

Annual Report and Accounts 2021

Nurturing A Thriving Future



BORD BIA
IRISH FOOD BOARD

Our purpose is to bring Ireland's outstanding food, drink and horticulture to the world, thus enabling the growth and sustainability of producers.

Statement of Strategy

Bord Bia's vision for the Irish food and drink industry is for differentiated sustainable growth, as articulated in the Bord Bia Statement of Strategy 2019-2021:

Customers around the globe recognise that Irish food and drink is world-class: that it is high-quality, distinctive, and made by a diverse range of creative producers from a unique and fortuitous island location.

Our producers set the global standard in sustainable production – meeting the responsibility we all have to the planet, to society and to future generations.

We have everything we need for a better, more sustainable food system. There has never been a better time for the Irish food, drink and horticulture sector to set an example for the world.

The Statement of Strategy has been developed in the context of a changing operating environment and an extensive and wide-ranging stakeholder engagement process. The Strategic Plan fully supports and builds on Food Wise 2025, the report of the Agri-Food Strategy Committee, coordinated by the Department of Agriculture, Food and the Marine, which sets out the strategic plan for the development of the agri-food sector to 2025. Four Strategic Priorities have been identified to drive Bord Bia's vision in support of the growth of the food, drink and horticulture industry.

- 1 Driving Success and Growth in the Market**
- 2 Insight to Power Growth**
- 3 Building Reputation for Growth**
- 4 Leading through People**

Presentation to the Minister for Agriculture, Food and the Marine

In accordance with Section 22 of An Bord Bia Act 1994, the Board is pleased to submit to the Minister its Annual Report and Accounts for the 12 months ending 31st December 2021.

Dan MacSweeney

Chair

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11%

increase in the value of dairy, meat, and livestock exports



14%

jump in prepared consumer food exports

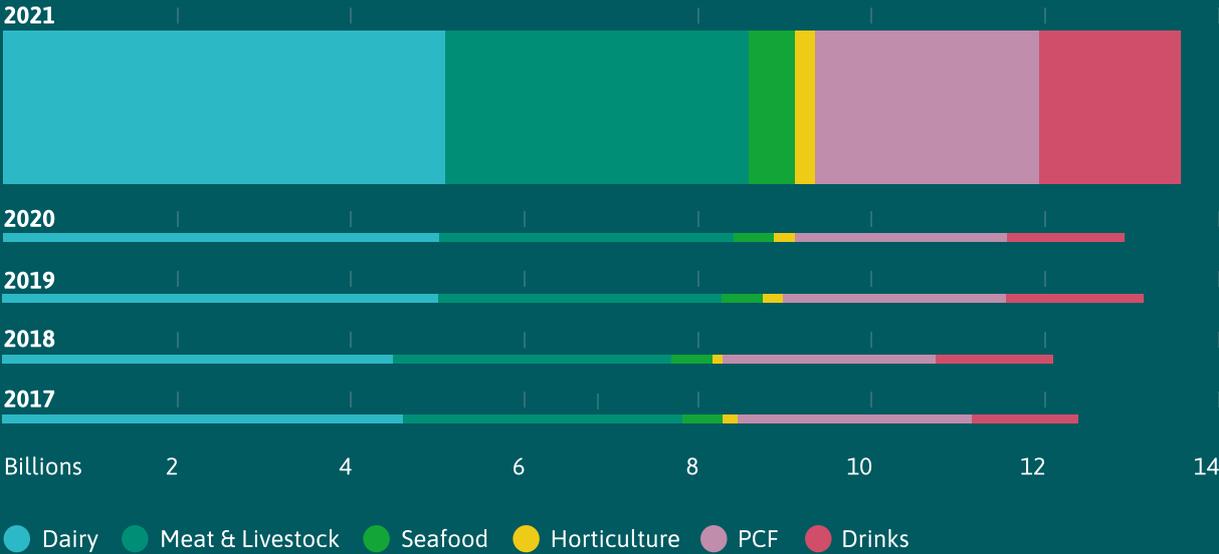
Ireland exports about 90% of its food and drink production. The performance of the export sector was robust in 2021, given the ongoing Covid-19 pandemic and the fact that the UK is now operating outside of the EU Customs Union. The value of Irish food and drink exports was 3% higher than pre-pandemic levels in 2019.

The dairy sector, which was worth more than €5 billion last year, remains the largest element within Irish food and drink exports, followed by meat and livestock, which generated over €3.5 billion in export sales, and prepared consumer foods, which was worth more than €2.5 billion.

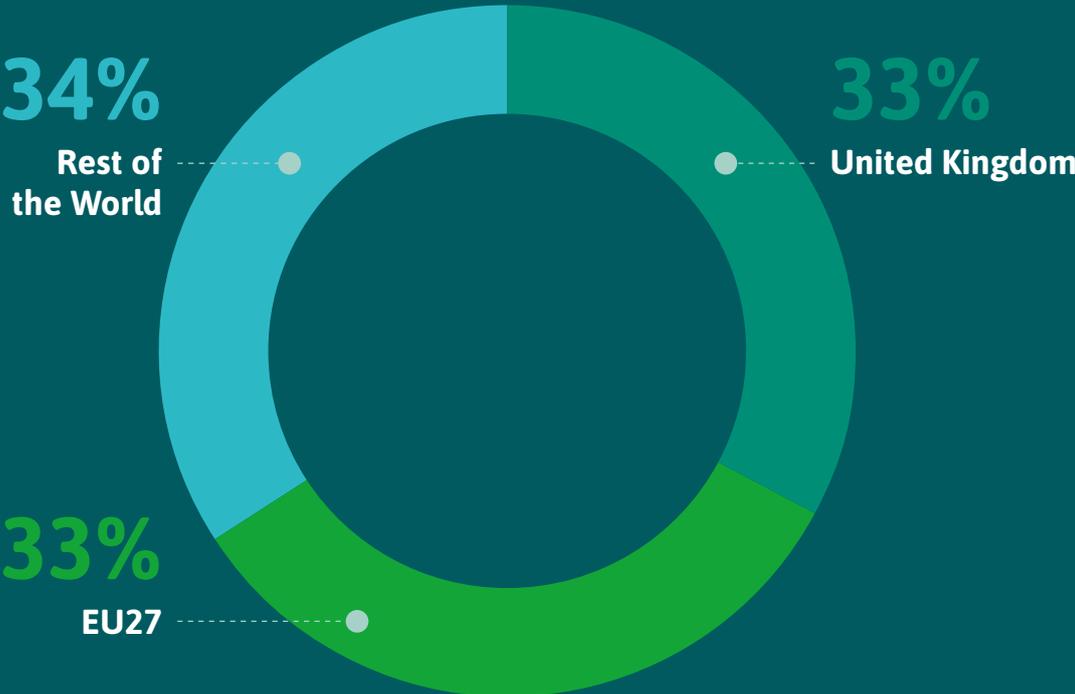
Bord Bia will also publish ambitious new three-year targets to further contribute to the growth in the value-chain of Irish food and drink exports as part of its new 10-year Statement of Strategy. The plan envisages a significant expansion in the value growth of Irish food and drinks exports during the period, including an 11% increase in the value of dairy, meat, and livestock exports, and a 14% jump in prepared consumer food exports.

Sustainability is a core theme within the new strategy, as Bord Bia will strengthen its supports and standards to reflect the high level of ambition required to meet both environmental challenges and market demands. As highlighted in Food Vision 2030, Origin Green has been instrumental in monitoring and driving improvements in environmental sustainability and demonstrating this to trade customers and consumers, both at home and abroad. The challenges ahead are significant but Origin Green provides a strong base from which to position Ireland as a global leader in sustainable food systems.

Value of Irish Food and Drink Exports 2017-2021



Destination of Irish Food and Drink Exports 2021



Exports of Irish Food and Drink (€)

Category	FY 2019	FY 2020	FY 2021	% change YOY	% change 2021 v 2019
Dairy	5,043,698,547	5,093,445,809	5,137,221,531	0.9%	1.85%
Meat and Livestock	3,316,481,324	3,414,744,567	3,529,162,757	3.4%	6.41%
Beef inc offals	2,125,480,631	2,125,964,589	2,248,377,240	5.8%	5.78%
Pigmeat	516,732,750	560,665,871	529,457,211	-5.6%	2.46%
Sheep	319,431,504	363,628,807	407,056,342	11.9%	27.43%
Poultry	157,689,932	150,993,340	125,188,451	-17.1%	-20.61%
Other Meat	13,676,086	11,953,550	3,302,851	-72.4%	-75.85%
Live Animals	183,470,421	201,538,410	215,780,662	7.1%	17.61%
PCF	2,596,874,100	2,460,337,287	2,580,759,142	4.9%	-0.62%
Alcohol	1,601,722,264	1,364,996,561	1,646,668,418	20.6%	2.81%
Seafood	487,022,083	458,073,580	513,816,280	12.2%	5.50%
Horticulture	205,881,236	229,005,233	280,621,008	22.5%	36.3%
Total	13,251,679,554	13,020,603,037	13,688,249,136	5.13%	3.29%

Export destinations

The medium-term impact of the sector's strategy of diversification is further evidenced in this year's data.

Last year, 34% of Ireland's food and drink exports went to international markets outside the EU and the UK, while 33% went to the EU, and 33% to the UK. In 2016, 32% of exports went to International markets, 31% to the EU and 37% to the UK.

The EU was the largest single regional destination for Irish food, drink, and horticulture as the value of exports increased by 3% to €4.4 billion last year. The value of exports to the UK was €4.4 billion last year which was a very slight increase on the previous 12 months. Some categories saw a shift in exports to

Northern Ireland rather than to Great Britain due to a combination of serving new customers in NI and also partly as a route for onward shipment to northern parts of Britain.

The US market rebounded strongly, with export values up 20% to €1.2 billion driven by strong whiskey and liqueur sales. The value of exports to Africa grew by 8% to €880 million last year, while exports to South East Asia increased by 23% to exceed €500 million for the first time.

Dairy

Irish dairy exports performed well in 2021, with the value of exports exceeding €5 billion for the third successive year. The combination of strong market returns across the main categories of butter, cheese, and powders, coupled with a diversified market mix underpinned overall exports. Strong demand in North America and Africa countered the dampening effect of softer demand for specialised infant nutrition products in Asia.

Ireland exported dairy products to 147 markets in the year and, for the first time, trade to countries other than the EU and the UK accounted for more than 50% of total exports.

Also for the first time, the value of butter and cheese exports each exceeded €1bn in the same year, albeit as volumes of both declined by 6% and 4% respectively, indicating the impact of a strong global market on demand and the ability of Irish exporters to achieve better prices in 2021 than they did in 2020. Europe was the key driver of butter value growth (+21%) where Irish butter's grass-fed credentials continue to attract new consumers and local production was constrained. From a cheese perspective Europe was also a key driver with over €50m additional exports in 2021. North America also performed positively, taking an additional 4,000 tonnes in the year and adding over €25m export value.

Casein demand was very strong in the year with prices at record levels. Ireland benefitted from this as the category export value added €100m in the year and now approaches half a billion euro per annum. The United States and Mexico were the key drivers of this performance but there was decent performance across all regions. There was a similar story with regard to whey where record exports of €266m added €63m additional value exports in the year.

In terms of performance headwinds, it was a disappointing year for infant nutrition exports as the value of finished product reduced by almost €250m or 27%, driven by supply chain challenges in Asia, support for local manufacture and demographic challenges. The impact of this was most felt in Asia but also in indirect exports to Asia via Europe. However, this was offset by the strong performance in other dairy ingredients for manufacturing to China and wider Asia.

Overall, the Irish dairy industry's diversified product and market portfolio served it well in 2021 and the industry deserves great credit at farm and processor level for producing and processing a record 8.8bn litres of milk in the year.

Meat and livestock

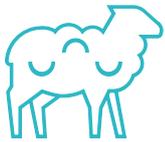
The total value of meat and livestock exports increased by 3% to €3.5 billion in 2021, which was a strong performance given the challenges of the year. Below the top-line growth, individual sectors experienced differing market trends, with strong demand and higher prices in beef and sheepmeat, and a weaker market for poultry and pigmeat. Meat and livestock exports were up 6% when compared to 2019.

Exports of primary beef increased in value by 10% and were worth €2.1 billion during the year. This growth was underpinned by sustained strong demand and higher prices in the UK and EU markets. After a slow start in the first quarter, Irish exporters were able to work their way through the new trading realities with the UK, and volumes recovered. The price environment was positive, due to a tightness of supply in the UK, and also in key EU markets.

The easing of Covid-19 related restrictions, particularly on the food service sector in the second half of the year helped generate strong demand. Ireland's export values grew, despite an 11% year-on-year reduction in the volume of export. The strongest growth was to EU destinations which had a reduction in domestic beef availability. In addition to primary beef, the sector recorded exports of beef offal valued at €190m, as well as value-added products totalling €149 million.

The value of primary pigmeat exports decreased by 6% to €529 million, as lower pricing in international markets affected the industry. Export volumes decreased by 1% to 238,000 tonnes, and the pattern of trade was influenced by market developments in Asia and the UK during the year.

Shipments of Irish pigmeat to Asia accounted for 50% of the total export value at €267 million. China is the main market for Irish pigmeat, but due to a slowdown in demand there, most of last year's growth was driven by other Asian markets such as Japan, South Korea, and the Philippines.



12%

increased value of
sheepmeat exports

Tighter global and EU supplies of sheepmeat, combined with stronger demand helped generate an extremely positive market for Irish sheepmeat in 2021. The value of sheepmeat exports increased strongly for the second consecutive year, rising by 12% to €407 million.

This strong growth in value came despite a 10% drop in export volumes. Irish exporters benefited from reduced sheepmeat exports from the UK into the EU and a decline in EU production. The reduced availability of imported sheepmeat in the EU market had a positive impact on the demand and opportunities for Irish sheepmeat. Lower export capacity in New Zealand, due to reduced production levels and a redirection of its product away from the EU, meant there was less New Zealand lamb available in our key export markets.

Primary poultry exports fell by 17% to €125 million during 2021. This decline was due primarily to a fall in trade with the UK, which is Ireland's major market for poultry. The value of poultry trade to the UK declined by 19% to €71 million last year, reflecting the sector's high exposure to the foodservice market in the UK, which was significantly disrupted during the year.

European poultry exporters were negatively affected by market access restrictions last year, and progress around re-establishing these trading partnerships will be critical towards rebuilding export performance.

These developments were also reflected in overall EU poultry exports, which fell by 10% to 1.5 million tonnes in 2021. The principal markets that reduced import demand from EU suppliers included the Philippines, South Africa, Hong Kong, and the UK.

The value of Irish livestock exports increased by 7% to €215 million last year. While overall cattle export numbers decreased a shift towards more older and valuable cattle resulted in a strong increase in the value of exports. The increase in the value of cattle exports also helped offset lower export values for both pigs and sheep.



12%

increased value of
primary seafood exports

Seafood

The value of primary **seafood** exports returned to growth last year, increasing by 12% to €514 million, albeit with varying trends across the sector.

Pelagic exporters experienced a difficult 2021, with a cut to the mackerel quota as a result of the EU-UK Trade and Cooperation Agreement. However, the value of pelagic exports for the year increased by 8% to €185 million, helped by the strength of Asian markets. Shellfish exports were boosted by the reopening of foodservice channels in Europe and Asia during 2021. The value of shellfish exports increased by 26% to €167 million.

Freshwater seafood exports – the vast majority of which is salmon – had a challenging year, due to increased competition in certain markets. In spite of this, the value of exports increased by 4% to €108 million.

The whitefish export market was also challenging in 2021. Whitefish export values declined by about 4% to €45 million. Lower quotas for some whitefish species, greater consumption of whitefish on the domestic market, and difficult catching conditions all contributed to the overall reduction in 2021.



18%

increased value of
horticulture and cereal
exports

Horticulture and cereal

The value of Irish **horticulture and cereal** exports increased by 18% to €270 million in 2021. The main export products within this sector are mushrooms, primary cereals, and amenity horticulture.

This category is almost entirely dependent on the UK as a destination market. About 95% of horticulture exports went to the UK in 2021, which mirrored trade patterns in the previous year. Mushroom exports increased by 31% to €151 million last year.

The value of cereal exports was €66 million, which was a 17% increase year-on-year and a 32% jump compared to 2019. The value of amenity horticulture exports increased by 17% to €20 million.

Prepared consumer food

Prepared Consumer Foods (PCF) exports, (which includes consumer ready products, such as ready meals, pizzas, soups, and baked goods), increased by 5% in value terms last year to €2.5 billion. This performance reflected sustained strong sales across retail, most notably for the meal solutions category, but also for bread and for value added pigmeat. Foodservice closures due to the pandemic in the first half of the year continued to cause significant declines in the exports of processed cheese, value-added beef, and sweet bakery products.

This category, which comprises a wide range of consumer ready products, is highly dependent on the UK, with just over two-thirds of exports destined for that market.

The largest single element of this category is value-added meats, which were significantly affected by pandemic closures during 2020. In 2021, as foodservice reopened, exports increased by 6% to €712 million.

Non-alcoholic beverage exporters balanced between the return of foodservice demand and continued robust retail demand during the year. Exports in this category were worth €101 million in 2021, a 17% increase on 2020's value.



21%

increased value of drinks exports

Drinks

The value of **drinks** exports increased by 21% to €1.64 billion last year, which was a strong recovery after the difficulties of 2020 and returned exports to 2019 levels. That recovery was most robust in Irish whiskey and cream liqueur exports, notably to the US.

Whiskey exports were worth €851 million last year – up 25% compared to 2020. The growing trend of premiumisation and the position of Irish whiskey in this segment led to the value of Irish whiskey exports increasing at a stronger pace than volumes.

Not all categories within the drinks sector experienced the same levels of recovery. Overall beer exports were down by 7% to €237 million. Beer exports are more exposed to UK and EU markets and the closure of bars and nightclubs in many markets had an impact. A recovery in beer exports is expected during the year, as these sectors reopen.

2021 was a year that saw Ireland enter a new and more complex trading relationship with its nearest neighbour and endure some of the toughest and most prolonged public health measures ever imposed in the country. In daunting circumstances, Ireland's agri-food industry moved from defensive market protection to assertive growth, delivering a record export performance and providing a secure supply of food and drink to consumers at home and abroad.

Introduction

Challenging trading circumstances, including an effective shutdown of the foodservice channel, hospitality and travel in Ireland and across the globe prevailed for much of the year. However, the Government's designation of the industry as an essential service, the enormous efforts made by individuals, communities and industry to ensure continuity in a time of social distancing, and the flexibility, adaptability, and vision of producers, provided the basis for a performance that outstripped expectations.

The departure of the UK from the EU became a political reality in the New Year, albeit with a delay in the implementation of import controls by the UK that was a welcome respite to Irish exporters. Not all challenges could be postponed, of course. Increased shipping costs have been a feature of supply chains since the pandemic began and intensified over the course of 2021. Consumer behaviour and preferences also changed in this era of homebound, personal restriction, making market knowledge and agility in innovation key requirements for companies focused on growth.

Against this background, the value of Ireland's food, drink and horticulture exports increased by 4% to €13.5bn in 2021, a record performance in which a commitment to diversification was central. For the first time ever, international markets led the way as countries outside the UK and EU represented 34% of total export value, followed by the EU and the UK at 33% each. A welcome diversity was also in evidence in the Irish food and drink exports that supplied the global marketplace. Exports to the US market rose by an impressive 22% to €1.3bn, driven primarily by strong whiskey and liqueur sales. Exports to African countries increased 12% to €918m, with dairy, seafood and drinks strong performers. South East Asia, another area of buoyant growth, saw a 20% lift in export value to surpass €500m for the first time. Dairy, beef, pigmeat and drinks were key drivers of growth here. While our industry has long been proud of its global footprint, 2021 was a year that showed both its greatest impact and the potential to extend this further.

Agri-food overview

Ireland's total agri-food sector encompasses primary production in agriculture and fishing as well as activities such as forestry, wood processing and tanning that are outside Bord Bia's remit. Total agri-food exports (including categories such as live horses, animal foodstuffs, forestry and amenity horticulture, and animal hides and skins) were estimated by the Department of Agriculture, Food and the Marine to be worth €15.2bn in 2021. The most recent Government data, from 2020, shows the sector accounted for over 6% of Gross National Income and 9% of exports in value terms. It also accounts for 38% of total indigenous exports and over 60% of indigenous manufactured exports. In all, 163,600 people or 7.1% of total employment in Ireland is provided by the agri-food sector, rising to between 10% and 14% in the regions beyond Dublin and the mid-east. The foundation of the agri-food sector are the country's 137,500 farms, which produce over €8.2bn in output; the nation's 770,000 hectares of forest; and the 2,000 plus fishing vessels and aquaculture sites that produce fish and seafood with a value of €700m.

Sectoral performances

Dairy

Irish dairy exports exceeded €5bn for the third consecutive year thanks to strong performances in butter, cheese and powders and the ongoing diversification of markets. In a year of exceptional growth in International markets, North America and Africa led the way, compensating for softening demand in Asia, and particularly China, where categories such as specialised infant nutrition fell back. Exports outside the EU and UK surpassed 50% of total value, a first for the sector. Exports of cheese surpassed €1bn, growing 15% on the 2020 figure, while butter exports were worth €997m, up 3% on 2020. While the specialised infant nutrition sector was down in China, it was a decline countered by strong growth in dairy ingredients as well as more traditional dairy products.

Meat and Livestock

For the meat and livestock sector, 2021 proved a year of mixed fortunes. Value growth in the beef and sheepmeat sectors was key to exports reaching €3.5bn, up 4% on 2020. Beef led the way with export growth of

9% to €2.1bn. Strong demand in the UK and the EU as the foodservice channel reopened in the latter part of the year facilitated this growth, all the more striking given the 11% reduction in export volumes. Tighter supplies of sheepmeat in key markets, due to a 22% reduction in export volumes from UK to the EU and lower export capacity from New Zealand, set the stage for a positive year for sheepmeat exports as values rose by 15% to €420m. This was in spite of a 9% fall in export volumes. However it was a difficult year for pigmeat exporters, as exports decreased by 3% to €542m, a result of softening prices in international markets. Asia accounts for two thirds of pigmeat exports and a slowdown in demand from China impacted directly on prices, although countered in part by growth in Japan, South Korea and the Philippines. For poultry exports, it was also a year of difficulty, with a 15% fall in the value of exports to €128m, largely due to a decline in value of trade to the UK, down 16% to €74m. Irish livestock exports saw growth, up an estimated 6% to €214m, with live cattle exports leading the way.

Seafood

Seafood exports saw a notable recovery in 2021, up 6% in value to €485m, albeit with many categories facing individual challenges. Pelagic exporters grappled with a cut to the mackerel quota, with a 1% fall in exports to €169m. Exporters of shellfish rebounded strongly, up 25% to €165m as foodservice channels in Europe and Asia reopened.

Freshwater exports – largely salmon – saw exports decline by 8% to €98m as a result of weakening prices, and whitefish exports fell by 15% to €40.6m, with lower quotas and good supply from French and Spanish vessels playing a part in this.

Horticulture

Strong growth was in evidence in horticulture and cereals exports, rising 14% to €271m in 2021. Mushrooms, primary cereals and amenity horticulture are the three strands of this export sector, with the UK accounting for 95%. After some difficult years, mushroom exports rebounded by 31% to be valued at €151m, while cereals exports rose 9% to €61.8m, mainly to Northern Ireland. Exports of amenity horticulture were up to €20m in 2021 from €17m the year earlier.

Prepared Consumer Foods (PCF)

PCF exports recovered by 3% to be valued at €2.5bn in 2021, led by sustained strong sales across retail. In contrast, foodservice disruption created challenges in processed cheese, value-added beef and sweet bakery. Value-added meats destined for quick service restaurants (QSR) and retail ready environments saw exports sustained at €677m, thanks to the reopening of foodservice at the end of the year, while category strands focused on retail, such as pizzas, ready meals and soups, increased in value by 5% to be worth €517m. Non-alcoholic beverages proved an area of exceptional growth, worth €110m in 2021, a 27% increase on the prior year. The UK accounts for 68% of all exports in this sector, an increase from 62% in 2016.

Drinks

Drinks exports had a strong year, increasing by 19% to €1.62bn – a recovery that brought values back to 2019 levels. Irish whiskey and cream liqueur exports led the way, with the US market the key export destination for both: whiskey exports were up 25% to €856m. The environment was more challenging for beer exports, down by 3% to €246m, a reflection of curtailed on-trade markets in the UK and EU for much of the year.

Market analysis

Bord Bia has long supported a strategy for the Irish food and drink industry that balances investment in established markets with recognition of the opportunity that lies in targeted, high potential markets. It is a strategy that has gained new momentum since the Brexit referendum in 2016. Five years after that referendum, total food and drink exports have risen by €2.1bn in value with the majority (34%) destined for the international marketplace, 33% absorbed by the EU27 and 33% by the UK.

International Markets

A diversity of influences at play in international markets delivered largely positive results for Irish exporters in 2021. A rebound in demand in the US saw the value of exports rise by 22% to €1.3bn, with the drinks industry the pathfinders of this growth. Africa is also a place of growth for Irish exporters, as a 12% rise on 2020 figures saw food and drink reach €918m. This is almost double the figure in 2016 and is broad spectrum in nature. China emerged as the cornerstone of the

Asian market opportunity in recent years, particularly in dairy. While reduced demand for specialised infant nutrition has complicated this picture, there has been strong growth in other export streams. The strategic focus on South East Asia and Japan also yielded dividends in the form of 20% growth and exports there exceeded €500m for the first time. Dairy, beef, pigmeat and drinks are playing a part in this.

EU

The EU, as a single market, is the largest contiguous destination for Irish food and drink exports and, in most categories, offers the highest returns. It absorbed €4.5bn of Irish food and drink exports in 2021, an increase of 2%. It was also, outside the domestic market, the region where some of the most restrictive public health measures have been in place to combat Covid-19. The year saw exceptional growth in demand for Irish beef, up 22%, and for Irish sheepmeat, up 20%. However, a decline in the value of dairy exports was also in evidence, a result of softening demand for specialised infant nutrition products.

UK

The primacy of the UK as our key individual market is unchallenged, even in a year as difficult as 2021. Brexit became a reality at a time when the critical foodservice channel was heavily curtailed by pandemic restrictions. The value of exports to the UK in 2021 at €4.4bn represented only a marginal decline on 2020 and was €500m ahead of 2016 values. The ongoing postponement of import controls by the UK, along with strong demand in dairy, beef and PCF, countered many of the concerns on either side of the Irish sea as to the impact of Brexit and reflected the strong trading relationships and supply chains between the two countries. The Northern Ireland Protocol, a key part of the EU-UK Withdrawal Agreement, has influenced a shift in trade to Northern Ireland, in part to serve greater customer demand there and, in part, because of easier onward supply to parts of Great Britain. Bord Bia research in the UK has found consumer sentiment towards Ireland as a source of food and drink remained positive throughout the year, with strong recognition of Irish food and drink as 'local' and produced to the high standards expected by consumers in the UK.

Economic background

Global economic recovery was a welcome feature of 2021, with an estimated 5.5% growth reflecting adaptability to the pandemic. Supply disruptions and pressure on food and energy prices were also a feature of the year, pushing inflation sharply upwards in many economies and prompting central banks to review their policy rates. At home, the economy comfortably outperformed its peers and is estimated to have grown by 13.5%, driven by booming exports of goods and services.

Nevertheless, the challenge posed by Covid-19 permeated almost the entirety of 2021. Financial supports were key to many individuals and businesses weathering the worst of it. However, these were factors less in play in emerging and less developed economies, where the personal, social and economic impact of the virus has been correspondingly greater. A common thread across the world economy has been resource scarcity, driving up energy prices and inflation. Increased household savings, as a result of the pandemic, have intensified demand for consumer goods and services, adding pressure on this dynamic. The easy flow of goods – a key feature of our globalised economy – saw hold ups and bottlenecks through 2021, most visibly illustrated by the accidental and temporary blockage of the Suez Canal in March by a container ship; an event estimated to have disrupted the delivery of over \$9bn worth of goods on each day of the blockage. Scarcity in labour, notably HGV drivers; in shipping containers; and the contraction in port capacity due to worker shortages and social distancing requirements, all added to the difficulties encountered in global trade and were keenly felt by Irish exporters of food and drink, particularly to Asia and the US.

Inflationary pressures beset the industry from many angles. A Food Drink Ireland survey found costs rose by over 20% in areas such as labour, packaging and energy. Meanwhile, according to the Food and Agriculture Organisation, food commodity prices increased 33% on 2020. Consumers were, however, largely spared the full impact of these pressures.

More positively, the incoming Biden administration in the US was quick to reach agreement with the EU on tariffs applied to dairy products, facilitating a speedy

return to market growth in the US for Irish exporters. By year's end the EU-UK Withdrawal Agreement remained only partially implemented. The consequences to Irish exports to the UK when import controls are fully in place remains an unknown, but education and training in the area remained a priority for Bord Bia and the Department of Agriculture, Food and the Marine throughout the year.

The growing reality of climate change increasingly influenced politics and public discourse in 2021. The centrepiece of global action on sustainability during the year was COP26, held in Glasgow and at which Bord Bia was a proud attendee, as its pioneering Origin Green programme marked a decade of action. The year also saw the Irish Government issue its first carbon budget, setting out its expectations from all sectors of the Irish economy to reduce emissions and for agriculture to reduce emissions by 22%. At European level, the European Green Deal (EGD), including the Farm to Fork (F2F) and Biodiversity Strategies, are also facilitating a fundamental shift in policy direction, which will be reflected in the new CAP strategic plan, due to be implemented in 2023.

Outlook for 2022

The retreat of Covid-19 as a public health concern was a marked and welcome feature of early 2022. However, any narrative of a 'return to normality' has been decisively sidelined by the invasion of Ukraine by Russia in February 2022, the repercussions of which we can expect to be felt across the continent and beyond for many years to come. Heightened uncertainty and volatility have returned to the global economic and political outlook for the year ahead. A further escalation in energy prices along with other inflationary pressures have the potential to sharply impact food and drink prices.

Dairy

Weaker milk output in Europe and New Zealand provides the basis for a positive outlook in the sector with higher dairy prices set to be maintained into the year. The re-emergence of foodservice as a key route to market should further enhance this. Costs in the supply chain will remain an issue however, as Teagasc estimates that fertiliser costs in 2022 could be double 2020 levels.

Meat

Prospects for Irish beef exports remain positive in 2022 thanks to a good balance in supply and demand in both the UK and EU markets and tight supplies in key global markets. While beef consumption is expected to decline by 2% in the UK, demand for Irish beef imports from the retail and quick service sectors should remain firm. Prospects for Ireland's sheepmeat sector in 2022 look to be largely positive as lower availability of competitor product in the EU provides the opportunity for further growth. Irish pigmeat suppliers will continue to face a challenging export outlook as import demand in key markets recovers but rising input costs will create headaches. Poultry exports have the potential for recovery as foodservice channels in the UK return to full capacity.

Seafood

A further cut of 2.5% in the Irish quota for pelagic species will impact that sector's performance, and pricing pressure will remain an issue for Irish organic salmon. The strong performance of shellfish exports in 2021 should continue in 2022, and whitefish exports will benefit on the back of a UK market recovery.

Horticulture

Lower demand for mushrooms in the UK market is likely to be a feature of post-pandemic life, and competition from Polish mushrooms is set to increase. Labour shortages also present an issue. For the amenity sector, reduced supply of plants in Europe presents an opportunity.

PCF

The opportunity for PCF in 2022 is contingent on the UK's economic prospects and decisions on import controls, as well as logistical challenges and input costs. Shelf life, for example, will be a major issue if delay and complexity are added to products entering the UK. Value-added meats have an opportunity for strong growth in both the UK and EU while meal solutions are also forecast to grow. Differentiation and innovation will remain critical.

Drinks

A further strong year for the drinks sector looks to be in store in 2022. Whiskey and cream liqueur will continue to lead the way, although inflation across the supply chain remains an issue here as elsewhere. The reopening of foodservice and hospitality channels should facilitate a recovery in beer exports. Germany and some CEE EU markets present opportunities for growth, while France should return to growth after a difficult two years. E-commerce offers a growing route to market in the US, UK, Germany and China.

Bord Bia statement of strategy

Building Differentiation, Winning Growth, the 2019-2021 Bord Bia Statement of Strategy has governed the organisation's support for the Irish food, drink and horticulture industry over three years of unprecedented change and challenge. The industry performance in 2021 can be seen as guided by the strategy's commitment to 'differentiated, sustainable growth'

The four strategic priorities that have guided Bord Bia activities during the year are:

- 1 **Driving success and growth in the market**
- 2 **Insight to power growth**
- 3 **Building reputation for growth**
- 4 **Leading through people**

The CEO's report sets out how Bord Bia's activities over the course of 2021 have aligned with these priorities.

In 2021, the Department of Agriculture, Food and the Marine published *Food Vision 2030*, a 10-year strategy for the Irish agri-food sector. Building on *Food Wise 2025*, it sets out plans for Ireland to become a world leader in sustainable food systems over the next decade, with four high-level missions key to fulfilling this ambition:

- **A climate-smart, environmentally sustainable agri-food sector.**
- **Viable and resilient primary producers, with enhanced wellbeing.**
- **Food that is safe, nutritious and appealing, trusted and valued at home and abroad.**
- **An innovative, competitive and resilient sector, driven by technology and talent.**

Recognising the value of a matching 10-year plan in its own outlook, Bord Bia has taken a new approach to the next phase of its strategic cycle.

Launching in 2022, the new Bord Bia Statement of Strategy *Nurturing a Thriving Future* will operate over two timelines:

- (a) A 10-year horizon, aligned to *Food Vision 2030*, and ensuring the actions assigned to Bord Bia, as part of the four missions of *Food Vision 2030*, receive the necessary strategic resources.
- (b) A three-year strategic cycle, encompassing the years 2022 to 2025. Five strategic priorities will drive Bord Bia actions over this three-year period:

- 1 **Build Food Brand Ireland and further develop its proof points.**
- 2 **Develop better ways for our clients and customers to connect and build partnerships.**
- 3 **Nurture and attract industry talents and drive client capability.**
- 4 **Champion insight-led innovation and brand development.**
- 5 **Support and enable the organisation and stakeholders to execute strategy.**

These complimentary strategies will provide the bedrock for how Bord Bia operates and will bring new dynamism and focus to its delivery of services and programmes that facilitate sustainable industry growth.

Conclusion

2021 was a difficult year on many fronts and for many people as a consequence of Covid-19. As we turn the page on 2021, another unprecedented event challenges the foundations of our world: the invasion of Ukraine by Russia.

Closer to home, at the conclusion of the first year of the UK's departure from the EU, negotiations between the two sides remain ongoing, in particular around the Northern Ireland Protocol, while the full implementation of UK customs controls has yet to take place and will undoubtedly provide a fresh challenge for exporters. Climate change remains a growing cause for concern and the publication of the Government's Carbon Budget has left the agri-food industry in no doubt as to the need for concerted, ambitious and meaningful action on this most pressing of topics. Bord Bia's commitment to supporting the industry address this enormous challenge remains undimmed. Ten years after its launch, Origin Green is set to enter a new phase, with a new focus on proof points that reflects greater ambition and expectations around sustainability.

The record export performance of the food and drink industry in 2021 is commendable for many reasons. As we take pride in our strengthened global reach and growth in export values, we are fundamentally celebrating the people who work in this industry and who live and breathe its values. Ironically, our industry achieved its greatest reach and diversification at a time when personal and individual freedoms were at their most constrained.

Personal health and safety, social distancing, rising costs and growing logistical complexity were all part of the daily challenges encountered across our industry in 2021. However, passion, commitment and tenacity were also part of the response.

It has been my honour to serve Bord Bia and the Irish food and drink industry as Chair in this challenging and eventful year. I am proud to work with and serve alongside a Board whose continued support for the industry and Bord Bia was never less than exceptional and whose adaption to virtual meetings enabled us to address the challenges the pandemic set us. Let me express my great appreciation to all my colleagues and to all members of the five subsidiary boards, those who have left, and those who have freshly joined us, this year. I am deeply grateful for your support.

I would also like to thank all the members of staff of Bord Bia, ably led by CEO Tara McCarthy, for their dedication, and express my admiration for the way in which the organisation drew strength from adversity and delivered what I believe was an exceptional range of services to the industry in highly constrained circumstances. Tara announced her decision to depart the role of CEO of Bord Bia in March 2022 and, on behalf of the Board of Bord Bia, I would like to take this opportunity to wish her the very best for the future and thank her for her outstanding contribution at the helm of Bord Bia. This was expressed through a dedication and commitment to the mission of the organisation, to the success of its client companies, and to progress across the entire food, drink, and horticulture sector. Her vision, energy, and drive will leave a legacy in multiple ways and have put the organisation on a particularly strong footing to meet the challenges ahead.

We look forward to introducing a new leader of Bord Bia in due course and, in the interim, I have full confidence in the leadership team to continue to successfully execute our new and exciting strategy *Nurturing a Thriving Future*.

People have always been Bord Bia's greatest resource and key to its enduring reputation as a trusted partner among industry and consumers. The annual Ireland RepTrak 2021 study ranked Bord Bia as the most reputable organisation in Ireland, a position it has now held a remarkable three times since the study began.

In 2022 a new chapter in the Bord Bia story will open as the organisation moves from its long-time base in Clanwilliam Court on Lower Mount Street, Dublin 2, to 140 Pembroke Road, Ballsbridge, Dublin 4. We embrace this opportunity for a fresh beginning in a new environment knowing Clanwilliam Court will be a place of fond memories for many whose careers were forged there.

I would like to set out my appreciation for the support of the Minister for Agriculture, Food and the Marine, Charlie McConalogue, T.D.; Martin Heydon, T.D., Minister of State with responsibility for Research and Development, Farm Safety, and New Market Development; and Senator Pippa Hackett, Minister of State with responsibility for Land Use and Biodiversity, who provided a true sense of partnership to Bord Bia and the industry in their respective roles in 2021. This was evident in many ways, not least their support for high-level virtual meetings and trade events.

Let me thank Secretary General Brendan Gleeson and all the staff at the Department of Agriculture, Food and the Marine who work with us in a true spirit of cooperation and solidarity. I congratulate them on the launch of *Food Vision 2030* and look forward to helping to progress its laudable and ambitious goals. I would also like to thank the Department of Foreign Affairs which continued to provide a hugely valuable resource and range of supports to us and which in many practical, powerful but often unsung ways, helps to open doors for the Irish food and drink industry in markets around the world.

Partnership with our contiguous State organisations continued throughout 2021. A sincere thank you to our colleagues in Teagasc, Bord Iascaigh Mhara and Enterprise Ireland, with whom we work together on many shared and ambitious projects and have advanced the sustainability and success of our food industry.

Let me finally express my appreciation for His Excellency, the President of Ireland, Michael D. Higgins, who is patron of Bloom. We greatly look forward to Ireland's premier gardening and horticulture event returning in 2022 after a two-year hiatus, and welcome the opportunity to work with the President again in person, and to share the messages of sustainability and community that are at the heart of Bloom.

2021 was a year when adaption, flexibility and innovation were key to overcoming critical obstacles and delivering a record-breaking industry performance. These were attributes no less evident in Bord Bia itself. As an individual whose lifetime passion has been for the development and advancement of Ireland's food, drink and horticulture, I feel privileged to hold the role of Chair in the organisation at this exceptional time.

Bord Bia is a purpose-driven organisation proud to support a performance-driven industry. Though challenges lie ahead for all of us, we will take inspiration from a year that delivered recovery and growth in the most challenging of circumstances. Ireland's food, drink and horticulture industry has a central role in shaping our country's future. We have travelled far on that journey and we will continue apace, confident that the path to delivering growth and value is one that will bring out the best in ourselves.



Dan MacSweeney

Chair

Additional information and updates on Bord Bia activities can be obtained from www.bordbia.ie or by following us online at www.facebook.com/bordbia or on [Twitter@bordbia](https://twitter.com/bordbia).

In a year that demanded resilience from all of us, and at many levels, 2021 also saw deep determination and resourcefulness characterise our national response.

For the Irish food, drink and horticulture industry, the many challenges of the pandemic were exacerbated by the nature of the industry: among them the overriding need to maintain personal safety while enabling production and distribution to continue, and the effective closure of key routes to market such as foodservice for long periods of time. Add to this the onerous challenge of Brexit, which moved from the realm of negotiation to reality on January 1, 2021, as the UK began to operate outside the EU Customs Union (albeit with certain import controls suspended). Few would have credited this unheralded combination of circumstances as providing the opportunity not just for growth but an all-time record performance. Ireland's food, drink and horticulture exports increased by 4% to deliver over €13.5bn in value, a recovery of 2020's decline and 2% higher than pre-pandemic trade in 2019. Striking in this achievement was the

redistribution of trade within markets: 34% of Irish food and drink exports went to international markets, 33% to EU markets, and 33% to the UK. In all, over 180 countries around the world are now importers of Irish food and drink products. In calling out this exceptional achievement, it is not trade figures or growth per se that we celebrate but the concerted work of every individual within our industry to bring it to fruition. The sustainable growth of the Irish food, drink and horticulture industry is fundamentally the delivery of value to rural and coastal communities across our country, value that is expressed in employment, income and investment, and which is the basis of their future sustainability and vibrancy.

Sectoral analysis

As in many previous years of export growth, the dairy sector led the way in 2021, reaching a record €5bn in value. Diversification was key as international markets accounted for over 50% of exports, and was seen in strong category growth: cheese exports were up 15% to surpass the €1bn mark while Irish butter exports came within touching distance of €1bn in value, driven by strong EU and US demand.

Meat and livestock also enjoyed a strong overall performance, worth €3.5bn in exports. Robust value growth in beef helped exports grow 9% to €2.1bn. Sheepmeat exports were up 15% to €420m, with reduced UK supply to the EU and lower production volumes in the EU and New Zealand facilitating this. Pigmeat exports decreased by 3% to €542m on lower commodity pricing, though softening demand in China was countered by growth in Japan, South Korea, and the Philippines. Primary poultry exports fell by 15% to €128m, in principle due to the challenges faced in foodservice in the critical UK market.

Seafood exports enjoyed a return to growth, increasing 6% to €485m albeit with variable category performances. Pelagic exports were down 1% to €169m, mainly due to cuts to the mackerel quota, and salmon exports were down 8% to €98m as a

consequence of more competitive markets. The reopening of foodservice later in the year lifted shellfish exports by 25% to €165m.

It was also a buoyant year for mushroom exports – up 31% to €151m – with additional strong performances in cereals and amenity horticulture lifting Irish horticulture exports 14% to €271m.

A 3% increase in the export value of Prepared Consumer Foods (PCF) saw the sector grow to €2.5bn. Value-added meats increased by 4% to €677m with the meal solutions subcategory up 5% to a record of €517m.

The 19% growth in drinks exports to €1.62bn was led by Irish whiskey and cream liqueur. Whiskey exports rose 25% to €856m while cream liqueur recovered by 19% to €367m. However, beer exports fell 3% to €246m as a consequence of a curtailed hospitality industry in the UK and EU.

Strategic renewal

The 2019-2021 *Statement of Strategy Building Differentiation, Winning Growth* provided the framework through which Bord Bia navigated the profound challenges of the year. The strategy delineates four strategic pillars against which all activities and programmes of Bord Bia are undertaken:

1 Driving success and growth in the market

2 Insight to power growth

3 Building reputation for growth

4 Leading through people

The programmes, initiatives, actions and activities undertaken in 2021 to support the industry are set out under each of these four strategic headings in the following section.

Initiated in March 2020, the Navigating Uncertainty Group (NUG) was set up within Bord Bia to facilitate a cross functional group response to the pandemic and other disruptive challenges, including Brexit. The work of the NUG has emphasised the need to embrace digital technology and recognised the emerging role for hybrid working and marketing in our industry. In facilitating Bord Bia's support for the Irish food, drink and horticulture industry at a time of unparalleled disruption, the NUG also fed into the development of Bord Bia's new *Statement of Strategy Nurturing a Thriving Future*. The strategy, which launches in 2022, will, for the first time, operate over two horizons: (a) a 10-year strategic timeframe that will sync with the missions set out in the Department of Agriculture, Food and the Marine's *Food Vision 2030*, published in 2021 and (b) a three-year timeline, which will be driven by key business objectives for each sector.

The 10-year strategy will foster holistic collaboration and harness the accelerating power of sustainability, digitisation and people, through four strategic pillars:

- **Winning with smart differentiation**

- **Strength in sustainability**
- **Reinforcing sustainable nutrition**
- **Optimising reimagined channels**

It will enable Bord Bia to play its role in the overall vision of Ireland becoming a world leader in sustainable food systems.

The three-year strategy hones in on value creation, with clear business objectives set out by the Bord Bia team for each sector. These are explicitly framed as 'must do' actions and will be delivered with a laser-like focus on four levers of strategy:

- **Retention of existing customers and consumers**
- **Recruitment of new customers and consumers**
- **Increasing the weight of purchase amongst existing customers and consumers**
- **Premiumisation**

The Department of Agriculture, Food and the Marine *Food Vision 2030* recognises Origin Green's pivotal role in monitoring and driving improvements in environmental sustainability across all levels of food production. Bord Bia will continue to show leadership in sustainability as Origin Green pivots to a new focus on proof points, reflecting the ambition required by climate change and the growing demands of our stakeholders.

Both strategies will also be key to Bord Bia's role in meeting the commitments set out in the Programme for Government for the promotion of the agri-food sector and the organic sector, in particular the Review of Organic Food Sector and Strategy for its Development 2019 – 2025, as well as our support for the actions of the Climate Action Plan.

Through a programme of organisational transformation that Bord Bia calls One Bord Bia, we approach these new strategic goals with unity and clarity of purpose. The ambitions we express for the sector will be clearly reflected in the actions we take on its behalf, nurturing a thriving future for Irish food, drink and horticulture.



STRATEGIC PILLAR 1: DRIVING SUCCESS AND GROWTH IN THE MARKET

The strategic priority to drive success in the market requires resources in the areas of insight, preparation and market development, as the uncertain and fast changing circumstances of the last two years have amply demonstrated.

The actions and programmes undertaken under this strategic pillar in 2021 are divided into four sub-streams:

- Market preparation
- Lead generation and conversion
- Market activation
- Strategic partnerships

Market Preparation

Bord Bia supported core competencies, knowledge development and skills enhancement in marketing strategy capability development, supply chain management and market knowledge.

Webinars

The move to online events gathered pace in 2021 as Bord Bia hosted a range of webinars that supported market preparation across differing sectors, markets and business types. A representative sample of these includes:

- The 11th Bord Bia Small Business Seminar, the first to be held virtually, attracted 118 small business participants.
- The Bord Bia Meat Marketing Seminar was presented over three webinars with a focus on opportunities in the international, EU and UK markets. Over 800 attended in total.
- The Bord Bia Livestock Seminar attracted an audience of 40 livestock exporters.
- A Bord Bia webinar on selling drinks online in the US took clients through the key points needed to navigate the online space.
- A webinar on Category Management for Challenger Brands attracted representatives from 65 client companies.
- The inaugural Bord Bia Dairy Seminar was attended by over 200, across 20 countries.
- 20 participants attended a yogurt seminar where global trends and opportunities were discussed.
- Leading foodservice futurist Simon Stenning, joined a webinar that provided Irish suppliers with insights on 'Rebuilding of Hospitality from 2021 to 2025'.
- A webinar on the opportunity for beverages in Australia was held to accompany a new market entry guide for the sector.
- The first ever virtual plant fair was held in association with The Irish Hardy Nursery Stock Association and involved 12 nurseries.
- A webinar for farmers' market stall holders attracted over 70 attendees.
- A webinar for tea and coffee companies provided a debrief on the hot beverage category in the Irish market.
- Meal solution and ingredient companies attended a webinar assessing the chilled ready meal category in the Irish market.

Marketing Assistance Programme

The Marketing Assistance Programme (MAP) saw a total of 122 applications from companies with a turnover of between €100,000 and €3.5m. €664,000 in funding was approved for 96 successful applicants.

Negotiation Masterclasses

34 clients participated in a negotiation programme designed to address the pressing challenges of price inflation and difficult customer conversations.

Brexit Preparation

Bord Bia and the Department of Agriculture, Food and the Marine continued to deliver Brexit workshops in areas such as groupage certification, customs compliance, supply chain for composites and sanitary and phytosanitary / logistics. The Brexit Hub provided exporters with a series of 12 new videos under the title 'Doing Business in GB'. Bord Bia's Brexit Action Plan provided further detailed information to enable traders prepare for the future complexity of exporting to the UK.

Throughout 2021, Bord Bia engaged with the industry's key retail and foodservice clients in the UK including at the COP26 conference in Glasgow. The Brexit Taskforce also continued to engage with government departments, and leading representative bodies in Ireland and the UK.

Bord Bia also continued its UK Consumer Pulse studies to gain an in-depth understanding of the mood and attitude of UK consumers. The 2021 Readiness Radar found 45% of businesses reported the value of their exports to the UK to be in decline since 2016, while 90% reported an increase in costs since the start of the year and 80% reported reduced margins.

Digital Marketing

In early 2021, a new Think Digital Accelerator programme commenced with six clients, followed by a second programme intake at the end of the year. Over the year, a range of new supports in digital strategy development, B2B selling and social media marketing were developed, with webinars sharing knowledge with client companies.

Lean Programme in Horticulture

This lean programme provided direct mentoring and support to client companies in the implementation of lean practices in their businesses. Projects across key sectors included protected crops, mushrooms and field vegetables.

Lead Generation and Conversion

With in-person attendance at trade shows and trade missions limited by the pandemic, Bord Bia worked closely with client companies to find new and fresh opportunities to connect with industry, and buyers in particular.

The following events are representative of Bord Bia activities designed to build new connections and open opportunities:

- Bord Bia's St. Patrick's Day programme translated global interest in St. Patrick's Day into high level business development meetings, targeted trade events and promotional campaigns.

- The Prepared Consumer Foods from Ireland - Virtual Sourcing Fairs connected over 60 PCF companies with opportunities in key markets.
- The rescheduled Rare and Special Plant Fair, sponsored by Bord Bia, provided a key sales opportunity for participating specialist nurseries.
- Webinars gave North African livestock importers the opportunity to learn more about Irish farming practices and import opportunities.
- A series of virtual meet-the-maker events, held in central Europe and the US, brought client beverage companies in contact with the drinks trade.
- A lead generation project targeting the sandwich manufacturing channel in Germany and the Netherlands identified and connected Irish companies with 29 targets.
- Bord Bia Shanghai participated in the first Shantou Old Time Whiskey Festival with follow up action seeing supplier contracts secured.
- Bord Bia Singapore conducted a customer mapping exercise for an Irish dairy business looking to explore foodservice opportunities in New Zealand and Australia.
- A German Bakery Business Development Project involving six bakery companies sought to establish or increase exports to the German retail market.

- Bord Bia Shanghai exhibited at China International Meat Industry Exhibition as part of the EU Pork & Poultry Campaign, and China Fishex, generating leads for Irish industry.
- Bord Bia hosted an EU Pork and Poultry trade seminar in Chongqing with a regional trade audience of 50.
- Bord Bia witnessed the signing of an intentional procurement order between the Irish Import Pavilion, representing over 10 Irish drinks, and a major Shenzhen distribution company.
- Bord Bia Shanghai coordinated three virtual top-to-top meetings between Aipu Food Industry Co., Beingmate, Grand Farm and Bord Bia's CEO, Tara McCarthy, Minister McConalogue and Minister Heydon.
- Three virtual trade missions targeted South East Asia over a four-week period, including Vietnam, Malaysia and Thailand. Over 400 meetings were hosted across the three missions.
- The Bord Bia Discover Seafood from Ireland – Virtual Buyer/Supplier Event attracted some 25 seafood exporters, with over 400 meetings taking place.
- Bord Bia Singapore, together with Bord Bia Japan, coordinated five virtual top-to-top meetings between Negishi and Nippon Steel, JICPA, Ben's Food, Tunglok, Irish duck company/Silver Hill Duck, Natori and Bord Bia's

CEO Tara McCarthy, Minister McConalogue and Minister Heydon.

- Bord Bia Tokyo meetings with gold account customer Nippon Steel led to Irish ribeye steak featuring in 40 foodservice outlets, a first for Irish beef in Japan.
- Bord Bia Tokyo achieved a converted opportunity with the first sale of Irish lamb in Japan, available for purchase to consumers on two online platforms
- Bord Bia Milan participated at B2B trade fair Tuttofood, with key Irish meat clients and at iMEAT.
- Bord Bia held its first ever meet-the-maker event in Lagos, with beverage companies attending.
- Bord Bia CEO Tara McCarthy, Minister Heydon and an Irish delegation had a series of meetings with key UK retail and foodservice clients in Glasgow during COP26.

Market Activation

Bord Bia's growing global network of offices plays a key role in broadening the industry's understanding of channels across retail, foodservice and manufacturing and connecting clients to opportunities. The year's activities saw renewed emphasis on the importance of diversification, as well as renewal in existing markets, as the following sample of events demonstrates:

- Bord Bia reinvigorated the UAE chapter of the Chefs' Irish Beef

Club holding a special event at Meat & Co. in the Madinat, Jumeirah.

- Bord Bia Milan's partnership with the Italian butcher association Federcarni, provided the basis for a range of promotional activity. In addition, partnership with leading Italian chef and influencer, Simone Rugiati, facilitated media posts and stories that reached in excess of one million Italian consumers.
- Bord Bia Düsseldorf held organic Irish beef promotions with Tegut across Germany, supported by in-store magazine placements and online communications.
- Bord Bia Africa coordinated a social media campaign for World Milk Day to build awareness of Irish dairy powders and premium Irish butter.
- Bord Bia Tokyo initiated a Japan Beef Activation Campaign, involving trade technical seminars, a chef masterclass, retail activations and key opinion leader engagement.
- Bord Bia Shanghai presented on Origin Green at the Sustainable Agriculture branch of the Guizhou Global Eco Forum (China's leading sustainability conference).
- Ten alcohol clients availed of a Bord Bia brand activation service in the US, with some 500 activations undertaken in the autumn.

I Bord Bia

- Bord Bia France participated in the Bocuse d'Or winners' event, coinciding with the Sirha trade show.
- Bord Bia Amsterdam worked with leading retailer Albert Heijn in the delivery of an Irish stewing beef campaign on digital screens at store entrances nationwide.
- Bord Bia Milan's partnership with retailer Multicedi saw promotion of Irish beef and lamb across their cash and carry (AdHoc) and retail stores (Deco).
- Bord Bia Madrid hosted a seafood academy, partnering with importer/distributor Serpeska, for the promotion of Irish seafood in the Madrid region.
- Bord Bia Dusseldorf launched a Christmas Irish beef television advertising campaign with the online streaming platform RTL+ with a total reach of 2.25m advert impressions.
- Bord Bia's London Irish beef UK autumn campaign showcased Ireland's high standards in grass-fed beef production and delivered some 25m impacts/impressions in the 25 to 55-year-old UK consumer audience.
- Bord Bia Africa organised a virtual seminar for Irish seafood, drink and dairy clients that included presentations by Minister Heydon; Bord Bia CEO Tara McCarthy and West Africa Specialist Ese Okpomo.
- Bord Bia Shanghai hosted an Irish grass-fed dairy standard media and trade event in the Embassy of Ireland, Beijing, highlighting the key principles of Bord Bia's grass-fed standard.
- Bord Bia Tokyo delivered the first ever B2B marketing campaign for beef in Japan. A total of 10.3m impressions were achieved across all platforms.
- Bord Bia met with Hilton Foods Group European meat procurement team to present an update on key features and USPs of Ireland's meat offer.
- Bord Bia met with Marks and Spencer to present Global Sustainability and Meat Shopper Insight research.

Strategic Partnerships

Bord Bia assists companies develop closer business relationships through a deeper understanding of the strategic priorities of their customers and exporters, enabling them to become solution providers and ultimately supply partners. Activities in 2021 included:

- Bord Bia Shanghai hosted a virtual Driving Growth in China Business Briefing Seminar.
- Bord Bia held meetings with Lidl to discuss additional opportunities for Irish beef exports in the Lidl network and future opportunities for Irish dairy products.
- Bord Bia met with Tesco to focus on sustainability, sourcing opportunities from Ireland, UK and CEE markets as well as current supply chain challenges.
- Bord Bia met with Barry Callebaut (BC) Global Dairy Sustainable Sourcing team to discuss a pilot sustainability project proposed by BC focused on carbon reduction and involving the Irish dairy industry.



STRATEGIC PILLAR 2: INSIGHT TO POWER GROWTH

The Thinking House, Bord Bia's world-class research and innovation hub, delivered outputs across four sub-streams:

- Consumer and cultural insight
- Trends, foresight and innovation
- Market insight and information
- Brand development

Consumer and Cultural Insight

The Thinking House continued to deliver insights to audiences that included producers / farmers, markets, channels and sectors, as well as cultural insights that provide competitive differentiation.

Bespoke Client Insight and Innovation Projects

The Strategic Insights and Planning Team worked with 33 clients on bespoke insight and innovation projects during 2021.

Insight Projects and Insight Sessions

Key Insight projects undertaken during the year included:

- Meat Shopper Insight Tracker
- Feeling the Pinch II
- Horticulture Market Measure
- Pork and Poultry Evaluation
- Beef Taste Tests Japan

- Food Brand Ireland Update for Pigmear and Sheepmeat
- Local Farm Produce Study
- Future Proofing Study: Saudi Arabia
- Consumer Opportunity for Suckler Beef (DE, IT and BE)
- Triggers and Barriers to Lamb, Chicken, Pork/Ham/ Bacon, Eggs Consumption (Ireland)
- 'Nudging' Sustainable Farm Practices among Irish Farmers
- Dairy Uses and Attitudes in Nigeria
- Future of Dairy in South East Asia

Trends, Foresight & Innovation

Awareness of market and consumer trends encourage companies to create more forward looking, outward looking and consumer centric mind-sets, supporting new product development and access to channels and markets.

Trends Workshops and Programmes

Feeling the Pinch II looked at what has changed in how we approach our shopping and our ever-changing relationship with food and drink.

The Semiotics of Sustainability Report guided Irish food and drink brand owners on how to harness the semiotic codes of sustainability in their branding and communications.

Foresight

Future of Seafood

This innovation study sets out to understand the broad drivers shaping the size, structure, and innovation opportunities for seafood in both retail and foodservice.

Bespoke Innovation Programmes

BI:TES (Better Ideas: Think Evaluate Select), Bord Bia's concept iteration and validation tool, offers instant feedback on innovations, products packaging. 23 companies participated in 2021.

Taste N Tell and Concepts is Bord Bia's consumer facing quantitative product and concept testing marketing and communtool. 4 companies participated in 2021.

Market Insight & Intelligence

Bord Bia offers best in class library facilities and market intelligence. Recognising understanding of each market's landscape, nuance and opportunities offers a foundation for growth.

Market-led insight studies and reports were undertaken in key sectors, including:

- Dairy Market Reports, South East Asia and China
- Seafood Ready Meals, Spain
- Independent Retail Channel (Seafood)



- Fish n' Chip Shops, UK
- Salmon Market, Germany
- Canned Irish Seafood, UK
- QSR, US and Saudi Arabia
- Manufacturing Database/Report, UK
- PCF Chilled Exports, Netherlands and France
- Organic Cereal, Germany
- Brexit's effect on Irish horticulture industry

Brand Development

Bord Bia provides ongoing assistance to Irish food, drink and horticulture companies with branding expertise, facilitating a culture of best practice that is deeply rooted in insight.

- 42 clients engaged with Bord Bia on bespoke client Brand Development projects, focused on delivering brand positioning and visual identities.
- 20 Brand Activation projects were undertaken, focused on bringing brands to life across various consumer touchpoints.
- The Super Brands Programme delivered insight-led brand positioning to support 13 new brand launches and brand refreshes for smaller businesses.
- Bord Bia Brand Forum events included webinar presentations by Davin Nugent, White Claw Hard Seltzer; Mindful Chef CEO Tim Lee; a workshop on Packaging and Design; an 'Elevate your brand on Instagram' event; and a focus on 'Premiumisation - how it needs to shape the Irish Food Industry'.
- The 2021 Brand Health Check survey featured a cross section of 57 Irish grocery brands in 46 categories. A Bord Bia hosted webinar guided brand teams through the Brand Health Check charts and data.



STRATEGIC PILLAR 3: BUILDING REPUTATION FOR GROWTH

Bord Bia works through a range of workstreams and programmes to ensure Ireland's expanding market opportunities are underpinned by awareness of its reputational strengths and commitments to sustainability and quality. In 2021, these actions and programmes were expressed in the following sub-streams:

- Defend and Grow Preference in the Ireland Market for Food Brand Ireland
- Building preference in existing markets
- Building awareness in new markets
- Driving corporate reputation
- Deepening Origin Green Membership Engagements
- Driving Improvements in Food Sustainability
- Being a Global Leader in Food Sustainability and Increase Collaboration
- Drive Preference for Origin Green Members in All Markets

Defend and Grow Preference in the Ireland Market for Food Brand Ireland

Bord Bia encourages consumers to give high levels of consideration to and demonstrate preference for sustainably assured food, drink and horticulture. As Covid-19 impacted on foodservice opportunities Bord Bia's marketing communications delivered impactful campaigns that recognised the value of sustainable produced produce.

Campaigns conducted in the home market in 2021 focused on Quality Mark eggs, lamb, and ham and bacon. Bord Bia also undertook detailed evaluations on its campaigns to ensure they delivered value for money and positive consumer responses.

Bloom 2021

For the second year running, Ireland's biggest outdoor event was unable to take place. Bord Bia encouraged the Irish public instead to #BloomatHome with a programme of activities designed to drive commercial value for the Irish horticulture industry. These included the Easy Steps to Dream Gardens campaign, where gold-medal winning Bloom designers shared detailed plans, drawings and animations online that could be re-created at home, and a 20-page supplement in the Irish

Independent Weekend Magazine. Bloom 2021 had an estimated reach of just under five million, with a 2.5% increase in Bloom's social media audience, up to 1.3m people.

In addition to Bloom, the Let's Grow Campaign promotion activity focused on home grown plants and seasonal bedding, while Bord Bia also supports the More Green Cities for Europe initiative, a business-to-business campaign targeting city planners and decision makers that encourages the incorporation of more green spaces

Healthy Eating and Fresh Produce Activity

Food Dudes Healthy Eating Programme

The traditional Food Dudes programme returned to primary schools in October with 137,200 pupils taking part between October and December.

Healthy Heroes

The Healthy Heroes primary school initiative from the Irish Bread Bakers Association (IBBA) is sponsored by Bord Bia. It reached approximately 900 schools and 60,000 pupils, encouraging children to have a more balanced lunch.

Incredible Edibles

The Incredible Edibles programme for the 2021/2022 school year involved 1,600 schools and 50,000 pupils.

The Post Primary “Food for Thought” Initiative

Working with Food Cloud, Bord Bia piloted a Food for Thought module aimed at Junior Cycle (1st and 2nd year) and TY Students. It investigates sustainable practices in the areas of food production, sustainable nutrition, food waste and balanced eating.

Organic School Gardening

Bord Bia worked on developing a suite of new organic school gardening worksheets for the primary school section of the Bord Bia website to be launched in 2022.

Fresh Produce Promotion

An EU application to secure funding for a €1.5m fresh produce campaign was submitted in May and was successful. This multi-country campaign aims to increase the consumption of fresh fruit and vegetables in the EU population.

National Potato Day

National Potato Day took place on Friday, October 1, with key activity focused online and receiving widespread coverage.

Mushroom – UK Promotion Activity

Bord Bia is partnering with industry for ongoing promotional activity in the UK in 2021, focusing on the enhanced benefits that vitamin D mushrooms can bring to consumers.

Irish Farmhouse Cheese Campaign

Bord Bia organised a cheeseboard campaign in June with retailer involvement. The campaign had a total reach of 496,000 and 105,000 engagements. The Irish Cheese Awards had 217 entries from over 45 participants, including artisanal farmhouse cheesemakers and major retailers.

Drive Preference in Established Markets for Food Brand Ireland

Ireland’s reputation as a supplier to the key markets requires focused investment in the context of the changing environment, an overall trend towards lower consumption of animal protein, the dominance of local competitors and sustainability increasingly resonating with consumers in established markets

Beef and Dairy Campaigns

A fully integrated B2B marketing and PR campaign supported the roll out of the Beef and Dairy Grass Fed standards in Italy, Germany, UK, and the Netherlands. The campaigns were executed in conjunction with PR activities to best leverage paid media advertising.

Seafood

Bord Bia executed several campaigns in both France and Germany to drive awareness of Ireland as a source of premium, quality and responsibly sourced organic seafood, focusing on organic salmon in France and Germany and mussels in France.

Irish Suckler Beef Brand Proposition Development

Activities to develop an Irish Suckler Beef Brand continued as Bord Bia commenced qualitative research in three priority markets to understand the consumer opportunity for Irish suckler beef. It is intended to launch the marketing campaign in Q1 2022.

Establish Awareness in New Markets for Food Brand Ireland

Bord Bia is responding to limited awareness and understanding of Ireland as a source of food and drink in new markets through newly enhanced and focused communications at B2B and B2C level.

New Market Campaigns

Japan Beef

A B2B beef campaign targeted retailers and premium hoteliers with the goal of reaching 15 million impressions.

China Dairy

2021 communications activity in China raised awareness of Irish dairy and built its reputation among B2B customers. Key events included the launch of the Dairy Grass Fed Standard in Beijing.

Japan Dairy

The B2B dairy campaign in Japan focused on building Ireland's grass fed dairy reputation through advertising in trade publications and trade websites relevant to the target audience.

China Seafood

B2B marketing activities were designed to target high-end foodservice and retail trade buyers. A foodservice campaign to promote Irish pork and poultry in Cantonese-themed restaurants in Singapore had a target reach of one million Singaporean end-consumers.

Japan Seafood

A dedicated B2B campaign targeted retailers and foodservice buyers.

International Seafood

A Discover Seafood from Ireland – Virtual Sourcing Fair to support deliver lead generation for 23 participating Irish seafood companies was supported by Bord Bia Overseas offices.

EU Campaigns Activity

Bord Bia secured approval for four of the five EU co-funding applications that were submitted to the EU Commission in 2021.

In principle, a sum of €8.9m of EU co-funding and (potential campaign investment of €13.6m) has been secured for four new campaigns in which Bord Bia would have direct management control:

- European dairy the sustainable choice for Asia (€3.2m)

- Working with Nature: European Beef and lamb – Asia & USA (€4.8m)
- Working with Nature: European Beef and lamb – Asia (€4m)
- Life is better with fruit and vegetables (€1.5m)

In 2021, Bord Bia executed and coordinated activities in a number of current EU campaigns, including:

- EU Pork and Poultry Campaign: China – Chef Duet Event Dali
- EU Pork and Beef Campaign: Vietnam – East Meets West Competition Launch
- EU Pork and Poultry Campaign: China – Food and Hotel China Trade Show Shanghai
- EU Pork and Beef Campaign: Korea – KOL Cooking Class
- EU Pork and Beef Campaign: Vietnam – Trade Webinar
- EU Pork and Poultry Campaign: Mexico – Trade Webinar
- EU Pork and Beef Campaign: Korea – COEX Food Week Trade Show Seoul

Trade Fairs and Events

The Dublin-based Marketing Communications Team supported the majority of Bord Bia's virtual events, seminars and trade engagements through the year. These provided opportunities for lead generation for client companies, B2B meetings and engagement, as well as the promotion of the Origin Green story to a global trade audience.

Highlights of the 2021 calendar included:

- Gulfood, Dubai – February 21-25
- Foodex, Tokyo, Japan – March 9-12
- Anufood Trade Fair, Shenzhen, China – April 21-23
- Bakery China Trade Fair, Shanghai, China – April 27-30
- Shantou Whiskey Show, China – April 24-25
- Chengdu Catering and Supply Chain Expo, China – July 8-10
- Anuga, Germany – October 9-13
- Guangzhou Fishery Expo, China – September 16-18
- Conxemar, Spain – October 5-7
- China International Fair for Trade in Services, Beijing, China – September 2-7
- China Fisheries and Seafood Expo, Qingdao, China – October 27-29
- Food Ingredients Europe 2021, co-located with Hi Europe – Nov. 22- Dec. 2

Drive Corporate Reputation

The Bord Bia corporate brand needs consistent reinforcement to maximise stakeholder value at home and abroad. In 2021, driving awareness of Origin Green among farmers was a specific focus, while the organisation has continued to invest in its digital presence.

Corporate & Consumer Communications – Ireland

Brexit

The introduction of additional UK import controls, postponed a number of times in 2021, was a key target of Brexit-related communications, which saw Bord Bia work with the Department of Agriculture, Food and Marine's press team on complementary press releases. Bord Bia's Readiness Radar also received widespread coverage while its updated Foodservice Market Outlook report attracted coverage across Irish media and in the UK trade media.

Insight

Key Insight reports – Dietary Lifestyles and Horticulture / Gardening Spend Study – were comprehensively covered by national, trade, broadcast and online media.

Origin Green

The launch of Bord Bia's new Guidelines to Net Zero emissions provided an opportunity to engage with key environmental media on new and upcoming developments to the Origin Green programme.

Reprtrak

Bord Bia was announced as the 'most reputable organisation in the State' according to the 12th annual Ireland RepTrak® study, the third time Bord Bia achieved this accolade.

Talent Academy

Bord Bia's PR campaign was instrumental in attracting close to 4,000 applicants for 30 Talent Academy places. Successful campaigns were also run to secure high-quality applications for the Origin Green Ambassadors programme and the Supply Chain and Procurement programme.

Irish Chipping Project

A press release and photocall were arranged to support the Irish chipping project resulting in media coverage across RTE, national print, radio, regional and trade media.

Trade Shows

The announcement of the return to Bord Bia led trade show activity gained widespread media coverage.

Whitefish

Bord Bia launched an Irish whitefish campaign to highlight the quality and versatility of Irish hake, haddock and whiting.

International PR

In addition to supporting international marketing campaigns, Bord Bia's international communications delivered the following:

Maintaining awareness and positioning in the UK

Bord Bia sponsored a debate with The Grocer trade publication in the UK, featuring CEO Tara McCarthy. The debate focused on the place of livestock farming in a sustainable food future and the role imports play in helping protect UK food security.

Op-eds from the CEO and advertorial supporting Origin Green also appeared in the influential magazine during the year.

Building awareness of Irish dairy in Africa

A social media campaign to build awareness of grass fed Irish dairy in Nigeria and South Africa reached almost two million people and generated exceptional online engagement.

Building awareness of Ireland in the US

Interviews took place with CEO Tara McCarthy for Newsweek magazine's Focus on Ireland report and Foreign Policy magazine.

Farmer Communications and Engagement

Bord Bia's proactive farmer communications and engagement during the year included: Farmer Text Alerts, Farmer Feedback Reports and the Farm Sustainability Learning Hub.

Bord Bia collaborated with Sheep Ireland to encourage sheep farmers to join the SBLAS.

A four-week social media and display campaign educated consumers on the efforts farmers are making in farm sustainability and in harmony with nature.

Bord Bia remains centrally involved with the Meat and Dairy Facts (MADF) initiative.

Digital Delivery

The Bord Bia Digital Team, in collaboration with colleagues across the organisation and external agencies, continued delivery of key workstreams outlined as part of the Digital Strategy. These included:

- Irish Beef Multi Website for the UK, France, Spain, Germany, Sweden and the US.
- Updates to the Bloom website to support the Bloom 2021 campaign.
- Redesign of Food Works website
- Redesign of Brexit content

Deepening Origin Green Membership Engagements/ Drive Sustainability Improvements

Bord Bia demonstrated the tangible and intangible benefits of Origin Green to members, citizens and business leaders, and enhanced collaboration with organisations such as Teagasc, Bord lascaigh Mhara, Enterprise Ireland and IBEC.

Origin Green Membership

- The launch of the Global Sustainability Study saw c. 550 people tune into three virtual events.
- During Bioeconomy Ireland Week 2021, Origin Green hosted a bioeconomy information webinar for more than 100 registered participants.

- Over 20,000 Farmer Feedback Reports were dispatched to farmers following certification.

Drive Sustainability Improvements

Signpost Farms Initiative

Bord Bia partnered with Teagasc, farmers, and the wider industry on the Signpost Farms Initiative to lead climate action by Irish farmers and support the transition towards more sustainable farming systems.

Origin Green Events

The Origin Green Annual Progress Report and Gold Member Announcement Webinar drew 269 attendees.

- The Origin Green Diversity and Inclusion Webinar attracted 35 attendees.
- The Origin Green Bioeconomy Webinar saw 56 attend.
- The Origin Green Farmland Biodiversity Webinar had 36 attendees.
- Three Origin Green Introductory Webinars were held in October and November.

Quality Assurance Scheme – audit updates

- As of beginning of November, 9,016 audits were completed in the Sustainable Dairy Assurance Scheme (SDAS)

- As of beginning of November, 31,308 audits were completed in the Sustainable Beef and Lamb Assurance Scheme (SBLAS)

- An update to the Pig Quality Assurance Scheme (PQAS) was rolled out to the industry in September. As of the beginning of November, a total of 234 audits were completed.

- As of beginning of November, a total of 317 poultry sites were audited for the Sustainable Poultry Products Assurance Scheme (SPPAS).

- As of beginning of November, a total of 125 egg rearing and production sites were audited for the Sustainable Egg Assurance Scheme (SEAS)

- A new application was developed for roll out in Q4 2021 of the Feed Quality Assurance Scheme (FQAS).

Carbon Footprint (CF) Assessments

The Sustainable Dairy Assurance Scheme (SDAS) dairy carbon footprint was fully updated to the new carbon footprint methodology provided by Teagasc.

- Number of Beef CF Assessments Completed 2021: 21,406
- Number of Dairy CF Assessments Completed 2021: 7,723



Farm Sustainability Action Tool

Bord Bia continued to develop and finalise a technical specification in collaboration with Teagasc for an online sustainability action planning tool for farmers.

Be a Leader in Food Sustainability

Origin Green Global Council

The inaugural Origin Green Global Council meeting was held in February. A second meeting in November focused on Origin Green progress over the previous 10 years.

Increase Preference for Origin Green Members in all Key Markets

Bord Bia uses sector and trade insight to help build the most compelling case as to why Origin Green helps our B2B partners grow their businesses.

Grass Fed Dairy

There were 22 processor applications for the Grass Fed Dairy Scheme with 20 certified.

Grass Fed Beef

There have been 21 processor applications for the Grass Fed Beef Scheme. Bord Bia provided processors with an overview of the process required for logo use.

STRATEGIC PILLAR 4: LEADING THROUGH PEOPLE

The success of the Irish food, drink and horticulture industry rests on the inherent skills, motivation and engagement of its people. Bord Bia is committed to supports that enable people internally and externally to be the very best professionals that they can be.

This commitment is expressed through the following sub-streams:

- Entrepreneurial Programmes
- External People – Talent Academy Programmes
- External People – Marketing & Capability Evaluation
- Internal People – Bord Bia Reputation and Profile
- Internal People – Commitment to Capability Development
- Internal People – Excellence in People Management

Entrepreneurial Programmes

Food Works, a collaborative initiative from Bord Bia, Enterprise Ireland and Teagasc, targets early stage and repeat entrepreneurs with the aim of establishing scalable food entrepreneurs with early export success. Eight companies participated in the 2021 Food Works programme with representatives from alcohol (4), prepared consumer foods (3) and dairy (1).

Food Academy brought together Bord Bia, Musgrave and Local Enterprise offices to support small businesses in gaining an understanding of the Irish retail channel and to focus their entrepreneurial spirit to maximise this route to market. The programme had over 80 applications in 2021.

Grow with Aldi, developed in partnership with Bord Bia, gave 22 Irish suppliers the opportunity to sell in Aldi stores.

Lidl Kickstart, developed in partnership with Bord Bia, saw produce from 18 new food and drink producers available in-store there.

The Tesco Supplier Accelerator programme launched in November 2021 with 12 suppliers, all envisaged to increase their business with Tesco.

External People – Talent Academy Programmes

Bord Bia's external expertise programmes address identified skills gaps and prepare our industry to be future-focused and ready for challenges as they arise.

The Bord Bia Talent Academy Advisory Forum continued its role in ensuring the future relevance of the five Talent Academy programmes through industry involvement in planning for future skills needs.

The Marketing Fellowship Programme saw fellows undertake 61 commercial assignments for 36 client companies across 11 overseas locations.

The Bord Bia International Graduate Programme has 34 participants on its 24-month programme in Bord Bia offices overseas and in Dublin.

The Origin Green Ambassador Programme builds understanding of the Origin Green Programme with international customers and involves three international placements of five to six months in duration. Ten candidates began the 2021/2023 programme in September.

The Supply Chain and Procurement Programme builds insight into and understanding of key customer accounts over an 18-month programme focused on supply chain and procurement strategies.

The Insight and Innovation Programme was developed to engender an insight-led marketing culture within Irish food and drink companies. 14 talented executives are on 14-month placements with 14 Irish food, drink and horticulture companies since January to enhance innovation output.

External People – Marketing & Capability Evaluation

The development and activation of a Bord Bia Talent Academy identity facilitates the continued attraction of top talent. Total recruitment for 2021 Talent Academy programmes reflected this, with applicant numbers reaching 4,000, up significantly over the past two years.

Internal People- Best in Class People and Performance Management

The SLT and Management Development programmes incorporate the core principles of inclusiveness, people management and accountability. Building people management capability at senior management level is a key priority for the organisation.

Performance Management

Bord Bia's Performance Development Process (PDP) continues to enhance overall performance and development within the organisation. Individual Personal Priorities and Personal Growth Plans for 2021 were key to this.

Internal People – Bord Bia Reputation Profile

Building our reputation and becoming an 'employer of choice' is key in terms of attracting talent, particularly for our overseas offices network. Competing with

external organisations for talent and sourcing the right people has become challenging. As part of our reputation build, the refreshed Bord Bia Values continue to be promoted and a programme implemented for existing and all new staff. The aim is to attract talented people who wish to grow the industry and themselves, who understand our business, our culture, live the values and are truly passionate about what they do.

Recruitment and Reputation

Bord Bia continues to promote itself as an 'employer of choice'. High levels of applications and the annual Reprtrak corporate brand result proves that Bord Bia's reputation and purpose continue to be a distinct advantage in attracting talent. Recruitment, retention and reputation are measured throughout the year. Bord Bia engaged with its staff on a 'Future of Work' proposition. This included a survey and a series of workshops to input into the design of new ways of working to maximise the opportunities presented by hybrid working. The new Hybrid Working Policy is effective from January 2022 and is seen as a critical dimension of the employer brand, effectiveness and attractiveness

Internal People – Commitment to Capability Development

Success for Bord Bia hinges on having the right staff, with the right skills, doing the right things and doing them right, at the

right time. A key driver to deliver success is the development and embedding of a Bord Bia Competency Framework for all staff, which is tightly aligned to the strategy and the values of our organisation.

Competency Development

Improving the leadership and management competency continued to be a priority in 2021. All people managers completed a 360 feedback survey by the end of 2020 to feed into their Personal Growth Plan for 2021. The 2021 Strategic Organisation Development plan focused on the effective implementation of One Bord Bia way and digitalisation enablement.

Conclusion

The challenges posed by the pandemic made 2021 a year of disruption and sacrifice for many. The successful roll outs of vaccinations brought hope and helped save lives. However, escape from the constraints of Covid-19 was often characterised by fitful starts and retreats, before the worst appeared finally to be behind us in early 2022. As the country adapted to what would be a prolonged lockdown at the beginning of 2021, a further challenge, in the form of Brexit, presented the potential for deep disruption in the economic and social spheres.

Against this backdrop, we can take pride in the delivery of an export performance by our industry that surpassed all previous achievements. This reflected, not a sector that had by some stroke of luck 'escaped the worst',

but one that, through its tenacity, adaptability, and vision, found effective routes to market globally for its world class outputs. It was a performance that confirmed both the industry's extraordinary ability to respond to change, and also the growing status of Ireland as a 'go to' source for sustainably produced food and drink.

Sadly, while 2022 presents an opportunity to put a distance between ourselves and the worst of the pandemic, we find ourselves again in the territory of the unprecedented as events on the other side of Europe, namely the invasion of Ukraine by Russia. While Ireland and its food and drink industry are not significantly exposed to the Russian economy, this changed geo-political circumstance will weigh heavily on all aspects of our lives in the year ahead and in the recovery of the global economy.

Closer to home, the departure of the UK from the EU, though now a reality, has brought with it a long tail of negotiations and decisioning, most contentiously regarding the Northern Ireland Protocol, but also on the implementation of UK customs controls. Bord Bia and the Department of Agriculture, Food and the Marine will continue to resource the industry with the information and knowledge transfers needed to adapt when the latter becomes a reality on the ground.

In a year when Bord Bia celebrated the ninth anniversary of the founding of the Origin Green programme, climate change has only become a more pressing and more pronounced cause for concern. The Government's Carbon Budget in 2021 has confirmed the central role

it envisages for agri-food industry in addressing this. Through 2021, Bord Bia undertook a strategic review of Origin Green, recognising the opportunity to build on its strengths at all levels of production and processing, and understanding sustainability must now undergo a step change that reflects the higher level of ambition needed. Verifiable sustainability credentials will be key to the future viability of all food and drink in the marketplace and Origin Green will continue to provide Irish exporters with those credentials. It was heartening as we plan to mark a decade of the programme with research finding that 71% of Origin Green companies believe it provides a competitive advantage for their business.

More generally, strategic revisioning and retooling has been an important focus of our activities in 2021, in keeping with the publication of the Department of Agriculture, Food and Marine's Food Vision 2030. We look forward to the roll out of our new two-tier strategy in 2022 – with 10-year and three-year timelines operating side by side. The development of the One Bord Bia operating model, meanwhile, represents a further opportunity for Bord Bia, as a results-focused organisation, to deliver value to our industry and the communities that depend on it.

While the cancellation of events such as Bloom for two years running was a cause of disappointment and frustration, the goodwill maintained among all stakeholders and the public is abundantly clear and its return in 2022 promises to be a momentous event. The challenges of the pandemic altered plans but did not derail us in delivering an ambitious programme of activities

in 2021, including the launch of the Grass Fed Standard in key dairy and beef markets. Fresh thinking and innovation were in evidence across all our programmes and market development activities, and we now look forward to taking the best from the virtual and 'in person' models, to a new blended approach to service delivery as we move forward in a post pandemic world.

This time of new beginnings has also been a time of reflection and change for me. After five extraordinary years as CEO, I have made the decision to depart the role and will take up a new opportunity in industry in mid-2022. I am extremely grateful for the privilege of leading Bord Bia. I hope that, over the five years of my tenure, I have made a contribution to ensuring this exciting and thought-provoking organisation continues to advance, driven by its powerful and inspiring mission.

I would like to conclude by expressing my appreciation to the Chair of Bord Bia, Dan MacSweeney for the outstanding contribution he made to Bord Bia throughout 2021, and for his partnership and support over the last five years, an appreciation I extend to all the members of the Board and the five subsidiary Boards. In a year of challenge on many fronts, your contribution to addressing these challenges and supporting Bord Bia as we responded to the reality of the pandemic was outstanding. That contribution was particularly valuable as we reframed our strategic approach, meaning that our delivery of services to industry can accelerate to meet the challenges of the decade ahead. It has been a pleasure and privilege to partner with all of you in my time as CEO.

I would also like to thank the Minister for Agriculture, Food and the Marine, Charlie McConalogue, T.D.; Martin Heydon, T.D., Minister of State with responsibility for Research and Development, Farm Safety, and New Market Development; and Senator Pippa Hackett, Minister of State with responsibility for Land Use and Biodiversity. It has been a privilege to work alongside each in support of the Irish food, drink and horticulture industry during the year. Their support in the delivery of virtual trade and high-level meetings and in bringing impetus to the launch of several key initiatives was outstanding. I would also like to add my thanks to Secretary General Brendan Gleeson and all the team at the Department of Agriculture, Food and the Marine with whom Bord Bia continued to work closely and with great success throughout the year, and of course to the Department of Foreign Affairs, who offer huge assistance to Bord Bia's global network and who represent a pillar of strength in the complex work of advancing trade opportunities across the globe.

It has been said on many occasions that the pandemic has changed the world of work forever. Bord Bia has been hugely fortunate to benefit from the unstinting professionalism of its people as working from home remained the norm throughout the year. I would like to express my sincere thanks to all my colleagues in Bord Bia who continued to deliver excellence to the industry we serve. On a personal and professional level, it has been

one of the great experiences of my life to work with all of you over the last five years. I can only hope that what we achieved together lays the foundation for many great successes ahead. I am delighted to note that Bord Bia has formulated a new working strategy in consultation with our personnel that takes account of changes in how we all work and which will bring new benefits to the organisation in the years ahead.

A return to the office in 2022 will certainly not be a return to the familiar, as Bord Bia moves to new premises at 140 Pembroke Road, Ballsbridge, Dublin 4. This has been necessitated by the impending redevelopment of the Clanwilliam Court complex, where Bord Bia had been based since its foundation. While welcoming the opportunity to move to a space designed for the post-pandemic way of working, Clanwilliam Court will always have a warm place in the hearts of many, myself included. The move is being undertaken in as sustainable a manner as possible, ensuring that any resources and facilities that can be transported and reused in the new workplace will be.

There are many reasons why 2021 was not a year most of us will remember with the greatest affection. However, it was one where our food and drink industry demonstrated a commitment to excellence and adaptability, and delivered more sustainable, quality assured food and drink to global markets than ever before. In doing so, it showed characteristics of resolve and

ambition that will be fundamental to its future success. Disruption and challenge will undoubtedly continue in the years ahead, but ambition and confidence are increasingly integral in how the industry responds. Bord Bia is also an organisation changing and growing, doing so with the clearest focus on serving the Irish food and drink industry and the Irish public, and bringing value to stakeholders in every action it undertakes. A new chapter opens in 2022, and Bord Bia is committed to playing its part in making the years ahead a period of sustained success for the industry and making Ireland a global leader in sustainable food production.

Tara McCarthy,
Chief Executive

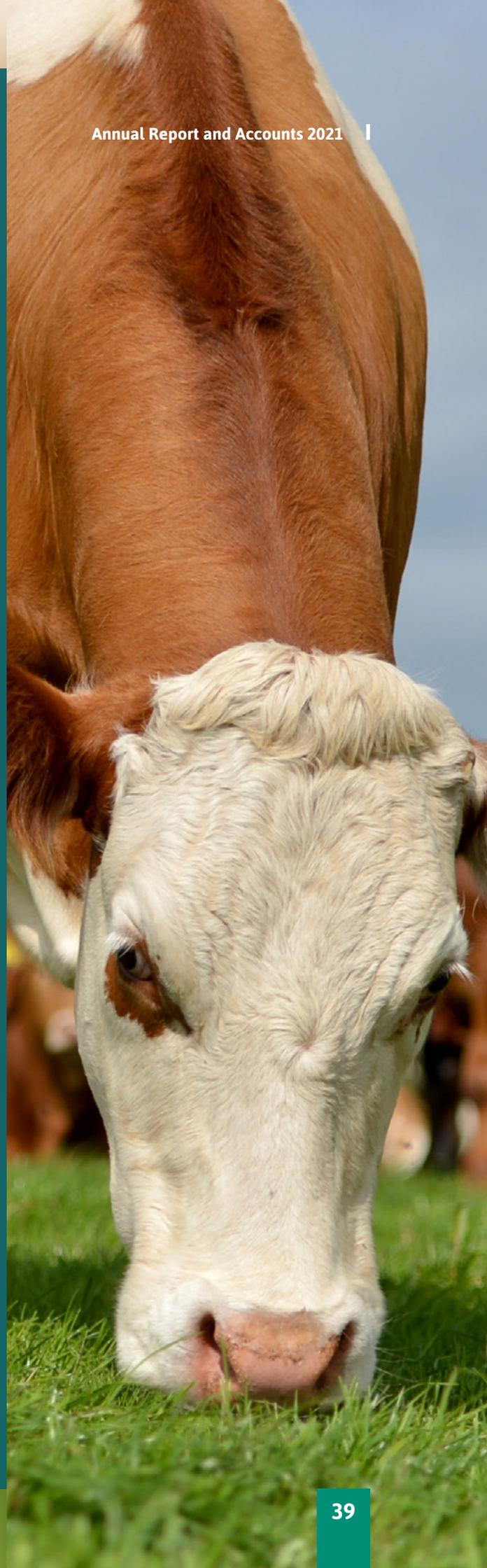


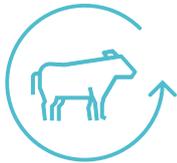
BEEF

Total exports of primary beef were valued at €2.1 billion in 2021, a 9% increase on 2020, reflecting stronger prices for much of the year. Higher prices helped offset a drop of 12% in export volumes of beef and offal to 504,000 tonnes. The value of offal exports stood at €137 million, a drop of 29% on 2020.

Bord Bia activities during the year focused on promoting the positive credentials of Irish beef and supporting exporters in their efforts to enhance its position with key customers, thereby establishing relationships with potential new customers in priority markets through the delivery of ongoing shopper and market insights.

While 2021 initially started with a number of challenges for Irish beef exports, the supply demand landscape changed significantly to the benefit of Irish exporters in the second quarter, with this dynamic prevailing for the rest of the year.





9%

of total primary beef exports were valued at €2.1 billion in 2021

The strong market and stockpiling of beef for the British market ahead of the December 31st, 2020 deadline, created a situation where demand for frozen manufacturing beef from the British market was exceptionally low in the first three months of 2021. This combined with a return to Covid-19 restrictions in most markets for Irish beef, created uncertainty in demand and resulted in UK customers only topping up on essential supplies.

However, towards the early summer, a number of positive influences from an exporter's perspective emerged. Global export supplies were still tight and beef import demand from China remained strong. It became evident that supplies of beef across Britain and Europe were tightening considerably and at the same time, Covid-19 restrictions were being relaxed across many geographies, enabling foodservice to re-open. These dynamics created a positive price environment and robust demand.

Beef consumption in the EU27 is estimated to have declined slightly in 2021. While restrictions impacted heavily on consumption in the foodservice channel in the first half the year, demand recovered very rapidly in the second half. Retail sales remained in growth early in the year, but slowed once consumers took increasing advantage of the re-opened foodservice channel, reverting to more 'normal' levels, more-or-less on a par with where they were in 2019.

On international markets there was a cooling off in demand for beef and offals in several key markets in Asia and North America. This is partially down to the impact of Brazil's suspension from the Chinese market and the corresponding build-up of very significant stocks that would normally be destined for that market. This combined with other import-related issues in Asian markets left international markets' import demand relatively flat for the final months of the year. In contrast, demand and prices for beef in the UK and Ireland are at an eight-year high.

Finished cattle supplies in Ireland fell by 6% in 2021 to stand at an estimated 1.7 million head, while average carcass weights declined by around 1.3%. In addition, beef production across the EU is estimated to have decreased by just over 1% in 2021, with UK output 4% lower. Imports of beef into the EU fell by around 3%, which followed a 21% decline in 2020.

This resulted in a tightly supplied European market and put strong upward pressure on prices. On average, R3 steer prices in Ireland increased by 12%, while UK R3 steer prices increased by 15%. Strong growth was also evident in Continental EU, particularly in the second half, with R3 young bull prices, increasing on average by 10%.

The Irish composite cattle price, as captured in Bord Bia's beef price tracker was ahead of the export benchmark prices for all cattle and prime cattle in 2021, recording an increase of almost 13%. When the UK is excluded, Irish composite prices were almost 23c/kg higher than the export benchmark for prime cattle in 2021. Exports of offals came under pressure in the second half of the year and saw significant declines. While the declines were in part down to lower cattle kill and weakening market demand, the greater part of the decline can be attributed to a change in exporter coding of certain product from offal to beef.

Trends by Destination

Total beef exports to the United Kingdom were down by 2% in 2021 at around €880 million. Within the UK total, exports to Britain decreased by 8%, while exports to Northern Ireland increased by 37%. In 2021, cattle supplies remained tight in the UK and demand from large retail and foodservice customers for higher specification beef strengthened considerably, following the initial post-Brexit-deadline lull. While demand for Irish beef in the foodservice and manufacturing channels, has been significantly reduced, there has been an intensification in demand for higher value product. The UK now accounts for 42% of Irish beef exports in value terms, compared to 51% in 2016. In volume terms, the UK accounted for 214,000 tonnes carcass weight equivalent (CWE), representing a reduction of 15% on 2020 levels.

EU markets collectively accounted for €1 billion of Irish beef exports during the year. Total volumes to EU27 countries totalled 190,000 tonnes (CWE). This reflected strong growth of 22% in the value of exports and lower beef supplies in many of our key markets. In France, Netherlands, and Sweden, there were production decreases of 0.6%, 1.7% and 4.3% respectively. The EU27 accounted for 49% of Irish beef exports. France remains the largest EU destination for Irish beef, with exports of €212 million in 2021. Exports to Germany saw a marginal decrease to €131 million. Italy increased by 1% to reach €170 million. The Netherlands increased by 6% to reach €190 million, while Sweden recovered strongly to reach exports of €104 million.

Exports to international markets increased by an estimated 2% to €190 million. This largely reflects a sustaining of the markets in North America and Asia, which account for the majority of Ireland's beef exports outside of the UK and EU. The Philippines was in strong growth for 2021, with exports of beef worth €46 million, a 21% YOY increase. Exports to Hong Kong increased 45% to €33 million, countering somewhat the complete removal of mainland China as a destination for the entirety of 2021. In Japan, where Irish beef imports grew strongly in 2020, volumes decreased by 30% in 2021. However, with high prices in the market, the overall value of beef exports still grew. The value of Irish primary beef exports to the US market declined in value by 13%, as large volumes of domestic beef became available in the second half of the year due to culling of female breeding animals following a drought in the Western United States.

Prospects

The outlook for Irish beef exports to EU27 and the UK remains broadly positive for 2022 with the markets set to be relatively balanced in terms of supply and demand. Global market demand is set to remain good as global supplies are forecast to be tight as result of pressure on output from both North and South America due to drought conditions in both regions in 2021. Market demand for Irish beef will be influenced by the sustained demand from key British customers and a continuation of free access to that market in 2022.

While UK beef production is forecast to increase by 10,000 tonnes in 2022, there is also an expectation that import demand will be maintained at the 2021 level of 376,000 tonnes. Overall beef consumption is forecast to decline by 2% however this represents a return to 2019 consumption levels. Within this trend there is an expectation that there will be a sustained demand for Irish beef imports from the retail and quick service sectors.

Trade to EU27 markets is expected to remain positive as consumption is largely maintained and the decline of European beef production is set to continue, with a drop of 1.4% anticipated by the EU Beef Forecast Working Group. While it can be expected that there will be some growth in non-EU beef imports in 2022, the recovery in demand from the foodservice sector and greater exports to international markets should keep largely positive market dynamics in place. This will see further growth in the volume of Irish beef shipped to EU27 markets.

China's import demand for beef continues to grow and according to the United States Department of Agriculture, is expected to reach 3.25 million tonnes in 2022. If market access can be regained, this will pose a sizeable opportunity to grow exports to that market on the same trajectory as in the first half of 2020. A return to previous import demand levels and a growing interest in Irish beef in Japan should also see growth in that market. Increased access to Asian markets can offer further opportunities for Irish exporters. Lower production levels, resulting from the drought conditions across North and South America in 2021 can also lead to further import opportunities in North American, Asian and other global markets.

Irish cattle availability is expected to increase in the second half 2022. Bord Bia's analysis of the Department of Agriculture, Food and the Marine's Animal Identification and Movement database and related production and trade factors, indicate an increase of 70-80,000 head (+4%) in finished cattle supplies for 2022 as a whole.



LIVESTOCK

The value of Irish livestock exports increased by an estimated 6% in 2021 to reach an estimated €214 million. Increased returns from live cattle exports helped to offset lower export values for both pigs and sheep.

Cattle

The Irish live cattle trade performed strongly in what was a very challenging year in 2021 with the overall value of live cattle exports increasing strongly for the second consecutive year to total €157 million. This accounts for an 18% increase from 2020 levels. This was despite the number of cattle exported falling marginally to 266,000 head. The increase of the value of exports was driven by an improvement in the value of all types of cattle exported due to a firmer beef trade on both the domestic and export markets for Irish cattle.

While the number of calves and weanlings declined by 2% and 30% respectively during 2021 the number of store cattle exported increased by 2%. The strongest growth has been in the export of adult cattle, up 8% from 2020 levels.

Calf exports are an important component of Irish live cattle exports with the majority of calves exported between February and May each year. There was a difficult start to the calf export season in 2021 with the negative impacts of Covid-19 restrictions on demand for veal from foodservice, weather-related ferry disruptions, increased competition for spaces on the ships due to Brexit, and strong calf prices making Irish calves uncompetitive in key export markets. However as the season progressed the level of export improved with exports to the end of June 2021 totalling 135,000 head which was marginally ahead of 2020 levels.

For the second consecutive year Spain has continued to be the largest market for Irish calves, accounting for 41% of total calf exports. There has been growing interest in beef sired calves originating from the dairy herd in the Spanish market in recent years where they will be predominantly used for beef production. These

higher value beef sired calves accounted for 60% of exports to the market during 2021 with the remaining 40% predominantly dairy sired male calves.

The Netherlands was the second largest market for Irish calves in 2021, accounting for 36% of overall calf exports. These calves are predominantly dairy male calves intended for veal production. Smaller numbers of Irish calves were also exported to Italy, France, Belgium, Hungary and Poland during 2021. A further 9,000 calves were also exported to Northern Ireland for further production during 2021.

There was a strong increase in the number of store and adult cattle exported during 2021 and this was driven primarily by an increase in the number of cattle being exported to Northern Ireland. Cattle exports to the region during 2021 increased in the region of 14% from the 64,000 head exported during 2020. Tighter supplies of cattle north of the border and firm demand from processors combined with a widening price differential were the key drivers behind the increase. Cattle exported for direct slaughter accounted for approximately one third of cattle exported to Northern Ireland while the remaining two thirds were destined for farms for further breeding or production.

While increased numbers of store and adult cattle were exported to Northern Ireland, exports to other markets were much more subdued. Some older cattle were exported to other EU markets including Spain, Italy and Greece however the numbers involved were lower than previous years. There was also a small number of cattle traded internationally with some cattle exported to Libya, Kazakhstan and Russia during 2021. However the level of trade was significantly lower than previous years.

Other livestock

During 2021 Irish live pig exports totalled 445,000 head, a notable 9% reduction from the 487,000 exported in 2020. Production difficulties in processing plants in Northern Ireland that would typically have handled Irish origin pigs has been a key driver behind the drop in live pig exports, particularly in the second half of the year. The reduction in the level of pig exports combined with a drop in the average price contributed to a strong decline in the value of live pig exports to €54 million during 2021.

During 2021 Irish live exports of sheep totalled 20,000 head, a decrease from the 28,000 exported in 2020. While an increase in the average value to €125/head compensated for some of the decline the value of live sheep exports fell to €2.5 million during 2021. Two thirds of Irish live sheep exports are destined for France although smaller numbers were exported to Belgium, Italy, Uzbekistan and the Netherlands in 2021.

Prospects for 2022

Cattle

Demand for Irish calves from customers in key EU markets is forecast to be similar to 2021 levels. Strong calf prices were a barrier to the trade in 2021 and this is expected to continue into 2022 with the growing interest amongst Irish farmers in raising dairy origin calves for beef expected to keep a floor under calf prices. The high concentrate feed prices and the ongoing pressure on the live export of young calves also have the potential to negatively impact the level of export in 2022. The increase in the dairy cow herd in June 2021 by 34,000 head will however contribute to higher levels of calf availability in 2022.

Demand for store and adult cattle is expected to remain firm in 2022, particularly from Northern Ireland which was the stand out market for Irish cattle exports in 2021. The international trading of cattle has been heavily disrupted by the impacts of Covid-19 however there has been increased interest in Irish cattle from third country markets including Azerbaijan, Kazakhstan, Libya and Israel which have the potential to boost the level of cattle exports in 2022.

Sheepmeat

The live sheep export trade is relatively small however it has the potential to grow from this small base in 2022. As with previous years export demand is expected to align with increased demand in the run up to key Muslim festivals.

Pigmeat

With the impacts of staffing issues and Covid-19 on production capacity in Northern Ireland pork processing plants the demand for Irish pigs is expected to remain subdued. As a result the live exports of pigs to the region is expected to continue at current

reduced levels, particularly in the shorter term. This expected decrease in export demand will coincide with an increase in domestic output.



SHEEPMEAT

Tighter global supplies of sheepmeat combined with steady demand resulted in an extremely positive market for Irish sheepmeat during 2021. The value of Irish sheepmeat exports has increased strongly for the second consecutive year, increasing by 15% to total €420m. This continued improvement in the value of Irish sheepmeat exports has been driven by a significant strengthening in the deadweight trade. Meanwhile a reduction in Irish sheepmeat production during 2021, primarily in the first half of the year, has resulted in a nine% decline in sheepmeat exports in volume terms.

The impacts of Covid-19 restrictions continue to have a bearing on the market outlets for Irish sheepmeat with the industry adjusting to the new balance in demand for product from retail and foodservice customers. The European Union (EU) however remains the priority market for Irish sheepmeat exports. The reduced availability of sheepmeat globally due to production declines in key lamb producing regions such as Australia and New Zealand and the redirection of product away from the EU market during 2021 has created a firm demand for Irish lamb.

Irish sheepmeat exports to the EU increased by 30% in value terms during 2021 with strong growth in the value of exports to France, Germany, Belgium and Sweden. The value of exports to Denmark, the Netherlands and Romania have also continued to grow in value terms, albeit from a smaller base. Exports to the EU accounted for 74% of Irish sheepmeat exports in value terms during 2021 compared to 71% in 2020. The UK accounted for a further 16% of Irish sheepmeat exports in value terms during 2021, back marginally from 18% in 2020.

The average deadweight lamb price for 2021 was 667c/kg compared to 524c/kg for 2020. This increase of 143c/kg represents a 27% increase in the lamb price year on year. Prices during 2021 operated well above



the five year average price of 493c/kg. Tighter supplies for slaughter and stable demand for sheepmeat, combined with the reduced availability of imported sheepmeat from Oceania in key export markets, have contributed to the record deadweight prices recorded in Ireland throughout 2021.

Sheepmeat throughput in the first half of 2021 was impacted by the reduced carryover of hoggets for slaughter and the impact of a late spring on grass growth slowing down spring lamb production. However the strong deadweight trade, firm demand from processors and an improvement in lamb supplies as we moved into the summer months encouraged producers to present lambs for slaughter as they became fit. Lamb throughput between June and December 2021 has totalled 1.6 million head, very similar to the same period in 2020. A firm store lamb trade and high cereal prices have resulted in some producers opting to push out finishing dates with an additional 50-60,000 lambs expected to be carried into 2022 when compared to last year. With lambs tending to be killed as they become fit the proportion of heavier lambs in the slaughter mix has remained low with an average lamb carcass weight between June and December 2021 of 20.8kg. This was similar to year earlier levels. Total sheep throughput in Irish plants for 2021 was 2.7 million head, back 6% or 164,000 head from 2020 levels.

Exports

The reduced availability of imported sheepmeat on the EU market has had a positive impact on the demand and opportunities for Irish sheepmeat. Lower export capacity in New Zealand due to reduced production

levels and a redirection of available product away from the EU into Asian markets and the US has resulted in less New Zealand origin lamb available in our key export market. In Australia there has been some recovery in sheepmeat production during 2021 and an associated increase in export volumes, with the volumes destined for the EU markets remaining quite small. Longer term forecasts for Australia have indicated further growth in sheepmeat production in 2022, while no increase is expected in New Zealand sheepmeat production above 2021 levels.

During 2021 international markets accounted for just 10% of Irish sheepmeat exports in value terms, with access to third country markets such as Hong Kong providing an important carcass balancing function for the Irish sheepmeat sector. Exports to Singapore have continued to grow strongly from a small base while Switzerland has been the stand out international market for Irish sheepmeat in 2021 with exports continuing to grow strongly in both value and volume terms.

Prospects

Prices continue to be very strong in the early weeks of 2022 with the short term outlook looking fairly positive. There is potential for average deadweight prices to come under some downward pressure in 2022 with forecasts indicating a slight increase in sheepmeat availability on the EU market where prices are expected to remain firm in comparison to historical levels. The increase in lamb availability will be a result of a slight increase in domestic production combined with a recovery in the levels of sheepmeat imports.

Growing demand for sheepmeat in China has continued, albeit at a slower rate than we have seen in previous years and it continues to be a key driver in the global sheepmeat trade. The US is another key driver in the global sheepmeat trade where growing consumer demand has seen sheepmeat imports from both New Zealand and Australia grow strongly. The strength of import demand in these two markets in particular has been a key factor in the lower availability of imported product on the EU market. There is however potential for some recovery in the volume of sheepmeat being imported by the EU from New Zealand in 2022 in response to the exceptionally strong prices available which will increase competition for Irish product in our most important market.

Tighter global supplies of sheepmeat and the redistribution of global supplies have helped drive higher export values for Irish exporters. One potential negative impact is the risk of declining visibility on the supermarket shelves in major lamb consuming countries within the EU due to supply issues. This has the potential to negatively impact overall consumption of lamb in the EU which may be difficult to regain when supplies of sheepmeat improve. The latest forecasts from the EU indicated a 1.5% increase in EU sheepmeat production in 2022.

Sheepmeat continues to have a strong association with Muslim and Christian festivals with demand for sheepmeat increasing in the weeks prior to key celebrations. In 2022 Ramadan falls on the April 2nd, a week earlier than last year, while Easter Sunday falls later on April 17th. Another key Muslim festival to consider is Eid al-Adha which is also earlier in 2022 on July 9th.



PIGMEAT

Irish primary pigmeat exports were 3% lower at an estimated €542 million in 2021, as a strong increase in domestic output boosted supplies. This failed however to totally offset lower export prices. Value-added pigmeat exports are analysed as part of the PCF category.

Overall Irish export volumes of primary pigmeat increased by 3% to 248,000 tonnes in 2021. The pattern of Irish pigmeat exports were heavily influenced by trade developments in Asia and the UK throughout 2021.

EU funded promotional campaigns remain a key focus for Bord Bia pigmeat activities and are targeted on expanding demand in the emerging markets of China, Mexico, South Korea, Vietnam and the Philippines. Bord Bia also work with client companies on insight and understanding for new market developments and providing business development support.

Shipments of Irish pigmeat to Asia now account for 67% of the total value of Irish pigmeat exports at €360 million, representing an increase of 42% on 2020 levels. China remains the key partner destination for Irish pigmeat exporters. However, given the slowdown in Chinese demand that materialised as the year progressed, most of the growth in exports to the Asian region in 2021 was driven by markets such as Japan, South Korea and the Philippines where lower domestic output levels boosted import demand.

Other international markets that performed strongly included Australia and the United States, where export values rose by 54% to €49 million and 20% to €27 million respectively.

The availability of competitively priced European pigmeat affected Irish shipments to the United Kingdom during the year resulting in the value of Irish primary pigmeat exported to this market falling by 46% to €83m for the year.

Exports to the EU-27 were affected by an oversupply of pigmeat across the region, which was compounded by trading restrictions placed on German suppliers to International markets. This resulted in Irish pigmeat exports falling by 11% to €75m during 2021.

One of the key EU markets impacted was the Czech Republic, with Irish exports falling by 55% to €6 million to this destination. Elsewhere, despite the headwinds evident in the German market, exports fell by just 13% to €15 million. Helping to offset some of this decline in exports to this region, was a stronger performance from Denmark and Poland, with €38 million worth of pigmeat exported to Denmark in 2021, around 24% higher compared to 2020, and exports to Poland more than doubling to around €5 million.

Market Developments

The global pigmeat market was adversely impacted by subdued Chinese import demand from the end of the first quarter due to herd liquidation triggered by renewed African Swine Fever (ASF) outbreaks. This led to some redistribution of pigmeat across the global market during the remainder of 2021. European pigmeat suppliers were particularly exposed as pigmeat production reached record levels, and leading suppliers such as Germany were affected by international market access suspensions due to the detection of ASF in their own herds.

Following strong import demand for pigmeat in China during the 1st quarter of 2021, the second quarter was more subdued, with imports falling by 9% to 1.4 million tonnes compared to 2020 levels. This trend continued throughout the second half of 2021. This slowdown in trade followed the emergence of a new ASF variant which triggered herd liquidation. As local prices fell, producers that retained pigs for extended periods marketed their pigs to avoid further price reductions. It is estimated by the Chinese Statistics Bureau, that Chinese pig production rose by 36% during the first half of 2021 compared to 2020 levels. However, for the second half of 2021, the level of increase is estimated to have slowed down as liquidation eased.

The impact of ASF continues to threaten other Asian markets, while in Europe this disease has been detected in commercial piggeries across key producing member states including Germany, Poland, Romania and Serbia.

In the Philippines, pigmeat production is expected to reach 1 million tonnes during 2021, which is around 40% below pre ASF levels. Producers have been hesitant to repopulate herds due to fears around further outbreaks. In addition, the local government placed price ceilings on retail pork in an effort to control prices, creating a disincentive for expanding pigmeat production. As a result, pigmeat imports by the Philippines are expected to have reached record levels of 425,000 tonnes for 2021 as the government react to lower domestic output by temporarily lowering tariffs and increasing quota volumes.

Irish pigmeat production increased by around 5% to 336,000 tonnes in 2021 as productivity at farm level continues to improve. Production across Europe during

the early part of 2021 showed strong single digit growth although this growth tapered off as the year progressed reflecting the impact of lower producer prices and higher costs of production. However, European pigmeat output increased by 2% for the year to reach record levels of 23.7 million tonnes driven by strong growth in member states such as Spain and Denmark.

European pigmeat exports started the year strongly, increasing by 9% to 3.7 million tonnes for the first eight months of the year before slowing as the year progressed to finish the year around 5% higher at 5.7 million tonnes. Strong increases in demand from countries such as the Philippines, South Korea, Vietnam, the US, Australia and the Ivory Coast were reported. Shipments of European pigmeat to China fell by around 5% to 2 million tonnes in the first eight months of 2021 although it continued to account for 54% of total EU pigmeat shipments for the period.

Price Trends

The EU pigmeat market was severely affected by the slowdown in Chinese demand as the year progressed. In addition, the surplus of product in the market due to increased output levels and more German product being available due to market suspensions also had an adverse impact on EU prices. The European average pigmeat price for 2021 fell by around 11% to €1.43/kg compared to year earlier levels.

Irish pig prices, while 8% above the EU average for 2021, were still 8% below 2020 levels at €1.55/kg reflecting the impact of more difficult trading conditions as the year progressed. This coincided with a significant increase in feed, energy and labour costs as the year progressed, combined to leave producers in a loss making situation.

Prospects

Global pig producers are facing a challenging outlook as the world emerges from the global pandemic. According to Rabobank, structural and transitional supply chain disruptions combined with tight grain stocks are raising the cost of production. Labour challenges in Northern America and Europe have created significant challenges within the supply chain. Tight global stocks of maize and soya, together with

the recent surge in fertiliser and chemical costs, are expected to drive increased volatility in feed markets for 2022.

The economic outlook, as the world emerges from the Covid-19 pandemic is increasingly challenged, as significant cost inflation may impact on global consumption. The EU Commission forecast that pigmeat consumption across the Eurozone will fall by over 1% to 18.4 million tonnes in 2022 as inflationary pressures influence consumer behaviour in terms of trading down to lower cost cuts or other meat proteins.

The United States Department of Agriculture (USDA) 2022 Spring outlook points to global pork production increasing by 1% to 109.9 million tonnes during 2022. The majority of this increase in output is associated with a similar increase in Chinese production, which is expected to reach 49.5 million tonnes.

Recent forecasts from the EU Commission suggest a marginal increase in European pigmeat production in 2022, although much will depend on the cost environment and demand from key markets such as China.

ASF also remains an issue in many parts of the world, with active cases in China, the Philippines, South Korea, Vietnam and Europe. More recently, the virus has reappeared in a commercial holding in Russia and was discovered off the coast of America in the Dominican Republic and Haiti. These new cases, while not economically meaningful, create new risks for regional production.

Global import demand for 2022 is set to decrease by 1% to 11.5 million tonnes reflecting the impact of slightly higher domestic output in key regions. Chinese imports are expected to decrease by around 4% during 2022, with their market share accounting for almost 40% of global imports. The next two largest global importers, Japan and Mexico are also expected to show marginally higher import demand in 2022.

All of these factors combine to leave an uncertain outlook for Irish exporters. Import demand for pigmeat seems set to strengthen across key markets in Asia with the exception of China, which will help provide a more positive backdrop for exports. However, the cost environment faced by both producers and processors remains uncertain.



POULTRY

Irish primary poultry exports fell by an estimated 15% to €128 million during 2021. There was further decline in poultry exports to the United Kingdom with the value of trade falling by an estimated 16% to €74 million, reflecting the increased complexity around servicing this market due to Brexit.

Bord Bia is implementing the EU Pork and Poultry campaign in China and Mexico which is delivering an improved understanding of the quality and food safety credentials of Irish products in those markets in order to drive export growth. In addition, the organisation is also working with industry to deliver a promotional programme for Irish chicken on the domestic market.

Irish poultry exporters were adversely affected by the closure of the South African market during the year as local authorities stalled on reinstating market access for Irish suppliers arising from a case of avian influenza (AI) that was detected in the commercial flock back in December 2020. Whilst some redistribution of product destined for South Africa was reallocated to other African markets, total exports to Africa were still back 63% to €33 million for the year.

Poultry exports to other EU markets were around 16% lower at €19m reflecting a competitive market as the year progressed. However, Irish poultry exports to France rose by 25% to almost €7 million reflecting a quicker rebound from Covid-19 related lockdowns than anticipated.

Market Developments

The global poultry category showed strong resilience throughout 2021 as the reopening of economies across Europe helped underpin some sectoral recovery as the year progressed. However, European exporters were negatively affected by market access restrictions during 2021, and progress around re-establishing these trading partnerships will be critical towards maximising carcass utilisation and rebuilding export performance.

These developments were reflected in EU poultry exports, which are estimated to have fallen 5% to 2.2 million tonnes in 2021, driven in particular by reductions in import demand from the Philippines, South Africa, Hong Kong and the UK.

In addition, rising feed costs, AI risks and labour issues are major factors limiting production growth as the sector moves into 2022. These factors started to challenge EU poultry output towards the back end of 2021. The EU Commission noted that output during 2021 was around 1% lower at 13.6 million tonnes.

Irish poultry supplies for the first nine months of 2021 were running around 3% higher at 84.5 million head. However, poultry production during the last quarter of the year was negatively affected by higher feed and energy costs combined with tighter labour availability. Overall for 2021, poultry output is estimated to have increased by 1% to 112.7 million birds.

Poultry consumption across the EU performed strongly in 2021 as the sector overcame the challenges presented by the absence of a 'normal' foodservice channel for significant parts of the year. Retail sales continued to perform strongly and helped to offset the reduced volumes through foodservice. For the year, EU poultry consumption is estimated to have been maintained at 12 million tonnes. In Ireland, according to Kantar, poultry sales at retail increased marginally during the latest 52 week period ending the 3rd October 2021, which follows strong growth in 2020 through this channel.

Prospects

The outlook for the global poultry industry shows some signs of recovery as economies reopen in response to increased vaccination levels against Covid-19. The foodservice channel has benefitted from this development, with this channel traditionally accounting for around one third of global poultry consumption.

For Irish exporters, the status of trade with the UK will continue to be a determinant of the prospects for recovery and growth. The UK government has yet to fully introduce the physical checks on food imports called for by the withdrawal agreement reached with the EU. Introduction of these may introduce further complexity and challenge for poultry exporters. Concerns around Avian Influenza outbreaks at the time of writing create further uncertainty for the sector.

Additional challenges such as high and volatile feed prices remain evident and continue to affect industry profitability. There have been significant price increases for grains globally during the last quarter of 2021 reflecting tight global stocks. If these prices remain elevated for a prolonged period, this will have significant implications for global poultry production for 2022.

Similarly the status of market access to South Africa and other markets will play an important role in determining the prospects for the sector in 2022.



DAIRY PRODUCTS AND INGREDIENTS

The Irish dairy industry once again demonstrated its resilience throughout 2021 by delivering exports exceeding €5bn for the third time in a row, but this time against an exceptional backdrop of ongoing global supply chain disruption as well as soaring input, processing, and logistical costs.

Strong market returns across the core categories of butter, cheese, and powders, coupled with a diversified market spread, helped sustain strong demand during the year, particularly in North America and Africa which saw exceptional growth, countering the softer demand for infant foods in Asia.



Reduced milk output from major European producers like France, Germany and the Netherlands, coupled with strong demand for ingredients particularly from China all led to a positive market environment for much of the year. Butter and cheese exports, which typically account for approximately 40% of all dairy exports, both recorded growth, with strong demand for casein and whey also contributing positively to export values. Combined, these four sectors are estimated to have contributed an additional €300 million of exports during the year.

Reduced demand for imported finished and base powders to Asia for the infant nutrition sector countered overall Irish dairy growth with exports in this category declining by an estimated €240 million. When this category is excluded, Irish dairy exports to Asia grew by approximately 30% or €110 million in 2021. Fat filled milk powder recorded an estimated €150 million decline (-18%) year-on-year in part owing to the industry's strategic utilisation of the milk pool to maximise value return. However, exports of finished product to Africa grew by 11% driven by improved economic conditions in key West African markets.

Trade was recorded to 147 markets, with 2021 being the first year where exports of Irish dairy to markets outside of the EU and UK exceeded 50% of all exports. Greatest growth gains in 2021 were seen in North America (+€214 million) and Africa (+€68 million), in contrast to Asia and Europe which were impacted by reduced direct and indirect demand for infant food and fat-filled milk powders. It should be noted, however, that when these products are excluded both regions demonstrated significant growth. Exports to the United Kingdom were in line with 2020 values, at €953 million, a positive performance given high inventories in the market at the start of the year.

Insight to Power Growth

2021 was the final year of the 3-year dairy strategy 2019-2021, with the vision of being the world's most trusted exporter of sustainably driven and technically advanced high quality dairy products to customers worldwide. Key objectives of this strategy, were focused market development and maximising the

current product mix opportunities. In order to enable our clients to achieve on these objectives, Bord Bia undertook a number of projects in some of our priority dairy markets.

South East Asia (SEA) Market report

This bi-monthly report, delivered in partnership with StoneX, continues to share the very latest data and insights with Irish dairy industry stakeholders and proactively identify opportunities for Irish dairy in SEA.

Dairy Ingredients in West Africa (Senegal, Ghana and Cote d'Ivoire)

This market research is based on trade interviews in three markets in West Africa with the aim of enabling the industry to solidify and strengthen Ireland's position in dairy ingredients in these markets, with a specific focus on fat- filled milk powder.

Grass Fed Awareness Benchmarking

This research is ongoing in priority markets to provide a benchmark of awareness of the Grass Fed Dairy Standard among consumers. For dairy, the markets include the UK, US, China and Germany.

Dairy Ingredients into foodservice in Nigeria

The objective of this research is to develop a granular understanding of the opportunity for dairy ingredients in the food service channel in Japan, Vietnam and Malaysia.

Dairy Uses and Attitudes in Nigeria

Research began in August 2021 to understand the profile and penetration of dairy users in Nigeria, with emphasis on evaporated and powder milk. The research will also take an in-depth look at purchase, consumption and attitudes towards these two milk categories. This will help the Irish dairy industry understand the key drivers and barriers to purchase, as well as indicating potential opportunities.

Building Reputation for Growth

Virtual Farmhouse Cheese Tasting

Bord Bia Paris held a B2B virtual farmhouse cheese tasting of five Irish cheeses with 15 cheese stores from the Paris region participating. The theme was an Irish apero with other Irish products such as beer, relish and crackers included. A client brochure and cheeses were sent to each participant in advance of the event. The event lasted for 70 minutes in total, including a 30-minute discussion after the tasting between attendees.

B2B Marketing Campaign

A fully integrated B2B marketing and PR campaign has been developed to build on the roll out of Beef and Dairy Grass Fed Standards in Germany, UK and the US. The objective of these campaigns is to keep driving awareness of Ireland's capability to verify the grass fed status of qualifying dairy herds, provide proof to substantiate the grass fed claim and drive preference for Irish dairy among selected trade buyers.

China B2B Marketing Campaign

The objective of 2021 communications activity in China is to raise awareness of Irish dairy and to build its reputation among B2B customers. Marketing activity includes a series of ongoing online and offline dairy events, leveraging local influencers and key opinion leaders to amplify the events and the key messages around USPs of Irish dairy.

World Milk Day Activation – Africa

A social media campaign to build awareness of grass fed Irish dairy in Nigeria and South Africa reached almost 2 million people and generated online engagement 20 times the average industry rate. The Ultimate Butter Master dairy campaign ran for six weeks across Facebook and Instagram, featuring well-known African influencers.

Guide to Irish Farmhouse Cheese

Bord Bia launched an updated farmhouse cheese webpage in late 2020 to include an interactive map enabling people to find their local cheesemaker, and enhanced producer profiles. The webpage is continually updated to reflect new producers as well as updating existing producers' cheese range and company information.

Irish Farmhouse Cheese B2C Campaigns

Bord Bia organised two farmhouse cheese awareness campaigns, aimed at showcasing the range of cheese available and directing traffic back to the newly developed farmhouse cheese webpage on the Bord Bia website. The campaigns involved a mix of sponsored posts and influencer activity, which resulted in excess of two million impressions.

Driving Success and Growth in the Market

Bord Bia Dairy Markets Seminar

The inaugural Dairy Seminar took place (virtually) in April and was attended by 209 guests based across 20 countries. This marked the first of what is to become a standing annual event with a focus on delivering trade, market intelligence and meaningful insight on emerging trends, together with watch outs for Bord Bia's dairy client companies. Participants attending this event included Irish dairy processors, agri-media, universities and government agencies. A subsequent survey of attendees found that all sections were rated between 'very good' and 'excellent' in terms of relevance.

Bord Bia Yogurt Seminar

Some 20 participants attended this seminar in April focused on opportunities for Irish yogurt producers. Bord Bia representatives and Lu Ann Williams from Innova Market Insights shared global future trends pertaining to dairy and discussed opportunities for Ireland's yogurt industry. Kantar market data was disseminated giving an Ireland and Great Britain yogurt market overview, including relative retailer and sub category performance.

Rebuilding Foodservice - UK

Bord Bia, in partnership with leading analyst and foodservice futurist, Simon Stenning, held a webinar in April to provide Irish suppliers with a deeper understanding of the 'Rebuilding of Hospitality from 2021 to 2025' as the UK Foodservice/Hospitality market reopens following the lockdowns and restrictions of Q1 2021.

Egypt & Algerian Dairy Ingredients Forum

Bord Bia organised a dairy ingredient digital forum with key customers in Algeria in May 2021. The purpose was to maintain and grow the business established during the 2020 trade mission. The event included presentations and B2B meetings with Irish dairy companies with 40 participants in attendance.

Irish Dairy Trade and Chef Demo Event

Bord Bia hosted an Ireland dairy distributor and chef demo event in Chengdu city, one of the largest tier two cities in the western region of China. 50 distributors from foodservice and bakery channels were invited to attend, plus four Key Opinion Leaders.

SEA Virtual Trade Mission

Bord Bia ran three virtual trade missions in South East Asia over a 4-week period. The countries targeted in this year's missions were Vietnam Malaysia and Thailand. These events proved highly successful with almost all Irish dairy suppliers partaking and over 250 SEA buyers registering for the events. The events offer the Irish dairy industry the opportunity to showcase its unique credentials to this growing market. 1:1 introductory meetings between potential buyers and Irish dairy suppliers are a key element of the events, with over 400 meetings hosted across the three missions.

Talent Academy Programmes

The Bord Bia Fellowship Programme helps Irish food and drinks companies develop business opportunities abroad. In 2021-2022, twelve fellows were placed in dairy companies in countries including Germany, Vietnam, Spain, the Netherlands, Singapore, Dubai, the USA and the UK. The role of Bord Bia Marketing Fellows is to work on overseas assignments on behalf of the Irish dairy industry. Students work on a variety of company projects while placed in market, partnering closely with Bord Bia staff during their placements.

The Origin Green Ambassador (OGA) programme focuses on developing individuals who can play a major role in the field of sustainability. In total, there are four OGA placements in 2022 with leading dairy relevant companies; Nestle, Almarai, Mars, and the Sustainability Dairy Framework.

Irish dairy companies secured three placements from the current MSc in Insights and Innovation programme. The vision for this programme is to forge the next generation of world-class innovators to join the food, horticultural and beverage sectors, who will use their creativity, talent and skill to drive sustainable, scalable, profitable and insight-led growth for their host companies and for their industry.



PREPARED CONSUMER FOODS

In 2021, Ireland's Prepared Consumer Foods (PCF) exports market was valued at €2.5 billion – a 2.7% increase from 2020. As a category, PCF covers a breadth of products ready for consumer consumption, and its success heavily follows consumer lifestyle trends.

The positive performance seen in 2021 is due to sustained strong sales across retail – most notably for the meal solutions category, but also bread and value-added pigmeat.

PCF exports are very dependent on the UK market, and despite the challenges raised by Brexit, there remains opportunity for growth. The scope of Irish exporters able to take advantage of that growth will depend to some degree on the implementation of the EU-UK Trade and Co-operation Agreement.

Exports of PCF to the UK market in 2021 were worth €1.74bn, which is up from the 2020 figure of €1.68bn. However, it is worth noting that exports in 2021 have not yet reached the 2019 export figure of €1.77bn. As of 2021 the largest opportunities for Irish PCF exports destined for the UK include the chocolate confectionery sub-categories (worth €206m), meal solutions (worth €324m), value added pigmeat (worth €322m), bread (worth €152m) and value added poultry (worth €124m).

Market Diversification

Many Irish PCF exporters are pursuing diversification strategies. However, growing a strong understanding of target markets in terms of tastes, requirements and the prevailing distribution network takes time, but opportunities exist for companies with the capability to adapt to local requirements.

The opportunity for diversification rests most significantly in the EU within the meal solutions sub-category, which includes pizzas, ready meals and soups. The logistical challenges of chilled exports to those markets should not be underestimated, and significant inflation across the supply chain and shipping remains the number one challenge for all Irish exports.

Exports of PCF to EU27 markets in 2021 were worth €631m, an increase of €21m from the previous year.. PCF exports to markets outside the EU27 and the UK were worth €147m in 2021, with the US accounting for €76m of that.

Export Performance

Exports in the PCF sector have remained relatively resilient despite significant disruption to the sector. Overall PCF exports increased by 2.7% to €2.5bn.

The UK remains the most important export market for the PCF sector with 68% of all PCF exports destined for that market in 2021, up from 62% in 2016. Overall, exports to Great Britain have declined by 15% since 2019 equating to a €236m decline in PCF exports to GB.

It is however worth noting exports to Northern Ireland are increase of €208m. Irish PCF exporter sentiment on UK growth is strong, and Bord Bia provides support to companies looking to increase their UK exports. To help Irish companies overcome barriers to trading with the UK, Bord Bia has launched a Brexit hub, hosted events and webinars, conducted UK consumer research and created a Brexit Action Plan, amongst other activities.

Exports to the EU27 are steadily increasing from 2019; the priority PCF markets of the Netherlands (38%/€34m), Germany (+24%/€23m), Italy (+26%/€8m) and Belgium (+22%/€5m) are driving the growth. Meanwhile France (-27%/€37m) and Sweden (-9.3%/€2.9m) have seen declines since 2019. PCF exports to the US have increased €18m since 2019 which have been primarily driven by meal solutions (up 96%/€7.4m), ingredients (up 672%/€8.6m) and chocolate confectionery (up 20%/€1.2m).

The largest single element of PCF is value-added meats (VAM). Destined for quick service restaurants and retail ready environments, VAM's were significantly negatively affected by closures resulting from the pandemic in 2020. As foodservice – particularly quick service restaurants – returned in 2021, VAM's sustained exports at a value of €677m, up from €670m in 2020. This export figure is still below pre-pandemic levels (VAM exports in 2019 were €755m), but it demonstrates a gradual recovery.

Elements of the PCF category dependent on the retail channel had a very positive year. The meal solutions sub-category increased the value of exports by 5% to €517m, a 10% increase on 2019's record value of €471m.

Non-alcoholic beverage exporters balanced between the return of demand for foodservice and continued robust retail. Exports in this category were worth an estimated €110m in 2021, a 27% increase on 2020's value and up from 2019 also.



BEVERAGES

2021 proved to be a year of resilience and recovery for Irish drinks exports after the unprecedented difficulties of 2020, with the category increasing by 19% to total €1.62 billion. This recovery meant that exports returned to similar levels seen in 2019.

Key drivers for recovery, were the gradual re-opening of the on-trade globally, and a return to more normal shipping patterns. The Covid-19 pandemic has also led to the rapid growth of the online channel in some key export markets such as the US which provides new opportunities for Irish exporters.

The categories which saw the greatest recovery in export value were whiskey (+25%), cream liqueurs (+19%), cider (+50%) and gin (+38%). This recovery in export value in 2021 was helped by the growing global trend of premiumisation or 'less but better'. The position of Irish spirits in this segment helped the value of Irish spirit exports grow at a stronger pace than volumes.

However, not all categories within the drinks sector experienced the same levels of recovery. Beer exports, more so than other categories, rely on the on-trade in key export markets such as France, Italy and the UK. The continued closure of this channel in these markets during 2021, presented significant challenges for the category resulting in a 3% decline in beer exports, totalling €246m. It is hoped that the return of the on-trade in these markets and continued success in exports to the US in 2022 will result in a recovery for beer exports in 2022 to near pre-pandemic levels.

The North American market continued to be the dominant destination for Irish drinks exports, where Irish drinks exports showed a good recovery in 2021 following the re-opening of the on-trade, a return to more normal shipping patterns, and the exceptional growth of the online channel. Total exports to North America reached an estimated €825m, which represents 51% of total drinks exports. Whiskey exports in 2021 were worth €855m, with 55% of that (€470m) destined for the US. Irish Cream Liqueur exports increased to €367m, and almost 40% of that was destined for the US.

Strong recoveries were evident in a number of key markets within the EU-27 in 2021. However, overall exports to the EU-27 have declined by an estimated 6% over the period since 2019. For 2021 drinks exports to the EU-27 totalled €413m, an 11% increase on 2020. This increase reflected recovery in exports to a number of key drinks markets such as Germany (+28%), Italy (+47%) and Latvia (+17%), most of which is destined for Russia. In Germany, Irish whiskey exports grew by 30% and the market continues to grow as a priority EU market for Irish whiskey suppliers.

Irish drinks exports to the UK market increased by a fifth to an estimated €255m. This represents 8% growth over 2019. Whiskey exports were the star performer with an increase of over 80% driven by the growth of in-home consumption, leading to strong increases in sales through off trade, the gradual reopening of the on-trade and further increases in sales through online channels.

Africa continues to be a promising region for Irish exporters with shipments more than doubling in 2021 to reach a value of €53 million. Although these figures are coming from a lower base than other more established markets, this strong growth has been led by

whiskey exports to the region which totalled €44m. This growth is predominately generated by two markets, Nigeria (+140%) and South Africa (+176%). The growth in exports to South Africa in particular are due to the recovery of the on-trade post pandemic.

Exports to Australia, another promising emerging market for Irish spirits, declined by 6% to €24m. This is as a result of stringent Covid-19 prevention measures in many regions which effectively closed the on trade for large portions of 2021. Exports to New Zealand however grew by 23% to total €5m which is reflective of the on-trade being open in the market for the majority of 2021.

Asia continues to be an emerging region of growth for Irish spirits and will be important for the longer term growth of Irish drinks exports. Total drinks exports to the region grew by almost 40% in 2021 to reach €38m. China and Japan continue to be key markets within the region and exports to these markets totalled €20m. Other developing markets include India which continued to see growth in 2021. Irish drinks exports to the market increased by 101% to total €6m, with whiskey accounting for €4m of this figure following some successful launches by Irish whiskey brands in the market.

The online channel became an area of focus in markets such as the US, where IWSR estimates that sales via e-commerce grew to over 60,000 9L cases in 2021. This represents a 125% increase from 2019 levels and this channel is forecasted to continue to grow strongly to 2025. Other key channels such as Global Travel Retail began to recover towards the end of 2021 for the drinks category. Volume of spirits sales via this channel recovered by 37% in 2021 and are expected to increase by a further 85% in 2022. However, volumes are not expected to return to pre-pandemic levels until 2024.

The prospects for the drinks sector are broadly positive for 2022 and beyond. The recovery in exports is expected to continue in the spirits and cream liqueur sectors, notwithstanding the challenges to be overcome in relation to inflation across the supply chain. A recovery in beer exports is anticipated throughout 2022, although it may take some time to recover the losses of 2020 and 2021.

The trend towards premium and super premium and less but better will also continue, especially in

established markets which will continue to increase the value of Irish drinks exports. As the on trade and nightclubs return to more normal trading conditions, the growth in the mixology and cocktail culture will resume. At-home cocktail culture became a growing trend, particularly in European markets, during the pandemic but a return of the off trade should benefit exports of spirits including gin and liqueurs.

The 'Spirit of Ireland' communication programme, which will provide international consumer-facing trade with deep insights into the history, present-day landscape, and aspirations for the future of the Irish spirits category, was impacted in its roll-out timeline and formal presentation of the programme is anticipated in early 2022, initially to control states in the US. Elements of the content will also be used in Bord Bia's online communications with buyers, trade media and key opinion leaders in the industry throughout 2022.



SEAFOOD

Overall exports of primary seafood returned to growth in 2021, recovering by an estimated 12% to €514m, albeit with varying trends across species. Compared to 2019, exports were 5.6% higher in value, despite the difficulties faced by the sector.

Seafood exports to the EU were 13.3% higher than 2020, at €317m, with a strong rebound evident in Italy (+30%) and in France (+29%). Exports to Spain increased in value by 23% reflecting the reopening of the foodservice sectors in these markets. However, there was a substantial fall in exports to Poland (-45%) and Germany (-2.3%) driven largely by the reduction in Irish organic salmon exports to both markets, reflecting increased competition.

Exports to Asia recovered strongly, and grew by almost 80% in 2021 to €54.5m. Pelagic exports recovered much of the ground lost in 2020, while shellfish exports were up by 28%. Key growth markets for Irish seafood overall in 2021 were China, Japan and Hong Kong, which were ahead by 102%, 59% and 33% respectively. Between all three markets they account for over €47m in exports.

Overall exports to Africa were down by just over 10% to over €82.5m, dominated by pelagics.

Primary seafood exports to the UK were stable, down just 0.3%, to almost €41.4m.

Trends by Sector

The pelagic sector has experienced a difficult 2021 with a cut to the mackerel quota as a result of the EU-UK Trade and Cooperation Agreement, leaving the Irish processing sector in difficulty for raw material supplies to service the needs of their customers in the international marketplace. As in previous years, as a result of uncertainties around Brexit, there was a concerted effort by the Irish pelagic sector to catch a large proportion of the mackerel quota allocation at the start of the season and this drove an increase in exports in the early part of the year. This has been a trend for the past few years and was further intensified in 2021. Improving currency rates in the early part of 2021 also meant that many processors moved a lot of stock early in the season rather than holding on to it for the latter part of the year. The sector managed to attract some landings of non-Irish vessels for various species, and blue whiting activity was also very good this year compared to 2020.

Higher prices offered by many of the larger Norwegian processors for raw materials resulted in increased competition for supplies, impacting on margins for Irish processors. This also resulted in them focusing their efforts on sales to the higher value Asian markets to the detriment of exports to Africa and other regions.

In overall terms, the value of pelagic exports was up by 8% in value at €185m in 2021. The Asian markets were strong with Irish exports to this region increasing by 123% in value to €36.9m, as markets opened up and demand increased for imported pelagics.

Pelagic exports to the EU also recorded a slight increase at 3% to reach €50.9m. Pelagic exports to Africa were down 6.2% compared to 2020. Exports to the largest market for pelagics, Nigeria, recorded a fall of 17.5% as exporters sent more product to higher value Asian markets.



With the reopening of foodservice channels in Europe and Asia, shellfish exports recovered some of their losses in 2021. Total shellfish exports were up by 26.3% at €167m with volume increases running behind at around +7.4%. Shellfish exports to Asia increased by more than 28% in value. EU markets also showed good recovery increasing by almost 30% in value compared to 2020.

Demand for Irish shellfish in China and Hong Kong was particularly strong, increasing by over 29% and 35% respectively. There was also good recovery in the Japanese market, while exports to South Korea remain muted, as the impact of Covid-19 continues to impact on seafood demand in this market, particularly in the foodservice channel.

Growth was also evident across all of Ireland's core EU markets for shellfish exports with notable strong performances being recorded in Italy which increased by over 34.5% in value, despite export volumes only rising by just over 8%. Ireland's most important export market, France, also showed good growth of 28% and was 2.3% ahead of 2019 exports.

While the shellfish markets were strong, the sector was impacted by lower volumes of raw material being available which helped to drive up prices. Demand for Irish oysters was firm in France but exports to China declined due to the challenges of airlines in getting

perishable products into Chinese airports as a result of Covid restrictions. Mussel demand was firm across Europe and market conditions favoured Irish exporters with significant reductions in UK mussels reaching the EU markets. Demand was also strong for the larger grade prawns in Italy but supplies were tight with demand outstripping supply. The trade for prawn tails to the UK continued to be strong. Demand was also ahead of supply for core species such as brown crab and lobster and as a result prices increased across Ireland's main export markets.

The Irish organic salmon sector experienced a challenging 2021 with increased competition into the organic market from other countries offering year round supply, now impacting significantly on prices secured by Irish exporters. In overall terms exports increased by just over 3% in value to €108 million during 2021 with the fresh market being particularly impacted. Whilst prices held firm in the French market, exports of Irish organic salmon fell sharply in both value and volume terms to Poland.

On a positive note exports of smoked salmon increased strongly with sales buoyant in the Christmas period and export values increasing by more than 100% in value compared to 2020.

The whitefish export market was challenging in 2021. Good supplies from French/Spanish vessels coupled

with prioritisation by French buyers for sourcing from local vessels meant it was difficult for Irish whitefish exporters throughout the year. European markets in France and Spain were challenging with ongoing price volatility evident. Prices for Irish haddock in the UK were weak due to an abundance of haddock in the North Sea which made it difficult for Irish processors and co-ops to secure reasonable prices from the market during much of 2021.

In overall terms whitefish export values declined by around 2.6% to €46.3m, with volumes reducing significantly more by over 35% during the year. Lower quotas for some whitefish species, greater consumption of whitefish on the domestic market and difficult catching conditions all contributed to the overall reduction in 2021.

Overall exports of added value seafood increased in 2021 by 26.9% to reach export values of €96.9m. Volumes were running slightly behind at +20% reflecting the strength of demand and improved prices achieved by this sector during the course of the year. There was very good recovery for this sector during 2021 with values increasing by 7.1% compared to pre Covid2019 export figures. The main growth was secured in the EU markets which increased by 43.1% in value whilst exports to the UK increased by 13.4%. Declines were recorded across Asian markets which were down 5% during this period.

Seafood Prospects

Sectoral prospects for 2022 remain mixed depending on the category.

For pelagic species, there will be a further cut of 2.5% in the Irish quota. The success in attracting foreign boats to land in Irish ports will dictate potential for increased export value. More focus on value added opportunities will be needed to drive export value within this sector as raw material supplies continue to decline. The continued reopening of foodservice in Asian markets in particular, may help the sector to achieve stronger prices in 2022.

The recovery in exports of shellfish should continue in 2022, with continued growth into key EU and Asian markets. One of the key challenges will be availability of raw material for the processing sector and the

ability to service existing and new customers in key export markets. The continued cut in the Irish prawn quota as a result of the EU-UK Trade and Cooperation Agreement, coupled with any proposed cut in the stock as a result of the latest scientific advice, will also be a challenge for the sector.

The prospects for Irish organic salmon remain challenging for 2022. There will continue to be pricing pressure in our key EU markets due to the greater availability of organic salmon from Norway and Scotland, necessitating the sector to continue to tell the Irish organic story and what sets it apart.

Whitefish exports seem set to face ongoing challenges in 2022. However, exports to the UK should recover some of the losses in 2021 as old trading routes will hopefully re-establish themselves in the post Brexit era. On a positive note, the sector continues to experience good growth on the domestic market as Irish consumers increasingly recognise the health benefits of eating seafood and continue to increase their consumption and support locally landed seafood.

Across the EU27, Irish exporters expect consumers to continue to support local brands where available in the interest of national economic recovery. This will continue to impact on clients exporting into these markets in the short term.

Despite these challenges the sector remains positive about its ability to grow in an increasingly diverse range of markets across the EU27 and Asia as normal business resumes. There continues to be some new product development opportunities in the retail channel, with growing consumer demand for more ready to cook whitefish product formats, particularly in traditional seafood markets.

In spite of the headwinds facing the sector, it continues to invest in innovation, branding and marketing and plant efficiencies, which will help clients position themselves for the years ahead. Bord Bia will continue to work on market development initiatives to unlock opportunities for Irish exporters across a range of export markets in 2022 and will also focus on growing and enhancing the reputational strengths of the Irish offering across Ireland's core target markets in Europe and Asia.

The small business sector is defined by Bord Bia as businesses with an annual turnover of between €100,000 and less than €3.5million, representing all sectors from beverages, seafood, alcohol, dairy, meat and prepared consumer foods. Bord Bia engages with over 700 clients within this sector, a figure that has seen continued growth in recent years. Consumers are increasingly seeking foods with authenticity, provenance and a small local supplier story. The Small Food and Drink business sector is substantial and continues to grow, worth an estimated €300-€450 million. The diversity of the sector is also reflected in the profile of businesses; from start-ups, to artisan, to lifestyle, to fast growing export-focused enterprises.



Bord Bia Small Business Strategy 2019 - 2021

Bord Bia's strategy for the small business sector informed Bord Bia's supports and capability building initiatives in 2021.

Small businesses tend to have a strong domestic market focus, are typically young (<10yrs), mainly self-funded and most employ fewer than ten people, but plan to increase employment significantly. More than 30% of the more established businesses supply a retailer brand, and exports account for 16% of reported turnover within the EU, with the UK being the largest export market. Meanwhile, more than half of the companies exporting (54%) export via distributors, with 44% exporting directly to their end customers.

Bord Bia's vision for small business is that they are



'unique food & drink businesses which will be recognised at home and internationally as skilled and creative producers. Discerning customers will seek out their high quality and truly distinctive produce.'

The strategy segments small business into Artisan, Established, Start-Ups and In-Growth type companies, each requiring tailored supports which will be developed to support companies in 5 key areas:

- 1 **Information and Direction**
- 2 **On-line Supports**
- 3 **Capability Building**
- 4 **Relevant Networks**
- 5 **Relevant Introductions**

Small Business Seminar

Due to the Covid-19 restrictions the 11th Small Business Seminar was held virtually in January. The theme of the event was 'Be Extraordinary' highlighting that although client companies experienced many challenges in the previous twelve months due to Covid-19 and Brexit in particular they remained resilient. The theme also acknowledged the need for companies, as they entered into 2021, to continue to 'Be Extraordinary' as they sought to meet evolving consumer and market needs.

The event was opened by Minister of State for Research and Development, Farm Safety and New Market Development Minister Martin Heydon, followed by a welcome address from CEO Tara McCarthy. Guest speakers included Karen O'Neill, Founder of Beekon Batches, Laura Harper, Buying and CSR Director with Aldi Ireland and David McKernan, Founder Java Republic. Bord Bia speakers included Karen Tyner, Senior Manager PCF and Small Business, and Grace Binchy, Insights and Trends Specialist. Over 80 client companies tuned into the virtual event.

At the end of the event client companies had the opportunity to have 1:1 virtual meetings with various members of the Bord Bia team including sector managers, Origin Green, Marketing Finance and the Library.

Online Supports

The Small Business Webpage was created in 2019 as part of the new Bord Bia designed website. The webpage shares information with Small Businesses on supports available from Bord Bia and information about upcoming events and consumer insights. It also signposts client companies to supports available from other state agencies and relevant organisations.

Bord Bia's Learning Zone was launched in 2020 with a wide range of modules available for client companies to sign up to including 'Navigating the Retail Channel' and 'Introduction to Sustainability and Origin Green'. This tool has been developed in response to feedback from Bord Bia's small business clients who would like to be able to 'learn in their own time'. The Learning Zone enables users to upskill across a host of interactive modules. Additional resources in the form of videos, infographics and downloadable toolkits make

this resource a versatile learning resource for our small business clients.

Route to Market Supports – Retailer Programmes

In terms of route to market from an Irish Market perspective, Bord Bia offers a range of supports to this sector.

Food Academy

Food Academy is a shared initiative of Bord Bia, SuperValu, and Local Enterprise Offices (LEOs). Developed in 2013, Food Academy celebrated its eighth year in 2021, and continues to support over 1,500 jobs in Ireland. Over fifteen producers went live on shelf as part of the 2020/2021 Food Academy programme. The 2021/2022 programme commenced in September 2021 with 43 companies participating. All LEOs nationwide have engaged in Food Academy either independently or with a neighbouring Local Enterprise Office.

Grow with Aldi

This initiative was developed in partnership with Bord Bia and is now going into its fifth year. The programme is designed to help small to medium Irish food and drink businesses secure a retail listing with the retailer. Participants receive tailored mentoring and access to bespoke workshops with Aldi buyers and Bord Bia technical experts. In 2021, a further 52 Irish producers supplied their products into Aldi's 140 stores nationwide through this programme. Aldi awarded six suppliers a 12-month contract listing as part of its core range which went live in September 2021.

Lidl's Kick Start

This programme has progressed for a fifth consecutive year. The supplier development programme, run in conjunction with Bord Bia, is designed to help small and medium Irish food and drink businesses to grow their brand and build their supply network. To date Lidl has invested significantly into supporting over 350 Irish food and drink suppliers, supplying over 500 products on Lidl shelves across the country.

Food Works

Food Works, Ireland's leading accelerator programme for entrepreneurial food and drink start-ups, works with a small number of high potential food and drink start-up teams boasting a strong food business idea. The programme, run by Bord Bia, Enterprise Ireland and Teagasc, aims to foster and encourage innovative new product ideas which satisfy a genuine market need while supporting the growth of the Irish food industry on a global scale. Since 2012, Food Works has worked with over 100 start-ups in developing scalable and export focussed business ideas.

The success of the programme to date includes:

- One in five have already achieved export success
- Global markets reached span four continents: Europe, Africa, Asia and North America
- Over €4.6 million in funding from Enterprise Ireland has been secured

Following the formal application process, eight successful companies participated in the 2021 Food Works programme. The programme was held virtually for the duration of 2021 with a monthly workshop taking place and all mentoring sessions taking place online. The programme finale took place in November when the companies virtually presented their investor ready pitch to a number of potential investors. Recruitment for the 2022 Food Works programme began in November 2021 with successful companies due to start in February 2022.

During 2021 the three agencies also collaborated to launch a new Food Works website aimed at providing prospective candidates with more detailed information on the programme.

Farmers Market Webinar

Bord Bia held a webinar in March to share helpful tips and ideas for Farmers Market stall holders to maximise their opportunity at market and beyond. As the format of most markets changed due to Covid-19, Bord Bia examined how to navigate this changing marketplace, as well as challenging current consumer trends.

This webinar was presented by Gillian Willis, Small Business Manager Bord Bia, and Margaret Hoctor, an experienced Farmers Market stall holder. Over 70 attendees attended the webinar.

Irish Food Markets Map

A new Food Markets Map was developed and launched on the Bord Bia website in March 2021. This map highlights over 100 farmers markets, country markets and prepared food markets across Ireland. Market stallholders also have the opportunity to submit updates to their markets details to ensure the correct details are listed for market visitors.

Food Market at Bloom

The Food Market at Bloom provides a platform for marketing, promotion and sales for small food producers. With the cancellation of Bloom 2021 due to the latest Covid-19 restrictions the #BloomAtHome digital event highlighted the various elements of Bloom. This included the Food Market where a number of small food producers were profiled on the website and social media platforms during the campaign.

Sector Review: Organic

An Organic Sector Strategy Group was established in March 2018 to create a development strategy for the sector for the period up to 2025. The group comprises of representatives from DAFM, Teagasc, Bord Bia, BIM, the organic certification bodies as well as the farming representative bodies the IFA, ICMSA and ICSA. The organic sector is also represented in the group by a range of stakeholders from the organic meat, dairy, horticulture, cereals and aquaculture sectors.

Underpinning this strategy is a vision of Irish organic food, based on its natural production attributes, being a desirable choice for farmers, consumers and retailers. The overall objective of the strategy is to further develop a viable organic food sector in Ireland, enhancing the sustainability credentials of Irish food by producing a wide range of organic products to meet increasing domestic and export market opportunities.

Bord Bia's organic activities in 2021 were informed by the 2019 – 2025 Organic Strategy.

Horticulture Demo Farm Programme

In June 2021, four 'young' organic plant raising 'demo' / open days were held over two days on farms in Kildare, Dublin, Laois and Galway demonstrating how to grow young organic vegetable plants. One new commercial plant vendor emerged from the process.

Organic Lamb Survey

The aim of this project was to determine the size, scale and distribution of the organic sheep supply base in Ireland in 2021. The Organic Lamb Survey was conducted between May and July 2021 among members of the Irish Organic Farmers and Growers Association (IOFGA) and the Organic Trust. The survey was completed online among IOFGA members, and as a postal survey among Organic Trust members. To be included in the survey, producers had to have had at least one organic ewe in 2021. Producers who are store-only or are still in conversion to organic were excluded, with a total of 229 qualified survey forms received.

Research into opportunities and barriers for Irish Organic produce

Research was undertaken to assist Bord Bia in understanding the opportunities and barriers for Irish organic produce in both the domestic and export markets. Bord Bia is looking to develop its organic produce offering to match the EU's Farm to Fork strategy as it recognises organic food as an area of growing importance and of consumer interest. To fulfil this objective, the scope of the work was split into three main areas:

- Understanding the domestic market for organic produce
- Understanding the established overseas markets
- Understanding the emergent overseas markets

This project was delivered during 2021 and the findings of this study have helped identify where opportunities lie for Irish organic producers and will help Bord Bia in activity planning for 2022 and onwards.

German Organic Market Research

Bord Bia commissioned research into the German Organic Market to provide insight for Irish companies regarding the potential opportunities in the market. The German organic market is the largest in Europe and has grown by over 50% since 2016. The market volume of €14.99bn (2020) attracts many national and international suppliers. A debrief of the report was held via webinar in October 2021 with over 40 representatives from Irish food and drink companies in attendance. The webinar presented a comprehensive overview of the German organic market providing a clear understanding of the different channels within the organic sector as well as insight into the requirements of German trade partners. It also provided broad and relevant insight and knowledge for Irish companies seeking to approach the German market in the short to medium term. A copy of the report and a link to the webinar have also been shared with relevant organic stakeholders and client companies.

Promotion of Irish Organic Beef

Bord Bia have continued to promote organic beef in Dutch retailer Vomar, with the aim of increasing awareness and understanding of Irish Organic Beef to Dutch consumers. In a market where animal welfare and traceability are of upmost importance to consumers, the promotion of organic Irish beef and the various proof points associated with Irish grass based beef production stand out to the end consumer. Bord Bia continues to engage with client companies processing organic beef to explore how we can best support their offerings.

Promotion of Irish Organic lamb

Bord Bia supported a promotional consumer campaign for Irish Organic lamb in Dunnes Stores during 2021 which focused on the natural credentials of organic spring lamb and the manner in which it is produced. Bord Bia continues to engage with client companies processing organic lamb to explore how we can best support their offerings.

Organic Branding Development

Bord Bia began exploring opportunities to engage with the major retailers through the development of an 'Organic Branding Package' which we can offer to the major multiple retailers highlighting Irish Organic produce. While this project was initiated in 2021 delivery of the project is expected in early 2022.

Organic Seafood Promotion

Bord Bia run four national consumer campaigns promoting organic seafood annually - 1 promoting Irish organic mussels in France; 2 x campaigns in France promoting Irish organic salmon and 1 campaign promoting Irish organic salmon in Germany. These campaigns include a combination of print and digital advertising to target consumers in these markets, promoting the unique selling points of Irish organic seafood and encouraging them to choose Irish organic when they go to their local outlets. Our organic seafood producers/processors also participate in our full suite of marketing activities including international trade shows, buyer/supplier events; inward buyer visits, as well as receiving customised support to assist with brand development etc.

Kantar Organic Market Data Research

Bord Bia purchased UK and Irish organic data from Kantar during 2021.

The data purchased identified the following for each market:

- Organic Market Value
- Growth in the Organic Market
- Organic Market Value vs Total Grocery Value
- Category Performance

This data has been made available to all organic stakeholders to review

Overview

The horticulture industry includes the food sector of horticulture and amenity horticulture. As an industry, 6,600 people are employed in primary production.

The Fresh Produce Market

The retail fresh produce market was valued at €1.7bn in 2021 which was a strong performance driven by people working from home during the Covid -19 lockdowns which resulted in more shopping in the retail outlets. Fruit accounted for 48% of the spend, vegetables 37% and 15% on potatoes. The foodservice market for fresh produce was negatively impacted with outlets shut for long periods during the year and limited in their capacity when re-opened.

Fruit and Vegetables

In 2021, the total farmgate value for the field vegetable, protected food crops and fruit sectors saw an increase on 2020. In 2021, the growing conditions for crops was in general good across the season with good temperatures and rainfall coming at the right times. Depending on the market channel outlet and particular crops, some sectors saw an increase in sales. The continuing Covid-19 pandemic restrictions, particularly in the early part of the year, saw people working from home which again boosted demand and sales at retail level. However, it negatively impacted those parts of the industry that were more focused on the foodservice market. Both the availability of labour along with rising input costs created significant challenges for the fresh produce industry, particularly as we moved towards the end of the year.

Mushrooms

In 2021, the farmgate value of the mushroom industry was valued at €124m. The mushroom industry exported 85% of this production to the UK with the balance sold on the domestic market. 2021 was a good year for retail mushroom sales in the UK and Ireland. Sales were at an all-time high, driven by the Covid-19 lockdowns which meant that people stayed at home and did more home cooking. Retail sales declined as the lockdowns ended towards the end of the year, but were still above pre-pandemic levels.

Potatoes

Potato production in 2021 was estimated at over 300,000 tonnes which was an increase on 2020. Yields were up year on year. The area grown was 8,870 hectares. The main variety continues to be Rooster, making up 60% of plantings, with other notable varieties including Kerrs Pink, Queens and varieties

for crisp production. The domestic market is the key market for the potato industry which was valued at €245m in 2021 at retail level.

Amenity Crops

The value of output from the amenity sector was estimated at over €70m in 2021. 2021 was another record-breaking year for the gardening market. Consumers spent €1.5bn on garden related products and services, eclipsing the previous high reported back during the Celtic Tiger period. Consumers continued to focus their energies and their "Covid" savings on their gardens and outdoor spaces in 2021 spending circa €271 million on outdoor plants and flowers.

For exports the amenity horticulture sector relies heavily on exports to the UK and in 2021 the industry was faced with increased paperwork and physical inspections, and logistics became more complicated due to Brexit. Despite this, it was a good year for exports, because of buoyant demand in the UK for plants, and a general shortage of plants in Europe, as a result of the increased interest in gardening which was Covid-19 driven. Bulb and daffodil exports increased due to Brexit disruption on the English crop. Christmas tree sales were up on 2020. The total value of exports rose to €19.7m, including bulbs and flowers (€2.1m); foliage (€6.0m); Christmas trees (€3.6m) and nursery stock (€8.0m).

Horticulture Promotions

Potato Promotion The EU funded potato campaign is a three year multi country initiative with Belgium and France. Europotat, the European potato trade body, is also a partner in the campaign. The campaign, which is primarily online, commenced in April 2020 and completed its second year in 2021. Two online activations were completed during the year. The campaign is underpinned by a dedicated website (potato.ie) with the core content focused on new potato recipes. In Ireland, National Potato Day was held in early October. It was a PR and online based promotional campaign.

Best in Season Campaign The Best in Season communications campaign was launched in July 2021. The objectives of the campaign were to increase awareness of the seasonality and benefits of eating



fruit and vegetables among consumers, motivate consumers to purchase and cook with in-season fresh produce and drive traffic to the interactive "Best In Season" calendar on BordBia.ie. The key elements of the campaign included PR and online activity using social media. In addition influencers created and shared seasonal recipes online.

Celebrate Strawberry Season The Celebrate Strawberry Season Campaign was launched in May and ran through to September. The campaign featured digital/influencer activity, print advertorials, recipe creation, kids activity online and grower profile activity with local media. There was continuous social media supporting each element of the campaign. Four online collaborators were recruited to develop healthy nutritious recipes. The PR campaign which featured dietician Orla Walsh was targeted at National and regional media.

Food Dudes Programme

The EU School Fruit and Vegetables Scheme is implemented in Ireland through the Food Dudes Healthy Eating Programme. The Food Dudes Programme is an evidence-based incentivised behaviour changing initiative which is managed by Bord Bia and funded by the DAFM and the European Union. The Food Dudes Programme aims to increase sustained fruit and vegetable consumption amongst primary school children through the provision and repeated tastings of fruit and vegetables.

In the first half of the year, with schools closed up to Easter, a new single year scheme specifically aimed at DEIS schools for the 2020/21 school year was rolled out. The Fruit and Vegetables Food Dude packs were delivered to the children in the participating schools in conjunction with school lunches (care packs) funded under the Department of Social Protection and Employment Affairs School Meals Scheme. Each Food Dudes delivery pack was accompanied by a specially designed recipe card. Post-Easter, with all schools in Ireland re-opened, the delivery of a school-based Food Dudes model recommenced at DEIS schools for a period of ten weeks. This programme was supported by strong educational measures. A total of 257 schools and 37,000 children took part.

The traditional Food Dudes programme returned to primary schools in October with 780 schools and 117,000 children participating by the end of the year. The week consisted of five consecutive days of tastings as well as supporting videos and classroom materials.

Incredible Edibles

The Incredible Edibles is a school based programme with the aim of engaging children to grow their own fruit and vegetables in school and at home, thus increasing awareness of their role in a healthy and balanced diet. Jointly funded by the horticulture industry with support from three government departments (Education, Health and DAFM), Safefood and Bord Bia, the programme is managed at school level by the agri-food educational body, Agri Aware. Launched in the Spring of 2021 a total of 1,400 schools and 42,000 children registered to participate. A total of 1,600 grow packs were dispatched to participating schools. The programme saw both on line and in school activity around the five core programme tasks.

Healthy Heroes

Healthy Heroes is a primary schools' lunchtime initiative from the Irish Bread Bakers Association (IBBA) and Bord Bia, which aims to help children change their eating and fitness habits for the better. The programme enables children to learn about nutrition and boost their activity levels, all while having lots of fun in a non-competitive environment. This includes easy - to-understand information on the food pyramid and the contents of the ideal lunch box to encourage children to have a more balanced lunch and become more engaged in the ingredients used. Due to the impact of Covid-19 with school closures in the early part of the year, the programme launched in the Autumn and 500 schools registered to take part.

Gardening promotion

A new initiative, 'Let's Grow' was launched, to act as a platform for all gardening promotion. The campaign was aimed at a generally younger audience and less confident gardeners. A monthly guide for gardening activity provided always on activity, supported by social media posts. New digital assets were created for an autumn burst of activity on social and digital platforms, including videos featuring well know gardener Fiann O'Nuallain. The campaign generated 300,000 video views, and 18,000 website clicks.

Virtual Bloom Dream Gardens

Working with Bloom award winning garden designers, Irish plant nurseries and Irish garden retailers, The Easy Steps to Dream Gardens initiative was designed to help the public to plant their own show garden at home. The initiative was launched to coincide with the Bloom weekend, providing a virtual activity to celebrate and highlight Bloom in its second virtual incarnation. Nursery growers were invited to submit their availability lists across the season for consideration by the designers for inclusion in their plans, while garden centres were canvassed and invited to participate to promote the initiative in their premises. A full support package was developed for participating garden designers, nurseries and garden centres including a suite of social media assets, along with suggested content plan. This achieved excellent engagement from stakeholders across all areas of horticulture.

A strong PR and social media campaign ensured incredibly strong engagement with the dream gardens section on the Bloom website resulting in;

- 23,225 unique visitors to the Dream Gardens website
- 5,800 downloads of the garden plans from bloom website.
- 9,672 views of the garden videos

Excellent coverage was achieved in national and regional press (both trade and consumer). The Bloom media campaign secured 72 pieces of coverage and achieved a reach of over 5.7 million and an AVE of over €170,000. A large number of national and regional radio interviews also took place. A second burst of social media promotion was carried out during August into early September, resulting in a second burst of activity.

Green City Initiative

Ireland was part of the successful 2020 EU application for an extension of the Green Cities campaign, which this year rose from seven to 13 EU countries. The campaign is aimed at policymakers, city planners, city decision makers, landscape architects and developers, to recognise the value and benefits of including more green spaces in cities. The campaign was launched in June. A LinkedIn account was set up for the campaign. A competition was run for an Irish entry to the

European Green Cities award, and for the Irish Green Cities award. Both generated a lot of interest for the campaign.

Horticulture Programmes

Horticulture Insights

The IPSOS 'Value of the Garden Market Report 2020' and a qualitative study, 'Preparing for a Post-Covid-19 Horticultural World', measuring behaviours of new and returning gardeners during Covid restrictions, and how to retain them as consumers, were disseminated to all stakeholders in first quarter 2021.

National Plant Fairs

Bord Bia hosted the annual Spring Trolley Fair virtually in 2021, supporting the Irish Hardy Nursery Stock Association (IHNSA) in conjunction with the IFA who organise the fair annually. In 2021 the event was hosted on a dedicated platform with 100 attendees at the virtual event. The event included one to one buyer meetings between visitors and the twelve nursery exhibitors. In advance of the event, training and mentoring sessions were conducted with the exhibitors on how to use the platform and maximise the benefits of engaging on it.

Amenity Export Development Programme

The development of exports for amenity products, especially nursery stock, cut foliage and bulbs, has been identified as an opportunity for expansion. The Amenity Export Programme (AEP) is targeted at amenity horticulture business owners who wish to build on existing export sales or enter export markets for the first time. These companies are engaged in amenity horticulture such as cut foliage, bulbs and flowers, Christmas trees and garden plants. In 2021, these were supported by a mentor who had regular contact with the key amenity crop exporters. Assistance was provided as needed to understand new customs procedures that came into force on the 1st of January. In November, all exporting nurseries attended dedicated personalised export consultancy sessions with the UK based amenity sector mentor. In 2021, up to 120 new leads and follow ups were provided for amenity exporters. The export market saw good growth despite the disruptions.

Lean Management

Lean management principles are an aid to help businesses raise productivity. Assistance was provided to seven horticulture businesses during the year. The programme helps companies set metrics for business performance, looks at management and reporting structures, and identifies areas for cost saving and productivity increases. Towards the end of the year, a Rapid Cost Analysis was made available to companies, to make sure that they were aware of the impact of recent price rises on their profitability, and to use this information in price negotiation.

Sponsorships

Bord Bia supports the needs of the horticultural industry through the provision of sponsorship of relevant conferences, seminars and workshops as well as events organised by other organisations which Bord Bia is associated with. Many live events were cancelled in 2021. However, Bord Bia's support ensured that some of these were enabled as virtual events.



ORIGIN GREEN

Bord Bia's Commitment to Sustainability

Bord Bia's commitment to sustainability, and in particular to the sustainability of the Irish food, drink and horticulture industry, is manifested through the development and continued evolution of the Origin Green programme. Now in its 10th year, the Origin Green programme enables Ireland's food industry to set and achieve measurable sustainability targets that respect the environment and serve local communities more effectively, it is about measuring and improving on an ongoing basis. Independent accreditation and verification are built into every stage of the supply chain. Bord Bia collaborates through the Origin Green programme, with over 55,000 farms and over 300 leading Irish food and drink companies to prove and improve the sustainability of the food they produce to meet the evolving needs of global customers and consumers. Verified Origin Green members account for 90% of our food and drink exports.



Origin Green – for farmers

On-farm assessments constitute a key component of the Origin Green programme. The rollout of sustainability assessments at farm level has been made possible by Bord Bia's pre-existing Quality Assurance infrastructure, which has been in place for over twenty years. This infrastructure sees more than 100 auditors undertake over 650 independent farm audits each week. To date over 295,000 carbon assessments have taken place on beef and dairy farms.

The schemes have been designed to assess farming practices and record data to demonstrate the sustainability of Irish farming in a systematic way at an individual farm level. This can therefore provide the necessary proof to customers that Irish farm produce has been produced under sustainability and quality assurance criteria. The schemes are built on best practice in farming and processing, current legislation, relevant industry guidelines and international standards - and are accredited to the ISO 17065:2012.

As a direct response to the Covid-19 pandemic, Bord Bia introduced a remote auditing system. This new approach to auditing enabled the continuation of all scheme certification activities for members whilst adhering to public health guidance. This continued throughout 2021 where the majority of audits (approx. 80%) were completed remotely.

Total Quality Assurance Audits Completed in 2021

A total of 45,572 farm level audits across all producer schemes took place in 2021, which includes 34,425 SBLAS audits and 9,734 SDAS audits completed.

Scheme Membership in 2021

Membership levels within farm level schemes at the end of 2021 was as follows:

Sector Members

Beef & Lamb	54,094
Dairy	16,343
Pig	411
Poultry	1026
Eggs	444
Horticulture	352

Bord Bia Quality Assurance Logo

The use of the Quality Assurance logo on retail labels is consistently high. In 2021, 2,265 separate labels were approved to use the logo. In 2022, some 410 labels have been approved from 45 companies with the highest number of applications received for the beef, chicken and pork categories.

Origin Green – for manufacturers, retail and foodservice

For manufacturing, retail and food service the focus of Origin Green is the development of a sustainability plan with clear, measurable and time bound targets in accordance with the Origin Green Sustainability Charter. As part of this process, each participating company commits to developing a multiannual sustainability plan for their business. This plan outlines robust, measurable targets which are relevant to their business in three key areas, namely raw material sourcing, manufacturing processes, and social sustainability. Companies undertake a multi-stage plan development process to ensure they select ambitious targets through attendance at Bord Bia run sustainability workshops, consultation with a sustainability mentor and feedback from Bord Bia. Every Origin Green member's plan is independently verified and targets reviewed and monitored for continuous improvement on an annual basis by Mabbett, a leading global inspection, verification, testing and certification company.

Approval by Mabbett indicates that a company's sustainability plan meets the minimum standards required to attain Origin Green membership. The independent verification of plans is a vital and central element of the programme. Following ongoing plan refinement, Origin Green members must submit a comprehensive review of their sustainability plans annually to highlight progress against the targets set.

Manufacturing members of the programme have set a total of 2,779 sustainability targets and established 13,600 sustainability initiatives between the years 2012 – 2021. As the programme continues to evolve, new areas have also been introduced, including packaging and diversity and inclusion, along with the previous focus area of sustainable sourcing, operational efficiency and social sustainability. This ensures Origin

Green members can remain a step ahead with regards to market trends and continue to meet customers' sustainability requirements. In 2021 companies were notified that from 2022, Origin Green Tier 1 and Tier 2 companies (>€50m) are required to establish carbon emission targets. The expectation of members will be to go beyond reducing energy-related emissions and include a more comprehensive assessment of their entire carbon footprint, including value chain emissions.

Origin Green – A robust strategy for the future

2021 was the ninth year of the Origin Green Programme. Throughout the year, work focussed on delivery of the programme's four strategic objectives:

- 1 **To deepen membership engagement**
- 2 **Be a leader in food sustainability**
- 3 **To drive sustainability improvement**
- 4 **To increase market access and value for Origin Green members**

The delivery of these four objectives will ensure that Origin Green continues to evolve, expand and maintain its leading position. Origin Green remains the world's only national food and drink sustainability programme that drives sustainability improvements across the entire supply chain on a national level.

Objective Number 1: To deepen membership engagement

A fundamental part of Origin Green involves supporting Irish food and drink manufacturers to set and achieve ambitious sustainability targets. In an effort to achieve this, a variety of tools and resources are available to participating companies as they work to achieve full verification as well as retain their verified member status year-on-year.

The available supports in 2021 were:

- Provision of the Origin Green Mentor: Each of the Origin Green Companies were assigned a one-to-one Origin Green mentor to assist in drafting sustainability plans and completing annual reviews. These mentors offered support and guidance throughout the process on an individual company basis to ensure a tailored service
- Plan Development Workshops: The Origin Green Team ran 24 introductory webinars during 2021 which assisted companies in understanding the programme and developing their plans.
- Driving Awareness for members by profiling them on Bord Bia's origingreen.ie website, social media and other PR opportunities throughout the year.
- All members are offered one-to-one advice on how to leverage membership and how and where to communicate their sustainability commitments
- Members are kept up to date through a quarterly Origin Green e-newsletter and regular emails
- An independent third party company was engaged by Bord Bia to support in the understanding how companies could capture and measure the commercial impact of their sustainability efforts through the Origin Green Programme. The key findings of this independent assessment were presented to Origin Green members through a webinar and metrics for capturing the commercial impact of sustainability within their business were shared via a report.
- The Origin Green Team developed guidance documents in the areas of emissions, packaging, biodiversity, and diversity and inclusion. The documents provide guidance for member companies when establishing targets within their Origin Green Plan.
- The Origin Green team arranged an insights briefing session for members delivered by the Origin Green Ambassadors and developed 5 insights reports on the following sustainability topics: circular economy, transparency in the supply chain, sustainable diets, regenerative agriculture, climate change and supply chain

- Bord Bia's Readiness Radar report provided unique insights and an in depth understanding of the confidence and preparedness of the food, drink and horticulture industry, as it faces key challenges and opportunities ahead. Sustainability was called out as one of the 'Top Five' high-level risks facing the industry, so the Origin Green team held a sustainability readiness webinar for members to dive into the key findings and highlight opportunities.

Webinar series and training

- There were two SBLAS/SDAS auditor training and information sessions held in 2021. One took place in August and covered Farmer communications, Auditor survey results, SBLAS Sustainability Survey Update, Animal Welfare Pilot, and changes to the veterinary medicines regulations 2019/6 & 4. The second session took place in November. The session focussed on the introduction of a blended audit and the return to on-site protocols. The sessions were attended by both audit body management and over 90 auditors.
- Members of the Quality Assurance team gave guest lectures at both Mountbellow Agricultural College and Ballyhaise Agricultural College to 3rd and 4th year students of agricultural science. The main topics covered the need for quality assurance programmes and how they impact market access.
- Two webinars were held with members of the meat processor scheme on the imminent change to the Bord Bia database web service, routinely used by the plants to ascertain the certification status of animals to be slaughtered. The introduction of the new web service was linked to a move to a new Department of Agriculture, Food and the Marine managed server that would alleviate pressure on the Bord Bia database.
- An online training module was created and rolled out for all poultry field officers and farmers. This module was developed ahead of the launch of the new Sustainable Poultry Products Assurance Scheme (SPPAS) in 2021 and it details all new requirements of the scheme. All farmers are required to complete this module ahead of their SPPAS audit and it ensures that all farmers gain an understanding of all scheme criteria and how to comply.

The introduction of the Origin Green credits system in 2020 made it easier to identify members who are performing at a high level or excelling in their sustainability performance. Origin Green Gold Membership is a new level that was created in 2020 to highlight companies that are excelling in their target areas. In September 2021, 51 companies were announced as Gold Members at a virtual event. All Gold Members were provided with new tools and materials to identify as a Gold Member. Each of these members are being profiled on the website, in social media and in trade press and all received one-to-one advice on the best ways to leverage this new status.

Objective Number 2: Be a leader in food sustainability

Throughout 2021, international conference organisers, domestic and international governmental bodies and key Irish food and drink customers have requested members of the Origin Green Team to speak about the development and on-going results of the Origin Green programme. These speaking events have driven awareness and understanding of the Origin Green programme to both domestic and international audiences.

The Origin Green Index was developed in 2019 as a tool to further support the leadership position held by Origin Green in demonstrating farm and company performance. The Origin Green Index involved the compiling of a set of sustainability metrics which are collected under the Sustainability Assurances Schemes (SAS) and the Origin Green Charter (OG Charter) into one source. The Origin Green Index ensures the Origin Green Team can track sustainability performance across the SAS and OG Charter and demonstrate, internally and externally, the sustainability information that is being gathered. The Origin Green Index was updated in 2021 with the sustainability performance KPIs.

Origin Green Council

To build upon Irish perspectives on the further development of the Origin Green programme, Bord Bia established the Origin Green Global Council in partnership with leading international food and drink industry sustainability practitioners. The objective of the Global Council is to create a global thought leadership forum to better understand the global

marketplace discourse on emerging global food and drink sustainability topics in order to support the evolution of the Origin Green programme.

The second Origin Green Global Council meeting was held on November 2021. This meeting focussed on Origin Green progress over the past 9 years and reflected on the future direction and strategy of the programme.

Global Sustainability Outlook

In September 2021 Bord Bia published the results of one of the most extensive global surveys of thought leaders', consumers' and trade buyers' attitudes to sustainability ever undertaken. The study was designed to help understand customer and consumer behaviours and demands around sustainability to equip staff, client companies and customers with the most up to date insights to assist them in developing and promoting meaningful, sustainable actions. The Origin Green Global Sustainability Survey was undertaken domestically and in 12 of Ireland's most important export markets, to understand attitudes to sustainability and emerging trends in three groups; agenda setters (advocacy groups, policy makers, industry leaders), customers (trade buyers, sustainability leads, operations leads) and consumers. The survey findings were shared at an industry lunch event, with numerous clients, customers and at stakeholder events, forums and conferences.

Collaboration with ICBF & Teagasc: Carbon Footprinting

Bord Bia are now collaborating with the Irish Cattle Breeding Federation (ICBF) to improve the calculation of the carbon footprint of beef and dairy. ICBF have access to the data that is required to complete a farm carbon footprint, such as Agricultural Information Management Standards (AIMS) data and animal productivity data (live weights, milk production, calving dates etc.).

In 2021 all SDAS carbon footprints processing transferred to the ICBF integrated systems. The SDAS dairy carbon footprint has now been fully updated to the new carbon footprint methodology provided by Teagasc. These new models will incorporate emissions savings from the use of Protected Urea and improved slurry application technologies as well as emissions co-efficiencies specific to Irish agricultural practices,

as published in scientific literature. All historical SDAS carbon footprints have been re-calculated to the new method resulting in a 13% decrease in the average carbon footprint of SDAS members, from 1.14 to 0.99 kg CO₂e / kg FPCM.

Objective Number 3: To drive sustainability improvement

It is essential that Bord Bia drives sustainability improvements to continue supporting claims that Irish food and drink is sustainably produced as both environmental and market pressures mount. Developing farm and company programmes and supports is the main mechanism through which Bord Bia drives sustainability improvement:

Quality Assurance Schemes

A number of updates to the Sustainability and Quality Assurance standards took place in 2021:

Sustainable Egg Assurance Scheme (SEAS)

To maintain alignment with market demands, an interim update to the SEAS standard was agreed, finalised by the Technical Advisory Committee and approved by INAB in 2021. This update introduces new, strengthened, biosecurity requirements and additional house specifications to the Barn section of the standard. These changes will cater for the drive towards cage-free eggs by the year 2025 in the market. The rollout of these new requirements were postponed due to the outbreak of Highly Pathogenic Avian Influenza (HPAI) H5N1 in November 2021. The interim update to the scheme will now be rolled out in parallel with the return to full on-site auditing of the SEAS in 2022, once the Avian Influenza situation has been alleviated.

Sustainable Poultry Products Assurance Scheme

Auditing of the new Sustainable Poultry Products Assurance Scheme (SPPAS) began in January of 2021 for Breeder Rearers and Breeder Layers, while auditing for poultry producers began on September 1st, 2021. The previous revision of the poultry scheme, the Poultry Products Quality Assurance Scheme (PPQAS) will be phased out by the end of 2022. All field officers have conducted online training while all poultry farmers

have undertaken an online training module in the new scheme requirements prior to their SPPAS audit.

Pig Quality Assurance Scheme

A full revision to this standard will be incorporated as a module in the proposed new Livestock Standard planned for development in 2022. However, to address certain market demands, it was necessary to implement an interim update to the current revision of the standard. In September 2021, the interim update was launched. This introduced five new requirements in the areas of Antimicrobial Resistance (AMR), Animal Health and Welfare and Biosecurity.

Food Processor Standard

The two Bord Bia food processor standards, the Meat Processor Quality Assurance Standard and the Prepared Fruit and Vegetable Standard, are currently being updated into a combined Food Processor Standard. This will be completed and rolled out in 2022.

Learning Hub

Bord Bia's Farm Sustainability Learning Hub launched officially in October 2021. Modules on antimicrobial resistance, greenhouse gases, the Teagasc MACC and biodiversity have been developed in conjunction with DAFM and Teagasc and are the first of a growing library of 15 to 30 minute modules made available to farmers. Plans are also underway to develop modules on water quality and soil health.

Lamb Carbon Footprint

As part of the Sustainable Beef and Lamb Assurance Scheme, a model has been developed and accredited by the Carbon Trust to measure emissions on lamb enterprises, and thus calculate a carbon footprint result on a per-audit basis. The carbon footprint will be calculated as a kilo of CO₂-equivalent per kilo of live weight lamb. A core element of this project is the creation of a new Lamb Sustainability Survey which will gather all the necessary data to ensure accurate carbon footprint calculations. This survey will be completed prior to, or during an audit and record information on housing, fertiliser usage and feeding rates. This will enable the generation of carbon footprint and productivity reports for farmers, detailing how they compare to national values, and provide advice on how to incorporate more sustainable practices into their enterprise. The model is currently

being deployed on farms and soon farmers will be able to utilise the feedback from their reports.

Sustainability Survey Updated

The sustainability survey was updated to reflect improvements in carbon footprinting modelling since its introduction in 2013. The survey updates reflect changes to farming practices and technologies as well as collating additional data that is required to complete the grass fed calculations for beef and dairy. Some examples of updates include the incorporation of season specific nitrous oxide emission calculations, feeding of alternative forages, new fertilizer technologies such as Protected Urea, uptake of renewable energy and reporting on energy efficiency.

Carbon Footprint Champions

In 2021, Bord Bia developed a Carbon Footprint Champion (CFC) report that analyses 400 SDAS herds which have decreased their carbon footprint over three consecutive audits between 2014 and 2020. Bord Bia co-operated with Professor Thia Hennessy of University College Cork to quantify the economic savings made by the Champions arising from the implementation of the above-mentioned practices. These Carbon Footprint Champions demonstrate that sustainability and productivity go hand in hand on Bord Bia quality assured farms. The Champions:

- Decreased their average Carbon Footprint by 18% per unit of output (1.22 to 1.00 kg CO₂e/kg FPCM).
- Increased milk production by 50%, compared to a 32% increase in milk production for average SDAS herds.
- Increased litres per cow by 15%, compared to a 9% increase on average SDAS herds.
- Experienced a 22% increase in Milk Solids per Cow, compared to a 15% increase in MS/Cow on SDAS farms.
- Fed 7% less concentrates per cow per year than the average SDAS herds, with the average concentrate rate fed per dairy cow per day being 2.48 for CFC herds and 2.66 for SDAS herds.
- Had a grazing season 10 days longer (256 days) than average SDAS herds (246 days).

Farmer Feedback Reports

In 2021, 24,009 herds received Farmer Feedback Reports following their audit. The purpose of the Farmer Feedback Report is to demonstrate to members how their farm inputs and activities contribute to GHG production and contains advice and feedback on ways to mitigate against these emissions and improve production efficiencies. The advisory feedback is formulated in collaboration with Teagasc and will focus on measures set out in the Teagasc MACC curve.

Farmer Engagement

During 2021, this programme focussed on communicating with farmers, highlighting the pivotal role played by them in the sustainability of the Irish agri-food industry and to bring clarity to the importance of the sustainability credentials for preserving existing markets and securing new ones. As part of Bord Bia's farmer engagement strategy in 2021, Bord Bia produced quarterly newsletters for members of SDAS and SBLAS with separate newsletters also produced for Pigmeat and Poultry Scheme members. The newsletters covered topics such as the Bord Bia grass fed standards, The Farmer eLearning Hub, Signpost Farm collaboration, the impact of Covid-19 on international markets and remote auditing, to name but a few.

As part of the Signpost Programme's Advisory Campaign, Teagasc and Bord Bia collaborated on an autumn campaign to encourage farmers to engage with climate action. The campaign was focused on raising awareness among farmers of their carbon footprint through the Farmer Feedback Report. The campaign highlighted how the Farmer Feedback Report can be used for decision-making on-farm, either by engaging with a Teagasc advisor or by interpreting the advice contained within the report. This included media partnership, direct communications via text and newsletter, webinars, discussion groups and advisor training.

Objective Number 4: To increase market access and value for Origin Green members

The ultimate intention is to create a significant point of differentiation for the Irish food and drink industry around the area of sustainability. It gives companies third party proof of their sustainability credentials and commitments that they can share with trade customers, stakeholders and the general public. The communications programme was developed to ensure Bord Bia continues to showcase the proof and progress of the programme and its members to stakeholders in Ireland and abroad.

Communications on Proof and Progress

One of the highlights of communications in 2021 was the Progress Update Report launched in conjunction with the Gold Membership 2021 announcement. Some of the key results communicated include:

- Sustainable beef and lamb assurance scheme (SBLAS) members recorded a 6.3% average reduction in CO₂ per unit of beef
- Sustainable dairy assurance scheme (SDAS) members recorded a 6% average reduction in CO₂ per unit of milk
- A subset of 400 SDAS members have decreased their average carbon footprint over three consecutive cycles of audits by 18%
- Manufacturing members of the programme have set a total of 2,779 sustainability targets and established 13,600 sustainability initiatives since the programme launched nine years ago
- In retail and foodservice, Origin Green's 10 verified members represent circa 75% of the Irish retail market and have set a total of 165 sustainability targets across the areas of sustainable sourcing, operations, health and nutrition and social sustainability.



- The scale and scope of the Origin Green programme continues to produce important results, with 290,000 carbon footprints calculated to date at farm level and over 53,000 farm audits carried out remotely since last year due to Covid-19. To date this year, over 21,000 farmer feedback reports have been distributed to SBLAS and SDAS members to inform them of their farm's specific carbon footprint, and provide targeted and practical guidance to farmers on how to manage their inputs in a more environmentally efficient way.
- Fifty one Origin Green companies awarded Gold Membership status for industry leading sustainability achievements in areas such as packaging, energy, biodiversity, and community engagement.

Grass Fed Standards

In 2020, Bord Bia launched a Grass Fed Standard for beef and dairy, the world's first to launch on a national scale, that enables the tracking and verification of the percentage of grass consumed in the diet of Irish dairy and beef herds. Almost half of consumers globally associate Ireland with grass fed beef and dairy, as such the standard was developed in direct response to the growing international consumer and customer demand.

Throughout 2021 the Origin Green team supported processors interested in using the grass fed logo to gain better understanding of the various supply chain types and to provide them with an overview of the process required for logo use. A dispatch database for member plants and international packers has been developed to ensure traceability and labelling standards are being upheld for grass fed products that are packed abroad.

STRATEGIC INSIGHT AND PLANNING

Insight to Power Growth' prioritises the central role of better thinking in delivering better results for our stakeholders. At Bord Bia, we believe insight is a source of fundamental competitive advantage and thought-leadership for both clients and stakeholders. The Strategic Insight and Planning Team provides expert guidance, insight, intelligence and capability development which are key to marketing and innovation strategies for Irish food and drink businesses. We look to the future, to enable our stakeholders make better strategic decisions, by resourcing programmes with a long-term strategically focused outlook. We deliver on Bord Bia's ambitions to create long-term value for our clients and stakeholders through insight, innovation and brand development to ensure consumer and market insight is at the heart of our clients' agendas.

In 2021 The Thinking House, Bord Bia's world class research and innovation hub, delivered actionable outputs on five programmes:

- Consumer and cultural insight
- Trends, foresight and innovation
- Market insight and information
- Brand development and innovation
- Client Capability Development

Consumer and Cultural Insight

In 2021 resources were placed behind delivering insights more expansively - for producers, farmers, markets, channels, sectors and cultural insight. Expertise in each of these areas in conjunction with stakeholder collaboration is a source of competitive differentiation to drive sustainable business growth.

Projects conducted in 2021 under this Programme include:

European Meat Shopper Insights

This is an always-on tracker of shopper behaviour in key European markets to understand changes in meat consumption covering seven markets: Ireland, Great Britain, Germany, Netherlands, Italy, Belgium and

Sweden. It measures protein consumption, retailer dynamics, uses and attitudes towards beef and barriers and drivers to beef. The findings support our meat clients in their category management with major retailers. The findings were presented to key customers and clients throughout 2021 and to 120 client company representatives at the mid-year Meat Seminar in July. Clients are encouraged to request bespoke retailer-specific data, on top of the Europe and market based reports every two months.

Dietary Lifestyles

This multi-country study covers nine markets with over 18,000 participants. The report sets out to explore how Dietary Lifestyles have evolved in recent years with a particular focus on veganism, vegetarianism and flexitarianism, building on our study from 2018. It enables Irish food and drinks businesses consider how best to navigate the future and stay relevant whilst helping inform communications, innovations and brand strategy. This report was disseminated to clients and customers. 150 clients and stakeholders attended a webinar to launch the report.

UK Consumer Pulse

Continuing on from the work in 2019 and 2020, the objective of this research is to understand how Brexit has impacted perceptions and attitudes towards the Republic of Ireland and the main food and drink categories. Additionally, it looks at the overall mood of UK consumers with a focus on certain areas such as the economy, safety and security and general food and drink availability and prices. Wave 14 of the results was disseminated to client companies in November.

Understanding the Frozen Food Category (UK)

Research was undertaken to gain a deep understanding of the frozen food retail category in the UK in terms of market size, key players and shopper behaviour for a cluster of client companies to develop innovation platform and product propositions for customers. A webinar took place in June where the findings were presented to 60 client company attendees.

Cultivating Craft Beer Futures

The Irish craft beer and cider categories are among the worst impacted of all during the pandemic. A heavy dependence on the on-trade and weak presence in the online channel has almost decimated the growth that was achieved over a 10-year period. To rebuild the

foundation that was damaged on the Ireland market and begin to look at exports once more, the category will need timely and accurate information around the state-of-play for the category in Ireland, where they fit in the space and what actions will be required to recover lost ground. The results of this study were presented to 80 industry representatives at a webinar in June.

Segmentation Study of German Beef Consumer

A quantitative and qualitative research study to segment the German consumer base for Irish beef to target in coming years was undertaken. These insights will be used to shape communications plans for beef in Germany.

Grass fed Beef and Dairy China

Research to gauge the perception and relevance of grass fed beef and dairy among Chinese consumers and trade as well as their reaction towards Bord Bia's grass fed logo was carried out. Research results were presented in May and used to develop a communications strategy in the market as well as promoting Irish grass fed beef and dairy with end customers.

Beef Taste Tests Japan

A study to understand usage and attitudes towards beef in Japan through a quantitative segmentation study and identify product acceptance levels through a sensory test of Irish and competitor beef products in the market. This will help Bord Bia to identify the unique selling points for Irish grass fed beef to Japanese consumers and customers, trading houses and importers. Results were presented in December.

Grass Fed Awareness Benchmarking

Ongoing research in priority markets to provide a benchmark of awareness of the grass fed standard among consumers took place. For beef, the research markets include the UK, Netherlands, Germany, Italy, France and Sweden and for dairy, the UK, US, China and Germany.

Consumer Attitudes to Animal Welfare (NL & DE)

Qualitative research to understand consumer knowledge and attitudes towards animal welfare in beef production in the Netherlands and Denmark was conducted. This study pinpointed the elements

of animal welfare that consumers care most about and provided an understanding of the most powerful proof points of Irish SBLAS and grass fed systems to communicate.

Consumer Sentiment Tracker towards Imported Food in China

As a follow-up to China's Future Proofing Toolkit, this research was conducted as a response to a request from a number of dairy and meat client companies to provide a better understanding of and to monitor consumer sentiment towards imported food before and after Covid-19 to help Irish brands respond to the Chinese market in a timelier manner. This is a monthly tracker and first wave results were published in March.

Horticulture Market Measure

This perennial ongoing tracking study of the amenity industry was launched to 80 industry representatives in March.

Pork and Poultry Evaluation

Ongoing research around the EU pork and poultry campaign to measure and evaluate the impact of the programme over the three years was undertaken.

Bord Bia Quality Mark Evaluation

Consumer research to evaluate our Quality Mark and Species communication campaigns in Ireland was carried out. The tracking nature of the research enables us to evaluate the awareness, understanding and impact of each campaign so as to measure its performance. These campaigns aim to drive awareness and purchasing of Quality Mark products among Irish consumers.

Trends, Foresight and Innovation

This programme provides market and consumer trends to encourage companies to create a more forward looking, outward looking and consumer centric mindset amongst decision makers in their organisations. The provision of future focused category and industry knowledge enables client companies to adopt a longer term strategically focused outlook. The consumer-centric innovation programmes for client companies support new product development and access to channels and markets, enabling them to forge deeper relationships with key customers and stakeholders.

2021 Projects in this Programme include:

Bord Bia's Global Sustainability Study

This multi-faceted global research was designed to inform the industry on the global sustainability agenda. The research has produced key insights from stakeholders, thought leaders, customers and consumers that will be used to guide the strategic direction of the Origin Green programme. It was launched at a webinar event to over 350 attendees in September and presentations to key clients are ongoing.

Consumer Lifestyle Trends

In 2021 Bord Bia updated the Consumer Lifestyle Trends, and presented to 80 client attendees through a webinar, tailored one-to-one workshops and sectoral briefings. Investment in the proprietary Consumer Lifestyle Trends study is a critical building block for identifying future focussed opportunities for clients.

Feeling the Pinch II

An update on the 2020 study explored the consumer landscape as we move through Covid-19 and the unique economic realities we now face. A webinar exploring how we are navigating the world around us and how we approach shopping and our ever changing relationship with food and drink was delivered to over 150 attendees in February.

Semiotics of Sustainability 2021

The Semiotics of Sustainability report, launched in November, supplements the existing semiotics of Food Brand Ireland beyond the domestic market to include international consumer perspectives across UK, Germany and the US. It is aimed at guiding Irish food and drink brand owners on how to most powerfully harness the semiotic codes of sustainability in their branding and communications to drive growth. It will look to unlock narratives of sustainability for the food and drink industry including the use of language, visuals and multisensory codes and should inform packaging design and brand communications. This report was shared and workshopped with clients and stakeholders to guide clients to leverage "Irishness" consistently around the world.

Future Scenarios of Food and Drink

This is a cornerstone long-term foresight study to explore trends and identify strategic issues affecting the food and drink industry over the next 10–15 years and will enable Bord Bia and Irish food and drink companies to understand, leverage and manage the future more effectively. It identifies 10 key global mega-trends affecting the food and drink industry and showcases four scenarios which seek to examine what might happen if extremes come to pass – provoking useful thinking and driving ideas which will inform the future of food and drink. The study was launched to over 50 client company representatives through a webinar and will be used to work with clients to develop action plans to future proof their business.

Organic Futures

In 2021 Bord Bia completed a market insights study to identify opportunities and barriers for Irish organic produce in the domestic market and key markets across Europe in particular. This research also captures case studies from more developed markets to help gain a better understanding of how the organic sector has developed with a view to capturing the key levers that have helped this growth. The results of this research will be shared with the organic sector through a Bord Bia webinar.

Future of Seafood

An innovation study to understand the broad drivers that will shape the size, structure, and innovation opportunities for seafood in both retail and foodservice and, by implication, where potential commercialisation might lie for industry looking to the next five to ten years, is being disseminated to the relevant seafood client base.

Future of Dairy in South East Asia

A foresight study aiming to uncover future opportunities and threats for the dairy sector in six South East Asian countries (Vietnam, Malaysia, Thailand, Singapore, Indonesia and the Philippines) was carried out to ensure the Irish dairy industry can be in a better position for the future demand in the region.

Dairy Uses and Attitudes in Nigeria

Research took place to understand the profile and penetration of dairy users in Nigeria, with emphasis on evaporated and powder milk. The research also included an in-depth look at purchase, consumption and attitudes towards these two milk categories. This will help dairy clients understand the key drivers and barriers for purchase and post Covid-19 trends to keep up with what is going on on-the-ground in Nigeria, as well as indicating potential opportunities. Findings were presented to industry representatives in September.

Consumer Opportunity for Suckler Beef

Findings from research to explore the consumer opportunity for suckler beef in Germany, Italy and Belgium. Full findings and suggested next steps were presented to DAFM and a communications strategy has been decided based on the research results, focusing on Germany in phase 1.

Local Farm Produce Study

This study is designed to provide the Department of Agriculture, Food and the Marine and Bord Bia with guidance which will help inform the delivery of a strategy to support the local farm produce sector. The findings will be presented to relevant client companies in March 2022.

Bespoke Insight and Innovation Initiatives

The Strategic Insights and Planning Team worked with 33 clients on bespoke insight and innovation projects in 2021.

Investment in this area enables Bord Bia to work on a one to one basis with client companies, with bespoke projects focussed on key areas of innovation. These projects can either be fully executed in-house or with the services of external agencies. Each project warrants its own bespoke approach depending on the nature of the objectives. Methodologies can span both quantitative and qualitative and projects can be conducted in domestic and international markets. Projects conducted in 2021 included exploratory research, concept development, proposition development, marketing strategy development and innovation development.

The two bespoke global innovation tools below help reduce the risk of innovation, including quantitative measurement of product performance and concept appeal, screening and evaluation of new product concepts and benchmarking against competitors.

Consumer Taste n'Tell

This programme provides a quantitative measurement of product performance and concept appeal with Irish consumers so as to optimise commercial success. The risk of innovation is reduced not just through the screening and evaluation of new product concepts but also benchmarking them against competitors. Four companies participated in the Consumer Taste n'Tell programme in 2021.

BI:TES Concept Iteration & Validation platform

This bespoke global innovation tool, Better Ideas: Think, Evaluate, Select known as BI:TES, enables companies to test and iterate new product ideas rapidly to facilitate quick-fire incremental step-by-step improvement of concepts based on consumer feedback. This platform can deploy short feedback forms rapidly. This solution has been rolled out regionally through the Bord Bia network in response to client demand and is now available globally. 23 client companies participated in BI:TES to bring innovative ideas to market in 2021.

Covid-19 Future Proofing toolkits

Bord Bia has been tracking changes in consumer behaviour over the course of the Covid-19 restrictions for Ireland, UK, Germany, Spain, France, USA, Japan, and China throughout 2020 and 2021. The publication of Future Proofing toolkits is a key tool to help food and drink businesses to recover and reset, ready to compete in a new and different post-Covid-19 world. A series of 14 Future Proofing "Indicators" of Covid-19 behavioural changes were produced and a series of 10 Future Proofing Toolkits were produced for Ireland, USA, UK, Germany, France, Spain, Japan, China, UAE and Saudi Arabia. The toolkit is a living document with regular updates on new indicators of behavioural change and fresh data measuring these changes which is published and updated on the Bord Bia Covid-19 hub.

Strategic Partnerships for Insight Led Innovation

Under this programme Bord Bia works in partnership with industry and client companies to strengthen relationships with retailers and key accounts across priority markets. The programme supports exporters to identify high-potential innovation opportunities (B2B, B2C) in their sectors (dairy, meat, prepared foods) and navigate the innovation process to commercial launch. In 2021 Bord Bia supported three exporters by identifying high-potential innovation opportunities in their sectors and helped them navigate the innovation process from ideation, concept development and commercialisation in partnership with Sainsbury's. Bord Bia are also working in partnership with Axfood and Edeka on strategic partnership programmes.

The Knowledge & Market Intelligence Team at Bord Bia's Thinking House

Bord Bia maintains a world class library to help the Irish food, drink and horticulture industry learn and know, so they grow. Clients can request desk research from a team of qualified librarians and also tailored market insight debriefs from its Data & Market Insight Specialist. The Knowledge and Market Intelligence (KMI) Team provide access to consumer and market insight, trends and foresight needed to successfully compete in the domestic and global markets. During 2021 the KMI Team managed close to 5,000 searches for insight and intelligence, helping to find the best possible search results for its clients and staff.

Information Literacy

In line with Bord Bia's core strategic priority Insight to Power Growth, the team continued to build internal Information Literacy skills and abilities across the year.

10 library database demos were hosted to staff to ensure they had the knowledge and information skills to get the most out of them.

In November the KMI Team had its first ever United Nations Sustainable Development Goals story published on the International Federation of Library Association's (the IFLA's) Library Map of the World. Through an online instructional programme delivered to the MSC in Insight & Innovation, Bord Bia's Librarians helped to fill information skills gaps in the agriculture and food sector. In addition two market insight

instructional programmes were designed and delivered to Talent Academy participants.

An e-learning module was also developed and launched on Bord Bia's Learning Zone to help clients learn about How to Use Bord Bia's Knowledge & Market Intelligence Effectively.

Four knowledge and market intelligence guides were designed to deliver good thinking on a number of topics such as food literacy, visual literacy and media literacy, as well as a manual on best practice insightful articles showcasing a proven framework for writing great articles.

Collection diversification

Journal collections have been made more sustainable, and more accessible for colleagues with efforts to move to online only access where possible. Book collections have been diversified, experimenting with additional eBooks and audio-books.

Knowledge engagement

Bord Bia has created a culture of curiosity through sparking engagement and growing its collective intelligence on its internal knowledge hub, THE SOURCE. In 2021 Bord Bia once again exceeded Bloomfire's best practice KPI's for knowledge engagement within an insights use case community. THE SOURCE gives Bord Bia staff one central, searchable place for information and insights so they can do their best work, no matter where, when, or how they are working.

Market Insight Generation

A number of proprietary market studies which illuminate opportunities for the Irish food, drink and horticulture sector were produced and disseminated to industry in 2021. Bord Bia's annual scene setting report, Export performance and Prospects, was also launched and shared with industry. This report documents Bord Bia's assessment of the value of exports and sets out its analysis of what just happened, what will happen and how we situate the Irish food and drink industry into the broader macroeconomic and societal trends at play in the world.

Market Insight and Information

Because business is generated in the market, fresh emphasis is placed on delivering insight at a market-by-market level, with greater understanding of each market's landscape, nuance and opportunities, which in turn can become a springboard for growth. The provision of best in class market intelligence further enhances stakeholder and sector knowledge of prioritised markets for all sectors.

Research in 2021 included the following:

UK Footprint in Europe

A primary research project examining UK food and drink exports to EU27 and identifying opportunities for Irish produce in these markets was completed in April. The research found most significant opportunities in prepared consumer food meal solutions and in sheepmeat into France, Germany and the Netherlands. Informed by the findings, markets and sectors teams are already having conversations with suppliers and customers. The implications and conclusions inform sector and market planning for 2022.

Consumer Panel Data

Each year Bord Bia purchases Kantar Consumer Panel Data for four core areas of industry including data for the fresh meat, fresh produce and breakfast meats category in Ireland, the retail grocery landscape in Ireland and mushrooms in the UK. This data provides an ongoing understanding of performance within the categories, consumer behaviour both in terms of attitudes and trends but also in purchase behaviour. The data is critical to ensure that our client companies continue to stay informed and up to date with the latest market landscape and changes to help them make informed decisions based on real data and insight.

Production Census

Each year the Department of Agriculture, Food and the Marine carries out an annual production census and Bord Bia assists them with the analysis of this data and the compilation of the final report. This information provides the size of the horticulture sectors, trends in production and insight on how the sectors are performing.

Potato Yield Analysis

Each year Bord Bia participates in an analysis on the annual potato yield. It provides an independent assessment from which the annual potato production figure is calculated. This provides the key industry stakeholders with an accurate picture on the volume of potatoes that will be on the market in the coming season. This information helps producers/packers to plan an orderly supply of product onto the market across the season.

Horticulture retail market audits

There are three retail audits carried out annually and these occur during the key production seasons for Irish grown produce. The key objective of the data is to identify the origin of produce on the retail shelf and to monitor the use of the Bord Bia Quality Mark on produce.

Potato Campaign Evaluation

Having secured EU funding for an EU potato campaign, there is a requirement to measure and evaluate the impact of the campaign across three bursts over three years. Evaluation of the impact of the campaign was delivered in November.

Dairy Market Report - South East Asia

This bi-monthly report is circulated to Bord Bia's dairy ingredient clients to provide a synopsis of the commercial environment and deliver insights from these key strategic markets.

Dairy Market Report

This monthly report details global commodity prices as well as the latest international and Irish dairy news and is shared on social networking platforms and with SDAS members via text message.

Dairy Ingredients in West Africa

Market research based on trade interviews in three markets in West Africa aims to solidify and strengthen Ireland's position in dairy ingredients in these markets, with a specific focus on fat-filled milk powder.

Dairy Ingredients into Foodservice in UK

The purpose of this research is to gain a commercially relevant granular understanding of the utilisation of dairy ingredients in the foodservice channel in the UK.

That understanding will include the supply chain in the foodservice channel, a sophisticated profile for the buyers in the UK.

UK Manufacturing Database/Report

Identification of manufacturers in the UK B2B sector with a key focus on ready meals, pizza and sandwich suppliers. This report consists of a database with accompanying profiles of 50 manufacturers which is being used to support lead generation for PCF accelerate and other relevant trade events and was disseminated to PCF client companies.

Irish Beef in Foodservice – Four European Markets

The objective of this research is to gain a deeper understanding of the foodservice markets in Germany, the Netherlands, Italy and Great Britain to develop further opportunities for Irish beef. Findings were shared with key beef clients.

Seafood Ready Meals Spain

The objective of this research is to gain a deeper understanding of the dynamics of the Seafood Ready Meal category in Spain with a view to identifying opportunities for the Irish seafood industry.

Research into the Independent Retail Channel (Seafood)

This project explores the dynamics of the independent retail channel (fishmongers) as a means of selling seafood, including the size and scope of the channel and how this route to market operates. Findings were shared with relevant seafood clients.

UK Fish n' Chip Shop Research

This research looked at key wholesalers supplying the UK fish and chip shop sector. These players were all profiled to understand interest levels in sourcing white fish from Ireland. This is a follow on to the UK haddock research completed previously. Research was presented to all relevant client companies.

German Salmon Market

This report examines the retail market for organic salmon with a focus on trends, share and key brands and was disseminated to all relevant seafood clients.

Consumer Foods QSR in US and Saudi Arabia

The purpose of this research is to gain a commercially relevant granular understanding of the dynamics in the QSR channel in the US and Saudi Arabia. That understanding will include the major chains in each of those markets, detailed understanding of current trends and likely future developments in the QSR channel and the implications for suppliers. It will also include detailed understanding on the distributors to QSR restaurants, their buying criteria, and their disposition to imported and Irish produce, including the significance of sustainability commitment in sourcing criteria.

Organic

This work examines the scale of the market and the premium available for organic across meat, consumer dairy and horticulture in key European markets alongside investigating those centres of future price-differentiated organic consumption including Hong Kong, Singapore and Dubai.

Organic, Germany

This report on the overview of the German organic market is designed to support companies in maximising the opportunities at the 2022 BioFach trade show.

Cereal Cultivation/Tillage

Research to examine the opportunities and challenges in the cereal cultivation sector in Ireland was carried out. The objectives of this research are: To understand the utilisation of native grown cereal in animal feed and food and drink products. Explore the growth potential for native grown grain and cereals. Understand Irish consumer attitudes to provenance of cereal or grain and the potential to extract a price premium. To understand export market attitudes to provenance of cereal or grain and how Irish origin can enhance brand / product performance. Findings will be disseminated to relevant stakeholders and client companies.



Brand Development and Innovation

A programme of brand creation, development, innovation and activation services for Irish food, drink, and horticulture companies to drive differentiated, sustainable growth for the Irish industry is developed and delivered by a skilled team of specialists with a broad range of marketing and innovation expertise and experience. Over time, the goal is to deliver a culture of best practice in brand development across the food, drink and horticulture industry. This will be achieved through the following suite of services.

Bespoke Brand Building and Innovation Services

Bord Bia offers full-service brand development with expert guidance, strategic thinking and project management delivered end-to-end by Brand Development Specialists. This service has consumer insight at its heart and finds expression in the development of new brands, branded offerings, innovations or brand extensions. The projects span brand strategy, insight generation, proposition building and targeting and benefit from qualitative and quantitative research and validation. In many cases Bord Bia works with specialist design agencies to create brand identities which are brought to life through pack design or other consumer touch points. In 2021 work with over 40 medium to large client companies across all sectors of the industry, including meat, dairy, beverage, alcohol and prepared consumer foods was carried out.

Bespoke Brand Activation Services

Bord Bia provides client companies with expert guidance, strategic thinking and project management on both short-term, performance marketing and longer-term, incremental brand equity building activities. This is an end-to-end service delivered by brand activation specialists. In 2021 work with 17 client companies on projects which included the strategic planning and implementation of brand activity across digital media, including website design, PR and In-store activation was undertaken.

SuperBrands

Under this programme a tightly defined, end-to-end brand development service for smaller businesses is offered. Brand development specialists work with participating companies to help them with brand strategy, proposition and targeting. This work is used

as the basis for a creative brief for a design agency to develop new or refreshed brand identities which are then brought to life on pack design or other consumer touchpoints and codified in a set of brand guidelines. Qualitative consumer research helps validate the brand proposition and pack design concepts with target consumers. Over 12 food, drink and horticulture companies participated in the SuperBrands service in 2021.

Bord Bia's Brand Forum

The Brand Forum shares thought leadership and best practice in the food and drink industry, to provide inspiration and to stimulate debate. Established over 20 years, it has a loyal following and membership base from a cross section of companies. The Forum is designed to help build better, more sustainable brands and the offer includes: speaker events, workshops, research and recipe video and photography service.

Albeit that all speaker events and workshops were delivered online, participation and engagement increased throughout 2021. A cross section of trail blazing and progressive industry brands shared learning and advice with Brand Forum members, these included: Davin Nugent – CEO Mark Anthony Brands International; Tim Lee – CEO Mindful Chef; Derek Beatty – Commercial Director, Brennans and low alcohol brand Lucky Saint on how to grow fledgling brands into household names. The year concluded with a panel debate on 'Premiumisation - How it needs to shape the Irish Food Industry', which was attended by a record number of 183 people.

The brand building workshops included: Instagram masterclass, leveraging video content, packaging design and Interpreting quantitative research. These online workshops were customised and bespoke to food & drink brand owners, with case studies throughout, plus live Q&A sessions.

The Recipe Video Content service was extended this year to work with 31 companies, producing 53 recipe videos, to the highest production standards for both B2C and B2B. A range of video formats were provided for different social platforms and a new addition of professional photography was included.

A cornerstone of the Brand Forum is the annual Brand Health Check survey of grocery shoppers. This year 57 brands commissioned research in 46 categories in the Irish market. This quantitative, online survey is designed to collect and analyse key brand metrics including - awareness, consideration, experience, equity, commitment and brand potential. Improvements such as market background, analysis and metrics including mental & physical availability were adopted for the survey. The output is a bespoke brand report that identifies issues and opportunities for individual brands in its respective category, a webinar dedicated to interpreting the research results and all participating companies received 1-1 meetings to better understand the findings and implications of the results.

Client Capability Development

The role of the client capability team is to assist clients to develop their marketing capability to support growth. These supports are a mix of bespoke one to one services as well as group based workshops and always-on online resources. In 2021, 75 clients received bespoke and group based supports from the team. In addition, over 2,700 participants attended market preparation capability development webinars during 2021.

Commercial Marketing Strategy

This service enables clients to develop market, channel and customer strategies to support sustainable and profitable business growth. In 2021, in addition to bespoke projects, a new market accelerator concept was launched which supported 15 PCF clients to develop sprint strategies for the USA, culminating in a 'shark-tank' pitch to a panel of retail experts.

Digital Marketing (Think Digital)

Think Digital guides businesses on why and how to use digital marketing strategies and tactics to power business growth through self-service and 1-1 guidance. The year 2021 built on 2020's success with a number of digital marketing supports, which were launched with a national 'Steps for Digital Success' campaign in February. These included four channel specific route to market guides (Ocado, Amazon, Walmart and Alibaba) and a number of up to date tactical guidebooks (eCommerce, SEO, Digital Strategy). In addition, four

dedicated digital strategy development programmes were delivered in 2021, of which, two were business to consumer supports (with 11 participating clients) and two were business to business (9 participating clients).

Key Customer Management (KCM)

The client capability KCM support is focused on enabling clients to build and maintain strong relationships with customers in key channels and markets, using a best practice customer management framework. In 2021, KCM support was focused in two main areas; firstly, supporting PCF clients with a webinar and follow up 1:1's to prepare for virtual customer pitches. The second area was a Negotiation & Managing Difficult Customer Conversations masterclass for 40 clients in November which was created to support clients in a period of inflationary pressures and price increases.

Category Management

Category Management enables clients to build and maintain strong relationships with customers in key channels and markets, using a best practice customer management framework.

In 2021, in recognition of the need for market - entrant support (and non-category partner guidance), a Challenger Brand webinar and support framework guide was delivered to 65 clients to enable companies to build category growth proposals and presentations.

MARKETING AND COMMUNICATION

Corporate Brand PR and Communications

Throughout 2021, Bord Bia's corporate brand and communications team remained primarily focused on the organisation's response to Covid-19, Brexit and climate change (Origin Green).

Key priority events and effective communication highpoints included Bord Bia's continued response to Covid-19 and participation in cross government/agencies response to Brexit, and aligning Bord Bia's interactions with external stakeholders and media; the promotion and publication of Bord Bia's world class insights to help support and guide the sector throughout 2021; Bord Bia and the industry's continuity

of market diversification with the enhanced use of digital and online B2B events production including virtual trade missions and fairs; and an always on Brexit media strategy.

In January Bord Bia held the first virtual launch of the annual Performance and Prospects export report. The launch 2021 saw the development of a digital-first media rich report, including interactive videos and motion graphics to bring the report alive to an online audience.

A stakeholder video was also created to acknowledge the very different year that was 2021, with a particular focus on how Bord Bia and the industry continued to work in partnership to navigate the challenges posed by Covid-19 and Brexit. The video was also used for the end of year direct communications piece to the industry.

Bord Bia returned to the number one position in the RepTrak© ranking of the most reputable companies and organisations in the State, in 2021.

International Brand PR and Communications

Internationally, CEO Tara McCarthy was interviewed by Wall Street Journal, Newsweek and Foreign Policy magazines as part of a focus on Ireland edition. Her interviews were positioned alongside the Taoiseach, Tánaiste and Minister for Foreign Affairs, highlighting the importance of Irish food, drink and horticulture exports internationally and with a specific focus on the Ireland/US export relationship.

Grass Fed Standard Phase 2

An international press and promotions campaign was developed for the launch of the second phase of Bord Bia's Grass Fed Standard with coverage featured in sustainability editions of prominent trade publications in Germany and the UK. The focus in both countries was around both the beef and dairy sectors, with a strong focus on trust, provenance and sustainability.

Bord Bia Bulletin Podcast (Covid-19 crisis communications)

A key pillar of Bord Bia's Navigating Change strategic response is understanding the impact and implications of the Covid-19 pandemic for the Irish food and drinks industry.

The Bord Bia Bulletin (April 2020 – August 2021) leveraged insight from Bord Bia sectors and 15 international offices to take a closer look at what's happening in each market coping with market disruption and supply chain demands during the pandemic. 60 podcasts in total were devised, recorded and edited by the international communications team lead and presented by Bord Bia's UK Manager.

Digital Marketing

An organisation-wide co-created 3 year Digital Transformation Strategic Roadmap for the organisation was developed in 2021, with a focus on enhancing and optimising platforms, processes and skills to enable better support to deliver its objectives and strategy. The roadmap forms a strategically important part of Bord Bia's overall corporate strategy.

New and improved platforms were crucial in enabling Bord Bia to serve our priority audiences more effectively in another tumultuous year.

A digital strategy and an accompanying three year roadmap were developed. The strategy sets the organisation's ambition for digital marketing and the roadmap outlines the core workstreams that will bring the strategy to life over a three-year period. The workstreams include digital upskilling, channel innovation, data and insights and campaigns and content management.

The evolution of the Bord Bia website (www.bordbia.ie) continued with the addition of new functionality and optimised content including:

- The development of the Brexit Hub with up-to date information, educational videos, Brexit events and the Bord Bia' Brexit action plan.

- A global sustainability insights hub created for industry – sharing insights into customer and consumer behaviours and demands around sustainability.
- A digital farmers' market map illustrating the locations of the farmers' markets around Ireland.
- A digital garden centre and nursery map to showcase the locations of all the garden centres and nurseries around the country.

The digital team led on the redesign and development of the international consumer facing websites. A new common template was implemented for over eight websites used for the promotion of Irish meat to consumers in multiple languages for international markets. The use of a common template helped to consolidate and rationalise Bord Bia's web portfolio, and brought greater resonance to Food Brand Ireland internationally.

A marketing collaboration tool was launched in November enabling Bord Bia to create and edit content collaboratively online with real time input from colleagues or external partners. The tool manages version control and approval processes, improving the creative process for colleagues across the organisation.

The My Bord Bia client portal was launched in November for client companies in Ireland. The MAP grants application process was digitised through the client portal, and clients were encouraged to create profiles on My Bord Bia and register their application for the MAP grants programme. Development of My Bord Bia continued with the ambition of enhancing client relevant functionality.

A social media strategy and guidelines were developed to bring focus, clarity and consistency to the use of social media across all regions and markets.

Marketing Events

With the advance of Covid-19 into 2021, once again the original extensive schedule of production and marketing of international trade fairs and four proposed physical trade missions continued to require significant reinvention. The postponement of the majority of trade fairs into 2022 by global and local

host organisers across all markets, together with some cancellations, meant that by the end of 2021, Bord Bia had participated at just 18 physical international trade fairs. These included six trade fairs in Europe – iMeat (meat); Sirha (meat), Conxemar (seafood), Angua (meat & dairy), Food Ingredients Europe (dairy ingredients), Tuttofood (meat) one in the Middle East – Gulfood Dubai (Meat & Dairy) and eleven in Asia – Foodex, Anufood, Swatow Old Time Whiskey, Sial China, Fiuzhou International Fisheries Show, Hotelex, Guangzhou Fishery & Seafood Expo, China Fisheries & Seafood, Food Hotel China, Coex Food Week and Whiskey L Shanghai.

In support of continuity of business for the industry, physical events also pivoted to virtual, with production and marketing of over 56 virtual events of scale taking place in the digital space.

Notable digitised events of scale produced and marketed in 2021 included Bloom at Home, as well as corporate events such as the Consumer Foods from Ireland series of three online MarketPlace events covering Europe, UK and the USA. The Origin Green Gold Member Awards as well as four virtual Trade Missions with Top to Top meetings to five markets across multiple time zones and languages were also digitised.

In lieu of participation at physical trade fairs, Bord Bia engaged in and supported food, drink and horticulture client companies to participate in digitally produced and marketed online matchmaking events (e.g. FHA March Series) and also provided companies with supports to navigate and optimise their participation at a number of virtual events and trade fairs.

This pivot was an agile and flexible response to the restrictions of global Covid-19 guidelines, ensuring that the delivery of business development and reputation marketing opportunities for the Irish food, drink and horticulture industry continued through the ongoing pandemic.

Bord Bia Bloom 2021

While the Irish public could not physically gather for Bord Bia Bloom in 2021, for the second year in a row, Bord Bia encouraged the Irish public to take part in #BloomAtHome via a series of virtual initiatives and

events providing gardening advice and inspiration. All activity was planned with the objective of increasing Irish horticulture sales.

New for 2021, Bord Bia shared seven easy to follow garden design and planting plans to help the public create a dream garden at home. Designed by award-winning show garden designers, the seven garden designs could be re-created either in full or in part at home according to the time, space and budget available. The garden plans featured a range of Irish grown plants that were available to purchase in garden centres and retailers nationwide. Since the campaign has begun, just under 6,000 planting plans and design guides have been downloaded from BordBiaBloom.com. 103 garden centres took part in the activation, with many showcasing plants featured in dedicated Dream Gardens areas in store.

In addition to the new garden designs, Bord Bia hosted a range of virtual activities and initiatives over the June Bank Holiday weekend, which saw over 1,500 viewers join in to events from the Let's Grow Talk Series hosted by RTE's Miriam O'Callaghan. The line-up included a host of individuals who have embraced gardening during the pandemic, including Irish rugby star, Peter O'Mahony, and actress and wellness expert, Aoibhin Garrihy.

Other promotional activities include a series of Bloom BBQ cooking tips, a 20-page gardening supplement with the Irish Independent weekend magazine and a social media competition in partnership with RTE.

Despite the circumstances, new and innovative ways were used to offer Irish people gardening inspiration and guidance, ensuring a full promotional campaign raised awareness of 2021 #BloomAtHome activity. Other key results of the campaign included 72 pieces of media coverage, a 2.3% increase in Bloom's social media following and a 10% increase in e-zine subscribers.

International public relations

An updated Standard Operating Procedure (SOP) for crisis management in the Chinese market was developed in Bord Bia and agreed with DAFM. A crisis scenario simulation took place in early March 2021 and a dedicated communications strategy for the market

was developed and agreed, including multiple media holding statements to be used in the event a crisis breaks out in market. Following on from the exercise, Bord Bia instigated a monthly Risk Radar call between Bord Bia's communications team in Dublin, its office in Shanghai and the agricultural attaché in the Irish Embassy to assess potential risks for the Irish food and drink industry in China.

International Business to Business (B2B) Campaigns for Beef, Dairy and Seafood

Bord Bia Quality Mark

The aim of the Bord Bia Quality Mark marketing programme in the domestic market in 2021 was to grow preference for quality assured food. As part of this, the focus was on increasing Irish shopper loyalty to, and purchasing of, food with the Quality Mark. Focus was also placed on driving frequency of consumption of the various quality assured meats and eggs. This was achieved by outlining how the quality standards and independent auditing behind the Quality Mark enable shoppers to trust and enjoy the food they consume. During 2021, these messages were integrated throughout all generic Quality Mark activities and across the specific marketing programmes for beef, lamb, pork and bacon, chicken and eggs.

Targeting 30-60 year old female grocery shoppers, generic activities included Quality Mark TV advertising supported by social media activities and monitoring of the proportion of meat products with the mark across retailers. Increasing frequency of consumption of quality assured meats, poultry and eggs was achieved primarily through TV and radio advertising, PR activities and the development and circulation of new and fresh digital content. In all, 21 campaign bursts took place in 2021 including 33 weeks of TV and 27 weeks of radio advertising.

Irish Seafood

2021 was the third year of a three-year Irish whitefish strategy in the domestic market with the focus on Irish hake, haddock and whiting. The main objective was to bring inspiration around the untapped versatility and appetite appeal of Irish whitefish for everyday and weekend meals. This was achieved by targeting

35-55 year-old female shoppers through TV and radio advertising, search and social media activity. Following the September campaign, 64% of the target group could recall seeing the TV advert and of these, 62% (288,000 shoppers) said they would be more likely to buy Irish whitefish as a result.

In addition, radio and social media campaigns were run to encourage consumers to choose Irish haddock in June/July and Irish crab meat in July/August. Public relations and social media campaigns were run in September for white fish and in December for Irish crab meat, Dublin Bay prawns, oysters, organic smoked salmon, monkfish and rainbow trout.

Sponsorship

Award Sponsorships

During 2021, sponsorship initiatives were again curtailed due to Covid-19 restrictions. Bord Bia sponsored categories at two virtual award programmes. The awards supported were the food and drink category of the Small Firms Association as well as the Supreme Champion category and the Best Artisan Producer category at the Blás na hEireann awards.

Neven's Irish Seafood Trails

During 2021, Bord Bia sponsored 'Neven's Irish Seafood Trails' on RTE 1. The objective was to increase consumer understanding of the Irish seafood industry and the range of Irish seafood available. Over the six-week series, Neven Maguire visited different seafood producers around Ireland and demonstrated how to cook a range of recipes. The 2021 series attracted over 1.3m viewers, with on average, 216,000 viewers per episode.

Neven's Christmas Menu

This two-part Christmas food special was broadcast on RTE 1 on 7th and 14th December. It featured Neven Maguire preparing a delicious variety of Christmas recipes from Kylemore Abbey.

The dishes were seasonal, with Irish seafood and Bord Bia Quality Assured lamb, beef, ham and turkey all featuring prominently.

International Business to Business (B2B) Campaigns for Beef, Dairy, Seafood and Alcohol

Bord Bia led B2B campaigns across beef, dairy and seafood in eight key priority markets in 2021. Targeting key retail, foodservice and manufacturing trade customers, the campaigns drove preference for Irish food in established markets and awareness of its distinctiveness in new markets based on sustainability credentials. Campaigns took place in the UK, France, US, the Netherlands, Germany and Italy (established markets) and China and Japan (new markets).

Throughout 2021 the focus of the B2B campaigns for dairy and beef was to build on the 2020 launch of the Bord Bia grass fed standard and to continue to drive awareness of the standard and Ireland's capability in grass fed verification. These campaigns were targeted at buyers in the UK, Germany, Italy and Japan (Beef) and in the UK, Germany, China and Japan (Dairy).

The grass fed standard and the premium quality of Irish beef and dairy products were communicated to buyers through trade press adverts, advertorials and digital advertising banners in key trade publications, on relevant trade digital websites and through digital newsletters. All digital activity redirected trade targets to landing pages on the newly designed irishfoodanddrink.com website to learn more about the grass fed standard and the industry capability to verify the grass fed status of products.

Irish beef and dairy were positioned as providing the trade with the unique capacity to substantiate grass fed claims through their procurement of Irish beef and dairy products from qualifying beef and dairy herds. These campaigns featured in over 35 trade print publications and 38 trade digital websites in 5 markets and drove over 2,000 clicks to the irishfoodanddrink.com website. The campaigns also garnered additional coverage in the form of free editorial and advertorial content.

For Irish seafood, B2C campaigns took place across two priority established markets, France and Germany, aimed at driving awareness and preference for Irish seafood among consumers based on its unique selling points. Two campaigns were run in France to

promote Irish organic salmon and Irish organic mussels. Advertising ran in Q2, Q3 and Q4 across both print and digital channels with the video for Irish organic mussels receiving 1.5 million online views. In Germany, Irish organic salmon was promoted in Q4 through a combination of advertorials in consumer magazines and digital advertising across a range of channels including Youtube, where there were 500,000 views of an Irish organic salmon video.

The final phase of a three-year B2B marketing communications strategy for China was also carried out in 2021. The overall objectives were to drive trade awareness and understanding of Ireland as a source of high quality, sustainably produced food and the unique benefits of the Irish seafood and dairy sectors. Targeting key foodservice customers, importers, traders and online retailers, activities focused on a series of online and offline trade events for the Irish dairy and seafood sectors whereby the unique benefits of these sectors were communicated to the trade and further amplified through relevant business and trade media channels, online trade influencers and through Bord Bia owned digital channels (Wechat and Weibo). This media support delivered engagement with over 110 media and online influencers, 220 media clippings with an estimated advertising equivalent value of €17.4m and increased the number of followers on the Bord Bia Wechat trade focused channel by 70%.

In terms of the alcohol sector, one of the key marketing objectives is to motivate front line, consumer-facing staff in the retail and on-trade channels in US, Europe and China to recommend a preference for Irish whiskey(s). Therefore, the focus in 2021 was on developing a suite of videos to support the Bord Bia Spirit of Ireland education workshops targeting these staff. The videos focused on celebrating the vibrancy and excitement of modern Irish whiskey, Irish cream liqueur and gin and their roots in a rich and dramatic history. Interviews with some of the leading figures in the Irish spirits and cream liqueur sector feature in the videos alongside various distilleries and locations around Ireland.

MARKETING FINANCE

In 2021, Bord Bia invited applications under the Marketing Assistance Programme (MAP). The MAP plays a role in enhancing the marketing capability of small and medium sized companies, helping them take the next step in their growth progression and enabling them to become export ready. The MAP was open to Irish food, drink and horticulture producers with a turnover in the range of €100,000 and €3.5 million.

In addition to new applications, companies who had received grant assistance in 2020 under the MAP or Covid Support Schemes were given the option to use any grant balances in 2021, in lieu of submitting a new application. Under MAP 2021, 96 companies were approved grant assistance for a total of €664,000.

In terms of payments, grants totalling €1,375,331 were paid to 184 companies during the year across three grants programmes, Marketing Assistance Programme, Step Change Programme and the Covid Support Scheme, in respect of approvals made in 2019, 2020 and 2021.

MARKETS

Global Business Development

In 2021, Bord Bia continued to focus on building its services for client companies across its international network of 15 overseas locations – eight across Europe and seven in international markets. A particular focus has been to support client companies with additional resources on the ground in overseas markets. 2021 continued to see much agility in Bord Bia services to clients with the backdrop of economic uncertainty, driven by Covid-19 and Brexit. While the focus of activity undertaken tends to vary depending on the stage of development of Irish exports, the overarching objective is to be pivotal to the delivery of sustainable export growth by driving the awareness, reputation and market readiness of Irish food and drink suppliers across the globe. Given the constraints imposed by the Covid-19 pandemic, the focus on digital delivery of services and events continued in 2021.

Throughout the year, Bord Bia worked closely with Irish companies, helping to build the capability of businesses to evaluate, plan and deliver growth in strategically selected, priority markets through a range of services. These services were informed by the Market Prioritisation project which continued in 2021, with particular emphasis on building strategic customer partnerships in priority markets across the retail, foodservice and manufacturing channels.

In addition to the implementation of programmes and projects, Bord Bia's Global Business Development team undertook the following during 2021:

- Supported 3 virtual Agri-Food Trade Missions to China, North Africa and South East Asia
- 1,484 buyer meetings and presentations
- 3,100 business leads generated and 2,239 opportunities created
- 800 responses to individual buyer requests
- 1,200 business planning meetings with Irish client companies
- Hosted virtual inspections and technical knowledge transfer events from China and South East Asia, and
- Participated in the industry market-access Steering Group, addressing market access to high-potential markets.

A Collaborative Approach

Bord Bia continues to work in partnership with key government departments, agencies and associations in the development and implementation of support for the food and drink industry. These include DAFM, Teagasc, BIM, Department of Foreign Affairs, Department of Enterprise Trade and Employment, Enterprise Ireland, Tourism Ireland, Fáilte Ireland, Food Safety Authority of Ireland and the Environmental Protection Agency, among others.

GOVERNANCE STATEMENT AND BOARD MEMBERS REPORT

CORPORATE GOVERNANCE

Bord Bia was established under the Bord Bia Act 1994 and operates in accordance with the provisions of the Bord Bia Acts 1994 to 2004 and under the aegis of the Minister for Agriculture, Food and the Marine.

BOARD STRUCTURES

Bord Bia comprises the Board, five Subsidiary Boards, the Chief Executive and the Executive, and provides a range of services to implement Board policy and programmes. The Board provides the appropriate balance of skills and experience to support the strategy of Bord Bia. The Board comprises a Chair and up to fourteen ordinary members appointed by the Minister for Agriculture, Food and the Marine. All new Board members receive financial and other information about Bord Bia, and the role of the Board and the Board committees. The roles of the Chair and Chief Executive are separate.

There are five Subsidiary Boards (Consumer Foods, Dairy, Horticulture, Meat and Livestock and Quality Assurance) comprising a Chair and up to twelve ordinary members, who are appointed by the Board with the consent of the Minister for Agriculture, Food and the Marine. The Chair of each Subsidiary Board is a member of the Board.

BOARD RESPONSIBILITIES

Section 21 of An Bord Bia Act 1994 requires the Board to “keep in such form and in respect of such accounting periods as may be approved by the Minister, with the consent of the Minister for Public Expenditure and Reform, all proper and usual accounts of monies received or expended by it, including a Statement of Income and Expenditure and Retained Revenue Reserves, a Statement of Comprehensive Income, a Statement of Cash Flow and a Statement of Financial Position and, in particular, shall keep in such form as aforesaid all such special accounts as the Minister may, or at the request of the Minister for Public Expenditure and Reform shall, from time to time direct and the Board shall ensure that separate accounts shall be kept and presented to the Board by any Subsidiary Board that may be established by the Board under this Act and these accounts shall be incorporated in the general statement of account of the Board.”

In preparing the financial statements the Board is required to:

- 1 Select suitable accounting policies and then apply them consistently;**
- 2 Make judgements and estimates that are reasonable and prudent;**
- 3 Prepare the financial statements on a going concern basis unless it is inappropriate to presume that Bord Bia will continue in existence for the foreseeable future; and,**
- 4 State whether applicable accounting standards have been complied with, subject to any material departures disclosed and explained in the financial statements.**

The Board is responsible for keeping adequate accounting records, which disclose, with reasonable accuracy at any time, the financial position of Bord Bia. The Board is also responsible for safeguarding assets of the organisation and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

The Board meets regularly, normally seven times a year, and is responsible for the proper management of Bord Bia. It takes the major strategic decisions and retains full and effective control while enabling executive management sufficient flexibility to run the business efficiently and effectively within a centralised reporting framework. Standing agenda items at Board meetings include minutes of previous meeting, matters arising, finance report, Chief Executive’s report, corporate governance and risk management and any other business. The Chair addresses any conflicts of interest members may have with the agenda at the start of each meeting.

The Board carries out an ongoing assessment of principle risks and has established a context for identifying, analysing, evaluating, treating and monitoring risk. Principal risks identified include the risk of not appropriately prioritising work plans for the achievement of objectives; not achieving industry commitments to the development and implementation of Origin Green; reputational risks associated with the misuse of Bord Bia’s main brands and marks; reputational risks associated with food quality and safety; risks to quality assurance schemes funding and various industry sources of funding; etc. Risk is mitigated through a process of review of the risk register at each Board meeting and industry consultations are facilitated through the Subsidiary Board structure.

The Board complies with the relevant aspects of the Public Spending Code and matters reserved for the Board for decision, and not delegated to management, include approval of, inter alia, significant acquisitions, major investments, major disposals, major contracts, annual budgets and strategic plans, annual reports and financial statements, staffing, delegated authority levels, treasury and risk policy. Approval of the Minister for Agriculture, Food and the Marine is required for material acquisition or disposal of land, buildings or other material assets. Approval of the Minister for Agriculture, Food and the Marine, together with the consent of the Minister for Public Expenditure and Reform is required for any intended action which would extend or change significantly the nature, scope or scale of the activities of Bord Bia.

Within the context of the Food Wise 2025 strategy document for the development of the agri-food sector, the Bord Bia Strategic Plan ‘Building Differentiation

Winning Growth' sets out the actions proposed during the period of the strategy, 2019 – 2021 and the annual budgets for Bord Bia are aligned to the strategy. The Board approves annual budgets and the evaluations of actual performance against budget. This Annual Report provides a comprehensive review of the activities of Bord Bia during the year.

The Board considers that the financial statements present a true and fair view of Bord Bia's financial performance and its financial position at the end of the year.

GOVERNANCE

The Board is committed to maintaining the highest standards of Corporate Governance and Best Practice and has adopted the Code of Practice for the Governance of State Bodies and the provisions of the Code are being implemented. The Board has adopted Terms of Reference which sets out the legislative framework; general and particular functions; membership; fiduciary duties; authority; role of the secretary; reporting responsibilities; scheduling of meetings; procedures for decisions between Board meetings and for dealing with conflicts of interest; and, a formal schedule of matters specifically reserved to the Board for decision. The Board reviews the Terms of Reference of the Board, Subsidiary Boards and Committees on an annual basis. During 2021, the Board held two meetings without the executive present. For the purposes of applying the Code of Practice for the Governance of State Bodies, Bord Bia is regarded as a non-commercial State Body.

The Chair:

- Leads the Board and ensures its effectiveness and high standards of integrity and probity regarding culture, values, and behaviours for Bord Bia and for the tone of discussions at Board level.
- Together with the CEO, ensures the effective management of the Board's agenda providing adequate time for discussion and deliberation. A culture of openness facilitates effective dialogue and contributions from both the executive, who attend all or part of Board meetings, and Board members.
- Ensures relevant reports and papers, finance, CEO report, reports from Subsidiary Boards and Committees and detailed updates on the progress and implementation of the annual budget and strategic plan, where appropriate, are circulated in a timely manner to Board members.
- In consultation with the Secretary ensures all relevant governance information is made available to the Board and its Committees and that there are good information flows between the Board, Subsidiary Boards and Committees in addition to facilitating induction, mentoring and assisting with ongoing professional development.
- Ensures there is a clear division of responsibilities between leading and managing the Board and the executive responsible for running Bord Bia.
- Keeps the Minister for Agriculture, Food and the Marine advised of matters arising in respect of Bord Bia.
- Submits a comprehensive report to the Minister in accordance with the Code of Practice for the Governance of State Bodies.

The Board undertook a self-assessment evaluation of its own performance during the year and that of its Audit and Risk Committee, and weaknesses identified are addressed. Each Board member was asked to individually score the assessment, answers were considered by the Chair and presented to the Board where a number of actions were identified to improve the performance of the Board. There was no external evaluation of the Board carried out during 2021 as one was completed in 2019 and in accordance with the Code of Practice for the Governance of State Bodies such an evaluation will be carried out in 2022.

The Board provides strategic guidance, monitors the activities and effectiveness of management and monitors compliance on an ongoing basis ensuring relevant legislation, regulations and guidelines are complied with.

An Oversight Agreement for Bord Bia has been completed and implemented by the Department of Agriculture, Food and the Marine during the year.

BOARD MEMBERS AND INDEPENDENCE

All Board members have access to advice and services of the Secretary/Director Corporate Services who is responsible to the Board for ensuring that Board procedures are followed, and applicable rules and regulations are complied with.

Bord Bia’s professional advisors are available for consultation by Board members as required. Individual Board members may take independent professional advice if necessary.

COMPOSITION OF THE BOARD

Details of the current membership of the Board of Bord Bia is set out on page 111.

BOARD MEMBERS AND MEETING ATTENDANCE

There were seven Board meetings held during 2021 and the details of each member’s attendance, is set out below.

Board Member	Board Meetings Attended
L. Allen	7 out of 7
N. Browne	7 out of 7
M. Cronin	7 out of 7
T. Cullinan	6 out of 7
R. Doyle	3 out of 3
D. Harvey*	0 out of 0
T. Keohane	6 out of 7
K. Kerrigan	4 out of 4
P. McCormack	6 out of 7
S. McPhillips	7 out of 7
D. MacSweeney	7 out of 7
T. Moran	7 out of 7
P. Murphy	7 out of 7
R. O’Rourke	3 out of 3
P. Whelan	2 out of 3

*D. Harvey resigned from the board prior to the first meeting of the year.

BOARD MEMBERS FEES AND EXPENSES

A schedule of the fees and travel and subsistence expenses paid to Board members in respect of attendance at Board meetings in 2021 is set out below.

Board Member	Board Fees	Travel & Subsistence Expenses
D. MacSweeney	€20,520	€277
L. Allen	€11,970	€29
N. Browne*	-	-
M. Cronin	€11,970	€252
T. Cullinan	€11,970	€155
R. Doyle	€5,486	-
D. Harvey	€998	-
T. Keohane	€11,970	-
K. Kerrigan	€6,484	€86
P. McCormack	€11,970	€186
S. McPhillips**	-	-
T. Moran	€11,970	€9
P. Murphy*	-	-
R. O'Rourke	€5,486	-
P. Whelan	€5,486	-

* Indicates those Board members who have waived part or all of the fee payable, as a Board member in 2021.

** Under the one person one salary principle, no fees were payable to S. McPhillips, Assistant Secretary General, Department of Agriculture, Food and the Marine.

Board Members received no other payments in respect of their membership of the Board in 2021. Amounts paid to Subsidiary Board members for travel and subsistence expenses in 2021 amounted to €NIL. No

fees were paid to Subsidiary Board members in 2021 in relation to attendance at Subsidiary Board meetings.

THE ROLES OF THE CHAIR AND THE CHIEF EXECUTIVE

The Chair leads the Board in the determination of its strategy and in the achievement of its objectives. The Chair is responsible for organising the business of the Board, ensuring its effectiveness and setting its agenda. The Chair facilitates the effective contribution of all Board members and constructive relations between the executive and Board members, and ensures that Board members receive relevant, accurate and timely information.

The Chief Executive has direct charge of Bord Bia on a day-to-day basis and is accountable to the Board for Bord Bia's financial and operational performance.

BOARD COMMITTEES

The Audit and Risk Committee, which currently comprises three members of the Board, M. Cronin, T. Keohane, and S. McPhillips and one external member, R. Nolan, with a financial background, met on four occasions during 2021.

The Audit and Risk Committee is responsible for maintaining an appropriate relationship with the external auditors and for reviewing Bord Bia's internal audit resources, internal controls and the audit process. It aids the Board in seeking to ensure that the financial and non-financial information presents a balanced assessment of Bord Bia's position. The Internal Auditor and the External Auditor have full and unrestricted access to the Audit and Risk Committee. Briefing sessions are held to apprise members of the Audit and Risk Committee and the Board of relevant and recent developments in Corporate Governance issues.

The Remuneration and Pensions Committee, which currently comprises three members of the Board, D. MacSweeney, S. McPhillips and T. Moran met on two occasions during 2021. The Remuneration and Pensions Committee determines on behalf of the Board the appointment, remuneration and assessment of the performance of, and succession planning for, the Chief Executive; and significant amendments to the pension benefits of the Chief Executive and staff.

There were seven meetings of the Strategy Committee during the year. The Strategy Committee currently comprises six members of the Board, D. MacSweeney, N. Browne, T. Keohane, T. Moran, S. McPhillips and P. Murphy. The Strategy Committee plays an important role in providing observations and recommendations concerning strategic issues facing Bord Bia and contributes to the strategic planning process and the development of strategy.

The Bord Bia Statement of Strategy 2019 – 2021, launched on 9th January 2019, is aligned to Food Wise 2025, and includes the following four strategic priorities:

- Driving success and growth in the market
- Insight to power growth
- Building reputation for growth
- Leading through people

In 2021, the Strategy Committee and the Board developed and approved a new ten and three year strategy, “Nurturing a thriving future”, which commenced in 2022.

GENDER BALANCE IN THE MEMBERSHIP OF THE BOARD

As at 31 December 2021, the Board had 3 (27%) female board members and 8 (73%) male board members, with four positions vacant. The Board therefore does not meet the Government target of a minimum 40% representation of each gender in the membership of State Boards. Bord Bia is committed to addressing the question of gender balance on its Board by:

- Considering the skills and expertise gaps, together with the current Board make up when filling vacant positions, taking such opportunities to further strengthen and balance the Board.
- Prioritising sought after skills and industry expertise when filling vacant positions, putting less emphasis on prior board experience.

- Leading, together with AON and in collaboration with The 30% Club, the Agri-food Diversity and Inclusion Forum, (Ag-Dif) whose purpose to advance the D&I agenda in the Irish agri-food industry, with a current focus on gender balance.

It may be noted that the An Bord Bia Act, as amended, sets out that certain specific sectors and skill sets are represented on the Board. Where a vacancy arises in such cases, in order to ensure that the requirements of the Act are met, the relevant skill set and experience of an individual applicant must take precedence in the appointment process.

ETHICS IN PUBLIC OFFICE

The provisions of the Ethics in Public Office Act 1995 and the Standards in Public Office Act 2001 have been implemented. Board members and staff members holding designated positions furnish statements of interests on appointment and each year to the Secretary.

FREEDOM OF INFORMATION

Bord Bia is a prescribed organisation under the Freedom Of Information Act 2014. The Freedom of Information Act establishes three statutory rights:

- A legal right for each person to access information held by public bodies;
- A legal right for each person to have official information held by a public body, relating to him/herself, amended where it is incomplete, incorrect, or misleading;
- A legal right to obtain reasons for decisions affecting oneself taken by a public body.

In addition to the requirements of the Freedom of Information Acts, the Data Protection Acts 1988 to 2019 and the General Data Protection Regulation (GDPR) (EU) 2016 also apply to Bord Bia. The Data Protection Acts protect the privacy of individuals whose personal data is being processed. Personal data is information relating to a living individual who can be identified from the data itself or in conjunction with other information held.

EQUALITY

Bord Bia is committed to ensuring equality of opportunity and that no staff member or applicant for employment receives less favourable treatment than any other on grounds of gender, marital status, family status, sexual orientation, religious beliefs, age, disability, race and membership of the Traveller community. Personnel and staff development programmes are structured accordingly.

Bord Bia endeavours to assist staff in relation to career and personal needs and operates appropriate policies covering such areas as professional development, study leave, flexible working and career breaks. Bord Bia is also committed to implementing government policy in relation to the employment of persons with disabilities in the public sector. Specific additional provisions were made for disabled visitors in the construction of Bord Bia's Food Centre. There is a policy on sexual harassment in operation to support and protect the dignity of each person.

PROTECTED DISCLOSURES ACT, 2014

There were no protected disclosures made to Bord Bia during 2021.

SAFETY, HEALTH AND WELFARE AT WORK

Bord Bia is implementing the provisions of Safety, Health & Welfare at Work legislation, including the preparation and operation of a Safety Statement embracing all matters affecting safety, health and welfare of staff and visitors to Bord Bia's premises.

SERVICE CHARTER

Bord Bia's Service Charter sets out its commitment to the Principles of Quality Customer Service for Customers and Clients of the Public Sector. The Charter is supported by an Action Plan and appropriate internal procedures to give practical effect to this commitment.

ENERGY EFFICIENCY AND CONSERVATION

Bord Bia is committed to making every effort possible to be energy efficient and to operating appropriate conservation and recycling measures. Light and heat, supplied by electricity, are the main areas of energy use in Bord Bia. Annual energy usage has been reduced significantly since commencing a review of energy usage. Usage within Bord Bia's main office is as follows:

	2021
mWh of electricity	207

(Base year 2009: 379 mWh)

The Thinking House had 207 mWh of electricity usage during 2021 compared to 41 mWh in its first full year of operation.

Electrical usage is monitored along with the identification of wastage, inefficiencies and cost effective initiatives to further improve energy performance.

PROMPT PAYMENTS

In accordance with the provisions of the Prompt Payment of Accounts Act 1997, as amended by the European Communities (Late Payment in Commercial Transactions) Regulations 2002, Bord Bia is committed to ensuring that all suppliers are paid promptly. During 2021, 97% of payments were made within 15 days.

EUROPEAN UNION FUNDING

Bord Bia administers a number of marketing and promotion campaigns eligible for co-funding by the European Union including those for Beef & Lamb, Potatoes, Lamb, and Seafood.

OFFICIAL LANGUAGES ACT 2003

Bord Bia comes under the remit of the Official Languages Act 2003 to provide a statutory framework for the delivery of services through the Irish language. In accordance with Section 10 of the Act, this Annual Report is published in Irish and English.

CONSULTANCY COSTS

Consultancy Costs include the cost of external advice to management and exclude outsourced 'business as usual' functions.

	2021 €'000	2020 €'000
Legal	120	172
Tax & Financial Advisory	83	108
Public Relations / Marketing	0	22
Pensions & Human Resources	232	170
Business Improvement	171	514
Total Consultancy Costs	606	986
Consultancy Costs Capitalised	-	-
Consultancy costs charged to Income and Expenditure and Retained Revenue Reserves	606	986
Total	606	986

LEGAL COSTS AND SETTLEMENTS

The table below provides a breakdown of amounts recognised as expenditure in the reporting period in relation to legal consultancy costs, settlements and conciliation and arbitration proceedings. The below figures include expenditure incurred in relation to general legal advice received by Bord Bia which is disclosed in consultancy costs above.

	2021 €'000	2020 €'000
Legal Fees - Legal Consultancy	120	172
Conciliation & Arbitration	-	-
Payments Settlements	-	-
Total Consultancy Costs	120	172

TRAVEL AND SUBSISTENCE EXPENDITURE

Travel and subsistence expenditure is categorised as follows:

	2021 €'000	2020 €'000
Domestic		
Boards	1	5
Employees	57	86
International		
Boards	-	-
Employees	263	140
Total Consultancy Costs	321	231

HOSPITALITY

The Income and Expenditure account includes the following hospitality Expenditure:

	2021 €'000	2020 €'000
Staff hospitality	4	3
Client hospitality	-	-
Total Consultancy Costs	4	3

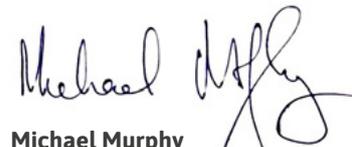
STATEMENT OF COMPLIANCE

The Board has adopted the updated Code of Practice for the Governance of State Bodies 2016 and has put procedures in place to ensure compliance with the Code. Bord Bia was in full compliance with the Code of Practice for the Governance of State Bodies during 2021.



Dan MacSweeney
Chair

Date: 30th June 2022



Michael Murphy
Chief Executive (Interim)

Date: 30th June 2022

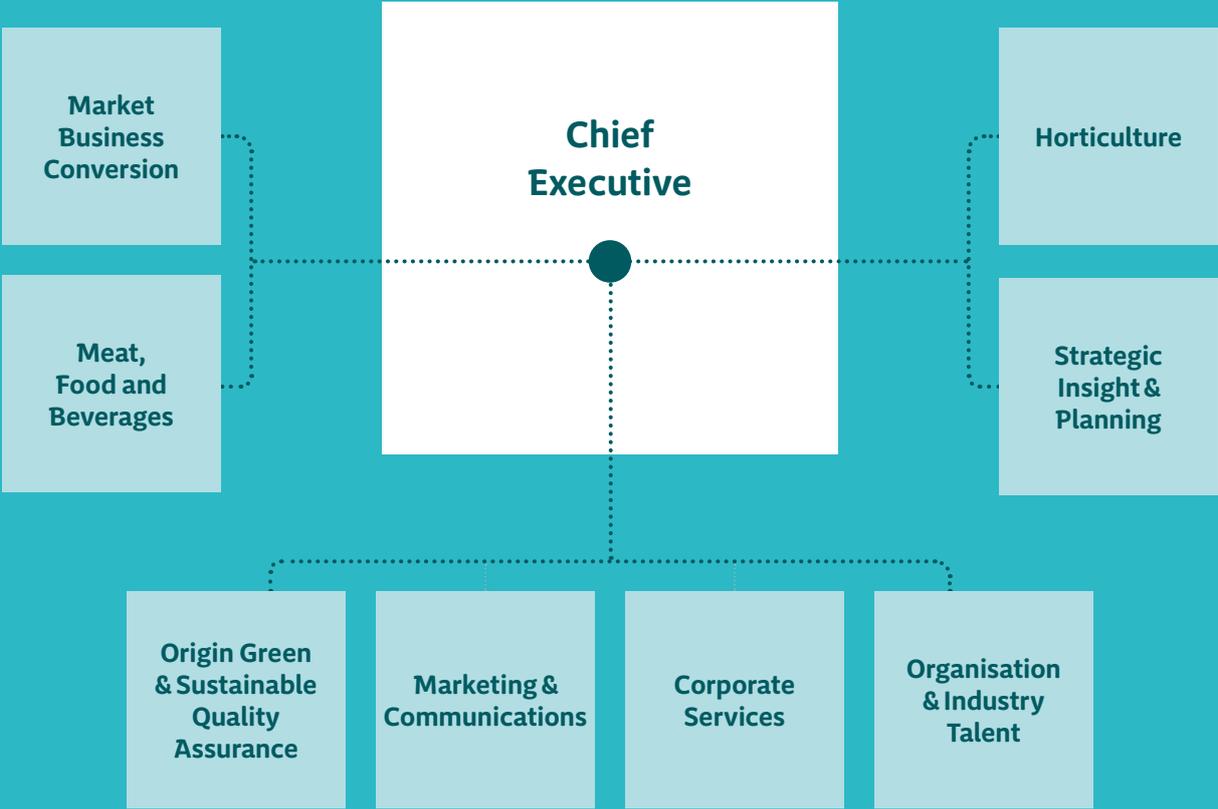
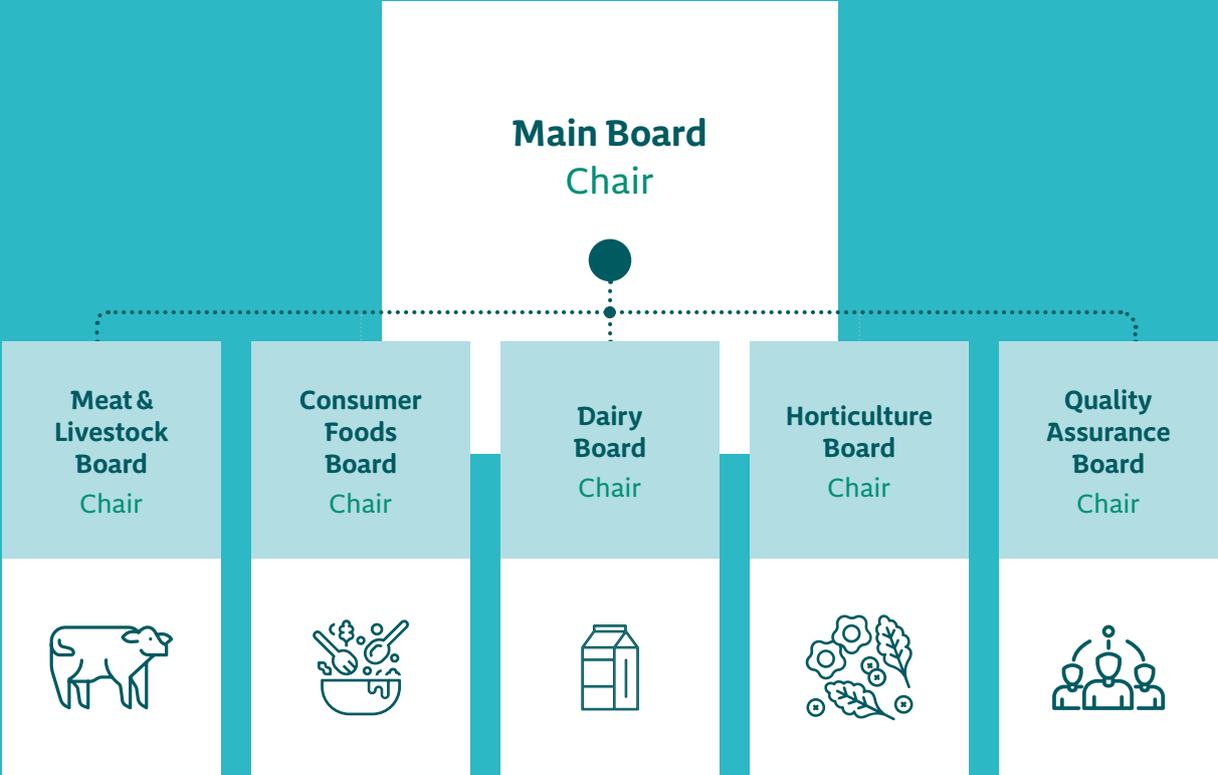
Bord Bia is comprised of the Board, five Subsidiary Boards, the Chief Executive and the Executive, which provide a range of services required to implement Board policy and programmes.

The Board is comprised of a Chair and 14 ordinary members appointed by the Minister for Agriculture, Food and the Marine. There are five Subsidiary Boards (Meat and Livestock, Consumer Foods, Dairy, Quality Assurance and Horticulture) comprised of a Chair and 12 ordinary members who are appointed by the Board with the consent of the Minister. The Chair of each Subsidiary Board is a member of the Board.

The following Board Committees are in place: Audit and Risk Committee, Remuneration and Pensions Committee and Strategy Committee.

The Executive is comprised of staff based in the Board's head office and overseas.





Organisation Structure

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The following Board Committees are in place: Audit and Risk Committee, Remuneration and Pensions Committee and Strategy Committee.

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General Information

Head Office:

140 Pembroke Road, Dublin 4, D04 NV34.

Auditors:

Comptroller and Auditor General

Bankers:

Allied Irish Banks

Solicitors:

Philip Lee Solicitors

Staff Structure

Chief Executive (Interim)	Michael Murphy
Meat, Food and Beverages	John Murray
Marketing and Communications	Una Fitzgibbon
Global Business Development	Ailish Forde
Global Strategic Insights, Planning and Evaluation	Nick Curtis-Davis
Corporate Services	Susan McDonnell
Origin Green and Sustainable Quality Assurance	Deirdre Ryan
Organisation and Industry Talent	Michael Murphy
Horticulture and Farmer Engagement	Mike Neary
Overseas Offices	
Amsterdam	Laura Crowley
Dubai	Kieran Fitzgerald
Dusseldorf	Gabriele Weiss Brummer
Lagos	Ese Okpomo
London	Donal Denvir
Madrid	Cecilia Ruiz
Milan	James O'Donnell
New York	Henry Horkan
Paris	Finnian O'Luasa
Shanghai	Conor O'Sullivan
Singapore	Ciaran Gallagher
Stockholm	Linda Madigan
Tokyo	Joe Moore
Warsaw	Krzysztof Pogorzelec

Staff Structure

The agility of the Bord Bia colleagues was demonstrated strongly in 2021, as the organisation ensured continued delivery of activities and strategic objectives despite the challenges brought about by the necessary Covid-19 restrictions. Bord Bia's Performance Development Process was central to aligning individuals' personal priorities to the delivery of strategy, within a largely home working environment.

Bord Bia colleagues demonstrated high levels of engagement with the purpose and strategy of the organisation, as evidenced in staff engagement surveys undertaken during the year. A concerted effort was made in 2021 to ensure that colleagues were kept up to date on the organisation priorities and activities through monthly Town Halls and other communications activity. The Covid-19 response developed during the year to support staff with a number of health and wellness initiatives. Supports available for employees included the Employee Assistance Programme and Mental Health First Aid training.

The Bord Bia employer brand remained strong with high levels of interest in Bord Bia roles both internally and externally. Bord Bia's achievement of the Reprak Ireland most respected company accolade has underlined that position. During the course of 2021, Bord Bia held 24 competitions for permanent roles.

Staff turnover did increase in 2021 but at a lower rate to comparable markets.

Bord Bia's talent management framework evolved further and is comprised of 5 key pillars;

- 1 Recruitment and selection, with a focus on securing the best talent**
- 2 Leadership and management development with a focus on empowering management to set stretch goals for colleagues and maximise impact**
- 3 High levels of staff engagement to ensure that all colleagues understand and align to the business priorities and needs of clients and stakeholders**
- 4 A learning and development framework with a focus on growing internal talent, and making training investments that are appropriate to deliver strategy and appeal to current and potential colleagues, and**
- 5 Succession planning with a focus on accelerated career development.**

In 2021, the Talent/HR Team focused on the following key priorities.

- Best in Class People and Performance Management, building best practice people management capability, through the ongoing promotion of day-to-day conversations, focused on priorities through a coaching and mentoring style with an emphasis on developing talent on a continuous improvement basis. Through the continued development of our Performance Development Process, greater emphasis is now placed on individual growth plans.
- High levels of staff engagement to support Bord Bia's culture and values.
- The development of a learning and development framework for the period 2022-2024 to ensure Bord Bia has the necessary skills to deliver the strategy in the future, including sustainability, integrated client customer planning, and digital enablement.
- Optimising organisational design and continually enhancing role clarity and structure remains a key driver to deliver on strategy.
- Provision of an efficient and effective range of employee services was delivered through an HR Management System (BordBiaHR) and an integrated HR ticketing facility.

Bord Bia Board

CHAIR

Dan MacSweeney

Former Chief Executive,
Carbery Group.
Appointed 1 March 2018

MEMBERS

Lorraine Allen

Managing Director of Brand
Innovation Ireland
Appointed 22 January 2019

Niall Browne

Chief Executive, Dawn Meats
Appointed 8 January 2019

Michael Cronin

Agrifood Consultant
Appointed 22 January 2019

Tim Cullinan

President Irish Farmers'
Association
Appointed 30 January 2020

Tony Keohane

Former Chairman, Tesco
Appointed 16 June 2018

Karen Kerrigan

Kerrigan's Mushrooms
Appointed 16th June 2021

Sinead McPhillips

Assistant Secretary General,
Department of Agriculture,
Food & the Marine
Appointed 13 February 2018

Tom Moran

Former Secretary General,
Department of Agriculture,
Food & the Marine
Appointed 16 June 2018

Chief Executive

Tara McCarthy

Secretary/Director

Susan McDonnell

Changes during 2021

Resigned 27th January, 2021

David Harvey

Chief Executive, Peninsula
Television

Reappointed 13th February, 2021

Sinead McPhillips

Reappointed 1st March, 2021

Dan MacSweeney

Reappointed 25th March, 2021

Tim Cullinan

Term of Office Expired 15th June, 2021

Rachel Doyle

Director, Arboretum Garden Centre

Raymond O'Rourke

Food and Consumer Lawyer

Pat Whelan

Whelan's Butchers

Appointed 16th June, 2021

Karen Kerrigan

Reappointed 16th June, 2021

Tony Keohane

Tom Moran

Changes during 2022

Reappointed 22nd January, 2022

Lorraine Allen

Michael Cronin

Reappointed 9th February, 2022

Niall Browne

Term of Office Expired 12th May, 2022

Patrick McCormack

President, Irish Creamery Milk
Suppliers' Association

Term of Office Expired 27th May, 2022

Pat Murphy

President & CEO Primary Dairy &
Agribusiness, Kerry Group Plc.

Bord Bia Consumer Foods Board

CHAIR

Lorraine Allen
Managing Director of Brand
Innovation Ireland

MEMBERS

Alison Cowzer
Co-Founder
East Coast Bakehouse

Kathryn D'Arcy
Corporate Affairs and
Communications Director
Irish Distillers

Maurice Hickey
Chief Executive of Green
Isle Foods

Larry Murrin
Managing Director, Dawn
Farm Foods

Catherine Neilson
Independent Consultant

John Noonan
Sales & Marketing Director,
E. Flahavan & Sons

Pat Rigney
Managing Director,
Fastnet Brands Co. Ltd.

Simon Walker
Chief Executive
Kepak Convenience Foods

Michelle Walshe
Management Consultant

Changes during 2021

Appointed 19th May, 2021
Kathryn D'Arcy

Resigned 25th November, 2021
Paula Mee
Nutritionist

Changes during 2022

Appointed 18th January, 2022
Lorraine Allen (Chair)

Re-appointed 24th March, 2022
Alison Cowzer
Larry Murrin
John Noonan
Simon Walker

Term of Office Expired 28th May, 2022

Margaret Daly
Deputy CEO
Errigal Bay

Bord Bia Meat And Livestock Board

CHAIR

Tony Keohane

Former Chairman, Tesco Ireland

MEMBERS

Sorcha Donnelly

Commercial Director,
Kepak

Brendan Golden

Chairman, National Livestock
Committee, Irish Farmers'
Association

Jim Hanley

Chief Executive, Rosderra
Irish Meats

Sarah Hanley

Pig and Poultry Policy Executive,
Irish Farmers Association

Martin Kane

Managing Director, ABP Ireland.

Jack Molloy

Associated Craft Butchers of
Ireland

Kevin Quinn

Quinn International Livestock

Changes during 2021

Re-appointed 19th May, 2021

Jack Molloy

Re-appointed 25th May, 2021

Kevin Quinn

Term of Office Expired 13th June, 2021

Tom Finn

Chief Commercial Officer
Kepak

Re-appointed 22nd November, 2021

Martin Kane

Appointed 22nd November, 2021

Sorcha Donnelly

Sarah Hanley

Changes during 2022

Re-appointed (Chair) 18th January, 2022

Tony Keohane

Term of Office Expired 5th February, 2022

Des Morrison

Irish Creamery Milk Suppliers'
Association

Resigned 1st March, 2022

Ado Carton

Manor Farm

Bord Bia Dairy Board

CHAIR

Tom Moran

Former Secretary General,
Department of Agriculture,
Food & the Marine

MEMBERS

Stephen Arthur

Chair,
IFA Dairy Committee

Louise Byrne

Department of Agriculture,
Food and the Marine

Pat Clancy

Dairygold

Eleanor Collins

CFO, Primary Dairy Business,
Kerry Group

Anne Marie Henihan

CEO,
Dairy Production Technology
Centre, UCL

John Holland

COO,
Carbery

Lorcan McCabe

Irish Creamery Milk Suppliers
Association

William Meagher

ICOS

Aoife Murphy

Director of Ingredients,
Glanbia

Karina Pierce

Associate Professor,
Dairy Production,
UCD

Pat Shiels

General Manager Agri
Division
Lakeland Dairies

Changes during 2021

Resigned 3rd February, 2021

Tom Phelan

Chair,
IFA Dairy Committee

Term of Office Expired 14th June, 2021

Sean Molloy

Director of Strategy & Supplier
Relations, Glanbia

John O’Gorman

Chairman, Dairygold
Co-operative Society

Appointed 24th June, 2021

Stephen Arthur

John Holland

Louise Byrne

Karina Pierce

Anne Marie Henihan

Aoife Murphy

Re-appointed 24th June, 2021

William Meagher

Appointed 30th July, 2021

Pat Clancy

Term of Office Expired 27th September, 2021

Marc Healy

VP of Global Sales, Kerry Group plc.

Appointed 19th November, 2021

Eleanor Collins

Re-appointed 19th November, 2021

Bernard Condon

Changes during 2022

Re-appointed (Chair) 18th January, 2022

Tom Moran

Resigned 11th March 2022

Bernard Condon

Managing Director, Global
Ingredients Division, Ornu.

Bord Bia Quality Assurance Board

CHAIR

Michael Cronin

Agrifood Consultant

MEMBERS

Paul Bell

Certification Committee Chair

Ruth Dalton

Musgraves

Maria Dunne

Meat & Meat Policy Division,
Department of Agriculture,
Food & the Marine

Margaret Farrelly

Clonarn Clover

Maeve Henchion

Dept. Agrifood Business and
Spatial Analysis, Teagasc

Dermott Jewell

Policy & Council Adviser,
Consumers' Association of Ireland.

Paul Nolan

Group Development Manager,
Dawn Group

Liam O'Flaherty

Dairygold Co-operative Society

Brian Rushe

Deputy President, IFA

Maurice Walsh

Irish Creamery Milk
Suppliers' Association

Siobhan Ward

Technical Manager,
Country Crest

Changes during 2021

**Term of Office Expired 20th
February, 2021**

John Mohan

Chair, The Egg Association

Declan Troy

Head of Centre, National Food
Centre, Teagasc

Resigned 11th March, 2021

John Cunningham

Ex-Dairygold Food Products

Resigned 29th June 2021

Ray Bowe

Food Safety & Quality Manager,
Musgrave Retail Partners

Appointed 30th July, 2021

Paul Bell

Ruth Dalton

Margaret Farrelly

Siobhan Ward

Appointed 1st October, 2021

Michael Cronin (Chair)

Appointed 22nd November, 2021

Maeve Henchion

Bord Bia Horticulture Board

CHAIR

Karen Kerrigan

Kerrigan's Mushrooms

Con Traas

The Apple Farm

Padraig Tully

Tully Nurseries

Changes during 2021

Appointment 1st October, 2021

Karen Kerrigan (Chair)

Changes during 2022

Term of Office Expired 28th May, 2022

Brian O'Reilly

Mushroom Grower

Eoin Reid

Fernhill Garden Centre

MEMBERS

Ann Bolger

Wonderfoods

Paul Brophy

Paul Brophy Produce

Matt Foley

Kilbush Nurseries

Nicola Haines

Tierney Haines Architects

Thomas McKeown

Bradley Farm

Celine Murrin

University College, Dublin





Ard Reachtaire Cuntas agus Ciste Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

An Bord Bia

Opinion on the financial statements

I have audited the financial statements of An Bord Bia for the year ended 31 December 2021 as required under the provisions of section 21 of the An Bord Bia Act 1994. The financial statements comprise

- the statement of income and expenditure and retained revenue reserves
- the statement of comprehensive income
- the statement of financial position
- the statement of cash flows, and
- the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements give a true and fair view of the assets, liabilities and financial position of An Bord Bia at 31 December 2021 and of its income and expenditure for 2021 in accordance with Financial Reporting Standard (FRS) 102 — *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of An Bord Bia and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Report on information other than the financial statements, and on other matters

An Bord Bia has presented certain other information together with the financial statements. This comprises an annual report, a governance statement and Board members' report, and a statement on internal control. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.

Andrew Harkness
For and on behalf of the
Comptroller and Auditor General

30 June 2022

Report of the Comptroller And Auditor General

Appendix to the report

Responsibilities of Board members

The governance statement and Board members' report sets out the Board members' responsibilities for

- the preparation of annual financial statements in the form prescribed under section 21 of the An Bord Bia Act 1994
- ensuring that the financial statements give a true and fair view in accordance with FRS102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- implementing such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 21 of the An Bord Bia Act 1994 to audit the financial statements of An Bord Bia and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on An Bord Bia's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause An Bord Bia to cease to continue as a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

Statement on Internal Control

SCOPE OF RESPONSIBILITY

On behalf of the Board of Bord Bia, I acknowledge our responsibility, as described in the Corporate Statement, for ensuring that an effective system of internal control is maintained and operated.

PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system can provide reasonable, but not absolute, assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or would be detected in a timely period.

The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform has been in place in Bord Bia for the year ended 31 December 2021 and up to the date of approval of the financial statements.

CAPACITY TO HANDLE RISK

The Board has taken steps to ensure an appropriate control environment is in place by:

- Clearly defining management responsibilities and powers.
- Establishing formal procedures for monitoring the activities and safeguarding the assets of the organisation.
- Developing a culture of accountability across all levels of the organisation.

RISK AND CONTROL FRAMEWORK

The Board has established processes to identify and evaluate business risks by:

- Identifying the nature, extent and financial implication of risks facing the body, including the extent and categories which it regards as acceptable.
- Assessing the likelihood of identified risks occurring.
- Working closely with Government, engaging with stakeholders in the food and drink industry and with various Agencies to ensure that there is a clear understanding of Bord Bia goals and support for the Board's strategies to achieve those goals.
- Establishing procedures to ensure that the schemes and programmes administered by the body are in accordance with the legislation governing their operation and that appropriate risk management systems are in place.

The Board can conclude that the processes in place to identify and evaluate business risks were operating effectively and as intended during the period.

The system of internal control is based on a framework of regular management information, administration procedures including segregation of duties, authorisation limits and a system of delegation and accountability. In particular it includes:

- A comprehensive budgeting system with an annual budget which is reviewed and agreed by the Board.
- Regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts.
- Setting targets to measure financial and other performance.

- Adherence to the relevant aspects of the Public Spending Code.
- Clearly defined capital investment control processes.

Bord Bia has an outsourced internal audit function, which operates in accordance with the Code of Practice for the Governance of State Bodies and, which reports directly to the Audit and Risk Committee. The work of internal audit is informed by analysis of the risk to which the body is exposed and annual internal audit plans are based on this analysis. The analysis of risk and the Internal Audit plan are endorsed by the Audit and Risk Committee and reported to the Board. The risk register is reviewed at each Audit and Risk Committee meeting and at each Board meeting.

The Audit and Risk Committee meets on a regular basis throughout the year to review and confirm the ongoing adequacy and effectiveness of the system of internal control.

ONGOING MONITORING AND REVIEW

The Board's monitoring and review of the effectiveness of the system of internal control is informed by the work of the Internal Auditor, the Audit and Risk Committee which oversees the work of the internal auditor, the executive managers within Bord Bia who have responsibility for the development and maintenance of the internal control framework and by the work of the Comptroller and Auditor General in his annual audit.

The Financial Statements have been prepared in accordance with the Code of Practice for the Governance of State Bodies 2016.

PROCUREMENT

The quality assurance process, as per the Public Spending Code, was carried out for the audit period. This provided confirmation that the body is in compliance with current procurement rules as set out by the Office of Government Procurement, and the requirements of the Public Spending Code.

IMPACT OF COVID-19 PANDEMIC TO THE CONTROL ENVIRONMENT

The onset of the Covid-19 pandemic in early 2020, and the resulting public health advice and safety measures, changed the working practices of Bord Bia with remote working becoming the norm for Bord Bia staff. This has continued in 2021.

Bord Bia monitored developments closely, with a view to mitigating the risks that could affect Bord Bia's business operations, staff and stakeholders. These actions allowed us to largely continue delivering our functions while maintaining strong standards of control. Actions taken include:

- Transitioning Bord Bia's business operations to a remote working environment where most business processes could continue as normal.
- Transitioning many paper-based forms and procedures to an electronic format.
- Ensuring that Bord Bia's business response to the pandemic was steered and guided by a Crisis Management Group, comprising members of the SLT and senior management.
- Continually assessing significant risks pertaining to the Covid-19 pandemic and the agility of Bord Bia to respond effectively, including the management of new work arising from the pandemic and the revision of plans and programmes to ensure client needs were being met. This included adding Covid-19 related risks to the Corporate Risk Register.
- Ensuring robust segregation of duties remained in place and operating effectively.
- Ensuring all existing policies and procedures continued to apply in the remote working environment and were monitored and reported on as normal.
- Updating procedures and developing of an appropriate protocol to allow for access to the office in a safe and public health compliant manner where such access was essential to deliver our functions.

- Ensuring that staff members accessed Bord Bia's network using Bord Bia's approved ICT equipment and that all staff members working remotely were equipped with the necessary ICT equipment to enable them to carry out their duties in a safe manner.
- Assessing the potential for weaknesses in internal controls resulting from Covid-19 and taking measures to monitor and update internal controls, where necessary.

REVIEW OF EFFECTIVENESS

I confirm that for the year ended 31st December 2021, the Board conducted a review of the effectiveness of the system of internal control. The review was conducted in February 2022. The final report will be presented to the Audit & Risk Committee and the main Board at their October meetings.

INTERNAL CONTROL ISSUES

There were no material weaknesses in internal control, or breaches in control, material losses, or frauds reported in relation to 2021 that require disclosure in the financial statements. On behalf of the Board



Dan MacSweeney

Chair

Date: 30th June 2022

Statement of Income and Expenditure and Retained Revenue Reserves

for the financial year ended 31 December

	Notes	2021 €'000	2020 €'000
Income			
Oireachtas Grants	2 (a)	51,550	46,935
Oireachtas - Other Funding:			
Food Dude National Roll Out	2 (b)	2,891	2,328
Quality Assurance Schemes Special Funding	2 (c)	6,849	6,652
Food Promotions Special Funding	2 (d)	4,916	4,211
Statutory Levy	2 (e)	5,856	5,981
Project and Other Income	2 (f)	5,571	5,268
Net deferred funding for Retirement Benefits	11(a) i	3,523	3,397
Total Income		81,156	74,772
Expenditure			
Marketing and Promotional Expenditure	5 (a)	44,336	42,561
Food Dude National Roll Out		2,981	2,318
Quality Assurance Schemes		6,797	6,456
Marketing Finance	5 (b)	1,375	1,444
Pay and Retirement Benefit Costs	6	17,031	16,497
Operating Expenditure	4	2,290	3,282
Total Expenditure		74,810	72,558
Operating surplus		6,346	2,214
Transfer from the Capital Account	3	(176)	48
Interest receivable		0	0
Interest payable		0	0
Net surplus for the financial year before Retirement Benefit Contribution to the Exchequer		6,170	2,262
Retirement Benefit Contribution to the Exchequer		(1,247)	(949)
Net surplus / (deficit) for the financial year after Retirement Benefit Contribution to the Exchequer		4,923	1,313
Retained Revenue Reserves at 1 January		2,784	1,471
Retained Revenue Reserves at 31 December		7,707	2,784

All income and expenditure for the year relates to continuing activities at the reporting date.
The Statement of Cash Flows and Notes 1 to 17 form part of these financial statements.



Dan MacSweeney
Chair

Date: 30th June 2022



Michael Murphy
Chief Executive (Interim)

Date: 30th June 2022

Statement of Comprehensive Income

for the financial year ended 31 December

	Notes	2021 €'000	2020 €'000
Net Surplus / (deficit) for the year		4,923	1,313
Actuarial loss / (Gain) on Retirement Benefit Scheme Liabilities	11(a)iii	(4,862)	2,437
Adjustment to Deferred Retirement Benefit Funding	11(a)iii	4,862	(2,437)
Total Comprehensive Income / (Expenditure) for the year		4,923	1,313

The Statement of Cash Flows and Notes 1 to 17 form part of these financial statements.



Dan MacSweeney
Chair

Date: 30th June 2022



Michael Murphy
Chief Executive (Interim)

Date: 30th June 2022

Statement of Financial Position

as at 31 December

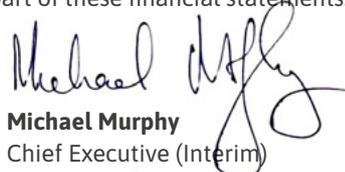
	Notes	2021 €'000	2020 €'000
ASSETS EMPLOYED			
Fixed Assets			
Property, Plant and Equipment	7	628	452
Current Assets			
Inventories		3	3
Trade and Other Receivables	8	8,214	6,081
Cash and Other Equivalents		11,713	9,564
		19,930	15,648
Current Liabilities: Amounts falling due within one year			
Trade and Other Payables	9	12,223	11,824
Net Current Assets		7,707	3,824
Total Assets less current liabilities			
		8,335	4,276
Long Term Liabilities: amounts falling due after more than one year			
Provision for Liabilities and Charges	12	0	1,040
Retirement Benefit Liabilities	11	(81,799)	(74,655)
Deferred Retirement Benefit Funding	11	81,799	74,655
		-	-
Total Assets less Liabilities			
		8,335	3,236
FINANCED BY			
Capital and reserves			
Capital account	3	628	452
Statement of Income and Expenditure and Retained Revenue Reserves		7,707	2,784
		8,335	3,236

The Statement of Cash Flows and Notes 1 to 17 form part of these financial statements.



Dan MacSweeney
Chair

Date: 30th June 2022



Michael Murphy
Chief Executive (Interim)

Date: 30th June 2022

Statement of Cash Flows

for the financial year ended 31 December

	2021 €'000	2020 €'000
Cash flows from Operating Activities		
Surplus / (Deficit) for the financial year	4,923	1,313
Adjustments for:		
Depreciation of Tangible Assets	179	206
Capital Account Transfer	176	(48)
Interest Received	0	0
Decrease / (Increase) in Inventories	0	0
(Increase) / Decrease in trade and other receivables	(2,133)	930
Increase / (Decrease) in trade and other payables	399	(822)
(Decrease) / Increase in other provisions	(1,040)	105
Net Cash Inflow / (Outflow) from Operating Activities	<u>2,504</u>	<u>1,684</u>
Cash flows from investing activities		
Purchases of property plant and equipment	(359)	(158)
Interest Received	0	0
Loss on disposal of fixed asset	4	0
Net Cash from investing activities	<u>(355)</u>	<u>(158)</u>
Net Increase / (Decrease) in Cash and Cash Equivalents	<u>2,149</u>	<u>1,526</u>
Cash and Cash Equivalents at 1 January	<u>9,564</u>	<u>8,038</u>
Cash and Cash Equivalents at 31 December	<u>11,713</u>	<u>9,564</u>



Dan MacSweeney
Chair

Date: 30th June 2022



Michael Murphy
Chief Executive (Interim)

Date: 30th June 2022

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

1. ACCOUNTING POLICIES

(a) Basis of preparation:

The financial statements for year ended 31 December 2020 have been prepared in accordance with Financial Reporting Standard 102 –the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland (“FRS 102”), and with the An Bord Bia Act, 1994. The financial statements have been prepared on the historical cost convention. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to An Bord Bia’s financial statements.

The financial statements are presented in Euro (€), the functional currency.

(b) Critical accounting judgments and estimates

Preparation of the financial statements requires management to make critical accounting judgements, assumptions and estimates. The items in the financial statements where these judgments and estimates have been made include:

- Income from domestic levies is based on the estimated number of slaughtered livestock;
- Provisions for doubtful trade receivables;
- Provisions for retirement benefit liabilities, which are based on actuarial calculations ;
- Provisions for depreciation;
- Provisions for impairment of Property, Plant and Equipment; and
- Provisions for building dilapidations.

(c) Income

Income shown in the financial statements under Oireachtas Grants represents the actual receipts from this source in the period.

Income from the Quality Assurance Schemes Special Funding, the Food Dude National Roll-Out and Food Promotions Special Funding is released to revenue in line with expenditure and any balances due to or from Bord Bia are included in Trade and Other Receivables and Trade and Other Payables as appropriate.

Income arising from the Statutory Levy is accounted for on the accruals basis.

(d) Principal accounting policies

(1) Property, plant and equipment

Property, plant and equipment are funded from Oireachtas grants and are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets, over their expected useful lives, using the straight-line method. The normal rates applicable are:

Leasehold improvement	10%
Furniture and fittings	12.5%
Computer equipment	33.3%
Office equipment	20%

(2) Impairment of Property, Plant and Equipment

At each reporting date Property, Plant and Equipment are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its

estimated recoverable amount, and an impairment loss is recognised immediately in the Statement of Income and Expenditure and Retained Revenue Reserves.

(3) Inventory

Inventory is measured using the First In, First Out (FIFO) method.(

4) Trade and Other

Receivables Short term receivables are measured at transaction price, less any provisions for doubtful debts. Known bad debts are written off.

(5) Trade and Other Payables

Short term payables are measured at the transaction price.

(6) Provisions for Liabilities and Charges

Provisions are recognised when An Bord Bia has a present obligation (legal or constructive) as a result of a past event, which it is probable that the organisation will be required to settle, and a reliable estimate can be made of the amount of such obligation.

The amount recognised as a provision for such obligations is the best estimate of the consideration required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate where appropriate. The unwinding of the discount is recognised as a finance cost in the Statement of Income and Expenditure and Retained Revenue Reserves in the period it arises.

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

(e) Employee benefits

Retirement Benefits

There are three Superannuation Schemes in operation within Bord Bia.

The Bord Bia main scheme is an unfunded scheme since 31st December 2009. Prior to 1st January 2010 employer and employee contributions were paid into a fund. Under the terms of the Financial Measures (Miscellaneous Provisions) Act, 2009, the assets of the scheme were transferred to the National Pension Reserve Fund with effect from 31st December 2009. The scheme continues in being for existing members. From 1st January 2010, Bord Bia became responsible for the administration of the retirement benefit payments to pensioners on behalf of the Exchequer. Under the new arrangement the funding contribution will continue in being and is payable to the Department of Agriculture, Food and the Marine after taking account of retirement benefits paid. The Department will provide funding where the retirement benefits paid exceed the funding and employer contributions.

With regard to employees of the former Bord Glas, a non-contributory defined benefit retirement benefit scheme and a contributory spouses and children's scheme are operated on an administrative basis pending the authorisation of the schemes by the Minister for Public Expenditure and Reform. Under the provisions of An Bord Bia (Amendment) Act, 2004, all staff of the former Bord Glas were transferred to Bord Bia with effect from 1st July 2004.

The new Single Public Service Pension Scheme ("Single Scheme") commenced with effect from 1 January 2013. All new entrants to pensionable public service employment on or after 1 January 2013 are, in general, members of the Single Scheme. The rules of the Single Scheme are set down in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

Retirement benefit costs reflect retirement benefits earned by employees in the year. An amount corresponding to the retirement benefit charge is recognised as income to the extent that it is recoverable, and offset by Grants received in the year to discharge retirement benefit payments for the Bord Glas scheme and any deficit in funding arising on the Bord Bia scheme.

Actuarial gains or losses arising on scheme liabilities are reflected in the Statement of Comprehensive Income and a corresponding adjustment is recognised in the amount recoverable from the Department of Agriculture, Food and the Marine.

Retirement Benefit Liabilities represent the present value of future retirement benefit payments earned by staff to date. Deferred Retirement Benefit Funding represents the corresponding asset to be recovered in future periods from the Department of Agriculture, Food and the Marine.

Short-term benefits

Short-term benefits such as holiday pay are recognised as an expense in the year, and benefits that are accrued at year-end are included in the 'Trade and Other Payables' figure in the Statement of Financial Position.

(f) Foreign currency translation

In preparing the financial statements, transactions in currencies other than the functional currency ("foreign currencies") are recognised at the spot rate at the dates of the transactions or at an average rate where this rate approximates the actual rate at the date of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Exchange differences are recognised in the Statement of Income and Expenditure and Retained Revenue Reserves in the period in which they arise.

(g) Leased Assets

Rentals in respect of operating leases are charged to the Statement of Income and Expenditure and Retained Revenue Reserves as incurred.

(h) Capital Account

The capital grant element of Oireachtas grants received by Bord Bia is credited to the Capital Account as set out in note 3, and is transferred to the Statement of Income and Expenditure and Retained Revenue Reserves over the expected useful lives of the assets to which it relates, in line with depreciation.

(i) Taxation

Provision has been made in respect of all VAT, withholding tax and payroll liabilities.

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

2. OPERATING INCOME

- (a) Oireachtas grants of €51,550,000 were drawn down from the Department of Agriculture, Food and the Marine under Vote Agriculture (Sub-head C.6).
- (b) Amounts included under the heading of Food Dude - National Roll-Out totalling €2,891,000 arise in respect of funding made available by the Department of Agriculture, Food and the Marine (Sub-head C.4.3) to cover the costs of the roll-out of the Food Dude healthy eating programme on a national basis.
- (c) Amounts included under the heading of the Quality Assurance Scheme Special Fund totalling €6,849,000 arise in respect of funding made available by the Department of Agriculture, Food and the Marine (Sub-head C.3.9) to cover the costs of independent on-farm inspections and associated certification processes under the Bord Bia Quality Assurance Scheme.
- (d) Amounts included under Food Promotions Special Funding arise in respect of funding made available by the Department of Agriculture, Food and the Marine (Sub-heads C.4.3) in respect of the following programmes:

	2021	2020
	€'000	€'000
Promotions		
Beef & Lamb Asia	0	(29)
Pork & Beef	1,346	678
Mushroom	29	195
Lamb	(37)	260
Organics	0	174
Biofach Organic Meat & Consumer Foods Fair	0	90
Potato	548	456
Green Cities	29	0
Pork & Poultry	881	387
Trade Fairs		
Fuzhou International Fisheries Show	10	0
Guangzhou Fishery & Seafood Expo Trade Fair	14	0
Hotelex Chengdu	10	0
China Fisheries	51	0
Conxemar	40	0
Japan International Seafood	40	69
World Seafood Shanghai and Seafood Expo Singapore	0	50
Other		
Seafood Campaign Ireland	727	1,186
Lean Initiatives- Meat	69	0
Brexit Adjustment Reserve (BAR)	70	0
Organic Seafood Campaigns Europe	361	0
Market Diversification Seafood	0	227
Seafood - Accelerator	150	0
Seafood - Growing New Business	230	0
Seafood Activation China	140	130
Seafood Insight	208	338
	4,916	4,211

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

- (e) An Bord Bia Act, 1994, provides for payment to the Board of a levy per head on slaughtered or exported livestock. Under section 37 of the Act, the rates were set at €1.90 per head for cattle, 25c per head for sheep and 35c per head for pigs. In 2021, all levies were accounted for on an accruals basis.
- (f) Project and other income includes industry contributions to joint promotions, trade fairs, information services and seminar and conference fees.

3. CAPITAL ACCOUNT

The Capital account represents the cumulative grants received that have been transferred from the Statement of Income and Expenditure and Retained Revenue Reserves. The Reserves represent the cumulative surplus of income over expenditure.

	2021 €'000	2020 €'000
Capital Account Balance at 1 January	452	500
Amount capitalised in respect of purchased fixed assets	359	158
Amounts released on disposal of fixed assets	(4)	0
Amortisation in line with asset depreciation	(179)	(206)
Net transfer (to) / from the Statement of Income and Expenditure and Retained Revenue Reserves	176	(48)
Balance at 31 December	628	452

4. OPERATING EXPENDITURE

	2021 €'000	2020 €'000
The net surplus is stated after charging:		
Depreciation of property plant and equipment	179	206
Rent and Rates	1,817	1,857
Auditors Remuneration	31	30
General Business Expenses	263	1,189
Total	2,290	3,282

5. MARKETING AND PROMOTIONAL EXPENDITURE

(a) Analysis by the Statement of Strategy Strategic Priorities	2021 €'000	2020 €'000
Insights to Power Growth	7,178	7,366
Leading through People	4,252	4,249
Building Reputation for Growth - Providing Proof	3,174	3,990
Driving Success and Growth in the Market	9,759	11,040
Building Reputation for Growth - Marketing	18,112	13,799
Support Services	1,861	2,117
Total	44,336	42,561

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

(b) Marketing Finance

In 2020 grants totalling €691,000 (€585,000 in 2020) were made under the Marketing Assistance Programme. Grants totalling €41,000 (€91,000 in 2020) were made under the Step Change Programme. Grants totalling €643,000 (€768,000 in 2020) were paid under the new COVID grant Programme in 2021.

6. REMUNERATION

Staff costs during the financial year were as follows:	2021	2020
	€'000	€'000
Staff short-term benefits	12,028	11,701
Employer's Contribution to social welfare	1,480	1,399
Termination benefits	0	0
Retirement benefit costs	3,523	3,397
	17,031	16,497
	2021	2020
	€'000	€'000
Split of Employee Costs		
Marketing and promotion	14,647	14,470
Administration	2,384	2,027
	17,031	16,497
	2021	2020
	Number	Number
Split of Employee Numbers (Whole time equivalents)		
Marketing and promotion	125	137
Administration	23	25
	148	162
	2021	2020
	€'000	€'000
Split of Staff short-term benefits		
Salary	12,028	11,688
Overtime	0	0
Allowances	0	13
	12,028	11,701
	2021	2020
	€'000	€'000
Termination Benefits		
Termination benefits charged to the statement of income and expenditure	0	0

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

In accordance with Department of Public Expenditure and Reform circular 13/2014 the following outlines the employee benefits greater than €60,000 in 2021. Note the following are before any deduction related to the public sector pension levy.

Employee benefits	Number of Employees	
	2021	2020
€60,000 to €69,999	9	23
€70,000 to €79,999	33	27
€80,000 to €89,999	22	25
€90,000 to €99,999	17	9
€100,000 to €109,999	3	4
€110,000 to €119,999	5	7
€120,000 to €129,999	3	-
€130,000 to €139,999	-	-
€140,000 to €149,999	-	-
€150,000 to €159,999	-	-
€160,000 to €170,000	1	1
	2021	2020
The remuneration of the Chief Executive included in the above pay costs is as follows:	€	€
Tara McCarthy	169,906	166,990
Total remuneration	169,906	166,990

In addition, the Chief Executive is a member of the Bord Bia Superannuation Scheme and has retirement benefit entitlements which do not extend beyond the standard entitlements in the model public sector defined benefit superannuation scheme.

Key Management Personnel included in the above pay costs is as follow:	2021	2020
	€'000	€'000
Salary	702	673
Allowances	0	0
Termination benefits	0	0
Health insurance	0	0
	702	673

Key management personnel compensation includes employee benefits paid to the senior members of the management team at Grade 1 level. CEO remuneration and Board Member Remuneration is disclosed separately in notes 6 and the Governance Statement and Board Members Report respectively. In addition, key management personnel are members of the Bord Bia Superannuation Scheme and have retirement benefit entitlements which do not extend beyond the standard entitlements in the model public sector defined benefit superannuation scheme.

The total number of employees (including part-time persons) at 31 December 2021 was 148 (2020: 162). The cost of certain employees amounting to €319,221 (2020: €234,992) is included in Marketing and Promotional expenditure.

A total pension levy amount of €310,632 (2020: €309,391) was paid over to the Department of Agriculture, Food and the Marine during 2021.

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

7. PROPERTY, PLANT AND EQUIPMENT

	Leasehold Improvements	Furniture and Fittings	Computer Equipment	Office Equipment	Total
Cost	€'000	€'000	€'000	€'000	€'000
At 1 January 2021	2,504	680	890	301	4,375
Additions	313	0	46	0	359
Disposals	(1,555)	(334)	0	(117)	(2,006)
At 31 December 2021	1,262	346	936	184	2,728
Depreciation					
At 1 January 2021	2,205	571	878	269	3,923
Charged for the financial year	92	52	11	24	179
Disposals	(1,555)	(331)	0	(116)	(2,002)
At 31 December 2021	742	292	889	177	2,100
Net book amount at 31 December 2021	520	54	47	7	628
Net book amount at 31 December 2020	299	109	12	32	452

* The 2021 depreciation charge on Leasehold Improvements in the Dublin Office is calculated based on the remaining useful life of the asset, in this instance the remaining period of the lease. Leasehold improvements in overseas offices are depreciated at the normal rate.

Trade Receivables	2021	2020
	€'000	€'000
Less Provision for bad debts	4,584	4,334
	(500)	(466)
Prepayments and Accrued Income	4,084	3,868
	4,130	2,213
	8,214	6,081

9. TRADE AND OTHER PAYABLES

<i>Amounts falling due within one year</i>	2021	2020
	€'000	€'000
Trade Payables	4,148	4,467
Exchequer retirement benefit contribution	-	-
Taxation and Social welfare (note 10)	2,275	1,818
Accruals*	5,648	5,485
Deferred income	152	54
	12,223	11,824

Trade payables are to be settled at various dates over the coming months in accordance with the suppliers' usual and customary credit terms.

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

* Includes Holiday pay accrual of €219,000 (€222,000 in 2020). Short term benefits such as holiday pay are recognised as an expense in the year, and benefits that are accrued at year end are included in the Trade and Other Payables figure in the Statement of Financial Position.

10. TAXATION AND SOCIAL WELFARE

	2021	2020
	€'000	€'000
<i>Amounts falling due within one year</i>		
VAT	1,106	592
Withholding Tax	717	768
Payroll taxes	340	340
PRSI	112	118
	<u>2,275</u>	<u>1,818</u>

Section 227 of the Taxes Consolidation Act, 1997, provides an exemption from tax for income of non-commercial state bodies. An Bord Bia is liable to employer taxes in Ireland and complies with related withholding, reporting and payment obligations as appropriate.

11. RETIREMENT BENEFIT COSTS

a i) Analysis of total retirement benefit costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves.	2021	2020
	€'000	€'000
Service cost	3,321	3,011
Employee contributions	(555)	(485)
Current service cost	<u>2,766</u>	2,526
Interest cost	757	871
Total	<u>3,523</u>	<u>3,397</u>

a ii) Contribution to the Exchequer

In accordance with the Financial Measures (Miscellaneous Provisions) Act 2009 and the arrangements set out in the accounting policies, contributions payable to the Exchequer and retirement benefits paid on behalf of the Exchequer amounted in total to €1,247,000 in the year (2020: €949,000).

There was a nil liability due at 31 December 2021 (2020: nil) in respect of employer contributions payable to the Exchequer after offsetting retirement benefits payable under the Bord Bia scheme.

a iii) Analysis of amount recognised in Statement of Comprehensive Income	2021	2020
	€'000	€'000
Total remeasurement effects recognised	<u>(4,862)</u>	2,437

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

b i) Present value of scheme obligations

Present value of scheme obligations at beginning of year	74,655	74,725
Service Cost	3,321	3,011
Interest Cost	757	871
Plan introductions, changes, curtailments and settlements	(572)	(544)
Actuarial gain / (loss)	4,862	(2,437)
Benefits paid	(1,224)	(971)
Present value of scheme obligations at end of year	81,799	74,655

b ii) Deferred Funding Asset

Under the terms of the Financial Measures (Miscellaneous Provisions) Act 2009, the assets of the Bord Bia Superannuation Schemes were transferred to the National Pension Reserve Fund with effect from 31 December 2009. The retirement benefit schemes associated with these funds continue in force for existing members with no impact on their benefits or associated provision for members. The Department of Agriculture, Food and the Marine will provide funding where the retirement benefits paid exceed contributions. An Bord Bia has adapted the treatment and disclosures required by the accounting standard, Financial Reporting Standard 102 (Section 28) to reflect the arrangements in operation. While the funding arrangement operates on a net pay over basis with the Department, An Bord Bia is satisfied that the nature of the arrangement is akin to a full reimbursement of the retirement benefit liability when those liabilities fall due for payment and therefore recognises its right to the reimbursement as a separate asset in the amount equal to the liability at the year end.

An Bord Bia also recognises an asset corresponding to the unfunded liability for retirement benefits on the Bord Glas scheme on the basis of a number of assumptions and past events, including the statutory basis for the establishment of the superannuation schemes and the policy and practice currently in place in relation to funding public services retirement benefits, including the annual estimates process.

A deferred funding asset of €81.799 million equal to the retirement benefit liability is recognised at 31 December 2021 (2020: €74.655 million). The deferred funding asset at the year end was determined after taking into account net deferred funding for retirement benefits in the year of €3.523 million and adjustments arising from the actuarial gain of €4.862 million and from retirement benefits payable under the Bord Bia scheme of €1.224 million which were offset against the contribution payable to the Exchequer.

b iii) Net Deferred Funding for Retirement Benefits recognised in the Statement of Income and Expenditure and Retained Revenue Reserves.

	2021	2020
	€'000	€'000
Funding recoverable in respect of current year retirement benefit costs	3,523	3,397
	3,523	3,397

c) Description of schemes and actuarial assumptions

The Board operates three defined benefit superannuation schemes for certain eligible employees.

1) The Bord Bia main scheme, for which the approval of the Minister for Agriculture, Food and the Marine and the Minister for Public Expenditure and Reform has been received. Until 31 December 2009, the contributions of employees and Bord Bia were paid into a fund managed by the trustees. As detailed under note 11b ii) above, the assets of the scheme were transferred to the National Pension Reserve Fund with effect from 31 December 2009.

2) The former Bord Glas scheme. This consists of a non-contributory defined benefit retirement benefit scheme and a contributory spouses and children's scheme which is operated on an administrative basis pending the authorisation of the schemes by the Minister for Public Expenditure and Reform.

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

c) Description of schemes and actuarial assumptions (cont'd)

3) The Single Public Service Pension Scheme. The rules of the Single Scheme are set down in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

An Bord Bia meets the cost of current retirements. These are paid out of current income. Contributions received by An Bord Bia from members of the contributory unfunded schemes outlined above are used to part fund ongoing retirement benefit liabilities.

An actuarial valuation of the Bord Bia Superannuation Schemes was carried out as at 31 December 2021 for the purpose of preparing this FRS102 disclosure. The liabilities and costs have been assessed using the projected unit method.

Financial assumptions

The principal actuarial assumptions used to calculate the retirement benefit obligations under FRS102 were as follows:

	31/12/2021	31/12/2020
Discount Rate	1.50%	1.00%
Inflation Rate	2.20%	1.40%
Salary increases	4.20%	3.40%
Retirement benefit increases for in payment benefits	3.70%	2.90%
Retirement benefit increases for deferred benefits	3.70%	2.90%
Plan membership census date	31/12/2021	31/12/2020

The following amounts were measured in accordance with the requirements of FRS102.

Demographic assumptions

The mortality table is 70% of ILT15 (Males) for males and 75% of ILT15 (Females) for females, with the 2013 CSO mortality improvements applying from 2010. Representative rates are shown below. The expected lifetime of a participant who is age 65 and the expected lifetime (from age 65) of a participant who will be age 65 in 20 years are shown in years below based on the above mortality tables.

Age	Males	Females
65	21.9	24.3
65 in 20 years	24.2	26.3

d) History of defined benefit obligations, assets and experienced gains and losses

	2021 €'000	2020 €'000	2019 €'000	2018 €'000	2017 €'000
Defined benefit obligations	81,799	74,655	74,725	65,406	65,920
Fair value of scheme asset	-	-	-	-	-
Deficit on Superannuation Schemes	(81,799)	(74,655)	(74,725)	(65,406)	(65,920)
Experience adjustments on scheme obligations	(4,862)	2,437	(6,358)	3,215	111
Experience adjustments on scheme assets	-	-	-	-	-

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

12. PROVISION FOR LIABILITIES AND CHARGES

	Dilapidations €'000	Total €'000
At 1 January 2021	1,040	1,040
Released	(1,040)	(1,040)
At 31 December 2021	0	0

The dilapidations provision was released in full to other income during 2021 as the landlord did not require payment for dilapidations.

13. COMMITMENTS

Funding

In terms of the Marketing Finance Programmes operated by Bord Bia, management have committed to €1,269,000 (2020: €2,076,000) payments within the next 12 months. There are no specific performance-related conditions attached to these commitments other than that the intended beneficiaries had to have incurred the expenditure before submitting their claims. These commitments are in turn funded through the Oireachtas grant income.

	2021 €'000	2020 €'000
At 1 January 2021	2,076	965
(Reductions) / Additions	(807)	1,111
At 31 December	1,269	2,076

	2021 €'000	2020 €'000
<i>Operating leases</i>		
The future minimum operating lease payments are as follows:		
Within one year	610	632
Between one and five years	2,010	297
Beyond five years	2,010	32

An Bord Bia occupies premises at Clanwilliam Court, Lower Mount Street, Dublin 2 under a rental agreement. This agreement which commenced in 2010 expired in 2021. The total charges including rent, rates and other accommodation costs for these premises in 2021 was €1,161,000. A new VAT exempt lease was signed in September 2021 for a new Dublin office and the building fit out commenced in November 2021. A payment of €1,677,000 was made in 2021 on foot of the VAT exempt status of the lease on the property. This expense will be recognised over the period of the lease.

In addition, Bord Bia occupies fifteen other properties in various locations internationally. The rent paid on these premises in 2021 was €656,000.

Notes forming part of the Financial Statements

for the financial year ended 31 December 2021

14. CAPITAL COMMITMENTS

There was a capital commitment of €3,628,171 in relation to the fit-out, cabling, IT Infrastructure and other equipment at the new head office at 31 December 2021. A contract for the fit-out element was entered into in November 2021.

15. BOARD MEMBERS - DISCLOSURE OF TRANSACTIONS

In the normal course of business the Board may approve grants and may also enter into other contractual arrangements with undertakings in which Bord Bia Board Members are employed or otherwise interested. The Board adopted procedures in accordance with the guidelines issued by the Department of Public Expenditure and Reform in relation to the disclosure of interests by Board Members and these procedures have been adhered to by the Board during the year.

No grants were approved or paid during the year to companies with which Board Members are associated.

16. OBJECTIVES OF AN BORD BIA

The objectives of Bord Bia are summarised as follows - "To bring Ireland's outstanding food, drink and horticulture produce to the world, thus enabling the growth and sustainability of producers."

17. APPROVAL OF FINANCIAL STATEMENTS

The Board approved the financial statements on the 30th June 2022.

MARKETING ASSISTANCE GRANT PAYMENTS

Company Name	Payment €	Company Name	Payment €
12 Acres Brewing Company	3,452.75	Elmgrove Farm	12,021.83
9 White Deer Brewery Ltd	558.50	Emile Patisserie Ltd	8,000.00
Achill Island Sea Salt	4,337.50	Epicom Food Ltd	14,000.00
Achill Mountain Lamb	2,770.69	Everest Granola Ltd	7,000.00
AllinAll Ingredients Ltd	5,796.00	Finnegan's Farm	18,500.00
AP Fine Foods Ltd	6,000.00	Fitzgerald Nurseries Ltd	5,400.00
Atlantic Shellfish Ltd	3,919.13	Four Seasons Nurseries	2,507.76
Atlantis Seafood Wexford Ltd	16,000.00	Fusco Foods Ltd	10,000.00
Ballineen Fine Foods Ltd	14,000.00	Future Nutrition Ltd	16,000.00
Ballykelly Farms Ltd	3,767.17	Galmere Fresh Foods Ltd	16,000.00
Ballykilcavan Brewing Company	984.00	Galway & Aran Fishermens Co-op	2,611.00
Ballymagarvey Farm Ltd	1,747.20	Galway Hooker Brewery	4,847.50
Ballymooney Foods Ltd	11,242.53	Genovese Foods Ltd	1,566.93
Bantry Bay Mussels Ltd	10,000.00	Glen Aine Foods Ltd	15,923.60
Beechill Bulbs Ltd	1,824.95	Goatsbridge Fish Processors Ltd	12,000.00
Bells Isle Seafoods Ltd	5,601.41	Goldcircle Mushrooms Ltd	16,000.00
Black Donkey Brewing Ltd	2,313.50	Golf Road Nurseries	4,500.00
Blackwater Distillery Ltd	10,000.00	Good 4U	10,121.75
Borrisoleigh Bottling Ltd	6,000.00	Good Fish Processing Carrigaline Ltd	13,945.22
Bowl a Granola Ltd	2,000.00	Good4U	8,556.26
Brehon Brewhouse Ltd	5,000.00	Goodnes Grains Gluten Free Bakery	23,000.00
Brodericks	16,000.00	Gran Clarke's Bakery	3,000.00
Burren Smokehouse	12,000.00	Green Earth Organics Ltd	8,000.00
Carlow Brewing Company	14,595.16	Green Saffron Spices Ltd	8,000.00
Carrigaline Farmhouse Cheese Ltd	5,000.00	Gubbeen Farmhouse Products Ltd	4,340.00
Cashel Farmhouse Cheesemakers	4,535.05	Hassetts Bakers & Confectioners Ltd	11,000.00
Compsey Creamery Society Ltd	15,619.51	Hatton Produce Ltd	1,914.50
Con Traas Ltd	3,311.40	Hazelbrook Confectionery Ltd	14,000.00
Connemara Ingredients Ltd	5,000.00	Hegarty Cheese	964.27
Connemara Seafoods ULC	12,000.00	Hickeys Bakery Ltd (Nuala Hickey)	4,410.00
Connemara Seaweed Co. Ltd	6,739.80	Homespun Foods Ltd	10,580.83
Coolattin Cheddar Ltd	3,000.00	Hope Beer	10,000.00
Coole Swan	10,000.00	Hughes Agriculture & Farming Ltd	7,564.92
Cooleeney Cheese	5,306.40	Hyde Irish Whiskey	9,000.00
Cooley Oysters Ltd	6,928.55	Inagh Farmhouse Cheese Ltd	10,398.06
Coolhull Farm Ltd	16,000.00	Inishfree Foods	4,000.00
Coolmore Fresh Foods Ltd	3,682.00	Intrepid Spirits Ltd	14,000.00
Corleggy Cheeses	4,000.00	Irish Yogurts Ltd	16,000.00
Costello's Brewing Company Ltd	680.25	Jack & Eddies Ltd	6,000.00
Couverture Desserts Ltd	28,000.00	Janet's Country Fayre Ltd	1,574.45
Dairy Concepts Ireland	4,000.00	Jinny's Bakery Ltd	8,500.00
Dessert First	7,000.00	JJ Corry Irish Whiskey	5,784.44
Dingle Distillery	4,756.44	JOD Food Products	5,000.00
Dundalk Bay Brewery Ltd	6,000.00	John Hickey & Sons Bakery	7,000.00
Dungarvan Brewing Co. Ltd	5,943.25	Jo's Absolute Nutrition Ltd	3,220.58
Durrus Cheese	2,835.00	Kearneys Homebaking Ltd	4,000.00
E Flahavan & Sons Ltd	7,000.00	Keeling F. Juices Ltd	9,000.00

Company Name	Payment €	Company Name	Payment €
Kelly's Nursery Ltd	3,539.06	Premier Fish Products	8,516.21
Key Ingredients	6,000.00	Rascals Brewing Company	1,528.82
Killowen Orchard Ltd	1,414.81	Reel Deel Brewing Co. Ltd	2,205.00
Kinahan's Irish Whiskey Ltd	10,000.00	Riceshill Farm Ltd	3,000.00
Kingfisher Fresh Ltd	3,206.18	Rockfield Dairy Ltd	5,292.82
Kinsale Bay Food Company	5,252.81	Sadie's Kitchen Ltd	4,000.00
Kinsale Craft Brewery	5,912.64	Scup Gelato	4,716.00
Kinsale Mead Company	4,000.00	Secret Recipe Ltd	10,000.00
Kish Fish Co. Ltd	15,000.00	Shannon Estuary Oysters ULC	5,000.00
Knockanore Farmhouse Cheese Co.Ltd	10,000.00	Shines Seafood	6,000.00
KO Kombucha Ltd	3,000.00	Silver Pail Dairy	16,000.00
Kush Seafarms Ltd	4,462.11	Skellig Distillers	4,000.00
Laurence Whelan Potatoes	4,000.00	Skelligs Chocolate	7,280.00
Legacy Irish Cider	4,000.00	Solaris Botanicals Ltd	8,000.00
M. Wright & Sons Seafood Ltd	15,000.00	Springfield Nurseries Ltd	4,000.00
Macroom Buffalo Cheese Products Ltd	10,000.00	St. Patrick's Distillery Ltd	1,559.38
Maisha Coffee	3,000.00	Stonewell Cider	8,936.14
Maria Lucia Bakes Ltd	6,440.29	Sunshine Juice Ltd	7,059.20
McCaughy Foods	16,000.00	Sushi King	4,980.06
McCormick Distilling International	14,000.00	Swantons Nurseries Ltd	9,649.50
Meadowfresh Foods Ltd	9,894.50	Swift Fine Foods	16,000.00
Mella's Fudge	1,851.69	TCF Foods Ltd	8,000.00
Michael Kelly Shellfish Ltd	4,000.00	Tea & Coffee Warehouse Ltd-Ponticelli Coffee	8,138.52
Michael Waldron Meats Ltd	5,000.00	The Cultured Food Company	6,486.51
Mileeven Ltd	12,403.39	The Flat Bread Company	490.00
MJ Hanlon Farm Ltd	1,220.70	The Foods of Athenry	16,000.00
ML Gannon & Sons	2,024.50	The Nest Box Egg Company Ltd	12,000.00
Molloys Abbeystown Ltd	4,212.60	The Scullery Ltd	6,000.00
Mora Foods Ltd	4,000.00	Tipperary Cheese Company Ltd	13,799.65
Morgans Fine Fish Ltd	11,662.74	Trouble Brewing	2,849.80
Morning Fresh Farm Ltd	7,000.00	Trudies Catering Kitchen	8,000.00
Mulroy Bay Mussels Ltd	1,750.00	VADA Pow Ltd	3,000.00
Naturally Cordial Ltd	1,525.55	Velo Coffee Roasters Ltd	6,000.00
Newgrange Gold Ltd	8,000.00	Walsh's Bakehouse	10,000.00
Nobo Ltd	6,000.00	Waterford Oysters	9,802.80
Nutshed Ltd	9,463.82	Wexford Home Preserves	18,696.16
O'Connor Nurseries Ltd	12,000.00	Wicklow Farmhouse Cheese Ltd	11,000.00
O'Hanlon Herbs	12,574.20	Wicklow Hills Whiskey Ltd	6,391.96
Oishii Foods Ltd	6,000.00	Wicklow Way Wines	2,008.20
O'Neill Foods Ltd	20,108.64	Wicklow Wolf Brewing Company	16,000.00
Oriel Sea Salt Company	6,000.00	Wild Atlantic Shellfish Ltd	3,388.00
Origin Spirits Ireland Ltd	6,000.00	Wilde Irish Chocolates	2,349.90
Pat Reynolds & Sons Ltd	4,000.00	Woodstown Bay Shellfish Ltd	10,965.39
Pipin Pear	8,000.00	Young Nurseries Ltd	3,531.98
Poachers Drinks Ltd	5,000.00		
Porterhouse Brewing Company	1,786.79	Total	1,375,331.06

HEAD OFFICE

140 Pembroke Road
Dublin 4
D04 NV34,
Ireland.

T +353 1 668 5155

AMSTERDAM

World Trade Centre,
Tower B, 7th Floor,
Schiphol Boulevard 299,
1118 BH Schiphol,
Netherlands.

T +31 20 754 6969

DUBAI

One Sheikh Zayed Road
Office 1501, 15th Floor,
H Dubai Office Tower,
One SZR,
PO Box 115425,
Dubai,
United Arab Emirates.

T +97 143 760 409

DUSSELDORF

Derendorfer Allee 6
40476 Dusseldorf,
Germany.

T +49 211 470 5975

LAGOS

c/o Naijalink Limited
2-4 Moseley Road,
Ikoyi, Lagos,
Nigeria.

T +234 8 10 644 730

LONDON

201-203 Great Portland Street
London,
W1W 5AB,
United Kingdom.

T +44 20 7307 3555

MADRID

Casa de Irlanda
Paseo de la Castellana
No 46 - 3a planta,
28046 Madrid,
Spain.

T +34 91 435 6572

MILAN

Via E. De Amicis, 53
20123 Milano,
Italy.

T +39 02 7200 2065

NEW YORK

Ireland House
345 Park Avenue,
17th Floor,
New York,
NY 10154-0037,
USA.

T +1 212 935 4505

PARIS

Maison d'Irlande
33, rue de Miromesnil,
75008 Paris,
France.

T +33 1 42 66 22 93

SHANGHAI

Suite 733, Shanghai Centre,
No. 1376 Nanjing Road West,
Shanghai 200040,
China.

T +86 21 627 98829

SINGAPORE

Ireland House
541 Orchard Road
Liat Towers, 8th Floor,
Singapore.
238881

T +65 6804 9344

STOCKHOLM

Embassy of Ireland
Hovslagargatan 5,
11148 Stockholm,
Sweden.

T + 46 8 545 04058

TOKYO

Ireland House
2-10-7 Kojimachi
Chiyoda-ku,
Tokyo 102-0083,
Japan.

WARSAW

Embassy of Ireland
Mysia 5,
Warsaw,
Poland.

T + 48 22 564 2224



