Launch of the **five new
cage free guides.**
One per each breed; all can be cage-free



**May
8th-12th**

**DistriCon 2022,
Mallorca**



TIMEL

**July
11th–15th**

*1st biannual
Internal Sales &
Service Meeting*

And recently...

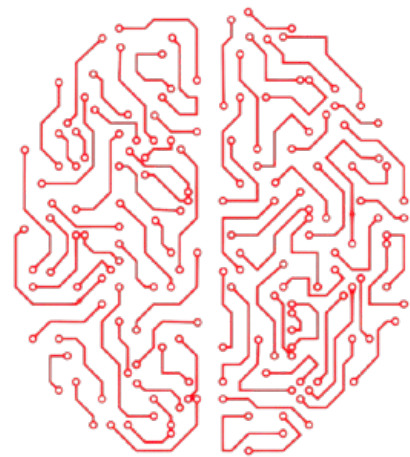
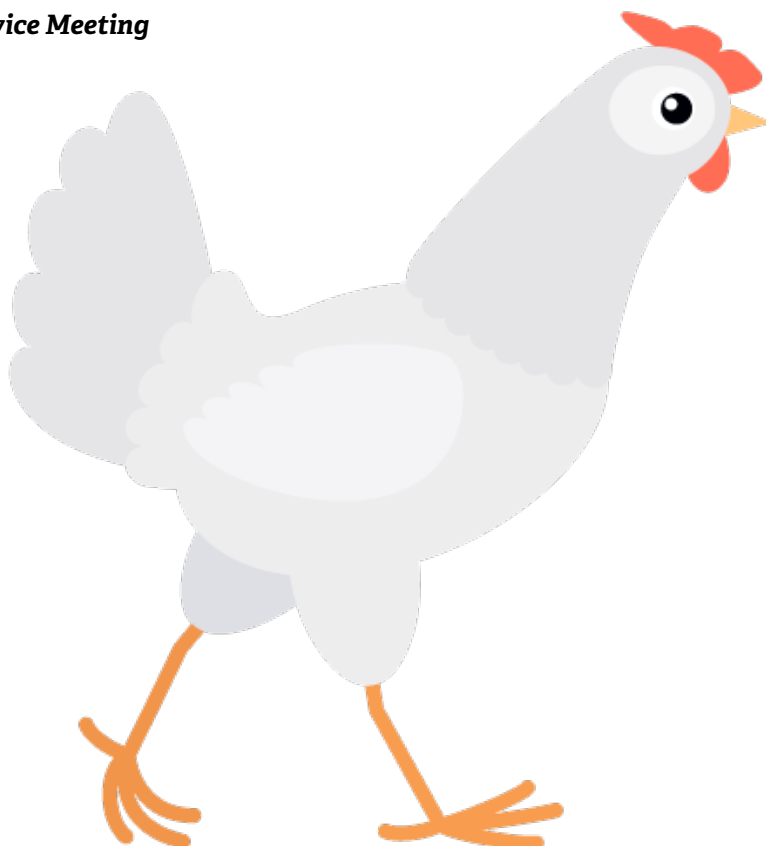
*Announcement of
New Business Model*

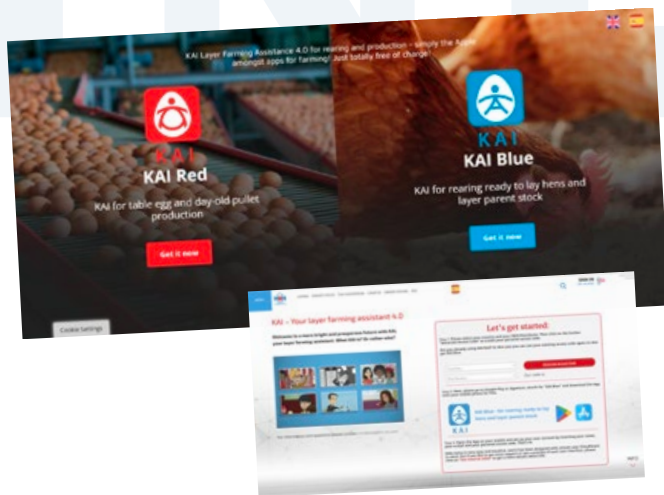
**1st
September
22nd**

*Launch of
KAI Red*



KAI





**October
10th**

KAI Red access code available on
www.hn-int.com/kai-layer-farming-assistance-4-0



**Layer Academy
2022, Dubai**

**November
7th-10th**



**2nd Biannual Internal
Sales & Service
Meeting, Lisbon**

**December
12th-16th**



THUMBS UP!

Speedy's Food Industry Ltd, Malawi, and H&N International collaborate

Founded by Chairman and CEO Riaz Gaffar Jakhura in 1988, Speedy's Food Industry is a leader in Malawi's poultry industry today. The company produces fresh delicious chicken eggs and poultry and runs its own feed mill and hatchery. It currently manages 28 points of sale across the country and is still growing fast, as market demand keeps rising.

“ Its customers love its products for their excellent quality, and praise the great service and attitude of constant improvement and customer satisfaction. **”**

While operating state-of-the-art equipment that exceeds industry standards, Speedy's Food Industry has managed to remain one of the original commercial farms in the country by following a twofold mission:

- 1** Striving to provide not only excellent food but also top-quality, modern employment for the residents of Malawi.
- 2** Responsible farming to protect the environment and all stakeholders in the value creation chain is their mission's second pillar.



Quality in everything they do has made them leaders, as well as because Speedy's Food Industry manages to sell at very competitive prices without ever compromising on quality. What sets them apart is efficiency and sustainability in deploying industry-leading equipment and breeds, as well as extensive quality control in each segment of value creation—

and it's also what their customers love about them!



H&N International is very honoured and glad to support Speedy's Food Industry with H&N parent stock, because of our firm belief in providing quality products for our consumers, in addition to our quest to alleviate and reduce poverty in the country by implementing strategies that benefit our key stakeholders.

“ We very much look forward to cooperating and supporting Speedy's Food Industry.

Big Bundle of Benefits

H&N 's new business model



12 critical questions for Xabier Arbe, Managing Director of H&N International

On 1st September you addressed all the customers with a video message and announced a new business model.

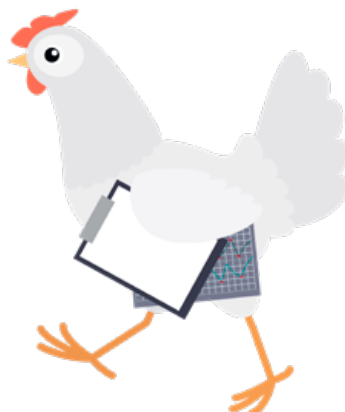
H&N International is a provider of genetic solutions. We also act as a consulting company for these solutions and beyond.

1 For example, we offer technical support and consultancy for all items related to production.

2 We also offer support and consultancy when it comes to explaining the benefits of our birds and marketing them.

3 Thirdly, we help our customers take the next steps when they want to diversify their portfolio or get started in hatching themselves.

4 And as a fourth pillar, we offer a broad variety of training and knowledge formats.



Why are you offering all this in different packages?

Because we strongly believe in freedom of choice. Every customer is different and individual depending on their climate zone, company size, egg targets and production environment. At the same time, each customer demands top quality and production safety. All three packages provide our quality genetics and our farming 4.0 app KAI as basics. But each package leaves room to pick what services and support distributors really want.

“Not everyone needs everything - but everyone can get everything if they want.”

Can customers change from one package to another?

Of course! Our solutions are arranged into three service packages to choose from. H&N's brand promise of customer orientation involves adapting to individual local demands and offering customers more than leading genetics: more choice, more safety and more support to sell a quality product. The customer decides how much safety, what support and what help they really need.

But why is this change of business model needed?

Because as a provider of solutions we adapt to our customers' needs. Our improvements in genetics consequently also improve the business model towards selling fewer day-old pullets with greater benefits, more profit potential and longer production cycles. All of these assets must be conveyed to each part of the value creation chain: from breeder to distributor to the end customers.

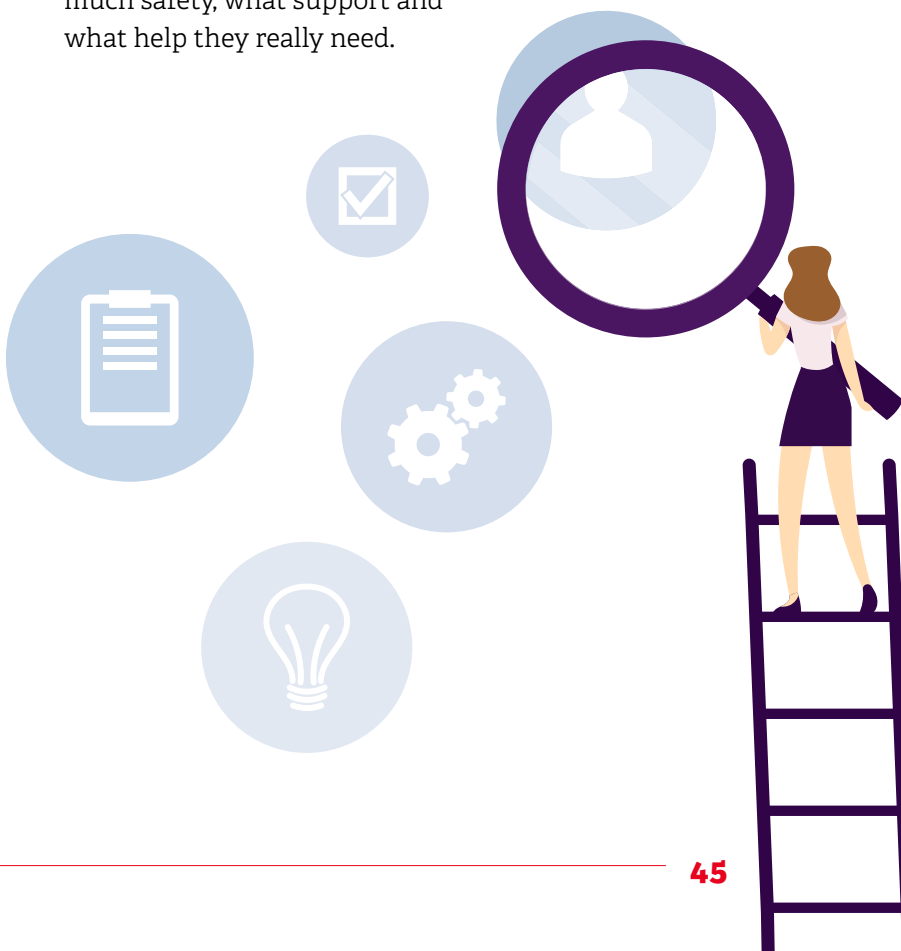
Our new business model supports our customers in doing so and in creating and selling quality.



But why now?

The H&N business has been evolving since we became independent, and as part of the innovation we are bringing to the market, we have decided to change our model even more to prepare our customers to take on the new developments of fewer, longer-living and better performing DOLs.

“We want to help build new local skills, processes and structures in time to master the change from quantity to quality, paying off for our customers and their customers in turn.”



Are there other packages than these?

The three packages cover the entire range of H&N's portfolio consisting of our genetics, our services and our support **for small, medium and large farms**. Our solutions cover the layers and the farmers alike, with all the services needed to develop and benefit from the real, full value of working with our birds. All the packages can be enhanced with add-ons such as clinical analytics. We make sure we cover the entire range of production.

Can customers continue as before?

Yes, the packages enable business to continue with an ongoing supply of back-up that reflects the strengths and benefits of optimized genetics—or an enhanced one for all those who want it. Because that is what drives us: our genetics have been further optimised and our business model, as well as our distributors' business models, must reflect that to get the full benefits out of it.

What's going to be in the packages?

More services and support, especially more training and tips in husbandry, more process automation with the help of KAI, our digital farming assistant, and more support and consultancy for local marketing and brand experience to help you sell the birds.

Will there be a price increase?

There will be changes in the pricing depending on the package. But the new features and services that we will provide will literally pay for themselves. Any increase is an investment in our birds that will pay back several times over since they live longer and produce more with lower production costs. Margins will grow and that means profits are protected.

That sounds quite far-reaching...

... and that's the reason for me to meet every customer personally and sit down with everybody locally to explain and discuss it. I am going to travel to visit each of our customers in person to make sure our new business model is transparent—

because it really is a big bundle of benefits! It gives a lot of extra value on top of our top value genetics.

What exactly is that extra value of the non-genetic side?

We are offering new kinds of shipments and logistics, broadened financial incentives and discounts, more technical services and much more sales support than you've ever seen before!

“ There really are a lot of good things and it will take a personal meeting to show and explain it all in detail.



Isn't it risky to change from quantity to quality?

“ No—quite the opposite. If the unique selling proposition of a layer bird is just a low price, the bird becomes exchangeable, and the selling proposition is anything but unique! To achieve low prices, companies cut far too many corners and compromise on quality. But quality is what makes the difference and enables you to justify a higher price—because the performance is also higher, lasts longer and is better. Quality must be explained, which is why we invest in broadened marketing and sales support especially, to help communicate that quality. You need to show and explain your quality because that is really your unique selling proposition.

A man with dark hair, wearing a white dress shirt and a patterned tie, is smiling. The image is overlaid with a semi-transparent blue filter. The text is positioned on the right side of the image.

**“ Our new business
model supports our
customers in doing so
and in creating and
selling quality.**

KIRA
DÖHRINGCertified Online
Marketing Manager

Kira Döhring,
Global Marketing
Communications
Manager at H&N
International, successfully
completed her distance
learning course as a certified
online marketing manager
halfway through this year.

Within a year and a half, she got to know and use many aspects of online marketing using the distance learning course that started in February 2021. From home, she then completed

the exercise books and tasks that were sent to her home every month. Facts that Figure naturally wanted to know more:

What made you decide to take the course?

“I decided to do this distance learning course because there's increasingly more happening online these days, and of course we in the company want to follow this

trend. Due to my age, I already have a lot of experience in online marketing, social media and so-on, **but as you know, we never stop learning.**”



How exactly did it work online?

"The best thing about it was that I was able to set my own pace, as well as the times when I did something for the course. You're totally independent, and you can always do something when you have time. Of course, self-motivation is a big issue with this scheme. Since you don't have any fellow students but do everything on your own, I often had to force myself to do something. But that was OK, too!"

“ I received one or two books every month, which I ideally had to work through within that month. At the end of each issue there was a task to submit that I had to send after completing it. After about 12 months, I was through with the standard period of study and then had about three months to do my exam.

What was the most exciting thing about the course?

In general, I found the whole course very exciting in terms of content, as it was something completely new for me. It was also exciting for me in another sense: waiting for the grades every month after submitting the assignment.

What did you find really boring, unnecessary or annoying?

There were a few subject areas that I know I'll probably never use myself, for example the presentation of a software for an online shop. In the meantime, it was exhausting to continue even if there was sometimes a lack of motivation, because you don't have any encouragement from classmates or fellow students in that sense.

How do you think the field of online marketing will continue to develop?

I see a steady development and further growth in online marketing. New strategies, methods or trends are constantly being added. You have to keep adapting because consumer behaviour is changing so quickly.

“ Thanks to technological developments, today everything goes much faster!

Would you have done the course without the changes caused by the pandemic?

Yes. The whole time I had the idea of doing something along the lines of distance learning or studying after my traineeship as an industrial clerk.

Of course, as far as this topic is concerned, the pandemic came in very handy for me, because all the restrictions meant that you could hardly do anything so I had a lot of time to make headway with the distance learning course.

Do you have a favourite channel?

Personal Instagram.
Professional LinkedIn.

**H&N
Internationally
warmly
congratulates
our colleague on
the successfully
completed
degree, with
which she once
again greatly
enriches
our team!**

KAI RED AND BLUE

ONE FOR ALL, ALL FOR YOU!



H&N INTERNATIONAL'S POCKET-SIZED FARMING ASSISTANT

There are already several programmes available for egg farmers, so why create yet another?

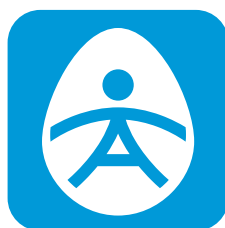
“Because KAI represents a quantum leap in terms of functionality and user friendliness,” says Dr. Fernando Carrasquer, one of the masterminds behind the H&N app.

What is KAI? Or rather, who?

Basically, this app in two versions is a skilled assistant to work side-by-side with egg producers and day-old pullet producers. KAI is like a staff member that issues reminders for tasks and keeps track on them being carried out.

KAI also gives real-time help, answers, and offers tips and consultancy when it detects a problem.

It learns with any data added, and it also makes the graphs and charts needed to control production.



KAI



KAI

Where exactly does KAI help?

Anywhere and with anything related to rearing ready-to-lay hens and layer parent stock, and in producing table eggs or day-old pullets.

For example, KAI can help to adjust the lighting programme to local conditions and the desired target egg sizes. It can also support the farm staff by keeping track of tasks and issuing reminders—or alerts in the event that anything is at risk of being delayed or forgotten.

Risk prevention and damage control are crucial to protect birds and business alike.

Another benefit is that farmers no longer need to manually collect notes and write at the office. The flawless connectivity between the two versions of the KAI app and an office computer is easily made by transferring data with a spreadsheet or charts generated by KAI. No need to manually take notes or transfer data into Excel sheets anymore!

But isn't it disruptive?

Any good technology is disruptive; if it wasn't, it probably wouldn't be truly good. It is a real quantum leap to a new level of service. Consider how the all-in-one printer combined printing, scanning, and copying functions into one machine. The laptop combined keyboard and monitor into one portable device.

The touchscreen that most of today's mobile phones feature rendered the keyboard obsolete—and the Blackberry, too. Does anyone remember the good old music record? Video recorders? Music or video tapes?

So, if technology is disruptive, then the chances are it is also better—with more new functions than you had until now!



Comparison of KAI's functionalities against other poultry apps

	Vision Egg	Flockman4U	Prima	KAI
Data collection	✓	✓	✓	✓
Graphics and charts	✓	✓	✓	✓
Mobility	✗	✗	✓	✓
Teamwork	✗	✗	✓	✓
Assistant functions	✗	✗	✗	✓
Problem solving	✗	✗	✗	✓

Red and Blue— good for you!

KAI Red is the complementary counterpart to KAI Blue that came onto the market back in November 2021. *“We are seeing more and more of our distributors using it, because KAI makes everything so much safer, easier, more efficient and thus more profitable,”* says Xabier Arbe, Managing Director of H&N International and one of the “fathers” of H&N’s farming assistant 4.0.

Both versions of the app run on Android or iOS mobile phones like any other high-quality freeware. Farmers literally get to hold their production success in their own hands—or carry it in their pockets, anywhere they go!



KAI: Because time is money

Of course, KAI also gathers all the necessary data and makes sense of it in automated charts, so producers can directly control their production parameters and key performance indicators (KPIs) like body weight, egg weight, mortality, feather scoring, water intake, serology results etc. They can draw fast conclusions and take the right decisions for success.

Furthermore, it is now possible to carry out technical support, prevent failures and efficiently manage complaints much faster and far more easily, because distributors and egg producers can share the data in question with their layer supplier at the press of a button. *“KAI is like a digital fitness companion that not just monitors, but actively consults and coaches you to reach your goals,”* says Xabier Arbe.

KAI: Real- time advice from a real assistant

KAI not only captures data on the mobile phone right on-site at the barn. It also analyses all the data throughout various production parameters.

The app actively recommends proven, tracked targeted actions and issues alerts when any parameters may go off track.

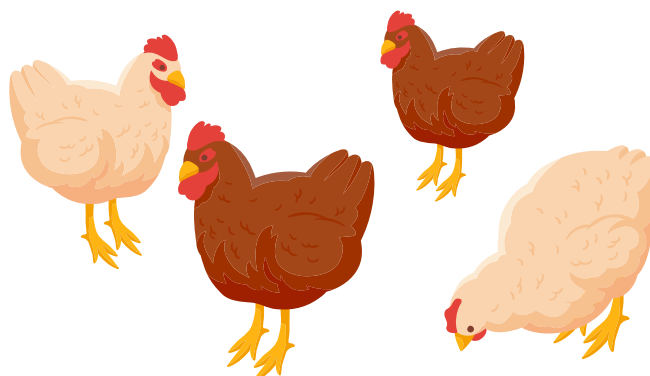
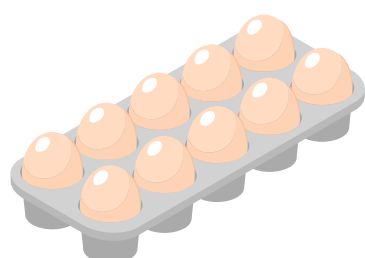
Prevention means profit protection. Gains in efficiency also mean gains in profit. Fast-track support means fast solutions to problems or questions before they may have an impact.

What KAI stands for

The Thai language inspired the app's name: *"Depending on the pronunciation, it can mean 'chicken' or 'egg',"* explains Arbe. And the management principle of Kaizen, Japanese for "ongoing optimization of processes", is completely in line with H&N International's brand promise of genetics and more. *"Ultimately, we provide consultancy and also sell genetic solutions,"* says Arbe.

Finally, AI is commonly used for various formats of artificial intelligence. *"KAI has it all: blue or red, it's a safe bet!"* Visually, the little icons indicate rearing in KAI Blue, and the big, oval egg shape in KAI Red.

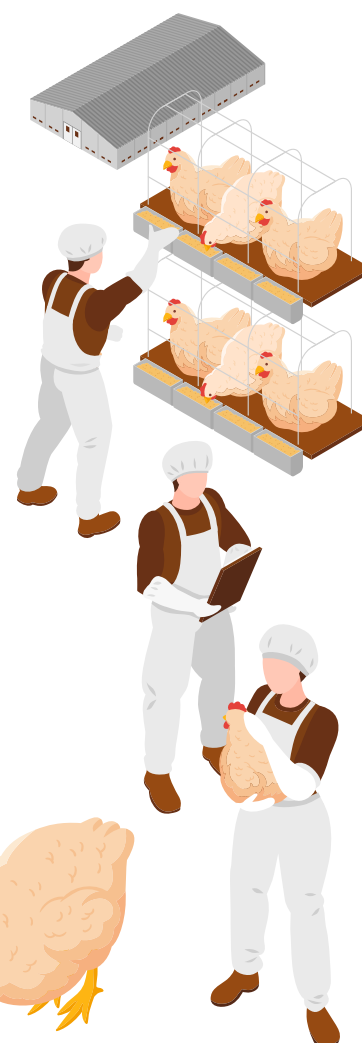
The two figurative shapes have been created using the letters K, A and I as an inspiration, where the letter "i" was truncated to just the dot on the "i", now forming the figurine's head.



Multiple added values

KAI Blue and KAI Red work hand in hand: after rearing the flock for 16 weeks with KAI Blue, it can be moved into KAI Red for egg production management.

KAI monitors every flock 24/7, 365 days a year. Farmers get real-time insights into egg target achievement, the birds' health, and consumables at the push of a button. KAI simply helps farmers work more efficiently and improve their birds' general health and productivity.



KAI helps to improve flock data collection and analysis with the regular checks of all fundamental KPIs anytime, anywhere:

1 Excellent development?

Target the flocks' weights and uniformity, and compare to the breed's standards, giving solutions if those values aren't achieved.

2 Vaccination and lighting on track?

Never miss a thing while being reminded of due vaccinations or adjustments to lighting times.

3 Go green

Have all your documents ready in one click whenever you need them. Goodbye to messy paperwork, hello digital office! And every time you do need paper for printing, your digital desk has it all ready and in the right order.

4 Are your birds productive?

Get timely insights into productivity status, and increase or fine-tune where needed.

5 How healthy are your birds?

Benefit from the blood sampling reminder so all the data is in one place, and you can make better analyses of performance and blood analysis results.

How about consumables?

6 In-depth insights into feed consumption, feed conversion and water intake will help achieve the target feed intake needed for your desired egg results

Why KAI is a true companion

1 Alerts you automatically if any problems arise or results are at risk of going off track.

2 Reminds you of tasks ahead, tasks forgotten or incomplete tasks.

3 Suggests best practices and ways to improve your results.

4 Does everything generic industry applications claim—and a lot more on top!

5 KAI Blue and KAI Red are truly business-targeted: both provide accurate layer or parent stock KPIs, ensuring real-time insights into whether rearing and production goals are on track.

6 Mobile device enabled for Android or iOS; data can be transferred easily to local PCs.

7 Stay close to internal and external specialists and field support by tiered remote access, easy assignment, and withdrawal for full control in the user's hands.

8 No need to read a manual unless you want to. KAI gives 100% customer-centered user-friendliness: designed for real-life, everyday heavy duty usage in egg production.

In short: what KAI is

- 1 KAI Blue is for rearing ready-to-lay hens and layer parent stock.
- 2 KAI Red is for producing table eggs and day-day old producers.
- 3 Both KAI Blue and KAI Red are available in Appstore and Google Play.
- 4 KAI Blue and KAI Red are optimized for mobile devices on Android or iOS.
- 5 KAI Blue and KAI Red create activity alerts for each single day and each development step in the life of a layer hen, do all of your data analysis and issue proactive recommendations.
- 6 KAI Blue and KAI Red are real digital companions to be taken anywhere—the barn, office, house or on holiday. KAI is a portable pocket-cockpit to help you streamline your production. Small enough for your pocket to carry it with you anywhere, yet large enough like a fully-fledged office in terms of capabilities, analytics, and functionality.
- 7 KAI is self-learning from the first moment you use it, which means it becomes better and better adapted to your processes as you go.
- 8 KAI means connectivity: data can be shared with staff members, managers, colleagues or the layer suppliers at the push of a button for fast service and troubleshooting. Tiered access can be granted to various staff members or specialists—or withdrawn from them. Not everybody has to see everything unless you want them to.

“KAI is a real assistant that saves time, prevents failures, shows the direct path to troubleshooting and support, and deals with all the analytics. It transfers production data into economic KPIs that show if business is on track,” affirms Xabier Arbe.

H&N NUTRICUBES

COMPACT
CUTTING-EDGE
NUTRITION
KNOWLEDGE FAIR
AND SQUARE



Let us ask one key question: Is your feed optimized for your layer breed and the egg results you want to achieve?



Yes? Perfect, you can be sure to obtain the results you desire and even change them any time you want, the way you want!



No? If your feed, your breed or egg results don't match one another, you are more than likely to stay way below targets while overinvesting in feed. This is because even cheap feed is a waste if it is not effectively turned into egg targets, not to mention costlier feed.

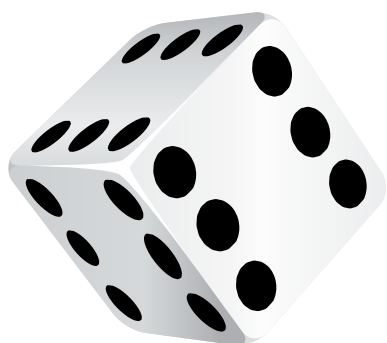


Not sure? Not sure is almost like a "no"; chances are that the feed/breed/result ratio is poor, and your feed management feels more like gambling in a casino. Results may vary without clear reasons, and you are working more by trial and error.

The good news is that layer-targeted and egg result-oriented feed management is not rocket science at all. Genetics companies test their own breeds to be able to give reproducible production results per bird. **H&N International specializes in layer birds and has been field testing breeds for over 75 years. That's a lot of field data to rely on!**

Correct feed formulation and feed management is a straight, solid and easy-to-follow road to success. To make nutrition knowledge a winning strategy, we have invented H&N NutriCubes. **They look like dice, but you can only win. Each site shows the number six.** And inside the dice or cube, we unfold nutrition knowledge with brief bullet points and info-graphics on the six sides.

In total, there will be at least 60 NutriCubes, each cube representing one chapter. So far, the cubes are published twice a month as digital chapters. But in future we will also offer them as downloads to print, so they can be collected in a card box and used for learning or training purposes. They can be folded into a cube and placed on a desk. **Or they can be folded flat like a 6-sided flyer or card and then fit into almost any shirt or jeans pocket**—in case you need a crib sheet when you want to introduce layer feed management to others or speak about it in front of a bigger audience.



Aim for your target— point your nutrition in the right direction!

H&N NutriCubes equip you for an educated discussion and for informed decision-making! We want to enable egg industry stakeholders to really know and understand if their feed is really delivering what they need.

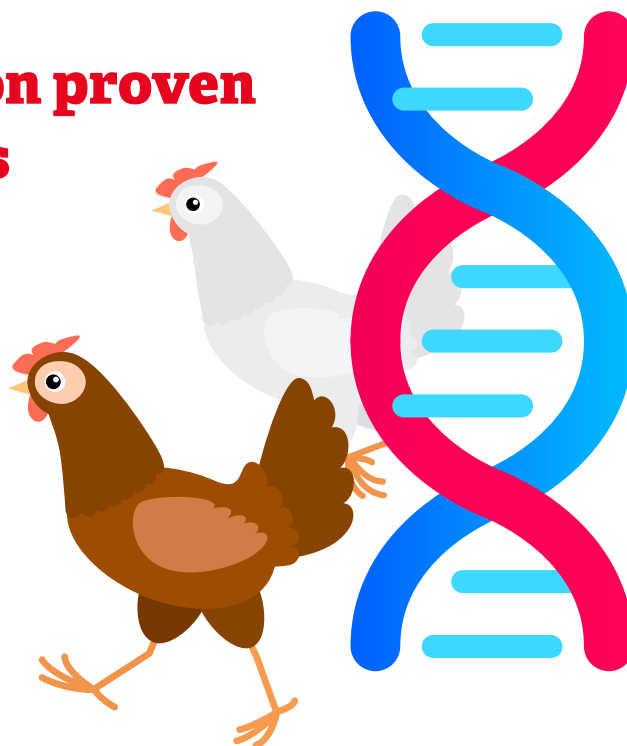
“ We want them to be able to get what their layer birds need for specific egg targets,” says Xabier Arbe, Managing Director and Chief Nutritionist at H&N International. Feed formulation must never feel like gambling. *“The feed formulation is key to supporting the performance of genetics. It therefore needs to be adjusted to the genetic potential and production target.”*



Genetics is based on proven recipes for success

Each layer breed's needs as regards feed for a specific egg result is well researched and absolutely clear.

“ H&N NutriCubes present a knowledge-format that troubleshoots problems and helps to turn feed formulation and feed management into a recipe for success and thus into a winning game!”, explains Arbe.



The truth about customization

Layer feed should be based on layer principles and not on mirroring other species.

“ We need to be critical about the design of the feed and pose the appropriate questions,” Arbe points out. So, going back basics, what are these crucial questions that must be answered?



“Is this feed layer-optimized for cost-efficient production?”



“Is this feed suited to the feed intake at my barn?”



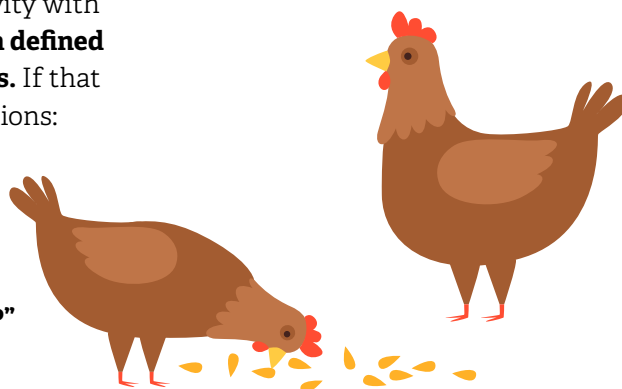
“Will this feed give my layers all they need to achieve my specific egg type?”



The truth about target feed intake

Genetic companies usually measure how much nutrient intake their layer breeds need for certain results. H&N birds can adapt their feed intake so they can keep up optimum productivity with any feed as long it is well balanced. **All layer feeds need a defined target feed intake stated to match the production needs.** If that is ensured, there will also be good answers to these questions:

- ? “Is the feed accurate to give the performance I am aiming for?”
- ? “Are my raw material analyses accurate enough?”
- ? “What is the IOFC?”

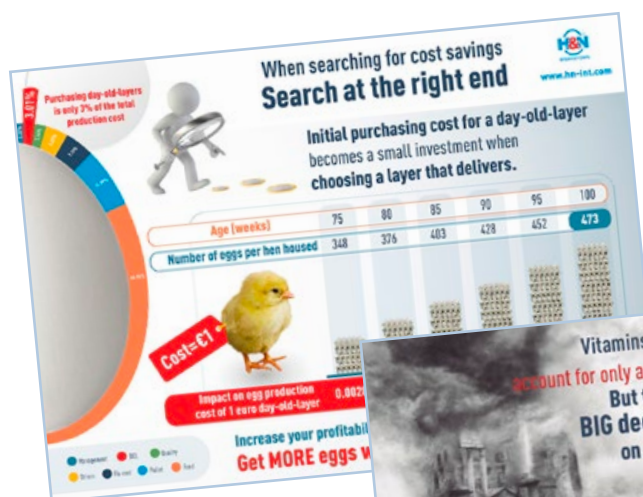


Every stakeholder in the layer business can benefit from H&N NutriCubes...

- 1 NutriCubes support self-employed consultants and veterinarians to gain in layer feed reputation and win over new markets with truly layer-optimized recipes.
- 2 NutriCubes help in-house nutritionists achieve better results and support their impact on successful production.
- 3 NutriCubes can help premix companies to win over new markets by offering customized layer recipes for the different egg production targets with a comprehensive approach in additive usage.
- 4 NutriCubes enable feed companies to offer more customized feed, because the feed can be even better adapted to actual laying results.

“Everybody can have a great benchmark when designing layer recipes or making layer feed. Now it’s available to everybody—and everybody can benefit from it!” enthuses Arbe. “Every stakeholder has something to win with layer-optimized feeds. That’s what we publish NutriCubes for.”

NEW MATERIAL



Marketing Flashlight Quarterly

A one-page push news bulletin to keep you informed about all the new marketing materials available for you in our VIP Lounge. Deep links take you right to the materials discussed in the quarterly publication.

New Capsules

The “capsules” are a fast and easy way to “swallow” knowledge bites. For example, we show how and why to adjust your lighting programme to local conditions and desired egg targets or local market demands. We demonstrate why and how starting your own hatchery may be a bold strategic move to become more independent and powerful. We talk about microtoxins, the use of sunflowers and many topics more.

More complex things and technical facts can be both smart and “edutaining” by embedding them into a short capsule story! Eight capsule episodes are currently online, and more will follow. If you'd like to turn your own story into a capsule—**great idea, let's talk it through together!**



New Leaflets and Management Guides

In parallel with all our digital formats, we maintain our “traditional” library of downloadable brochures, guides and leaflets. Numerous new publications came out this year, and you can find them all in our download area.



NutriCubes

Layer-targeted egg result-oriented nutrition is not rocket science. Our NutriCubes solve issues, giving you clear and easy processes and explaining what to do to achieve the egg results you want. NutriCubes are a knowledge format in 60 chapters, with each NutriCube representing one chapter. They can be viewed digitally on any portable or tabletop device. And in future, the NutriCubes can also be downloaded and printed as collectible items—whatever the question about layer-targeted nutrition, the knowledge can be folded and carried around or stacked in a card index box.



“ The purpose of combining analogue and digital formats is to back learning, discussing, explaining and, where desired, staff training—and it shows how easy and modular nutrition management really is. Build on it to get your egg results! ”

Multimedia Gallery

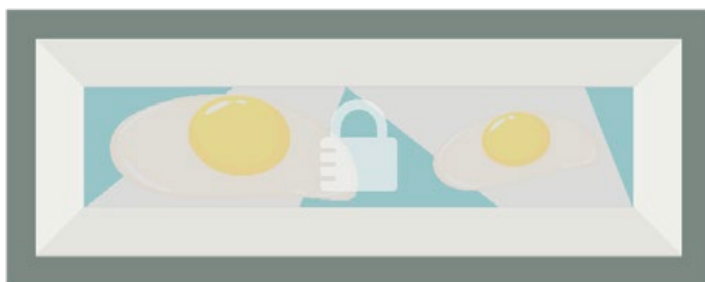
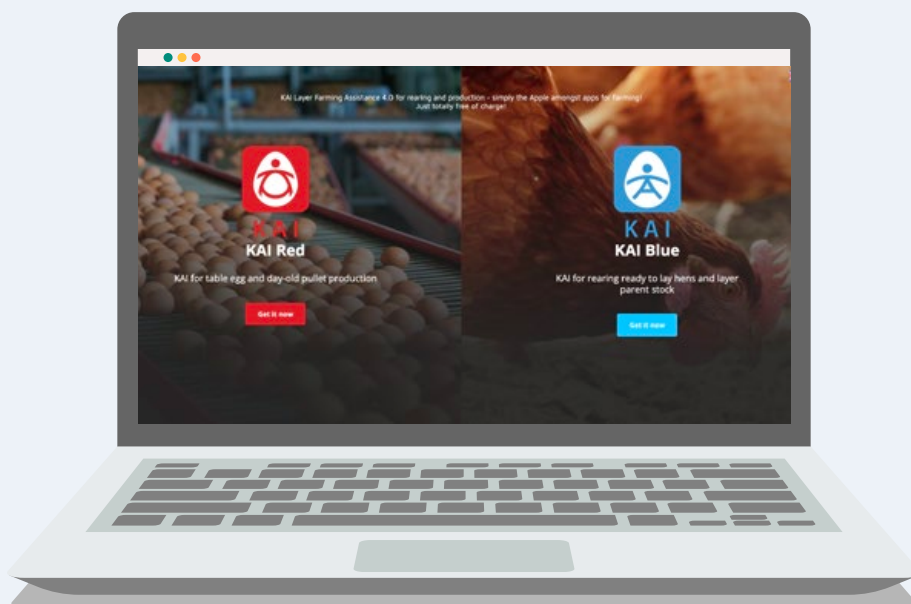
Yet another place to be when you want to market your birds better! Our new Multimedia Gallery already has a wealth of images, and in future we will also make other media formats like videos, podcasts and social media content available here. If you're looking for a good new image of our birds as a whole or in close-up, their chicks, their eggs and the different types of housing or feeds, you can find them in the Multimedia Gallery. All the images have a protective watermark and an image source to be quoted—if you'd like to download and use an image, you must register to obtain your access keys. The watermark disappears automatically when you download any image.



KAI Media Kit

Our new farming assistant KAI Blue has a counterpart for egg producing: KAI Red. You may want to actively inform your egg producers about the new concept that will help them manage their layers and egg production procedures correctly according to the desired results and market demands. The Media Kit consists of ready-to-use texts and a Question & Answers List. How about adapting the texts to your local language and using them to inform your stakeholder directly? Or maybe

inform your local trade media about the app, which is already nicknamed the “Apple” standard for layer and egg farming? Technically and in terms of functionality and service, it is just as cutting edge and user-friendly as the namesake brand, just not as expensive. In fact, it's entirely free!



Upcoming

New Movie

Our founding father Artur Heisdorf continues to impress us! In 2020 we found Arthur and Mary Heisdorf's personal scrap book. It became the cornerstone of our online museum, because who could better tell and illustrate the long and proud history of H&N International than Art and Mary themselves?

“ We knew we had found a very personal treasure in that big brown book. And how amazing that this was not the only treasure Art and Mary left for us to re-discover! In 2022 we also found a rusty round tin containing a film reel. Film strips went out of fashion with the first video cassette, and video cassettes became obsolete with the first DVD. DVDs are also about to become memorabilia because now everybody can stream anything anytime...so this newly found treasure must be old. **Very, very, very old! Almost 60 years! What would we see on this film strip? And where to get a machine to display and digitize it today? Stay tuned for more, because what we found was truly amazing!**



General Company Brochure

Brief, colorful and in our new corporate visual style, the company brochure can be downloaded like the Management Guides. It gives an overview of all our breeds, the key benefits of adaptability to any climate, any feed, any housing and any local egg target. The brochure also shows what sets H&N International apart and why this brand positively stands out!

Slider Card Kit

Surely, there are a few things people enjoy doing with the lights out. Egg production is not of them! Do it with the lights on—we show you exactly how much light and for how long. To make this knowhow stick, the slider card has a little built-in mechanism that will make people want to pick up the card frequently and look at it or put it prominently on their desks or tables.

“ Knowledge is only good when understood and repeatedly applied, and the purpose of this special card is to encourage just that. Want it in your language and adapted to your local light conditions? Our pleasure, let's get it done together!

Message Folder Card Kit

Amazing paper items can be simple, producible at very low cost and yet make a big impact when it comes to knowledge transfer and learning. We will be providing another downloadable print kit for an amazing card that conveys a lot of messages and is fun to use repeatedly, because the folding mechanism creates an astonishing effect.

Diamond Poster as Printable

Another poster that unfolds with a story. Printable on DIN A3 and foldable to a mail-friendly DIN A6 postcard size, you can visually tell the story of how H&N birds have coordinated production steps, influences and factors, and why this beauty of coordination creates so much value—**every H&N egg is an edible gem, and you can show why. The poster is related to a video you can also show if you don't want to do all the talking yourself.**

HINT

We base all our materials on DIN A-Formats. If you have different paper formats in your country, please let us know and we can adapt the sizes for you.



Our H&N Layer Academy saw 52 participants altogether from 12 different countries gather at the spacious Convention Center of the Mövenpick Grand Al Bustan in Dubai for an intense two days of collaboration, discussion, and leisure activities.

The event officially started on Monday evening with the welcome dinner in the hotel and Dr. David Caverio, Chief Geneticist H&N International, welcomed everybody.

Over food, people could start getting to know one another, and the first conversations could be started in a relaxed and more informal atmosphere.





Tuesday, 1st Day of the Academy

After his welcoming note **Dr. David Caverio** continued with his first presentation about “*Breeding for success*” of our customers all around the world.

“*Rearing for a period of 100 weeks*” by **Leon Schouren**, H&N International specialist and Key Accountant for Europe, came next. After our first coffee break, we heard **Ahmet Akpulat**, H&N Nutritionist, speak about *Hybrid Feed*, a nutritional recommendation for the start of production for helping the layers at this critical moment.

Finally, **Dr. Fernando Carrasquer** gave insights into maintaining the bird’s health and thus productivity over the last leg of life cycle with his presentation “*Immunity for late Production*”.

Already on the first day we very gratefully received many questions and continued our discussions also over lunch.

A somewhat flawless fit after a very tasty lunch was the insightful presentation about “*Phytomolecules as natural concept to optimize performance and gut health in layer hens*” delivered by our valued guest speaker **Khalil Alrahman Abu Sharkh** from EW Nutrition with following Questions and Answer session of the entire H&N Team on stage.

A second break caffeinated everybody for a round trip about KAI, H&Ns farming app for rearing and egg production by **Dr. Carrasquer**.

This was followed by a **Trouble Shooting** workshop exercise about pathology with three smaller groups trying to solve a case by asking questions and drawing conclusions – and successful they were, after intense interrogation and facilitation in multiple languages by **Dr. Abdulrahman Magdy** and **Dr. Fernando Carrasquer**.



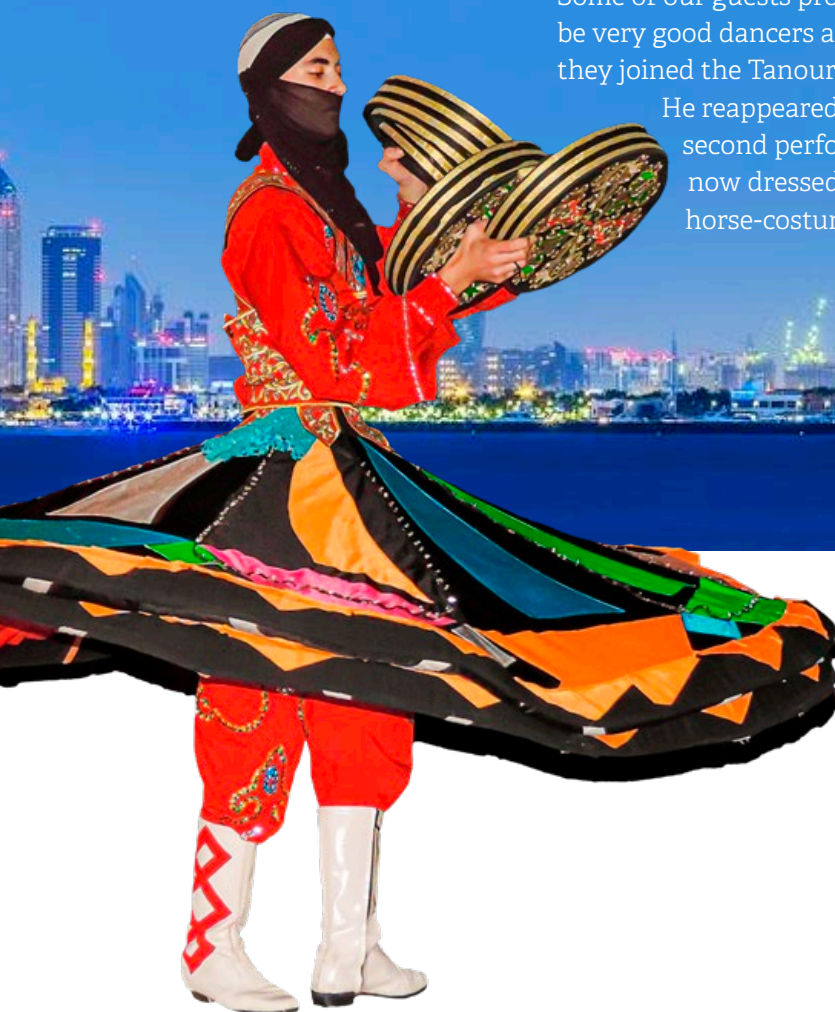
Evening Program Tuesday

A City Cruise Tour took us through Dubai by night. We rode in two busses, stopping to see the Kings Palace and from there onwards to the famous Burj al Arab Hotel (it holds seven stars) and then over to the famous artificial island of Palm Jumeirah. There we boarded a ship and, while enjoying dinner, went around the island, which felt like a city of its own with countless skyscrapers of all shapes, illuminated and shining in the night (we got a full moon inclusive!), it was a very colorful experience full of sheer amazement about the potential of the place!

Aboard the ship we also came to see a traditional Tanoura Dancer from Egypt, bringing yet more color on with his illuminated costume that he made spin in most amazing moves. The Tanoura (Tanoura meaning skirt) is a unique dance that is often seen as philosophical or even religious, taking the dancer to new spiritual levels.

Many historians say that this dance was first introduced by Turkish philosopher and poet Jalal al-Din al-Rumi. Fun fact: One skirt worn by a Tanoura dancer can weigh up to 15 kilograms, and dancers perform wearing three skirts, if not more. Some of our guests proved to be very good dancers as well as they joined the Tanoura artist.

He reappeared for a second performance, now dressed in a horse-costume.



Wednesday, 2nd Day of the Academy

Starting into the second day we had **Dr. Fernando Carrasquer** at his best again about “Biosecurity” and the reasons behind applying high standards in hygiene. With so many aspects above and below ground, inside and outside the premise it became once clearer that there is much more to the topic than what meets the human eye!

For example, seeing one rat signals you have thousands more. And what you do not see at all with the naked eye are the even more venomous villains the size of bacteria, spores, and viruses. That is why “keeping the doors closed is sometimes the best vaccine, because it does not need to be administered”, as **Dr. Carrasquer** suggested amongst many other effective methods.

Our second valued guest speaker **Dr. Husam Bakri**, Vaxxinova International, then spoke about “*IB in egg production*”. He was followed by **Dr. Abdulrahman Magdy**, H&N International Key Accountant for Middle East and Africa, who reinforced how viruses, especially the H9N2 sweeps around the world, and on which routes it can approach and how co-infections can piggyback.

After a short break, **Leon Schouren** continued with insights about using “*Light programs to control egg size*”, followed by **Dr. David Caverio** discussing more reliable ways and parameters to measure production success in his presentation “*FCR versus Cost of Egg production*”.

The next presenter was **Xabier Arbe**, Managing Director H&N International, and he spoke about “*Diets in egg production*”. We then started another round of questions and answers with the entire H&N team of specialists present on stage again to discuss matters more profoundly.

Also, the second day culminated in another workshop in the early afternoon, this time about nutrition. This one was hosted online from Bangkok by **Xabier Arbe** himself, and again facilitated by our colleagues onsite for translations. What makes these workshops a special experience? They model real work situations when farm staff is coming to conclusions by asking educated questions, benefiting from teamwork and pooling everyone’s knowledge.



Evening Program Wednesday

On the second evening we boarded busses again to drive into a desert camp. There we were enjoying amazing performances of various dancers, amongst them another colorful spinning Tanoura dancer again, and finally a fire artist before we started our Certificate Giving Ceremony under the night sky – and concluded the evening with a group photo and a camel ride.



Upcoming **EVENTS AND MORE** IN 2023

Mark your calendars
and don't miss out
on our **upcoming**
activities next year:

27th–31st
March

H&N Cage-free Academy
in **Cuxhaven, Germany**

8th–10th
March

H&N International at
VIV Asia, Bangkok

13th–17th
November

H&N Layer Academy - Cage
in **Cuxhaven, Germany**

23rd–26th
October

H&N Distributor Conference
in **Istanbul, Turkey**

THANK YOU AND LET'S HAVE A GREAT NEW YEAR TOGETHER!



Imprint

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