



The world needs more healthy seafood

North Atlantic Seafood Forum
6 March 2024



This is SalMar



SalMar
founded in
1991



Harvest volume
2024¹ est.
277,500
tons

World's
2nd
largest salmon
producer

Delivers
salmon to
more than
50
countries

An ocean of opportunity

70% of the globe is ocean
but the source for only
3% of the food

1) Including relative share, 50%, from Scottish Sea Farms

Our story

A history of growth and innovation



SalMar well equipped for further sustainable growth

With dedicated, passionate and competent employees with a *Passion for Salmon*

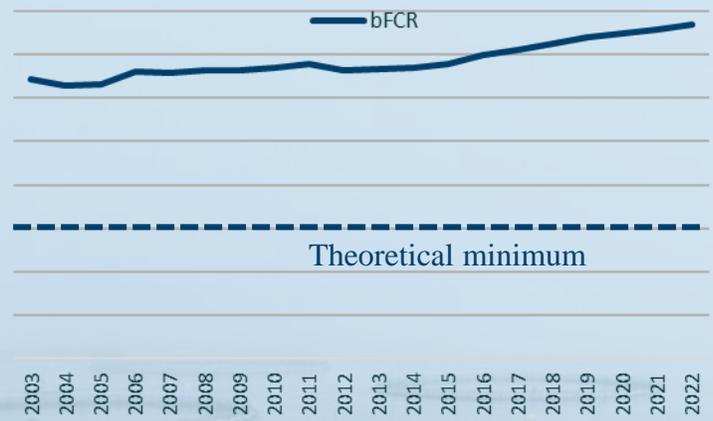


The industry is more high-tech than ever and has increased efficiency

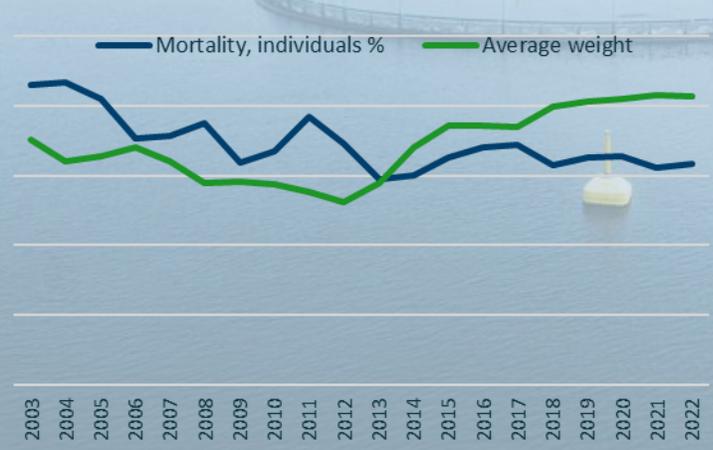


Now its time to strenghten the knowledge about the biology

Feed Conversion Ratio – Norwegian Salmon Farming Industry last 20 years



Mortality – Norwegian Salmon Farming Industry last 20 years



Mortality 2022¹

Norway 16.1%

SalMar 9.6%

Lakseoppdrett

58 millioner laks døde i norske oppdrettsanlegg i 2022

Det er rundt en million flere enn året før, og skyldes blant annet lusebehandling, sykdom og vannmiljø, ifølge Havforskningsinstituttet.



Riksrevisjonen er kritisk til fiskevelferden – advarer om fiskedød og økonomiske tap

Riksrevisjonen mener myndighetene ikke har gjort nok for å hindre sykdom og dårlig fiskevelferd i havbruksnæringen.



1 alt 54 millioner laks døde i norske oppdrettsanlegg i fjor. (Foto: Rudolf Svensen/Veterinærinstituttet)

Norsk fiskeoppdrett har «betydelige utfordringer», ifølge ny rapport

1) According to methodology used in Fish Health Report published by the Norwegian Veterinary Institute

Placeholder Film

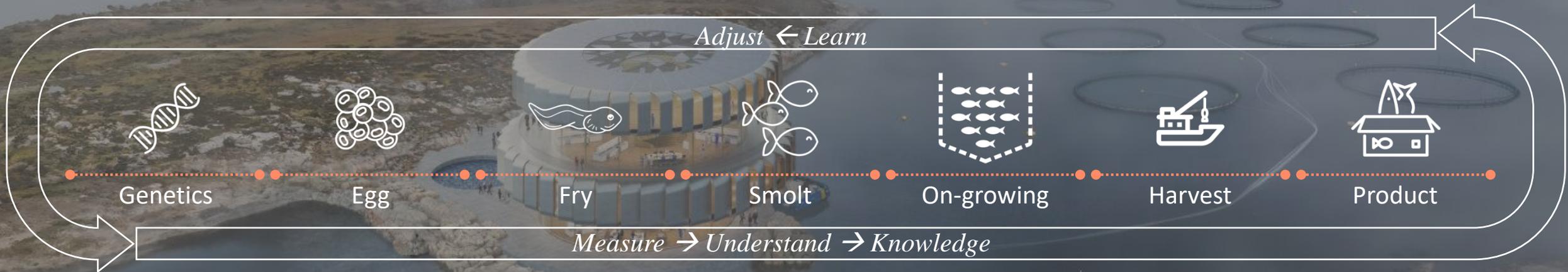
Salmon Living Lab closing knowledge gaps, and continuously searching for new insights

Aiming to attract and collaborate with leading industry expertise

Cargill initial partner in Salmon Living Lab



We need excellence along the value chain



Target – in-depth knowledge
about drivers of biological performance
and product quality

Salmon Living Lab will be an innovation center for *improving the salmon farming value chain*



An **innovation center** for research and collaboration

A center to create the **sustainable aquaculture** the world needs

On the **terms of the salmon** and close to operations

With projects based on **different professional fields**

Doing **real-life, big-scale tests** on SalMars current production facilities

Already operating through existing facilities



About Cargill

Nourishing the world in a safe,
responsible & sustainable way

We source raw materials, make
and deliver products that are vital
for living.

160K+

Employees

70

Countries

159

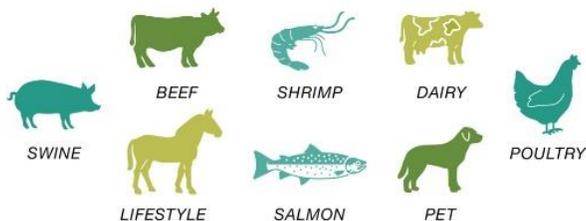
Years

ANIMAL NUTRITION & HEALTH BY THE NUMBERS

Animal Nutrition & Health

Animal Nutrition & Health (ANH) was established over 130 years ago with expertise rooted in nutritional science and innovation. At our core, we are a customer-driven, total solutions provider, including feed, digital, farm management, additives and more, unlocking peak health and performance for animals, people and our planet.

We feed all life stages



Where our culture and our customers meet



OWN2025: Our ANH Strategy

We are 18,000 employees strong working across 40 countries and 5 business groups

CAN Americas + Micronutrition & Health Solutions, CAN EMEA, CAN North Asia, CAN South and Southeast Asia, and Cargill Aqua Nutrition

210 Production Locations

15 Species Technology Application Centers

6 Global Innovation Centers



Innovative, total solutions-based approach delivers results

18M tons of feed per year

\$15B+ Net Sales

50,000+ Customers (feed manufacturers, animal producers and feed retailers/distributors)

Reducing environmental impact while increasing productivity

Offering customers an innovative, holistic approach to reducing methane emissions while maximizing productivity.



Recognized brands across Animal Nutrition & Health



Creating real impact from farm to table

322M+ eggs per day in EMEA



27-year school building initiative in Vietnam



170M cold water salmon per year



32M+ glasses of milk per day in Americas



3.5M Chinese animal farmers impacted by our farm training programs

Cargill Global R&D Capabilities

For 150+ years, companies have turned to Cargill for scientific expertise and partnerships.

We help customers overcome their biggest challenges and seize opportunities through innovation.

2,500+
Global employees

50+
R&D facilities

20+
Key Technologies
& Sciences

Capabilities

- Thermal processing & extrusion
- Powder processing
- Separations
- Fermentation
- Application technology
- Enzyme utilization
- Frying and coating
- Micro & molecular biology
- Crop Science & genetics
- Process modeling
- Data analytics
- Nutrition
- Protein chemistry
- Lipid chemistry
- Carbohydrate chemistry
- Structural design & material science
- Sensory
- Analytical

Cargill Aqua R&D

Leading R&D partner for aqua farmers, developing innovative solutions by addressing their key needs for products and services from across the entire aqua value chain.



12

Species our research supports

3

Global R&D Facilities

90+

R&D team members across the globe

1

Pilot Extruded Feed Line

19

Animal Nutrition Labs we have access too

7

R&D Licenses focused on Salmon & Trout





SALMAR

Passion for
Salmon

Thank you for
your attention

For more information:
www.salmonlivinglab.no

Press briefing:
Radisson Blu Royal Bergen
Room: Dræggen 5
Time: 12:20-13:20 CET