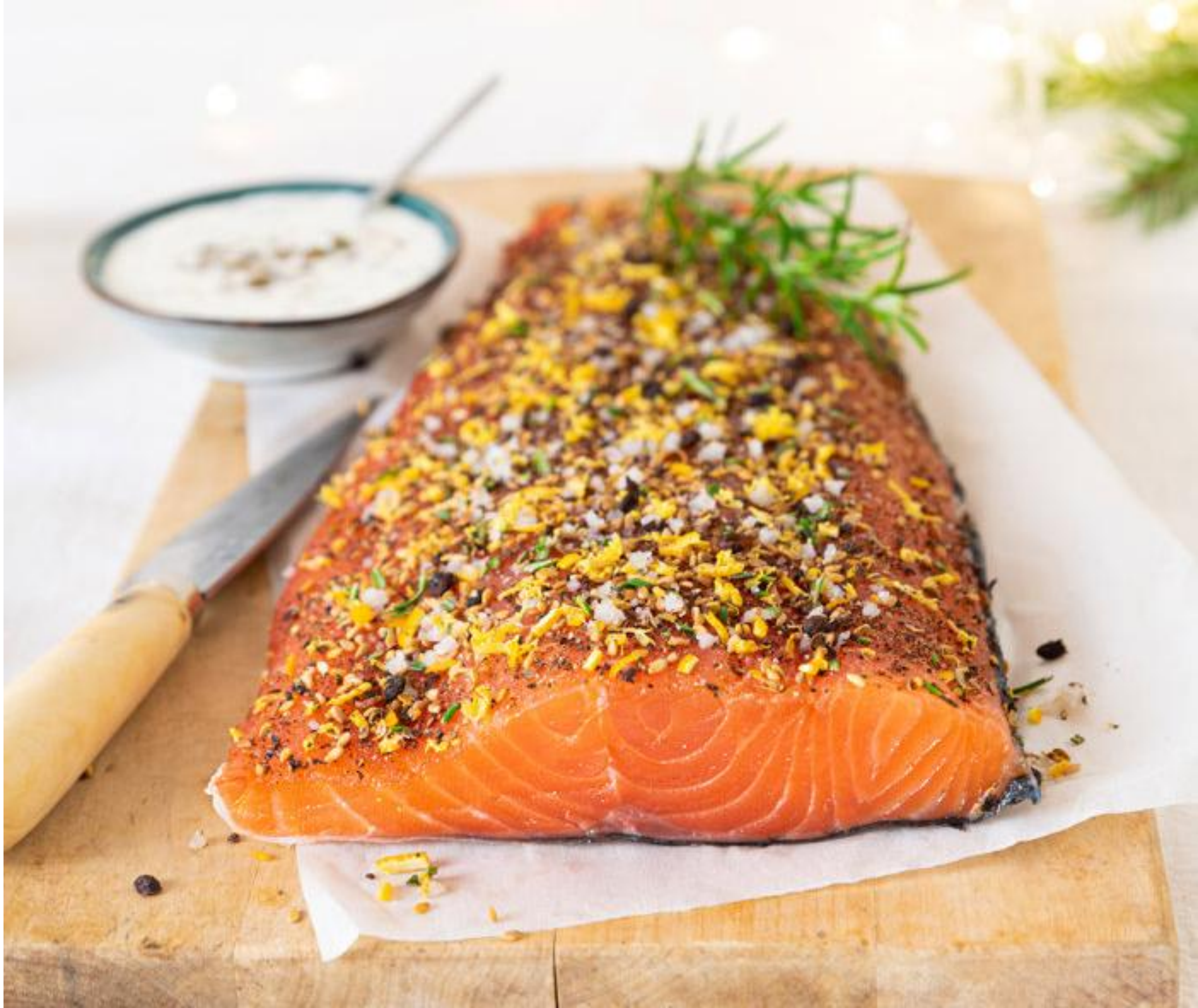
MARKET PLAN
2025 - 2030

South Korea
Salmon
2027

Revised *September 2025*

Priority: *Develop*
Budget: TBD mNOK

NORWEGIAN SEAFOOD COUNCIL



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1.a MARKET STATUS | Competitive arena | *South Korea | Salmon*

MARKET ACCESS

Norway has 0% tariff.

OVERALL SEAFOOD MARKET

The total seafood market in South Korea amounted to 4,2 million tons (- 1% YoY) in 2024, which includes seaweed. Consumption per capita is 63 kg with fish at 21 kg annually.

THE Salmon MARKET

- *The total market for Atlantic salmon (all product forms) in South Korea is 46 thousand tonnes (+18% 3Y). Norway has a market share of 91% (+2 pp 3Y).*
- *Consumption per capita is 0,89 kg per year (-18% 3Y).*
- *Total consumption of Norwegian Atlantic salmon in the period 2025 May - 2026 April is estimated at 41 654tonnes RWE (+10,7% 1Y)*
- *The most imported product forms are fresh/chilled whole salmon (62%) and fresh/chilled fillets (35%), with 2% being frozen whole*

VALUE CHAIN

- *Three major retailers dominate the market.*
- *In HORECA, Japanese restaurants accounted for approx. 60%, sashimi houses (Korean style) 30%, and others 10%.*
- *In retail, hypermarkets are the leading channel. Fresh salmon is also the best-selling sashimi product, accounting for approx. 35% of sashimi sales.*
- *In retail stores, products for fresh consumption accounted for approx. 85%, and heat treatment accounted for approx. 14%.*

Macro trends (by 2030)

11%	-1%
GDP growth	Population decline

Market shares

1. Norwegian salmon 91% (97% Atlantic)
2. Chile 8 %
3. Australia 1 %

Share retail/Horeca (value chain data)

1. HoReCa (60%)
2. Retail (40%)

Sales channels retail

1. HoReCa (60%)
2. Super & Hypermarkets (25%)
3. E-commerce (15%)

Format of [Salmon] in retail

1. For fresh consumption (85%)
2. For heated consumption (14%)
3. Smoked (1%)

1.b MARKET STATUS | Consumer Insight | *South Korea | Salmon*

KEY CONSUMER INSIGHT

- *South Korean distributors/chefs have a preference towards salmon of 6+ kg*
- *The family structure is changing with an aging population and increased single household (currently 42%/ 10 millions households)*
- *Within the protein category, relevant competitors are beef, pork and chicken, besides other seafood in general*
- *HoReCa was hit by Covid but is re-gaining traction as a sales channel, particularly within delivery and take out.*
- *Fresh consumption is 85%*
- *Fresh salmon sales in online channels are increasing. Consumers under 45 are the primary purchasers of fresh salmon online.*

Consumption (self reported)

1. Home (42%)
2. Restaurants (42%)
3. Take away (15%)

Unaided awareness of origin

1. Norway (76%)
2. Alaska/USA (20%)
3. Canada (12%)

Preference of origin

1. Norway (76%)
2. Alaska/USA (33%)
3. New Zealand (17%)

Awareness Seafood from Norway logo

2026: 47% (W1 2026)
2025: 57% (W1 2025)
2024: 51%
2023: 53%

1.c MARKET STATUS | Other information | *South Korea | Salmon*

OTHER IMPORTANT INFORMATION (If relevant)

- Norwegian salmon has strong consumer recognition in Korea, with an unaided awareness of 76%, compared to 20% for Alaska/USA
- People who have seen the "Seafood from Norway" mark is currently at 47%. Origin mark is used on 92% of Norwegian salmon products in retail, with lower usage on in-store-packed items

Strategic implications for Norwegian [Salmon] and NSC's market efforts

Norwegian salmon holds a strong position in terms of consumer awareness and preference in South Korea, which must be sustained. While continued investment in marketing by NSC is important, further increasing awareness and preference may be difficult and costly. The strategic implication of this towards 2030 is to prioritize identifying the most efficient marketing and communication strategies to preserve the current high levels of awareness and preference.

The recognition of the "Seafood from Norway"-mark is high, along with the usage; however, the potential for differentiation through the mark is not exploited due to lower use of the mark on products packaged in the store. Towards 2030, it will be important to encourage clearly marking of Norwegian salmon at the purchase moment.

HoReCa has regained momentum in Korea, however distributors and chefs largely prefer salmon of 6+ kilos which limits available supply and hence the growth of Norwegian salmon in Korea. Towards 2030, it will be important to encourage a greater range of salmon sizes among decision makers in the value chain.

Towards 2030, Norwegian salmon must adapt to the evolving Korean family structure and shifting consumer preferences by positioning salmon as a versatile, convenient protein suited to diverse households, also smaller ones, with new product development. This would also involve looking for new/adequate areas to increase the consumption of Norwegian salmon in South Korea.

Key challenges/opportunities:

- Increase export with a shift towards greater range of sizes and versatility
- Marketing that differentiate Norway from other origins

Overall target groups:

B2C and HoReCa
35-49 with medium consumption

Market goal by 2030

By 2030, following a development strategy, the goal for Norwegian salmon is to reach a consumption volume of 40 000 tonnes.

Benchmark in 2023 is 34 000 tons.

NOTE. The market goal has been set in collaboration with NSC's advisory group and reflects a common desired goal dependent on efforts beyond The Norwegian Seafood Council's marketing efforts.

NSC's objectives in 2030

Objective 1

Consumer:

Consumers shall have a high awareness of and prefer Norwegian salmon over competing origins

KPI 1: Unaided Awareness — *From 76% to 80% for the coming 5 year strategy period*

KPI 2: Preference — *From 76% to 75% for the coming 5 year strategy period*

Objective 2

Origin labelling

High degree of origin labelling in retail

KPI 1: Origin labelling — From 54 % to 70 % within 2030

Objective 3

Norwegian seafood industry/exporters

High degree of satisfaction among the Norwegian salmon industry

KPI 1: Utility value for Norwegian seafood industry — Above 70% within 2030

NSCs Objective 1 | 2027

Korean consumers should have a high awareness and preference for Norwegian salmon over competing origin

KPI 1

Unaided awarenes s	*2030: From 76% to 80%*

KPI 2

Preference	*2030: From 76% to 75%*

Note

The awareness for Norwegian salmon in Korea is already among the highest in the world. Continued large increases in awareness and preference, will likely not be cost-efficient and hence a moderate KPI of unaided awareness and preference within 2030 is implemented.

Target group

Target group segment	*Medium (53% of salmon consumers)*

Size	*Number of consumers in target group*

Description

The target group has a slight majority of consumers in the 35-49 age range (followed by 50-65 and 20-34). Household type is a mix of families as well as singles (both younger as well as older). This difference in lifestage may warrant nuanced strategies to target singles vs larger households more efficiently.

There is a tendency that the target group skews toward higher income brackets (60.000 won and upwards).

NSCs Objective 2 | 2027

High degree of origin-labeling on Norwegian salmon in store

KPI 1: Origin labelling

2027	Maintain at 90%

Note

Norwegian salmon in retail (offline) in South Korea has a very high level of origin labeling. It is not realistic to increase it further, so maintaining the current level and rather focus on increasing the quality of labeling and other marketing channels will have better effect.

NSCs Objective 3 | 2027 and 2030

High degree of satisfaction among the Norwegian salmon industry

KPI 1

Satisfaction index	*Above 70%*

Note

The Norwegian salmon industry that exports to Korea and employees working at their export branches in Korea.

4. MARKET STRATEGY 2025 - 2030| *South Korea | Salmon*

To maintain the current high unaided awareness and preference in the target group of consumers with a medium consumption of Norwegian salmon, the market strategy is to continue to position Norwegian salmon as "always right", also in relation to other protein sources. We will continue to leverage PR-activities, digital platforms and online/offline retail to engage the target group, while exploring new opportunities within HoReCa to encourage increased consumption.

To gain a higher degree of origin-labeling of Norwegian salmon in stores, our market strategy is to invest in B2B-activites, such as seafood academies, appreciation events and seminars, with the aim of encouraging the usage of the "Seafood from Norway"-mark in the target group of decision makers in the retail stores. Simultaneously, we will aim to increase the understanding of the mark and show case the value it provides to the decision makers through being part of comprehensive consumer-oriented campaigns.

To meet the needs of the Norwegian salmon industry, will be to maintain strong communication with relevant partners in Norway and Korea, continue the effort to facilitate the trade of Norwegian salmon in Team Norway and ensure visibility for our activities.

To create value for the Norwegian salmon industry, we will also generate relevant insight, including the annual value chain report on the Korean salmon market, and partake in relevant arenas such as the expo Seoul Food.

To increase the export of Norwegian salmon to Korea, a shift towards a greater range of sizes is needed, and this will be supported through activities directed at distributors and chefs that promote the acceptance of a greater range of salmon sizes.

Overview of key deliveries and objectives 2025 – 2030

	Baseline	2025	2026	2027	2028	2029	Objective 2030
Objective 1 Awareness of and preference	78%	78%	79%	79%	79%	80%	Unaided awareness: 80% Preference: 75%
Key deliveries		Integrated campaigns Media, PR and POS	**Marketing case study: investment 15 mill NOK** Integrated campaigns Media, PR and POS	Integrated campaigns Media, PR and POS	Integrated campaigns Media, PR and POS	Integrated campaigns Media, PR and POS	
Objective 2 Origin labelling	90%	90%	90%	90%	90%	90%	90%
Key deliveries		Seminar Seafood academies Events	Seminar Seafood academies Events	Seminar Seafood academies Events	Seminar Seafood academies Events	Seminar Seafood academies Events	
Objective 3 Industry satisfaction	N/A	TBD	TBD	TBD	TBD	TBD	70%
Key deliveries	Establish baseline	Industry communication Seoul Food Expo	Industry communication Seoul Food Expo Size diversity program (Est. a baseline)	Industry communication Seoul Food Expo Size diversity program	Industry communication Seoul Food Expo Size diversity program	Industry communication Seoul Food Expo Size diversity program	

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