MARKET PLAN

2025 - 2030

Brazil

Clipfish

Revised October 2024

NORWEGIAN SEAFOOD COUNCIL

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OVERALL SEAFOOD MARKET

The **total seafood market** in Brazil is 1,7 million tonnes. Consumption per capita is 8 kg annually. Projected to reach 12,57 billion USD in value in 2024. Projected to grow 6,27 % from 2024 to 2029. (Source: Statista, seafood-brazil - Seafood consumption in 2024)

MARKET ACCESS

Key challenges: The infrastructure executing regulatory requirements is not always effecient. Tax reform in Brazil with increased tax on clipfish, tuna and salmon might give future challanges.

THE SPECIES MARKET

The consumption of conventional products in Brazil (all species) is 94 thousand tonnes round weight estimates (+17% 3Y)
Norway has a market share of 69% (+7 pp 3Y)
The largest competitors are China (19%,-4 pp 3Y) and Portugal (12%,-3 pp 3Y) .

Volume of clipfish from Norway in 2023: Product weight 19200 tons Value: 1,3 bill NOK

From Norway (Product weight):
Cod makes up 21 % of the volume.
Saithe makes up for 65 % of the volume.
Ling makes up for 3 % of the volume
Tusk makes up 11 % of the volume

Norway dominates the market in volume, but Portugal holds a stronger presence in consumers' minds.

Other information

Other essential information:
EFTA – MERCOSUL agreement is in forefront with negotiations, and may potentially be signed before EU agreement. The agreement will result in removal of taxes of 99 % of imported goods, and will imporove the beurocracy around exports to Brazil.
Quota challenges for the main species will implicate the export portfolio of Clipfish to the Brazilian market.

Macro trends (by 2030)

2,3%	3,4%
GDP growth (worldbank)	Population growth (worldbank)

Key competitors

1. Portugal (12%)
2. China (19%)
3. Russia coming

Sales channels retail

1. Hyper/ Supermarkets (60 %)
2. Specialist/Traditional (20 %)
3. Online (5 %)
4. Food service (15 %)

Consumption formats

1. Salted and dried (86 %)
2. Desalted frozen (14%)

Strategic implications for Norwegian Clipfish and NSC's market efforts

Market access issues in Brazil create significant concerns for exporters, potentially leading them to prioritize other markets over Brazil if viable alternatives exists with similar conditions.

The clipfish category (all species) is predominantly perceived as "Bacalhau da Noruega“ (BdN). Consumer insights reveal that 80 % of consumers view it as a process or denomination for salting and drying fish and not as the specie "cod Gadus Morhua". *The communication of the term “Bacalhau” is legally restricted to the specie cod, Gadus Morhua.* This influences marketing and branding strategies. Country of origin communication is overall iportant to market norwegian clipfish.

Given the strong consumer knowledge for “Bacalhau da Noruega,” and knowing this is conceived as the common process of salting and drying fish, it is beneficial to position this term as the overarching identity for the entire salted and dried fish category. This approach will unify the category under a well-known and trusted brand, enhancing overall market appeal.

Rising cod prices , reduced available volume, including lack of the most demanded sizes, will impact market dynamics and necessitate strategic adjustments, with a larger focus on promoting saithe as a specie, especially in point-of-sale communications. This implicates we should position cod as a premium product, in HoReCa, and in retail during the Christmas and Easter seasons.

The strategic implication for the specie cod in the Brazilian involves maintaining its position by diversifying marketing efforts into new regions and channels and communicating "BdN Gadus Morhua" as a premium choice.

The strategic implication for saithe is to position it also as a valid choice by leveraging the strong appeal of the BdN brand. When promoting saithe specifically, we need to differentiate it by using a term that connects to Bacalhau da Noruega while adhering to legal restrictions.

Market goal

Maintain the position for cod in retail and develop the product in Horeca to keep current volumes.

Increasing export volumes and consumption levels for saithe. Increasing value with 10 %.

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 2025

Objective 1

Increased awareness and preference for "Bacalhau da Noruega", understood as the clipfish category.

- KPI 1: *Unaided awareness from 46 % to 50 % in 2030*
- KPI 2: *Preference - TBD*

Objective 2 Retail

Maintain strong communication of Bacalhau da Noruega and increase the use of Seafood from Norway labelling

- KPI 1: *Baseline to be set 2025*

Objective 3

High degree of industry satisfaction with NSC's services.

- KPI 1: *Above 70 %*

Market strategy 2025 - 2030

Strategy:

The NSC will secure best possible market access by continuing to work with authorities visualizing the investment, and the importance of the historic trade and tradition of clipfish.

We will through media and PR, connect “Bacalhau da Noruega” with the Seafood from Norway logo and emphasize origin. We will use "Bacalhau da Noruega" as a common denominator when promoting the entire category of clipfish species. When communicating saithe specifically we will differentiate by using another term (TBD), to comply with legal restrictions.

POS activities will guide consumers to choose the Norwegian origin. We will enhance origin communication across all platforms.

Main objectives:

- *Increase awareness and preference for "bacalhau da Noruega "*
- *Maintain strong communication of BdN and increase the use of SFN*
- *High degree of industry satisfaction by helping to maintain Brazil as a valuable market for the industry.*

Target group:

- Men and women aged 30 – 50 years old (target group analysis needed)

Overview of key deliveries and objectives 2025 – 2030

	Baseline	2025	2026	2027	2028	2029	Objective 2030
Objective 1		***Increased awareness for Bdn***	"	"	"	"	
Key deliveries		Always on activities (PR, Media, Some) POS	Always on activities (PR, Media, Some) POS	Always on activities (PR, Media, Some) POS	Always on activities (PR, Media, Some) POS	Always on activities (PR, Media, Some) POS	
Objective 2		***Maintain Bdn and increase SFN***	"	"	"	"	
Key deliveries		Baseline TBD	TBD	TBD	TBD	TBD	
Objective 3		***Ensuring high level of industry satisfaction***	"	"	"	"	A smoother import situation, securing Brazil as a valuable market for the industry.
Key deliveries		Market access work Industry communication Seminars	Market access work Industry communication Seminars	Market access work Industry communication	Market access work Industry communication Seminars	Market access work Industry communication	

Overview of activities 2025

	Q1	Q2	Q3	Q4	Budget allocation
Objective 1	PR AND MEDIA DIGITAL, SOME PRESS TRIP PR EVENTS	PR AND MEDIA DIGITAL, SOME CAMPAIGN **EASTER** POS	PR AND MEDIA DIGITAL, SOME HORECA PROJECT TRAINING SMALLER CAMPAIGN (FATHERS DAY) SMALLER CAMPAIGN (FISH WEEK)	PR AND MEDIA DIGITAL, SOME HORECA PROJECT TRAINING PR EVENTS CAMPAIGN **CHRISTMAS** POS	83 %
Objective 2	ESTABLISH BASELINE				5 %
Objective 3	MARKET ACCESS WORK BRASIL AND NORWAY	MARKET ACCESS WORK BRASIL AND NORWAY	SEMINAR “ O FUTURO DO BACALHAU BRASIL” SEAFOOD SHOW LATIN AMERICA MARKET ACCESS WORK BRASIL AND NORWAY	MARKET ACCESS WORK BRASIL AND NORWAY NOITE DO BACALHAU	12 %

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