



The new consumer normal

What to watch for in 2021 and 2022 - focus on Salmon in France, Germany, Italy and Spain

August 2021

Two main drivers of FMCG since Spring 2020



Market growth

Personal safety

Income

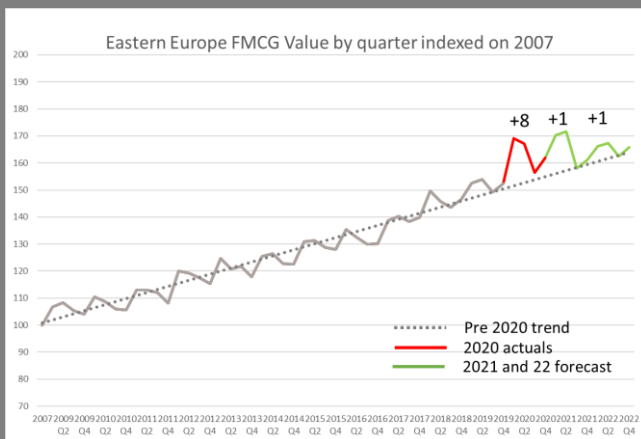
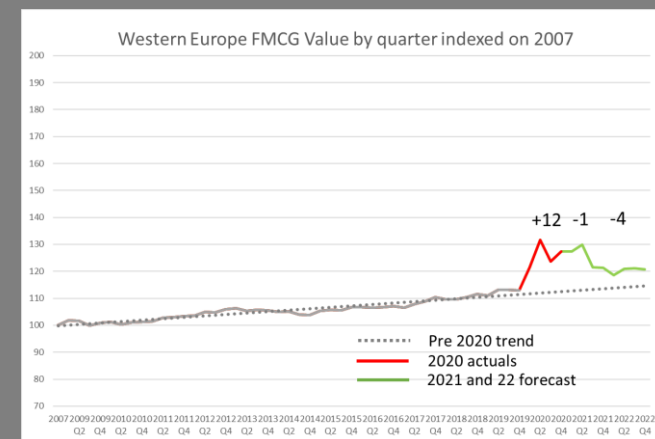
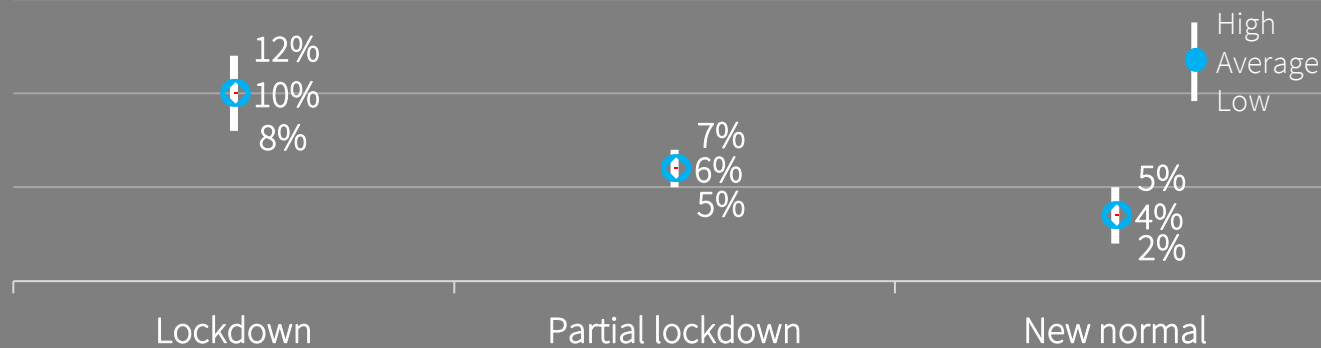
Health

Environment

Working from home is a key driver of FMCG Growth

Where rules were strictest, FMCG in 2020 increased 8-12% more than expected vs 2019. When restrictions were partially eased this dropped by about half. Impact by country very variable dependent on rules, timings, what was open, how easy to work from home. Much lower impact in some countries such as EE

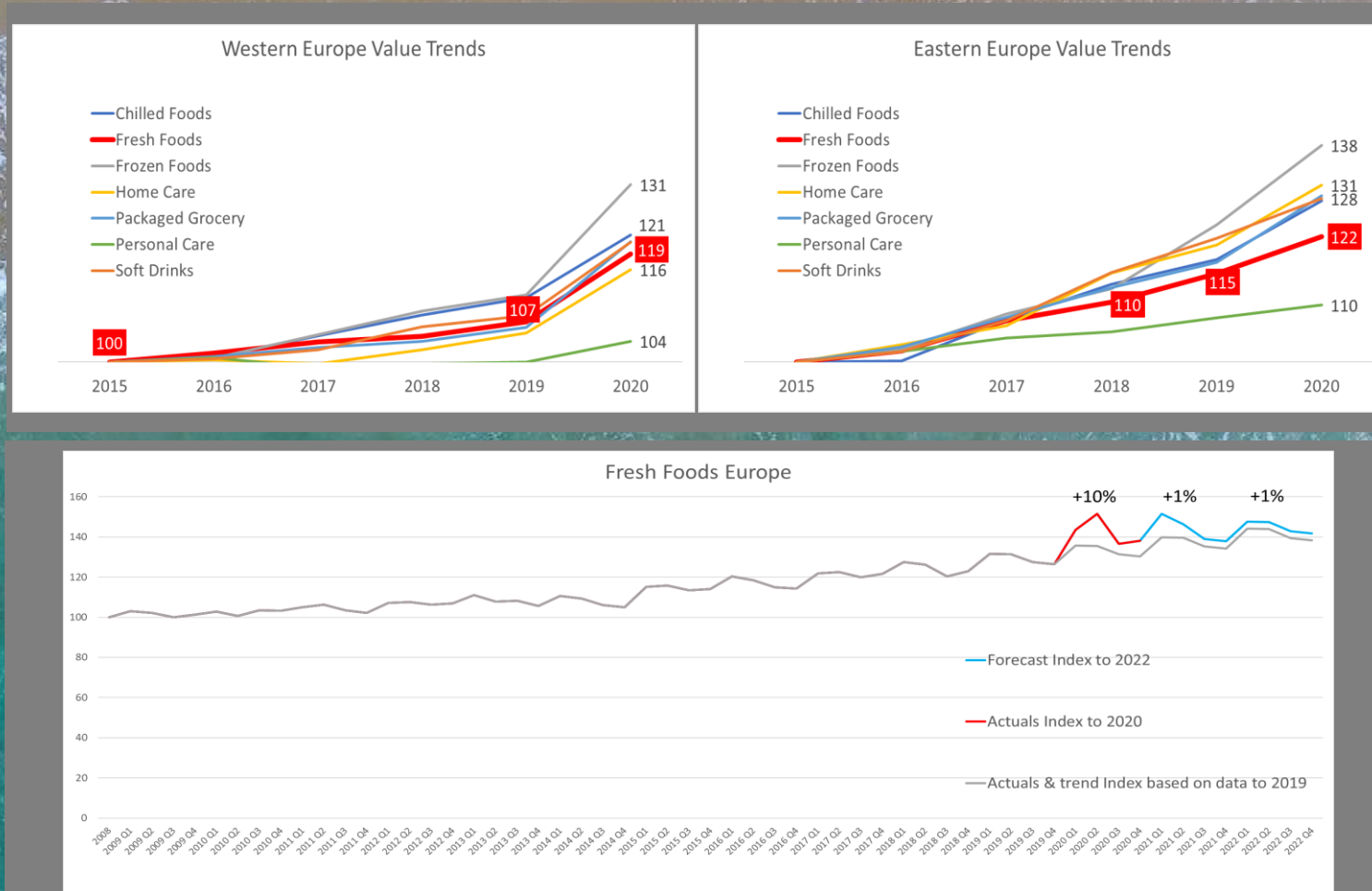
Global FMCG Value Effects compared with expectation



Our view:
One third of
this growth in
the new
normal

Working from home is a key driver of growth

Food categories including Fresh are the main beneficiaries of the pandemic

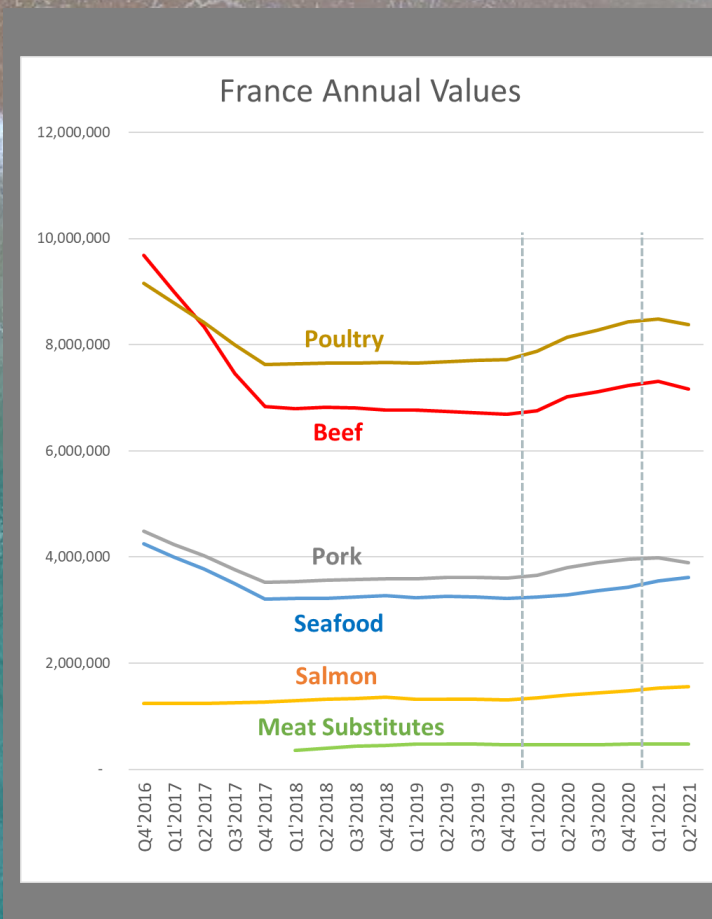


Our view:
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Working from home is a key driver of growth

France grocery 8% higher than expected in 2020 – Frozen and Salmon high levels of growth driven by more buyers – Beef growth lower than other meats

2020 vs pre-Covid expectation

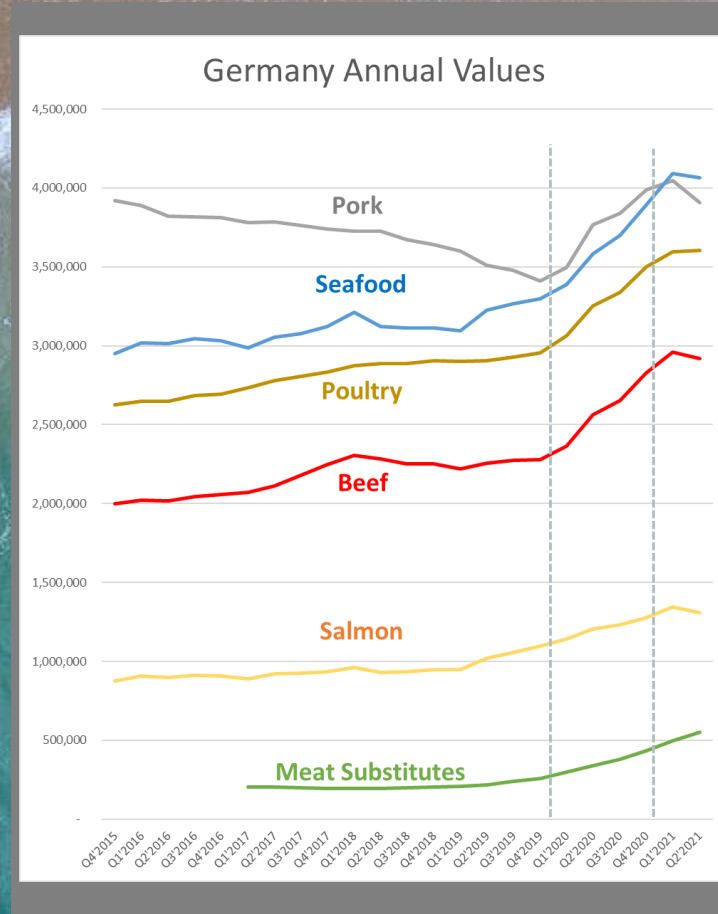


Our view:
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Working from home is a key driver of growth

Germany grocery 12% higher than expected in 2020 – Fresh and Salmon high levels of growth driven by more buyers, more and more often

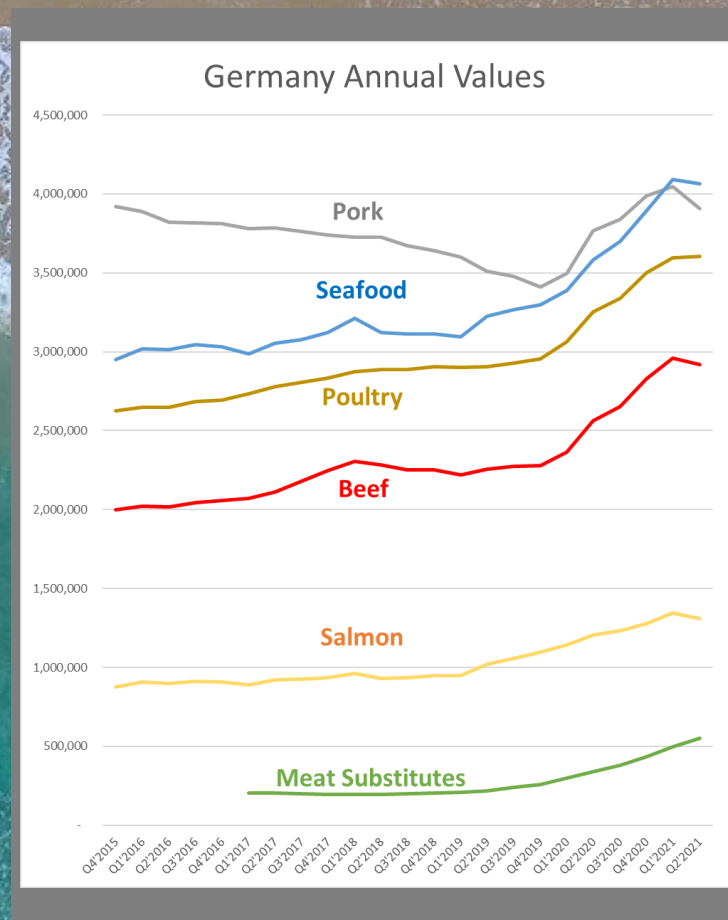
2020 vs pre-Covid expectation



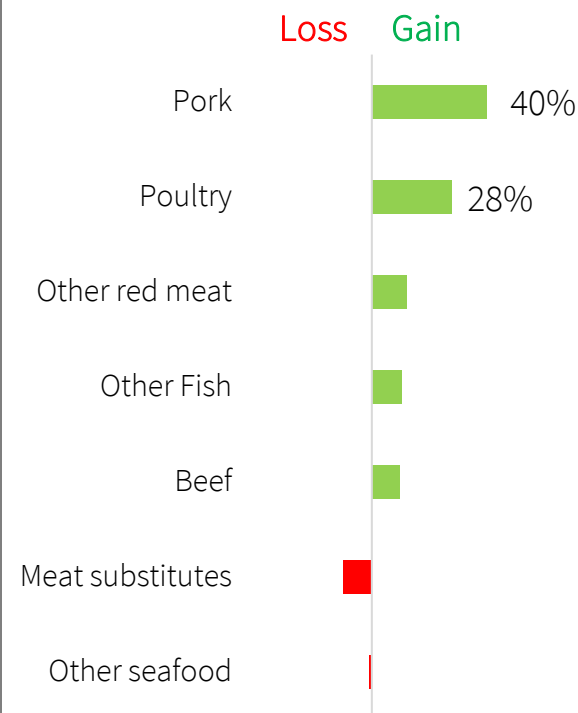
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Working from home is a key driver of growth

Germany Salmon high levels of growth driven by more buyers, more and more often – 70% of Salmon gains coming from Pork and Chicken



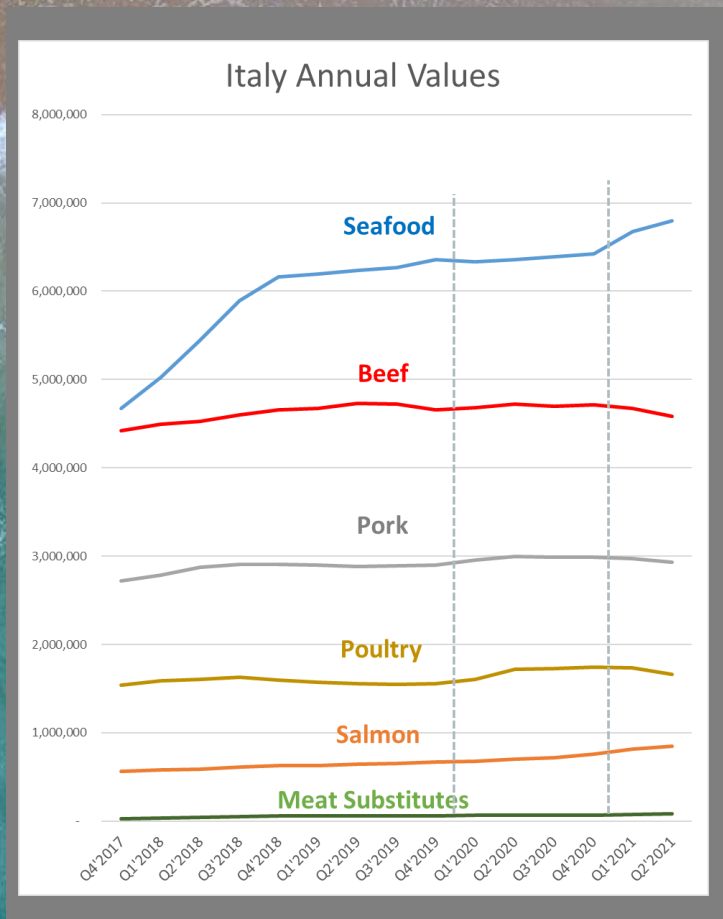
Salmon Gains/Losses – 12 months to March 21 vs 20



Working from home is a key driver of growth

Italy grocery 6% higher than expected in 2020 – Frozen and Salmon high levels of growth driven by more buyers, more and more often – Beef growing less than other meats especially Poultry

2020 vs pre-Covid expectation

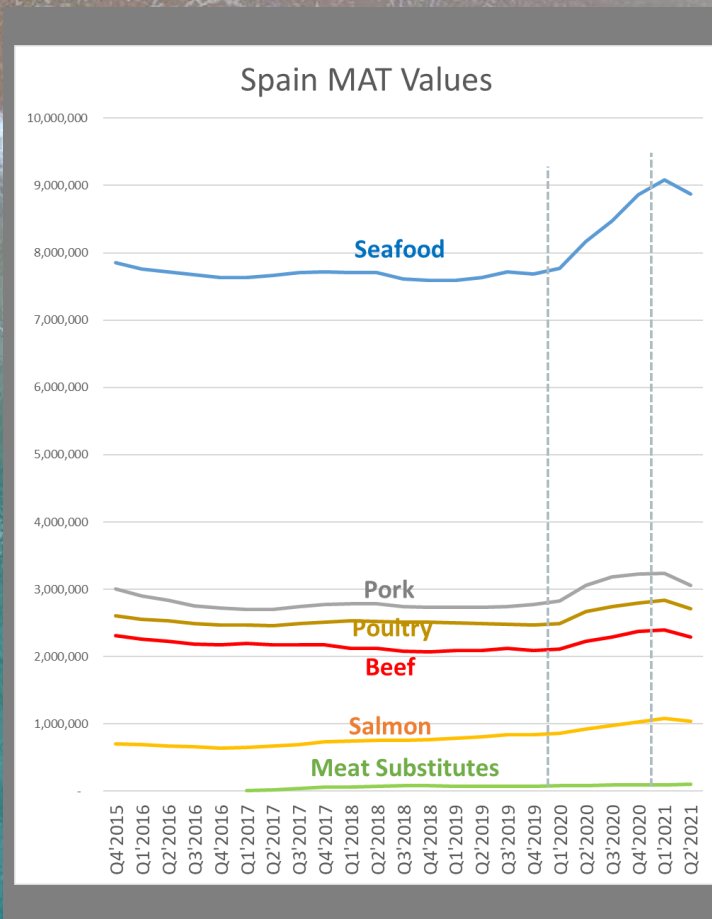


Our view:
One third of
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normal

Working from home is a key driver of growth

Spain grocery 12% higher than expected in 2020 – Frozen and Salmon high levels of growth driven by more buyers – Beef growing less than other meats

2020 vs pre-Covid expectation



Our view:
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Working from home is a key driver of growth

And Q1/Q2 2021 compared with 2019 demonstrates the retained extra business



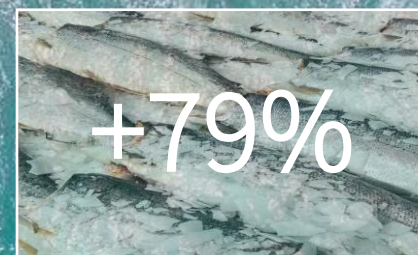
Salmon



Fresh



Frozen

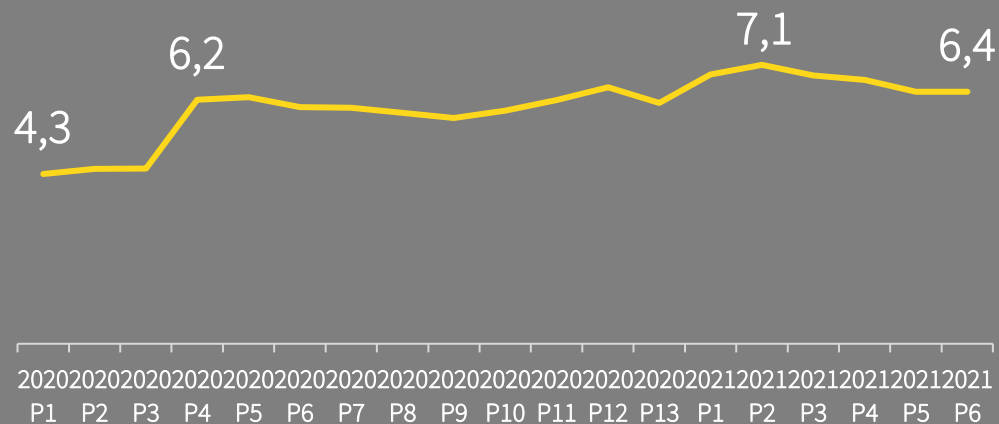


Stay home and stay safe have led to online growth

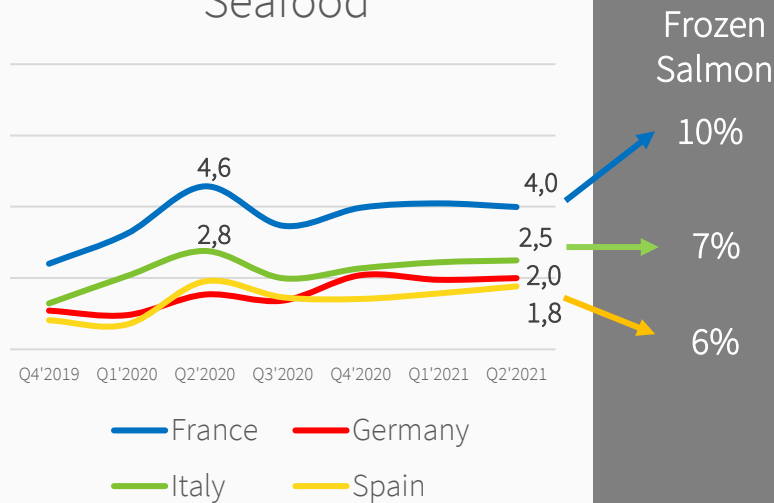
Rapid increase in March/April, then stable, then smaller increases with new lockdowns, then drop back. These trends largely reflected in Seafood.

Important to Frozen Salmon – 10% share in France, 7% Italy and 6% in Spain

Online by period 2020 – 6 countries in Western Europe



Online shares - Seafood



Our view:

Much slower upward trend. Could even stabilise short term

Stay home has led to polarisation of society

On average Private Label lost share in 2020 in Western Europe but gained in Eastern Europe with Discounter growth

Country	Up/Down-trading
	2020
France	↓
Germany	↑
Italy	→
NL	↑
Spain	↓
UK	↑
Poland	↓
Russia	↓

37% 

across all consumer segments plan to look for ways to save money in 2021 while grocery shopping

Source: McKinsey 10k consumers surveyed across 10 key European countries

43%

of E Europeans 'can hardly afford things' vs 23% in W Europe

Source: GfK 64k consumers surveyed across Europe

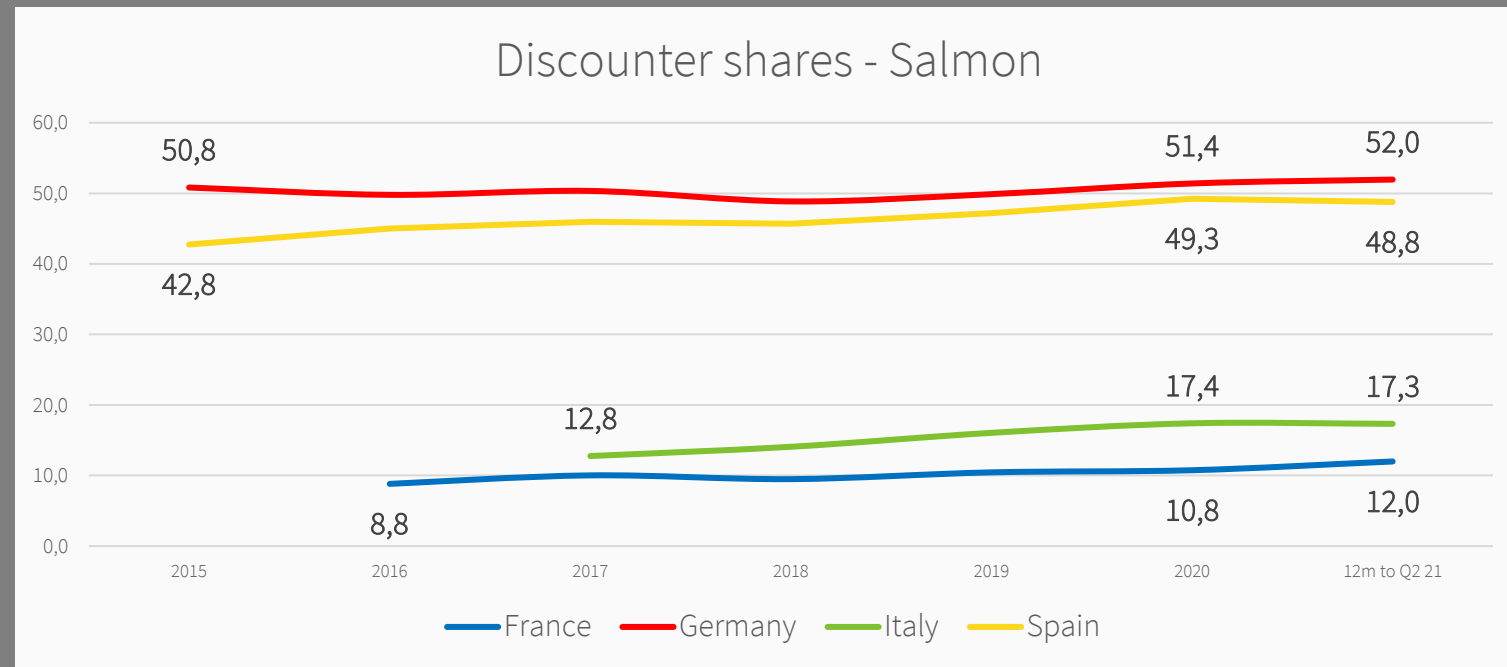


Our view:

Will remain a balance between the haves and have nots with country variance

Stay home has led to polarisation of society

Discounters important and growing share of Salmon especially Germany and Spain



Our view:

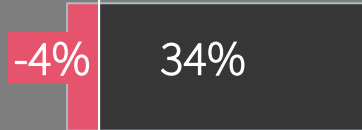
Will remain a balance between the haves and have nots with country variance

Stay home has led to health concerns

In 2021 I plan to...

less
more

... focus on healthy eating
and nutrition



Source: McKinsey 10k consumers surveyed across 10 key European countries

65%
take care of their inner,
mental health

38%
exercise regularly
to stay fit and healthy

Source: GfK 64k consumers surveyed across Europe

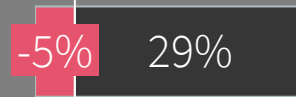
Our view:
Look out for
health, hygiene,
plant based,
'food as a drug',
government
initiatives ...

Stay home has shown how we can have an impact

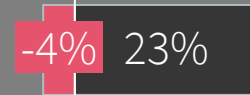
In 2021 I plan to...

less
more

... spend more on regional/
local products

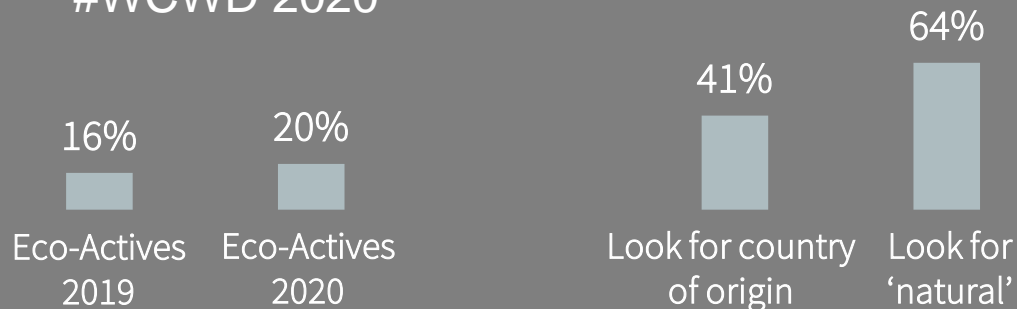


... spend more on environmentally
friendly products



Source: McKinsey 10k consumers surveyed across 10 key European countries

#WCWD 2020



>33%

of households eat their main
meal without any meat or fish at
least twice a week **per week**

Source: GfK 64k consumers surveyed across Europe

Our view:
Sustainability
will be an
increasing
driver of choice

Salmon has shown excellent overall long term value growth in the 4 focus countries with significant future opportunities:

Specific category growth by country will depend on how much working from home

Salmon significant 2020 growth in France & Germany (Fresh), Italy & Spain (Frozen) – retained into 2021, driven by more buyers

More working from home = more meals = more need for variety = opportunity

Lower shopping frequency will remain for some time – impact on Fresh vs Frozen

‘Natural’ and health are greater forces in choice – E Europeans especially concerned about ingredients

Plastics/sustainability also key to choice especially W Europe but a longer term issue in E Europe

Online a longer term growth channel – remains very low in many countries – more important to Frozen

Demonstrable ‘value for money’ is and will be a major driver especially in E Europe

Discounters are key now to Salmon in many countries