Facing into the reality of stagnant seafood consumption

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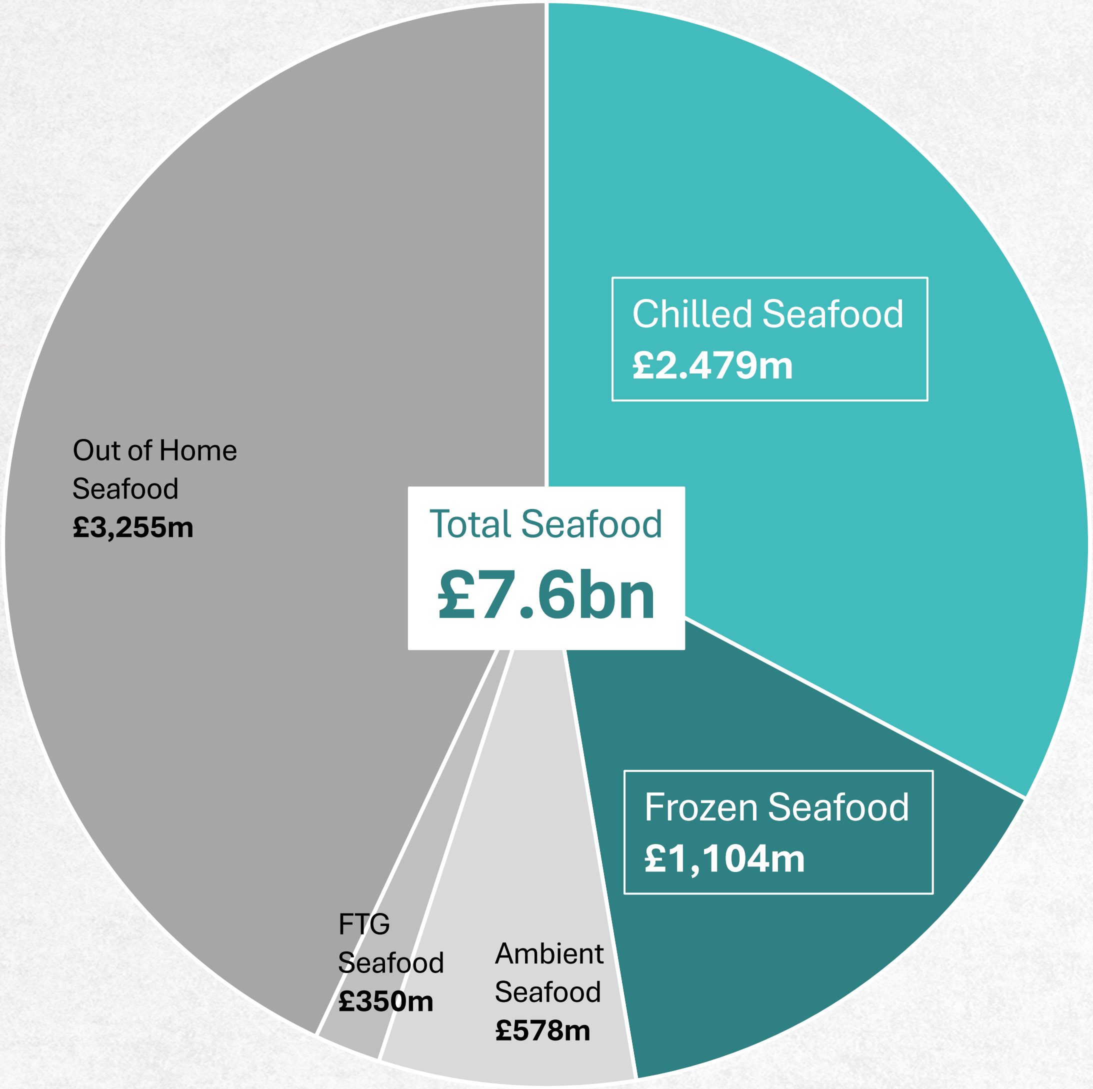
MAKING SEAFOOD
MORE RELEVANT TO
MORE PEOPLE



Today, we will be talking about
Chilled & Frozen Seafood

Value Sales	**£3.6bn**
Volume Sales	**295kt**

Source: Numerator, August 2025 (Latest 52wks)

1

Why Focus on Seafood?

Chilled & Frozen Seafood is a **Top 10** Food Category

Rank	Category	Value
1	Fresh & Frozen Vegetables	£7.7bn
2	Fresh & Frozen Fruit	£7.3bn
3	Chilled & Frozen Poultry	£5.9bn
4	Bread & Morning Goods	£6.0bn
5	Chilled & Frozen Ready Meals	£5.2bn
6	Chocolate Confectionary	£4.7bn
7	Milk	£4.6bn
8	Cheese	£4.6bn
9	Biscuits	£3.9bn
10	Chilled & Frozen Seafood	£3.6bn
11	Chilled & Frozen Beef	£3.4bn
12	Cooked Meats	£2.7bn
13	Ambient Cakes	£2.5bn
14	Packet Breakfast & Cereals	£2.5bn
15	Pork, Gammon & Bacon	£2.5bn

Source: Numerator, August 2025 (Latest 52wks)

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A seafood shopper is **one of the most valuable shoppers** you can have in your store

+£1,000

+80%

5x more likely to have wine
4x more likely to have desert
3x more likely to have prepared veg with their meal

Source: Numerator, August 2025 (Regular Fish Shopper

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Inspiring our shoppers to create a **seafood occasion at home benefits the entire store**, not just the seafood category

£2.31 | **£0.39** | **£1.51**

Value of Accompaniments

Source: Numerator, August 2025 (Usage)

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2

Facing Reality

As a collective industry,

we have failed to grow seafood consumption*

over the last 20 years

* Chilled & Frozen Seafood

Despite growing by more than £2bn in value,
annual volumes are lower now than they were in 2005

	20yr CAGR	5yr CAGR	2025 vs 2005
Value	+3.3%	+3.3%	**+£2bn**
Volume	-0.0%	-0.8%	**-60t**

Source: Numerator, 2005 to 2025 (Chilled & Frozen Seafood)

Seafood **consumption per capita is -13% lower** than it was in 2005

2005	2015	2025
4.9kg Per Capita	4.6kg Per Capita	4.3kg Per Capita

-600g
per person
per year

Source: Numerator, 2005 to 2025 (Chilled & Frozen Seafood)

And in the medium term, **we will continue to face further pressures** on consumption

There is a risk that **some households will drop out of seafood** altogether

Struggling Families

129 Pollock Index

Under-28s

163 Pollock Index

Source: Numerator, 2025 Pollock Purchase Index

3

Growing Seafood Consumption

We have three major issues

1

OLDER SHOPPERS ARE DROPPING OUT OF SEAFOOD

2

SEAFOOD IS STILL NOT ENGAGING WITH THE YOUNGER GENERATION

3

SEAFOOD HAS NOT CAPITALISED ON THE MACRO FOOD & CONSUMER TRENDS

Ultimately, it is about **making seafood more top of mind**

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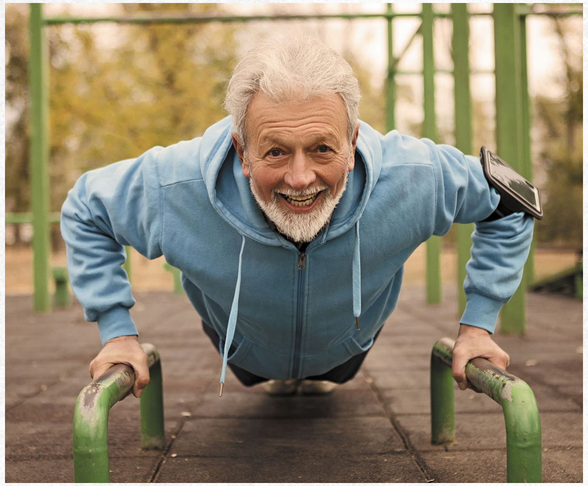
- Regaining & Retaining the Core
- Drive Conversion with New shoppers
- Expanding Repertoires

Regaining & Retaining the Core

The needs and aspirations of the older generation have evolved

Most Valuable Shopper

Tastes have developed



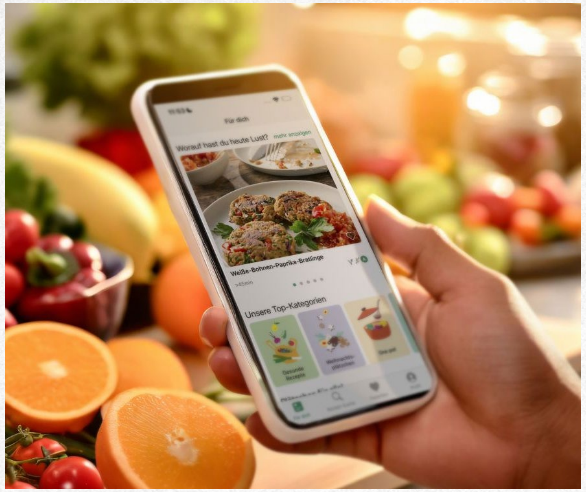
Vitality & Wellbeing

Personalisation

Drive Conversion with New shoppers

It's about leaning towards more flexible, nutrition focussed eating that build lifelong habits

Start Early



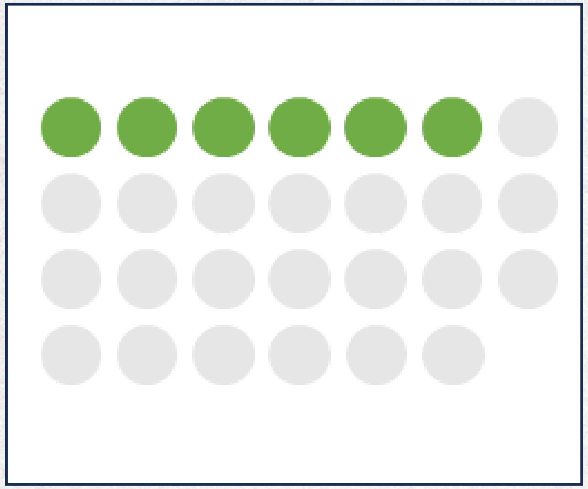
Inspiration

Out of Home

Perform Better

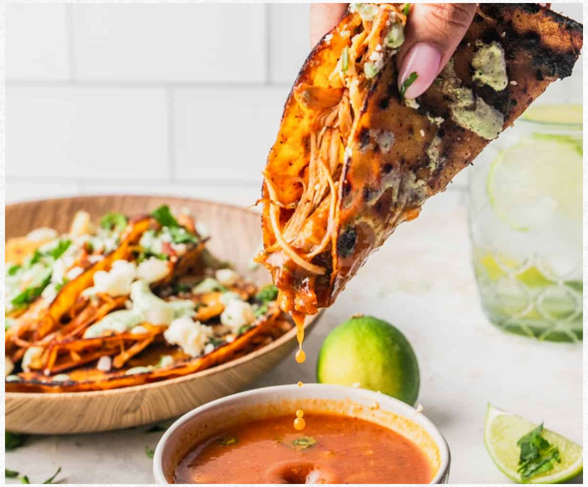
Expanding Repertoires

The future of consumption is predicated on making seafood more relevant more often



Focus on what we already have

Bowl Food



Global

Make it achievable

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Final Thoughts




- We have an amazing protein that most people want to eat more of
- A seafood shopper is the one of the most valuable shoppers there is
- However, seafood consumption has not grown over the last 20 years

1. Regain & Retain our core older shoppers
2. Drive conversion with babies, children and Gen Zs
3. Expand repertoires by making seafood more relevant to more people

Thank you.

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