

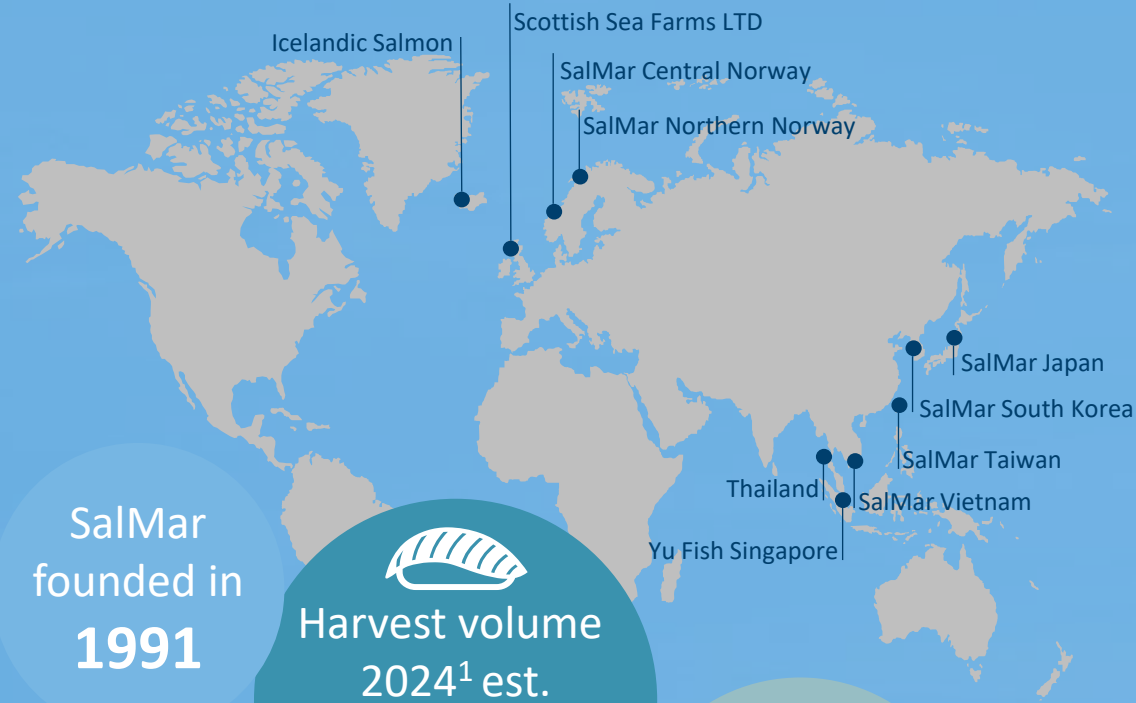


# The world needs more healthy seafood

North Atlantic Seafood Forum  
6 March 2024



# This is SalMar



SalMar  
founded in  
**1991**



Harvest volume  
2024<sup>1</sup> 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*



We produce  
**healthy,  
nutritious &  
sustainable food**  
for the world's  
growing population

always on the  
**terms of the  
Salmon** with  
minimal footprint  
while we maximize  
value creation

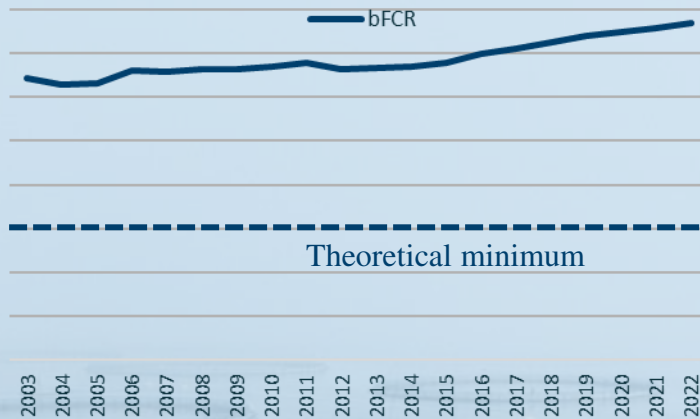


The industry is more high-tech than ever and has increased efficiency

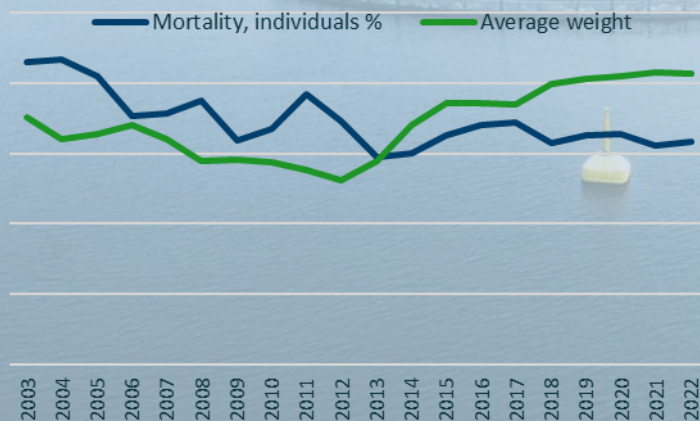


# Now its time to strenghten the knowledge about the biology

## Feed Conversion Ratio – Norwegian Salmon Farming Industry last 20 years



## Mortality – Norwegian Salmon Farming Industry last 20 years



### Mortality 2022<sup>1</sup>

Norway  
16.1 %

SalMar  
9.6%



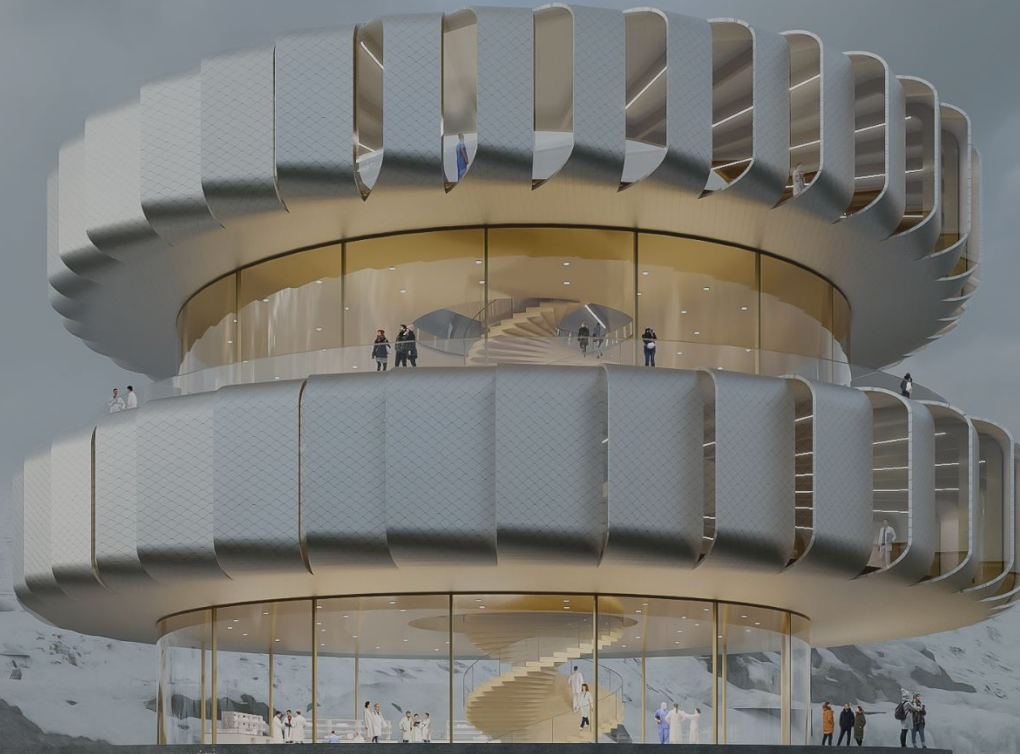
Placeholder Film



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

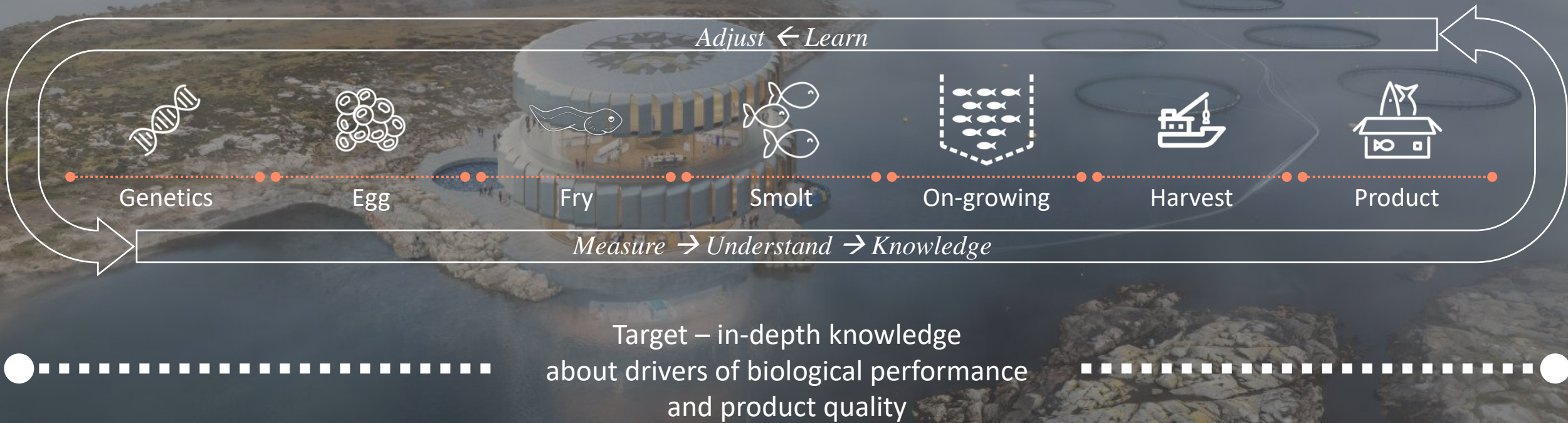
Aiming to attract and collaborate with leading industry expertise

Cargill initial partner in Salmon Living Lab





# We need excellence along the value chain





# 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**

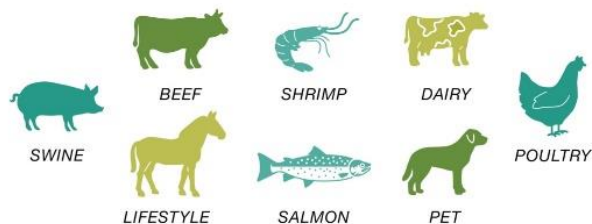
Years

# 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.

SEA FURTHER SUSTAINABILITY  
Reach4 Reduction

Cargill

## Recognized brands across Animal Nutrition & Health

Cargill

provimi

EWOS

Purina

Diamond V

Delacon

liqualife

aquaxcel

neolait

## 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



The background of the slide is a blurred image of a large industrial facility, likely a food processing plant, with various pipes, machinery, and structural elements visible.

# 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

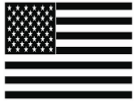
**20+**  
Key Technologies  
& Sciences

## 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







*Passion for*  
**Salmon**

Thank you for  
your attention

For more information:  
[www.salmonlivinglab.no](http://www.salmonlivinglab.no)

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