

# Tariffs, Trade and Market Access: Navigating Global Salmon Exports

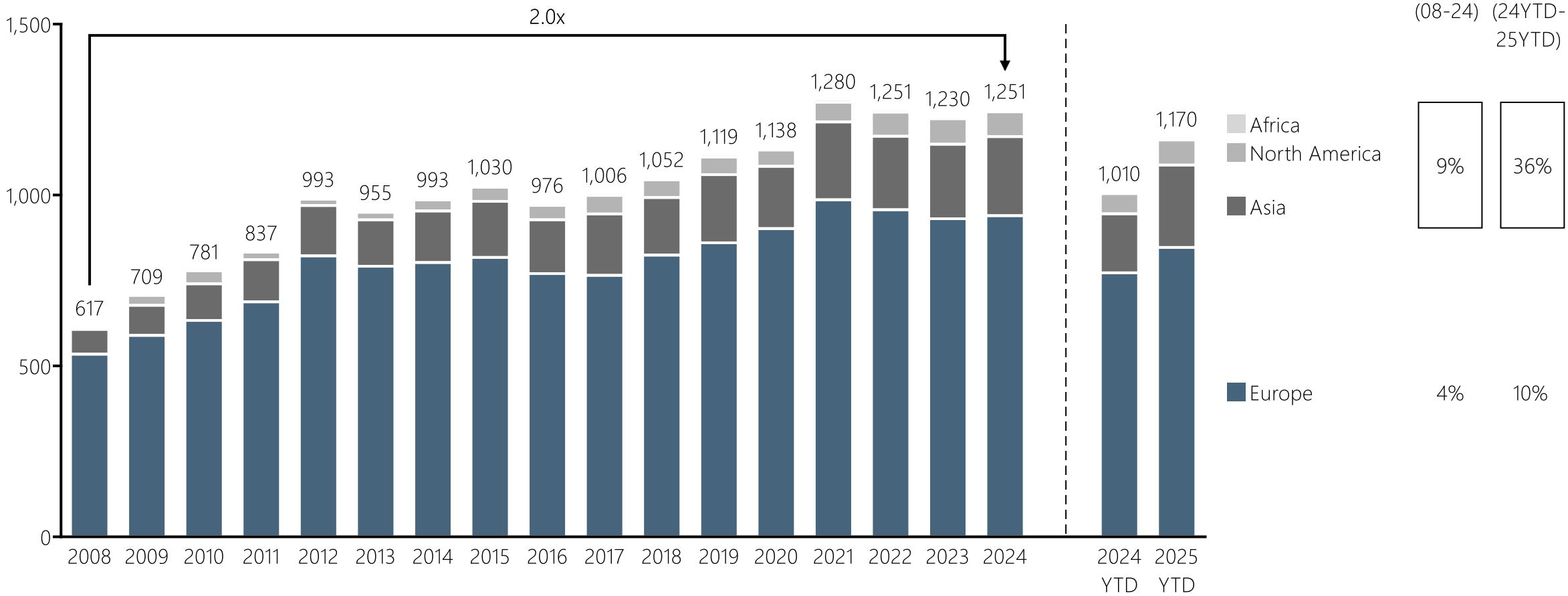
26/11/2025



# Exports outside Europe is increasing in share, has grown 2x Europe growth rate since 2008, and is taking majority of volume increase in 2025



Export of Norwegian salmon per destination (k tons)

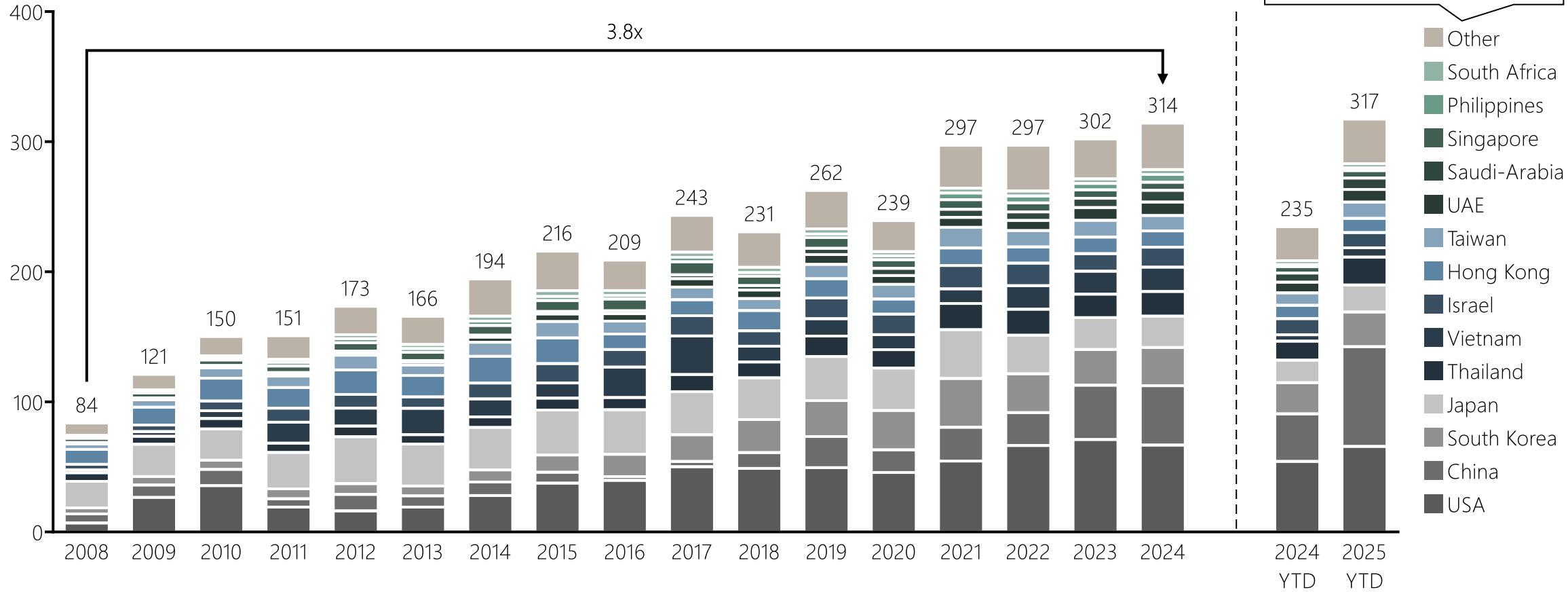


% outside Europe

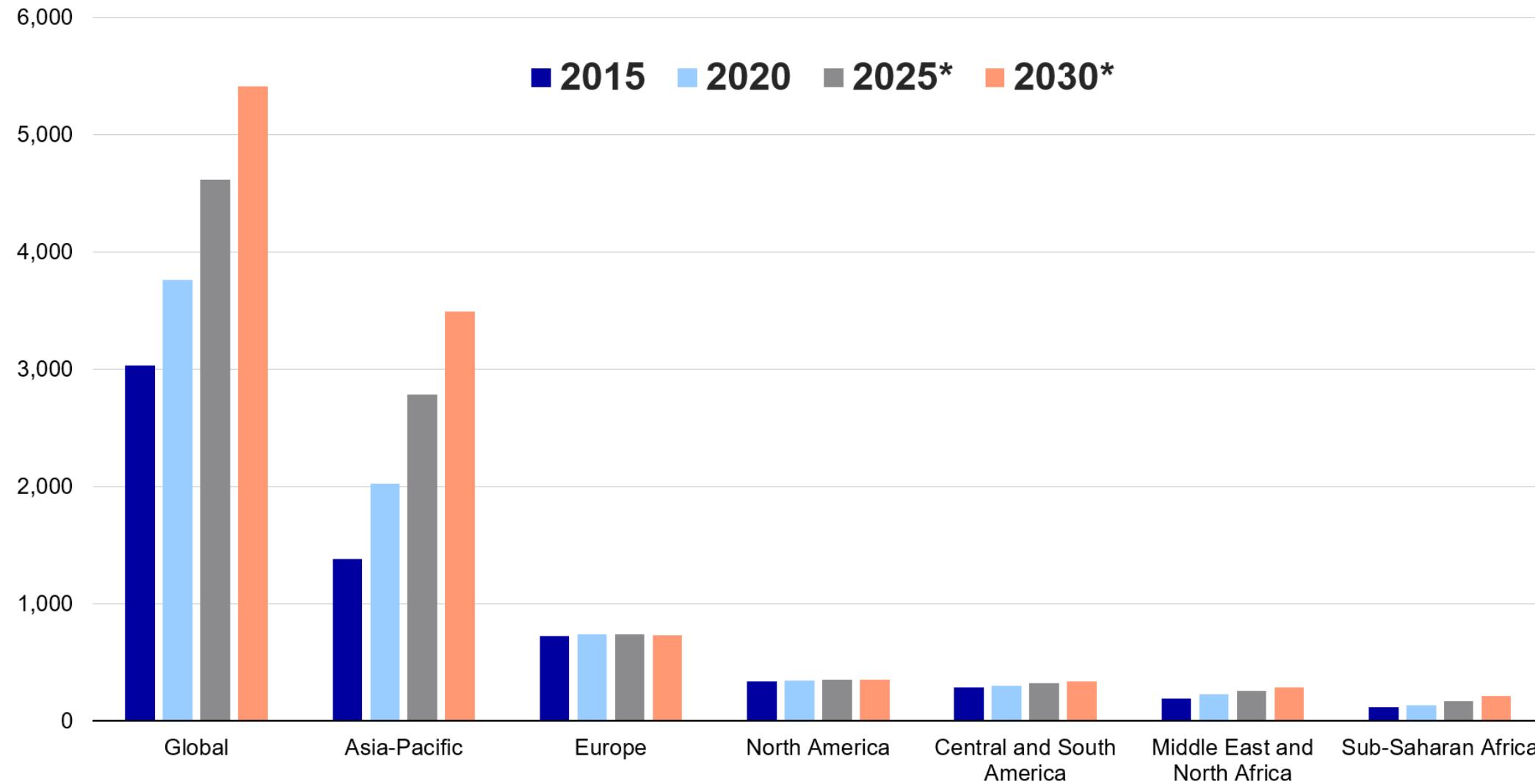
Exports outside Europe is 3.8x vs 2009, but are fragmented;  
73 countries in total, first 80% is consolidated across 12 countries per 2024



Export of Norwegian salmon outside Europe per destination (k tons)

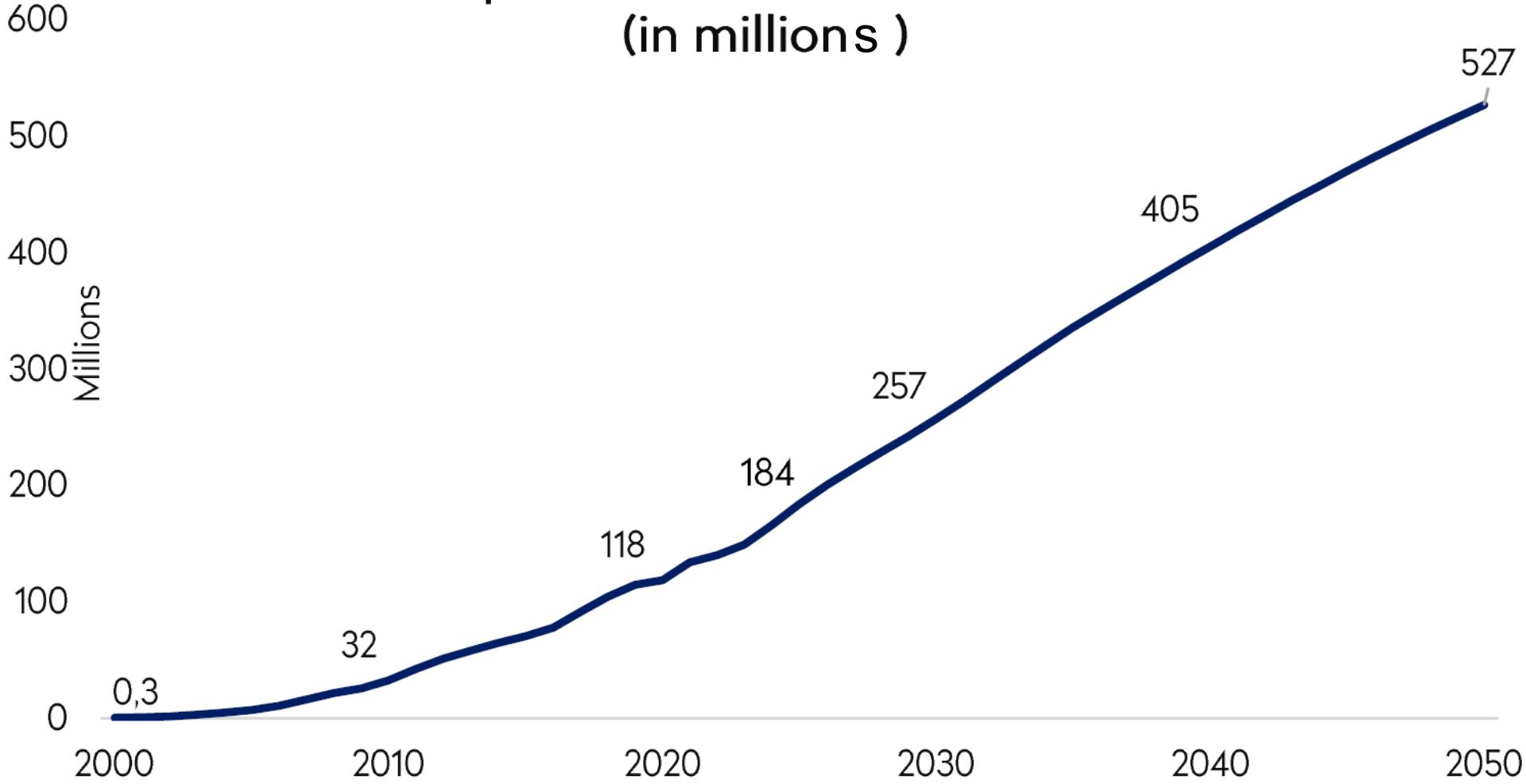


A key driver for the increased volumes overseas is growth in middle class, a trend expected to continue – more and more people can afford to eat salmon



Similarly, in China the middle class has been – and is continuing to – rapidly grow

### Number of persons in the Chinese middle class (in millions )



Market access is becoming even more important as we increasingly compete in a complex range of countries with global competition



Share of exports to Europe is decreasing

Customers outside Europe are spread across a wide range of countries

Competition is global



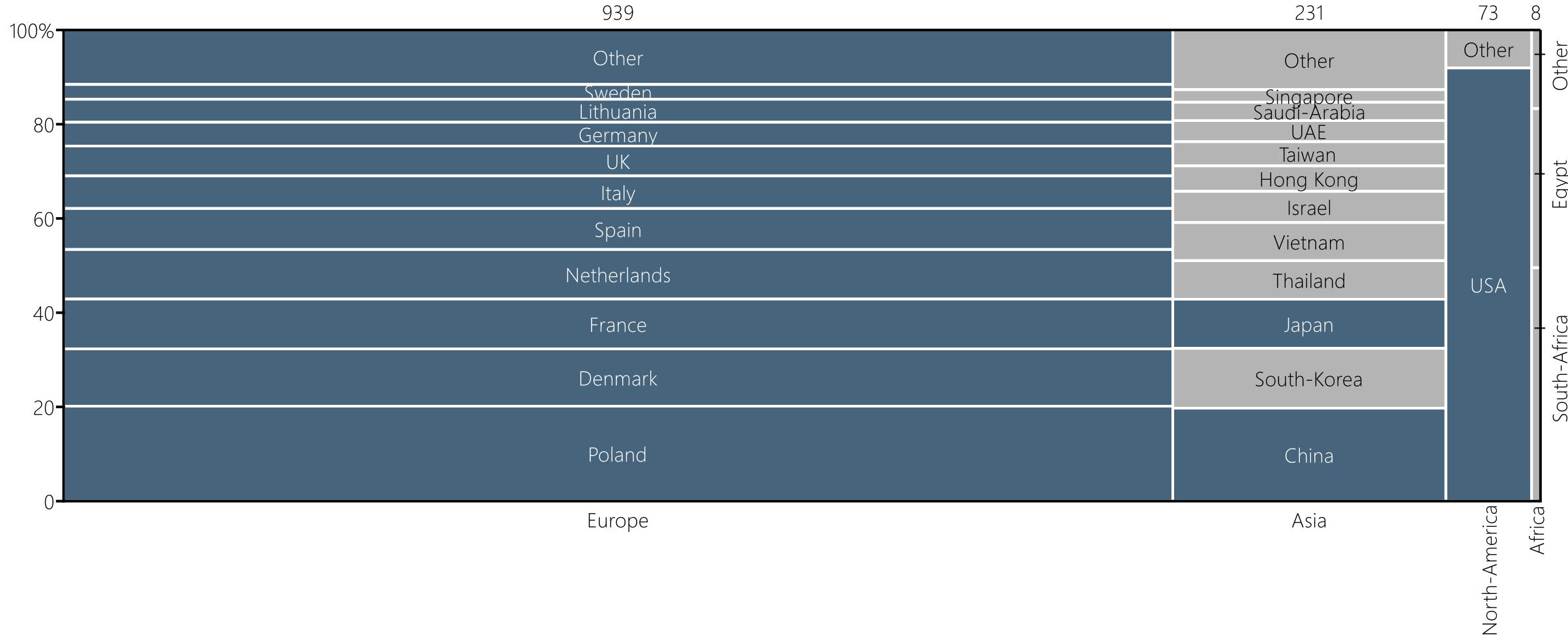
Market access is becoming more and more important!

... but how does our market access compare vs. our competitors?

# Let's evaluate our relative market access across EU, UK, China, Japan and US – accounting for 86% of Norwegian salmon exports



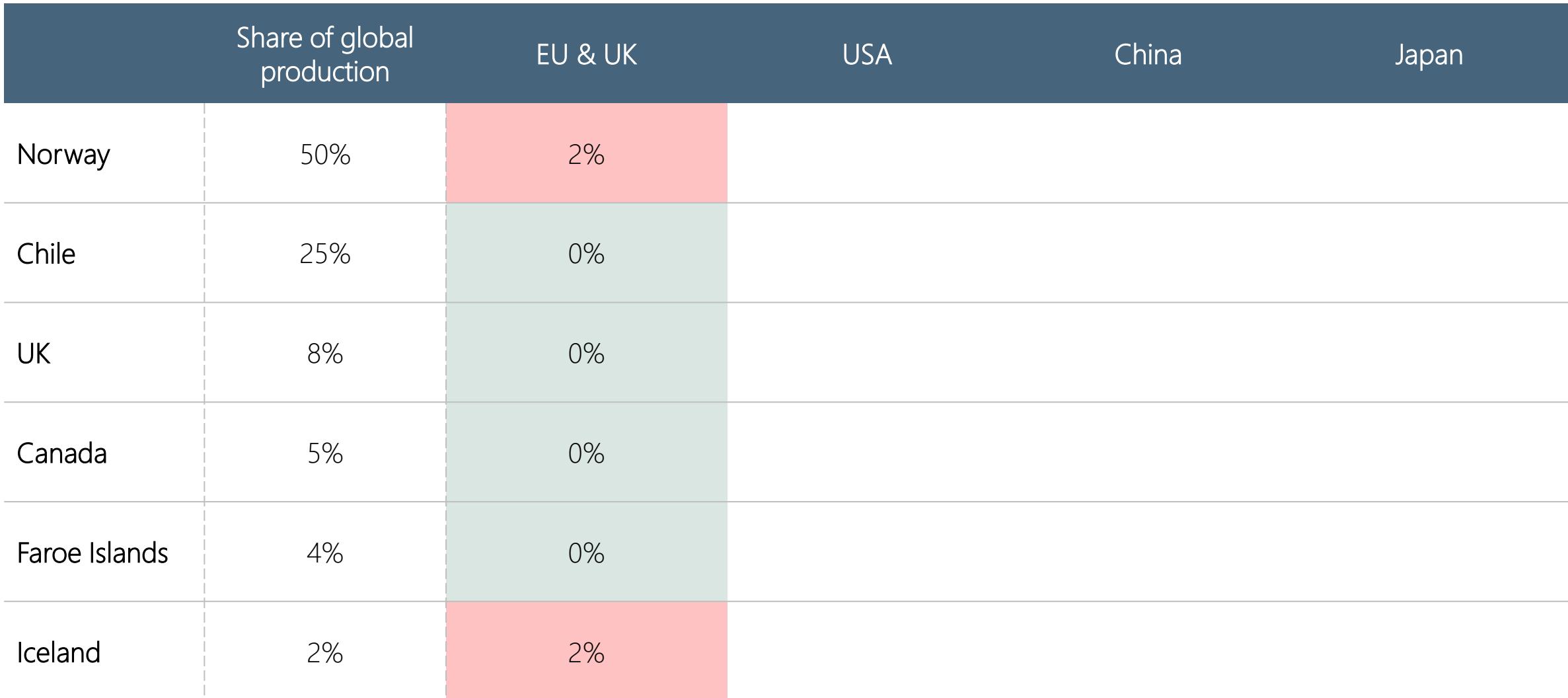
Export of Norwegian salmon per destination and continent (k tons, 2024)



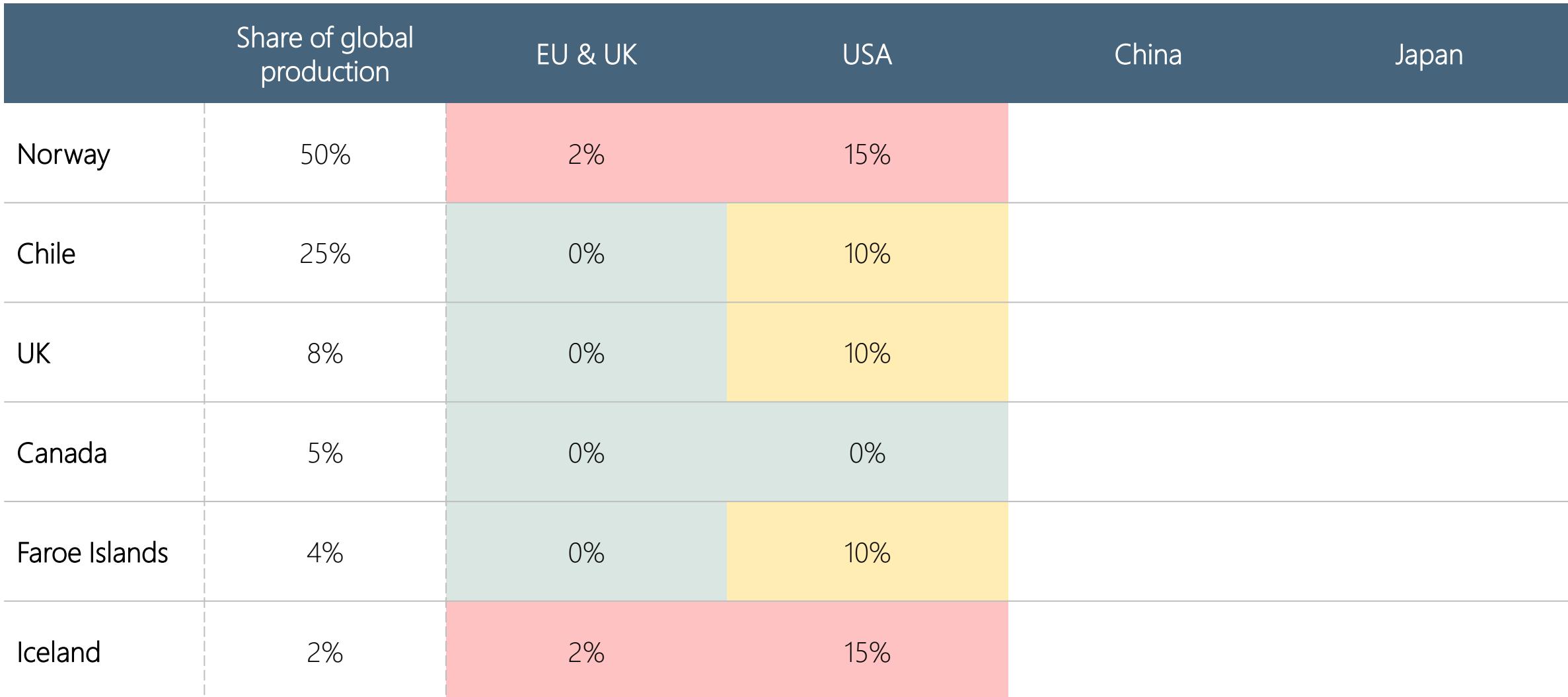
# Market access for Norway vs other producing countries

|               | Share of global production | EU & UK | USA | China | Japan |
|---------------|----------------------------|---------|-----|-------|-------|
| Norway        | 50%                        |         |     |       |       |
| Chile         | 25%                        |         |     |       |       |
| UK            | 8%                         |         |     |       |       |
| Canada        | 5%                         |         |     |       |       |
| Faroe Islands | 4%                         |         |     |       |       |
| Iceland       | 2%                         |         |     |       |       |

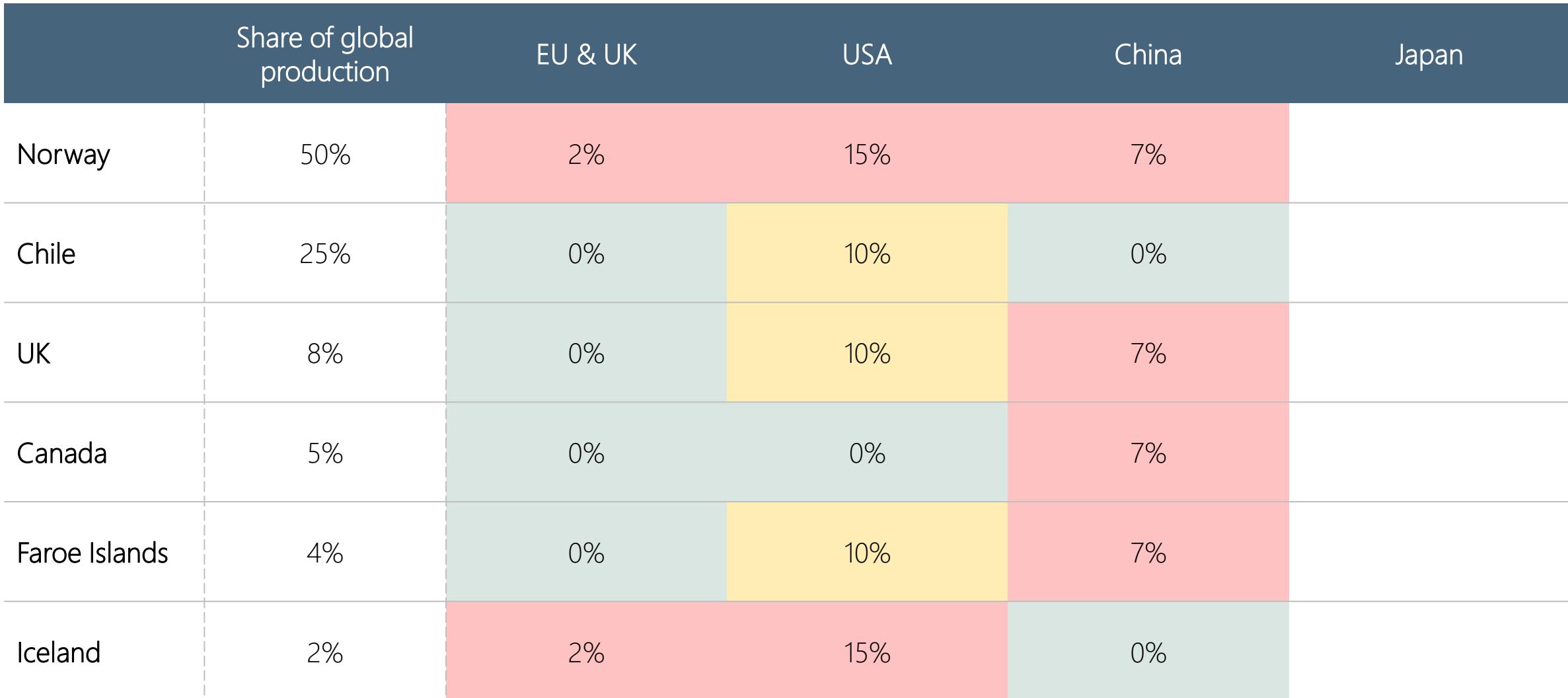
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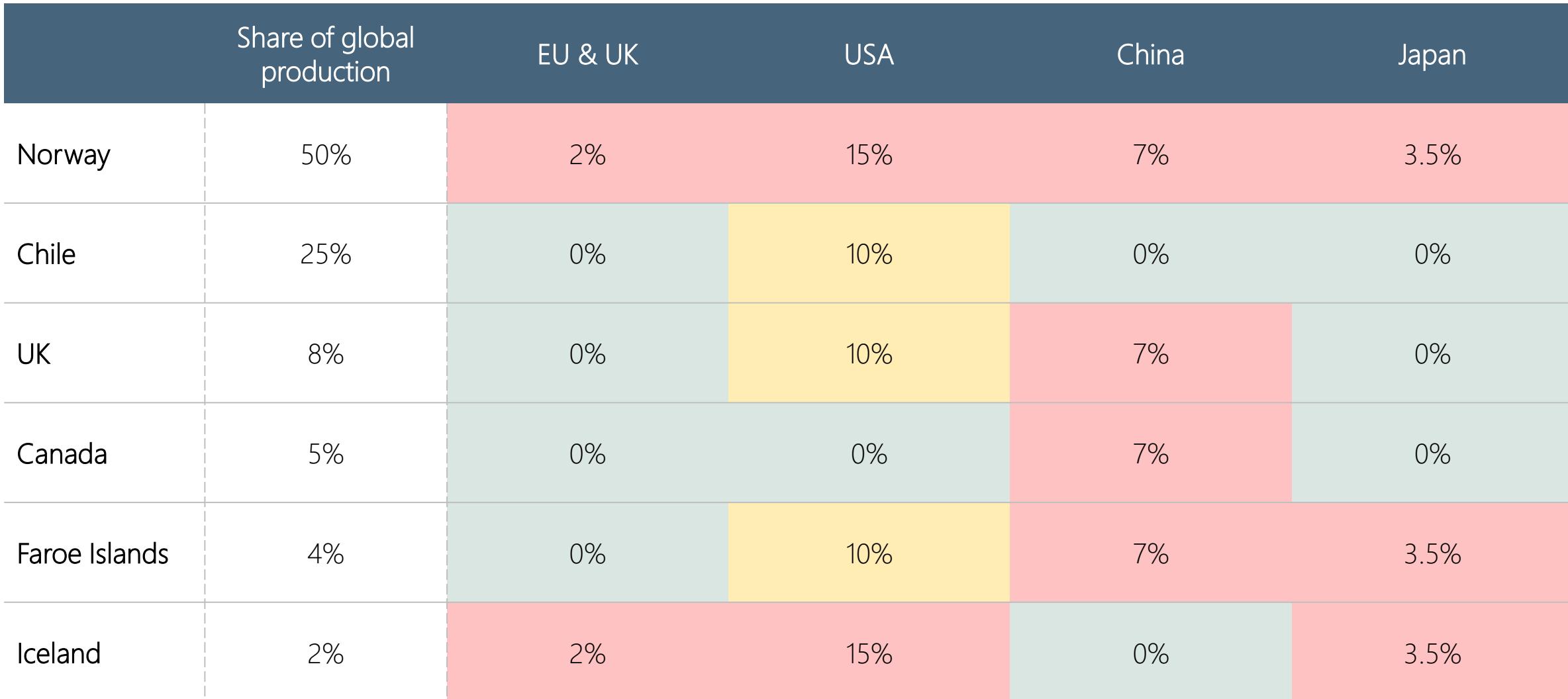
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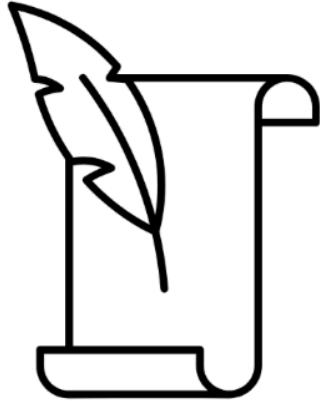
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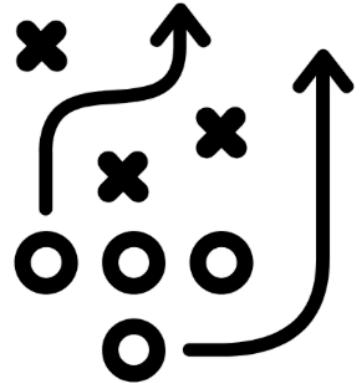


# Our asks for our politicians...



## Focus on main markets!

*Important to have competitive market access into all main markets!*



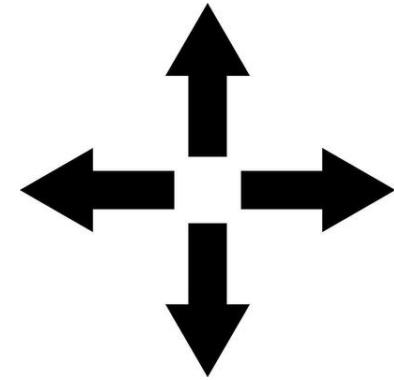
## Play offense!

*Aim for good deals for seafood, not only defensive interests for agriculture!*



## Use us!

*We know the space and want to contribute – there are lots of players (national and international) that benefit from greater market access!*



## Accountability!

*Market access for salmon is spread across 5 ministers\* – consolidate responsibility to drive real accountability!*



# Ocean Supreme

*Distance is nothing – time is everything*