



PRESENT AND FUTURE TRENDS OF THE SALMON SECTOR

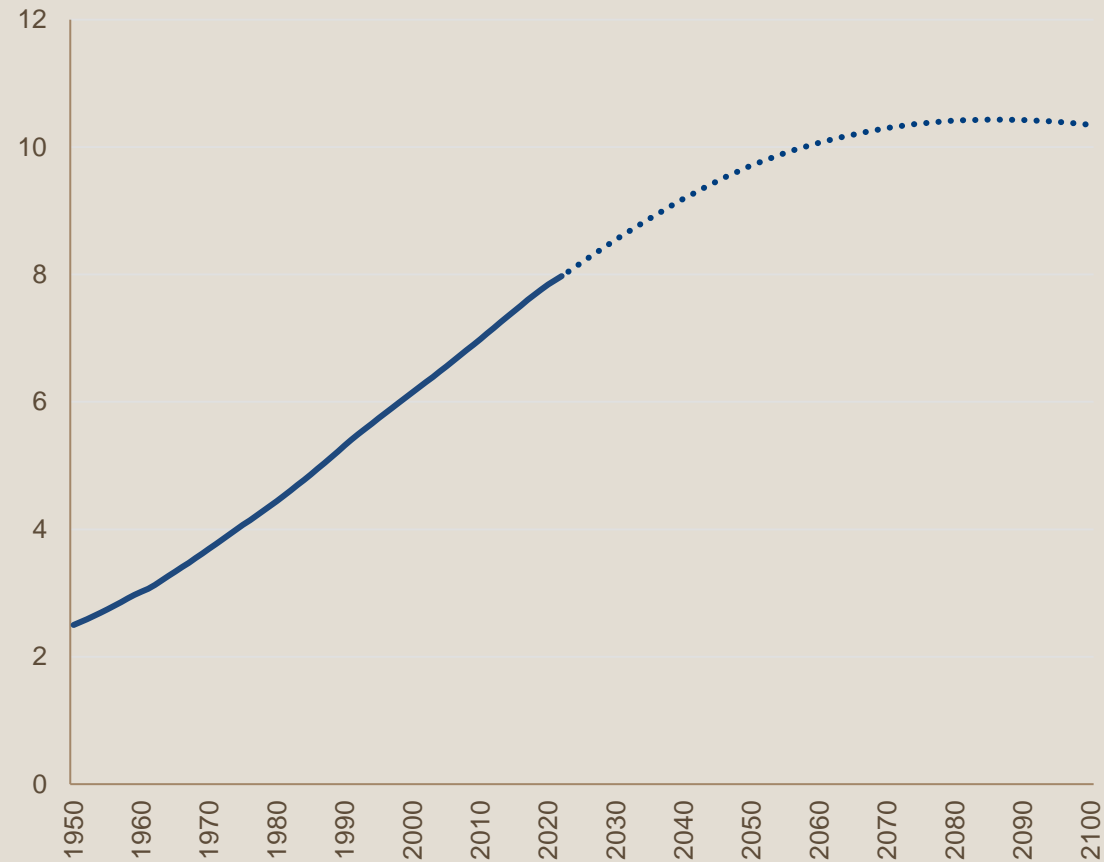
RICARDO GARCÍA, CEO

OCTOBER 24, 2022, LIMA, PERU

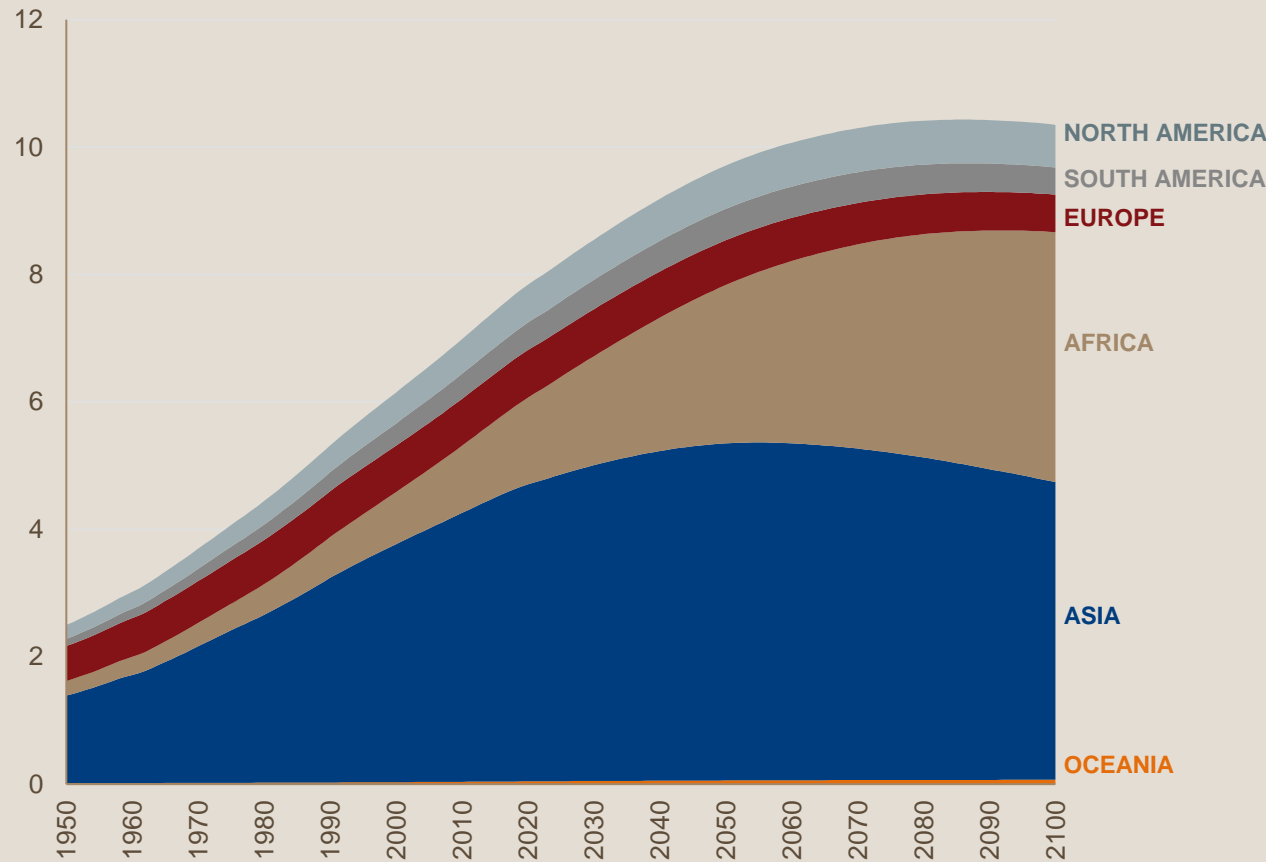


TREND 1: POPULATION GROWTH

WORLD POPULATION 1950 - 2100
IN BILLIONS



WORLD POPULATION BY REGION
IN BILLIONS

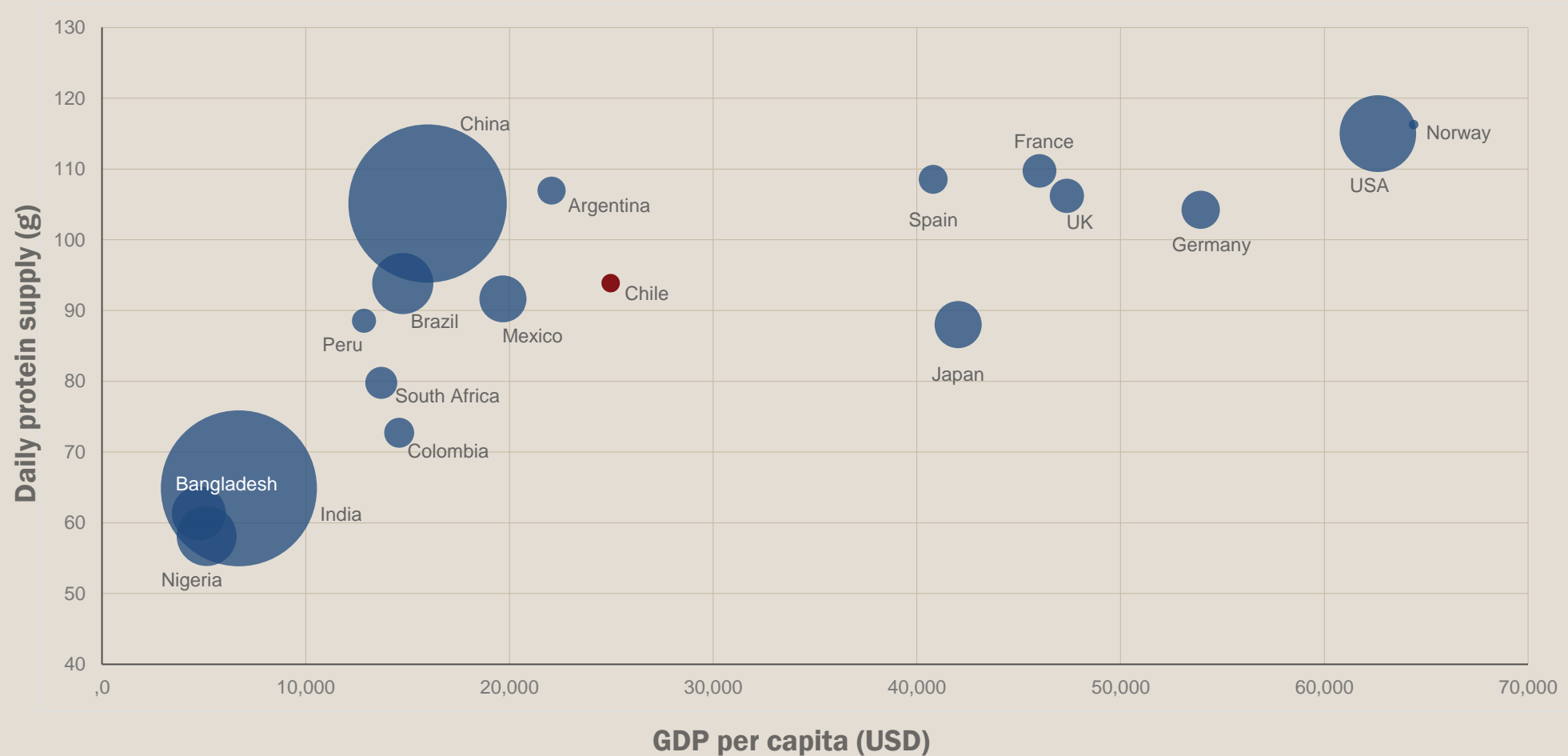


Source: OurWorldInData - projected population is based on the UN's medium population scenario



TREND 2: MANY PEOPLE ARE UNDER FED

DAILY PER CAPITA PROTEIN SUPPLY VS GDP PER CAPITA, 2019

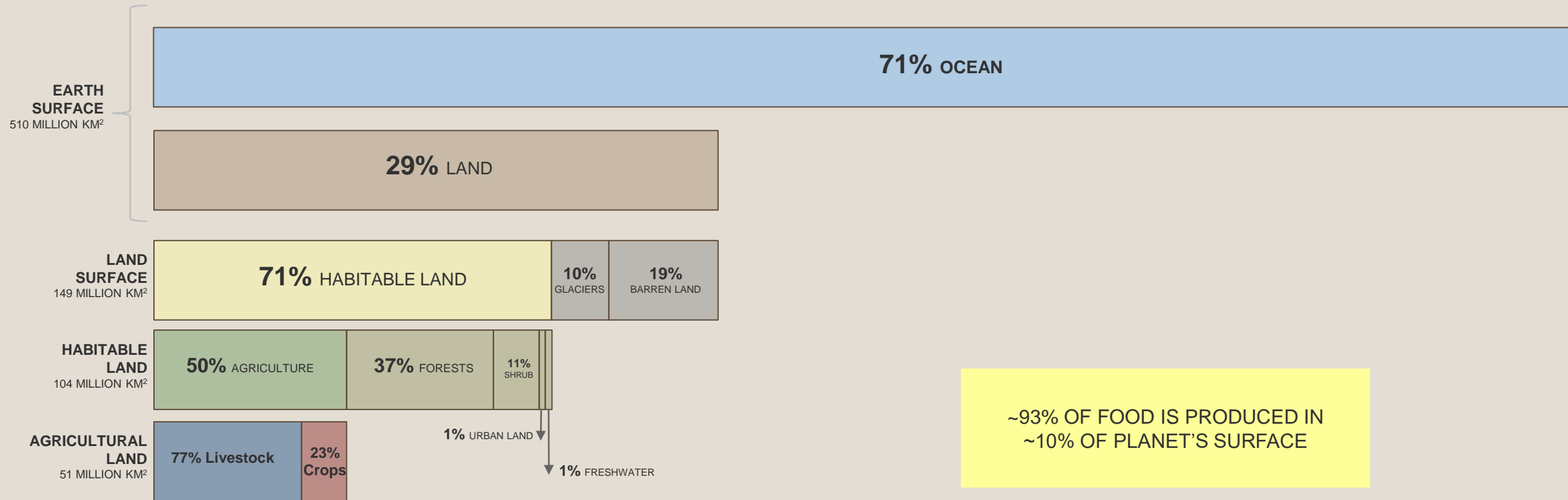


Dots sized by
population



TREND 3: LAND IS OVER-EXPLOITED

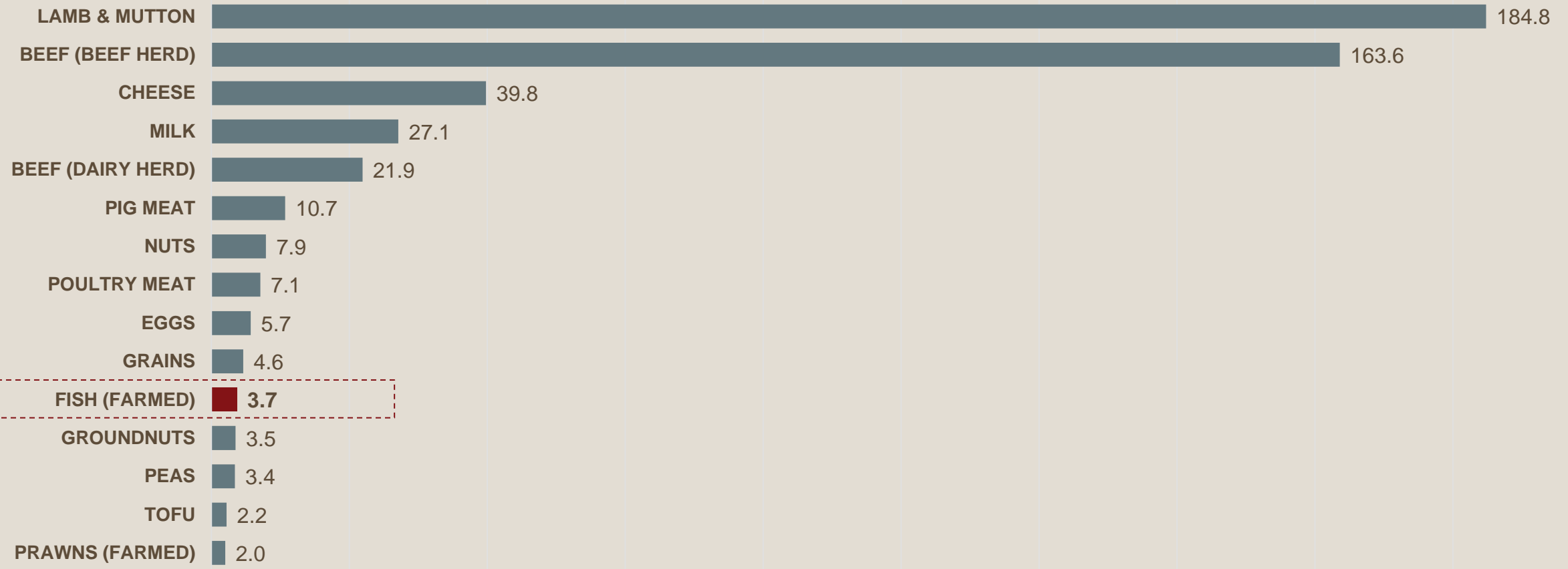
PLANET EARTH USE FOR FOOD PRODUCTION





TREND 3: LAND IS OVER-EXPLOITED

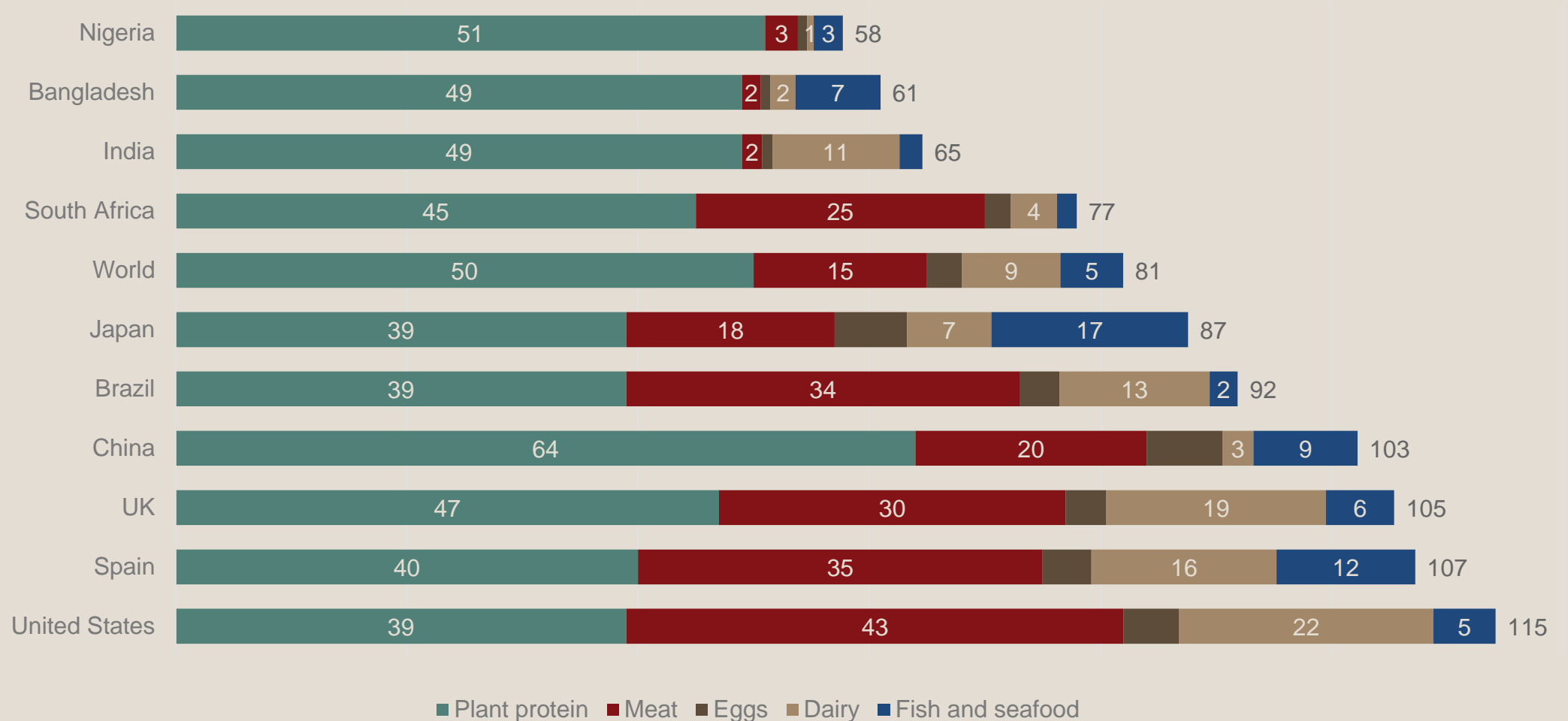
LAND USE (M²) PER 100 GRAMS OF PROTEIN





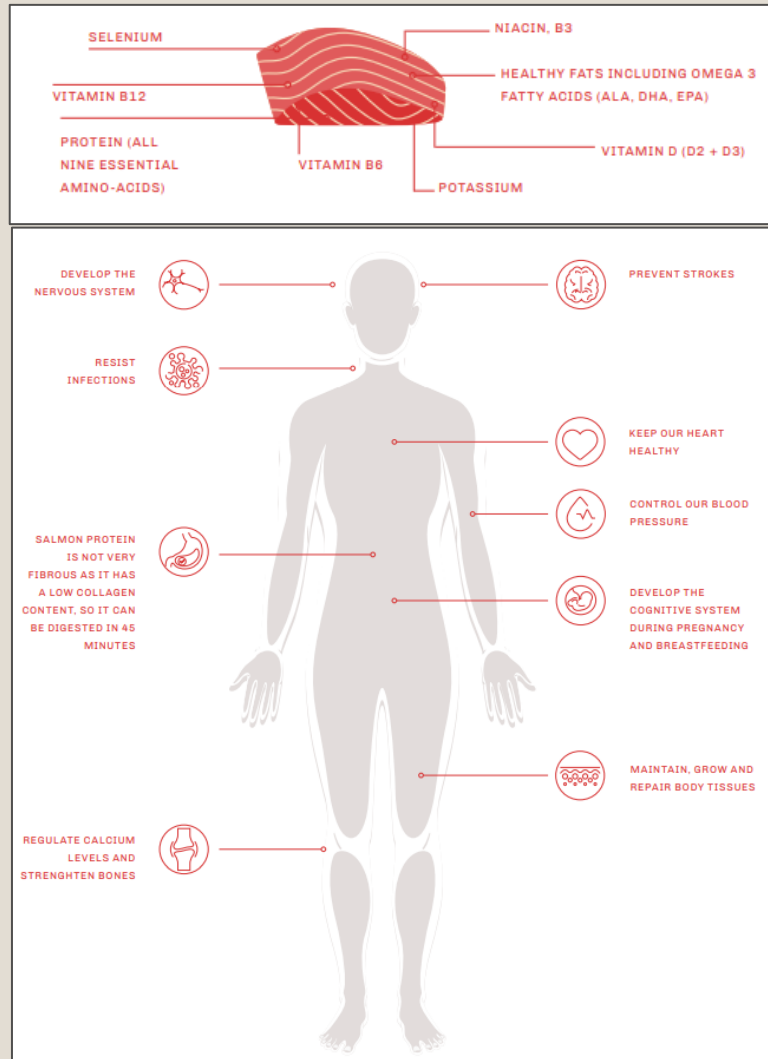
TREND 4: LOW SEAFOOD CONSUMPTION

PER CAPITA SOURCES OF PROTEIN, 2019



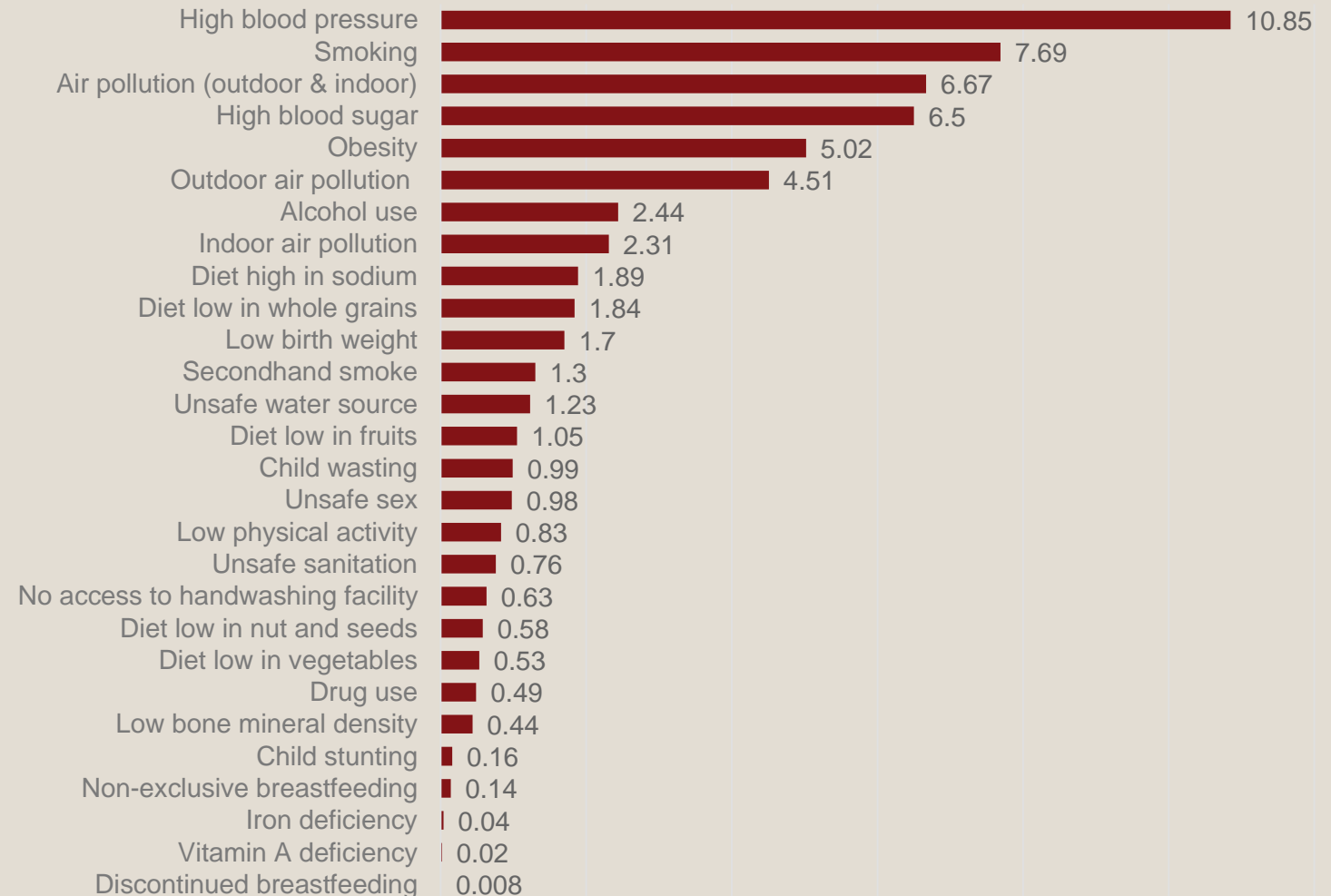


TREND 5: LOOKING FOR WELLNESS BUT EATING INCONSISTENTLY



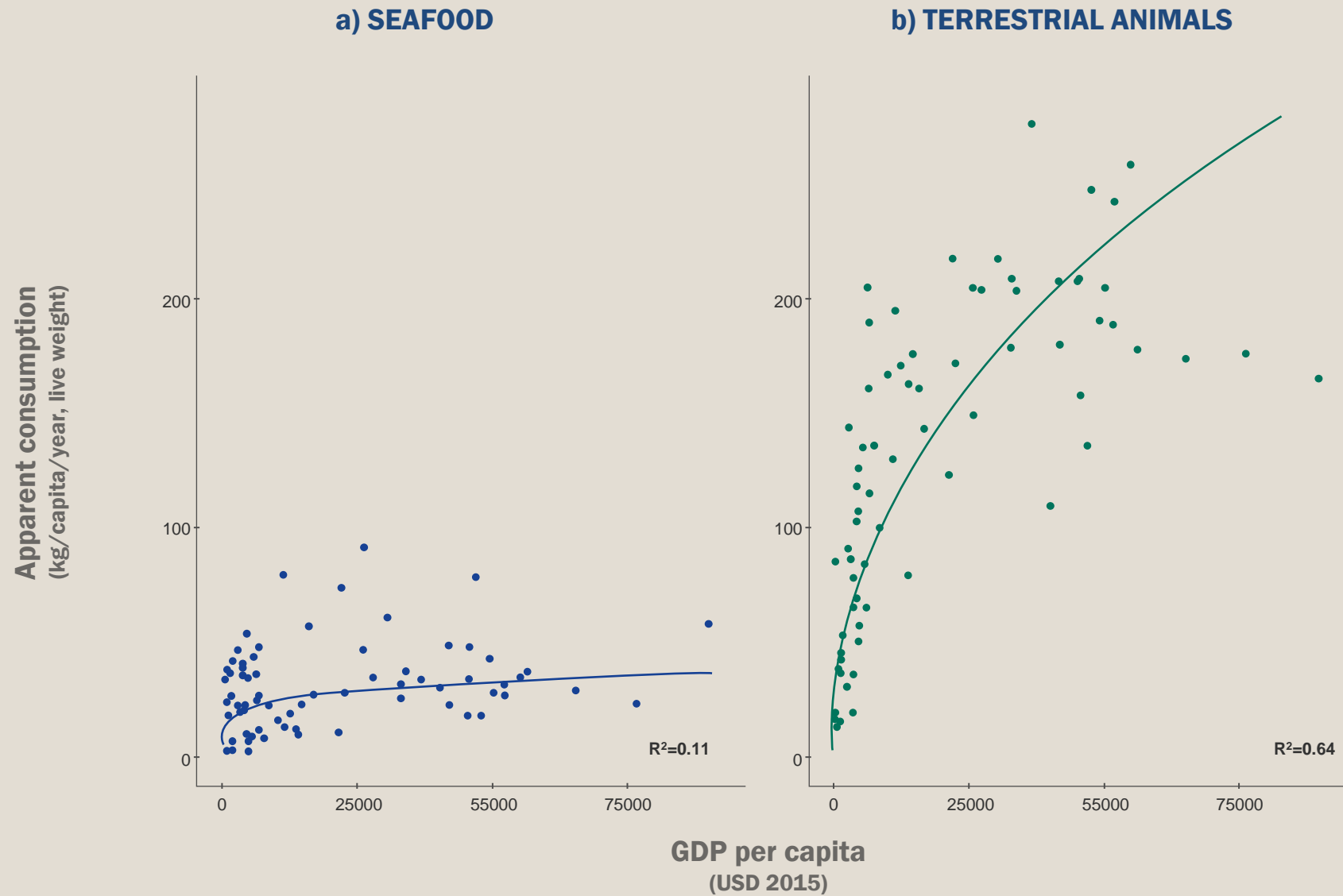
Source: OurWorldInData

NUMBER OF DEATHS BY RISK FACTORS, WORLD, 2019





TREND 6: SEAFOOD HAS LOWER INCOME-ELASTICITY



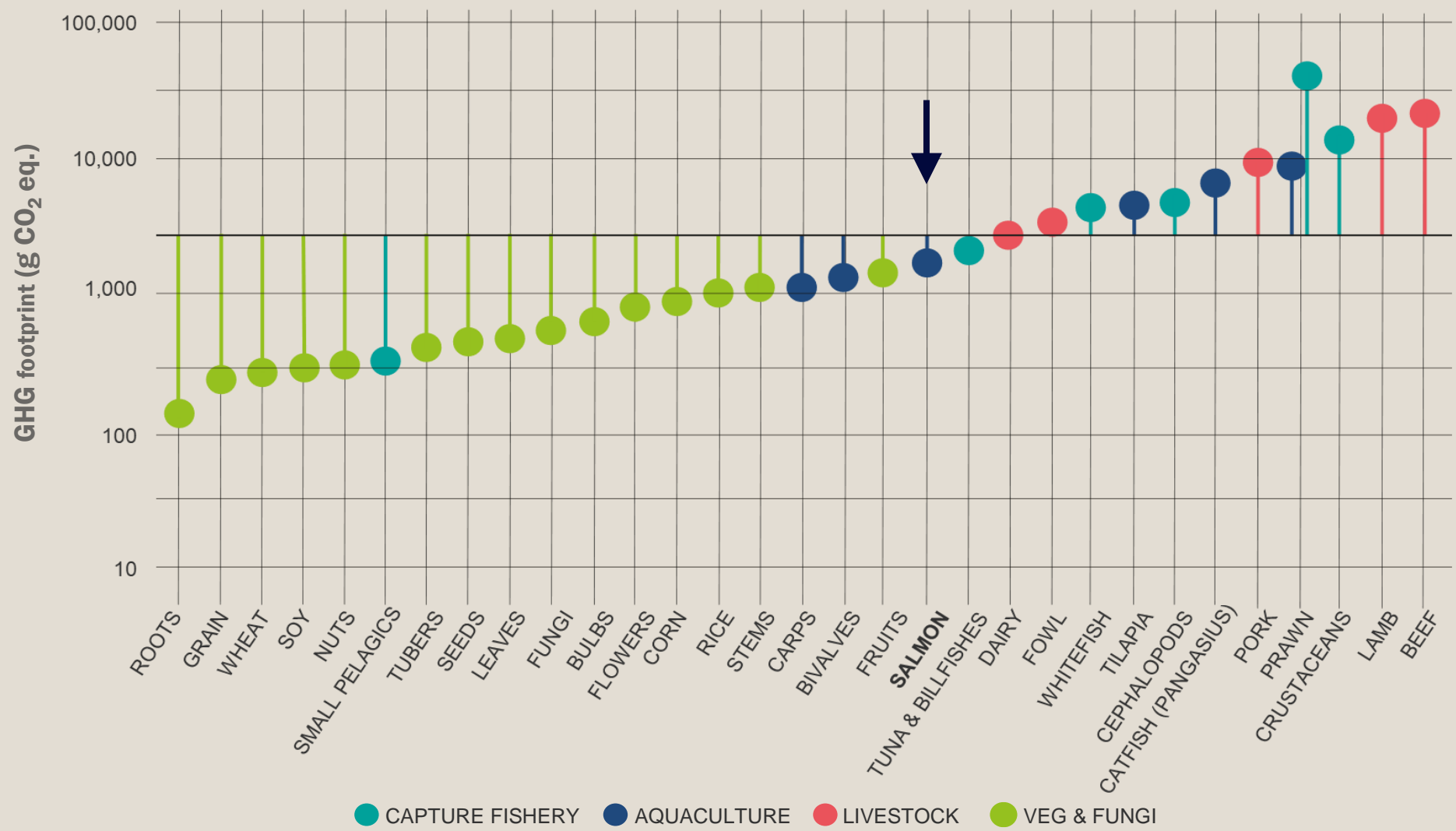
AND THE OCEAN IS THE ANSWER



NASA STREAM FROM THE INTERNATIONAL SPACE STATION



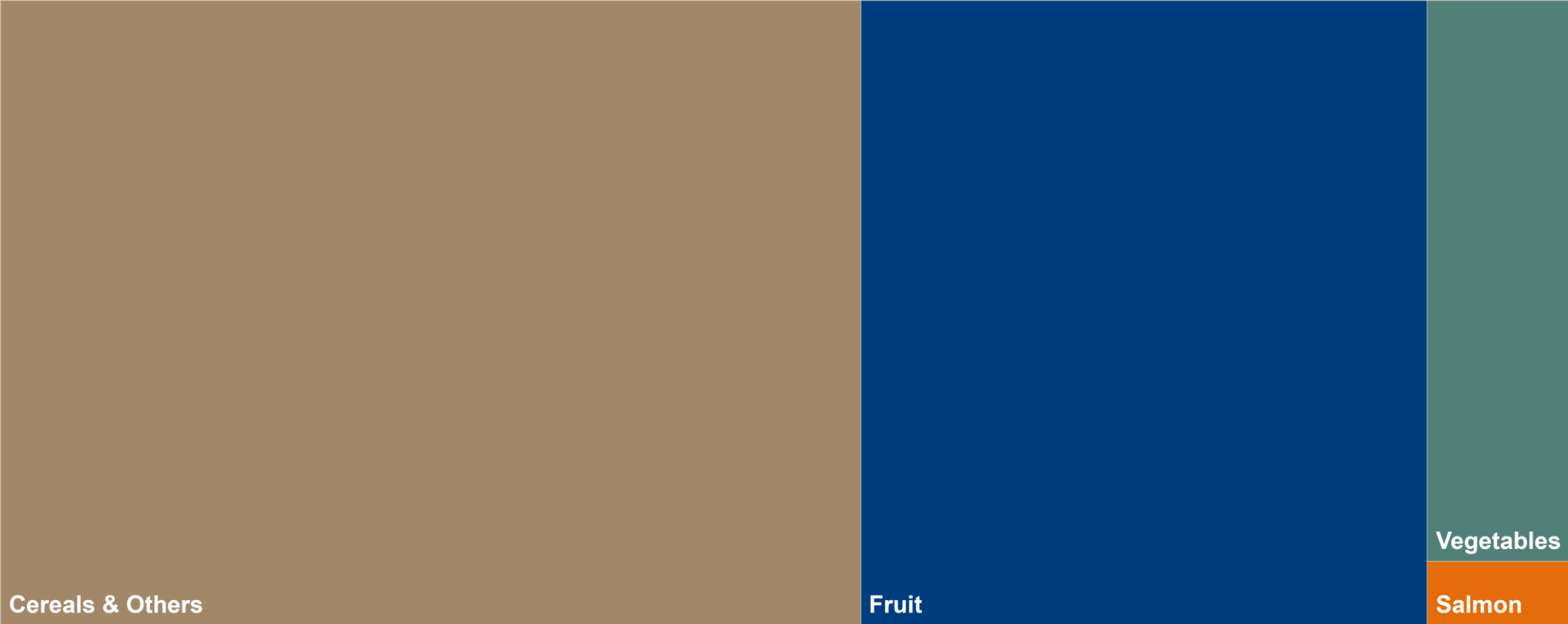
OPPORTUNITY 1: SALMON IS VERY COMPETITIVE IN GHG EMISSION





OPPORTUNITY 2: SALMON IS SUPER EFFICIENT IN SPACE USE

CHILEAN SURFACE AREA COMPARISON (HECTARES)



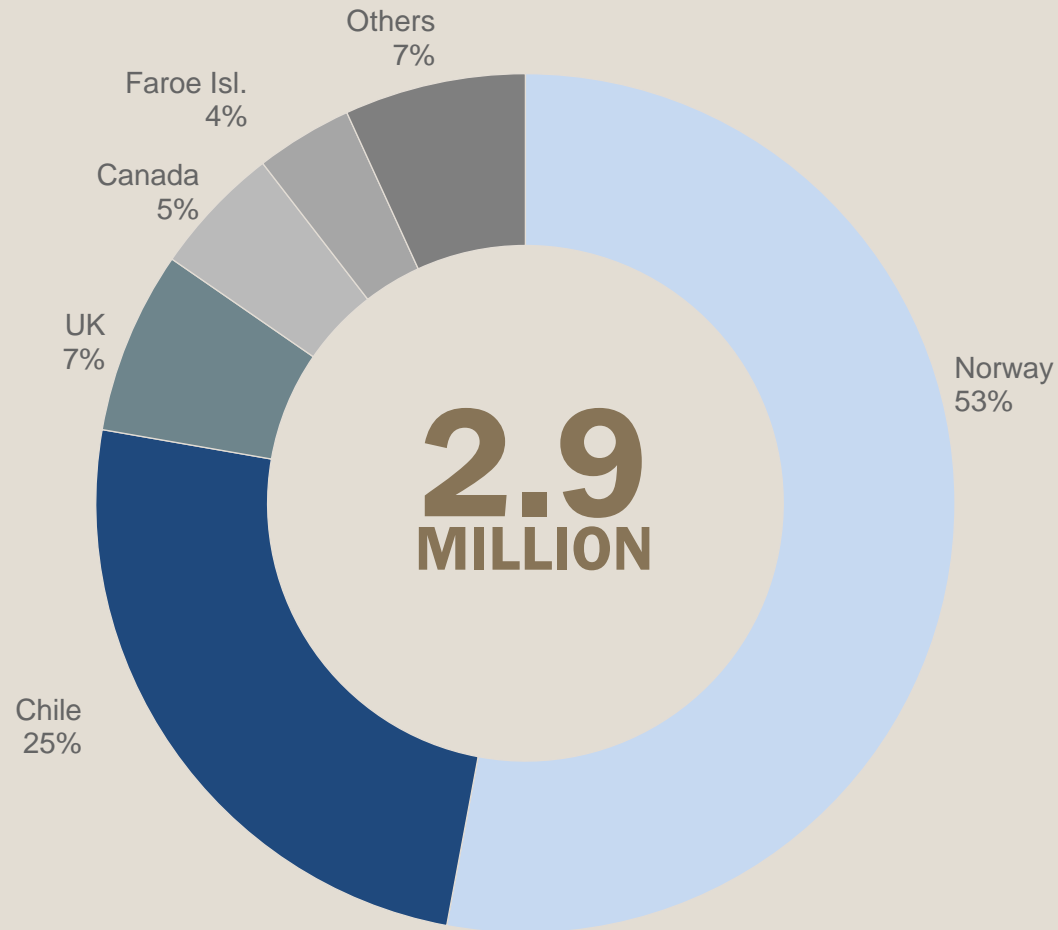
■ Cereals & Others ■ Fruit ■ Vegetables ■ Salmon

Cereals & Others	536,474 Ha
Fruit	352,970 Ha
Vegetables	79,331 Ha
Salmon	9,000 Ha

Source: ODEPA 2021



OPPORTUNITY 3: SALMON GENERATES SOCIO-ECONOMIC DEVELOPMENT



MT WFE ANNUAL PRODUCTION

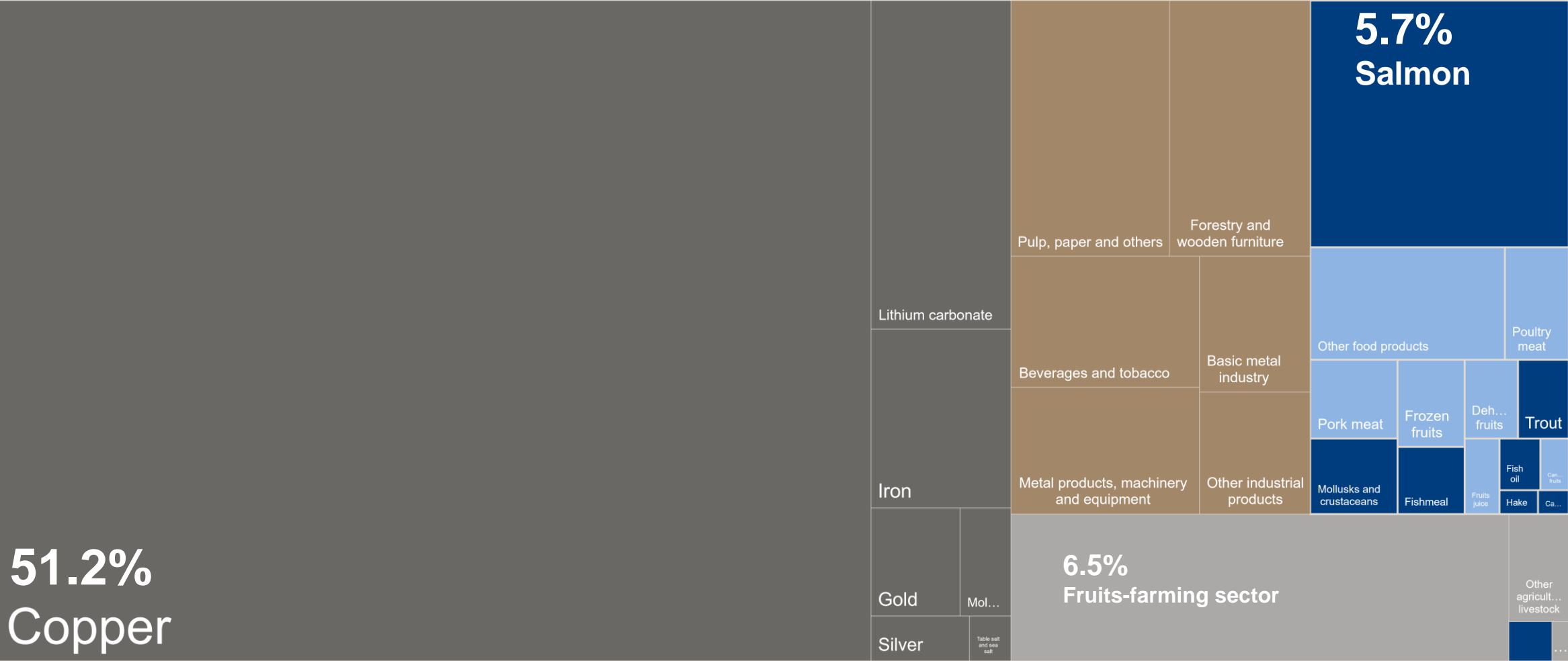
CHILEAN SALMON INDUSTRY:

- **USD 5.5 BILLIONS IN EXPORTS**
- **36% OF TOTAL FOOD EXPORTS**
- **84% OF TOTAL SEAFOOD EXPORTS**
- **4,500 SMALL & MEDIUM ENTERPRISES**
- **150,000+ PEOPLE EMPLOYED**
- **USES APP. 7,000-9,000 HECTARES**

OPPORTUNITY 3: SALMON IS THE 3RD LARGEST EXPORT SECTOR



WHAT DID CHILE EXPORT IN THE LAST TWELVE MONTHS?
AS OF JUNE 2022

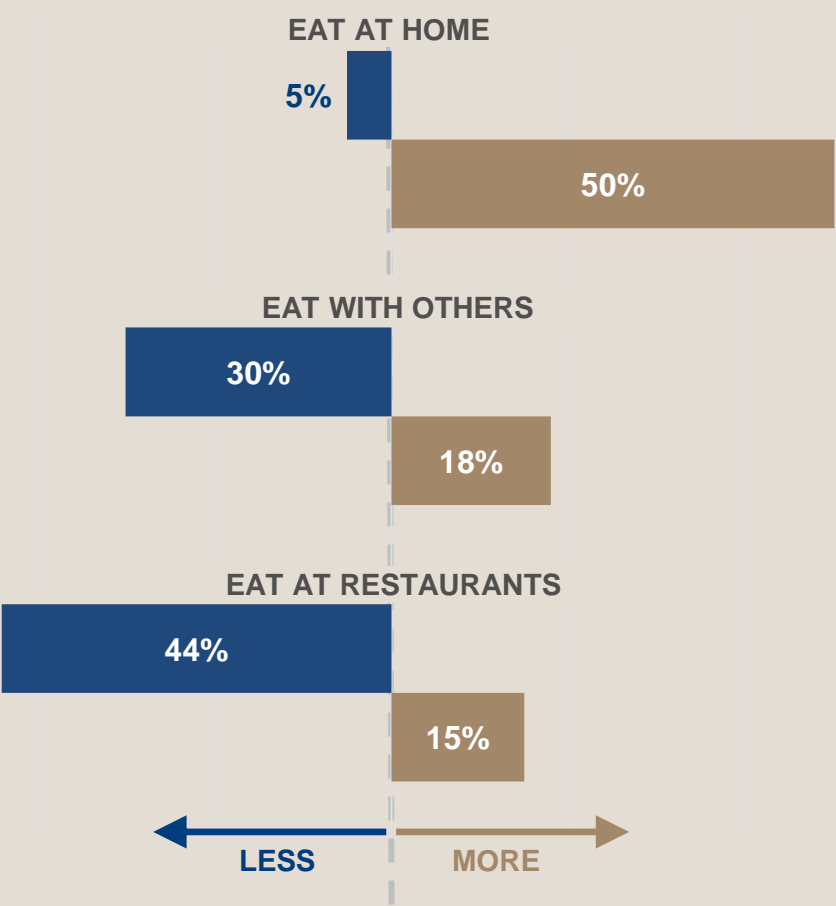


Source: Central Bank of Chile

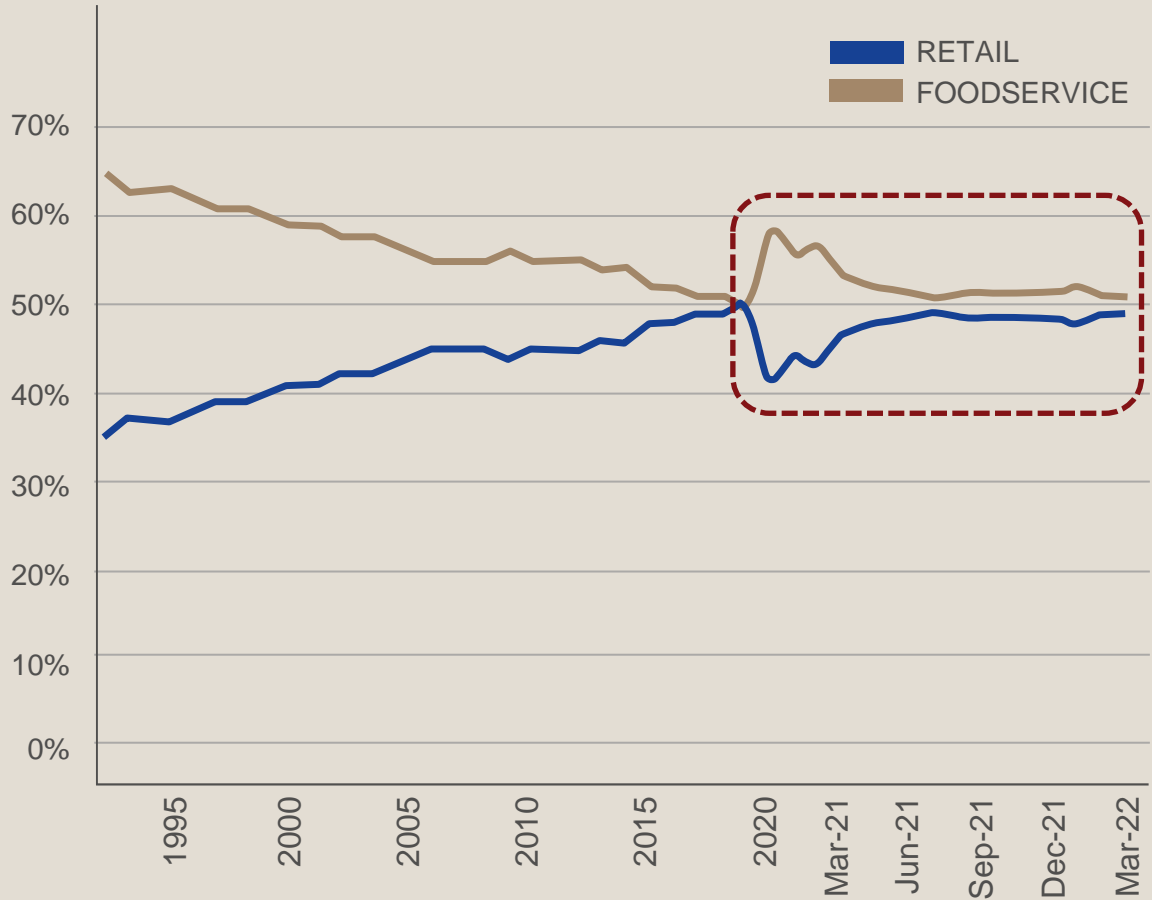


OPPORTUNITY 4: CONSUMERS' BEHAVIOR IS CHANGING

CHANGES IN FOOD HABITS AND ATTITUDES



SHARE OF FOOD SPENDING FOR RETAIL AND FOODSERVICE



Source: FMI U.S. Grocery Shopper Trends, 2022; Hartman Group Compass Eating Occasions 2021; U.S. Census Bureau, Advance Monthly Sales for Retail and Foodservices



OPPORTUNITY 5: SUSTAINABLE PRODUCTION HELPED BY FINANCING

SUSTAINABLE LINKED FINANCING

- Easier financing access for sustainable food production
- Salmenes Camanchaca: First Sustainability Linked Loan (SLL) in the Chilean industry
- Sustainable goals

GRADUAL
REDUCTION OF
GREENHOUSE
GASES

LARGER
FRACTION OF ASC
CERTIFIED
BIOMASS

REDUCE FIFO
RATIO;
LOWER MARINE
INGREDIENTS

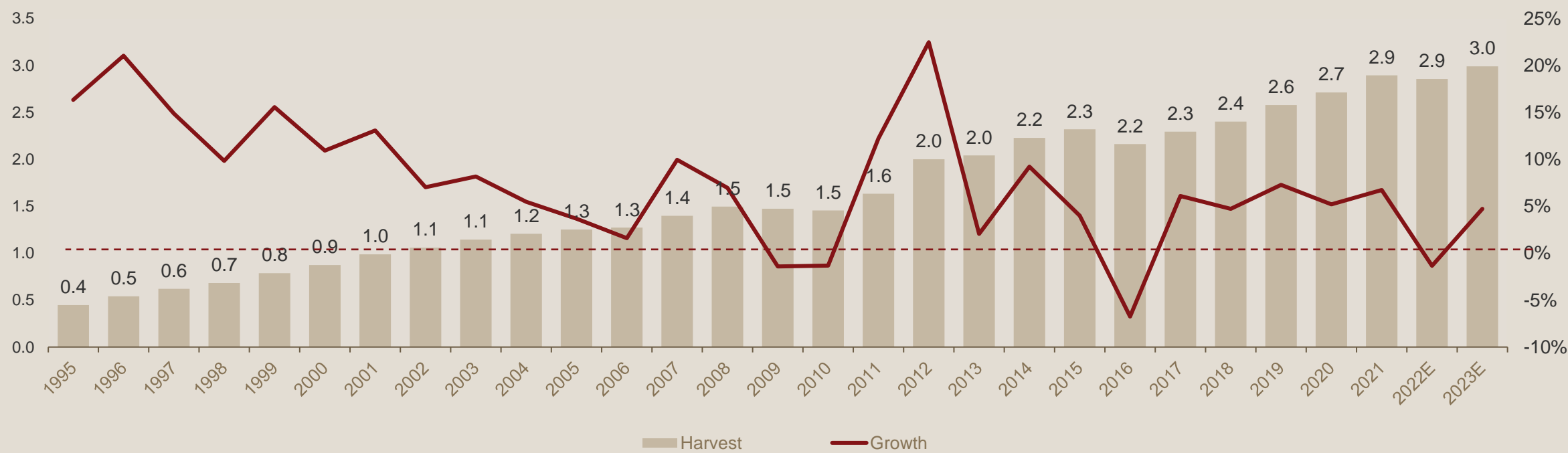
CIRCULAR
ECONOMY:
LARGER
FRACTION SOLID
WASTE RECYCLED

HEALTHIER
WORKERS WITH
LOWER
ACCIDENTS

CHALLENGE 1: GLOBAL GROWTH FLATTENING SINCE 2015



WORLD ATLANTIC HARVEST VOLUME & GROWTH
MILLIONS MT WFE - % CHANGE YOY



Source: Kontali Analyse



CHALLENGE 2: “CLIMATE CHANGE” CHANGES OCEAN

CLIMATE CHANGE

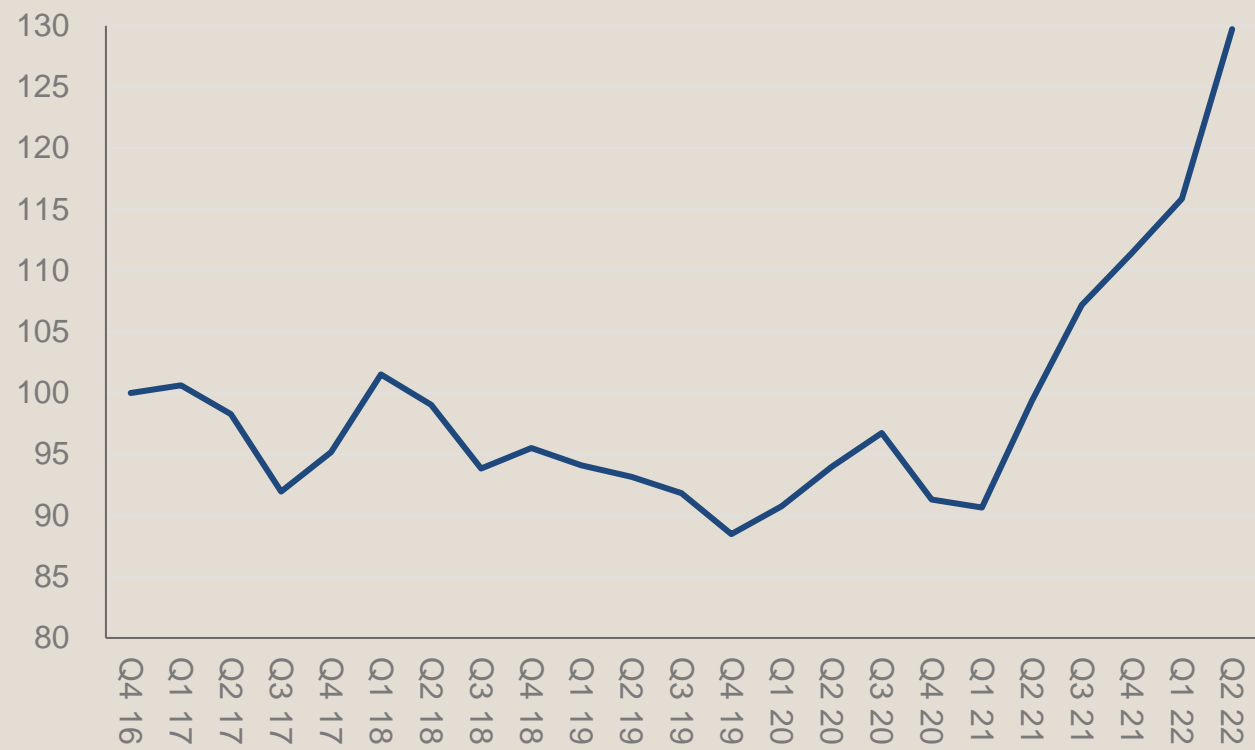
- **Radiation generates algae and decline in oxygen incidents**
 - **Mortality**
 - **Stress**
- **Salmones Camanchaca climate change cost impact**
 - **3.6% of salmon ex cage cost in 2020**
 - **5.4% in 2021**
 - **6.7% in H1 2022**





CHALLENGE 3: FEED COST PRESSURE

SALMON FEED PRICES (SALMONES CAMANCHACA)
USD/KG
Base 100 Q4 2016





CHALLENGE 4: REGULATION

REGULATION

- **Limiting usable ocean surface:**
 - **Total marine and coastal area: Chile 3.7 million km² (versus Norway 0.9 million km²)***
 - **Marine protected areas: Chile 41% (versus Norway 10%)***
 - **Chile #12 in World's % marine protected areas (versus Norway #45)***
- **Limiting stockings:**
 - **Seabed aerobic conditions**
 - **AB and API usage limiting**

*Source: Protected Planet, The World Bank

