



# Toward the future industry

- *Transition and competence needs*

NTNU, 16.10.2024

# Agenda

Introducing Jotun

Industry: upgraded

Transition and competences



# Introducing Jotun



# Our values



**Loyalty**



**Care**



**Respect**



**Boldness**

# Jotun Group 2023

100+  
Countries

40  
Factories

10 349  
Employees



*The regional setup from 1.1.2024*



# Jotun today

- NOK 31.8 billion in revenues
- 3 per cent of the world's total paint market
- Headquarters in Sandefjord
  - Hubs in Kuala Lumpur, Dubai and Shanghai
- 4 segments, 5 regions
- Family controlled; long-term business approach



# Revenue distribution

Decorative paints 37 %

Protective coatings 29 %

Marine coatings 27 %

Powder coatings 7 %



*\* Incl. 100 % of sales in associates and joint ventures*

# Environmental ambitions

based on status, progress and simulation; KPIs 2017-2030



50 %

Reduced carbon footprint\* by 2030  
(baseline 2017)

\*Own operations (Scope 1 and 2, Corporate Standard, Greenhouse Gas Protocol)



70 %

Renewable electricity by 2030



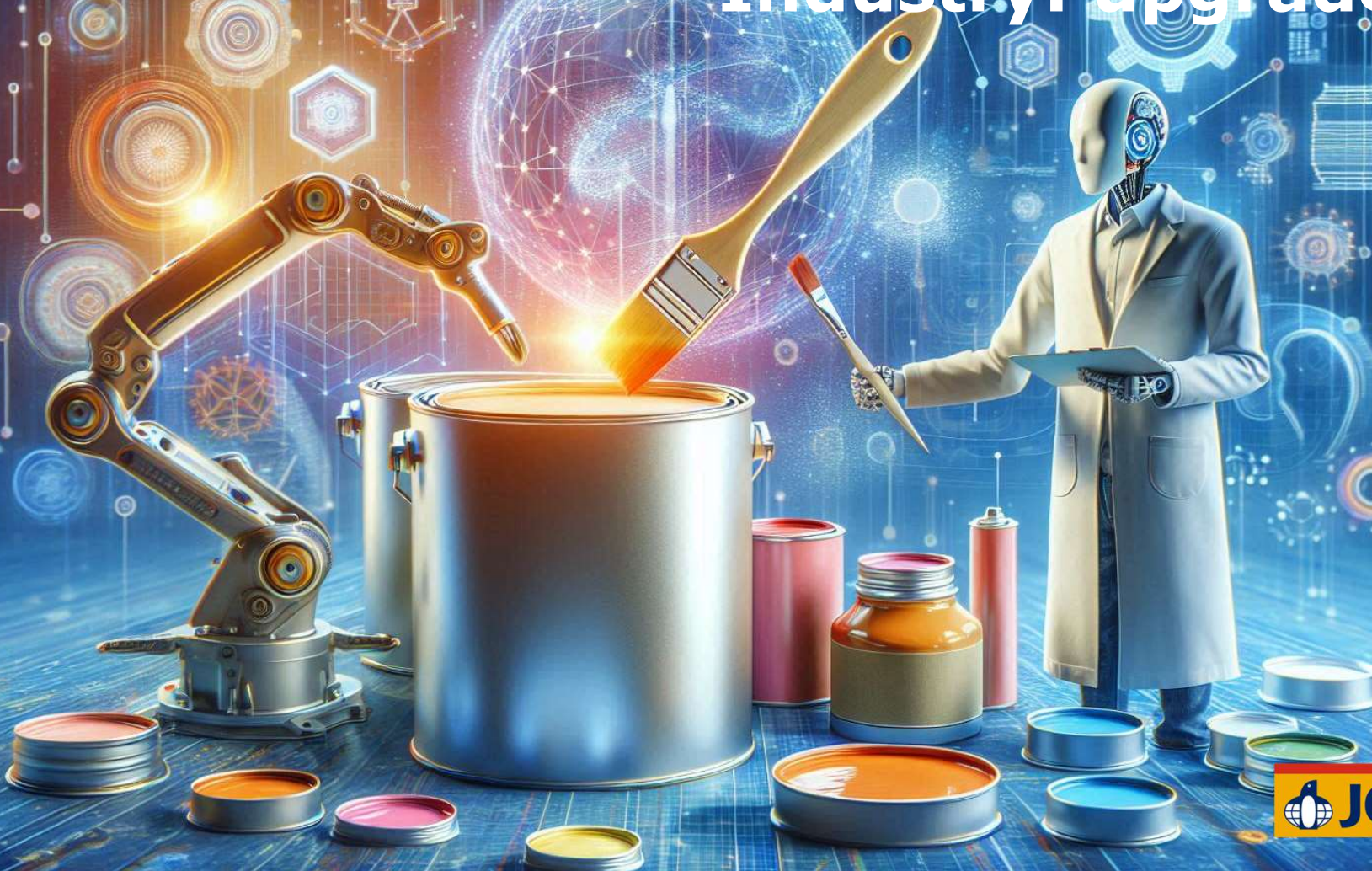


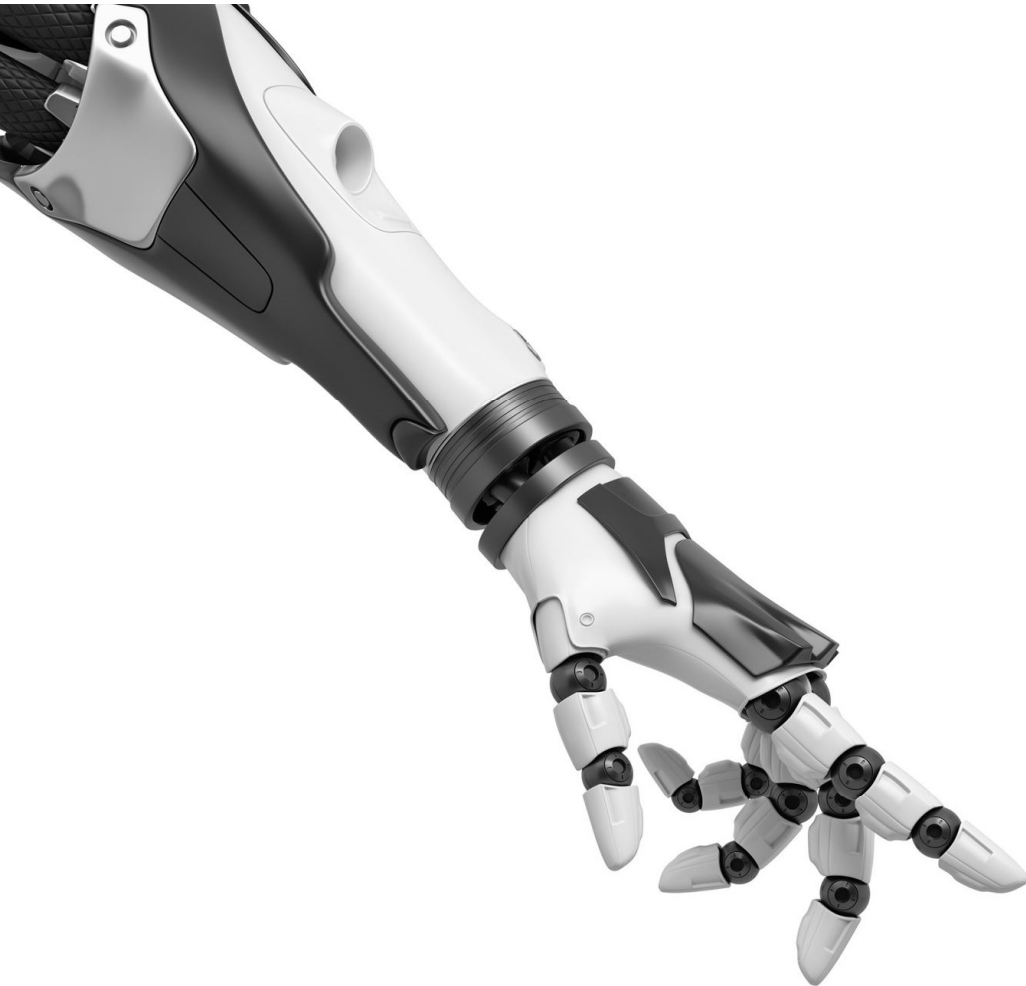
## Research and Development

- 450+ people in R&D
- Group R&D centre in Norway
- Regional labs in
  - UAE
  - India
  - Malaysia
  - South Korea
  - USA
  - China
  - Turkey
- Rising investment in R&D, innovations



Industry: upgraded





## Digital transformation – *A paradigm shift*

New technologies every day

Everything is breakthrough

Opportunistic playground

Risk levels and uncertainty grow

# Changing the parameters of competition

Digitalization and AI are changing how companies compete

New time-scales and processes require new ways of thinking and acting

Agility and flexibility are crucial for staying competitive





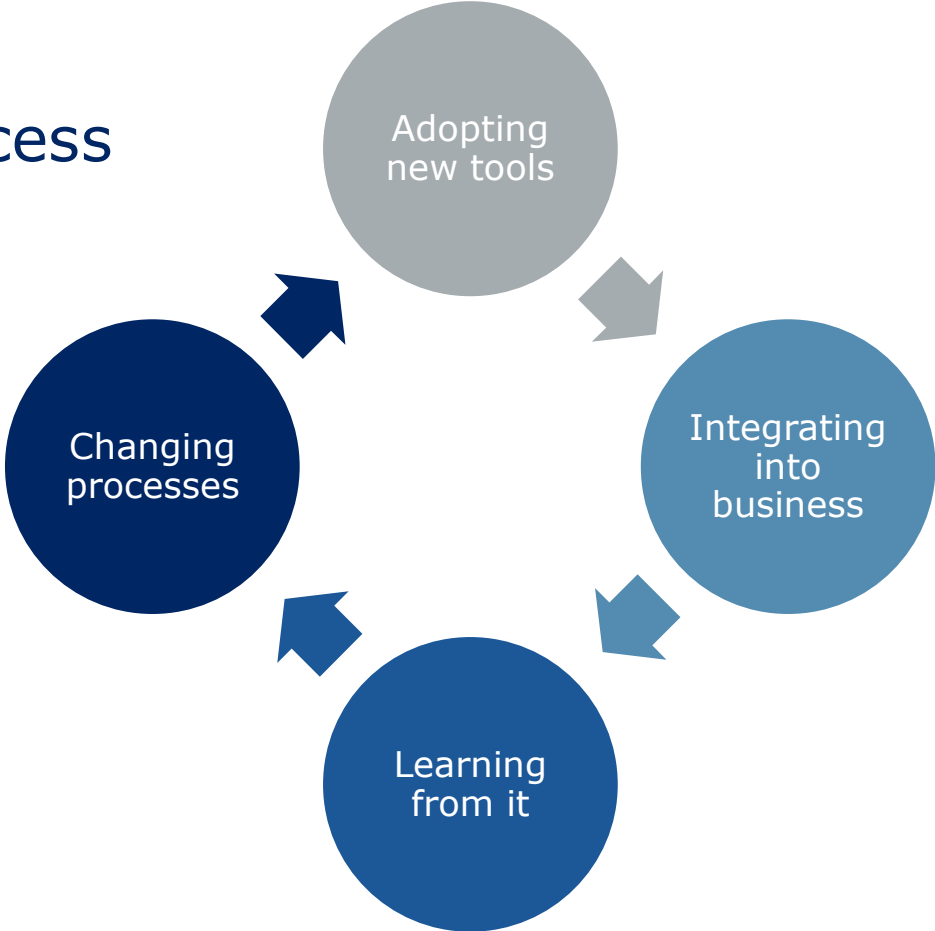
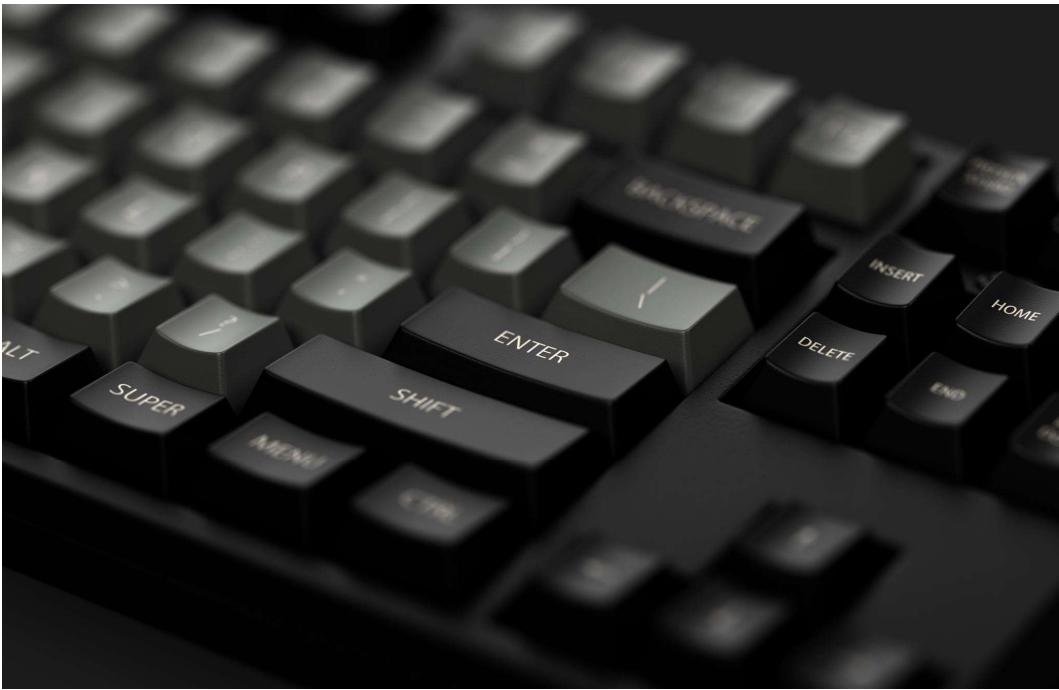
## AI and digital tools are **transforming our ways of working**

AI and machine learning are changing the way people work and how research is done.

AI is revolutionizing the workplace by automating routine tasks and increasing productivity.

Researchers are using AI and machine learning to analyze big data and make new discoveries.

# The transition is an iterative process



## Examples and experiences



## Example: Mass data handling and insight extraction

Multivariate matrices

Various data sources

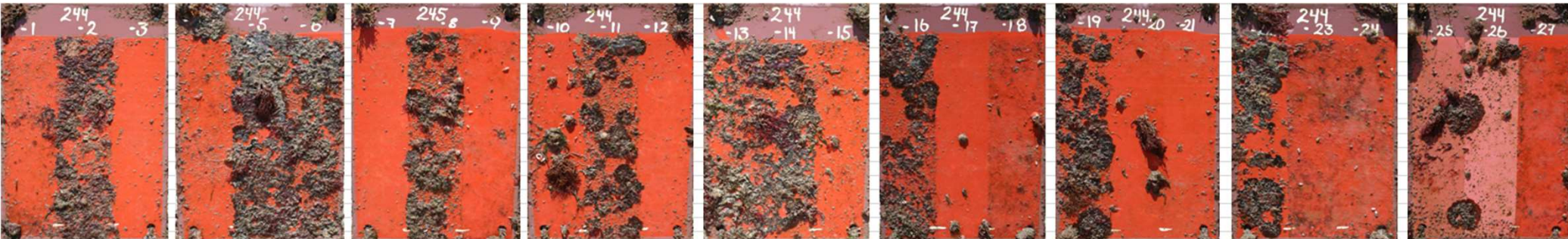
Parameter analysis

Trend analysis





## Example: Automated data harvest through image recognition



Large sets of  
pictorial data

Objective  
quantification

More  
effective  
work

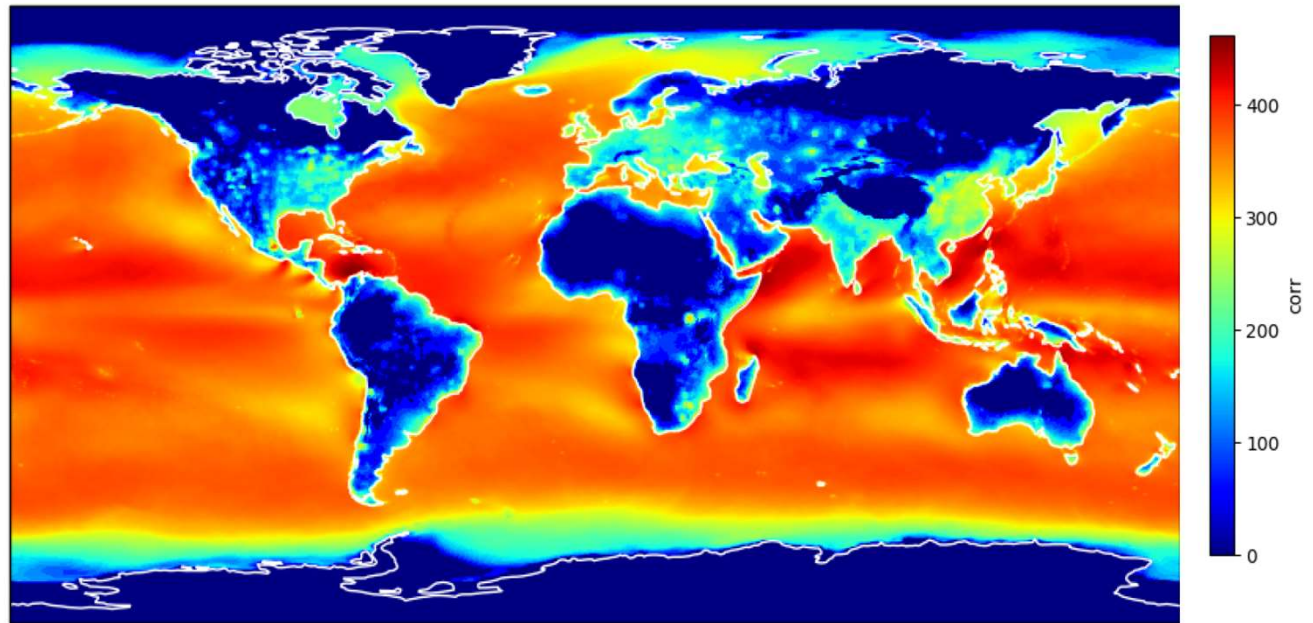
New  
opportunities

# Example: Prediction of corrosion intensity on a global scale

Historical data

Dynamic calculations

Performance prediction



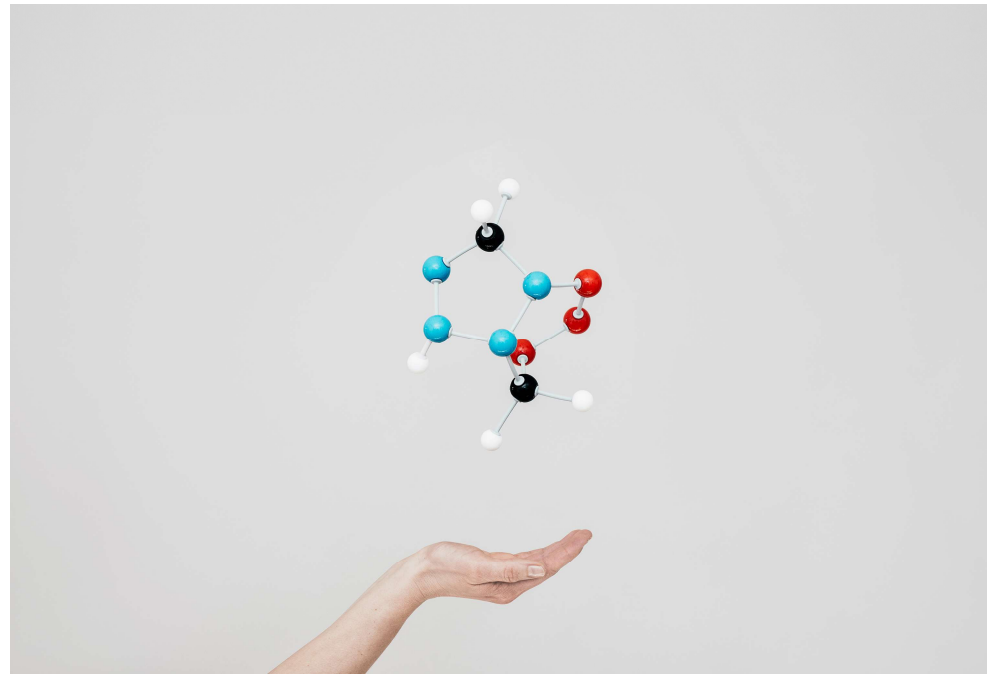
## Example: Predictive formulation

Large  
historical  
dataset

Recipes  
and  
properties

AI enabled  
formulation

Accelerated  
innovation



# Where are we going?



# Transition and Competences

## The fight for competence intensifies

New tools require new skills

Demand is higher than supply

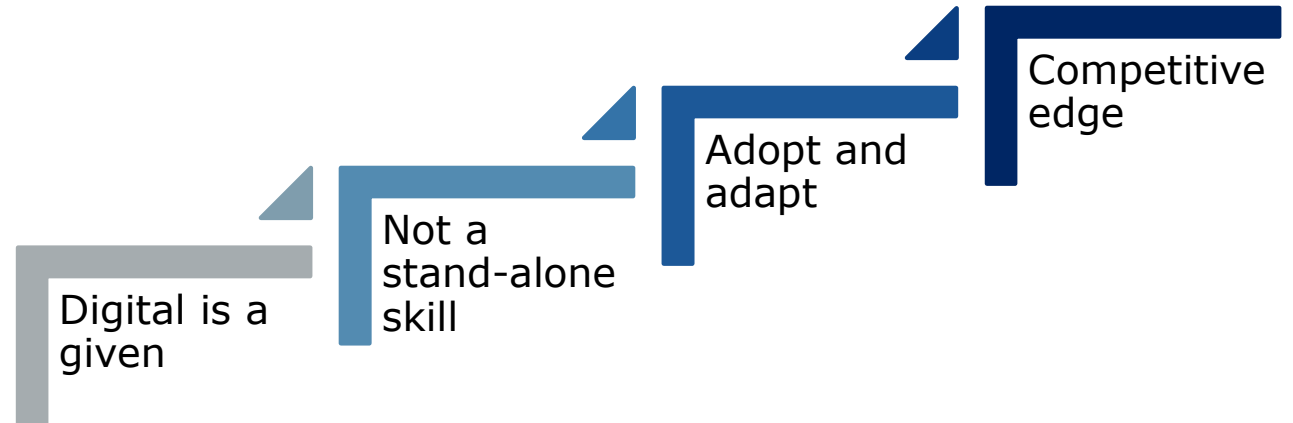
What competences do we really need?

How does the future look like in 5 years?





## Digital capabilities



## Wider range of competences

Generalist knowledge is a specialist skill!

Ability to understand and relate to others

Collaborate and discuss across disciplines





## More cross-functional competences

Collaboration across disciplines cultivates teamwork and communication skills.

Diverse perspectives from cross-functional teams lead to innovative solutions.

We do not operate in isolation

# Closing the gap to the “real world”

Reality is rarely a textbook example

What is “good enough”?

Technical pragmatism

Every day is an exam

# Sustainability as a hygiene factor

Fundamental element

Integrated across all disciplines

Complex and interdisciplinary

Contextual understanding

The university's role remains!



# Recap

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**Jotun Protects Property**